

CSR Report

September 2025



Corporate Social Responsibility

PREFACE



At Racine, we believe that law has meaning only when it is practised responsibly, with commitment, and with an awareness of its impact. This deep conviction lies at the heart of our CSR approach: to be a demanding and high-performing law firm while embodying a humanistic and sustainable vision of our role in society.

In 2025, we took a significant step forward by obtaining certification and earning the EcoVadis Bronze Medal, which recognises our efforts and strengthens our commitment to continuous improvement.

This 2025 CSR report reflects the collective efforts of all our teams, focusing on three key areas: respect for people, environmental preservation, and inclusion in all its forms. It highlights our concrete actions and measurable progress, as well as our ambitions for the future.

Through this document, we wish to share our journey and reaffirm our commitment to building a fairer, more united, and more responsible future together with our employees, clients, and partners.

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Part 1

Human Resources



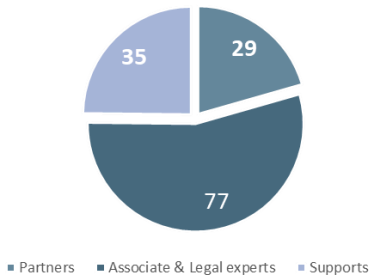
THE FIRM'S WORKFORCE

The workforce in Racine is divided as follows:

On 31 December 2020

	Total staff	Men	Women
Partners	29	72%	28%
Associates and legal experts	76,5	31%	69%
Lawyers (all of them)	105,5	43%	57%
Supports	35	20%	80%

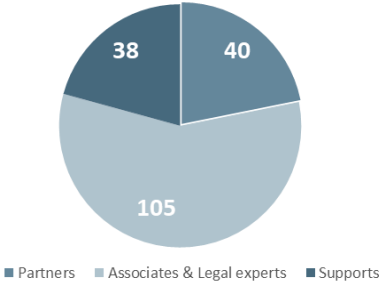
2020 workforce distribution: 141 persons



On 1st July 2025

	Total staff	Men	Women
Partners	40	65%	35%
Associates and legal experts	105	32%	68%
Lawyers (all of them)	145	41%	59%
Supports	38	24%	76%

2025 workforce distribution: 183 persons



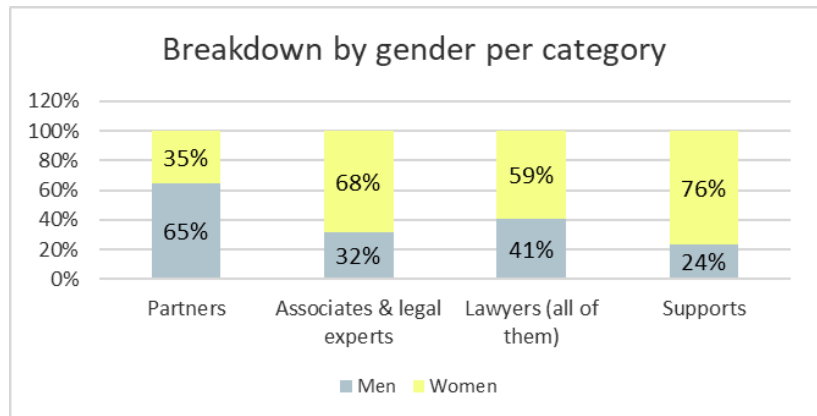
Between 2020 and 2025, the firm's workforce grew by nearly 30%, rising from 141 to 183 employees.



GENDER PARITY

At Racine, we pay particular attention to gender equality. We have a proactive policy in place to promote equality in recruitment, remuneration, and career development.

Progress in gender representation



Overall, the proportion of women remained stable, accounting for 63% of the firm's total workforce.

Trends in the number of female partners

Between 2020 and 2025, the proportion of female partners increased from 28% to 35% — a rise of 25%.

This aligns with the partners' decision to enshrining gender parity in the firm's governance:

- During managing partner elections, a mixed-gender pair with equal votes takes precedence over a same-gender pair.
- Gender parity is applied across the firm's key management bodies, including the Executive Committee, Remuneration Committee, Development Committee, Management Board, Ethics Committee, and International Committee.
- This commitment is also reflected in the composition of the teams serving our clients.



