
Corporate Social Responsibility

Review 2022



One Firm: Law & Tax

We are proud of the unique service we offer multinationals, corporates, financial institutions, investors and High Net-Worth Individuals from our home markets in Belgium, Luxembourg, The Netherlands and Switzerland. With offices in key financial centres and a global partner network, we are well placed to support you wherever you need law or tax expertise.

As a leading law 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 clients 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 our clients' business and finding the best solution for them. This commitment is fundamental to our success.

1917

Founded

9

Offices

1,618

Total headcount

101

Partners

423

Staff

(per 31 December 2022)

653

Attorneys at Law

392

Tax Advisors

150

Civil Law Notaries

Sustainability milestones 2022

ESR Label Luxembourg

Loyens & Loeff Luxembourg have once again been awarded the ESR Label by the INDR, Institut National pour le Développement.

ESG Focus Team founded

Loyens & Loeff has a dedicated ESG Focus Group from our Belgian, Dutch, Luxembourg and Swiss offices bringing together experts with previous experience in ESG matters.

Turn off the lights in Rotterdam and Amsterdam Zuidas

Loyens & Loeff joins the Green Business Club Initiative in ensuring that all unnecessary lights in offices are switched off between 11:30PM and 6:00AM.

Human Rights Watch

Loyens & Loeff has been doing pro bono work for Human Rights Watch since its founding 13 years ago. This was also the case in 2022.

In addition, we contributed EUR 20,000, enabling us to support Human Rights Watch's Children's Law, Women's Law and International Justice sections.

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Dear Reader,

We are pleased to present the 2022 report covering our firm's performance and actions regarding Corporate Social Responsibility (CSR). The CSR achievements and new policies have taken place against a backdrop of great volatility worldwide and covered a wide range of aspects.

Last year, the invasion of Ukraine set off a series of events. The need for our business to reconsider various client relationships paled into insignificance against the backdrop of immeasurable human suffering with millions of people displaced from their homes.

On a global scale, the geopolitical turmoil had and continues to have considerable impact, with the cost of food and energy soaring and increased uncertainty about the economic outlook. This took place alongside existing challenges like climate change and environmental degradation.

All that we have witnessed over the past year makes it clear, perhaps more than ever, that we must take decisive CSR steps. As we took over last year as our firm's Executive Board, we were determined to continue to build on the solid foundation of CSR actions and initiatives taken by our predecessors.

Our firm aims to play our part when it comes to doing no harm and adding value for our clients, our people, our communities and our planet. More than just being compliant, this is about working hard to align our efforts to really make a difference.

We are therefore proud that in 2022, for instance, our Luxembourg office was awarded an ESR sustainability label and that so many of our colleagues contributed to the UNHCR humanitarian aid campaign in Ukraine. Great CSR comes from great leaders and so leadership development programmes were implemented throughout all levels of our organisation. To better assist our clients on Environmental, Social & Governance (ESG) matters, a firmwide ESG focus group was initiated.



Harmen Holtrop and Roderik Beckers

While these are encouraging steps for which we sincerely thank all our colleagues and clients, we invite each of you to participate and actively contribute towards these initiatives and activities, for we can never do too much good.

We look forward to going even **Further. Better. Together.** with you.

Kind regards,

Harmen Holtrop and Roderik Beckers
Executive Board

CSR Figures

We aspire to be the best neighbour we can by offering pro bono work and supporting initiatives that help keep our communities healthy and prosperous.

Supporting the community

609.3 hrs

Pro bono work



87

Employees involved



€ 247,902

Youth & Education donations and pro bono hours

As part of our goal to increase engagement within our firm, as of 2022, any time spent on approved CSR projects will be valued the same as client work.

Contributing to the Sustainable Development Goals



CO₂ emissions 2022

1.67 mio

Total kgCO₂e

1,145

kgCO₂e emissions per fte



37%

Business travel (flights)*



38%

Business travel (other)*

* This is an approximation based on invoices.



Our mission and values

Our mission

One firm: law & tax

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 values

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

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

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 in a shared direction

Our 4 CSR themes

Trusted as a partner

Operating responsibly means being trusted by our clients to deliver accurate, neutral and confidential tax and legal advice. It also means being respected as a corporate citizen in society and choosing our suppliers wisely.

People are the heart of our business

Our people continue to be our greatest asset. We focus on inclusion, development and support within our firm; recognising that happy and supported individuals create positive, dynamic and successful professionals.

A cleaner future

We see the potential in a cleaner, greener economy. By becoming an efficient, smart business we will save time, money and energy while also realising new client opportunities in environmental law and alternative energy.

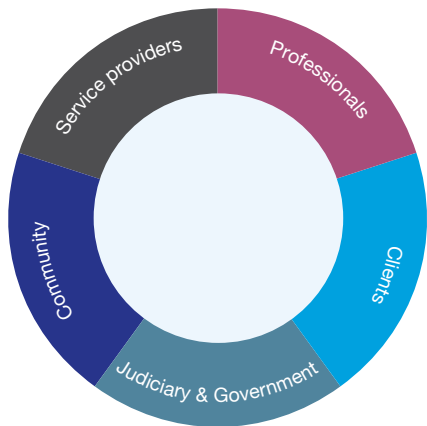
Supporting our community

Our firm only thrives when the community around us thrives. We aspire to be the best neighbour we can by offering pro bono work and supporting initiatives that help keep our communities healthy and prosperous. We are also committed to protecting and serving the youngest members of our communities, which is why one of our firm's central CSR themes is Youth & Education.

