

Social Report 2022



LCA

Introduction

Giovanni Lega, Managing Partner, LCA

The word “sustainability” has always fascinated me because it encompasses so many meanings, which have always characterised certain fundamental principles in my life. Sustainability encompasses designing, innovating, developing, and collaborating on long-term models. It also includes the determination needed to see projects through to the end.

At long last, the legal world too, although still lagging behind, is realising that organisational models need to be changed to be more compatible with the concept of sustainability. We need to develop law firm models capable of ensuring that the needs of the present generation are met without compromising the ability of future generations to realise their own. Sustainability therefore becomes the key to guaranteeing the intergenerational survival of the law firm, its identity, and its welfare system, so that it goes beyond the lifetime of its founders and maintains the same professional mission.

Sustainability is not a fad nor a box to be ticked, but must be an educational, knowledge-based process that develops true “sustainability consciousness”.

For many years LCA, with the help of external consultants who experience ESG issues in practice, has been developing its own identity and model within these principles. There are no preconceived schemes or clichés; it is a step-by-step process involving every aspect of the firm’s organisation.

With these principles in mind, we decided to voluntarily, and pro-actively, draw up our own social balance sheet, even though, incredibly, our businesses are not even required by law to draw up a financial balance sheet. This document summarises what we are striving to achieve in areas such as environment, pro bono, innovation, and diversity (to name but a few).

For example, in relation to the environment, the document highlights the rationalisation of the use of material resources (use of recycled and eco-sustainable materials, progressive limitation of the use of paper, limited use of plastic), the encouragement of energy-saving and consumption-efficiency policies at every level, and the promotion among all the members of the firm of means of transport with low environmental impact.

At the welfare level, this includes the development of organisational principles aimed at fostering a work life balance, also through the creation of a smart working system and the regular use, where possible, of periods of detachment from work activities.

Also from a social point of view, the social report highlights the initiatives undertaken to foster cohesion and development of the community in which it operates, the promotion of constant and concrete compliance with the law, the encouragement of a positive culture in support of non-profit organisations and associations with social and research purposes, the involvement of not for profit advocacy and/or advice both for disadvantaged individuals or categories, and for groups or institutions operating in the common interest.

We hope that the publication of this social report will incentivise all LCA members and inspire all our readers, to comply with the UN SDG parameters (Paris Agenda 2030) fully and resolutely. These parameters trigger positive behaviour on a large scale and are the engine to encourage the change we want to see in the world.

Table of contents

1. The history of LCA	6
1.1. Our offices	6
1.2. Awards	8
1.3. Our practice	8
1.4. The podcast The Bar	9
1.5. Professional Associations	10
2. Governance	11
2.1. Governance	11
2.2. Departments and specialized groups	13
3. Our people	14
3.1. The numbers	15
3.2. Recruiting and background	16
3.3. Square	17
3.4. Parental leave and parental support	18
3.5. Young professionals - the lifeblood of LCA	19
3.6. Coaching, feedback and career development	19
3.7. Pandemic management	20
3.8. Smart working	20
3.9. Training	21
3.10. Retreat	21
4. Environment	22
4.1. Suppliers	22
4.2. Internal Initiatives	22
4.3. Energy saving	23
4.4. Waste disposal	23
4.5. Mobility	24
4.6. Law and Sustainability	24
4.7. Food WAYste	24
4.8. Think Tank and design thinking sessions	25
4.9. Internal training	25
5. Diversity and Inclusion	26
5.1. Women	27
5.2. Intergenerational exchange	27
5.3. Disability	27
5.4. Specific Learning Disorders (SLD)	28

6. Anti-Money Laundering and Transparency	29
6.1. Our initiatives	29
6.2. Management Control	31
6.3. Timesheets	31
7. Blu Martesana	32
7.1. The orchard	32
7.2. A contract in legal design	33
8. ASLA	35
8.1. Best Practice Guidelines	35
8.2. ASLAWomen and ASLAYoung	36
8.3. Panel on UNI industry practices	36
8.4. Going Further	37
9. Innovation and Digital Transformation	38
9.1. Software and Hardware	38
9.2. Cybersecurity	38
9.3. App for smart working	39
9.4. Legal Tech	39
10. LCA Ventures	40
10.1. H-Farm	40
10.2. Investments	40
10.3. Investment in education	41
11. Law is Art!	42
11.1. Some recent projects	43
11.2. Training	44
11.3. <i>Cartoline dall'interno</i> (Postcards from within)	44
11.4. The Rufa Beeopak project	46
12. Legal Design	47
12.1. Why Legal Design?	48
12.2. Design Rights	48
12.3. Design Rights and Dima Yarovinsky	49
13. Pro-bono	50
13.1. Active support to associations and foundations	50
13.2. Mentorship and Clinics	54

1. The history of LCA

LCA was founded on 1 April 1988, when the lawyers Paolo Colucci and Giovanni Lega, mindful of their time at Harvard University and extensive work experience in the United States, decided to set up a law firm together. The desire was to establish an innovative and international law firm in Italy, but at the same time take into account the specific characteristics of the Italian system. The firm, initially named Lega Colucci e Associati, was Freshfields Italia from 1996 to 2004, before returning to Lega Colucci Associati and, as part of a rebrand and re-focus of the firm's purpose, LCA.

Over the course of its history, LCA, while maintaining its roots, changed its nature from a boutique corporate/M&A firm to a full-service firm through a series of strategic steps: the entry of an employment law team, then a team dedicated to intellectual property and one to tax. The journey continued with professionals and teams dedicated to areas as diverse as art, criminal, administrative and environmental law, all the way to sports law.

In this process, an important step was the merger with Seas, a boutique firm led by the lawyer Salvatore Sanzo, now president of the association. The collaboration with the Seas team made it possible to strengthen and deepen the firm's expertise in litigation and corporate restructuring.

1.1. Our offices

The firm is based in several locations: Milan, Genoa, Treviso and Dubai, in alliance with IAA Law Firm. We are also involved in H-Farm, Italy's most famous start-up incubator, with a dedicated space. The international practice, which has always been one of the firm's hallmarks, is managed through a network of best friends active on a global scale.



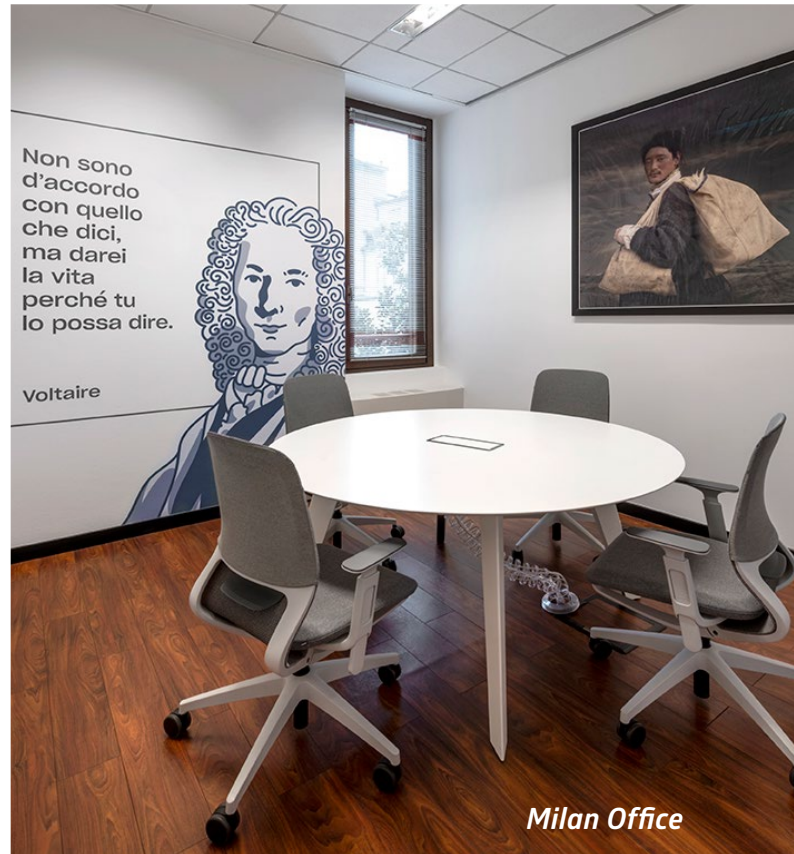
Genova Office



Genova Office



Milan Office



Milan Office



Treviso Office



Treviso Office

1.2. Awards

LCA has won many prestigious awards, both in Italy and abroad, for its work. Our professionals have been included in the most important directories, such as Chambers, Legal 500, Leaders League, World Trademark Review, and IP Stars. The Managing Partner was named among the 10 innovative lawyers by the Financial Times in 2018, and in 2021 the Financial Times named us as one of the innovative firms to watch in Europe.



