

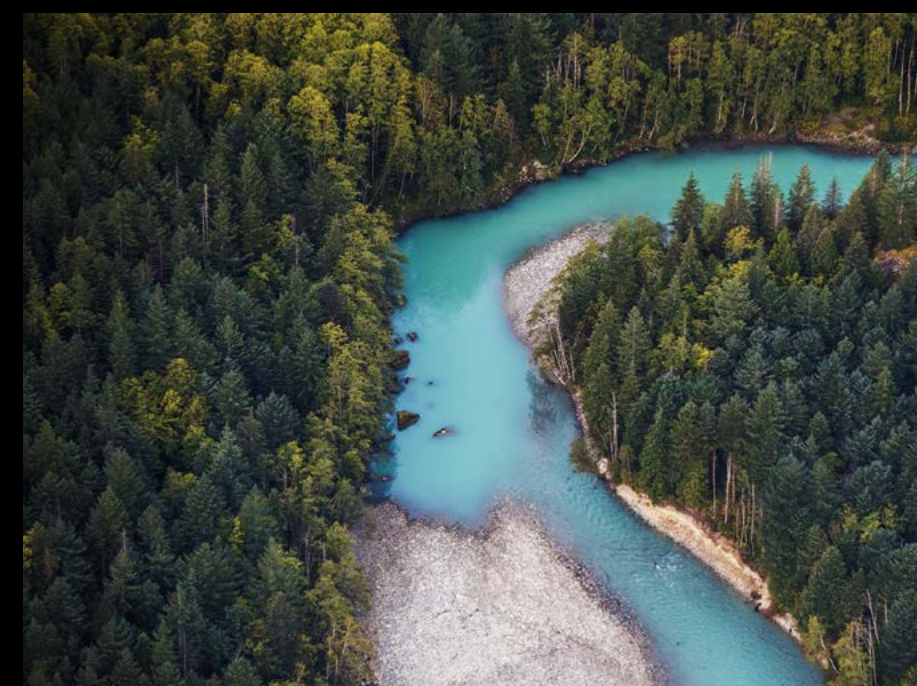


|||INOERR

Making an impact

Sustainability 2026: taking
responsibility, shaping transformation

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Why sustainability is central to how we think and act

The high environmental, social and ethical standards associated with sustainability are among the key pillars of our firm’s overall strategy. As a law firm, we take responsibility – for our clients and likewise for our society, our environment and future generations.

National and international law shape how resources are used, how risks are shared and how access to opportunities is organised. Especially in times of political challenges and technological upheaval, we see it as our task to rethink the status quo and to become climate-friendly, digital and resilient. Our goal is to shape sustainability in such a way that it acts as a catalyst for innovation and long-term

competitiveness – for our firm, our clients and Germany as a business location that is fit for the future.

Against this backdrop, we have taken a range of different steps: an ambitious [climate action roadmap](#) and a strict [policy on sustainable travel](#) designed to reduce our environmental footprint. By consistently supporting our female lawyers through our [Her scheme](#), we are making an active contribution to equal opportunities. By developing our diversity network, we are driving [inclusion and real diversity](#) at Noerr. With our [Thrive initiative](#), we are encouraging a culture combining performance with health and enhancing the efficacy of our teams.

Our many years of [Pro bono work](#) and the [Noerr KinderCamp](#), which we set up in 2011, are a sign of our deeply rooted social responsibility. By strengthening our [Compliance department](#), we ensure governance that is both ethical and robust.

Sustainability is more than just a project; sustainability drives us. It demands a clear stance, consistent action and the courage to question the status quo – both within our firm and in the advice we provide to our clients.

Torsten Fett
Co-managing partner

Alexander Ritvay
Co-managing partner



Thanks to the commitment of our staff, we’ve firmly embedded sustainability and responsibility in the day-to-day running of our firm. We intend to keep pushing ahead to achieve our ambitions.



Torsten Fett
Co-managing partner



Those who prioritise high social standards, proactive responsibility and transparent structures today are not only boosting their resilience but also safeguarding their competitive position for the future.



Alexander Ritvay
Co-managing partner

Our impact

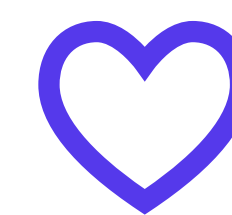
These key figures demonstrate how the firm's engagement benefits our clients, the market and society.



Over

3,900

IT devices have been refurbished / recycled since 2019 with partner AfB



Over

3,200

disadvantaged children and young people have had the chance to spend a holiday at **Noerr KinderCamp** on Lake Fuschl since 2011



Climate target

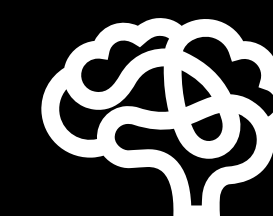
1.5°

in line with the Paris Agreement



Establishment of a compliance management system

In 2022, we set up a separate compliance department, and we also have a centralised unit for preventing money laundering



Over

1,000

employees have taken part in our **Thrive** initiative for performance based on health and well-being since 2022

ESG engagement in day-to-day business

Five ESG groups shape the corporate culture at Noerr, highlighting the engagement of our staff – ranging from diversity and sustainability to personal development and **Pro bono** work



Environment

An aerial photograph of a train traveling along a set of tracks that curve through a dense forest. The trees are in various stages of autumn, with colors ranging from bright yellow and orange to deep green. The train is positioned in the center of the frame, moving away from the viewer. The overall scene is a harmonious blend of nature and infrastructure.

We are constantly working to reduce our greenhouse gas emissions across all areas, aligning our efforts with recognised scientific frameworks such as the Science Based Targets initiative (SBTi). We are committed to all-round climate action by taking targeted measures that help minimise our CO₂ emissions, supporting the 1.5-degree target under the Paris Agreement.



Interview

Between tight deadlines and climate responsibility

Sustainability is currently losing ground in public debate, making it all the more important to take responsibility within our own sphere of influence. For law firms, mobility is a key emissions driver. Tobias Bosch, our partner responsible for sustainability, explains why business travel is a crucial lever for change and how guidelines can affect how people behave.

Sustainability is currently facing resistance. Why does giving a lower priority to climate and environmental issues seem plausible to many people and where does this logic end?

Tobias Bosch: I believe that many people currently regard other crises such as geo-political tensions, economic pressures and personal uncertainties as being more pressing. Climate change, on the other hand, is not a sudden turning point, but a creeping process. And that's what makes it easier to push it to the back of our minds. But the physical processes are taking place. Whether we talk about it or not, the changes are

happening. That's why sustainability isn't an issue that can be put on the back burner. It remains a constant, regardless of political trends.

How do you make sure that sustainability does not remain a mere afterthought at Noerr?

Five years ago, I raised the issue with the partnership out of personal conviction. It quickly became clear that sustainability cannot remain a temporary, isolated initiative. That's why we've made ESG a permanent part of our structures, with a Head of Sustainability who coordinates the issue, and quarterly discussions at management level. At the same time we created the **Team Green** as a >

Partner Tobias Bosch, at Noerr since 2015, in an interview about mobility and climate responsibility.



Travelling responsibly – the firm's travel policy

Business travel is part of everyday life at the firm and contributes to Noerr's carbon footprint. That's why we have set out clear guidelines: journeys in Germany involving travel times of up to 4.5 hours should preferably take place by train.

To make climate-friendly travel a matter of course in everyday working life, several levels work together. During the booking process, options are assessed and displayed according to their CO₂ emissions. This means that a decision-making aid is available at the time the mode of transport is chosen.

At the same time, Noerr systematically records and evaluates its employees' travel behaviour, using the findings to entrench climate-friendly mobility as a lasting practice.



forum where colleagues from different fields can generate their own ideas and introduce specific measures within the firm.

How does the Team Green work in practice?

The **Team Green** is our “driving force”. Around 15 people from various departments within the firm meet regularly to drive forward specific initiatives, ranging from sustainable office practices and procurement to internal event formats. We discuss what is realistically achievable, generate ideas and share them across our offices. Once a year, we explore a key topic during a work-

shop. This means that change arises not only from the management, but from within the organisation itself.

A look at carbon footprints makes it clear: business travel is one of the biggest drivers of emissions. Where does the key lever lie in this area?

Mobility arises from our own actions and can be directly influenced. That’s precisely why we bear a special responsibility here. We can avoid travel, organise it differently or consciously shift it. This is something we make decisions about every day,

unlike where our offices are located. It’s this manageability that makes mobility a particularly relevant starting point.

How do you translate this approach into concrete guidelines?

We’ve introduced a travel policy that provides clear guidance and encourages more considered mobility choices. For journeys within Germany under 4.5 hours, taking the train is the preferred option; air travel should be avoided where possible. Where flights are necessary, we aim to travel in economy class. Besides this, we’ve introduced a traffic-light system that shows how a journey aligns with our guidelines at the time of booking. This creates transparency and makes it easier to make informed decisions. At the same time, we rely on personal responsibility, as not every situation can be governed by a set of rules. We also pay greater attention to sustainability standards when selecting hotels.