Supporting the SDGs

By embracing the United Nations Sustainable Development Goals (SDGs), we have gained a clear view of our company's responsibilities towards society and the environment and how we can measure and report on our impact. The topics discussed in this CSR report reflect our firm's commitment to making the UN SDGs a reality.

We embrace the SDG's, we show our commitment to make them a reality.



Stakeholder groups we identified as being relevant to us

- Service providers**
Suppliers, professionals, media and knowledge institutes
- Professionals**
Partners, Associates and service professionals
- Clients**
Sectoral groups, client organisations, individual clients
- Judiciary & Government**
Court judges, administration, Legal Society and Bar, Regulators, Supervisory Authorities
- Community**
NGOs, local associations, Local Authority officials, local communities

4 QUALITY EDUCATION

4.1 By 2030, ensure that all girls and boys complete free equitable and quality primary and secondary education.

4.6 By 2030, ensure that all youth and a substantial proportion of adults, both men and women, achieve literacy and numeracy, leading to relevant and effective learning outcomes.

4.7 Ensure by 2030 that all students acquire knowledge and skills necessary to promote sustainable development, including through education on human rights, gender equality, the promotion of a culture of peace and non-violence, global citizenship and of culture's contribution to sustainable development.

5 GENDER EQUALITY

5.1 End all forms of discrimination against women and girls everywhere.

5.2 Eradicate all forms of violence against women and girls in public and private spheres, including on trafficking in women and sexual and other types of exploitation.

16 PEACE, JUSTICE AND STRONG INSTITUTIONS

16.2 End the abuse, exploitation, trafficking and all forms of violence against and torture of children.

16.3 Promote the rule of law at the national and international levels and ensure equal access to the justice system for all.

17 PARTNERSHIPS FOR THE GOALS

17.16 Enhance the global partnership for sustainable development, complemented by multi-stakeholder partnerships that mobilize and share knowledge, expertise, technology and financial resources.

17.17 Encourage and promote effective public, public-private and civil society partnerships, building on the experience and resourcing strategies of partnerships

Loyens & Loeff involvement

- Contributing to the IMC Weekend School and JINC with participation in the various projects and activities with children and with financial support.
- Contributing to the Youth Education Fund and Unicef in Ukraine with financial support.
- Supporting Giving Back financially, but also by providing mentors for the students and by hosting and organizing meetings for this group of young people.
- Supporting Right to Play with pro bono work and also participating in fundraising activities to raise money for children in Africa.
- Right To Play Foundation raises money for projects for girls in Africa to enable them to go to school. Loyens & Loeff supports Right to Play with pro bono work and also participates in fundraising activities to raise money for children in Africa.
- Supporting School for Justice, a project of the Free a Girl Foundation.
- Contributing to the Free a Girl Foundation with financial support.
- One of the pillars of Free a Girl Foundation's School for Justice project is to provide access to justice for all survivors of sexual exploitation. Loyens & Loeff supports Free a Girl financially.
- **LDIA** Legal Diversity & Inclusion Alliance (see p.10)
- **Women in Law** The Women in Law Initiative connects female legal professionals (and their male allies) from all around the globe and offers them an exceptional meeting platform right in the heart of Europe.
- **Women on Board** The initiative of Women on Board is a non-profit association created by five women dedicated to promoting female access to directorship roles within Belgian enterprises (public and private).
- **ECHO Foundation** (see p.10)
- **Stichting Forward** (see p.10)
- **Bridges Network** (see p.9)



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“I am proud that we are making an impact with Bridges Network and grateful that our activities are wholeheartedly supported by Loyens & Loeff.”

Dieuwke Hooft-Graafland
Senior Associate - Attorney at Law

Diversity at the heart of our firm

Interview with Dieuwke Hoof-Graafland. Dieuwke has been with Loyens & Loeff since 2011 as a health sector specialist attorney.

Bridges Network

Alongside her legal speciality Dieuwke focuses on Diversity & Inclusion (D&I). She is on the board of Bridges Network, an organisation that aims to bridge the gap between law students with a bicultural background and the top law firms in the Netherlands. Bridges Network is an initiative that is not associated with any law firm in particular; indeed, its purpose is not recruitment. Bridges Network organises events for law students who do not have the right network to come into (informal) contact with the top law firms. To reach the right audience and connect these students with the legal profession, Bridges Network currently collaborates with 30 law firms, 6 universities and over 15 student societies as part of this endeavour. Bridges Network wants to empower students and show them that the legal profession offers many more avenues than they might perhaps have considered, including working at a large (international) law firm.

Bicultural peers

One to two (bicultural) employees of each participating law firm are asked to join the Peer Network. Peers attend the student events and may be contacted by students for advice. They can answer questions that students would not necessarily ask a recruiter or HR officer. Given their background and experience, the current 42 peers of Bridges Network are more familiar with the challenges and questions students with a bicultural background might be struggling with.

