De Roos

Impact Report 2025

An impact driven full-service law firm



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Our B Corp Team



Dear Reader,

Being part of the B Corp team at De Roos does not feel like working on a separate project. The principles of B Corp closely align with how we see our role in society as a commercial full-service law firm. From the beginning, De Roos has asked itself how we can contribute to a better world through the position we hold.

Being part of the B Corp community has helped us think more broadly, learn from others, and raise our own ambitions. Using business as a force for good is not only how we operate, but also how we want colleagues and clients to experience us.

The recertification process, especially with the new standards, challenges us to look critically at every aspect of our organisation: how we care for colleagues, support clients, contribute to our community, and strengthen governance, transparency, and collaboration across the firm.

It is inspiring to see how colleagues take ownership of many of these initiatives. This year, for example, they volunteered at Boost, a language café for newcomers. Many even joined activities outside working hours because they felt connected to the mission. That level of engagement says a lot about our people and the culture we continue to build together.

Supporting our clients is another way we put our values into practice. One example is our work for Stichting Rookpreventie Jeugd in its campaign against the illegal trade of vapes, helping to promote public health and protect young people.

While B Corp certification can sometimes seem focused on policies and compliance, it has shown us that real impact is often found in the smaller decisions we make every day, from the suppliers we choose and the products we buy to the way we travel and organise events.

Looking back allows us to recognise the progress we have made, while also seeing where we can improve. With the new B Corp standards, there is still much to do. We do not see certification as an end goal, but as an ongoing commitment to learning, improving, and creating positive impact through our work.

Best,
Angie & Ynola

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The 5 Impact Areas

As a certified B Corp, we measure our impact across five key areas. In 2025, De Roos achieved a B Impact Score of **94.7** — well above the median — reaffirming our commitment to using business as a force for good.



Governance

Score: 17.9

Mission, ethics, accountability & transparency in governance and decision-making.



Workers

Score: 39.9

Compensation, benefits, training, safety & overall work conditions.



Community

Score: 17.6

Supplier relations, social engagement, charitable giving & community well-being.



Environment

Score: 11

Impact on climate, water, land & biodiversity, plus positive environmental initiatives.



Customers

Score: 8.1

Service quality, ethical practices, data privacy & positive social impact for clients.

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Governance

SHORT SUMMARY

At De Roos, we believe good governance starts with transparency, shared responsibility, and long-term thinking. In 2025, we strengthened our governance framework through strategic collaboration and continuous improvement. Key initiatives included a firm-wide partner strategy session focused on leadership, education, and AI, the formalization of our Code of Ethics and the launch of our B Corp recertification process. We also integrated social and environmental goals into formal performance evaluations, ensuring that responsible business practices remain embedded in both individual and organizational decision-making.

WHAT WE SAID WE'D DO

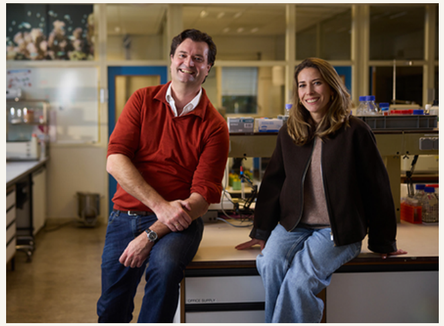
- Foster more interaction and cooperation among different peer groups within the company to strengthen strategic initiatives and enhance business development opportunities.

WHAT WE DID

- Litigation partners (Team Dispute Resolution, Team Employment, Team Business, Ethics & Sustainability, Team IP) joined forces to strengthen collaboration and expertise-sharing across the firm.
- Emerging practice groups were further developed and expanded.
- Contributed to the Royal Dutch Association of Civil-law Notaries (KNB) campaign on how notaries create impact through their legal work.
- All partners came together at Het Lichthuis in Zandvoort for a strategic off-site focused on leadership, professional development, and the impact of AI on the legal profession.

