

2024 commitment report

Facing the future
of law together

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CMS Francis Lefebvre, A deeply dedicated law firm

CMS Francis Lefebvre is proud to present the 4th edition of our Commitment Report, reflecting the collective investment and drive of our firm's members, a community of 700 people, including 450 lawyers. This report is a natural part of our value-creation model and our vision of a fully responsible and resolutely committed company.

Our daily mission is to assist our clients in meeting the challenges they face, boosting their competitiveness and satisfying environmental transition imperatives and CSR issues. Our key asset to do so is the interdisciplinary nature of our practices.

As we celebrate our 100th anniversary in 2025, we are proud of how far we have come and our ability to strive for excellence, share strong values and catalyse commitment. The keys to our success are encouraging initiative and creativity in a spirit of constant innovation, knowing how to reinvent ourselves while remaining faithful to who we are, learning, training and transmission to future generations.

We would like to extend our warmest thanks to all the members of our firm for enabling carrying out all our assignments and taking on our responsibilities. We look back on 2024 as a year marked by collective and individual success in a spirit of mutual trust.

Laurent Marquet de Vasselot
for the Executive Board

CMS Francis Lefebvre in brief

CMS Francis Lefebvre is one of France's top international law firms.

Our lawyers advise their clients, securing their operations and defending their interests in France and around the world.

CMS Francis Lefebvre belongs to CMS, one of the largest networks of law offices in the world, employing over 5,000 lawyers.

Our wide range of expertise is organised into around 19 practice and sector groups, covering all our practice areas and industry sectors.



building a relationship of trust with our clients

Our clientele is made up of businesses, individuals and organisations, all of which we advise and support over the long term. The quality of the partnerships we build with them rests on the high added value of the services we deliver, the expertise of our lawyers and the stability of our teams. Our focus is on securing our clients' operations and defending their interests, helping them understand business law and taking part in its development. All of this is deeply embedded in a context marked by strong economic and legal uncertainty along with regulatory inflation. Our legal intelligence teams support our value of excellence through their ability to demystify issues and their ongoing participation in consultative processes and legislative reform projects.

CMS around the world

CMS has more than 80 offices in over 45 countries worldwide. CMS member firms offer their clients advice tailored to their needs and high value-added solutions in all practice areas.



Europe

Aberdeen, Amsterdam, Antwerp, Barcelona, Belgrade, Bergen, Berlin, Bratislava, Bristol, Brussels, Bucharest, Budapest, Cologne, Dublin, Düsseldorf, Edinburgh, Frankfurt, Funchal, Geneva, Glasgow, Gothenburg, Hamburg, Istanbul, Kyiv, Leipzig, Lisbon, Liverpool, Ljubljana, London, Luxembourg, Lyon, Madrid, Manchester, Milan, Monaco, Munich, Oslo, Paris, Podgorica, Poznan, Prague, Reading, Rome, Sarajevo, Sheffield, Skopje, Sofia, Stavanger, Stockholm, Strasbourg, Stuttgart, Tirana, Vienna, Warsaw, Zagreb and Zurich

serving as a true partner over the long term

The work of our teams is built on three founding pillars:

- **an international network offering complementary expertise** to defend our clients' interests around the world;
- **local roots across the network** thus ensuring that we can offer expertise in the law and practices of each country to meet the specific on-the-ground challenges of the companies we support;
- **multidisciplinary and transnational teams** to help our clients with their decisions.



our governance



François Hellio
Chairman of the
Executive Board
Partner



**Jean-Philippe
Bidegainberry**
Managing Director
Partner



**Laurent Marquet
de Vasselot**
Managing Director
Partner



**Anne-Laure
Villedieu**
Managing Director
Partner

The Executive Board



**Cathy Goarant-
Moraglia**
Chairman
Partner

Aline Divo
Vice-Chairman
Partner

The Advisory Board



**Alexandre
Delhaye**
Partner

**Christophe
Frionnet**
Partner

Stéphane Gelin
Partner



Laurent Hepp
Partner

Claire Vannini
Partner



Thomas Hains
Business law
Partner

Rodolphe Olivier
Employment
Partner

Nicolas Riou
Tax
Partner

The Department Coordinators

our stakeholders



External stakeholders

Clients

Our lawyers are committed to:
— securing our clients' transactions;
— defending their rights;
— fostering an understanding of business law and participating in shaping it.

Public authorities and regulators

Our firm participates in direct consultations with national and local public authorities (French General Directorate of the Treasury (DGT), Ministry of Economy, etc.) and also works with national supervisory authorities, regulators and standard setters.

Partners

Key suppliers and subcontractors

In line with our CSR commitments, our firm has set out a responsible purchasing charter to guide our considerations regarding sustainable development issues in all our activities.

Sub-contractors and co-contractors

Our firm combines its expertise, in particular with consulting and notarial firms, to support our clients, irrespective of their sector of activity.