12.6 %

increase in BahnCard applications since 2024

Sustainability is reflected in the choices we make in our daily work, for example whether to fly or take the train.



Tobias Bosch
Partner and Sustainability Officer

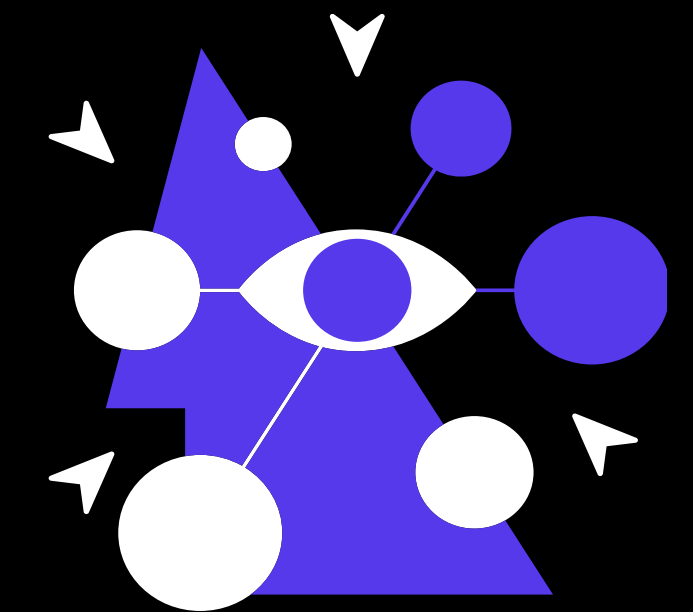
How can sustainable travel be reconciled with the tight deadlines of a lawyer’s daily work?

Client meetings or court hearings cannot always be combined with climate-friendly journeys. If an appointment starts at nine o’clock, travelling by train quickly becomes a tight squeeze. In such situations, there’s a conflict of priorities between efficiency and reducing emissions. Even travelling the evening before is not always practical. That’s part of the reality of our profession. Consequently, our internal guidelines reach their limits where external expectations set the pace. At the same time, we’re working to make a conscious shift in our approach to in-house events. Partners’ meetings now start later or are scheduled differently so that travelling by train is a realistic option. Where we can influence things, we do so. In all other

cases, careful consideration and responsible decisions are required on a case-by-case basis – but with the clear aim of reducing emissions as much as possible.

Is sustainable travel ultimately a matter of rules or attitude?

While guidelines provide benchmarks, sustainable travel ultimately comes down to >



CO₂ traffic light system for business trips

When booking a trip, a traffic light system indicates whether the selected travel option complies with our travel policy. If employees fail to keep to it, they have to justify this. At the same time, travel data is systematically recorded in order to monitor emissions and track trends. In this way, CO₂ emissions become a transparent decision-making criterion during travel planning.



Climate action roadmap

The path to becoming a climate-friendly law firm is set out in clear steps. The first key milestones have already been achieved:

- > An internal climate action project team has been set up (**Team Green**)
- > Greenhouse gas assessment compiled and key emission sources identified
- > Climate action roadmap developed, setting out targets and areas for action
- > Implementation is underway, including a new travel policy, measures to improve energy efficiency and mobility, and initiatives such as the Team Green promoting sustainable practices in the day-to-day running of the firm.

personal attitude. We can set standards and create transparency. Yet, particularly in a partnership where a high degree of personal responsibility is required, not everything can be enforced. Despite this, I can see that things are changing. When travelling to internal events, there are now far more colleagues on the train than there were a few years ago. The more we consciously choose to travel by train, the more our perception of what's normal shifts. Younger generations often take a more flexible approach to the issue, while others still cling to familiar patterns. This is why it remains important to bring employees on board. Cultural change does not happen overnight, but through role models and persistence.

You travel by train yourself whenever possible. What changes when this decision becomes the norm?

At first, you have to adjust your own routine a little. A train journey sometimes takes longer, but I can use the time very effectively to work. Four hours on a train are often more productive for me than a flight. Of course, there's still room for improvement in rail travel, especially when it comes to reliability and infrastructure. Nevertheless, many things work well if you plan your journeys carefully. At the same time, travel as a whole has changed significantly. In the last ten years, the number of trips has more than halved because so much now takes place

digitally. That makes it all the more important to make sure that the remaining journeys are organised as sensibly as possible.

What will be key in the future to ensuring that sustainable practices remain the norm?

Sustainable practices will only become second nature if they become an integral part of the firm's culture. While guidelines and targets are important, what really matters is that the issue remains part of our daily work routine. This involves constantly explaining why change is necessary and reaching as many people as possible. In a law firm in particular, setting a good example plays a major role. When leaders are seen to take responsibility, it provides direction for the organisation. Ultimately, it's about changing habits step by step and driving change forward together. ■



JobRad
Bike leasing options



1st class BahnCard
Discounted train travel paid for by the firm



Deutschlandticket
Ticket for regional transport paid by the firm



IT in the loop – working together for the circular economy

When hundreds of laptops were due to be replaced at Noerr in 2019, Head of IT Workplace Services Christian Dorsch was faced with a fundamental question: what should we do with the old IT equipment? Instead of writing off the devices, the firm decided to systematically recycle the hardware, while adhering to the highest security standards. We opted for AfB gGmbH, a non-profit IT company with certified data destruction and contractually secured processes meeting the requirements of a corporate and business law firm.

Scrapping them would have been easier. But it wouldn't have been the better solution.



Christian Dorsch
Head of IT Workplace Service

of their staff are employed under inclusive schemes. In this way, IT refurbishment is a driving force of inclusive employment.

But the circular economy policy does not end when IT equipment is returned. Noerr also continues the resource cycle by purchasing refurbished devices from AfB. Reports on decommissioned laptops in our IT newsletter have also been very well received. Employees are now opting for refurbished devices themselves and helping to spread the message regarding reuse. What began as an initiative from the IT department has developed into a key component of our sustainability activities.

3,900

Around
devices refurbished / recycled since 2019

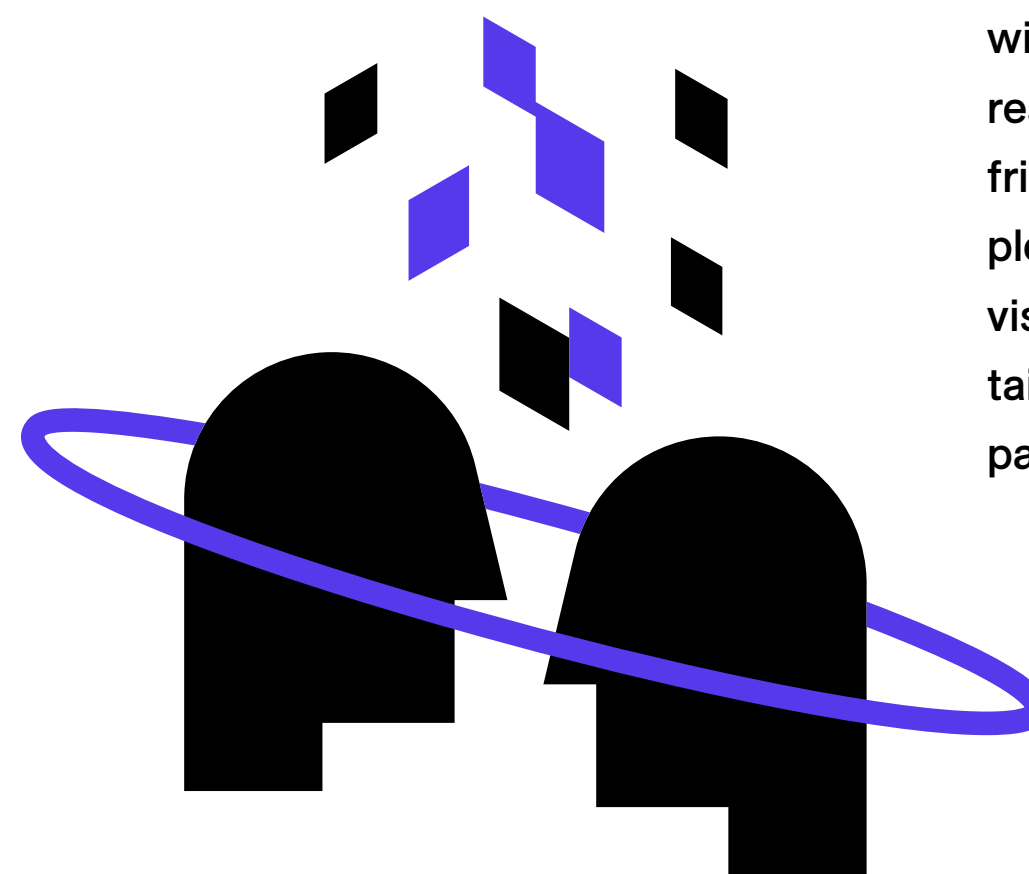
A look at the year 2025 illustrates the scale of the initiative: instead of being scrapped, 782 devices weighing 2.5 tonnes were refurbished or recycled. This led to a reduction of 54,430 kilograms in CO₂e. At the same time, AfB combines environmental impact with social responsibility. A high proportion

Taking the initiative in day-to-day business

Driving change forward with our Team Green

Since 2021, dedicated employees at Noerr have been actively shaping the transition to becoming a climate-friendly law firm. Our **Team Green** brings together legal and non-legal departments across all offices, ranging from advisory and support roles to IT and procurement, alongside communications and travel management. What matters is not what roles people work in, but their willingness to get involved.

