Legance

2025
Sustainability Report

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Letter to Stakeholders

Letter to Stakeholders

One year ago, with the publication of our first Sustainability Report, we chose to publicly share a commitment that has always been part of Legance's DNA: to build a path of long-term growth, defined by professional excellence and grounded in a genuine sense of responsibility towards our people, our community, and the environment in which we operate.

Today, with this second Sustainability Report, the Firm reaffirms its trajectory: a professional growth path that cannot be separated from an equivalent advancement in our environmental, social and governance performance. The results we present to our stakeholders with transparency and rigour demonstrate that sustainability is, for us, a deep and structured strategic choice – one that guides our daily decisions and shapes the Firm's internal culture.

The year 2025 marked a period of consolidation and renewed momentum for Legance. With revenue rising to €218 million and a community of 565 people, including professionals and employees, the Firm continued to strengthen its position while keeping at the heart of its growth path a concrete and measurable investment of energy and resources in ESG.

The attention devoted to environmental matters led to significant results in 2025. A total of 98.9% of the energy consumed across our Italian offices came from renewable sources, reaffirming our strategic commitment to using electricity exclusively backed by Guarantees of Origin.

The emissions intensity index fell to 7.99 tCO_2e per million euro of turnover, a 7.6% decrease compared to 2024. We offset our residual emissions through an agricultural regeneration project in Salento, an area severely affected by *Xylella fastidiosa*. The initiative supported 15 farmers and the growth of approximately 23,000 olive trees across 50 hectares – a carbon-offsetting action that also represents a tangible form of territorial responsibility, particularly meaningful for Legance, an Italian firm whose people reflect a wide range of backgrounds and identities.

With respect to our people, 2025 saw a further strengthening of our organisational model through the introduction of the Chief People & Culture Officer role, a concrete expression of our commitment to embedding sustainability, gender equality and inclusion into the Firm's decision-making processes and culture. Average training hours remained high at 19.4 hours per professional, and the UNI/PdR

125:2022 gender-equality certification, obtained in 2024 and now fully operational, continues to guide our efforts to foster an equitable and inclusive workplace.

Our commitment to the community assumed an even more structured form in 2025. Resources allocated to donations and sponsorships more than tripled, rising from €61,000 to €206,000. We contributed to the establishment of the "Via Broletto ETS" Association, created to promote urban regeneration and support the inclusion of migrants and people in vulnerable conditions in the workforce; we supported the artistic *Muro* project for the benefit of patients of the Mental Health Department of ASL RM2; we contributed to the restoration of works at the Galleria d'Arte Moderna in Milan; and we supported the multi-sport association "Atletico Diritti", composed of migrants, detainees, and former detainees, recognising its important role in promoting social inclusion and cohesion. These initiatives were carried out alongside our long-standing collaborations with FAI, Antigone, Fondazione Don Gino Rigoldi, and Ri-Diamo, which continue to represent an essential component of our commitment.

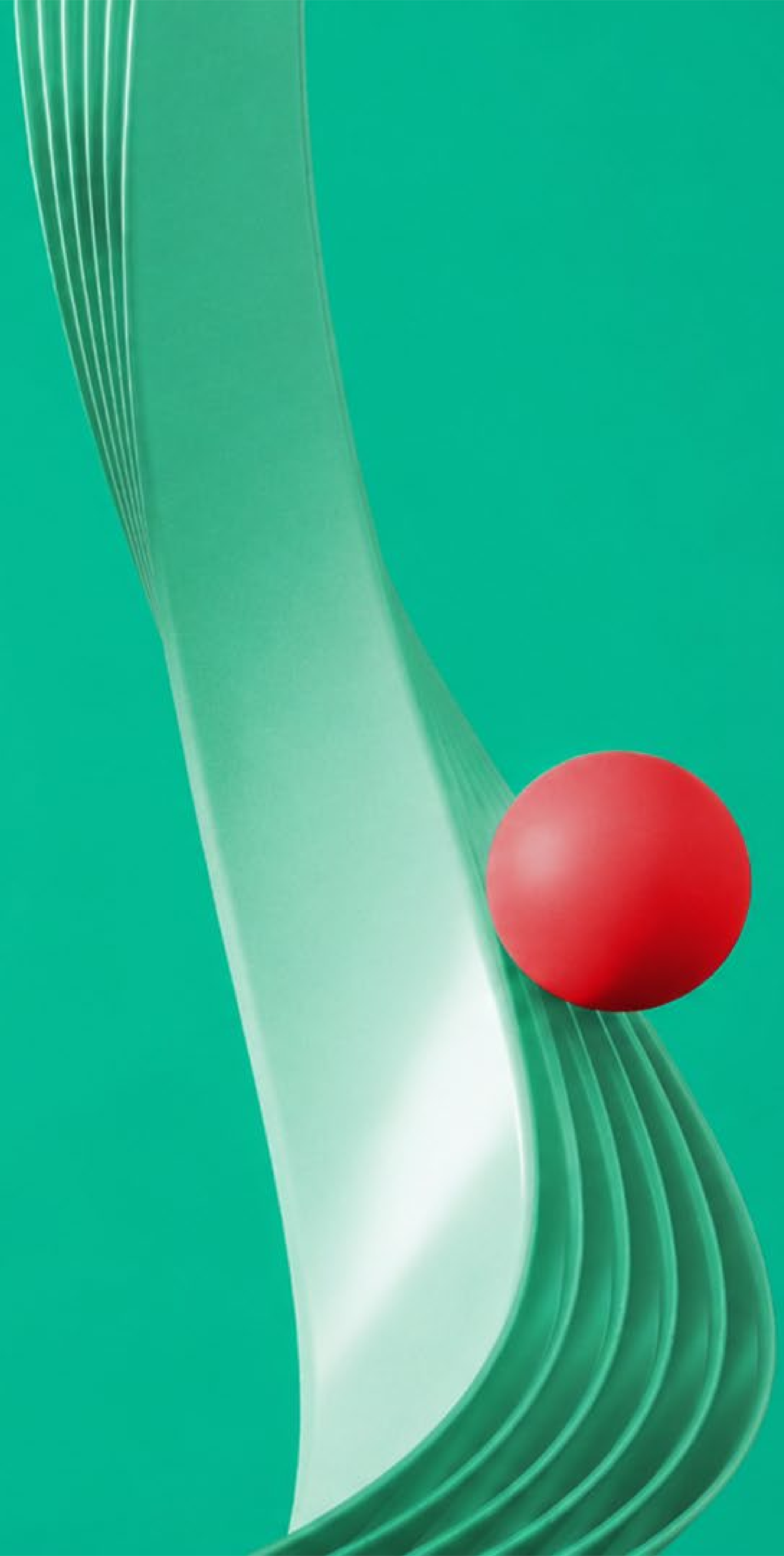
We have also strengthened the connection between our professional activity and the world of research and education, consolidating our partnership with the Politecnico di Milano – through the Governance Strategy programme and a fully funded PhD scholarship – and maintaining our presence across more than thirty Italian and international academic institutions. Sustainability is not only an operational objective: it is also culture, knowledge, and the education of future generations.

On the governance front, our certified management system – ISO 14001, ISO 14064, ISO 37001, ISO 27001, ISO 27701, and UNI/PdR 125 – ensures structured oversight across all ESG dimensions. We adopt voluntary reporting because we believe that transparency is not a formal compliance exercise, but a genuine channel of dialogue with those around us.

It is within this balance between the solidity of our processes and transparency of our relationships that this second Sustainability Report takes shape. It consolidates the path initiated in 2024 and accelerates its evolution. It is not a point of arrival; it is a new point of departure – one from which we intend to continue building, together, a Firm capable of combining professional excellence with a deep sense of responsibility towards the future.

Alberto Maggi – Chief Executive Officer

Summary Data



Summary Data

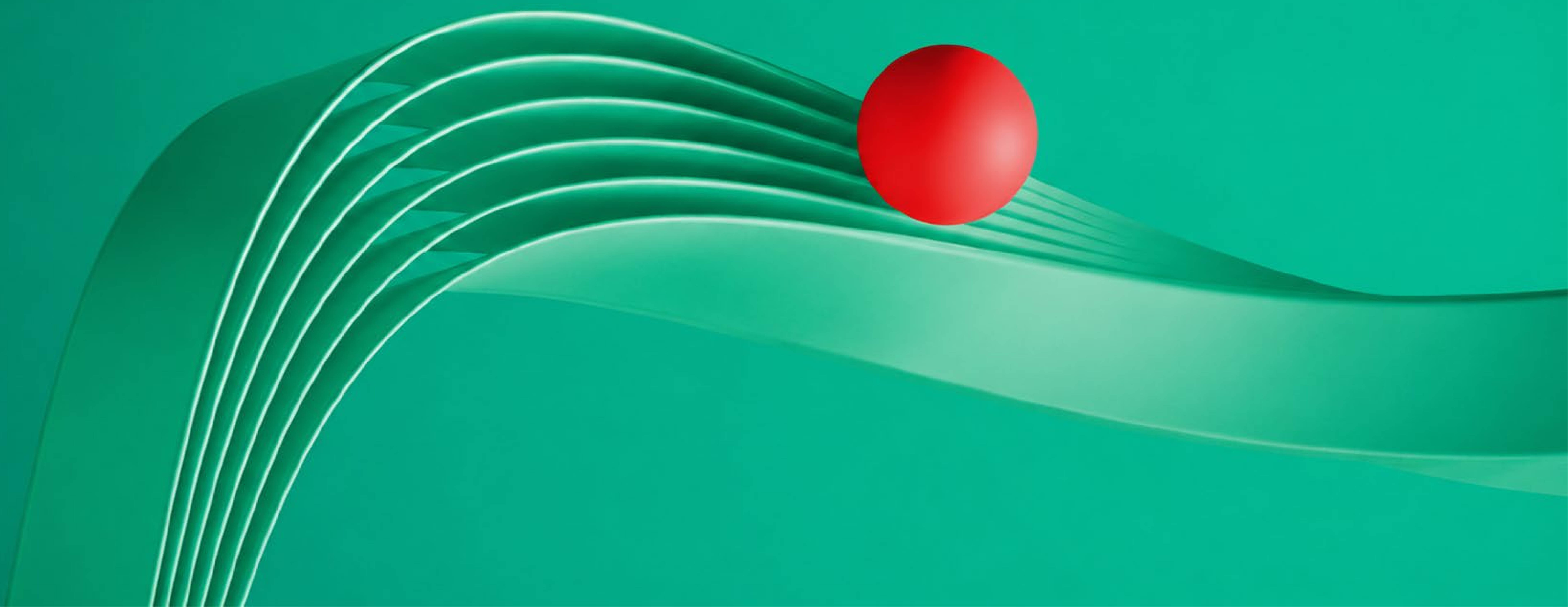
Legance	2025	2024
Turnover – million euro	218	199

Environment	2025	2024
Climate Change		
Energy Consumption – MWh	1,924.27	1,914.23
Share of Renewable Energy – %	98.9%	99.8
Energy Intensity – MWh / million euro	8.83	9.62
GHG Emissions (Scope 1 + Scope 2 location-based + Scope 3) – tCO_2e	1,742.64	1,721.58
Emissions Intensity – tCO_2e / million euro	7.99	8.65
Circular Economy and Resource Use		
FSC-Certified and Recycled Paper		

Social	2025	2024
Human Resources		
Total Workforce at Legance	565	536
Professionals as at 31 December	438	419
Employees as at 31 December	127	117
Gender Distribution (Women vs. Men) – %	54%	53%
Average Training Hours per Professional	19.4	19.4
Average Training Hours per Employee	3.0	3.0

Governance
Code of Ethics
Whistleblowing System
Sustainability Policy
AML (Anti-Money Laundering) and CFT (Countering the Financing of Terrorism) Policy
Supplier Code of Conduct
Gender Equality Policy
Management Systems and Certifications
Environmental Management System – UNI EN ISO 14001
Organisational Carbon Footprint – UNI EN ISO 14064
Information Security Management System – ISO/IEC 27001:2022
Personal Data Protection (Privacy) Management System – ISO/IEC 27701:2019
Anti-Bribery Management System – UNI ISO 37001:2016
Gender Equality Certification – UNI/PdR 125:2022

1. General Information



1.1 Reporting Criteria

VSME Standard
B1 – Basis for preparation

The 2025 Sustainability Report of Legance (hereinafter also the "Firm") is **published on a voluntary basis** and is intended to: a) report on the actions undertaken and the results achieved by the Firm in the environmental, social and governance domains; and b) provide transparent evidence of the Firm's sustainability policies and objectives, with the aim of fostering an open and effective dialogue with all stakeholders and strengthening the business model.

VSME – Reporting Standard

The 2025 Sustainability Report has been prepared in accordance with the methodologies and principles set out in **the Voluntary Sustainability Reporting Standard for non-listed SMEs** (hereinafter "VSME"), the sustainability reporting standard for small- and medium-sized enterprises not listed on regulated markets adopted by the European Commission through Recommendation (EU) 2025/1710 of 30 July 2025.

The purpose of the VSME Standard (hereinafter the "VSME Standard") is to support small- and medium-sized enterprises in:

a) providing information that helps to meet the data needs of large companies requesting sustainability information from their suppliers; b) providing information that helps to meet the data needs of banks and investors, thereby facilitating access to finance; c) improving the management of sustainability matters faced by enterprises – namely environmental and social challenges – thereby supporting their competitive position and business model; and d) contributing to a more sustainable economy.

Legance has adopted the VSME in accordance with Reporting Option B, which requires the use of both modules provided under the VSME Standard:

a) Basic Module – general information and basic environmental, social and business conduct (governance) metrics; and
b) Comprehensive Module – additional disclosures and indicators supplementing the Basic Module, selected in accordance with the provisions of the Module.

The disclosures required under the selected reporting option are provided only where applicable to Legance's specific circumstances, in relation to the material sustainability topics identified.

General Reporting Criteria

The VSME enables the provision of relevant information on: a) how Legance has had, or may have, positive or negative impacts on people or the environment over the short, medium or long term; and b) how environmental and social issues have affected, or may affect, the Firm's financial position, performance and cash flows over the short, medium or long term.

The 2025 Sustainability Report has been prepared in accordance with the general principles established by the VSME, namely faithful representation, comparability, understandability, and verifiability of the narrative and quantitative information presented.

As suggested by the VSME, and in light of the nature of Legance's activities, the 2025 Sustainability Report also includes additional information (metrics and/or descriptive or narrative information) not included in the VSME Standard. Such information relates to certain indicators drawn from the European Sustainability Reporting Standards (ESRS) set out in Delegated Regulation (EU) 2023/2772. The interoperability approach adopted – recognised at international level – enables the Firm to report on sustainability topics that are common within its sector.

The summary index of the information relating to the various areas covered (the "VSME Index"), published in the appendix to this document and forming an integral part thereof, ensures the traceability of the indicators and other information reported.

Comparative information – To enable comparison of data over time and to assess Legance's performance, comparative data relating to the previous financial year are presented where available.

Reporting boundary – The boundary for qualitative information refers to Legance's performance for the entire reporting period (from 1 January 2025 to 31 December 2025).
The boundary for environmental quantitative data and information refers to the performance of the Milan and Rome offices, while the boundary for social quantitative data and information refers to the performance of the Milan, Rome, and London offices.

Sources of estimation uncertainty – Estimates are developed on the basis of historical experience, leading and authoritative external sources, and the support of external specialists and consultants, as well as other information considered reasonable under the circumstances. Any use of estimates and the methodologies applied are explicitly referenced in the relevant sections of the Report dealing with the material sustainability topics, to which reference is made for further details.

Sensitive information – Legance has not exercised the option to omit specific information on the grounds that it is classified as sensitive.

Material Sustainability Topics

The sustainability topics and related indicators reported are those considered representative and assessed as material in light of Legance's activities and their associated impacts. The process of analysing, identifying, assessing, and prioritising the material topics is described in the chapter *'Impact Areas'* and has been conducted in accordance with the provisions of the VSME. This process is updated and progressively refined over time as part of Legance's sustainability reporting (accountability) journey.

The preparation of the Sustainability Report involved the participation of the heads of the Firm's various departments and functions.

The Sustainability Report is published on the website www.legance.it. For further information, enquiries may be addressed to the following email address: comitatosostenibilita@legance.it.

1.2 Legance

Firm Profile and Identity

VSME Standard
C1 – Strategy: Business Model and sustainability-related initiatives

Founded in 2007, Legance is an **independent law firm** with offices in Milan, Rome, and London. The Firm was born from the shared vision of a group of professionals who believed that excellence and quality in legal advice and assistance, the ability to anticipate clients' needs, flexibility, and the development of young talent form the foundations of a solid and distinctive professional project.

Over the years, Legance has established itself as a leading full-service law firm in the Italian and international legal markets, earning a prominent position among clients, institutions, and stakeholders.

The Firm operates through **multidisciplinary, highly specialised teams**, characterised by a strong collaborative spirit and a results-oriented approach. An innovative and forward-looking mindset guides the Firm's work, enabling it to anticipate and interpret the evolving legal landscape and the needs of those it advises.

The introduction of the Chief People & Culture Officer role, together with the strengthening of the HR function, reflects the Firm's commitment to a responsible and inclusive organisational model. Sustainability, gender equality, and non-discrimination are embedded in the Firm's decision-making processes and organisational culture, with the aim of creating long-lasting value for its people, the Firm itself, and the broader ecosystem in which it operates.

