

# CSR Report 2024

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# Foreword

As a leading European law & tax firm, we are committed to helping clients navigate an increasingly complex landscape. We go beyond compliance and actively support long-term value creation for all stakeholders. This commitment reflects who we are: people-centred, trusted as a partner and professional.

This year's CSR report focuses on a key pillar of our ESG strategy: talent management. We believe that building a sustainable organisation starts with creating an inclusive workplace where people can grow, thrive and contribute. Talent is valuable — but only fulfils its potential when continuously developed. That's why we remain committed to supporting our people as they shape their skills, careers and, ultimately, our shared

future. The report features personal quotes from colleagues, sharing their learning experiences.

We continue to build our ESG foundations by identifying material topics and integrating sustainability more deeply into how we work, collaborate and lead. This report outlines our progress in 2024 and priorities, as part of our ongoing journey towards a more sustainable, resilient and inclusive future. Our commitment to putting people at the heart of our business drives our ambition to progress: Further. Better. Together.

**Harmen Holtrop,  
Lieselot Oosterkamp  
and Roderik Beckers**

Executive Board



**Harmen Holtrop**

Managing Partner  
Attorney at Law

**Lieselot Oosterkamp**

Member of the Executive Board  
Executive Director

**Roderik Beckers**

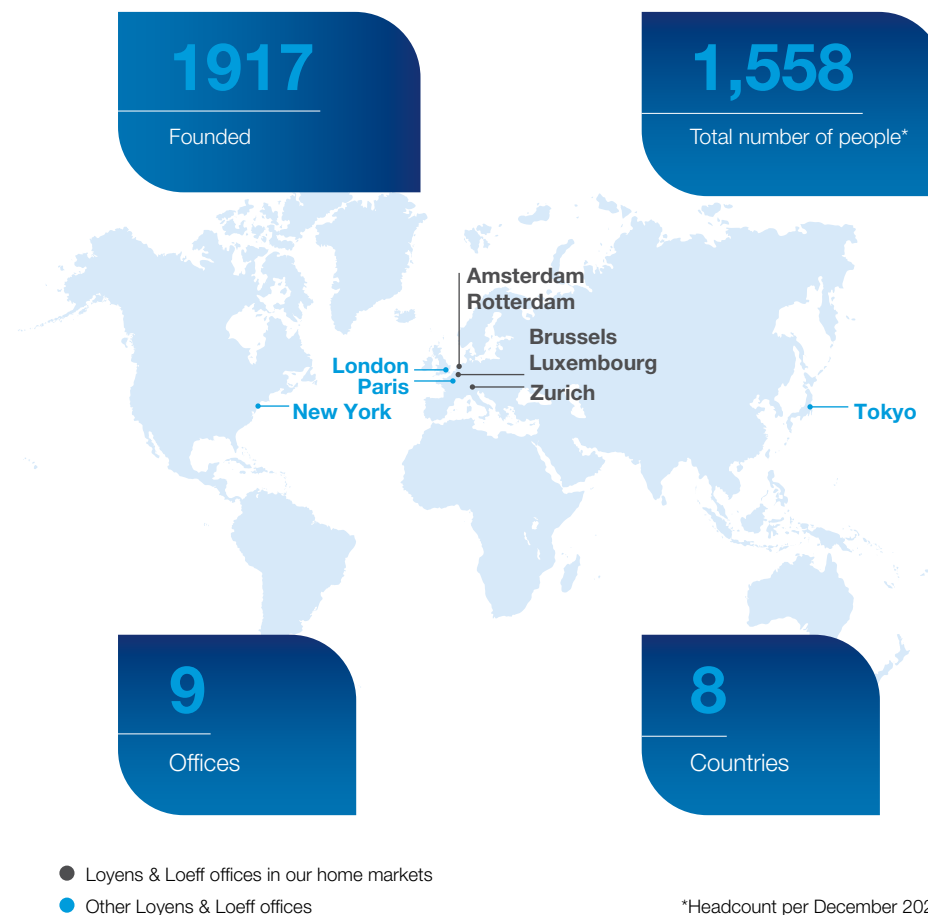
Member of the Executive Board  
Tax Adviser

# Profile & Key figures

## One firm: Law & Tax

Loyens & Loeff is a fully independent law & tax firm, which is excellently positioned to coordinate law & tax matters across borders. We have four home markets with five offices in the Netherlands, Belgium, Luxembourg and Switzerland, staffed with specialists in the respective national laws. This network is complemented by our several country desks, all of which are experienced in structuring investments globally. Through these offices, our clients have access to Loyens & Loeff's full-service expertise in their own time zone. It's a winning combination that enables us to assist both domestic and international clients in a very effective way.

Aside from our own network, we maintain strong relationships with other leading independent law firms and tax consultants. This ensures top-level advice worldwide.



# Highlights 2024

## University partnerships Investing in education

Bridging the gap between academia and practice, Loyens & Loeff supports legal education through partnerships with Dutch universities. We contributed to the “Zuidas Master Programme” (VU University), where our partners mentor students and share legal insights. Through “Toga aan de Maas” (Erasmus University), we provided students real-world legal exposure, including visits to our London and New York offices. And in collaboration with University of Amsterdam’s legal aid clinic, we help students gain hands-on experience in pro bono legal work.

## Environmental measures Luxembourg office

The Luxembourg office transitioned to sustainably sourced coffee, implemented recyclable milk bottle disposal and established a PET bottle collection system.

## World Land Trust Sustainability donation

We offset our firmwide 2023 flight emissions through a donation to support World Land Trust’s global conservation efforts.

## L&L@theBeach Annual firm-wide event



In June, we hosted our annual firmwide event “L&L@theBeach”, bringing colleagues together in a relaxed and active setting to boost well-being, teamwork and talent development. The annual event encourages networking and collaboration outside the office environment.

## First aid training & blood donation Promoting health

2024, we organised a First Aid Training Course for our Luxembourg to enhance workplace safety. Additionally, we hosted a Blood Donation Drive to support local healthcare efforts and support life-saving treatments.

## Brussels Bar D&I initiatives

Our Belgian colleagues support the Brussels Bar’s diversity and inclusion efforts through ProPulse, helping young professionals develop legal skills, and Avocat dans l’École, introducing students to the legal field to promote greater representation.

## Ripple Africa Tree planting project

On behalf of Loyens & Loeff, NGO Ripple Africa planted 271 trees in 2024, one for every fruit crate Fruitful Office delivered to the office. This helps offset CO2 emissions and counters deforestation.

## Think Pink events Breast cancer research



Loyens & Loeff Belgium hosted two successful events in support of breast cancer research organisation Think Pink. These initiatives raised awareness and funds for breast cancer research and patient support.

# Highlights 2024

## UN Global Compact, Stichting Studiezalén, JA Europe New partnerships

We joined UN Global Compact, Stichting Studiezalén, and JA Europe, reinforcing our commitment to governance, social responsibility, and education. Joining the UN Global Compact means aligning business strategies with universal principles on human rights, labour, environment, and anti-corruption, supporting the Sustainable Development Goals. Stichting Studiezalén provides safe study spaces and mentorship for underprivileged students in the Netherlands. JA Europe focuses on entrepreneurship, work-readiness, and financial literacy, helping young people across Europe transition from education to employment.

## SOLA-Stafette War Child donation

Our colleagues in Switzerland raised 1,000 CHF for War Child in the "SOLA-Stafette" relay run.

## Vitality Month Active lifestyle promotion

The Swiss office hosted a "Vitality Month" for staff, promoting well-being and active lifestyles.

## JINC Bliksemstages



JINC strives for a society in which a child's background does not determine their future. In 2024, we hosted 10 'bliksemstages' in Amsterdam and Rotterdam, offering students valuable hands-on work experience in the legal sector. As part of JINC's broader efforts, which have reached 87,500 students, we are proud to play a role in inspiring and preparing the next generation.

## AIJA events Professional development

Colleagues from various Loyens & Loeff offices attended events of AIJA, a leading international association for young lawyers and in-house counsel, fostering legal networks and professional development.

## Be.Face Promoting inclusivity

Our Belgian colleagues actively supported Be.Face, a business network that promotes inclusivity in the workplace by creating opportunities for students and job seekers. Through six mentoring duos, they helped participants develop skills, confidence, and career prospects.

## Züri schenkt Charitable initiative

Loyens & Loeff Zurich participated in "Züri schenkt", a community-driven initiative supporting local charities and social causes. Through this project, we contributed to enhancing social well-being in Zurich by supporting organisations that address inequality and accessibility.



# Our mission and values

Our mission and values define who we are, guide our aspirations, and inspire us daily. They are the foundation of our firm and our commitment to our clients.

**We put  
people at  
the heart  
of our  
business**

**We empower** exceptional talent and nurture collective entrepreneurship. We provide each other with room to develop so we can all maximise our impact

**We are** a trusted partner for our clients with a solution-driven approach. We provide them with smart and efficient services so they can succeed in their ambitions



# Our mission and values



## Trusted as a partner

We work together to make a significant difference for each client.

- We actively share learnings and team up across the firm to meet our clients' needs
- We offer our clients smart, effective and practical solutions
- We prioritise long-term relationships
- We constantly focus on our clients' interests and cultivate an in-depth understanding of their business



## People-centred

We create an inspiring, inclusive and fun place to work where we can all reach our full potential.

- We encourage each other to find, develop and pursue new ideas and opportunities
- We welcome and value different perspectives
- We trust and respect each other both professionally and personally
- We take pride in our firm, challenge ourselves and each other, invite feedback and help others to grow



## Professional

We apply the highest professional standards in everything we do.