Alongside their day-to-day activities and client work, members dedicate time during their working hours to systematically advancing environmental issues in the firm's daily business and translating ecological responsibility into adapted processes. They engage in regular dialogue to pool ideas from the various departments and work closely with the sustainability management team. In the process, they contribute towards reducing the firm's annual carbon footprint, refine our climate action roadmap and initiate concrete measures together with the departments. These range from resource-efficient offices to more climate-friendly mobility. Crucially, they see implementation through to the point where visible change is achieved. In this way, sustainability gradually becomes an intrinsic part of the firm's day-to-day business. ■



3 questions to
Valentina Nieß
Associated partner and member of Team Green

Why does a leading law firm like Noerr need a Team Green today?

Sustainability is increasingly shaping the expectations of clients and our employees. With our **Team Green**, we pool contributions from various fields and strengthen our credibility on transformation issues.

What has our Team Green changed in the firm's day-to-day business?

Team Green has driven progress towards more sustainable procurement and raised awareness of how resources are used in day-to-day office life. Initiatives such as our Social Summer and volunteering combine environmental engagement with a contribution to society.

What's the biggest challenge for sustainability in law firms?

Putting engagement on a durable footing. Individual initiatives have to be integrated into clear structures, ensuring robust data, transparency and accountability at all levels.

Developing sustainable offices

New offices, greater energy efficiency

Office buildings have a significant impact on energy consumption and emissions. We therefore see them as an effective means of improving efficiency and reducing CO₂ emissions. That’s why we specifically take these factors into account when selecting new premises.

When it came time to relocate our offices in Frankfurt and Dusseldorf, we incorporated sustainability criteria from the very start when selecting new premises.

Our aim was to find locations that meet our requirements for energy efficiency and resource conservation and are compatible with our long-term climate goals. The high standards of the new buildings are demonstrated by the targeted German Sustainable Building Council (DGNB) platinum certification¹, which both locations are set to achieve once the refurbishments are complete.

In Düsseldorf, this commitment to sustainable building development is taking real shape: more than 50% of the building’s existing structure will be retained, avoiding around 3,500 tonnes of embodied carbon

emissions – an approach that applies circular economy principles to the existing building stock. This is complemented, among other things, by the use of renewable energy sources such as photovoltaics and geothermal energy, FSC-certified materials in the interior fit-out and extensive green roofing. Smart building technology also specifically manages energy consumption during operation.

In Frankfurt, we deliberately chose an existing listed building. The building is currently being completely modernised in line with the latest energy standards. This includes installing photovoltaic systems, for example. As part of the modernisation, a significant portion of the building’s existing fabric is being retained, and no additional land is being sealed.

Our office premises reflect our commitment to sustainable and forward-looking working practices.



Alexander Jänecke
Partner and head of our Frankfurt office

We are also working with building owners to improve our existing portfolio. We managed to reduce energy consumption at our Berlin office by around six per cent in 2024 compared with the previous year for example. This was thanks to technical efficiency measures, lifecycle-based modernisation and the use of AI to optimise building operations. At the same time, CO₂ emissions also fell. For us, this means that buildings are evolving from being purely an operational factor to becoming an integral part of our climate strategy. ■

100 %

green electricity at all our German offices



The move to the new Dusseldorf office premises, which has been awarded platinum pre-certification by the German Sustainable Building Council, is scheduled to take place in 2027.

¹ The DGNB certification is a prestigious seal of quality awarded by the German Sustainable Building Council for sustainable buildings, neighbourhoods and interiors.

Social

A woman with voluminous curly hair, wearing a light pink blazer over a dark blue top, is smiling broadly while holding a white tablet. She is standing in a bright, modern office environment with large windows in the background. To her left, there is a large green plant in a white pot. The overall atmosphere is professional and positive.

We are committed to society and our employees. Diversity, equity and inclusion are at the heart of our culture, with a special emphasis on equal opportunities for women. We take responsibility by turning these values into concrete action, for example through Pro bono work and social projects.

Sustainable recruiting

Our people’s long-term potential is our greatest asset

Sustainable excellence defines our ambition – both in our advisory work and across all our teams. It takes shape in an environment where people are supported in their personal growth and career development, where diversity is actively valued and strengthened, and where long-term well-being and performance are protected. Our distinctive culture of people development provides the foundation for this. At the same time, it serves as a strategic lever for resilience and future readiness.

We rank among Europe’s most successful independent law firms. Our strength lies in the interplay between individual drive and shared responsibility. The HR initiatives

outlined below are reflected in the top rankings we achieve, the high levels of satisfaction reported by our associates and a work culture that systematically develops and safeguards sustainable performance. They shape our day-to-day work and create space to grow together, professionally, personally and as an organisation.

Through our **Rise** programme, we support all our lawyers on their individual career paths – from associate to equity partner. We guide professional excellence and personal development through clear milestones that combine mandatory core training modules with individual specialisations. This structured path underpins how we develop our people.

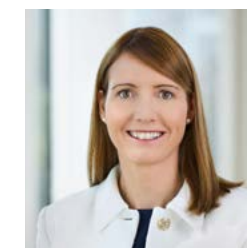
Diverse perspectives are a key prerequisite for strong leadership. Our **Her** initiative actively advances the career development of women within the firm. The **Her Success** mentoring scheme supports our

female lawyers on their journey to partnership. Together with their mentoring partner or a dedicated buddy, the mentees reflect on their experiences, receive feedback, build strategic networks and, in doing so, broaden their prospects. The **Her** initiative stands for real equality of opportunity and the expectation that women will participate on an equal footing at every level.

Everyday work in a law firm is demanding and challenging. That is precisely why we consciously invest in people’s long-term well-being and ability to perform. Through **Thrive**, we are building a firm-wide culture that prioritises people’s health as the basis for sustainable performance. In training sessions and workshops, we provide the knowledge and tools for mental and physical strength, foster conscious self-leadership and support people in applying these practices in their daily lives. We see resilience as a key capability and a prerequisite for sustainable high performance.

Responsibility for us extends beyond client work. It also shapes our culture and our social engagement. Through the **Team Green** and the **Diversity Committee**, we are driving the sustainable transformation of our firm and making environmental responsibility and equal opportunity a permanent part of how we work. Social engagement also needs space to happen.

As a law firm, we don’t view development as a one-off exercise, but as a long-term process. For us, future viability means supporting people throughout their entire career path and consciously strengthening them, professionally, personally and in their leadership roles. This investment is part of our strategy and expresses our commitment to sustainable excellence.



Ulrike Lehbrink
Chief Human Resources Officer


We actively create these opportunities and enable **Pro bono work** in Germany and around the world.


We are constantly evolving, as an organisation, as teams and as individuals. For us, sustainable excellence is not a destination; it’s what drives us every day. ■

Helping to shape the future and grow

Noerr creates spaces where people can contribute, take responsibility, develop professionally and excel.


 **Rise** supports individual development at every career stage

 **Her** empowers women on their path to leadership roles

 **Thrive** builds healthy and sustainable performance

 **Team Green** actively shapes our environmental responsibility

 **Team Diversity** advances equal opportunities

 **Pro bono** champions constitutional rights and human rights and serves the wider community

Interview

Her Success: partnership as a shared goal

How do outstanding female lawyers become successful partners? Anke Meier, partner and project lead of Her Success, and Paula Link, senior associate and programme mentee, discuss career paths, structural barriers and how schemes to advance women are transforming the firm’s culture as a whole.



Anke, can you tell us why women’s advancement at Noerr falls within the responsibility of the partnership and not solely within that of HR?

Anke Meier: You can’t simply delegate topics that are of central importance to the law firm. This also includes advancing women. The partnership determines how career paths are designed, who gains visibility and which opportunities open up. If we want more women to move into leadership positions, we have to actively support this development. Programmes such as Her Success help us to create structures and deliberately support female colleagues on their path to partnership. In doing so, we also shape the firm’s leadership culture.

Paula, can you tell us how you perceive the situation for women in everyday law-firm life as you start out on your career?

Paula Link: In many situations, you notice that women are still in the minority, for example at large meetings, in projects or external events. That shapes the dynamics of those settings. Male colleagues rarely see things from this perspective because they seldom experience not being in the majority themselves. That alone highlights the structural differences at play.

Partner Anke Meier in conversation with senior associate Paula Link about the Her Success programme

Men rarely know what it feels like to be in the minority at the table.



Paula Link
Senior associate and mentee

Anke Meier: In our day-to-day work we often see that men are noticed and recognised more quickly, while women are more likely to remain in the background. That is why it’s so important to address this consciously and to encourage female colleagues early on to take on visible roles.

Why is professional excellence on its own not enough on the path to partnership?

