



Sustainability report 2023

Preface.

Delphi's sustainability and community engagement is part of our culture and an important issue for us. With this report, we want to show how we work with sustainability, which milestones we have achieved and our plans for the future.

This past year the world has been in shock after Russia's invasion of Ukraine. After a pandemic, terrorist attacks, refugee flows, a stock market downturn and a property crisis, increased food prices, an energy crisis and a galloping inflation have changed the conditions for global sustainability work. In short, a perfect storm that has brought new challenges and risks, but perhaps also new opportunities to address our enormous common sustainability challenges.

Following the outbreak of the war in Ukraine, Delphi's employees were quick to collect clothes and meet Ukrainian refugees arriving in Sweden. During the year we also welcomed Ukrainian law students as interns in cooperation with the Safe Harbour Initiative.

In the long term, our pro bono work for Humanium Metal helps ensure that illegal weapons from war zones are melted down into new raw materials, instead of

being smuggled and sold as inputs to the criminal gangs that rivals in the war on our own streets.

The development in Sweden's most vulnerable neighborhoods is serious and require actions on many levels. In cooperation with F1RST and NU: Nolla utanförskapet we want to motivate young talents from these areas to continue their studies by offering homework assistance, workshops, internships, study visits and much more. These initiatives are an important part of Delphi's diversity work.

Providing a sustainable work life for our employees is crucial to being a relevant and sought-after employer. The new normal after the pandemic is that our employees have a greater flexibility in their everyday life and we conduct regular check ins where we ask how they experience different aspects of the work environment. Through our engaging health program Delphi Healthy we want to strengthen our employees' mental, social and physical health by offering a variety of initiatives such as workouts, health activities, mental health exercises and lectures about health, etc.

Delphi will continue to strive for an

increased gender balance in all employee categories through our long-term gender equality work. As of now, almost 1 in 3 partners at Delphi are women, which we see as a proof that the efforts we make is giving us results over time.

We are very happy to see our sustainability work being recognized by both clients and law students. This is also reflected in various awards and surveys where both clients and students are giving our sustainability work a top ranking in the industry.¹

Over the past year, we have kept ourselves continuously updated regarding the new regulations in the sustainability field and further coordinated our expertise and integrated ESG perspectives into the advice we provide to our clients.

Finally, I would like to thank all our employees for the great work you do for our clients, the world around us and for each other, both professional advisory services and in our non-profit projects. Now that we can fully socialize face to face again, we will continue to strengthen our sustainability work, our social commitment and Delphi's culture.

1. Law Firm of the Year, REGI 2022
Kantar Prospera Employer Branding 2022



A white handwritten signature of Stefan Erhag on a light beige background.

Stefan Erhag
Executive Partner
/ Advokatfirman Delphi



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About us.

Delphi is a progressive law firm with respected specialists in most areas within business law. We can tailor our service, expertise and offers to match each client's business needs, by combining deep business understanding with new smarter ways of thinking. We provide clear advice and recommendations based on each client's unique business challenge, as a strategic partner to our clients. We pave the way forward, by challenging each other, our clients, and the industry. Always aiming for our main objective – the best business.

We have the same strong drive, whether it concerns business acquisitions or matters concerning banking, finance and the stock market, court proceedings and arbitration, or help with questions concerning public procurement, environmental law and property law or IT, tech, and intellectual property law. With us, each client gets a skilled partner with deep knowledge of their world, to help make successful decisions

We are a different law firm. We dare to think new. We dare to go our own way.



4

offices



200

employees



150

lawyers



46

partners



456

MSEK turnover

We love challenges.

Our employees are our key focus. They make it possible to provide first-class legal advice to our clients. Therefore, we aim to be a progressive workplace where our employees thrive and develop. We invest heavily in our employees' development so they can deepen their specialist skills, business know-how, and above all their leadership.

Our core values come from our own culture and are well established within the firm. They guide our daily and long-term work, and our conduct going forward.

- **We always go the extra mile**

We will never be content being just good enough, instead we always aim to find new ways to create added value for our client.

- **Transparency and honesty**

To be a trustworthy partner, everything we say and do has to be transparent and honest. This paves the way for equality and opens possibilities for all to have their say.

- **Managing for excellence**

Our employees are our most valuable assets. At Delphi we build and honor personal and team leadership, so that anyone can reach their full potential and make a significant difference.



A never ending challenge.

Being a sustainable firm is part of our business plan. For us at Delphi sustainability transcends our entire business. Sustainable thinking means that everything we do is characterized by competence, reflection and responsibility for our clients, co-workers, and society. As a result, our aim is to always be proactive and develop our work and use of resources as efficient as possible. Regardless of whether it concerns minimizing our environmental impact, or our ambition to be the most attractive workplace. Our vision is to take responsibility for our employees, other people, and the environment to contribute and take part in making society a better place. We see this ambition as a natural and ongoing part of our daily work.



Sustainability at Delphi.

Our sustainability report aims to compile and be transparent with our sustainability work, our achieved milestones and plans ahead.. The goal is to make it easy to find and review – for existing and future clients, current and future employees, collaboration partners and other stakeholders. The report is drawn up in accordance with provisions of ÅRL, chapter 6, even though we are not yet subject to the reporting requirements. Our sustainability plan is developed based on our current conditions, but we always strive to continuously develop the work and broaden our responsibility.

The sustainability report is based on completed and planned activities within environmental, social, and economic fields. Internally, in society and in our legal advice.

Our internal sustainability work focuses on our employee's competence development and well-being, increased diversity and equality, promote environmental and climate actions, ethics and compliance.

We provide our community with free legal advice through our pro bono partnerships, we encourage young people in vulnerable communities to pursue further education and support the work of important organizations.

We consider sustainability in our legal advice within all areas of business and have established a new ESG group across our offices to ensure that we have the acquired expertise to integrate sustainability into all advice towards clients.

Please note that certain deviations between our different offices may occur.

The global goals and our commitment.

Agenda 2030 and the UN's global goals for sustainable development guide our operations and all parts of our strategic sustainability work. We have analysed our internal strengths and weaknesses in environmental, social, and economic sustainability. We have also analysed our external opportunities to maximize the positive impact of our sustainability work and the external threats and risks which might stand in the way of our progress. We have identified our main stakeholders as partners, employees, law students and other potential employees, potential and existing clients, suppliers and other partners. Based on these analyses, as well as requirements and expectations from our stakeholders, we have identified six goals with strong connection to our business, and where we can make a major difference. In the following chapter we present our work



Gender equality (SDG 5)

Equal rights for women and men are a prerequisite for sustainable and peaceful development. Equality is a fair distribution of power, influence, and resources. All forms of violence, discrimination and harmful actions against women and girls affects the individual as well as the society at large. It's been proven time and time again that political, economic, and social equality between men and women will benefit all dimensions of sustainable



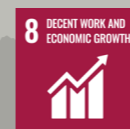
Reduced inequalities (SDG 10)

An egalitarian society is based on the principle of equal rights and opportunities for everyone, regardless of sex, ethnicity, religion, disabilities, age, and other status. Although many countries have seen a positive economic development with reduced poverty in recent decades, the gap has widened, within as well as between countries. Equality reduces the risk of conflict and promotes the opportunity for all to participate in and influence the development of our society.