Appointment of partners

Since 2021

- 2 partners: lateral recruitment

In 2022

- 1 partner: internal co-optation
- 2 partners: lateral recruitment

In 2023

- 1 partner: lateral recruitment
- 1 partner: lateral recruitment

In 2024

- 2 partners: internal co-optation
- 1 partner: internal co-optation
- 1 partner: lateral recruitment
- 1 partner: lateral recruitment

In 2025

- 1 partner: internal co-optation
- 2 partners: internal co-optation
- 1 partner: lateral recruitment

Since 2024, three men and three women have been co-opted, reflecting our commitment to promoting gender parity within the partnership.

Promoting diversity, valuing talent

In January 2018, Racine established a club for the firm's female partners, which meets monthly. It provides a welcoming environment to discuss career development, share best management practices, explore changes in the profession, and support the firm's growth. The club fosters exchange, dialogue, multi-practice collaboration, and intergenerational interaction. Within this framework, the firm's female partners also explore the most effective ways to promote the integration and development of young female associates, including through the establishment of a mentoring programme.

Gender equality lies at the heart of our commitments. Through Pluri'Elles by Racine, we provide valuable networking opportunities for women in Corporate, M&A, and Private Equity.

We co-organise conferences with the DJ au Féminin Commission, the most recent of which focused on Women's Rights in the Face of Geopolitical Upheaval. Our participation in France Invest's PE Club underscores our dedication to fostering greater gender diversity within the private equity sector.

We also encourage our female employees to join professional networks such as March Women and Women in Restructuring, helping them strengthen their influence and leadership.

PARENTHOOD

Parenting is, of course, a key consideration for any organisation. This is particularly important at Racine, given that the average age of our employees is relatively young (33.26 in 2025).

Recognising the significance of this life stage, the HR department provides prompt support and information to employees upon the announcement of a pregnancy or parental leave.

Small gestures, such as congratulatory messages and fruit baskets, also help celebrate this important moment. At all levels of management—and particularly during annual pay reviews—the firm ensures that all employees are treated equally, regardless of any family or personal circumstances that may have arisen during the year.

To help employees balance work and family commitments, the firm has increased the annual leave allowance to six weeks.

Maternity

Since January 2021, 44 female employees have been able to take maternity leave with peace of mind while continuing their careers at Racine.

Eleven of them have had two children, and two have had three, all while working at Racine—without any impact on their career prospects.

	2021	2022	2023	2024	2025
Number of maternity wards	6	9	9	7	8
including 2nd maternity leave	2	2		3	4
including third maternity leave	2				

Paternity

From the moment employees announce their plans to start a family, Racine provides support, ensuring that paternity leave is managed fairly and does not affect their career progression. This life event is recognised and valued, in line with the firm’s commitment to equality and respect.

	2021	2022	2023	2024	2025
Number of paternities		2	4		5
Including second paternity	2	2		3	4



QUALITY OF LIFE AT WORK

Assessment of quality of life at work

In 2018, Racine introduced a workplace quality-of-life barometer.

When the survey was first conducted in 2022, 82% of employees participated and described their experience at Racine as “enriching.” Seventy-seven per cent of respondents reported being satisfied with their working environment, and 80% with their autonomy and the interest of their assignments. [Appendix 2]

The feedback received has prompted the firm to commit to a process of continuous improvement in management practices, social engagement, and the optimisation of working conditions.

Racine's commitment

Recognising their responsibility to the firm's members, the partners have formalised this commitment.

Results

Two charters have been signed :

- Charter for Responsible Partners (July 2022)
This charter is structured around three principles: consideration, solidarity, and exemplarity. Partners are expected to uphold these principles in the performance of their duties.
- Workplace Quality of Life (QWL) Charter (June 2024)

Organisation of work

Remote work

The introduction of teleworking across the firm has made work arrangements more flexible.

The teleworking charter, which is set to be extended in 2022, governs these arrangements for employees.



Individual timetables

Individualised working hours have been available to employees since 2022.

Daily rate

Racine has implemented an annual fixed-rate agreement for its autonomous executives through a working time agreement established with its Social and Economic Committee (CSE).

Under this arrangement, autonomous executives complete a monthly table detailing the days they have worked. Regular fixed-rate interviews are held with each executive to monitor their workload and ensure a healthy work-life balance.

Results

- Permanent teleworking policy
- Individualised working hours introduced in 2022
- Three additional days of contractual leave introduced in 2022, bringing the total annual leave and RTT (reduced working time) to 31 days per year
- Holiday vouchers introduced in 2025

Adaptation of premises

In 2023, Racine increased the size of its premises to accommodate its growing workforce. Its office space increased by 62%.

