



CASTRÉN & SNELLMAN

SUSTAINABILITY REPORT 2025





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GREETINGS FROM OUR MANAGING PARTNER

We live in times that resist being called normal. Over recent years, our clients have navigated one crisis after another: wars and armed conflicts on multiple continents, energy shocks, geopolitical realignment and economic turbulence. The operating environment for companies continues to be characterised by uncertainty on many levels. And yet, through it all, business goes on. Decisions are made. Deals are done. Strategic choices – some of them truly consequential – are taken every day.

What these times demand of a law firm is not distance, but closeness. At Castrén & Snellman, this is what we mean when we say we are Your Advantage: we stand with our clients as part of their team, sharing the weight of complexity and turning it into actionable advice. Our new strategy reflects this commitment.

Ultimately, it is through our client work that we can make the greatest difference for sustainability. Whether making sense of evolving ESG regulation, structuring sustainable finance transactions, or advising on responsible business conduct, we help clients navigate the legal dimensions of their sustainability ambitions.

Our clients' needs are evolving rapidly, and so is the legal profession. Artificial intelligence is taking on routine tasks, freeing lawyers to focus on what clients value most: business understanding, sound judgement and trusted relationships. We are investing in our people and in our technology to ensure that we remain the most capable team at our clients' side.

This past year, our senior lawyers had the opportunity to take part in MBA Highlights, a bespoke programme we developed and delivered together with Hanken & SSE Executive Education, deepening the business acumen that underpins great legal advice. Across the firm, we rolled out an extensive AI training programme, equipping our people to work with these tools thoughtfully and in a way that creates value for clients.

We also continued to strengthen our management of sustainability, building on our materiality assessment to focus on topics that matter the most. In addition, we started a carbon credit partnership with Carbonaide, a Finnish startup pioneering technology that can turn concrete into a carbon sink. It reflects our commitment to make an impact beyond our firm.

In the end, what defines us is not the times we operate in, but how we show up for our clients within them. That is the promise behind Your Advantage, and it is one we renew every day.

I warmly invite you to read our 2025 Sustainability Report.



Jarno Tanhuanpää

Managing Partner, Castrén & Snellman



CASTRÉN & SNELLMAN – WHO WE ARE



Your Advantage

Castren & Snellman Attorneys Ltd is a leading Finnish full-service business law firm that advises Finnish and international clients in transactions, dispute resolution and a wide range of other specialised facets of business law.

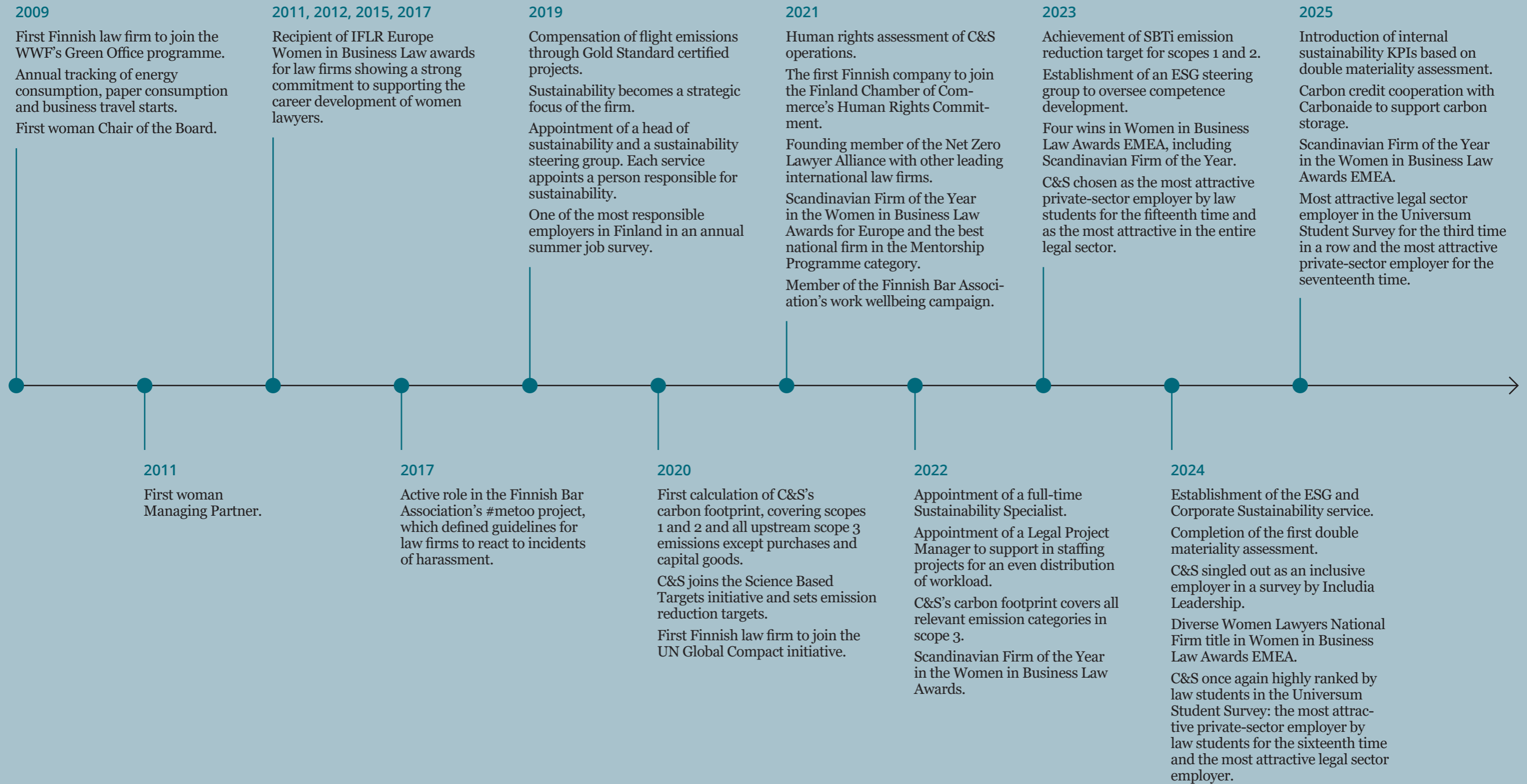
Founded in 1888, we are the oldest and one of the largest law firms in Finland. We are based in Helsinki, and we work with an extensive international network of law firms all around the world.

- Approximately 280 employees
- 48% of lawyers are men and 52% are women
- 30 services in the field of business law
- Annual turnover MEUR 54.2 in 2025
- Total assets MEUR 23.6 on 31 January 2026
- 1,000 partner firms in 90 countries
- UN Global Compact participant
- Scandinavian Firm of the Year in 2025, 2023, 2022 and 2021 (Women in Business Law Awards)
- Finland's Law Firm of the Year in 2021–2024 (Lexology Index)
- Most desirable law firm employer in Finland for 17 years running (Universum student survey)

OUR VALUES



OUR SUSTAINABILITY TIMELINE



OUR MATERIAL SUSTAINABILITY TOPICS

Our material sustainability topics are based on a double materiality assessment conducted in line with the European Sustainability Reporting Standards and EFRAG’s guidelines. This report contains the disclosures in the voluntary sustainability reporting standard for SMEs (VSME; see index on pages 48–49).

TOPIC AND SUBTOPICS		IMPACT ON STAKEHOLDERS / RISK OR OPPORTUNITY TO C&S		READ MORE	
Social	Own workforce	Employee training and skills development	Actual positive impact	Training strengthens the competence of employees and improves their career opportunities. In society, training and skills development increase human capital.	Pages 20–21
			Risk	Not investing adequately in training could lead to erroneous advice and a loss of client confidence and could cause C&S to miss opportunities in growing fields of business law.	
			Opportunity	By growing and enhancing talent, C&S can meet the evolving needs of its clients and increase turnover.	
	Diversity	Diversity	Actual positive and negative impacts	Surveys suggest that C&S employees have a strong sense of inclusion, including among those that identify with minorities. C&S is working to increase diversity in the legal sector, where certain minorities are underrepresented.	Pages 22–24
			Risk	Failing to ensure inclusion and equal opportunities would lead to difficulties in attracting and retaining talent and undermine C&S’s sustainability work.	
			Opportunity	Fostering diversity and inclusion allows employees to perform at their best, helps ensure that C&S has the best experts for every position and helps C&S attract and retain talent.	
	Gender equality	Gender equality	Actual positive and negative impacts	C&S has a comparatively high share of women partners, and data shows that C&S pays equal salary. At the same time, women become partners less frequently than men. They are also more likely than men to leave law firms and step down from the Finnish Bar.	Pages 24–26
			Risk	Failing to ensure equal opportunities would lead to difficulties in attracting and retaining talent and undermine C&S’s sustainability work.	
			Opportunity	Equality at the workplace helps ensure that C&S has the best experts for every position and helps C&S attract and retain talent.	
	Workload and working time	Workload and working time	Actual negative impact	Work at a law firm is project work by nature, which can lead to temporarily high workloads and long working hours. To alleviate the impact, C&S invests in project management.	Page 26
			Risk	Excessive workloads over long periods can lead to sick leave and to difficulties in attracting and retaining talent.	
			Opportunity	Successfully managing workloads helps C&S stand out in the competition for talent.	
	Work-life balance	Work-life balance	Actual negative impact	Occasionally high workloads and long working hours can lead to challenges with work-life balance. To alleviate the impact, C&S invests in project management.	Pages 26–27
			Risk	Failing to ensure work-life balance can lead to difficulties in attracting and retaining talent.	
			Opportunity	Effectively supporting employees in maintaining work-life balance helps C&S stand out in the competition for talent.	
Governance	Business conduct	Client due diligence and client selection	Potential positive and negative impacts	C&S’s impact on society depends on the firm’s clients and assignments. Attorneys secure the rule of law, which includes the right to defence and to a fair trial.	Page 43
			Risk	A failure in client due diligence could damage C&S’s reputation and lead to a loss of clients or employees.	
	Compliance with the rules of the legal sector	Compliance with the rules of the legal sector	Potential negative impact	As a law firm, C&S is governed by several laws and regulations. A failure to comply with these professional rules would compromise the legal protection of clients.	Page 42
			Risk	A failure to comply with professional rules would erode C&S’s standing as a first-class Finnish business law firm and could lead to a widespread loss of clients and employees.	
	Prevention of corruption and bribery	Prevention of corruption and bribery	Potential negative impact	Incidents of corruption or bribery would compromise the legal protection of clients and could lead to financial damage in the form of losses to clients or losses of government revenue.	Pages 42–43
			Risk	A failure to prevent corruption and bribery would erode C&S’s standing as a first-class Finnish business law firm and could lead to a widespread loss of clients and employees.	
	Data protection and data security	Data protection and data security	Potential negative impact	C&S processes large amounts of confidential client data and the personal data of its employees. A breach of these data could cause financial losses for clients or compromise the privacy of employees.	Pages 41–42
			Risk	A failure to protect client data would undermine the attorney-client privilege and all C&S’s operations. A breach of personal data could damage C&S’s reputation and trustworthiness.	
Environment	Climate change	Climate change	Actual negative impact	C&S’s value chain causes climate emissions, which contribute to accelerating climate change.	Pages 34–39
			Risk	Global warming will increase the risk of flooding in office premises and data centres. Accelerated global warming can lead to a recession or economic crisis and affect the demand for legal services. Inadequate climate action would undermine C&S’s sustainability work.	
			Opportunity	C&S can capture client demand for legal services supporting the climate transition. Credible climate action strengthens C&S’s appeal as an employer and partner.	