1.3. Our practice

LCA is a full-service and multi-practice firm and, as such, offers both in- and out-of-court advice to companies and individuals. Our professionals are also extremely active at university level and involved in academic publications aimed at clients. Since the beginning of 2021, four books, 61 alerts and more than 20 academic articles have been published in Italian and international publications. This is in addition to the “Law and Sustainability” guide (see below), a slide set dedicated to the NRRP (the Italian “PNRR”) and a guide on negotiation strategies.



The firm has always devoted significant time attention to events and webinars, both in Italy and internationally. Since 2020, we have organised more than 40 events (live and online) and have been speakers at over 100.

1.4. The podcast The Bar

The firm, and in particular the IP/IT team, produces the podcast The Bar, in which pioneering issues in the IP, IT, TMT, privacy and entertainment fields are discussed, among professionals of the firm or with external guests. To date, 23 episodes have been recorded.



1.5. Professional Associations

The firm is linked to multiple institutions and associations. These include (in alphabetical order and not by importance) AIFI, ASLA, AIPPI, Borsa Italiana, ICCO, Innovup, Italia Tech Alliance, LES, Marco Polo Line Group, and SOS logistica.

LCA also participates in industry/field related practice groups, of which the focus is analysing specific themes with structured foreign law firms, in particular the “Life Sciences Practice Group”, composed by 25 independent law firms which cover all Europe and United States.

AIFI

Associazione Italiana del Private Equity,
Venture Capital e Private Debt



ICCO CANADA



2. Governance

The Firm's governance was recently revised. For this reason, we have chosen to include only the new operational structure in the social report. This new model of governance will help to face growth in a sustainable way, also maintaining our core values, despite the dimensions that the firm reached or will reach in the future.

2.1. Governance

The starting point is the **Partners' Meeting**, which is composed of all the firm's equity partners. This body appoints the **Strategic Committee**, the **Managing Partner** and the **President**.

The **Managing Partner** is also a member of the Strategy Committee and the Wise Persons' Committee, and coordinates and directs the firm's activities and represents it externally.

The **President** presides over and coordinates the Partners' Meeting and is a member of the Wise Persons' Committee. He is a focus point for the collection of initiatives, advice and ideas from partners, and has the power to refer them to the competent bodies (ombudsman role).

The **Strategic Committee** is the firm's vision and strategy management body. It consists of five members (equity partners), each of whom must have attained a quorum of 2/3 of the voters, plus the Managing Partner. It handles a range of functions, including firm's strategic direction, business plan, investments, budgeting, lateral hiring, partner promotion, bonuses and compensation, business development, setting up new departments, and strategy in the choice of location and offices.

The **Wise Persons' Committee**, which is entrusted with the task of allocating profits among the partners, consists of seven members, five of whom are elected by the Partners' Meeting. Each member must have been an equity partner for more than two years. The President and the Managing Partner are members of the Wise Persons' Committee. The evaluation takes into account each partner's input and contribution to the association from a broad perspective, not necessarily based on financial criteria but also taking into account factors such as the following:

participation in working groups, client group, internal development, training, pro bono, skills, new ideas, and the assessment of the individual within the relevant department. This system means that partners are both evaluated and, in turn, evaluate others. In addition to this, it enables the firm to leave the world of the typical privileges and promotes cross-selling and internal cohesion. Starting from this year, one of the goals for the partners in relation to profit allocation will be linked to environmental sustainability goals.

There is also a **General Manager**, who directs the firm's activities. The General Manager is the central figure to whom all business services functions (i.e., HR, marketing, accounting, knowledge management, recruiting, and anti-money laundering) report, and reports to the Managing Partner. He is in charge of a range of activities, including general business, purchasing, reporting analysis and figures, management and coordination of administration, logistics, and implementation of the decisions of the Strategy Committee, in which he participates.

The **Interdepartmental Committee** acts as a link between the various departments and the Strategy Committee, to which it reports. It helps cross-selling between practice areas, oversees both the organisation of professionals' work and their professional development, and ensures uniformity of work standards. Beyond that, it establishes the best practices of different departments and promotes internal collaboration. It consists of one representative from each department (or, if the department consists of more than 20 professionals, two representatives).



A 'quota' mechanism is applied for the election of the Strategy Committee and the Interdepartmental Committee, according to which at least one of the members of these committees must belong to the least represented gender.



With the exception of the Wise Persons' Committee, anyone who participates in a Committee cannot participate in other Committees.

2.2. Departments and specialized groups

The firm is structured through a number of departments, each of which has a head of department (for larger departments, there are two joint heads of department). Currently they are the following (in alphabetical order):

Departments	Specialized groups
1. Administrative	1. Environmental Law
2. Banking and Finance	2. Art
3. Corporate/M&A	3. Food
4. Family law	4. Real Estate
5. IP, Media, Technology and data	5. Sport
6. Labour	
7. Litigation	
8. Criminal Law	
9. Restructuring	
10. Tax	
11. Transports and shipping	

Each department, and each specialized group, is autonomous in recruiting new resources and in its organisation.

3. Our people

People are the most important aspect of the firm, the backbone of our business.



3.1. The numbers

(As at 30 March 2022)

LCA members:

166

PROFESSIONALS

of which **147** in Milan,
18 in Genoa, **1** in Treviso
of which **132** lawyers, **32**
trainees, **2** accountants

42

BUSINESS SERVICE

of which **41** in Milan,
1 in Genoa

100

MEN

of which **91** professionals
and **9** business services

108

WOMEN

of which **75** professionals
and **33** business services

Our professionals' backgrounds:

167

PROFESSIONALS WHO
GRADUATED IN ITALY

42

PROFESSIONALS WITH
A MASTER'S DEGREE

5

PROFESSIONALS
WITH A PH.D.

85

PROFESSIONALS

who have studied abroad:
of which **65** Erasmus,
9 masters, and **29** working periods
abroad in law firms or institutions

46

PROFESSIONALS

who have worked
in-house

Languages spoken: Italian, English, Spanish, French, Mandarin Chinese, German, Portuguese, Arabic, Russian, Ukrainian, Romanian, Albanian, and Danish.



Every professional who joins the LCA family receives a company welcome kit (rucksack and water bottle) and an information pack concerning our professional activities and the benefits available. The idea is to become part of the team from day one.

3.2. Recruiting and background

Recruitment is managed through the HR function. The selection processes, for both employees and professionals, are managed with the utmost transparency, centralising each step and ensuring the implementation of a selection system that disregards any form of discrimination or prejudice; evaluation schemes based on objective parameters are used for this purpose.

Among the universities of origin are Cattolica, Bocconi, Luiss, Bologna, Siena, Pisa, Milan (Università degli Studi and Bicocca), Genoa, Perugia, Brescia, Tor Vergata, Padua, Varese, Uninsubria, Catania, Rome II, Bari, Florence, Pavia, Naples, Macerata, Turin, and Trento.

The professionals who are sons or daughters of lawyers also tend to be a minority (9.3%).



Many of our professionals have been selected for secondment periods at Italian and multinational companies. Among the industries: video games, agribusiness, biomethane, but also life sciences and biomedical. We support secondment, which is appreciated as much by clients as by LCA personnel, who get a privileged insight into client needs.

3.3. Square

The desire to pool diverse views and foster the dissemination of knowledge and internal collaboration led to the creation of Square, the proprietary knowledge management platform that won the Politecnico di Milano 2021 contest (Digital Professional Award).



