

An aerial photograph of a river flowing through a dense, green forest. The river is on the left side of the frame, with several large, dark rocks protruding from the water. The forest is thick with various shades of green, and the overall scene is captured from a high angle, looking down at the landscape.

VINGE

# Sustainability Report

2024



4	INTEGRATING RESPONSIBLE BUSINESS THROUGHOUT THE VALUE CHAIN
5	A WORD FROM OUR MANAGING PARTNER
7	ABOUT VINGE
8	SUSTAINABILITY AT VINGE
9	Vinge and the Sustainable Development Goals
11	Highlights of 2024
13	ADVISING CLIENTS
16	INTERNAL SUSTAINABILITY WORK
16	Working Conditions
26	Environment and Climate
29	Business Ethics

## Highlights of 2024

11

### HIGHLIGHTS OF 2024

New CEO and MP for Vinge, Louise Brorsson Salomon, read her MP word on page 5. Adaptation to CSRD, AI and information security initiatives, and award for the gender equality initiative Dude Diligence. Read more on page 11.

### 50% – FOR GENDER EQUALITY

Ambitious goals drive us forward. Therefore, we have set ourselves the goal: 50% of all elected partners and counsels shall be women so that we achieve equality over the long term. Read more on page 16, 20, 21 and 25.

16

50%

## Clauses for reduced climate impact

14

### CLAUSES FOR REDUCED CLIMATE IMPACT

Our new set of standard clauses helps to reduce climate impact in supplier, loan, and employment agreements. Our clients now have the opportunity to include contractual clauses that add a firmer commitment to combating global warming. In 2024 we launched this initiative under the name *Vinge Tomorrow*. Read more on page 14.



### THE SEAT

A custom-made chair symbolises our dedication to new employees via a seat in Vinge's management team. See "The Seat" at [vinge.se/theseat](https://vinge.se/theseat).

30	SOCIAL ENGAGEMENT
35	GOVERNANCE AND ORGANISATION FOR SUSTAINABILITY
36	GOVERNING DOCUMENTS, POLICIES AND CODES
38	LOOKING AHEAD

Integrating  
responsible  
business  
throughout the  
value chain

**T**he world around us is changing fast. Geopolitical tensions, new regulations and rising expectations for sustainable business are placing higher demands on the business community than ever before. In this complex reality, qualified advice becomes a crucial factor in navigating correctly – and this is where we, as a business law firm, have a central role.

Vinge's mission extends beyond ensuring regulatory compliance. We are a partner in the transformation, helping our clients identify opportunities, manage risks and make sustainable business decisions. Through our expertise and industry knowledge, we contribute to creating long-term value for both companies and society.

*“We are a partner in the transformation, helping our clients identify opportunities, manage risks and make sustainable business decisions.”*

Sustainability is an integral part of our business. Through our legal expertise, we help our clients navigate complex challenges and achieve their goals. At the same time, we also place our focus internally on the areas where we have the greatest impact. We also engage in community-building initiatives and collaborations where our expertise can contribute to the development and growth of companies, organisations and individuals.

For us, responsible business means acting ethically, nurturing our relationships, being a responsible employer and actively contributing to a well-functioning society.

This report is part of our work towards greater transparency and responsibility. Here we present our progress, our challenges and our view on the future of sustainable business law.

# A Word from Our Managing Partner

For us, sustainability is not just an ambition, but a natural part of our everyday life. Every choice we make, big or small, affects the world around us. For this reason, we take a conscious and long-term approach to our responsibility. At Vinge we want to contribute to a better present and future through responsible decisions and sustainable solutions. These are two crucial conditions for continuing to build a prosperous and relevant business.

*"Our strategic direction is clear: we will make a positive contribution by giving responsible advice."*



Over the course of this year, we have taken a number of important steps forward. We have strengthened our team via specialist expertise within several key areas, including central roles linked to ESG issues. We have prepared for the CSRD and reporting in accordance with the ESRS, and we have also reviewed our internal processes. By forming a strong sustainability team, we have ensured that we have the right resources not only to meet tomorrow's challenges, but also to capture new opportunities.

Our strategic direction is clear: we will make a positive contribution by giving responsible advice. By promoting sustainable business, we are helping to build a prosperous Swedish business community – as well as society at large. As industry leaders, we are aware of the responsibility that comes with our position. We thus strive to serve as role models and to be conscious in our actions, for example, by promoting a more equal business community.

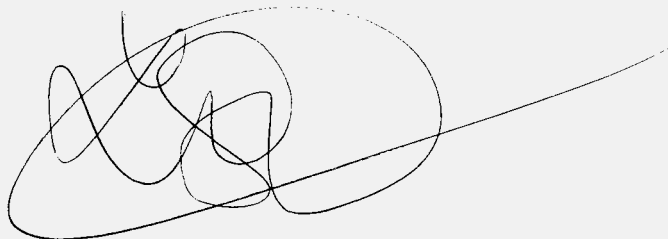
At the same time, we realise that there is always more to do. Navigating a changing world requires both innovation and strategic flexibility. We see these challenges as opportunities to grow, learn and develop our processes – so that we can stay one step ahead.

We will continue to challenge ourselves, collaborate with our stakeholders and take responsibility for our impact. My goal as CEO is to strengthen our position as a leading business law firm in the Nordics and, at the same time, to generate success for our clients through long-term sustainable advice.

As a member of the UN Global Compact, we stand by our commitment to following the ten principles in human rights, labour law, the environment and anti-corruption. We look forward with confidence and commitment to our sustainability work, in line with Agenda 2030 and the UN's global goals for sustainable development.

This sustainability report constitutes our *Communication on Progress* and reflects the progress we are making towards a sustainable future.

Louise Brorsson Salomon  
Managing Partner, CEO Vinge

A handwritten signature in black ink, consisting of a series of loops and a long horizontal stroke extending to the right.



# About Vinge

Vinge is one of the leading full-service business law firms in the Nordics, with approximately 550 employees. We are located in Stockholm, Gothenburg, Malmö and Brussels. Responsiveness, the ability to handle urgent needs and deep industry knowledge are all things our clients value about what we deliver.

## **With reason**

As a full-service law firm, we are trusted by many of our clients with all their legal matters. Operating as a full-service firm allows us to quickly assemble a team of experts tailored to a specific matter or further reinforce the existing team by bringing in key individuals when needed.

## **Our vision: leading the way in business for the better**

Vinge's vision is to lead the way in business for the better. To achieve our overall goal, we have four strategic areas that we place focus on:

*Client, Employee, Innovation & Collaboration*

Within each focus area, we have identified a number of measures that we pursue centrally. The strategy provides the foundation for collaboration and prioritisation at both team and individual levels. It guides our daily operations, the planning activities, and our future goals.

