

SUSTAINABILITY REPORT

# 2016



MANNHEIMER  
SWARTLING



SUSTAINABILITY REPORT

# 2016



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AND HEAD OF SUSTAINABILITY

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Tool to achieve objectives

This is Mannheim Swartling's third Sustainability Report. Our Sustainability Reports are both a summary of what we have achieved in this field and a tool to reach our targets. We hope and believe that this Sustainability Report will play an important role in Mannheim Swartling's continued efforts to create value for our clients, our employees and other stakeholders.

All of the firm's previous sustainability reports are based on Global Reporting Initiative's (GRI) guidelines. The Sustainability Report 2016 is drafted in accordance with GRI Standards at Core level.



# Responsibility and commitment

The statement that sustainability today is a core concept for us at Mannheimer Swartling is hardly an exaggeration. In a turbulent era of climate change threats, a refugee crisis, geopolitical conflicts and the rise of populism, sustainability is at the heart of our services.

Every day, we do our utmost to use our knowledge, experience and networks to try to contribute – in both small and large ways – to a positive development in the world.

By helping our clients understand and manage risks connected to human rights, working conditions, the environment and corruption, we contribute, as a law firm, to making the world a little more sustainable. We view ourselves as part of the solution and not as part of the problem. Mannheimer Swartling's core values – quality, business focus and team spirit – not only characterise our internal work and relationships with our clients, but we also believe that they can guide us forward towards a more sustainable social development. This belief has made us the market leader in the legal industry as regards sustainability.

## CONTINUED DEVELOPMENT

In 2015, Mannheimer Swartling implemented a whistleblowing system policy to handle any reports concerning violation of laws and the firm's policies. The efforts to develop our internal sustainability initiatives continued in 2016 when Mannheimer Swartling, as the first Swedish law firm, published a Code of Conduct, which summarises the firm's values and clarifies our expectations in relation to our employees. Last year, we were one of the first law firms in the Nordic region to sign Global Compact's ten principles regarding human rights, working conditions, the environment and anti-corruption.

*“Our sustainability initiatives have always focused on our business, which is to provide our clients with the best legal advice.”*

JAN DERNESTAM



We welcome the fact that an increasing number of law firms follow our example and integrate sustainability issues into their counselling. The Swedish Bar Association's decision to draft guidelines on how business and human rights issues should become a natural part of Swedish legal practice is another step in the right direction. The Association has also introduced a new provision in the guidelines for professional conduct relating to business and human rights.

*“Mannheimer Swartling's core values – quality, business focus and team spirit – not only characterise our internal work and relationships with our clients, but we also believe they can guide us forward towards a more sustainable social development.”*

EMMA IHRE



For Mannheimer Swartling, sustainability is not just about contributing to positive social development – there is also a commercial aspect. Our sustainability initiatives have always focused on our business, which is to provide our clients with the best legal advice. This does not mean that we are unaware that as a company we also face challenges connected with sustainability. The clearest example of this is the diversity issue, where one of our objectives is to increase the proportion of female partners. We still have a long way to go before we achieve a better balance between male and female partners.

In our last Sustainability Report, we formulated targets, strategies and activities for the period 2015–2016. All of these activities have been completed and as a firm

we have achieved results and acquired knowledge, taking us further towards our long-term objectives. This Sustainability Report describes the challenges and opportunities which we face, both short term and long term, in our business and organisation.

In 2017, we look forward to continue helping our clients to improve their management of risks and opportunities related to sustainability. By engaging in dialogues and cooperation with various stakeholders, we want to try and contribute to a more sustainable development, while we strive to achieve our own ambitious targets.

JAN DERNESTAM  
Managing Partner

EMMA IHRE  
Head of Sustainability





## A positive force in society

**As an industry leader, Mannheimer Swartling has an opportunity and a responsibility to contribute to a more sustainable social development. As a pronounced knowledge-based company, our direct and indirect negative impact in the value chain is limited. Nevertheless, we face sustainability challenges like many other companies in relation to, for example, diversity and life-work balance.**

Mannheimer Swartling offers clients counsel and support in issues regarding sustainability, connected with business law. The firm also has a long and recognised tradition of sharing knowledge and experience. For example, the firm facilitates round table discussions between stakeholders on key issues in relation to sustainability and often organises various seminars on current topics.

The most obvious risk we face at Mannheimer Swartling is failing to practice what we preach. The firm's internal sustainability initiatives are a prerequisite for rendering credible advice to our clients and reflect the values that the firm has long represented. One example of a prioritised internal sustainability issue is how we put to use the experiences and personality traits of different people. We believe that increased diversity leads to improved group dynamics and, ultimately, to value-adding advice for our clients. Another example is the firm's ambitious implementation of our Code of Conduct.

Through our strategic pro bono work, we not only contribute to society as such – we also create an active involvement on behalf of our employees. This in turn helps us develop both our own business and our knowledge of important issues in society.

### DIALOGUE WITH THE FIRM'S STAKEHOLDERS

In order to correctly prioritise our sustainability initiatives, we must identify where the firm has the greatest impact in the value chain. An active and continuous dialogue with the firm's stakeholders is the most efficient way of identifying the most relevant issues. The dialogue with stakeholders is critical for our sustainability strategy and our efforts to develop the firm. Through the stakeholder dialogue we identify and understand the issues and expectations which our stakeholder groups represent. This dialogue partly explains the firm's success over the years – we believe being responsive to clients,

employees and other stakeholders is strategic business development.

Identifying the issues across our value chain helps us understand where the issues have the most positive and the most negative impact and how they are connected.

Stakeholder groups have been selected based on the three core parts of the firm's sustainability initiatives – advice to clients, internal sustainability initiatives and Mannheimer Swartling in Society. We believe that it is important to hold a continuous dialogue with the firm's stakeholders, hence this is a part of our daily activities.

### MATERIALITY ASSESSMENT

The firm's materiality assessment is based on the stakeholder dialogues, the firm's business plan, risk inventory and the shareholders' instructions. The materiality assessment is structured based on the most central parts of the firm's strategic sustainability initiatives. The important issues are validated on an ongoing basis by the management, the board and at partner meetings.

This year, stakeholder dialogues have focused primarily on the following issues:

- What are the firm's main opportunities in the field of sustainability?
- What are the firm's main risks in the field of sustainability?
- What do you think we should prioritise in 2017?

In summary, the answers indicate that our greatest opportunity to contribute to sustainable social development is in providing value-creating advice and that practising what we preach is a prerequisite for credible advice.

The materiality assessment resulted in a list of priority areas – see examples below:

- Continued work with diversity in general and gender equality in particular.
- Continued work with an improved employee management that leads to a more reasonable workload for employees.
- All practice groups and offices will continue working with integrating sustainability issues in their advice.
- Implementation of the firm's Code of Conduct.
- Continued review of information security issues at the firm in connection with, among others, increased cyber risks.
- Review of personal data processing following the new data protection regulation.
- Updating policies and procedures in light of the new money laundering legislation.
- Continued efforts to reduce the firm's negative environmental impact, for example by selecting more environmentally friendly means of transport, sustainable purchasing and increasing environmental awareness among employees.
- Continued development of pro bono work to create even more value. ■



# The firm, the industry and business law

Mannheimer Swartling’s core values are quality, business focus and team spirit. We strive to create an environment where innovation meets tradition, for the benefit of our clients and employees in Sweden and the rest of the world.

The firm’s clients operate in an environment which is undergoing rapid transformation. This means that their need for advice is constantly changing. We aim to constantly develop the firm to meet the clients’ changing expectations and needs.

By systematically integrating sustainability as a part of our legal advice, we create long-term value for our clients. Mannheimer Swartling is the industry leader, which means we have a responsibility to influence and pursue issues that are challenging and important – not only for our own and our clients’ businesses, but for society at large. We view sustainability as a natural extension of our core values and the culture on which the firm’s business is based.

Increasingly, businesses are seeking knowledge and counsel on sustainability issues. This stems from a realisation that sustainability is no longer considered limited to soft values – ultimately, sustainability issues affect the company’s long-term profitability and survival. All companies and organisations must therefore address sustainability.

The practice group Corporate Sustainability and Risk Management is a direct result of the firm’s sustainability strategy. The practice group offers counselling on sustainability issues relating to business law. The group provides counsel in three main areas – sustainability in day-to-day operations, sustainability in transactions and corporate investigations, and crisis management. Other practice groups also work continuously to develop their counselling to best assist clients on relevant sustainability issues.

**THE FIRM’S SUSTAINABILITY STRATEGY**

When the firm’s sustainability strategy was developed in 2014, we wanted it to be a value-adding tool for the firm’s clients and for our own business. Otherwise, the strategy would not be sustainable.

When we generated the firm’s sustainability strategy, we understood from the beginning that this is constant work in progress in a changing world. To create clear targets and a clear strategy, as well as to facilitate communication of concepts, we must constantly choose different approaches and evaluate factors based on relevance.