The screenshot displays the Square platform's user interface. At the top, there is a navigation menu with options like 'Square', 'Ricerca Documenti', 'Dipartimenti', 'Comitati', 'Business Services', and 'Rubrica'. Below this, the 'Square' logo and 'Home page' are visible, along with sub-menus for 'Le Persone', 'Biblioteca', 'Formazione', 'Innovation', 'Arte', and 'Commenti e suggerimenti'. The main content area features several article cards with images and headlines, such as 'AGENTI FIFA, LE NUOVE REGOLE CHE CAMBIERANNO IL MERCATO' and 'COPERTURA IN AMIANTO DEL FABBRICATO'. A sidebar on the right includes a 'Prenota una scrivania' button and a section titled 'Accessi rapidi' with icons for various services like 'DeepL Translate', 'DocuSign', 'Rubrica', 'eLibra', 'Banche Dati', 'Procedure interne', 'Modilistica Interna', 'Cerved', and 'Antriciaggic'. At the bottom, there is a section labeled 'I NOSTRI' with a 'Visualizza tutto' link.



The implementation of Square was preceded by a survey that gathered knowledge, communication, culture, and IT needs most valued by professionals and business services. These requirements contributed to the design of a work plan integrated with the medium- and long-term knowledge management strategy and processes. The implementation saw an agile like approach with successive prototyping involving a small but representative group of professionals and employees, as well as 4wardPro, the company that supported LCA for the UX/UI and development phases.

The launch in February 2021 was preceded by an internal contest to choose a name. This was followed by change management activities that included one-to-one and group training, posters on the walls in working areas and cards from Knowledge Management.

The knowledge engagement hub was created to collect, connect and democratise the wealth of information and experience of individuals, teams and the entire organisation - maximising the value of knowledge and making information and insights easy to find.

3.4. Parental leave and parental support

The firm recognises and promotes the importance of parenthood by recognising parental leave and ensuring maternity allowance over and above the one granted by the Italian Lawyers' Social Security Fund. To assist the return to work of employees who are new mothers, we also provide the possibility of a part-time scheme for four months after returning from maternity leave (both compulsory and optional). In the last three years, nine persons took advantage of this initiative. Moreover, we allow the possibility to work from remote up to 12 months after the birth. The firm's focus on parenting also manifests itself in the organisation of children's events in the office, attended by the children of both professionals and employees.

3.5. Young professionals - the lifeblood of LCA

We believe in the potential of young professionals - the lifeblood of LCA. Over the years, we have guided them on their individual and career growth paths, steering them towards entrepreneurial and educational goals.

As of March, 30, 2022, the firm has 59 under 30 (including professionals and business services). The young professionals have also a specific representative, who is responsible of developing proposals for the optimization of the integration and the professional development, as well as to coordinate the implementation of the various initiatives.

We are proud of the fact that some of the practices, such as corporate immigration or e-gaming/ e-sports, have originated from the individual initiative of outstanding young professionals, and we try to involve them in each project, with increasing responsibility in order to make them as autonomous as possible from the beginning. It is also the reason why we help them to work, where possible, with a diverse and broad range of partners, so that they gain experience of different types of cases and approaches.

3.6. Coaching, feedback and career development



We are also committed to our 360-degree feedback process. Periodically, the young people evaluate the work of partners, who in turn evaluate the work of professionals and business services. This is with the aim of improving communication and cohesion of the various teams and at the same time enabling individual personnel to understand not only the activities carried out but also their “internal perception”.

We have been working with coaches for years to foster our professionals' growth. The project is part of the broader "individual programme". The idea is that every professional can find personal and professional fulfilment in LCA. Each professional is required to draw up an annual target sheet, which takes into account the work carried out and the areas in which he/she intends to improve, constantly and periodically discussing these objectives with the relevant partners.

3.7. Pandemic management

The pandemic has directly involved us in a difficult time. Among the many initiatives introduced to maintain a calm and high-performance working environment, despite the unusual situation, we would highlight the following:

- Sessions with communication professionals for a better use of audio-visual systems and in general of one's online presence;
- Mindfulness meetings with experts in the field;
- Projects for children of professionals and business services to reconcile work and family needs.

3.8. Smart working

The pandemic and the consequent need to work remotely led to a significant acceleration of the smart working process that had already begun within the firm.

Thanks to the support of external consultants - who helped us to assess the real and different needs of both professionals and business services - as well as a series of internal surveys, we effectively implemented a smart working policy, which envisages - in so far as it is compatible with the needs of the firm, clients and personal needs - 3 days a week in the office. The idea is to balance the demands of being part of the firm community with the advantages of avoiding commuting and being able to enjoy non-work activities.

In the last year, both professionals and business services took relevant advantage out of this policy.

3.9. Training

Training is part of the lives of our professionals, as well as employees. In recent years alone, we have offered the following opportunities:

- Legal and business English lessons with native speaker coach
- Coaching courses
- Negotiation Masterclasses
- Cybersecurity courses
- Sustainability courses (see below)
- Dedicated legal training

In comparison with 2021, the training budget increased 30%. We aim to increase it another 30% in 2023.

The firm corresponds to every professional an amount of money as contribution for training. Plus, each departments has a specific training budget.

Finally, with regard to training, we would like to point out that the firm is part of the ASLA network (see below) and has entered into agreements with leading Italian companies (e.g. Just Legal Services) to support the development of our people.



LCA supports its trainees preparing for the national bar exam by bearing the costs of the courses and offering one month study leave for the written exam and two months study leave for the oral exam.

3.10. Retreat

Each year we organise a multi-day retreat in which we improve our internal cohesion, to help us deal with tomorrow's challenges. The retreat - suspended due to the pandemic in 2020 and 2021 – restarted in June 2022, with a successful event.

Similarly, with a perspective of cohesion, we organise an annual Christmas dinner, with a charity raffle.

4. Environment

We have been involved in (and concerned about) environmental protection since a long time. Set out below are some of our initiatives supporting environmental protection.

4.1. Suppliers

We have set up a purchasing department to select and evaluate suppliers who adhere to sustainable LCA (green supply chain) values, implementing anti-waste measures, reducing inventories and waste, and stream-lining costs. Suppliers include Foorban, which offers innovative solutions for lunch breaks that respect a balanced diet through the booking of a relevant service. This possibility allowed LCA professionals and business services to have access to healthier food during the day.

4.2. Internal Initiatives

The firm aims to develop the awareness of professionals and business services with regard to environmental issues, including in the work context.

These are some of the actions taken:

- Encouragement of moderate use of printing and digital storage of documents instead of paper;
- Provision of three different containers for paper/plastic/residual waste collection in each room of the offices;
- Exclusive purchase of recycled printer toner and, at the end of the cycle, recovery through a specific supplier;
- Use of recycled printer paper;
- Recycling of coffee pods through the circular economy initiative “Da chicco a chicco” (Bean to Bean) promoted by Nespresso. The firm periodically delivers used pods to the nearest Nespresso take-back centre; the manufacturing company separates the tin from the organic part and reuses both materials;

- ◉ Adoption of a plastic-free policy, which includes abolishing the use of plastic cups and cutlery in meeting rooms and relaxation area, providing business services and staff with a water bottle made of metal material, and using micro-filtered water;
- ◉ Signing of the the Arbitration Green Pledge promoted by Lucy Greenwood to reduce the environmental impact of court and arbitration proceedings;
- ◉ Adoption of Paper Cut software, capable of holding documents sent to print until the individual professional, physically going to the printer, decides to actually print the selected document. The software is able to keep track of printed documents to discourage printing and charges the individual professional for the cost of printing when a file number is not provided;
- ◉ Adoption of DocuSign software to reduce the impact of paper use at signings and closings;
- ◉ Digitisation of the firm's library and promotion of the use of virtual rather than physical books and journals.

4.3. Energy saving

We periodically encourage all professionals and staff - both through internal communications and recommendation from specialized professionals - to systematically switch off the lighting and cooling systems whenever they leave their workstations and at closing times. From the next social report, we aim to report an effective measurement and reduction.

4.4. Waste disposal

To dispose of WEEE correctly, we recommend that professionals and business services keep in mind that:

- ◉ if a supplier does not provide a pick-up service, we have staff on hand to take this waste to the municipal waste collection sites on a quarterly basis;
- ◉ in the case of bulky WEEE or category R1 WEEE, this may be collected (at the offices) through a collection service offered free of charge by AMSA - in Milan - and by other designated companies, at the other offices.

4.5. Mobility

We have two hybrid cars, which are available to the firm's professionals, staff and partners. We have also signed an agreement with a car-sharing service that all members - professionals and business services - are warmly invited to use for their travels.