ADVICE FOR CLIENTS



We advise our clients on the legal dimensions of their sustainability strategies. Corporate sustainability regulation places significant demands on companies of all sizes, who must navigate their obligations whilst identifying risks and opportunities across their markets, industries and value chains. We support clients with due diligence, sustainability reporting obligations, integrating sustainability into agreements, and delivering tailored training for boards, management and legal and sustainability teams.

ESG and sustainability permeate all areas of business law, and our offering is organised accordingly. Our ESG and Corporate Sustainability service, led by our ESG Partner, works alongside a firm-wide network of lawyers who specialise in ESG aspects within their respective practice areas. The network meets regularly to share expertise and ensure that ESG law is reflected across our service offering. We further support this through internal trainings, lectures by guest speakers and knowledge-sharing sessions on recent client cases.

We are a UN Global Compact participant and have been committed to its ten principles since 2020. In our work with our clients, we get to promote several UN Sustainable Development Goals, including affordable and clean energy (SDG 7), decent work and economic growth (SDG 8), industry, innovation and infra-

structure (SDG 9), responsible consumption and production (SDG 12) and climate action (SDG 13).

As a member of the Net Zero Lawyers Alliance, we are committed to supporting our clients with the extensive legal services they need in their transition to net zero.

COMPREHENSIVE AND STRATEGIC ESG ADVISORY



CORPORATE SUSTAINABILITY PRESSES ON



Anna Kuusniemi-Laine
ESG Partner at Castrén & Snellman

Despite clickbait headlines suggesting otherwise, the EU Omnibus reform package, the ESG backlash and the emphasis on competitiveness have not halted sustainability efforts. On the contrary, the majority of Finnish companies remain committed to their sustainability path. Companies with a high level of maturity in integrating sustainability into their business operations recognise the value of this work and its positive impact on competitiveness. Promoting sustainability continues to be worthwhile.

The climate crisis will only intensify, and its mitigation requires large-scale cooperation. Companies' climate-related risks and responsibilities will increase, including from a legal perspective. The European Court of Human Rights and the International Court of Justice have confirmed that climate change mitigation is a human rights issue. Lenders and insurers are increasingly scrutinising companies' climate efforts, and permitting processes become more challenging without proper climate impact assessments. The climate crisis has also prompted proposed changes to the interpretation of management's duty of care.

Contracts already include sustainability clauses, but commitments must be translated into action. Actual compliance with such commitments helps keep customers, employees and partners happy and contributes to reputation management. In practice, this means effective implementation of due diligence obligations across the value chain.

Despite the Omnibus amendments, corporate sustainability has a rigid regulatory framework. The CSDDD, the CSRD, the SFDR, the Deforestation Regulation, the Forced Labour Regulation, the Empowering Consumers Directive, the Net-Zero Industry Act and numerous other pieces of legislation are directing companies towards assessing and reducing their negative external impacts. It is crucial for companies to be familiar with the part of the regulatory jungle that applies to their own operations. At the same time, they can benefit from understanding the practical implications of regulation applicable to their customers, as it may reveal business opportunities or factors that enhance competitiveness.

Proactive sustainability work helps identify and manage risks relating to supply chains, climate change and social injustice, thereby strengthening competitiveness in the long run. Corporate sustainability is an investment that lays the groundwork for sustainable growth and enables companies to seize new business opportunities in rapidly changing circumstances. Sustainability has become an integral part of everyday business and a value that should not be compromised.

CLIENT WORK THAT DRIVES CHANGE

Here are a few examples of how we advise our clients on the legal dimensions of their sustainability work.



We were commissioned by the **Ministry of the Environment** to study how the Circular Economy Act could promote circular economy aspects in public procurement. Our report covered relevant strategies, legislation, case law and international examples, and concluded with a proposal for a new circular economy provision. The proposal aimed to maximise the regulation’s effectiveness while minimising adverse side effects.



We advised **Metsä Board Corporation** on the issuance of EUR 200 million senior unsecured green notes maturing in May 2031. The notes carry a fixed annual interest rate of 3.875% and were allocated to both Finnish and foreign investors. The green bond supports Metsä Board’s strategy to grow in fibre-based packaging materials and achieve its ambitious sustainability targets for 2030.



We advised **GEA Group AG** in a directed share issue by Solar Foods Oy, raising EUR 25 million to build Factory 02, its next-generation commercial production facility. Solar Foods produces Solein®, a protein made from carbon dioxide and electricity – an innovative, agriculture-free process unaffected by weather or climate. GEA Finland Oy invested EUR 8 million as a cornerstone investor, and GEA Liquid Technologies was appointed as the exclusive process equipment vendor for Factory 02.



We advised **Oomi Solar Oy** on the sale of a 250-megawatt solar power project portfolio to Suomen Aurinkovoima Oy. The portfolio consists of ten separate projects, marking a significant development in the Finnish solar energy market and enabling over EUR 100 million in investments.



We advised **Nordea Bank Abp** on EUR 150 million in new green financing for Lahti Energia Oy to support a clean energy transition and refinance existing loans. Lahti Energia’s green loan investments focus on reducing fossil carbon dioxide emissions, with planned projects including electric boilers, district heating storage facilities and investments in the development of energy networks.



Our people are our greatest asset. We want to ensure that our employees and trainees are treated equally and have equal opportunities. We support our employees in every stage of life.

Five of our material sustainability topics relate to our own workforce.

- Employee training and skills development
- Diversity
- Gender equality
- Work-life balance
- Workload and working hours

Our policies regarding these material topics are summed up in our code of conduct. More detailed policies are formulated in our leadership promises, diversity and equality plan and principles for work-life balance.

We respect the principles of the UN Global Compact in our operations and employee policies. Our policies are implemented through HR tools and processes and supervisor work. We carry out regular employee surveys that cover our material sustainability topics.

OUR PEOPLE

At the end of the reporting period, we had 282 employees of whom 233 (83%) were in a permanent employment relationship and 49 (17%) in a fixed-term employment relationship. Most fixed-term employees (44 persons) were trainees. The employee turnover rate in the reporting period was 13.7%. All our employees are based in Finland.

Engagement with own workforce

To facilitate ongoing dialogue between our personnel and management, we have appointed a Personnel Advisory Board (PAB). The members, who are elected for a two-year term, represent all personnel groups. The PAB convenes once a month. The meetings are chaired by our HR Director, and our Managing Partner attends the meetings.

The PAB gives a voice to equality concerns from personnel, monitors equality in our firm and promotes the continued improvement of equality. PAB members meet regularly with their respective employee groups to hear what is on their colleagues' minds, and they bring these matters up in PAB meetings.

Our lawyer and assistant teams each have a designated HR Business Partner who supports both supervisors and team members.

We also engage with our employees through regular surveys. In 2025, we introduced a new employee survey that is carried out twice a year. This shortens the data cycle, allowing us to be on the pulse of our people and intervene in time. The results of the survey are discussed in a brief recap in our monthly office meeting and more thoroughly in team briefings.

Employee training and skills development

The expertise and growth of our people underpin our commitment and ability to serve our clients at the highest level. In line with our code of conduct, we promote continuous learning and the development of our professional skills beyond the requirements set by the professional standards of the Finnish Bar Association. Our leadership promises stress the role of supervisors in supporting the professional development of their team members.

Our employees have numerous training opportunities at the workplace, complemented by team-specific budgets for external training. Our internal training programme, Cassu College, serves to share knowledge and build uniform practices across the firm. In addition to peer learning, the programme often features external experts.

A significant milestone in 2025 was the launch of MBA Highlights, a bespoke training programme for counsel and partners that we developed in partnership with Hanken & SSE Executive Education. Structured around real-life cases, the programme covers core business disciplines in sessions led by visiting lecturers, with our leadership providing additional insight.

In addition, artificial intelligence was a key topic in our training offering in 2025. The advent of AI-assisted tools can save time and enable lawyers to focus on high-value aspects of work. At the same time, it places new demands on lawyers and other experts. To equip our employees with the skills necessary in the transition, we have rolled out a firm-wide training programme and provide low-threshold user support on demand.



