



2024

> Sustainability at Lexence

Impact through involvement

Lexence

> Foreword

Involvement is in Lexence's DNA. Not only in our work for clients, but also in our role in society. That is why we are increasingly committed to a goal-oriented policy in the field of Environmental, Social & Governance (ESG).

The world faces major challenges: climate change, social inequality, and ethical business practices. As a firm, we feel a responsibility to contribute to solutions.

With this sustainability report for the year 2024, we account for our efforts. It underscores our belief: involvement is enduring. From that involvement, we continue to work toward a future that demands care, transparency, and decisiveness.

Amsterdam, 19 August 2025

Executive Board Lexence N.V. - Wendy de Ruiter-Lörx, Jurjen Mos and Bas Martens



Executive Board Lexence N.V.

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01 Lexence

> Introduction

Lexence

.Let's focus

> Introduction

At Lexence, we believe it is important to actively express our commitment to sustainability. This sustainability report provides insight into our firm's policies and performance in the area of sustainability. It offers an overview of our ESG strategies and the progress we are making toward achieving the goals we have set. At the same time, it gives us the opportunity to reflect on the steps we can take to further enhance and improve our impact.

Our report is structured around the Sustainable Development Goals (SDGs) established by the United Nations. These global goals are an important guide for our strategy and form the foundation for the choices we make in our operations. We have prioritized six SDGs that form the common thread of our strategy. These SDGs were selected, through a double materiality analysis, based on their relevance to our firm and the impact we can make. They serve as a compass for Lexence's strategy to achieve tangible results in the area of ESG.

In this report, we not only present the results we have achieved so far, but also account for our processes, choices, and challenges. Sustainability is a process of continuous improvement, and we see this report as an important tool for ongoing self-evaluation. This allows us to continuously refine our strategy and work towards an ever-growing positive impact.

Although we are not required to report under the Corporate Sustainability Reporting Directive (CSRD), we view it as a valuable framework. The European Sustainability Reporting Standards (ESRS), which form part of the CSRD, provide a solid foundation for our reporting and will therefore appear at various points throughout this report. This enables us to be transparent and take responsibility in our sustainability reporting.



> Introduction

This report pertains to the calendar year 2024 and reflects the initiatives we at Lexence, together with our people, have undertaken. We are guided by the prioritized Sustainable Development Goals (SDGs) of the United Nations.

They provide a clear framework for our commitment to corporate social responsibility and align with our values and the expectations of our stakeholders, such as customers, suppliers and employees. Based on a materiality analysis, in which we incorporated input from colleagues, clients, and other stakeholders, we have identified six SDGs on which we as an organization (aim to) make the most impact. These SDGs are divided into three themes.

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02

> Materiality analysis

> Dual materiality

Description

Double materiality plays a central role within CSRD reporting. The term indicates whether a topic is material to an organisation by looking at two dimensions: **impact materiality** (the organisation's impact on people and the environment) and **financial materiality** (the financial impact of the topic on the organisation). When a subject is assessed as material on either dimension, it is considered material as a whole.

