

Global Diversity & Inclusion Strategy 2025

DWF Group plc

dwfgroup.com



At DWF it's our vision to create a working environment and culture where people of all different backgrounds are able to contribute at their highest level and where their differences have a positive impact for our colleagues, clients, communities and shareholders.

Our five priorities



1. Ownership

Enabling and empowering our colleagues to own our D&I agenda, not just engage or take part.



2. Representation

Ensuring our actions are data driven so we can build diverse representation at all levels of our business through the development of targets and metrics.



3. Global direction

As a global business we recognise the importance of understanding local priorities and collaboration without borders is vital to achieving full inclusion.



4. Driving decisions

Increasing accountability and transparency of this strategy means moving from executive engagement to executive ownership and ensuring every decision our business takes has a D&I lens.



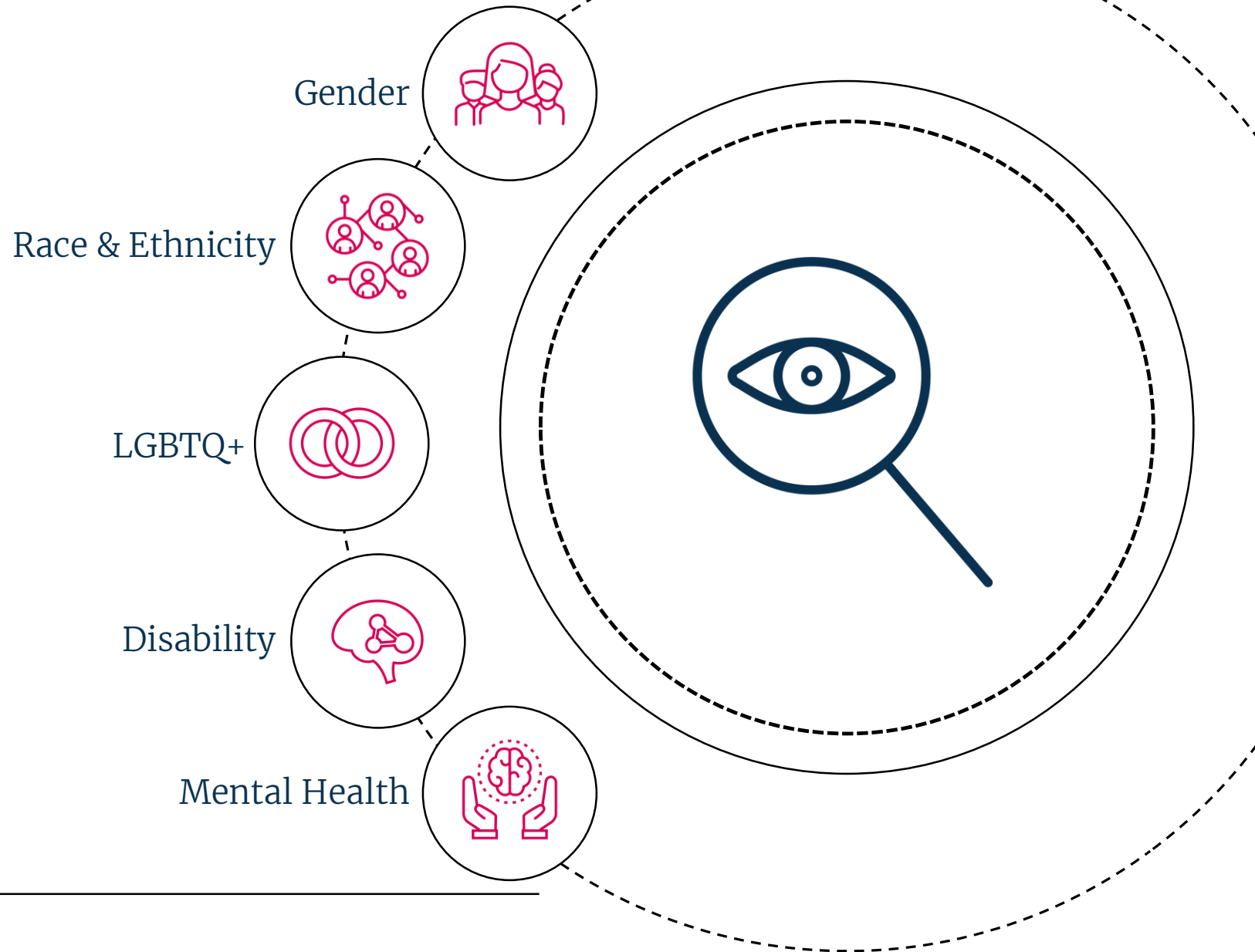
5. Sense of belonging

Representation is meaningless unless our colleagues feel they belong and are empowered to do their best. When our colleagues feel they belong, they want to stay and grow with us. We believe this circle of belonging is essential to our future.