New colleagues at C&S go through an extensive orientation programme. New supervisors complete a supervisor induction training built upon our leadership promises. This training includes modules on supervisor tools, communication and presence, and performance management.

Recognising the crucial importance of training, we keep track of the training attendance of our lawyers. In 2025, the average number of training hours per lawyer for both women and men was 35 hours. For other employees, we maintain lighter training records that do not cover all external training and may thus underestimate attendance.

We promote a culture of learning and encourage ongoing feedback in day-to-day work from

both colleagues and clients. We have established internal feedback principles for giving and receiving feedback. Formal feedback channels include regular 360 performance surveys and feedback surveys at the end of large projects. All employees, including trainees and other temporary employees, have annual professional development discussions with their supervisor in which they set their own learning objectives.

The career development of lawyers follows a structured career path with clearly defined requirements for each step. Our lawyers have practice-specific career path models that lay down the expectations at the end of each career phase. They are complemented by learning and development plans, which guide lawyers in developing their professional competence.

Diversity

Equal treatment and opportunities are self-evident for us. We do not accept any form of discrimination, be it based on gender, age, nationality, religion, sexual orientation or any other similar basis.

Our diversity objectives are

- to recruit, retain and respect a heterogeneous group of employees
- to create an atmosphere that values diversity and allows everyone to shine

- to leverage our employees' existing expertise and resources as extensively and efficiently as possible
- to develop the creativity, problem-solving abilities and agility of our organisation
- to improve minority experience at the workplace.

Our diversity programme consists of training, internal policies and outreach initiatives. We review the programme every year based on our annual equality survey and employee feedback. Since 2025, the preparation and implementation of the programme has been the responsibility of a dedicated internal diversity

working group. The working group consists of voluntary colleagues across the firm, which helps distribute ownership and sustain momentum.

We track our performance annually by asking our employees to evaluate if the atmosphere of our work community supports the expression of a minority identity. The results show a positive trend: In 2025, 41% fully agreed with the statement, up from 30% in 2021, our first year of measurement. The share of respondents fully or somewhat agreeing totalled 83%. In turn, the share of respondents disagreeing with the statement decreased from 13% to 5% between 2021 and 2025.

Senior colleagues

Senior employees at C&S have vast knowledge of their field and of our clients. To allow a smooth transition from working life, we have developed our support offering for employees approaching retirement. We offer annual medical check-ups for employees who have turned 60; for younger employees, the interval is three years. We incorporate career continuation planning into the annual professional development discussions for employees who have turned 58. They can also request flexible working time arrangements.

LGBTI+

We believe that creating a more inclusive working environment for the LGBTI+ minorities is the responsibility of the majority. We have adopted gender-neutral language in our communications and made available an LGBTI+ glossary and allyship tips on our intranet to build awareness of the diversity of gender and sexual identities. In our HR system, employees can determine their gender themselves with three options to choose from. In 2025, we conducted an anonymous survey specifically for LGBTI+ employees to identify strengths and areas of improvement. The feedback indicated that LGBTI+ inclusion remains visible at our workplace, while highlighting that it merits continued attention.

Neurodiverse colleagues

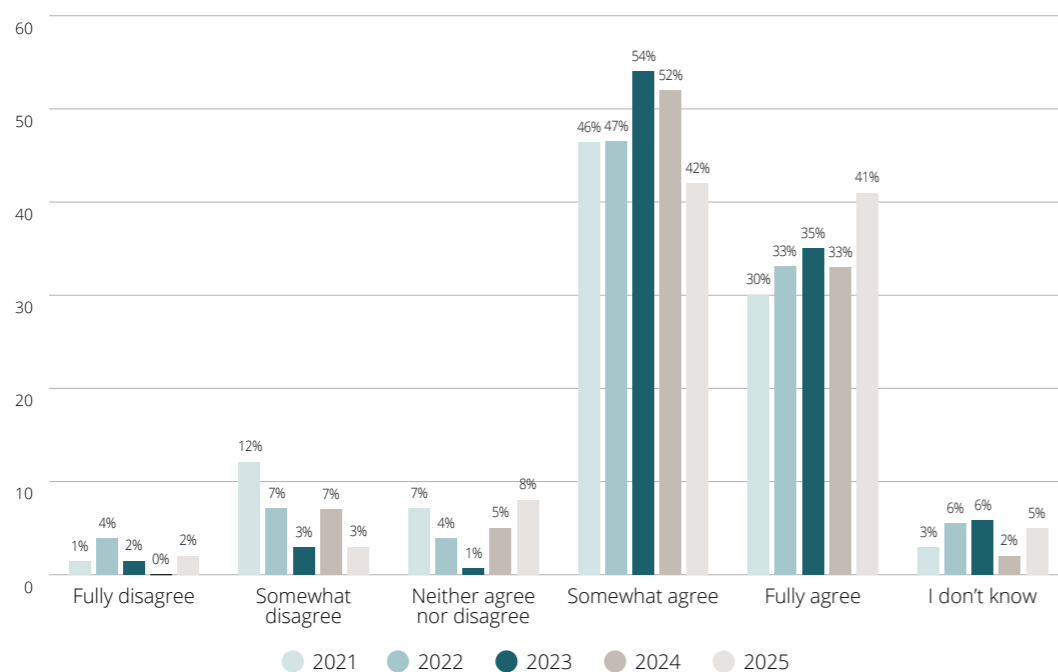
Neurodiversity concerns all organisations, but understanding and welcoming diverse thought processes is particularly important for expert organisations. In 2025, we organised a firm-wide training on neurodiversity led by a psychologist from our occupational health partner. Following up with a longer-term initiative, we launched a peer-led employee resource group for neurodiverse colleagues. The group prior-

Young people

It is a point of pride for us to take part in training tomorrow's lawyers and other professionals. In 2025, we employed over 80 students from law schools and other universities in over 100 traineeships. We cooperate with universities in organising courses, with our experts frequently appearing as visiting lecturers. We are honoured that law students have chosen us as the most desirable private-sector employer in the Universum survey every year since 2008 and as the number one employer in the legal sector for four years in a row.

One of the focus areas of our diversity programme is building interest in law studies among young people with diverse backgrounds and offering support in applying to law schools. We participate in the introduction to working life concept ("TET"), part of the Finnish school curriculum, with the aim to introduce law studies and the legal profession to Finnish secondary school students (ages 13–15) from areas in which the risk of youth marginalisation is above average. They perform light work, learn about law studies and working as a lawyer, and receive work application tips. In 2025, 18 students from two partner schools participated in the programme.

THE EXPRESSION OF MINORITY IDENTITIES IS SUPPORTED



Full statement: I feel that the atmosphere of our work community offers equal support to employees expressing different minority identities if they wish (e.g. sexual minorities, religious or nonreligious groups, language minorities or political parties).

itises confidentiality and psychological safety, providing a forum for sharing experiences and developing proposals for improving the quality of the working environment.

Gender equality

Women make up a majority of our employees, and most of our lawyers are women at all levels of seniority, excluding partners. At the end of the reporting period, 64% of our employees and 52% of our lawyers were women. The share of men was 36% and 48% respectively. Women’s share of management positions (partners and supervisors) was 41%. The gender balance in our Board of Directors was 50/50 at the end of the reporting period. In our Management Group, the balance between women and men was 60/40.

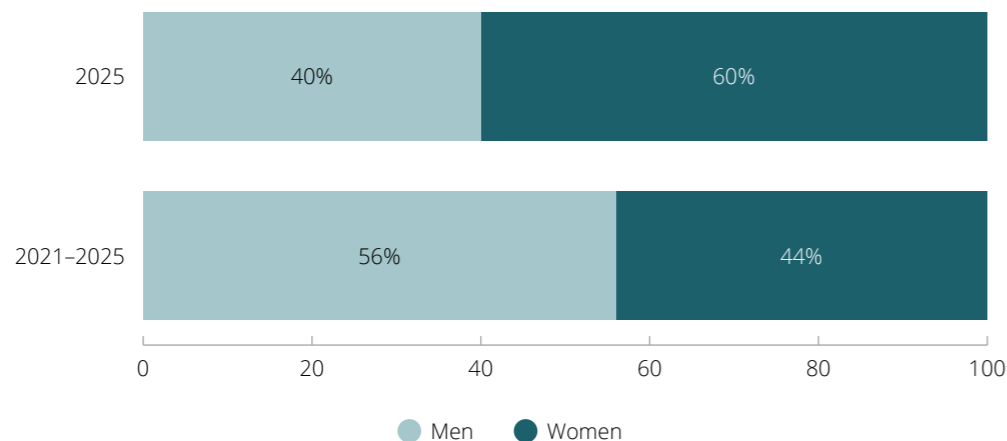
The majority of our partners are men. The share of women partners was 30% at the end of the reporting period, and it has fluctuated around this value since 2016. However, in the 2025 financial period, women’s share of new partner appointments increased compared to the previous years (see the graph below).

Partners are appointed based on multiple business criteria. Appointments are prepared by the Partnership Committee, which consists of our Board members. The requirements for partnership are clearly formulated and available for all employees on our intranet.

In our diversity programme for 2025, we decided to shed further light on women’s perspectives to partnership and the path towards it. Through confidential interviews with women counsel, we identified areas for improvement in our partnership process. The findings were presented to the Chair of our Board and Partnership Committee. We will decide on actions to be taken in 2026.

One of the ways in which we support women’s partnership is commercial training. Partnership at a business law firm requires not only excellent legal expertise but also strong commercial performance. Traditionally, women lawyers may feel less confident in this area than their men colleagues. With regular training, we seek to help a larger number of lawyers meet the criteria of partnership. Our MBA Highlights initiative continues in this vein (see page 20).