*Our vision is to lead the way  
in business for the better.*

# Sustainability at Vinge

*Our sustainability work is based on internationally accepted standards for responsible business operations. Since 2018, Vinge has been a member of the UN Global Compact and complies with the OECD Guidelines for Multinational Enterprises, the UN Guiding Principles on Business and Human Rights, and with other relevant regulatory frameworks.*

*Our sustainability work focuses on the issues that are most relevant to our business and where we can have the greatest impact. Vinge's sustainability work is divided into three focus areas:*



*Internal  
Sustainability  
Work*



*Advising  
Clients*



*Social  
Engagement*



# Vinge and the Sustainable Development Goals

We take account of Agenda 2030 and the UN's 17 Global Goals for Sustainable Development in both our strategic sustainability work and in our consulting. On the basis of our own operations, we have identified the following goals as areas where we can make the most impact:

**Goal 3 Good Health and Well-being:** We aim to provide a good working environment and for our employees to enjoy good health and well-being. Together with health and safety representatives from each of our offices, we focus on health issues in systematic health and safety groups, and we work continuously to promote activities and initiatives which encourage a healthy lifestyle.

**Goal 5 Gender Equality:** For us, it is self-evident that every employee be given the same conditions in which to thrive and succeed at work. We have been actively working with equality issues for many years. We strive towards equal gender distribution in all practice areas, project groups and other collaboration forums, and we have a concrete target in place to increase the number of female partners and counsels at Vinge. We also work in a variety of ways to highlight gender equality issues in business more generally.

**Goal 8 Decent Work and Economic Growth:** We strive to ensure that our employees have good employment terms and conditions and to create the preconditions for a good working environment – one in which each employee can develop according to their individual circumstances.

**Goal 13 Climate Action:** We strive to reduce our adverse climate impact and to focus our environmental and climate initiatives on the supply chain and the transportation of the goods and services we purchase, as well as on our employees' business travel and the running of our business premises. We consider these to be our main impact areas. We also support our clients in their work to reduce their negative climate impact.

**Goal 16 Peace, Justice and Strong Institutions:** Through our operations, we work to promote a positive climate for companies and individuals. We believe that the advice we give plays a significant role in promoting responsible entrepreneurship and contributing to upholding the rule of law, thereby allowing us to create lasting business and social benefits. At the same time, we have an extensive and proud history of social engagement.

**Goal 17 Partnerships for the Goals:** We cooperate with a number of other partners in relation to the exchange of knowledge and other areas, and this facilitates the implementation of the UN Global Sustainable Development Goals. Our social engagement is based on cooperation, and we believe that we can use our skills and expertise to contribute to the growth and development of society, organisations and individuals.



# The UN Global Compact's 10 Principles

As a member of the UN Global Compact, we take account of the ten defined principles and report annually on our sustainability work in what is called our *Communication on Progress*.

## Human Rights

**Principle 1:** Businesses should support and respect the protection of internationally proclaimed human rights; and

**Principle 2:** make sure that they are not complicit in human rights abuses.

## Employment Law

**Principle 3:** Businesses should uphold the freedom of association and the effective recognition of the right to collective bargaining;

**Principle 4:** the elimination of all forms of forced and compulsory labour;

**Principle 5:** the effective abolition of child labour; and

**Principle 6:** the elimination of discrimination in respect of employment and occupation.

## The Environment

**Principle 7:** Businesses should support a precautionary approach to environmental challenges;

**Principle 8:** undertake initiatives to promote greater environmental responsibility; and

**Principle 9:** encourage the development and diffusion of environmentally friendly technologies.

## Anti-corruption

**Principle 10:** Businesses should work against corruption in all its forms, including extortion and bribery.

# Highlights of 2024

## **New CEO and Managing Partner for Vinge – Louise Brorsson Salomon**

Louise Brorsson Salomon was appointed the new CEO and Managing Partner for Vinge in spring 2024. She has been a member of the Vinge board and management team for many years. Her mission is to continue to develop Vinge's offering, protect Vinge's clients, attract the best lawyers and ensure that Vinge continues to be a force for good in society. Louise Brorsson Salomon has been with Vinge since 2005 and a partner since 2015. She is an internationally recognised and top-ranked advisor and a valued leader who, before becoming CEO, was the responsible partner for the banking and finance group in Stockholm.

## **Adapting for the CSRD**

Over the course of the year, we have been preparing for sustainability reporting in accordance with the CSRD (Corporate Sustainability Reporting Directive). Vinge's first report will be published in 2026 and based on 2025 data.

Throughout 2024, a number of analyses, interviews and surveys were conducted with our stakeholders to prepare for our double materiality assessment, which will be completed in early 2025.

We prioritise sustainability issues that are material for us and our stakeholders and will focus our work going forward based on our double materiality assessment, which we will review annually. We will place great emphasis on areas where we believe our negative impact is the greatest, as well as on opportunities to strengthen our positive impact. We look forward to ongoing dialogue with our stakeholders to ensure the continued relevance of our strategic work.

## **AI and Information Security in Focus**

Innovation is an important part of our work and a strategic priority for us. Being at the *balanced forefront* of innovation and legal tech, while maintaining a strong level of information security in everything we do, adds value for our clients. We have implemented a number of initiatives and investments over the course of the year, both for our employees and for our clients. We see it as our obligation to familiarise ourselves with the latest technology and new societally disruptive phenomena, while at the same time being a balancing voice and protecting ethics, morality and the rule of law.



# Dude Diligence Equality Initiative Wins Award in Sustainability Category

We expanded our Due Diligence with *Dude Diligence* 2022, with the aim of increasing gender equality in business. In February 2024, we received the 50 Watts Award in the 100-fattaren category (for communication and campaign activities) in the Swedish Advertisers' 100 Watts competition.

We are proud that *Dude Diligence* is being recognised and consider the award to be confirmation that Vinge is involved and contributing to a more sustainable business community. As the country's leading M&A advisor, we hope to assist our clients with *Dude Diligence* by offering concrete tools that can contribute to gender equality in business. *Dude Diligence* is a supplement to the due diligence process and aims to provide a better picture of gender equality in companies prior to acquisitions, sales and mergers.

# Dude Diligence<sup>VINGE</sup>

We analyze gender equality in our due diligence process.



Scan for more  
information about  
*Dude Diligence*

# Advising Clients

*Sustainability requirements for our clients continue to increase, and more and more of them are now subject to strict legal requirements for their sustainability management and reporting. As a full-service firm, we see how most of our areas of operation are affected by regulatory compliance within sustainability, and as advisors, we have an important function for our clients and their businesses. Sustainability aspects become a natural part of the legal and commercial analysis, and they are an integral part of the advice we give. We often highlight issues related to working conditions, human rights, the environment and climate, corporate governance and anti-corruption.*

We develop our advice to support clients in sustainability issues and broaden their perspective through business law – with the goal of finding sustainable solutions and growth opportunities.

## **Ambition and Goals**

Our goals for 2025 are to continue to develop the depth and breadth of our advisory services in the area of sustainability with a view to meeting the increased demand that has been identified, especially in light of the new and increasingly complex regulations coming within the EU. We will also continue to strengthen our expertise in sustainability and to promote the exchange of knowledge both within Vinge and externally in wider society. Our ambition is to deliver the highest level of advice to our clients on increasingly complex legal and strategic sustainability-related issues.

