



**CMS** Francis Lefebvre

# 2021 commitment report

facing the future  
of law together

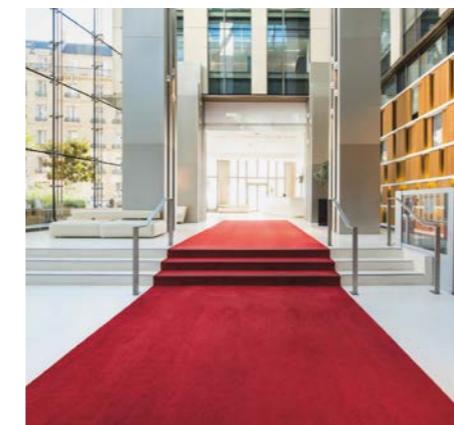
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along with  
our teams



### our Management Board's vision **for a committed** and **responsible** firm

We are pleased to present our commitment report for 2021, which was made possible thanks to the involvement of all our members.

This report details the actions taken by our firm and reflects our desire to act collectively.

Our firm-wide commitment is the natural extension of our achievements to date.

It is the direct expression of our values – excellence, goodwill, commitment and team spirit – recognised and put into practice by all of our members.

As a genuine reflection of our social objectives and entrepreneurial vision, our commitment is deeply rooted in France, but it also has a robust international dimension.

CMS Francis Lefebvre is a committed and responsible player, mindful of the issues faced by society, with the skills and resources needed to assist companies in addressing their environmental, social and governance issues.

Our value creation model encourages us to recognise sustainability as a strategic imperative, to maintain a strong commitment to the environment, to help shape the society of tomorrow, and to grow along with our teams.

# 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 twenty working groups, covering all our practice areas and industry sectors.



## CMS around the world

CMS has more than 70 offices in over 40 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, Düsseldorf, Edinburgh, Frankfurt, Funchal, Geneva, Glasgow, Hamburg, Istanbul, Kyiv, Leipzig, Lisbon, Liverpool, Ljubljana, London, Luxembourg, Lyon, Madrid, Manchester, Milan, Monaco, Munich, Oslo, Paris, Podgorica, Poznań, Prague, Reading, Rome, Sarajevo, Sheffield, Skopje, Sofia, Stavanger, Strasbourg, Stuttgart, Tirana, Utrecht, Vienna, Warsaw, Zagreb, Zurich
- Americas**  
Bogotá, Lima, Mexico City, Rio de Janeiro, Santiago
- Middle East**  
Abu Dhabi, Beirut, Dubai, Muscat, Tel Aviv
- Asia-Pacific**  
Beijing, Hong Kong, Shanghai, Singapore
- Africa**  
Algiers, Casablanca, Johannesburg, Luanda, Mombasa, Nairobi



## building a relationship of trust with our clients

Our clientele is made up of businesses, individuals and organisations, all of which we accompany 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. Given the current context of uncertainty and regulatory inflation, our aim is to serve as a genuine alter ego for our clients. 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.

## 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 value creation model

Taking a proactive approach to the disclosure requirement for non-financial performance information, one of whose key elements is the value creation model, we wish to share ours with you. As a genuine alter ego for our clients, beyond providing advice, our commitment includes defending their interests and guiding them through critical decisions, in France and around the world. To advise and defend them, we draw on our multidisciplinarity, our international firepower and our multi-local presence. Technical thoroughness, strategic excellence and long-lasting partnerships built on trust are the key fundamentals to ensure that our clients stay ahead of their markets.

## 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.

### 1 Digitisation and legal technology

Regulatory inflation and complex hierarchy of French, European and international standards

### 3 Constantly evolving frameworks, particularly regarding tax and employment law

### 4 Growing need for assistance in dispute management

### 5 Uncertain and tense economic environment

### 6 New environmental, workforce-related and social challenges

### 7 War for talent, expectations of new generations

## our strengths

### A recognised legal institution

— A history dating back nearly a hundred years

### Values for our teams and our clients

— Excellence, goodwill, commitment, team spirit

### International firepower and multi-local presence

— CMS has offices in over 40 countries

### Widely recognised excellence of our expertise and legal intelligence

— over 20 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

Thanks to 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

**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 • Energy • Environment
- Real estate • Tax • Consumer products
- ESG • Insolvency and restructuring
- Inheritance and succession

## our results

### EcoVadis

Silver

### our 2021 gender equality index

**93/100**

### recognised expertise

Chambers/IFLR/Legal 500

no. 1 in 17 areas of expertise

no. 2 in 23 areas of expertise

no. 3 in 18 areas of expertise

**407 tonnes**

of CO<sub>2</sub> to be compensated from 2025, for 660 tonnes of CO<sub>2</sub> emitted on average

## OUR VISION

In a constantly changing world, where legal and tax rules are proliferating and becoming increasingly complex, we help businesses, individuals and organisations evolve, protect their interests and anticipate developments. This is the cornerstone of our commitment to every client: helping them see tomorrow as an opportunity.