## MANNHEIMER SWARTLING AND SUSTAINABILITY



## SOME OF OUR STAKEHOLDERS



This was useful because every such choice forced us to analyse our business critically from a new perspective.

This work helped us structure the firm’s most central sustainability initiatives – advice to clients, internal sustainability initiatives and Mannheimer Swartling in Society.

Our sustainability strategy is focused on creating value – both for the firm’s clients and for our own operations. To create value, we need to first focus on the firm’s business, to define our value chain and how it relates to various stakeholder groups.

The three pillars identify the core constituent parts of the firm’s strategic sustainability initiatives. Based on this structure, the various stakeholder groups in and around each pillar are also identified. ■

## Employee interview

MARTIN NILSSON  
Partner, Corporate Taxation

**What is the role of a business lawyer in tax matters?**

Simply put, we help our clients pay the correct amount of tax. This includes informing them on how alternative courses of action affect their tax cost. Sometimes the Swedish Tax Agency’s assessment differs from that of our client, in which case we can represent the client before the Tax Agency and tax courts.

**Why has tax become a sustainability issue?**

Tax is a sustainability issue because it affects how a company is perceived. If the general public believes that a

company is not paying the correct amount of tax, the company’s reputation can be harmed. International organisations, such as the OECD and the EU, also increasingly focus on tax planning, which has likely accelerated developments.

**What kind of guidance do clients need?**

Apart from knowing how different courses of action will affect their tax cost, our clients also often want to know how different courses of action will be perceived by various parties. Since we are a large firm, we have experience from a variety of similar situations. We can inform the clients of what we believe is best practice.

**How is sustainability developing in the area of tax?**

There is nothing to indicate that the focus on tax and sustainability will decrease. On the other hand, I hope the debate will become more nuanced. The demand for qualified counsel in this area will likely also increase as the complexity of tax legislation increases. The OECD’s efforts to prevent Base Erosion and Profit Shifting (BEPS) are one example.



# How we create value for our clients

Sustainability is a natural part of Mannheimer Swartling’s legal advice and has become an integral part of all of our practice areas. We want our counselling to create long-term value for our clients.

By integrating issues relating to human rights, working conditions, the environment and anti-corruption in our counselling, we help our clients manage risks and business opportunities connected with sustainability.

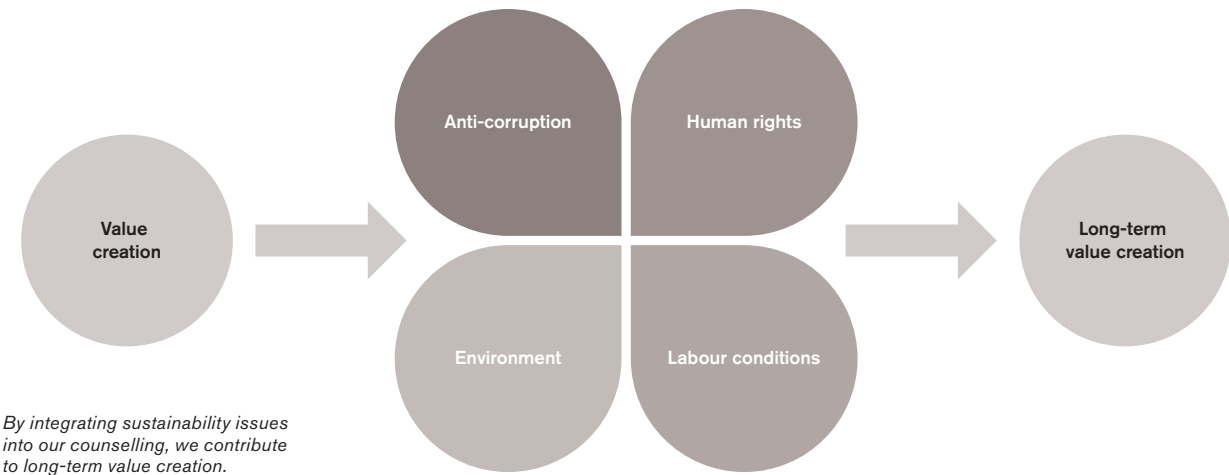
In practice, this means we help our clients comply with applicable regulations and manage risks and business opportunities based on these areas. Our counsel combines regulatory compliance with more strategic counselling on sustainability. This includes compliance with international guidelines and frameworks such as the UN’s Global Compact, the OECD’s guidelines for multinational companies, the UN’s guiding principles for companies and human rights and the global targets for sustainable development as well as industry-specific guidelines.

Our sustainability counselling is broadened through Mannheimer Swartling’s experience in non-European markets. Through our international presence, we have solid competence enabling us to provide advice to clients on how they should operate in important and often complex markets. In the markets where Mannheimer Swartling is not represented, we operate through a network of cooperation partners.

In addition to thorough knowledge on sustainability issues, the lawyers in the Corporate Sustainability and Risk Management practice group have experience from other practice groups and industries as well as a strong commercial focus. ■



## PROCESS FOR LONG-TERM VALUE CREATION



### Employee interview

**ERICA WIKING HÄGER**  
*Partner, Corporate Sustainability and Risk Management*

**Why should business lawyers be concerned with privacy issues?**  
The Personal Data Act (PDA) establishes all individuals’ right to protection against violation of privacy as a consequence of personal data processing. This right is based on the protection of human rights under among others the European Convention for the Protection of Human Rights and Fundamental Freedoms and the EU treaties.

We are facing an extensive reform of the regulations regarding personal data processing by companies and authorities. The EU has approved a new general data protection regulation which will replace the PDA. This regulation will come into force in May 2018 and entails increased compliance requirements and substantially increased sanctions of up to four percent of a company’s global annual turnover.

**Why has privacy become an issue for corporate sustainability?**  
We are leaving – both privately and professionally – more and more

digital traces behind us. We do so by using computers, mobile telephones and tablets, but also via connected refrigerators, cars and toys. We also share images and personal experiences and opinions via social media.

Thanks to technological developments, it is increasingly possible for companies and authorities to analyse our behaviour and preferences and to monitor us. This is very much about finding the balance between the opportunities that new technology offers and the right to our privacy.

**In what areas do clients need guidance?**  
We are seeing a very large need for counsel in this relatively new and growing area of law. We assist clients with everything from drafting and implementing new compliance programmes to specific investigations into the use of cloud services and advanced analyses of clients’ buying habits.

**How does Mannheimer Swartling handle privacy issues internally?**  
We are currently reviewing our personal data processing and upgrading our own compliance programme. We process mainly personal data of our

employees, but also personal data which we access in connection with providing legal advice. Obviously, it is important for us to ensure that we comply with the laws and regulations in the area, but also to raise awareness of privacy issues generally.

**Is digital privacy an important issue for the future?**  
We are still only at the beginning of a revolutionary digitisation and globalisation of the economy and society at large. I am convinced that privacy issues will continue to be high on the agenda in society. I believe combining technology with ethics is an important issue for the future. Just because something is technologically possible, it does not mean it is necessarily appropriate or ethical.

## Employee interview

FREDRIK ANDRETKZY

Partner, Mergers and Acquisitions

### *What role do business lawyers play in mergers and acquisitions?*

The business lawyers who work with M&A have helped clients with corporate transactions in different industries and in different countries over many years. We have gathered extensive and unique experience, which means we can help clients increase efficiency and predictability in corporate transactions. We have support from the firm's lawyers who focus on specialised areas, such as technology, intellectual property, competition, financing, employment, tax, personal data, the environment and sustainability.

### *Why have clients started asking about the sustainability aspect of counselling?*

Increasingly, people feel that issues such as social development, equality and democracy are important values and this places higher demands on the players in the market. This also affects corporate transactions, for example, private equity, managers of pension capital and banks, who

play a key role in financing corporate transactions. Transactions in a listed environment are under particular pressure to consider sustainability issues because of the stock market's focus on these issues. As a result, in a majority of the transactions we work on, sustainability is already a natural part of value-creating business development.

### *How does the firm integrate sustainability issues in M&A counselling?*

Historically, the position in M&A has been that sustainability is handled as a part of the risk analyses relating to regulatory compliance. Some sustainability issues have been a natural part of an M&A process for a long time, such as bribery, human rights, child labour, acceptable working conditions or environmentally damaging activities.

Today, sustainability is high on the agenda in board rooms and management teams in corporate transactions. More and more, the parties in corporate transactions request a deeper and broader analysis of sustainability issues, where we also need to compare how a certain company

handles sustainability issues in relation to other similar companies in the same industry.

Often, a sustainability review is conducted in several stages, starting by identifying the sustainability issues that are relevant in the transaction (for a certain company in a certain industry, with exposure to certain geographical markets) and then interviewing the individuals in the company's management team who are in charge of sustainability issues. This is followed by a focused review of certain documentation and ends with a final interview regarding potential issues raised, with a focus on finding commercial solutions.