Increasing diversity

The overall aim of both Bridges Network and Loyens & Loeff as a partner of the organisation is to make the legal landscape more diverse. This will take time, but more importantly commitment from top management. There needs to be communication and



“The best intentions won’t effect change without real measurable action.”

education about D&I and diversity awareness in the firm must be enhanced. At Loyens & Loeff, the Board has voiced its support and a D&I committee of dedicated partners is in place. Colleagues are currently discussing how to measure progress and the results of D&I initiatives. On gender diversity, data is already available and targets have been set – which unfortunately at 17.6% female partners, have not yet been met. Besides everyday commitment from leadership, Dieuwke emphasises the importance of commitment to data as the best intentions will not effect change without real measurable action.

Talent retention

We should keep in mind that recruiting people from diverse backgrounds is one thing, but retaining them in the company is another. We can only do so by creating a truly inclusive corporate culture, designed in such a way that our firm not only attracts diverse talent,

but that all colleagues feel at ease and can develop and progress within the firm. The value of a diverse workforce is lost without safety and inclusion.

A record number of registrations for our latest event and the fact that currently around 100 students have contacted our peers, confirms that talented, bicultural law students yearn for role models, are looking for representation and, above all, information. According to some students, without Bridges Network they would not have applied for a job at one of the large law firms. I am proud that we are making an impact with Bridges Network and grateful that our work is wholeheartedly supported by Loyens & Loeff.

More Loyens & Loeff collaborations on Diversity & Inclusion

ECHO Foundation

ECHO (Expertise Centre on Diversity Policy) collaborates with partners in (higher) education, the public sector and the corporate sector to strengthen diversity and inclusion within these organisations. ECHO uses its experience, expertise and network to help organisations develop and implement effective and sustainable policies in these areas. It has launched the annual ECHO Award, the ECHO Mentoring Programme and the UCLA Study Trip.

FORWARD

Stichting FORWARD's mission is to encourage the acceptance, validation and visibility of lesbians, homosexuals, bisexuals and transgender (LGBTs) within the Dutch legal profession. With this, FORWARD aims to create a platform for the exchange of experiences and best practices in order to promote an inclusive environment for all legal professionals, regardless of sexual orientation or identity.

LDIA (Legal Diversity & Inclusion Alliance)

We are pleased to be one of the founding members of the Legal Diversity & Inclusion Alliance (LDIA), a collective effort by several law firms in Belgium. By joining LDIA, member firms affirm their commitment to creating a diverse and inclusive work environment, exchange best practices on diversity and inclusion and raise awareness of non-discrimination and diversity issues by combining efforts in organising events, workshops and training.

1.

Our people

Putting people at the heart of our business is among our core values. We aim to have a positive impact on society and more specifically on our people, through fostering diversity and inclusion in the workplace and supporting the Loyens & Loeff community.

Diversity & Inclusion

We endeavour to create an inspiring, inclusive and fun place to work where everyone can reach their full potential. In keeping with this principle, we place Diversity & Inclusion high on our agenda. We have signed the ‘Chambers Diversity & Inclusion Charter’ (2020) making a public pledge to address the root of inequality in the workplace by committing ourselves to leading D&I principles. We have also launched a Diversity & Inclusion community, where everyone from our firm has the opportunity to share ideas and discuss Diversity & Inclusion related topics. Our Committee on Diversity & Inclusion (established in 2008) sets specific targets and organises activities each year to promote Diversity & Inclusion within Loyens & Loeff.

Fly on the wall

One initiative recently launched within our firm is the “Fly on the wall” which has the aim to reduce unconscious biases. To do this we trained a group of our partners to become a fly on the wall.

Diversity & Inclusion

59%

Women employed



41%

Men employed



19%

Women in top executive positions in the practice groups

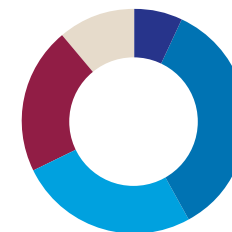


of employees per office

● Tokyo	1
● Hongkong	1
● Singapore	7
● Paris	7
● New York	14
● London	15
● Zurich	42
● Brussel	173
● Luxembourg	227
● Rotterdam	306
● Amsterdam	825

Age distribution

● Younger than 25	7%
● 25 through 34	35%
● 35 through 44	26%
● 45 through 54	21%
● 55 and older	11%



This 'fly' is present during meetings without actively participating with the goal of observing meetings, gaining insights into possible biases in procedures and to increase awareness of the biases of people.

Learning & Development

Another way in which we believe that our people can reach their full potential is by continuous learning and developing themselves. This

is why we offer a Learning & Development programme based on the Firm's Values. All learning interventions we offer are connected to at least one of these three values, so our people can develop themselves in an all-round manner. Our people are encouraged to take ownership of their own learning path by reflecting on their choices and actions and are encouraged to continuously develop their skills and knowledge so they can innovate and share their expertise and knowledge within and outside our firm.

Learning and development at Loyens & Loeff takes place in an inspiring, versatile and safe environment in which our professionals take ownership of their professional and personal growth. We support this by organising and facilitating activities in an environment that invites them to do so. We believe that a combination of experiences leads to future-proof growth.

Works Council

The Works Council is mandatory in The Netherlands and represents the interests of employees when business decisions are to be made, such as reorganisations and adjustments to the terms of employment. The Works Council, which currently has 11 members, also acts as the employees' voice to the Executive Board and HR. Key themes of 2022 included the salary house, preparations for a new HR system, the Dutch mobility policy and the working from home allowance.