## 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.





### Shared perspectives

#### Isabel Scholes & Pierre-Sébastien Thill

Executive Director, CMS

Chairman of the Executive Committee, CMS

## our role? Setting ambitious goals for our teams.

### Why did the CMS network become a signatory of the UN Global Compact?

From the climate crisis to social inequities, the challenges facing society today are immense. Meeting them is possible on one condition: that we all work together. Being a responsible corporate citizen, with a commitment to ethical and sustainable business practices, is the most significant contribution CMS can make. We signed up to the UN Global Compact in 2020, taking the view that it would allow all of our member firms to stay the same course. We are therefore committed to meeting our responsibilities in four areas: human rights, working conditions, the environment and the fight against

corruption. In 2021, we submitted our first annual Communication on Progress report to the UN, which describes the actions and initiatives we have put in place to continuously improve the integration of the Global Compact's principles in the business strategy and culture of our member firms.

### How would you describe the expertise of CMS in terms of environmental, social and governance (ESG) criteria?

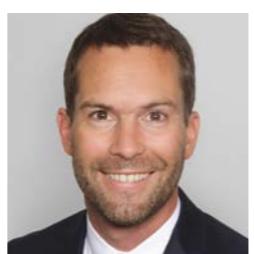
Today, from multinationals to SMEs or start-ups, ESG criteria have an impact on every aspect of our clients' activities. Through our integrated and multidisciplinary approach, we are able to anticipate ESG trends, while at the same time identifying emerging risks

and opportunities for our clients. We offer them the full benefit of our advice in all practice areas that touch upon ESG issues.

### To what extent are inclusion and diversity major issues for CMS?

CMS is an international organisation with clients and employees from many different countries and cultures. The diversity of our teams reflects that of our clients and their industry sectors. In our view, recruiting, attracting and nurturing talented individuals with varied backgrounds helps us build a resilient and highly effective organisation.

To ensure that every firm in our network makes this approach their own, we have developed a diversity and inclusion charter.



### MSF, our charity partner

#### Why do you support Médecins Sans Frontières (Doctors Without Borders)?

**"Because they save lives! And without regard to nationality, culture or religion. In addition, MSF is always rated highly by independent review bodies, which reassures us that the funds donated are being put to good use."**

**Philippe Gosset, partner**

# CMS Francis Lefebvre's commitment to corporate social responsibility

## a commitment furthered by the Global Compact

Participation in the UN Global Compact guides the sustainability strategy adopted by our firm, CMS Francis Lefebvre. It further solidifies an existing commitment that is deeply rooted in our culture. To ensure that our impact is positive, two committees have been formed to coordinate our pro bono projects and our actions in support of sustainable development. Our pro bono projects focus on two main areas of activity: equal opportunities/inclusion and the environment. Our strong commitment to the environment informs our discussions on the partnerships to be forged with non-profit organisations working to save the planet. Our environmental policy is structured around a hierarchical approach: avoiding, reducing and compensating our greenhouse gas emissions. In all, around twenty members from across the firm lead the implementation of this policy on a day-to-day basis.

## the view from Laurent Marquet de Vasselot, Co-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 humanistic values laid down by the firm's founders.

As a responsible corporate citizen, our firm promotes initiatives that can have a positive impact on society, the environment and the economy. Through its expertise, its resources and its actions, our firm has an impact on the course of legislation and plays an active role in shaping public policy.

For example, our firm took part in the project organised by the Institut de l'Entreprise around the 2022 French presidential elections, which drew up 15 proposals concerning issues identified as important: employability, new ways of working and quality of life at work, the best methods for giving employees a stake in a company's economic success, and the energy and climate transition. In 2021, we participated in the 10th edition of the Inclusion and CSR Dialogues, whose main aim was to promote the idea of business as a genuine force for positive change. In this vein, fuelled by our unique human objectives and vibrant entrepreneurial culture, by our vision of responsible corporate citizenship, CMS Francis Lefebvre focuses on training its employees, especially the youngest among them, calls upon its more experienced staff to pass on their knowledge, and encourages everyone to assume their role, within the firm but also outside it, as witnesses and actors of its commitment.

**ethics at the heart of everything we do**

CMS Francis Lefebvre has put the necessary resources and procedures in place to ensure compliance with codes of ethics and professional conduct. This commitment is reaffirmed by the CMS adhesion agreement and its code of business conduct, which set out the best practices relating to data protection, the fight against corruption, fraud and money laundering, as well as the issues involved in conflicts of interest.