History

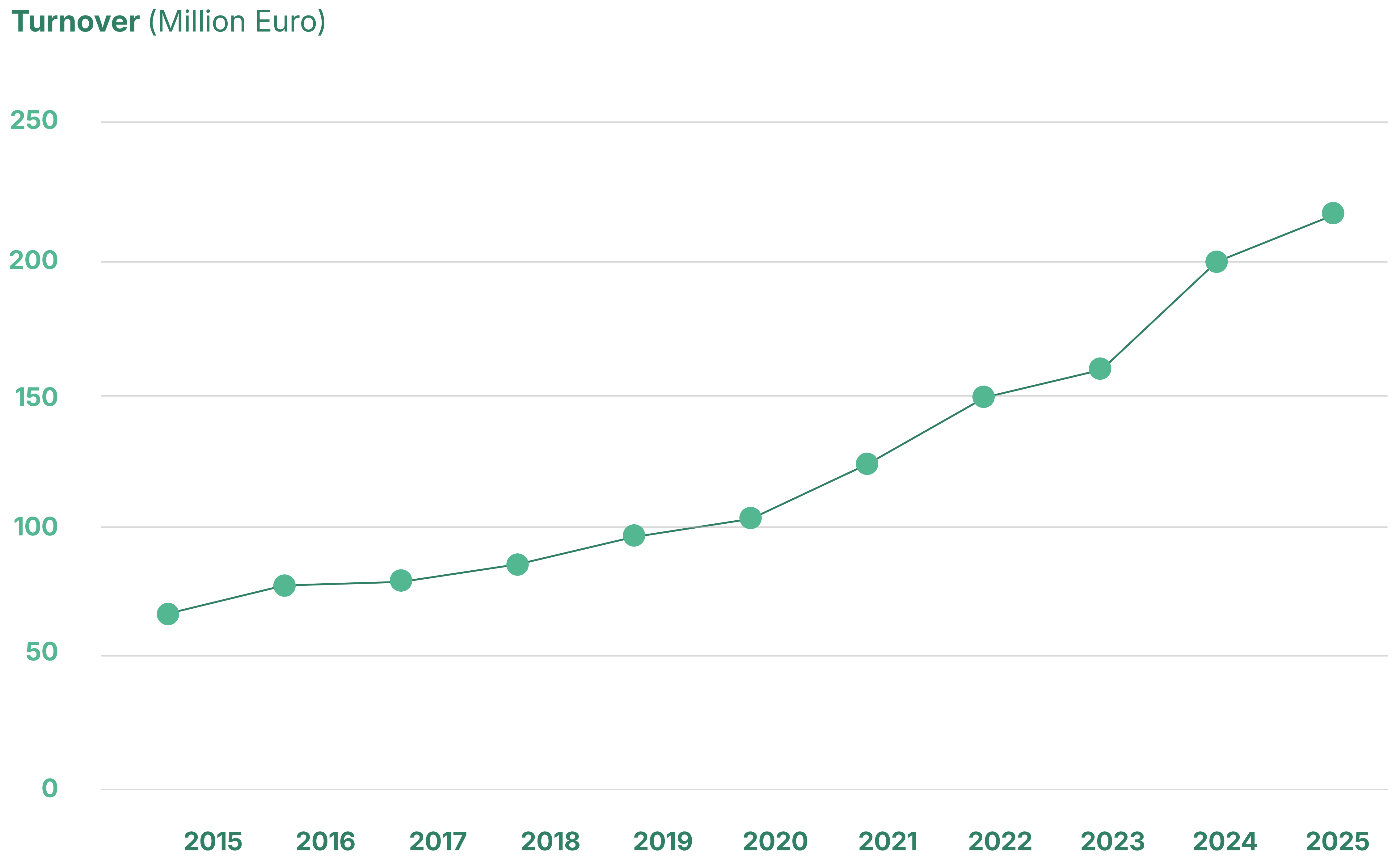
- **2007** – Legance is founded with 84 professionals (23 partners)
- **2008** – Opening of the Milan and Rome offices
- **2009** – Over 130 professionals
- **2010** – Best Italian Law Firm – Silver Awards – International Legal Alliance
- **2011** – Consolidation of the Project Finance department
- **2012** – Consolidation of the Litigation department and establishment of the TMT practice
- **2013** – Opening of the London office
- **2014** – Approximately 180 professionals (34 partners)
- **2015** – Relocation of the Rome office to new premises
- **2016** – Italian Law Firm of the Year – More than 200 professionals
- **2017** – 10th anniversary of Legance – Opening of the New York office
- **2018** – Relocation of the Milan office to new premises
- **2019** – Consolidation of the IP department and establishment of the Private Equity practice – Approximately 270 professionals (40 partners)
- **2020** – Consolidation of the multidisciplinary Life Sciences & Healthcare team and the Financial Intermediaries Regulation team
- **2021** – Establishment of Industry ESG Impact – Establishment of the German Desk – Consolidation of the Corporate Finance team – 53 partners
- **2022** – Opening of Legance's second Milan office – Consolidation of the Restructuring and the Environmental teams – Italy Legal Adviser of the Year, Mergermarket European M&A Awards 2022, London
- **2023** – Consolidation of the Tax team (18 professionals) – Consolidation of the Antitrust team
- **2024** – Consolidation of the Financial Intermediaries Regulation team – 1st place in the Mergermarket ranking by deal value – Approximately 430 professionals (68 partners)
- **2025** – Obtaining gender equality certification and publication of the Sustainability Report

A Firm on a Growth Path

Since 2015, Legance has continued to grow, confirming the ability of its professionals to provide clients with high-quality, tailored legal assistance aligned with their evolving needs. The Firm's economic and financial performance represents a significant dimension of its sustainability, which is fully realised through the integration of an organisational culture grounded in respect for people, environmental stewardship, and sound governance principles.

The **economic, environmental and social** dimensions of sustainability are closely interconnected and complementary. Together, they form the foundation of a balanced, solid, and long-term growth model that guides the Firm's strategic direction.

Alongside its growth, Legance has developed a strong **international outlook**. The Firm's independence, and the absence of exclusive ties, enables us to select the most suitable partners in each jurisdiction, based on criteria defined together with clients.
To support this approach, the Firm has established a system of Country Partners responsible for developing relationships with clients, law firms, and institutions in countries with which Italy maintains significant commercial ties.
Over the years, this system has enabled the Firm to build a solid and reliable network of contacts, enhancing its ability to handle international matters with exceptional responsiveness and flexibility.
The London office further reinforces the Firm's commitment to an international presence, ensuring proximity to global clients and partners, and strengthening its ability to operate effectively beyond national borders.



438
Professionals

28
Practice Areas

18
Country Partners

69
Partners

1.3 Strategy and Value Chain

Practice Areas

VSME Standard
C1 – Strategy: Business Model and sustainability-related initiatives

Legance's **practice areas** are characterised by an integrated and multidisciplinary approach to business law, aimed at supporting clients in their most complex transactions and across the various stages of their business. The Firm combines **cross-cutting expertise** in key legal domains with **strong sector-specific specialisation**, providing advice in both routine matters and extraordinary, highly regulated transactions.

To ensure adequate expertise on the industrial, commercial, financial, and technical aspects connected to the legal matters handled, and to offer assistance grounded in close collaboration with clients, the Firm has also established teams of professionals from different **practice areas** dedicated to **specific business and industry** sectors. This structure strengthens the Firm's ability to understand the dynamics of the relevant sectors and to deliver targeted, fully integrated solutions.

Food	Environmental	Administrative	Antitrust, EU
Insurance	Banking	Compliance	Dispute Resolution
Corporate M&A	Data Law	Debt Capital Markets	Energy & Infrastructure
Equity Capital Markets	ESG and Impact	Fashion & Luxury	Financial Intermediaries Regulations
Structured Finance	Investment Funds	Employment and Industrial Relations	Life Sciences & Healthcare
Shipping, Aviation and Transportation	White Collar Crimes	Intellectual Property	Real Estate
Restructuring and Insolvency	Sport	Telecommunications, Media and Technology	Tax

ESG and Impact

The Firm's **ESG and Impact** practice stands out for its innovative and cross-cutting approach to sustainability, offering companies, financial and banking institutions, and investment funds strategic advice on all matters related to ESG factors. This activity is also carried out in coordination with the Firm's other practices to ensure a **multidisciplinary approach**. The team's professionals support clients at every stage – from **strategy** definition **to governance and compliance** – assisting them in managing **sustainability-related matters** and helping to protect companies and directors from the risks and liability associated with this constantly evolving area

Sustainable Finance

Management of investments, their social and environmental impact, and sustainability-related risks, in compliance with national and European regulations

Corporate Governance

Strengthening the business and protecting companies and directors from emerging sustainability-related risks and liability

Supply Chain

Oversight of supply-chain relationships and procurement in line with new sustainability standards, preventing legal, operational, and reputational risks

M&A

Management of regulatory and market developments in the ESG sphere within acquisition, disposal, and joint-venture processes

ESG Litigation

Prevention and management of emerging ESG-related litigation risks, through strengthened governance and monitoring of supply-chain relationships

Just Transition

Alignment with evolving ESG regulation to anticipate market developments and attract investment

The Value Chain

Suppliers

Legance's suppliers are third parties that provide the Firm with goods, services or premises necessary for the conduct of its activities. These include, in particular, landlords of office premises, IT service providers – responsible for managing technological infrastructure, software, and IT support – and recruitment service providers, who support the Firm in the processes of recruiting and onboarding its workforce.
Taken together, these third parties contribute to ensuring the Firm's proper functioning and operational continuity.

Stakeholders

Stakeholders are defined as individuals or groups of individuals who have interests and expectations regarding a company, and who are, or may be, directly or indirectly affected (positively or negatively) by the company's activities and its relationships along the value chain.

Stakeholder engagement is a central element of the due diligence process conducted by the company and of the sustainability-related materiality assessment, aimed at understanding the processes for identifying and assessing actual and potential negative impacts that guide the sustainability reporting process.

Legance establishes, develops, and maintains relationships with its stakeholders over time, with the aim of strengthening these relationships and, consequently, improving its competitive position and its ability to generate and distribute value over time. **Stakeholder engagement** is a structural activity aimed at understanding stakeholders' interests, expectations, and needs, thereby fostering a more effective and informed decision-making process that can support appropriate strategic planning and the achievement of business objectives.

Legance's stakeholders have been identified by taking into account the sector to which they belong, the business model, and the existing network of relationships, as well as their geographical presence.

For Legance, engaging with its stakeholders is a systematic activity that forms part of its business model, regardless of sustainability reporting. Within the context of this process of listening and maintaining constant dialogue and relationships, a number of specific engagement initiatives have been implemented. These initiatives aim to gather and analyse stakeholders' expectations, ensuring that they are taken into account in the Firm's decision-making processes. Legance's stakeholder engagement system is based on tailored tools for different categories of stakeholders, which consider the varying nature of relationships and interconnections.

The system of tools through which Legance manages the relationships with its stakeholders is presented below. Engagement activities are tailored to the different categories of stakeholders.

Stakeholders	Needs and Expectations	Engagement / Relationship Tools
Banks / Financial Institutions	Economic and financial soundness – Transparent management – ESG reporting – Risk management	Information exchange – Periodic reports upon request
Employees / Professionals	Fair labour practices – Safe workplaces – Professional development – Environmental protection – Engagement – Social and environmental commitment – Targeted training	Dialogue with the Human Resources Department – Company intranet – Internal surveys / ESG questionnaire – Career development plans – Informal meetings and corporate events – Training programmes and events – Internal communications – Corporate welfare tools and initiatives
Suppliers	No corruption – Compliance with laws and contractual requirements – Timely payments – Engagement	Supply contracts – Periodic quality assessments – Distribution and signing of the Supplier Code of Conduct – ESG questionnaire
Clients	No corruption – Fair labour practices – Tax compliance – Compliance with laws and contractual requirements – Environmental protection	Roundtables and webinars – Periodic update meetings – Institutional website, social media, email, mail – Informative newsletters – ESG consultancy – Pro bono activities – ESG questionnaire
Public Administration / Institutions	Tax compliance – Compliance with laws	Roundtables and webinars – Public consultations – Institutional conferences – Direct engagement as legal advisor – Sending and exchanging communications regarding regulatory requirements or specific requests for meetings with institutional representatives
Community and Local Area	Social commitment – Support for charitable initiatives – Access to justice and pro bono work – Environmental protection	Roundtables and webinars – Sponsorships – Donations – Organisation of events

Memberships, Partnerships, Donations and Sponsorships

Through memberships, partnership programmes, and other sponsorship initiatives, the Firm promotes and supports organisations operating in the cultural, social, and environmental sectors. These activities form part of a framework consistent with the Firm's values and contribute to strengthening its contribution to the community, in line with the objectives and principles underpinning its ESG commitment.

Associazione "Via Broletto ETS"

In 2025, Legance, together with other founding members, established the Associazione "Via Broletto ETS" ("Association"), a non-profit entity dedicated to promoting and implementing initiatives of civic, social, and solidarity-based interest. The Association aims to develop projects designed to improve the urban environment, accessibility and mobility in Via Broletto and the surrounding areas, alongside initiatives with high social impact.
A central element of its work will be collaboration with entities and organisations involved in the employment inclusion and reintegration of people in vulnerable conditions, including migrants and refugees. The aim is to foster not only professional inclusion but also the human and social development of beneficiaries, while promoting dialogue and integration with local communities.
Through these initiatives, the Association aims to help to counter social exclusion and prevent situations of conflict, valuing cultural diversity in full respect of fundamental human rights.

Memberships

UN Global Compact

Legance has been a member – and, since 2019, a founding member in Italy – of the UN Global Compact Network Italia.

The United Nations Global Compact operates in Italy through the UN Global Compact Network Italia (UNGCN Italia), an organisation that became a Foundation in June 2013 after ten years of operating as an informal group. UNGCN Italia promotes the Ten Principles of the UN Global Compact at national level and is also committed to advancing the Sustainable Development Goals (SDGs) for the eradication of extreme poverty, the promotion of peace, and the advancement of prosperity and human development by 2030.

Within this framework, Legance reports annually on its ESG performance through the **Communication on Progress (COP)**, the report through which UN Global Compact participants communicate to their stakeholders the initiatives undertaken and the results achieved in implementing the Ten Principles, with a view to transparency, accountability, and continuous improvement.

Partnerships

Legance and Politecnico di Milano:
a Partnership for Research on Family-Business Governance

Family-controlled businesses form the backbone of the Italian economy and face particularly delicate governance challenges. In this context, Legance has launched a multi-year partnership with the Politecnico di Milano – Department of Management and Production Engineering, under the scientific leadership of Prof. Josip Kotlar, with a total investment of €183,000.

1. Three-year research programme "Governance Strategy" – €90,000

Presented as the "Governance 4 Change Lab", the project analyses trends in family-business governance models and offers practical tools to entrepreneurial families, their advisors, and institutions.

It comprises:

- The publication of **thematic white paper** on strategy and operating models
- **Three annual events**, co-designed with the Politecnico, dedicated to generational succession, inclusive governance, and innovation
- **Monthly Steering Committee meetings** to align the research with market needs

With this programme, Legance positions itself as a promoter of culture and innovation within the Italian family-business ecosystem.

2. PhD Scholarship in Management and Production Engineering (Cycle 41) – €93,000

Legance fully funds a three-year (36-month) PhD scholarship in family business – Governance Strategy. The research focuses on the evolution of family-business governance in extraordinary transactions: private-equity investments, M&A, corporate restructuring, and stock-market listings – areas that lie at the core of the Firm's practice. The funding comprises €88,000 for the scholarship (including social security contributions) and a €5,000 contribution towards the PhD programme.

Overall Expenditure Outlook

Item	Amount
Three-year research contract "Governance 4 Change Lab"	Euro 90,000
PhD scholarship agreement – Cycle 41	Euro 93,000
Total	**Euro 183,000**

Donations and Sponsorships

The funds allocated to sponsorships and donations have increased significantly over time, rising from €61,000 in 2024 to €206,000 in 2025. The organisations supported include:

Antigone

Antigone is a political and cultural association committed to the protection of rights and safeguards within the criminal justice system. The association brings together magistrates, prison staff, scholars, members of Parliament, and citizens who, in various capacities, are engaged with issues relating to criminal justice.

The collaboration operates on several fronts, including **pro bono legal advice, research,** and **the organisation** and **sponsorship of events**.

FAI – Fondo Ambiente Italiano

Since 2019, the Firm has supported **FAI – Fondo Ambiente Italiano**, an organisation dedicated to **the protection and enhancement of Italy's historical, artistic, and landscape heritage.**

Over the years, this commitment has taken the form of:

- a two-year sponsorship agreement for Villa Gregoriana in Tivoli;
- a contribution towards the maintenance of Villa Necchi Campiglio in Milan;
- sponsorship of the exhibition "Adriano Pallini. A Family Collection", hosted at Villa Necchi Campiglio; and
- the maintenance of Dan Flavin's light installations, part of the permanent collection at Villa Panza in Varese.

Società Polisportiva "Atletico Diritti"

Legance has contributed to **the sponsorship** of the football team of **"Atletico Diritti"**, a multi-sport association founded by the associations Progetto Diritti and Antigone, under the patronage of Roma Tre University.

The team, made up of migrants, detainees or former detainees, and university students, takes to the pitch in the name of **integration, anti-racism,** and **equal rights for all**, promoting **sport as a tool for social cohesion and community engagement**.

The Firm has supported the multi-sport association, which includes a men's 11-a-side football team, a cricket team, a basketball team, a women's 5-a-side football team active within the Rebibbia Women's Prison in Rome, a table tennis team active within the Rebibbia Prison in Rome, and a men's 5-a-side football team active within a residential community for minors from the criminal justice system.

Ri-Diamo APS

Ri-Diamo APS is an association founded in 2009 by Legance together with several partners of the Firm, with the aim of carrying out **fundraising activities** in support of charitable and humanitarian initiatives and promoting **direct volunteering**, with a particular focus on children and young people facing social, economic or health-related hardship.

Over the years, Ri-Diamo's financial support has helped to deliver a wide range of humanitarian projects, including:

- a rehabilitation centre for children with severe neurological disorders;
- summer camps and holiday programmes for young people with severe disabilities and autism;
- a family home for parents of children undergoing cancer treatment;
- a parish canteen supporting people in need;
- surgical procedures to restore sight to many children in Pakistan;
- a wheelchair basketball team and football and golf courses for children with autism;
- a youth orchestra in under-resourced neighbourhoods of Naples;
- home-based hospital care for newborns with severe birth defects;
- Italian language courses for young refugees;
- programmes supporting the inclusion of young people with Down syndrome;
- two projects promoting access to sport and providing psychological support for young people in difficulty, including residents of the Città dei Ragazzi and other family homes;
- a residence for hosting the families in financial hardship of sick children and arrange their transport to healthcare facilities;
- furthermore, Ri-Diamo has directly purchased medicines to treat children for a full year at the only paediatric hospital that has remained operational in Palestine during the war.

Fondazione Don Gino Rigoldi

In 2025, the Firm hosted, for the third consecutive year, an exhibition featuring twenty-six works by as many photographers for the charity auction "A noi ci frega lo sguardo...", promoted by Fondazione Don

Gino Rigoldi ("Foundation").
The photography auction was organised this year in support of the Cambio Rotta project.
The proceeds from the event were donated to support young people seeking rehabilitation both inside and outside the Cesare Beccaria Juvenile Detention Centre through:

- a training programme to foster cooperation among all those working within the prison;
- support for young detainees through a highly specialised educational programme designed to empower them in social life and prevent reoffending;
- the promotion of training pathways and work grants to help young people to discover and develop their potential;
- Teatro Puntozero, which helps young people to test their abilities in a professional environment by creating artistic and multimedia productions as actors, musicians, and technicians.

The photographs were auctioned on Sunday, 30 March, at the Cesare Beccaria Juvenile Detention Centre.

Our collaboration with the Fondazione Don Gino Rigoldi also extends to sporting initiatives: the Firm took part in the Stramilano, donating a contribution to the Foundation for each participant.

Finally, at Christmas, we supported the Foundation by purchasing artisanal panettone made exclusively for the charity by Pasticceria Filippi in Zané (VI), which was gifted to all Legance professionals and staff.

Every Child is My Child

Every Child Is My Child (#ECIMC) is a non-profit ETS, a Third Sector Entity based in Rome and founded on the initiative of actress Anna Foglietta through the spontaneous collaboration of artists and professionals from the world of culture, united by the belief that solidarity cannot be limited to moral condemnation alone, but must translate into direct and concrete action.
The association's mission is to protect the rights of children in their most vulnerable forms: children affected by armed conflict, poverty, illness, marginalisation, abuse, and exploitation. Its very name – *Every Child Is My Child* – encapsulates its founding principle: every child, regardless of nationality or social status, deserves the same care, attention, and opportunities.
To pursue this mission, #ECIMC develops and promotes initiatives, events, and fundraising campaigns to support humanitarian projects in crisis contexts. Current activities include the distribution of food in the tent camps of Gaza, in collaboration with the organisation Soleterre; support for the paediatric ward of the Nasser Medical Complex in the Gaza Strip; fundraising for chemotherapy medicines for Palestinian children with cancer; the opening of the Soleterre Children Centre for the education and care of children in conflict zones; and the Plaster School project in Syria, launched in 2017 in Reyhanli to support refugee children.
The association operates according to principles of transparency and accountability: every intervention is monitored and documented on the ground, ensuring full traceability of how the funds raised are used.

On 20 November, on the **International Day of the Rights of the Child and Adolescent,** the Firm renewed its commitment to the protection and dignity of every child by supporting Every Child Is My Child and taking part in the charity dinner.

The "Muro" Project

The "Muro" Association is a social promotion association and third sector entity, as well as one of the leading European actors within the artistic movement known as "Street Art". Founded by the artist David Diavù Vecchiato, the Association represents the ongoing evolution of an open and constructive dialogue between artists, local communities, and public authorities – responsible for the creation, protection, and conservation of works in the urban environment – thereby driving a genuine evolution in the field of urban art. Its work began in Rome and later expanded to several regions across Italy.

The Association proposed to the Mental Health Department UOC SM D6 of ASL RM 2 the idea of creating murals dedicated to Franco Basaglia on the walls of the *Struttura Residenziale Terapeutico-Riabilitativa Estensiva* (Extensive Therapeutic and Rehabilitation Residential Facility) in Salone, to be completed by October 2025, when the facility was scheduled to be dedicated to Basaglia. This project was welcomed by the Department and was made possible thanks to a number of financial donations, including that from Legance.