Climate action (SDG 13)

Climate change is a real and undeniable threat to our entire civilization. Emissions of greenhouse gases continue to rise and as a result we risk reaching an average global warming that exceeds two degrees, which may cause serious consequences for ecosystems, ocean acidification, human security, food production, water supply, health, and increased risk of natural disasters.



Decent work and economic growth (SDG 8)

Decent working conditions promote sustainable economic growth and is a positive force for the entire planet. We must protect workers' rights and once and for all stop modern slavery, human trafficking, and child labour. By creating good conditions for innovation and entrepreneurship and ensuring decent working environment for everyone, we promote a sustainable economic growth that includes the community at large



Responsible consumption and production (SDG 12)

Sustainable consumption not only entails environmental benefits but includes social and economic benefits, such as increased competitiveness, growth in local and global markets, increased employment, improved health, and reduced poverty. Transitioning to a sustainable consumption and production of goods is needed to reduce our negative impact on climate, environment, and public health.



Peace, justice and strong institutions (SDG 16)

Peaceful societies and freedom from violence are both a goal and a means of sustainable development. Inclusive, responsible, and fair institutions are the basis for good governance free from conflicts, corruption, and violence. All people must be equal before the law, with access to justice and opportunities to exercise influence and demand responsibility over decision-making

The descriptions above are the global goals definitions. In the following sections, we describe what the goals mean for us and how we contribute to the global goals in general.



1. Gender equality.

Although the number of women in leading positions within the legal profession increases, men are still the overwhelming majority of partners in the larger commercial law firms.. On average, barely two out of ten partners are women. At the same time, more women than men study and graduate from law school. For several years, Delphi has worked actively with gender equality issues to even out these differences. We want to create a sustainable and attractive workplace for current and future employees. Equality is an obvious matter of justice, and to be successful – an absolute necessity for us and our clients.



In accordance with the **Gender equality goal (SDG 5)** we have chosen to focus more specifically on the following targets:

5.1

End discrimination of women and girls

5.4

Value unpaid care work and promote responsibility in the household

5.5

Ensure full participation for women in leadership and decision-making positions

Justitia prize

Delphi is the proud recipient of the Justitia Prize (Justitiapriset) 2021 – an award annually given to the commercial law firm that is doing the best work on equality. Delphi received the award for the first time in 2017, which was the first year the prize was awarded. Delphi's partner Agnes Hammarstrand has also received the individual award Justitia of the Year 2019 for her significant contributions to gender equality in the legal industry.

“This year's winner of the Justitia Prize is rewarded for their continuity, stability, perseverance, and authenticity in their work on gender equality. The law firm has convincingly translated words into results and made it clear how gender equality work permeates the entire operation. The firm has a carefully considered and planned structure to combat discrimination and promote gender equality. The jury especially appreciates how the firm has created a culture with openness and security in these matters, something that is confirmed by the employee survey. Because of this, the jury is pleased to award the Justitia Prize 2021 to Delphi.

Justitiapriset

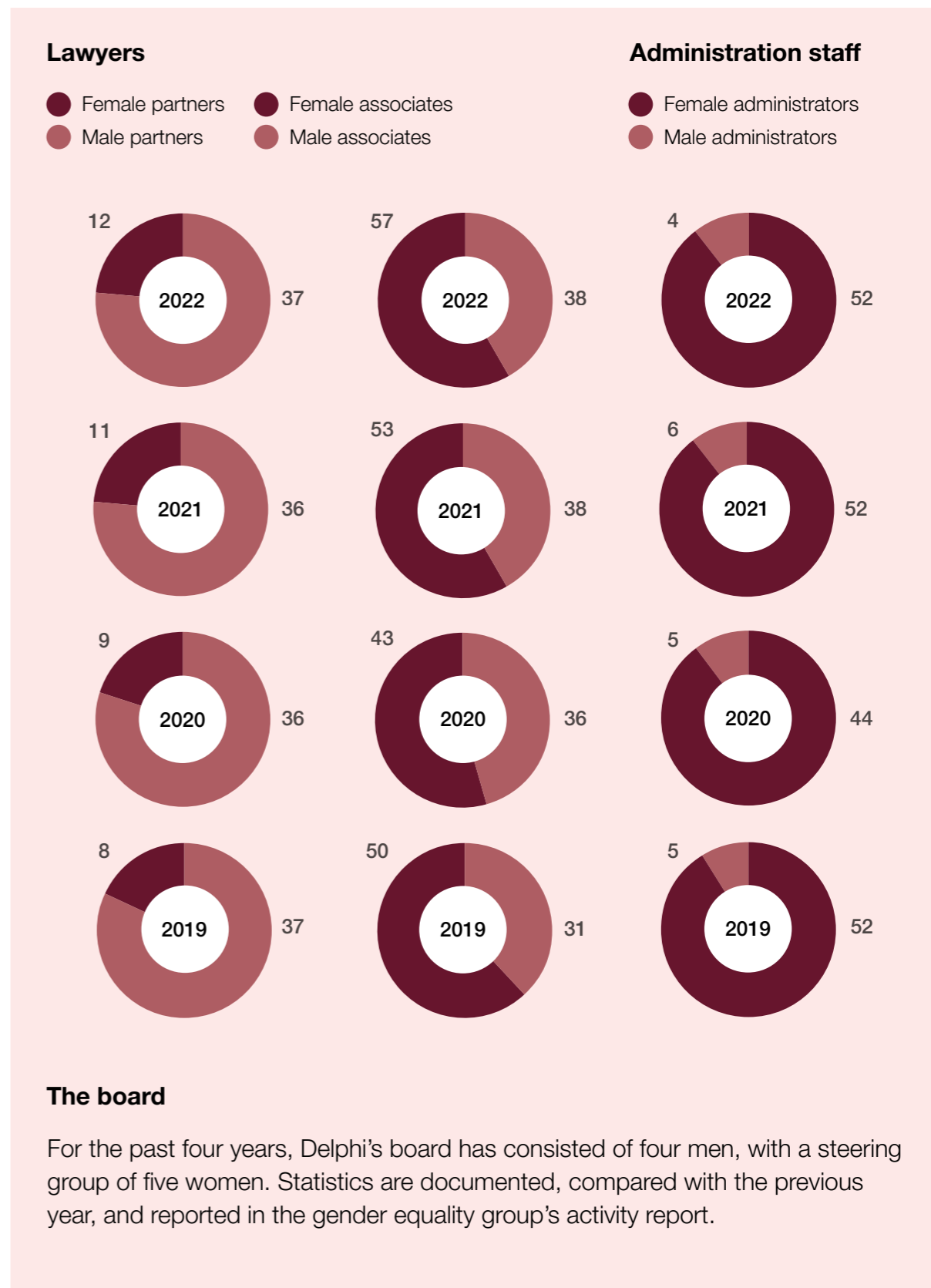


Information and education

At Delphi, gender equality is a priority point at board meetings, shareholder meetings and staff meetings. This issue must always be prioritized and be processed. Every year we also organize workshops and seminars on diversity, equality and inclusion with external lecturers who are experts in the field. These courses are mandatory for all employees, and with topics ranging from unconscious bias and how to build an inclusive corporate culture. We also get inspiration from other companies beyond the industry that have succeeded in these matters.