Travel by professionals is limited as much as possible to reduce the emission of fossil fuels.

4.6. Law and Sustainability

The Law and Sustainability project, a guide on the legal aspects of sustainability offered *pro bono* with a view to raising awareness of these issues among our clients, was one of the flagship activities of 2021, thanks to the full and active involvement of some of our younger professionals. In addition to drafting the guide, they had full autonomy in terms of style, tone of voice and choice of topics, right down to the cover and media campaign. The guide was a great success and a second edition is planned.



4.7. Food WAYste

In line with the firm's sustainability and participation values, LCA participated, in the dual role of challenge-maker and active participant, in the Global Legal Hackathon, the legal world's leading hackathon. The proposed challenge was to reduce food waste online. Through the hackathon, thanks also to the contribution of a number of external professionals from all over the world, the Food WAYste platform, available at www.foodwayste.com was created.



Food WAYste was very successful and was not only taken up in the media by various major newspapers (including the Financial Times and Repubblica) but also presented to institutions such as FAO and the World Food Programme.

4.8. Think Tank and design thinking sessions

Together with some university professors, industry experts and representatives of a start-up that develops artificial intelligence software, we initiated a think-tank to understand how to improve our sustainability performance. Moreover, aware that external professionals are often needed to understand the best actions and the most effective implementation methods on the topic of sustainability, we have participated in numerous design thinking sessions to improve our internal awareness on the subject.

This also includes collaborating with Chiappe Revello for the purpose of sustainable communication. The project, launched in 2022, seeks to limit the risks of greenwashing/impact washing and to support companies in communicating social issues.

4.9. Internal training

We organised several training sessions during which the correct disposal of different types of waste was explained to the firm's entire population. In addition, we launched a series of internal meetings dedicated to the legal horizons of sustainability, attended by university professors and prominent Italian experts in the sector. The topics analysed in the sessions with the experts included: social and integrated reports, corporate social responsibility, liability of entities under Legislative Decree no. 231/2001 and the role of the State as guarantor of legality.



5. Diversity and Inclusion

The firm has made diversity, in its broadest sense, one of its strengths. Indeed, LCA believes in a culture based on respect for and appreciation of diversity in all possible aspects: of origin, social, religious, political ideas, gender, age, psychophysical abilities, identity, and sexual orientation. We also believe that diversity should include daily activities. That is why we strive to ensure that working groups are balanced, and pay special attention to the issue of language, both in internal and external communications.

LCA's commitment to cultivating the value of people is embodied in a human resources development and management strategy that promotes an inclusive culture to enhance access and growth through career paths, guaranteeing equal opportunities and promoting real actions. We are active in several associations dealing with these issues and we have received – first law firm in Italy - our gender equality certification (UNI 125_2022).



5.1. Women

We seek to empower women through:

- our own training initiatives, and through training initiatives organised by the most important organisations committed to gender diversity (ASLAWomen, #IamRemarkable, Valore D, Club 30%, CPO Milan);
- transparent remuneration and growth policies based on equity and performance-oriented gender equality. We aim to enhance career opportunities by increasingly ensuring gender balance in positions of responsibility within complex structures;
- Initiatives to promote equal opportunities, work-life balance, the sharing of family responsibilities and the removal of potential obstacles, including those related to parental leave and career development.

The appreciation of diversity in the field of gender identity and sexual orientation is pursued through:

- a policy of inclusion and access to education for people of all sexual orientations;
- awareness-raising and dissemination activities creating a culture of respect and countering unconscious bias related to gender identity and sexual orientation.

5.2. Intergenerational exchange

We foster intergenerational dialogue and exchange, the pooling of different social, cultural and work experiences, as well as the different skills and competences, both soft and hard (e.g., digital), typical of each generation.

5.3. Disability

LCA's offices are free of architectural barriers that prevent or make it difficult to enter and move around the offices.

5.4. Specific Learning Disorders (SLD)

LCA is at the forefront of the inclusion and empowerment of people with Specific Learning Disorders (SLD). The firm also contributed to the drafting of the agreement between the Milan Bar Association and the Court of Appeal of Milan for the application of compensatory and dispensatory measures during the bar exam. The protocol, signed in 2019, not only fills a serious regulatory gap, but was also the first act adopted in Italy. Beginning with the 2021 session of the bar exam, the measures approved in Milan have been incorporated into the Decree of the Minister of Justice that annually announces the examination and, consequently, have been extended to all Court of Appeal Districts.



We have been participating in alternating school-work projects for several years, offering various high school students to experience the reality of a structured law firm. When selecting young people for “school/work” experiences, we give preference to those from schools in the suburbs/province.

6. Anti-Money Laundering and Transparency

The anti-money laundering regulation has the specific objective of preventing and combating the use of the economic and financial system for the purpose of money laundering and terrorist financing. To this end, the rules currently in force contain measures to protect, on the one hand, the integrity of the economic and financial system and, on the other hand, the propriety of the conduct of the operators required to comply with them.

The measures provided for by the current legislation are proportionate to the risk in relation to the type of client, any ongoing relationship with the same, and the professional service, product or transaction. The scope of application of the measures takes into account the activity, size and complexity of those persons who, as “obliged persons”, fulfil the obligations imposed on them by Legislative Decree 231/07, considering the data and information acquired or held in the exercise of their institutional or professional activity.

6.1. Our initiatives

Our professionals are required by current legislation to play a proactive role in carrying out appropriate AML/CFT procedures. This role, which in the case of the multi-disciplinary firm is even more critical, involves implementing policies and procedures, as well as the analysis of specific transactions to assess regulatory compliance.

With this in mind, LCA has started work on the creation of an Organisation, Management and Control Model under Legislative Decree 231/01 - due to be adopted by 2022 - specifically to introduce and reinforce:

- greater organisational clarity;
- an improved culture relating to risks and checks on business transactions and support to its clients;

- the adoption of good management standards that lead to the analysis and resolution of numerous problems typical of organisations;
- increased protection for those within LCA who can prove that they have done everything in their power to avoid certain behaviour or events;
- compliance with related regulations, such as those on health, safety in the workplace, the environment and finance;
- a concrete contribution to the promotion of a culture of responsibility and prevention.

Also, in accordance with these initiatives, the firm, implementing the requirements contained in Articles 16 and 17 of the anti-money laundering regulations, has promoted internal policies which establish operating methods to manage the risk of money laundering and terrorist financing, and has drawn up a functional and operational subdivision of tasks, responsibilities and duties.

In this context, the Strategic Committee:

- verifies the effective implementation of the anti-money laundering policy and procedures;
- plans ongoing training programmes for professionals and business services aimed at the correct application of anti-money laundering legislation;
- is the recipient of internal reports of breaches of the provisions laid down for the prevention of money laundering and terrorist financing - whistleblowing;
- takes management and administrative decisions.



In 2021, LCA set up a dedicated team to communicate both internally and to its clients the importance of risk management in this area.

Finally, the Strategic Committee, aware that the proper management of anti-money laundering compliance also mitigates the reputational risk of the firm, has the power to decide whether to accept or continue to provide professional services with a very high risk and/or requested by or in favour of politically exposed persons.

6.2. Management Control

We have dedicated staff who verify the budget forecast as well as, by department, individual costs, deviations from the previous year's forecasts and budget, including the management of receivables and their recovery. We are also equipped with an innovative business intelligence platform linked to the accounting and management platform, in order to adopt an increasingly data-driven approach and optimise our choices in the medium and long term.

6.3. Timesheets

We have provided specific instructions for the correct filling in of timesheets with detailed descriptions of the services performed and the persons involved (including for phone calls and meetings). Timesheets are made available to clients at any time upon request or on an agreed periodic basis. Invoices are issued through a management system, which is calibrated from the opening of the file to apply hourly, lump sum or tranche fees. Each invoice shows the file number and name, a brief description and, where existing, a reference to the terms of engagement.

7. Blu Martesana

We are very conscious of the need to protect our surroundings, as demonstrated by our partnership with Blu Martesana, a network of companies pursuing sustainable development goals. With this in mind, the firm implemented an innovative sustainability project by enhancing a rural area and contributing to the creation of an agrifood district for the benefit of the community.

