

our footprint
on business & our community

REPORT 2022

A MESSAGE FROM THE EXECUTIVE COMMITTEE

Leading with purpose

In 2023, for the second year in a row we are publishing an updated version of our footprint on business and the community. The report provides an account of our way of doing business, our commitments as an employer and our contribution to the wider community.

Maintaining our reputation requires that we keep working and living up to our values. While we strive for excellence and foster a culture of innovation, we place purpose at the centre of our strategy. We aspire to use whatever influence we have to make a positive impact on those around us; not simply our clients and peers across industry, but on society in general.

We aim to play our part for the community, by paying our share of taxes, showing zero tolerance for corruption, upholding human rights throughout our supply chain and, primarily, by being a fair employer.

The first section concerns our way of doing business and outlines the principles of governance we have adopted, including our management structure and our investment in technology.

The second part concerns our people, who are our most valuable asset. We are inspired by a vision to find, recruit and train talented people from all backgrounds who will shape the firm;

we are committed to providing excellent working conditions, nurturing their talent and building relationships of trust.

Lastly, we talk about prosperity. We aspire to be responsive to our community's concerns by aligning our vision and values with our actions around giving back, be it in the form of advocacy, pro bono work or corporate giving.

As we are moving towards a more regulated world, reporting is increasingly becoming a tool expected by companies as a first proof of accountability towards the stakeholders and society. As we have long reflected upon our responsibilities towards society, we consider it our role, while we foster a transparent, inclusive and sustainable way of doing business, to publish our yearly progress as a proof of our accountability towards clients, our people, the business community and society as a whole.

Dimitris Zepos | Managing Partner

Yerassimos Yannopoulos | Co-managing Partner

Stefanos Charaktiniotis | Partner

Stamatis Drakakakis | Partner

Elina Filippou | Partner

Maria Zoupa | Partner

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OUR STRATEGY

Why we are doing this

Our goal of being a fair employer and responsible corporate citizen, while being a trusted business partner, is the compass that guides how we conduct ourselves. We have placed purpose at the core of our business strategy, with the strong belief that being a responsible business requires transparency, ethics, accountability and trust across all levels of interaction with our people, our clients and our community. While we grow and generate profit, our efforts also focus on creating shared value, prioritising connections between societal and economic progress, and demonstrating sensitivity to community concerns and challenges.

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ETHICAL BUSINESS PARTNER & COMMITTED EMPLOYER

Ethics. Transparency. Mutual respect. Inclusion. Our values transcend our mere professional conduct; they underline every moment of our lives and govern the way in which we interact with our clients, our employees and society as a whole.

INNOVATIVE WAYS OF DOING BUSINESS

As one of Greece's largest law firms, our infrastructure and jurisdictional knowledge, combined with the quality of our people, set the industry standard. Our commitment to constantly evolving, being proactive and remaining on top of an ever-changing environment displays the eagerness and fighting spirit of a newcomer. Resting on our laurels isn't something we will ever do.

INTERNATIONAL ORIENTATION

While we advise on Greek law, our orientation is uniquely international. The vast majority of our clientele consists of companies and law firms from all over the world. We are the Greek member firm of several prestigious international organisations such as Lex Mundi and Taxand.

Creating shared value

Align our vision and values with our corporate giving & beneficiaries

Respond to community concerns and issues

Create a positive sentiment for our people



FRAMEWORK

Our code of conduct

Our heritage and reputation are our most valuable assets.

Integrity. Respect. Agility. Transparency. Accountability. Our values are a fundamental part of who we are. They also reflect the principles by which we conduct business, shaping what we do and how we do it.

We have created this Code to ensure all of us, lawyers, economists and other professionals, know the principles that guide how we behave and how we do business. Our Code is the compass underpinning our evolving nature and emphasising our commitment to values that transcend our professional conduct, governing the way we treat our clients, our people, each other and society.

With a history of well over a century the Zepos & Yannopoulos company name has been a great source of pride for us all. This heritage bestows on us an even greater sense of responsibility; maintaining our reputation requires that we keep working and living up to the ethical standards we have set.



On integrity and transparency

TRACE

Zepos & Yannopoulos is the Greek partner firm of TRACE (Transparent Agents and Contracting Agencies), a non-profit association providing anti-bribery support.