### *Do you believe the sustainability aspect in this area will grow?*

Sustainability will become a natural part of virtually every corporate transaction, as obvious as understanding whether a company has paid tax or not. Every law firm that works with M&A must have solid sustainability expertise to be able to provide clients with valuable counsel in transactions.



## Employee interview

EVA HÄGG

Partner, Public M&A and Equity Capital Markets

### *What role do business lawyers play in stock market issues?*

The Public M&A and Equity Capital Market group provides counsel when listed companies are involved in transactions. This counselling covers applicable rules but also, to a large extent, advice on what constitutes best practice on the market. Making sure transactions do not contravene good practice is important for the companies' reputation and credibility and to maintain confidence in the market at large. In this way, the advice we provide creates value for our clients. We also assist companies with corporate governance and provide counsel regarding the numerous regulations a listed company must comply with. We are seeing an increased need for counsel and training in relation to complex rule changes. Our knowledge and broad network means we can contribute to efficient application of rules. We have demonstrated this, for example, in relation to the new insider regulation.

### *Why are these issues so interesting?*

This is an area which is constantly developing at a pace with social development and globalisation. There is a lot of media interest in this area. To make correct assessments, it is important to keep up to date, to be where the action is and to build extensive experience within the group.

### *Why do you think sustainability issues have become so important in client counselling?*

Shareholders, society at large and the media expect companies to address these issues. It is not sustainable to run a business "at the expense of others". There has been a rapid change in perception in relation to these issues. What was acceptable five years ago may not be today. Sustainability is a part of a company's strategic planning, including business plans and risk inventory, and companies must also demonstrate the value of these efforts. Sustainability issues have increasingly turned into competition issues and being more attractive to clients or in labour markets. For example, there has been a lot of interest in seminars with our participation, where the new rules on

compulsory sustainability reporting have been discussed.

### *In what way is sustainability integrated as a part of corporate governance?*

Sustainability is a part of a company's governance—"cycle", from strategy and risk inventory to review and reporting. Regulations and best practice have become clearer as the board and management are now responsible for sustainability issues. Shareholders, employees, clients and suppliers expect companies to have a strategy in relation to sustainability issues.

### *How do you think corporate governance issues and regulatory compliance will develop?*

Companies will need to continue focusing on sustainability issues. It is not enough to make decisions about Codes of Conduct and policies. The impact of sustainable business must be demonstrated as a part of the company's strategy and competitiveness.







# Organisation and staff

As a knowledge-based company, Mannheimer Swartling depends on access to the best expertise on the labour market. It is crucial for us to recruit, retain and develop the top talent.

Mannheimer Swartling’s corporate structure is based on “true partnership”. The basic principle is that the result of each individual’s work should further the whole firm rather than the individual. This promotes knowledge-sharing and seamless collaboration between colleagues, practice groups and offices. As a result, it also becomes the firm’s best tool to ensure that every client is guaranteed access to the best and most relevant knowledge and experience and therefore the best possible advice. We are convinced that this model also creates the best conditions for our employees to thrive and develop.

### OUR PEOPLE

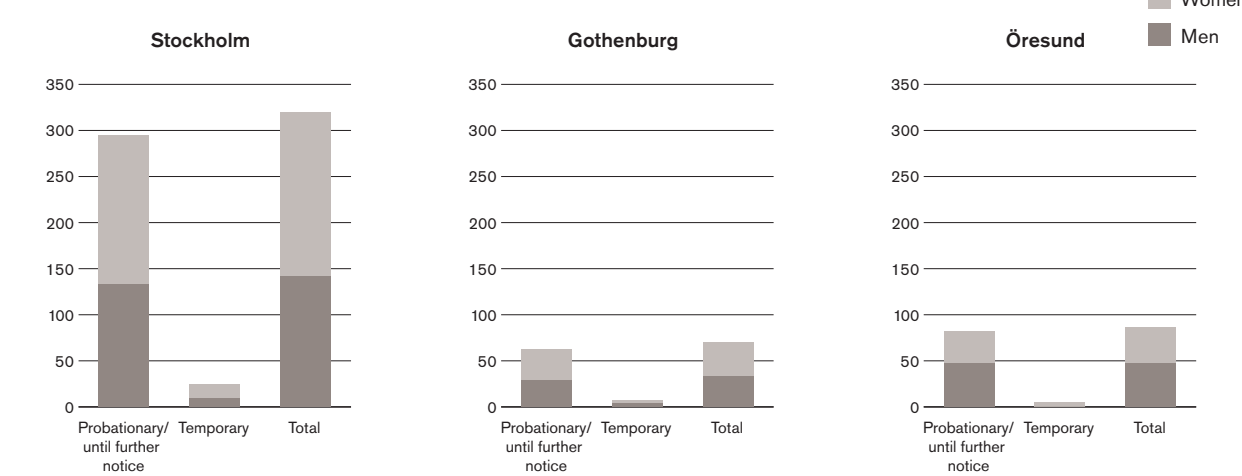
There are currently 477 full-time (permanent, probationary and temporary) employees and 11 part-time employees at Mannheimer Swartling’s offices in Stockholm, Gothenburg, Malmö and Helsingborg. In addition, 25 students provide additional manpower when needed. The gender breakdown by office and region is shown in the figures on the next page.

The HR department, the Associates Committee and the Managing Partner are responsible for strategic planning in relation to employees. The Associates Committee includes representatives of shareholders, associates and the HR department. The Associates Committee handles issues regarding e.g. information to employees, job satisfaction, staffing and compensation.

### WORK ENVIRONMENT AND HEALTH

As a work place, Mannheimer Swartling normally does not expose its employees to any substantial risks of serious physical injuries. However, stress-related illness and mental health problems represent a substantial risk because lawyers are expected to be available much of the time. This can result in a high and unpredictable workload. Apart from flexible working conditions through technological solutions, we endeavour to continuously distribute and review the workload.

GENDER BREAKDOWN PER OFFICE/REGION



We strive to continuously develop and improve our work methods. This is work in progress with the highest priority. We also cooperate closely with occupational healthcare to provide the best possible support to employees if the need arises. Sick leave is reviewed continuously and decreased in 2016 compared to 2015.

SICK LEAVE, %

	2015	2016
Men	0.58	0.48
Women	3.39	1.47
Total	2.29	1.08

In connection with the new work environment regulation, all support managers and partners completed customised training. The subsequent review showed that the participants had gained knowledge about the development opportunities in their leadership role. The participants felt that they were better equipped to handle sensitive personal issues after the training. Last autumn, a leadership programme for partners was initiated.

As in previous years, in 2016 associates were offered a half-day stress management training session. The feedback was positive – the participants felt that they benefited from the course in their day-to-day work.

### COMMUNICATION WITH EMPLOYEES

Mannheimer Swartling communicates with employees through various channels. Associates are primarily engaged in a dialogue with the partners in their practice groups at weekly meetings, performance reviews and semi-annual appraisals. Additionally, the associates elect representatives

who discuss common issues with the Associates Committee and the HR department. Support staff issues are discussed in dialogues with relevant heads of department, who in turn engage in a dialogue with the operational management team. Feedback and information from management to employees are communicated via the Managing Partner, the immediate supervisors and through the firm’s internal information channels. All lawyers who have worked for at least six months have annual appraisals and partners and support staff have appraisals every two years. The firm also conducts an employee survey every two years.

In 2016, some of the staff tried a new employee survey which also measures commitment to work. Commitment is a strong indicator of job satisfaction and enjoyment, good relationships in the work place, the quality and efficiency of work and, ultimately, the prospects of long-term development. Generally, the result was very good and indicated both high commitment and high energy. Areas that can be improved include the clarity of group and individual targets and connecting these to the firm’s overall targets. In 2017, the survey will be conducted among the other employees.

### RECRUITMENT, DEVELOPMENT AND ALUMNI

Proper staffing is crucial for Mannheimer Swartling’s success. We work continuously to facilitate skills development through, for example, secondments to our international offices. Annually, around 10–15 associates are seconded to an international office, either one of our own offices, or one of our relationship firms.

Usually, around 20–30 employees per year are on leave as court clerks and another couple or so to complete master studies. We are also in favour of seconding associates to clients.

*“This is mainly an opportunity to reach out and inform and encourage all individuals, especially those from under-represented groups and areas, to apply to us or to the law programme.”*

KARIN MENDEL

→ In addition to external mobility, we work continuously with internal mobility. In general, all associates are encouraged to change practice groups during their initial years at the firm. Even though high mobility can entail short-term challenges for the organisation, it brings considerable advantages for employees in the form of broader legal competence, constant increase of internal contact areas and a good understanding of clients’ needs and the firm’s potential.

Our objective is that everyone who leaves the firm should be a “happy leaver”, who looks back on the time spent at the firm as a time filled with constant learning and stimulating work combined with a strong sense of community and job satisfaction.

All associates are invited to the firm’s alumni network which was founded in 1998. Alumni are invited to various types of seminars and events that stimulate both formal and informal networking. We believe that well-functioning alumni activities strengthen the company’s position and attractiveness as employer.