# 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 four 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

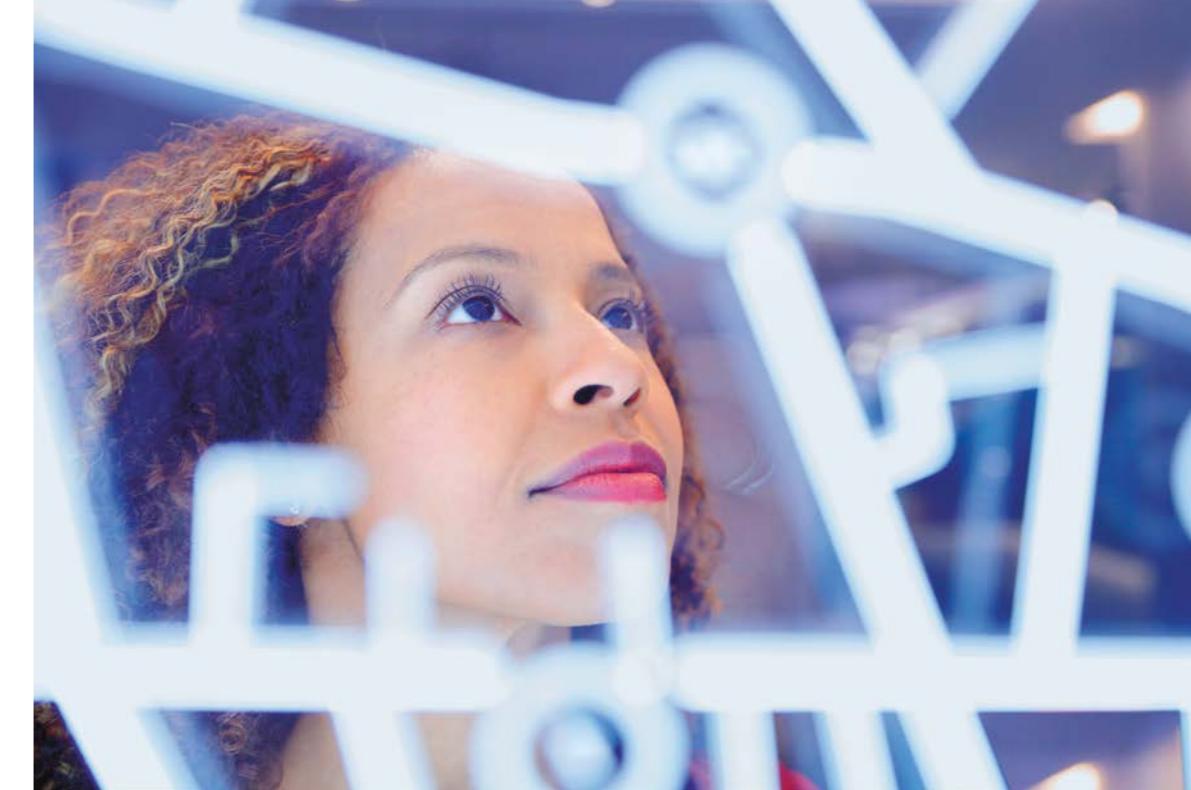
From banks, insurers and asset managers on the one hand, to companies receiving funding on the other, our multidisciplinary teams comprised of finance and ESG experts work together to guide both the lenders or investors and the borrowers or investees.

### employment factors and human rights

To offer an end-to-end vision of workforce-related criteria, our lawyers specialising in ESG combine deep knowledge of local laws with an international perspective. They are active in areas such as work organisation, diversity, inclusion and human rights.

### 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. As strategic consultants, the lawyers of our ESG team attend to these issues.



## supporting our clients through the ecological transition

Our lawyers specialising in ecological transition offer our clients relevant and innovative solutions, tailored to their goals but also their restrictions, in the following areas: energy; environment; green finance and sustainable investments; environmental, social and governance (ESG) criteria; CSR and non-financial reporting; corporate law and ethics/CSR; public law; customs and competition; tax matters; project finance; state aid; real estate.

Sustainable development and the shift towards a new economic and social model, one that calls for changes in the way we produce, consume, work and live together, are at the heart of our commitments. Because we aim to meet our clients' needs as effectively and completely as possible, we have developed a comprehensive "Ecological transition" offer.

It is organised around seven key topics:

- the energy transition;
- security of supply;
- the circular economy;
- sustainable infrastructure;
- ethics and CSR;
- sustainable finance;
- green taxation and real estate.



For more information, look for our CMS Expert Guides written by our lawyers, available on our website ([cms.law/bfl](http://cms.law/bfl)). They offer in-depth legal analysis and insights covering a range of sustainability and CSR topics.



chapter 2

## a strong commitment to the environment

As a signatory of the UN Global Compact, 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 sustainably managing of our office buildings are our main areas for action.





## Actions and outlook with...

**Philippe Grousset,**  
Co-Managing Director, CMS Francis Lefebvre

### How is CMS Francis Lefebvre coming to grips with the environmental question?

To drive our environmental policy forward, the Management Board has strengthened the remit of the sustainable development working group, which now coordinates the efforts of all teams concerned. Together, we have adopted an ambitious action plan structured around a hierarchical approach to avoid, reduce and compensate our greenhouse gas emissions. We are also well aware that it is essential to engage all our members around these issues, because the efforts brought to bear by everyone on a day-to-day basis are important if we are to succeed.

### Why this new impetus?

We see it as a process of collective awareness. With this proactive approach, our firm wants to make the most effective contribution it can to address global



warming. Furthermore, we are able to provide legal and tax expertise to our clients relating to the integration of ESG criteria and we also support them through their ecological transition. It is our duty to lead by example in this area.

### And what are your environmental priorities for the future?

In order to have a positive impact on the environment, taking a comprehensive approach is essential. This is why we began by assessing

our emissions. Because even though our everyday actions are very important to avoid and reduce our emissions, compensation is also necessary given the extensive use of paper in our activities. This is why we have decided to partner with the French National Forest Office (ONF) to help fund a tree-planting programme.



# 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 and limit their travel or exchanges of e-mails. These tools include DocuSign (an online electronic signature solution) and Collaborate or RegIT (co-working spaces).