Surface areas (m²)	2022	2025
R+2	1.200	1.200
R+4	2.334	2.334
R+5		1.797
Ground floor		399
Total	3.534	5.730

In order to harmonise and adapt all premises to the needs of its teams, as identified in the QWL survey, Racine engaged an architect experienced in working with law firms and their specific requirements.



His specifications were as follows:

- Maintain closed offices for lawyers to support concentration.
- Create open spaces on each floor to encourage interaction.
- Design workspaces on each floor to accommodate different working situations, such as project rooms for collaborative work, connected booths for video conferences, and interview rooms for informal discussions or private conversations.
- Establish a relaxation and drinks area on each floor.
- Promote conviviality by creating a large, multi-purpose space for staff meals and both formal and informal events.
- Facilitate sports activities before or after work by providing changing rooms and showers.
- Enhance overall working comfort.
- After nine months of work in 2024, the project successfully achieved all its defined objectives.

Results

- 5,300 m² of refurbished premises designed to maximise natural light
- 5 open-plan spaces to facilitate interaction with assistants and trainees
- 10 alternative workspaces (project rooms, cubicles, etc.)
- 5 separate photocopying rooms
- 3 tea rooms with hot and cold drinks available free of charge
- 350 m² of social and reception space opening onto a garden, with 65 seats available for lunch
- 4 showers and changing rooms
- Enhanced working comfort, confirmed during the occupational health visit on 9 January 2025:
 - Widespread use of height-adjustable desks
 - Widespread use of dual computer screens on adjustable stands



conviviality

According to responses to the 2022 QWL survey, friendliness is a key requirement for employees. Racine has therefore implemented various measures to address this:

Creation of a dedicated 350m² space

The opening of the Patio by Racine in 2024 has created more opportunities for informal gatherings and socialising, such as lunches, welcome drinks, team meetings and company events.

Internal events

Results

- Since January 2025, introduction of a QWL event, organised each month by the communications department.
- Celebration of QWL Week in 2024.
- QWL Day in June 2025 [Appendix 2].

Institutionalisation of one major social event per year: alternating Cabinet Weekend and Summer Party

Results

- Summer party 12 September 2024.
- Cabinet weekend 11 to 13 September 2025 [Appendix 3].



Career management

Performance evaluation

Racine has established a clear process to ensure that every employee and staff member receives an individual performance review with their manager each year.

To make this process more interactive and give employees a greater role in their evaluation, the review is divided into several stages:

1. The employee completes the first part of the interview form.
2. The form is sent to the manager, who fills out their section.
3. During the review meeting, the employee and manager discuss all questions and agree on objectives for the coming year.
4. The forms are forwarded to the HR department, which ensures the process runs smoothly, identifies any challenges, and compiles training requests.

The review materials are customized according to the profile of the individuals concerned :

- Employees
- Department heads
- Associates
- Counsels

Results

- A total of 94 performance review recards were completed and filed in 2025.

Progress

Keen to retain its employees, Racine has developed several initiatives:

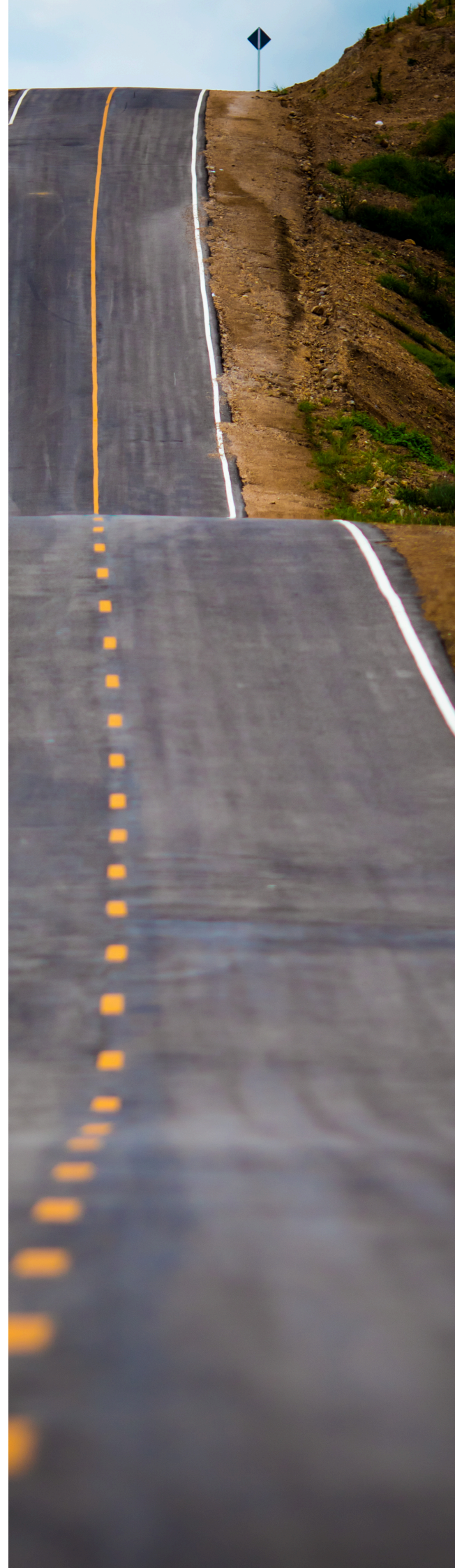
Counsel status

This status is awarded after eight years of practising law, enabling lawyers to demonstrate their expertise and autonomy to clients.

It is obtained through a defined process, which employees can access via the firm's intranet.

Results

- Three Counsels were appointed in 2025.
- Racine currently employs 14 Counsels.



A Partner's track

Racine has developed a programme called Partner's Track for employees identified as having the potential to become partners.

The program offers these employees support and regular progress reviews over a period of two to three years before they are formally presented to the partnership.

Results

- In 2024: 3 associates completed the program, were introduced to the partnership, and were appointed.
- In 2025: 3 associates completed the program, were introduced to the partnership, and were appointed.



DIVERSITY AND INCLUSION

Aware of its social responsibility regarding inclusion, Racine takes action on several levels:

Inclusion: Racine values diversity and inclusion and strives to maintain an open recruitment policy for candidates from a wide range of backgrounds and experiences, including those who are distant from the job market.

Results

- Associates and staff from eleven different countries of birth.

Since 2023, Racine has been recruiting employees who are:

- Residing in priority neighbourhoods under the city's urban policy;
- Holding refugee status;
- Of foreign nationality, seeking employment, on work-study contracts;
- Aged over 55 years of age and seeking employment.

Civic engagement: Recognising its role as an active member of civil society, Racine provides long-term support to a variety of causes and associations.

Results

- Since 2020, Racine has partnered with and sponsor the association *Lire Pour En Sortir*, actively contributing to initiatives that support the reintegration of incarcerated individuals. Employees are encouraged to take part in these initiatives on a voluntary basis.
- Since 2023, Racine has invited its teams to participate in virtual charity runs in support of *Toit à moi*, an organization that provides housing for people experiencing homelessness.
- In 2024, Racine began supporting *Droit d'urgence*, a charity that promotes access to legal assistance for those in need.
- In 2025, Racine entered into a partnership with *Théâtre de la Colline*, with the aim of making culture more accessible to all.

Racine's financial contributions to these programmes:

	2021	2022	2023	2024	2025
Amount	83.840 €	55.500 €	52.100 €	44.025 €	48.500 €

TRAINING YOUNGER GENERATIONS

Racine adopts a proactive approach to nurturing the next generation of talent, placing strong emphasis on apprenticeships and internships.

Apprenticeships: Racine offers apprenticeship and work-study programs for young people seeking professional certification. These programs provide hands-on experience, allowing participants to apply theoretical knowledge in a real-world setting while continuing their studies. This combination of learning and practical application not only enhances skills but also significantly improves employability.

Results

	2022	2023	2024
Apprenticeship contracts	3	2	3

- Since 2022, 4 apprentices have been offered permanent contracts upon completing their apprenticeships.

Internships: Interns at Racine are welcomed and trained just like employees and associates, beginning with an orientation day to familiarize them with the firm's culture and processes..

Working alongside teams: To maximize their learning experience, interns are assigned to work directly in employees' offices or, when space is limited, in central areas on each floor. This setup ensures close proximity to assistants and encourages regular interaction with team members, fostering collaboration and hands-on learning.

Follow-up: Throughout their internship, trainees benefit from structured follow-ups, including:

- Start-of-internship interview: Introduces team dynamics and clarifies expectations.
- Monthly interviews: Monitor workload and progress.
- Mid-internship interview: Assesses integration into the team and the quality of their work.
- End-of-internship interview: Provides a comprehensive review of their overall performance and learning outcomes.