7.1. The orchard

The area, located centrally to the main urban centres of Lombardy, is located east of Milan, in Trecella, a rural location in the municipality of Pozzuolo Martesana. Within a plot of over 4,000 square metres, LCA planted 260 different types of trees: apricot, almond and cherry.

The LCA orchard combines the aspects of solidarity and social responsibility that have always characterised the firm's work. The idea is on the one hand to give back to the planet the resources we take from it by offsetting the CO₂ emissions generated by our daily work, and on the other hand to enhance a rural area just a stone's throw from Milan. We clarify that this is an initiative entirely related to environmental sensibilization, without any intention of profit.





The LCA orchard is part of a larger project, namely an Agrifood District dedicated to operators in the energy market and large-scale distribution.

The objective of the Agrodistrict project is to foster the creation of a network of actors anchored in the local area and capable of enhancing the rural environment and the supply chain by strengthening the relationship between agriculture, agrifood products and tourist flows. Within the Agrodistrict project, which is already moving to ensure that the local area is ready to host new activities, there are different micro-projects: “km0” agriculture, Wellness & Sport District and Energy Lab.

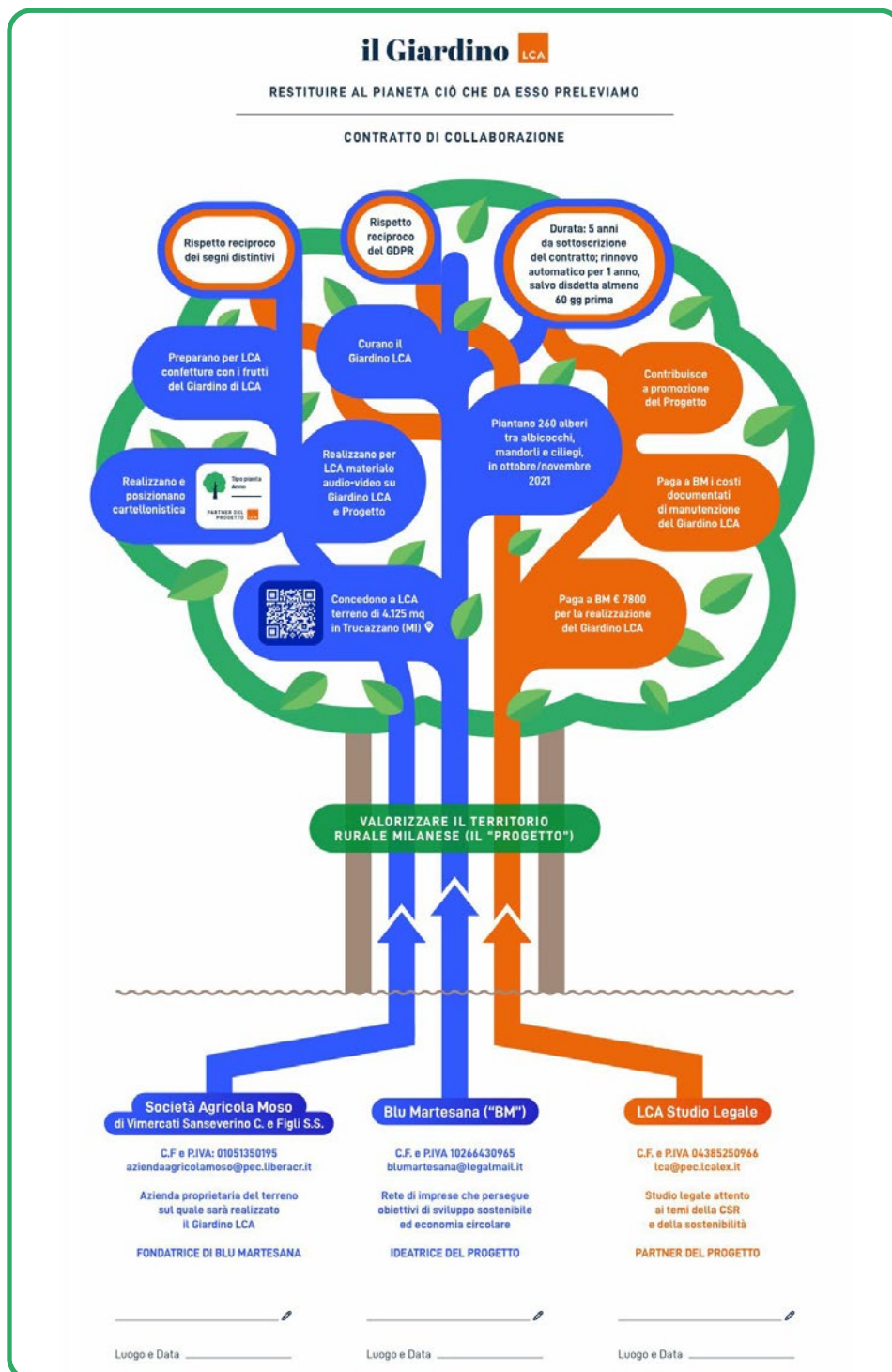
7.2. A contract in legal design

The firm, in accordance with the in-house promotion of legal design, structured the contract between LCA and two third parties for the realisation of the orchard in a visual manner. The aim was not only to make the contractual content simple and easy to understand, but also to enhance the meaning and innovative and sustainable messages of the underlying project.

Despite the apparent simplicity of the result, every detail of the visualisation has been carefully thought out. The document is read from the bottom upwards, as suggested by the arrows that ascend from the roots through the trunk and guide the direction of reading. Names and essential data of the three parties are placed at root level: it is the parties, with their values, that anchor and nurture the common objective of enhancing the area. This common purpose, which underpins the realisation of the Orchard, finds space and solidity - as a shared premise - in the development of the trunk. The individual parties' obligations radiate from the trunk and cover the crown. Each party is identified by its corporate colour; the choice of similar colours for Blu Martesana and Moso underlines the connection between them. Branches link each party to its obligation; mutual or common obligations are joined by

several coloured branches. A QR code allows easy and immediate identification of the land in which the Orchard is being cultivated.

The ultimate goal of the entire project, expressed in the statement *“let’s give back to the planet what it gives to us”*, drives us towards the mission that unites our common goal. The result achieved in terms of legal design, which cleverly overlaps content and form, further strengthened the project’s purpose, enhancing its message and value.



8. ASLA

We are part of ASLA, the Italian association of reference for structured associated law firms. The association, founded and chaired by LCA's managing partner, now has a hundred law firm members throughout Italy.

ASLA has been active for years in the battles not only of structured law firms, but of lawyers in general.

Through events relating to the profession, hackathons for diversity in the world of law firms, think-tanks with ministries and relevant institutions, ASLA has been in a position to make a significant impact on the legal profession.



8.1. Best Practice Guidelines

LCA has subscribed to the Best Practice Guidelines produced by ASLA and, to date, implemented by the majority of large Italian law firms. This initiative is particularly important in view of the lack of specific regulations for professional associations and the consequent need for self-regulation. Below are some of the established organisational practices:

- Maternity support for the firms' female professionals through supplemental contributions by each firm to bridge the shortfall reimbursed by Italian Lawyers' Social Security Fund
- Support to professionals, both taking into account remuneration and possible end of the collaboration with the firm
- Training for professionals and business services;
- Paid study leave for the bar exam.

8.2. ASLAWomen and ASLAYoung

LCA is part, with its professionals, of ASLAWomen - the association devoted to the protection of the world of women lawyers and its development - and ASLAYoung, the ASLA associated dedicated to younger members of the profession. Relevant initiatives include the Equal Opportunities Code, presented in Rome and first nationwide publication on the subject.

8.3. Panel on UNI industry practices

ASLA has initiated a working group involving, in addition to itself, professionals (lawyers and accountants) and representatives of Italian Lawyers' Social Security Fund, with the aim of creating the technical standards that will regulate the organisation and management of law firms. The focus, in particular, is on the issues of sustainability, inclusion, and the wellbeing of male and female professionals, also with a view to the appreciation of "differences".

LCA actively contributed to the drafting of the document, which is now under consideration by the UNI Panel.



Several members of the firm also participated, as the Organising Committee, in the realisation of Diritto al Futuro, one of the most important events for Italian lawyers, held at Palazzo Mezzanotte, headquarters of the Italian Stock Exchange. The event involved four panels dedicated to education, market, diversity, and organisation, with distinguished guests (Oxford and Harvard professors, Nobel laureates, Olympic champions, and even the robot Pepper), and assessed the trends in the profession and the challenges facing the legal world.