We strive to encourage our teams to change their habits and adopt best practices, like reducing their daily waste production, limiting their digital pollution and use of paper, all the while maintaining the high quality of their work. To supplement this approach, we are currently developing an even more responsible purchasing policy.

Philippe Agazzi,  
Head of Operations and IT

## Greenhouse gas emissions tonnes of CO<sub>2</sub> equivalent

	2019	2020	2021
Scope 1 direct emissions	176	194	189
Scope 2 indirect emissions from the consumption of purchased energy	328	348	364.2
Scope 3 other indirect emissions not covered in Scope 2	156	36.8	67.2
Total greenhouse gas emissions	660	579	620.4
Total per member	0.89	0.64	0.84

**-26%**

between 2020  
and 2021

## managing our premises responsibly and sustainably

BREEAM- and HQE-certified<sup>(1)</sup> since 2015, our premises use only green energy, and boast optimised consumption. In 2021, determined to go further to protect the environment, we put ourselves on track to meet the targets of the new French decree on service sector buildings<sup>(2)</sup>, which stipulates a reduction of at least 40% in energy consumption by 2030, much earlier than required. In 2022, we will be taking another step to reducing our energy consumption by setting up an energy performance contract.

(1) BREEAM: Building Research Establishment Environmental Assessment Method; HQE: Haute Qualité Environnementale (high environmental quality). (2) Decree contained within the 2019 ELAN law, which concerns buildings that have a floor area of 1,000 m<sup>2</sup> or more used for service sector activities.



**Making sure that our building is energy efficient is a daily challenge that requires exemplary management of our technical facilities. The current climate crisis compels us to be more innovative and to focus more attention on the responsible management of our work environment.**

Cédric Pathé,  
Head of Workplace Experience



## rethinking our daily habits

To ensure that every action in our daily routine helps protect the environment, we work on several fronts:

— **Keeping waste to a minimum.** Two key commitments guide our everyday actions in our offices: "Recycle more and better" and "Say no to plastic". Our efforts complement each other: selective sorting, exclusive use of FSC- and PEFC-certified paper<sup>(1)</sup> since 2019, glass bottles in the meeting rooms and the canteen, plastic-free meal trays and, since 2021, coffee beans instead of capsules in all our coffee machines. The figures speak for themselves. Between 2018 and 2019, we reduced our annual volume of reams purchased by **5 tonnes** and of paper to be recycled by **3 tonnes**. Each year, we are avoiding the use of **215,000 disposable cups** and **180,000 aluminium capsules**, amounting to **700 kg**.

— **Responsible mobility.** To encourage responsible mobility and reduce the impact of our commutes and business travel, we have introduced new practices: green taxis are ordered as standard; charging stations for electric vehicles; secure storage for bicycles; development of remote working.



### raising awareness to support continuous environmental improvement

With a view to making more employees active participants in our sustainable development policy, we have introduced a collaborative approach. Along with an internal communications campaign, a sustainable development working group has been set up, with the involvement of our 118 partners, who are increasingly taking on the role of ambassadors of our policy. As part of this awareness drive, a number of initiatives have emerged at CMS Francis Lefebvre, including IT Clean Up Week in June 2021 to underscore best practices for e-mail and a pro bono workshop to collectively select the environmental non-profits that will receive support from the firm.

### — Responsible food consumption and reductions in food waste.

Since October 2021, our teams have enjoyed menus featuring more local and seasonal produce, thanks to a new catering service awarded B Corp® certification. And to reduce food waste further, we encourage the use of the Too Good to Go app by all members of the firm.

— **Events that comply with ethical guidelines and that are more respectful of the environment.** In July 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.

(1) The FSC (Forest Stewardship Council) and PEFC (Programme for the Endorsement of Forest Certification Schemes) labels on wood and wood-derived products indicate that their production is part of a responsible approach to sustainable forest management.



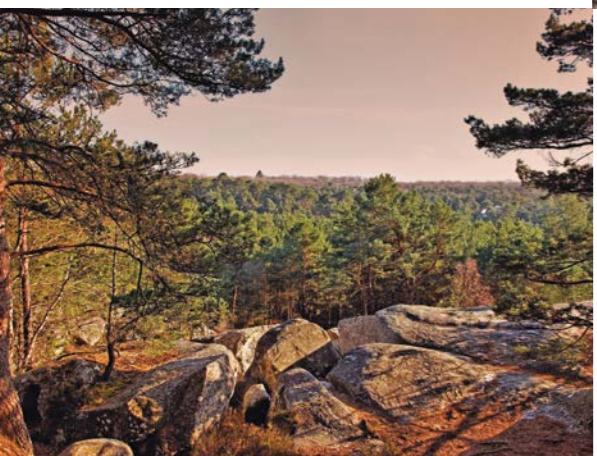
**"When the firm was looking to strengthen its pro bono partnerships for the environment, of a collaborative approach quickly emerged as the most logical solution. This joining of like-minded participants proved to be a very enriching experience. It offered the opportunity for internal discussions and the sharing of ideas around raising environmental awareness for all."**

Hélène Chalmeton,  
legal expert on the knowledge management team, commenting  
on the collaborative approach for the environment



# our partnership with the French National Forest Office

In early 2021, we took another step forward in our environmental policy: a new partnership with the French National Forest Office (ONF). We are highlighting an essential imperative for the planet and its inhabitants by playing our part in the collective drive for carbon neutrality. To this end, we have made a choice: planting trees in French national forests.