NEW PARTNER APPOINTMENTS



THE TOOLS ARE ALREADY THERE: A LEGAL PERSPECTIVE ON WORKPLACE DIVERSITY



Outi Tähtinen

Partner, Co-Head of Castrén & Snellman’s Employment practice

Castrén & Snellman partner Outi Tähtinen has co-authored a first-of-its-kind book on the legal aspects of diversity in HR work. She speaks of what inspired the project and what employers need to understand.

The idea for *Monimuotoisuuden juridiikka henkilöstötyössä* (‘The Law of Diversity in HR Work’) grew from a series of lunch conversations. Co-author Niina Meincke – a seasoned HR and legal professional specialising in diversity – had noticed that, while books on diversity were beginning to appear, nobody was addressing the legal dimension. When Niina approached Outi about filling this gap together, she reflected carefully before saying yes: ‘I recognised that this could be a tremendously interesting learning journey for me.’

As a lawyer with more than 20 years of experience, including taking part in the reform of Finland’s Non-Discrimination Act, Outi has long worked at the intersection of employment and equality law. In her work as an advocate, diversity questions most often arrive in the form of a discrimination allegation. In recent

years, however, she has observed a growing number of situations where someone reports having been discriminated against without any genuine disadvantage on a prohibited ground of discrimination. This, Outi explains, was one of the key motivations for the book: to set out clearly which aspects of the diversity landscape are protected under law, and which, while important, do not constitute discrimination in the legal sense.

The book covers the full range of HR processes, including positive special treatment in recruitment. Outi is clear that this can be a valid tool, but one that must be used carefully: ‘Taking positive special treatment too far can amount to unfavourable treatment of majority-group employees or run counter to the requirement of equal treatment. It must be planned, and there must be a genuine, demonstrable need for it.’ On the other hand, she notes that reasonable accommodation – making adjustments at the workplace to enable disabled persons to access and remain in employment – is an area where employers have a clear legal obligation under the Non-Discrimination Act. What is reasonable will depend on factors such as company size and the length of employment, and adjustments must not weaken the employment conditions of other employees.

For employers keen to make progress in their diversity work, Outi offers a perhaps surprising starting point: look no further than what the law requires. ‘You can actually get very far just by ensuring that your equality plan, gender equality plan and occupational safety action programme are properly drawn up and maintained. They are genuinely good tools – worth investing in.’

Encouraging men lawyers to take parental leave is key for gender equality in the legal profession. We support equal responsibility for childcare by paying all employees their full salary for the first four months of parental leave. Based on data starting from 2020 (see page 29), the number of men colleagues taking parental leave increased after August 2021 and has remained at a higher level compared to the previous months. This change is not explained by firm demographics, given that most of our employees were women throughout the period. From August 2022 onwards, part of the change is likely due to the reform of Finland's parental leave system, which incentivises men to take leave.

Equal pay for equal work

To monitor the equality of pay, we participate in a survey carried out by Mandatum Life, an external expert. Based on data collected in the summer of 2025, the average monthly salary of women lawyers in proportion to that of men lawyers in our firm varied between 99% and 101% among associates and senior associates. In the group of counsel and senior counsel, there are considerable differences in working experience between individuals, and men's average working experience is more than 10% longer than women's. This translates into a slight difference in salary: the average monthly salary of women was 95% of that of men lawyers. The figures include the basic monthly salary and benefits but not bonuses.

For our non-lawyer employees, it is hard to meaningfully compare pay by gender as job descriptions vary widely and the overwhelming majority in this group are women.

Our salaries are determined by the competition for talent. Our industry does not have a collective agreement, and the Finnish law does not provide for a minimum wage. Based on the

survey by Mandatum Life, the salaries we pay are aligned with the median of large Finnish law firms.

Workload and working hours

Sustainable performance starts with a manageable workload. Our work is project-based and, as such, it entails a risk of occasionally high workloads. This, in turn, creates a risk of stress and a risk to work-life balance. Recognising these risks, we continuously develop our tools to keep track of workloads, improve work-life balance and support the holistic well-being of our people.

We measure the workload of lawyers using the C&S capacity utilisation rate, which we calculate as actual billable hours divided by target billable hours per day and per lawyer. We monitor the C&S capacity utilisation rate in bi-weekly meetings between experts from our finance and HR departments, who raise observations that require action with supervisors. Our Management Group reviews capacity utilisation rates at its meetings once a month. In addition, our Management Group and partners receive a weekly report on team-level capacity utilisation rates. We also monitor non-billable hours.

We employ dedicated project management professionals who support team leaders in staffing projects. They work with our finance and HR teams to develop tools for monitoring the workload of teams and the distribution of work within teams.

To bring predictability and prevent workloads from accumulating, we have made project management an internal priority. We have established ten principles for project management, which emphasise sufficient resourcing and drawing a line between work and leisure

hours. We regularly collect feedback on senior lawyer's project management performance.

Work-life balance

We believe that a fulfilling career and a full life outside of work go hand in hand. We have established policies and practices to safeguard work-life balance. They include offering flexible working hours and remote working opportunities, scheduling internal meetings within normal office hours and offering the opportunity for shorter working hours.

We support our employees in balancing career and family. We pay all employees going on parental leave their full salary for the first four months of their leave, and we take parental leave into account in target-setting.

To support parents returning to work after leave, we run an internal mentoring programme. The mentors are colleagues who have themselves recently been on parental leave. The mentoring programme, which has been recognised by the Finnish Mothers in Business network and the Women in Business Law awards, offers peer support and sharing of best practices for balancing work and family.

We are committed to supporting our people at every stage of life. Our flexible benefits programme allows employees to build a package that fits their circumstances, combining established offerings such as a lunch benefit and a sports and culture benefit with family-focused services: tutoring for schoolchildren and a companion service for elderly family members.

We want to build awareness of mental wellbeing and lower the threshold for raising issues with work-life balance. Our internal training offering includes an introduction to mental wellbeing, covering topics such as knowledge of self, stress management and resilience, and

early warning signs that may indicate problems with mental health.

Support and remedies

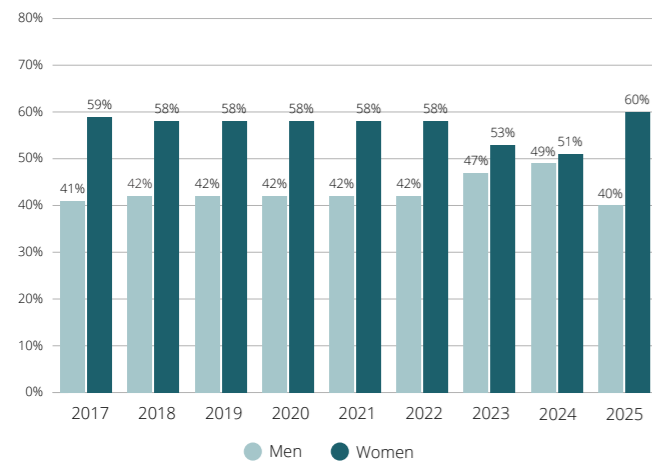
Preventing excessive workloads is our first priority, but when the balance tips, we act. Our remedies include project leave for employees who have had high workloads for a lengthy period, and 'balancing leave' for associate lawyers if their working hours exceed a specified limit. Employees who return to work after a long sick leave can opt for reduced working hours.

Our employees have access to preventive, low-threshold mental health support through the Auntie online service. In addition, our occupational health services cover short-term therapy and psychotherapy.

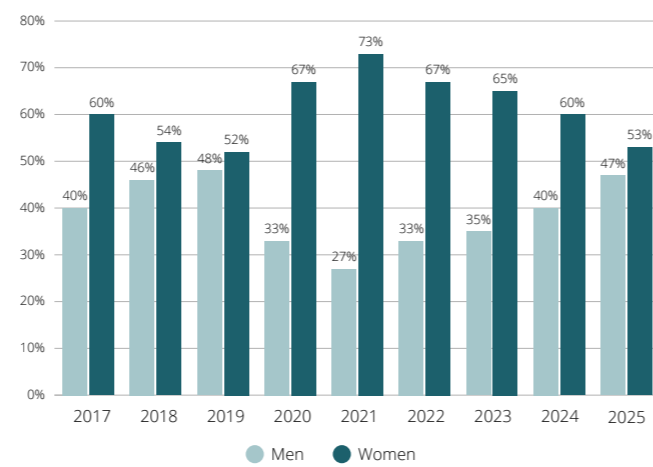
Legal work is intellectual by nature, but it depends on physical wellbeing. We support physical wellbeing with sports and leisure benefits, including a workplace gym. We offer comprehensive occupational health services that include physical therapy. Our hybrid work policies include an employee benefit that allows employees to choose equipment for their home offices to ensure ergonomics.

