



FIRM PROFILE

**law,
with vision.**

We guide choices that stand the test of time.

WWW.LEEXE.IT



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SECTION 01

Manifesto.

Who we are, how we work, what drives us.

MANIFESTO

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Manifesto.

A professional community

Leexè was born of a precise idea of the profession: not a sum of isolated skills, but a cohesive community able to share method, responsibility and vision. We know the Italian small and medium-sized enterprise as well as we know larger, international organisations, and this dual perspective lets us read operational reality, complexity and transformation together.

We have not chosen to do everything. We have chosen to focus on what we truly know, because specialisation is only a value when it produces quality, clarity and reliability for the client.

How we work

For us, the law is not merely a set of rules but a cultural practice. Interpreting and applying it means reading the present, understanding its languages, and building solutions that make sense in the concrete reality in which businesses, organisations and individuals operate.

We study continuously and rigorously, aiming for excellence in technique, organisation and relationships. We believe quality also means timeliness, transparency, listening, and the ability to guide every client with precision and measure – without superfluous formalism, but to very high standards.



Innovation and vision.

Innovation and vision

Specialisation alone is not enough. Hyper-specialisation becomes a limit when it prevents us from seeing context, connections and the real consequences of decisions. That is why we cultivate deep expertise while keeping a broad outlook, able to hold together law, organisation, market, people and transformation.

We invest in tools, processes and technological innovation to make our work more accurate, faster and more effective. For Leexè, innovation is not a label: it is a concrete method for improving the quality of service and better answering the questions of the present.

Impact and responsibility

We assist businesses and individuals in corporate law matters, sustainability strategies and the protection of personal rights. We do so knowing that behind every organisation there are always relationships, responsibilities, fragilities and possibilities for change.

Our approach to social impact is cultural and substantive. It is reflected in the principles of our code of ethics, in the organisational choices we make every day, and in our direct commitment – individual and collective – to high-impact social initiatives.



SECTION 02

Industries.

We know the context you operate in, not just the rule that governs it.

INDUSTRIES

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Industries.

Insurance

A policy is a text destined to be read twice: once when it is sold, and once when a claim is refused. It is in the gap between these two readings – the cover promised and the cover actually provided – that almost all insurance disputes originate.

Publishing and media

In publishing, the company's core asset is an archive, and its profitability depends on who may use it, on what terms, and with what means of response when it is used without authorisation. Artificial intelligence has made this question urgent even for content published many years ago.

Non-profit and social economy

For a third sector entity, the classification of its activity is not a mere accounting matter: it determines the applicable tax treatment, governance constraints and access to relationships with public authorities. That is why by-laws misaligned with what the entity actually does are, first and foremost, an economic risk.

Construction and infrastructure

In public procurement, the game is decided twice: at tender stage, where the time limits for reacting are counted in days, and on site, where extra costs can only be recovered if they were documented as they arose. Advising a construction company means managing both moments, not only the litigation that may follow.

Energy and renewables

In renewables, the value of a project long remains bound up with a permitting file: until the authorisation is stable, the plant remains a hypothesis. Legal work exists to make that authorisation defensible and to allocate, between those who build, those who finance and those who buy the energy, risks that are measured in decades.



Industries.

Consumer and retail

In retail, the store is at once a contract, a property and a licence: opening one means navigating site selection, commercial planning law, building permits, leases and relations with the local authority, while transferring or closing it raises the mirror-image questions. Alongside network development, risk is concentrated in supplier relationships and in the compliance of what reaches the shelf.

Payments and fintech

In payments, the business model and the regulatory perimeter move at different speeds: innovation arrives before the rule that classifies it. The question that precedes all others is whether what the operator is doing requires authorisation, and of what type – because everything else follows from that answer.

Medical equipment and devices

A medical device manufacturer faces three counterparts at once: a regulator that decides whether the product may exist, a public purchaser that decides on what terms to buy it, and a spending clawback mechanism that may claw part of it back. Legal strategy must hold all three dimensions together.