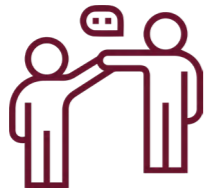
Statistics on gender distribution.

We keep statistics on gender distribution in the following departments, employee categories and leading positions.



Inkluderande ledarskap

We have several tailored leadership programs for senior associates and partners within the framework of our internal training program *Delphi Academy*.



Delphi Onboarding
Associates
step 1-4



Delphi Business School
Associates/Lawyer
step 5-8



Delphi Leadership
Partner

Our training courses aim to ensure our employees' legal competence, business understanding and leadership. It is important for us to integrate good leadership in our culture, as we know for certain that good leaders create a sustainable workplace.

Associates from step 5 of our development ladder participate in Delphi Business School where, among other things, they are trained in project management, business acumen and personal leadership. For new partners, we have an onboarding program that focuses on leadership and business acumen. For the more senior partners we offer courses with focus on strategic, operational, and cultural leadership. Inclusive leadership is an area that is included in all these trainings, and every year the firm's partners are evaluated by their employees regarding to what extent they contributed to a more equal company culture. Employees also evaluate themselves annually on how they believe they contribute to a more equal company culture. Senior associates and partners evaluate themselves and others through Delphi's 360 evaluations with subsequent external coaching. The results are discussed with the immediate manager, with the aim of developing the individual's leadership skills.

As part of our gender equality work, we also created a mentorship program for our associate in 2017. The purpose is to give the younger lawyers the opportunity to expand their networks within the firm. In addition to networking, the program allows us to catch challenges and problems that arise in our business. It also offers a unique opportunity for associates to get a deeper understanding of how we operate.

In 2022 we have conducted courses on the theme of an inclusive workplace and all new employees get gender equality education during Delphi's welcome days

Competence development concerning discrimination, and actions

Since 2016, Delphi hosts an equality group that work to create an equal and inclusive workplace where everyone can grow on equal terms. The aims of the group's work include getting our talents, in all personnel categories, to remain and develop at Delphi, and that no employee should feel that they are treated differently because of gender. This is followed up through employee surveys, regular follow-ups, in our exit meetings and the individual performance appraisals

Every year, this group follows up on Delphi's gender equality work. They produce and compare several KPIs determined by the group according to:

Billable hours for male lawyers and female lawyers as a percentage of the budget.

Progress regarding gender distribution upon election of new shareholders.

Progress regarding gender distribution among partners and other personnel categories.

Analysis of exit conversations should the reason for termination concern gender equality issues. The analysis is reported to partners and board annually.

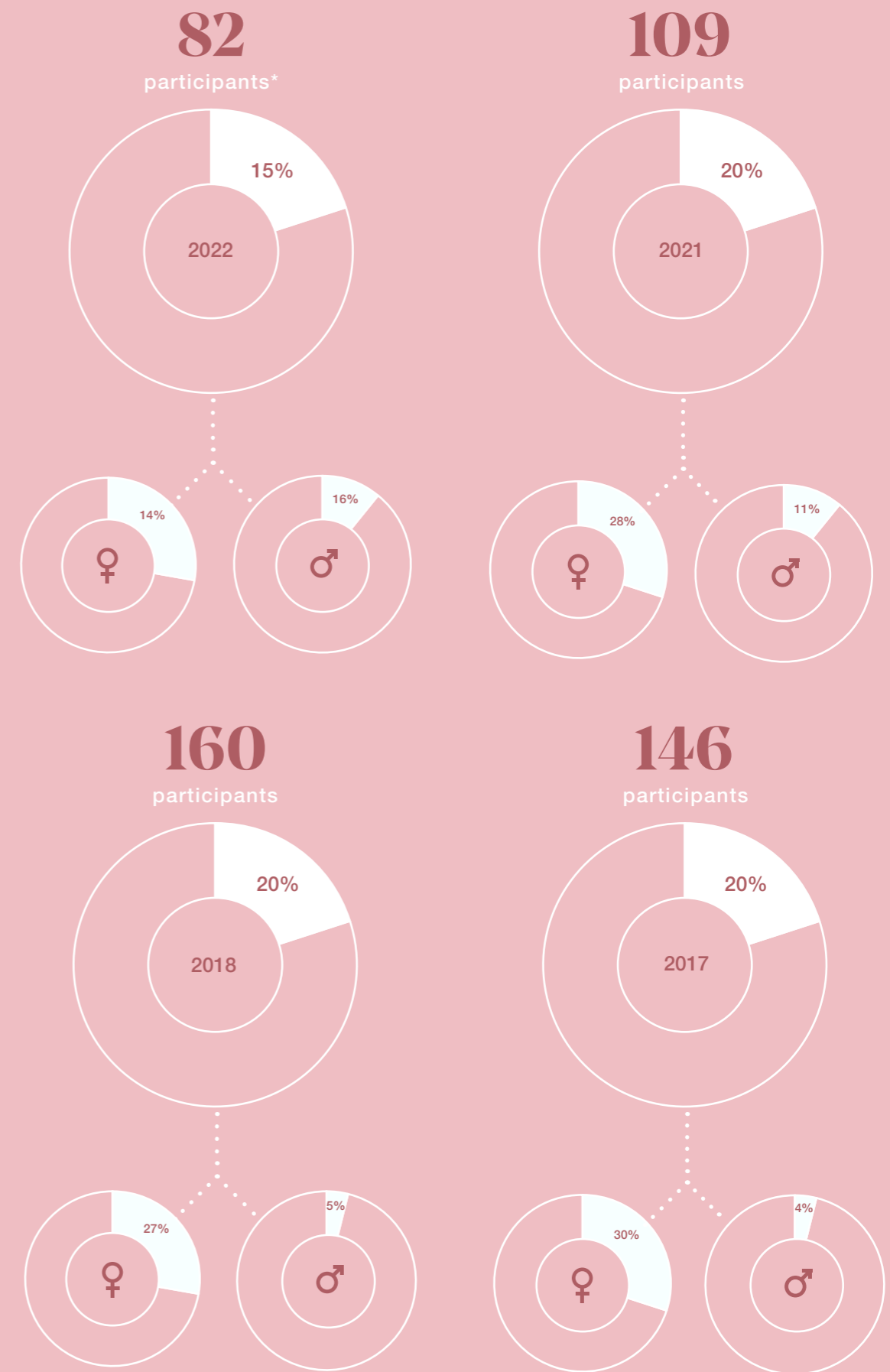
The percentage of employees that experience gender discrimination – measured through continuously conducted surveys.

Measure "total satisfaction" through continuous conducted employee surveys.

Each year, the group produces an activity report with outlined goals, action plan, KPIs and measures. The report is available to all employees on Delphi's intranet.