- We uphold the highest ethical standards
- We hold ourselves and each other accountable and dare to speak up
- We communicate clearly and openly within our organisation
- We work efficiently together towards a shared direction



## Investing in people

# “Staying ahead requires us to invest in our people”

Harmen Holtrop, Lieselot Oosterkamp  
& Roderik Beckers

Corporate Social Responsibility starts with a workplace where people thrive. At Loyens & Loeff, people are our greatest assets, making the social aspect central to our mission. Investing in talent development is essential not only for individual growth but also for the firm’s long-term success. As regulations, technologies, and business practices continue to evolve rapidly, ensuring that our people develop the right skills is key to staying ahead and making a positive impact on society.



**Roderik Beckers**

Member of the Executive Board  
Tax Adviser

**Lieselot Oosterkamp**

Member of the Executive Board  
Executive Director

**Harmen Holtrop**

Managing Partner  
Attorney at Law

### Talent development at the core

Harmen: “Our mission is built on the belief that everyone deserves the opportunity to grow and succeed.”

Roderik: “We believe the best way to do that is giving people responsibility from day one. This approach helps them grow and develop quickly. Occasionally, things don’t quite work out as planned, but that’s part of the learning process. We cultivate an entrepreneurial spirit and innovative thinking, which attracts and retains talent. I hear from many colleagues they joined us because they wanted the best training – and that was also a key reason for me in 1998. I must admit that back then, I never thought I’d remain a tax specialist for so long, but every year brings new challenges and opportunities, which keeps the work exciting.”

Lieselot: “In the short time I’ve been here, I’ve been genuinely impressed by the diversity of our training and development programmes. We offer learning opportunities across various areas, including leadership, personal growth, and technical skills. By combining a steep learning curve with significant responsibility, we help our people develop at a fast pace. We have to – staying ahead requires us to invest in our people.”

Harmen: “Developing talent not only benefits our firm but also society. Many of our people later take on roles in-house, at



“We aim for a high performance, collaborative culture – a place where people feel safe to speak up”

universities, in government, at the judiciary, or even with competitors. Seeing talented professionals grow and succeed beyond Loyens & Loeff is something we take great pride in.”

### Integrating diverse perspectives

Lieselot: “Growth isn’t just about training and development. I strongly believe that diverse teams make better decisions and collaborate more effectively. By taking a structured approach to spotting potential, we aim to accelerate progress and ensure equal opportunities for all.”

Harmen: “It’s important to feel supported within the organisation. Having someone who believes in you or seeing a role model succeed can make all the difference. We understand that Lieselot’s leadership is already inspiring to many younger women in our firm, but we recognise there’s still more to be done. Diversity should be visible throughout our organisation. Our Luxembourg office sets a strong example,

with a mix of nationalities, cultural backgrounds, and gender representation at all levels.”

Roderik: “Age diversity matters too. That is why we introduced the Young Board two years ago, ensuring that the next generation has a voice in our decision-making. They offer us a sounding board, challenge our thinking, and keep us on our toes.”

Roderik: “While talent development was not the primary driver for change, our new organisational structure enables faster decision-making, empowers our people, and ensures everyone can contribute more effectively from their expertise. Ultimately, we believe that combined perspectives lead to better solutions for clients.”

### Open communication and collaboration

Lieselot: “To truly benefit from diverse perspectives, we must encourage a culture of open communication. Genuine connections are built through listening and openness. When we create space for dialogue and show vulnerability, we strengthen relationships and engagement across the firm. A great example of this was at the start of 2025, when we, as executive board, walked parts of the famous Dutch long-distance route Pieterpad with the Young Board. By actively listening and showing vulnerability, we were able to foster genuine

connections and create an environment where we all felt comfortable sharing our perspectives.”

Harmen: “Improving collaboration was also a key objective of the restructuring of our organisation in 2024. The new, simplified structure makes it easier for our people to focus on their areas of expertise.”

Lieselot: “We aim for a high performance, collaborative culture – a place where people feel safe to speak up. That is why we’re rolling out our Heartbeat programme, a structured feedback initiative within existing consultation structures. It offers a professionally guided safe space for feedback and open discussion and continuous improvement.”

### Evolving with technology

Harmen: “Creating this open environment is also essential as we navigate technological advancements, such as AI. The rapid integration of AI into legal tools requires a clear strategy. Not only in terms of compliance, but also how we adapt as a firm. Open communication plays a crucial role in this process, ensuring that we share knowledge, address concerns, and make informed decisions.”

Lieselot: “Adapting to change and new tools and technology means stepping out of our comfort zones and continuously evolving to stay relevant. This process may cause some friction, but through



“We believe that  
combined perspectives  
lead to better solutions  
for clients”

open dialogue and collaboration, we can navigate these challenges and turn them into opportunities for growth.”

Roderik: “Our feeling though is that AI won’t replace notaries, lawyers or tax specialists – critical thinking and judgement will remain necessary. However, I believe that technologies present an existential threat to firms that fail to implement them effectively.”

### Regulatory pressures and business impact

Roderik: “Beyond technology, we’re observing significant changes and increases in regulation, supervision, and compliance, particularly at European level. Fortunately, our strength lies in

sectors where this is particularly relevant, such as investment funds and energy & infrastructure.”

Harmen: “Compliance has evolved from a necessity to a core business function, directly impacting strategy and risk management. The dynamic nature of our industry makes this an especially exciting time.”

### Ongoing efforts

Roderik: “Whether it’s regulation, technology, or personal growth: development never stops. We need to align personal ambitions with the firm’s goals. Often, these are aligned. However, we must continue to look at what people need, what holds them back, and where we can collaborate and move forward together.”

Lieselot: “We want to empower everyone to take ownership of their future and responsibilities. This approach aligns with our mission to put people at the heart of our business, nurturing collective entrepreneurship and empowering talent across all areas of our firm.”



# CSR at Loyens & Loeff

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# CSR at Loyens & Loeff

At Loyens & Loeff, Corporate Social Responsibility (CSR) is central to how we operate. As we conclude our four-year CSR Policy (2021–2024), it's a moment to reflect on our progress and the priorities we set. Our approach is guided by insights from our double materiality analysis, helping us focus on the issues that matter most to our business and society. Building on this foundation, our upcoming Sustainability Policy (2025–2027) will build on these topics, ensuring we continue to make a positive impact.



# CSR at Loyens & Loeff

## CSR Policy 2021–2024

### A cleaner future

In a world, increasingly prioritising environmental sustainability, we are taking actions to reduce our environmental footprint. Additionally, we collaborate with businesses and organisations to share best practices, achieve mutual interests, and drive meaningful goals.



### People at the heart of our business

Putting people first is one of our core values. We strive to make a positive impact on people by promoting diversity and inclusion. We aim to create an inspiring, inclusive and enjoyable workplace, and provide learning and development opportunities – all to help our people reach their full potential.



### Trusted partner

The firm's partners and management are dedicated to our core identity and impact, ensuring strong support and long-term commitment to CSR at all levels. The top-down and bottom-up incorporation of CSR ensures that stakeholder interests are protected and promoted, reinforcing our role as a reliable and trustworthy partner.



### Supporting our community

We aspire to be a good neighbour by providing pro bono services and supporting initiatives that contribute to healthy and prosperous communities. Our focus is on Youth and Education and Access to Justice, using our skills and expertise to empower future generations. We aim to make a meaningful impact on vulnerable and less privileged children and young people by improving access to opportunities and education. We also support initiatives in Sustainable Development and Culture and Arts.



### Supporting the SDGs

In 2024, Loyens & Loeff has become a member of the UN Global Compact, the world's largest corporate sustainability initiative. As member, we are part of a powerful network of companies and stakeholders dedicated to advancing the Sustainable Development Goals (SDGs), and we are integrating the UN principles of human rights, labour, environment, and anti-corruption into our

business strategies. By embracing the United Nations SDGs, we have gained a clear view of our company's responsibilities towards society and the environment. The topics discussed in this CSR report reflect our firm's commitment to making the UN SDGs a reality.



# CSR at Loyens & Loeff

## Materiality assessment

### Double Materiality analysis

In preparation for the Corporate Sustainability Reporting Directive (CSRD), we carried out a double materiality assessment from September 2023 to January 2024. This 2024 review covers key topics where we have, or could have, a material impact on people and/or the environment (inside-out perspective) as well as financial opportunities and risks of sustainability for the firm (outside-in perspective). As of next year, our reporting will be further aligned with the double materiality assessment, incorporating financial opportunities and risks related to sustainability in addition to our existing disclosures.

### Stakeholder selection

As one of the first steps in our Double Materiality Analysis (DMA) – a requirement under the CSRD – we conducted a stakeholder group selection. This process identified the top eight stakeholder groups:

- Board (executive and non-executive)
- Partners
- Our workforce
- Clients (existing and prospective)
- Referral law firms and other referring parties
- Competitors
- Students & future workforce

# CSR at Loyens & Loeff

## Material topics

Material topics	Impact driver				Financial driver	
	Actual positive	Potential positive	Potential negative	Actual negative	Opportunity	Risk
<b>Environmental</b>						
Climate change own operations				●		●
Climate change own value chain				●		●
<b>Social</b>						
Equal treatment and opportunities for all		●		●	●	●
Training and skills development		●		●	●	●
Secure employment		●	●		●	●
Working conditions	●				●	
Adequate wages	●				●	
Work-life balance				●		●
Privacy			●			
Working time	●		●		●	●
Health & vitality	●				●	
<b>Governance</b>						
Business ethics	●				●	
Professional integrity			●			●
<b>Entity-specific</b>						
Client advice on ESG	●	●			●	
Tax and law services		●	●		●	●

# CSR at Loyens & Loeff Outlook

Loyens & Loeff aspires to be the leading law & tax firm in Europe by 2030. To achieve this, we strive for excellence across all aspects of our business, including CSR. Our new Sustainability Policy 2025-2027 will outline our sustainability objectives and CSR mission for the coming years, detailing how these commitments are integrated within our operations and broader policy framework.