Insurtech

Automation shifts the centre of gravity of legal risk: when the decision to assume a risk or settle a claim originates from a model, the undertaking must be able to justify it, reconstruct it and defend it years later. This is the point at which a technology project ceases to be an organisational matter and becomes one of compliance and evidence.

Industrial and machinery

A machine stays on the market for decades, and its manufacturer remains liable for the whole of its working life, even where it has been updated, modified or resold. General sales conditions drafted ten years ago sit uneasily with a product that now contains software and receives remote updates.



Industries.

Fashion and luxury

In fashion, the brand answers for what happens far from it. Value built on image can be undermined by a third-tier subcontracted workshop, and the defence lies not in the clauses of the supply contract but in the ability to demonstrate genuine control.

Private client

In family matters, the law arrives once the relationship has already broken down, but the decisions that matter – how assets are held, how the family business is governed, who will decide for those no longer able to decide for themselves – were taken years earlier, often without anyone imagining they would have legal consequences.

Real estate

A property is worth as much as its title: planning and building compliance, the restriction nobody had spotted, the energy performance rating that now enters into the price. Much of the work consists of surfacing these variables before completion, while they are still negotiable.

Oil & Gas

In the hydrocarbons sector, contracts last longer than the rules that govern them. The recurring issue is not what the parties agreed, but how that agreement responds to a changing price, a subsequent sanction, or an environmental obligation arising after signature.

Intellectual property and patents

In intellectual property, the decisions that matter are taken before any dispute exists: where to file, whether to remain within the unitary system, what to publish and when. By the time a cease-and-desist letter arrives, the room for manoeuvre is whatever was built years before.



Industries.

Software and ICT

In software, the product is also a bundle of licences, data and liabilities. Bringing an innovative solution to market successfully depends on scalable contracts and on intellectual property governance consistent with the business model: this is the point at which a licensing choice or an ownership clause stops being a technical detail and becomes a factor in the company's valuation.

Online trading and financial markets

In online investment services, disputes always arise after a loss, but are decided on documents drawn up long before: profiling, disclosure, warnings, order traceability. An intermediary's defence is built at the contractual stage, not in the statement of defence.



SECTION 03

Expertise.

Fourteen areas of expertise, covered with specialist depth and a broad outlook.



Expertise.

AI, ICT

AI Act, algorithmic liability, ICT contracts and governance of digital systems.

Commercial and Corporate

M&A, corporate governance, joint ventures, start-ups and extraordinary transactions: legal assistance for ambitious businesses.

Corporate Crisis and Restructuring

Negotiated crisis settlement, restructuring plans and insolvency proceedings under the Business Crisis and Insolvency Code.

ESG, B-Corp, DEI and Welfare

B-Corp certification, CSRD compliance, DEI policies and corporate welfare: sustainability as a legal strategy.

Damages and liability

Contractual and non-contractual civil liability, quantification of damages and compensation disputes, in court and out of court.

Compliance and Corporate Criminal Liability

231 organisational models, whistleblowing systems and integrated compliance programmes for businesses of every size.

Data Protection

GDPR, data breaches, DPO, DPIA and privacy compliance: dedicated advice for businesses and organisations.



Expertise.

Gender and Organisations

Gender equality, diversity & inclusion and organisational governance: strategic advice and certification.

IP, Digital & Social Media

Intellectual property, trademark protection, digital copyright and social media disputes.

Family, Children and Personal Matters

Dedicated legal assistance for family disputes, child protection and safeguarding vulnerable individuals.

Tax and Public Administration

Tax litigation, tax planning and assistance in administrative proceedings, public procurement and authorisations.

Real Estate and Retail

Real estate due diligence, commercial lease agreements, real estate funds and development and disposal transactions.

Employment

Employment law advice for companies and employees: dismissals, collective bargaining, agile working and algorithmic monitoring.

