

LEFEBVRE
SARRUT

Enable knowledge

ESG Report



Editorial



At Lefebvre Sarrut, we firmly believe that access to the law is a pillar of our democracy, each one of us dedicate our energy and expertise to make changes in the law intelligible, enabling our clients to implement them.

Together we contribute to ensuring that the rule of law is upheld, by adopting an increasingly innovative, open and collaborative approach by utilising the very latest technology.

2023 was a pivotal year for Lefebvre Sarrut with the launch of GenIA-L, the first generative AI platform dedicated to legal and accounting professionals which exclusively uses our verified, up-to-date content. Inaugurated in Spain, GenIA-L is now being rolled out across the European countries where we operate. Congratulations to our teams for this achievement, this means we now offer a responsible AI platform to further improve access to the law.

In addition to supporting the legal bedrock of our society, we are focused on boosting the positive impact made by European businesses. This commitment forms part of our core values; enabling knowledge to build a fairer, more efficient and sustainable society.

To achieve this, we implement our ESG strategy in two ways:

- Directly, through actions and initiatives deployed by the Lefebvre Sarrut Group to increase its impact. This document sets out the five major societal and environmental commitments framing our actions.
- Indirectly, by providing complete, integrated ESG support solutions enabling our clients and partners to become positive players in the pursuit of their own ESG strategies. In this way, these thousands of market players across Europe improve their impact our planet and its people.

As a family enterprise, we believe businesses will thrive only when they meet current needs without compromising future generations.

With our annual ESG Report, we agree collectively to pursue, amplify and multiply our contributions.

Thank you to everyone who works alongside us in supporting our vision.

Olivier Campenon
CEO, Lefebvre Sarrut

Contents



Lefebvre Sarrut, a European leader in legal and tax knowledge

**Lefebvre Sarrut provides
publishing, training, software and services
solutions in eight European countries.**

Lefebvre Sarrut, a family-run group, strives for organic sustainable growth by preserving the passion and expertise of its founders: to guarantee access to the law.

Born from the alliance of the Lefebvre and Sarrut families in 1999, the Lefebvre Sarrut Group has grown steadily in France and elsewhere in Europe thanks to a series of acquisitions and, today, the development of the first generative artificial intelligence platform based exclusively on reliable legal sources. Its core values are based on enabling knowledge in order to build a fairer, more efficient and more sustainable society.



Our values



Excellence

Excellence means collaborating to provide reliable content, high-quality training and innovative software. We anticipate the needs of clients, exceed their expectations and contribute to their success whilst continually improving.



Sharing

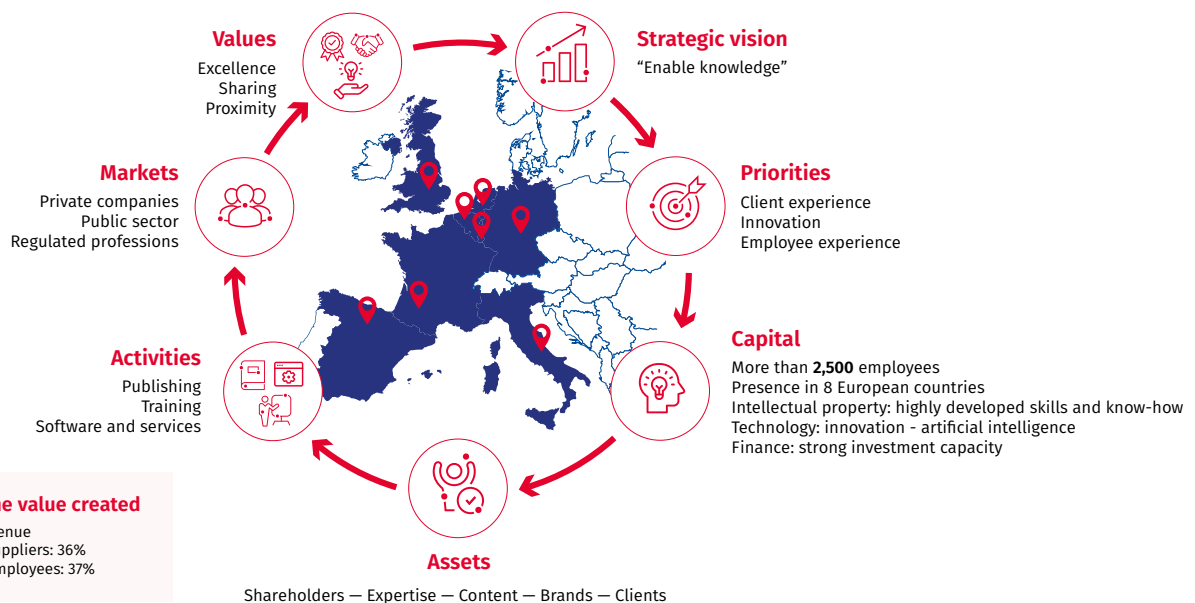
We encourage a culture of collaboration and sharing knowledge and expertise. We are building a European community that supports professionals and exchanges valuable information to improve our practices. Sharing ideas with our clients and authors generates trust and forms the basis for accelerated innovation and growth.