We are steadily progressing towards compliance with Corporate Sustainability Reporting Directive (CSRD) guidelines. In alignment with CSRD, the material topics will be integrated into our approach to CSR. This will ensure we effectively address our environmental, social and governance responsibilities – both as law and tax advisors to our clients, as an employer, and as a corporate citizen within our communities.



“Much of my growth has come from initiating, managing, and collaborating on a variety of projects with colleagues across all departments. Through these experiences, I’m constantly learning, adapting, and growing both professionally and personally.”

**Ciara Ferguson**

Marketing Services Officer, Luxembourg

➔ [See profile on LinkedIn](#)



# Environmental responsibility

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# Environmental responsibility

## Our Environmental Goals

By setting clear objectives and measurable KPIs, we cultivate an environmental responsibility across all our offices and among our people. Our goals align with the established parameters of the Paris Climate Agreement, which aims to limit the global temperature rise to 1.5°C and prevent a further rise to 2°C.

### Carbon Emissions

- Reduced carbon emissions firmwide by 50% by 2030 (baseline 2019) , with the aim to achieve carbon neutrality in the future by further investing into reduction programmes and implementing compensation practices
- Emission free business lease cars by 2030
- Reduced number of business travel flights by 50% by 2030 (baseline 2019)
- Emission free office-ordered taxi use for business purposes by 2025

\* with exception of the Brussels office, where this is not attainable in the upcoming years

### Energy for Heating and Cooling

- Zero use of natural gas in our offices by 2025\*
- Ecological scan of all our offices by 2025

### Energy for Other Purposes

- Zero use of natural gas in our offices by 2025
- Sustainable and energy neutral offices by 2030
- Ecological scan of all our offices by 2025

### Biodiversity & Water

- Ecological scan of all our offices by 2025
- Nest-cabinets, bat-cabinets, and fauna towers on all our office roofs by 2030
- Bushes and trees on all office roofs and terrain by 2030

### 2024 Update

We have successfully met our goal of switching off lights in all offices between 23:30h and 06:00h to reduce energy consumption. The adjustment of the mobility policy to renewable energy-based cars has been adjusted from 2025 to 2030.

# Environmental responsibility

## Carbon emissions 2024

As part of our ongoing efforts to advance our carbon emissions reporting, we have made significant progress in 2024 in identifying and accurately measuring our carbon footprint. This advancement in data quality has led to a significant increase in our reported CO2 emissions, as this data now reflects a more complete and accurate view of our environmental impact. At Loyens & Loeff, we are committed to reducing our carbon footprint. By continuing to improve our data collection, we can better identify areas for meaningful actions towards long-term sustainability.

This report features data from 2024 only. The significant differences compared to previous years are primarily the result of improvements in our emissions calculation methodology. Therefore, any year-on-year comparison would reflect changes in methodology rather than actual progress or decline. At this stage, there is no meaningful basis for comparing results across different years.

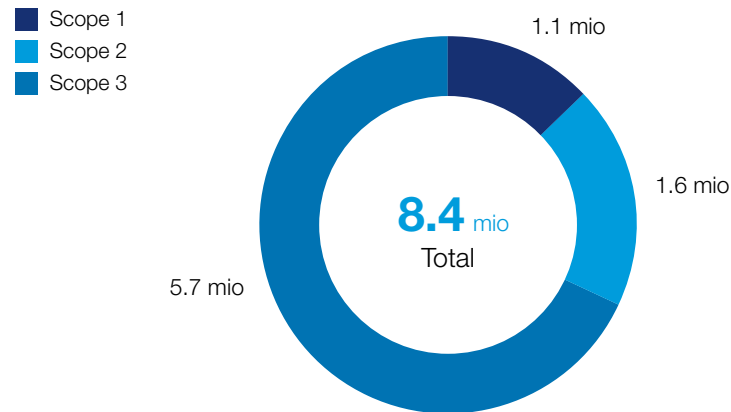


# Environmental responsibility

## Carbon emissions 2024

### Carbon emissions per scope firmwide 2024

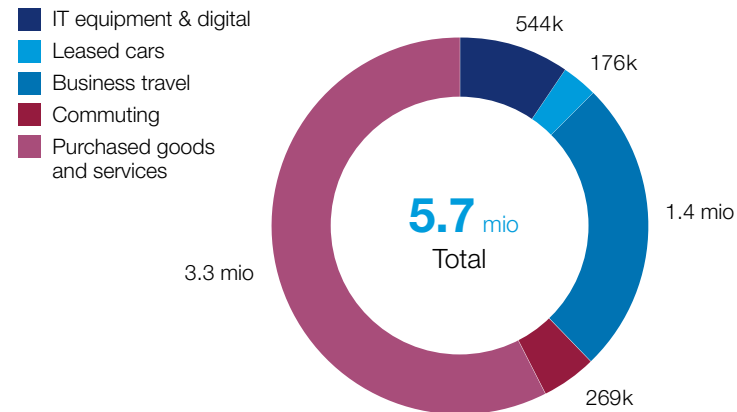
(in kgCO<sub>2</sub>)



For our 2024 CSR report, we continue to report the location-based data for scope 2 because we cannot yet access market-based data for all our offices. The available market-based data for our scope 2 emissions of our offices in the Netherlands is listed under 'Total emissions per office 2024'. Emissions are largely dominated by Scope 3 emissions in Loyens & Loeff's Greenhouse Gas inventory (GHG). Emissions within Scope 3 have substantially increased due to the inclusion of additional categories that were previously excluded. Electricity emissions have been calculated using the location-based method, as guarantees of origin were not successfully secured for all offices. Only Scope 2 has market-based data, and only in terms of electricity (not heat and cooling), business travel, and leased cars. Scope 1 is fully location-based (national/regional-based estimations). Scope 3 is fully spend-based (invoices).

### Carbon emissions per category firmwide 2024

Scope 3 (in kgCO<sub>2</sub>)



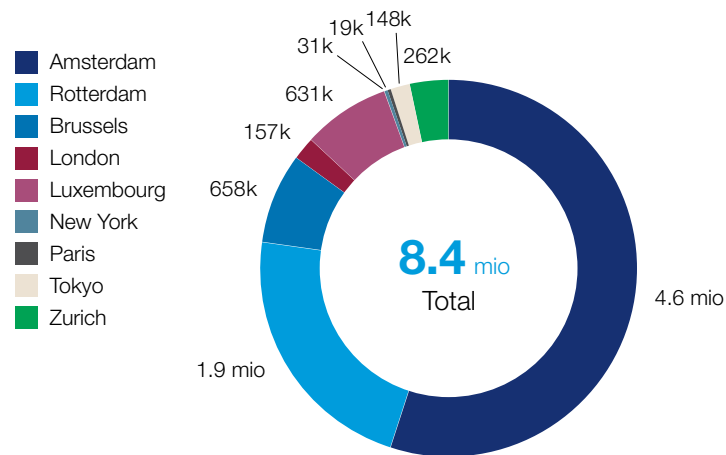
The largest source of emissions within Loyens & Loeff's Scope 3 originates from the Purchased Goods and Services category, which is a new addition to the 2024 inventory. This emission estimate was derived from spend data, which introduces some uncertainties. Data collection will be expanded in future years to improve accuracy. The other significant category within Loyens & Loeff's Scope 3 is business travel, which remains one of the main sources of emissions. This category was largely estimated using data provided by Loyens & Loeff's various travel agents, which provides a strong level of accuracy.

# Environmental responsibility

## Carbon emissions 2024

### Carbon emissions per office

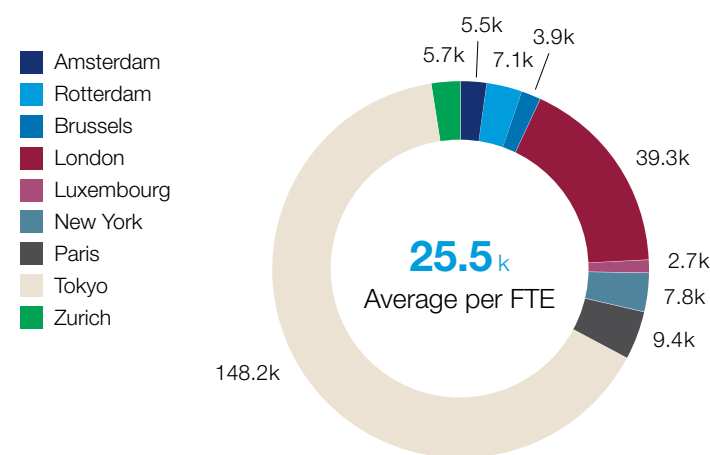
(in kgCO<sub>2</sub>)



The Amsterdam and Rotterdam offices are key sources of emissions within Loyens & Loeff's GHG inventory, accounting for more than 77% of total emissions. This is mainly driven by the large workforce in these two locations. Other smaller offices with low headcounts – London, New York, Paris, and Tokyo, each with fewer than 10 FTEs – still account for a significant share of emissions (approximately 8%) due to the high volume of spend passing through those offices.

### Carbon emissions per FTE

(in kgCO<sub>2</sub>)



Note that small offices (Tokyo and London in particular), with few employees, may be generating significant emissions per FTE. This is mainly caused by the "Purchased Goods and Services" category, which results in very large expenses for small offices. Carbon emissions per FTE have been calculated based on employees with local contracts. The carbon emissions per FTE may therefore offer a slightly skewed representation of the actual data, depicting a moderately higher number of CO<sub>2</sub> emissions per FTE for all international offices. These discrepancies concern a total of 37 employees and therefore present minimal influence on our carbon calculations.