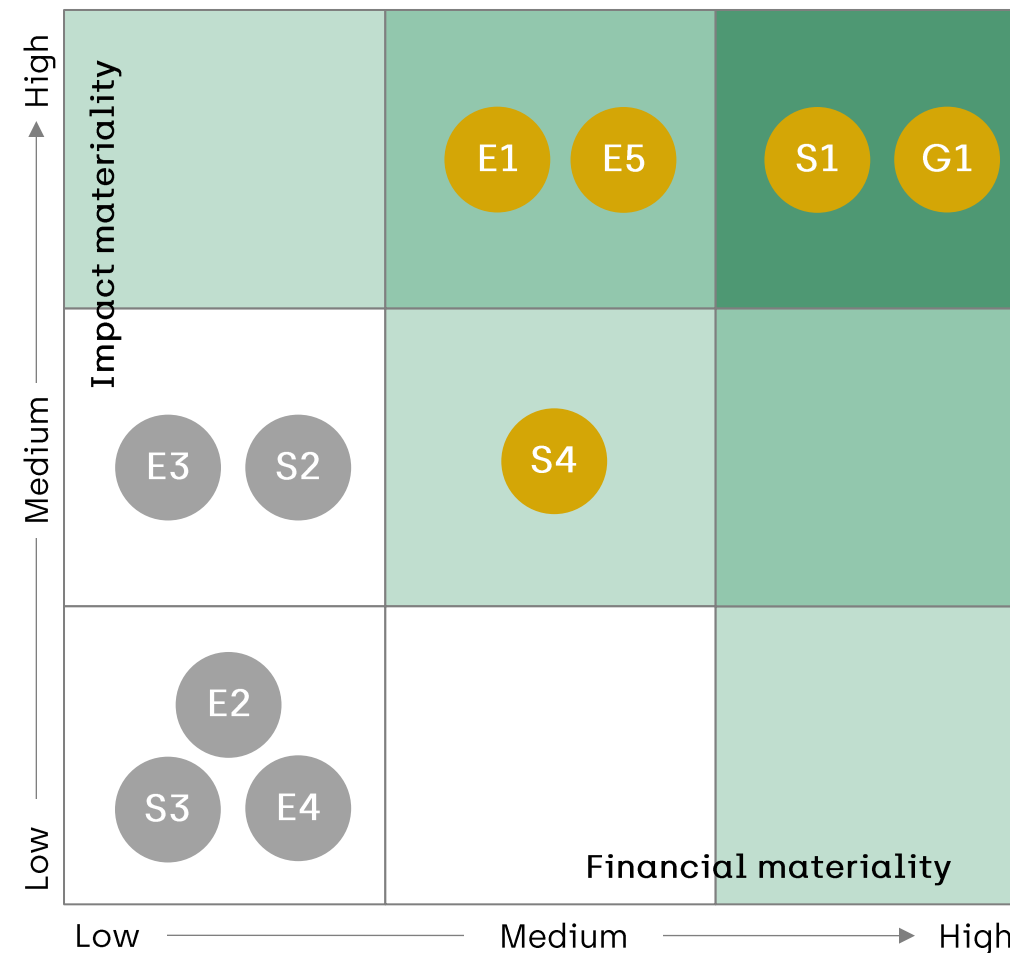
We first identified **the impacts, risks and opportunities** for Lexence. Then, based on the ESRS sub-subtopics (see: ESRS 1, paragraph 16) and the underlying data points, we determined which sub-subtopics were impact and/or financially material.

The **materiality matrix** shows the result of the dual materiality analysis, at the level of the overarching ESRS topics. The vertical axis shows the impact materiality and the horizontal axis the financial materiality. The topics are ordered from low to high, with the green coloured areas marking the **materiality thresholds**.

Based on the analysis, we conclude that topics **E2, E3, E4, S2 and S3 are not material** to Lexence due to their limited importance to both stakeholders and Lexence itself. The topics assessed as material (**marked in yellow**) are further explained in this report.