Discrimination based on gender

One of the KPIs measured by the equality group that is followed up by the board is the percentage of employees that experience gender discrimination, measured by male and females respectively. The measurement started in connection with an employee survey regarding harassment and offensive treatment in 2017 and has been carried out in 2018, 2021 and 2022. In the latest survey, 15 percent believe that employees at Delphi are treated differently because of gender. The number of women and men who experience discrimination can be seen to the right.



*During 2022 the measurements were only made in Stockholm.



Statistics for parental leave

We keep statistics with annual follow up on our employees' number of days of parental leave, linked to gender. The statistics are presented in the equality group's annual activity report.

2022	2445 days in total	1 962 ♀ days were used by 20 women	483 ♂ days were used by 7 men
2021	1 845 days in total	1 474 ♀ days were used by 20 women	371 ♂ days were used by 10 men
2020	1 210 days in total	822 ♀ days were used by 18 women	388 ♂ days were used by 9 men
2019	1 610 days in total	1 136 ♀ days were used by 23 women	474 ♂ days were used by 9 men

Equality in the board and management

Board

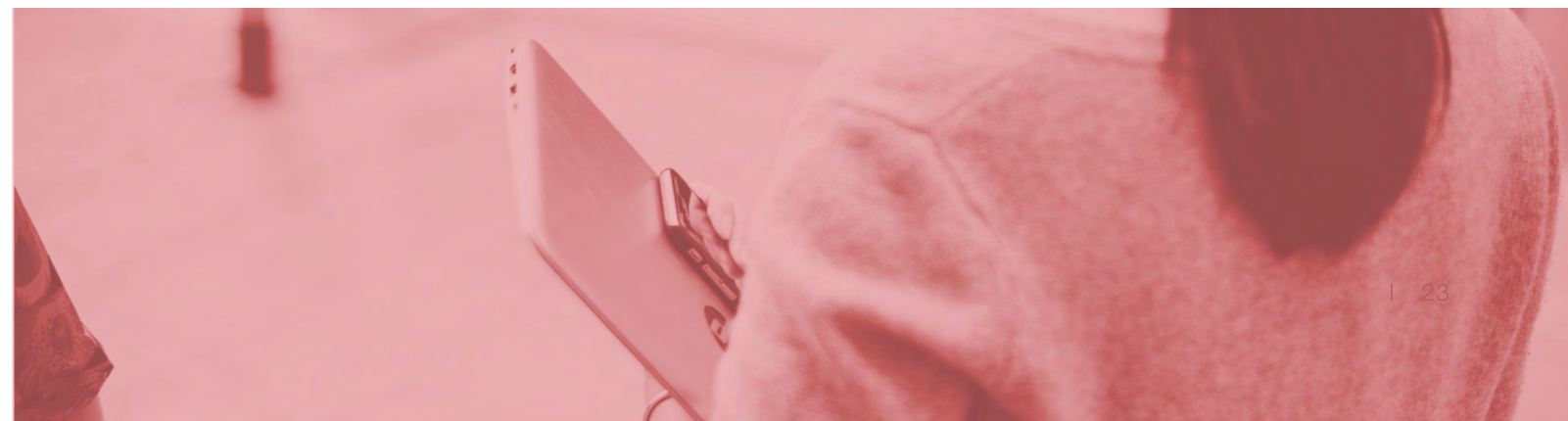


Management



Statistics for client and internal hours

Regarding the statistics for client and internal hours, we measure external hours (client) compared to internal hours (trainings, workshops, internal projects, etc.) to see if there are any difference between the sexes. We also measure to see how billable hours differ between male and female lawyers, as a percentage of the budget. This information is included and published on the intranet as part of the equality group's annual activity report.



Gender distribution in the circle of partners and other staff categories

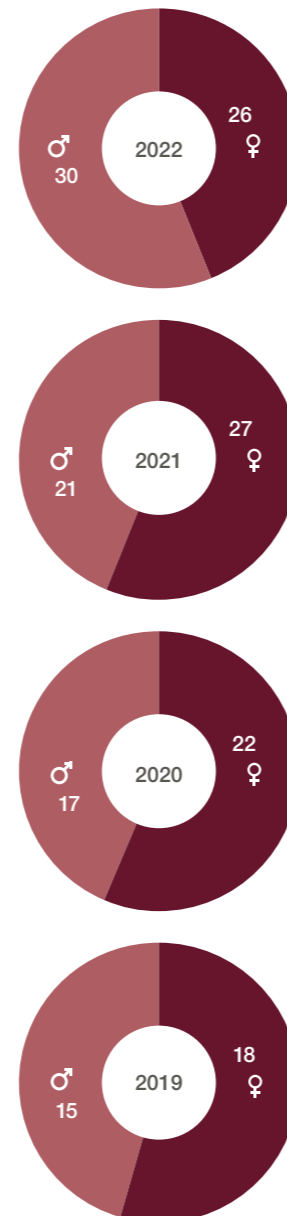
Another KPI that is followed up on an annual basis is the development regarding gender distribution in the circle of partners and other staff categories. The goal is to have as even gender distribution as possible in the various personnel categories. At Delphi we have a challenge when it comes to getting the gender distribution in the administrative group and the group of shareholders/partners more equal. We try to prioritize the underrepresented gender in recruitment of the candidates for the administrative group among otherwise equivalent merits. To increase the proportion of female partners, it is important that the basis for the election of new partners is gender equal.

Exit due to equality issues

Our offboarding routines include exit talks with every employee before they leave. At the exit talk, we discuss the reason behind the decision, and the employee is asked if they have suffered any harassment or offensive discrimination during the employment. At the end of the year, topics that has emerged from the exit talks are analyzed to give a better understanding on why employees choose to leave Delphi. The analysis is anonymized and presented to the management team and the board.

There has been no cited harassment as an exit reason. Our goal is to keep this score in the future. Other reasons, for example work-life balance and leadership issues is also monitored and presented to the management and board, to ongoingly be acted upon.

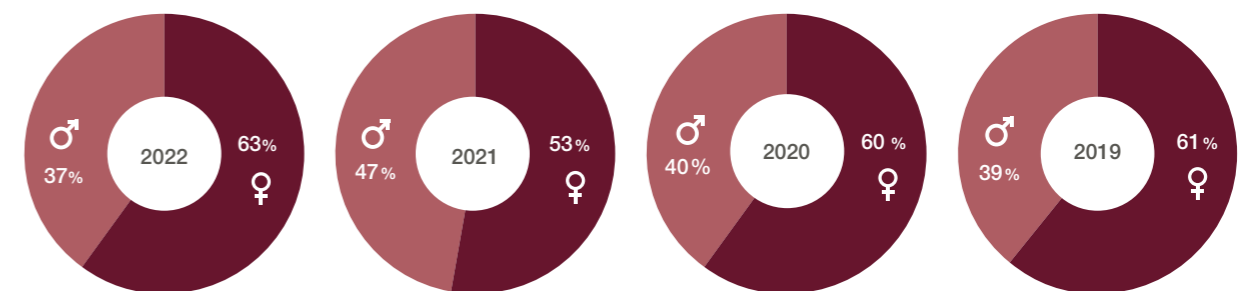
Number of senior lawyers (Step 5-Counsel)