Learning & Development

748

Hours

Employee engagement survey

1,044

Respondents

71%

Response rate

85%

Engagement score

The Engagement Survey is essential for the firm, as it gives us insight into the degree that our people feel motivated, empowered and energised to perform at their best.

Talent Development is important for our firm



Myrthe Uittenbogaard joined Loyens & Loeff in 2021 as a trainer and coach within the Lawyers Academy. She has been an attorney at law for over ten years, with a focus on commercial litigation. She is also a certified coach.

Learning

The Lawyers Academy is part of our firm's commitment to Youth and Education. It is where junior lawyers are taught the essential skills for a career in law. Every year, the Lawyers Academy welcomes two groups of 15 to 18 trainees who are learning the ropes of working in a legal practice including the skills to do this successfully.

During this programme, the lawyers work supervised on their own cases, which are usually legal aid cases. They learn to give advice, to litigate, how to manage time and how to best understand client needs and to communicate with them.

Myrthe emphasises that besides the fact that lawyers are being trained in advancing their legal skills, personal development forms a key integral part of the learning curve. Not only does the Academy hone in on trainees' strengths, they are also challenged on their personal weaknesses and how to avoid pitfalls.

Values

The Lawyers Academy is committed to ensuring an enjoyable and safe environment to learn in. At the beginning of their Academy training, the group

is asked to decide on a number of values, such as honesty, reliability, fun, inclusion and respect. Based on these values, the group agrees on how to treat other, enabling everyone to feel valued and included. This contributes to an environment within which the lawyers can grow, develop and also make mistakes.

Myrthe receives most reward and energy from seeing these young professionals grow into confident, kind and knowledgeable individuals. Key in their development is the ability to include the human factor in their lawyering. This is important for our firm as a whole, as we would like to assist those people in society who are going through financial hardship or struggle with other issues, by offering practical solutions coupled with kindness and compassion.



"I love seeing our young professionals becoming involved in their client's situation and using both their practical knowledge and emotional intelligence to get them the help they need!"

Myrthe Uittenbogaard, Coach Loyens & Loeff Academy



2.

Our clients

As their trusted partner, we work together to make a significant difference for each of our clients.

Gatekeeper on what is acceptable

To be and remain a trusted partner requires that we know who we are dealing with and who our clients are. Strict (Know Your Customer) procedures are in place for accepting certain clients/cases. In addition, Loyens & Loeff has set up a Matter Acceptance Committee (MAC). Acceptance of certain clients and cases requires the prior approval of the MAC. The MAC also looks at 'High Risk' issues which can be in the field of compliance (clients or transactions that carry an increased risk) or in the field of reputation. This includes determining whether the client or transaction in question 'fits' within the firm focus and the applicable (ethical) standards and values of Loyens & Loeff.



Bartjan Zoetmulder has been with Loyens & Loeff for his entire career. He is currently based in London.

Bartjan was chairman of the board of the Dutch Association of Tax Advisers (NOB) from 2018 to 2021. During this time, he worked on a stakeholder dialogue and on professional rules and corporate social responsibility. Under his leadership, the NOB acted on the fact that society is increasingly unhappy with clients' (aggressive) tax planning, as it realised this would put advisers in a potentially difficult position. His work ultimately led to the NOB's Tax Principles, which provides tax advisers with a framework that allows them to gauge the acceptability in society of a client's tax position and discuss it with the client.

Matter Acceptance Committee

Bartjan raised this aspect within the firm and in 2019 the Matter Assessment Committee was set up, later to morph into the Matter Acceptance Committee (MAC). The MAC acts as a gatekeeper in terms of what client we would like to take on. This is broader than legal accountability, i.e. Know Your Customer. MAC approval is required when reputational aspects are involved.

This process has become particularly important indeed. It is not just the client that the committee



“Loyens & Loeff is leading the way and looking ahead to the future!”

assesses, but also what precisely we are meant to do for the client. In fact, it cuts both ways; when clients do not yet have a good sense of what degree of tax planning is acceptable in society, as tax advisers we can advise them on this (an obligation that Dutch tax advisers have had since 2018).

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Sustainability

Our commitment to sustainability involves not only our own ESG policy, but also integration of Environmental, Social and Governance (ESG) advice into our practice.

Client services

We combine ESG expertise and project and transactional experience to support our clients. Our dedicated ESG Focus Group from our Dutch, Luxembourg, Belgian and Swiss offices brings together experts with previous experience in ESG matters such as:

ESG advice:

We regularly advise on the impact of the scope, disclosures and relevant regulatory applications.

ESG litigation:

Advising and representing clients on ESG-related disputes. Our team is experienced in helping clients navigate these issues both in litigation and arbitration.

Evidencing compliance:

We review and draft internal policies, templates and guidelines to ensure that documentation is compliant and has followed the appropriate governance approvals and procedures.

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Ethics and Integrity

Now that tax policy and advice have become a matter of public debate, we cannot and do not shirk our responsibilities. We cannot afford to forget that a firm's reputation is also based on the talent it recruits. We are finding that younger people within the firm are glad that lines have been drawn in the sand. They want to know that the firm they work for has ethics and integrity at its heart. They have views on the kinds of clients taken on and frowned upon clients with undesirable tax policies. This is a responsibility that we have towards ourselves, our colleagues and the firm, but above all, to society.