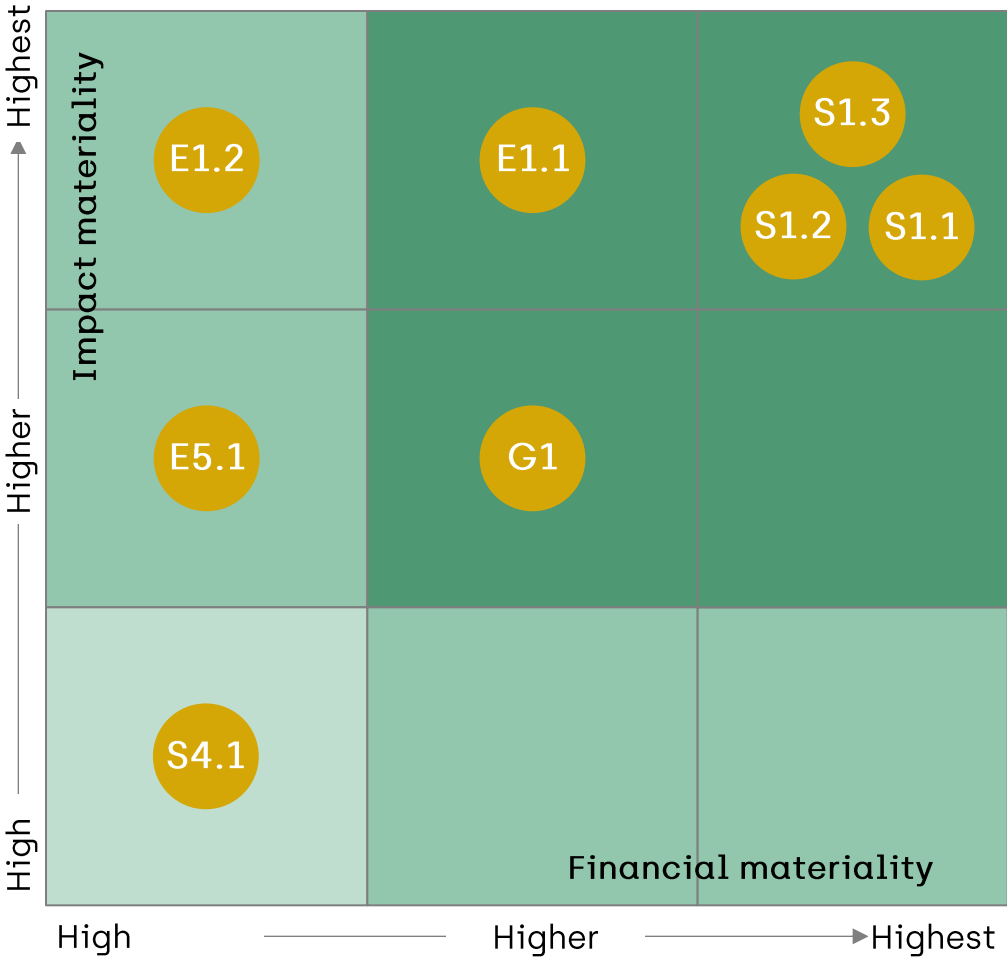
Topics

- E1** Climate Change
- E2 Pollution
- E3 Water and marine resources
- E4 Biodiversity and ecosystems
- E5** Resource use and circular economy
- S1** Own workforce
- S2 Workers in the value chain
- S3 Affected communities
- S4** Consumers and end-users
- G1** Business conduct



Dual materiality

Description	Topics
To get a sharper picture of the material sub-sub-topics, we have broken them down and ordered them by ascending materiality, from relatively high to very high. This helps identify focus areas within Lexence's sustainability strategy. The analysis is based on the ESRS sub-subtopics and associated data points, as described in ESRS 1, paragraph 16. Only those sub-subtopics considered material are included in this assessment. The analysis shows that the topic 'own employees' has the highest priority. This topic scores highest on both dimensions and underlines the importance of being a good employer within Lexence. In addition, several environmental topics emerge with high impact scores. These include energy consumption, emissions and waste management. Although these topics have less direct financial impact, their social relevance is high, and they require strategic attention. Finally, governance remains a key focus, given the close interrelation between good governance and the core values of the legal profession. Transparency, integrity and responsible conduct are essential to our professional practice.	E1.1 Climate change adaptation
	E1.2 Energy
	E5.1 Waste
	S1.1 Working conditions
	S1.2 Equal treatment and opportunities for all
	S1.3 Other work-related rights
	S4.1 Information-related impacts for consumers and/or end-users
	G1 Business conduct





03

➤ Sustainability highlights

Lexence

.Let's focus

> Progress at a glance

Climate actions



100%

green power from Dutch wind turbines



22%

increase in recycled waste

Social impact



Partnership with
World Child Cancer

Our people



53%

women within our organisation

Sustainable Development Goals

Global Sustainable Development Goals (UN)

Lexence is consciously working on sustainability, inclusion and being a good employer. The United Nations' SDGs are our compass in this respect. In this report, we show which six goals are central and how they fit with our values and way of working.



What we contribute to

SDG 5: Gender equality
We actively promote gender equality inside and outside the organisation, with a particular focus on leadership positions, inclusive recruitment and a healthy work-life balance.

SDG 8: Decent work and economic growth
Lexence invests in the well-being, growth and development of employees. We strive for a safe working environment and encourage a healthy work culture.

SDG 10: Reducing inequalities
We are working towards an inclusive organisation where there is room for people from different backgrounds, including through inclusive recruitment, training, education and raising awareness within the organisation.

SDG 12 : Responsible consumption and production
We encourage circular use of raw materials, minimise waste streams and buy sustainably. We monitor our progress monthly.

SDG 13: Climate action
Lexence is actively reducing its ecological footprint through energy-efficient working, sustainable office design and reducing residual waste.

SDG 16: Peace, justice and strong institutions
As a law firm, we are committed to the rule of law and access to justice. Through collaborations with IMC Weekend School, among others, to inspire young people to contribute to an inclusive and just society.