Financial audit

Since 2010 we have been conducting financial audits in order to further enhance compliance and transparency, despite the fact that under Greek law, partnerships are under no statutory obligation to prepare and file annual accounts and reports.

BUSINESS CONTINUITY PLAN

Even before the COVID-19 outbreak, we had organised and tested our processes and systems in order to safely continue providing our services remotely. Our day-to-day communications via our call centre and e-mails, as well as our personal mobile phones, did not change. In-person meetings were replaced by teleconferences and virtual meetings. New policies were intro-

duced to safeguard our remote accessing of our systems, and protect our communications internally as well as with our clients.

Our aim is to always maintain the services we provide at the same level as usual, but also to support our clients in all legal matters arising due to the pandemic.

PROCUREMENT POLICY

We expect our suppliers, whether contractors, vendors or other providers of goods or services, to share our commitment and conduct their business with integrity, in a fair and ethical manner.

Our suppliers are expected, at a minimum, to demonstrate compliance in the following areas:

- / Uphold the standards set by laws and regulations regarding human rights, labour and employment.

/ Forbid discrimination in all aspects of employment.

/ Prohibit harassment and abuse, forced or bonded labour and child labour.

We expect our suppliers to treat their employees fairly, with dignity and respect, and to prioritise workplace health & safety. Our suppliers are further encouraged to work on reducing the negative environmental impact of their activities and operations.

“ We aim to do our share to the community, by paying our share of taxes, showing zero tolerance for corruption, upholding human rights throughout our supply chain and, primarily, by being a fair employer.

Our management structure has been created with one goal in mind: to shape and lead our sector. To that end, the executive committee, chaired by the firm's managing and co-managing partners, sets the firm's strategy and oversees its implementation. Appropriate measures in terms of succession planning have been put in place in order to assure effective management under all circumstances.

Our management team has visibility into the organisation's regulatory requirements and stakeholders' expectations. They define business policies and procedures and align them with the organisation's business objectives and strategic plans.

They empower all teams and make them responsible for effective operation of the organisation's business continuity, through a well-defined Information Security Management System, where Security of Data is of utmost importance to them.



Investing in the agility of our systems

We are dedicated to following best practices on information security, achieving operational excellence, and doing what is needed to shield our organisation's vital assets. In an ever-evolving security landscape we are proud to be one of the few law firms in Greece to have been ISO 27001 certified, meeting the highest internationally recognised security standards. This certification comes as another proof of our continuous commitment to investing in the resilience of our systems, safeguarding information and protecting our clients' data.



Costas Rafailakis
IT Manager



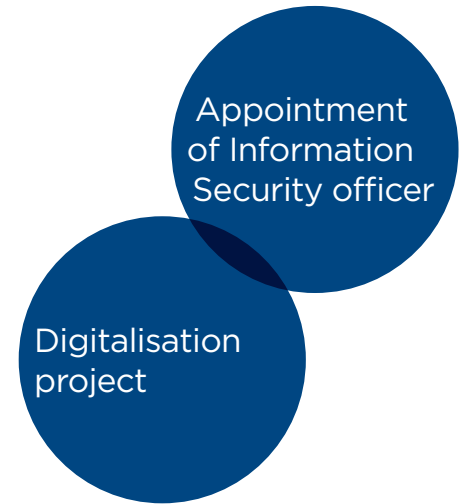
Evanthia Levanti
Systems & Quality Director

In 2021, Zepos & Yannopoulos committed to a digital transformation roadmap and fully embraced digital technology as a means of achieving operational excellence, enhancing our clients' experience and satisfaction levels, extracting actionable intelligence and insights from our daily business, gaining a competitive edge.

Our strategy is to gradually upgrade and integrate the various components of our technology stack, to meet the ever changing demands of our clients in terms of real-time information and operational transparency. The first milestone is the replacement of our existing ERP, the backbone of our business.

Innovation is not a big bang, it comes through multiple changes. Our dedicated team consisted of lawyers, economists and external advisors revisiting processes and procedures in order to explore technological solutions to ensure all aspects of our business are optimised.