The firm recruits associates on an ongoing basis. In 2016, 52 lawyers (compared to 41 new in 2015) started at the firm, most of whom started directly after graduating.

JUNIOR ASSISTANT – A STEP INTO THE FIRM

In 2007, the first junior assistant was hired to carry out simple administrative tasks. Applicants were required to be high school graduates with good grades. This turned out to be a very successful set-up which has developed over the years. Today, we look to recruit junior assistants who are curious about the law.

There are currently 28 junior assistants working at the firm. Most choose to continue studying afterwards. Since 2007, over 130 individuals have worked at the firm as junior assistants. We have gradually built up a considerable recruitment process to find these talents, which involves inviting or visiting different high schools. We also participate in and give lectures at the Saco Student Fair to market the business law profession generally and to arouse interest in the junior assistant position we offer at the firm.

“This is mainly an opportunity to reach out and inform and encourage all individuals, especially those from under-represented groups and areas, to apply to us or to the law programme”, says Karin Mendel, Head of HR at Mannheimer Swartling.

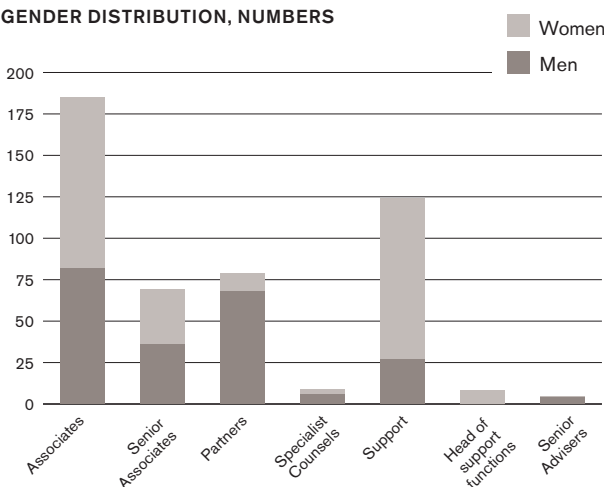
DIVERSITY AND EQUAL TREATMENT

One of the highest priorities going forward is to achieve a better gender balance among the firm’s partners. Today, 65 percent of law graduates are women. Increasing the proportion of female partners is an important target for us.

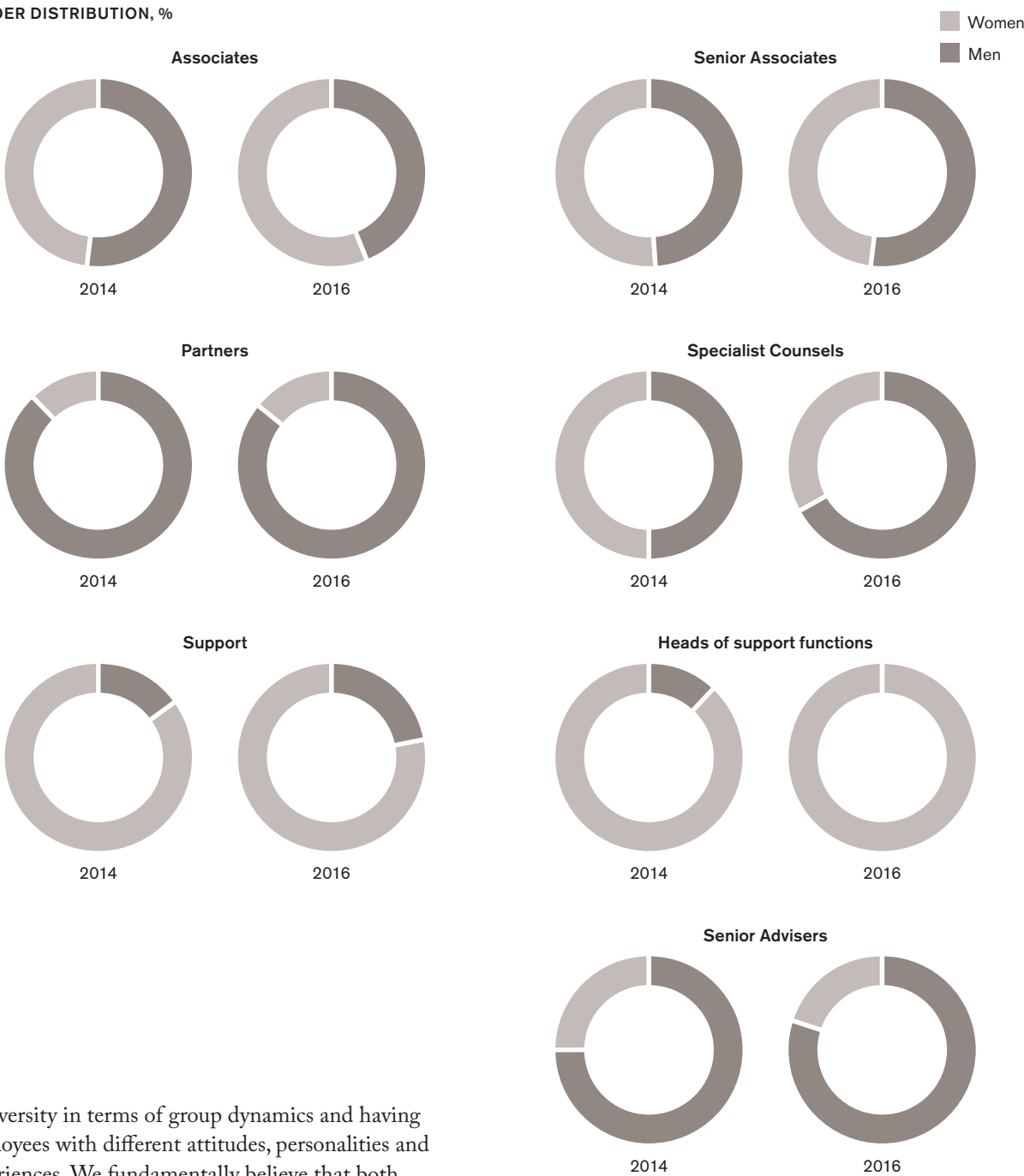
Today, only 14 percent of the partners are women, which represents a marginal increase compared to two years ago. Most recently, one woman and one man were made partners.

When we last reported on gender ratio, 48 percent of associates were women – today this has risen to 56 percent. Of the 52 associates hired in 2016, 70 percent were women.

We are pleased to see that the percentage of male support staff has increased to 20 percent. Five years ago, nine percent of support staff were men. “When we talk about the term ‘diversity’ as a part of our sustainability initiatives, we want to stress the significance



GENDER DISTRIBUTION, %



of diversity in terms of group dynamics and having employees with different attitudes, personalities and experiences. We fundamentally believe that both individual employees and the firm collectively become successful when we harness these different experiences and skills”, says Karin.

The firm’s diversity group, which works to promote value-creating diversity at the firm, includes partners and associates from all offices in Sweden, the Head of HR and the Head of Sustainability. The group’s efforts have led to increased awareness on the issue and a number of tangible examples of improvement measures in relation to cooperation and leadership. As a result of this work, parts of the annual training conference were

dedicated to discussing the issue of diversity. Furthermore, questions and review of diversity issues have been added to various processes such as employee surveys, annual appraisals and ongoing meetings in the practice groups. ■



# Employee interview



*“Very few people fit into a given template.”*

PER JOSEFSON  
Partner, Intellectual Property

## *What do you, as an intellectual property lawyer, work with?*

Intellectual property law consists of the legal rules regarding, among others, patents, trade secrets, trademarks and copyrights. I work mainly with intellectual property disputes and agreements. Ultimately, this is about defending and commercialising the client company's research and development, brands and designs in a global market, but it can also involve defending a client company against competitors' attacks.

*The legal profession is perceived as conservative and old-fashioned – has it been a problem that you are gay?*  
I believe and hope that it is totally irrelevant in relation to my work. Being gay has slowly but surely become a non-issue in the legal profession as in others. In particular, English and American law firms have led the way.

My own experience of Swedish, Western European and American business life is essentially positive in terms of attitudes to homosexuality. Sadly, this is not the case everywhere in the world. As recently as a few years ago, I was at a dinner party in one of the world's largest cities when someone suddenly asked if I was gay. I replied yes, following which the person who had asked the question (a business lawyer) said I should be grateful that he did not immediately leave the table. Unfortunately, such incidents are common in certain countries.

*What advice would you give younger colleagues who contribute, in one way or another, to increased diversity?*  
First and foremost, I don't believe one should dwell too much on whether one fits into a given “template”. Take a closer look and you will find very few people do. Dare to be open-minded

and believe that diversity is enriching. Never accept discrimination and be particularly vigilant never to discriminate against others yourself.

## *Why is sexual orientation an issue in Sweden in 2017?*

Every day, people around the world are humiliated and abused because of their sexuality. In some countries, people are imprisoned and executed because they were born homosexual. Of course this is an issue. As long as there are people who do not dare to be open about who they are and feel accepted and respected, this is an issue here as well.