Third Sector

Legal advice for non-profits, foundations, social enterprises and voluntary organisations: governance, tax compliance and the Third Sector Code.



SECTION 04

Certifications.

Equality, inclusion and organisational culture: four standards, one informed choice.

CERTIFICATIONS

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Certifications.

Four different certifications answer different questions, and the first decision is not how to obtain them but which one you need. These are standards that an organisation adopts when equality stops being a statement and becomes a requirement: to bid for a tender, to access a tax relief, to respond to a parent company or a client asking for it down the supply chain.

UNI/PdR 125:2022

GENDER EQUALITY

Companies bidding in public tenders and organisations seeking access to the social-security contribution relief.

It is the only one of the four with a direct effect on award procedures, in the form of bonus points, and with a contribution relief recognised by law. It is also the one that clients have started to require along the supply chain.

Six areas of indicators – culture and strategy, governance, HR management processes, growth opportunities, pay equity, protection of parenthood and work-life balance – a monitoring system, an audit by an accredited body and periodic maintenance checks.

UNI/PdR 192:2026

WORK-LIFE BALANCE

Organisations where work-life balance matters: shifts, distributed work, staff with caring responsibilities.

The 2026 Labour Decree links it to a contribution relief of up to 50,000 euros. It is the most recent of the four and the one with the most immediate financial return, so the easiest to argue for in the boardroom.

A dedicated management system: needs analysis, concrete measures on working hours, leave, welfare and remote working, indicators, periodic review and verification by a certification body.



Certifications.

ISO 30415

DIVERSITY & INCLUSION

Those who already hold the 125 and want to move beyond gender, and groups that report on diversity in a structured way.

It is not a tender requirement: it is a recognised international reference that counts in sustainability reporting and in the requests of clients, investors and supply-chain leaders.

Defined governance responsibilities, analysis of the entire employment life cycle, indicators and accountability mechanisms.

ISO 53800

GENDER EQUALITY AND EMPOWERMENT

Groups with a foreign parent company or counterparties, where an Italian reference practice is not recognised.

It is the international version of the topic. It coexists with the 125 and does not replace it: many organisations hold both, one for the domestic market and one for the group.

Policies, roles and responsibilities, empowerment measures and documented assessment of results.



SECTION 05

Team.

The Partners who lead the Leexè professional community.

TEAM

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Katja Besseghini.

Partner

PROFILE

A lawyer admitted to practise before the Court of Cassation, Katja is the founder of Leexè.

Over decades of practice working closely with the business community – from national mid-sized companies to large multinational groups – she has developed a solid command of corporate dynamics, both commercial and compliance-related. Her profile stands out for its deep knowledge of the consumer goods industry, e-commerce and new forms of digital marketing.

Throughout her career she has handled hundreds of matters concerning licensing, agency and commercial distribution, procurement, directors' and officers' liability, and M&A transactions.

A keen student of corporate compliance and organisational ethics, she holds DPO appointments and sits on supervisory bodies of leading national and multinational groups.



APPOINTMENTS

dal 2024 – Founder and board member of the Italian National Committee for UN Women ETS, serving as Head of Legal.

dal 2023 – Member of the Banking Law and Third Sector Committee of the Milan Bar Association.

dal 2021 – Chair of Tetrabondi ETS, which she helped found in 2020.

2007-2024 – Secretary General of the Memoriale della Shoah di Milano ETS.

EXPERTISE

Commercial and corporate

Data protection

IP, digital & social media

Third sector

LANGUAGES

Italian, English, French

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Claudio Ceriani.

Partner

PROFILE

A lawyer admitted to practise before the Court of Cassation, Claudio founded SCF Studio Legale, now Leexè.

He has built extensive experience in litigation and international trade and, above all, is able to stand alongside entrepreneurs in every tactical and strategic decision, sharing the responsibility and combining sound legal judgment with the need for practicality and speed.