Feedback: At the conclusion of their internship, interns are asked to complete an anonymous satisfaction questionnaire. This feedback is invaluable, helping Racine continuously improve the internship experience and the support offered to trainees.

Results

	2021	2022	2023	2024	2025
Number of trainees accepted	31	39	35	39	45
Number of law students	12	18	8	9	18
Number of trainees recruited per year	6	4	2	3	5
% of trainee solicitors recruited	50%	22%	25%	33%	28%

At Racine, a significant proportion of the team has grown from within the firm.

- 22% of lawyers were previously trainees, while
- 23% of legal assistants were recruited following an apprenticeship.

These figures reflect Racine's strong commitment to developing talent through its training programs.



Part 2

Sustainable development



Racine is committed to actively contributing to the transformation of organizations toward more sustainable models. In line with this commitment, the firm partnered with ESG Lab & Society, a mission-driven company, in 2023/24 to raise awareness and provide guidance to both employees and clients on ESG (Environmental, Social, and Governance) issues.

In 2025, Racine further reinforced its dedication to sustainability by becoming a ‘Gold’ Partner of the Engagement Forum, a platform that brings together companies, associations, researchers, civil society, and policymakers to collaborate on building a more sustainable, inclusive, and diverse society.

MANAGING OUR IMPACT

In line with its commitment to sustainability, Racine has implemented a policy to reduce consumables, minimize waste, and promote recycling.

Reducing paper consumption: The firm has introduced several measures to limit paper use:

- Controlled printing: Printer access codes ensure that only necessary documents are printed, while default settings for black-and-white, double-sided printing help conserve toner, which is systematically recycled.
- Electronic Document Management (EDM) system: Centralizes documents electronically, reducing the need for physical copies.
- Electronic signatures: Widely adopted to minimize the circulation of paper documents.

Results

Trends in paper consumption per person	2022	2023	2024
Average recycled volume in kg	9 747	8 918	8 633
Evolution		-8,50%	-3,20%

- 73% of prints are double-sided.



Results

	2021	2022	2023	2024
Recycled volume in kg	4 810	5 375	5 125	17 055
Evolution		11,75%	-4,65%	232,78%

Since 2018, Racine has collected 35.54 tonnes of paper, saving 595 trees from being felled in the process. [Appendix 4.]

Secure and sustainable document destruction:

- Documents are destroyed in a secure facility within 48 hours.
- Paper fragments are sent to a French paper mill for recycling.
- A waste traceability certificate from SHRED IT ensures that all waste is fully traceable.

Water and beverage sustainability:

- Since 2019, Racine has installed mains-connected filtered water fountains and provided each employee with a reusable water bottle. Disposable bottles and cups have been eliminated from meeting rooms, tea rooms, and the catering area.
- Since 2023, Racine has implemented a coffee pod recycling program, collecting pods used both within the company and by its partners and employees for personal use [Appendix 5].

	2023	2024
Volume of recycled capsules in kg	150	163,2



MANAGE PREMISES ECONOMICALLY

Energy efficiency and sustainable office management:

- Racine's offices are equipped with a Building Management System (BMS), allowing precise control of lighting and air conditioning. The system offers five levels of illumination and can differentiate between areas with direct and indirect sunlight.
- Employees are encouraged to reduce electricity consumption through awareness campaigns, including posters and messages reminding them to turn off lights and electrical appliances when leaving the office. Additionally, a timer automatically switches off lights in unoccupied rooms after 15 minutes.
- Air conditioning can be individually adjusted by up to three degrees from the general setting, and it is automatically disabled when windows are opened.

Sustainable office renovation:

- During office renovations, Racine selected contractors providing the strongest guarantees for waste treatment and recycling.
- The renovation design prioritized the reuse of existing partitions, minimizing both waste production and the transport of raw materials.

Results

Trends in electricity consumption	2022	2023	2024
Annual consumption in kW	255 561	255 411	277 065
Consumption per m ² of office space	73	73	64

- Construction waste management: During office renovations, a total of 72,505 kg of waste was collected and processed, of which 70,236 kg was recovered, representing a recovery rate of 96.87% [Appendix 6].



RESPONSIBLE PURCHASING

Recognising its social responsibility when selecting suppliers, Racine prioritizes service providers who demonstrate eco-responsible practices and civic engagement.

- Smart refrigerator initiative (since 2021): A smart refrigerator allows employees to purchase food at reasonable prices while reducing deliveries and packaging. The service provider was selected for its environmental commitment, including local production, use of recycled and compostable containers, and deliveries by electric vehicle.
- Coffee supply (since 2024): Racine sources coffee beans for its herbal tea shops from Cafés Joyeux, a company that employs people with disabilities to prepare and dispatch orders, supporting social inclusion alongside quality products.