Community and environment

The company

Equal opportunity associations: our firm supports partners assisting young people from middle school to their first years at work, think tanks and professional organisations.

The environment

In line with the UN Global Compact, CMS Francis Lefebvre is committed to an environmental policy where businesses and experts work to avoid and reduce waste and emissions, and contribute to the French national effort. We support funds and associations that strive to defend our planet.

our value creation model

As a trusted expert, we are multidisciplinary, multijurisdictional, present, and powerful, with local proximity and global international reach. Technical, meticulous, strategic excellence and long-lasting partnerships built on confidence are the key fundamentals to ensuring that our clients stay ahead. This is the cornerstone of our commitment to every client: helping them see tomorrow as an opportunity.



trends affecting the legal profession

Lawyers, university professors, Of Counsels, knowledge managers and paralegals work to anticipate all trends, analyse legal developments and disseminate the firm's knowledge both internally and externally.

- New environmental, workforce-related and social challenges
- Tense and uncertain economic and geopolitical contexts
- War for talent, expectations of new generations
- Digitisation: AI and LegalTech
- Regulatory inflation and complex hierarchy of French, European and international standards
- Constantly evolving frameworks, particularly regarding tax and employment law
- Growing need for assistance in dispute management



our strengths

A recognised legal institution

- A history dating back one hundred years

Values for our teams and our clients

- Excellence, goodwill, commitment, team spirit

International strength and local market presence

- CMS has offices in over 45 countries
- More than 10,000 employees
- 59.3% of whom are women

Widely recognised excellence of our expertise and legal intelligence

- over 19 areas of expertise
- exceptional legal intelligence teams
- over 700 members, of which more than 450 are lawyers, including over 110 partners

Our digital solutions

- Mobile applications: Droit Social +, CMS Dawn Raid, Contralto
- Disruptive tools: Lupl, CMS Collaborate, Kira, Brainspace, RegIT

Diverse client portfolio

- CAC 40 companies, tech giants, SMEs, start-ups, unicorns and individuals



our industry sector experience

Through our multidisciplinary organisation around industry sectors and practice areas, we offer in-depth knowledge of the challenges faced by our clients and their markets.

Industry sectors

- Energy and climate change
- Investment funds
- Hotels and leisure
- Infrastructure and project finance
- Insurance
- Life sciences and healthcare
- Private equity
- Technology, media and communications
- Private clients

CMS Francis Lefebvre

Practice areas

- Banking and finance
- Commercial law
- Competition and EU
- Corporate/M&A
- Dispute resolution
- Employment and pensions
- Intellectual property
- Public law
- Environment
- Real estate
- Tax
- Consumer products
- ESG
- Insolvency and restructuring
- Energy



our results

€1.957 billion in turnover for CMS in 2023

EcoVadis Silver

our 2024 gender equality index
92/100

recognised practices
Chambers/IFLR 1000/Legal 500
Over 30

Over 25,000 trees planted in state-owned forests through our Low Carbon Label projects in partnership with the ONF (French Forestry Commission).



chapter 1

sustainability, a strategic imperative

Today, businesses must take up a range of challenges to ensure they remain relevant: protecting the environment, contributing to progress in society and furthering the success of their teams. We see our CSR approach as a driver of responsible performance for our firm and our clients.



CMS Francis Lefebvre's commitment to corporate social responsibility

the view from Laurent Marquet de Vasselot,
Managing Director of CMS Francis Lefebvre



CMS Francis Lefebvre is a human community built on strong values and committed to excellence. Our aim is to energise this community of women and men and help it grow, strengthened by a shared focus on excellence, inspired by a sense of commitment and service, infused with team spirit, and acting in line with the values of humanity established by the firm's founders. As a responsible corporate citizen, our firm promotes initiatives that positively impact society, the environment and



a position strengthened through our participation in the UN Global Compact

In 2022, we joined the UN Global Compact Network France to amplify the sustainability strategy adopted by our firm, CMS Francis Lefebvre. This decision further solidified an existing commitment that is deeply rooted in our culture.

the economy. Through our expertise, our resources and our actions, our firm impacts the course of legislation and plays an active role in shaping public policy.

Our firm is a member of the Board of Directors of the Institut de l'Entreprise, which works to help French people identify with the corporate world and to enhance its role in society. We also took part in the 2024 edition of the Rencontre des entrepreneurs de France, on the theme of «Power».

As lawyers, for us, power implies mastering the legal and tax framework to secure transactions and investments, to foresee opportunities and risks. Our high-value advice allows our clients to develop in an increasingly complex regulatory environment. In this vein, fuelled by our unique human objectives and vibrant entrepreneurial culture, and by our vision of responsible corporate citizenship, CMS Francis Lefebvre focuses on training its members, especially the youngest among them, incites them to transmit their knowledge, and encourages everyone to assume their role, within, as well as also outside, the firm, as witnesses and actors of its commitment.



