



Responsible Business Report



Introduction



What Responsible Business means to us as a firm

As businesses, we can no longer afford to focus solely on financial performance or what benefits stakeholders; rather, we must actively engage with the social, environmental, and governance challenges that define our time. At Olaniwun Ajayi LP (OALP), we understand that the impact of our work extends beyond boardrooms and legal frameworks, it influences industries, communities, and the broader society in meaningful ways.

In 2025, we deepened our commitment to responsible business by taking deliberate steps whether through governance reforms, community engagement, or environmental sustainability measures, to create lasting value that extends beyond our firm. This report speaks to those efforts, summarizing key initiatives that reflect our dedication to ethical leadership, inclusive growth, and resource stewardship.

At OALP, we believe that leadership comes with responsibility, and responsibility demands action.

This report is a testament to our ongoing journey towards building a firm that is not only known for legal excellence but also for its unwavering commitment to shaping a more sustainable and equitable future.

As we look ahead, we remain steadfast in our vision to lead with purpose, integrity, and a deep sense of responsibility to the world around us.

Dr. Tominiyi Owolabi
Managing Partner





Outline of the Report

This report is divided into five (5) parts as follows:

PART 1

Business Resource Management

Here, we outline how the Firm manages financial, operational and environmental resources responsibly to support long-term sustainability. It focuses on efficiency, prudent allocation, resilience and accountability in business operations, as utilized by the Firm to optimize and leverage our most fundamental resource - our human capital and achieve optimal results.

PART 2

Talent, Inclusion and Wellbeing

With a workforce we truly take pride in, this part highlights the Firm's approach to developing talent, fostering inclusion and supporting employee wellbeing. It covers leadership, recruitment, learning and development, mentorship, diversity initiatives and workplace culture, with a focus on creating an environment where people can thrive, perform at their best and contribute meaningfully to the Firm's success.

PART 3

Community and Societal Impact

Going beyond the work we do for clients, this part details the Firm's commitment to social responsibility through community engagement, capacity building and partnerships. It reflects initiatives aimed at education, mentorship, skills development and empowerment, demonstrating how the Firm leverages its expertise, resources and people to create positive, measurable impact beyond the workplace.

PART 4

Innovation, Technology And Future Ready Practice

As a forward-thinking business, this part addresses how the Firm is leveraging technology, data and innovation to enhance service delivery and operational effectiveness. It focuses on digital enablement, process optimisation and future-ready systems that support efficiency, informed decision-making and adaptability in a rapidly evolving legal and business environment.

PART 5

Governance, Risks and Ethics Management

From policy to actions, this part sets out the key measures taken by the Firm to ensure confidentiality and prevent data breaches, outlining the Firm's governance framework, ethical standards and risk management practices. It ensures transparency, accountability and integrity in all operations while safeguarding the Firm, its clients and stakeholders against legal and reputational risks.


Key Figures

15+
Social campaigns



Social

Environment



3+
Environmental conscious operations



10+
Tech tools in use

Technology

People

500+
Lives directly impacted



Governance



8+
Management policies and framework



1st
African Law Firm To Deploy Harvey AI Solution.




150+
Thought Leadership Pieces.



45
Events, Conferences, Webinars, Lectures, Debates Attended.



30% Approx. Reduction
Reduced Paper Consumption



15% Reduction
In Overall Energy Consumption.



70+
Job Opportunities Provided.



Benefits for **200+ Staff**



70% Approx. Female
Next Generation Of Leaders




30+
Pro Bono Cases Taken Up



40,000+
Meals Provided



150+
Primary School Students Impacted



100+
Secondary School Students Supported



120+
Tertiary School Students & Graduates Impacted



PART 1

Business Resource Management at OALP

In recent times, the practice and business of law has evolved in a manner that now requires unprecedented speed and efficiency in meeting client's demands. It has become critical for law firms to devise methods of properly allocating resources to multiple instructions and competing priorities as appropriate. This clear approach is critical to ensuring work is delivered efficiently and client satisfaction is maintained at all times. At OALP, our understanding of resource management is demonstrated primarily in our deployment of time management technology and the adoption of legal research tools.

Time Management



To ensure accurate recording of billable hours and effective management of attorney workloads, as well as achieving cost optimization or clients, the Firm employs time management software. This system enables precise tracking of time spent on various matters, promotes transparency in billing, and supports operational efficiency. As a result, it enhances client confidence while contributing to improved productivity and firm profitability.

Use of Legal Research Tools

OALP leverages advanced legal research platforms to improve efficiency and reduce time spent on routine research tasks. These tools include Law Pavilion, Nigerian Weekly Law Reports (NWLRL) Online, Thomson Reuters, LexisNexis, ThirdFort, and Aderant.

By streamlining the research process, these platforms enable our attorneys to access reliable legal authorities quickly and deliver high-quality legal advice in a timely manner.



Responsible Operations & Environmental Consciousness

Hybrid Work Arrangement

Since the onset and passage of the pandemic, work systems have changed and this has brought about the need for business to be more conscious of the impact of the business operations on the environment.

The Firm's adoption of a hybrid work model has contributed to reduced energy consumption related to lighting, heating, and cooling, thereby lowering the overall carbon footprint of our office and business operations. This approach has also accelerated the use of digital collaboration tools such as Outlook and Microsoft Teams, minimizing reliance on physical resources and reducing travel associated with in-person meetings.

Collectively, these measures support our commitment to environmental sustainability and responsible business practices.

Sustainable Energy Use

By leveraging technology, we minimize waste and streamline our processes, aligning our internal practices with broader sustainability goals recognized in global ESG standards. With employees splitting their time between home and the office, commuting overall has reduced. This leads to lower greenhouse gas emissions from vehicles, as fewer trips mean less fuel consumption and reduced traffic congestion. Olaniwun Ajayi has adopted the LEED® rating system for its offices, fostering a culture of sustainability. This includes creating paperless workflows and utilizing renewable energy sources, significantly reducing the Firm's carbon footprint, all which have led to a **15% reduction** in our overall energy consumption.



15%
Reduction
Overall Energy
Consumption



Recycling and Paperless Economy

In line with our goal of conducting business sustainably, Olaniwun Ajayi has made significant strides in adopting a paperless approach. The mandatory implementation of cloud software such as iManage for document management accessible to all staff has effectively reduced our reliance on physical documentation. This shift not only lowers our carbon footprint but also enhances operational efficiency and collaboration among team members.

Fostering a Circular Economy, recycling is at the core of OALP's environmental strategy. We actively cultivate a culture of sustainability, where materials are reused and repurposed, contributing to a circular economy. Through our recycling programs, we aim to minimize our ecological footprint while supporting broader environmental goals.



PART 2

Talent, Inclusion & Wellbeing



Diversity And Inclusion

Diversity in Leadership and Representation

Beyond gender, Olaniwun Ajayi aims to diversify leadership based on various backgrounds, including ethnicity, education, and experience. Through its range of initiatives, the Firm fosters a culture of inclusivity and supports gender-equitable decision-making and policy development.