2.5

hectares of trees planted,  
407 tonnes of CO<sub>2</sub> to be compensated from 2025 for 660 tonnes of CO<sub>2</sub> emitted on average



## how is this compensation structured?

One hectare of newly planted forest is needed to sequester 150 tonnes of CO<sub>2</sub>. What is carbon sequestration? It is the process of capturing and storing carbon dioxide in soil and young trees. If the volume of CO<sub>2</sub> stored is greater than that emitted into the atmosphere, we speak of sequestration.

Working toward the "Label Bas Carbone"

LABEL BAS CARBONE

Our annual volume of greenhouse gas emissions is around 700 tonnes. In 2021, through our partnership with the ONF, our carbon offsets amounted to 407 tonnes. To achieve this, we selected the project to restore the Ourscamp-Carlepont national forest near Compiègne: 2.5 hectares of trees have been planted. And we want to do even more. Between now and 2025, our aim is to compensate all our emissions and obtain the Label Bas Carbone, a French low-carbon certification.

# conserving biodiversity

When we commit to reduce and compensate our emissions, the aim is also to maintain existing ecosystems. For CMS Francis Lefebvre, our involvement in support of the environment also means that we must play a role in conserving biodiversity. Our partnership with the non-profit organisation Noé began in 2008.



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

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, focusing on the observation of butterflies and snails. Its aim is to raise people's awareness of biodiversity in their daily environment and encourage them to take part in the scientific study of the species concerned.

Two other initiatives complete this partnership:

- members of Noé organise talks and workshops to help raise awareness among our employees;
- volunteer lawyers from CMS Francis Lefebvre provide legal, employment and tax assistance to the organisation.



### About Noé

Noé is a non-profit nature conservancy organisation recognised under French law as being in the public interest. Noé implements programmes for the conservation of endangered species, the management of protected natural areas, the restoration of ordinary biodiversity and natural habitats, the reconnection of humans with nature, and that support economic activities and civil society organisations working toward biodiversity conservation.

Through a skills sponsorship initiative, we are providing Noé with the benefit of our expertise in employment law. It offers us a unique opportunity to support this organisation and get involved in a participatory scientific programme.

Caroline Froger-Michon,  
partner,  
& Madeleine Bénistan,  
associate



## chapter 3

# helping to shape the society of tomorrow



For two years now, the health crisis has prompted everyone to think more about meaning and purpose in their lives. The pandemic has deepened our reflections on our actions as a law firm and our desire to steer them even more towards others. Our teams are passionate about equal opportunities, broader access to employment and solidarity!



#### Actions and outlook with...

### Laurent Marquet de Vasselot,

Co-Managing Director, CMS Francis Lefebvre

#### How does CMS Francis Lefebvre approach pro bono work?

Above all, it's about bringing our values to life through actions for others. Benevolence naturally connects us with others. And human relations are a key element of our culture. When we put our technical and human capacities to work for non-profit organisations, we are always driven by a passion for excellence. Our commitment is reflected in the space given to volunteer actions. Pro bono work, whether in favour of equal opportunities or the environment, is not mandatory. Our lawyers and other employees let us know by way of an internal consultation

process whether they wish to get involved in pro bono work and to what extent. As for team spirit, it shapes the structure of our pro bono approach. Sponsors of non-profit organisations at our firm put together their own teams of volunteers.

## 70%

internal mobilisation for pro bono actions

#### And how did the pro bono committee come into being?

Our partners, who are deeply involved in pro bono, were



behind the establishment of the committee. But it was the response of our lawyers and employees to the survey launched in June 2021 that lay the groundwork for its activities. The committee has a participatory structure that rests on the motivation of each and every member.

#### What are the main takeaways from this internal survey?

The engagement and mobilisation of our teams! About one in three members of our firm responded to the survey. Among them, 70% expressed their desire to get involved in pro bono work.



# everything begins at school...

Education and training are the primary ways to ensure equal opportunity. For this reason, in 2021 we further strengthened our commitment to organisations working to help middle school, high school and university students succeed.

### opening doors alongside Alliance pour l'Éducation

Since 2018, acting for equal opportunities alongside Alliance pour l'Éducation, a member of United Way Worldwide, has been an opportunity to **build bridges**. Generally from disadvantaged neighbourhoods in the Greater Paris area, the middle school students met by our teams tend to have little knowledge of what lies outside their own sphere of experience. The main objective of our partnership with Alliance pour l'Éducation is therefore to open the students' eyes to other worlds, in particular that of our firm.

**Visiting middle schools and talking with students.** On days set aside to find out more about various professions, our lawyers who are sponsors of the organisation travel to the middle schools. Their presentations and the subsequent discussions give the students an overview of the various legal professions available.

It is also an opportunity for them to understand that being a lawyer is very different from how it might be portrayed in television series, which are a constant source of motivation and inspiration.