CMS Francis Lefebvre's Code of Ethics

CMS Francis Lefebvre has implemented a Code of Ethics laying down the fundamental principles that must guide the conduct of each of its members in all their activities, the choices they make, the decisions they take and more generally their behaviour in all circumstances. The Code of Ethics incorporates all the regulations, policies, rules of conduct and practices that the firm has decided to put in place to uphold the ethical standards it has set for itself and embody the values on which it was founded. It covers the firm's relations with its clients, its partners, the authorities and more generally all its stakeholders. The Code of Ethics applies to everyone at the firm: partners, counsels, associates, office managers, support staff and assistants.

Cybersecurity training
100%
of employees followed the "Cyber" pathway.



ethics and transparency

responsible business

Ethics is an integral part of CMS Francis Lefebvre's reputation. Ethics guide the actions of all the firm's employees, based on rigorous internal policies, defined at the French level as well as that of the CMS network. Ethics are integrated into our values and our corporate culture. We are committed to maintaining a high level of ethics, transparency and independence, to raising awareness and providing regularly training for our employees. Moreover, we carry out a risk assessment systematically before we accept any new engagement to ensure compliance with applicable standards and laws, including international sanctions and conflicts of interest.

data protection and security

Protecting the personal data and confidential information of our clients, employees and partners is a top priority for CMS Francis Lefebvre's teams. We advocate exemplary data security to build lasting relationships based on trust and mutual interest. To achieve this, we implement operational, logical and physical security measures and conduct regular compliance audits. In 2024, our firm took steps to obtain ISO 27001 certification, the global benchmark for securing computer data and information security.

The word of...

Isabel Scholes,

CMS Executive Director & Chair of the Sustainability Committee



Why has CMS drawn up its ESG Charter and what commitments does it involve?

"From the climate crisis to social inequities, the challenges facing society today are immense. To meet them, we must adhere to ethical and sustainable

principles in our business practices and act as a responsible corporate citizen. Our ESG Charter serves as our guide. It establishes a framework for our actions and sets out our commitments to responsible practices and the integration of ESG factors in our decisionmaking processes. In the charter, we reaffirm our adhesion to the UN Global Compact and our support for its Ten Principles as well as the UN's Sustainable Development Goals, and we commit to working with our stakeholders to deliver on our ESG priorities. We give our

members the means to act positively and help our firm meet the environmental, social and governance targets we have pledged to achieve as set out in our charter. These include working toward net zero emissions, continuing to have a positive impact on our local and worldwide communities by way of charitable donations, volunteer work and skills-based sponsorship, and ensuring that all activities across our value chain comply with ethical principles and meet high quality standards."

sustainability for our clients

Environmental, social and governance (ESG) criteria are increasingly being integrated with business strategy and across all industry sectors. As experts in the related issues, our multidisciplinary teams of lawyers guide our clients through their decisions. We are able to offer this support in every country, thanks to the multi-local presence of CMS.

ESG criteria: our expertise

In the four following complementary areas of expertise and in each practice area, we are able to advise investors and our corporate clients to help them effectively embed ESG criteria in their strategy

sustainable finance

From banks, insurers and asset managers on the one hand, to companies receiving funding on the other, our multidisciplinary teams comprised of finance and ESG experts work together to guide both the lenders/investors and borrowers/investees.

governance, risks and compliance (GRC)

In all industry sectors, failing to act on ESG issues can have legal and financial consequences and may also tarnish a company's reputation. Anticipating these risks is vital for our clients. The lawyers of our ESG team assist them in determining the best strategy.

facteurs sociaux et droits humains

Pour une vision globale des critères sociaux, nos avocats spécialistes ESG marient maîtrise du droit local et perspective internationale. Ils interviennent sur les sujets de l'organisation du travail, de la diversité, de l'inclusion et des droits humains.

our energy and climate change team

Whether strategic or operational, the assistance provided by our energy and climate change team covers

topics such as renewable energies, net zero corporate strategies, the decarbonisation of the transport sector and the circular economy.

CSRD

Irrespective of our clients' business sector, we help them comply with the Directive (EU) 2022/2464, known as "CSRD", which has been transposed and applicable in France since 1 January 2024. This directive modernizes and standardizes corporate sustainability reporting, replacing the NFRD(1), and improves the quality, reliability and comparability of published ESG data. The complexity of its implementation requires anticipating and formalising several steps: defining the scope, organising governance, training and information on the data to be collected and published, structuring the ESG roadmap, writing and publishing the report.

(1) Non Financial Reporting Directive.



In 2024, our lawyers advised listed and unlisted companies, both in France and and internationally (inside and outside Europe), on this profound reform regarding sustainability reporting. With our CSRD offering, we aim to secure our clients' business, bringing our unique expertise to all areas of law.