Corporate Social Responsibility

Another issue Bartjan is personally interested in is CSR. As a firm we have been trying to give something back to society, but it used to be rather fragmented. He was instrumental in the choice the firm made almost 10 years ago to focus its CSR efforts on Youth & Education. We prefer to not just give money only to any cause but to have our people be personally involved.

We have an existing ESG (Environmental, Social and Governance) committee at Loyens & Loeff however we would like to roll this consultancy practice out further.

Bartjan focuses on sustainability in real estate. In this context he helped to the Real Estate & Building Futureproof (REBF) Festival to get off the ground. This event is held at the Zuidas, with two days of seminars and activities on the future of Dutch real estate. Here, too, Loyens & Loeff is leading the way and looking ahead to the future!

Recent ESG matters

Loyens & Loeff advised a [multinational sport supply company](#) regarding applicable ESG regulations in Switzerland and coordination with applicable EU regulations.

Loyens & Loeff assisted [SITA](#) on their USD 400mIn sustainability linked revolving credit facility with amongst others Crédit Industriel and Commercial and Société Générale as bookrunners and coordinators.

Loyens & Loeff advised [TotalEnergies](#) in the acquisition of [Compagnie des Bois du Gabon](#), a leading player in the Gabonese forestry sector, recognised for its responsible and sustainable management of 600,000 hectares of forest.



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“ESG has become important in every aspect of our work and we see increased interest from clients on ESG advisory topics.”

Roderik Boogaard, Partner

ESG Focus Group

Roderik Boogaard is a partner at Loyens & Loeff. He is a member of the Investment Management department and specialises in financial regulatory law.

Roderik is co-chair of Loyens & Loeff's ESG focus group. This focus group is a firm-wide collaboration platform of over 40 core members from all practice groups, such as Corporate, Real Estate, Energy & Infrastructure, Finance and Investment Management. The aim of the group includes connecting ESG specialists within the firm, sharing knowledge and developing internal know how and collaboration initiatives as well as jointly developing commercial initiatives.

Roderik specialises in sustainability regulation as applicable to the investment management sector, such as the Sustainable Finance Disclosure Regulation (SFDR) and the Taxonomy Regulation, which are pillars of the EU Sustainable Finance Action Plan and are anti-greenwashing and transparency regulations relating to investment products. Although launched in 2019, their main provisions have been in force since March 2021. Asset managers regard both regulations to be highly relevant, using them to keep compliant



as well as for inspiration in designing and launching green products. There will undoubtedly continue to be clear demand from asset managers for legal advice on SFDR and the Taxonomy.

Green investment

We recognise that ESG has become important in every aspect of our work and we see increased interest from clients on ESG advisory topics across almost all practice groups. From large corporates, which are subject to new sustainability rules on reporting and due diligence on their activities, to tougher rules on real estate, green tax developments and capital markets developments with, for example, Green Bonds. We are proud to be at the forefront of these developments and that we are able to assist our clients in their efforts to make the world a better place.

Loyens & Loeff's green credentials

How does Loyens & Loeff itself measure up? The firm will soon become subject to the Corporate Sustainability Reporting Directive requirements. Work is also under way on the ESG impact of the firm itself. The office building in Amsterdam is BREEAM certified covering the E for Environment however the S for Social is also an area where our firm can have an important impact. Diversity & Inclusion is an important focus area and there is a great deal of attention for work-life balance.

[Events & Webinars | Loyens & Loeff \(loyensloeff.com\)](#)



“All in all, ESG is here to stay for both Loyens & Loeff and our clients.”

Youth & Education partners

Big Brother Big Sister, Free a Girl, Giving Back, IMC Weekendschool, Jeugdeducatiefonds, JINC, Right To Play

Pro bono Youth & Education

Pro Juventute, Right To Play, JINC, SOS Kinderen, Sister Schools Foundation, Stichting Warchild, Papageno Fonds, Stichting Jeugd & Alcohol, Straatkinderen van Medellin, Amnesty International, Unicef, Human Rights Watch, Emma Kinderziekenhuis



3

Supporting our community



Pimm Sünnen is a volunteer for IMC Weekend School.

Pimm teaches kids between the ages of 8 and 11 about law and the legal profession. In the first part of the lesson, he briefly explains the Dutch legal system and what you have to do to become a lawyer. In the second part, he discusses a legal problem with the pupils in a playful manner. The kids learn about arguments, responsibility and the different parties and their position in legal proceedings. Next, they are split into three groups being the plaintiff, defendant and judge and act out a court hearing in which they present their arguments and thoughts. The judges discuss the arguments and deliver a judgement.

Pimm enjoys the lessons tremendously, as do the children. When he enters the classroom in a gown; jaws drop. Initially, the children are shy and cautious but gradually they come out of their shell and keep asking questions. One moment Pimm will always remember was when after the lesson, one of the children told him: "At first I got a headache thinking so hard, but this was so much fun!"

As part of society, we are committed to supporting our neighbours by actively being involved in community projects through pro bono and voluntary work as well.

We make a particular effort to contribute to projects, associations and foundations involved in youth & education, drawing on our skills and knowledge to empower future generations. Our aim is to have a positive impact on fragile, less privileged children and young people through providing access to opportunities and educational development. In this focus area, we encourage fee-earners and staff members to spend time and energy to carry out work to support chosen charities and to encourage dialogue with local communities and organisations for mutual benefit. A programme and procedures are in place to actively manage our support to the communities we are part of.