*“Our clients now have the opportunity to include contractual clauses that add a firmer commitment to combating global warming.”*

## Measures during the Year

Over the course of the year, Vinge has been involved in a large number of transactions, provided legal and strategic advice in the area of sustainability and actively contributed to the Swedish and European development of relevant legislation in the area.

### **Increasing Share of Green Transition Transactions**

2024 was a highly intensive year for Vinge in which we supported our clients in many of the largest and most complex private and public acquisitions and mergers on the Swedish market. We look upon this activity in our business with a sense of humility, in view of the world situation and the economy. A pleasing trend is that transactions within the green transition are increasing.

### **Clauses for Reduced Climate Impact**

Over the course of the year, Vinge has also worked to make it easier to include sustainability commitments in our clients' most common agreements. Our new set of standard clauses helps to reduce climate impact in supplier, loan, and employment agreements. In 2024 we launched this initiative under the name *Vinge Tomorrow*. Our clients now have the opportunity to include contractual clauses that add a firmer commitment to combating global warming. The new additions are part of our goal to contribute to a more sustainable business environment.

*“A pleasing trend is that transactions within the green transition are increasing.”*

### **Improved Framework for Anti-money Laundering Measures**

Vinge has also actively contributed to the formulation of Swedish legislation, including by proposing improved frameworks for critical regulations such as measures against money laundering. The report ‘New Rules for Combating Money Laundering and Terrorist Financing’ (SOU 2024:58) was submitted to the Ministry of Finance in August 2024 by special investigator Helena Rosén Andersson, an employee of Vinge. The commission was appointed in 2022 to align Swedish law to the new EU legal framework.



*“We also actively participate, among other things, in the Swedish Bar Association's work on AI guidance because we want to set a good example and share our knowledge with clients, competitors and other stakeholders in society.”*

### **AI and Information Security in Focus**

Innovation is an important part of our work and a strategic priority for us. Our ambition is to be at the *balanced forefront* of innovation and legal tech, while maintaining a strong level of information security in everything we do. We consider that this gives added value for our clients.

As part of that work, we introduced Harvey AI to all of our lawyers in 2024, following an extensive pilot period for the tool earlier in the year. Harvey was named by Forbes as one of 30 AI companies to watch in 2024. We believe that well-functioning AI tools will streamline our advice, and we consider that this will be of great benefit to our clients. We also actively participate, among other things, in the Swedish Bar Association's work on AI guidance because we want to set a good example and share our knowledge with clients, competitors and other stakeholders in society.

Vinge employee Helena Rosén Andersson was appointed as the government's special investigator for AI at the end of 2024. Her appointment represents an important step in ensuring that AI technology in Sweden is used in a safe and reliable manner. The role of special investigator involves reviewing the need for national adaptations as a result of the EU regulation on artificial intelligence (the AI Act). The investigation is part of the government's work to make Sweden a leading nation in the use of safe and reliable AI (Dir. 2024:83 Safe and Reliable Use of AI).

### **Next Steps**

In 2025, major focus will be placed on implementing the new CSRD sustainability reporting rules that apply to Vinge. Among other things, we will identify how we impact society and the environment, how climate change can affect our operations and how we can best exert influence in a positive direction, including within the framework of our consulting. We will also continue to collaborate in our cross-office ESG team with the aim of ensuring that we deliver high-quality advice to our clients within this area, with a view to meeting the increased demand for legal and strategic advice related to both existing and upcoming regulations.

# Internal Sustainability Work

*Internally, we focus our sustainability work on working conditions, the environment and climate, and on business ethics. To remain a leading business law firm and a long-term partner to our clients, we foster a supportive work environment where our employees can develop to their full potential. We do this while working to maintaining the highest standards of business ethics - including within our supply chains - and advancing our environmental and climate initiatives. Our employees are our most important asset and play a central role in our strategy. Read more about our sustainability organisation at the end of this report.*

## Working Conditions

### Ambition and Goals

At Vinge, our goal is to be, and be perceived as, a sustainable, attractive workplace which offers equal opportunities to all, irrespective of sex, gender identity or expression, ethnicity, religion or other belief, disability, sexual orientation or age (the current discrimination grounds). We aim to create the conditions for our employees to have and to experience good opportunities for development, well-being, good leadership and to feel pride in working with us – all factors which contribute to commitment. We have therefore chosen to put commitment in focus for our internal sustainability work, something which we measure and monitor regularly in our Vinge Pulse survey – a shorter type of employee survey which we carry out four times a year. We have a high target of an average index of 85 for our commitment measurements, a target that we did not fully reach in 2024 (index 79, compared to index 78 in 2023). We continue to work towards our goal through various initiatives.

In addition, we strive to increase gender equality, diversity and inclusion across all dimensions and at all levels at Vinge. Therefore, one of the goals we have chosen to work actively towards over time is to increase the proportion of female partners and senior associates at the firm. Our goal is that fifty per cent of all appointed partners over the period 2015–2024 should be women in order to achieve a more even distribution in the long term. In 2023, we decided to expand the goal, to also include newly appointed counsels; because, much like the partner role, this is a central role in leading and developing our business and our employees.

*Newly elected partners  
2014 – 2024  
47% women and 53% men*

*Newly elected counsels  
2023 – 2024  
58% women and 42% men*

# Measures Implemented during the Year and Results

## Our Employees

Engagement and the factors that drive it have remained a focus of our sustainability work in 2024. Through our regular Vinge Pulse measurements, we gain insight into how well we are performing across various dimensions of employee engagement, and identify areas for improvement to continue progressing in the desired direction.

We believe that self-awareness is a foundation for building good leadership, and it is something we put a lot of emphasis on. Two years after starting as a junior associate at Vinge, everyone enters an individual development programme called 'Build Your Personal Leadership'.

Creating opportunities for dialogue and influence for everyone who works at Vinge is also something we prioritise highly, and we have various forums in place to support this. In addition to Vinge Pulse, we have ongoing dialogues with our collaboration forums through the firm's health and safety committee and the associate reference councils at each office. Through our collaboration forums, we have the opportunity to continuously develop our operations and our employees' conditions relating to engagement, motivation and health. Another valuable form of collaboration between management and employees is through an initiative we call 'The Seat', where we offer a newly employed colleague a seat at our management team meetings. During 2024, we have welcomed eight newly employed participants to our management team meetings in 2024. The Seat was introduced in 2019 and the contributions that participants make at the meetings give us valuable insights for strategic priorities going forward. We will of course continue with The Seat in 2025.

## Route to Vinge

One of our most important strategic focus areas in 2024 has continued to be attracting and retaining the best talent.

To position ourselves towards our main candidate target group, law students, we are actively working to establish early contacts at the various universities around Sweden. An important channel for establishing and building a relationship with law students is through our Vinge Talent Network "Vinge Talang". For example, *Vinge Talang* offers law students lectures and seminars, providing insight into working at a business law firm and strengthening practical skills which are important in this line of work, and which are not always covered in the courses taught at law school. We regularly invite the network to engage with our lawyers and HR staff, with the aim of giving the students a better chance to get to know Vinge and a clearer idea of what it's like to work with business law at a large firm like ours.