Virginie Corbet-Picard, Partner



Aurore-Emmanuelle
Rubio,
Partner, Head of
Energy Regulatory



Céline
Cloché-Dubois
Partner, Head of
the Environment –
Renewable Energies
practice



views of the ecological and energy transition offering coordinators

We are at the heart of an ecological and energy transition. The economy, which was once dominated by fossil fuels, is moving toward a net-zero, low-carbon, renewable energy model.

CMS Francis Lefebvre has a renowned historical practice in the energy sector, particularly in regulation and environmental law, in France and Europe. Via our European network, CMS Francis Lefebvre has a solid reputation in this sector both locally and internationally.

Confronted with the constant developments in the energy sector, we regularly advise our clients to respond effectively to the challenges arising from profound changes in this field, in a complex geopolitical and economic context. Our work encompasses both strategic and operational challenges, and is based on the synergy of our expertise.

supporting our clients in the ecological and energy transition

Our lawyers, specialised in environmental transition, offer our clients relevant, innovative solutions adapted to their goals and constraints: energy, environment, green financing and sustainable investments, ESG criteria, CSR and extra-financial reporting, company law, ethics, human rights, public law, customs and competition, taxation, project financing, state aid and property.





chapter 2

a strong commitment to the environment



CMS Francis Lefebvre has adopted an environmental policy under which teams across the firm work to avoid, reduce and compensate greenhouse gas emissions. Recycling, reducing waste and sustainable management of our building's operations are our main areas for action.



reducing our environmental footprint

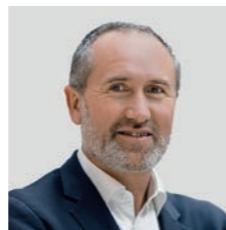
To decrease the impact of our legal and advisory services on the environment, we are focusing efforts on two main sources of our greenhouse gas emissions: the purchase and use of digital equipment and the operation of our premises themselves. Another factor is the gradual day-to-day transformation of the way we work: recycling, green mobility, responsible food consumption and sustainable event management must go hand-in-hand.

limiting the impact of our digital use

We have been working to reduce the environmental impact of digital use at our firm since 2018. Our strategy involves the systematic recycling of equipment as well as life cycle extensions (up to four years for a workstation) and retaining all working monitors. Other actions help reduce the impact of our digital use: integration of environmental criteria in equipment purchases, optimisation of printing practices and a rational approach to using emails. In addition, our teams use applications and platforms that pool resources to limit the transmission of documents via email, including DocuSign (an online electronic signature solution) and Collaborate or RegiT (co-working spaces).

Greenhouse gas emissions tonnes of CO₂ equivalent

| | 2019 | 2020 | 2021 | 2022 | 2023 | 2024 |
|---|-------|-------|------|------|------|------|
| Scope 1 direct emissions | 176 | 194.3 | 189 | 150 | 123 | 120 |
| Scope 2 indirect emissions from the consumption of purchased energy | 101.7 | 107 | 173 | 140 | 97 | 74 |



"In 2024, we continued our commitment to responsible environmental practices in our consulting role. We aim to reduce our environmental footprint, notably by promoting responsible digital technology and through awareness campaigns at events such as Sustainability Month, organised by CMS."

Philippe Agazzi,
Head of Operations and IT



In 2024, we strengthened our commitment to continuously reducing our carbon footprint. Through training firm employees and myself with the Institut de Formation Carbone, we are better equipped to assess and reduce our environmental impact. This demonstrates our determination to adopt more sustainable and responsible practices, especially in relation to our customers.

Natacha Boigegrain,
Director of Development, Marketing and Communications



managing our premises responsibly and sustainably

In 2021, determined to do even more to protect the environment, we put ourselves on track to meet the targets of the new French decree on service sector buildings⁽¹⁾, which stipulates a reduction of at least 40% in energy consumption by 2030, much earlier than required. To further our efforts in this area, in 2022 we revamped the technical management processes for our premises, which have been BREEAM®- and HQE™-certified⁽²⁾ since 2015. Various measures have been put in place, such as setting thermostats at energy-efficient temperatures and limiting the operating hours for lighting.

Certification BREEAM in-use 2024:

63.7%

"very good" rating



(1) Decree contained within the 2019 ELAN law, which concerns buildings that have a floor area of 1,000 m² or more used for service sector activities.

(2) BREEAM : Building Research Establishment Environmental Assessment Method; HQE: Haute Qualité Environnementale (high environmental quality).



Spotlight on environmentally friendly commuting solutions

In 2024, our firm held pop-up bike maintenance workshops, to encourage our employees to use their bicycles safely.

rethinking our daily habits

We are working on several fronts to ensure that our everyday actions are steps in the right direction as regards the environment:

— **Limiting waste.** Two major commitments guide how we act everyday in our offices: "Recycle more and better" and "Zero plastic". Our actions are complementary: waste sorting, FSC® and PEFC™ certified paper⁽¹⁾ since 2019, glass bottles in meeting rooms and the company restaurant, "zero plastic" meal trays and, since 2021, freshly ground coffee instead of capsules. In 2024, we consumed 1,000 fewer reams of paper compared to 2023, a decrease of 2.5 tons.