Anke Meier: Legal excellence is the foundation for any partnership career. However, anyone who wants to become a partner also needs an entrepreneurial mindset – winning clients, raising their own profile in the market and building strong networks. It’s about growing into the kind of advisor who inspires trust and opens up new business opportunities. This is precisely where the Her Success programme comes in, helping our female colleagues to build this profile from the outset.

How does Her Success support female lawyers on their path to partnership?

Paula Link: Her Success is a mentoring scheme that supports me on my path to partnership through a mentor and a buddy. >



Her Success mentoring

Since 2024, Her Success has been offering structured support to around 90 female lawyers on their path to partnership. Senior associates are first paired with a mentor from the partnership and a buddy from the counsel or associated partner group. After being promoted to associated partner, they move into a second phase with mentoring from an equity partner. The aim is to help more women progress successfully into the partnership.

Her – modern empowerment for female lawyers

Through its Her scheme, Noerr brings together training, networks, discussion forums and mentoring. In this way, women lawyers are supported on their path into leadership roles.

> Her Rise

A unique training and development programme for women lawyers, with workshops and input on career planning, self-marketing and professional positioning.

> Her Network

An internal networking platform run by women lawyers for women lawyers, with formats such as lunches, guided visits and talks.

> Her Executive Circle

An inspiring event series that connects women lawyers with female leaders from business, academia and public life.

> Her Success

A two-stage mentoring programme for women lawyers on the path to partnership, offering personal support from a partner and an associated partner.



With both of them I can discuss any questions that arise along the way, for example around positioning, how I present myself or my personal goals. What I value most is learning from their experience, reflecting on specific situations from day-to-day firm life and building contacts within the firm. All of this helps me to plan the next steps in my career more consciously.

What impact does the scheme have on the firm more broadly?

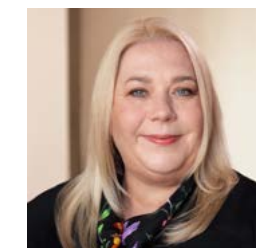
Anke Meier: Her Success has an impact that extends far beyond supporting individuals. Through close interaction between mentees, buddies and mentors, many partners and associated partners are for the first time getting a very clear sense of the challenges female colleagues face on their career paths. This shift in perspective sharpens their awareness of how visibility is created, how client work is allocated and what is expected of leaders, and in turn shapes our overall leadership culture. At the same time, new networks are emerging across practice groups and offices, strengthening collaboration and dialogue. Over the long term, this is also changing how we work together because there is a deeper understanding of how varied careers can be and how important it is to support talent in a targeted way.



Her Success is built around a mentoring model where each mentee is supported by both a mentor and a buddy. What makes this combination so valuable?

Anke Meier: Mentors and buddies are designed to bring two different perspectives to the table. Mentors are partners who draw on many years of law-firm experience to share their insights on entrepreneurial responsibility, client development and questions of leadership. Buddies are usually associated partners and are therefore much closer to the mentees' current career stage. >

Our aim is clear: we want to bring more women into the partnership and provide them with targeted support along the way.



Anke Meier
Partner and coordinator of Her Success

This set-up brings together strategic perspectives and very practical experience. Because buddies are so important in this, we have created a dedicated programme platform for them where they can connect with each other and grow in that role.

Paula Link: What surprised me most was how open the conversations are. At the beginning, your working relationship with partners is still in the process of developing. However, when talking to your mentor or buddy, you quickly realise that everyone, regardless of their seniority, is working towards a common goal. That leads to genuinely frank exchanges, honest feedback and practical advice on the next steps in your career.

What role does diversity within management teams play in ensuring Noerr’s long-term viability?

Anke Meier: Diversity is not just a cultural issue, but also an economic factor. Different perspectives broaden the way we look at

complex questions and often lead to better solutions. In a highly complex advisory environment, it’s especially important that management teams include a range of viewpoints. Diversity therefore also strengthens a law firm’s competitiveness.

How will you tell in a few years’ time whether Her Success has had a lasting impact on the firm?

Anke Meier: To begin with, we’ll look at how the proportion of women at associated partner level develops. It takes longer to reach equity partnership, so for now the key is to build a larger pool of female associated partners. Every colleague who moves up a step on that path is a success.

Paula Link: In the long run, I would like diversity in the partnership to be completely normal. In an ideal world, we would no longer need special support programmes because a diverse partnership would simply be a given and awareness of its importance would be firmly rooted across the firm. What matters most to me is that women can genuinely see themselves as partners, entrepreneurs and leaders and that the firm’s structures, development prospects and openness make it entirely natural for them to follow that route. ■

90

Around 90 mentees are currently taking part in the Her Success programme



“The feminine way of networking”: a stimulating discussion with Helene Banner, keynote speaker on leadership, and Noerr partner Meike von Levetzow (right) as part of Her Executive Circle in Berlin on 27 May 2025.

Her Executive Circle: female, future-focused and forward-thinking

Her Executive Circle brings female Noerr lawyers together with female leaders from the worlds of business, politics, academia and public life. We do this through panel discussions, keynote talks, workshops, luncheons and evening events, creating space for in-depth conversations and authentic insights into leadership, transformation and pioneering career paths in Germany and beyond.

Our speakers include inspiring figures such as former Volkswagen managing board member Hiltrud D. Werner, former professional footballer Viktoria Schnaderbeck and

supervisory board member and manager Sabine Eckhardt, who share first-hand their experience of leadership, responsibility and change.

Global networking as a real advantage

We offer opportunities for global networking through Her Executive Circle International. This is where Noerr’s female partners meet their counterparts from our international partner law firms to learn from one another both professionally and personally and to strengthen their relationships across borders.

The future of leadership emerges in dialogue – beyond industry boundaries, experiences and perspectives.

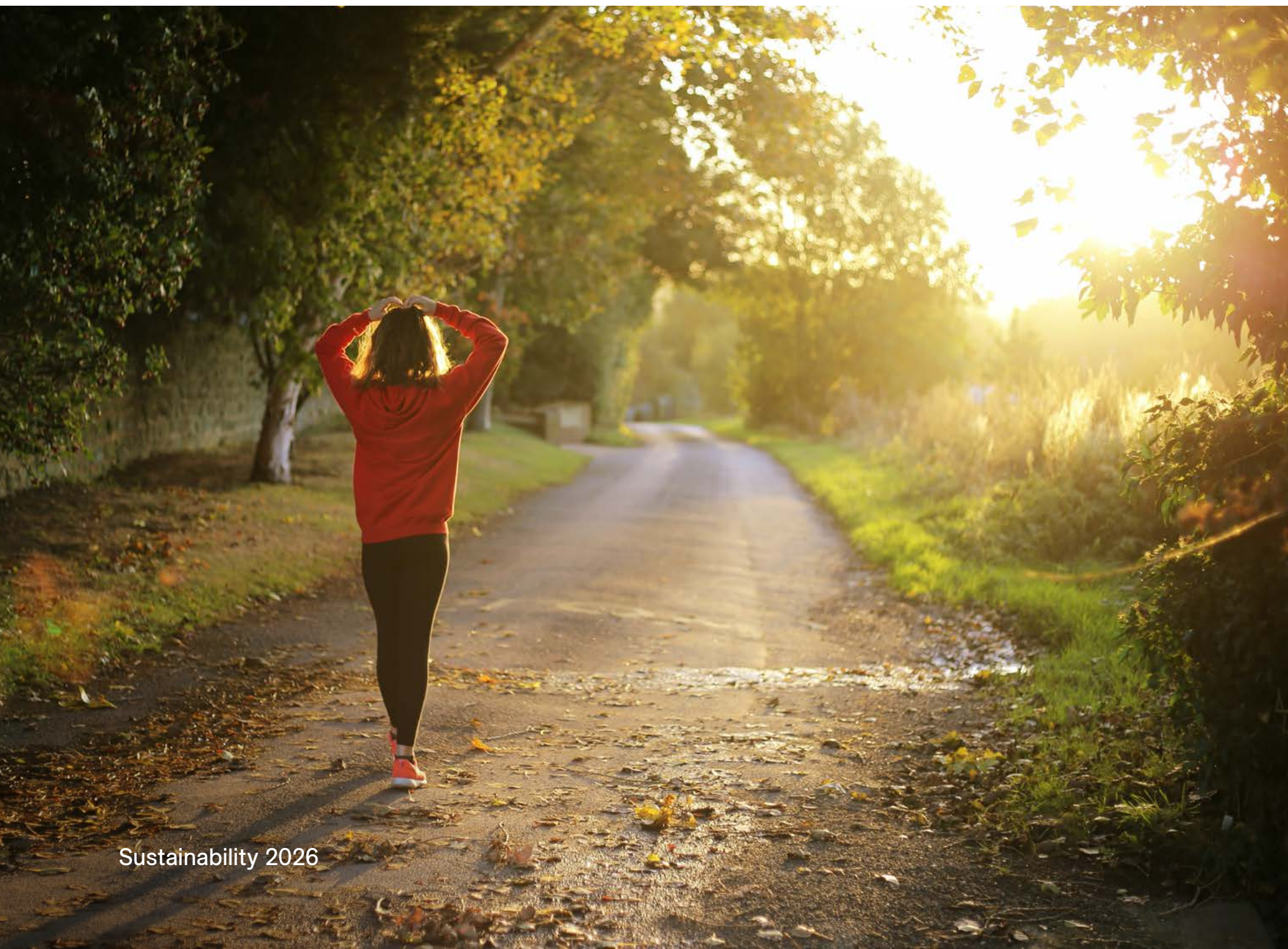


Katrin Andrä
Partner and co-coordinator of Her Network / Her Executive Circle

Noerr Thrive

Change the Game – make high performance sustainable

Delivering high performance under time pressure is a hallmark of our daily work. Complex matters, significant responsibility and tight deadlines are all part of the job, as is the expectation that we remain focused, constructive and effective, even under pressure.