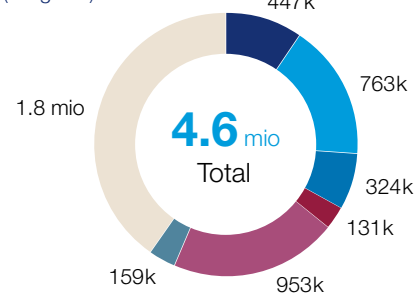
# Environmental responsibility

## Carbon emissions 2024

### Total emissions per office 2024

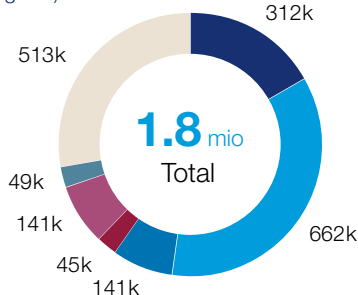
#### Amsterdam

(in kgCO<sub>2</sub>)



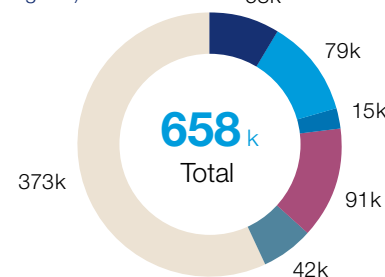
#### Rotterdam

(in kgCO<sub>2</sub>)



#### Brussels

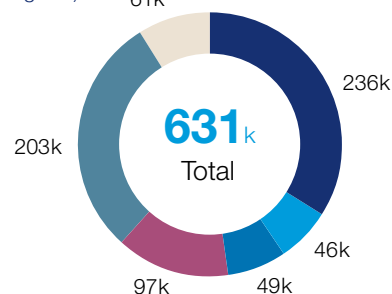
(in kgCO<sub>2</sub>)



The purchase of renewable electricity would reduce Scope 2 emissions to approximately 2 tCO<sub>2</sub>e under the market-based approach.

#### Luxembourg

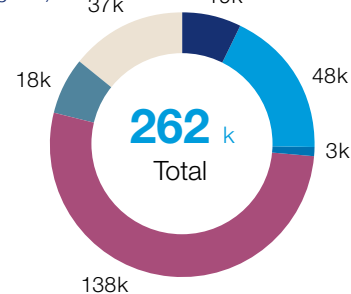
(in kgCO<sub>2</sub>)



Renewable energy certificates were not available for the electricity purchased by the Luxembourg office.

#### Zurich

(in kgCO<sub>2</sub>)



Scope 1 and Scope 2 emissions were estimated based on average emissions per FTE from other offices.



Emissions in our offices were primarily estimated using activity data, except for the Purchased Goods and Services and IT Equipment categories. IT services and Catering emissions were included in the Purchased Goods and Services category, which included other categories previously excluded, increasing overall emissions. Also, scope 1 emissions increased due to the inclusion of refrigerant leakage which might be inflated due to the use of averages. Business travel data was obtained from Loyens & Loeff's travel agent. For the Netherlands, data on leased cars was gathered from various lessors. Note that for leased cars, data was only obtained for about two-thirds of the fleet, with the remaining one-third requiring some extrapolation. No vehicles are leased by other locations. For the Netherlands, commuting emissions were based on data from our Reisbalans platform used to register and manage employee travel data. For the other locations, commuting emissions were estimated using average national commuting data.

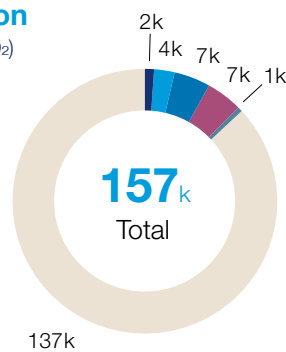
Our market-based emissions data of Scope 2 for our offices in the Netherlands demonstrates the steps we are taking to reduce our carbon footprint. Scope 2 market-based emissions for Amsterdam would be very low (approximately 75 tCO<sub>2</sub>e) due to the purchase of renewable electricity. For Rotterdam, Scope 2 market-based emissions would be zero due to the purchase of renewable electricity. By investing in renewable energy, we are actively working to lower our CO<sub>2</sub> emissions.

# Environmental responsibility

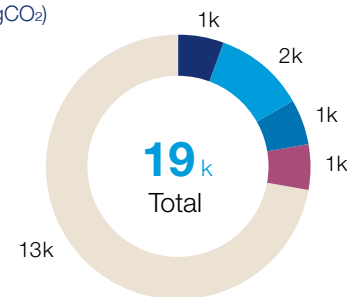
## Carbon emissions 2024

### Representative offices included in the calculations as of 2024

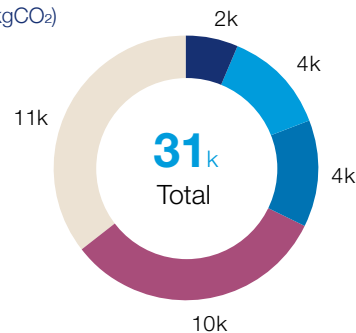
**London**  
(in kgCO<sub>2</sub>)



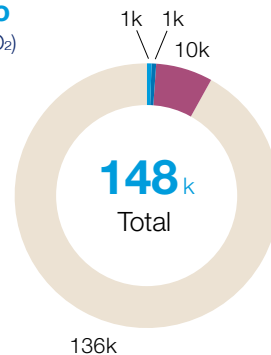
**Paris**  
(in kgCO<sub>2</sub>)



**New York**  
(in kgCO<sub>2</sub>)



**Tokyo**  
(in kgCO<sub>2</sub>)



- Buildings (Scope 1)
- Buildings (Scope 2)
- IT equipment & digital
- Leased cars
- Business travel
- Commuting
- Purchased goods and services



## Integrating environmental considerations

# “Recognition of our ESG practices is the best feedback we can receive”

Assia Benamar, Karin Finné  
& Frédéric Franckx

Loyens & Loeff Luxembourg established a corporate social responsibility committee in 2018, initiated by Assia Benamar, Head of Facility Management Luxembourg and Karin Finné, Senior Associate. Together with Frédéric Franckx, Managing Partner Luxembourg and Attorney at Law, they reflect on their journey and on what lies ahead.



**Assia Benamar**

Head of Facility Management  
Luxembourg

**Frédéric Franckx**

Managing Partner Luxembourg  
Attorney at Law

**Karin Finné**

Senior Associate

### Growing with the firm

Assia: “I’ve been with Loyens & Loeff for almost 25 years. As the company grew, so did I, taking on challenges and developing our ESG initiatives, including setting up the ESR Committee (Entreprise Socialement Responsable, or Socially Responsible Company). I didn’t always know exactly where we were headed, but we always felt the drive to move forward.”

Frédéric: “I truly admire what Assia accomplished. She has successfully navigated all the challenges that come with the firm’s expansion, learning on the job and launching our ESR Committee. Now, as Head of Facility Management, she leads a team of seven, continuing to drive progress.”

Karin: “Thanks to Assia, ESG is now in everybody’s DNA.”

Assia: “Entrepreneurship and the freedom I received from the firm are where it all began. Karin played a key role when we set up the Committee in 2018. I shared my plans with Karin, and just two hours later, she called me – and the rest is history. We both instantly knew integrating social aspects and sustainability into our strategy and our business was the right way forward.”

### From small steps to real impact

Karin: “We started by taking stock – listing what we already had in place and identifying areas for improvement. At the same time, Assia began integrating environmental considerations into supplier



“What I love most is the informal, supportive atmosphere at Loyens & Loeff”

discussions and incorporating best practices.”

Assia: “We took practical steps: turning off lights where possible, replacing conventional lighting with LED, improving waste management and replacing our couriers’ car with a full-electric model. We started asking our suppliers if they had

sustainability policies in place – do they work with local partners? Are they actively working on carbon footprint reduction? We don’t automatically choose the cheapest supplier; sustainability matters.”

Frédéric: “Take our printers. We didn’t select the cheapest supplier, but their printers are efficient, made from recycled materials, and use recyclable toners. Our clients also are increasingly asking about our ESG efforts. It’s difficult to convey this authenticity through labels and reports. We implement measures out of conviction, not just to meet expectations. That’s why I was really happy when a recent new hire, initially skeptical, later told me how impressed he was by our real commitment to ESG. That surprise is the best feedback we can receive.”

### A social place to work

Frédéric: “Social aspects are just as important as environmental ones. While we have a two-day work-from-home policy, our office remains the heart of our community, bringing people together through various activities. From monthly Thursday drinks to an annual ski weekend, and seasonal treats like an ice cream truck and a warm waffle stand – all products locally made of course. And during our annual Vitality Month last November, external experts shared insights on meditation, sleep and healthy eating. We need to be in a top condition, also mentally, to help our clients. After all, we’re in the business of selling brainpower.”

Karin: “What I love most is the informal, supportive atmosphere at Loyens & Loeff. We care about each other and act like a family.”

### Looking ahead

Assia: “I’d love to see our building become more sustainable.”

Karin: “I would like to see my colleagues become even more conscious about our ESG impact – adopting a sustainability check similar to Know Your Customer.”

Frédéric: “I want to strengthen our local community connection. Something that goes beyond ESG labels and certifications; something tangible we can do together, like serving food to the less privileged. Also, I strive to further embed ESG thinking in our daily work and mindset at all levels.”

# Social responsibility

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# Social responsibility

People are at the heart of everything we do. This chapter highlights our commitment to creating a stimulating, welcoming, and supportive environment for all our people. We focus on fostering growth through recruitment, learning and development, diversity and inclusion, and social safety. The chapter also showcases the valuable contributions of the Young Board to our policies, while reflecting on recent achievements and events that demonstrate our dedication to a positive workplace culture.