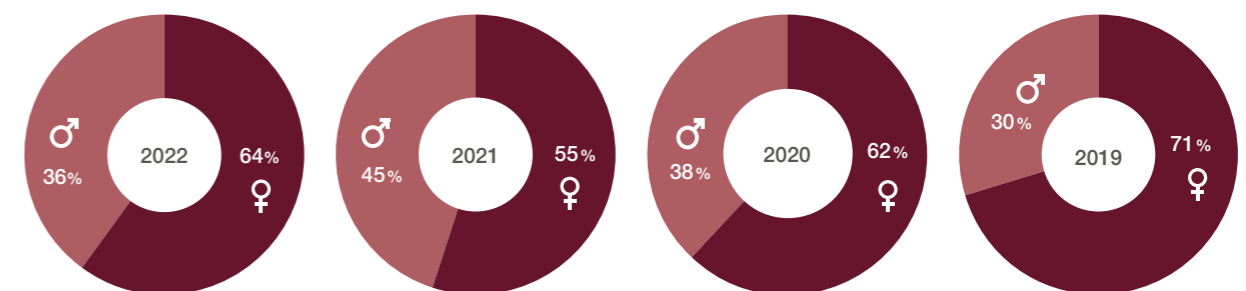
Gender distribution in marketing

Since 2019, we annually measure the proportion of men and women who appear in our marketing. We keep statistics on images on printed matter, posts on Delphi's social media, our website, presentation templates, image bank, et cetera. We also keep statistics about the gender distribution of participants from Delphi representing the agency at various types of external events connected with recruitment. All KPIs are reported and monitored by the equality group.

Marketing materials



Participants at event



2. Decent work and economic growth.

Our employees are our most important focus. They make it possible to provide first-class legal advice to our clients. Therefore, it is vital that we present a workplace where our employees feel comfortable, can be challenged, thrive, and develop. We strongly believe that great results are created when employees are allowed to grow in their professional role, participate and influence, and given the opportunity to reach their full potential. We drive the business forward by challenging each other, our clients, and the industry. The goal is to achieve the best possible business.



We have chosen to focus more specifically on the following targets linked to the goal **Decent working conditions and economic growth (SDG 8)**:

- 8.1** Sustainable economic growth
- 8.5** Full employment and decent working conditions with equal pay for equal work
- 8.6** Promote youth employment, education, and training
- 8.8** Protect employee rights and promote a safe work environment for all





Rankings and awards

Delphi is highly rated by reputable international ranking institutes such as Chambers and Partners, The Legal 500 and IFLR1000. We have been top ranked in Law Firm of the Year several times, most recently in 2023, placing first in the category of law firms SEK 200+ million. We recently received Excellence in Client Relations by Regi, a symbol of high client satisfaction and a high recommendation value according to our clients. When choosing an employer Delphi is placed in the top 5 according to Kantar Prosperas annual survey in Employer Branding 2022. Delphi is ranked as number 6 of business law firms in Universum's latest student ranking and when students get to choose the most attractive place to work within law at Mecenat's Student Award, Delphi is ranked at number 6. In addition, we have received the "Justitia Prize" twice for our equality work. We are also certified as a very good workplace according to Great Place to Work's international standard from May 2022 through April 2023.

What makes Delphi unique according to clients and students?

“ Delphi is without a doubt the best law firm we have worked with. Incredible knowledge, service minded, effective and kind people.

Law Firm of the Year 2023

“ Down to earth legal advice. They know our organization and our business in an excellent way which makes their legal advice effective and useful.

Law Firm of the Year 2023

“ Cares for working conditions, gender equality and student's interest. Protects integrity and is equal and open for everyone.

Kantar Prospera 2022

” **To integrate a good leadership in the work culture is important – that our managers are good leaders is a necessity for us to be a sustainable workplace.**

Increasing competence

We always aim to deliver first-class advice to our clients. To stay ahead in our fast-paced business, with legal and technological development, we make sure our employees get new insights, understanding and increased knowledge. At Delphi we provide a tailor-made training program for our employees, *Delphi Academy*, that continuously adds competence, so they can keep up with our everchanging world.

Our program aims to ensure our employees’ legal competence, business understanding and leadership. Integrating inspiring leadership in the business culture is important. Making sure that our managers are excellent leaders is the key to making us a sustainable workplace.

In addition to *Delphi Academy*, we offer several opportunities for development:

- Secondment and exchanges
- External network programs
- Sponsorship and mentorship programs
- Delphi Young Business Forum
- 360 evaluations with coaching
- Individual funds for external educations
- Delphi Select - individually adapted training courses for further education and individual opportunities for development



Delphi Onboarding

Associate

- Delphi’s culture
- Legal competence development
- Digital tools & AI
- Business finance/business analysis
- Client
- Rhetoric & negotiation techniques
- Project management
- Sustainability
- Legal design