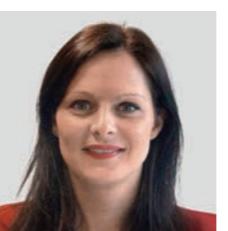
— **Events that comply with ethical guidelines and that are more respectful of the environment.** In 2021, we laid down our fundamental principles for events in a specific CSR charter, "Making events more sustainable", covering the following aspects: procurement and suppliers, transport of people and goods, waste management, energy and water resources, event production, communication and public awareness.

— **A stronger business travel policy.** In 2024, our firm redefined our travel policy to integrate new CSR criteria and to further limit our CO₂ emissions: a choice of hotel with green labels that are close to work places, using trains for journeys of less than four hours, buying economy class plane tickets, etc.



"By using the bike workshop, I promote sustainable mobility, while remaining active and environmentally friendly."

Maxime Carpentier, lawyer



"Our law firm is committed to inclusion by collaborating with ESAT⁽²⁾ for our catering services. This approach enhances our social responsibility and supports employing people with disabilities."

Emilie Crépin,
Hospitality & Travel Manager

(1) Forest Stewardship Council and Programme for the Endorsement of Forest Certification Labels.

(2) Sheltered workshop for people with disabilities.

preserving forests, biodiversity and oceans

Our firm has established strong ties with its partners the ONF-Agir pour la forêt fund, Noé and the Fondation de la Mer. Through supporting skills and actions to protect nature, the firm plays a role in preserving biodiversity and protecting ecosystems, inspiring a more sustainable and harmonious future.

our support for ONF-Agir pour la forêt

In 2022, our firm began offering its services to the endowment fund ONF-Agir pour la forêt. Our aim is to provide assistance relating to legal, employment and tax matters to meet the fund's needs, while at the same time raising awareness of environmental issues among our firm's members by organising conferences.

alongside Noé, our pro bono involvement in biodiversity projects alongside Noé

Since 2012, CMS Francis Lefebvre's partnership with Noé has revolved around the financing of a participatory scientific programme, the Observatoire de la Biodiversité des Jardins,



For three years, the ONF-Agir pour la forêt fund has benefited from the support of tax and legal expertise from CMS Francis Lefebvre. This valuable support contributes to our mission of involving society as a whole in the preservation of the French public forests.

Frédérique Lecomte, Director of the ONF-Agir pour la forêt fund





chapter 3

growing along with our teams

Training, passing on knowledge, promoting gender balance, remaining attentive to quality of life at work and employee well-being are all part of our model to provide excellent service and develop our talent.



passing on knowledge and developing our talent

All new members who join us are supported in all their efforts by the ambition we hold for them at CMS Francis Lefebvre: developing their skills, helping them grow by giving them the means to do so, bringing together all the conditions necessary for their success. Receiving and passing on knowledge form the culture behind our firm's human objectives.

passing on knowledge at the heart of our culture

More than half of those joining our firm are young graduates on their first professional experience. Most often, they become members of the same team with which they were an intern, thus ensuring continuity in terms of training and close support inspired by the firm's model: passing on knowledge. Each employee works within a moderately sized team in which the partners themselves deliver guidance and instruction focused on expertise and technical excellence. The partners are invested in perpetuating a model that also served them well, as most of them are former interns having spent their entire careers at the firm, thus contributing to the development of teams and the loyalty of their members. This training is supplemented and supported by the contributions of the legal intelligence team and the use of all the firm's knowledge management tools. The recognition and dissemination of legal intelligence is a measure of the firm's capacity for innovation and its ability to deliver services with high added value. This close-knit training structure and the contributions of the legal intelligence team are invaluable to help young recruits improve, thus guaranteeing the excellence of the firm's expertise and of the knowledge cultivated and imparted.

51
lawyers recruited
in 2024, 1/2 of
whom were
interns at the firm.

over
12,000
training hours
in 2024



Our firm's legal intelligence team

The reputation of the firm's legal intelligence team is beyond compare. University professors, academic researchers and former members of France's specialised supreme courts (the Conseil d'État and the Cour de Cassation) or its Constitutional Council share their insights every day with our teams of lawyers and their clients.

30 professionals
dedicated to legal
intelligence and
knowledge management

14
associates named
as counsels

6
lawyers co-opted
as partners



developing our talent

Given the excellence of the training we provide, which ensures our ability to deliver services with high added value to our clients, we aim to encourage our employees to stay with the firm and strive to offer them career development opportunities. As a firm with a strong focus on the attention paid to each and every member of staff, our annual performance review process provides an opportunity for each employee to take stock of the past year and lay out a plan for the coming year in line with the firm's expectations, depending on each individual's stage of professional development.