LAWYERS BY GENDER

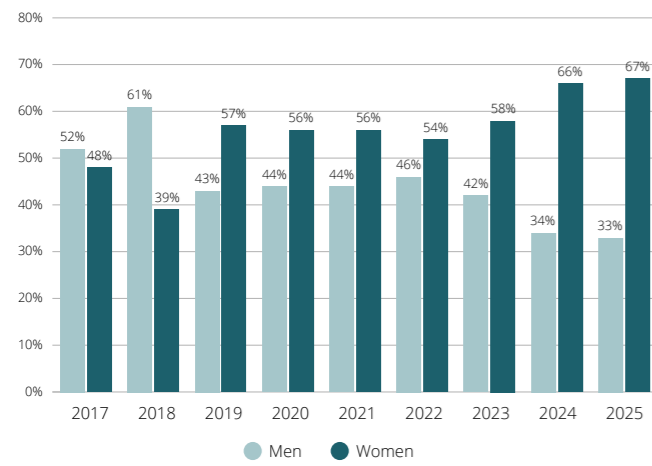
ASSOCIATES



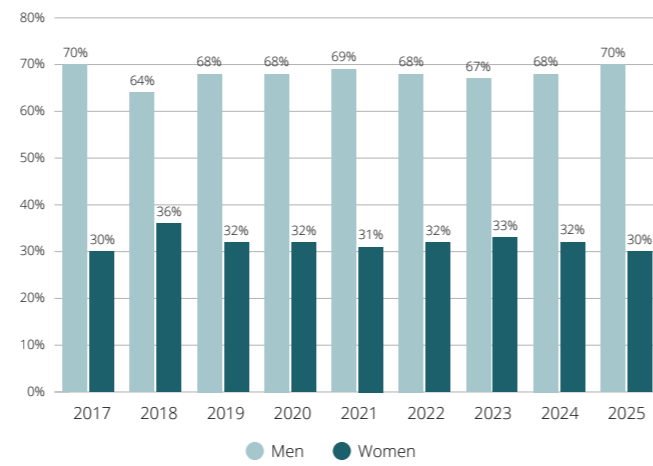
SENIOR ASSOCIATES



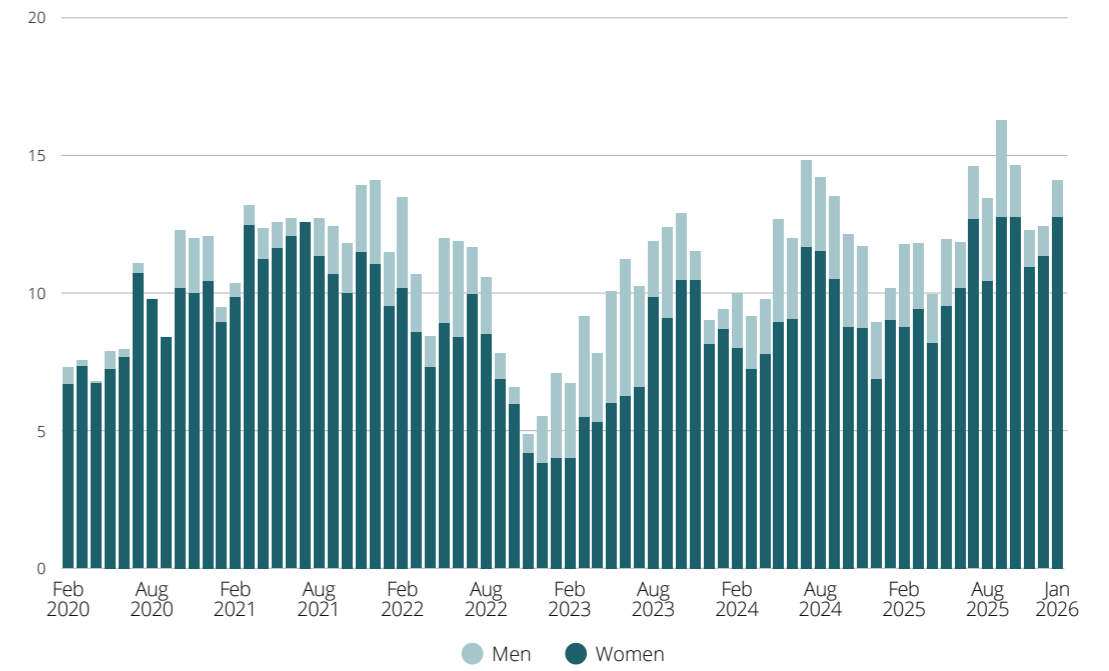
COUNSEL



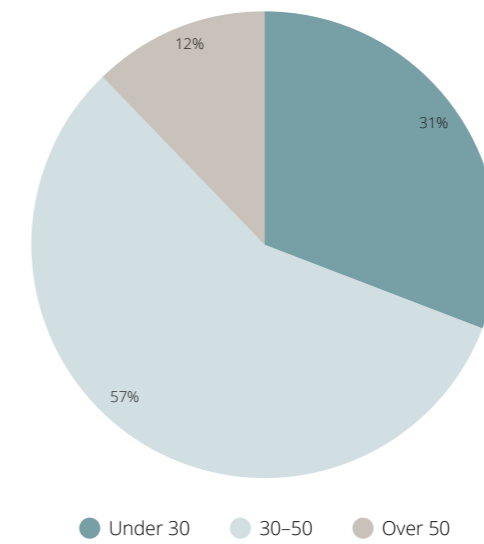
PARTNERS



PARENTAL LEAVE BY GENDER (IN WORKING MONTHS)



ALL EMPLOYEES BY AGE



IMPACT ON SOCIETY



Participating in the development of society by promoting the rule of law, sharing expertise and engaging in pro bono work has always been a central part of the legal profession.

- **Promoting the rule of law.** As attorneys, we are uniquely positioned to safeguard and advance the rule of law, and we take that responsibility seriously. We participate in the preparation of new legislation through the Finnish Bar Association's expert groups, putting our practical experience of business life to use.
- **Training future generations.** Investing in the legal professionals of tomorrow is one of the most meaningful contributions we can make. We cooperate closely with universities to train future attorneys and other professionals.
- **National and international associations.** Our work in national and international legal and sustainability associations promotes the rule of law and allows the exchange of best practices in the legal world.
- **Social debate.** Progress happens when different perspectives meet. We foster dialogue between the public and private sectors through our events and participation in public debate.

We are active members of the Finnish Corporate Sustainability Law Association and organise events with the association. Our ESG Partner Anna Kuusniemi-Laine is a board member and the vice chair of the association.

We are a member of the Climate Leadership Coalition (CLC), the largest non-profit climate business network in Europe. CLC works to advance ambitious, predictable climate policies and systemic solutions to the climate crisis. We provide pro bono legal support to the network.

We are a member of the Net Zero Lawyers Alliance (NZLA), an organisation that seeks to mobilise commercial lawyers, law firms and the law to accelerate the transition to net zero by 2050 or sooner. As NZLA members, we are committed to supporting our clients with the legal services they need in their net zero transition and to building the climate capacity of lawyers.

Our membership organisations also include Finland’s Sustainable Investment Forum Fin-sif, Finnish Business & Society FiBS and the Business and Human Rights Lawyers Association.

We regularly organise seminars on sustainability for clients and stakeholders. Our flagship event in 2025, the C&S Legal ESG Forum, attracted a wide audience to discuss sustainability in the geopolitical transition. Outside our firm, our experts appeared as guest speakers in several sustainability-themed seminars organised by leading training providers in Finland. We also participated in a panel discussion at the first-ever Helsinki Pride Business Forum.

We continued to support Ukraine and the Ukrainians against Russia’s invasion with our Christmas donation, as we have done since the war began.

Pro bono for human rights and climate solutions

Our pro bono work promotes human rights, supports an equal and participatory society and mitigates the climate crisis. This includes work for NGOs that support immigrants, at-risk children, youths and other minorities that may face discrimination.

Our pro bono partners are the Finnish Refugee Advice Centre, the Uusimaa District of the Mannerheim League for Child Welfare, the Red Cross Youth Shelters and the Climate Leadership Coalition. Pro bono work for our partners is counted towards the billable targets of our lawyers.

We take on individual pro bono assignments approved by our Managing Partner. In addition, our employees can dedicate one paid workday to pro bono work of their choice each year.

Raising the next generation of lawyers

We cooperate actively with universities to help raise future generations of attorneys. Our experts frequently give lectures at universities, and we regularly host moots and other student events at our office. We also work closely with universities that train assistants.

We are privileged to contribute to the development of future-proof law education. Our firm is a significant donor to a new sustainability law professorship at the University of Helsinki.



The Finnish Refugee Advice Centre is a non-governmental organisation and law firm specialised in immigration law, which provides legal aid to asylum seekers and refugees. It is one of three Finnish partners of UNHCR, the UN Refugee Agency.

Together we promote the realisation of human rights and the position of refugees in Finland. The partnership with C&S has enabled the Finnish Refugee Advice Centre to take more cases to supranational courts than it otherwise would have.



The Uusimaa District of the Mannerheim League for Child Welfare

works to ensure that every child has a good childhood by providing support to families. Volunteers help over 700 families annually, family houses support parenting, and multilingual family cafés and parent groups support immigrant parents with integration and parenting.

Our legal assistance helps the organisation focus its resources on its most important work: helping families with children.



Red Cross Youth Shelters offers youths and their loved ones support in managing everyday life and becoming independent. In addition to meeting young people face-to-face, the youth shelters offer a variety of digital services. The importance of reliable and accessible support has increased, and recent development work has focused on digital services. Our experts have helped with accessibility and data protection issues.



Climate Leadership Coalition (CLC) is the largest non-profit climate business network in Europe. It was established in 2014 by seven Finnish firms and public sector organisations. CLC’s members aim to be climate leaders in their fields and to make a positive impact with their business solutions. CLC was founded upon a belief that a sustainable world can be achieved through economic opportunities, innovation and finance.



We manage our environmental impact by annually tracking emissions, continuously improving our practices, and ensuring accountability through independent certification. As a member of the Net Zero Lawyers Alliance, we support our clients' transition to net zero emissions through legal advice.

One of our material sustainability topics relates to the environment.

- Climate change

Climate impact

Our GHG emissions in the 2025 financial period totalled 1,590 tonnes of carbon dioxide equivalent (CO₂e). In practice, all emissions originated from the upstream value chain (scope 3). Our GHG intensity was 0.03 kg of CO₂e per euro of turnover.

Our total emissions declined compared to the previous period: in 2024, our GHG emissions totalled 1,871 tCO₂e. The 2024 figures have been revised after the publication of our 2024 sustainability report, but they continue to involve uncertainty in air travel emissions. Our

ENVIRONMENT

GHG intensity in 2024 was 0.03 kg of CO₂e per euro of turnover, the same as in 2025.

Most of our emissions are generated by purchased goods and services, which accounted for 72% of our total emissions (1,113 tCO₂e). The emissions in this category were down compared to the revised 2024 data (1,224 tCO₂e).

Our next most significant source of emissions is business travel, which generated 22% of our total emissions (344 tCO₂e). These emissions are chiefly caused by air travel, with the other emission sources in this category contributing negligible amounts. Business travel emissions declined compared to 2024 (530 tCO₂e, but with uncertainty in air travel).