Following Diritto al Futuro, there were a series of RoundTables where participants from the various ASLA firms continued the discussion by proposing innovative strategies for tomorrow's lawyers.

8.4. Going Further

It would be impossible to include all of ASLA's work in just a few pages. From the panel with Italian Lawyers' Social Security Fund for the proposals on the "double dip", to the "Quaderni" (Books), to the charitable and training activities, to the constant dialogue with the institutions, ASLA has worked tirelessly over the years to improve a profession that, despite appearances, is constantly evolving.

9. Innovation and Digital Transformation

Innovation, in its broader meaning, is one of the pillars of LCA. We believe that change must be about thought, rather than action.

9.1. Software and Hardware

Internally, the firm uses the Office 365 suite. As a management software and business intelligence platform, we use Elibra. Accounting is managed with Zucchetti software. IT is managed with a dedicated team at the disposal of both professionals and employees.

The meeting rooms are equipped with the latest technological aids. Each room is equipped with Clickshare for remote viewing and Remarkable notebooks for online notes. Meetings are booked automatically, as are travel bookings, car requests, and room bookings.

Professionals use the latest computers and mobile phones and have access to innovative software such as Grammarly and Deepl in addition to databases. We have a contract with Luminance for reviewing large volumes of data and use Rokh as a document automation platform for serial tasks.

The decommissioned computers, duly formatted, are donated to charities through the “a PC for everyone” programme.

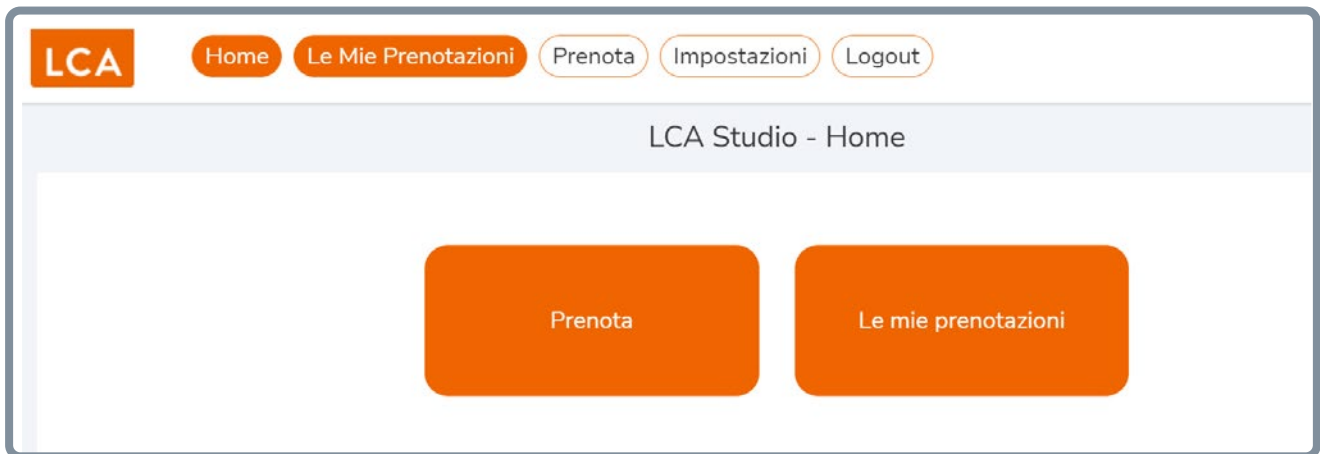
9.2. Cybersecurity

The firm has the best cybersecurity systems for data protection and client protection. We were among the first in Italy to bring the mail management system to the cloud. We are cyber essential certified and equipped with numerous software to protect the structure, including programmes using artificial intelligence. We periodically undergo vulnerability assessments in order to understand how best to protect our clients.

Given the critical importance of the subject, and our understanding that the more we work on security, the more we need to be proactive about it, we regularly hold internal courses aimed at raising awareness of the issue.

9.3. App for smart working

To help the transition to remote working, we introduced an app for booking meeting rooms and desks. Every professional and business service member, with the exception of partners, is therefore required to make a reservation when attending the firm's offices. The app, which was launched in the pandemic, is constantly being upgraded.



9.4. Legal Tech

We set up an innovation hub at the Genoa office, where professionals and developers work together, through synergies, to realise innovative projects in the legal tech field. The first of these is the AISeek project (see below). Also at an innovative level, we were among the first firms to offer blockchain certifications issued on bitcoin protocols for use in the field of intellectual property, and we have developed various cryptocurrency and NFT-related projects with clients.

The intention is to merge the expertise of legal work and that of STEM disciplines. Indeed, we are aware that the future will have to be rewritten in interdisciplinary form.

10. LCA Ventures

We created a venture capital firm to invest in Italian and international start-ups and entrepreneurial initiatives with high development potential. We believe that not only do all businesses need qualified legal advice, but that we ourselves, as a legal entity, can benefit from the fresh and dynamic approach that comes from dealing with young and development-oriented organisations.

10.1. H-Farm

The firm has one of its offices within the H-Farm technology incubator. H-Farm's space has seen the constant presence over the years of professionals dedicated to advising start-ups and innovative realities.

10.2. Investments

The activities of LCA Ventures have developed extensively over the years. These are some of the Italian and international business initiatives with high development potential in which we have invested:

■ Artshell

Artshell is a comprehensive art collection management system designed for gallery owners, collectors and artists.



■ AISeek

AISeek is a platform to improve the search of internal documentation within professional firms and corporate departments through the use of artificial intelligence. The first vertical, AISeek Legal, due out in 2022, will target structured law firms and in-house departments of large corporations. The project won in 2022 the contest "Digital Professional" organized by Politecnico di Milano



■ Franchi Umberto Marmi / The Spac

We were one of the promoter partners of the investment vehicle The Spac, listed on the MTA, which - as a result of the successfully completed business combination with Franchi Umberto Marmi - enabled the investment in Franchi Umberto Marmi to be finalised.

■ Treetoscope

Treetoscope is a start-up that provides irrigation recommendations based on the direct and actual water consumption of plants, including through the analysis of big data and artificial intelligence systems.



■ Ethica Friends

Ethica Friends is a catalyst for financial resources to be invested in Ethica Global Investments S.p.A.



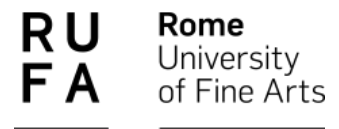
10.3. Investment in education

■ Scuola Politecnica di Design

Scuola Politecnica di Design, founded in 1954, is the first postgraduate training school for design disciplines in Italy.

■ Rufa

RUFA, Rome University of Fine Arts, is a multidisciplinary and international teaching centre - officially recognised by the Italian Ministry of University and Research (MUR) - that offers innovative high quality training courses in the fields of Art, Design, Fashion, Audio-visual, Visual Communication and Media Art.



■ Ferrari Fashion School

Ferrari Fashion School is a Fashion and Design Academy that has been operating for 20 years



in the field of training in the sector, innovating and training new generations of esteemed and internationally recognised professionals.

11. Law is Art!

Law is Art! is the project developed by LCA to promote and support contemporary art.

Born out of the passion and interests of some LCA professionals for the art world, the project supports experimentation in the artistic field, promoting creativity in its various expressions - including outside the traditional circuits - and recognises that art is an experience that is constantly enriching, both personally and collectively. Our project, in any case, does not lack operational practicality.





Arianna Arcara, Po/ The River. Courtesy of Cesura

11.1. Some recent projects

Amongst many initiatives, we have been involved in setting up and organising a number of important exhibitions. Since 2014 these have been held at the firm's offices, which generally opens its doors in November to a new exhibition curated by the artist. Letizia Cariello, Chiara Camoni, Botto&Bruno, Franco Guerzoni, Silvia Camporesi, Silvio Wolf, R  di Martino and Alessandra Spranzi, artists of international renown, transformed the firm's "waiting" spaces and meeting rooms into a true exhibition environment, making clients, professionals and suppliers privileged beneficiaries of the artist's works on display.