We have developed a core skills guide that aims to give everyone visibility into what the firm expects of them at each stage in their career and to characterise the resources that will be made available to them to help them reach their full potential and grow.

All firm members therefore benefit from the support they need to continue improving their skills in all areas: legal knowledge and expertise, file management, team management, management of client relations and business development. Depending on their seniority, their experience and their needs, employees are offered specific training in soft skills, project management, leadership, etc.

In addition, everyone is encouraged to take part in actions contributing to the life and reputation of the firm, as a mark of their motivation, attachment to the firm and pride in belonging.



Training across the network

Various seminars are organised by CMS bringing together members of the firms in its international network throughout their careers. These events provide an opportunity to train in soft skills, but also to learn from colleagues and grow in the profession by discovering other cultures and sharing practices.

More than 50 lawyers
have received training
in the last two years

harnessing diversity and developing inclusion

CMS Francis Lefebvre's model and its international dimension inspire us to take the view that the diversity of cultures, talent, backgrounds and experience is as much an asset for our community as it is an important performance driver for our clients.

fostering diversity and inclusion

In 2021, by becoming a signatory of the French Diversity Charter, along with some 4,100 other companies, CMS Francis Lefebvre transformed its conviction into a commitment, to combat discrimination in all its forms and promote diversity.

Remaining open to all without bias or discrimination. Technical skills, human and relational qualities, alignment with our values, and of course the aptitude to take on our assignments and understand the challenges faced by our clients are the only prerequisites in our recruitment process. Provided these prerequisites are met, we offer anyone the opportunity to join us, without exclusion.

Encouraging diversity. Special attention is paid to young graduates to diversify our recruitment, as we give all applicants a chance regardless of their social, geographic or educational backgrounds. Our firm works to promote diversity by offering young people from disadvantaged communities the possibility to complete an internship with us through the programme "Un stage pour tous" (An internship for everyone). It is a way to introduce them to a professional environment far removed from their local labour market and give them a chance to choose and make a success of their future career. We have also partnered with Droit comme un H !, a non-profit organisation that helps students with disabilities join the legal profession. Finally, our firm has been welcoming students with special needs for two years in order to help them define their career plans.

Working for young talent. As part of its commitment to helping young people and attracting the best talent, our firm follows a proactive policy aimed at students through a number of initiatives: job fairs, meetings, sponsorships and prizes.



Droit Comme un H!

Summer Party for the Droit Comme un H! non-profit, organised with our firm.



Meji 2024 Award

Organised with Michelez Notaries and Juridim, this award is presented to the three best real estate law students at Master 2 level. The jury was composed of Florence Chérel and Aline Divo, Partners.



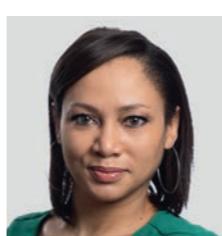
DJCE award 2024

The DJCE CMS Francis Lefebvre award for best future lawyers is presented to three students from the selective French DJCE diploma for their ability to work in a multidisciplinary team. In 2024, the jury was composed of Martin Perrinel, lawyer, Pierre Carcelero and Christophe Lefaillet, partners.



"The Women Lunch events are particularly rewarding for female associates, as they offer the opportunity to talk freely with female partners. This allows us to better understand their career paths, their past and current challenges, as well as their vision of our profession. These conversations are both motivating and inspiring."

Pauline Biaggi, lawyer



Working in a professional world that was not designed for us as women or mothers was and remains a daily challenge. Our adaptability, our ability not to see weakness in our limits and to transform our differences into strengths, open up many paths for us. These meetings are not intended to convey a template for success. Rather, it is about sharing experiences, opportunities to build bonds and to encouraging people to speak freely.

Rosetta Ferrère, Partner

improving gender balance at the firm

CMS Francis Lefebvre promotes equality between women and men in terms of remuneration and professional development. The firm has put a specific policy in place to meet this objective, which is spearheaded by the Management Board and the Supervisory Board. A steering committee comprised of 14 partners, evenly split between women and men, defines action plans and sees to their implementation, develops indicators to track progress, and takes charge of coordination with the firm's various stakeholders. Communications and awareness campaigns have been conducted within the firm in support of this policy. An action plan has been in operation for three years to accompany career development for women lawyers within our firm. Achievements include the launch of two training programmes:

— **Young female talent**, on building a successful career, intended for female lawyers who have been with the firm for between three and eight years.

— **Self-marketing**, on building a personal branding strategy, intended for female lawyers who have been with the firm for more than eight years.