The murals decorating the facility, created by the artist Diavù, pay tribute to the visionary psychiatrist and neurologist who revolutionised the very concept of mental health, placing dignity and humanity – rather than illness – at the centre of care. The Association also involved the young residents of the facility in the creation of the artworks.

Restoration of Works at the Galleria d'Arte Moderna – Milan

Legance has entered into a four-year technical sponsorship agreement aimed at carrying out conservation and restoration activities on artworks belonging to the collection of the **Galleria d'Arte Moderna in Milan**.

In collaboration with the City of Milan, Legance has contributed to providing funding for conservation and restoration work.

BEERANCE – Beer Legance

The **Beerance Project** forms part of the Firm's sustainability initiatives. The brewery is part of an organisation called La Piazza dei Mestieri, whose mission is to educate, provide vocational training, and bring together young people from disadvantaged backgrounds, enabling them to acquire the knowledge and skills needed to enter the labour market or continue their studies.

Since its foundation in 2004, "La Piazza" has welcomed thousands of young people, both Italian and foreign, who arrived pursuing a dream, seeking guidance in becoming adults, and looking for a chance to learn a trade and find a job.

To support the La Piazza dei Mestieri project, we can all order Beerance (a name conceived and registered by Legance) and contribute to funding Legance's scholarships.

Institutional Roles within Professional Associations and Organisations

In 2025, the Firm's professionals held formal roles within governing bodies, technical committees, public institutions, and international organisations. These roles – distinct from ordinary membership – reflect a qualified commitment to the governance of the professional community, to the institutions of the Italian Republic, and to international organisations, contributing to policy development, technical and scientific guidance, and institutional representation.

Leadership and Executive Roles

Key top-level leadership roles include:

- President of the Fondazione Cogitationis Viola and of the association called Chiamale Storie;
- President of Ri-Diamo APS;
- Vice President of the Ibero-American Club of International Arbitration;
- Co-Chair of Arbit – Forum Italiano dell'Arbitrato;
- Co-Founder of Arbit;
- Co-Director of the scientific journal "Dialoghi di diritto dell'economia";
- Member of the Milan Bar Association and Coordinator of the Civil Justice Commission (with over 60 institutional activities carried out in 2025 alone);
- Secretary and Member of the Board of Directors of the UN Global Compact Network Italia;
- Emeritus Director of the Global Board and Member of the European Board of The Global Alliance of Impact Lawyers (GAIL);
- Member of the Board of Directors and of the Ethics Committee of AmCham (American Chamber of Commerce in Italy).

Institutional Roles within National Public Bodies

The Firm's professionals have contributed directly to the institutions of the Italian Republic and to key national evaluation and advisory bodies:

- Member of the Ministry of Economy and Finance (MEF) since 2024;
- Commissioner for the Abilitazione Scientifica Nazionale (ASN) for the 2021-2023 term;
- Ombudsperson for the association Antigone (for the 2025-2026 biennium, with two Firm professionals serving in this role).

International Institutional and Diplomatic Representation

Through its professionals, the Firm is active in high-level diplomatic and official contexts:

- Knight of the Order of Malta – Minister Counsellor at the Official Representation of the Sovereign Military Order of Malta in the United Kingdom of Great Britain and Northern Ireland, with diplomatic and humanitarian responsibilities;
- European Coordinator of the Fondazione Centesimus Annus Pro Pontifice, established to promote awareness of social doctrine and the activities of the Holy See;
- Secretary and Promoting Member of the United Nations Global Compact;
- Delegate to the Italian Committee of the ICC Commission.

Scientific and Academic Leadership Roles

Several professionals hold positions of scientific responsibility and academic coordination:

- Scientific Coordinator at Università Uninettuno;
- Country Reporter for Italy at the CELIS Institute;
- Co-direction of scientific journals and qualified participation in national and international editorial boards.

Roles in Sector-Specific Technical Committees

The Firm is also actively represented in the technical committees of leading industry associations:

- Member of the M&A Committee, the Tax and Legal Committee, and the Defence Committee of AIFI;
- Resident Member and Board Member of Business Club Italia;
- Member and Advisor of AIDA – Italian Association of Environmental Law and of the EELA Network (European Environmental Law Association).

Significance for Sustainability

The range of these institutional roles highlights a distinctive feature of the Firm: the willingness of its professionals to take on formal responsibilities in the service of institutions, representative bodies, and policy communities. In terms of sustainability, this translates into:

- a direct contribution to the quality of governance within the institutions of the legal profession, the economy, and the third sector
- active participation in legislative development and in the technical-scientific guidance of matters relating to economic law, environmental law, sustainability, and arbitration
- the representation of Italy in high-level international contexts, both technical and diplomatic
- the strengthening of the Firm's relationship with institutional stakeholders, generating reputational and substantive value for the entire ecosystem in which it operates

Legance's Commitment to Sustainable Development

VSME Standard

B2 – Practices, policies and future initiatives for transitioning towards a more sustainable economy

C1 – Strategy: Business Model and sustainability-related initiatives

Strategy and Sustainability

The Firm recognises sustainability as a central and strategic component of its business, adopting an approach that integrates environmental, social and governance (ESG) factors into decision-making processes and internal policies.
The Firm's Sustainability Policy sets out the strategies and objectives relating to the key areas of environmental, social and governance impact, in line with the principles set out in the Code of Ethics and with a vision focused on creating long-term value.

Through this approach, Legance aims to contribute to a sustainable development model by integrating environmental responsibility, attention to social aspects, and robust governance frameworks into the conduct of its professional activities. Legance's commitment in this area is structured around four fundamental pillars, which represent the key reference areas for defining the Firm's priorities and initiatives.

- Environment
- Labour and Human Rights
- Diversity, Equity and Inclusion (DEI)
- Ethical Integrity and Anti-Corruption

These pillars shape behaviours and guide decision-making across the entire *Legance Community*, helping to ensure consistency and alignment with the Firm's ESG values and objectives.

OBIETTIVI PER LO SVILUPPO SOSTENIBILE

United Nations Sustainable Development Goals (SDGs)

In 2015, the United Nations adopted the 2030 Agenda, of which the SDGs – Sustainable Development Goals – form an integral part. These 17 Sustainable Development Goals are set out within a global action plan to be achieved by 2030 across environmental, economic, social, and institutional dimensions.

Legance's Contribution to the Sustainable Development Goals (SDGs)

Environment

Monitoring and Reduction of Emissions Legance monitors, analyses and certifies its CO_2 emissions, purchases fully certified renewable energy backed by guarantees of origin, and supports emissions-offset projects through certified carbon credits.	**SDG 13:** Take urgent action at all levels to combat climate change and its impacts.
Energy Efficiency of Offices Legance implements measures to improve the energy efficiency of its offices, using LED lighting systems with smart controls, BMS platforms for monitoring and regulating HVAC systems, and presence sensors installed in common areas.	**SDG 7:** Ensure access to affordable, reliable, sustainable and modern energy for all.
Responsible Materials Management Legance has eliminated single-use plastic across all its offices, adopting compostable materials and reusable solutions. All offices use FSC-certified and recycled paper for internal printing and are equipped with recycling stations for separate waste collection.	**SDG 12:** Ensure sustainable consumption and production patterns.

Governance

Corporate Values Legance is committed to conducting its activities responsibly and in accordance with ethical principles, promoting a corporate culture grounded in integrity, transparency, and social responsibility.	**SDG 8:** Promote sustained, inclusive and sustainable economic growth, full and productive employment and decent work for all.
Anti-Corruption and Compliance Legance has adopted an Anti-Corruption Policy compliant with ISO 37001:2016, supported by annual training programmes and internal audits to ensure compliance with the Firm's procedures and ethical principles.	**SDG 16:** Promote peaceful and inclusive societies for sustainable development.

Legance's Contribution to the Sustainable Development Goals (SDGs)

Social

Training and Professional Development Legance invests in the training of its professionals through programmes aimed at developing technical and cross-functional skills, including international secondment opportunities.	**SDG 4:** Ensure inclusive and equitable quality education and promote lifelong learning opportunities for all.
Gender Equality and Inclusion Legance promotes gender equality and an equitable and inclusive working environment. The Firm has obtained UNI/PdR 125:2022 certification and has adopted a Parenthood Plan and a Gender Equality Policy.	**SDG 5:** Achieve gender equality and empower all women and girls
Health, Safety and Wellbeing Legance ensures a healthy and safe working environment for its professionals and employees by equipping its offices with sports facilities, ergonomic workstations, and supplementary health insurance coverage	**SDG 3:** Ensure healthy lives and promote wellbeing for all.
Internal Cohesion and Corporate Culture Legance fosters internal cohesion through annual retreats for each practice area, cultural events, and participation in charitable sporting initiatives such as the Stramilano and the Stracittadina di Roma, strengthening the Firm's sense of belonging and shared values.	**SDG 8:** Promote sustained, inclusive and sustainable economic growth, full and productive employment and decent work for all.
Pro Bono Work and Access to Justice Legance makes its professional expertise available to individuals and organisations in need through pro bono legal assistance.	**SDG 16:** Promote peaceful and inclusive societies for sustainable development.
Responsible Value Chain Legance selects its suppliers based on ESG criteria, proximity, and social impact, favouring organisations with a social solidarity mission and ensuring annual monitoring of sustainability profiles	**SDG 8:** Promote sustained, inclusive and sustainable economic growth, full and productive employment and decent work for all.

1.4 Governance and Sustainability

Governing Bodies and Governance Model

VSME Standard
C9 – Gender diversity ratio in the governance body

Legance's governance has been designed to ensure collegiality and institutional solidity within a professional partnership composed of 69 Partners, who together form the **Partners' Meeting**.

In addition to the Partners' Meeting, the management of day-to-day operations and the planning of the Firm's activities are entrusted to the following bodies and committees:

Management Committee	The Management Committee consists of **five Partners** appointed for a three-year term. It appoints an Office Partner for each office of the Firm and, for the duration of its term, a Conflicts Committee. It may also appoint a Partner to act as secretary and permanent observer at the Management Committee's meetings.
Managing Partner(s)	Within the Management Committee, one or more Partners are selected to carry out all day-to-day management activities.
Chief Executive Officer	Appointed by the Management Committee, the CEO is responsible for managing the Firm's organisational structure.
Conflicts Committee	The Conflicts Committee is composed of **three Partners** and is responsible for ensuring that there are no **conflicts of interest in the acceptance of professional engagements**.
Office Partner	Delegated by the Management Committee, the Office Partner oversees the day-to-day management of the relevant office.
Remuneration Committee	The Remuneration Committee, elected by the Partners' Meeting, is responsible for **the remuneration policy for Partners**. It is appointed for a three-year term and comprises **eleven members**, five of whom also serve on the Management Committee.
Innovation and Strategy Committee	The Innovation and Strategy Committee is composed of the members of the Remuneration Committee, together with three additional Partners appointed by the Management Committee. It provides **advisory support on matters of particular strategic relevance for the Firm's operations**.

The Firm has also established the roles of **Insurance Partner** and **Compliance Partner**, reflecting its focus on matters of particular relevance to the client-professional relationship.

To ensure continuous oversight and to combat all forms of corruption, Legance has adopted a governance structure and a Corruption Prevention Management System ("CPMS"). In October 2020, the first set of policies and procedures based on ISO 37001 (the "37001 Policies") was issued. The 37001 Policies are regularly reviewed and updated and are published on the Firm's Intranet.

Alongside the CPMS, Legance has also implemented an Information Security Management System ("ISMS") and policies and procedures based on ISO 27001 and ISO 27701 (the "27001 Policies"). The ISMS and the 27001 Policies contribute to preventing corruption by safeguarding the security, availability and confidentiality of information and personal data – assets that are central to the Firm's professional activity.

Sustainability Governance

Sustainability is an integral part of Legance's strategy and is implemented through the concrete contribution of its professionals and employees, with the aim of generating economic, environmental and social value. To ensure a structured and consistent implementation, the Firm has established the **Sustainability Committee**, an internal body that supports the Management Committee in executing the sustainability strategy, managing ESG initiatives, and monitoring compliance with the principles set out in the Sustainability Policy.

The Sustainability Committee is composed of eight members:

Alberto Maggi	*CEO, Senior Partner*
Claudia Gregori	*Senior Partner*
Roberto Randazzo	*Partner*
Valentina Masi	*General Counsel*
Nathalie François-Koublanovsky	*HR Director*
Luca Menci	*Chief People & Culture Officer*
Emilio Sica	*Chief Financial Officer*
Elisa Zetti	*Senior Communication Manager*

The Sustainability Committee performs advisory and initiative-driving functions with respect to the planning, development, and coordination of the Sustainability Strategy. In particular, it is responsible for:

- implementing the ESG initiatives approved by the Management Committee and proposing new initiatives to ensure the continuous improvement of the Firm's sustainability performance;
- monitoring and coordinating the collection of ESG data in order to measure and assess the environmental and social impact generated, including for the preparation of the Firm's Sustainability Report;
- periodically reviewing the relevance – or materiality – of ESG topics for the Firm and its stakeholders, and updating the Firm's ESG objectives and commitments accordingly;
- promoting internal and external information and awareness-raising activities, including through collaboration with initiatives promoted by non-profit organisations, companies or other entities engaged in social-impact work;
- identifying initiatives and beneficiaries for pro bono work, donations, and sponsorships.

Given its institutional and strategic role, the Sustainability Committee carries out its operational activities with the involvement of the Firm's professionals and employees, according to their respective expertise and availability.
The Sustainability Committee meets every two months, as well as whenever deemed necessary for the performance of its duties. In 2025, it met 12 times.

The Sustainability Committee identifies ESG initiatives in line with Legance's Sustainability Strategy, the commitments undertaken by the Firm through its Sustainability Policy, and the Firm's strategic ESG priorities.
Sustainability initiatives are selected from those proposed by Partners, professionals and employees, or by members of the Sustainability Committee, based on an assessment of the following aspects:

Strategic value of the initiative	Beneficiary stakeholders	Expected impacts
Estimate of the financial resources required	Estimate of the hours required from the Firm's professionals and employees	Expected timeline for completion of the activity

Once approved by the Sustainability Committee, sustainability initiatives are incorporated into a dedicated action plan ("Action Plan").

In 2025, the main activities involving the Sustainability Committee included:

- updating the Sustainability Policy;
- updating the Code of Ethics;
- reviewing the Sustainability Committee Procedure;
- obtaining ISO 14001 certification;
- launching pro bono initiatives in favour of Gustolibero Società Cooperativa Sociale, Fondazione Pasquinelli, and Fondazione Alberto Sordi;
- acting as the "Steering Committee" for the management of the PdR 125 certification, including the expansion of the whistleblowing procedure; and
- preparing the Firm's first Sustainability Report.

Legance's Policies

VSME Standard

B2 – Practices, policies and future initiatives for transitioning towards a more sustainable economy

C1 – Strategy: Business Model and sustainability-related initiatives

C2 – Description of practices, policies and future initiatives for transitioning towards a more sustainable economy

Legance adopts policies and procedures that guide the conduct of its activities according to principles of responsibility. The Firm disseminates the content of these safeguards to all relevant recipients through dedicated training and awareness-raising initiatives, designed to promote their understanding and correct application.

These policies define the Firm's commitments and govern the actions and behaviours connected with its activities and business relationships, also with the aim of protecting the Firm and its stakeholders.

Below is a summary of the main policies. Their content is further detailed in the chapters and paragraphs dedicated to the corresponding material topics.

Sustainability Policy

The Sustainability Policy sets out the principles and objectives that guide Legance's approach to sustainability and refers to the policies dedicated to environmental, social and governance matters.

In drafting the Policy, Legance carried out an analysis of the **United Nations Sustainable Development Goals (SDGs)** and the Ten Principles of the **United Nations Global Compact (UNGC)**. The Firm also took into account its Code of Ethics and the safeguards already adopted in the area of anti-corruption, as set out in the documentation framework that supported the achievement of ISO 37001 certification.

To translate these principles into operational guidance, Legance has adopted dedicated policies, which constitute the instruments through which it formalises its commitments in the field of sustainability.

Environmental Policy

Following the achievement of ISO 14001 certification, Legance defined its environmental principles and objectives through the publication of a dedicated policy, through which it chose to align its processes with the international standard. Through this commitment, the Firm pursues environmental protection, in particular by:

- preventing and reducing pollution arising from its activities;
- reducing waste;
- using resources sustainably;
- rationalising the use of natural and energy resources;
- mitigating the effects of climate change; and
- ensuring responsible waste management, favouring recovery and recycling over disposal whenever possible.

Code of Ethics

Legance's Code of Ethics sets out the principles, obligations and duties that apply to all employees and professionals operating within the Firm.

All those to whom the Code applies are required to comply with its principles in the performance of their activities, in decision-making, in the proposal and implementation of projects, and in carrying out tasks and responsibilities, in line with the Firm's objectives.

Whistleblowing

As part of its whistleblowing system – governed in Italy by Legislative Decree 24/2023 implementing Directive (EU) 2019/1937 – Legance has adopted a Whistleblowing Privacy Notice dedicated to reports, drafted pursuant to Article 13 of Regulation (EU) 2016/679 (GDPR).

The Notice is available on the Firm's website in the Policies section and sets out the procedures for reporting unlawful conduct – whether acts or omissions – that constitutes or may constitute violations of laws and regulations, the values and principles of the Code of Ethics, internal control safeguards, corporate policies, and gender-equality rules. Reports may also concern conduct capable of causing harm of any kind (economic, environmental, related to workers' or third-party safety, or reputational) to the Firm, its clients, partners, third parties or, more broadly, to the community, in the context of relations with Legance.

Supplier Code of Conduct

Legance has adopted a Supplier Code of Conduct, which sets out the principles and commitments that must guide the activities of all third parties providing services, goods or premises to Legance, including landlords granting rights of use over office space, IT service providers, and recruitment or headhunting firms.

Signing the Supplier Code of Conduct is a prerequisite for registration in the Suppliers Register and entails the Supplier's commitment to ensuring compliance with ESG Principles in all its activities and business relationships.