At Olaniwun Ajayi, the partnership composition reflects the Firm's commitment to gender diversity, with **8 female partners** and **14 male partners** in a traditionally male-dominated industry. This representation at the Management level enriches strategic thinking and adapts effectively to serve diverse client needs.

Furthermore, approximately **70%** of the Team Leads and Managing Associates at the Firm are women, indicating that the next generation of firm's leadership is poised to be predominantly female led. By promoting female leadership, the Firm provides valuable role models for emerging associates, thereby reinforcing career progression and retention within the Firm.



Current Firm Leadership



8 Female Partners

14 Male Partners

Next Generation of Firm Leadership

70%

Female Team Leads

30%

Male Team Leads

indicating that the next generation of firm leadership is poised to be predominantly female led

Equal Opportunities and Career Advancement

The Firm has implemented clearly defined career progression frameworks for all employees, ensuring that advancement is based on merit, performance, and demonstrated contribution. Promotion criteria are transparent, objective, and consistently applied across the Firm. This approach supports equity, enhances employee engagement, and reinforces confidence that career progression is determined solely by measurable performance outcomes.

All associates and junior staff have equal access to professional development resources, including structured mentorship programmes, skills development initiatives, and regular performance evaluations. These mechanisms are designed to promote consistency in talent development, reduce the risk of demographic-based disparities in promotion outcomes, and ensure that advancement opportunities are equitably distributed across the Firm.



Compensation and Benefits

A well-structured compensation and benefits framework is central to an effective and sustainable work structure as it supports talent attraction and retention, promotes motivation and productivity, and ensures that roles and responsibilities are appropriately valued within the organisation.

Olaniwun Ajayi offers a gender-neutral pay structure, which means that compensation benchmarking benefits for similar roles is consistent regardless of gender. Regular salary audits are conducted to ensure that any discrepancies are swiftly addressed, underscoring the Firm's commitment to fair pay. This extends to ensuring our compensation and benefits package across the Firm remains competitive in relation to others in our peer group across relevant parts of the continent.

The Firm's compensation also includes performance-based incentives and bonuses that recognize exceptional contributions, supporting a merit-based culture while ensuring that financial rewards are accessible to employees based solely on their achievements.





Talent Attraction

Graduate Trainee Programme

We are proud to run the first-of-its-kind Graduate Traineeship Program in a Nigerian law firm. Designed for pre-law school graduates, the program not only supports young graduates at a critical stage of professional development. But aims to equip them with a clear view of what the practice and business of law at the highest possible level entails. We view this as part of our contribution to the profession as leaders- to equip younger and incoming lawyers with the perspective of a successful legal practice.

Additionally, as we are a hub for talent, this program also enhances the prospects of the graduate trainees returning to the Firm as associates, having already gained valuable experience within our practice. In addition to structured learning, trainees are compensated for their contributions – reinforcing the value we place on their time and effort. This initiative reflects our commitment to building capacity, fostering excellence, and shaping the next generation of lawyers in Nigeria.

*“The skills I have learnt in OA would help me in my legal career. It gives me the ability to **read deep, think deep** and **analyze** every possibility.”*

*“To describe my experience here at OA in three words - **Impactful! Exceptional!** And **Wonderful!**”*

*“My biggest lessons learnt in OA, I've summarized under three standpoints. **Dig deep. Be exhaustive.** And **have a true sense of ownership.**”*



...in that moment, I realized that when you're coming into a space, that that has so many experts who have experiences of tens and tens of years, you have to come teachable, calm and quiet, so that you can soak in everything there is.

*.. One of the things that stood out for me is that we always had people, superiors who were ready to teach us. You could literally walk up to anyone. It's an **open door** policy. For some us, to come in here and being able to just gain access to these persons is such a life-changing experience.*

Boluwatife Kolawole
Graduate, Lagos State University



You have to put in your best. You have to be generous in your communication, and you have to be very, very deep. So, I think these skills would help me in my legal career. First of all, in next step which is Nigerian Law School, it is going to give me the ability to read deep, think deep and try to analyze every possible laws and regulations.

Kabiru Abubakar
Graduate, Ambrose Alli University



... So my experience at OA has been wonderful. It has been an exceptional experience and has equipped me for my future in various ways by developing me; because I have developed my drafting skills, communications skills, research skills and others. I have made wonderful friends here. My fellow graduate trainees and lawyers as well - meaningful friendships that go beyond the professional setting.

Nneka Ikediashi
Graduate, Ambrose Alli University

What Our Graduate Trainees Are Saying...



Internship Opportunities (VIBES)

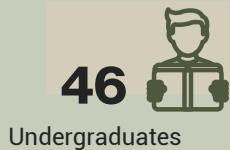
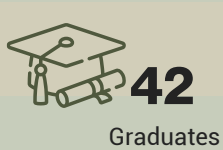
Evolving from an in-person experience to our tech-forward **Virtual Internship & Blue Experience Scheme (VIBES)**, and now a flexible hybrid model, our program adapts to today's dynamic work environment, offering interns an immersive experience both on-site and through our VIBES platform. Each year, from July to September, we welcome hundreds of students and law graduates from universities across Nigeria into our comprehensive internship program.

Participants gain invaluable professional connections, uncover new personal interests, and develop competitive advantages for a rapidly evolving job market. They leave with a sense of responsibility, values that endure, and a commitment to lifelong learning—essential tools as they step into the world of law.



OA Open Day – The Blue Experience 1.0

As part of the Firm's Founder's Week celebrations, the Firm hosted the maiden edition of its Open Day initiative, The Blue Experience, aimed at expanding access to professional opportunities for law students. The program welcomed high-performing law undergraduates from diverse backgrounds and leading universities across Nigeria. Through the initiative, participants gained early exposure to structured legal career pathways, a deeper understanding of ethical legal practice, professional responsibility, and the values that underpin sustainable legal service delivery. A total of 88 students participated in the programme, drawn from 26 universities across Nigeria, comprising 42 graduates and 46 undergraduates.



It has been nothing but Stellar...

Winner Akarume
Student, University of Lagos

It was a really great experience, and I'd recommend it for anybody interested...

David Segun Peter
Student, Afe Babalola University

It was truly enriching, insightful and also very impactful!..