To complete our training programme, in 2024, our firm launched the "Women in Law" project, which offers enriching discussions and sharing of experience between female partners and associates during "Women Lunch" events.

an ambitious mentoring programme

CMS Francis Lefebvre has launched a mentoring programme open to female lawyers who have been with the firm for between five and eight years. Offered on a volunteer basis, the aim of the programme is to assist these young women with their career development within the firm. Mentees benefit from the support and experience of mentors to further their development and achieve the career goals they set for themselves. The mentoring relationship is based upon openness, dialogue and mutual respect. Its success rests on a commitment by both parties.

a commitment to quality of life at work



Anne-Sophie Rostaing,
partner



Charlotte Rigal-Provot,
human Resources
Director

views of Charlotte Rigal-Provot, Human Resources Director and Anne-Sophie Rostaing, Partner

For several years, under the aegis of the partners' diversity committee, the firm has been deploying a proactive policy in favour of gender diversity, with the objective of supporting the career development of female lawyers and promoting at least 40% of women and 40% of men in every year's intake. This goal has been achieved in recent years. This topic was also the focus of one of the working groups formed following an internal enquiry. This group, made up of employees from different levels in the firm and from different branches, as well as partners, has made a number of proposals to promote equal opportunities for women and men at every stage of their careers, and to strengthen their commitment. These include the implementation of the "Women in Law" programme, which aims to create a time for sharing between lawyers and partners. Organised in a friendly and informal format, this event is an opportunity to discuss topics such as ambition, career development, work-life balance, and, more broadly, to draw on the strength of the internal women's network within the firm.



I am sincerely honoured to have been elected Secretary of the Hauts-de-Seine Bar Association. It gives me great pride to form a duo with my colleague Jennifer de Souza (EY), the first female duo of Secretaries since 2004! Throughout 2025, we will represent the Bar Chairperson with the French and French-speaking bar associations.

Chloé Mifsud,
lawyer



Eloquence: perpetuating the tradition

In each of the past four years, Francis Forum, the firm's eloquence club, has organised an in-house competition designed to perpetuate the art of oratory. Open to interns, as evidence of the strong ties the firm seeks to build with them, this competition is held in public and in two rounds, following which the CMS Francis Lefebvre Eloquence Award is presented. The essential requirements for participants are knowledge, a sense of humour, boldness and talent!



Focus on ... Campus days

Our Campus Days help us to get to know each other better, create a "class year" spirit and encourage individual development. More than 30 lawyers come together for teambuilding activities, workshops on lawyers' career path and marketing and communication practices, and for more relaxed moments intended to strengthen ties within the firm.



Focus on ... our team spirit



Because sport, team spirit and commitment are important to our firm, many of us lined up at the start of the Nuit des relais.



preserving work-life balance

Work organisation and flexibility

With a view to meeting the expectations of employees in terms of their work-life balance, but also to adapt to the growing digitisation of the work environment, the firm had decided already in 2019 to experiment with working from home. Since experience showed that the approach helped improve quality of life as well as productivity, it was continued, with the drafting of a remote working charter for all employees and a guide to working from home for lawyers. Thus, our firm responds to the need for independence and flexibility in work arrangements, to ensure a better quality of life while maintaining the organisation's effectiveness and level of performance.

Trust and independence

The firm continues to attach the utmost importance to the well-being of its members, by increasing the flexibility of work arrangements, all the while maintaining dialogue and trust within each team. Being attentive to others and respecting their work-life balance thus forms part of the firm's culture, furthers professional fulfilment and is a source of engagement for everyone.

promoting cohesion and well-being

Our firm pursues many initiatives to strengthen cohesion between its members, promote their well-being and inspire them to meet their goals with the support of all teams, from sports clubs to Francis Parking, its in-house band.

Going above and beyond

In 2024, with the support of the firm's running club, we participated in sporting events, including the Paris Half-Marathon.

Committing

This year again, our teams wore the firm's colours with pride at the CMS Football Cup 2024! The football teams of various firms from throughout the CMS network participating in the competition donated €100 to Médecins Sans Frontières (MSF) for each goal they scored. Thus, the performance of our French teams enabled raising nearly €3,000 and more than €28,450 with the total goals scored by the 60 CMS teams.

helping to shape the society of tomorrow

Changes in the world and society have led us to strengthen our commitments and focus them to an even greater extent in service of others. Our teams are passionate about equal opportunities, broader access to employment and solidarity.

opening doors alongside Alliance pour l'Éducation

Since 2018, our partnership with Alliance pour l'Éducation, has aimed to introduce middle school students, often from disadvantaged neighbourhoods in the Greater Paris area, to other worlds, particularly the business sector. Our lawyers, sponsors of the association, go to middle schools for career days, offering students an idea of the legal professions and motivating them to consider this career path. We also welcome middle school students, selected by Alliance for Education, for work experience placements of one week to find out about the different professions in our firm. They are prepared by the "Youth Challenge" programme to interact with our teams. Finally, our volunteer lawyers advise the non-profit on employment and tax law issues to support its educational mission.

guiding students on the path to success with Article 1

In 2021, we decided to forge a partnership with Article 1, an association that fights for equal opportunities. The members of our firm who have volunteered to serve as mentors for students focus their efforts in two main areas:

Sharing and passing on knowledge. Attentive to the needs, but also the hesitations, of their charges, mentors from CMS Francis Lefebvre share insights from their own university experience. Their focus is on reassuring students in order to help them move forward and passing on essential knowledge about the professional world.