Proximity

We foster a culture of communication and solid relations. We promote an ecosystem of contribution, comprehension and respect in order to achieve success together and to offer our clients, employees and community a unique experience.

Our business model



2023, a year of accelerating our ESG impact

Enabling
knowledge for
a fairer, more
efficient and
sustainable
society.

2023 was a year of significant acceleration of our ESG initiatives, both within our organisation and through the solutions that we propose to our clients.

Our core values

On the back of our core value of **Enabling knowledge for a fairer, more efficient and sustainable society**, uniting the staff, clients, families, shareholders and partners of Lefebvre Sarrut Group on a daily basis,

We are actively committed to:

- **Guaranteeing access to the law** by expanding knowledge of legal, fiscal and regulatory matters, working hand in hand with public institutions in particular.
- **Enabling our clients to stay ahead of the curve** by constantly anticipating the changes to their business environment and using partnership and innovation to build the solutions of tomorrow.
- **Identifying and understanding how the legal and regulatory landscape is evolving**, to enable our clients to grow their businesses in full compliance with the law.
- **Creating an inspiring workplace**, offering our employees stimulating projects and innovative, collaborative methods to support their personal and professional development.
- **Building a more sustainable world** by respecting the environment through cooperation with all our stakeholders.

A stronger commitment to ESG performance

By reaffirming our support for the UN Global Compact and having been awarded the bronze medal by Ecovadis, with a 6-point improvement in our score in one year, we are among the top 35% highest scoring businesses (previously we were among the top 50%).



United Nations
Global Compact



Increased consultations with our stakeholders

Discussions with our stakeholders (particularly, our employees, shareholders, suppliers, partners and clients), enabled us to identify key ESG challenges. This shared analysis enriched our strategy and strengthened our resolve to achieve continuous improvement.

Supporting our clients with their compliance and growth issues

We have launched our first ESG proposals in Europe. This innovative initiative aims at supporting our clients in their transition towards more sustainable practices.



ESG

BY LEFEBVRE SARRUT

Alliance of generative AI capacities with the excellence of our editorial content

We were the first in Europe to launch the GenIA-L solution, the first European generative AI platform exclusively using reliable legal content. This platform provides an optimum experience, perfectly matching their requirements, for clients searching for legal solutions.



GenIA-L

GENERATIVE AI FOR LEGAL

01

Commitment 1

**Guaranteeing
access to
the law**



Facilitating access to the law for all, while ensuring the viability of our business can be a challenge.

We provide **online resources free of charge or for a fair price**, recognising the excellent work of our authors and compensating them for it. This approach aims at reaching a broad range of users, from businesses to legal and tax professionals as well as universities.

We carry out **initiatives to raise awareness of and promote the law and to protect the rule of law and democracy** aimed at the general public, in particular young people and citizens.

We support non-profit **charity initiatives** helping the most vulnerable, such as prisoners and refugees, to improve access to the law for everyone.