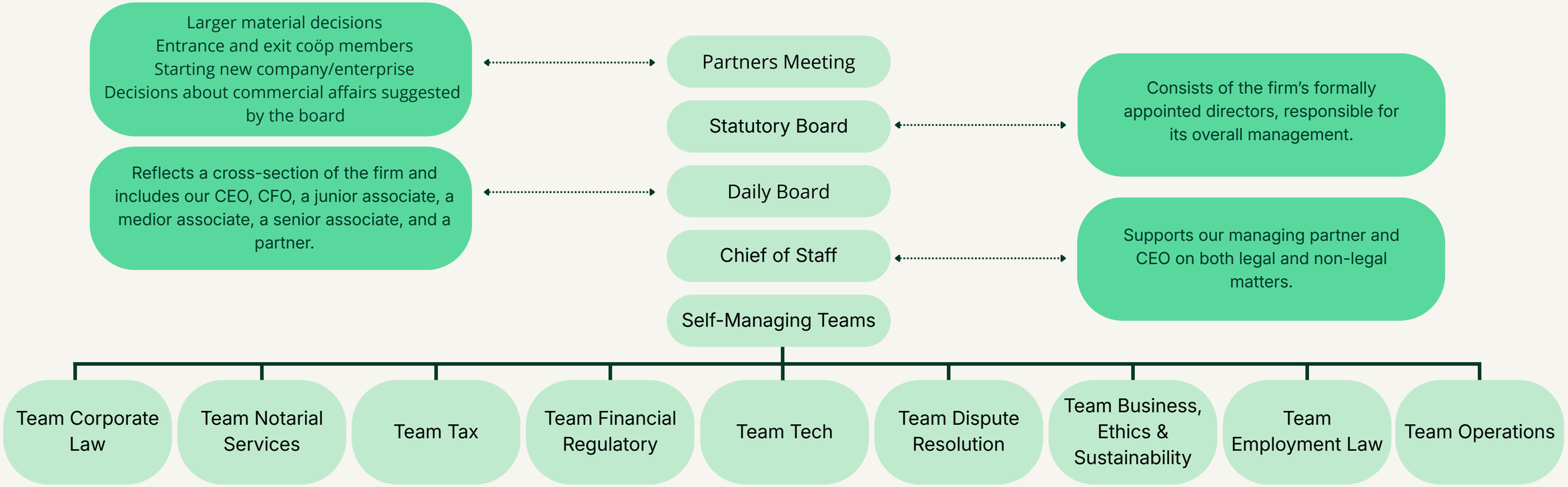


- Initiated the B Corp recertification process.
- Formalized our Code of Ethics and implemented firm-wide acknowledgment and sign-off.
- Established a strong foundation across all compliance areas, reinforcing accountability, risk management, and responsible business practices throughout the firm.
- Members approved a new salary framework covering both fixed and variable remuneration at the General Meeting (ALV).



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Organizational Chart



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Workers

SHORT SUMMARY

Our team is our strongest asset. One of our company values is betrokkenheid (engagement), which is deeply embedded in our culture. We care for each other so we can reach our full potential and provide the best possible service to our clients. Throughout the year, we are mindful of the health and wellbeing of our colleagues, as well as the importance of creating a just, inclusive, and diverse workplace. This is reflected in the activities we organise, the events we attend, the organisations and foundations we support, and the practices we share as an organisation, including how we recognise each other and provide direct feedback. This, in turn, has a direct impact on our work.
We want our employees to be able to work in a meaningful organisation where they can make a positive impact on society and the environment.

WHAT WE SAID WE'D DO

Promote and incentivize employees to engage in volunteer work, ensuring that a significant number of hours are dedicated to community service.

WHAT WE DID

- We facilitate and encourage colleagues to volunteer during working hours.
- We offer flexible working arrangements, allowing employees to work in a hybrid model, with at least 50% of their time spent in the office.
- We offer parental leave beyond the legal minimum.
- We have created sabbatical and mini-sabbatical policies.
- Our colleagues can take a 'workation' for at least two weeks within Europe.
- Invested in the continuous professional development of our people, with colleagues successfully completing postgraduate and post-academic programmes to further deepen their expertise.

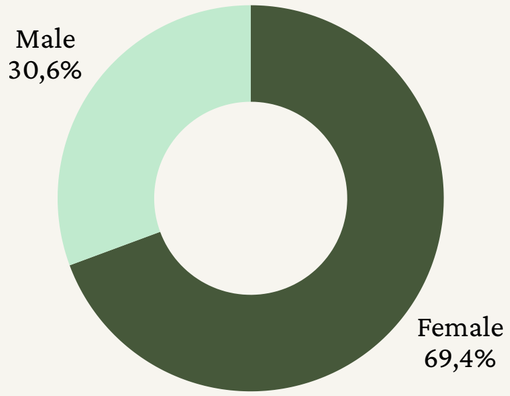




One of our colleagues enjoying her mini-sabbatical in Nepal

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Workers



123
volunteer hours

69,5%
of colleagues volunteered

5,2 / 6
Average score: "Would you recommend De Roos to a friend?"