*“Another valuable form of collaboration between management and employees is through an initiative we call ‘The Seat’, where we offer a newly employed colleague a seat at our management team meetings.”*

A custom-made chair symbolises our dedication to new employees via a seat in Vinge's management team. See "The Seat" and read more about our employees experiences at [vinge.se/theseat](https://vinge.se/theseat).



In recent years, we have taken our ambition to increase interest in business law one step further, by reaching students even *before* they become law students, through our new upper secondary school initiative. This initiative means that we visit upper secondary schools to talk about business law, and what it is like to study law at university and then move into business law as a profession.

## Skills and Development

A high level of skill and the ability to deliver the highest quality services and advice are essential to our operations. That is why all employees are encouraged to develop their skills on an ongoing basis, not least by participating in our *Vinge Academy*, which is our internal training function available to all colleagues at all offices.

In 2024, focus has been placed on continuing to enable both short-term and long-term skills development for all employees. Some training courses are aimed at all our employees, while others are implemented and tailored for specific target groups. One clear focus area over the course of the year has, of course, been the AI transformation, with initiatives for both inspiration and risk awareness, as well as training sessions on specific AI tools, being combined.

In 2024, *Vinge Academy* has offered the following to our employees, among other things:

- The foundation of the training programme has been the digital lecture series *What Every Vinge Should Know ...* focusing on basic legal principles from a Vinge perspective. Fourteen training sessions have been carried out over the course of the year, with a total of 686 participants from all Vinge offices.
- All new employees continue to complete the Anti-Money Laundering and Anti-Terrorist Financing e-training course. Over the course of the year, approximately 100 people completed this training module.
- The e-learning course *Diversity and Inclusion at Vinge* was created and launched in Q1 2024 and has been completed by approximately 400 employees. It is now included as part of the induction programme for new colleagues.
- One of the major training programmes implemented during the year was Vinge's acquisition skills development programme – *Business Leadership at Vinge*. Twenty-seven new senior associates participated in this programme during the autumn semester.
- *The Leadership Programme for New Partners and Counsels* – a joint leadership programme – was implemented for the third year in a row. Sixteen new partners and counsels took part.
- *Build Your Personal Leadership*. Leadership development aimed at new associates (two years' experience as an associate).
- Several local training activities have also taken place over the course of the year, including regular lunch-and-learn sessions with a legal focus.
- Basic training sessions in *Artificial Intelligence* have been held, with the aim of informing employees about technology, risks and technical applications.
- Training in *Inclusive Leadership* has also been conducted for managers, partners and counsels.

In 2025, our strategic focus on leadership and business acumen will continue. There will also be a focus on artificial Intelligence, with several learning activities planned.

Over the course of the year, we have combined several different competencies into a new business support unit called Knowledge, Process and Innovation (KPI). The aim of this is to further meet the rapid pace of change, and the opportunities that digital development offers. The mission of KPI is to support, facilitate and develop Vinge's client delivery in terms of digital capabilities, knowledge management and ways of working. We have also appointed special AI task forces within each legal working group to support the ongoing change in our working methods as effectively as possible.

In addition to traditional training, our employees are offered internal rotation programmes between practice groups or between our offices, overseas internship programmes and secondments with our clients, all of which result in valuable experiences that broaden perspectives and provide new knowledge. We work in a structured way with internal knowledge sharing through, for example, mentoring, internal seminars, workshops, and inter-office working or competence groups. Specific individual skills needs are identified and documented in the development and follow-up discussions which take place twice a year between managers and employees for all of our personnel.

### At Vinge:

- the business should be free from discrimination
- all employees should have equal rights and opportunities in terms of their work and possibilities to develop
- the share of women among newly appointed partners and counsels in the next five years should be 50 per cent
- no one should feel discriminated against on any of the grounds of discrimination
- no one should feel harassed or bullied at the workplace in any form whatsoever
- no one should feel discriminated against during the recruitment process or in connection with the appointment of positions, irrespective of whether the position is appointed internally or externally
- there should be no differences between salaries or terms of employment based on any of the grounds of discrimination



## Equality, Diversity and Inclusion

Providing a workplace where each and every person has the opportunity to feel that they belong, to perform and to develop in their work is a key issue for Vinge. We want to embrace diversity and encourage innovation and enthusiasm by allowing different perspectives to meet, and to benefit from diversity in the development of our business and in our interactions with our clients. We always consider demographics when recruiting new people. In those cases where distribution is uneven in relation to age, background, experience, personality or gender, we look to find candidates who can add diversity to the group. If there are several equally qualified candidates for an available position, we will choose the candidate who can add a new and different perspective to the firm, thereby increasing its diversity. In our recruitment work, we strive to make the recruitment process as unbiased as possible by applying objective selection methods.

We regularly follow up on the above through our Vinge Pulse survey, our annual salary survey, our organisational and social work environment survey, and via internal collaboration forums, which are comprised of employees from different parts of the organisation. Together with our work environment committee, we identify and discuss risks in our business and agree on which active steps we need take in order to minimise any risks of discrimination, and to promote diversity and equality in our workplace. Measures are documented on an annual basis via our internal *Plan for Active Measures for Equality*, which is communicated across the firm via our intranet, where it is also made available in its entirety for all employees. These measures are followed up on in consultation with the committee.

We have long prided ourselves on our inclusive culture, striving to ensure that all Vinge employees experience a safe work climate, where they can be themselves and where differences are valued. In 2024, we introduced a Vinge Pulse on the theme of inclusion. We are pleased to note that our employees perceive a high degree of *inclusion* in their everyday lives and we obtain a high result on the scale with an index of 86. The plan going forward is to roll out the measurement on an annual basis, with the next one scheduled for March 2025.

We strive for gender balance in all practice groups, project groups and other collaboration forums. The firm's Board of Directors consists of four women and five men. In our corporate management team, we have eight women and two men, while our three local Managing Partners are all women – and one is also the CEO for the whole of Vinge.

In total, during the period 2015–2024, 47 per cent of the new partners appointed at the firm were women and 53 per cent were men. Moreover, since 2023, 58 per cent of the new counsels elected have been women and 42 per cent have been men. On 31 December 2024, 63 per cent of our counsels were women and 37 percent were men. As the counsel role often serves as the recruitment base for new partners, we view it as positive that a majority of those in this role are women. As of the same date, women accounted for 27 per cent of partners, while men accounted for 73 per cent—figures we are not satisfied with and are systematically working to change over time.

*“We are pleased to note that our employees perceive a high degree of inclusion in their everyday lives and we obtain a high result”*

Another initiative that we have implemented in 2024 on the theme of diversity and inclusion is our Inclusion Week. Before the week, we invited all managers and partners to attend a training course on inclusive leadership, to gain new insights related to inclusion and their own leadership. During Inclusion Week, we then focused all of our attention on issues related to various aspects of inclusion through lectures, workshops and training. For our inclusion work going forward, we have developed a new structure for implementing annual activities, in which these two training courses are included as part of an annual cycle.