# Ethics and regulatory compliance

Ethics and regulatory compliance are concepts that form part of the firm's core value “quality”. These concepts constitute the basis of daily tasks as well as the long-term development of the firm and its advice. Our ability to strengthen our position in the Nordic region is contingent on consistently acting based on the firm's values and in accordance with applicable laws and regulations.

For us, ethics and regulatory compliance are primarily about monitoring and managing risks within the firm's counselling in connection with money laundering and financing of terrorism, sanctions legislation, insider issues, professional ethical regulations, the firm's conflict of interest policy and other ethical and strategic decisions and anti-corruption. It is also about ensuring that the admission of the firm's clients and assignments meet business requirements. Our work in relation to these issues is governed by a number of written policies and based on a clear division of responsibilities.

## RESPONSIBILITY AND WRITTEN POLICIES

As the first law firm in the Nordic region, Mannheimer Swartling launched a department dedicated solely to quality and risk management in 2005. The department is in charge of the operational work in relation to ethics, regulatory compliance, risk and complaints management.

It is up to each individual partner to comply with the firm's policies and internal regulations in client assignments. Matters of strategic nature are handled routinely at partner meetings to ensure that they are interpreted in tune with reality, current trends and specific situations. Examples of written policies regarding ethics and regulatory compliance are the firm's policies for client and case management, conflicts of interest and other ethical and strategic issues, anti-corruption, measures to prevent money laundering, handling of insider issues, information security and complaints management. The firm continuously invests significant resources in information security initiatives and has adopted policies based on the international standard ISO 27000.

## THIS YEAR'S TARGETS

“In May 2016 we formulated a Code of Conduct which summarises our expectations in relation to our employees. The Code of Conduct functions as guidance and explains the principles governing our initiatives in relation to human rights, labour conditions, the environ-

ment, anti-corruption and business ethics”, says Karin Faxén Ågrup, General Counsel and Head of Quality and Risk Management at Mannheimer Swartling.

The firm's work on ethics and regulatory compliance is an integrated part of the business and is carried out with targets that are continuously updated.<sup>1</sup>

For 2017, the firm has set the following targets:

- Improved information security in connection with, among others, increased risk of cyberattacks.
- Improved personal data processing in connection with the future data protection regulation.
- Formulation of new policies and procedures for implementation and review in connection with the new money laundering legislation.

## PREVENTIVE RISK MANAGEMENT

Mannheimer Swartling's Quality and Risk Management group works strategically and with a long-term perspective to identify and manage risks in the business. We do so, among others, by updating and developing internal policies and procedures in relation to the firm's work and by training all employees in this area.

Ensuring that the firm takes relevant measures to reduce the risks that may have the greatest impact on our business is an important part of this work. The risks fall mainly into the following areas:

- Industry-specific risks (such as new tax regulations, migration of client companies, increased competition from international law firms, increased competition from accounting firms).
- Commercial risks (such as clients' ability to pay, money laundering, involvement in projects that are inconsistent with the firm's core values).
- Operational risks (such as risk of fire, mass dismissal, information loss, IT-disruptions).

<sup>1</sup> Our previous sustainability report focused on the firm's target in terms of development of policies and processes and to increase understanding of the firm's ethical rules among employees. All these targets have been met.



—→ These potential risks within each respective area have been identified, analysed, materiality assessed and managed by the entity in charge.

The Quality and Risk Management group is also responsible for client and case admissions for all the firm's offices. The group's job is to ensure that the firm's clients and assignments meet the business requirements, for which there is a sophisticated process tool. The tool handles the entire registration process of clients with particular focus on potential conflicts of interest, money laundering risks, sanction risks and insider issues. Additionally, considerations are made in accordance with the firm's Code of Conduct, the firm's policy for management of conflicts of interest and considerations in connection with accepting new assignments. As a result of these considerations, the firm may turn down client inquiries.

When procuring suppliers and services, we carry out a risk analysis and evaluate each supplier and service to ensure the highest possible quality and security in relation to the respective delivery. Before cooperating with a potential supplier, requirements must be met in the areas of human rights, labour conditions, the environment, anti-corruption, information security and financial stability, based on the firm's Code of Conduct and purchasing policy.

#### TRAINING AS SUPPORT

A substantial part of the Quality and Risk Management department's work consists of training and advising the firm's lawyers and support staff. Examples of training which is mandatory for all employees include interactive web-based training in money laundering prevention and

courses in risk management and anti-corruption. Additionally, training seminars on money laundering, insider issues, conflicts of interest, professional ethics rules, anti-corruption, the internal whistleblowing system, information security and the Code of Conduct form part of the mandatory training programme.

Another example of internal regulatory compliance is that the internal policy for employee trading in financial instruments is part of each employee's employment contract. The policy has been revised and employees' ability to carry out such trading is restricted further as of spring 2017.

#### PRACTISING WHAT WE PREACH

Prevention of money laundering and corruption are two issues that are of particular concern to Mannheimer Swartling. Often, very serious crimes such as human trafficking, arms trafficking, terrorism and drug offences are concealed behind money laundering – activities which the firm does not in any way wish to be associated with. Corruption is by no means less serious – it undermines democracy and the rule of law for citizens while it distorts competition in business. As legal advisers, we are obviously expected to practice what we preach. Therefore, providing our employees with information and training is always a priority for us.

Specifically, the firm's work means, among other things, that we undertake extensive background checks of both clients and the clients' trading partners before we accept a new client assignment. An important parameter is whether anyone in the company's management or any of its shareholders is a so-called politically exposed person (PEP). PEP is defined, among other things, as a senior person in a state or a public company.

To do a good job, it is crucial for an adviser to understand how we are expected to assist in an assignment regardless of the countries involved. It does happen, albeit rarely, that we turn an assignment down because we suspect that the assignment may involve facilitating money laundering or concealment of how economic assets were acquired. Likewise, it is important to ensure that we do not unwittingly facilitate the use of profits from a lawful business to finance terrorism. All employees in the firm complete training in anti-corruption and prevention of money laundering.

Collecting, analysing and processing complaints, if any, from clients are of the utmost importance to Mannheimer Swartling. If, for any reason, a client is dissatisfied or has a complaint, the client will normally inform the partner in charge of the matter. Alternatively,

the client can contact the Managing Partner directly via our website or via a special email address. Potential complaints are immediately channelled to the Quality and Risk Management group for processing. In the reporting period 2015–2016, the number of complaints was approximately 0.05 parts of a thousand of the total number of matters handled by the firm. In all cases, the complaints were resolved following consultation with the client.

Particularly serious violations of the firm's policies and other irregularities may be reported via a web-based external whistleblowing system. The system allows for anonymous reporting and the information in the system is protected against unauthorised access. Reports entered in the system are processed by a whistleblowing team at the firm designated for this purpose. ■

## The firm's internal environmental initiatives

**For Mannheimer Swartling, a sustainable business model means we must lead by example and do our utmost to contribute to a better environment. This is achieved by reducing the firm's negative environmental impact, but also by placing demands on and helping our stakeholders take responsibility for the environment.**

Mannheimer Swartling's internal environmental initiatives are based on the firm's business plan, environmental policy and a number of other written policies. The environmental policy articulates the overall ambition in relation to the environmental initiatives and comprises the main areas of our environmental impact: transports and travel, purchase of goods and services, waste and energy usage. The firm's Environmental Management Team is responsible for implementing the policy and prepares targets and action plans for the entire Swedish business. The Environmental Management Team includes the environmental representatives from each office.

"The purpose of the firm's environmental initiatives is to promote constant improvement and thus continuously reduce our negative environmental impact. It is important that we have support for the initiatives and that our employees have sufficient knowledge and feel committed to these issues – it should be effortless to do

the right thing. We continuously work to achieve this", says Susanne Bergman, Head of Facility Management at Mannheimer Swartling. Since 2013, Mannheimer Swartling is certified according to the international environmental standard ISO 14001. In accordance with the standard requirement, we carefully document our environmental management work. Targets and action plans are reviewed on an ongoing basis for us to be able to demonstrate continuous improvement.

#### FOCUS AREAS AND TARGETS

Mannheimer Swartling's overall target in terms of our environmental initiatives is to continuously implement environmental measures which reduce the firm's negative environmental impact.

As a service company, our direct environmental impact is limited. An aspect assessment is conducted annually to ensure that we work on the most significant



—> environmental aspects. The environmental review 2015 concluded that the significant environmental aspects were unchanged and that our employees’ knowledge, energy usage, waste, transport and travel, as well as purchase of goods and services continues to represent the firm’s most significant environmental impact.

In the energy area the firm has conducted systematic work for a long time. In 2016, the Malmö office moved to the property Glasvasen near Malmö Central Station. Glasvasen is a green building focusing on low power consumption, durable materials and a high degree of technical innovation. In connection with the move, a so-called Green Lease was signed, which provides that Mannheimer Swartling and the property owner will cooperate to achieve joint environmental targets.