4,45%
net absenteeism

53%
of leadership roles are held by women

100%
of employees have signed our Code of Conduct

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Community

SHORT SUMMARY

De Roos is located in Amsterdam-Noord. We've been part of this neighborhood since 2013 and enjoy connecting with our neighbors and local initiatives.

WHAT WE SAID WE'D DO

- Strengthen connections with fellow B Corps and law firms (in the Netherlands and other European countries) as well as local entrepreneurs in Amsterdam-Noord to foster a collaborative business community focused on sustainable and socially responsible growth.
- Actively recognize and celebrate diverse cultural holidays to promote inclusion and demonstrate our commitment to cultural awareness.
- Dedicate a minimum of 5% of our projected revenue annually to provide pro-bono services and support to social and environmental causes, reinforcing our commitment to positive impact.

WHAT WE DID

- Actively contributed to the Amsterdam-Noord community through local initiatives and partnerships.
- Organized a B Corp community event in March together with several local B Corps, fostering collaboration and knowledge-sharing among purpose-driven businesses.
- Exceeded our pro bono target of 5%, reaching 7.87% in 2025, demonstrating our continued commitment to increasing access to justice.
- Included in this effort is our two-month social secondment programme, which enables junior lawyers to gain hands-on experience at a social law firm while supporting underserved communities.
- Supported local social initiative BOOST through volunteer work and community engagement.
- Participated in neighbourhood support initiatives, including volunteering to walk dogs for local residents.





- Contributed to Stichting Rookpreventie Jeugd's campaign against the illegal trade of vapes, supporting public health awareness and youth protection.
- Continued to strengthen diversity, equity, inclusion and belonging through our internal JEDI Circle.
- Celebrated cultural awareness and inclusion through initiatives such as a Keti Koti quiz and a firm-wide Iftar gathering.
- Hosted a financial empowerment workshop for female colleagues, providing practical tools to strengthen financial literacy, build confidence, and encourage ownership of personal finances.
- Through these initiatives, we continued to strengthen our connection with the local community while fostering an inclusive, supportive and socially responsible workplace culture.

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Our CEO speaking at Leiden University on morality and commerce in law firms, exploring the ethical responsibilities of lawyers within the legal system.



Wellbeing training given by Wouter de Jong, focusing on attention, positivity, resilience, and altruism, and their connection to overall wellbeing.



Volunteering at BOOST Amsterdam, where our colleague Cornélie den Outer helps prepare meals for newcomers.



Keti Koti commemoration at our office, creating space for reflection and awareness.



Iftar at the office, where colleagues came together to break the fast and share a meal.



Money workshop for our female colleagues, offering practical tools to take ownership of personal finances and reflect on money mindset.



The second cohort of the Employee Academy: a short retreat in nature for our colleagues.



Annual team outing in Rotterdam, including a visit to the Depot and cultural activities.

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Customers

SHORT SUMMARY

As a professional services firm, we make most of our impact through the clients we support. We focus on embedding social and environmental topics to the (deal) table, increasing the amount of work done to help for impact-driven clients, and we connect entrepreneurs and general counsels of companies with an innovative and sustainability focus.



WHAT WE SAID WE'D DO

- Increase our revenue from purpose-driven clients to 40% (of our total revenue).

WHAT WE DID

- We are committed to growing the share of our work that supports impact-driven clients — year after year. In 2025, we increased the proportion of our revenue from these clients from 32% to 39%, compared to 2024. Our impact-driven clients include fellow B Corps, companies leading the energy or protein transition, pioneers in sustainable fashion, NGOs, and social enterprises.
- We like to bring people together and create communities. For our General Counsel Community, we organized a roundtable on 'Integrating AI Policy'. And as part of Climate Tech Connect, we hosted a fashion table at the Climate Tech Dinner at the Posthoornkerk.
- Client feedback interviews, to continuously
- improve our services
- We continued publishing our newsletters 'Stories by De Roos', through which we share recommendations for inspiring articles and books, as well as legal and societal insights. One example is De Gedichtenapotheek by Philip Huff, a book that was also discussed at our office during a special sit-in session with the author.