In 2024, we have continued to place focus on employees who are or who will become the parents of young children. To support them in balancing their careers and parenthood, we have introduced a mentorship programme where experienced colleagues share their insights and act as support.

### **Good Health and Work-life Balance**

It is well known that consulting work can involve periods of high tempo and demands for delivery within tight timeframes. This is a dimension of our work that can contribute excitement and challenge in a positive sense, but it is also the dimension of our work that poses the greatest health risk to us if it results in prolonged stress or insufficient recovery. To counteract this, we monitor employee utilisation rates weekly and strive to ensure an even distribution of tasks between employees, work groups and offices. Each practice group has designated people responsible for monitoring workloads and for staffing project teams. By continuously placing focus on employee utilisation rates, we can work proactively to avoid imbalances in the workload and plan for recovery after work-intensive periods. This also enables us to ensure that our employees have access to the right support, time and expertise to perform their tasks.

Our remote-working policy has now become established in the organisation and has proven to work well, not least in terms of health and life balance. This enables a combination of working in the office and working remotely, which many of our employees appreciate and find enables a more flexible working day.

We have had stable attendance levels for several years (in 2024, the attendance rate was 98.7 per cent), but we also know that, with the possibility of remote work, many people sometimes work even though they are ill. This is of course both an opportunity and a risk for our employees. In order to get an understanding of how our employees experience their health, stress and workload, we therefore regularly follow up on this through our Vinge Pulse. This gives us the opportunity to quickly pick up on the signs of any irregularities and take action. The issue of good health is also a focus of our systematic work environment management. In consultation with our work environment representatives at each office, we also work on activities and initiatives to promote health on an ongoing basis.

Concrete health-promoting initiatives that our employees are offered include wellness grants, flu vaccines and a special health insurance policy that offers preventive care services, such as conversational support, ergonomics and support relating to stress reduction and sleep health. In addition, our employees are offered health insurance that provides access to medical care, counselling and rehabilitation.

Our wellness concept, Vinge Strong, is another health initiative aimed at encouraging exercise and promoting health, well-being and affinity among our employees. Focus is placed on both physical and mental health, and the concept offers a varied range of wellness activities that are available to all of our employees, regardless of their circumstances. Some examples of the activities offered under Vinge Strong include various forms of group exercise, floor hockey, football, tennis and more.

Other implemented actions related to health, safety and well-being in 2024 include:

- Launch of a new Alcohol, Drugs and Gambling Policy. As a part of this launch, training on alcohol, drugs and gambling abuse has been provided for HR and other key staff.
- Training HR and other key personnel in the organisation in active crisis management.
- Training for some of our staff in CPR (cardiopulmonary resuscitation) and active firefighting.
- Development of a new work environment training programme for new partners, counsels and managers.

*“We want to embrace diversity and encourage innovation and enthusiasm by allowing different perspectives to meet, and to benefit from diversity in the development of our business and in our interactions with our clients.”*

## Next Steps

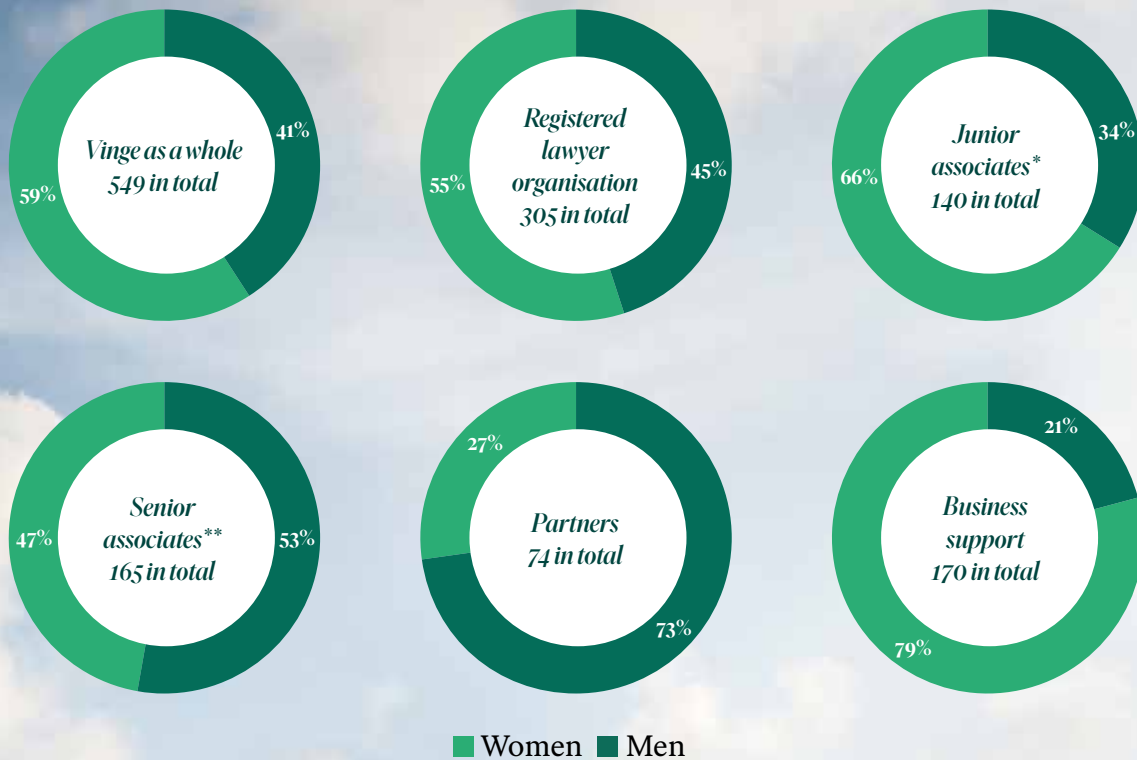
In 2025, among other things, we will:

- maintain a focus on gender balance at partner level with our gender equality goals.
- continue to monitor commitment and various aspects of culture and work environment via our Vinge Puls survey.
- conduct a work environment audit with our work environment representatives in order to identify, remedy and follow up on risks in our work environment.
- based on an established framework of annual activities, we will continue to focus on our inclusion efforts. We will achieve this through annual surveys that follow up on employee experiences, by updating our active measures plan for equal treatment, and through digital training programmes that highlight our policies and enhance knowledge of diversity and inclusion. Keep investing in training in business acumen, leadership and artificial intelligence.
- conduct a 360-degree evaluation of our partners in order to monitor compliance with Vinge's core values.
- conduct health and safety training for new partners, counsels and managers.
- keep focusing on preventative work concerning mental health risks that are related to work and workload, for example by monitoring workload in real time and measuring and following up on these aspects via our organisation and social work environment survey.
- conduct additional training sessions in CPR and active firefighting.