Delphi Business School

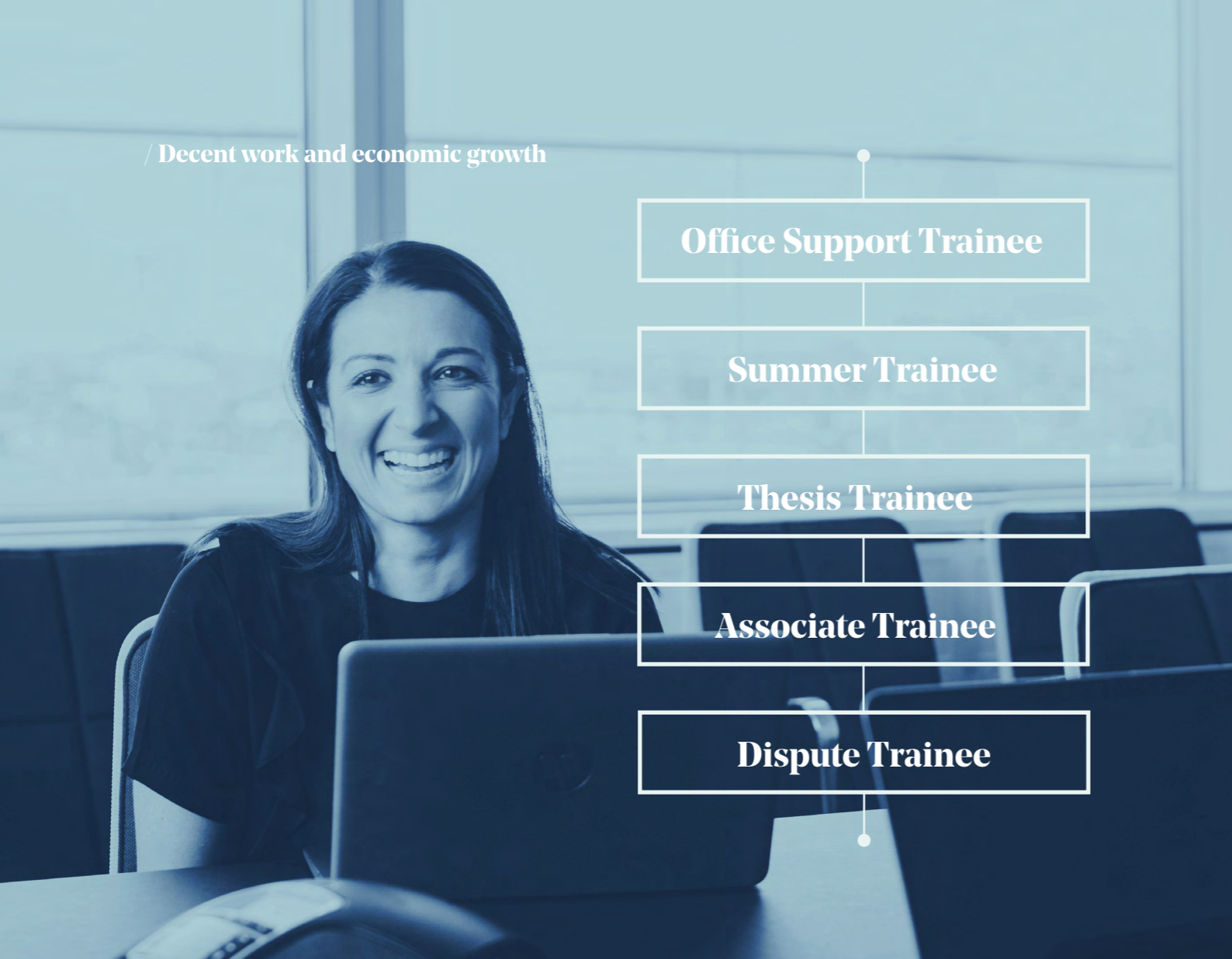
Senior Associate / Counsel

- Leadership & project management
- Entrepreneurship & acquisition
- Legal specialization
- Personal branding
- Networking

Delphi Leadership

Partner

- Strategic leadership
- Operational leadership
- Cultural leadership
- Business development



Office Support Trainee

Summer Trainee

Thesis Trainee

Associate Trainee

Dispute Trainee

We offer a wide range of opportunities for law students within the framework of our *Delphi Trainee Program*. All our trainees are assigned a sponsor, who is available for advice and introduction to our community. All trainees are welcome to participate in our social activities and tailored digital training programs for trainees.

Survey on employee satisfaction

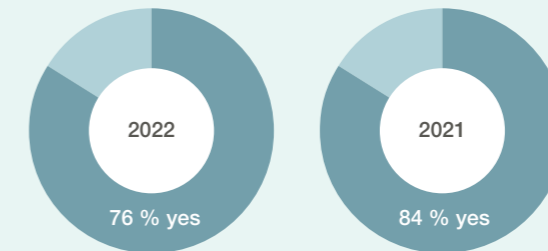
Through Populum's employee survey tool we implemented regular surveys, about once a month during 2022.*

"I would recommend Delphi as great place to work"

75 % yes

*Durign 2022, the survey was only done in Stockholm and Malmö.

Every year we conduct an employee survey together in collaboration with Great Place to Work, as a complement to our ongoing surveys.



All together, Delphi is a very good workplace.

Salary mapping

We conduct a salary survey every year and analyze the results. We map the salaries in the different staff categories based on gender to ensure there are no unjustified differences. For this purpose, we use external experts who provide a state-of-the-art tool for analysis.

A sustainable working life

In Nordstedt's report *Framtidens jurist 2022* it is shown that 59% of employees at law firms have considered leaving their employment in order to have a better work-life balance.

At Delphi we do our best to ensure that our employees can enjoy a healthy work-life balance, combining family life and leisure time with work and parenthood. We plan meeting hours smarter, we do not schedule recurring internal meetings outside the 9-15 time frame, we adapt projects and clients for employees to suit different stages of life (for example the toddler years). We aim for an inclusive way of working, with clarity in communication, so everyone can understand what is going on and why different demands, for example deadlines, are set. We continuously follow up the development of a sustainable working life, through employee surveys and in the annual employee interviews.

We also regularly carry out follow-ups that cover these subjects. This enables us to see if our employees are satisfied with their work-life balance in real time. The results are discussed and followed up within the smaller teams. In addition to our follow-ups,

we have recurring dialogs with our work environment committee and our associate committee, among others, to cast a broader light on some issues and get a greater overview of which questions are being discussed in the business. To allow for a good and continuous dialog between the management and the associates, two representatives from the associate committee is regularly invited to the management.

Illness prevention

Stress-related illnesses are unfortunately common in many law firms. To reduce stress and promote balance and recovery we actively work on different types of health promotion efforts. We look at workload on an individual and group level every week, focusing on the wellbeing of employees and the organization.

We provide preventive aids including health insurance and occupational health. If an employee wants, they can have ergonomic briefings and annual health checks. If needed, there is also individual help from the occupational health care services. We also have health coaches connected to the company that can be used in consultation with HR or manager.

Through our engaging cross-office health program Delphi Healthy we look to strengthen our employee's mental, social and physical health by offering a variety of initiatives such as workouts, health activities, mental health exercises and lectures about health.

Sustainable recruitment and skills management

A strategically important focus for Delphi is to have the ability to recruit and retain the right talents over time. To successfully keep an even balance of employees throughout our development ladder we need to continuously recruit new colleagues to get an even distribution in our competence ladder. Our strategy and ambition is to have a leadership which is leading within the industry, in combination with challenging and complex cases and individually adapted possibilities for development.

Forming a network and establishing good connections with law student during the early stages is something we actively work with to be able to show what we offer as an employer and what we stand for. We believe in being open and transparent with what we stand for and offer to attract the right employees that will stay over time.

To establish suitable connections, we participate in career fairs at several universities and hosts smaller gatherings for student through different associations.

Delphi Talent Day, our annual recruitment day, has been well appreciated amongst law students. For law students we offer a variety of possibilities for practical experience within our Delphi Trainee Program. We use a buddy system where all trainees are assigned to a buddy that will be available for questions and an introduction into the social work community. All trainees are welcome to participate in our social activities and our personalized digital trainee program. Our trainee program is an important part of our recruitment strategy and for our growth going forward.

Friends of Delphi, our portal of knowledge that we offer to law students during their studies, aims to prepare students for the work life and reduce the gap between their studies and the practical work ahead. We offer articles, webinars, e-learning, templates and much more. Our members are also invited to exclusive events, trainings and workshops. At the beginning of 2023 the number of Friends of Delphi members amounted to just over 1,000.

We are very pleased to receive positive feedback on the initiatives we make and to be ranked as top 5 by law students in Prospera's annual ranking among law students. We were also ranked second highest of all regarding our work with sustainability.



2022	97,2%
2021	97,8%
2020	97,6%
2019	97,8%

Statistics concerning health attendance

We are pleased to see that the health attendance is stable this past year. It is however important to bear in mind that the possibility to work from home during the pandemic can have affected the numbers. It is easier to work from home, with for example a cold instead of calling in sick. We have identified this as a possible emerging challenge for HR and for follow-up actions in case of high sickness leave.