04

> Environment

Lexence

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SDG 12: Responsible consumption and production

Sustainable and responsible use of resources is essential for future-proof business operations. Although our ecological footprint as a law firm is relatively limited, our paper consumption, energy consumption and the purchase of office supplies can contribute to waste and environmental impact. By making conscious choices in our business operations within Lexence, we are actively contributing to a circular economy and inspiring the industry to move with us.

What we want to achieve

Our ambition is to generate no more than 50% residual waste by 2025. In addition, we want to:



Further reduce the environmental impact of our paper consumption through digitisation.



Reduce procurement through sustainable and local procurement.



Making all employees aware of circular behaviour.



Structural sustainability within office supplies and consumables.



Monitor our energy and water consumption transparently and reduce it where possible.

What actions we take

Our approach to SDG 12 is embedded in policy documents and daily practice. We combine strategic procurement choices with concrete waste management and clear responsibilities within the organisation.

Sustainable procurement

We have a procurement policy based on circular principles. Suppliers are carefully selected on the basis of sustainability certifications such as **Ecovadis** and **ISO 14001** to actively reduce the environmental impact of our purchases. We prefer recycled or renewable materials and opt for energy-efficient products. In addition, we avoid unnecessary packaging by purchasing from suppliers who use minimal or bulk packaging.

We also make sustainable choices in our office environment: for instance, we encourage the digitalisation of processes to reduce paper consumption. An example is the test phase for CO₂-neutral paper, where we are investigating whether this can become a structural alternative. We also consciously choose larger packaging sizes to avoid mono-packaging.

Waste management

The waste policy follows Lansink's Ladder as a guiding principle. We focus on waste prevention, reuse and refined waste separation. We do this by:

- Introduction of nine waste streams (including confidential paper, GFT, glass, PD)
- Reusable alternatives including artificial flowers and coffee cups. We do not use disposable cups, but work with mugs and cups that go into the dishwasher after use.
- New recycled steel waste bins in the office
- Monitoring via monthly dashboards with kilos and percentages.



Concrete use in figures



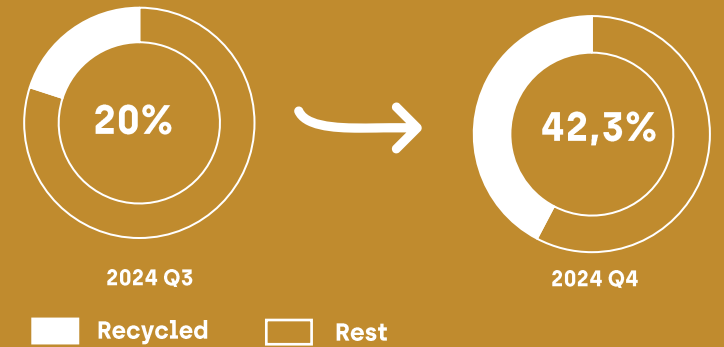
995.494 kWh

renewable electricity consumption
[2023]



2.469 m³

water consumption [2023]



Increase in share of recycled waste between Q3 and Q4 [2024]

Together with our facility services provider and users, an active effort has been made to improve waste separation within Lexence. Where previously all waste from pantries was collected in one bag, it is now collected separately. Employees have also become more aware of separation and use several waste bins instead of one. These concrete improvements have led to a significant increase in the proportion of recycled waste.

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CLIMATE
ACTION

SDG 13: Climate Action

We feel responsible to reduce our ecological footprint and contribute to a sustainable future. By reducing energy consumption, switching to green electricity and making travel more sustainable, we actively contribute to climate goals. In doing so, we would like to share our sustainable approach within our sector and contribute to raising awareness about environmentally friendly choices.

What we want to achieve

Lexence is contributing to combating climate change and achieving the Paris Climate Agreement. In doing so, we focus on three pillars.



Reducing energy use.



Using green electricity.



All travel as green as possible.

What actions we take

In recent years, we have already been working hard to reduce our emissions through a number of green initiatives.

Energy-efficient office

Lexence's office is located in the Infinity building, a pioneering example of sustainability. The building uses a 'double skin' and advanced installations to minimise energy consumption. The indoor climate is protected from unwanted heating by the sun thanks to thermal blinds, in the form of fabrics and louvres that reduce the need for cooling in summer. In winter, this construction helps to keep out the cold, allowing the building to be heated more efficiently. In addition, a clever system of underground water storage ensures both heating and cooling of the building in an energy-efficient manner.