## Gender distribution women and men:



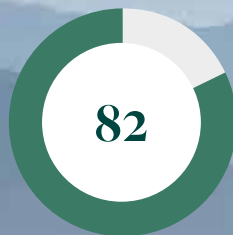
## Vinge Puls results 2024



Commitment

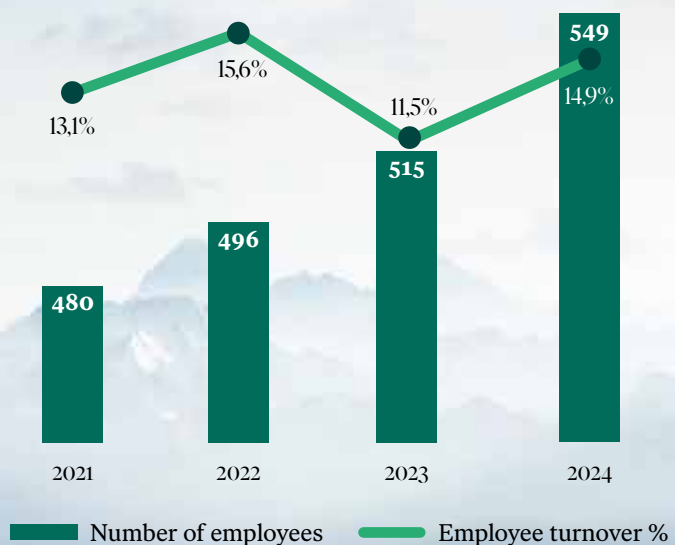


Leadership



EVP  
(Employee Value Proposition)

## Employee turnover



## Attendance rates:

98,2 %	98,5 %	98,6 %	98,7 %
2021	2022	2023	2024

\* new employees, junior associate, associate

\*\* senior associate, manager, senior manager

# Environment and Climate

Climate change and environmental issues constitute some of the most pressing global challenges the world faces today. As a central player in the business community, we see our responsibility not only as an opportunity, but as an obligation to contribute to sustainable development that benefits both people and our planet. We are aware that the transition to a climate-neutral and resource-efficient world poses major challenges – for us, for our clients and for society at large.

## Ambition and Goals

We try to reduce our environmental impact by conducting active environmental work throughout our operations. In this work, we place focus on environmental and climate work in our main areas of influence: supply chains for the procurement of goods and services, the transportation of those goods and services, employee business trips and also how we utilise our premises. We also support our clients in their work to combat climate change.

By continuously improving our energy efficiency and use of renewable energy, we can contribute to decreasing our environmental impact. We annually monitor the proportion of renewable energy in our climate calculation. Our first climate calculation for 2020 is our base year that we measure against.

Our business does not require a permit or notification under the Environmental Code.

## Identified Risks

As a law firm, we estimate our own environmental impact to be relatively low as we are a service provider. Nevertheless, we wish to contribute to a more sustainable society through our internal environmental and climate work. We take responsibility for our climate footprint and actively work to reduce our impact. Transport and courier services, as well as the purchase of goods and services, have a negative impact on the climate and environment and we therefore strive to choose suppliers with a stated and reported focus on environmental issues. Our business travel also has a negative impact on the environment and we encourage our employees to choose environmentally better alternatives for business travel.

In the design and management of our premises, there may be risks related to the procurement of furnishings and our choice of energy suppliers, as well as the management and operation of the premises. It is also central for us to plan for and to manage the waste and recyclable materials that our business produces, and to reduce our production of waste.

***”As a central player in the business community, we see our responsibility not only as an opportunity, but as an obligation to contribute to sustainable development that benefits both people and our planet.”***

## Measures during the Year and Results

Over the course of the year, we have continued to place focus on climate-neutral travel when we use taxis. We have an ongoing dialogue with our suppliers to encourage them to drive the move towards fossil-free travel within their organisations.

In our collaboration with the courier companies we use, we have previously set a goal that at least 90 per cent of our deliveries will be made using electric or fuel-free courier services (100 per cent are climate neutral), as well as 90 per cent of national and international courier deliveries becoming climate neutral via Go Green.

We have had a goal of only using electricity from renewable energy sources by 2025. We achieved that goal as early as 2022 and we have since continued to meet our goal of only using electricity from renewable energy sources.

With regard to our business travel, we have encouraged and achieved a higher share of domestic rail travel and overall reduced our travel in favour of digital meetings. We are committed to our flexible meeting structure for internal meetings and continue to work actively to have the technical conditions for good digital and hybrid meetings to reduce our travel and meet our clients' expectations. We see a post-pandemic trend in 2024 of increased travel compared to the previous year.

The firm is also focused on increasing our recycling and we have kept our staff continuously updated about the sorting options available. In our staff restaurants, we have continued to offer and encourage the uptake of a daily vegetarian options, and purchase ingredients and material that have the lowest possible environmental impact as a natural part of our purchasing procedures.

In terms of our technology, we have continued a partnership with our suppliers of computers and mobile phones on efficient and sustainable lifecycle management, which means a complete solution for hardware devices with a return and replacement service whereby the old equipment is recycled in a responsible way.

Over the course of the year, Vinge has also worked to make it easier for our clients to include sustainability commitments in their most common agreements. We offer a set of standard clauses that helps to reduce climate impact in supplier, loan and employment agreements. These are available to our clients and bring a strengthened commitment to combating global warming.



## Next Steps

Our goal in 2025 is to review how we can improve our climate calculations on an overall level in connection with our review of our sustainability work and adapting our reporting to future standards in accordance with the ESRS. Our goal is to improve our own data to reduce the need to supplement with environmental spend analysis and instead be able to map the climate impact of purchases more directly with activity data.

We will also continuously place focus on our environmental impact and take initiatives where we see that we can reduce our impact. For example, when choosing transportation options and couriers to and from our offices, we should choose the most environmentally friendly option possible. We have an ongoing dialogue with our suppliers so that we can work closely together to ensure we are helping each other to make conscious choices from an environmental and climate perspective. Our goal is to maintain the high level of climate-friendly options that we have now achieved, and to coordinate transport to and from our offices to an even greater extent where possible.

*“Over the course of the year, Vinge has also worked to make it easier for our clients to include sustainability commitments in their most common agreements.”*

## Vinge's Greenhouse Gas Emissions in the Financial Year 2024

Since the beginning of the financial year 2020, we have been calculating our greenhouse gas emissions and climate impact in accordance with the GHG Protocol (Greenhouse Gas Protocol, Corporate Standard). The firm's climate footprint amounts to a total of 1271 tonnes of CO<sub>2</sub>e for 2024, including Scopes 1 and 2 and parts of Scope 3. The emissions total 2.9 tonnes of CO<sub>2</sub>e in Scope 1 (fuel consumption of privately owned and financially leased cars), 60 tonnes of CO<sub>2</sub>e in Scope 2 (procured electricity and district heating), and 1,208 tonnes of CO<sub>2</sub>e in Scope 3 (business trips, purchased and leased technology and fuel – as well as energy-related activities not included in Scopes 1 and 2). The emissions in Scope 2 have been estimated according to a market-based allocation method. Total emissions increased by 43 per cent between 2023 and 2024. This is mainly explained by the fact that the amount of air travel outside Europe has almost tripled, and that purchases of IT equipment have increased significantly. In 2024, we replaced a large number of our leased computers, which are renewed every three years as part of our lifecycle management. This accounts for the increase in IT equipment.