Flexibility and alternative workplaces

According to Nordstedt's report *Framtidens jurist 2022*, 66% want a more flexible workplace with the possibility of teleworking to meet the demand for a better work-life balance.

During the pandemic, we encouraged all employees to work from home whenever possible. But the office remained open for anyone who needed to come in. The new normal at Delphi after the pandemic is that Delphi's employees have a greater degree of flexibility in everyday life with the possibility of working remotely two days a week, to the extent that it works with the work tasks.

However, we see the office as our primary workplace. The reason being that the personal meeting/interaction is extremely important. We believe it's important to meet face to face to preserve our culture and promote interaction between colleagues. To have a seamless information and knowledge exchange and to facilitate training and development.

We noted during the pandemic that the majority of our senior employees experienced health benefits from being able to work from home. Benefits such as recovery, increased

focus and a better life balance, On the other hand our junior employees felt as if they missed out on the sense of community and access to a daily exchange of knowledge and guidance. To no longer have that exchange of competence would mean a great risk for employee development at a knowledge enterprise like Delphi.

Last but not least we simply think it's nice to meet in person!

Employee benefits and business activities

Delphi offers, among other things, employees' occupational pension, healthcare allowance, enhanced parental allowance and healthcare insurance. We also arrange several different health activities within the framework for *Delphi Healthy*, for example running training, yoga sessions, PT training, padel and outdoor activities. There are also different types of events, such as conference trips, after works, summer and Christmas parties, kick-offs, and other conferences.

Basic governing documents

Our basic governing documents and policies are available to all employees on our intranet and can be found under *The Delphi Way*, our employee handbook.

- Code of conduct for suppliers
- Anti-harassment and offensive discrimination policy
- IT-safety policy
- Crisis and incident management
- Anti-corruption policy
- Alcohol and drug policy
- Policy on measures against money laundering and terrorist financing
- Conflict of interest management policy for the adoption of new mandates
- Policy for trading with financial instruments
- Integrity policy
- Quality policy
- Equality policy
- Environmental policy
- Work environment policy
- Insider policy
- Policy for whistle blowing
- Policy against bribery and impropriety benefits

Our policies are easy to find on our intranet, and we ensure compliance as all new employees go through the policies during our digital onboarding program. The policies clearly state how we should act if an incident occurs, and who is responsible for compliance.



3. Reduced inequalities.

Delphi aims for diversity among employees, and a workplace that reflects Sweden's multicultural society of today. For us, it goes without saying that diversity not only enriches and creates new opportunities for our business, but it also gives us competitive advantages together with a more innovative and open working climate. Among other things this means that we must see, understand and honor all individual's competences and differences. Diversity also means that we can assist our clients in a better way, by using different viewpoints and insights, but also through language skills and diverse cultural understanding.



Linked to the goal **Reduced inequality (SDG 10)** we have chosen to focus on the following targets:

10.2

Promote social, economic, and political inclusion

10.3

Ensure equal opportunities and end discrimination



Policy on discrimination and offensive treatment

Delphi has a policy and an action plan concerning discrimination and offensive treatment and reprisals. The policy defines our view on harassment or offensive treatment and how we can act proactively to avoid them. It dictates the leaders and employees' responsibilities and how we as the employer should handle any harassments, offensive treatments, and reprisals. It also states what to do for an employee that has been exposed.

To ensure compliance, the policies are available for all employees on our intranet. In our digital onboarding program for new employees, it is mandatory to take part of and agree upon these policies within a month of a new employment. We make sure this is implemented via our digital education portal.

Every year we conduct an employee survey, part of the survey specifically concerns harassment, offensive discrimination, and reprisals. The results are reported at the staff meeting that follows the completion of the survey. If any irregularities have appeared this will be dealt with immediately.

Finding new ways and diversity work

The legal profession consists of a relatively homogeneous group of people. To increase diversity within the industry, we believe that diversity must be pursued both at individual law firms and at industry level to get optimal impact within reasonable time. Otherwise, stagnation is at risk with negative consequences for us as well as the industry.

Very few of our applicants have a foreign background or come from vulnerable areas. Because of this, we have committed ourselves for several years to find ways to get more applicants from these categories.

Seeing this as a long-term project we need to reach out to students earlier, from 7th graders up to high school to inspire and motivate them to go for higher education and especially get them interested in the legal profession and to study law. We believe this will contribute to a more diverse workplace in the long run.

We collaborate with NU: Nolla utanförskapet (zero exclusion) and F1IRST to bring light to the diversity issue. Together we arrange homework workshops, other workshops, study visits, we offer internships for those who are in 7th to 9th grade, we invite youths from

segregated areas to inspirational seminars about working as lawyers and other types of legal professions.

During 2022 we began to collaborate with the mentoring program Öppet Hus where several of our employees acts as mentors. Öppet Hus is a non-profit association that is politically and religiously independent. They work towards opening doors to the job market, predominantly for young adults with a foreign background. Through their mentoring program and with other means, the association aims to promote, support and encourage young adults to work and continue their studies.

Fair recruitment

At Delphi we have several recruitment processes. Lawyers are often recruited at Delphi Talent Day, (an annual event), we advertise and use recruitment consultants. Administrative staff are mainly recruited via advertisements or with the help from recruitment consultants.

Regardless how the recruitment is done, we basically use the same process to ensure that all candidates are treated equally regardless of gender, ethnicity, religious affiliation, and sexual orientation. During the first part of the recruitment process, we use a digital tool, this means that the applications are received anonymously.

Selection takes place based on a collective assessment of personal letter, CV, education certificate and grades from the law program (applies to lawyers) no indications are shown about the individuals. The next step for candidates is to do a personality test and a problem-solving test. Based on the results, along with assessment of the application documents, a decision is made for candidates to move on to a first interview.

Next step is another interview with lawyers or administrative manager, depending on position, as well as an in-depth interview with HR based on the individual's responses to the personality test. The interview is competence-based and ensures that all candidates are asked the same questions. When we use recruitment consultants, we stress the importance that they too apply nondiscriminatory methods for recruitments.

4. Responsible consumption & production.

To us sustainable thinking means that everything we do is characterized by competence, reflection and responsibility for our clients, employees, and our environment. As a result, our approach is the use of proactive thinking and developing our work to use resources as efficient as possible. Regardless of whether it is to minimize our environmental impact or the aim to become the most attractive workplace. Our vision is to take responsibility for our employees, fellow people, and the environment, and contribute to the creation of a better society. This aspiration is part of our daily work, and ongoing. We believe changes, both small and large can make a difference, and all sustainability measures are significant. Our environmental impact as a service-producing company consists essentially of travel and transport, purchase of goods and services, waste, energy use and paper consumption. Therefore, we have looked at these areas with extra care, to identify where we can make a difference.