The other emission sources in scope 3 accounted for a maximum of 5% of our total emissions in 2025. A breakdown by emission category can be found in Appendix 2.

Our operations and the energy we purchase are decarbonised. Our scope 1 emissions decreased from 0.02 tCO₂e to 0.00 tCO₂e in 2025 after we switched our leased vehicle from hybrid to EV. Our market-based scope 2 emissions totalled 0.26 tCO₂e. Location-based scope 2 emissions, which ignore the fact that the energy we purchase is from non-fossil sources, totalled 127.09 tCO₂e.

With our scope 1 and 2 emissions close to zero, we have fulfilled our 1.5 °C aligned commitment under the Science Based Targets initiative to reduce scope 1 and 2 emissions by 50% from 2019 levels by 2030 (see graph on page 38).

All energy we consume is from non-fossil sources. Our energy consumption totalled 1,725 MWh in 2025 (1,761 MWh in 2024). The share of renewable sources of the total was 87% (86% in 2024). The remaining 13% was

from nuclear power (14% in 2024). The breakdown by renewable and non-renewable sources is based on the 2024 distribution as more recent data was not available at the time of writing this report.

In 2025, we revised our internal air travel guidelines to improve the quality of air travel data. All air travel is now recorded in one system, which will enhance comparability over time. In addition, we engaged with selected suppliers to obtain more accurate emissions data instead of spend-based estimates. Improvements in data may partly explain the reduction in emissions between 2024 and 2025.

Support for climate projects

We have been involved in the voluntary carbon market since 2019, acknowledging that the mitigation of climate change requires using all tools available. In 2025, we decided to shift the focus of our purchases to reflect our belief that the voluntary carbon market can offer necessary financing for technologies that are essential for the green transition.

Early in 2026, we announced a carbon credit cooperation with Carbonaide, a Finnish startup that has developed a technology for capturing carbon in concrete products. We have agreed to purchase 100 credits, each corresponding to one tonne of CO₂, that will be generated at a concrete factory in Joensuu, Finland. The cooperation includes an option to continue purchases for the three following years. To read more on this cooperation, see page 39.

Our international business means that some air travel is unavoidable, and the associated emissions remain hard to abate. In recognition of this fact, we purchased a small number of sustainable aviation fuel credits (SAFs) in 2025. See [the retirement certificate](#) online.

Sustainable office

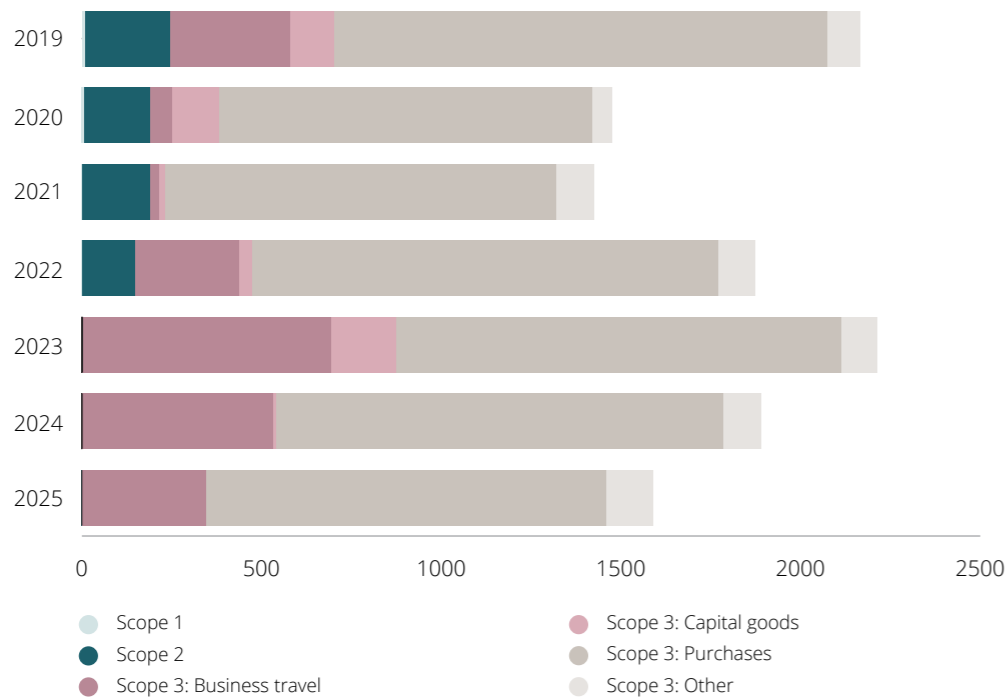
Castrén & Snellman has been a WWF-certified Green Office since 2009. We have an environmental management system and an annually updated environmental programme that meet the Green Office criteria developed by WWF Finland. The criteria relate to themes such as energy, recycling, communication and sustainable purchases. We are audited by WWF Finland against the criteria every three years, most recently in 2024.



OUR CLIMATE WORK

WHAT WE DO	HOW WE DO IT
Take account of our emissions	Prepare an annual GHG inventory covering all relevant emission categories across scopes 1–3 Disclose emissions annually in our sustainability report
Reduce our emissions	Maintain the decarbonisation of our own operations and purchased energy Identify emission reduction opportunities in our value chain
Support mitigation activities beyond our value chain	Leverage the voluntary carbon market to drive permanent carbon storage
Network for the transition	Participate in the Net Zero Lawyers Alliance to collaboratively develop net-zero aligned legal services Participate in the Climate Leadership Coalition to harness the market economy for climate and business Host client events to build climate capacity and amplify awareness
Advise our clients on their decarbonisation journey	Advise on legal risks arising from climate law Include climate perspectives in our legal advice

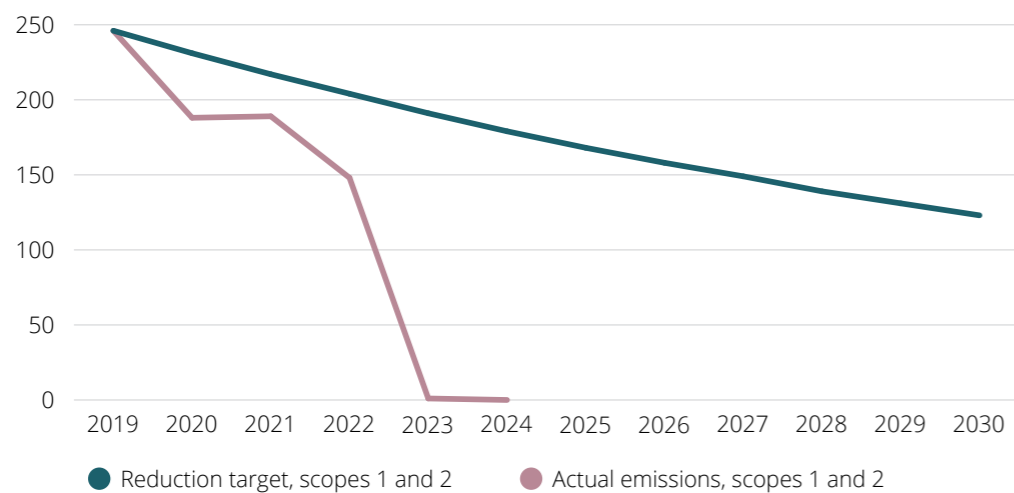
TOTAL GHG EMISSIONS (TONNES OF CO₂e)



Our total GHG emissions are not directly comparable year on year due to variations in calculation methods and the quality of data. The 2024 emissions data were adjusted when preparing the emissions inventory for 2025. In purchased goods and services, certain emission sources were added, pass-through items omitted and some spend-based estimates adjusted. In business travel, the estimated air mileage was adjusted downwards to reflect a more plausible distribution between short-haul and long-haul flights.

Our GHG inventory is validated by Sweco Finland.

GHG EMISSIONS, SCOPES 1 AND 2 (TONNES OF CO₂e)



INVESTING IN THE CONCRETE FUTURE OF CARBON REMOVAL THROUGH CARBON CREDITS

Concrete is one of the most widely used materials on earth – and one of the most carbon-intensive. Finnish startup Carbonaide is helping to change that. Castrén & Snellman is partnering with Carbonaide by purchasing carbon credits from the company.

Carbonaide has developed a technology for utilising captured CO₂ in the curing of concrete. This reduces emissions in concrete production and transforms the concrete into a carbon sink. Carbonaide’s curing process transforms gaseous CO₂ into stable carbonate minerals within the concrete, ensuring permanent storage.

For Castrén & Snellman, the cooperation with Carbonaide marks a new step in the firm’s involvement in the voluntary carbon market. With the help of low-carbon energy, C&S has cut the emissions from its operations and energy use close to zero. To complement its emission reduction efforts, the firm supports third-party activities that help combat climate change. By purchasing Carbonaide credits, C&S can back the scaling of carbon removal technology in the concrete industry.

The credits will be based on permanent CO₂ storage at the Lakan Betoni factory in Joensuu, Finland, where production began in March 2026. C&S has initially agreed to purchase 100 credits, each corresponding to one tonne of CO₂, with an option to continue over the three following years. The credits will be verified by Isometric and issued through their registry.

Anna Kuusniemi-Laine, ESG Partner at Castrén & Snellman, describes the rationale of the cooperation: ‘The mitigation of global warming calls for rapid emission reductions, but also for new technologies that can capture and store carbon permanently at scale. Carbon credits are a vital tool in financing the solutions that the planet acutely needs. We are proud to partner with a research-based Finnish startup that has the potential to transform the built environment into a carbon sink.’

Tapio Vehmas, CEO of Carbonaide, comments on the role of carbon credits: ‘The secret to economically viable carbon-negative concrete lies in using CO₂ to enhance production while storing it permanently. The sale of credits opens a new revenue stream for concrete manufacturers, making green concrete profitable.’