# Business Ethics

Business ethics is about compliance with the rules, guidelines and policies – both external and internal – that apply to and within our business. It is also a fundamental part of our values and our overall focus on quality. As a leading business law firm, we recognise that the expectations placed on us by our stakeholders are high, and they should be.

## **Ambition and Goals**

For the last few years, the firm has worked systematically to ensure implementation of, and adherence to, the complex regulatory framework to which we are subject. Primarily, the focus is on providing ongoing information and training to employees, as well as having routines and procedures in place that limit the risk of being exposed to undesirable measures, businesses or transactions. In addition, Vinge has for many years maintained a number of firmly established internal functions which manage different issues related to business ethics. These include our Risk & Quality Management Function, our Ethics Committee and our Client Acceptance Committee.

## **Identified Risks**

As a leading business law firm, we believe it is crucial to promote the protection of human rights and the prevention of corruption in relevant contexts. It is also essential to take measures to prevent our involvement in money laundering, terrorist financing, sanctions violations, and insider trading.

## **Measures during the Year and Next Steps**

In 2022, we started the implementation of a new system support for the actions that need to be taken when we accept clients and assignments. This system will ensure that we make even more informed decisions and streamline the acceptance process. It will be launched in 2025.



# Social Engagement

## Ambition and Goals

As Vinge steers its business towards increased levels of sustainability, we are in a position to assist our clients in doing the same. Our commitment to society enables us to implement our purpose in practice – creating long-term effects for our clients, employees and society as a whole. As part of our sustainability work, we engage in community-building projects, initiatives and partnerships where we can contribute our skills and expertise to the growth and development of communities, organisations and individuals. This focus area is not considered to contain significant sustainability risks but rather it provides opportunities to clarify how our operations have a positive effect on our society.

We are proud of our collaborations and partnerships where, among other things, we help non-profit organisations achieve their goals. Our desire to contribute to a better society is the reason we contribute to a range of different initiatives, using our knowledge and expertise to support and develop organisations that have a positive impact on society. We cooperate with selected providers in order to make a positive difference to individuals, the economy and society. We do this by sharing knowledge, supporting social entrepreneurship and endeavouring to ensure the development of organisations and people.

*”As part of our sustainability work, we engage in community-building projects, initiatives and partnerships where we can contribute our skills and expertise to the growth and development of communities, organisations and individuals.”*

## Some examples of Vinge's social engagement

- **The Diversity Programme**
- **The Vinge Scholarship**
- **The GoodCause Foundation**
- **The Swedish Olympic Games Committee (SOK)**
- **The Swedish Paralympic Games Committee (SPK)**
- **Rädda Barnen – Save the Children Sweden**

### The Diversity Programme

The goal of the Vinge Diversity Programme is to broaden the legal profession and take advantage of the expertise and opportunities that diversity brings. We think it is obvious that the legal profession should reflect the composition of the population in society. To attain an integrated legal profession, it is necessary for more people with a foreign background to apply to law programmes around the country. To motivate young people to study at university in general, and to study law in particular, we have chosen to invest in a collaboration with upper secondary schools which have a high proportion of students with a foreign background. Showing the breadth of the legal profession and engaging and motivating upper secondary school students is the motto of the Vinge Diversity Programme, which we have run since 2002.

The schools we collaborate with are St Botvids Gymnasium, Kungsholmens Västra Gymnasium and Järva Gymnasium in Stockholm, as well as Angeredsgymnasiet in Gothenburg and Malmö Borgarskola in Malmö. Our collaboration with Järva Gymnasium is new as of 2024 and we look forward to reaching yet even more students within our Diversity Programme.

### Commitment

We have chosen to divide our social engagement into three main areas where we believe we can make the biggest difference through our activities:

- **Society as a Whole.** To benefit society as a whole, we invest in long-term projects to disseminate knowledge, work for greater diversity within the Swedish legal system, and elevate inclusion within the Swedish labour market.
- **Entrepreneurship.** Our commitment to business aims to support entrepreneurship, innovation and growth, both on a national level as well as in a global context.
- **The Individual.** Our perception is that people grow through commitment, education and training, knowledge exchange and relationships. We want to create and share new knowledge for individuals and thereby enhance the conditions in which people can grow in academic life, business, sports and other areas, both in Sweden and globally.



*“We are particularly proud of our scholarship recipients who have come a long way in their law studies, achieving excellent academic results and already acting as great role models for other young people.”*

All students at the schools receive a package of learning materials and presentations, as well as the opportunity to apply for Vinge’s diversity scholarships. Students are also offered the opportunity to participate in Vinge’s theme days where, together with our lawyers, they make study visits to courts, to the prosecutor’s office, to other major companies and to Vinge’s various offices. The theme days are a valued opportunity and an excellent way to give students some insight into the everyday life of legal professionals, while simultaneously showing them the breadth of professions that a lawyer can pursue.

The results of the Diversity Programme have exceeded our expectations. We are particularly proud of our scholarship recipients who have come a long way in their law studies, achieving excellent academic results and already acting as great role models for other young people. The programme has also had other positive effects. For example, Angeredsgymnasiet in Gothenburg has, as a direct result of its collaboration with Vinge, launched a study programme with a legal focus. Lawyers from Vinge participate in the teaching and assist the school with advice and support on curriculum development, among other things. Encouraged by the warm reception from the students and the efforts of our scholarship recipients around the country, we continue our work in the upper secondary schools with undiminished strength. By meeting upper secondary school students on their home turf, we hope that more students will dare to take the step into an area that they might not otherwise have chosen.

Since the start, a total of just over 220 scholarships have been awarded, of which 130 are law scholarships and nearly 100 are study improvement and civil courage scholarships. Receiving our law scholarship includes priority entry to Vinge’s sought-after summer notary programmes.



### **The Vinge Scholarship**

For more than 20 years, Vinge has annually rewarded outstanding degree projects at the country's law schools through the Vinge Scholarship. The scholarship is awarded to the students who have written the best business law degree theses during the year. The scholarship committees that appoint the scholarship holders consist of representatives of the universities, assisted by lawyers from Vinge. It is the supervisors at the universities who nominate academic papers. The winning theses are published in the publication *Affärsjuridiska Uppsatser*, which is published by Iustus Förlag, and the winners also receive a scholarship. In 2024, six students received scholarships for their academic papers.

### **The GoodCause Foundation**

As a long-standing partner of the GoodCause Foundation, we have contributed with what we do best – legal advice. The GoodCause Foundation was started for one purpose – to contribute to a better world. GoodCause does this by starting and operating companies that offer competitive services and products and then donating all profits to charity. To date, the GoodCause companies GodEl, GodDryck, GodFond and GoodCause Ideas have generated SEK 115 million for their charity partners ([goodcause.se](https://goodcause.se)).