Noerr Thrive focuses on what keeps us performing well over the long term, namely our mental and physical health.

Thrive is our firm-wide programme to help people stay resilient and it's also a growing community. It focuses on the points where everyday work is most stressful: how we handle pressure, manage our energy and stay focused. The aim is to create a way of working that supports well-being and strong performance, underpinned by conscious self-leadership and good teamwork.

Thrive takes a three-pronged approach. We share in-depth knowledge on mental resilience and stress management and use this to develop individual strategies for day-to-day work.

Thrive strengthens us as individuals and as a team, which in turn supports the success of our firm.



Meike von Levetzow
Partner and Co-Coordinator of Thrive

More than

1,000

employees have taken part in our Thrive initiative since 2022

We then put what we have learnt into practice in teamwork, leadership and personal working style – supported by training, coaching and cross-office workshops and events.

One key element is our **Game Changer programme**. In peer-coaching groups, participants meet online over several months to work together on topics such as resilience, productivity, collaboration and leadership, supplemented by individual one-to-one sessions. The emphasis is on concrete habits, practical tools and a safe place to share experiences and learn from one another.

Thrive translates scientific research into everyday practices that help people stay healthy and perform well in a demanding work environment. ■



3 questions to

Alexander Schilling
Partner and coordinator, Thrive Club Frankfurt

Which insight from Thrive has made the biggest difference to your daily life?

Becoming more aware of the connection between body and mind. Thrive has shown me just how much physical tension, sleep, breathing and exercise directly affect my concentration, decision-making and composure.

What do you do differently now when your team is under pressure?

I pay much closer attention to linking the team's ability to perform with their need to rest and recover. We set clearer priorities, address bottlenecks earlier and allocate tasks more deliberately. That way, high performance remains sustainable even during more intense work phases.

What is needed to ensure that Thrive has a lasting impact on the everyday work environment?

Above all, consistency and role models. When leaders show that taking deliberate breaks, planning realistically and speaking openly about workload are simply part of how we work, the habits from Thrive can become a lasting part of our culture.

Diversity, equity & inclusion

Diversity as a strength and a responsibility

International, interdisciplinary and intercultural teams are at the heart of our firm. Different perspectives enrich how we work together and enhance the quality of our advice. That’s why we build diversity into our structures and keep working to expand equal opportunities for all.

Diversity is more than a social issue for us. It is a strategic priority and firmly anchored in the way we run the firm. A dedicated Diversity Committee designs new initiatives and drives them forward, supported by a firm-wide network of committed colleagues. Training on unconscious bias helps us spot ingrained patterns of thinking and makes our decision-making more consistently fair.

Our commitment to diverse perspectives underpins our pursuit of excellence and shapes the culture of our firm.



Michael Hawkins
Partner and Co-Head of the Diversity Committee

We have been a signatory to the Diversity Charter since 2012 and are also involved in many networks, initiatives and events that support greater diversity in the legal profession. This includes working with organisations in the diversity space as well as providing **Pro bono advice** to initiatives that promote equal opportunities and social inclusion. Our diversity position paper

Over **250** supporters of the Diversity Network

Greater diversity in the legal profession starts at university. With the Noerr Deutschlandstipendium, we open up opportunities right where they matter most.



Marlies Raschke
Partner and Co-Head of the Diversity Committee

provides an overview of our activities and partnerships.

At the same time, we see diversity as an ongoing process. That is why we regularly ask our employees how they experience collaboration and equal opportunities, and review how to further develop our structures. Right now, we are concentrating on two main areas. First, we want to strengthen women in legal careers: through the programmes of our **Her** initiative, we help our female advisors grow, build networks and gain visibility. Second, we are looking more closely at social background. The **Noerr Diversity Deutschlandstipendium**, led by partners Marlies Raschke and Michael Hawkins, supports talented students regardless of their financial situation or family educational background. ■



In early 2026, the Deutschlandstipendium scholars sponsored by Noerr met in Münster.

More diversity through the Deutschlandstipendium

Financial barriers should never hold talent back. Noerr uses its Deutschlandstipendium to support young law students, especially the exceptionally talented ones and those who are the first in their family to pursue higher education as well as other young talent.

Noerr has been awarding Noerr Deutschlandstipendium scholarships since the winter semester of 2021, initially at Leibniz University Hannover and, since 2022, also at the universities of Münster and Passau. Today, the programme comprises twelve scholarships.

The Noerr Deutschlandstipendium helps me to finance my studies and focus on preparing for my exams. I also see it as strong recognition of what I’ve achieved so far. What I value most is that it connects sponsors and scholars and creates opportunities for the time after graduation.



Marlene Streilein
Law student (preparing for the state legal examinations), Leibniz University Hannover

Community engagement

How Pro bono advisory work supports parasport

Legal expertise can spark change – even beyond established business relationships. We use **Pro bono** work to put our skills to work where they can have a positive impact on society.

We consciously align our **Pro bono** matters with key societal issues that touch on the rule of law, social inclusion and responsibility. At the same time, we see them as a way of using our legal expertise to make a real difference beyond the business world.

A good example – and one of Noerr’s key Pro bono cases – is our work with the German Disabled Sports Association. The Association organises grassroots and elite sport for people with disabilities and also serves as the National Paralympic Committee for Germany.

Involvement in the Lex Mundi network

Noerr regularly advises the Lex Mundi Pro Bono Foundation and thus supports initiatives that work on sustainable solutions to social, economic and environmental challenges. Through the Lex Mundi network, an alliance of leading law firms in more than 120 countries, Noerr

helps support projects run by social entrepreneurs and social impact organisations, providing mentoring, workshops and targeted advice across a range of legal areas.

[To Lex Mundi](#)

We advise the National Paralympic Committee Germany on key legal questions and have been helping it evolve as an organisation. One example of our work was a comprehensive structural reform that for the first time introduced the role of a full-time executive board member. This was a key step in expanding the Association’s ability to shape its own activities. We also frequently advise on specific issues, such as how to classify coaches for social security purposes or how to design employment models in elite sport.

Our advice sits where legal requirements meet the special demands of elite sport. In parasport especially, rules on types of employment or working hours have to be applied to training and competition conditions that do not neatly fit into standard legal categories. Together with the Association, we develop practical solutions and create robust structures for sport.

Our **Pro bono** work has an impact at several levels. It strengthens organisations that take on social responsibility and, at the same time, reflects who we are: using our legal advice to create broader momentum for change.

Pro bono combines social responsibility with professional excellence – and creates lasting added value for all involved.