The Carbonaide cooperation allows C&S to participate in low-carbon innovation through the voluntary carbon market.



Photo: Jarno Artika

GOVERNANCE



Our business is a business of trust. We stand by our clients with integrity. We always act in accordance with the professional and ethical standards of the legal profession, governing matters such as client relationships, loyalty to the client, independence, conflicts of interest, confidentiality and integrity.

Four of our material sustainability topics concern governance.

- Data protection and data security
- Compliance with the rules of the legal sector
- Prevention of corruption and bribery
- Client selection

Data protection and data security

Data security is crucial when dealing with highly sensitive client information in today's world. In the legal services business, data security protects the confidentiality of information between attorney and client.

We have a comprehensive Information Security Management System (ISMS) that is certified against the ISO/IEC 27001 standard. Our certificate covers the provision of expert legal services in all areas of business law for Finnish and international clients. The operation of the ISMS is overseen by our information security

steering group. The Management Group regularly reviews the suitability, adequacy and effectiveness of our information security management and assigns actions to ensure continuous improvement.

The ISMS includes a comprehensive risk assessment process which we update regularly through a risk review process. We also update the assessment when significant internal or external changes occur or are planned and when we evaluate suppliers.

Our ISO 27001 certification is audited annually through both internal and external audits. Internal audits ensure that the ISMS operates in accordance with organisational requirements and supports continuous improvement. External audits are conducted by an independent certification body to verify compliance with the standard and to maintain the validity of the certification. Based on audit findings, we implement the necessary corrective and preventive actions to ensure the continuous improvement of our information security.

How we process client information

We comply with applicable data protection legislation and the recommendations of the Finnish Bar Association. We use technical and organisational measures to protect personal data and confidential client information.

- We instruct our personnel and restrict access to personal data and confidential client information.

- We use secure solutions when transmitting personal data or confidential client information.
- We avoid printing documents and storing data on unencrypted or insecure devices.
- We categorise data and select the most appropriate data protection and information security measures for each category.

Handling data breaches

We have processes in place for investigating data breaches or other information security incidents and reporting them to the Finnish Data Ombudsman if needed. During the period covered by this report, we did not identify any data breaches that would have posed a risk of damage to our business, the interest of clients or the economic or social position of individuals.

Compliance with the rules of the legal sector

Our daily conduct is governed by the professional and ethical standards of the legal world that regulate matters such as client relationships, loyalty to the client, independence, conflicts of interest and confidentiality. We are bound by the Finnish Advocates Act as well as the regulations and policies of the Finnish Bar Association, and we also comply with other applicable regulation.

Before accepting a new client or assignment, we conduct a conflict check and manage the risk of money laundering or terrorist financing with rigorous ‘know your client’ procedures. We also regularly monitor all applicable sanctions lists, including the UN Security Council sanctions, and run sanctions checks on new clients and assignments.

We are governed by the laws and regulations on insider information, and we have internal guidelines for handling such information. Our employees must request and obtain permission before trading in securities.

We are registered in the Finnish Transparency Register. We report cross-border arrangements in line with the DAC6 Directive.

We regularly train our employees on compliance. All new employees must complete a training that covers essential compliance topics.

Prevention of corruption and bribery

We do not accept corruption or bribery in any form. We have strict rules against bribery, which all employees are obliged to follow. We apply maximum limits for gifts and hospitality, and our policies designate those whose approval must be obtained in such matters.

Our zero-tolerance policy with respect to corruption and bribery is also stated in our supplier code of conduct.

Our employees and other stakeholders can report misconduct and unethical behaviour anonymously through our whistleblowing channel, which can be accessed via our intranet and our website.

Our firm and its employees were not convicted of violations of anti-corruption and anti-bribery laws, nor were any related fines imposed on them during the reporting period.

Client selection

Our client due diligence team reviews, at its own initiative or upon request, proposed assignments that may involve country risks, risks relating to certain fields of business, ethical risks or other concerns. The CDD team turns down assignments if it considers the risks too high. The CDD review creates an additional layer of scrutiny on top of our ‘know your client’ procedures, conflict checks and sanctions checks.

How our sustainability work is organised

Our sustainability work covers three domains:

- Advice for clients (see pages 12–17)
- Impact on society (see pages 30–33)
- Responsible business (see pages 18–29 and 34–45)

Our sustainability work is led by our ESG Partner with support from our Sustainability Specialist. Sustainability initiatives are implemented in cross-functional cooperation.

Our sustainability work focuses on the material sustainability topics identified in our double materiality assessment, conducted in 2024. The double materiality assessment is based on the European Sustainability Reporting Standards and EFRAG’s guidelines.

In 2025, we developed a set of key performance indicators for the material sustainability topics that are strategically relevant for us. These indicators are reviewed by our Management Group biannually. We have been a UN Global Compact participant since 2020 and have been committed to its ten principles. Our sustainability work focuses on three UN Sustainable Development Goals: gender equality

(SDG 5), climate action (SDG 13), and peace, justice and strong institutions (SDG 16). An overview of how our sustainability work links to the ten principles can be found on page 46. In our work with our clients, we get to promote several more SDGs (see page 13).

Our code of conduct, which is based on our values and the ten principles of Global Compact, lays down our key principles regarding the respect of human rights, the treatment of people, professional conduct, caring for the environment, participating in society, and representing our firm. The code of conduct is a mandatory part of the induction training for new employees. Its key principles are included in our supplier code of conduct, which we apply with our key suppliers.

Human rights assessment

We respect internationally proclaimed human rights in everything we do, and we expect our suppliers and business partners to do the same. We refuse assignments where our advice would assist human rights violations.

We have assessed our human rights risks and impacts based on guidelines developed by the Finland Chamber of Commerce, which are derived from the UN Guiding Principles. We have identified two salient human rights themes: monitoring and mitigating the burden of work, and ensuring equal opportunities for career development for women and minorities. We address these themes through our longstanding efforts to improve work-life balance (see page 26) and through our diversity work (see page 22).

In our value chain, risks of negative human rights impacts are associated with certain outsourced services, such as cleaning services. We reviewed the fair labour practices of our service provider upon enlisting their services.

Risk management

We manage risks through a combination of dedicated resources, standard procedures, management oversight and personnel training. We have assigned day-to-day risk management work to a team led by our Head of Risk Management, who also serves as our Compliance Officer. The risk management team carries out ‘know your client’ and sanctions checks, runs our insider regulation process, grants securities trading permissions and provides training for our personnel.

We have made a risk assessment concerning money laundering and terrorist financing as required by Finnish law and the Finnish Bar Association guidelines. We update the risk assessment regularly and whenever significant changes occur. The risk assessment forms the basis for our internal risk management instructions. Both documents are approved by our Board of Directors.

In addition, we prepare a general risk assessment that covers a variety of risks, such as strategic risks, business risks and operational risks, based on a survey to our partners and Management Group. This document is also approved by our Board.

Our policies

- Code of Conduct ([available on our website](#))
- Professional Code of Conduct of the Finnish Bar Association ([available online in Finnish](#))
- Supplier Code of Conduct
- Risk Management Instructions for Client Relationships and Assignments
- Risk Assessment for Preventing Money Laundering and Financing of Terrorism
- Insider Guidelines
- Guideline against Bribery and Corruption
- ICT Security Instructions
- Gender Equality Plan
- DAC6 Guidelines
- Transparency Register Guidelines

SUSTAINABILITY GOVERNANCE: ROLES AND RESPONSIBILITIES

BODY OR ROLE	SUSTAINABILITY TOPICS	REPORTING LINES	KEY RESPONSIBILITIES
Board of Directors	All topics	Receives updates from Management Group and Compliance Officer	<ul style="list-style-type: none"> • Strategic decision-making • Approval of risk assessments • Approval of double materiality assessment • Signing off on sustainability report
Management Group	All topics	Led by Managing Partner	<ul style="list-style-type: none"> • Biannual review of sustainability KPIs • Approval of principles and policies • Approval of action plans • Approval of sustainability report
ESG Partner	All topics	Member of the Management Group	<ul style="list-style-type: none"> • ESG service development • Overall sustainability strategy development • External stakeholder engagement • Sustainability reporting leadership • Preparing and implementing sustainability policies
HR Director	Employee training and skills development Diversity Gender equality Workload and working hours Work-life balance	Member of the Management Group	<ul style="list-style-type: none"> • Employee engagement • Workplace culture • Preparing and implementing people policies • Developing and implementing training offering • Monitoring of workload and work-life balance
Head of Risk Management/ Compliance Officer	Compliance with the rules of the legal sector Prevention of corruption and bribery	Reports to the Board of Directors	<ul style="list-style-type: none"> • Risk assessments • KYC and sanctions monitoring • Insider information processes • Securities trading permissions
Chief Information Officer (CIO)	Data protection and data security	Member of the Management Group	<ul style="list-style-type: none"> • Oversight of ISO/IEC 27001-certified ISMS • Data protection compliance (GDPR) • Information security risk management • Client data governance • Security breach response
Client due diligence team	Client selection	Chaired by Managing Partner	<ul style="list-style-type: none"> • Reviewing proposed assignments
Sustainability Specialist	All topics (implementation and coordination)	Reports to ESG Partner	<ul style="list-style-type: none"> • Sustainability reporting • Climate and environment initiatives • GHG inventory • Sustainability training • Support in pro bono partnerships • Leading diversity and Green Office working groups
Personnel Advisory Board	Diversity Gender equality	Chaired by Managing Partner, escalates topics to the Management Group	<ul style="list-style-type: none"> • Support to the Management Group • Channelling employees' views to management • Oversight and promotion of equality