Precious Ifeoma Olisakwe
Graduate, Enugu State University of Science and Technology (ESUT)



Moot Court Sponsorships and Academic Awards

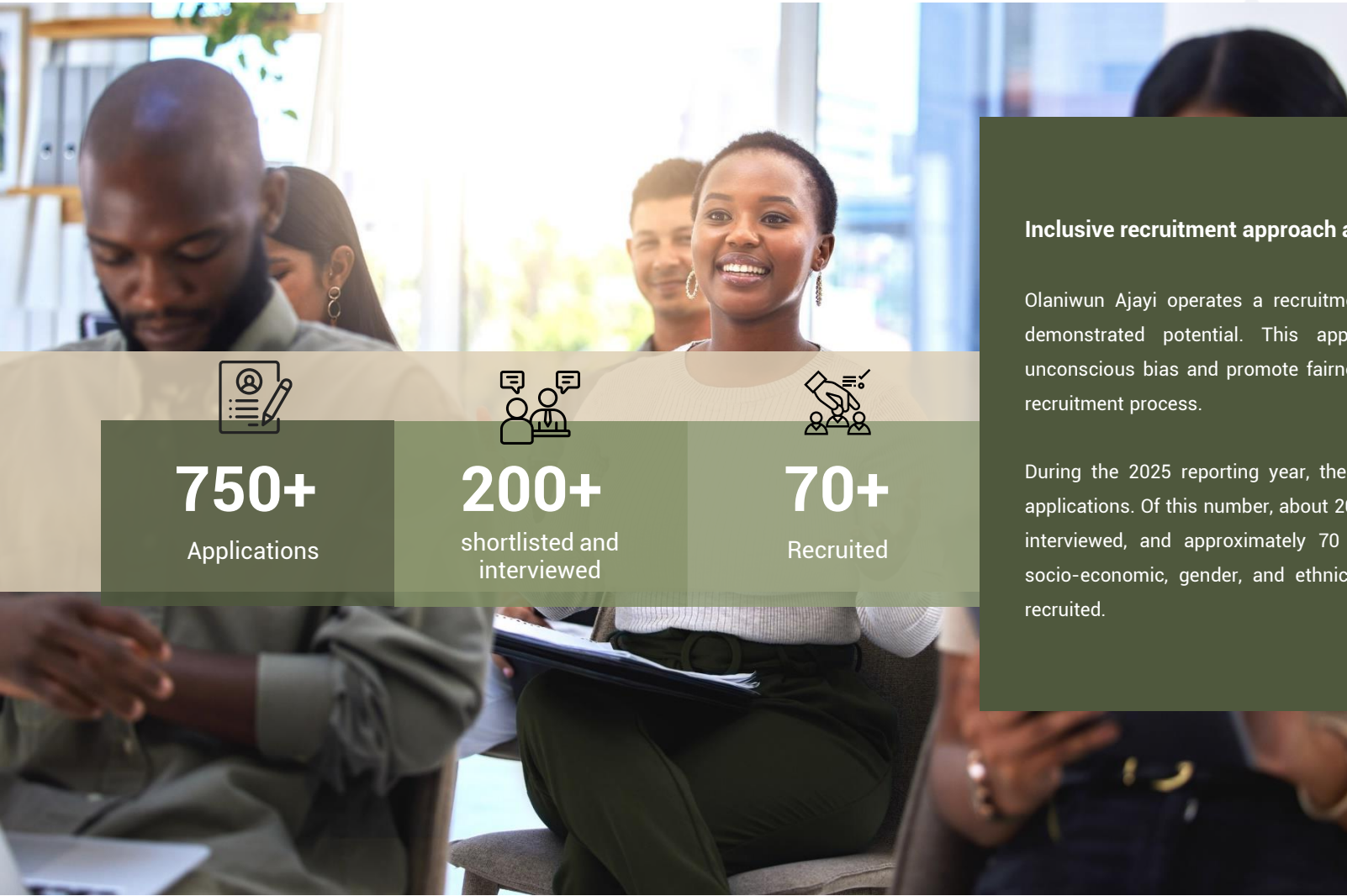
The Firm recognizes the importance of nurturing young legal talent and supporting the development of future practitioners. In furtherance of this commitment, **Olaniwun Ajayi LP awarded the Olaniwun Ajayi Prize for Best Memorial (Student Category) at the 2025 LCA-YAN International Commercial Arbitration Moot.**

In addition, the Firm hosted the winning University of Lagos team at its Lagos office, providing an opportunity for engagement, mentorship, and exposure aimed at encouraging the students' continued development in arbitration and dispute resolution.



Unpacking Bar Finals

The Firm hosts an annual webinar targeted at Bar candidates of the Nigerian Law School. Now in its third consecutive year, the programme is designed to support candidates' success in the Bar Finals by offering practical guidance and strategic insights on effective study techniques, examination preparation, and time management. The session is tailored specifically to address the unique demands of the Bar examinations and reflects the Firm's commitment to supporting early-career legal professionals.



750+
Applications



200+
shortlisted and
interviewed



70+
Recruited

Inclusive recruitment approach and statistics

Olaniwun Ajayi operates a recruitment policy grounded in merit and demonstrated potential. This approach is designed to mitigate unconscious bias and promote fairness and objectivity throughout the recruitment process.

During the 2025 reporting year, the Firm received approximately 750 applications. Of this number, about 200 candidates were shortlisted and interviewed, and approximately 70 applicants from diverse cultural, socio-economic, gender, and ethnic backgrounds were subsequently recruited.

Employee Wellbeing, Mental Health & Work-Life Balance

Health Insurance, Meals, Gym and Social Benefits

OALP offers benefits such as a robust health insurance scheme through Leadway Assurance Company Limited, which covers all employees, extending to their dependents to ensure access to comprehensive healthcare and spa treatments for relaxation.

The presence of a freely accessible gym within the office grounds allows employees easy access to exercise equipment and de-stressing mechanisms for a healthier lifestyle and saves costs.

Recognizing the impact of everyday support, the Firm also provides meals for all staff. This gesture goes beyond mere sustenance, serving as an investment in employee health, convenience, and overall satisfaction.



Feel-Good Fridays and Inclusive Culture

At Olaniwun Ajayi LP, we recognise that excellence at work is best sustained in an environment that also prioritises well-being and connection. To this end, we host regular Feel-Good Fridays, an initiative that gives colleagues an opportunity to unwind, bond, and celebrate outside the demands of daily practice.

Past editions have included an all-white dress coded garden party, a sip-and-paint & karaoke evening, a movie night, and a New Year celebration themed "Blend of Cultures." These events provide space for colleagues to be free, relaxed, and joyful, while strengthening team spirit. Adding a fun twist, business units compete to host the most creative edition – a healthy competition that fosters innovation, collaboration, and a sense of camaraderie.





A Glimpse at OA's Global Cultures Party

Mental Health Lectures and Wellness Programmes

As a firm, we understand the importance of mental health in sustaining employee productivity and overall happiness, thus, we offer various programs and resources designed to support mental wellness. Regular workshops and feedback sessions, along with an open-door policy, empower our employees to address challenges proactively.

As part of the Firm's Founder's Week activities, the Firm organized a Fitness and Wellness Session aimed at promoting employee well-being and fostering a healthy work culture. The initiative featured an interactive health-focused question-and-answer session, providing employees with access to practical information on physical and mental wellness. This was followed by a guided group fitness activity designed to encourage physical movement, stress management, and team bonding in an engaging manner.