Our societal impact

34

million people in
Europe access the law
thanks to Lefebvre
Sarrut content

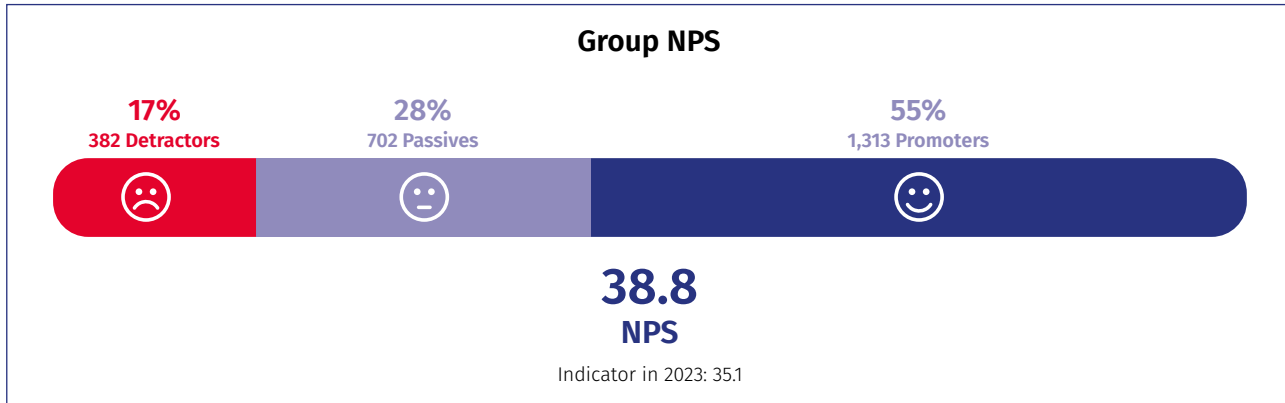
We measure our impact not only by the number of people who access our online resources, but also by our client satisfaction, and the donations made to associations committed to guaranteeing access to the law.

Social
Public sector CSR/ESG
Legal and accounting
professionals Businesses
Business law
Accounting regulations
Tax and wealth
Europe Law of persons
and family law

More than **€300,000**
in donations to associations
that work to ensure access
to the law

Client NPS: 38.8

55% of clients asked rated the likelihood of them recommending our products to a colleague or friend as 9 or 10 (on a scale of 0 to 10).



Promoting and explaining the law

The law can appear complex and intimidating for citizens owing to its specific terminology, the complexity of legal procedures and even the perceived opacity of the legal system. However, *'ignorantia juris non excusat'* (ignorance of the law is no excuse). To respond to this contradiction, the Lefebvre Sarrut Group has put in place various actions aimed at demystifying the law and facilitating its comprehension.



‘Costituzione aperta a tutti’

Supported by the Italian Ministry of Education in partnership with our brand Giuffrè Francis Lefebvre, the “Constitution open to all” project was launched to raise awareness of democratic challenges among the younger generations through educational workshops on the Italian Constitution.



Code Junior

In France, Lefebvre Dalloz has re-published its *Code Junior - Les droits et obligations des moins de 18 ans*, enriched by a preface from Claire Hédon, a Defender of Rights who reaffirms minors as ‘legal subjects in their own right’, like adults.

Upholding the rule of law and democracy

Upholding the rule of law and our European democracy model forms the very essence of the activities and core values of the Lefebvre Sarrut Group. To this end, its different local brands have implemented initiatives and forged partnerships like Sdu in the Netherlands that actively supports the association *Lawyers of Lawyers*, a network of lawyers defending their colleagues who are threatened or hindered in the exercise of their profession.



Participation of Lefebvre Dalloz in the **French Senate's round tables**, on simplifying and improving standard-setting processes.



Coorganisation by Giuffr  Francis Lefebvre of the "Power and Constitution" conference in the **Italian Chamber of Deputies** marking the 75th anniversary of the Italian Constitution.

In addition, numerous books were published by our local brands to actively support the rule of law and democracy, as in France with *La justice p nale internationale au service de la paix mondiale* or *L'Ecole et la R publique*, published by Lefebvre Dalloz.

Helping the most vulnerable members of the community

In 2023, Lefebvre Sarrut continued to support charities taking legal action on behalf of marginalised members of the community.



The **Fondation Francis Lefebvre** run by the Lefebvre family and contributing to the promotion of access to the law supports, inter alia, **the association DeQuelDroit**, which facilitates the integration of foreign populations in France's PACA region.



The association Immigration Guidance helps refugees to re-enter the job market.