TRAVEL AND MOBILITY

Convinced of its responsibility to act and raise awareness about environmental issues, Racine committed in 2022 to using train travel exclusively for all internal events.

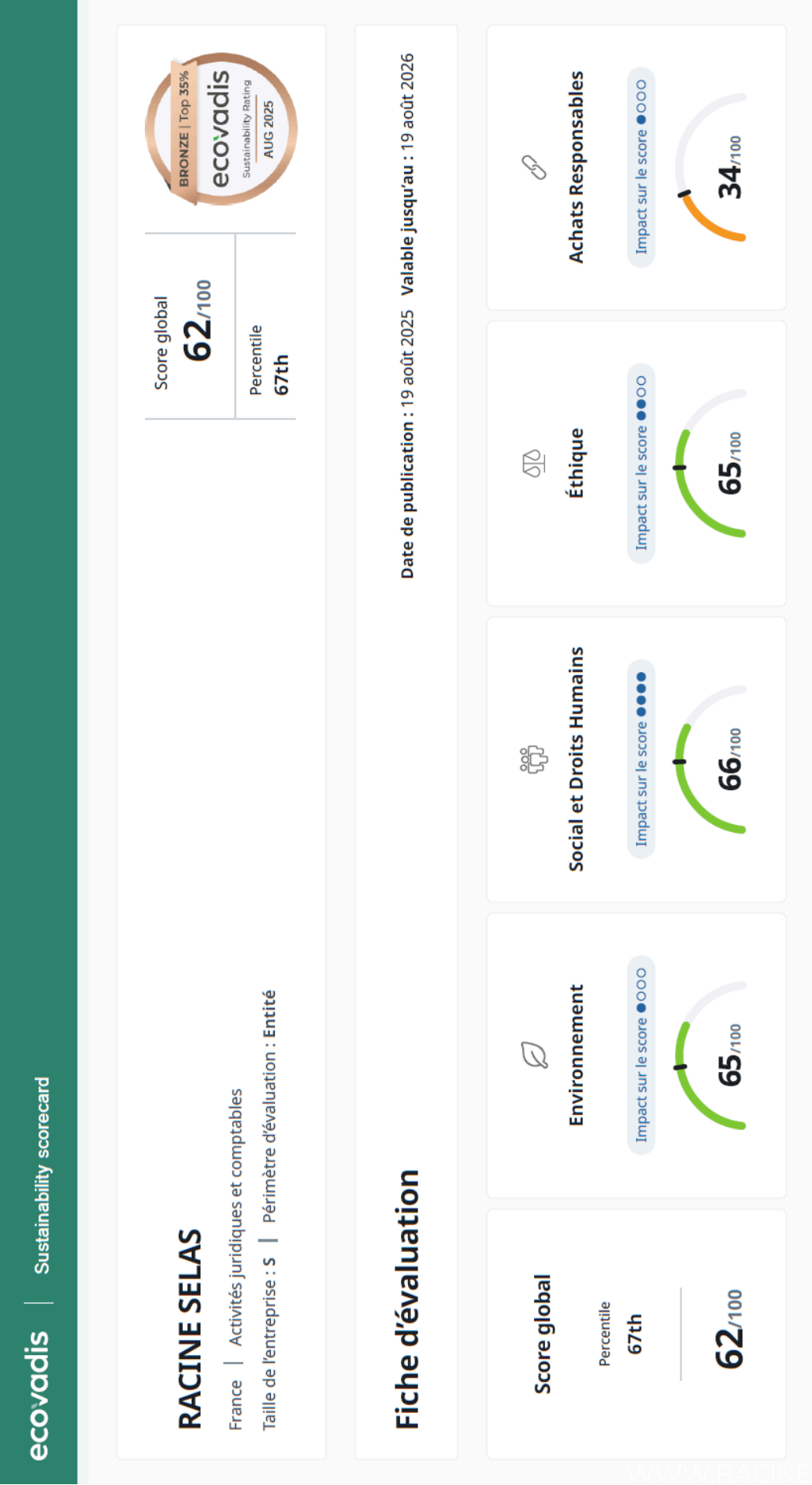
In addition, the firm worked with the building's landlord to construct a bicycle garage, encouraging employees to adopt cycling as a sustainable mode of transport.