OA BCM System

The Olaniwun Ajayi LP (OALP) Buddying, Coaching and Mentorship (BCM) Framework is designed to support employees throughout their career journeys at the Firm. It aims to strengthen engagement, motivation, and productivity while fostering a strong sense of inclusion and connection across the OA family.

Through the BCM Framework, employees have access to 40 experienced coaches, mentors, and senior professionals who provide guidance on both work-related and personal development matters. The framework supports employee growth, builds confidence, and enables individuals to adapt effectively to organisational change.

The BCM Framework includes a structured Buddy System to support the onboarding and integration of new hires, as well as coaching and mentorship relationships that pair employees with more experienced colleagues to support ongoing development.



OA Inspire Series

A sense of belonging is fundamental to a cohesive and motivated team. Initiatives like OA Inspire go beyond professional development, aiming to nurture well-rounded and holistic individuals.

Building on the success of the inaugural OA Inspire session which delivered meaningful impact, sparked thoughtful conversations, and generated significant employee engagement, the OA Inspire series continue to create deeper engagement and sustained value by providing employees with practical insights and broadened perspectives to foster a culture of continuous learning, personal growth, and purposeful connection across the Firm.



Building a Strong Network: The Power of Relationships and Mentorship

Earlier in 2025, the Firm hosted **Adebola Williams**, an inspirational speaker and founder of RED for Africa, to speak with members of the Firm on 'Building a Strong Network: The Power of Relationships and Mentorship,' a session which provided practical steps to participants on how to maximise their existing relationships and create new ones.





Reaching for the Peak

Another phenomenal session which focused on “Reaching for the Peak” featured **Mr. Damilola Salawu**, a Partner within the Firm who has several feats under his belt including climbing Mount Kilimanjaro.

Drawing from his personal and professional journey, the speaker emphasized the importance of goal setting and resilience in achieving professional fulfilment, equipping employees to cultivate a growth mindset and translate everyday experiences into meaningful lessons for their professional journey.

Professor Ruth L. Okediji, a leading global authority on intellectual property law and the Jeremiah Smith, Jr. Professor of Law at Harvard Law School, was in the country at the time, and joined us for an impromptu engagement during the session, where she shared reflections on her career journey. An advisor to governments and international institutions on IP policy with a particular focus on innovation and development in emerging economies, she spoke about entering the field of intellectual property at a time when it attracted little attention, and how sustained excellence, intellectual discipline and commitment ultimately shaped her path to the forefront of the field. She encouraged young professionals to focus on rigour, hard work and long-term impact, noting that meaningful careers are built through consistency and depth rather than immediate recognition.

The OA Inspire series exemplifies our dedication to rounded development by offering opportunities to engage with leaders and experts from diverse fields, both within and outside the Firm. Through these interactions, employees are empowered not just as professionals but as individuals, fostering a sense of community, mutual support, and personal growth.





International Men's Day 2025 – #CelebratingMenandBoys

As part of our International Men's Day 2025 celebrations, the Firm hosted sessions for all employees, providing a platform for discussion on personal development, financial well-being, and leadership. We hosted a practical and honest session on personal finance with **Ugodre Obi-Chukwu, Founder and CEO of Nairametrics**. He shared insights on starting early, staying money-conscious, avoiding unrealistic high-yield traps, and understanding personal unique financial constraints and opportunities, reminding the firm that long-term personal financial freedom and buoyancy can be achieved with simple practices - discernment and focus, self-investment and discipline.

Our second mentoring session was a reflective and purpose-driven session with **Dr. Ainojie (Alex) Irune (PhD), Managing Director at Oando Energy Resources**. He encouraged tenants to slow down and pay attention to the present moment, to recognise the value in today's challenges, and to approach growth with patience, grace and intentionality. His message reminded us that the work we do within ourselves is just as important as any goal we pursue.

His session was thoughtful and inspiring session, encouraging self-awareness, emotional maturity and purposeful living. We are grateful to Dr. Irune for his vulnerability and authenticity, and for the gift of his time and wisdom

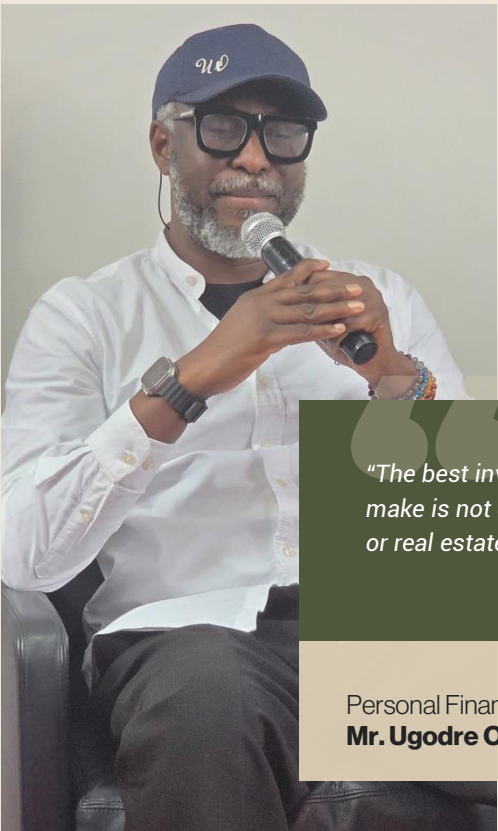
Delivered by distinguished speakers at the top of their fields, the sessions reflected our commitment to employee growth, mentorship, and fostering a supportive workplace culture.





"If you plan to grow, make sure you're close to the growth you seek. It just takes a mind shift to understand that everything you go through today is creating the you you're trying to build for tomorrow. But don't live in tomorrow, live in today"

Mentoring the Next Generation of Men to Thrive and Not Just Survive
Dr. Ainojie (Alex) Irune



"The best investment you can ever make is not crypto, bonds, stocks, or real estate... It's you."

Personal Finance for Men
Mr. Ugodre Obi-Chukwu



International Women’s Day 2025 – #AccelerateAction

In commemoration of International Women’s Day, we had the privilege of hosting an inspiring International Women’s Day seminar and open day, themed “Accelerating Women’s Empowerment in the Legal Profession.”

We welcomed twenty (20) top-performing female students from the Faculties of Law, Lagos State University and the University of Lagos, for a day filled with insightful conversations, mentorship, and career-shaping advice. Our lawyers shared practical strategies for building a sustainable legal career, personal branding, and navigating the corporate world confidently. Through these meaningful interactions, we planted seeds in these promising students who will bloom into outstanding female legal professionals and leaders of tomorrow. These connections strengthen the foundation for a more inclusive legal profession across Nigeria and provide access to worthy examples for these students.

At OALP, we remain committed to fostering gender inclusion and the advancement of women in law. This event reminded us that when we #AccelerateAction, we accelerate impactful transformation.