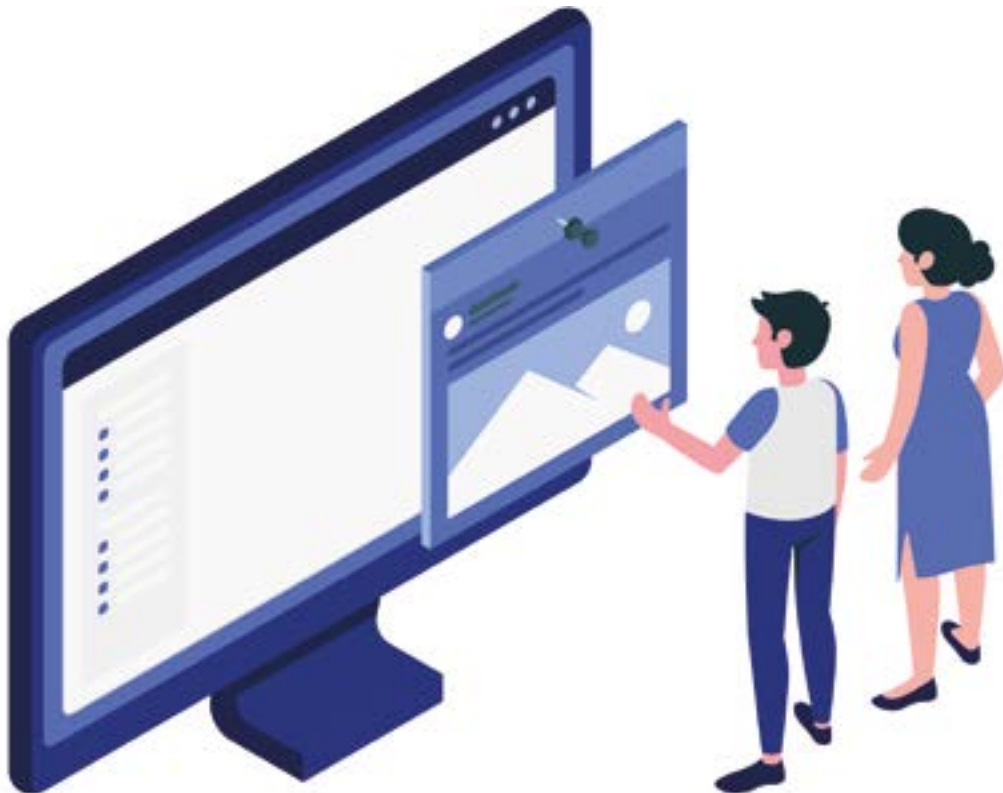


The Spanish association D dor s guides and financially supports promising students from underprivileged backgrounds in Spain.

02

Commitment 2

Enabling our clients to stay ahead of the curve

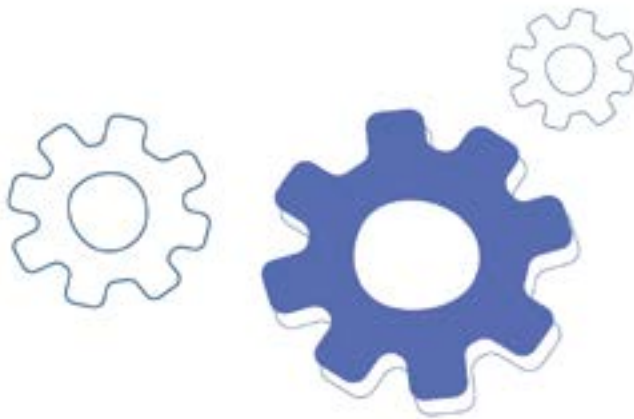


To anticipate and meet the needs of our ecosystem and allow customers to fully unlock the potential of generative AI, Lefebvre Sarrut puts **investment in innovation** at the heart of its plans. This requires extensive financial and human investments in order to create, trial and then market new products and services integrating generative AI.

A culture of innovation is promoted within the Lefebvre Sarrut Group through **entrepreneurship programmes** focusing on innovation and a continuous commitment to **in-house training** in order to make AI a true part of our daily lives.

Lefebvre Sarrut also has an **R&D team** comprising machine learning engineers capable of applying it to the specific area of the law and who have resources to carry out generative AI research activities.

Another factor in this commitment is the support for and close proximity to **the world of start-ups**, via dedicated mechanisms.