# Social responsibility

## Our people

We prioritise our people, striving to create an inspiring, inclusive and enjoyable workplace where everyone can all reach their full potential. We are committed to fostering a sense of belonging and ensuring both physical and mental well-being. To support continuous growth, we offer various opportunities for development. We actively work to reduce and prevent inequality and discrimination, ensuring that gender, gender identity, sexual orientation, age, ethnicity, religion, parental status or educational background never become barriers to success.



“I believe Loyens & Loeff truly fosters innovation, openness, and leadership among its new colleagues. As juniors, we genuinely feel heard and empowered to contribute to shaping Loyens & Loeff’s long-term policy through its Young Board initiative - a platform where the younger generation can share ideas and concerns with the Executive Board and can help shape firm-wide policy.”

**Remy Demoutiez**

Junior Associate, Brussels

➔ [See profile on LinkedIn](#)

# Social responsibility

## Recruitment

We are committed to building a diverse, equitable, and inclusive recruitment approach that reflects our values and supports our business goals. Our recent efforts aim to attract talent from different backgrounds and perspectives. At the heart of our employer branding strategy is Alchemy of Talent, a distinctive approach that brings together shared values, collaborative ways of working, social cohesion, and an eye on impact. It celebrates individual differences while leveraging our diverse strengths. Alchemy of Talent enables us to collaborate and excel together by combining humanity, intelligence, performance, and fun, driving innovation and growth in an environment where people thrive.

**Inclusive Recruitment Practices:** we have implemented inclusive job postings that ensure equal opportunity hiring and bias-free communication. By fostering a more diverse applicant pool, we are building a representative workforce that aligns with our core values. This initiative expands our talent pipeline, enhances our employer brand, and ultimately leads to lower hiring costs and improved employee retention. In this way, we are also contributing

to eliminating unconscious bias within our recruitment team, leading to fairer and more equitable decision-making.

**Employer Branding & Stakeholder Engagement:** we recognise that a company's reputation is key to attracting top talent. Our diversity-driven employer branding initiatives highlight our commitment to inclusivity, strengthening both internal employee pride and external partnerships. As a result, we are not only enhancing brand recognition but also creating a competitive advantage in talent acquisition, leading to higher recruitment efficiency, customer trust, and revenue growth.

**Strategic Partnerships for Social Equity:** by collaborating with D&I-focused organisations, we are expanding our reach to underrepresented talent groups while reinforcing our corporate social responsibility efforts. These partnerships enhance access to skilled, diverse candidates, shortening recruitment lead times and contributing to a more inclusive and equitable workforce.



# Social responsibility

## Learning & Development

We put people at the heart of our business. That's why we provide them with the opportunities and means to develop, both professionally and personally. In doing so, they not only advance themselves but also contribute to the growth and development of others and the organisation as a whole.

Our structured learning curriculum supports each career phase offering training programmes focused on three main categories: Personal growth, Communication skills and Client & Business Development. In addition, our firm has a pool of trusted coaches, available for personalised support when needed.

We promote continuous development through goal setting, feedback, reflection and mentoring. To encourage growth through collaboration, we aim for everyone within the firm to have a mentor – someone to learn from, reflect with, and be challenged by.



“Success is not final; failure is not fatal: continuous talent development matters!”  
Letting people express themselves, shape their career path, and pursue their business goals is essential for their development. I was very grateful that my proposal to develop the coaching activities within the Luxembourg office was met with such enthusiastic support.”

**Cécile Arrecgros**

Internal Coach, Luxembourg

➔ [See profile on LinkedIn](#)

# Social responsibility

## Learning & Development

### Introduction Academy

In the Netherlands, every 6 months a group of associates starting their careers are enrolled in the Introduction Academy, an intensive 5-day event that includes skill training, presentations, and team-building activities. The programme consists of 5 Cs:

- **Compliance:** teaching fundamental legal and policy-related rules and regulations.
- **Culture:** understanding the norms of the organisation, both formal and informal.
- **Creativity:** encouraging new joiners to bring in and express development ideas based on creativity and personal experiences within the organisation.
- **Clarification:** ensuring that our people understand and can perform their new job and related expectations well.
- **Connection:** building vital interpersonal relationships and information networks.

### Lawyers Academy

After completing the Introduction Academy, the junior attorneys at law at Loyens & Loeff will participate in the Lawyers Academy, an intensive six-month programme designed to kick start their career. This comprehensive training programme is built on four key pillars: team bonding and onboarding, personal leadership, knowledge acquisition, and skill development.

As a Loyens & Loeff junior, attorneys take on real responsibility from day one, managing their own cases and clients across a variety of legal matters, including pro bono work. They receive coaching from experienced lawyers while benefitting from a unique combination of practical experience, personality profiling, in-depth training courses, and networking opportunities. The Lawyers Academy helps new lawyers develop their professional and personal skills, build valuable internal connections, and gain the tools necessary to excel in their legal careers.

# Social responsibility

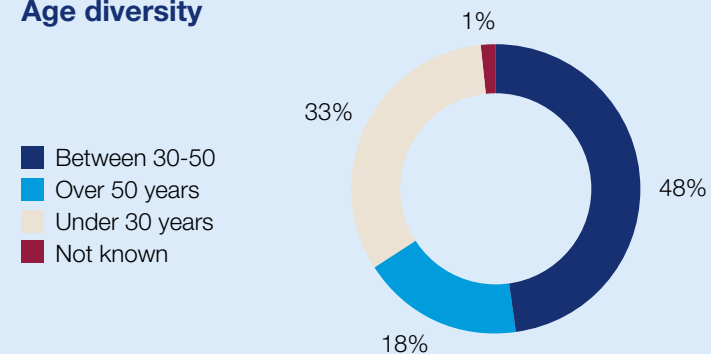
## Diversity & Inclusion

Loyens & Loeff believes that organisations thrive with a diverse workforce. We are committed to building an all-inclusive environment that offers equal opportunities for talented individuals.

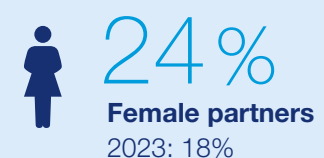
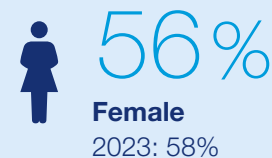
In 2024, we organised firm-wide focus groups to reflect on two key topics from the engagement survey: leadership and D&I. Participation was voluntary, yet over 400 people, around 25% of Loyens & Loeff's total workforce, took part and shared valuable insights.

Creating space for reflection proved highly valuable and was well received. One concrete follow-up action was the launch of 'Parents@L&L': a community for parents and caregivers. This initiative provides a platform to discuss needs, share best practices, and gain inspiration through external and internal speakers. Meetings have covered topics such as psychological safety, generational differences, and work-life balance.

### Age diversity



### Gender diversity





# Social responsibility

## Diversity & Inclusion

We support families through inclusive policies such as paid leave for rainbow families – those with one or more non-biological LGBTQ+ parents. People who are expecting a child and are directly involved in their care, but who do not qualify for statutory leave, can now apply for paid leave in line with the existing adoption and foster care policies.

In 2008, we signed the Talent to the Top Charter, committing to a 30% female partnership by 2025. We acknowledge that we will not fully meet this goal. However, we remain dedicated to advancing gender diversity and have taken significant steps to build awareness and drive change.

In 2024, we developed various training initiatives around culture & behaviour. Topics like unconscious bias, psychological safety and speak up culture will be further addressed in an online internal campaign that will go live in 2025.

Additionally, the 'Fly on the wall' initiative helps identify and address unconscious biases in meetings. A trained observer (the 'fly') sits in, evaluates discussions, provides feedback, and challenges participants when biases emerge – both in formal and informal settings.

## Facilitating talent development

# “Taking ownership and initiative are crucial for growth”

Stéphanie De Smedt

Stéphanie De Smedt has built a distinguished career in the Litigation & Risk Management Practice Group in Brussels. With a strong focus on IP/ICT law and privacy/data protection, she leads the Belgian Privacy & Data Protection and Life Sciences teams. As a newly appointed partner, she shares insights into how Loyens & Loeff supports personal and professional growth, fosters innovation, and navigates emerging trends in the sector.



Stéphanie De Smedt

Partner  
Attorney at Law

### Empowering young people

"I have been fortunate to experience first-hand how Loyens & Loeff supports personal and professional development. From my early days as a junior lawyer, I have been encouraged to take ownership of projects and contribute to the firm's growth. The culture of empowerment allows young professionals to propose ideas, such as publishing articles or hosting webinars, which not only encourages innovation but also motivates individuals to think beyond their immediate expertise. This structured freedom has been invaluable in my career, allowing me to grow both personally and professionally."



### Stepping into leadership

"While taking ownership and initiative are crucial for growth, the preparation I received – particularly in client and business development – helped ensure a smooth transition into the partner role."

In my role as a facilitator of talent development, I focus on creating a team mentality where individuals have the space to take responsibility and grow. Just as I was supported in my development, I aim to provide the same encouragement and support to my team. I believe confidence is key, and that stepping out of one's comfort zone and learning from mistakes is



"I focus on creating a team mentality where individuals are given the space to take responsibility and grow."

essential for growth. By creating a collaborative environment, I hope to drive innovation and development.

As one of the few female partners in our Brussels office, I want to be a role

model for other women. Many still hesitate to pursue partnership, also because of concerns about work-life balance. I am glad that Loyens & Loeff is offering programmes like Women & Law and Leadership, which provide valuable support and networking opportunities. Additionally, policies like the Young Parents Policy offer flexibility to young parents, helping them balance work and family life."

### New technologies

"One of the key ESG topics I focus on for clients is data protection. Many clients are concerned about privacy and the use of AI within their organisations, particularly regarding visibility and control. This is also topical within our own firm. To raise

awareness, we organised sessions on AI technologies and their risks. As part of our long-term strategy, our tech & innovation team collaborated with younger colleagues to look into the integration of AI tools to meet business needs, balancing innovation with compliance.