He advises foreign businesses on their investments and development activities in Italy, and has worked for decades in the field of international civil liability.



EXPERTISE

Commercial and corporate

Third sector

LANGUAGES

Italian, English, French

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Maria Grazia Colombo.

Partner

PROFILE

Maria Grazia has worked in the real estate sector for more than 20 years.

Over the years she has advised numerous Italian and international retailers in the luxury goods, IT, fast fashion, pet care and drugstore sectors on their real estate development across Italy. Her work includes legal assistance throughout negotiations for leases, business-unit rentals, department management arrangements and ancillary agreements such as key-money deals.

This experience has given her a deep understanding of market dynamics and best practice in the Italian real estate retail sector. She has also built significant out-of-court experience in the residential segment, particularly trophy properties, and in the office sector.

In real estate Maria Grazia also handles contentious matters and advises on commercial distribution issues, including franchising, distribution and agency.



EXPERTISE

Real estate and retail

Commercial and corporate

LANGUAGES

Italian, English, French

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Ivan Fossati.

Partner

PROFILE

He graduated with top marks in Law from the University of Milan in 1995 and has been a practising lawyer in Milan since 1998.

He holds a Master's in Arbitration Law from the Milan Chamber of Arbitration. He built his experience at leading law firms: Studio Legale Avvocato Giuseppe Iannaccone, NCTM and Studio Legale Montanari Brescia e Associati.

He co-founded SCF Studio Legale, now Leexè, in 2012. He has lectured at the Milan ODCEC's Advanced School on Insolvency Proceedings and Business Recovery since 2010 and speaks regularly at national conferences and seminars.

He has always worked in commercial, corporate and insolvency law, developing particular expertise in civil and insolvency litigation and extensive experience in restructuring companies in crisis.

He has developed and advises on updating organisational, management and control models under Legislative Decree 231/2001 for major companies. He also has significant experience in family and succession law, particularly regarding generational transitions in family businesses.



EXPERTISE

Corporate crisis and restructuring

Compliance and corporate
criminal liability

Commercial and corporate

LANGUAGES

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Massimo Mascheroni.

Partner

PROFILE

A lawyer admitted to practise before the Court of Cassation.

For more than twenty years he has advised Italian and foreign industrial and commercial companies on corporate, commercial, employment and new technology matters. His work combines solid legal expertise with a deep understanding of business dynamics, built through years of ongoing advisory work for companies belonging to national and international groups.

He has developed specific expertise in employment law, advising companies on industrial relations, contracts, reorganisation and restructuring plans, as well as litigation and union negotiations.

He also handles M&A transactions, complex commercial contracts and digital compliance projects, with particular attention to new technology law and e-commerce regulation.

He heads the corporate advisory, contracts and obligations, employment law and new technology practice areas.



EXPERTISE

Employment

Gender and organisations

LANGUAGES

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Ester Viola.

Partner

PROFILE

She graduated in Law from the University of Naples Federico II, with a Master's in Business Economics.

She practises employment law, with established experience in disputes concerning the management of employment relationships, individual and collective dismissals, job-grade claims, damages for demotion, occupational illness and social security disputes.

She also works in new technology law, with particular focus on privacy, AI governance and digital compliance. She is an author for Einaudi and contributes to Il Foglio and Corriere della Sera.

She has significant experience in family, personal and child law, with particular attention to the financial and corporate aspects of marriage and separation. She previously worked with the Campania Region on the administrative management of assets confiscated from organised crime.

Within the firm she handles employment law and new technology law, advising national and international companies on personnel management, employment relationships, corporate reorganisations and digital compliance.



EXPERTISE

Family and children

ESG, B-Corp, DEI and welfare

Employment

Gender and organisations

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SECTION 06

ESG.

Environment, social responsibility, governance: fourteen concrete commitments.



Environment.

In line with Directive 2008/98/EC and the “polluter pays” principle, we promote active, responsible resource management to reduce the ecological footprint of our professional activities.