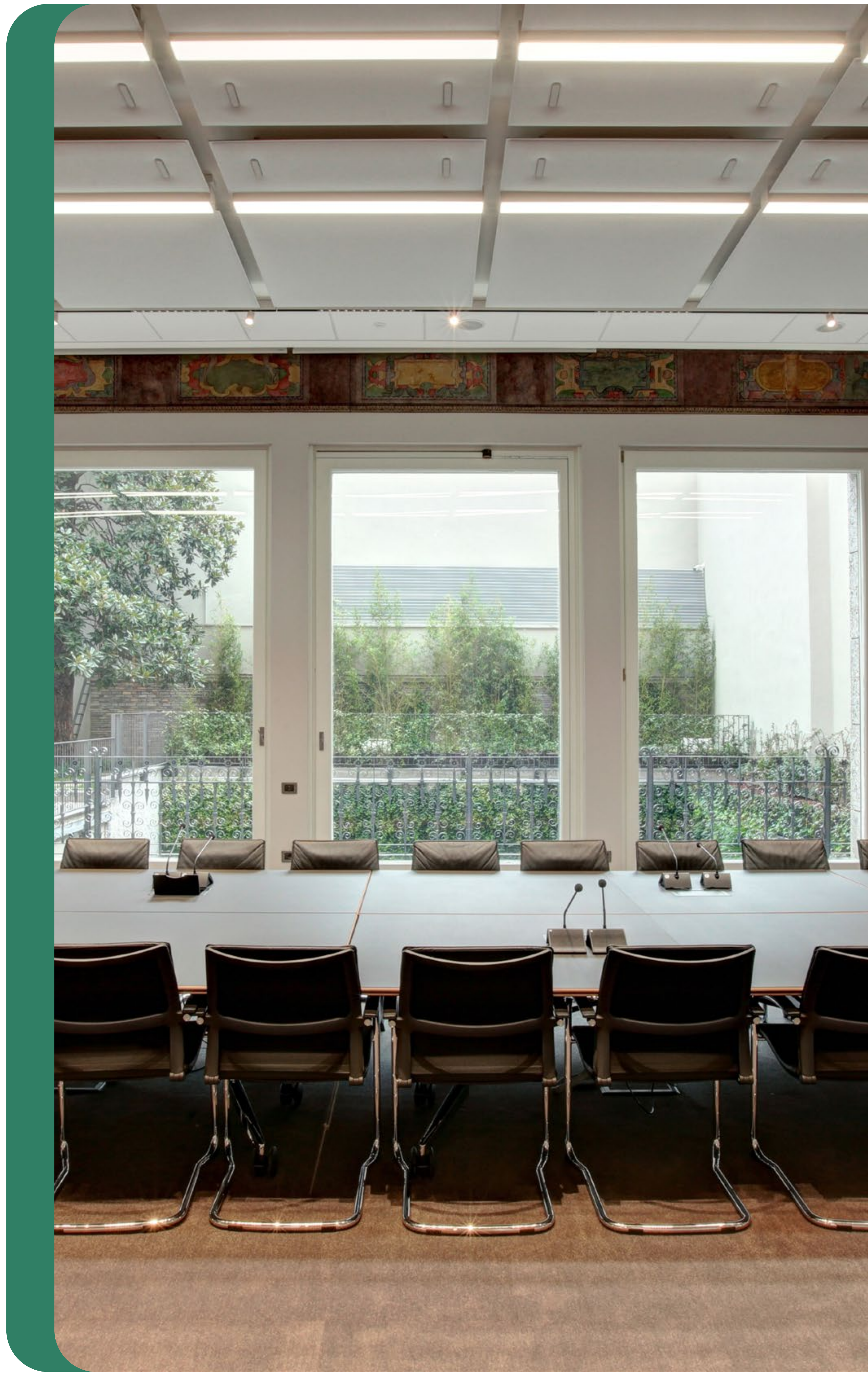
Gender Equality Policy

The Gender Equality Policy builds on the Firm's Sustainability Policy and Code of Ethics, expanding and developing the content specifically related to gender equality. In line with UNI/PdR 125, Legance's strategy is formalised in the **Gender Equality Strategic Plan**, which constitutes the central instrument for planning, implementing, and monitoring the initiatives aimed at achieving the Firm's gender-equality objectives.

AML and CFT Policy

In accordance with the regulatory framework on Anti-Money Laundering (AML) and Countering the Financing of Terrorism (CFT), Legance has adopted a risk management policy designed to prevent and avoid the involvement of the Firm or individual professionals in potentially harmful events.

Legance is committed to ensuring that the services it provides are not used for criminal purposes related to money laundering or terrorist financing, fostering an internal culture based on full compliance with applicable regulations and the effective fulfilment of passive cooperation obligations, such as enhanced knowledge of the Client and the retention of documentation relating to transactions carried out.



Management Systems and Certifications

VSME Standard

B2 – Practices, policies and future initiatives for transitioning towards a more sustainable economy

C1 – Strategy: Business Model and sustainability-related initiatives

C2 – Description of practices, policies and future initiatives for transitioning towards a more sustainable economy

Management Systems

Legance has adopted management systems certified to international standards, designed to ensure regulatory compliance and to reduce negative environmental and social impacts.

Certifications

Legance demonstrates its commitment through internationally recognised certification standards.

BREEAM® (Building Research Establishment Environmental Assessment Method)

The BREEAM® (Building Research Establishment Environmental Assessment Method) certification is one of the leading international standards for assessing the environmental sustainability of buildings.

It measures performance in areas such as energy efficiency, resource management, environmental impact, occupant health and wellbeing, mobility and land use, certifying the property's level of sustainability according to objective and verifiable criteria. Legance has obtained this certification for its Milan offices.

FSC® (Forest Stewardship Council)

The FSC® (Forest Stewardship Council) certification confirms that wood-based products (furniture) and paper (used for printing) originate from responsibly managed forests, in accordance with environmental, social and economic criteria.

It ensures the protection of biodiversity, the rights of local communities and workers, and the traceability of materials throughout the entire supply chain, contributing to the sustainable management of forest resources.

ISO 14001:2015	The ISO 14001 standard sets out the requirements that an **environmental management system** must meet in order to enable organisations to monitor their environmental performance with a view to continuous improvement, aimed at reducing the negative impacts associated with production processes and products.
ISO 14064-1:2019	The ISO 14064-1 standard sets out the principles and requirements for **quantifying and reporting greenhouse gas emissions and removals** at organisational level, with the aim of supporting organisations in defining their GHG inventory and monitoring their climate performance according to criteria of transparency, consistency and reliability.
ISO/IEC 27001:2022	The ISO/IEC 27001 standard sets out the requirements for establishing, implementing, maintaining, and continually improving an **information security management system**, with the aim of supporting organisations in protecting the confidentiality, integrity and availability of information, through an approach based on risk assessment and risk treatment.
ISO/IEC 27701:2019	The ISO/IEC 27701 standard sets out the requirements for establishing, implementing, maintaining, and improving a **privacy information management system**, supporting organisations in defining safeguards, controls and procedures suitable for governing the processing of personal data and strengthening compliance with applicable data protection legislation.
ISO 37001:2016	The ISO 37001 standard sets out the requirements for establishing, implementing, maintaining, and improving a **management system designed to prevent, detect and address corruption risks**, supporting organisations in defining safeguards, controls and procedures aimed at promoting ethical conduct and strengthening compliance with applicable anti-corruption regulations.
UNI/PdR 125:2022	The UNI/PdR 125:2022 reference practice sets out the guidelines for adopting a **gender-equality management system**, with the aim of supporting organisations in defining, implementing and monitoring policies and measures designed to reduce gender gaps, promote an inclusive culture and strengthen equality in recruitment, career development, remuneration and parental-support processes.

1.5 Material Topics: Impact Management

This section outlines: a) the process used to identify impacts; and b) the information that, as the outcome of the Materiality Assessment – Material Topics, is presented in the Sustainability Report.

External Sources

Sector Studies and Research / Industry Trends

Legal Sustainability Alliance – Measuring Advised Emissions

International Frameworks and Guidelines

World Economic Forum – Strategic Intelligence / Global Risks Report (2025)

OECD – Due Diligence Guidance for Responsible Business Conduct (2018)

OECD – Framework for the Assessment of Nature-Related Financial Risks (2023)

International Labour Organization (ILO) – Advancing Social Justice (2023)

International Labour Organization (ILO) – Transforming Enterprises through Diversity and Inclusion (2022)

United Nations Human Rights (UNHR) – Guiding Principles on Business and Human Rights. Implementing the United Nations "Protect, Respect and Remedy" Framework (2011)

CBD – Kunming-Montreal Global Biodiversity Framework (2022)

GBI – Integrating Human Rights into Company Climate Action (2024)

COSO | WBCSD – Enterprise Risk Management (2018)

Benchmarking Analysis

Benchmarking of peers (material topics, policies, risks)

Impact Identification and Assessment Process

The process of identifying, assessing and subsequently prioritising material topics, carried out for the 2025 reporting cycle, is applied to a dynamic context such as business management. Topics and their associated impacts change and evolve over time – in both nature and significance – and influence strategy, the business model, the relationship ecosystem, and decision-making.

This disclosure aims to provide stakeholders with the information necessary to understand the process through which Legance's Material Topics were identified.

Understanding the Organisation's Context

Legance's operating environment and reference framework, its business model, activities, and commercial relationships, as well as its sustainability context and stakeholder analysis, are described in the previous chapters Legance and Strategy and Value Chain of this Report.

Identification of Actual and Potential Impacts

Actual and potential impacts on the economy, the environment and people – including impacts on human rights – were identified through an analysis of various external and internal sources, taking into account the outcomes of stakeholder dialogue and engagement activities.

Internal Sources

Code of Ethics

Sustainability Policy

Gender Equality Policy

Supplier Code of Conduct

Whistleblowing Privacy Notice

Environmental Management System – UNI EN ISO 14001

Organisational Carbon Footprint – UNI EN ISO 14064

Information Security Management System – ISO/IEC 27001:2022

Personal Data Protection (Privacy) Management System – ISO/IEC 27701:2019

Corruption Prevention Management System – UNI ISO 37001:2016

Gender Equality Management System Guidelines – UNI/PdR 125:2022

Impact Areas

The table summarises the results of the Materiality Assessment and, consequently, the topics that are reported in this document. It highlights the material topics, the underlying impact areas (including descriptions and the reasons for the relevance of each topic selected), the characteristics of the topic and its associated impacts, and the specific indicators (VSME Standard) used for reporting, which are detailed in the VSME Index forming an integral part of this Report.

Topic / Sub-topic		Impacts		
Topic	**Sub-topic**	**Summary**	**Impact Types**	**VSME**
Environmental Topics				
Climate change	Energy	Negative impacts related to energy consumption arising from Legance's operational activities and across the value chain.	Actual Negative Short/medium/long term From own operations and across the value chain	B3 – Energy and greenhouse gas emissions
Climate change	Climate change mitigation	Negative impacts associated with emissions generated by Legance's operational activities and across the value chain.	Actual Negative Short/medium/long term From own operations and across the value chain	B3 – Energy and greenhouse gas emissions
Resource use and circular economy	Resource inflows, including resource use	Negative impacts associated with the use of raw materials in operational activities (paper, IT equipment, stationery, and other office supplies).	Actual Negative Short/medium term From own operations and across the value chain	B7 – Resource use, circular economy and waste management
Social Topics				
Own workforce	Working conditions	Positive impacts generated by a work environment that provides stable employment, fair and adequate remuneration, and respect for workers' rights, with attention to work-life balance.	Actual Positive Short/medium/long term From own operations	B8 – Workforce – General characteristics C5 – Additional (general) workforce characteristics B10 – Workforce – Remuneration, collective bargaining and training
Own workforce	Health and safety	Negative impacts related to the potential occurrence of injuries or other incidents in the workplace.	Potential Negative Short/medium/long term From own operations	B9 – Workforce – Health and safety
Own workforce	Equal treatment and opportunities for all	Positive impacts on people arising from a work environment that ensures respect for workers, equal opportunities, non-discrimination, and continuous training.	Actual Positive Short/medium/long term From own operations	C6 – Additional own workforce information – Human rights policies and processes C7 – Severe negative human rights incidents
Workers in the value chain	Working conditions	Potential negative impacts related to working conditions across the value chain, which may involve potential negative impacts on human rights and other labour rights (working hours, inadequate wages, social dialogue, freedom of association, health and safety).	Potential Negative Short/medium/long term Across the value chain (upstream and downstream)	C1 – Strategy: Business Model and sustainability-related initiatives

Topic / Sub-topic		Impacts		
Topic	**Sub-topic**	**Summary**	**Impact Types**	**VSME**
Social Topics				
Consumers and end-users	Privacy	Potential negative impacts on privacy protection (processing of sensitive information) and on information-system security (potential breaches or data-security incidents).	Potential Negative Medium/long term From own operations and across the value chain	C1 – Strategy: Business Model and sustainability-related initiatives
Consumers and end-users	Non-discrimination/ Access to products and services	Positive impacts linked to social inclusion, pursued through promoting access to legal services for individuals and groups in vulnerable conditions, including through pro bono work. Contribution to the dissemination of legal culture and ESG awareness through training, outreach and academic initiatives aimed at improving accessibility and the quality of legal education.	Actual Positive Short/medium/long term From own operations and across the value chain	C1 – Strategy: Business Model and sustainability-related initiatives
Governance Topics				
Business conduct		The promotion and consolidation of a corporate culture based on ethical business conduct generate positive impacts for internal and external stakeholders, strengthening workforce engagement and responsibility in relationships with employees, suppliers, clients, and other stakeholders.	Actual Positive Short/medium term From own operations	B11 – Convictions and fines for corruption and bribery
Business conduct	Management of relationships with suppliers	Potential negative impacts arising from inadequate supply-chain management or from failing to select and qualify suppliers in line with environmental and social standards, human rights protection, and fair labour practices.	Potential Negative Short/medium/long term From own operations and across the value chain	C1 – Strategy: Business Model and sustainability-related initiatives

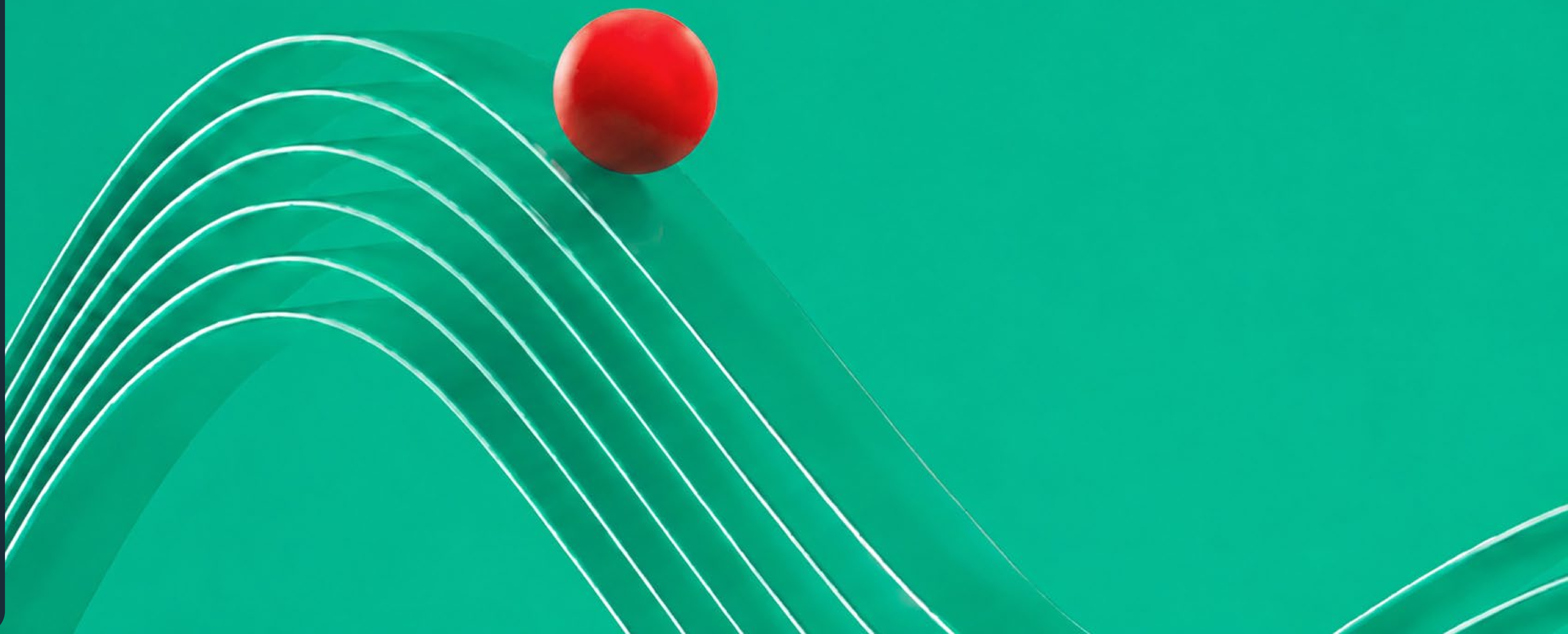
Objectives

Legance has identified a set of objectives relating to the material topics that emerged from the assessment, which it is committed to pursuing.

Material Topic	Objectives	Actions	SDGs
Environmental			
Energy **Climate change mitigation**	**Optimisation of energy efficiency and reduction of GHG emissions**	Continued procurement of energy from renewable sources [Guarantees of Origin contracts]. Consolidation of analysis activities aimed at identifying potential energy efficiency improvements in office premises [LED lighting]. Strengthening carbon management monitoring and oversight through the update of the GHG inventory in line with ISO 14064 and the development of emission-offsetting initiatives. Completion of the adoption process for the ISO 50001 Energy Management System.	**SDG 7:** Ensure access to affordable, reliable, sustainable and modern energy for all **SDG 13:** Take urgent action to combat climate change and its impacts
Resource inflows, including resource use	**Responsible use of consumable materials**	Continued monitoring and reduction of paper consumption in operational and administrative activities, while maintaining FSC-certified procurement and promoting efficient resource use practices, such as reduced-weight paper and double-sided printing.	**SDG 12:** Ensure sustainable consumption and production patterns
Social			
Working conditions **Equal treatment and opportunities** **Health and safety**	**Promotion of wellbeing, safety and professional development**	Consolidation of investments in training and professional development for employees and professionals. Completion of the adoption process for the ISO 45001 Occupational Health and Safety Management System. Maintenance of high safety standards and minimisation of accident rates.	**SDG 5:** Achieve gender equality and empower all women and girls **SDG 8:** Promote sustained, inclusive and sustainable economic growth, full and productive employment and decent work for all **SDG 10:** Reduce inequality within and among countries

Material Topic	Objectives	Actions	SDGs
Social			
Working conditions	**Promoting responsible supply chain management**	Promoting responsible supply chain management through collaborative relationships based on reliability, integrity, service quality, and attention to ESG factors, in line with the Firm's professional principles and standards, by distributing questionnaires to map our suppliers' sustainability commitments.	**SDG 8:** Promote sustained, inclusive and sustainable economic growth, full and productive employment and decent work for all **SDG 10:** Reduce inequality within and among countries
Privacy	**Protection of confidentiality and information security**	Strengthening safeguards for the protection of information confidentiality and the security of the Firm's IT systems by maintaining ISO 27001 and ISO 27701 certifications. Expansion of the whistleblowing platform to include reports relating to gender-equality issues.	**SDG 16:** Develop effective, accountable and transparent institutions at all levels
Non-discrimination Access to products and services	**Accessibility and inclusion in legal services**	Promoting an inclusive and responsible professional model aimed at expanding access to legal services and generating positive social impact for the community through the publication of a more incentivising pro bono policy. Consolidation and expansion of pro bono activities to support access to legal services for individuals and groups in vulnerable conditions, while strengthening the Firm's social commitment.	**SDG 16:** Ensure public access to information and protect fundamental freedoms **SDG 10:** Empower and promote the social, economic and political inclusion of all

2. Environmental Disclosure



2.1 Energy and Greenhouse Gas Emissions

Energy and GHG Emissions Policies

VSME Standard

B2 – Practices, policies and future initiatives for transitioning towards a more sustainable economy

C2 – Description of practices, policies and future initiatives for transitioning towards a more sustainable economy

In carrying out its activities, Legance adopts measures aimed at limiting the negative environmental impacts generated by its operations.

The Firm's approach to environmental protection is supported by the adoption of an Environmental Management System compliant with **ISO 14001** and **ISO 14064-1** and the related Environmental Policy, which provide for the monitoring and improvement of environmental performance and the definition of the GHG inventory in order to mitigate the effects of climate change and rationalise the use of energy resources. The **Sustainability Policy**, and particularly, the **Environmental Policy**, guides the responsible management of resources and processes, with the aim of preventing negative environmental impacts and promoting principles of **climate change mitigation**.

Energy Efficiency	Reduction of energy consumption and emissions across office locations and internal processes
Environmental Monitoring	Development of programmes aimed at reducing energy consumption
Sustainable Mobility	Promotion of sustainable mobility to reduce CO_2 emissions and urban traffic
Supply Chain	Dissemination of environmental protection and preservation principles across the entire supply chain

Actions on Energy and GHG Emissions

VSME Standard

B2 – Practices, policies and future initiatives for transitioning towards a more sustainable economy

C2 – Description of practices, policies and future initiatives for transitioning towards a more sustainable economy

With reference to the environmental dimension, Legance has implemented measures aimed at mitigating climate change and improving environmental management. In line with previous years, the focus has remained on **energy efficiency measures** across office locations, on monitoring the environmental impact of the Firm's activities, and on promoting programmes to reduce energy consumption. **Sustainable mobility** is encouraged to reduce CO_2 emissions, while environmental protection principles are disseminated across the entire supply chain.