228,000

hours devoted to
the development
of innovative
projects in 2023

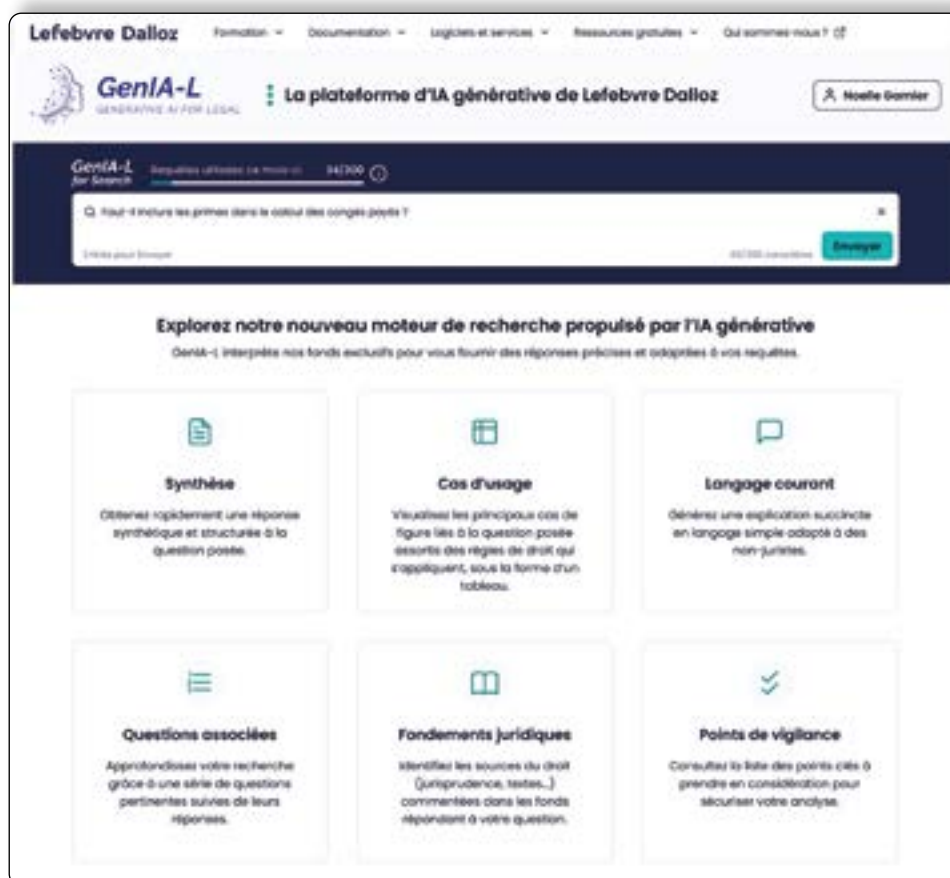
GenIA-L, pioneer of generative AI in the legal sector

In 2023, the Lefebvre Sarrut Group introduced the GenIA-L project, the first European generative AI solution using exclusively reliable legal content for legal and accounting professionals. Until now they were unable to benefit from the power of generative AI since the generally available solutions were based on incomplete, obsolete or unverified sources.

To overcome these difficulties, our development team has refined the search capacities of its algorithm in order to focus solely on updated legal content from the documentary collections of Lefebvre Sarrut and its local brands.



GenIA-L
GENERATIVE AI FOR LEGAL



The Lefebvre Sarrut accelerator

The Lefebvre Sarrut accelerator supports legaltechs with a personalised programme comprising mentoring and the establishment of POC (Proof of Concept): marketing tests run by our sales and marketing teams, new services created by the start-up working with our teams, and integration of the start-up's technology with the products offered by our subsidiaries.

This year, our priority has been to develop solutions based on **ESG** (environment, social & governance) as well as **generative artificial intelligence** dedicated to the legal world, in order to propose new legal solutions to businesses, covering areas such as human resources and compliance.

In 2023, eight start-ups joined the programme

ARTIFICIEEL

Artificieel (Belgium): Artificieel uses advanced AI integrating knowledge of the legislation and case law to search for legal documents and simplify legal processes.



AVA HR (France): AVA HR uses AI to help HR teams in their day-to-day tasks thanks to ready-to-use documents such as employment contracts, employee evaluations and skills assessments.



diFacile (Italy): diFacile is an advanced legal technology platform which streamlines the recovery of unpaid extra-judicial and judicial costs thanks to digital automation.



Govin (Netherlands): Govin offers venture capital companies, founders and members of the board of directors a solution for managing corporate governance effortlessly and transparently with user-friendly workflows and information that can be used for legal agreements.



Renaiss (Spain): Renaiss, powered by AI, uses internal data and documents to improve sales operations.



Salacia (Netherlands): Salacia facilitates total ESG compliance thanks to its integrated SaaS platform which provides an entirely automated accounting system for ESG reports.



Suzan AI (France): Suzan AI is an AI governance and security platform used to monitor AI assets, to manage risks and to ensure that systems are aligned with global regulations and standards.



Tucan (Germany): the AI-based Tucan software application provides automated summaries of meetings and texts, adapted to specific needs.

03

Commitment 3

Enabling our clients to remain compliant and use the law as a lever for development



Our partners operate in a context that is complex and highly technical contexts, particularly when it comes to compliance. They have to keep up to date on areas such as personal data protection (GDPR), anti-corruption laws and ESG criteria, to name just a few. The obligations imposed on businesses are ever increasing, requiring them to acquire knowledge, skill and software.