From 2017 onwards, we have promoted a number of important exhibition projects at Palazzo Borromeo, in collaboration with key technical partners, at the same time as the miart international art fair. Works by established contemporary artists such as Brigitte March Niedermair, Michele Guido, Mattia Bosco, Sabrina Mezzaqui and Francesco Arena found an unexpected - but perfect - setting in frescoed rooms dating back to the late 13th century.

LCA has also long been linked to the miart fair for another reason: "LCA per Emergent" (LCA for

Emerging Galleries). LCA per Emergent is an award established in 2015 and dedicated to young galleries that, through separate selection, participate in the international fair in the section dedicated to them, “Emerging” as the name suggests. The prize includes support for the winning gallery, namely reimbursement of the cost of the stand and payment of the award winners’ travel and accommodation expenses.

In 2022, we also provided legal support for the representatives at the Italian Pavilion at the Venice Biennale. Finally, also in 2022, we have initiated an interesting collaboration with Gallery Climate Coalition (GCC), a charity founded by a voluntary group of London gallery owners and art professionals, in an attempt to develop a meaningful and industry-specific response to the growing climate crisis.

11.2. Training

The “Law is Art!” project envisages a significant training programme through the participation of the firm’s professionals in masters and university courses as lecturers in art law subjects.

Also in the area of training, we organise seminars (in person or remotely) to update industry players on new regulations concerning the art system or suggest how to deal with certain issues. We also collaborate with specialised publications, publishing articles on various topics concerning the art world.

We produced, with some partners (an insurance company and a fine art logistics operator), the first guide on art lending. The guide, entitled “In & Out” and with a purely operational slant, but with references to legal and tax issues, was presented in many museums and was also published on the website of the Italian Ministry of Culture.

11.3. *Cartoline dall’interno* (Postcards from within)

We decided to address, and as far as possible decode, the emotions we collectively felt during the first lockdown (March 2020) through “*Cartoline dall’interno*”. “*Cartoline dall’interno*” is a visual and evocative diary of the moment of reflection experienced, inevitably by all, during the pandemic.

A multi-voice narrative told by 26 Italian artists: Francesco Arena, Jacopo Benassi, Luca Bertolo, Mattia Bosco, Botto e Bruno, Chiara Camoni, Silvia Camporesi, Gianni Caravaggio, Letizia Cariello, Loris Cecchini, Anna Di Prospero, Michael Fliri, Michele Guido, Loredana Longo, Claudia Losi, Marcello Maloberti, Sabrina Mezzaqui, Marzia Migliora, Ignazio Mortellaro, Ornaghi and Prestinari, Giovanni Ozzola, Alice Ronchi, Marta Spagnoli, Grazia Toderi, Luca Vitone and Silvio Wolf. Each of them sent us a picture of one of their works, accompanied by a word and, often, a short thought. A cue to stop and reflect.



*Marzia Migliora, Monitor and keep at a distance, 2008.
Neon tube, transformers, 254 x 106,35 cm. Installation view, Fondazione Merz, Turin.
Private collection. Courtesy of Marzia Migliora and Lia Rumma Gallery. Ph. Renato Ghiazza.*



Each year we commission an art project from a fine arts academy to produce end-of-year holiday greetings, to be sent by e-mail to the firm's contacts worldwide. Students are given a few, simple guidelines: processing content in (not necessarily native) digital format; a secular message, able to reach the hearts and minds of all; an orange detail, as a bridge between the message and its sender.

11.4. The Rufa Beeopak project

LCA, the Rufa art school and the company Beeopak s.r.l., which produces 100% sustainable, reusable and recyclable packaging made from cotton and beeswax, conceived, initiated and carried out a project involving the creation of artwork by the school's students, who used the waste material produced by Beopack. The works were then exhibited in the firm's offices.

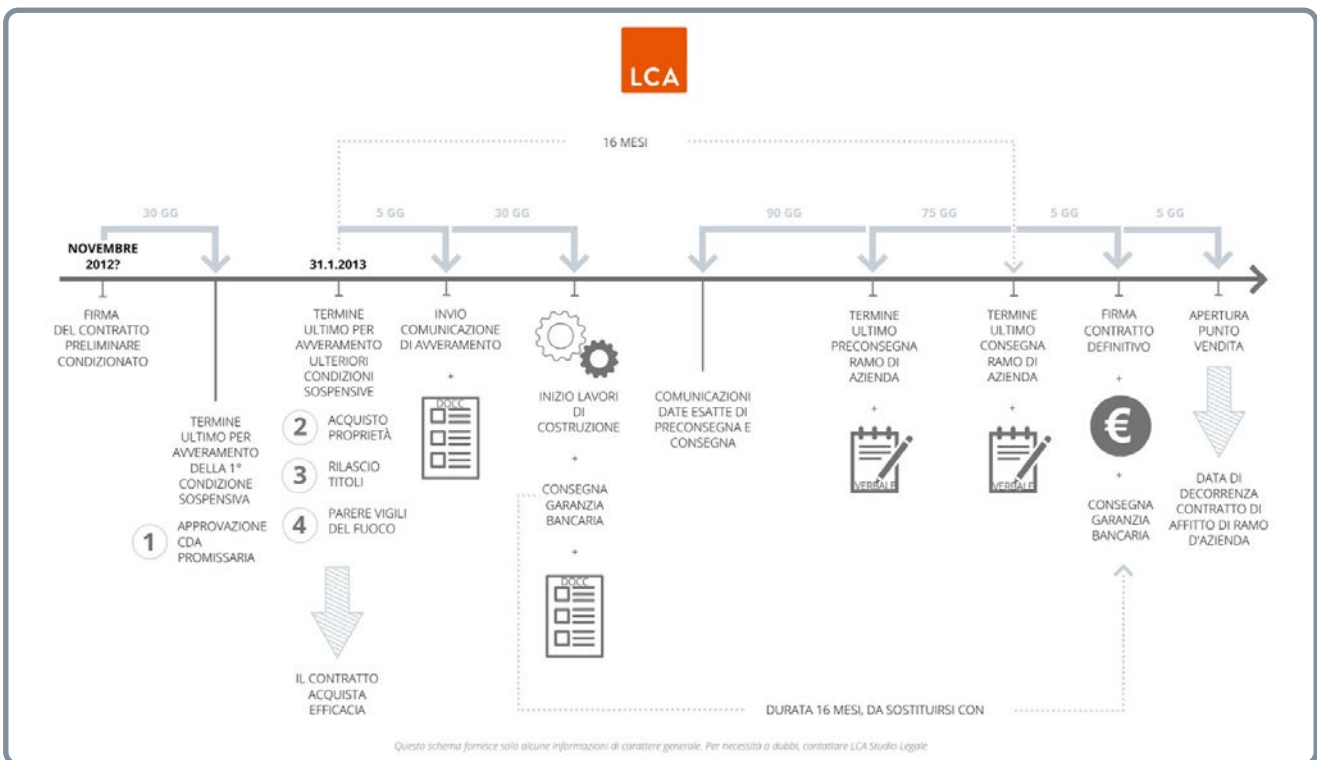
The exhibition, inaugurated digitally and in person, and preceded by a short meeting on sustainability, was a great success, given the great topicality of the subject, which was treated with great freshness and originality.



Ph. Tommaso Schirru

12. Legal Design

We are pioneers in Italy in the discipline of legal design, i.e., in the design of legal documents created taking into account the perspective of the end user (consumer, citizen, but also company).



12.1. Why Legal Design?

We like to think that legal design represents the essence of LCA. The focus on the client, the interdisciplinary approach, the willingness to bring different types of expertise to the table, a “prototype-based” approach that requires constant feedback and refinement. Certainly, it is an avant-garde way of looking at law. But we are also of the opinion that, as Leonardo said, simplification is the most sophisticated of arts.

12.2. Design Rights

Design Rights is the business created together with one of our clients, Mondora SB Srl, to offer services related to legal design. Design Rights is the first multi-disciplinary and synergetic entity dedicated to the topic, and includes a legal component, a graphic design/design thinking component and an impact analysis component.

The operational team, consisting of lawyers as well as graphic designers, psychologists, economists and design experts, has held workshops and advised leading national and international clients as well as prestigious institutions.



We wrote the first Italian book on the subject, teach the first university course in the country (Università Cattolica) and regularly participate as speakers at major international events.