PART 3

Community and Societal Impact

Pro Bono Advisory & Access to Justice

Pro Bono Casework and Outcomes

At Olaniwun Ajayi, our commitment to fostering an equitable society is not just a principle or idea; it is a driving force. Through our exemplary dedication to pro bono legal services, we strive to bridge the gap between justice and those who need it most. From vulnerable individuals to communities seeking redress, our attorneys provide critical legal support, ensuring access to justice where barriers are greatest.

Our direct representation work extends to some of the most vulnerable individuals in the justice system. We have handled cases involving prisoners on death row, inmates facing capital offences, and individuals who have been falsely accused.

In recent times, the Firm is handling over 30 pro bono cases which reflects our resolve to protect rights, uphold dignity, and champion social justice across Nigeria.



5 individuals were acquitted in criminal matters;



5 convicts were assisted; and



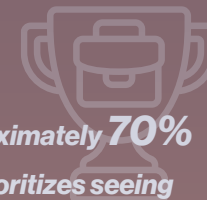
18 civil matters were taken up and fully represented.

Criminal, Civil, and Rights-based Interventions

The Firm is a strategic partner of the Lagos Public Interest Law Partnership (PILP), an organization fully committed to public interest advocacy in the state of Lagos which connects law firms and NGOs to deliver pro bono legal services across Nigeria. Through this partnership, our lawyers have supported applicants in a variety of matters, including criminal defence and civil disputes.

OALP's commitment is further reflected in its leadership role, with one of our partners serving as a trustee on PILP's board. This reinforces not only our institutional support for the project but also our dedication to shaping sustainable models of pro bono service delivery in Nigeria.

70%



With a projected win rate of approximately 70% in these matters, our approach prioritizes seeing every case through to its conclusion, ensuring continuity and accountability in our advocacy.

Community Engagement & Social Investment

Adopt-a-School Initiative/Collaboration with Lagos Food Bank

In celebration of our 63rd Founder's Week, we conducted a CSR visit to a nursery & primary school in Agege, Lagos as part of our Adopt-A-School initiative, aimed at supporting students in low-income schools with tuition fees and nutritious meals throughout the academic year. The visit followed efforts from the previous weekend, when volunteers across the firm spent Saturday on-site repairing sections of the building, cleaning the compound, and preparing the grounds for a more conducive learning environment. In partnership with the Lagos Food Bank, OALP pledged ongoing support to ensure that more children in underserved communities remain in school, improving their learning experience and allowing parents and caregivers to focus their limited resources on other essential needs. We committed to sponsoring school fees for all pupils in the school and providing daily meals more than 100 children going forward.

This reflects our continuing commitment to education, youth development, and social impact, inspired by the enduring values of OALP's Founder, Sir Olaniwun Ajayi.





Mentorship for boys at Wahab Folawiyo High School

As part of its 2025 International Men's Day programme, Olaniwun Ajayi LP conducted a mentorship session for male students of Wahab Folawiyo High School, a government-owned secondary school. The initiative was designed to support the social, emotional and personal development of young men and reflects the Firm's broader commitment to capacity building and community impact.

About 36 employees of the Firm attended the event, which featured mentorship and discussion sessions focused on growth, development and purposeful living, delivered by three Olaniwun Ajayi speakers: Mr Damilola Salawu, Mr Bisi Makanjuola and Abdulmajeed Moshood. This was followed by a novelty football match between the students and members of the Firm.

In addition, the Firm donated jersey sets, flags, footballs, Olaniwun Ajayi-branded notebooks, certificates of attendance and refreshments to the school's sports team. These donations, alongside the inspirational talks, were well received by the school and the students.





Capacity Building for Women in Partnership with Heels & Tech

As part of its International Women's Day 2025 initiatives, Olaniwun Ajayi LP partnered with Heels and Tech and The Tolu and Dami Adelowo Foundation (TADF) to advance women's economic empowerment through skills development, in alignment with the 2025 theme, Accelerate Action. The initiative focused on expanding access to practical technology and vocational training for women in underserved communities. Through the partnership, the Firm sponsored technology training for ten (10) women and vocational skills training for twenty (20) widows, providing participants with relevant tools and start-up supplies to support sustainable livelihoods. The programme also included a panel session hosted at the Firm's Lagos office, themed "Adopting a Mindset for Impact", which explored purpose-driven growth and community impact. The Firm remains committed to initiatives that promote inclusion, empower women and support long-term community development.





UNICEF Stakeholder Engagements

In December 2025, Olaniwun Ajayi LP, represented by **Celestina Nwabueze** and **Thelma Murray-Bruce**, participated in two UNICEF-led stakeholder engagements in Abuja focused on decentralising birth registration and strengthening legal identity systems. The sessions, involving key public institutions, addressed data harmonisation and the integration of health and civil registration processes. Mrs. Nwabueze facilitated discussions on the Births, Deaths, etc. (Compulsory Registration) Bill drafted by the Firm, underscoring our commitment to evidence-based policy reform and sustainable national development.



Duke of Edinburgh's International Award Sponsorship

OALP was one of the sponsors of the 2025 edition of The Duke of Edinburgh's International Award, a globally recognized youth development program that empowers young people to explore their potential, develop life skills, and contribute positively to their communities. Through this sponsorship, we support opportunities for young Nigerians to engage in personal growth, community service, skill-building, and physical recreation.



Knowledge Sharing & Public Education

Through purposeful knowledge sharing, public education, and industry dialogue, the Firm continued to shape conversations that matter. From data privacy education in schools to high impact thought leadership, and from sector focused roundtables in oil and gas, tax, and fintech, we consistently provided practical insights that promote regulatory clarity, informed decision making, and sustainable outcomes across industries.

Thought Leadership Publications

Our periodic thought leadership pieces serve as accessible resources that keep professionals, clients, and the wider community informed about developments, trends, and best practices in various practice areas. In 2025, the Firm, across its 13 practice units, published an impressive portfolio of approximately 150 thought leadership pieces, including newsletters, fast fact briefs, articles, and our signature "Wrap-Up & Outlook" report with each piece meticulously crafted to provide timely insights, strategic analysis, and practical guidance on evolving trends and developments.

In addition to these publications, our Partners and Senior Associates regularly participate in knowledge exchange and sharing sessions designed to educate and

engage the public. Through webinars, industry panels, and conferences, they share insights and foster dialogue on critical legal and business issues across all sectors of the economy. During the year, Olaniwun Ajayi LP participated in 47 speaking engagements, including nearly 40 at external events. Our lawyers contributed across panels, conferences, webinars and debates, engaging on priority sectors such as Energy and Power, Arbitration and Dispute Resolution, Tax and Fiscal Policy, and Creative and Intellectual Property. Key highlights included the OA Energy Leadership Forum in Cape Town, participation at the Lagos State Energy Summit, expert contributions at CIArb and ELA forums, policy discussions at the BusinessDay Policy Intervention Series, and international engagement at the FIAPF/ARIPO Regional Conference, reinforcing the Firm's commitment to informed dialogue and sector leadership.