The Corporate Sustainability Reporting Directive (CSRD) has just added new statutory obligations for businesses concerning ESG issues.

Within this context, **we are determined to show that the law and compliance must not be seen simply as constraints, but rather as opportunities to create value for our clients, particularly companies.**



ESG by Lefebvre Sarrut, the European platform dedicated to ESG

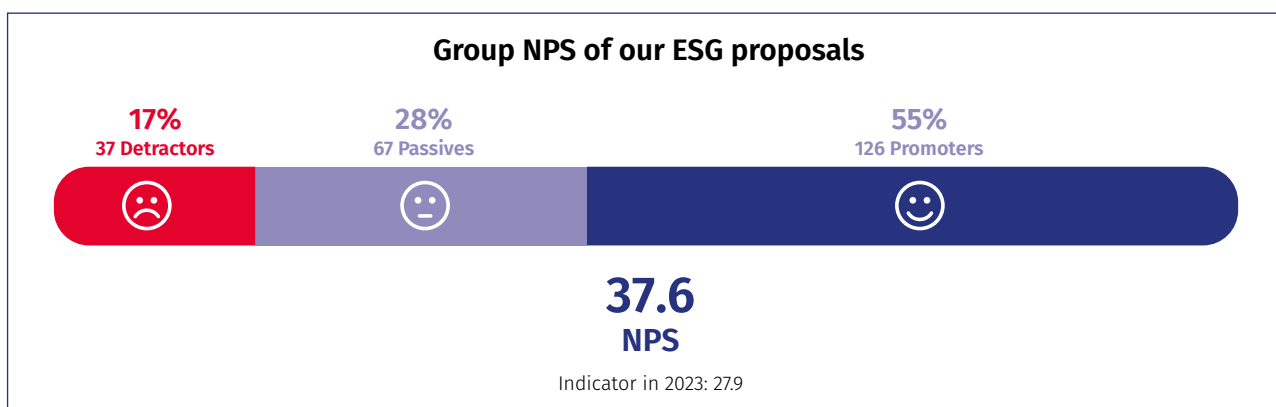
In order to comply with the new ESG regulations, the Lefebvre Sarrut Group developed the ESG by Lefebvre Sarrut platform in 2023. This CSRD onboarding tool provides its users with all the information, training and tools to allow them to better tackle their level of ESG compliance.



Training programmes to understand ESG and take action

In parallel with the ESG by Lefebvre Sarrut platform, the different local brands also ran webinars and training sessions on ESG and more broadly compliance throughout 2023. In France, for example, Lefebvre Dalloz joined forces with the ESCP Business School to introduce the

'RSE: comprendre pour agir' (ESG: understand to act) certificate, aiming at improving the skills of managers in the societal responsibility of businesses. Lefebvre Dalloz also provided around thirty training programmes.



Although our ESG proposals are fairly recent, they are very well received by our clients. The client NPS for our ESG proposals stands at 37.6.

55% of clients asked rated the likelihood of them recommending our ESG products to a colleague or friend 9 or 10 (on a scale of 0 to 10).

Effectiveness of our organisation in terms of compliance, integrity and transparency

Our commitment to compliance goes beyond helping out clients align with regulation. We also aim to improve our performance in all our countries. We must set an example by developing a strong culture of compliance across our company.

In 2023, Lefebvre Sarrut set up a Group Ethics Committee to play a crucial role in safeguarding our integrity and ethical values. This committee ensures that any problems raised are handled appropriately and the appropriate corrective measures taken.

To support the effective implementation of our ethics policy, alert platforms have been deployed on a European scale so that all our stakeholders can report any suspicious behaviour or breach of company policies anonymously.

In recognition of our policy and actions, we obtained an advanced 70/100 score for ethics in our 2023 EcoVadis assessment.



04

Commitment 4

Creating an inspiring,
stimulating and innovative
workplace



Based on the respect we hold for our stakeholders and their fundamental rights, we place people at the heart of our culture. We strive to create an inspiring workplace for our employees by proposing **motivating projects** and **innovative and collaborative ways of working**, that promote their professional development.

As we believe that the experience of each employee is one of our priorities, we roll out a HappyAtWork survey every year conducted by an independent firm ChooseMyCompany.

In 2023, we are proud to have obtained the labels **HappyIndexAtWork** and **HybridWorkplace**.