OUR IMPACT IN NUMBERS

Purpose-driven clients

As a B Corp, one of our main focusses is on making a positive impact through the clients we serve — impact-driven clients who align with our values.

In 2025, we supported 200 such clients, compared to 160 in 2024. These purpose-driven clients generated 39% of our revenue, compared to 32% in 2024.

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Working at an impact driven law-firm



Our CEO Joni Uhlenbeck challenges traditional stereotypes about leadership and shows that a law firm leader doesn't have to be a "grey man in a suit." As a female entrepreneur and B Corp leader, she advocates for a more inclusive, people-centered, and impact-driven approach to business.



Femke Prins and Sjoerd Buijn visited our client LeydenJar, where they were given a tour of the production facility and gained first-hand insight into the innovative battery technology that plays a key role in the energy transition.



Laura van Gijn and Sietske de Boer are supporting efforts to protect children from online vape marketing, demonstrating how legal expertise can contribute to healthier and safer communities.



Sjoerd Lopik obtained his PhD from Leiden University with a dissertation on Climate Criminal Law: the Role of Criminal Law in the Legal Response to Climate Change, contributing to the development of legal scholarship on climate accountability and sustainability.

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Environment

SHORT SUMMARY

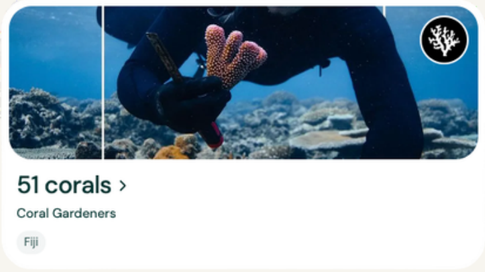
We have always been conscious of our ecological footprint. Even before becoming a B Corp, we adopted several sustainable practices. We use only green energy and promote sustainable travel options. Our office is equipped with automated systems to turn off lights and heating when not in use. We discourage unnecessary printing and prioritize purchasing organic products. Our office handbook provides guidance to employees on setting up sustainable workspaces at home.

WHAT WE SAID WE'D DO

- Increase our support for diverse environmental causes by partnering with Sumthing, thereby contributing to a wider range of impactful sustainability efforts.
- Monitorm measure and take actions to reduce our CO2 footprint.
- Promote sustainable practices by organizing and encouraging participation in environmentally-conscious activities, such as clothing swaps, reducing waste, conscious banking, and highlighting the importance of mindful consumption.

WHAT WE DID

- Through our partnership with SumThing, we contribute to a nature restoration project for every new client we onboard. Each quarter, colleagues collectively select a new project through a firm-wide vote during our monthly meeting, after reviewing several proposed initiatives. Clients can follow the impact of their contribution via a QR code included on our invoices, providing transparency into the positive environmental impact created through our collaboration.
- Celebrated Sjoerd Lopik's PhD achievement in Climate Criminal Law, strengthening our expertise in climate-related legal issues.
- Chose not to produce merchandise, deliberately avoiding unnecessary materials and waste as part of our commitment to sustainability.
- Continued to promote sustainable workplace practices through vegetarian lunches, oat milk as the default option, and our green employment agreement.



OUR 2025 SUMTHING PROJECTS

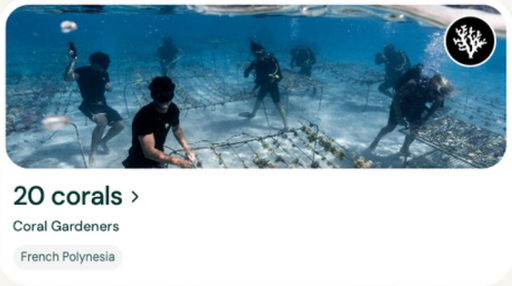
Contributed to the restoration of degraded landscapes in Tanzania by supporting rainwater harvesting initiatives that help reverse desertification, restore vegetation, and strengthen climate resilience in local communities.





Contributed to reducing plastic pollution by supporting the Source to Sea initiative, which prevents plastic waste from entering rivers and oceans through community-based clean-up, education, and waste management efforts.

Contributed to the restoration of a total of 71 coral colonies in Fiji and French Polynesia.