Appendices



Ecovadis 2025 certification



Results of the QWL survey

Baromètre QVT/RSE

Restitution des résultats

Participation au baromètre QVT/RSE

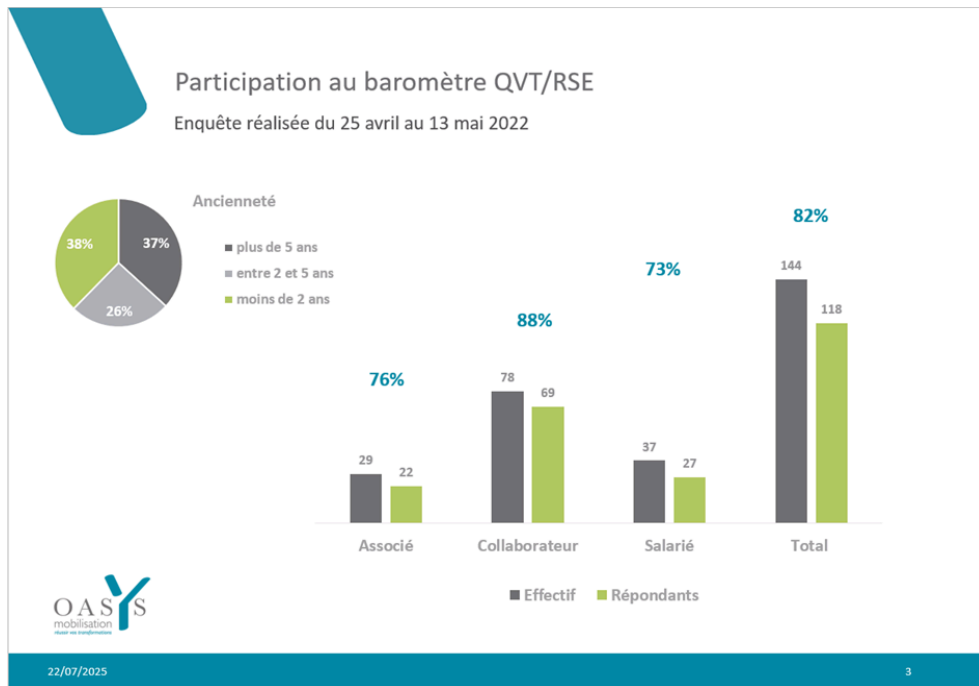
Enquête réalisée du 25 avril au 13 mai 2022

L'enquête réalisée auprès de l'ensemble des membres du cabinet a suscité un taux record de participation

Taux obtenu : **82%**

Taux moyen constaté : **35 à 65%**

Results of the QWL survey



Conviviality

Le Patio
by r. radine

Mardi 17 décembre
de 16h30 à 18h00

Un goûter festif, des surprises, des challenges, et...
un Secret Santa !

Pour avoir le plaisir d'offrir et de recevoir un cadeau,
inscrivez-vous avant le 29 novembre

Plus d'infos à venir : restez à l'écoute et
préparez-vous à partager la magie des fêtes !



Le Patio
by r. radine

Nous vous attendons nombreux
pour célébrer la Chandeleur !

Jeudi 13 février
de 16h à 17h



#çasepasseauPatio

Le Patio
by r. radine

Après l'effort, le réconfort !
Venez célébrer les résultats
du challenge Courir pour Toit à
l'occasion d'une pause gourmande

Jeudi 3 avril
de 16h à 17h

#çasepasseauPatio




Le Patio
by r. radine

Nous vous attendons nombreux
pour célébrer Pâques !

Mardi 29 avril
de 16h à 17h



#çasepasseauPatio

Le Patio
by r. radine

Foodles vous attend pour fêter
le printemps autour d'une
pause gourmande, pleine de
bonne humeur !

Mardi 13 mai
de 12h à 14h

#çasepasseauPatio




Le Patio
by r. radine

Journée de la QVT

Mardi 17 juin

Ateliers relaxation et
massages sur chaise
au R-1

Pique-nique
participatif
avec remise des
médaillles du travail
de 12h30 à 14h

Pause goûter surprise
de 16h à 17h

#çasepasseaupatio



Conviviality



Waste management

Projet	RACINE
Client	NOREA AMENAGEMENT
Surface plancher	
Date de début de collecte	18/03/2024
Date de fin de collecte	30/09/2024
Volume global récolté (en m3)	308,00
Masse globale récoltée (en kg)	72505
Ratio de déchet au m2	
Date d'émission du Rapport final	07/01/2025

Bilan Global environnemental



Ce document détaille les volumes et masses globales de déchets récoltés sur l'opération mentionnée. Il précise également les modes de valorisation ainsi que les taux associés. Les Equivalents carbone sont fournis à titre indicatif. Les équipes de NOREA ENVIRONNEMENT restent à votre disposition pour vous apporter plus d'information sur les éléments de ce document.