ESG legal requirements are also evolving rapidly. In the coming year, we expect to advise many clients on how to integrate these regulations into their operations, with a strong focus on contract management. This includes ensuring that suppliers meet defined standards, embedding these obligations in contracts, and setting up mechanisms for monitoring compliance effectively.

Over the next few years, I believe that concerns about energy consumption and ecological footprint will grow within the legal industry. At the same time, data protection and cybersecurity will remain critical, especially with new European regulations on the horizon. We are living in exciting times, where legal and technological developments are reshaping the industry. It's rewarding to play a role in this transformation, working alongside a talented team to navigate these changes and create meaningful impact."

# Social responsibility

## Social Safety

We are committed to ensuring that our firm remains a great and safe workplace for everyone. To reinforce this commitment we, in 2023, appointed a Head of Culture & Integrity, who plays a key role in managing integrity risks and strengthening integrity measures across all levels of the organisation. This role also includes overseeing the Speak up Channel and ensuring integrity-related issues are handled appropriately, in line with our Complaints Policy. Additionally, the Head of Culture and Integrity leads the follow-up on our engagement survey, helping translate insights into concrete and meaningful actions.

At Loyens & Loeff, anyone – regardless of role, location, or contract type – can seek confidential support from an internal or external advisor regarding inappropriate behaviour or misconduct. In 2024, the Speak up Channel was launched to offer our people a safe and accessible platform to connect with a confidential advisor or quickly and easily report concerns, whether actual or suspected cases

of inappropriate behaviour or misconduct. As part of our ongoing efforts to foster a culture of openness and psychological safety, we are gradually rolling-out peer-to-peer coaching throughout the organisation. This approach encourages continuous dialogue and reflection and is a powerful tool for both personal and professional development. It offers in-depth insight into attitudes, behaviour and beliefs and provides the opportunity to exchange experiences with colleagues. Also, we developed a training schedule in 2024 to help teams to build a safe and inclusive culture in a high-performance environment. This so-called Heartbeat initiative will be adopted across various Business and Business Functions departments going forward.



# Social responsibility

## The Young Board

We recognise the value of listening to the younger generation, as their insights bring fresh perspectives that are both thought-provoking and inspiring. To harness this, we established the Young Board, a diverse group of professionals under the age of 35 from all home market offices (Belgium, Luxembourg, the Netherlands, and Switzerland).

The Young Board initiates an open and dynamic dialogue on various challenging topics, such as D&I, sustainability, and work-life balance. In 2024, this included the evaluation of our working from home policy. The dialogue aims to align today's leadership expertise with the innovative vision of the tomorrow's decisionmakers.

In 2024, the Young Board underwent a restructuring and elected new members. After an evaluation of the first two years of the Young Board, the number of members was reduced from 27 to 10 to enhance engagement, efficiency, and cohesion. However, the principles of broad and diverse representation remained unchanged.



“Loyens & Loeff has supported my growth as a recruiter through various training sessions such as bias awareness training and interview techniques workshops. I’m excited to continue my personal development in the coming year through the Personal Growth programme.”

**Elisabeth Visser**

Talent Acquisition Adviser, the Netherlands

🔗 [See profile on LinkedIn](#)

# Social responsibility

## Awards & Recognition

In 2024, Loyens & Loeff and its people received multiple accolades, reflecting our commitment to excellence, innovation, and social impact. At the Legal Benchmarking Group's [Social Impact EMEA Awards 2024](#):

- The Young Board won Age Inclusion Initiative of the Year.
- The “Fly on the Wall” programme received commendation for its effectiveness in promoting transparency and equitable treatment.
- Myrthe Uittenbogaard won Talent & Development Leader of the Year.

Additionally, individual achievements were recognised across the legal industry:

- Sarah Ambulante was named [Fund Finance Association Rising Star](#).
- Veronica Aroutiunian, was listed as one of law.com's [Rising Stars](#): Europe's Best Up-and-Coming Female lawyers.
- Michiel Beudeker and Vincent van der Lans won the Client Choice Awards by Lexology in the Corporate Tax category.

Loyens & Loeff itself earned top recognition in the MT/Sprout [MT500](#) list, securing the 1st position in the [category](#) ‘Company with the best reputation in the Netherlands in the legal, accounting and management consultancy sector’. Further, we were included in the [Legal 500 Green Guide](#), which highlights firms making notable contributions to sustainability through both client work and internal initiatives.

## Creating mutual understanding

**“With the Young Board, we hope to inspire The Board and help shape the firm’s direction”**

Karijn Haasjes & Seraina Graf

The Young Board at Loyens & Loeff is a dynamic initiative that gives the next generation of leaders a voice in the firm’s strategic direction. It was established to ensure their insights contribute to key discussions on for example collaboration, innovation, and sustainability. By integrating fresh perspectives into corporate strategy, the Young Board drives both internal growth and broader ESG progress. Outgoing chair Karijn Haasjes, an Amsterdam-based attorney, and Zurich-based tax adviser Seraina Graf, have both significantly contributed to the development of the first Young Board at Loyens & Loeff.



**Karijn Haasjes**

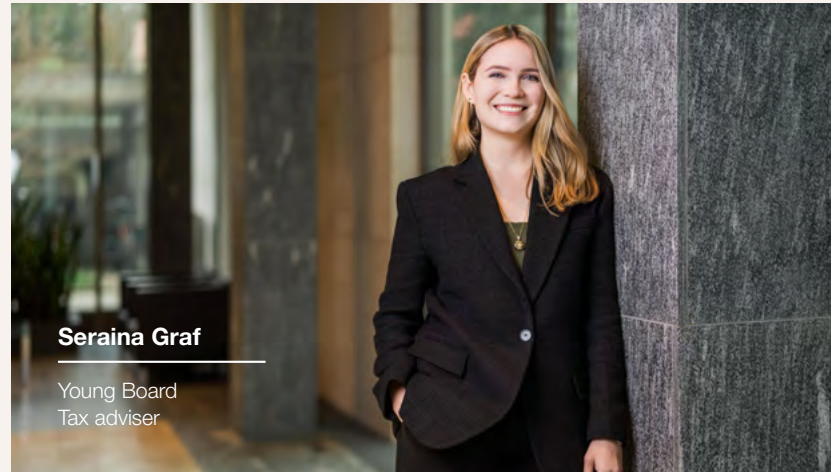
Chair Young Board  
Attorney at Law

### Role and impact

Karijn: “The Young Board started in 2023. In the past two years, we have built its foundation. During our term, we had sessions with the Executive Board to discuss initiatives that could benefit our firm, reflect on ongoing projects and discuss important topics such as sustainability and leadership. For example, the Young Board hosted a session with our Learning & Development department to promote the importance of mentorship and connect mentees and mentors within our firm. The Executive Board encouraged us to challenge them and to share our perspectives. With these sessions, we aim to create mutual understanding, share what the younger generation finds important, and inspire to help shape the firm’s direction.

### Collaboration is key

Karijn: “Reflecting on the past two years, one of the key lessons has been the importance of collaboration. Investing in trust and getting to know each other is essential. To ensure a strong start for the new Young Board members, its members and the Executive Board embarked on a 55 km walk along the famous Dutch walking route Pieterpad, strengthening team bonds and laying the foundation for their collaboration.”



Seraina Graf

Young Board  
Tax adviser



“In today’s increasingly challenging environment, focusing on initiatives that foster improvement is crucial, including the fight for Diversity & Inclusion”

### Diversity

Seraina: “The Young Board’s diversity in expertise and educational as well as cultural backgrounds is one of its greatest strengths and brings a wealth of perspectives. My personal journey reflects that – I did a master’s degree in art history in parallel to studying law, and now I’m a tax adviser. In general, the diverse and collaborative environment at Loyens & Loeff fosters a fantastic team spirit, making it a great place to work.”

Karijn: “The first Young Board consisted of 27 members, but we found that building a strong team with such a large group was challenging. We have now streamlined the new

Young Board to 10 members to enhance team cohesion. However, we ensured that all our home markets remain represented, along with a variety of expertise. We also looked at diversity in a broad sense as our goal was to create a truly diverse team. A mix of perspectives leads to the best results and the most creative ideas.”

### Future aspirations

Seraina: “In today’s increasingly challenging environment, it is more important than ever to focus on initiatives that drive improvement. This includes continuing the fight for diversity, equity & inclusion and ensuring the presence of role models.”

Karijn: “I hope that leading by example becomes second nature within Loyens & Loeff, with all internal policies aligned. If we establish that internally, we can extend it to our clients as well.”



# Our clients

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# Our clients ESG Focus Group

Sustainability is becoming an increasingly important factor in the decisions of investors, companies, consumers, shareholders and policy and law makers. To make sure we deliver top notch legal and tax services on this topic, we have set up an ESG Focus Group.



“Growth isn’t just about personal development, it’s also about supporting colleagues and celebrating shared success. True success isn’t measured by professional achievements only, but by the impact we have on others.”

#### Nicola Dahle

Junior Associate Dispute Resolution, Zürich

🔗 See profile on LinkedIn



“Collaborating with multidisciplinary teams and learning from experienced mentors taught me the importance of clear communication, teamwork, and adaptability. Their guidance provided me with valuable insights and new perspectives, which contributed to my problem-solving skills.”

#### Donna de Dood

Junior Tax Adviser, the Netherlands

🔗 See profile on LinkedIn

# Our clients

## ESG Events

Loyens & Loeff hosted numerous events in 2024 focused on environmental, social, and governance. The highlight of the year was the [ESG Conference](#) on October 15, held at our Amsterdam office. The event brought together industry professionals, thought leaders, and legal and tax experts to explore the multifaceted aspects of ESG. Keynote speaker [Diederik Samsom shared insights](#) on the social impact of European initiatives on corporations and financial institutions. Other speakers included delegates from European Investment Fund (EIF), The Social Hub, The HEINEKEN Company, ING, Sunrock, Stanley/Stella, Latham & Watkins and the European Commission.