Pro bono work

As legal and tax experts, we are in a unique position to support our community by offering our services on a pro bono basis. As part of our goal to increase engagement within our firm, as of 2022, any time spent on approved CSR projects will be valued the same as client work. We are convinced that by making our expertise and knowledge available our impact on society will increase.

Community involvement



Foto: Arno Stevens

IMC Weekend School

IMC Weekend School is a supplementary school on Sundays for children (aged 10-14) from underprivileged neighborhoods. Every year a number of volunteers from Loyens & Loeff provide a school course on law for IMC on Tour in language schools for newcomers' children in the Netherlands.



JINC

JINC helps young people between 8 and 16 years of age to get off to a good start in the labour market. Loyens & Loeff participates in several JINC activities and events during the year in both Amsterdam and Rotterdam as well as Brussels.



Right to Play

The Right to Play Foundation trains local teachers and youth leaders to become coaches, helping children become more resilient through playing sports and games. We offer our legal expertise and Hermine Voûte, partner at Loyens & Loeff, is on the Board of the Foundation.



Giving Back

Giving Back encourages young people to realise their ambitions. In their programmes Giving Back brings students into contact with people/professionals at different firms that serve as an example to inspire them.

The Young Board



Karijn Haasjes joined Loyens & Loeff in May 2022 as an attorney at law. She was recently appointed chair of Loyens & Loeff's first Young Board. Before joining Loyens & Loeff, she worked for a scale-up company, where she was engaged in working on innovation in the legal profession.

Technological innovations such as artificial intelligence and automation can save a great deal of repetitive work, freeing up time to serve clients in the best way possible. People may be worried about the impact of AI, but Karijn prefers to see it as something that offers many benefits and possibilities while keeping an eye on quality.

The Young Board

The Young Board, chaired by Karijn, is composed of 27 people aged under 35 from all Loyens & Loeff's home markets being the Netherlands, Belgium, Luxembourg and Switzerland. All the different roles and disciplines within the firm are represented.

We have many young and ambitious employees, who are full of inspirational ideas. The Loyens & Loeff Board realised that in hearing the younger generation's views and visions they would be gaining a valuable unique perspective that would be both provoking and inspiring. The Board's initiative to install the first Young Board was realised in just two months, which indicates a high level of trust and commitment.



Early days

The Young Board is still in its infancy having only started in January 2023. The members are currently in the process of determining what to focus on and how. Where do they see opportunities?

Preliminary ideas are Diversity & Inclusion, Talent Development, Sustainability and Tech & Innovation, but nothing is set in stone yet. They would like to be flexible and adapt to the needs of the target group (employees up to the age of 35). It is gratifying however, to see that other groups within the company are already asking the Young Board for their views on various matters.

Today's changes can impact the way employees and clients look at businesses and what they expect from them. This comes with responsibility and challenges, but also offers opportunities. Karijn hopes that by creating a dialogue between the firm's leadership and the younger professionals in the firm, the Young Board will add value and support Loyens & Loeff going forward.

4 Environmental impact

In a world increasingly aware of the importance of environmental sustainability, we want to lead by example by behaving responsibly and minimising our impact on the environment.

We are therefore undertaking multiple actions to reduce our environmental footprint. These actions include limiting business trips, reducing energy consumptions, favouring local suppliers, encouraging sustainable mobility, decreasing paper consumption, etc. We act as a responsible independent entrepreneur, but also actively team up with other businesses in organisations that focus on sustainability to share best practices and define mutual interests and goals.

Reducing our
CO₂-emissions

1.67 mio

Total kgCO₂e – 39%

2019 **2,74** mio

1,145

kgCO₂emissions per fte – 45%

2019 **2.081** mio

Along with the Green Building projects we are taking concrete steps to reduce our CO₂ emissions.

BREEAM-NL Excellent rating

for Loyens&Loeff Amsterdam offices 'Hourglass'

Focus areas

Our Green Team (fee and non-fee earners and people from various practice groups from across all our home markets has defined several focus areas:

CO₂ emissions:

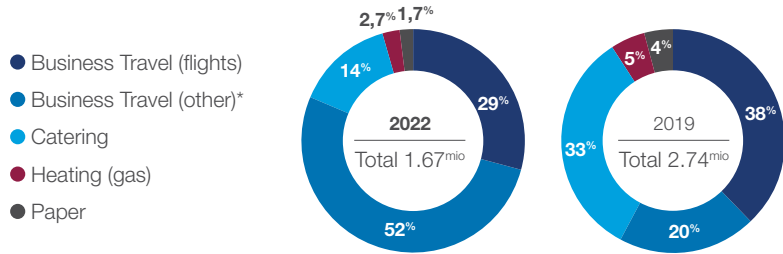
The two focus areas are business travel and catering. We want to set realistic goals for reduction in emissions, start to implement small actions in the focus areas and keep track of reductions. This also applies to our policies for Mobility and Working from Home.