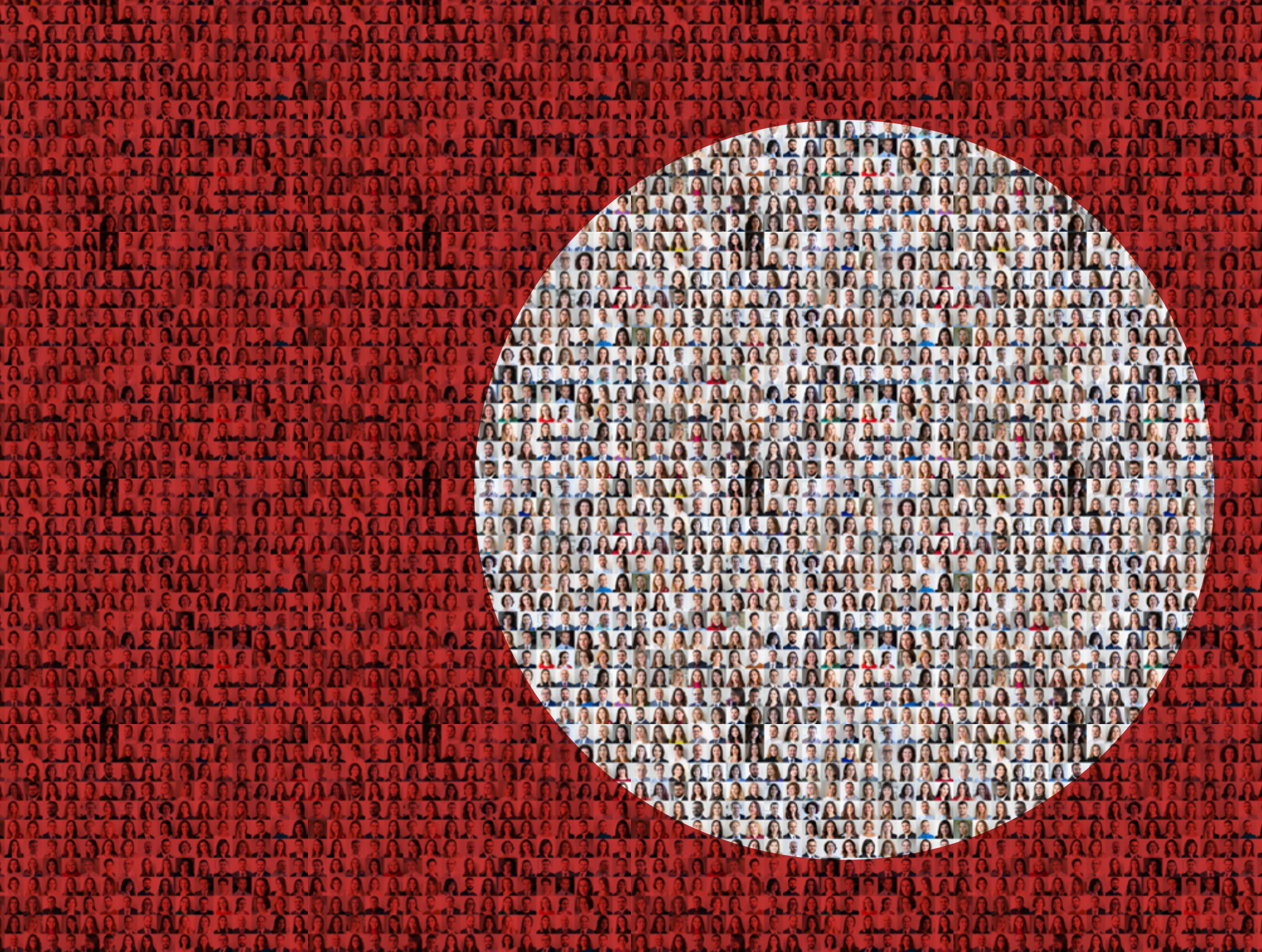
This roadmap gained even more traction in 2022 by launching a first batch of new platforms in our technology stack and by making sure the new ERP implementation is progressing at full speed.



Zisis Ziogas
Information Security Officer

The increasing number of security breaches revealed frequently today have caused Information Security to become a top concern for every organisation, regardless of the industry to which they belong. It is mandatory to set up and maintain a cyber-security strategy aligned with business objectives, in order to ensure that the risks associated with information assets and technology are appropriately mitigated. Protection of Data is not only about compliance, it is about taking responsibility.