Furthermore, we participate in the "Zuidas doe(t) het licht uit" initiative to save extra energy at night. To minimise our ecological footprint, we exclusively buy 100% green electricity from Dutch windmills.

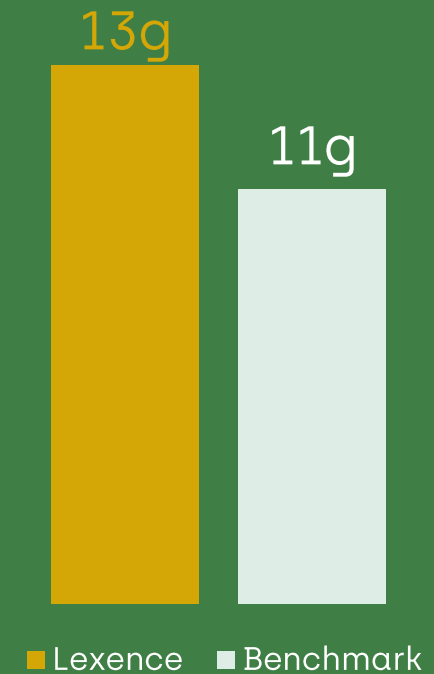
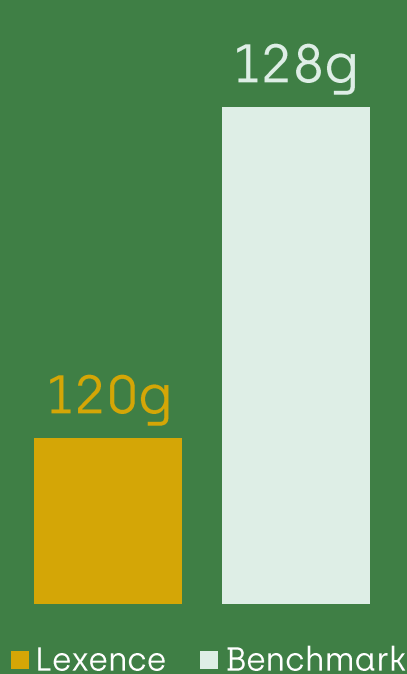
Travel

To reduce greenhouse gas emissions outside the office, Lexence has taken several initiatives. For example,



we encourage our employees to travel to the office by bicycle or public transport, including through a favourable travel expenses scheme and the expansion of the number of charging points for electric cars and e-bikes. To further promote the use of e-bikes, we have joined the E-bike Try-out initiative and make company bicycles available for short business appointments. When employees do need a car, we use fully electric company cars. Finally, Lexence is a member of the Green Business Club Zuidas, through which we work together on smart mobility, energy efficiency and awareness-raising in the Zuidas.

Average CO2 emissions per km travel resource



05

> Social

Lexence



.Let's focus



SDG 5: Gender equality

In the legal sector, gender inequality and under-representation in senior positions remain a concern. We believe equal representation and inclusion are essential for innovation, talent retention and a forward-looking organisational culture. By structurally promoting gender equality, we create a working environment where everyone has equal opportunities to grow.

What we want to achieve

To achieve full gender equality, we focus on strengthening inclusion, diversity and equal opportunities within the organisation. In doing so, we have the following ambitions:



Increasing the proportion of women in senior positions and leadership.



Encouraging advancement to the top through career policies and mentoring, among others.



Creating work culture where women feel supported at different stages of life.

What actions we take

We are actively committed to gender equality through various initiatives that contribute to SDG 5.

Diversity and continuity at the top

By actively making room for personal circumstances in career paths, we strengthen the continuity of talent development as well as diversity in our top ranks. Diversity figures are reported and concrete targets linked to a set deadline.

Mentor-mentee (Talent to the Top)

This organisation is committed to more women in top positions within organisations. Lexence has committed itself to this goal by signing the charter 'Talent to the Top'. Lexence actively participates in the many activities of this organisation, such as the annual monitor and the mentor-mentee programme.