47+

Speaking Engagements



140+

Thought Leadership Pieces



13+

Wraps Up & Outlook Reports



100+

Newsletters & Articles



25+

Fast facts & Alerts



African Energy Week 2025 and OA Energy Leadership Forum

During African Energy Week (AEW) 2025 in Cape Town, Olaniwun Ajayi LP reaffirmed its commitment to shaping Africa's energy future through thought leadership and industry collaboration. As a sponsor, the Firm's leadership including **Dr. Tominiyi Owolabi (Managing Partner)**, **Chuks Ibechukwu (Managing Partner, Olaniwun Ajayi (UK) LLP)**, **Ibi Ogunbiyi (Partner)** and **Damilola Salawu (Partner)** participated in high-level engagements focused on sustainable growth and investment across Africa's energy markets. At the main conference, Dr. Owolabi contributed to a panel on reducing barriers to entry in African energy investments, highlighting the role of enabling legal frameworks, strategic partnerships and innovative financing structures.

In partnership with Africa Legal, the Firm also hosted the inaugural **OA Energy Leadership Forum**, themed "*Beyond Divestments: Unleashing Indigenous Capacity to Drive Nigeria's Upstream Growth.*" The Forum featured discussions led by **Scott Cowan (Founder and CEO, Africa Legal)** and Ibi Ogunbiyi, with a central panel moderated by Damilola Salawu and contributions from industry leaders including **Roger Brown (Seplat Energy)**, **Dr. Philip Mshelbila (Nigeria LNG Limited)**, **Dele Kuti (Standard Bank Group)**, **Bashorun Oladimeji (Energiya Limited)** and **Dr. Tosin Etomi (Asharami Energy)**. A fireside chat between Dr. Owolabi and **Adegbite Falade (CEO, Aradel Holdings Plc)** further examined scaling resilient, purpose-driven energy businesses. These engagements underscore the Firm's commitment to advancing indigenous capacity, regulatory clarity and sustainable energy development across Africa.





Oil & Gas RoundTable 2025

OALP convened industry leaders and key stakeholders at the Oil and Gas Roundtable in July 2025, a closed-door dialogue themed *Journey to First Oil: Legal and Financing Considerations for Unlocking Petroleum Production* and examining the legal, regulatory, and financing realities shaping Africa's journey to first oil. Speakers included Ahonsi Unuigbo, CEO of Petralon Energy, who shared candid insights from his experience running the company, and Defolu Olufon, General Counsel at FIRST Exploration & Petroleum Development Company, who highlighted legal considerations, potential pitfalls, and key indicators of success.

The discussion underscored that upstream oil and gas projects are often constrained by factors beyond technical execution. Regulatory uncertainty, complex financing structures, lack of institutional resilience, and operational disruptions frequently determine whether discovered resources progress to commercial production.

The roundtable further highlighted the need for sustained collaboration among regulators, financiers, operators, and legal advisers. Through initiatives such as this, the Firm reaffirmed its commitment to supporting industry participants in navigating the complexities of upstream development, while promoting regulatory clarity, sound governance, and commercially sustainable outcomes.





Tax Reform Dialogue Series 1:

Taxation of Employment Income under Nigeria's New Tax Laws

In August 2025, the Firm's Tax Practice hosted the inaugural edition of its Tax Reform Dialogue Series, a stakeholder-focused roundtable designed to facilitate informed conversations on Nigeria's tax examining the taxation of employment income under the new tax laws, especially in light of new developments such as the rent relief allowance, compliance challenges that could be potentially faced by employers, and practical approaches to implementing the new rules within organisational payroll and HR systems.

The session began with a technical presentation by **Mr. Olamide Obajimi**, titled "*Taxation of Employment Income under Nigeria's New Fiscal Framework*" and a robust panel discussion that brought together perspectives from state tax authorities, corporate practitioners, and industry leaders, expertly moderated by **Mrs. Celestina Nwabueze** and featuring **Mr. Ibrahim Emmanuel**, Assistant Director / Regional Coordinator, Lagos State Internal Revenue Service (LIRS), **Mr. Taiwo Ogundimu**, representing the Chairman of OGIRS, **Mr. Gabriel Balogun**, Head of Learning and Development, Moniepoint Inc., **Mrs. Gbemisola Ope**, Head of People and Culture, Amadeus Marketing Nigeria and Ghana; and **Mrs. Mayowa Olusegun**, Senior Associate and Team Lead of the Firm's Tax Practice.

The roundtable was well-attended and received overwhelmingly positive feedback, reinforcing the Firm's commitment to thought leadership, stakeholder engagement, and capacity building in the Nigerian tax ecosystem.

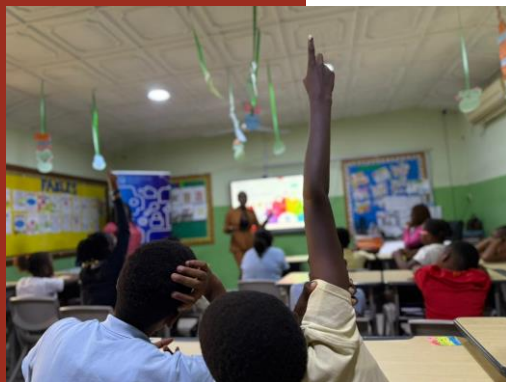
Tax Reform Dialogue Series 2: Unlocking Incentive Opportunities under the Tax Reform Acts

In September 2025, the Firm's Tax Practice convened the second edition of its Tax Reform Dialogue Series, themed ***"Unlocking Incentive Opportunities under the Tax Reform Acts."*** Building on the inaugural session, this edition of the Dialogue Series focused on the objectives of the Tax Reforms and the role of tax incentives in promoting investment, industrial growth, and economic development. The programme featured a keynote address by **Mr. Taiwo Oyedele**, Chairman of the Presidential Committee on Fiscal Policy and Tax Reforms, followed by a panel discussion, moderated by **Mrs. Celestina Nwabueze**, which explored the design, scope, and practical application of tax incentives under the new regime, including the Economic Development Tax Incentive, which replaces the former Pioneer Status Incentive.

The panel comprised **Mr. Matthew Gbonjubola**, Coordinating Director, Compliance and Enforcement Group, Federal Inland Revenue Service (FIRS), **Mr. Innocent Chinyere Ohagwa**, FCTI, President, Chartered Institute of Taxation of Nigeria (CITN), **Mr. Segun Ajayi-Kadir**, mni, Director General, Manufacturers Association of Nigeria (MAN), **Mr. Mark Akpaibor**, Group Head, Tax & Transfer Pricing, TGI Group, and **Mr. Olamide Obajimi**, Partner in the Firm's Tax Practice.