APPENDIX 1: The Ten Principles of the UN Global Compact

THE TEN PRINCIPLES	OUR WORK
Principle 1: Businesses should support and respect the protection of internationally proclaimed human rights; and	We have committed to respecting human rights in our code of conduct and expect the same from our suppliers and business partners. Our pro bono work promotes human rights (page 32).
Principle 2: make sure that they are not complicit in human rights abuses.	In accordance with our code of conduct, we refuse assignments where our advice would assist human rights violations. Our client due diligence team reviews proposed assignments for, e.g. corruption risks. We have assessed the human rights impacts of our operations and purchases (page 43).
Principle 3: Businesses should uphold the freedom of association and the effective recognition of the right to collective bargaining;	We have assessed the risk of violations of the freedom of association and the right to collective bargaining as very minor in our human rights assessment. We do not operate in or have direct suppliers in high-risk areas.
Principle 4: the elimination of all forms of forced and compulsory labour;	We have assessed the risk of forced and compulsory labour as very minor in our human rights assessment. We do not operate in or have direct suppliers in high-risk areas, but the risk exists in certain outsourced services (page 43).
Principle 5: the effective abolition of child labour; and	We have assessed the risk of child labour as very minor in our human rights assessment. We do not operate in or have direct suppliers in high-risk areas.
Principle 6: the elimination of discrimination in respect of employment and occupation.	Discrimination is addressed by our statutory equality plan and gender equality plan, the implementation of which is entrusted to our Personnel Advisory Board. We promote a non-discriminatory workplace through our diversity work and monitor our performance in an annual equality survey (pages 19–26).
Principle 7: Businesses should support a precautionary approach to environmental challenges;	In accordance with our code of conduct, we contribute to a cleaner future by seeking to minimise our effect on the environment.
Principle 8: undertake initiatives to promote greater environmental responsibility; and	We have reduced our direct emissions and the emissions from the energy we purchase in line with the 1.5 °C target. We seek to identify further emission reduction opportunities in our value chain. We have participated in the Green Office programme since 2009 (pages 34–37). We promote environmental initiatives through our pro bono work and through the voluntary carbon market environmental initiatives (pages 32–33 and 39).
Principle 9: encourage the development and diffusion of environmentally friendly technologies.	We get to participate in developing, diffusing and arranging financing for environmentally friendly technologies in our client work (pages 12–15). We strive to influence legislation and the interpretation of law to promote cooperation between companies to develop such technologies.
Principle 10: Businesses should work against corruption in all its forms, including extortion and bribery.	Our code of conduct and supplier code of conduct establish zero tolerance for corruption. We address corruption risk through our own and industry guidelines and through internal procedures (pages 42–43).

APPENDIX 2: Methodologies, significant assumptions and emission factors used to calculate or measure GHG emissions

SCOPE AND CATEGORY	METHODOLOGY AND DATA TYPE	ASSUMPTIONS	EMISSION FACTOR SOURCE	EMISSIONS IN 2025 (tCO ₂ e)
Scope 1	The calculation is based on the standards and guidelines of the Greenhouse Gas Protocol (www.ghgprotocol.org). The calculation includes all vehicles owned and leased by Castrén & Snellman.	Fuel consumption in kilometres estimated based on the driven kilometres.	DESNZ 2025	0.00
Scope 2	The calculation is based on the Greenhouse Gas Protocol standards and guidelines (www.ghgprotocol.org). Scope 2 emissions cover all forms of energy purchased by Castrén & Snellman, including electricity and heating energy. The emissions calculated on a market basis take into account the guarantees of origin purchased by the owner of the real estate.	The energy consumptions have been verified from the owner of the real estate.	Energiavirasto, Fingrid, Helen	0.26 (market-based) 127.09 (location-based)
Scope 3: Purchased goods and services	Water consumption was calculated on the basis of consumption data, verified from the owner of the real estate. IT and office supply purchases were calculated on a mass basis, excluding laptops and smartphones for which emission data was obtained from the supplier. Certain outsourced services were calculated based on reported emissions by the supplier. For other purchases, the calculation is based on the company's financial statements, in which the accounts relevant to the calculation have been identified. Emissions are calculated on an expense basis by account. Accommodation services are included under category 1.		EXIOBASE, DESNZ 2025, Hotel foot-printing tool	1,112.99
Scope 3: Capital goods	Investments include infrastructure projects, machinery and equipment, design and IT investments. The calculation was done on a cost basis and the data for the category was retrieved from the company's chart of accounts.		EXIOBASE	1.51
Scope 3: Fuel and energy-related activities (not included in Scope 1 or Scope 2)	Fuel WTT: The calculation is based on Scope 1 fuel consumption data. Electricity WTT & TD: For purchased electricity reported under Scope 2, upstream emissions from production have been calculated, as well as emissions from the 'extra' electricity generated due to transmission losses in the grid. District heating WTT & TD: For district heating reported under Scope 2, upstream emissions from production have been calculated, as well as emissions from the 'extra' district heating generated due to transmission losses in the network. Charging of hybrid and electric vehicles WTT & TD: The calculation is based on the electricity consumption data of vehicles owned or leased by the company.		DESNZ 2025, IEA WTT emission factors, Tilastokeskus, Energiatodistus	75.31
Scope 3: Upstream transportation and distribution	The calculation is based on mass data in euros or number of deliveries provided by the company or on primary data obtained directly from transport companies. Emission data are calculated with WTW or TTW factors.	If the means of transport is not known, it is assumed to be road transport.	DESNZ 2025, EXIOBASE	1.77
Scope 3: Waste generated in operations	The calculation is based on mass data for wastewater and on the emission report provided by the waste management company for other waste fractions.		DESNZ 2025	11.12
Scope 3: Business travel	The calculation of business travel is based on euro amounts or kilometres provided by the company and retrieved from the invoicing systems.		DESNZ 2025, VR, HSL	344.08
Scope 3: Employee commuting	The calculation is based on a commuting survey conducted by the company in early 2026.		DESNZ 2025, VR, HSL, LUT	43.46

APPENDIX 3: VSME index

IDENTIFIER	TOPIC	DISCLOSURE REQUIREMENT	DATA/PAGE
B1 24 a	Basis for preparation	Selected reporting option	Basic module
B1 24 b	Basis for preparation	Any disclosures omitted as classified or sensitive	None
B1 24 c	Basis for preparation	Whether the report is prepared on an individual or consolidated basis	Individual basis
B1 24 d	Basis for preparation	List of subsidiaries included, with their registered addresses	Not applicable
B1 24 e i	Basis for preparation	Legal form of the undertaking	Limited liability company
B1 24 e ii	Basis for preparation	NACE sector classification code(s)	69.10 Legal activities
B1 24 e iii	Basis for preparation	Total assets	EUR 23.6 million (31 January 2026)
B1 24 e iv	Basis for preparation	Turnover	EUR 54.2 million (for the 1.2.2025–31.1.2026 financial period)
B1 24 e v	Basis for preparation	Number of employees (headcount or FTE)	282
B1 24 e vi	Basis for preparation	Country of primary operations and location of significant assets	Finland
B1 24 e vii	Basis for preparation	Geolocation of sites owned, leased or managed	Eteläesplanadi 14, Helsinki, Finland (60.16709, 24.94760)
B1 25	Basis for preparation	Sustainability-related certifications or labels obtained	Green Office (page 37)
B2 26 a	Practices, policies and future initiatives for transitioning towards a more sustainable economy	Sustainability practices in place	Own workforce: pages 19–27 Business conduct: pages 41–44 Climate change: pages 36–37
B2 26 b	Practices, policies and future initiatives for transitioning towards a more sustainable economy	Sustainability policies and their public availability	Page 44
B2 26 c	Practices, policies and future initiatives for transitioning towards a more sustainable economy	Future sustainability initiatives or forward-looking plans	We design our sustainability initiatives to be continuous and long-term, keeping our material sustainability topics firmly on the agenda. We develop our existing policies and practices to ensure that they address our material impacts, risks and opportunities effectively.
B2 26 d	Practices, policies and future initiatives for transitioning towards a more sustainable economy	Targets for monitoring progress on sustainability policies	In 2025, we introduced KPIs to track our sustainability performance, but have not set targets at this stage.
B3 29	Energy and greenhouse gas emissions	Total energy consumption in MWh, broken down by renewable and non-renewable sources	Page 36
B3 30 a	Energy and greenhouse gas emissions	Gross Scope 1 GHG emissions (tCO ₂ e)	Page 36
B3 30 b	Energy and greenhouse gas emissions	Gross location-based Scope 2 GHG emissions (tCO ₂ e)	Page 36
B3 31	Energy and greenhouse gas emissions	GHG intensity (total gross GHG emissions divided by turnover)	Page 35
B8 39 a	Workforce – General characteristics	Number of employees by type of employment contract (temporary or permanent)	Page 20
B8 39 b	Workforce – General characteristics	Number of employees by gender	Pages 24 and 28
B8 39 c	Workforce – General characteristics	Number of employees by country of employment contract	Page 20
B8 40	Workforce – General characteristics	Employee turnover rate	Page 20
B10 42 a	Workforce – Remuneration, collective bargaining and training	Whether employees are paid at or above the applicable minimum wage	Page 26
B10 42 b	Workforce – Remuneration, collective bargaining and training	Gender pay gap	We monitor the equality of pay using a third-party survey, which looks at monthly pay (instead of the hourly-pay indicator in the VSME). See page 26.
B10 42 c	Workforce – Remuneration, collective bargaining and training	Percentage of employees covered by collective bargaining agreements	Page 26
B10 42 d	Workforce – Remuneration, collective bargaining and training	Average annual training hours per employee by gender	Page 21
B11 43	Convictions and fines for corruption and bribery	Number of convictions and total fines for violations of anti-corruption and anti-bribery laws	Page 42

VSME topics B4 (Pollution of air, water and soil), B5 (Biodiversity), B6 (Water), B7 (Resource use, circular economy and waste management) and B9 (Health and safety) are not material for Castrén & Snellman.