Connecting and strengthening female talent

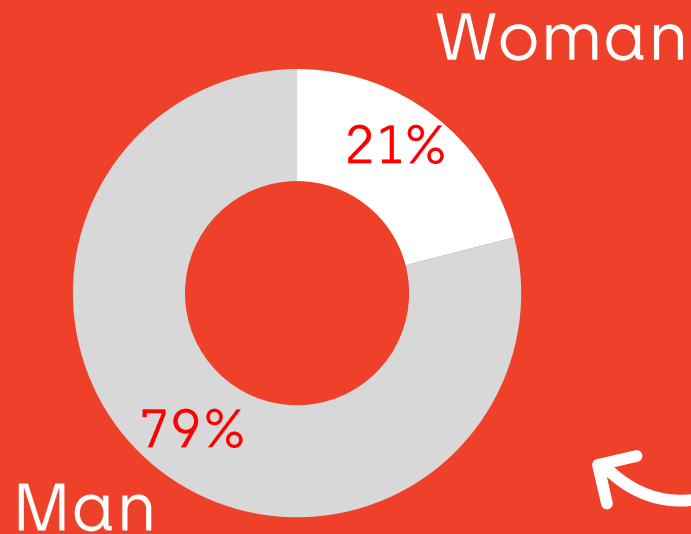
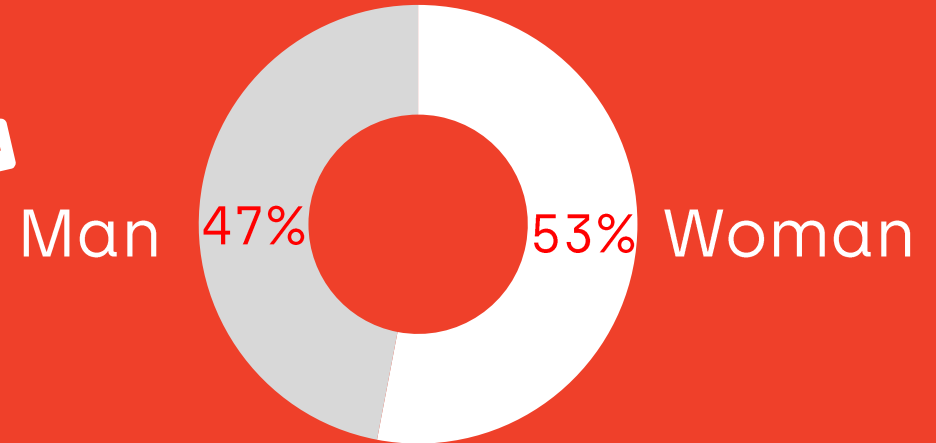
We are actively committed to connecting, inspiring and empowering female talent within and outside our organisation. In 2024, among other things, we paid attention to International Women's Day, with an inspiring lecture and an interactive workshop. These initiatives contribute to awareness, knowledge sharing and strengthening the position of women in our field.

Career policy

Within the legal profession, career steps often coincide with important life phases, such as marriage or starting a family. We have therefore very deliberately created space in our career policy for taking career steps at one's own pace. This applies to all employees (men and women).



Gender ratio within the organisation



Gender ratio partners



SDG 10: Reducing inequalities

In a diverse society, it is essential that organisations offer equal opportunities to people from diverse backgrounds. At Lexence, we want to remove barriers and create inclusive work structures where everyone feels welcome, valued and can develop safely. Diversity of perspectives encourages collaboration, enhances innovativeness and makes us stronger as an organisation.

What we want to achieve

We aim to be an inclusive organisation where differences in cultural, social or economic background do not hinder anyone's development or advancement. Our ambitions:



Promote cultural diversity within all levels of the organisation.



Create inclusive structures for recruitment, selection and internal advancement.



Increase awareness and dialogue on (in)visible differences.



Supporting young people and students from underrepresented groups.

What actions we take

We are actively committed to reducing inequalities through various initiatives that contribute to SDG 10.

Diversity and Inclusion (D&I) Committee.

This committee plays a central role within the organisation: it initiates and advises on policies, develops internal initiatives, and promotes awareness around inclusion issues.

The D&I committee organises various activities throughout the year, including:

- *DE&I lunchsessions:* Inspiring sessions with external speakers on themes such as creativity, allyship, reframing and generational differences, aimed at raising awareness and conversation around cultural diversity.
- *Bridges Network and Lequal Foundation:* we work with Bridges Network and Lequal Foundation to promote cultural and intersectional diversity in the legal sector. Bridges Network focuses on increasing the connection between law students from bi-cultural backgrounds and employers in the commercial legal profession. The Lequal Foundation is also broadly committed to equal opportunities and inclusion within the sector.