Purchase of Electricity from Renewable Sources

Since 2024, the Firm has entered into an agreement with its electricity suppliers for the purchase of electricity backed by Guarantees of Origin (GO) for all its Italian offices (Milan and Rome). Guarantees of Origin are electronic certificates that attest to the renewable origin of the energy sources used.

Energy Efficiency

The Firm promotes the energy efficiency of its offices through the adoption of Building Management System (BMS) solutions designed to programme, schedule and regulate HVAC systems in the Milan and Rome offices, optimising their operation in line with actual needs.

These measures are complemented by the widespread use of LED lighting solutions, integrated with home automation technologies for automatic adjustment of light intensity, as well as by the installation of presence sensors and timed switch-off systems in common areas in order to limit unnecessary consumption.

Carbon Management

Greenhouse Gas (GHG) Emissions Inventory

Since 2019, Legance has implemented a structured system for monitoring and analysing CO_2 emissions generated by its offices in Italy, submitting the relevant data for verification and certification by an independent body, in accordance with the UNI EN ISO 14064 standard.

Offsetting Projects

In addition to monitoring, the Firm undertakes actions to reduce and offset emissions, including through the purchase of carbon credits. In 2026, Legance offset its emissions by purchasing credits generated in Italy by Carborea, a benefit corporation specialising in the generation of certified credits, as part of a project developed with Olivami for the agricultural regeneration of Salento, an area severely affected by the spread of *Xylella fastidiosa*. The initiative will support 15 farmers across seven municipalities in Salento and contribute to the growth of approximately 23,000 olive trees over 50 hectares of land, transforming emission offsetting into a concrete effort to restore the landscape and revitalise production in an area deeply impacted by the recent phytosanitary crisis.

The credits purchased by Legance derive from new olive groves established in the Salento region, validated in accordance with international standards and registered through advanced certification and traceability systems. The model adopted allows farmers to receive, from the earliest stages of the project, an economic return linked to the environmental value generated by CO_2 capture, thereby supporting the transition towards more sustainable agricultural practices.

System Controls and Prevention of Fluorinated Gas Leakages

The management of HVAC (Heating, Ventilation and Air Conditioning) systems is supported by structured monitoring and maintenance protocols designed to ensure proper functioning and to prevent potential leakages of fluorinated gases (F-gases).

Sustainable Mobility

Legance also promotes **sustainable mobility** initiatives, encouraging the use of electric and shared vehicles through dedicated agreements and developing **charging infrastructure** at its offices. In Rome, four **charging points for electric bikes and motorbikes** are operational, with three additional car-charging stations under design, while in Milan **two charging stations for electric cars** are already available. The objective is to reduce indirect emissions associated with business travel and commuting.

Energy Consumption and Energy Mix

VSME Standard

B2 – Practices, policies and future initiatives for transitioning towards a more sustainable economy

B3 – Energy and greenhouse gas emissions

C2 – Description of practices, policies and future initiatives for transitioning towards a more sustainable economy

Energy from Fossil Sources

The energy supply for Legance's Italian offices includes the use of energy from fossil sources, employed to meet specific operational needs. The main types of energy and fuels used are:

- **Fuels**: petrol for vehicles, used to power the Firm's owned vehicles required for operational activities.
- **Natural gas**: used for heating the workspaces at the Via Clerici office in Milan, opened in 2025.

Energy from Renewable Sources

Since 2024, Legance has purchased electricity from renewable sources.

- **Electricity purchased with Guarantees of Origin (GO)**: the Firm's electricity requirements of its Italian offices are covered 100% by supply contracts backed by Guarantees of Origin (GO), an electronic certification attesting to the renewable origin of the sources used.

Energy Consumption

Energy consumption, expressed in MWh and relating to the Milan and Rome offices, totalled **1,924.27 MWh** in 2025, of which **98.9%** from renewable sources and **1.1%** from fossil fuels.

Trends in Energy Consumption from Fossil Sources

In 2025, **energy consumption from fossil sources** increased compared to 2024, with its share of total consumption rising from 0.2% to **1.1%**. This increase is attributable, on the one hand, to the expansion of the company fleet from one to three cars at the Milan office, resulting in higher petrol consumption, and on the other hand, to the opening of the Via Clerici offices in Milan, whose heating system uses natural gas, unlike the other offices where heating is powered by electricity.

Trends in Energy Consumption from Renewable Sources

The electricity consumed in Legance's offices comes entirely from renewable sources through supply contracts backed by Guarantees of Origin (GO). In 2025, the overall share of renewable energy in total energy consumption amounted to **98.9%**, for a total of **1,903.40 MWh**, representing a slight decrease of 0.3% compared to 2024.

Direct energy consumption (MWh)	2025	2024
Consumption of fuel from crude oil and petroleum products	**15.86**	**4.67**
of which: Petrol for vehicles	15.86	4.67
Consumption of fuel from natural gas	**5.01**	**–**
of which: Natural gas for heating	5.01	–
Consumption of purchased or acquired electricity, heat, steam or cooling from fossil sources	**–**	**–**
of which: Purchased electricity	–	–
Total energy consumption from fossil sources	**20.87**	**4.67**
Share of fossil sources in total energy consumption (%)	***1.1%***	***0.2%***
Consumption of purchased or acquired electricity, heat, steam or cooling from renewable sources	**1,903.40**	**1,909.55**
of which: Electricity purchased under Guarantees of Origin supply contracts	1,903.40	1,909.55
Total energy consumption from renewable sources	**1,903.40**	**1,909.55**
Share of renewable sources in total energy consumption (%)	***98.9%***	***99.8%***
Total energy consumption	**1,924.27**	**1,914.23**

Conversion factors:

- Electricity – Conversione, fattori di – ENEA – Dipartimento Unità per l'efficienza energetica
- Fuels – Greenhouse gas reporting: conversion factors 2025 – GOV.UK
- Natural Gas – EU ETS – Italy News (minambiente.it)

Energy Intensity

The energy intensity index, calculated as the ratio between total energy consumption and turnover, is shown below. In 2025, the energy intensity index amounted to 8.83 MWh per million euro, a decrease compared to 9.62 MWh per million euro recorded in 2024 (-8.21%). Despite a slight increase in total energy consumption (from 1,914.23 MWh to 1,924.27 MWh), the variation in the indicator reflects the trend in turnover over the period considered. The data show a reduction in energy intensity relative to the volume of economic activity.

Energy Intensity	Unit	2025	2024
Total energy consumption	MWh	1,924.27	1,914.23
Turnover	Million euro	218	199
Energy intensity	**MWh/million euro**	**8.83**	**9.62**
Percentage change%		**-8.21%**	

GHG Emissions

VSME Standard
B3 – Energy and greenhouse gas emissions

Total Emissions

The tables present Legance's greenhouse gas (GHG) emissions for the 2024-2025 biennium, expressed in tonnes of CO_2 equivalent (tCO_2e).
The reporting has been developed in accordance with the requirements of UNI EN ISO 14064-1:2019, which defines the principles and criteria for the quantification and reporting of GHG emissions at organisational level.
The emissions inventory has also been verified by an independent third-party body to confirm its compliance with applicable regulatory requirements, as well as the accuracy, completeness and transparency of the data reported.

The data are presented by emission category and include:

- Direct emissions (Category 1 – Direct GHG emissions): arising from the use of fossil fuels by Legance in its core business activities;
- Indirect emissions (Category 2 – Indirect GHG emissions): associated with electricity consumption and the energy sources used for its generation;
- Indirect emissions from transport (Category 3 – Indirect GHG emissions from transport): include emissions related to shipments, purchases and commuting by professionals and employees;
- Upstream emissions (Category 4 – Indirect GHG emissions associated with goods or services used by the organisation): attributable to the production of goods purchased by the Firm, as well as to the production of electricity and fossil fuels.

The calculation has been carried out using the location-based approach, which accounts for emissions from electricity consumption by applying national average emission factors for the countries in which the electricity is purchased.

During the 2024-2025 reporting period, Legance's greenhouse gas emissions show a modest overall increase of +1.22%, rising from 1,721.58 tCO_2e to 1,742.64 tCO_2e. The breakdown by category highlights a significant reduction in direct emissions (Category 1), equal to -95.84%, attributable to two main factors: the adoption of petrol-hybrid vehicles in the company fleet, different from those used in previous years, and, above all, the absence of F-gas leakages from the HVAC systems at the Firm's offices.

GHG Emissions Intensity

The table shows the total GHG emissions intensity index, calculated by relating total emissions to annual turnover (in line with the methodology applied for the energy intensity indicators). In 2025, the greenhouse gas emissions intensity index – calculated as the ratio of total emissions (location-based approach) to turnover – amounted to 7.99 tCO_2e per million euro, a decrease compared to 8.65 tCO_2e per million euro recorded in 2024 (-7.63%). This trend reflects a reduction in the organisation's emissions intensity, attributable to the combination of substantially stable absolute emissions and a variation in turnover.

Total emissions (tCO_2e)	2025	2024	% change
Category 1	4.72	113.55	-95.84%
Category 2 – Location-based	410.94	474.69	-13.43%
Category 3	681.28	647.63	5.20%
Category 4	645.70	485.71	32.94%
Total tCO_2e	**1,742.64**	**1,721.58**	**1.22%**

Emission Factors:

- Ecoinvent Database Version 3.12 – Allocation, cut-off by classification (cutoff) | LCIA Method – IPCC 2021 | Climate Change: total (excl. Biogenic CO2) | GWP100;
- Ecoinvent Database Version 3.12 – Allocation, cut-off by classification (cutoff) | LCIA Method – IPCC 2021 | Climate Change: biogenic (excl. Biogenic CO2) | GWP100;
- EUROSTAT – Environmentally extended input-output tables and models for Europe (EEIO) / Input-output modelling and tool;
- DEFRA – UK Government GHG Conversion Factors for Company Reporting 2025
- ISPRA – Italian Ministry of the Environment – Report 413/2025
- European Residual Mix | AIB (aib-net.org) [2024 data].

Emissions Intensity – Location-based	Unit	2025	2024
Total emissions	tCO_2e	1,742.64	1,721.58
Turnover	Million euro	218	199
Emissions intensity	**tCO_2e/million euro**	**7.99**	**8.65**
Percentage change %		**-7.63%**	

2.2 Resource Use and Circular Economy

Policies on Material Procurement Management

VSME Standard

B2 – Practices, policies and future initiatives for transitioning towards a more sustainable economy

C2 – Description of practices, policies and future initiatives for transitioning towards a more sustainable economy

As previously noted, Legance's commitment to environmental protection is grounded in its **Code of Ethics**, its Sustainability Policy and the Management Systems adopted by the Firm. The Code of Ethics recognises the environment, biodiversity and ecosystems as primary assets to be safeguarded and protected, also in the interests of future generations. These principles are embodied in the **Sustainability Policy** and in the environmental management system certified under **ISO 14001:2015**.

The **Environmental Policy**, an integral component of the Sustainability Policy, promotes the responsible management of resources and processes and the prevention of negative environmental impacts. A **plastic-free** approach is adopted, together with the **responsible management of raw materials**, with particular attention to paper consumption. Awareness-based and respectful behaviours within the workplace are also encouraged, in line with the Professional Code of Conduct, and environmental protection principles are disseminated across the entire supply chain.

Raw Material Management	Responsible management with particular attention to paper consumption and the use of plastic products, through a plastic-free approach
Awareness-Based Behaviours	Promotion of behaviours grounded in awareness and respect for the working environment, in line with the Professional Code of Conduct
Supply Chain	Dissemination of principles on the responsible management of raw materials and waste reduction across the supply chain, including towards suppliers

Actions to Mitigate Impacts Related to Material Procurement

VSME Standard

B2 – Practices, policies and future initiatives for transitioning towards a more sustainable economy

C2 – Description of practices, policies and future initiatives for transitioning towards a more sustainable economy

In line with circular economy principles, Legance promotes the efficient management of resources and the reduction of environmental impacts associated with consumption and waste generation, by adopting measures aimed at reducing the use of plastic, encouraging reuse and recycling, and fostering behaviours consistent with these objectives – both in day-to-day activities and within the Firm's internal culture.

Reduction of Single-Use Plastic

The Firm has progressively eliminated single-use plastic across all its offices, replacing it with compostable materials and reusable solutions:

Rome office	Building on the work of 2024, Legance has completed a significant transition towards the use of **environmentally friendly materials**. During the same period, the Firm introduced compostable cups for hot beverages. In addition, since April 2023, plastic water bottles have been removed from meeting rooms and replaced with aluminium cans.
Milan office	**Materials** used in **the kitchen areas** are **biodegradable**. Since 2023, plastic water bottles in meeting rooms have been replaced with **aluminium cans**, whilst the internal catering service has been encouraged to minimise the use of plastic and to prioritise **compostable solutions** whenever single-use materials are required.
London office	Since 2019, the London office has adopted an even more rigorous approach, completely eliminating single-use materials and using only **ceramic tableware, glass cups and metal cutlery** for internal use and meetings.

Across all offices, **reusable water bottles** have also been introduced and **water dispensers** installed.

Responsible Paper Management

All Firm offices use exclusively **FSC-certified and recycled paper** for internal printing, with **reduced paper weight**. Printers are configured for **double-sided** and **black-and-white printing**, structurally reducing unnecessary paper and ink consumption.

Responsible Waste Management

Each office is equipped with dedicated **recycling stations** designed to facilitate **separate waste collection**, with clearly labelled containers for the different waste streams.

This commitment is further supported by the promotion of a **sustainability culture** among professionals and employees, through internal communications and **awareness campaigns** located near **recycling** points, with the aim of encouraging responsible behaviours across all work activities. To reinforce this shared commitment, Legance has planned a series of **sustainability-focused webinars** for 2025, aimed at strengthening environmental awareness and promoting virtuous behaviours throughout the organisation.

Materials

VSME Standard
B7 – Resource use, circular economy and waste management

As part of the initiatives aimed at reducing the use of consumable materials, Legance monitors data relating to the **purchase of office paper**, in particular the **reams** used in operational and administrative activities, in order to track their evolution over time.

In the 2024-2025 biennium, **paper purchases decreased** by 7.2%, totalling **11.46 tonnes** in 2025. This reduction reflects a more conscious approach to resource management, supported by measures such as reduced-weight paper and the configuration of printers for double-sided printing.

Paper purchases	Unit	2025	2024
Paper	t	11.46	12.35

Across all two years considered, **100% of the recycled paper purchased** by the Firm was **FSC-certified**. This confirms that the reduction in purchased volumes has been accompanied by the continued application of a procurement criterion focused on the use of paper sourced from **suppliers operating in accordance with recognised environmental and social responsibility standards**.

3. Social Disclosure

3.1 Own Workforce

Policies for the Own Workforce

VSME Standard

B2 – Practices, policies and future initiatives for transitioning towards a more sustainable economy

C2 – Description of practices, policies and future initiatives for transitioning towards a more sustainable economy

Code of Ethics

In carrying out its activities, Legance is guided by **the ethical principles** set out in its **Code of Ethics**, which all recipients are required to observe in the performance of their activities, in decision-making processes, and in the proposal and implementation of projects:

Honesty	Integrity	Loyalty	
Good faith	Fairness	Transparency	Reliability

Respect for human rights and workers' rights is considered a fundamental value. Legance opposes all forms of abuse and violations, safeguards freedom of association, and promotes a working environment founded on loyalty, respect and mutual trust. Decisions relating to **recruitment** and professional **development** are based exclusively on **merit, competence, honesty, and fairness**, without favouritism or disadvantages linked to factors unrelated to personal and professional qualities.

Sustainability Policy

Labour and Human Rights Policy

With regard to **labour and human rights**, the Policy formalises Legance's commitment in this area, affirming that compliance with applicable legislation – together with information and training activities addressed to the Legance Community – constitutes an essential tool for maintaining and improving the conditions under which professional activities are carried out.

Healthy and safe working environments are guaranteed, active participation in risk prevention is promoted, and freedom of association and the right to collective bargaining are recognised. Legance **condemns forced labour in all its forms, human trafficking and the exploitation of child labour**, with a commitment that extends across the entire supply chain.

The Policy also includes a commitment to promoting **work-life balance** through flexible working arrangements, such as remote working.

Diversity, Equity and Inclusion Policy

The Diversity, Equity and Inclusion Policy **rejects all forms of discrimination** based on age, gender, sexual orientation, health status, physical integrity, race, nationality, or religious and political beliefs, and requires that this principle be reflected concretely in the conduct of professionals and employees.
Fair and equitable working conditions are guaranteed in an environment where violence, harassment and discrimination of any kind are prohibited, with prompt action taken to prevent offensive or defamatory behaviour. Recruitment processes are based on **transparency and meritocracy**, with full respect for candidates' privacy, while **career paths** are regulated in a transparent manner, with specific measures supporting parenthood and programmes dedicated to the development of young talent and the promotion of equality, equity and inclusion.

Gender Equality Policy

The **Gender Equality Policy** sets out the principles and guidelines underpinning Legance's commitment to **gender equality, the promotion of diversity and women's empowerment**, developed in line with the UNI/PdR 125:2022 reference practice.

This commitment extends to **combating all forms of violence against women** and promoting conditions that help to remove cultural and material barriers, including through more effective use of information and communication tools. Central to the Policy is safeguarding and enhancing the value of individuals:

respect, freedom, dignity and the full development of the individual, in order to create an inclusive environment in which everyone can fully express their potential.

To give concrete effect to these principles, Legance has developed a **Gender Equality Strategic Plan**. This serves as the main tool for planning, implementing and monitoring the actions designed to achieve the relevant objectives. The Plan is structured around the following areas of analysis and action:

Selection and Hiring
Selection of professionals and employees through transparent, merit-based processes, with full respect for candidates' privacy and requesting only the information necessary to assess suitability for the role.

Career Development
Fair and merit-based working conditions, within an environment grounded in mutual respect, supported by initiatives dedicated to continuous training and the development of young talent.

Pay Equity
Transparent definition of career paths and promotion of initiatives aimed at valuing young talent and fostering equality, equity and inclusion, in line with the internal procedures that govern the annual determination of compensation.

Parenthood and Care
Measures supporting parenthood, including supplementary maternity benefits beyond those provided by the Cassa Forense, the possibility of part-time arrangements, and recognition of paternity leave.

Work-Life Balance
Promotion of work-life balance through working arrangements that enable individuals to reconcile their private life with their professional responsibilities.

Prevention of All Forms of Physical, Verbal and Digital Abuse in the Workplace
Legance promotes healthy and safe working environments, focused on preventing health and safety risks. In this context, the Firm does not tolerate any form of violance, harassment, intimidation or discrimination.

In **its communication, marketing and promotional activities**, Legance adopts a responsible approach, avoids gender stereotypes, uses language that respects differences, and promotes a positive representation of women. The Firm also ensures consistency between its communication, the Policy, and the objectives set out in the Gender Equality Strategic Plan, and pays close attention to **balanced gender representation** in panels, conferences and events it organises or in which it participates.

In compliance with the UNI/PdR 125 reference practice, Legance has established a **Gender Equality Steering Committee** responsible for monitoring the effective adoption and continuous implementation of the Policy and all related matters.

Actions for the Own Workforce

VSME Standard

B2 – Practices, policies and future initiatives for transitioning towards a more sustainable economy

C2 – Description of practices, policies and future initiatives for transitioning towards a more sustainable economy

Legance places great importance on the contribution of its professionals and employees, who play a central role both in the provision of legal services and in the dissemination of the Firm's values. In this context, Legance adopts initiatives aimed at preventing and mitigating potential negative impacts and fostering positive effects on its people, investing in wellbeing, professional development, and a high-quality working environment attentive to work-life balance.