**Welcoming them for one-week work experience internships.** During their Year 10 work experience internships, students selected by Alliance pour l'Éducation are able to directly observe the various professions present at our firm. Having initially completed the organisation's "Défi Jeunesse" programme, the students get to rub shoulders with lawyers in different practice areas as well as the firm's other employees and ask them questions about what they do.

**Lending support to the organisation by way of a skills sponsorship initiative.** To help Alliance pour l'Éducation carry out its educational programme, our volunteer lawyers offer advice to the organisation on employment and tax law issues.



#### Spotlight on... Alliance pour l'Éducation

Alliance pour l'Éducation promotes equal opportunities by helping children develop the skills they need to succeed in school. Its efforts are focused in particular on students in disadvantaged areas, both urban and rural.



The business world is physically not that far from students, but they don't know it well. To bridge this gap, we visit them on their turf. Through these encounters, we are able to enrich our own perspectives and our vision of society as well. This is also what pro bono is about.

Édouard Milhac, partner, member of the Board of Directors of Alliance pour l'Éducation

By working to promote equal opportunities, we're giving these children a leg up in life.

Célia Druelle, associate

If I've given just one student a way forward, if I've helped him or her break the glass ceiling, then I feel my participation was time well spent.

Célia Mayran, associate





The culture of knowledge transmission is very strong at CMS Francis Lefebvre. For us, this partnership with Article 1 and the students it supports really makes sense.

Agnès Beaux-Potier,  
Talent Manager



## guiding students on the path to success with Article 1

In 2021, we decided to forge a partnership with Article 1. Lawyers and other employees of our firm having 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.

**"When a student I've mentored thanks me simply, I know that she has found in me a shoulder to lean on, I know that I've been helpful to her. That's why I decided to become a mentor."**

Clémence Darné-Lajoux,  
associate



Spotlight on...  
Article 1

Born from the merger of Frateli and Passeport Avenir, this organisation helps young people "take charge of their future". Article 1 supports young people from working class communities in many ways, from career guidance for high school students to professional integration.



## ... and continues with employment...

Working to promote equal opportunities is a process. Our involvement begins by building a bridge between students at middle schools and high schools from lower socio-economic backgrounds and the business world. It continues with guidance along the path to employment for young people from these same communities. The end goal of this process is to help these young women and men move into a profession in line with their education and skills.



Spotlight on...  
Nos quartiers ont des talents (NQT)

Founded in the working-class department of Seine-Saint-Denis in suburban Paris, this organisation works to promote the professional integration of young graduates. NQT has created a counselling approach involving the participation of company executives and managers, who become mentors for these young people. Today, the organisation arranges mentoring programmes throughout France.



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

We sat down with **Kawthar Ben Khelil**, counsel and NQT mentor, and **Marc-Étienne Sébire**, partner and NQT mentor to discuss our actions alongside NQT since 2018.

### What is the firm's main mission on behalf of NQT?

**K.B.K.** The many NQT mentors at our firm work to foster access to employment for young people from communities where they may not have been given the opportunity to become familiar with the tools that can help them land their first real job: a job appropriate to their qualifications, particularly in the legal professions. These young people have all the necessary diplomas, but they need a leg up to give them confidence. **M.-É.S.** Yet, despite their qualifications, they don't always know how to make their skills stand out. So we need to lend them a helping hand, guiding them through the process so that they can pass the job interview with flying colours.

### How do you give them this leg up?

**K.B.K.** During my first meeting at the firm with a new mentee, we look together at his or her career expectations. Next, always with a focus on giving constructive criticism, we go over the CV and cover letter together. Then the mentee is coached through a series of mock interviews.

**M.-É.S.** We are always attentive to the wishes and needs of our mentees. Quite often, it involves training them to understand the recruiter's expectations, building their self-confidence and learn how to "sell" their skills and strengths.

### And how long does the mentoring relationship last?

**K.B.K.** The assistance we provide varies depending on the mentee's personality and situation. The relationship can last for two months or even up to a year. The most important thing is that they get the job they want at the end. Some of them run up against difficulties in their personal lives. To deal with discouragement, we need to help them restore their motivation to get back on track and move forward.

**M.-É.S.** Needless to say, it's a fantastic feeling when all this work pays off and results in our mentee landing their first job!

**Mentoring is an exchange that empowers mentees to recognise their value so that they can stand on their own two feet.**

Cécile Champestève,  
credit manager



# ... and sometimes involves finding the path back to work

Our support to 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.



## working hand in hand with La Mie de Pain

**Collection of hygiene products.** To supplement La Mie de Pain's food collection programme, we launched a hygiene product collection drive within our firm.

### Supporting mentees as part of their training in the catering industry.

In 2021, 12 lawyers and employees became mentors for former residents of La Mie de Pain's emergency accommodation and integration centre. Their role is to support their mentees during their training in catering industry: guided tour of their training site – the kitchens of La Mie de Pain – for mentors to gain an understanding of the day-to-day professional lives of their mentees; helping them articulate their skills and experiences with confidence; recasting of CVs to be presented to potential employers at job fairs.

**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 relating to legal and tax matters.



### Spotlight on... La Mie de Pain

La Mie de Pain, an organisation serving the most vulnerable among us, has two main missions:

- Providing shelter and sustenance for homeless people and helping them regain their place in society.
- Helping the long-term unemployed return to work by training them in the catering and cleaning trades.