Paperless & digitalisation

We cut paper and stationery use by fully digitalising internal and external signing, review and file-sharing processes.

Zero single-use plastic

We do not purchase plastic consumables and have eliminated disposable containers from our offices in favour of sustainable, reusable alternatives.

Waste and WEEE management

Widespread separate waste collection and a dedicated collection point for waste electrical and electronic equipment.

Sustainable mobility & smart working

Widespread remote working to reduce the impact of commuting; for business travel we encourage public transport and zero-emission vehicles.



Social responsibility.

We place people, equality and positive community impact at the centre of our organisational model.

A living code of ethics

Our values are embedded in our Code of Ethics, shared with clients and suppliers and reviewed every year.

Inclusion and gender equality

An equal, merit-based environment, equal opportunities for growth and annual training on sustainability, accessibility and inclusion.

Wellbeing and organisational health

Shared care for a healthy, collaborative professional environment attentive to physical and psychological wellbeing.

Social impact and the “Leexè more” project

We support high-impact organisations and initiatives, both as a firm and through the individual pro bono commitment of our partners.



Governance & compliance.

Independence, loyalty and confidentiality are the backbone of our work, together with documented and verifiable procedures.

Legal ethics and values

The Leexè Code of Ethics extends professional conduct principles to all staff and requires clients and suppliers to observe them.

Professional secrecy, privacy and cybersecurity

A dedicated IT infrastructure for the secure storage and sharing of data, in full compliance with the GDPR.

Fee transparency

Clarity in fee agreements and periodic reporting on activity, timing and the professionals involved.

Conflict-of-interest prevention

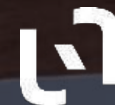
Timely, documented assessment of conflicts before every engagement, to guarantee independence and impartiality.

Anti-money-laundering (AML) compliance

CNF technical rules under Article 11(2) of Legislative Decree 90/2017: internal controls, client due diligence and risk assessment.

Oversight body and whistleblowing

An internal committee collects reports, monitors KPIs and promotes continuous organisational improvement.



SECTION 07

Leexè more.

The high-impact social organisations we support, as a firm and as individuals.



Leexè, more.

Fondazione Archè

SUPPORT FOR VULNERABLE FAMILIES AND CHILDREN

Founded in Milan in 1991 at the initiative of Father Giuseppe Bettoni in response to the paediatric HIV emergency, Fondazione Archè now supports vulnerable children and families in building social, housing and employment independence, through care communities, social housing, hospital projects and employment programmes.

Every Christmas we bring gifts to the children living in the foundation's communities – an appointment that reminds us why we do what we do.

www.arche.it

Memoriale della Shoah di Milano - Binario 21

MEMORY AND CIVIC COMMITMENT

Built beneath Milan Central Station, on the exact site from which convoys departed for the extermination camps, it is the only site in Europe among those used for deportations to remain intact: a living space for dialogue, education and exchange between cultures and generations.

Katja Besseghini served as the Foundation's Secretary General for almost twenty years and remains a member of its Board of Supporters.

www.memorialeshoah.it



Leexè, more.

Tetrabondi ETS

INCLUSION AND THE RIGHTS OF PEOPLE WITH DISABILITIES

Founded in 2021, Tetrabondi works to rewrite the paradigm of disability: dismantling stigma and stereotypes, restoring self-determination to people with disabilities and their carers, and building a world that is truly accessible to all minds and bodies.

Katja Besseghini is President of Tetrabondi ETS.

www.fondazionetetrabondi.org

YouSport ASD APS

SOCIAL INCLUSION THROUGH SPORT

Founded in Milan in 2020, YouSport promotes social inclusion through sport, working for those “outside the circle” – because of background, or social, physical or intellectual condition. Play and sporting activity as tools for care and change.

Claudio Ceriani is President and founder of YouSport.

www.yousportsocialclub.it



LET'S TALK

Where to find us.

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