Professional Training and Development of Young Talent

Legance invests in the **training** of its professionals through a range of programmes designed to develop both technical-professional and personal skills.

The training offering includes mandatory courses relating to regulatory compliance and certified management systems, including ISO 27001, ISO 27701, ISO 37001, and UNI/PdR 125:2022, as well as optional programmes aimed at strengthening hard and soft skills. In 2025, these included courses on financial analysis, anti-money laundering and specialist insights on ESG topics. To support individual learning autonomy, each professional has been granted a personal **training credit** to be used for training and wellbeing activities.

The Firm also promotes **international mobility** through **secondment programmes** at the foreign offices of partner firms and organisations, offering professionals the opportunity to enrich their career paths through work experience in leading international settings. Legance also supports the training of its professionals by funding participation in postgraduate law programmes at leading international universities.

In addition, Legance encourages participation in the **Academy of American and International Law**, an intensive five-week programme organised annually by the Southwestern Institute for International and Comparative Law. The Academy offers a unique opportunity to gain in-depth knowledge of U.S. law and international commercial transactions through a practical curriculum covering legal drafting, international negotiations, arbitration, litigation, mergers and acquisitions, international taxation, intellectual property, and cybersecurity.

With regard to **trainee lawyers**, Legance adopts specific policies to ensure effective preparation for the bar exam. In particular, trainees are granted a paid **study leave** of 10 weeks in total, distributed across the two written exams.

Performance Evaluation

Legance places great importance on the development of its people and, to this end, invests in an annual performance evaluation process for professionals and staff.

The process is designed to ensure equal opportunities for professional growth and development, without discrimination in economic or career progression. Evaluations are based on personal abilities, competencies, and professional level, with increasing emphasis placed on the quality of work, while maintaining an objective reference to annual billable hours.
Participation in pro bono activities is recognised and significantly valued within the performance evaluation process, as it is considered a concrete indicator of social commitment.
Particular attention is paid to the hours dedicated to such initiatives, with the aim of encouraging their dissemination and promoting a corporate culture oriented towards responsibility and contribution to the community.
This approach makes it possible to fully integrate social impact into the evaluation criteria, strengthening alignment with sustainability principles.

Team-Building Events and Extra-Work Initiatives

Numerous extra-work initiatives are promoted to strengthen internal cohesion and a strong sense of belonging to the Firm. An **annual retreat** for each practice area and a **biennial retreat** involving all professionals, partners and management represent key moments for consolidating the Firm's values and fostering collaboration.

These initiatives have been enriched with cultural and social events. A summer gathering was organised at Villa Panza in Varese, as part of the Firm's partnership with FAI, and at Villa Gregoriana in Tivoli (Rome), with more than two hundred professionals and staff members taking part. On the International Day for the Elimination of Violence against Women, the Firm also hosted a streamed conversation with Manuela Ulivi, lawyer and founder of CADMI

(Centro di Accoglienza per le Donne Maltrattate), open to the entire Firm.

The Firm also actively supports **sports and solidarity initiatives**. In 2025, it took part in the Stramilano and the Fun Run in Rome, donating a contribution for each participant to the Fondazione Don Gino Rigoldi in Milan and to the Street Child Association in Rome. **Blood-donation** days were also organised in collaboration with AVIS at the Milan and Rome offices. Every year, professionals and employees are also offered complimentary FAI membership cards.

Health and Wellbeing Initiatives

Particular attention is devoted to **the physical and psychological wellbeing** of professionals and employees through a comprehensive range of dedicated services. The Milan, Rome and London offices are equipped with sports facilities (on-site or at partner gyms) accessible to the entire Legance Community, complemented by ergonomic workstations – with the possibility of requesting personalised equipment – and by modern technological tools supporting **remote working**.

On the health front, a **supplementary health insurance plan** has been introduced for Legance's workforce, with enhanced coverage for partners and senior counsel, including physiotherapy, diagnostic examinations, and other support services. The Firm has also promoted a basic cardiopulmonary resuscitation and early defibrillation course for non-medical operators that enables one employee to obtain certification, thereby strengthening internal preparedness for emergencies and contributing to a safer working environment.

The Firm has also provided an annual contribution of €1,000 to each professional at Junior, Senior, Managing and Counsel level, supporting individual wellbeing.
This initiative is designed to facilitate access to services, partnerships, and tools aimed at prevention and psychophysical support.
This is a concrete measure that reinforces the Firm's commitment to quality of working life, in line with the principles of sustainability and care for human capital.

Diversity, Equity and Inclusion

Gender equality and inclusion are strategic priorities on which Legance maintains a constant commitment, with the aim of promoting a fair, inclusive working environment that values diversity. This commitment enabled the Firm to confirm its **UNI/PdR 125:2022** certification also in 2025.

The Firm adopts **recruitment procedures** designed to promote inclusion and equal treatment between women and men.
The selection of professionals and employees is based on **transparency and merit**, with full respect for candidates' privacy and requesting only the information necessary to assess suitability for the role.

To support parenthood for professionals, the **Parenthood Plan** was maintained in 2025, structured around the pre-leave, leave and return-to-work phases. Female professionals are entitled to a 25 weeks' maternity leave, accompanied by supplementary economic benefits in addition to the allowance provided by the Cassa Nazionale di Previdenza e Assistenza Forense (National Social Security and Welfare Fund for Lawyers). Male professionals are entitled to 10 working days of paternity leave, while optional parental leave is available to both parents. These measures are complemented by a benefit dedicated to the child's first year of life, with the option to request a €600 nappy voucher or, alternatively, a baby gift card redeemable at early-childhood retailers.

The inclusion of **persons with disabilities** is an integral part of this commitment. Measures are adopted to remove physical, informational and digital barriers, enabling full participation regardless of physical or sensory conditions. At the Rome office, specific interventions were carried out, including maintenance of stairlifts and installation of grab bars in restrooms. The Milan offices are equipped with lifts and accessible restrooms on every floor, while the London office meets accessibility standards with lifts, adapted restrooms, and facilitated pathways. Digital tools and assistive solutions are also available to support access to digital content and platforms.

Workforce Engagement Processes

Stakeholder Engagement Questionnaire

In 2025, the Firm launched a stakeholder engagement initiative addressed to the Legance community – including professionals, employees, and external collaborators – through the administration of a dedicated survey, which recorded a response rate of **80.0%**.

The survey painted an **overall positive picture** regarding the perception of the sustainability initiatives promoted by the Firm. In particular, respondents expressed appreciation for the measures adopted to safeguard data security and integrity, for the training activities on cybersecurity and personal data protection, as well as for pro bono initiatives and community support activities.

Favourable assessments also emerged with respect to diversity, equity and inclusion policies, attention to sustainable mobility, and the responsible approach adopted in managing the supply chain.

Overall, the survey results confirm the path undertaken by Legance in promoting a culture grounded in ethics, sustainability and the value of people, while also highlighting further opportunities to consolidate and expand the initiatives already underway.

Climate Analysis

Legance periodically conducts **a climate analysis on sustainability-related topics**, gathering the internal community's perception of the Firm's ESG commitment, monitoring progress over time, and identifying areas for improvement.

Employees perceive the Firm's sustainability commitment positively, with more than 60% expressing a high level of satisfaction. Diversity, equity and inclusion policies are considered well implemented by more than half of respondents.

Overall, the survey shows that Legance demonstrates a strong commitment to ethics and wellbeing, although some areas require further attention. In general, employees and professionals appreciate the Firm's ESG policies while suggesting enhancements to certain specific initiatives.

Teaching and Academic Engagement

Legance promotes, through the contribution of its professionals, training and outreach initiatives aimed at disseminating legal knowledge and contributing to a solid and accessible legal culture.

This commitment translates into **teaching activities at university and postgraduate level**, participation in **seminars and conferences**, the organisation of **in-house events**, and **the publication of contributions** on relevant legal topics.
Through these initiatives, Legance supports the education of new generations, contributes to public and academic debate, and fosters dialogue between professionals, institutions and civil society.

During 2025, the Firm confirmed and expanded its commitment to training and the dissemination of legal, economic and managerial knowledge, through extensive teaching activities carried out by its professionals at universities, business schools, professional bodies, and public institutions. This activity represents a structural component of the Firm's sustainability model: it contributes to the growth of the country's human capital, to strengthening the dialogue between academia and the profession, and to the intergenerational transfer of technical skills and ethical values.
In 2025, sixteen professionals of the Firm delivered a total of thirty-one teaching assignments – including permanent, annual and ongoing courses, regular teaching engagements and specialist lectures – across twenty institutions, including universities, management training schools and nationally significant institutions.

Universities

The Firm contributed to teaching activities across a broad network of public and private universities throughout Italy, including: LUISS Guido Carli (with the highest number of assignments), Sapienza University of Rome, University of Rome "Tor Vergata", LUMSA University of Rome, Bocconi University in Milan, Ca' Foscari University Foundation in Venice, University of Turin, University of Cagliari, Guglielmo Marconi University, eCampus University, Campus Bio-Medico University of Rome, as well as the Family Office Observatory of the Politecnico di Milano and IGI – Istituto Grandi Infrastrutture.

Business Schools and Executive Education

The Firm's teaching engagement extended to leading postgraduate and executive education programmes, with lectures delivered at LUISS Business School, POLIMI Graduate School of Management, and 24Ore Business School.

In particular, the Firm promoted, in collaboration with POLIMI Graduate School of Management, the specialist programme "Professional Certificate in Sustainability and Impact Strategies and Regulation", a 40-hour course designed to deepen tools and methodologies for measuring social and environmental impact in line with the broader regulatory framework on sustainability.

Professional Bodies and Legal Training

The Firm contributed to institutional training for the legal profession through lectures delivered at the Milan Bar Association, supporting the continuous professional development requirements of the legal community.

Public Institutions

One of the most significant assignments in 2025 was the teaching activity carried out at the *Comando per le Operazioni in Rete dello Stato Maggiore della Difesa* (Network Operations Command of the Italian Defence General Staff), confirming the recognition of the Firm's expertise in areas of strategic national relevance.

Specialist Training

Additionally, the Firm contributed to advanced legal training programmes organised by Paradigma S.r.l. and Società Italiana Formazione Avvocati Amministrativisti (Italian Society for the Training of Administrative Lawyers).

Relevance for Sustainability

This activity is fully aligned with the Firm's commitment to developing human capital and its responsibility towards the professional and academic community. Through teaching, the Firm:

- returns to the community the value of the expertise it has developed;
- supports the education of new generations of lawyers, economists and managers;
- fosters structured dialogue between research and professional practice;
- strengthens ethical and professional standards through continuous educational engagement.

Overall, in 2025, Legance professionals delivered **990 hours** of university and academic teaching. The topics covered ranged from legal to regulatory matters, including sustainability-related topics.

Memberships

In 2025, the Firm's professionals maintained and strengthened a broad network of institutional, professional and associative memberships, reflecting the diversity of fields in which they operate and contribute. Memberships represent a qualified channel for participation in the legal, economic and civil community: they enable knowledge exchange, continuous professional development, participation in technical and policy working groups, and direct engagement in the third sector and in the protection of rights.

In 2025, nineteen professionals of the Firm were members of forty-eight bodies, for a total of more than fifty memberships, spanning international arbitration institutions, national and international professional associations, academic and research bodies, third-sector organisations, and working groups on sustainability, human rights and diversity.

International Arbitration and Dispute Resolution Institutions

Among the most significant memberships for their international profile are those involving the Firm's professionals as permanent members of leading global bodies in the field of arbitration and conciliation:

Beirat (Advisory Board) of the German Arbitration Institute (DIS)	International Advisory Board of the Vienna International Arbitral Centre (VIAC)
ICSID (International Centre for Settlement of Investment Disputes) List of Conciliators	London Court of International Arbitration (LCIA)
SIAC (Singapore International Arbitration Centre) Panel of Arbitrators	Arbitral Council of the Milan Chamber of Arbitration
Steering Committee of The Pledge and Governing Board of AIA (Italian Arbitration Association)	ICCA Cross-Institutional Task Force on Gender Diversity in Arbitral Appointments and Proceedings
ILA – International Law Association, Italian Branch	Arbit

National and International Professional Associations

International Bar Association (IBA)	International Fiscal Association (IFA)
STEP – Society of Trust and Estate Practitioners	ASLA – Associazione Studi Legali Associati
AIGI – Associazione Italiana Giuristi d'Impresa	ADGI – Associazione Donne Giuriste Italia, Milan Section
Milan Bar Association	ODCEC Roma – Association of Chartered Accountants and Accounting Experts of Rome

Sustainability, ESG, Human Rights and Impact

Governing Board of UN Global Compact Network Italia	CSDDD European Working Group (Corporate Sustainability Due Diligence Directive Working Group)
Alianza del Ecosistema Legal para la Sostenibilidad de América Latina	Associazione EDGE APS ETS

Capital Markets, Private Equity and Venture Capital

AIFI – Italian Private Equity, Venture Capital and Private Debt Association	Europe Invest

Academic Participation and Scientific Editorial Committees

- Editorial Committee of the series "Strumenti e modelli di diritto dell'economia" (Cacucci editore, Bari)
- Editorial Committee of the series "Studi di diritto dell'economia" (Utet)
- "Companies, Markets, Society and the Environment" Research Group (University of Oslo)
- Editorial Board of the "Journal of Governance & Regulation" (Virtus Interpress)
- Editorial Team of the "Rivista elettronica di diritto, economia, management" (ClioEdu)
- Editorial Team of the journal "Il nuovo diritto delle società"
- Referee Committee for various international journals
- WU Vienna University of Economics and Business
- POLIMI GSoM – Graduate School of Management

Third Sector, Volunteering and Civic Engagement

- Save the Children Italia ETS
- Fondazione Terre des Hommes Italia ETS
- Fondazione AIRC per la Ricerca sul Cancro ETS
- Antea Associazione – ODV
- AD SPEM – Associazione Donatori Sangue Problemi Ematologici
- AVIS – Associazione Volontari Italiani Sangue
- FAI – Fondo per l'Ambiente Italiano
- Circolo Culturale Eureka
- ELSA Bologna (European Law Students' Association)
- Extrema Ratio
- Rock Master 20.20 S.r.l. – Società Sportiva Dilettantistica

Relevance for Sustainability

This network of memberships contributes directly and measurably to several pillars of the Firm's sustainability model. In particular, the Firm's professional memberships:

- strengthen the Firm's international presence in the most authoritative dispute resolution forums, contributing to the evolution of global practice;
- foster structured dialogue with the academic and scientific community through editorial committees and research groups;
- enable the Firm to participate actively in policy development on sustainability, human rights and corporate governance;
- demonstrate a widespread and personal commitment to civic engagement and solidarity, consistent with the Firm's values in the area of social responsibility; and
- promote inclusion and the enhancement of professional diversity through participation in networks dedicated to gender diversity and women's leadership.

Human Resources – General Characteristics

VSME Standard
B8 – Workforce – General characteristics
C5 – Additional (general) workforce characteristics

Legance's workforce comprises **employees** and **professionals** working across the three offices in **Milan**, **Rome** and **London**.

As at 31 December 2025, the Legance workforce totalled 565 people, of whom 367 (64.9%) were based in Milan, 188 (33.3%) in Rome, and 10 (1.8%) in London. Workforce data are determined on the basis of the actual number of individuals employed at the end of each reporting period (Headcount/HC).
The female component as at 31 December 2025 stood at 54%.

Professionals

As at 31 December 2025, Legance employed 438 professionals, an increase of 4.5% compared to the 419 recorded in the previous year. Of these, 290 professionals (66.2%) were based in Milan, 139 (31.7%) in Rome, and 9 (2.1%) in London.

Legance Workforce	2025			2024		
	Women	Men	**Total**	Women	Men	**Total**
Total workforce at the end of the period / by gender	305	260	**565**	286	250	**536**
Total workforce by gender / geographical area						
Milan	196	171	**367**	183	159	**342**
Rome	107	81	**188**	101	86	**187**
London	2	8	**10**	2	5	**7**
Total	**305**	**260**	**565**	**286**	**250**	**536**

Professionals	2025			2024		
	Women	Men	**Total**	Women	Men	**Total**
Total professionals at the end of the period / by gender	197	241	**438**	185	234	**419**
Total professionals by gender / geographical area						
Milan	131	159	**290**	125	150	**275**
Rome	65	74	**139**	59	79	**138**
London	1	8	**9**	1	5	**6**
Total	**197**	**241**	**438**	**185**	**234**	**419**

Employees

As at 31 December 2025, Legance employed 127 employees, an increase of 8.5% compared to the 117 recorded in the previous year. Of these, 77 employees (60.6%) were based in Milan, while 49 employees (38.6%) worked in the Rome office.

In 2025, all Legance employees were hired under permanent contracts, in line with 2024. Full-time employees accounted for 89.0%, while 11.0% worked part-time.

Employees	2025			2024		
	Women	Men	**Total**	Women	Men	**Total**
Total employees at the end of the period / by gender	108	19	**127**	101	16	**117**
Total employees by gender / geographical area						
Milan	65	12	**77**	58	9	**67**
Rome	42	7	**49**	42	7	**49**
London	1	-	**1**	1	-	**1**
Total	**108**	**19**	**127**	**101**	**16**	**117**

Employees	2025			2024		
Total employees by gender / contract type	Women	Men	**Total**	Women	Men	**Total**
Permanent contract	108	19	**127**	101	16	**117**
Temporary contract	-	-	**-**	-	-	**-**
Total	**108**	**19**	**127**	**101**	**16**	**117**
Total permanent employees by gender / geographical area						
Milan	65	12	**77**	58	9	**67**
Rome	42	7	**49**	42	7	**49**
London	1	-	**1**	1		**1**
Total	**108**	**19**	**127**	**101**	**16**	**117**
Total temporary employees by gender / geographical area						
Milan	-	-	**-**	-	-	**-**
Rome	-	-	**-**	-	-	**-**
London	-	-	**-**	-	-	**-**
Total	**-**	**-**	**-**	**-**	**-**	**-**

Employees	2025			2024		
Total employees by employment type / by gender	Women	Men	**Total**	Women	Men	**Total**
Full-time	96	17	**113**	86	14	**100**
Part-time	12	2	**14**	15	2	**17**
Total	**108**	**19**	**127**	**101**	**16**	**117**
Total full-time employees by gender / geographical area						
Milan	55	11	**66**	48	8	**56**
Rome	40	6	**46**	37	6	**43**
London	1	-	**1**	1		**1**
Total	**96**	**17**	**113**	**86**	**14**	**100**
Total part-time employees by gender / geographical area						
Milan	10	1	**11**	10	1	**11**
Rome	2	1	**3**	5	1	**6**
London	-	-	**-**			**-**
Total	**12**	**2**	**14**	**15**	**2**	**17**

New Hires and Turnover

In 2025, the Firm recorded **100 new hires overall**, including 16 staff members and 84 professionals, and **71 exits overall**, of which 6 staff members and 65 professionals.

Professionals

Most new hires in 2025 were professionals under 30 (69% of all new hires), confirming the Firm's commitment to promoting the inclusion of younger talent. A further 31% of new hires were professionals aged between 30 and 50.

Exits in 2025 involved 65 professionals who left the Firm. Of these, 31 were under 30 (47% of the exits), 29 were aged between 30 and 50 (45%), and 5 were over 50 (8%).

Overall turnover for professionals in 2025 stood at 4.5%, with the number of new hires exceeding the number of exits.