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Our Impact Shopping List

We believe that everyday choices matter. From who we buy from to what we serve in the office, we try to align our spending with our values. That is why we work with social enterprises, B Corps, mission-driven organisations and female-owned businesses whenever possible.

Below is a snapshot of what's on our shopping list. Perhaps it can serve as inspiration for your own purchasing decisions.

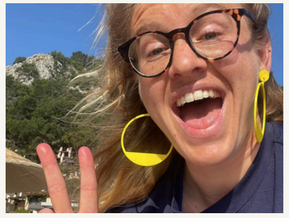
End-of-year gift → Tapout
Baby gifts → Karel & Co
Chocolate → Tony's Chocolonely
Toilet paper → The Good Roll
Menstrual products → Yoni
Books → Bookstore De Duif
Wine → Chateau Amsterdam
Beer → Oedipus, Queer Beer & Gulpener
Tableware & kitchenware → Dille & Kamille
Sustainable gifts → Wilder Land

End-of-year gift → Lintjes met Printjes: Earrings designed by our colleague Sietske de Boer
Coffee → Stooker
Oat milk → ROA
Fruit & vegetables → Crisp
Lunches → Vegetarian meals by chefs Jaap & Helen
Cleaning products → Ecover & Marcel's Green Soap
Snacks → Holie's & Hands Off en Bites we love
Soft drinks → Fritz-kola and Kumasi
Teamwear & sports → KLABU
Sparkling water → SodaStream















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Sustainable working

Our CO2 footprint at a glance and easy green do’s & don’ts to make an impact

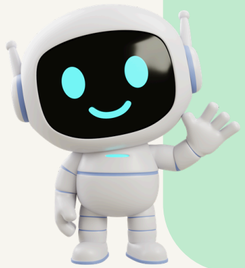
As De Roos, we believe that we have a responsibility for the environment that goes beyond legal obligations and regulations. As a firm, we are committed to reducing our negative impact on the environment and increasing our positive impact. Therefore, we encourage everyone to think environmentally consciously and to take responsibility for daily decisions that affect our planet. This responsibility extends beyond the office; even for our home workplaces, we strive for sustainability.

PRACTICAL TIPS:

- Clean up your digital files regularly. Data stored in the cloud uses energy (servers + cooling). By deleting unnecessary emails and files, you help reduce energy use and CO_2 emissions.
- Unplug devices when not in use. Devices on standby still consume electricity. Small actions like switching them off completely can reduce unnecessary energy usage.
- Lower the heating by 1°C. Even a small change can have a big impact. Lowering the temperature saves energy and directly reduces CO_2 emissions.
- Remove chargers from sockets. Chargers continue to draw power even when not in use. Unplugging them is an easy way to avoid waste.
- Choose a green energy supplier. Using renewable energy helps reduce your overall environmental footprint in a structural way.

Environmental Impact of AI Use

AI interactions consume energy and water. While the exact environmental impact remains unclear, we aim to use AI responsibly.



- **Use text-based AI where possible** as it has a lower environmental impact than image and video generation.
- **Choose the right model for the task** since larger models and research functions require more computing power.
- **Use AI efficiently** to reduce both environmental impact and operational costs.
- **Build sustainable AI habits today** as AI is expected to move towards more usage-based pricing in the future.

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Recertification readiness

The updated B Corp Standards (V7) introduce a more rigorous approach to impact and raise the bar for B Corps. For us, this creates an opportunity to take a fresh look at how impact is embedded across De Roos and where we want to go next. Not as a separate initiative, but as something that is reflected in our choices, our priorities and the way we work as a firm. It encourages us to look critically at what we are already doing well, where there is still room to improve and where we can make more conscious choices. Ultimately, the new standards provide a useful framework to keep developing our approach and make impact a more consistent part of the organisation.

KEY CHANGES

- Minimum requirements per impact area (no overall score)
- Focus on seven impact areas (incl. Climate, Human Rights, Fair Work)
- More mandatory criteria
- Stronger focus on impact management
- Continuous improvement required
- We conducted a gap analysis and strengthened our policies to ensure we are ready for V7



Purpose and Stakeholder Governance



Fair Work



Justice, Equity, Diversity & Inclusion



Human Rights



Climate Action



Environmental Stewardship and Circularity



Government Affairs and Collective Action

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