Building on the insights shared during the inaugural session, this installment of the dialogue series provided stakeholders with practical guidance on leveraging the new tax incentives, strengthening their understanding of the reforms and supporting their application in business operations.





Data Privacy Awareness in Secondary Schools

As part of the 2025 Data Privacy Week, the Firm's Technology Innovation and FinTech (TIF) Team implemented an Adopt-a-School Initiative, in line with the Data Privacy Week theme, *'Fostering Trust and Inclusion through Data Privacy'* designed to promote early awareness of data protection principles among students and to encourage responsible digital behaviour in an increasingly data-driven environment.

In furtherance of this objective, the Firm adopted two schools in Lagos State:

1. Cassia School, Lagos – 6 February 2025
2. Standard Bearers School – 7 February 2025

During the visits, members of the Technology Innovation and FinTech Team engaged students through interactive sessions focused on:

- a. An introduction to what data privacy means in practical, age-appropriate terms;
- b. The importance of protecting personal data in both online and offline environments; and
- c. Key dos and don'ts to help students safeguard their own personal information as well as the personal data of their parents and guardians.

The sessions were well-received and contributed to building foundational awareness around privacy, trust, and responsible data use among young learners.



FinTech RoundTable 2025

Olaniwun Ajayi LP hosted a FinTech Roundtable, which focused on the impact of regulatory volatility on Nigeria’s fast-evolving technology sector. The session provided a platform for senior stakeholders within technology companies to engage on how businesses can remain agile and compliant while sustaining innovation and growth.

The roundtable, themed *‘Navigating Change: Balancing Growth in an Uncertain Regulatory Landscape’*, was held in July 2025 at our Lagos office. Discussions centered on anticipating regulatory change, operationalising compliance, early engagement with regulators, and industry collaboration.

The session featured a presentation by **Babatunde Akin-Moses**, CEO, Sycamore, and a fireside chat with **Mayowa Owolabi**, co-founder, Uniswitch. The event reinforced the Firm’s commitment to responsible innovation, regulatory engagement, and collaboration within Nigeria’s technology ecosystem.

E1 Electric Boat Racing Championship, Lagos

Olaniwun Ajayi LP advised the Lagos State Government on its partnership with the E1 Team to host the E1 Electric Boat Racing Championship in Lagos in October 2025, marking the Championship's first appearance in Africa. The event aligns innovation, clean energy advocacy and sustainable marine mobility, while promoting environmental responsibility and blue-economy development. The engagement reflects the Firm's commitment to supporting forward-looking, sustainability-driven initiatives with positive social and economic impact.





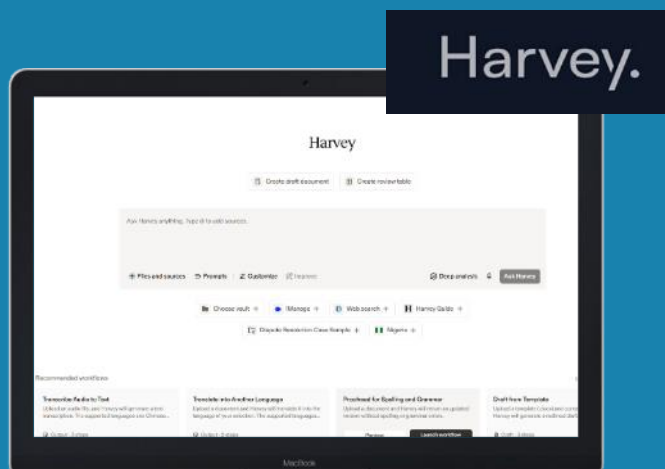
PART 4

Innovation, Technology And Future Ready Practice

Harvey AI

Olaniwun Ajayi LP became the first law firm in Africa to acquire and deploy Harvey AI as a legal efficiency and innovation tool. This milestone underscores the Firm's leadership in responsible technology adoption and its commitment to leveraging advanced solutions to enhance legal service delivery.

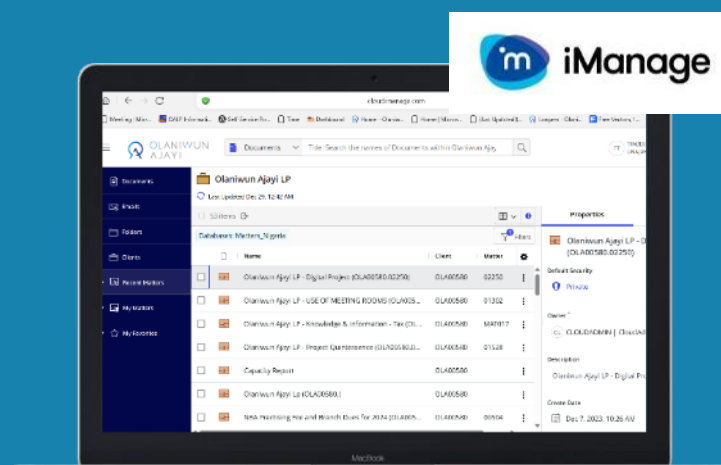
As a market leader in legal technology, the Firm continues to invest in emerging digital tools to improve operational efficiency, support high-quality legal analysis, and future-proof its workforce. This proactive approach ensures a seamless integration of human expertise and artificial intelligence, positioning the Firm to remain at the forefront of technological advancement while adapting responsibly to the evolving legal landscape.



iManage

Olaniwun Ajayi LP has implemented a robust document management system, including platforms such as iManage, to securely store, organize, and retrieve documents with ease. This system enhances operational efficiency by reducing the time lawyers spend searching for information and minimizing the risk of errors in document handling. By adopting cloud-based storage solutions, the Firm has optimized its reliance on physical servers and associated infrastructure. This transition reduces the materials and energy required for hardware production and maintenance, while also minimizing the environmental impact of hardware disposal.

Furthermore, the move to digital document management has reduced paper consumption by **approximately 30%**, significantly lowering the carbon footprint associated with paper production and disposal. Through the effective use of these digital platforms, Olaniwun Ajayi is advancing sustainable data management practices while contributing meaningfully to the reduction of carbon emissions and environmental impact.



INNOVATION LAB



OA Innovation Lab (iLab)

The iLab embodies Olaniwun Ajayi LP's commitment to leveraging technology and innovation to drive sustainable and responsible practices within the legal sector.

Serving as a hub for creativity and agile thinking, the iLab provides a dedicated space where transformative ideas are developed into practical projects, products, and services that respond to the evolving needs of the legal ecosystem.



PART 5

Governance, Ethics And Risk Management

Ethics, Compliance & Risk Management



Anti-bribery, Anti-corruption, AML, and Fraud Policies

At Olaniwun Ajayi LP, robust client onboarding and regulatory compliance are central to how we practice law. We operate a risk-based client acceptance framework consistent with Tier 1 best practices, designed to address regulatory, ethical, and reputational risk across all matters and jurisdictions.