DIGNITY & EQUALITY

Building relationships of mutual trust



Argyro Michopoulou
HR Director

The way in which we relate to one another is at the core of our success as an organisation. In a fast-moving world, facing multiple challenges, such as the COVID-19 pandemic, it is essential that we are able to react efficiently and effectively.

Our dynamic and flexible approach allows us to re-define our practices in order to respond at the point of need, offering a stable working environment and prioritising the actions that matter most in the moment. In order to achieve

our performance goals, it is important that we not only have the courage of our convictions, but that we are able to explain the reasoning behind them, and have the humility to change our minds when appropriate. By creating a culture in which ideas are more important than hierarchy, we have been able to both tailor our approach to suit the dynamic environment in which we operate, and nurture new talent that is empowered with trust. We know that along with having great ideas, any individual can experience challenging circumstances, and we approach our colleagues with compassion and understanding. We acknowledge “Trust” as the most fundamental and profound element for growth and engagement. Every single action should aim to support this single word: Trust.

We have created a working environment that values the knowledge, experience and talent of every individual in our organisation.



214 people



132

lawyers & economists

82

other professionals

PEOPLE DEVELOPMENT

Encouraging our people progress and thrive

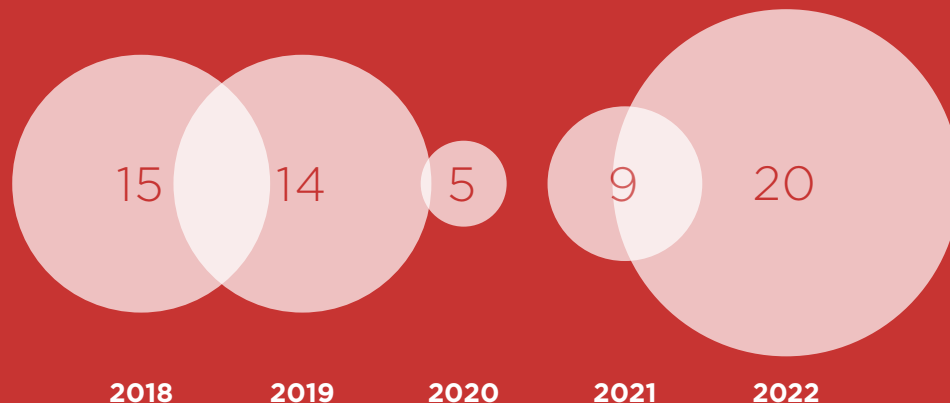
People development

As a committed employer we aspire to empower our people by building a trusted relationship, and assist them to continue their self-development. We have separated performance from the human resources function and have created a role that lives and breathes performance; the chief performance officer. The role is key to the firm and its people, as it is what guarantees and empowers growth.



Promotions

We base our hiring and promotion criteria exclusively on skills, contribution, qualifications and experience.



2022 was a year marked by one of the longest lists of promotions in our recent history: 20 of our colleagues were promoted, among whom four new partners who have forged their own career paths in the firm since their very start.



OUR OPERATIONS

A strategic growth

Internal structure

Information Security Officer

Performance Management

Human Resources

Systems & Quality

Information Technology

Property & Equipment

Finance & Accounting

Marketing & Communications

Knowledge Management Systems

26%

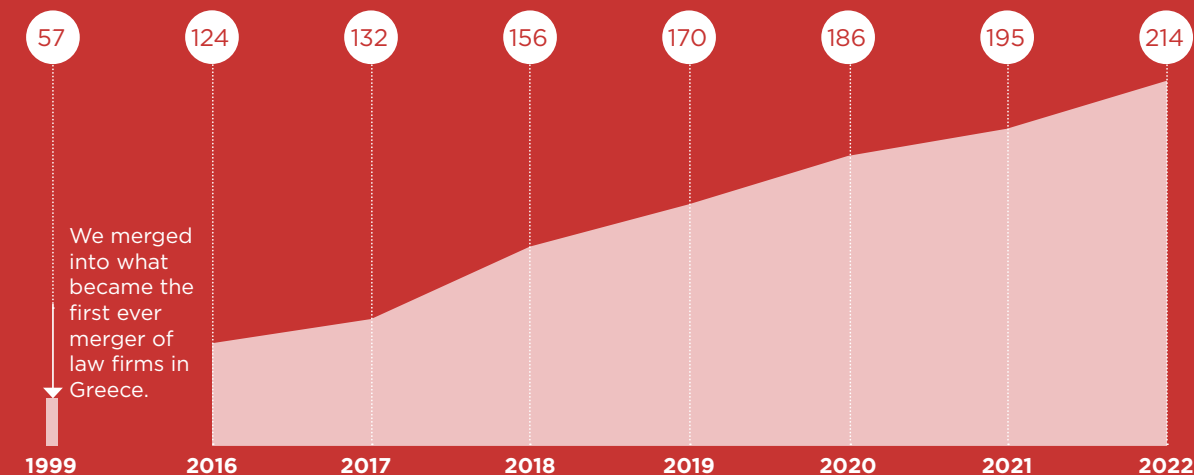
of our people work in the organisation for