12.3. Design Rights and Dima Yarovinsky

In the scenario offered by Fuorisalone 2022, LCA was the first law firm in Italy to participate in the Design Week, with a project focused on Legal Design. The courtyard of our Milan office hosted the installation “I Agree” by Israeli artist Dima Yarovinsky, to narrate how vulnerable we are when we face incomprehensible “walls of legal text” that govern our our daily lives.

“Today it is not possible to use any online service without eventually being asked to accept the so-called “Terms of Service.” These “terms” are nothing more than legal contracts between us and the online service provider, which we sign without ever having the opportunity to negotiate their content and whose existence we sometimes even ignore. Checking the box “I have read and accept the Terms’ is one of the biggest lies on the web today,” declares the artist.

Legal Design represents a new frontier and represents the tool par excellence to simplify and improve design, production and usability of legal and regulatory content.



13. Pro-bono

One of the pillars of the firm is the concept of giving back, which is why we have always devoted a considerable amount of time and money to pro bono and charitable activities.

13.1. Active support to associations and foundations

We are proud to be involved in numerous associations and foundations. These are some of the initiatives, in alphabetical order and not of importance.

■ Ail

The firm supports some initiatives of Ail- Italian Association against Leukaemia, Lymphoma and Myeloma - , such as the purchase of chocolate eggs at Easter time.

■ AIRC

The firm is a long-standing partner of AIRC. The various initiatives include participation in the 2019 and 2022 Milan Marathon with dedicated fundraising, the purchase of the Research Azalea (a flower symbolising the fight against women's cancer) and AIRC chocolates at Christmas each year, as well as participation in numerous fundraising events.

■ **Amici del Museo Poldi Pezzoli di Milano (Friends of the Poldi Pezzoli Museum, Milan)**

We participated in the Association's cultural sponsorship project to cover the costs of art historians' assistance during visits to exhibitions, museums and cultural events in the city.

■ Cilla Association

Abbiamo contribuito a supportare alcune attività dell'associazione Cilla a favore delle famiglie dei bambini ricoverati nel reparto oncologico dell'ospedale Pediatrico Gaslini di Genova.

■ Italian Dyslexia Association

We assist the Italian Dyslexia Association in drafting recommendations, opinions and notes for parliamentary and ministerial commissions and local administrations engaged in legislating on SLD. We also offer support in relation to the fulfilment of obligations related to association activities, as well as in the areas of administrative, labour, contract, education and third sector law. Our professionals participate as invited speakers to schools and universities.

■ Food Bank

We contribute food donations on various occasions.



■ City Angels

We contribute to City Angels with various direct and indirect donations for the less fortunate. For example, we created a circular solidarity economy project by buying food from AIRC and then donating it to the City Angels.

■ Italian Red Cross

There were several initiatives in favour of the Italian Red Cross, in particular in terms of donations, both as a firm and as individuals.

■ Arché Foundation

We support the Arché Foundation, whose aim is to accompany vulnerable children and families in building social, housing and working autonomy with support services. We chose to donate the collection from four relays in the 2022 Milan Marathon to them. We also support the foundation by providing our legal expertise *pro bono*.

■ Bocelli Foundation

We are a partner in the Bocelli Foundation, the foundation established at the behest of Andrea Bocelli and dedicated to offering employment opportunities to people experiencing poverty and social exclusion. We also support the foundation by providing our legal expertise *pro bono*.

■ IEO-MONZINO Foundation

We support the IEO-MONZINO Foundation with an annual donation. Its objectives are scientific research at the European Institute of Oncology and the Monzino Cardiology Centre.

■ “Institute for the Blind” Foundation

We are a long-standing partner of the “Institute for the Blind” Foundation, whose aim is the full educational, working, social and cultural integration of the blind, visually impaired and visually multi-disabled.

■ Marcegaglia Foundation

We are part of the Marcegaglia Foundation, whose aim is to support female entrepreneurship worldwide. We also support the foundation by providing our legal expertise *pro bono*.

Among the various initiatives in support of the Marcegaglia Foundation, we would like to highlight our professionals’ involvement in “A Steem for Steel”, a competition between high schools aimed at raising awareness of the steel cycle and professionalisation towards STEM disciplines.

■ Junior Achievement

We are part of Junior Achievement, the world's leading youth entrepreneurship organisation. In addition, several professionals participated in the selections and final of the "Enterprise in Action" projects.

■ Idee Migranti Not for Profit Organisation

We supported the "Guri I Zi" project in northern Albania with the aim of providing employment and income opportunities for vulnerable women through the enhancement of local textile handicrafts. Over the years, the "Guri I Zi" project has created a textile production workshop in the village of the same name in Albania and a sales outlet in Italy. The sale of textile products guarantees the full sustainability and progressive expansion of the project, which has now become a real social enterprise.

■ LCA for Ukraine

We could not be indifferent to the conflict in Ukraine. For this reason, we have undertaken a number of initiatives, including a dedicated bank account - the contents of which was paid to UNHCR - a donation to Welcome to Refugees for the organisation of a bus from Milan to Ukraine with the aim of welcoming and accommodating war refugees, and the offer of work to some Ukrainian lawyers.

■ *I bindun-Girovaghi della solidarietà (The wanderers of solidarity)*

We participated in a number of auctions and events of the association, which is dedicated to helping and supporting people in difficulty and are at risk of marginalisation, not only by providing financial support but also by ensuring social participation and human contact.



We have been able to connect many of these associations and foundations with each other, so that an increasingly strong aid network has been created through the exchange of expertise, information and contacts.

13.2. Mentorship and Clinics

Over the years, we have participated in numerous events as coaches or judges, also believing that mentorship can be not only an opportunity for the people being mentored, but also for mentors, who can benefit from constant dialogue with new generations.

We set out below some of the activities in which we have been involved:

- **Willem C. Vis International Commercial Arbitration Moot.** This is the largest moot for law students worldwide (400 law schools registered for the last edition). We participated in numerous editions as coaches for the University of Pavia and as arbitrators.
- **ICC mediation competition in Paris.** This is the most important mediation event in the world. For years we have participated annually with professionals as mediators and as expert assessors.
- **Legal clinics for students from Italian universities.** We strive to make the study path of young lawyers more and more practical. That is why we collaborate with several universities on ad hoc legal support projects.

LCA professionals were chosen as mentors for the following organisations:

- **B4I (Bocconi 4 Innovation).** B4I is a platform that selects innovative ideas and start-ups with high potential to help them grow and succeed thanks to the experience, knowledge, time and resources of the Bocconi community;
- **Mentors 4U.** Mentors4U is a non-profit initiative whose mission is to help talented young students identify career paths best suited to their skills and aspirations, and to successfully enter the world of work;
- **Fintech District.** Fintech District is an ecosystem to develop and strengthen the Italian fintech community;
- **Futurely.** Futurely is a digital counselling platform that enables high school students to gain a better perspective on their future through interaction with established professionals from various fields;
- **Startup Weekend.** Startup Weekend is a three-day programme where aspiring entrepreneurs put their business ideas to the test.

Conclusion

We are proud of the initiatives described above, which are the result of years of commitment and investment. However, the truth is that, for all the work that has been done, the path - although satisfying - is still in its infancy.

From environmental and safety procedures (ISO14000 and 27001, among others), to listing on the stock exchange, to the LCA Hub project, to the path to become a B Corp, our initiatives are wide-ranging and diverse. And it should always be remembered that a large part of the success of these various initiatives comes from attention to detail. We therefore intend to give increasing importance to all the aspects described in this social report.

These are very unusual times: the pandemic, the winds of war, the new normal. Yesterday's models no longer provide the framework for an understanding of tomorrow's world. We like to think that, in times of change, we can start from the foundations, to improve as professionals, but even more so as people. After all, we never thought that the two concepts could be separated from each other.



LCA STUDIO LEGALE

www.lcalex.it
info@lcalex.it

MILANO

Via della Moscova 18
20121 Milano
T +39 02 7788751

GENOVA

Via XX Settembre 31/6
16121 Genova
T +39 010 5956039

TREVISO

Via Sile 41
31056 Roncade (TV)
T +39 0422 789511

DUBAI

IAA Middle East Legal Consultant LLP
Liberty House, Office 514, DIFC
T +971 4 3860090