Five strands

Where do we focus our attention?

We recognise there are many elements of an individual's identity that overlap and we consider the impact of intersectionality across our strands. Age, Flexible/Agile Working and Social Mobility are woven throughout these strands.



Five objectives

What will we strive to achieve and maintain?



1. Our colleagues

To build diverse teams that are representative of the communities we operate in and the clients we work with. Ensuring our approach to D&I is reflected at all stages of an employee's journey with us.



2. Our value

To meaningfully engage with our clients, investors and other key stakeholders on our D&I progress in a proactive way and entrench the value this brings to our business.



3. Our community

To encourage our colleagues, clients and suppliers to demonstrate ownership for diversity and inclusion.



4. Our growth

To be a leading global employer on D&I and utilise benchmarking to inform our work and enable competitive advantage.



5. Our open culture

To create and maintain an open culture by listening and sharing our inclusion experiences and ensure our colleagues feel a sense of belonging at DWF.

Five themes

Our approach to diversity and inclusion reaches far beyond words on a page. It's about driving action and delivering results. We bring our strategy to life through the following steps:



1. Dialogue & Action

Turning listening and dialogue with our clients, colleagues and communities into meaningful action.



2. Role Models

Providing our colleagues with access to role models and beginning a sponsorship journey.



3. Education

Continuing to invest in our colleagues' learning and understanding of all aspects of D&I.



4. Experts

Utilising internal and external experts to inform our thinking and support our progression.



5. Connect

Providing ways we can connect with one another and enable our clients to connect with our D&I priorities.

Five measures

How will we know if we are achieving our aims?



1. D&I targets

Achieve and continue to evolve our D&I targets against the milestones identified.



2. Pulse survey

Utilise the feedback and measure our efforts against responses to our global pulse survey.



3. D&I objectives

Ensure every D&I activity and initiatives is aligned to the D&I objectives in this strategy.



4. Employee lifecycle data

Continue to utilise data to inform our efforts and monitor attraction, retention and promotion decisions on a quarterly basis to achieve this.



5. Benchmarking and reporting

Excel in benchmarking and be able to robustly report against our non-financial reporting requirements in future annual reports.

Our D&I Targets



1. Increase the proportion of women on the PLC & Executive Boards to 40% by 2025.



2. Increase the proportion of senior management roles held by women globally to at least 40% by 2025.



3. In the UK, increase the representation of ethnic minority* colleagues across senior management to 10% by 2025.



4. In the UK, increase the representation of ethnic minority* colleagues across all career bands to 13% by 2025 .



5. Increase Black representation overall and in senior roles to at least 3% by 2025.

Plus the Board to initiate global Gender Pay Gap reporting by 2022 (in addition, to ethnicity, publish UK pay data by disability, LGBTQ+ by 2023) and to review additional targets to include all DWF regions by end 2022.

* Please note that this does not include white ethnic minorities.



DWF is a leading global provider of integrated legal and business services.

Our Integrated Legal Management approach delivers greater efficiency, price certainty and transparency for our clients.

We deliver integrated legal and business services on a global scale through our three offerings; Legal Advisory, Mindcrest and Connected Services, across our eight key sectors. We seamlessly combine any number of our services to deliver bespoke solutions for our diverse clients.

© DWF 2022, all rights reserved. DWF is a collective trading name for the international legal practice and multi-disciplinary commercial business comprising DWF Group plc and all of its subsidiaries and subsidiary undertakings of which, the entities that practice law are separate and distinct law firms. Please refer to the Legal Notices page on our website located at dwfgroup.com for further details. DWF's lawyers are subject to regulation by the relevant regulatory body in the jurisdiction in which they are qualified and/or in which they practise.

This information is intended as a general discussion surrounding the topics covered and is for guidance purposes only. It does not constitute legal advice and should not be regarded as a substitute for taking legal advice. DWF is not responsible for any activity undertaken based on this information and makes no representations or warranties of any kind, express or implied, about the completeness, accuracy, reliability or suitability of the information contained herein.

dwfgroup.com