10+ years

WORKPLACE HEALTH
& SAFETY

Health and safety in the workplace are of the highest priority for us. As an organisation, we have adopted high safety standards for our offices, and a cutting-edge disaster recovery plan. We regularly monitor our compliance with workplace safety regulations, provide safety training and have appointed safety officers who are responsible for the implementation of our relevant policies and guidelines. We are all expected to comply with the health and safety regulations and report to the appointed safety officers any situation likely to endanger anyone's health and safety.

People growth



INCLUSION & DIVERSITY

Fostering opportunities for all

Our workplace is a vibrant example of diversity. We have created a working environment that values the knowledge, experience and talent of all individuals in our firm. We also promote non-discriminatory practices that advance equal treatment and opportunity for everyone. And we encourage meaningful participation by a broad cross-section of people in our firm.

Percentage of women



69% of lawyers



52% of economists



76% of other professionals



52% of partners



70% of senior associates



74% of associates



33% of executive committee members



Anti-harassment policy

Zepos & Yannopoulos pursues the establishment of a working environment where the respect of human dignity of all our employees, persons who provide their services, persons in training, or anyone connected by any other means with our company, is prevailing. We show respect in our everyday life by adopting a polite and decent behaviour, which promotes the rights of all of us to be in a workplace free of violence and harassment of any nature. Our company gives high priority to the prevention and elimination of violence and harassment at work, including gender-based violence and harassment, as well as sexual harassment, by demonstrating zero tolerance to such behaviours. In 2021 we also introduced an anti-harassment policy.

VALUES INITIATIVE

Reflecting on our values

Our 130-year history has provided us with a very specific compass; one that permeates our structure, our way of doing business and our view of the world. It is this compass that guides our decisions and work, and which ultimately sets us apart. Our organisation is a living being, made up of people who carry with them their knowledge, experience and talent. We evolve, we change, and we continue to raise the bar bringing a fresh perspective to the changing world around us. We are on a journey, contemplating our values and the way we move forward; our people are our companions as we look to map the road ahead.

RESPECT

We listen and acknowledge every opinion, no matter how different it may be. We support diversity in practice. We cultivate a climate of teamwork and acceptance. We believe in the value and potential of each partner and client. This is what our tradition, history and principles teach us.

TRANSPARENCY

We have honesty as our fundamental principle. We present all our positions clearly and honestly. We maintain clarity in our judgement and way of thinking. We put energy in our words and actions. We have a monitoring and evaluation mechanism to incorporate feedback. We build a climate of trust with all our partners and clients.

INTEGRITY

We remain faithful to our values. We defend our principles with vigour, regardless of whether the circumstances favour us. Our main beliefs govern all our actions. We fight for our ideals, with faith, kindness and care. Our values are a constant guide.

SENSE OF RESPONSIBILITY

We defend our work and its results. We remain accountable to our clients. We protect and support employees by creating a safe environment as employers. We contribute to the society and the environment in a sustainable way. We recognise that as leaders we have the duty to set an example.