New hires and turnover	2025			2024		
New hires	Women	Men	**Total**	Women	Men	**Total**
Up to 29 years	34	24	**58**	28	24	**52**
30-50 years	15	11	**26**	12	9	**21**
Over 50 years	-	-	**-**	-	-	**-**
Total	**49**	**35**	**84**	**40**	**33**	**73**
Exits	Women	Men	**Total**	Women	Men	**Total**
Up to 29 years	17	14	**31**	21	17	**38**
30-50 years	17	12	**29**	12	9	**21**
Over 50 years	3	2	**5**	1	-	**1**
Total	**37**	**28**	**65**	**34**	**26**	**60**
Reason for exit	Women	Men	**Total**	Women	Men	**Total**
Voluntary resignations	37	28	**65**	34	26	**60**
Other	-	-	**-**	-	-	**-**
Total	**37**	**28**	**65**	**34**	**26**	**60**
Turnover / rates (%)	Women	Men	**Total**	Women	Men	**Total**
Positive turnover – new hires	26.5%	15.0%	**20.0%**			
Negative turnover – exits	20.0%	12.0%	**15.5%**			
Overall turnover	**6.5%**	**3.0%**	**4.5%**			

Employees

With regard to employees, most new hires in 2025 were people under 30 (50%). A further 37.5% of new hires were employees aged between 30 and 50, while 12.5% of new hires were over 50.

Exits in 2025 involved 6 employees who left the Firm. Of these, 3 were under 30 (50% of all exits), 2 were aged between 30 and 50 (33.3%), and 1 was over 50 (16.7%).

Overall turnover for employees in 2025 stood at 8.5%, with the number of new hires exceeding the number of exits.

Other Workers

The category "other workers" refers to non-employees engaged by Legance on a continuous basis to perform specific activities. In 2025, this category included 55 individuals, in line with 2024, of whom 8 women and 47 men. This category includes cleaning staff, security personnel, and IT-support providers. This figure reflects the number of individuals employed at the end of the period (Headcount).

Turnover	2025			2024		
	Women	Men	**Total**	Women	Men	**Total**
Total employees at the end of the period / by gender	108	19	**127**	101	16	**117**
New hires	Women	Men	**Total**	Women	Men	**Total**
Up to 29 years	7	1	**8**	3	1	**4**
30-50 years	5	1	**6**	13	1	**14**
Over 50 years	-	2	**2**	2	-	**2**
Total	**12**	**4**	**16**	**18**	**2**	**20**
Exits	Women	Men	**Total**	Women	Men	**Total**
Up to 29 years	3	-	**3**	-	1	**1**
30-50 years	2	-	**2**	9	-	**9**
Over 50 years	-	1	**1**	-	-	**-**
Total	**5**	**1**	**6**	**9**	**1**	**10**
Reason for exit	Women	Men	**Total**	Women	Men	**Total**
Voluntary resignations	5	-	**5**	9	1	**10**
Retirement	-	-	**-**	-	-	**-**
Dismissal	-	1	**1**	-	-	**-**
Death in service	-	-	**-**	-	-	**-**
Other	-	-	**-**	-	-	**-**
Total	**5**	**1**	**6**	**9**	**1**	**10**

Turnover / rates (%)	Women	Men	**Total**	Women	Men	**Total**
Positive turnover – new hires	11.9%	25.0%	**13.7%**			
Negative turnover – exits	5.0%	6.3%	**5.1%**			
Overall turnover	**6.9%**	**18.8%**	**8.5%**			

Other workers	2025			2024		
	Women	Men	**Total**	Women	Men	**Total**
Total number at the end of the period / by gender	8	47	**55**	8	47	**55**

Diversity and Equal Opportunities

Professionals

The group of professionals at Legance includes Partners, Senior Counsel, Counsel, Managing Associates, Senior Associates, Associates, Junior Associates, and Trainees.

The largest professional category is that of Junior Associates, who account for 26% of the total, followed by Senior Associates (19.6%), Partners (15.8%), Associates (14.4%), Senior Counsel (8.2%), Counsel (7.5%), Managing Associates (7.1%), and Trainees (1.4%). The composition of the professional workforce is well balanced, with women representing 45% and men 55%, a distribution that remains broadly in line with the previous year.

With regard to age distribution, the largest group is represented by professionals aged between 30 and 50, who account for 57.3% of the total. Professionals under 30 represent 34.0%, while 8.7% are over 50. These figures are in line with those recorded in 2024.

The following tables present data for the two-year period, collected as at 31 December of each year on a Headcount basis. Age brackets are determined according to the individuals' age as at 31 December:

Professionals Diversity	2025			2024		
Professionals by category / by gender	Women	Men	**Total**	Women	Men	**Total**
Partners	11	58	**69**	13	55	**68**
Senior Counsel	14	22	**36**	13	15	**28**
Counsel	11	22	**33**	9	29	**38**
Managing Associates	12	19	**31**	11	15	**26**
Senior Associates	48	38	**86**	44	44	**88**
Associates	34	29	**63**	32	19	**51**
Junior Associates	62	52	**114**	60	50	**110**
Trainees	5	1	**6**	3	7	**10**
Total	**197**	**241**	**438**	**185**	**234**	**419**
Professionals by category / by gender (%)	Women	Men	**Total**	Women	Men	**Total**
Partners	2.5%	13.2%	**15.8%**	3.1%	13.1%	**16.2%**
Senior Counsel	3.2%	5.0%	**8.2%**	3.1%	3.6%	**6.7%**
Counsel	2.5%	5.0%	**7.5%**	2.1%	6.9%	**9.1%**
Managing Associates	2.7%	4.3%	**7.1%**	2.6%	3.6%	**6.2%**
Senior Associates	11.0%	8.7%	**19.6%**	10.5%	10.5%	**21.0%**
Associates	7.8%	6.6%	**14.4%**	7.6%	4.5%	**12.2%**
Junior Associates	14.2%	11.9%	**26.0%**	14.3%	11.9%	**26.3%**
Trainees	1.1%	0.2%	**1.4%**	0.7%	1.7%	**2.4%**
Total	**45.0%**	**55.0%**	**100.0%**	**44.2%**	**55.8%**	**100%**
Professionals by age group / by gender	Women	Men	**Total**	Women	Men	**Total**
Up to 29 years	84	65	**149**	67	53	**120**
30-50 years	107	144	**251**	111	147	**258**
Over 50 years	6	32	**38**	7	34	**41**
Total	**197**	**241**	**438**	**185**	**234**	**419**
Professionals by age group / by gender (%)	Women	Men	**Total**	Women	Men	**Total**
Up to 29 years	19.2%	14.8%	**34.0%**	16.0%	12.6%	**28.6%**
30-50 years	24.4%	32.9%	**57.3%**	26.5%	35.1%	**61.6%**
Over 50 years	1.4%	7.3%	**8.7%**	1.7%	8.1%	**9.8%**
Total	**45.0%**	**55.0%**	**100.0%**	**44.2%**	**55.8%**	**100.0%**

Professionals Diversity	2025				2024			
Professionals by category / age group	Up to 29 years	30-50 years	Over 50 years	**Total**	Up to 29 years	30-50 years	Over 50 years	**Total**
Partners	-	33	36	**69**	-	31	37	**68**
Senior Counsel	-	35	1	**36**	-	26	2	**28**
Counsel	-	32	1	**33**	-	36	2	**38**
Managing Associates	-	31	-	**31**	-	26	-	**26**
Senior Associates	3	83	-	**86**	-	88	-	**88**
Associates	34	29	-	**63**	20	31	-	**51**
Junior Associates	106	8	-	**114**	91	19	-	**110**
Trainees	6	-	-	**6**	9	1	-	**10**
Total	**149**	**251**	**38**	**438**	**120**	**258**	**41**	**419**
Professionals by category / age group (%)	Up to 29 years	30-50 years	Over 50 years	**Total**	Up to 29 years	30-50 years	Over 50 years	**Total**
Partners	0.0%	7.5%	8.2%	**15.8%**	0.0%	7.4%	8.8%	**16.2%**
Senior Counsel	0.0%	8.0%	0.2%	**8.2%**	0.0%	6.2%	0.5%	**6.7%**
Counsel	0.0%	7.3%	0.2%	**7.5%**	0.0%	8.6%	0.5%	**9.1%**
Managing Associates	0.0%	7.1%	0.0%	**7.1%**	0.0%	6.2%	0.0%	**6.2%**
Senior Associates	0.7%	18.9%	0.0%	**19.6%**	0.0%	21.0%	0.0%	**21.0%**
Associates	7.8%	6.6%	0.0%	**14.4%**	4.8%	7.4%	0.0%	**12.2%**
Junior Associates	24.2%	1.8%	0.0%	**26.0%**	21.7%	4.5%	0.0%	**26.3%**
Trainees	1.4%	0.0%	0.0%	**1.4%**	2.1%	0.2%	0.0%	**2.4%**
Total	**34.0%**	**57.3%**	**8.7%**	**100.0%**	**27.4%**	**58.9%**	**9.4%**	**95.7%**

Employees

The employee workforce at Legance is composed of *dirigenti* (executives), *quadri* (middle managers) and *impiegati* (staff employees). The largest category is that of staff employees, who account for 93.7% of the total, followed by executives (3.9%) and middle managers (2.4%).

The employee workforce is predominantly female, with women representing 85%, a proportion that has remained stable compared to the previous year.

With regard to age distribution, the largest group is represented by employees aged between 30 and 50, who account for 64.6% of the total. Employees under 30 account for 8.7%, while 26.8% are over 50.

The following tables present data for the two-year period, collected as at 31 December of each year on a Headcount basis. Age brackets are determined according to the individuals' age as at 31 December:

Employee Diversity	2025			2024		
Employees by category / by gender	Women	Men	**Total**	Women	Men	**Total**
Executives	2	3	**5**	2	1	**3**
Middle Managers	2	1	**3**	2	1	**3**
Staff Employees	104	15	**119**	97	14	**111**
Total	**108**	**19**	**127**	**101**	**16**	**117**
Employees by category / by gender (%)	Women	Men	**Total**	Women	Men	**Total**
Executives	1.6%	2.4%	**3.9%**	1.7%	0.9%	**2.6%**
Middle Managers	1.6%	0.8%	**2.4%**	1.7%	0.9%	**2.6%**
Staff Employees	81.9%	11.8%	**93.7%**	82.9%	12.0%	**94.9%**
Total	**85.0%**	**15.0%**	**100.0%**	**86.3%**	**13.7%**	**100.0%**
Employees by age group / by gender	Women	Men	**Total**	Women	Men	**Total**
Up to 29 years	9	2	**11**	8	1	**9**
30-50 years	73	9	**82**	69	10	**79**
Over 50 years	26	8	**34**	24	5	**29**
Total	**108**	**19**	**127**	**101**	**16**	**117**
Employees by age group / by gender (%)	Women	Men	**Total**	Women	Men	**Total**
Up to 29 years	7.1%	1.6%	**8.7%**	6.8%	0.9%	**7.7%**
30-50 years	57.5%	7.1%	**64.6%**	59.0%	8.5%	**67.5%**
Over 50 years	20.5%	6.3%	**26.8%**	20.5%	4.3%	**24.8%**
Total	**85.0%**	**15.0%**	**100.0%**	**86.3%**	**13.7%**	**100.0%**

Persons with Disabilities

The inclusion of persons with disabilities is an integral part of Legance's commitment to fostering an equitable and accessible working environment. In 2025, the Firm had 9 employees with disabilities, of whom 5 women and 4 men.

Employee Diversity	2025				2024			
Employees by category / by age group	Up to 29 years	30-50 years	Over 50 years	**Total**	Up to 29 years	30-50 years	Over 50 years	**Total**
Executives	-	-	5	**5**			3	**3**
Middle Managers	-	-	3	**3**			3	**3**
Staff Employees	11	82	26	**119**	9	79	23	**111**
Total	**11**	**82**	**34**	**127**	**9**	**79**	**29**	**117**
Employees by category / by age group (%)	Up to 29 years	30-50 years	Over 50 years	**Total**	Up to 29 years	30-50 years	Over 50 years	**Total**
Executives	0.0%	0.0%	3.9%	**3.9%**	0.0%	0.0%	2.6%	**2.6%**
Middle Managers	0.0%	0.0%	2.4%	**2.4%**	0.0%	0.0%	2.6%	**2.6%**
Staff Employees	8.7%	64.6%	20.5%	**93.7%**	7.7%	67.5%	19.7%	**94.9%**
Total	**8.7%**	**64.6%**	**26.8%**	**100.0%**	**7.7%**	**67.5%**	**24.8%**	**100.0%**

Employees with disabilities	2025			2024		
	Women	Men	**Total**	Women	Men	**Total**
Employees with disabilities	5	4	**9**	5	2	**7**
% of employees with disabilities / Total employees	4.6%	21.1%	**7.1%**	5.0%	12.5%	**6.0%**

Occupational Health and Safety

VSME Standard

B9 – Workforce – Health and safety

Workplace Accidents

In 2025, no fatal or serious accidents occurred. During the reporting period, two injuries were recorded among employees, while no injuries were reported among professionals. Employees are protected in matters of health and safety in accordance with **Legislative Decree 81/2008** and applicable regulations.

With regard to professionals, the relevant social security institution in Italy is the **Cassa Nazionale di Previdenza e Assistenza Forense**. Professionals are entitled to access sickness and injury benefits, or other indemnity-based assistance, provided they are registered with the Cassa Forense and compliant with all income and contribution requirements, as set out in the applicable Regulations governing the provision of benefits.

Remuneration, Collective Bargaining and Training

VSME Standard
B10 – Workforce – Remuneration, collective bargaining and training

In line with the principles of UNI/PdR 125:2022, Legance pays particular attention to pay equity and gender pay equality, through the monitoring of indicators and processes designed to ensure equitable economic conditions and professional opportunities for women and men. Legance's strategy also includes a Gender Equality Strategic Plan, aimed at implementing and monitoring concrete actions aligned with the KPIs set out in the relevant reference practice.

In accordance with Italian legislation, employment relations between Legance and its employees are governed by the **National Collective Labour Agreement (CCNL) for Professional Firms** (covering 122 employees) and **the National Collective Labour Agreement (CCNL) for the Commerce Sector** (covering 5 employees). For professionals, no National Collective Labour Agreement applies, as their relationships are governed by professional regulations and individual agreements.

Training

Training is a key element in supporting the growth and development of both employees and professionals.
In 2025, a total of 8,878 hours of training were delivered to professionals and employees, of which 8,497 hours to professionals and 381 hours to employees.

Professionals

In 2025, professionals received 8,497 hours of training, with an **average of 19.4 hours per professional, in line with the previous year**. Training activities focused on AML (Anti-Money Laundering), ISO 37001 (Anti-Bribery Management Systems), ISO 27001 (Information Security Management Systems), UNI/PdR 125:2022 (Gender Equality), continuing professional development, and financial analysis.

Employees

In 2025, employees received 381 hours of training, with an **average of 3.0 hours per employee, in line with the previous year**. Training activities focused on ISO 37001 (Anti-Bribery Management Systems), ISO 27001 (Information Security Management Systems) and UNI/PdR 125:2022 (Gender Equality).

Training – Professionals	Unit	2025			2024		
Average training hours by category	h	Women	Men	**Total**	Women	Men	**Total**
Partners		17.0	17.0	**17.0**	17.0	17.0	**17.0**
Senior Counsel		17.0	17.0	**17.0**	17.0	17.0	**17.0**
Counsel		17.0	17.0	**17.0**	17.0	17.0	**17.0**
Managing Associates		17.0	17.0	**17.0**	17.0	17.0	**17.0**
Senior Associates		21.0	21.0	**21.0**	21.0	21.0	**21.0**
Associates		21.0	21.0	**21.0**	21.0	21.0	**21.0**
Junior Associates		21.0	21.0	**21.0**	21.0	21.0	**21.0**
Trainees		16.0	21.0	**16.8**	17.0	17.0	**17.0**
Total		**19.9**	**19.0**	**19.4**	**19.9**	**18.9**	**19.4**

Training – Employees	Unit	2025			2024		
Average training hours by category	h	Women	Men	**Total**	Women	Men	**Total**
Executives		3.0	3.0	**3.0**	3.0	3.0	**3.0**
Middle Managers		3.0	3.0	**3.0**	3.0	3.0	**3.0**
Staff Employees		3.0	3.0	**3.0**	3.0	3.0	**3.0**
Total		**3.0**	**3.0**	**3.0**	**3.0**	**3.0**	**3.0**

Family Leave

All professionals and employees at Legance are entitled to take family leave, in accordance with applicable legislation.

Professionals are covered by the protections provided by the Cassa Forense, which include benefits and allowances supporting maternity, paternity and family-related leave, subject to the eligibility requirements set out in the Cassa Forense's regulations.

The table reports data on the Legance workforce who took family leave. In 2025, 18 women benefited from these measures.

Family Leave (HC)	2025			2024		
	Women	Men	**Total**	Women	Men	**Total**
Number of employees and professionals entitled to family leave / by gender	305	260	**565**	286	250	**536**
Number of employees and professionals who took family leave / by gender	18	-	**18**	3	-	**3**
Percentage of employees and professionals who took family leave out of those eligible	5.9%	0.0%	**3.2%**	1.0%	0.0%	**0.6%**

Human Rights

VSME Standard

C6 – Additional own workforce information – Human rights policies and processes

C7 – Severe negative human rights incidents

Legance recognises, promotes and safeguards the respect for fundamental human rights, operating in full alignment with the principles set out in its Code of Ethics. The Firm is committed to ensuring safe and healthy working conditions, promoting equal opportunities, preventing and combating all forms of discrimination and harassment, and fostering a working environment grounded in respect for individuals, dignity and freedom of expression.

During the reporting period, no incidents of discrimination – including harassment – occurred, were reported through the Firm's dedicated whistleblowing channels, or otherwise came to the Firm's attention. Consequently, no fines, sanctions or compensation payments related to human rights violations were issued in the reference period.

3.2 Workers in the Value Chain

Policies for Workers in the Value Chain

VSME Standard

B2 – Practices, policies and future initiatives for transitioning towards a more sustainable economy

C2 – Description of practices, policies and future initiatives for transitioning towards a more sustainable economy

Believing that the Firm's sustainability objectives and ethical values must be shared across its entire value chain, Legance has adopted a **Supplier Code of Conduct** designed to strengthen the dissemination of the ESG principles set out in the Code of Ethics and the Sustainability Policy. The Supplier Code of Conduct applies to all third parties providing goods, services or premises to the Firm (including landlords, IT service providers, and recruitment or headhunting firms).

Signing the Code is a prerequisite for **registration in the Suppliers Register** and implies the supplier's commitment to uphold the following ESG principles in its operations and in its business relationship with the Firm:

Labour and Human Rights

Suppliers must ensure safe and healthy working environments, comply with all applicable labour laws, recognise freedom of association and the right to collective bargaining, and apply merit-based criteria in personnel-related decisions. Respect for human rights and workers' rights is considered a fundamental value.

Diversity, Equity and Inclusion

Suppliers must reject all forms of discrimination based on age, gender, sexual orientation, health status, physical integrity, race, nationality, or religious and political beliefs, both in their operational activities and in their business relationships.

Ethical Integrity and Anti-Corruption

Suppliers must operate in compliance with all applicable EU, national and international regulations, rejecting any form of corruption or unlawful practice. They must ensure the protection of privacy and personal data and avoid situations that may give rise to conflicts of interest.

Legance annually assesses the level of ESG awareness and oversight among its Suppliers through a dedicated self-assessment questionnaire and, where necessary, through subsequent due diligence activities.

Actions for Workers in the Value Chain

VSME Standard

B2 – Practices, policies and future initiatives for transitioning towards a more sustainable economy

C2 – Description of practices, policies and future initiatives for transitioning towards a more sustainable economy

Extending its ESG commitment beyond the boundaries of the Firm and actively engaging the stakeholders within its value chain is a key priority for Legance. To this end, the Firm promotes specific actions aimed at ensuring decent working conditions and the protection of fundamental rights throughout the supply chain, through dialogue, monitoring tools, and supplier engagement initiatives.

Supplier Stakeholder Engagement Questionnaire

In 2025, Legance administered a **supplier**-focused stakeholder engagement questionnaire.