### **The Swedish Olympic Games Committee (SOK) and the Swedish Paralympic Games Committee (SPK)**

We have had a long-term collaboration with the Swedish Olympic Games Committee (SOK) since 2016, and since 2020, we have also had a long-term collaboration with the Swedish Paralympic Games Committee (SPK) as their official business law adviser.

The values of the SOK and SPK committees are well aligned with Vinge's business: to be at the forefront of our disciplines and together reach the top of the results list. Organisations that each build their activities on talented individuals who form strong teams in different disciplines, who support and help each other succeed.

The legal playing field has become increasingly important in sport. There must be a clear strategy for how important and sensitive topics should be handled. Vinge's team is there to provide guidance on various legal issues. Rights and trademark issues, contract law and corporate issues are all areas where Vinge's strong expertise and experience will benefit the growing Swedish Olympic activities. The Olympic rings are one of the world's most recognisable symbols and also the most protected non-commercial trademark. Being a business law adviser to the SOK means being part of that work.

In 2024, both the Olympic and Paralympic Games took place in Paris. Our task as official adviser includes defending the Olympic rings and the Swedish abbreviation OS, which are part of a large portfolio of protected and valuable related trademarks. Vinge's team provides guidance, for example, in copyright and trademark issues, contract law, and corporate matters. When the Olympic Games are being held, the risk of trademark infringement increases, as many people want to be seen in the context.

*”The values of the SOK and SPK committees are well aligned with Vinge’s business: to be at the forefront of our disciplines and together reach the top of the results list.”*

#### **Rädda Barnen – Save the Children Sweden**

Rädda Barnen works to protect the rights of children to survive, develop and grow up in safety. Vinge has been a legal adviser to Rädda Barnen on a pro-bono basis for many years, continuously contributing with what we do best – law.

#### **Mina Svar (My Answers) – a tool for measuring social sustainability**

A specific project over the course of the year has been work on *Mina Svar*. Rädda Barnen has created a tool for impact measurement, *Mina Svar*, to capture children and young people's own experiences of their life situation. The tool enables Rädda Barnen to adapt and streamline its work in socio-economically vulnerable areas based on data from children. Mina Svar investigates five focus areas,

- Work and sustainable livelihoods
- Accommodation and living environment
- Democracy and influence
- Health
- Education

The areas have been developed by young people and quality assured by Uppsala University. The tool makes it possible to measure efforts at three interconnected levels: societal change, individual movement and at the activity level. In this way, it is possible to follow up on initiatives with precision and ensure that they have an effect on the target group.





# Governance and Organisation for Sustainability

Over the course of the year, we strengthened our sustainability organisation, which consists of our cross-functional sustainability team, a sustainability steering group and our ESG team, which will collaborate to driving development forward. Vinge's board has the ultimate responsibility for our sustainability work.

**The sustainability team** consists of representatives from management, our business areas and support functions. The sustainability team is responsible for coordinating sustainability work, and it is also responsible for internal coordination and follow-up. On an annual basis, the team identifies and evaluates goals and the achievement of targets, and it establishes new goals and focus areas, all to ensure that we achieve the greatest positive impact.

**The ESG team** consists of experts in sustainability-promoting consultancy, to support the long-term work of our clients towards increased sustainability. Their focus is to further coordinate our expertise in the area, refine our advice and drive developments in the industry regarding ESG-related issues from a broad perspective.

**The sustainability steering group** consists of members of the management team and will play a central role in our strategic work going forward.



# Governing documents, policies and codes

Vinge's board and senior management team have the ultimate responsibility for ensuring regulatory compliance. The day-to-day work is led by different functions and practice groups which are responsible for the implementation of the *Code of Conduct*.

Vinge's *Code of Conduct* summarises the ethical principles which apply to all our employees. In order to clarify certain aspects of the *Code of Conduct*, we have adopted specific policies and procedures.

Our key governance policy documents for our internal work are Vinge's *Work Environment Policy*, Vinge's *Equal Treatment Policy*, Vinge's *Plan for Active Measures for Equality*, Vinge's *Policy and Action Plan against Harassment, Sexual Harassment and Victimisation* and Vinge's *Code of Conduct*.

In order to ensure high ethical standards, we also use Vinge's *Anti-Corruption Policy* in addition to several other policies and procedures to counter conflicts of interest, money laundering and financing of terrorism, as well as insider trading. We also have policies and procedures that relate to, among other things, the internal management of client assignments which may encompass international sanctions. In addition, there are also policies in place related to information security.

We also have a *Supplier Code*, *Ethical Guidelines* and *Privacy Policy*.

Since 2018, Vinge has been a member of the UN Global Compact and complies with the *OECD Guidelines for Multinational Enterprises*, the *UN Guiding Principles on Business and Human Rights*, and other relevant regulatory frameworks.

In addition, as part of our sustainability strategy and the provision of legal advice, we also take into account the 2030 Agenda and the UN's 17 Global Sustainable Development Goals.

Our advice to clients is governed – in part indirectly – by different internal codes and policies, including our *Code of Conduct* and by, for example, the *IBA Practical Guide on Business and Human Rights for Business Lawyers* and the Swedish Bar Association's Recommendations concerning implementation of the UN Guiding Principles on Business and Human Rights, which are based on the guidelines issued by the IBA (International Bar Association).

Vinge's business ethics corporate governance policies consist of both external regulations, such as the *Code of Professional Conduct of the Swedish Bar Association* and the *Swedish Anti-Corruption Institute's Code to Prevent Corruption in Business*, and a number of internal policies and guidelines.

Our internal environmental work is based on our *Environment Policy*. In this work, we focus on environmental and climate work in our main areas of influence: supply chains for the procurement of goods and services, the transportation of those goods and services, employee business trips and also how we utilise our premises. Our *Supplier Code* also supports us in this work.

## **Whistleblower Function**

In order to uphold the ethical standards that we strive for, whereby we have the trust of our clients as well as the public in our business and the trust of our employees in Vinge as an employer, events that may be damaging to trust or otherwise harm individuals or our business must be managed and countered.

Vinge therefore encourages all employees to report any concerns about such misconduct. First and foremost, we encourage our employees to report openly by telling their work group or unit manager or someone in our HR unit about any misconduct.

We also have an external whistleblowing system which allows the person making the allegations to remain anonymous. The whistleblower service can be used to raise concerns about serious risks of irregularities that could affect people, our organisation, society or the environment.





An aerial photograph showing a dense green forest on the left and a river flowing through a rocky landscape on the right. The river is a deep blue color, and the rocks are grey and jagged. The forest is composed of many small, green trees.

# *Looking Ahead*

In 2025, we will continue our sustainability efforts as a natural part of our everyday work. We are taking a new approach in connection with the adaptation to the CSRD, but our strategic direction is clear: we will contribute positively with responsible advice, take responsibility for our own activities and engage in important and rewarding social engagement.

We will continue to challenge ourselves, collaborate with our stakeholders and take responsibility for our impact. Sustainability is a core issue for us and our business, our clients' businesses and for our environment.

We welcome dialogue in this area – with our clients, partners and industry colleagues who share our ambition. Together we can challenge, inspire and find new ways forward.