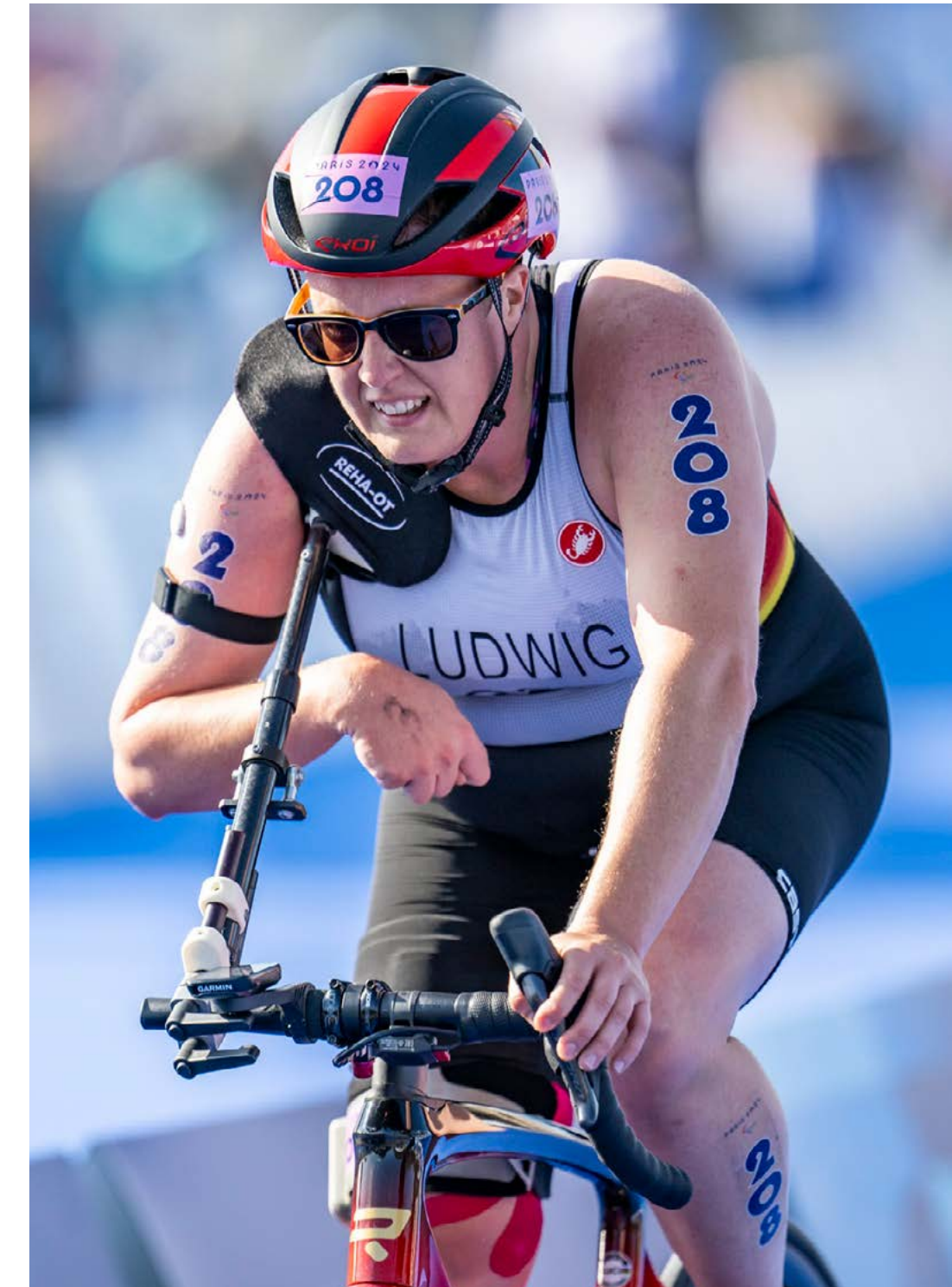


Holger Alfes
Partner and Pro bono Officer

Selected Pro bono matters

Pro bono matters can place very different demands on us depending on the context. The following matters illustrate Noerr’s Pro bono engagement in 2025.

- > Clooney Foundation for Justice
- > National Paralympic Committee Germany
- > Lex Mundi Pro Bono Foundation
- > Right Livelihood Award Foundation (Alternative Nobel Prize)
- > Zoologische Gesellschaft Frankfurt von 1858 e. V.



Paratriathlon, Schweinfurt 2025 – **Pro bono** strengthens the structural basis of parasport.

At the same time, **Pro bono** matters create special opportunities within the firm: colleagues from different practice areas share responsibility and work together on complex matters and their solutions. In this way, Pro bono work brings together our social impact and the way we work together as a firm. ■



Wheelchair basketball at SportsWeek for All.

Social Summer: Team Noerr on the move for social inclusion

At the first Noerr Social Summer 2025, physical activity became a form of social engagement. Employees ran and cycled for a good cause, turning every kilometre into donations for the "SportsWeek for All" event organised by the National Paralympic Committee Germany.

The donations collected by Team Noerr will make a real difference, supporting inclusive sport programmes, enabling the purchase of adapted sports equip-

43,300 € raised for SportsWeek for All

ment and helping clubs to specifically open up their activities to people with and without disabilities and to expand them in the long term. This creates access to physical activity and a sense of community, especially for children and young people with disabilities.

The enthusiastic response from within the firm shows just how much energy was poured into this joint initiative. The Social Summer will therefore return for another round in 2026.



Team Noerr on the road during our Social Summer 2025.

Team Noerr ran and cycled more than 21,500 km

Social engagement

How the rule of law is being put to the test

The courts are the guardians of the rule of law. But how resilient is the judiciary against authoritarian-populist interference? The Justice Project is exploring this question, with senior associate Lennart Laude on board.

An independent judiciary is one of the cornerstones of democratic societies. Through its oversight, it fosters trust in state institutions, ensures economic stability and makes reliable legal advice possible in the first place. But how resilient is this system in reality? This is precisely where the Justice Project established by Verfassungsblog, a forum for constitutional matters, comes in. For years, the open-access platform has been analysing strategies of authoritarian-populist forces that put pressure on democratic institutions from within. Building on earlier research and international comparisons with other countries, the project examines the extent to which the German

judiciary is also vulnerable. In over seventy interviews with judges, public prosecutors, other judicial staff and lawyers, the team has analysed potential weaknesses in the judicial system and developed scenarios showing how political influence on the third branch of government could threaten its independence.

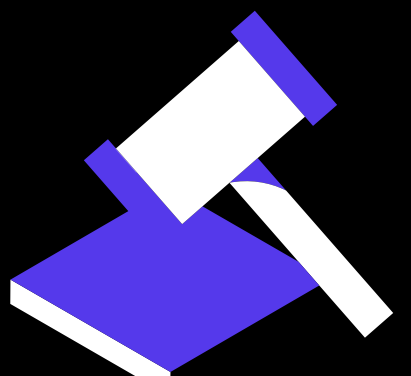
One key finding was that the judiciary is not an abstract system, and that its stability is largely determined by the people who work within it and are in positions of responsibility. In particular, the appointment of individuals to various key positions within

Without independent courts, the law loses its reliability. That's why protecting the rule of law concerns us all.



Lennart Laude Senior associate

the court system influences how resilient courts can be in the face of political pressure. This is also where Lennart Laude's involvement comes in. Alongside his work at Noerr, he has been involved in projects for Verfassungsblog for several years and was part of the team behind the Justice Project, driven by the conviction that the rule of law cannot be taken for granted, even in Germany. The project's findings are published openly and discussed in workshops and training sessions for members of the judiciary, with the aim of highlighting risks and strengthening the resilience of the judicial system.



The Justice Project, organised by Verfassungsblog

Across the globe, independent and impartial judiciaries are coming under pressure from authoritarian populism. How vulnerable is the judiciary in Germany?

To the Justice Project

Social engagement

Our award-winning Noerr KinderCamp

When children and teenagers toast a slice of bread over a campfire or try stand-up paddling on a lake for the first time, it's more than just holiday fun. It gives them a sense of self-confidence. This is exactly what our **Noerr KinderCamp** is all about.

For us, equal opportunities are not created by words, but by spaces opening up new possibilities. This led 450 of our lawyers to pick up saws, hammers and paintbrushes and build a holiday village out of colourfully painted wooden caravans on Austria's Lake Fuschl back in 2011. Since then, the holiday camp has been available every summer to various children's and youth organisations, offering a break from what is often a difficult daily routine.

The non-profit association Noerr KinderCamp e. V. is entirely responsible for organisation and funding. Travel, meals, the weekly educational programme and maintenance of the ten caravans are funded by donations (mainly from our partners and the firm's staff). In 2019 and 2022, our firm's teams once again got involved on site to ensure the long-term preservation of the camp, which provides opportunities to develop and be close to nature.

The camp is not about entertainment, but about gathering new, positive experiences. Under the motto "Forest, Meadow, Water – experiencing, shaping and understanding nature", children rediscover their surroundings and themselves. With the support of social and education specialists, they

More than **3,200** children and young people have been able to enjoy carefree holidays at Lake Fuschl in Austria since 2011 thanks to Noerr

explore mountains and lakes, hike to castle ruins, tackle the climbing wall or cook over a campfire. They alternate between creative workshops and outdoor activities. The programme is tailored to their ages and designed to be flexible. It helps to build courage, a sense of community and self-confidence.

What takes shape here often has an impact that lasts well beyond the camp weeks. These are experiences that inspire confidence and open up new perspectives.



Gerlinde Brenner
Project Manager
Noerr KinderCamp e. V.

In 2025, this ongoing engagement was recognised with the **Deutscher Preis für Unternehmensengagement – UPJ e.V.** We see this as an affirmation and an incentive to take on long-term responsibility for children and young people who need special support. ■



Winner of the **UPJ Award 2025** – Together for education and equal opportunities



The camp was last refurbished and serviced in 2022 in a joint effort on site, so that disadvantaged children and young people can continue to enjoy a break from their often difficult everyday lives.

We went home with a rucksack full of valuable memories.



Anikó Löttsch
Employee from Benshausen
Children's and Young People's Home

Governance



We take responsibility for our firm and our business associates. This responsibility is grounded in high ethical standards, respect for human and environmental rights, and transparency when it comes to our progress on ESG. At the same time, clear compliance structures and embedding sustainability at the highest level ensure reliability.



Interview

Excellence requires systematic governance

Outstanding governance is not achieved through checklists, but structures, processes and measures. Noerr has been systematically expanding its internal compliance framework since 2022. We talked to Chief Compliance Officer Oliver Schöpp about systems architecture, culture and responsibility.

Noerr’s internal compliance unit was reorganised under the leadership of Oliver Schöpp. Since then, relevant issues have been managed by a Compliance department consisting of several staff members. A centralised team was set up alongside this to carry out anti-money laundering checks. These fundamental changes marked the start of a new phase in compliance governance at Noerr.