- *IMC weekend school:* we provide motivation-focused education for young people aged ten and above, in those places in the Netherlands where it is needed most. To inspire young people to become lawyers or learn more about legal work.

- *Active attention to cultural and religious moments:* We actively pay attention to important cultural and religious traditions, such as Ramadan with iftar, Diwali and Ketu Koti. Office colleagues are given the opportunity to participate and celebrate together, contributing to connection and mutual understanding.

Recruitment

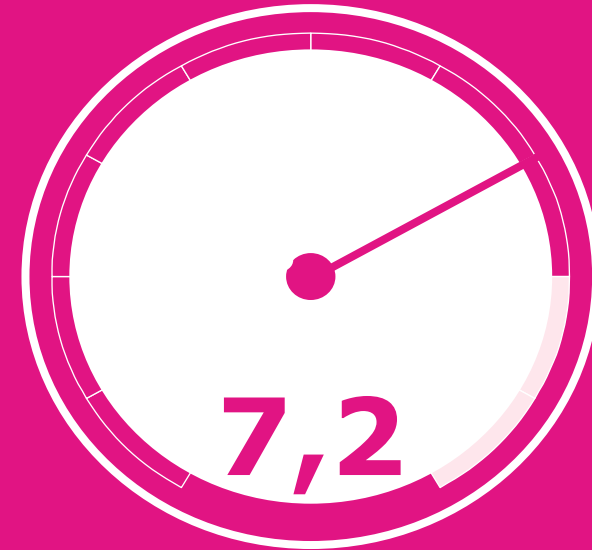
Our selection procedures have been scrutinised and adapted to give more space to diverse talent. To reduce unconscious bias, Lexence applies the four-eye principle at every application stage and objective assessments are used. Since 2022, the procedure has been adjusted to lower thresholds: student trainees are no longer assessed on marksheets or ability tests, and for lawyer trainees, the focus is only on internship assessments and master's degrees.

Employee satisfaction survey (MTO)

Through the MTO, we measure how employees perceive inclusion.



"I am accepted for who I am within Lexence"



"Everyone is treated equally regardless of background"



SDG 8: Decent work and economic growth

At Lexence, we consider our employees to be the heart of the organisation. Therefore, it is crucial to us that they feel at home, feel good about themselves and can develop in a way that suits them. We recognise that the workload in the legal profession is traditionally high, but we believe it is important that the well-being of our employees is always at the heart of our work. This means that we ensure not only a healthy work-life balance, but also the right support and growth opportunities.

What we want to achieve

To put the working atmosphere and personal development of our staff first, we focus on three themes:



Mental and physical health



Pleasant and safe working atmosphere



Personal development

What actions we take

For SDG 8, we use policies and initiatives to promote fair work and economic growth.

Mental and physical health

To promote the well-being of our employees, we focus on both mental and physical health. Internal and external confidential counsellors are available to whom employees can turn with both work-related and personal concerns. To reduce incentives for overtime, we have adjusted our policy: since this year, each overtime hour is rewarded equally, where previously it increased with more hours worked. In addition, we do not provide lease cars, so employees are encouraged to come to the office by bike or public transport, good for both health and sustainability.

Pleasant and safe working atmosphere

Lexence considers it important that employees treat each other with respect and integrity, so that everyone feels safe in the workplace. We have established standards of behaviour and a regulation for undesirable behaviour, which encourages employees to discuss and resolve complaints internally through open communication. In addition, we use the Myers-Briggs Type Indicator (MBTI) office-wide to gain insight into each other's personalities. This promotes mutual understanding and contributes to an inclusive working environment where differences are valued and utilised.

Personal development

We encourage personal development through six-monthly evaluation interviews. These are aimed at growth and reflection, not assessment. We believe that assessment rarely motivates, and can actually be counterproductive. During these interviews, we use a standardised set of criteria to ensure objectivity, transparency and equal treatment. The interviews provide room for reflection, setting personal learning goals and discussing ambitions. We also encourage continuous development through education and training, both internal and external. Employees are actively encouraged to take advantage of training opportunities that contribute to their professional growth and to the quality of service. The starting point is that everyone develops continuously, in line with the needs of the practice and their own career. This is how we ensure a work culture in which employees can continue to develop and remain sustainably employable.



76% of employees
participate in the
MTO.