The firm is subject to *The Act on energy audits in large companies* and will hire a certified auditor to conduct a review of the operation’s energy efficiency in 2017. The result of this audit will provide the basis of any new development targets. All of the firm’s offices are heated with green electricity and distance heating. Mannheimer Swartling sorts waste generated in the operations and, where possible, measures the amount of waste annually.

In view of our historically strong efforts in energy and waste, the firm’s future internal environmental initiatives will focus more on the areas of employee awareness, travel and transport and purchases. The firm is in the process of preparing targets in these areas based on the following overall ambitions:

- Improve our employees’ awareness of environmental issues.
- Reduce climate impact from transports and travel per employee.
- Perform purchases in a sustainable way, for example by choosing products with a low negative environmental impact to the extent possible.

In 2017, new environmental targets will be adopted in relation to each of these items.

**IMPROVED AWARENESS LEADS TO INCREASED COMMITMENT**

Improving awareness of environmental issues among Mannheimer Swartling’s employees is a decisive factor for successful environmental initiatives. We are convinced that improved awareness leads to increased com-

*“The purpose of the firm’s environmental initiatives is to promote constant improvement and thus continuously reduce our negative environmental impact.”*

SUSANNE BERGMAN

mitment and interest that generates added value for the business.

All new employees are informed of the firm’s environmental and sustainability initiatives in the introductory training and employees are regularly informed of our environmental initiatives. Information is provided at internal events and disseminated via information displays in our offices, mailings and Intranet publication. By continuously discussing environmental issues, this becomes a natural part of the firm’s day-to-day work. The firm organises a number of internal events with an environmental theme annually, which aim to inform and inspire our employees.

**TRANSPORT AND TRAVEL**

Mannheimer Swartling’s direct environmental impact arises mainly in connection with transport and consists primarily of employee business travel. The firm’s travel policy has an explicit environmental focus and states that business travel must be planned and carried out in such a way that the environmental impact is minimised, for instance by prioritising travel by train and public transport. Due to the nature of the operations, business travel is usually by air, but the travel policy has contributed to a significant increase of travel by train after 2015. Video and telephone conferences are used to a great extent in all offices, which also contributes to limiting travel.

The firm has contracts with taxi companies. According to the contracts, the taxi companies must use green cars as much as possible when driving for the firm.

One of the firm’s long-term targets is that 50 percent of trips of less than 50 miles and which are not affected by our clients’ requirements should be by train in 2020. Already in 2015, 47 percent of such trips were by train, which means the target and action plans for our operations will be updated in future years.

**PURCHASE OF GOODS AND SERVICES**

Most of the firm’s purchases relate to the premises, IT and telephony, insurance, cleaning, office materials, raw materials, financial services, archiving services, translation services, databases and counsel from foreign law firms.

The firm’s purchase policy establishes that all procurements and renegotiations of contracts must be subject to relevant environmental requirements in order to reduce the negative environmental impact. It is our objective that the firm’s purchases must be quality assured with respect to environmental and ethical aspects.

- The firm’s main environmental assessment includes:
- The supplier’s systematic environmental initiatives.
  - The supplier’s awareness of its own and the product’s or the service’s environmental impact.
  - Relevant environmental requirements in relation to products with a significant environmental impact.

The products’ environmental impact over time, the so-called life cycle perspective, must be considered in connection with each individual purchase. Apart from the environmental requirements in procurements and renegotiations of contracts, the firm also requires that suppliers must work with sound environmental and safety standards as a target, as well as to accept to be evaluated and approved in accordance with the firm’s rules to combat corruption.

The firm’s target to purchase at least 50 percent green office materials before 2020 is on track, since 46 percent of all office materials purchased in 2015 were green. ■

*Employee interview*

MARIA ASPLUND

Facility Management Coordinator  
and Environmental Coordinator

*Why is the environment an important issue for a service company such as a law firm?*

Environmental issues span many areas and also affect our clients and employees. We influence stakeholders in society on a daily basis, and we therefore want to lead by example and lead the industry toward a sustainable development where the environment is a fundamental dimension. Viewed this way, dealing with these issues responsibly and incorporating sustainability in our client offering represents a competitive advantage. Also, to be credible advisers on these issues it is important that we review our environmental impact and improve what we can. One major reason why organisations get environmentally certified is client demand and

for many, certification contributes to increased profits because of cost savings and increased sales.

*What are the firm’s major risks and opportunities connected with the environment?*

There is a risk of not considering one’s own share and failing to manage this area. Many people who work at the firm are committed to contributing to positive synergies in society.

*Which measures in the firm’s environmental initiatives are you most proud of?*

We have exceeded our expectations in relation to meeting targets and it has been impressive and incredibly motivating to see that there is commitment, especially in relation to long-term travel targets.

It has also been fantastic to experience how commitment is encouraged and spreads in the

organisation, as well as that the environmental issue has become an integrated part in projects outside the Environmental Management Team, something we perceived as a challenge. However, positive synergies have contributed to this.

*How can Mannheimer Swartling improve in the environmental area?*

This is always a relevant question for us since we strive for continuous improvement. I believe that we might be able to find more ways of integrating the core business with the firm’s Environmental Management System. We might even be able to contribute to an adequate valuation of ecosystem services. Obviously, we need to keep up with developments and new opportunities as well as revise earlier decisions.

# Employee interview



## *Why did you start as junior assistant at Mannheim Swartling?*

In the autumn after I graduated from high school I attended an introductory course in law and during this course I found out about this job opportunity at the firm. For me, it sounded like a fantastic opportunity to start working in the legal industry before studying law. After the course, I saw there was a vacancy in the Malmö office, so I took the opportunity and applied for the position as junior assistant.

## *What experience and knowledge have you acquired so far at the firm?*

I have worked at Mannheim Swartling for nearly three years now and mainly I have adopted the focus on quality and attention to detail, which permeates the business. I have gained many significant experiences, such as the importance of good communication, the ability to prioritise and to handle unforeseen situations.

It has been very inspiring to work, as a junior assistant, with competent colleagues and to be able to add these contacts to my network. By seeing how lawyers at a major business law firm work before studying, I have gained a good basis for future career decisions.

## *You are now studying law at Stockholm University. Why is law attractive?*

I decided to study law because as a lawyer you can be a creative problem solver. Law is dynamic and offers fantastic width, which means there is always room to develop – something that I strive to do. The insight I gained into the legal industry during the year I worked as a junior assistant increased my desire to study law and motivated me to work harder to achieve my target, which at the time was to be admitted to the law programme.

## *How do you think business law, the industry and the role of lawyers will develop in the future?*

The legal industry will continue to develop based on client needs, but overall the work processes will be digitised and streamlined. For lawyers this means increased flexibility, but it does not mean that a lawyer can be replaced with a programme, since every client matter has unique circumstances that need to be considered. Legal work integrating algorithms with traditional legal work would be fun – in the same way economists use algorithms in their work.



# Pro bono is not charity

**Mannheimer Swartling in Society is the generic term for the firm's pro bono commitment. This commitment originates from the firm's core values and is clearly linked to the firm's business.**

Mannheimer Swartling in Society is not a way for the firm to pursue charitable work or undertake sponsorship. Rather, it is about decency and responsibility, knowledge and commitment, and a logical link to the firm's business and internal sustainability initiatives. The pro bono operations create value for the firm's business and internal sustainability efforts – it is a part of the strategic sustainability initiatives.

One of Mannheim Swartling's motives behind pro bono projects is to stimulate employee commitment and also give employees knowledge and experience that can be used in the strategic sustainability initiatives, including advice to clients. The pro bono projects must also give employees who are not directly involved in any specific project new insights into social issues, within the framework of Global Compact. It is in the firm's interest to actively encourage and facilitate employee commit-

ment since it contributes to increased knowledge and experience. This benefits the firm, but mainly the firm's clients and society.

Mannheimer Swartling's pro bono work was reviewed in 2016 and restructured to increase value for people and the environment, for our clients and for us as legal advisers. The projects, that are clearly linked to the firm's business, are based on voluntary work and aim to include as wide a circle of employees as possible.

We want to influence the world around us in a positive direction – both locally and globally and to this end we cooperate actively with several organisations. The firm is a proud partner in all projects where we contribute – and get back in return – knowledge, experience and commitment. All the more so since we can see the actual long-term effect, both for individuals and society at large.



- In 2016, the firm was involved in the following pro bono projects:
- *Centre for Justice* is a non-profit and independent organisation with a mission to protect the rights and freedoms of individuals. Mannheimer Swartling assists the organisation with various legal counsels, primarily in dispute resolution and by hosting seminars.
  - *Good Malmö* is an initiative of the business community, which aims to find employment for young people who are currently outside the labour market. Mannheimer Swartling assists Good Malmö with legal counsel and has hired one person via Good Malmö.
  - *Human Rights Tool Box* is an annual course which Mannheimer Swartling arranges jointly with Raoul Wallenberg Institute to promote democracy, human rights and to contribute to the development of legal tools for people and companies in the world. Lawyers from Africa, Asia, Central America as well as the firm's employees participate in the course.
  - *My Special Day* is a foundation that works to realise the dreams of seriously ill children by organising various activities. The firm has assisted the foundation with legal counsel, as well as working on the board of the foundation.
  - *Race for the Baltic* is a platform for a sustainable Baltic Sea. The firm's involvement includes participation in

the needs inventory of each municipality and project management for the compilation of materials and formulation of a business plan for each municipality jointly with representatives of, for example, BCG, Ramböll and GE.