Oliver, what changed when compliance became a “full-time” topic at Noerr?


Oliver Schöpp: The perspective: as long as compliance runs alongside client work, you tend to just react. You respond to queries and resolve individual cases. With a dedica-

ted structure, we were able to start thinking more proactively. Regulatory requirements are increasing, clients are asking more questions, and supervisory authorities are scrutinising things more closely. It was clear that we needed professionalisation and a stronger focus.

How did you embed this professionalisation into the organisational structures?

By clearly assigning responsibility. Compliance is now a separate organisational unit with defined responsibilities. We’ve established a compliance management system that has enabled us to systematically consolidate our guidelines, clearly describe processes and define escalation >

Interview with Chief Compliance Officer Oliver Schöpp.



From rules and regulations to systems architecture

Noerr has set up its own internal Compliance department, which also covers ESG and data privacy. Our basis for governance is a compliance management system that brings together guidelines, defines responsibilities, sets out escalation procedures and establishes a monitoring system. In this way, compliance becomes an integral part of organisational standards at the firm.



guidance and ensure reliable workflows. Our signature policy is a good example of this. It transparently sets out who needs to be involved and when and provides clarity on who is authorised to sign. Such structures are seen as a valuable help in day-to-day business. Compliance is now understood as being an inherent part of high-quality organisational frameworks.

In addition to the compliance team, there's a separate anti-money laundering team. How do they work together?

At Noerr, operational anti-money laundering checks are handled by a specialist team consisting of several employees. They work across various offices as dedicated points of contact and carry out the legally required checks when accepting clients

procedures. However, it's not just about creating rules. We're constantly reviewing our procedures, adapting them to new regulatory requirements and continuously upgrading them. For us, compliance isn't a static set of rules, but a framework that evolves along with the organisation.

How can you tell today that compliance is perceived as adding value?

Above all by the fact that people involve us at an early stage. They don't just contact us when an issue becomes critical, but during the planning phase. This changes the nature of the dialogue. Processes provide

matters. The Compliance department sets the framework, trains the team and monitors the processes. This helps us combine close professional ties to clients with clear structural oversight.

How does Noerr benefit from this structure?

It creates clear lines of responsibility and professional review processes. Lawyers can manage their client matters while our team handles the regulatory requirements. This pooled expertise ensures uniform standards and consistent documentation. This reduces sources of error and gives us confidence in dealing with increasing regulatory requirements and supervision. These are all things that build trust, both internally and externally. >



As the anti-money laundering team, we identify risks at an early stage and ensure regulatory compliance for the firm and our clients.



Heike Möbus
Employee from the anti-money laundering team



Berlin 2026: The anti-money laundering team meets for an update. Current topics of discussion are the latest regulatory developments and the next phase of the AI pilot project.

Increasing regulatory requirements also mean more data, more documentation and greater complexity. How do you deal with this?

We've started pilot projects to explore the use of AI in analysing and structuring large



Rules governing the legal profession as a structural principle

Professional conduct rules govern the requirements, rights and duties for practising as a lawyer and, in law firms, also apply to the organisation as a whole. Changes in the law and court rulings can call processes into question and give rise to potential liability. For this reason, procedures must be clearly defined at all times, responsibilities must be traceable, and documentation must be robust. This means that professional regulations shape the entire structure of the firm, not just individual aspects.

quantities of data during anti-money laundering checks. We're taking a very considered approach to this. It's crucial to us that any technological support remains transparent and traceable and that it integrates seamlessly into our existing review processes. AI complements the checks; it doesn't replace it. The legal assessment and responsibility remain in the hands of humans. While AI can make processes more consistent and relieve the burden on resources, it's a tool and not a decision-maker.

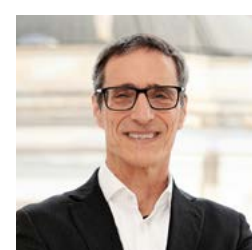
You emphasise that responsibility remains with humans. What role do the rules governing the legal profession play in this?

The rules governing the legal profession are constantly evolving due to case law and technical developments. Where new topics such as use of AI are involved, questions involving professional conduct immediately arise – for instance regarding liability or maintaining professional confidentiality when using AI from third-party providers. Given this, we continuously check whether our internal processes are in line with the current requirements. When new discussions arise or judgments are handed down, we assess whether adjustments are needed. For us, professional standards mean knowing the law, actively monitoring it and implementing it into our organisational processes.

What role do professional compliance structures play today in the competition for clients?

Expectations have changed significantly. In panel processes, it isn't just legal expertise that counts today, but also the quality of governance. Compliance structures are scrutinised, questioned and compared. In this respect, we benefit among other things from having established the ESG department and set down our values in a code of conduct. Robust organisational structures are a competitive advantage and a visible sign of excellence. They show that we don't simply meet regulatory requirements but anticipate and systematically implement them. It is things like this that build the trust on which long-term client relationships are based. ■

For us, compliance isn't just a response to rules and regulations, but part of our strategic quality standards. We anticipate developments so that we're as well prepared as possible.



Oliver Schöpp
Chief Compliance Officer



Sustainability management

Clear objectives, strong structures, lasting impact

We regard responsible business practices as being more than simply meeting regulatory requirements. We consciously integrate them into our structures, define clear processes and actively manage them through binding governance – ensuring that sustainability becomes an inherent part of our day-to-day work.

As a law firm that supports transformation, we see sustainability as something we should be shaping ourselves. This leads to a clear commitment: sustainability should not simply be viewed as an add-on to client work but must be integrated into the organisation’s structures. That is why we have deliberately transferred key areas such as ESG, compliance and data protection into separate areas of responsibility and established clear lines of accountability.

The sustainability management team is responsible for implementing our ESG goals, such as becoming a climate-friendly law firm, increasing equal opportunities and ensuring responsible business practices. As Head of Sustainability, Mareen

Walus-Kiefer oversees the implementation of these goals in the form of concrete measures. This involves working closely with the firm’s managing partners as well as Tobias Bosch, partner and Sustainability Officer, and Chief Compliance Officer Oliver Schöpp. She also liaises with other operational functions such as HR, IT, Communications and Travel Management.

Ambition becomes manageable

We manage our sustainability efforts on the basis of reliable data. For this purpose, we collect key performance indicators, ranging from emissions in accordance with the Greenhouse Gas Protocol (GHG Protocol) and mobility data to aspects such as diversity. For several years now, we have

had our carbon footprint externally assessed by our certified partner phiyond GmbH. This forms the basis for our climate action roadmap. We use these analyses to identify specific measures and continuously refine them. At the same time, we are establishing a detailed ESG reporting framework to systematically track progress and communicate it transparently. Looking ahead, we are aligning ourselves with established benchmarks such as the European Sustainability Reporting Standards (ESRS) and the Science Based Targets initiative (SBTi).

When working to achieve our ESG goals, we focus on impact, for example by using coordination processes and regularly evaluating our progress. In practice, we implement this as follows: we analyse our ESG data together with colleagues from relevant functions, compare targets with the progress made and continuously improve our roadmap during regular fixed meetings with the managing partners and at the annual ESG strategy meeting.

Sustainability depends on people. They shape transformation in their everyday lives. Clear structures provide the framework and collective action makes a difference.



Mareen Walus-Kiefer
Head of Sustainability

From goals to implementation

A key example of successful cross-departmental collaboration is the teamwork with our Travel Management team: as part of our 2025 materiality analysis, key areas for action were identified in collaboration with internal and external ESG stakeholders. This led to travel behaviour being identified as a major driver of emissions. >



Responsibility with impact

Sustainability plays a role in everything Noerr does. The firm takes action wherever it may have a structural impact. Our key focuses are reflected in these Sustainable Development Goals (SDGs):



In response to this, Noerr implemented a travel policy requiring more sustainable mobility-related decisions and set up systematic travel reporting. This involves evaluating booking patterns for rail and air travel. At the same time, a traffic-light system has been introduced into the booking process to help staff comply with the travel policy and identify more sustainable options straight away. This enables us to create transparency and develop targeted measures.

The close working relationship between the Sustainability and Travel Management departments is part of our all-round approach. Step by step, we are integrating sustainability into existing processes across all ESG-relevant areas, managing these jointly with people from the various departments and continuously refining our measures.

A good example of this is the cooperation between Sustainability Management and Compliance: together, we developed a code of conduct for suppliers that defines binding standards regarding human rights, working conditions and environmental

protection, and is embedded in our procurement processes.

We consciously view sustainability as a shared responsibility. Our ESG teams, such as the Team Green and Diversity Committee, encourage staff to take part in carefully selected initiatives and bring diverse perspectives from across the firm. We actively encourage this dialogue, as it is people who drive transformation in our day-to-day work. Structural integration provides the organisational framework for this; actual implementation then takes place with the involvement of all the different departments. ■

Memberships and initiatives

Noerr is actively engaged in selected networks and initiatives to promote dialogue among specialists and drive forward sustainability, diversity and responsible transformation. The initiatives listed here are examples of this engagement.