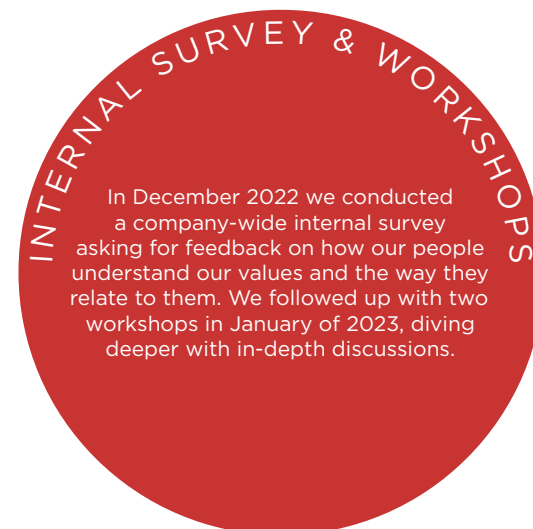
FLEXIBILITY

We strive to be far-sighted and anticipate in time any changes. We adapt to the needs of the time and our clients. We listen carefully to the wishes of our partners and the trends of the times. We believe in constant development and change. We see every issue as an opportunity.

COURAGE

We promote thinking out of the box. We are not afraid to try new innovative proposals. We provide every employee with the tools to grow and progress. We have passion and curiosity for the future. We do not rest on our laurels. We encourage the exchange of ideas. We constantly

aim to develop our firm through innovative ideas and solutions. We pursue changes and radical proposals when they are necessary for our development.



KNOWLEDGE MANAGEMENT SYSTEMS

Investing in knowledge



Andriana Diplari
KMS Director

Our intellectual capital is our competitive advantage. Knowledge Management can contribute to delivering high-quality and high-value services to our clients. To this end, we work together with every practice group and with our peers in other operational departments to create interdisciplinary teams well-positioned to move with agility and meet clients' needs. This results in getting answers more quickly and efficiently.

Our library is one of the largest private collections of law and finance books in Greece. With more than 10,000 book titles, including rare and old editions, we are justly proud of the resources and bibliography we have amassed and can offer access to. There are various additional sources of knowledge, along with national and international special editions, that complete our collection. This is a veritable treasure of information that has proven invaluable for almost 130 years—and will continue to be so for years to come. Although the collection is private and generally only accessible to our people, there are several times when we have opened our doors, granting exclusive access to students and clients.

Internships

Running since 2017, our summer internship programme is designed to give students who are interested in a career practicing law a real introduction to life in a full-service business law firm, while experiencing the unique culture of which our firm is so proud. With the support and guidance of our partners, associates and trainees, our interns are encouraged to make decisions about their future career, while we have the chance to identify future associates.

LIBRARY

Our special collection includes also books of general political science as well as legal texts of classical jurists from the beginning of the previous century.

approximately

10,000 books

4 languages

Greek, English, German
& French

subscribers to

70+ periodicals

Special edition books on

Roman law

full series of binding
Government Gazettes since
the establishment of the Greek
state in 1833

The biggest specialisation
in Greece for tax law and
accounting books





AN INTERVIEW WITH ELENI GEROULANOU, FOUNDER OF LIBRARY4ALL

Adopting school libraries



What are you hoping to achieve through your work with Library4all?

Volunteering is a way of life for me and has been since I was a child watching both of my parents donating their time to causes they cared about. I dream that one day all schools will have an accessible, extensive library with shelves full of books, efficient librarians, and plenty of funds to purchase new books every year. I hope that one day schools will no longer need Library4all, because that will mean that their needs have been fully met.

Since September of 2013, we have delivered more than 1 million books to more than 6,000 schools; 250 agencies, social services, and foundations; 30 structures hosting refugee children; 20 municipal libraries; and 7 children's hospitals.

We are proud of those numbers, but our work is far from finished. We need new books all the time, because the school waiting list is huge and growing every day. We are so grateful to the donors that help us meet this ever-growing need.

What did Library4all accomplish through collaboration with Zepos & Yannopoulos?

By partnering with Zepos & Yannopoulos, we have strengthened the country's schools even more comprehensively, enriching their libraries with new books and the children's worlds with new images. Since 2020, Zepos & Yannopoulos has adopted 3 schools, offering the infrastructure a library needs and the books to fill their shelves. We started with four schools: a primary school for children with special capabilities, a kindergarten in Argos Orestiko, a small town near Kastoria, a primary school in Grammatiko in Attica and a primary school in the centre of Athens that serves mainly children of refugee families. This year's plan is to help the Kindergarten and Primary School in Chora Patmos.

What added value can the private sector offer in supporting similar initiatives and giving back to society?

The simple fact of the matter is that organisations like Library4all are only able to stay afloat through the generosity of private partners. The financial support is essential, but the private sector's role doesn't end there — organisations like ours rely on private sources for logistical support as well as for their donations of time and expertise.