Providing a creative and innovative work environment

Development of innovation programmes

Convinced of the creative potential of all its employees, the Lefebvre Sarrut Group works actively to provide an environment conducive to the expression of ideas through a number of programmes and projects.

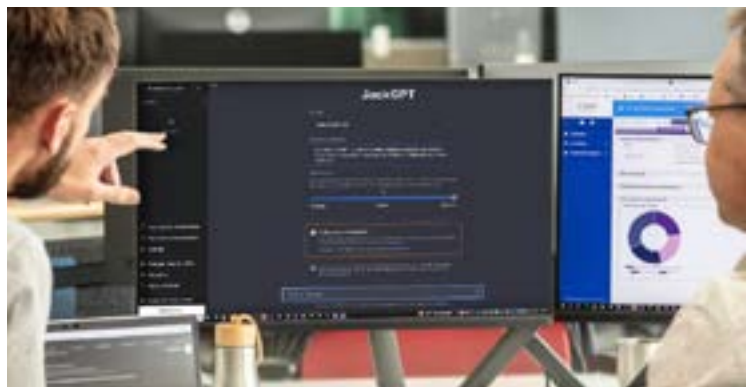


Our entrepreneurship programme, **InnovAction**, allows all our employees to explore, create and develop new concepts, products and services to respond to the emerging needs of our partners. For 2023, there were new projects, based on the integration of generative AI.

The first event of this type in the legal sector, **LightSpeed Hackathon 2023**, brought together teams of students, legal professionals and Lefebvre Sarrut employees in order to design new concepts, products and services integrating generative AI, via Azure OpenAI Service from Microsoft, the sponsor of this first event.

A generative AI platform available to everyone

In order to become familiar with how to use generative AI platforms, the Lefebvre Sarrut Group provides everyone with an internal tool called JackGPT which, based on the ChatGPT language model developed by OpenAI, makes it possible to adapt working practices and explore the perspectives of generative AI platforms, in a secure and closed manner.



A culture of continuous learning

We firmly believe that continuous learning is essential to support our teams' professional growth and employability. We encourage a culture of learning by setting up development programmes aiming at acquiring the skills and knowledge essential to achieving excellence in our activities.



79%

of Lefebvre Sarrut employees received training in 2023: leadership, business intelligence, editorial content creation, podcasts, anti-corruption, fight against discrimination, cybersecurity, GreenIT and ESG.

We also encourage mobility within the Group which harnesses the skills of its employees and encourages new career paths.

145

people benefited from a move within the Lefebvre Sarrut in 2023



Diversity, inclusion and opening up to the world

European Group Lefebvre Sarrut has at its core the promotion of a diverse, inclusive work environment that opens up to the world integrating all people through business activity, irrespective of age, gender, disability, origin, religion, economic or other status.

Help with the onboarding of young people

In particular, we are aware of the difficulties faced by young people when joining the world of work. Each year, our Group and its local brands strive to offer them the best possible professional experience, whether on an internship or a work-study scheme.



179 young people
(apprenticeships,
professionalisation
contracts and internships)
in 2023, that is 7% of
the Group's workforce.

Guaranteeing and promoting gender equality

Our Group defends gender equality and fights against inequalities that may exist systemically in Europe. This involves inter-company training but also strong commitments, as in Italy with the Libellula network that fights against violence towards women.



Our Group also highlights the successes achieved by its female employees. **María de la O Martínez**, Head of Innovation for the Lefebvre Sarrut Group, was recognised by the Spanish publication *TodoJuristas* as one of the 100 leading women in the legal sector. This recognition shone a spotlight on women's skills and their contributions in this field, while at the same time encouraging their participation and professional advancement. The Lefebvre Sarrut Group is fully invested in this approach.

Development of the power of diversity

Beyond the specific actions and initiatives concerning prevention of discriminatory practices, we wanted to promote the power of diversity in organisations and increase the level of inclusion. In the Netherlands, in particular, the teams responsible for diversity and inclusion organised serious game sessions (Join the Jam! Jam Cultures Games) enabling everyone to confront their own unconscious prejudices and overcome them.

05

Commitment 5

Building a more
sustainable world



Environmental responsibility is both individual and collective. That is why **we evaluate and reduce the impact of our direct activities and works closely with the partners in our ecosystem** - particularly its suppliers - to improve the footprint of our products and services throughout their life cycle.

Lefebvre Sarrut also offers products and solutions **to help its clients understand their environmental impact and reduce their impact.**

Finally, we train and encourage our teams to take account of the environment in all their activities.