The organisation helped my mentee, a political refugee, to rebuild his life by enrolling him in a culinary diploma programme, a field in which he already had experience. He was hired immediately after completing the programme. It's a great success story!

Julien Saïac,  
partner, mentor for La Mie de Pain



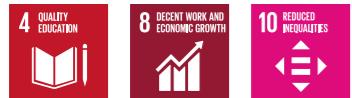
### the view from Jean-Marie Hugues, La Mie de Pain's director

CMS Francis Lefebvre offers its teams the freedom to engage in solidarity actions during their working hours. Apart from giving some of their time and skills, the lawyers share their good cheer. This is vital for the people we serve. And as excellent listeners, they know how to help those in training with us, as well as the residents of our emergency accommodation centre, to regain their confidence, as was the case during a meal shared by all.



**"By helping out with a job interview workshop at La Mie de Pain, I gained a better idea of how the organisation operates and I also had the opportunity to chat with some of the people it serves and understand their needs."**

Camille Mathelin,  
associate

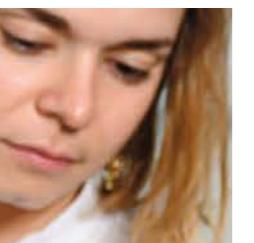




## chapter 4

# 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.





Shared outlook

## Anne-Laure & Laurent Marquet de Villedieu

Member of the Management Board, CMS Francis Lefebvre

Co-Managing Director, CMS Francis Lefebvre

## Growing along with our teams

CMS Francis Lefebvre's commitment stems from deeply rooted human objectives, namely to develop skills, impart excellence and recognise contributions.

### What place do values have at the firm?

They are an essential part of our culture. They are adopted by the employees of our firm through a collaborative process. In fact, they are our compass. We define them as follows: Excellence: we aim to be the leading firm in our areas of expertise, and excellence is thus our primary goal. Goodwill: we treat everyone with dignity and respect, maintain balance in all communications and support personal growth because human relationships are central to our culture.

Commitment: we encourage an entrepreneurial attitude, initiative and individual freedom. Team spirit: we favour collective action, sharing and solidarity.

### What are the drivers of the firm's commitment as a responsible corporate citizen?

There are four of them. — Recruitment based uniquely on technical skills and human qualities. At CMS Francis Lefebvre, diversity is a key priority: we open our doors to anyone who shares our values and wants to work with us as we continue providing high value-added expertise to our clients. — Proactive efforts to promote gender equality in the workplace. Under the aegis of a special committee comprised of 14 partners, evenly split between women and men, our firm has implemented an ambitious programme to support the professional development of its female employees.

everyone has their place and we encourage the partnership aspirations of every lawyer on track for excellence.

— A permanent focus on making sure that all of the firm's actions are in line with our human objectives: quality of life at work and human relationships are factors always brought to the fore, including the value of goodwill. This in no way diminishes our commitment to the highest standards, but is to be understood as a virtuous value, for the firm's clients as well as ourselves: the concept of a symmetry of attentions posits that the quality of the relations between a firm and its clients is equal to the quality of the relations the firm maintains with its own members.



# 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.

60

lawyers hired in 2021, half of which were previously interns at the firm.

over 12,000 training hours in 2021



### 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 the Conseil d'Etat and the Constitutional Council share their insights every day with our teams of lawyers and their clients.

### 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.



30 professionals dedicated to legal intelligence and knowledge management



10

associates  
named  
as counsels  
in 2021

5

lawyers co-opted  
as partners  
in 2021

## 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

At CMS network level, various events are scheduled for members of different member firms, bringing them together in seminars and workshops. These events provide an opportunity for training in soft skills, but also to learn from colleagues and to develop further by discovering other cultures and sharing practices.

More than 50 lawyers  
trained in 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 experiences 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, that of combating all forms of discrimination and promoting 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 academic, geographic or social origins. Our firm works to promote diversity by offering young people from disadvantaged backgrounds 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.

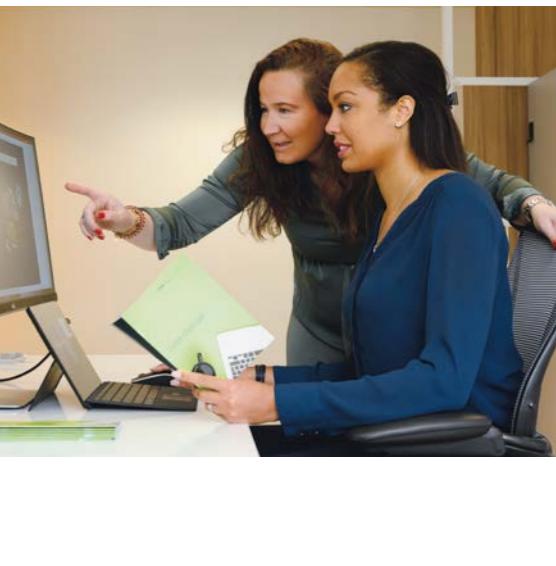
**Acting for young talent.** With a view to helping young people and attracting the best talent, the firm pursues a proactive policy focused on students through several initiatives:

— **Job fair.** For the past five years, our firm has held its own annual job fair to allow students to apply for internships in all practice areas: 145 CVs received, 59 interviews conducted, 21 participating lawyers.