- *RAOUL* is a charitable foundation based in Saint Petersburg, which helps young people with a difficult social background to become independent and self-supporting adults. The firm assists the foundation by providing legal counsel.
- *Rapid Acceleration Management Program* was launched in 2016 and is a training programme at Stockholm School of Economics, which acts to increase diversity within the Swedish business sector and to strengthen Swedish competitiveness through a more inclusive social development. Mannheimer Swartling contributes by providing legal counsel.
- *SOS Children's Villages* is one of the world's largest organisations dealing with social care of children. Mannheimer Swartling is actively involved in the day-to-day operations of SOS Children's Villages Sweden, mainly by providing legal support.
- *Open House* is a non-profit association that works to increase the opportunities in the labour market for young people and adults aged between 17 and 30, primarily those with foreign background. The firm contributes by providing legal counsel to the association and by participating in board meetings. ■



## Employee interview

**TOMAS JOHANSON**  
*Partner, Real Estate*

### *What is the idea behind the Race for the Baltic project?*

The purpose of the Race for the Baltic project is to create a contact surface between the business sector, politicians and entrepreneurs to improve the water quality in the Baltic. Employment and investment opportunities are created as a positive consequence of this initiative.

### *Why is the firm involved?*

Several employees at the firm were interested in an environmental project and we decided that we wanted to participate in improving the

water quality in the Baltic Sea. The Race for the Baltic project suited us well since it is focused on development, cooperation and technical innovation.

### *How does Mannheimer Swartling contribute to the project?*

We have mainly assisted with company law issues in connection with the formation of the foundation. We have also assisted in discussions with municipalities that participate in the pilot project to identify cost effective measures and the possibility of financing to implement the measures. We hope to be able to contribute by connecting investors and environmental entrepreneurs

to develop a new sector around the Baltic Sea, leading to positive effects for society as well as the environment and the local economy.

### *Why did you choose to be involved in the future of the Baltic Sea specifically?*

I spend my summers on Gotland with my family and I am also a sailing enthusiast. My personal commitment to the Baltic Sea issue is strengthened because of the uncertainty as to whether my children will be able to enjoy the Baltic Sea as much as I have.





The board

- JAN DERNESTAM**  
*Born in 1969. Partner, member of the board since 2009, Managing Partner since 2011.*
- EVA HÄGG**  
*Born in 1959. Partner, member of the board since 2016.*
- PETER LINDEROTH**  
*Born in 1962. Partner, member of the board since 2015.*
- JESPER PRYTZ**  
*Born in 1970. Partner, member of the board since 2016.*
- KLAS WENNSTRÖM**  
*Born in 1965. Partner, member of the board 2005–2009 and 2015, Chairman of the board since 2016.*

The business

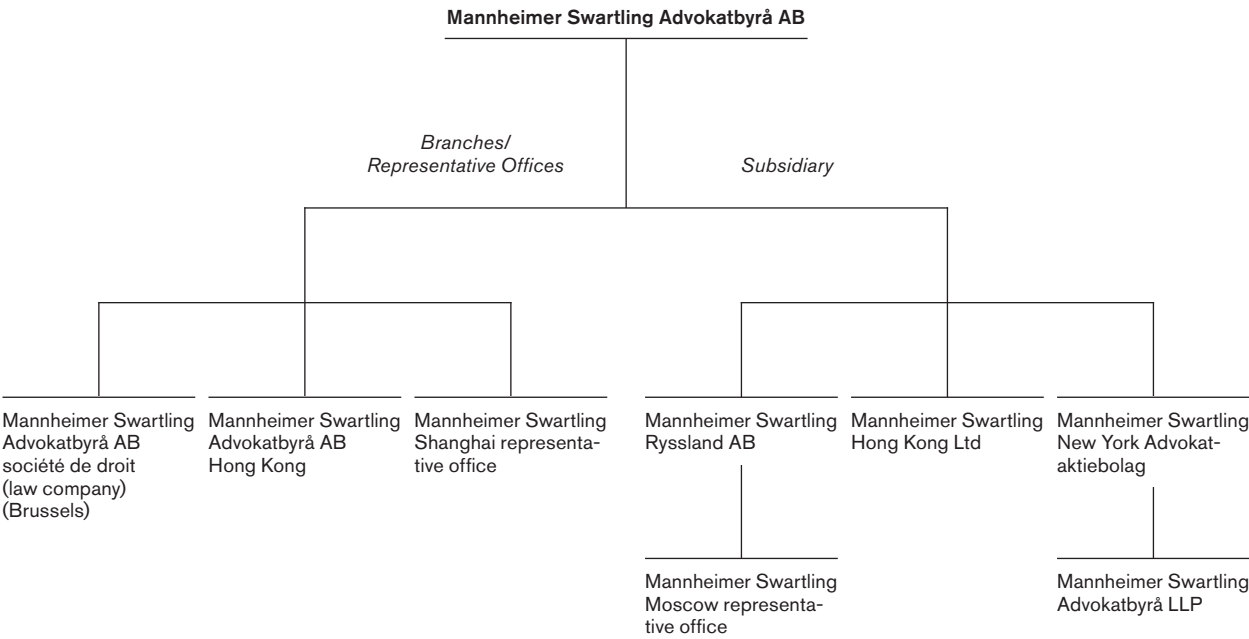
As a part of Mannheimer Swartling’s full service offer, we monitor events abroad that are important to our clients and that affect their businesses. We have established offices in markets where the development is strategically significant for our clients. The firm has nine offices in five markets – Sweden, Russia, China, the USA and Brussels.

The head office of Mannheimer Swartling Advokatbyrå AB is in Stockholm. The Swedish operations are conducted at offices in Stockholm, Gothenburg, Malmö and Helsingborg. The firm’s offices in Brussels, Hong Kong and Shanghai are branches or representative offices of the Swedish company Mannheimer Swartling Advokatbyrå AB. The group also includes the subsidiaries Mannheimer Swartling Ryssland Advokat-aktiebolag, Mannheimer Swartling New York Advokat-aktiebolag and Mannheimer Swartling Hong Kong Ltd.

The operations in Russia are conducted as representative offices of the subsidiary Mannheimer Swartling Ryssland Advokataktiebolag with a registered office in Moscow. The operations in New York are conducted via Mannheimer Swartling Advokatbyrå LLP.

Mannheimer Swartling’s business is ultimately governed by the partnership agreement entered into by all partners of the firm. The firm’s highest governing body is the general meeting of partners – held three to four times annually – where all the partners of the firm have one vote. At these meetings, strategic issues and guidelines for the business are discussed. The board was comprised, during the year, of five partners, all of whom were elected at the general meeting of partners. The firm has 88 partners, many of whom own their shares in the firm indirectly through a joint stock company. The firm is organised into practice and industry groups. Additionally there are eight support departments (Finance, HR, Sustainability, IT, Marketing and Communications, Facility Management, Training and Knowledge Management and Quality and Risk Management). ■

ORGANISATION CHART





# Expertise and key figures

EXPERTISE	GLOBAL KEY FIGURES	
Practice areas and industry groups		Number
Banking and Finance	Employees	550
Capital Markets	Lawyers	400
Corporate Commercial	of whom partners	88
Corporate Sustainability and Risk Management	Turnover, billion SEK	1.3
Corporate Taxation		
Dispute Resolution		
Employment and Pensions		
Energy and Natural Resources		
Environment		
EU and Competition		
Funds and Investments		
Health Care and Life Sciences		
Infrastructure and Construction		
Insurance		
Intellectual Property, Marketing and Media		
IT, Telecom and Technology		
Mergers and Acquisitions		
Private Equity		
Public Procurement		
Real Estate		
Restructuring and Insolvency		
Shipping and Transportation		