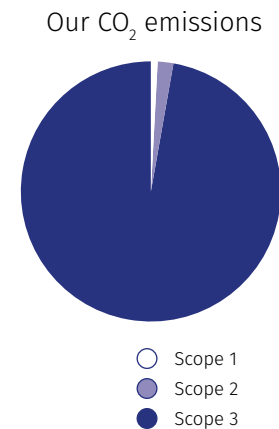


Reducing the industry's CO₂ emissions

Our first carbon assessment showed that a large part of our emissions came under scope 3, that is, from our suppliers.

One of our key initiatives in 2023 was **to approach our suppliers in order to obtain their carbon assessment** or, failing this, their environmental information. Using this information, we will be able to refine our carbon assessment and propose a precise and ambitious transition plan in 2024.

In the meantime, we have decided to commence **action specifically in our paper publishing activity** (which represents 20% of our emissions) by listing the types of paper and quantities used to determine which type of paper is to be preferred in order to reduce our CO₂ emissions. We also took initiatives to reduce the volume of paper used for our works and publications (change of production habits, print on demand etc.).



Limiting paper use

Paper production has a significant impact on a publisher's environmental footprint. Our 'paper' impact represents 20% of our CO₂ emissions and we want to reduce this impact. We are aiming to increase the proportion of paper from sustainably managed forests (PEFC or FSC labels) in our global consumption from 79% in 2022 to more than 90% in 5 years.

Whenever possible, we also reduce the volume of paper used for our works and publications. Thus in 2023, we used a total of 3,718 metric tons of paper as against 4,188 metric tons in 2022, a reduction of more than 11% in our paper use.



99%

of the paper used in France and Spain comes from sustainably managed forests

Acting for sustainable IT

In 2023, we implemented initiatives aimed at improving our environmental impact connected with IT. These actions include replacing office computers with laptops to prolong their life and save energy. In addition, server monitoring systems adjust the storage capacities to reduce energy consumption.

ESG and GreenIT training programmes were deployed to raise awareness among all employees of ESG issues. In France, following these training programmes is a condition for benefiting from our incentive programme.

Optimizing energy consumption in our buildings

Over recent years, our teams in France, Belgium, Italy and Germany have relocated to new premises certified by environmental labels and equipped with energy consumption optimisation facilities.



Encouraging the efforts of our employees



Larcier-Intersentia premises in Belgium.

Even though our direct emissions account for only 3% of our carbon assessment, we have implemented multiple actions to encourage employees to reduce their individual carbon footprint in all subsidiaries in Europe. Furthermore, waste sorting has been made systematic and selective sorting bins are available on our premises, allowing employees to separate recyclable waste such as paper, plastic, glass and food waste.

A word from our ESG Impact Director



In 2023, we consolidated our fundamentals (34 million Europeans access the law using our content and solutions) and built on our contribution towards a fairer, more effective and more sustainable company, in particular:

- our investment in artificial intelligence research enabled us to propose the first generative AI tools based on reliable legal content;
- we developed a European platform for businesses wishing to have a better understanding and application of CSR/ESG legislation;
- we obtained the European labels HappyAtWork and HybridWorkplace 2023 whilst opening the company's capital to employees.

We took over the fundamental matter of our carbon footprint connected with our suppliers ('scope 3') while also striving to improve our emissions linked to paper, our offices and our computer servers.

These efforts are reflected in our Ecovadis ranking: we were in the top 50% of businesses in our sector but have now risen to join the top 35%.

In 2024, these contributions will be amplified and accelerated. In collaboration with our stakeholders, both internal and external, we are preparing a holistic analysis of the impacts of social and climate changes on our Group and, in tandem, the impacts that our activity has on our environment. This analysis (called 'double materiality') will allow us to establish our 5-year strategy.

At the time of writing this report for 2023, our 2,500 workers are already poised to write the sequel, using their energy and expertise to support our ESG commitments. And our top managers remain highly committed to and directly involved in this progress, with a part of their salaries directly linked to the achievement of our objectives.

We are looking forward to next year, when we intend to present even more results in line with our convictions. The road is long, but every year that passes allows us to improve and make our mark on a sustainable world as we support millions of clients across Europe. We firmly believe that all players in the field of law and tax have an essential contribution to make in terms of building a better world.

Lefebvre Sarrut Group, as a European leader in legal and tax knowledge, is proud to use its expertise in order to create a fairer, more efficient and sustainable society.

Thank you to everyone who works to support our vision and commitment.

Camille Sztejnhorn
ESG Impact Director



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