The results show an overall positive response, particularly regarding **anti-corruption policy** and **compliance procedures**, which suppliers consider adequate to prevent corruption risks within the value chain. Suppliers also expressed appreciation for the Firm's initiatives on **information security and privacy protection**, internal policies supporting **gender equality** and **inclusion**, and the environmental measures adopted by suppliers themselves.

Overall, respondents recognise that Legance's commitment to sustainability positively influences their perception of the Firm as a reliable partner. They also consider the introduction of formal channels for dialogue and feedback useful to further strengthen the supplier relationship.

3.3 Quality and Security in Client Information Management

Policies on Quality and Security in Client Information Management

VSME Standard

B2 – Practices, policies and future initiatives for transitioning towards a more sustainable economy

C2 – Description of practices, policies and future initiatives for transitioning towards a more sustainable economy

Confidentiality is a core value of Legance's professional practice and is formally enshrined in the Firm's **Code of Ethics**. All professionals are bound by **professional secrecy** and must maintain the utmost confidentiality regarding information acquired in the performance of their work, in the client's best interests. The Code prohibits the disclosure of information relating to the Firm's organisation or methods that could cause harm, requires that work-related data be safeguarded to prevent access by unauthorised parties, and forbids the use of information for purposes other than those permitted.

In dealings with third parties, the expected conduct must be based on respect, professionalism, fairness, clarity, impartiality, and transparency. With regard to personal data protection, in addition to the safeguards set out in the Code of Ethics and the Sustainability Policy, Legance has adopted an **Information Security Management System** with policies and procedures governing controls and access based on roles and associated risks, in accordance with **ISO 27001** and **ISO 27701**.

Actions on Quality and Security in Client Information Management

VSME Standard

B2 – Practices, policies and future initiatives for transitioning towards a more sustainable economy

C2 – Description of practices, policies and future initiatives for transitioning towards a more sustainable economy

Information Security and Privacy

The Firm has adopted management systems certified to **ISO 27001** and **ISO 27701**, relating to information security and privacy management, respectively, ensuring that internal processes prevent risks of data breaches or unauthorised access.

Legance has also implemented a **whistleblowing** system.

Client Stakeholder Engagement Questionnaire

In 2025, Legance administered a stakeholder engagement questionnaire addressed to clients.

The feedback received was overall positive. Respondents expressed the greatest reassurance regarding the Firm's reputation for integrity and transparency, the protection of information and privacy, its attention to diversity and inclusion, and its commitment to gender equality, anti-corruption, environmental sustainability, and support for the 2030 Agenda Goals.

Open-ended responses highlighted interest in a broader oversight of **digital governance** matters, with particular attention to AI ethics and algorithmic transparency, as well as an expectation for greater involvement of the Firm in initiatives related to social justice and access to justice, including through training and awareness-raising activities.

3.4 Pro Bono Activities

Legance actively promotes **pro bono legal** initiatives, making its professional expertise available to individuals and communities facing financial hardship and unable to afford legal services, with the aim of ensuring the exercise of their rights and access to justice. The Firm provides legal assistance to **non-profit organisations and entities pursuing social purposes**, contributing to their mission and amplifying the impact of their work by promoting a **more inclusive and accessible justice system**.

In 2025, Legance delivered 870 hours of pro bono work, involving 51 professionals and benefiting 21 recipients.

The Firm's pro bono activity covers both legal and non-legal initiatives, including projects developed jointly with clients within the sphere of shared values, as well as the organisation of internal meetings and discussions aimed at raising awareness within the Legance Community on sustainability-related matters.

Pro Bono Italia

As one of the founding members of the **Pro Bono Italia Association**, Legance contributes to the first Italian network of lawyers, law firms and bar associations dedicated to promoting a pro bono culture.

The non-profit Association provides legal support to non-profit organisations and individuals in need, promoting the public good, human rights and the improvement of the legal system. It also organises training activities and joint initiatives on legal, social and cultural matters, fostering dialogue with bar associations and institutions to support the development of pro bono-related regulations.

Antigone

As previously mentioned, the Firm has signed a **Memorandum of Understanding** with Antigone. The collaboration covers several areas:

- legal advice on matters related to the association's mission, including administrative, tax and reporting issues;
- organisation and management of events and training initiatives;
- support for research activities, including the translation of judgments, legal documents, annual reports, and other documents;
- development and management of the Association's IT network, management and processing of data collected from research activities – particularly from the Observatory on Prison Conditions – and management of Antigone's websites relating to its institutional activities or specific activities;
- support for fundraising activities.

TrustLaw Connect (TLC)

Legance actively collaborates with **TrustLaw Connect (TLC)**, the world's largest pro bono legal network, promoted by the Thomson Reuters Foundation.

TrustLaw was established with the aim of connecting NGOs and non-profit organisations worldwide with leading law firms willing to provide free legal assistance and resources to promote social and environmental change, protect human rights and defend media freedom. Through this collaboration, Legance helps to facilitate access to justice and accelerates the impact of initiatives serving the public good.

Coalizione Italiana per le Libertà e i Diritti civili (CILD)

Through its legal support, Legance works alongside **Coalizione Italiana per le Libertà e i Diritti civili (Italian Coalition for Civil Liberties and Rights, CILD)**, a network of civil society organisations working to defend and promote human rights and civil liberties. CILD carries out advocacy, awareness-raising and legal support activities to foster social inclusion and protect fundamental freedoms in Italy.

The Coalition focuses on issues such as migrants' rights, freedom of expression, equal rights, anti-discrimination and privacy protection.

Pastificio Futuro

Legance provided pro bono legal assistance to Gustolibero Società Cooperativa Sociale, a high-impact social enterprise engaged in artisanal pasta production, supporting the client in defining the most appropriate strategy to obtain effective protection of the "Pastificio Futuro" trademark.

Fondazione Alberto Sordi

Legance provided pro bono legal assistance to the Fondazione Alberto Sordi (Alberto Sordi Foundation) as part of the assessment process for obtaining Third Sector Entity (ETS) status, analysing the main advantages and disadvantages associated with this qualification, with specific reference to the civil-law obligations set out in the Italian Third Sector Code.

4. Governance Disclosure

4.1 Business Conduct

Mission

Legance is a professional partnership *(associazione professionale)* whose purpose is to provide legal services. The Firm operates in compliance with the law, the **regulations governing the legal profession *(Ordinamento della professione forense)***, **the Italian Code of Legal Ethics *(Codice Deontologico Forense)***, the **Charter of Core Principles of the European Legal Profession**, the **Code of Conduct for European Lawyers**, its **By-laws**, and its **Code of Ethics**.

Legance's mission is to find solutions for its clients, approaching the challenges of the profession with passion every day, in Italy and worldwide. The Firm embraces change – often anticipating it – in the belief that the **strength of the team** enhances individual qualities, and that **wellbeing, serenity and stability** in the workplace are goals to be pursued every day.

Environmental, social and governance matters are considered an integral part of the Firm's professional mission, in the belief that acting sustainably means operating in accordance with the highest standards, while reducing the Firm's impact on the environment and the community.

Corporate Culture and Business Conduct Policies

VSME Standard

B2 – Practices, policies and future initiatives for transitioning towards a more sustainable economy

C2 – Description of practices, policies and future initiatives for transitioning towards a more sustainable economy

Code of Ethics

The Code of Ethics sets out Legance's commitment to operating in compliance with EU, national and international regulations, **rejecting any form of corruption or unlawful practice**, as well as any request, pressure or threat aimed at inducing conduct contrary to the law or to individuals' moral, religious or political convictions. Binding on all recipients – professionals and employees – the Code requires full compliance in the performance of their activities and provides for disciplinary consequences in the event of violations. The values and principles it contains must be respected by the entire Legance Community.

Whistleblowing

Legance has implemented a Whistleblowing System in accordance with Legislative Decree 24/2023. Reports of unlawful conduct, breaches of the Code of Ethics or violations of internal procedures may be submitted to the Whistleblowing Body by post, in person or through the dedicated digital platform. The system **ensures the confidentiality of the report** and of the data it contains, as well as the anonymity of the reporting person, even where the report is subsequently found to be incorrect or unfounded. The Whistleblowing Body is responsible for verifying the merits of the reported circumstances and conducting prompt and thorough investigations in accordance with the principles of impartiality, fairness and confidentiality.

As of the date of publication of this document, no reports have been received through this channel. The procedure is communicated to all recipients through appropriate awareness-raising tools, available on the internal portal and posted on the Firm's noticeboards.

AML and CFT Policy

The Anti-Money Laundering (AML) and Countering the Financing of Terrorism (CFT) Policy is designed to prevent and avoid the involvement of the Firm and individual professionals in potentially harmful events.

To this end, Legance's AML Function conducts a self-assessment of the money-laundering and/or terrorism-financing risks associated with the Firm's professional activity and adopts safeguards and procedures appropriate to its nature and size to mitigate the risks identified.

In accordance with the Policy, all Legance employees and professionals are required to:

- maintain and regularly update their knowledge of AML obligations;
- adopt appropriate measures in line with applicable regulations or where they suspect that a client may be involved in money-laundering activities;
- consult the Anti-Money Laundering Officer whenever uncertainties arise or the circumstances so require.

Failure to comply with the Policy may result in disciplinary action, up to and including termination of employment or other professional relationships.

Maintenance, Implementation, Updating and Transparency

Within its Sustainability Policy, Legance formalises a set of commitments designed to ensure the implementation, **monitoring and transparency of its sustainability journey**. The Firm undertakes to define and periodically update its medium- and long-term strategic plan to identify the concrete actions required to achieve its objectives, to promote stakeholder engagement so as to monitor and update their expectations and requests in the field of sustainability, and to report on its social and environmental progress with a view to continuous improvement. As a participant and founding member of the UN Global Compact in Italy, Legance publishes its annual Communication on Progress (COP), reporting on the objectives achieved in its journey towards the implementation of the SDGs.

To ensure the achievement of these objectives, Legance has established a Sustainability Committee, an internal body responsible for driving, guiding, coordinating and overseeing sustainability matters. Its composition is detailed in the chapter on Sustainability Governance.

Corruption Prevention

VSME Standard
B11 – Convictions and fines for corruption and bribery

Preventing and combating all forms of corruption, whether direct or indirect, is a fundamental commitment for Legance, which considers any conduct contrary to the principles of transparency, integrity and accountability to be unacceptable. Corruption is prohibited in all its forms, and the reporting of suspicious circumstances is encouraged, ensuring strict confidentiality and protection from retaliation for those who report in good faith.

Anti-Bribery Management System (ABMS) Policy

The ABMS Policy, adopted in accordance with **ISO 37001:2016**, prohibits bribery in all its forms, including the solicitation or acceptance of bribes by professionals, employees or anyone acting on behalf of the Firm, and encourages the reporting of suspicious circumstances through the dedicated whistleblowing channels, on a confidential basis and without fear of retaliation.

The governance of the system involves the **Management Committee**, which has identified the Risk Owners and the dedicated interfaces, including the **ABMS Committee** and the **Anti-Bribery Compliance Officer (ABCO)**, whose full independence is ensured. The Risk Owners monitor the defined objectives and report annually to the Management Committee. Failure to comply with the Policy may result in disciplinary measures determined by the Management Committee.

Internal **audits and training programmes** are carried out annually to ensure oversight and continuous improvement of the ABMS. Partners, Risk Owners, professionals and employees are called upon to actively contribute to this process through performance measurement and the periodic review of the Policy.

Anti-Bribery Training

Training is a key tool for ensuring the dissemination and observance of anti-bribery principles within the Firm. Through dedicated training modules, activities involve the entire Firm workforce, strengthening a culture of integrity and ensuring full understanding of the procedures set out in the ABMS.
The latest structured training session under ISO 37001:2016 was delivered in 2025, for a total of 560 hours of training provided to both employees and professionals.

Supplier Relationship Management: Qualification, Assessment and Monitoring

VSME Standard

B2 – Practices, policies and future initiatives for transitioning towards a more sustainable economy

C1 – Strategy: Business Model and sustainability-related initiatives

C2 – Description of practices, policies and future initiatives for transitioning towards a more sustainable economy

Supplier Selection and Qualification

The Firm has defined specific ESG criteria for the **selection and qualification of suppliers**, who are required to complete a **sustainability management questionnaire**. Registration in the Suppliers Register is subject to **annual review**, ensuring continuous monitoring of their ESG profiles.

The criteria adopted are structured around three complementary dimensions:

Sustainability Criterion	Proximity Criterion	Social Impact Criterion

The **sustainability criterion** provides for the selection of suppliers that have formally adopted ESG policies or that agree to adhere to Legance's Code of Ethics and Sustainability Policy.

The **proximity criterion** guides the choice towards suppliers located within an 80-kilometre radius of the Firm's offices, with the aim of reducing supply-chain related emissions through the procurement of locally sourced products and services.

The **social impact criterion** reflects a preference for suppliers with a strong social commitment, such as non-profit organisations, social enterprises, social cooperatives, and benefit corporations, thereby supporting the development of local economies and social inclusion. Legance currently collaborates with 15 suppliers of this kind.

Suppliers are required to sign the **Supplier Code of Conduct**, adherence to which is a prerequisite for registration in the Suppliers Register. For further information on the contents of the Supplier Code of Conduct, please refer to the section Policies for Workers in the Value Chain.

Sustainability Management Questionnaire

For supplier selection and qualification, Legance requires suppliers to complete an **ESG self-assessment questionnaire** designed to verify the level of oversight of key sustainability topics across the supply chain.

The questionnaire covers, among other aspects, sustainability policies and strategies, sustainable procurement guidelines, integration of ESG criteria into procurement processes, definition of objectives and performance indicators, supply chain traceability, governance, ethics and anti-corruption safeguards, as well as attention to human rights, working conditions, and environmental compliance.

Responses are assessed using a progressive scoring system, which enables the Firm to measure the supplier's level of maturity on these topics and to use the results as part of the qualification process.

VSME Index

The 2025 Sustainability Report has been prepared in accordance with the methodologies and principles set out in the VSME Standard, applying Reporting Option B, which requires the use of both modules provided under the VSME Standard:

- Basic Module – general information and basic environmental, social and business conduct (governance) metrics; and
- Comprehensive Module – additional disclosures and indicators supplementing the Basic Module, selected in accordance with the Module's requirements.

The index of reported indicators reflects the reporting option described.

VSME Voluntary Sustainability Reporting Standard		Chapter / Paragraph References
Basic Module		
General Information		
B1	Basis for preparation	1. General Information / 1.1 Reporting Criteria
B2	Practices, policies and future initiatives for transitioning towards a more sustainable economy	1. General Information / 1.3 Strategy and Value Chain / Legance's Commitment to Sustainable Development 1. General Information / 1.4 Governance and Sustainability / Legance's Policies 1. General Information / 1.4 Governance and Sustainability / Management Systems and Certifications 2. Environmental Disclosure / 2.1 Energy and Greenhouse Gas Emissions / Energy and GHG Emissions Policies 2. Environmental Disclosure / 2.1 Energy and Emissions / Actions on Energy and GHG Emissions 2. Environmental Disclosure / 2.1 Energy and Emissions / Energy Consumption and Energy Mix 2. Environmental Disclosure / 2.2 Resource Use and Circular Economy / Policies on Material Procurement Management 2. Environmental Disclosure / 2.2 Resource Use and Circular Economy / Actions to Mitigate Impacts Related to Material Procurement 3. Social Disclosure / 3.1 Own Workforce / Policies for the Own Workforce 3. Social Disclosure / 3.1 Own Workforce / Actions for the Own Workforce 3. Social Disclosure / 3.2 Workers in the Value Chain / Policies for Workers in the Value Chain 3. Social Disclosure / 3.2 Workers in the Value Chain / Actions for Workers in the Value Chain 3. Social Disclosure / 3.3 Quality and Security in Client Information Management / Policies for Quality and Security in Client Information Management 3. Social Disclosure / 3.3 Quality and Security in Client Information Management/ Actions on Quality and Security in Client Information Management 4. Governance Disclosure / 4.1 Business Conduct / Corporate Culture and Business Conduct Policies 4. Governance Disclosure / 4.1 Business Conduct / Supplier Relationship Management: Qualification, Assessment and Monitoring

VSME Voluntary Sustainability Reporting Standard		Chapter / Paragraph References
Environmental Disclosure		
B3	Energy and greenhouse gas emissions	2. Environmental Disclosure / 2.1 Energy and Emissions / Energy Consumption and Energy Mix 2. Environmental Disclosure / 2.1 Energy and Emissions / GHG Emissions
B7	Resource use, circular economy and waste management	2. Environmental Disclosure / 2.2 Resource Use and Circular Economy / Materials
Social Disclosure		
B8	Workforce – General characteristics	3. Social Disclosure / 3.1 Own Workforce / Human Resources – General Characteristics
B9	Workforce – Health and safety	3. Social Disclosure / 3.1 Own Workforce / Occupational Health and Safety
B10	Own Workforce – Remuneration, collective bargaining and training	3. Social Disclosure / 3.1 Own Workforce / Remuneration, Collective Bargaining and Training
Governance Disclosure		
B11	Convictions and fines for corruption and bribery	4. Governance Disclosure / 4.1 Business Conduct / Corruption Prevention

VSME Voluntary Sustainability Reporting Standard		Chapter / Paragraph References
Comprehensive Module		
General Information		
C1	Strategy: Business Model and sustainability-related initiatives	1. General Information / 1.2 Legance / Firm Profile and Identity 1. General Information / 1.3 Strategy and Value Chain / Practice Areas 1. General Information / 1.3 Strategy and Value Chain / Legance's Commitment to Sustainable Development 1. General Information / 1.4 Governance and Sustainability / Legance's Policies 1. General Information / 1.4 Governance and Sustainability / Management Systems and Certifications 4. Governance Disclosure / 4.1 Business Conduct / Supplier Relationship Management: Qualification, Assessment and Monitoring
C2	Description of practices, policies and future initiatives for transitioning towards a more sustainable economy	1. General Information / 1.4 Governance and Sustainability / Legance's Policies 1. General Information / 1.4 Governance and Sustainability / Management Systems and Certifications 2. Environmental Disclosure / 2.1 Energy and Greenhouse Gas Emissions / Energy and GHG Emissions Policies 2. Environmental Disclosure / 2.1 Energy and Emissions / Actions on Energy and GHG Emissions 2. Environmental Disclosure / 2.1 Energy and Emissions / Energy Consumption and Energy Mix 2. Environmental Disclosure / 2.2 Resource Use and Circular Economy / Policies on Material Procurement Management 2. Environmental Disclosure / 2.2 Resource Use and Circular Economy / Actions to Mitigate Impacts Related to Material Procurement 3. Social Disclosure / 3.1 Own Workforce / Policies for the Own Workforce 3. Social Disclosure / 3.1 Own Workforce / Actions for the Own Workforce 3. Social Disclosure / 3.2 Workers in the Value Chain / Policies for Workers in the Value Chain 3. Social Disclosure / 3.2 Workers in the Value Chain / Actions for Workers in the Value Chain 3. Social Disclosure / 3.3 Quality and Security in Client Information Management / Policies on Quality and Security in Client Information Management 3. Social Disclosure / 3.3 Quality and Security in Client Information Management / Actions on Quality and Security in Client Information Management 4. Governance Disclosure / 4.1 Business Conduct / Corporate Culture and Business Conduct Policies 4. Governance Disclosure / 4.1 Business Conduct / Supplier Relationship Management: Qualification, Assessment and Monitoring

VSME Voluntary Sustainability Reporting Standard		Chapter / Paragraph References
Social Disclosure		
C5	Additional (general) workforce characteristics	3. Social Disclosure / 3.1 Own Workforce / Human Resources – General Characteristics
C6	Additional own workforce information – Human rights policies and processes	3. Social Disclosure / 3.1 Own Workforce / Human Rights
C7	Severe negative human rights incidents	3. Social Disclosure / 3.1 Own Workforce / Human Rights
Governance Disclosure		
C9	Gender diversity ratio in the governance body	1. General Information / 1.4 Governance and Sustainability / Governing Bodies and Governance Model

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