Green Business Club

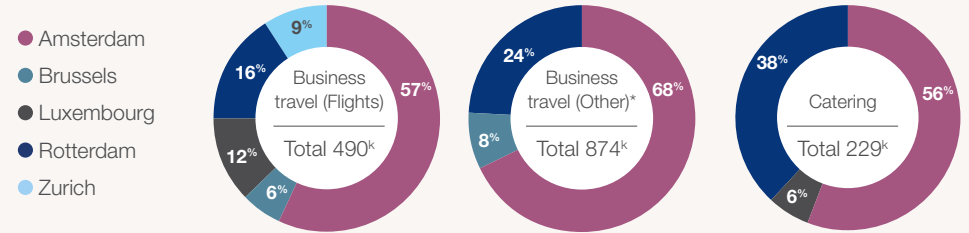
Amsterdam Zuidas and Rotterdam in collaboration with other firms, develop policies and actions on mobility/flights, waste and sustainable procurement.

We are one of the signatories to the Zero Waste Zuidas agreement, drawn up by the Green Business Club Amsterdam. In it, we set ourselves the goal of zero waste in the Zuidas by 2030. We want to achieve a clean, circular Zuidas where every residual product is the beginning of something new. Food, raw material, reusable material as well as energy all needs to be recyclable/clean.

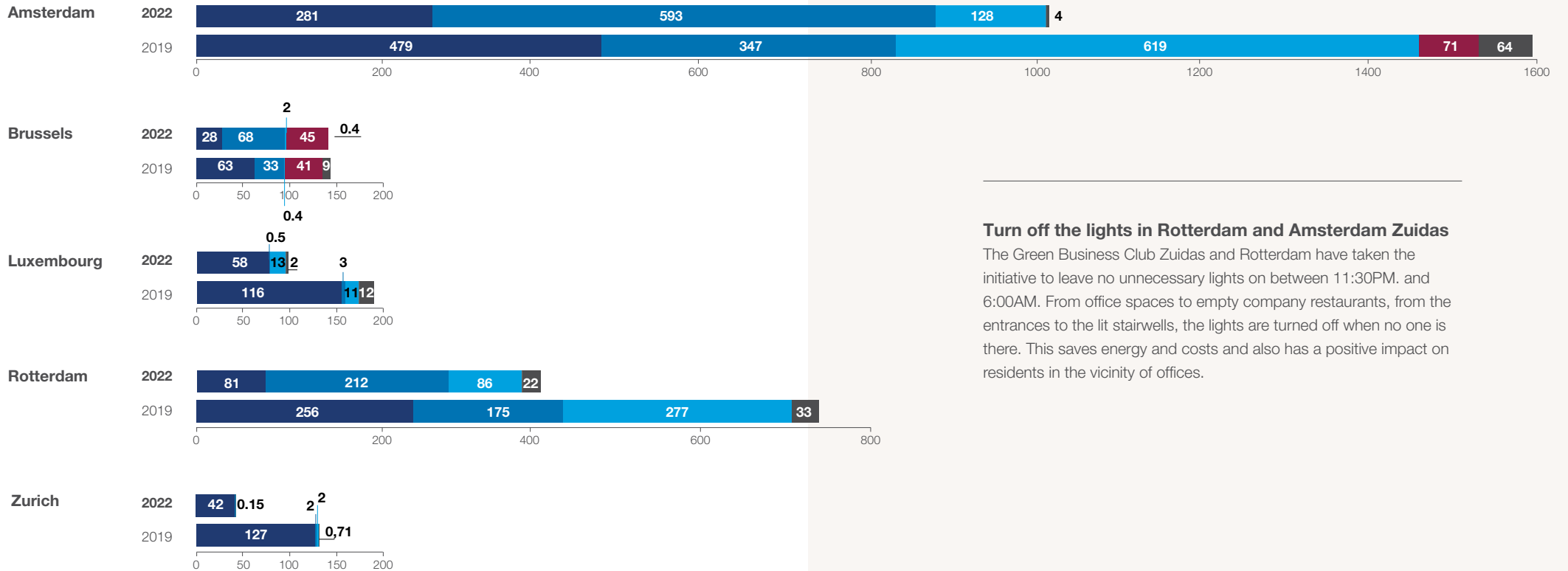
Total CO₂-emission Loyens Loeff (in kgCO₂)



Top 3 categories - contribution per office



Total CO₂-emission per office (in kgCO₂)



Turn off the lights in Rotterdam and Amsterdam Zuidas

The Green Business Club Zuidas and Rotterdam have taken the initiative to leave no unnecessary lights on between 11:30PM. and 6:00AM. From office spaces to empty company restaurants, from the entrances to the lit stairwells, the lights are turned off when no one is there. This saves energy and costs and also has a positive impact on residents in the vicinity of offices.

Data reported according to Greenhouse Gas (GHG) Protocol.