Further, we hosted a series of insightful talks and industry-focused events, including:

- “Important ESG trends and challenges relevant to our clients”.
- “Private Equity experts’ series: valuable insights into current issues in the world of private equity”.
- The High End Corporate Clients (HECC) summit: opening new pathways for collaboration.

These events covered a wide range of topics, from broad ESG developments to cybersecurity and real estate.

For a full list of [past events](#), please visit our website.

# Our clients

## ESG Services

Increasingly, businesses are integrating ESG factors into their operations. Our firm provides a range of ESG-related legal services to help clients navigate these evolving requirements. With a team of attorneys, civil law notaries, and tax advisors, we bring extensive experience in ESG matters and related projects. We offer multidisciplinary advice to management and legal teams, focusing on developing practical ESG strategies and ensuring compliance in the changing legal and regulatory landscape.

### Banking & Finance

We assist clients with green or social loans, sustainability-linked loans, and transition finance. Our expertise spans ESG terms in the term sheet phase, regulatory frameworks, reporting alignment, and ESG provisions in finance documents, including Loan Market Association (LMA) riders. We also help financial institutions navigate legislative compliance and share insights on sustainable finance developments to keep clients ahead in a rapidly evolving landscape.

### Corporate / M&A

We provide second opinions including on the application and interpretation of ESG-related topics, including the scope of the Corporate Sustainability Reporting Directive (CSRD) and the potential availability of exemptions or simplified regimes under it.

### Employment & Benefits

The Corporate Sustainability Due Diligence Directive (CSDDD) will require companies to take greater responsibility for human rights and the environmental impacts across their supply chain. We advise on equal pay, disability quotas and transparency, and support clients in drafting, revising, and implementing Health & Safety, Remuneration and Whistleblowing policies.



# Our clients ESG services

## Energy & Infrastructure

We advise on energy transition-related transactions, including mergers and acquisitions (M&A) and project financing of renewable assets (e.g. solar, wind and batteries) and energy and infrastructure platforms (e.g. independent power producers, renewable developers, and energy traders).

## Litigation & Risk Management

Our Dutch litigation team serves as defence counsel in multiple ESG-related cases, developing litigation strategies to mitigate liability and legal risks. The specialised class action team focuses on class action litigation and collective redress across sectors such as financial services, automotive, and tech.

## Real Estate

We provide guidance on sustainability due diligence in real estate transactions, green transaction documentation, and project development. Our expertise extends to green leases, compliance and tax incentives for sustainable real estate investments, and advising clients on investing in or redeveloping properties into green buildings.

## Tax

We help companies integrate ESG considerations into their tax governance policies and investment strategies. Our service includes advising on the tax control framework, sustainable transfer pricing, tax incentives for responsible initiatives, and navigating related tax and reporting regulations.

# Our clients

## Contributing to society

Please find an overview of our key contributions to society below, structured around our fourth pillar ‘Supporting our community’, reflecting our commitment to creating positive and lasting impact.



### Access to Justice

Free a Girl - The School of Justice  
Lawyers for Lawyers  
Praktizijns-Sociëteit  
Pro Bono Connect  
Fonds 4 en 5 mei  
Human Rights Watch  
Stichting Rechtswinkel Amsterdam  
Stichting Vrouwenrechtswinkel  
Maastricht



### Youth and Education

Be.Face  
Giving Back  
IMC Weekendschool  
JA-Europe  
Jeugdeductiefonds  
JINC  
Big Friends  
Studiezalen  
UN Global Compact  
Right to Play



### Sustainable Development

Green Business Club Amsterdam  
Green Business Club Rotterdam  
TIMBO AFRICA



### Culture and Arts

Grachtenfestival  
Holland Festival  
IDFA  
IFFR  
Nationale Opera en Ballet  
Koninklijk Concertgebouw Orkest  
Nederlands Blazers Ensemble  
Nederlands Dans en Theater  
Rotterdam Philharmonisch Orkest  
Young Pianist Festival

# Our clients

## Pro bono work

Further, in 2024, Loyens & Loeff dedicated 770 hours to pro bono work (2023: 478) across 43 cases (2023: 34). Additionally, Academy<sup>1</sup> associates contributed 290 hours on CSR-related cases. Of these, 70 hours were spent supporting the therapeutic community foundation “Wilde Wonderen”. The largest case, totalling 220 hours, was for nature conservation foundation “Stichting Behoud de Eemvallei”. Dutch legal news platform Advocatie included it as one of the most notable cases of 2024.

<sup>1</sup> See chapter Social Responsibility



“I find it amazing to see with how much enthusiasm so many people across our firm dedicate time and energy to the fast-paced developments in various areas of law. For me, the joint effort in developing our common know-how about sustainability legislation and applying it to existing and aspirational clients is a testament of firm-wide collaboration.”

**Menno Baks**

Partner, the Netherlands

[See profile on LinkedIn](#)

## Impacting society through pro bono work

# “Pro bono work with a view on class action litigation, that’s where our strength lies”

Marit Bosselaar & Irene Bloemen

Pro bono work contributes to societal issues and is an integral part of Loyens & Loeff’s social engagement. Additionally, it contributes to the development of legal talent. Irene Bloemen and Marit Bosselaar, Senior Associates from the Amsterdam office of Loyens & Loeff, specialise in class actions and apply their legal expertise to pro bono cases, supporting social causes.



Marrit Bosselaar

Senior Associate

Irene Bloemen

Senior Associate



### Class actions: a growing legal niche

Marit: “Class actions have gained even more traction in the Netherlands since the introduction of the Act on Collective Damages in Class Actions (WAMCA) five years ago. Stricter requirements were imposed on interest groups looking to initiate a claim. Large firms quickly responded, as any company can be affected by such actions. Irene and I have handled many of these cases and it has truly become our niche.”

### Opportunities to grow and support others

Irene: “At Loyens & Loeff, I get a lot of room to develop myself. The firm is full of smart, passionate legal minds and our culture is great. That environment has helped me grow in line with my personal interests. I was looking for work at the intersection of law and society and found it here.”

Marit: “We appreciate the freedom to do what we enjoy, supported by colleagues with other areas of expertise who are always willing to help. Irene and I had the opportunity to work on a big class action case together in the early days of our careers. It was exciting to work alongside lawyers with decades of experience and deliver good results



“We take pride in contributing to society and see pro bono work as an opportunity to use our talents for meaningful causes”

for our clients. Now, Irene and I also mentor younger colleagues because we believe in passing on our knowledge and experience.”

### Aligning expertise with impact

Irene: “Our office has been doing pro bono work for years. Two years ago, Marit and I introduced a more structured approach, staying close to our expertise in class actions. That’s where our strength lies. While initiatives like teaching at a weekend school are valuable, we believed our pro bono work would be more effective if it applied our everyday skills. Interestingly, in pro bono work, we often assist the plaintiff rather than the defendant. That also contributes to our work in billable cases, where it’s usually the other way around.”

Marit: “The selection of pro bono work involves three key parties.

Pro Bono Connect matches us with suitable cases, Loyens & Loeff’s CSR department ensures alignment with our social responsibility goals, and the partners of our expert group assess the potential client and the feasibility. This approach helps us maximise impact while staying true to our expertise.”

### Development of pro bono work

Marit: “Pro bono work at Loyens & Loeff often originates from the bottom up. It was good to see that when Irene and I first presented a plan, the firm welcomed it with open arms. That characterises who we are as a firm: we take pride in contributing to society and see it as an opportunity to use our talents and expertise for meaningful causes.”

Irene: “We expect the role of pro bono work and collaborations to become even more important in the future. Society increasingly expects large companies to engage in social responsibility, and clients and employees also find this increasingly important. This calls for continuous growth and development in this area.”

# Governance

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# Governance

## Restructuring our organisation

In 2024, Loyens & Loeff refined its organisational structure to enhance collaboration, support talent development, and unlock better access to relevant expertise for both our clients and our teams. By streamlining the firm based on our areas of expertise and adopting a flatter structure with fewer practice groups, we have improved cooperation, streamlined decision-making, and strengthened opportunities for continuous learning and growth. These structural enhancements elevate our client service and support our ambition to become the leading law & tax firm in Europe by 2030.

## Compliance

Loyens & Loeff is serious about compliance, integrity and ethics. We safeguard our reputation and the integrity of our firm by ensuring that all our activities comply with applicable laws, rules, and regulations. To maintain ongoing compliance, Loyens & Loeff regularly updates its policies and procedures in line with new and evolving legislation.

Loyens & Loeff has created a Compliance Framework that includes:

- The Compliance Charter: describes the way in which compliance is organised within Loyens & Loeff
- The Compliance Policies: describes more detailed requirements that must be adhered to comply with specific laws, rules and regulations
- The Code of Conduct: outlines the basic corporate, legal and ethical guidelines that apply to everybody working at Loyens & Loeff

# Governance Compliance

More detailed rules and guidelines are laid down in several additional policies like Improper Gifts & Benefit Policy (corruption), Firm Wide Know Your Customer Policy (Anti-Money Laundering, Terrorist Financing and Sanctions Regulations), policies on Outside Positions and Investment Transactions (conflicts of interests) and Chinese Walls Policy (market abuse and anti-competitive practices). To ensure awareness and compliance, we provide regular training sessions on these topics.

The Compliance Function supports the Board and the firm in meeting its objective of being compliant with applicable laws.

## Training and information sessions

To equip our people with the right skills and essential knowledge, Loyens & Loeff offers a wide range of training and information sessions. We organise training and one -on one personal

awareness sessions for various groups, including new joiners, junior lawyers, new partners, the notarial profession and business functions.