The MTO shows that
Lexence scores a 7.5 on
satisfaction with
working conditions.



06

➤ Governance

Lexence

.Let's focus



SDG 16: Peace, justice and strong institutions

The foundation of the 2022-2025 strategy is compliance, integrity and social responsibility. These principles form our licence to operate on the basis of which our clients substantiate the trust they have placed in us. This is not only the trust to provide them with sound legal advice, but also the trust in our own integrity and compliance. As a firm, we therefore consider it important to have a clear and transparent governance structure.

What we want to achieve

At Lexence, we strive for a transparent and integral approach to governance, with an open corporate culture that allows for dissent. We regard compliance as the set of measures aimed at ensuring compliance with laws and regulations, with the aim of safeguarding the integrity of our actions and those of our employees. Non-integrated behaviour damages clients' trust and carries serious integrity and reputation risks. In addition, we see a role for ourselves as lawyers and civil-law notaries to contribute to the Dutch rule of law and judicial system.

What actions we take

Lexence uses the 'three-lines model' as the foundation of our governance model:

1. First line: Lexence's lawyers and notaries constitute the first line. They bear responsibility for managing risk in their day-to-day work, following a systematic risk process involving internal controls and other risk measures.
2. Second line: The compliance function within our firm forms the second line of defence. This function independently monitors risk management by the first line of defence and handles compliance-related incidents. It also provides information to regulators when necessary.

3. Third line: Our external auditors form the last line. They provide independent assurance on compliance with laws and regulations, and we conduct regular audits to ensure ethical compliance.

The Executive Board (DB) is responsible for implementing compliance and integrity promotion measures within our firm. The compliance function is carried out by a team of independent compliance officers, who are also part of the management team. We have various compliance programmes that ensure that our business activities comply with legal and ethical standards. Our risk management system enables us to effectively monitor operational, financial and reputational risks so that we can react quickly to changing circumstances and proactively adjust our policies.





SDG 16: Peace, justice and strong institutions

Board culture

Our governance structure ensures a balanced representation of different interests. The board consists of members from diverse backgrounds. Our managing partner is an experienced director who does not come from a legal or notarial background and devotes her full time to board duties. Her position is indefinite, which strengthens her independence and long-term focus in decision-making. Moreover, the separation of power between board and executive teams is strictly observed to avoid conflicts of interest and ensure the integrity of our decision-making processes.

Corporate culture

Our strategic foundation emphasises the importance of long-term client relationships and providing our employees with room to develop themselves. We value responsibility and integrity, as expressed in the Lexence Code of Conduct ("LG"), which applies to all employees and external parties working with our firm. This Code of Conduct is based on the following principles:

- We all bear responsibility for our actions.
- We work as one team.
- We take both our professional and personal responsibilities seriously.
- We act with care and integrity.
- We respect laws and regulations and act accordingly.
- We are transparent, decent and socially responsible in our operations and guard against.

- We treat confidential information with care and discretion
- We promote a safe working environment and make dilemmas negotiable.
- We treat everyone fairly and respectfully.
- We make conscious choices in the partners we work with.
- We ensure transparent communication to suppliers, colleagues and customers
- We do not undertake business with individuals or organisations that may damage our reputation or social interests.

In addition to the Code of Conduct, we have [Policy and Regulations on Unacceptable Behaviour](#), aimed at preventing and countering undesirable behaviour. This policy encourages openness so that complaints and dissatisfaction can be voiced and dealt with according to clear procedures.

Stakeholder Engagement

We open ourselves to the opinions and input of our stakeholders. We aim to engage regularly with representatives of employees, customers, suppliers and the local community. Stakeholder engagement is an ongoing process for us, where we carefully incorporate our stakeholders' interests into our decision-making and due diligence processes so that their perspectives are heard and integrated.

Whistleblower scheme

Lexence has implemented a whistle-blower scheme to identify, report and investigate wrongdoing where the public interest is at stake. This regulation is based on current legislation and provides legal protection and confidentiality to whistleblowers. When a problem is identified, it can be reported through the manager, the Executive Board or an external confidential adviser. Each report is carefully recorded, confirmed within seven working days, and promptly and independently investigated to assess all relevant facts and take appropriate action.

While the current whistleblowing system already provides a solid foundation, there is a plan to implement additional safeguards, which will include revising the protocol in Q4 2024. These additional measures will further strengthen security and trust in our reporting system.

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