# Partners and awards

PARTNERS	Anders Erasmie	Mattias Karlsson	Stefan Perván	Maria Tufvesson Shuck
Claes Albinsson	Martin Ericsson	Michael Karlsson	Lindeborg	Felicia Ullerstam
Peter Alhanko	Olle Flygt	Åke Kjellson	Hans Petersson	Thomas Wallinder
André Andersson	Alexander Foerster	Lars Kongstad	Thomas Pettersson	Helén Waxberg
Fredrik Andersson	Johan Graneholt	Mattias Lampe	Tommy Pettersson	Tom Wehtje
Johnny Andersson	Adam Green	Johan Lekholm	Christian Pfeiff	Klas Wennström
Fredrik Andretzky	Mattias Göransson	Peter Linderöth	Jesper Prytz	Erica Wiking Häger
Christopher Arkbrant	Hans Hammarbäck	Ragnar Lindqvist	Jakob Ragnwaldh	Andreas Zettergren
Karin Attorps	Åsa Hansdotter	Johan Ljungberg	Isabella Ramsay	Per Åsbrink
Sven-Åke Bergkvist	Bo Hansson	Anders Lückander	Fredrik Ringquist	Niklas Åstenius
Johan Frost Bergman	Jan Holmius	Kristoffer Löf	Madeleine Rydberger	
Anders Bergsten	Eva Hägg	Patrik Marcelius	Niklas Sjöblom	SENIOR ADVISERS
Oscar Björkman Possne	Anders Ingvarson	Per Molander	Zoran Stambolovski	Pär Andersson
Niklas Bogefors	Henrik Johansson	Martin Nilsson	Andreas Steen	Thomas Lagerqvist
Emil Boström	Tomas Johansson	Anders Nordström	Olof Stenström	Sven Lexner
Stefan Bocker	Lucas Jonsson	Clas Nyberg	Therese Strömshed	Biörn Riese
Hillevi Börjesson	Per Josefson	Ulf Ohrling	Anna Sukharina	Sven Unger
Johan Carle	Magnus Josefsson	Robin Oldenstam	Fredrik Svensson	
Jan Dernestam	Jan Kansmark	Emma Olnäs Fors	Nina Svensson	
Henric Diefke	Daniel Karlsson	Martin Pekkari	Hampus Thohte	As per 1 January 2017.



### Awards

**SWEDEN LAW FIRM OF THE YEAR**  
Chambers Europe Awards for Excellence, 2009, 2011, 2012, 2015 and 2016.

**SWEDISH LAW FIRM OF THE YEAR**  
IFLR; International Financial Law Review, 2005, 2006, 2007, 2008, 2010, 2012, 2015 and 2016.

**LAW FIRM OF THE YEAR, SWEDEN**  
Who's Who Legal Awards, 2006, 2007, 2008, 2009, 2010, 2011, 2012, 2013, 2014 and 2015.

**CLIENT CHOICE AWARD FOR SWEDEN**  
The International Law Office (ILO), 2005, 2008, 2011 and 2014.

**TOP RANKED IN "OVERALL PERFORMANCE" IN SWEDEN**  
TNS Sifo Prospera Tier 1 Law Firm Review Sweden, 2013, 2014, 2015 and 2016.

**LAW FIRM OF THE YEAR – CLIENT CHOICE**  
BG Research (Klientbarometern), 2005, 2006, 2007, 2008, 2009, 2010, 2011, 2012, 2013 and 2014.

**RANKED TOP INTERNATIONAL ARBITRATION FIRM GLOBALLY**  
Global Arbitration Review GAR30, 2007, 2008, 2010, 2011, 2012, 2013 and 2014.

**MOST POPULAR LAW FIRM AMONG SWEDISH LAW STUDENTS**  
Universum (FöretagsBarometern), 2003, 2004, 2005, 2006, 2007, 2008, 2009, 2010, 2011, 2012, 2013, 2014, 2015 and 2016.

**EUROPEAN LAW FIRM OF THE YEAR: NORDIC COUNTRIES**  
Transatlantic Legal Award by Legal Week & American Lawyer, 2016.



# Global Reporting Initiative

This is Mannheimer Swartling’s third Sustainability Report. All of the firm’s Sustainability Reports are based on GRI guidelines. This Sustainability Report relates to the 2016 calendar year and is drafted in accordance with the GRI sustainability report guidelines, version GRI Standards. The Report is intended to fulfil GRI Standards Core level.

GRI Standards is an update of GRI G4, which is the world’s most widely distributed guidelines for sustainability reporting. The next Sustainability Report is scheduled for the first quarter of 2018. This report will also be adapted to and drafted based on GRI Standards. The reporting is limited to the firm’s operations in the Stockholm, Gothenburg, Malmö and Helsingborg offices. The Swedish operations represent 88 percent of the firm’s total operations.

**MATERIALITY ASSESSMENT AND STAKEHOLDER DIALOGUES IN FOCUS**

The sustainability reporting is based on GRI’s principles for determining content and ensuring quality. The materiality principle governs the design of Mannhei-

mer Swartling’s sustainability initiatives as well as the contents of the report. The stakeholder dialogues and the firm’s objectives and business strategies define the important issues.

GRI Standards includes a modular but cohesive structure representing “global best practice” for sustainability reporting today. The structure consists of various modules, providing both universal standards and issue-specific standards. GRI Standards are structured to provide companies a framework for efficient and standardised reporting on the impact – direct and indirect – of their operations on the economy, the environment and society. This report has not been externally reviewed.

The firm’s last sustainability report was published in spring 2015. ■

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102-13	Membership in organisations	The firm is a member of several industry organisations, stakeholder organisations and other organisations (for example, NIR, NMC and Swefin). The firm’s employees also have around 20 directorships.	
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102-45	Entities included in the financial reporting		30, 34
102-46	Definition of report content and issue boundaries		8–11, 34
102-47	List of material issues		9, GRI index
102-48	Changes in information	No material changes in the reporting period.	
102-49	Förändringar i redovisningen	Changes in reporting The firm has not carried out any materiality assessment in previous sustainability reports. The firm has transitioned from GRI G3 to GRI Standards, which entails increased focus on materiality assessment.	9
102-50	Reporting period		34
102-51	Date of most recent report		34
102-52	Reporting cycle		34
102-53	Contact person for reporting		4
102-54	Reporting in accordance with GRI Standards		34
102-55	GRI index		35–37
102-56	External review		34

MATERIAL ISSUES

Information	Description	Comment/Departure	Page
<b>GRI 103: Management Approach 2016 and GRI 205: Anti-corruption 2016 (definition within the organisation)</b>			
<i>Economic standards</i>			
103-1	Explanation of why the issue is important and defining the issue		9, 19, 21–23
103-2	How the organisation perceives the issue and manages it		21–23
103-3	How the organisation reviews the management and the result of the review		21–23
205-2	Communication and training in anti-corruption policies and procedures		23
205-3	Confirmed cases of corruption and measures taken	In 2015–2016 no report on suspected corruption was received through the whistleblowing system.	
<b>GRI 103: Management Approach 2016 and GRI 401: Employment 2016 (definition within the organisation)</b>			
<i>Social standards</i>			
103-1	Explanation of why the issue is important and defining the issue		16
103-2	How the organisation perceives the issue and manages it		16–18
103-3	How the organisation reviews the management and the result of the review		16–18
401-1	New hires and staff turnover	Mannheimer Swartling does not report new hires divided into age and region or staff turnover since these indicators are considered irrelevant. A certain staff turnover is a natural part of the business in accordance with the “up or out” system.	17–19

MATERIAL ISSUES, cont.

Information	Description	Comment	Page
<b>GRI 103: Management Approach 2016 and GRI 403: Health and safety at work 2016 (definition within the organisation)</b>			
103-1	Explanation of why the issue is important and defining the issue		16–17
103-2	How the organisation perceives the issue and manages it		16–17
103-3	How the organisation reviews the management and the result of the review		16–17
403-2	Injuries, work-related illness, lost working days, absence and work-related fatal accidents	Mannheimer Swartling reports only sick leave since this is the most relevant indicator applicable to us. Our business normally does not expose employees to a risk of physical injuries.	16–17
<b>GRI 103: Management Approach 2016 and GRI 404: Training and skills development 2016 (internal information barrier)</b>			
103-1	Explanation of why the issue is important and defining the issue		17–18
103-2	How the organisation perceives the issue and manages it		17–18
103-3	How the organisation reviews the management and the result of the review		17–18
404-3	Proportion of employees who are regularly appraised and whose performance and career development is regularly reviewed		17–18
<b>GRI 103: Management Approach 2016 and GRI 405: Diversity and equal treatment 2016 (internal information barrier)</b>			
103-1	Explanation of why the issue is important and defining the issue		18–19
103-2	How the organisation perceives the issue and manages it		18–19
103-3	How the organisation reviews the management and the result of the review		18–19
405-1	Diversity among members of the board, management and employees	Mannheimer Swartling's board currently consists of four men (80%) and one woman (20%).	18–19
405-2	Women's basic salary and remuneration in relation to men's	Under Mannheimer Swartling's salary system for associates, everyone has the same pay scale and bonuses, if any, are distributed collectively. Salaries are therefore only connected to the employee's active position at the firm. Other employees have individual salaries set in accordance with the market rates for their respective roles.	
<b>GRI 103: Management Approach 2016 and GRI 418: Client privacy 2016 (internal and client information barrier)</b>			
103-1	Explanation of why the issue is important and defining the issue		21
103-2	How the organisation perceives the issue and manages it		12–13, 21–23
103-3	How the organisation reviews the management and the result of the review		22–23
418-1	Substantiated complaints regarding breaches of client privacy and loss of customer data		22–23





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