Sustainability milestones

2021

- Team Green founded
- Climate footprint established
- Diversity Committee founded

2022

- Sustainability management position created
- Thrive initiative introduced

2023

- Whistleblowing system introduced (in accordance with German whistleblower protection laws [↗](#))

2024

- Travel policy with focus on sustainability published
- Her Success mentoring scheme launched
- 100% green electricity at all German offices

2025

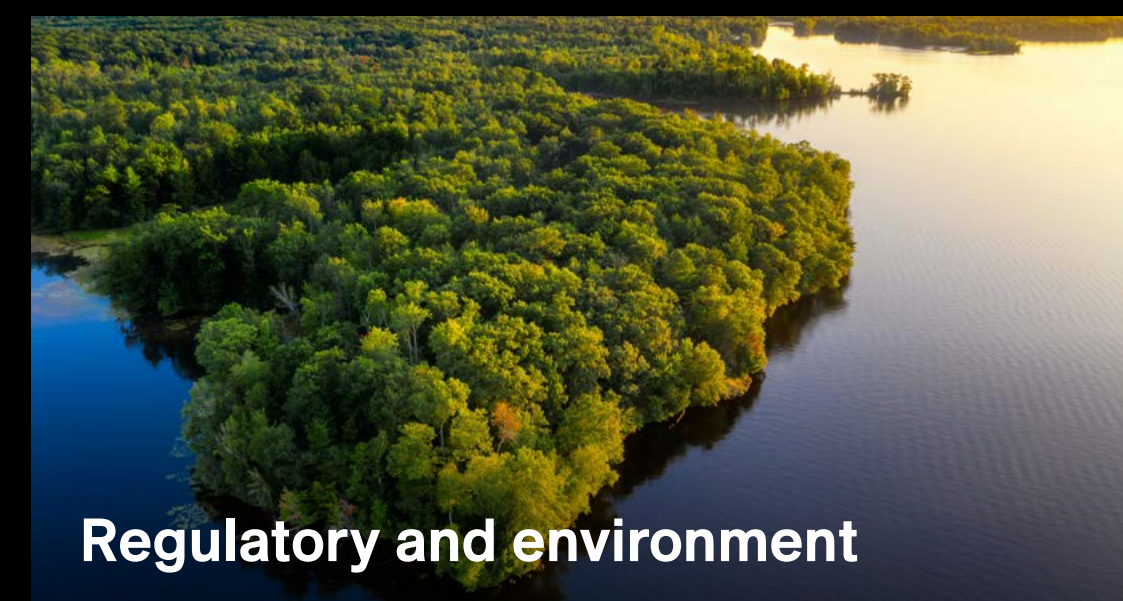
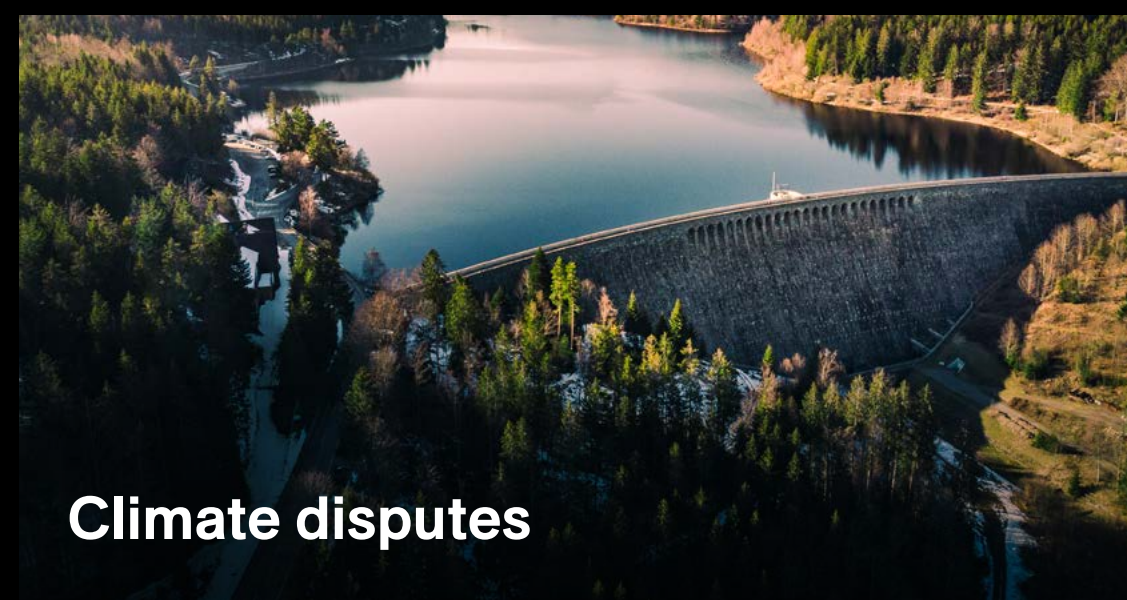
- Awarded the Deutscher Preis für Unternehmensengagement – UPJ e. V. for Noerr KinderCamp

ESG advisory services

An aerial photograph of a vibrant turquoise river winding through a lush, dense forest. The river's color is strikingly bright, contrasting with the deep greens of the surrounding trees. In the center of the river, there is a prominent, light-colored rocky bar or island. The forest appears to be a mix of deciduous and coniferous trees, with some yellowing foliage visible, suggesting an autumn setting. The overall scene is serene and natural.

We advise companies on key ESG issues. Sustainability, regulation and business decisions are closely intertwined in this context. We help them grasp opportunities, manage risks and make informed decisions.

Identifying opportunities and managing risks – ESG in our advice



ESG factors, especially climate change, are reshaping the framework for business activities. Companies have to address the associated regulatory requirements, rising investor expectations and societal developments and manage them proactively. Our advice is designed to support them in this process.

Strategic perspectives

ESG as a competitive edge

The landscape of the ESG debate has shifted recently: on the one hand, many countries have scaled back their ESG legislation, which was perceived as too strict, in order to free their businesses from restrictions that could jeopardise their recovery. On the other, the challenges that need to be addressed remain. These include first and foremost climate change, but also social issues at home and abroad that could put a company's reputation at risk.

ESG issues remain relevant for companies – not only as risks that can restrict or even jeopardise business operations, but also as opportunities and areas for growth. This view is shared by many investors.

This is why ESG aspects form part of the strategic planning of many companies. They affect how business models are developed, risks are assessed and strategic decisions are made. Climate change, scarce resources and social responsibility have a direct impact on economic activity. Many companies are integrating the relevant ESG aspects into their management structures, not as an isolated programme but as an integral part of governance, risk management and strategy. The focus is primarily on issues that have the greatest influence on business development and reputation.

This is where the strategic opportunity of ESG lies: sustainability is becoming the benchmark for how companies manage risks, shape transformation and secure their long-term viability. Those who integrate ESG into business decisions at an early stage can actively turn change into a competitive advantage. ■

Sustainability and economic efficiency are not mutually exclusive. We help you navigate legal challenges so that transformation can succeed.



Ingo Theusinger
Partner and
Co-Head of ESG



Survey

How ESG influences company transformation

Business practices are becoming increasingly sustainable. For many large companies, ESG is therefore becoming a strategic issue for the future.

This is the conclusion reached by a study carried out by Noerr in collaboration with Professor Isabel Welpé (Technical University of Munich)

and Professor Marc-Philippe Weller (University of Heidelberg).

The survey consisted of questionnaires completed by 100 executives and over 30 interviews with decision-makers from various sectors.

[To the survey](#) ↗



Integrated advice

ESG needs interdisciplinary perspectives

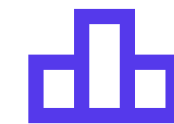
ESG is not a single area of law, but a cross-disciplinary task. Today, sustainability has an impact on virtually every aspect of business life, ranging from corporate governance, supply chains, sustainable finance and ESG compliance to issues involving environmental and regulatory law, the energy transition and climate-related liability risks. ESG-related issues can therefore rarely be addressed in isolation and require advice that brings together different legal and economic perspectives.

This is why experts from different practice groups at Noerr work together. As a full-service law firm, we combine expertise in corporate and capital markets law, compliance, environmental and energy law, and dispute resolution.

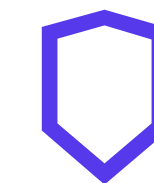
Our advisory services range from sustainable financing and supply chain and compliance structures to green claims, climate litigation and legal support for energy-related and industrial transition. This provides companies with guidance in a dynamic regulatory environment and the legal framework to use ESG strategically. ■



Strategic guidance
Assessing regulatory trends early



Securing competitive advantages
Using ESG as a driver for business models



Ensuring legal certainty
Integrating compliance, governance and reporting



Ingo Theusinger (left) and Valentina Nieß (second from right) at an event held by the Aid by Trade Foundation in March 2026 on “EmpCo: Between Morality and the Law”.

ESG in dialogue

ESG transformation is evolving rapidly – legally, economically and socially. Noerr not only advises on this development but also plays an active role in shaping the debate. Through surveys, legal publications and events, our firm brings together perspectives from the worlds of business, academia and law.

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