Guiding choices. Drawing on their own experience of the academic world, the mentors guide their charges in their choices of subjects of study and possible careers. Depending on each student's needs, this assistance can be limited in duration or last throughout their entire university education.

over 120
employees invested with our
partner associations

Professional encounter with the NQT association, supervised by Marc-Étienne Sébire, Partner, sponsor of the association.



Spotlight on Sport dans la Ville (SDLV)

In 2024, our firm decided to support SDLV a non-profit promoting sports in the city and its "Entrepreneurs in the City" programme through skills sponsorship. More than 20 lawyers specialising in finance, employment law, tax law, intellectual property, GDPR and contracts answered questions from entrepreneurs for two hours. The firm is also committed to supporting SDLV, an association that supports young people from priority neighbourhoods on their way to success, with employment, tax and legal issues.



"I recommend this enriching experience to help young people in priority areas and enable them to make informed choices for their future."

Pierre-Edouard Vino, lawyer and mentor with Alliance pour l'éducation



1st pro bono after-work meeting for volunteers.

contributing to professional integration with... Nos quartiers ont des talents (NQT)

Since 2018, our mentor lawyers have been involved in NQT's mission, namely to support young graduates in finding employment. We assist them in writing their CVs, cover letters and practising interviews. This personalized support, ranging from two months to one year, aims to build their confidence and help them to find a job that corresponds to their training.

CMS Francis Lefebvre alongside La Mie de Pain

Our support for non-profit organisations would be incomplete without a focus on back-to-work programmes. In 2021, the teams at CMS Francis Lefebvre decided to expand their partnership with La Mie de Pain after more than 10 years of collaboration.

Hygiene product collection. To complement La Mie de Pain's food collection programme, in 2023 we organised our firm's third collection drive for hygiene products.

Skills sponsorship initiative. Each year, alongside our pro bono actions, about a dozen lawyers from our firm assist the organisation on structuring its activities by providing support on legal and tax matters.



It is a real opportunity for us, as lawyers, to be able to use our skills to serve non-profits that are important to us, such as Sport dans la Ville. I am delighted to assist the association with its employment law issues and to help young entrepreneurs, members of the SDLV incubator, in their decision-making.



Sophie Montagne, lawyer



2024 in pictures

Our annual promotions, appointments and meetings, illustrated here, demonstrate our commitment to the community and our sense of fun. These moments in our firm's life reinforce our values and team spirit.

1—
Paris Half Marathon
There were 40 runners on the starting line representing the firm!

2—
"Women Lunch"
These moments of exchange are intended for associates and offer an opportunity to chat with female partners.

3—
14 new counsels
These appointments demonstrate our commitment to developing talent to maintain a level of excellence to serve our clients.

4—
Launch of the boxing club
After pilates, walking, bungee pump, running and football, boxing has been added to the sporting offer.

5—
Charity collection
On the occasion of the 4th edition of our collection of hygiene products in our premises, we had the pleasure of handing over 12 boxes to the Mie de Pain team.

6—
CMS Football Cup 2024
Four women's and men's teams had the pleasure of playing in support of Médecins Sans Frontières.

7—
CMS Baby Cup
The 3rd edition of our table football tournament, which brought together 85 committed and motivated teams!

8—
24 new senior lawyers
These appointments, covering various sectors, illustrate the wealth of our expertise and our commitment to developing our talents.

9—
Back to work happy hour
IA friendly moment sharing the end of summer, to the sounds of our in-house rock band, the Francis Parking.

10—
Promotion of 6 new partners
This promotion reinforces the range of expertise at the firm and contributes to our influence.



focus on 2025

CMS Francis Lefebvre • 2025

Pour durer 100 ans, il y a un secret, forcément

To last 100 years, there just has to be a secret



**Il faut viser l'excellence pour rester,
encore et toujours, la référence**

You must strive for excellence to set the bar for the industry



Partager des valeurs et susciter l'engagement

Share values and inspire commitment



**Encourager l'esprit d'initiative et la créativité
pour sans cesse innover**

Encourage initiative and creativity, to always innovate



**Savoir se renouveler, être prêt à tout changer,
en restant fidèle à ce que l'on est**

Know how and when to reinvent yourself, and be ready to change everything while
remaining faithful to who you are



**Apprendre, former et transmettre
aux générations suivantes**

Teach, train and pass on knowledge to future generations

Il faut de la passion et de la confiance pour construire, ensemble: 100 ans, tournés vers l'avenir

It takes passion and trust to build, together

100 years
Forward-Looking



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