— **Opportunities to meet.** We meet regularly with students at the firm or on campuses. Many of the firm's lawyers give presentations and engage in discussions with students at universities and law schools.

— **Sponsorship.** Through skills sponsorship initiatives, our lawyers offer support to a number of student associations, including the PSL-Dauphine Legal Clinic and the Association des Juristes de Sciences Po.

— **Awards.** We nurture young talent through awards presented by the firm to the most deserving students. The DJCE Award recognises the best students of the 11 corporate legal advice postgraduate degree programmes in France for their project management skills as part of a multidisciplinary team. The DPRT Award for graduates of the master's programme in labour law and relations at Université Paris Panthéon-Assas recognises the best thesis of the previous academic year. The Employment Law Research Award is given to the student in the corresponding master's programme at Université Paris Panthéon-Assas with the best academic performance. The MEJI Award is presented to the three best students in France studying for a master's in real estate law.





**"Being a mentor has helped with my own confidence while becoming more proactive and empowered to contribute ideas. I've also been able to further develop my network within the firm. I work in a profession that I chose and that I truly enjoy. Mentoring gives me the opportunity to wear my two hats, as a lawyer and a woman."**

Virginie Roche,  
associate

## 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.



## 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.

80

female lawyers supported through our mentoring and training programmes



**Mentoring is a wonderful opportunity for sharing and learning through a mutually beneficial relationship. It is as fulfilling and empowering for the mentor as it is for the mentee. Creating or deepening a relationship, fostering diversity and opening doors are all objectives that we can be passionate about pursuing. They are the key elements of an experience that I have thoroughly enjoyed.**

Frédéric Gerner, partner

# a commitment to quality of life at work

**The health crisis has given rise to new ways of working and has led our firm to reflect even more about measures to support quality of life at work and fulfilment for all.**

## 3 questions for Charlotte Rigal-Provot, Human Resources Director

**How does CMS Francis Lefebvre define "quality of life and well-being at work"?**

**C.R.-P.** It means working on interesting assignments, with the feeling of learning and improving every day, and being recognised for your accomplishments. It also involves having the trust of your supervisors as well as a sufficient level of independence in the management of your assignments. Apart from these aspects, well-being at work involves respect for work-life balance and maintaining a positive work environment where you feel appreciated and acknowledged.

**How is this attentiveness ensured in practice?**

**C.R.-P.** We organise sessions with the members of the Management Board on a regular basis to discuss human resources strategy, actions and initiatives, current projects and the outlook at firm or CMS network level. Furthermore, our lawyers are grouped into moderately sized teams, which offers considerable closeness to partners and the managers with whom they work, thus promoting effective and attentive listening as well as dialogue.

**What measures have been put in place to ensure work satisfaction?**

**C.R.-P.** We encourage our lawyers and employees to give voice to their concerns about their day-to-day activities and their work environment, and to share ideas about their vision for the firm as well as suggestions for improvements. We recently carried out a major internal survey extending over several months, conducted via the engagement platform Supermood, which allowed us to take the pulse of our teams and identify drivers for commitment among our members. We were able to confirm that the firm has a strong culture with a very prominent human and entrepreneurial dimension, in line with our history and in the spirit of our founders. Harnessing this sense of pride in belonging to our community, we were able to launch various collaborative projects with all of the teams – for example, to underscore the firm's values.



**Eloquence: perpetuating the tradition**

In each of the past three 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 aims 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 erudition, a sense of humour, boldness and talent!

Organised by the Hauts-de-Seine Bar Association, the Compétition du Stage oratory contest is open to young lawyers who have been members of the bar for less than two years. The contestants must demonstrate their ability to structure and develop an argument, before an audience, in keeping with the traditions of oratory. In 2021, the winner of this competition was Joséphine Colin, an associate at our firm.

## 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. As this experience showed that the approach helped improve quality of life as well as productivity, it was decided that it would be continued, with the preparation 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.



**"Looking beyond yourself for a worthy cause is MSF's everyday practice. Being a part of this collective effort through the CMS Runners Without Borders race inspired me to set off on a 1,200 km charity cycling trip."**

John Decoopman,  
financial controller



### Spotlight on... Francis Parking, broadening horizons and kicking up heels

Playlists of tracks by the firm's in-house band, known as Francis Parking, are shared with all members of the firm. The band also performs at the firm's annual party every year.

Sporting activities, yoga and gym classes, and virtual workout sessions with trainers are organised with the firm's sports club. In 2021, a European competitive team-building event took place with the football club in France, which represents the firm at the CMS Football Cup.

## promoting cohesion and well-being

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

### Inspiration

In 2021, we organised a series of presentations to promote the firm's values and keep them alive:

- Excellence, with Bernard Ramanantsoa, former dean of HEC Paris
- Goodwill, with Philippe Rodet, emergency physician
- Commitment, with Olivier Lajous, admiral
- Team spirit, with Marc Lièvremont, former captain of the French national rugby union team

### Solidarity

A virtual charity run and a donation drive were organised by CMS worldwide, and supported by the teams in France.



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