Additionally, we have an e-learning training programme focused on client and matter onboarding, information security or data protection. Given the importance of compliance in our firm, all training elements are mandatory for everyone working at Loyens & Loeff.



# Governance

## Tax Governance Code

Loyens & Loeff upholds the highest professional standards in legal and tax advice. Our Tax Governance Code outlines the key principles our tax advisors and our tax attorneys must follow, including transparency and disclosure. For example, when engaging in prior consultations with tax authorities, our tax advisors must, within the limits of applicable attorney-client privilege and/or professional secrecy obligations, fully and accurately disclose all relevant facts.

## Matter Acceptance & Assessment Committee

As stated in our Code of Conduct and Tax Governance Code, we adhere to the highest professional and ethical standards, while staying attuned to societal developments. To ensure that engagements align with these principles, we established the Matter Acceptance & Assessment Committee (MAC). The MAC advises on whether to accept instructions, projects, or matters, considering the NOB Tax Principles and other relevant rules and principles of applicable professional associations, including bar rules. The committee also reviews potential conflicts between our Tax Governance Code and local professional associations' rules.

# Governance

## Whistleblower procedure

We also have a Whistleblower procedure in place, allowing stakeholders to report concerns related to corruption, bribery, or anti-competitive practices in a confidential and secure manner.



“This is my first experience working at a law firm, and my department has contributed to deepening my knowledge of employment law. It has significantly improved my understanding of key employment principles and practices.”

**Esra Koksai**

Team Assistant Employment, Brussels

➔ See profile on LinkedIn



“In 2024, I focused on creating a positive candidate experience through meaningful interactions. By strengthening relationships with both partners and candidates, I facilitated a smoother and more impactful hiring processes.”

**Hanin Abu-Khamseen**

Talent Acquisition Adviser, the Netherlands

➔ See profile on LinkedIn

# Governance

## Information management & Data Protection

As a law firm, Loyens & Loeff handles large amounts of sensitive information. We place the highest priority on the secure processing and protection of this information.

### Information management

Loyens & Loeff has implemented the Gedragscode Informatiebeveiliging Notariaat issued by Koninklijke Notariële Beroepsorganisatie (KNB), the Dutch professional organisation for civil-law notaries, of which Loyens & Loeff is a member. This code of conduct outlines the 95 essential security measures that organisations must implement to try to prevent and to help mitigate the risk of security incidents or (potential) information breaches. In 2024, our IT department achieved ISO 27001 certification, an internationally recognised standard that defines the requirements for establishing, implementing, maintaining, and continuously improving an Information Security Management System.



“Our team members within Energy & Infrastructure bring together diverse areas of expertise. Working together on projects allows team members to learn from each other, helps develop a more versatile skillset, and provides a comprehensive understanding of the sector.”

#### Anida Zuko

Senior Attorney at Law, the Netherlands

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# Governance

## Information management & Data Protection

### Data protection

Loyens & Loeff has also established a Data Protection Framework and maintains several data privacy policies to ensure the proper handling of personal data and compliance with applicable laws and regulations. These policies apply to all our people and are overseen by our Data Protection Officer, who is responsible for implementing, maintaining and steering the Data Protection Framework and related measures. In 2024, as part of our continued efforts to safeguard personal and sensitive data, we have introduced a renewed internal data breach notification procedure, ensuring an efficient and proactive approach to incident management. As of 2024, people can notify (potential) personal data incidents via an online form on our intranet by only answering a few simple questions. The information is automatically forwarded to the Data Protection Officer and registered in the data breach register.

In 2024, we launched a renewed and continuous Awareness and Training Programme. It covers information security, data protection, and phishing simulations, ensuring our people stay informed and prepared for evolving security challenges.



“Acting as a key interface between event planning, IT, and facility management has given me valuable experience in proactive problem-solving and cross-functional collaboration.”

#### Jure Zürcher

Office manager, Zürich

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# Governance Procurement

In 2024, we introduced a Procurement Process Guideline to ensure that the sourcing of goods and services by or on behalf of Loyens & Loeff aligns with the principles set out in our Procurement Policy. This policy promotes effective, efficient and ethical procurement practices, while ensuring quality control, transparency, and the protection of Loyens & Loeff reputation and that of its clients. Additionally, we updated our office model for Data Processing Agreements (DPAs) to enhance consistency and compliance in DPAs.



“Participating in the Budget Day project was a key learning experience that challenged me to excel under pressure. This experience strengthened my adaptability, problem-solving, and collaboration skills.”

**Chera-Sade Tijtel**

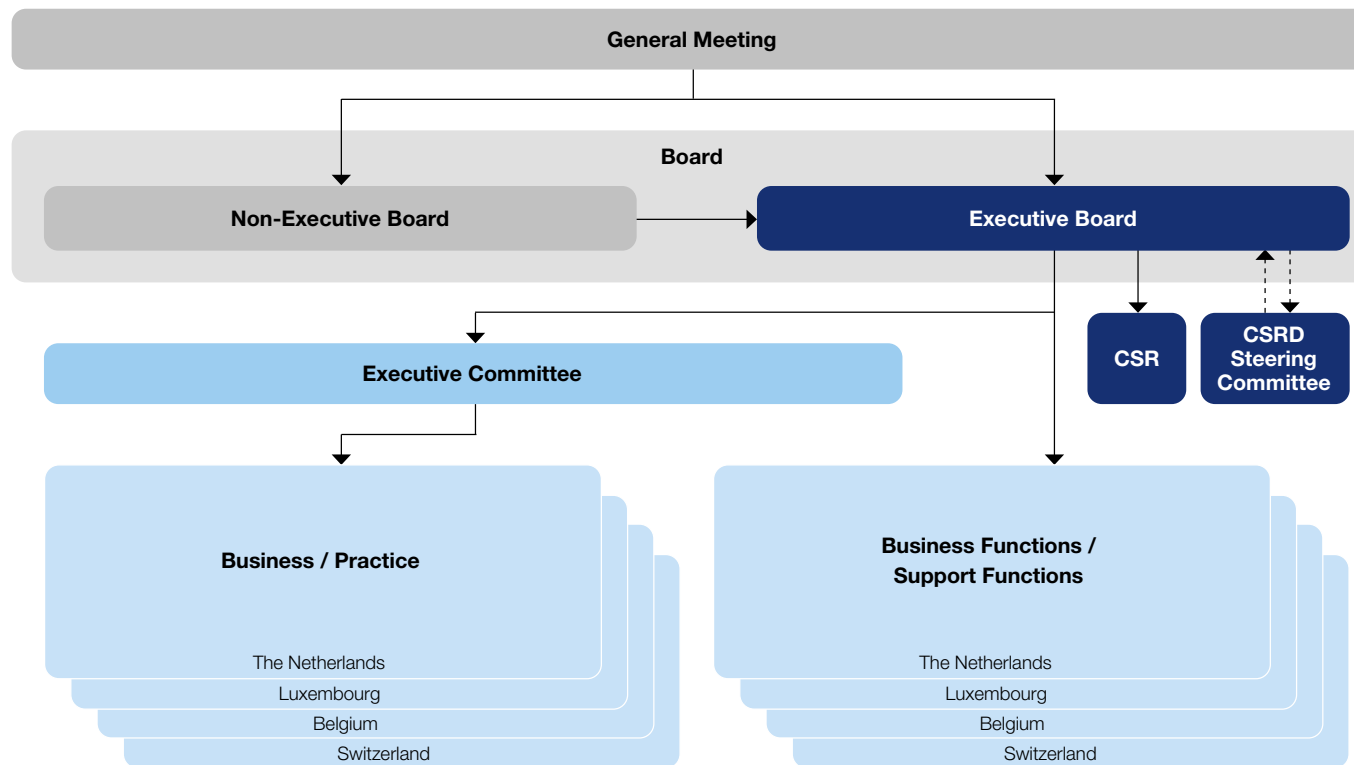
Marketing Services Officer, the Netherlands

➤ [See profile on LinkedIn](#)

# Governance

## Organisational chart

### Top-level management of the firm



- General Meeting consists of the firm's Partners, as such, it receives shareholder information and holds certain rights e.g., appointment of the members of the Executive Board and of Partners.
- The firm has a one-tier Board: The Non-Executive Board supervises the Executive Board, which is charged with daily management of the firm, and is part of the Executive Committee.
- The Executive Committee forms the business leadership of the firm, and effectively prepares decisions taken by the Executive Board. It also advises on certain strategic topics e.g. Partner nomination, budgeting.
- The Business / Practice of the firm consists of eight Expertise Groups, focused on specific legal or tax expertise...
- ... and five Firm Focus Areas which are organised to develop business and clients in certain segments.
- The Firm has five Business Functions and two Support Functions which are engaged in providing services to the business / practice in specific domains.
- The Business and the Business Functions operate across Home Markets in a globally integrated organisation.



**One Firm: Law & Tax**, we are proud of the unique service we offer multinational enterprises, financial institutions, investors and High Net-Worth Individuals from our home markets of the Netherlands, Belgium, Luxembourg and Switzerland. With offices in key financial centres and a global partner network, we reach out and support you wherever you need.

As a leading law & tax firm in continental Europe, we have a particular focus on Private Equity & Funds, Real Estate, Life Sciences & Healthcare and Energy & Infrastructure. We integrate tax, civil law and notarial expertise to support you with smart and efficient solutions through advice, transactions and litigation.

As a trusted partner, the best advice is not just about expertise, but also about cultivating an in-depth understanding of your business and finding the best solution for you. This commitment is fundamental to our success.

Join us in going **Further. Better. Together.**

Amsterdam, Brussels, London, Luxembourg, New York, Paris, Rotterdam, Tokyo, Zurich

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