What advice would you give to companies when devising their CSR initiatives?

CSR initiatives can be an inspiring act for all — employers and employees alike. A well-implemented CSR can better connect a company and its employees to their society. My advice is simple: choose your initiative wisely. Find something that makes a real impact, something that your company and your employees can really connect with. It doesn't have to be the largest-scale operation; it should be something that makes a meaningful, personal impact with those who need it most, and something that reflects the values of your organisation.

About the organisation

Library4all is a non-profit organisation founded in October 2013, in Athens, Greece. Our aim is to foster the love of reading in children by collecting and donating books to libraries of kindergartens and primary schools across the country. Library4all acts as the link between those who want to offer books, and the schools in need that are creating or enriching their libraries.

OUR FOOTPRINT ON THE COMMUNITY

Our pro bono work

Pro bono legal work is an important part of our tradition. Our lawyers participate in pro bono work throughout their careers, and we are committed to handling such matters with the same dedication as billable work. We do this in collaboration with organisations and networks dedicated to promoting justice and compassion in our global community. Some of the pro bono projects we have worked on include:

Benaki Museum

We have been working closely with the Benaki museum since 2012, offering advice on a wide range of matters such as governance and taxation, donations, compliance with regulatory issues, employment agreements for staff and executive officers, and loans of exhibitions outside Greece. We have also provided assistance for the establishment and operation of the museum's e-shop.

National Museum of Contemporary Art (EMST)

We provide ongoing legal and tax support to EMST and our co-managing partner is a member of its Board. We also contributed to EMST's public program entitled "Artists' Estates; the Afterlife of Artworks" which focused on the management and caretaking of art works and their legal and professional aspects.

Pro bono work related to our affiliation with Lex Mundi

National Archaeological Museum of Athens

We sit on the international committee for selecting the winning entry for the upgrade and the underground expansion of the National Archaeological Museum of Athens.

ARTWORKS

We supported the NGO ARTWORKS through our participation in "Career Paths", a weekly professional development event aiming to map the ecosystem of contemporary art, trace its structures and practices and identify potential career paths for the students, recent graduates and alumni of the Athens School of Fine Arts.

ELIZA

We assist ELIZA, a Greek non-profit organisation established in 2008 with the goal of eliminating violence against children and raising awareness, in their efforts to advocate for children in need.

Amal Alliance

We assisted Amal Alliance with the implementation of education and social development programs for displaced and disenfranchised children in Greece in refugee camps and formal school settings.

Infrastructure Projects

Through our collaboration with clients who we also assist on a pro bono basis as well as on our own accord as part of our firm's CSR initiatives, we offered advice and assisted with the execution of infrastructure projects in support of children from underprivileged backgrounds.



 OUR FOOTPRINT ON THE COMMUNITY

Advocacy

We consider it our duty to speak out on issues that concern the Greek society as a whole and for which we have the privilege to have an expertise. Some of the issues we have worked on include:

 GROWTH & DEVELOPMENT

European Banking Authority

Contributed comments to the European Banking Authority concerning the legal implications of greenwashing in the financial and banking sector.

World Bank

Contributed to the World Bank's Global Data Regulation Survey, a detailed assessment of laws and regulations on data governance.

Participated to the World Bank's project concerning corporate debt restructuring which took place on a global scale.

European Bank for Restructuring and Development

Contributed to the Survey on COVID-19 Emergency Legislation, held by the European Bank for Restructuring and Development, in the framework of the measures implemented for the support of businesses during the pandemic.

Cooperated closely with the European Bank for Restructuring and Development on reviewing Greece's Economy Profile for the Business Reorganisation Assessment, a comprehensive cross-jurisdictional analysis of business reor-

ganisation tools and stakeholders' perceptions on business reorganization.

Hellenic Federation of Enterprises

Contributed to the Chapter on Corporate liability of Directors, in the relevant Hellenic Federation of Enterprises publication on "Managers' Liability".

Hellenic Republic Asset Development Fund

Memo on the securitization of the future anticipated proceeds to be received by Hellenic Republic Asset Development Fund.

Lex Mundi

Contribution to the Lex Mundi Global Foreign Investment Restrictions Guide with the Greek chapter.

 TAXATION

Advocacy in favour of Greek cultural institutions to reverse the VAT treatment of online live streaming (6% vs. 24%).