Type de déchet	Collecté		Valorisation					Exutoire de valorisation
	Volume (en m3)	Poids (en Kg)	Taux de valorisation Matière	Taux de valorisation énergétique	Taux de valorisation global	Volume (en m3)	Total Valorisé (en kg)	
Bois	46,75	13705	95,00%	5,00%	100,00%	44,4125	13019,75	95% matières premières (création de panneaux de particules) 5% énergie (fourniture de bois broyé pour chaudière biomasse)
Carton	27,50	1194	100,00%	0,00%	100,00%	27,5	1194	Compactage au centre Norea pour envoi vers l'usine de fabrication de cartons Gondardennes (Nord-Pas-de-Calais)
Métaux	21,50	4491	100,00%	0,00%	100,00%	21,5	4491	Envoi vers une usine de tri selon catégories de métaux, mise en fondrière pour création de lingots de matières premières
Laine de verre	12,00	470	100,00%	0,00%	100,00%	12	470	Compactage au centre Norea pour envoi vers une filière de refabrication de laine de verre
Plâtre	64,75	16317	100,00%	0,00%	100,00%	64,75	16317	Compactage au centre Norea pour envoi vers une filière de fabrication de plaques de plâtre
Plastique	15,50	535	100,00%	0,00%	100,00%	15,5	535	Compactage au centre Norea pour envoi vers une filière de fabrication de plaques de plâtre 100% recyclées
Déchets (DIB) hors gravats	120,00	35793	83,10%	0,00%	83,10%	99,72	29743,983	Envoi vers une chaîne de tri en Ile-de-France pour y extraire les différentes matières recyclables
Totaux (Hors DD)	308,00	72505	96,87%	0,71%	96,87%	298,364	70236,62929	
Déchets Dangereux							0	
Totaux DD compris	308,00	72505	96,87%	0,71%	96,87%	298,364	70236,62929	Filière prise en charge par un co-traitant

Recycling of capsules



GRÂCE À
RACINE SELARL
RIEN NE SE PERD
TOUT SE TRANSFORME

DU 1^{ER} JANVIER AU 31 DÉCEMBRE 2024
163,2 kg DE CAPSULES
ONT ÉTÉ COLLECTÉS ET RECYCLÉS

Notre Programme AAA pour une Qualité Durable™ :
plus de 670 agronomes et techniciens Nespresso
accompagnent chaque année
plus de 150 000 caféiculteurs et les conseillent
sur la façon de cultiver un café de haute qualité
de façon plus durable.



NESPRESSO
PROFESSIONNEL

VOTRE COLLECTE DE CAPSULES USAGÉES EN 2024



PARTENAIRE DE COLLECTE
La Poste

PARTENAIRE DE RECYCLAGE
Veolia

CAPSULES RECYCLÉES (kg)
163,2

ALUMINIUM RECYCLÉ (kg)
6,9
Équivalence canettes (33 cl)
557,3

MARC DE CAFÉ VALORISÉ (kg)
en méthanisation et compost agricole
149,5

BÉNÉFICE DU RECYCLAGE* (kg de CO₂)
51,4

Capsules recyclées par Veolia pour **Nespresso**

Yannick Pottier
Directeur des opérations
Nespresso
France

Renata De Stefano
Directrice
Nespresso Professionnel
France

*Bénéfice dû à la valorisation de l'aluminium et du marc de café.
Sources CITEO - les calculs réalisés et les chiffres communiqués
sont basés sur des estimations.

CERTIFICAT DE **SAUVEGARDE ENVIRONNEMENTAL**



Nous certifions que l'entreprise

RACINE

a participé au programme de destruction et de recyclage en toute sécurité de Shred-it et a aidé à préserver **131** arbres de la destruction en 2024, soit environ **6575kg**.

Nous vous félicitons pour votre contribution à la protection de l'environnement.

Merci de votre confiance.



www.shredit.com

Nous protégeons ce qui compte.

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 **Shred-it®**
Une Solution Stericycle®



RACINE

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