We extend our commitment to these principles beyond our Firm by providing value-added services to clients, such as our work with Azura Power, where we offer periodic training sessions on anti-bribery and anti-corruption measures.

Our onboarding process incorporates KYC, customer and enhanced due diligence where required, sanctions and politically exposed person screening, and adverse media checks, applied consistently and reviewed regularly in line with regulatory guidance and emerging risk trends. Our automated ID verification and anti-money laundering and source-of-funds checks ensure our clients can do business fearlessly. Oversight is anchored by a dedicated Money Laundering Reporting Officer, supported by Partners responsible for risk management across defined practice and client portfolios, ensuring clear accountability and senior-level ownership of compliance decisions.

In 2025, the Firm conducted **23%** more KYC reviews than in the prior year, with compliance activity growing at double-digit rates, reflecting increased client activity and sustained investment in compliance capability. Our approach is aligned with Nigeria's National Risk Assessment and broader AML/CFT reforms that led to Nigeria's removal from the FATF grey list. As a Firm, we recognise our role as a gatekeeper within the legal and financial system and take seriously our responsibility to support market integrity and institutional confidence. We operate a unified compliance architecture that safeguards client information and upholds the highest standards of integrity and professional excellence.



Risk Management and Compliance Framework

At Olaniwun Ajayi LP, we are unwavering in our commitment to ensuring that our tenants diligently comply with the provisions of the Rules of Professional Conduct (RPC) 2023, which delineate the ethical and professional standards essential to the legal profession in Nigeria. For our UK Practice, we adhere to the guidelines set forth by the Solicitors Regulation Authority (SRA) Standards and Regulation, which articulates the Code of Conduct for solicitors in the United Kingdom.

By harmonizing the principles enshrined in both the RPC 2023 and the SRA Handbook, we create a robust framework that mandates our tenants to operate under unified standards of professionalism and ethical conduct. Our comprehensive compliance program is not merely aimed at upholding these standards; it also seeks to cultivate a culture of integrity and accountability among our tenants, reinforcing our commitment to safeguarding client information, maintaining ethical standards, and upholding professional excellence.

Data Protection & Information Security

DPCO Registration and Appointment of DPO

Olaniwun Ajayi LP is committed to protecting the privacy of its clients, employees, and all stakeholders with whom the Firm engages. This commitment extends to safeguarding sensitive information and ensuring compliance with relevant privacy and data protection laws. We place paramount importance on client privacy, implementing robust measures to safeguard our clients' information. Equally, we emphasize the confidentiality of our employees' personal data, ensuring that all individuals associated with OALP are treated with respect and that their information remains secure.

To uphold these principles, we are committed to adhering to data protection regulations and best practices within our data protection policy framework. As part of our compliance efforts, we have



Registered as a Data Protection Compliance Organisation (DPCO)



Conducted data audits to evaluate our compliance status

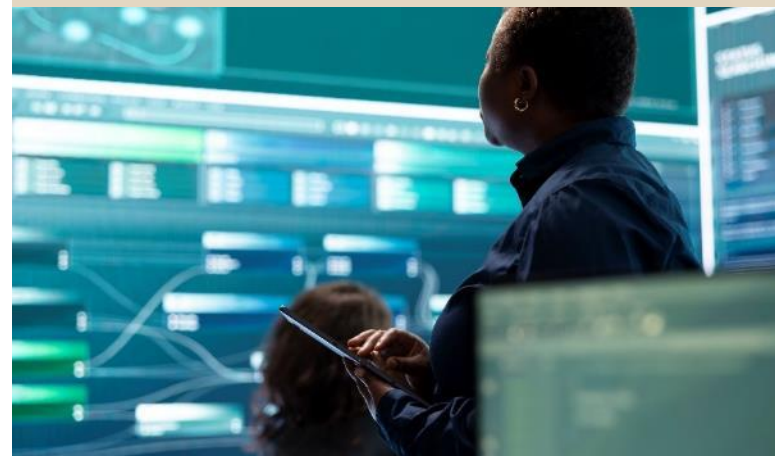


Appointed a Data Protection Officer (DPO)

Data Audits, Phishing Tests, and Staff Training

To ensure that all staff remain vigilant, we have instituted a comprehensive approach to OALP's data protection policy, which includes mandatory assessments at the conclusion of each training module.

Additionally, we conduct quarterly phishing tests to identify members of staff who may not be sufficiently alert to potential threats. Following these assessments, we organize targeted training sessions aimed at enhancing awareness and educating staff on how to recognize and respond to suspicious emails, thereby safeguarding the Firm's overall security.



Cybersecurity Infrastructure and Controls

Our commitment to data security is further reinforced through the strategic implementation of network segmentation, which effectively contains and limits the potential spread of data breaches. This proactive approach not only protects sensitive information but also enhances our overall security posture.

Olaniwun Ajayi has invested in leading-edge technologies, including;



Policies & Accountability



Whistleblowing Framework

Olaniwun Ajayi LP has established a robust whistleblowing framework and internal reporting mechanisms to uphold ethical standards across the Firm. Employees and stakeholders are empowered to report any concerns or violations of Firm policies confidentially and without fear of retaliation.



Internal Policy Enforcement and Reporting Mechanisms

Coupled with clear internal policy enforcement procedures, these mechanisms ensure that all reports are investigated promptly and objectively. This approach fosters a culture of accountability, integrity, and transparency, reinforcing the Firm's commitment to ethical conduct and compliance with regulatory standards.



Extension of Governance Standards to Clients and Third Parties

This proactive approach not only enhances the integrity of our clients' operations but also fosters trust within the communities we serve. These policies encompass all personnel at Olaniwun Ajayi LP, as well as third parties who may not be directly employed by the Firm but provide essential services or engage in business activities on its behalf. This extensive coverage guarantees that our unwavering commitment to ethical conduct and accountability is consistently maintained across every facet of our operations.

Final Thoughts

Over the past year, Olaniwun Ajayi LP has continued to integrate environmental, social, and governance considerations into the fabric of its operations and professional practice.

Across our people, our engagements and the matters we support, these considerations are no longer treated as discrete initiatives but as integral to how the Firm thinks, advises and delivers value. Through sustained investment in mentorship, skills development, strategic partnerships, and community-focused engagements, the Firm has translated intention into practical outcomes.

These efforts have reinforced the importance of consistency, collaboration and disciplined execution in achieving meaningful and durable impact, while also providing valuable insights into areas of strength, emerging challenges and opportunities for continuous improvement.

Looking ahead, the Firm is applying these lessons to further strengthen its institutional practices, governance standards and decision-making processes. With a continued focus on developing talent, enhancing oversight and leveraging technology and data to support informed judgment, Olaniwun Ajayi LP remains committed to a responsible business approach that is measured, resilient, and firmly grounded in execution; one that supports long-term value creation for our stakeholders, our communities and the wider economy.

Damilola Salawu
Partner





Responsible Business Report 2026

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