Comments on structural issues around the set-up of family offices in Greece on charitable donations.

Comments on the amendment of the existing legal framework of the cost-plus regime.

Hellenic Federation of Enterprises

Technical support to the Hellenic Federation of Enterprises, primarily on tax & tax policy, as well as other legal matters.

ANTI-CORRUPTION

Lex Mundi

Contribution to Lex Mundi's Global Anti-Corruption Compliance Guide, which provides information on local anti-bribery and corruption regimes in more than 70 jurisdictions around the world.

TRACE

Contribution of the Greek Chapter to the TRACE Global Anti-Corruption Guide.

PARTICIPATION IN PUBLIC CONSULTATION

- / The new arbitration law
- / The newly implemented Code of Civil Procedure
- / Comments on the improvement of Greek legislation concerning the Cadastre.
- / Contributed comments during the public consultation process for legislation on licensing of renewable energy projects.
- / Contributed comments during the public consultation process for legislation concerning the code of civil procedures.

CORPORATE RESPONSIBILITY

American Chamber of Commerce

We participate in the Hellenic Federation of Enterprises Corporate Responsibility Committee, contributing to national consultations and promoting corporate responsibility policy proposals.



Culture economy

We assisted the National Centre of Audiovisual Media and Communication enhance incentives (mostly cash rebates) and how these are implemented, which led to incredible opportunities in the field of film production services in Greece. Tapping into our long experience we co-authored one of the most extensive research papers on the Creative Cultural Industries in Greece, sponsored by diaNEOsis, a non-profit independent think-tank that pursues academic research and policy recommendations and contributes to public discourse on social and economic issues.

OUR FOOTPRINT ON THE COMMUNITY

Giving back



Elina Konstantinou
Marketing & Communications Director

Our strategy on giving back reflects our sense of responsibility to our society. We partner to support children in need, to widen access to education, to assist culture organisations who are part of our country's heritage, and our wider community. At the same time, we aim to soften our environmental footprint by adopting energy saving policies and recycling our firm's waste. With a goal to contribute part of our yearly profits to good causes, we believe we can create value for society by addressing its needs with energy and compassion.

SOCIAL WELFARE

We support non-profit organisations that assist socially and financially vulnerable families, defend the rights of children and adolescents and raise awareness for the prevention of child abuse.

/ One Child, One World

/ Make A Wish

/ Floga

/ Desmos

/ ELIZA

/ Wise Greece

/ Network for Children's Rights

EDUCATION

For the past 6 years we have been supporting public schools through various means, from providing books for public school libraries to undertaking the development and outfitting of libraries in schools that did not have one already. We support a wide range of schools around Greece, focusing on remote areas where access to education for all is hindered.

/ In Collaboration with Library4All

We have also begun a new initiative in support of public schools with students with special needs. We have completed the renovation of the quiet room and the room for therapeutic play with state-of-the-art equipment at a special needs school. In 2022, we also outfitted the outdoor play area of a second school, providing children with the necessary equipment according to their particular needs, allowing them to progress and thrive.

ART

We financially support programs that promote access to the arts. Most recently we contributed to the Benaki museum's fundraising campaign aimed at the enrichment of its collection, the maintenance of its exhibitions as well as the support of the educational programmes it offers.

/ Benaki Museum

DOING BUSINESS

We support the TRACE Prize for Investigative Reporting, which recognises journalism that uncovers business-related bribery and financial crime with the goal of increasing commercial transparency and good governance.

/ TRACE Foundation

ENVIRONMENTAL SUSTAINABILITY

Our concern for the environment has underpinned all our activities long before it became fashionable to do so. We not only manage our footprint by adopting environment-friendly policies but also promote environmental awareness. We manage our offices in a sustainable way, aiming to minimise our environmental footprint.

We have a recycling policy

We have a no-plastic policy

We use energy saving lighting

We support programs implemented by non-profit organisations which protect biodiversity, promote best practices in reforestation, care and protect stray animals and facilitate wildlife rehabilitation.

/ WWF

/ Stray.gr

/ Alkyoni

Z E P O S & Y A N N O P O U L O S

Established in 1893, Zepos & Yannopoulos is one of the leading and largest law firms in Greece providing comprehensive legal, tax and accounting services to companies conducting business in Greece.

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