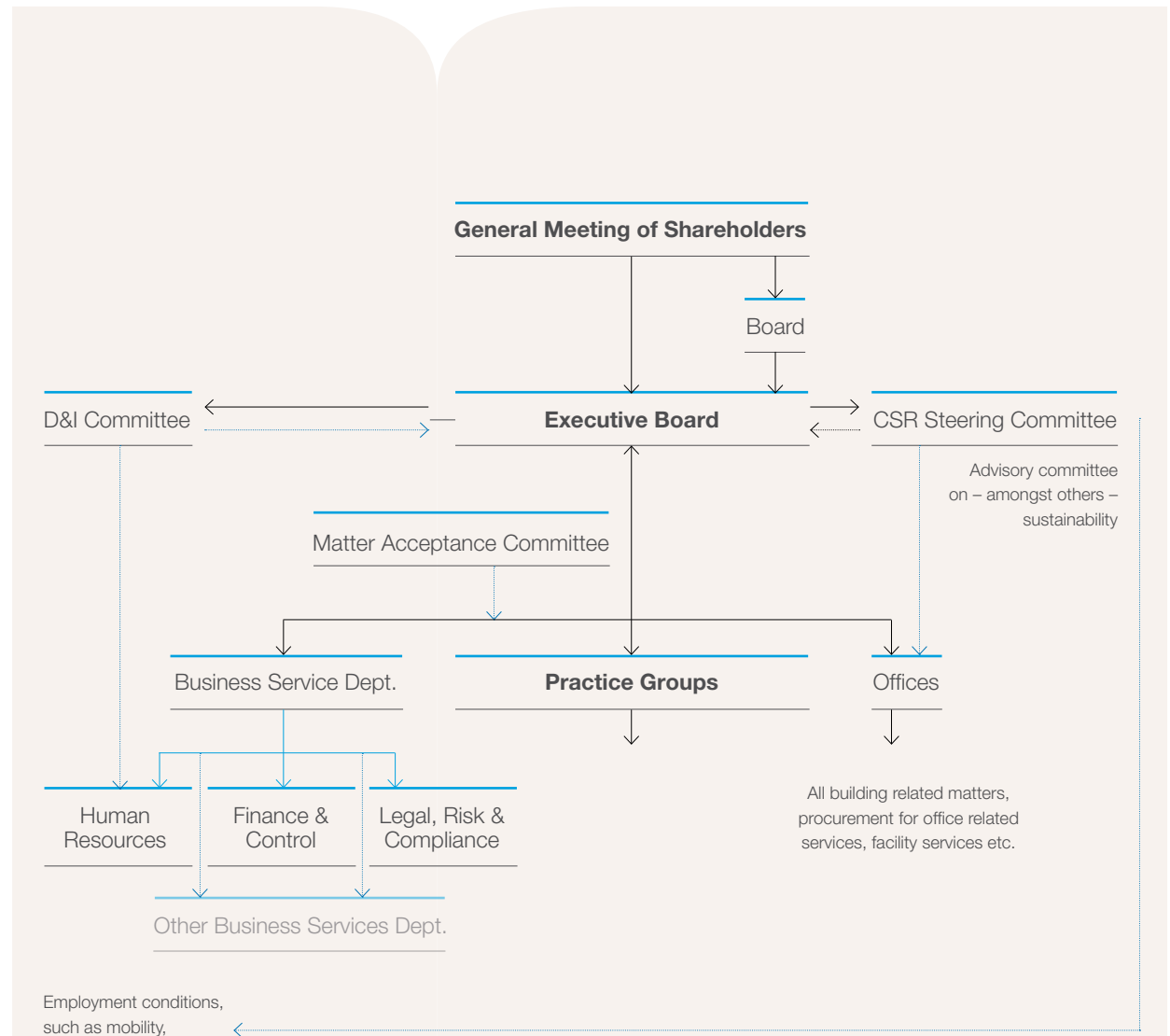
* This is an approximation based on invoices.

Governance

We apply the highest professional standards in everything we do.

To achieve this we have set up a risk and compliance framework which, in addition to the Code of Conduct, consists of (i) a Compliance Charter, describing the functioning of the compliance function; (ii) a Data Protection Charter, describing how to comply with applicable Privacy (GDPR) legislation; and (iii) an (Wwft) Internal Audit Charter, describing the functioning of the (Wwft) internal audit function. In addition, Loyens & Loeff has various policies and procedures to mitigate relevant reputational, compliance or operational risks.

Our Code of Conduct/Code of Ethics includes our policy on corruption (Improper Gifts & Benefit Policy), conflict of interest, fraud, money laundering and anti-competitive practices. We conduct awareness training on different topics, such as how to prevent information breaches, corruption and/or bribery. We also have a whistleblower procedure in place for stakeholders to report on corruption, bribery and anti-competitive practices.



In making the right decisions we fulfill our responsibilities to our people, our clients and our organisation and enhance our valuable reputation.

About this review

The 2022 review is a step in reporting on social, environmental and governance topics and towards being compliant to CSRD in Financial Year 2025.

Roadmap towards CSRD

Loyens & Loeff will be compliant with CSRD by Financial Year 2025. We have therefore set out a roadmap to meet all the necessary standards and expectations. The milestones which have been set and to which we will adhere to in the months and years ahead, are as follows:

ESG Report 2023

In 2023 Loyens & Loeff makes a full assessment and describes the policy of the CSRD Roadmap. Topics and data already available will be disclosed in next year's ESG Report

ESG Report 2024

Full ESG Report; completing on essential building blocks for CSRD; disclosing on topics, assessments, risks available and assurance readiness

Integrated Report 2025

CSRD compliant conform all relevant requirements

Roles and responsibilities in our CSR Policy (2021-2024)

- The Executive Board ("EB") is responsible for approval of the Policy and for ensuring the principles of the Policy are included in the Firm's strategic plan and statement of business objectives.
- The CSR Steering Committee advises the EB and acts as a sounding board regarding the strategic ambitions (the "CSR Strategy"), the overarching focus areas and firmwide and major local CSR projects.
- The CSR office initiates CSR Projects and implements the CSR Strategy and Policy. The members of the CSR Office have a key role in ensuring that systems and controls in place are effective.



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