We have chosen to put extra focus on the following targets connected to the goal **Sustainable consumption and production (SDG 12)**:

12.2 Sustainable management and use of natural resources

12.3 Halve global per capita food waste

12.5 Sustainable reduce waste generation

12.6 Encourage companies to adopt sustainable practices and sustainable reporting

12.8 Promote universal understanding of sustainable lifestyles

Climate smart offices

We are proud of our Stockholm offices in Mästerhuset, a building which is state-of-the-art in sustainable construction. Mästerhuset is Stockholm city's first LEED-certified office building in the Platinum level. It means that the building is at the absolute forefront of sustainable design, building technology and operation. All tenants have signed a green lease, meaning that we work long-term with environmental work, together with the property owner Pembroke. The lease describes the common way of working and exchanging information that the tenant and property owner have agreed on to reduce environmental impact in areas such as energy and indoor environment, material choices and waste disposal.

In the fall of 2019, our Malmö office moved to the Epic property, which is the first office building in the Nordic region with pre-certificate according to WELL, and a certification from LEED. WELL is based on how the construction can support human health, well-being and productivity. Parts of the building consists of locally upcycled material. By refining and recycling building material locally, and avoiding long transports, the climate footprint is reduced. Epic was awarded Årets Bygge 2021 (Construction of the Year) in the category Hotel by the Construction Industry.

Energy and water consumption

In Stockholm, our electricity supplier is Energi Försäljning Sweden AB. The company is licensed to sell electricity labeled Good Environmental Choice. This means that the Nature Conservation Society has approved the company to provide eco-labelled electricity. Our electricity is therefore produced according to strict environmental criteria. Our building is also one of Stockholm's most environmentally smart buildings, using 50% less energy

than the criteria's from the Swedish national Boarding of Housing, Building and planning (Bolagsverket). Measuring and monitoring of the energy consumption in the building is detailed. Approximately 19,000 different measuring points collect data every minute to measure room temperature, air quality, air flow, lighting, heat flow and cooling flow. There is also among 1,200 motion sensors in the building to further optimize the energy consumption.

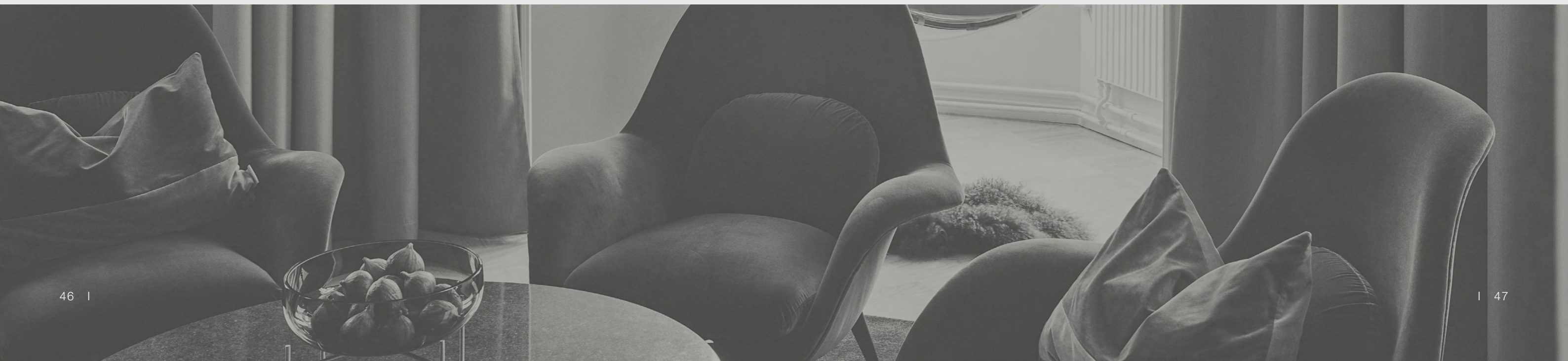
To save resources, we always aim to make climate-smart choices when it comes to energy and water consumption. On a day-to-day level, we run our dishwashers when they are fully loaded and use the eco program, our light sources use low energy consumption, we turn off the lights and turn off computers when the offices are unmanned. Mandatory ventilation controls are carried out regularly, and sustainable storage of data is provided by our external IT-supplier. Their focus is on circular life cycle management of IT hardware and visualizes the climate impact during the entire life cycle.

Environmentally friendly handling of waste

All our offices manages our food waste, apply waste sorting and have smart recycling bins in the staff kitchen and by the reception, conference, and preparation kitchen. We have different compartments for glass, plastic, metal, and combustibles. Paper, cardboard, lamps, batteries, electrical scrap, and more are sorted in a separate room.

Computers, smartphones, and other electronics are always reused as much as possible by new colleagues.

We strive to make use of and extend the life of our office furniture and have, for example, had our bookshelves, cupboards and more repainted instead of replacing



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them with new purchases, and rent parts of the interior. We are working continuously to reduce purchases of physical books and magazines with more environmentally friendly alternatives in the form of e-literature, legal databases, electronic news services among other things.

We perform continues internal environmental workshop to inform and educate on our sustainability areas and in 2023 we will implement a mandatory training about sustainability in our onboarding process for new employees.

Purchase policy

Sustainability is a natural part of our entire business, and we firmly believe that even the smallest action count. As a service company the purchase of goods and services make up most of our environmental impact. It is essential that the affected employees have clear guidelines for our priorities when purchasing products.

The aim of our purchasing policy is to ensure that we hire responsible companies and use resources as efficiently as possible, so we can reduce our negative impact on our environment and planet. The purchasing policy covers the categories food and drink, office supplies and consumables as well as hotels and conference.

Some guidelines when purchasing products are to choose eco-labelled and ethically certified products to the greatest extent possible, prioritize quality over quantity. We don't buy new products until the old ones are used up. We choose organic, locally grown and/or vegetarian food as much as possible, avoid plastic packaging and disposable items, reuse office furniture, and when we purchase new, review the opportunity to buy or rent used ones, and we choose environmental certificated hotels and conference facilities.

When it comes to profile products, like the ones we hand out at student fairs and to employees, we always strive for products that are useful and sustainable. Sustainable considering both quality and material. We generally have a restrictive attitude towards handing out too many profile products and especially if they do not meet our sustainability requirements.

Careful use of consumables

Consumables are used with care. We avoid all types of paper printing as much as possible. To reduce our printed materials, we only print out what is necessary. All our offices use so-called pull print solutions, that is, a software that helps reduce waste

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from incorrect and forgotten prints. Our policy states that our communication should primarily be digital. For many years now we only issue digital newsletters, Christmas cards et cetera, and when possible, we take our meetings and educational training over Teams Our employees have access to double computer screens, this reduces the need to print documents as we for example counter read documents and several other databases and services with e-literatures, regulations, practices, digital journals and articles et cetera, which has significantly reduced our purchases of physical books and newspapers.

Furthermore, we only provide digital salary specifications, digital HR and evaluation processes, digital contract management system, digital expenditure management, electronic archiving and a completely digitized invoicing process. All this has reduced our paper invoices significantly. Today we use digital signing for most part of our client contracts, but we work hard to completely digitalize our file handling in client cases.

Paper consumption in 2022

In 2022, our paper consumption looked as follows:

Stockholm

Total use of paper: 536 933
Number of users: 130
Average prints per user: 4 130

Göteborg

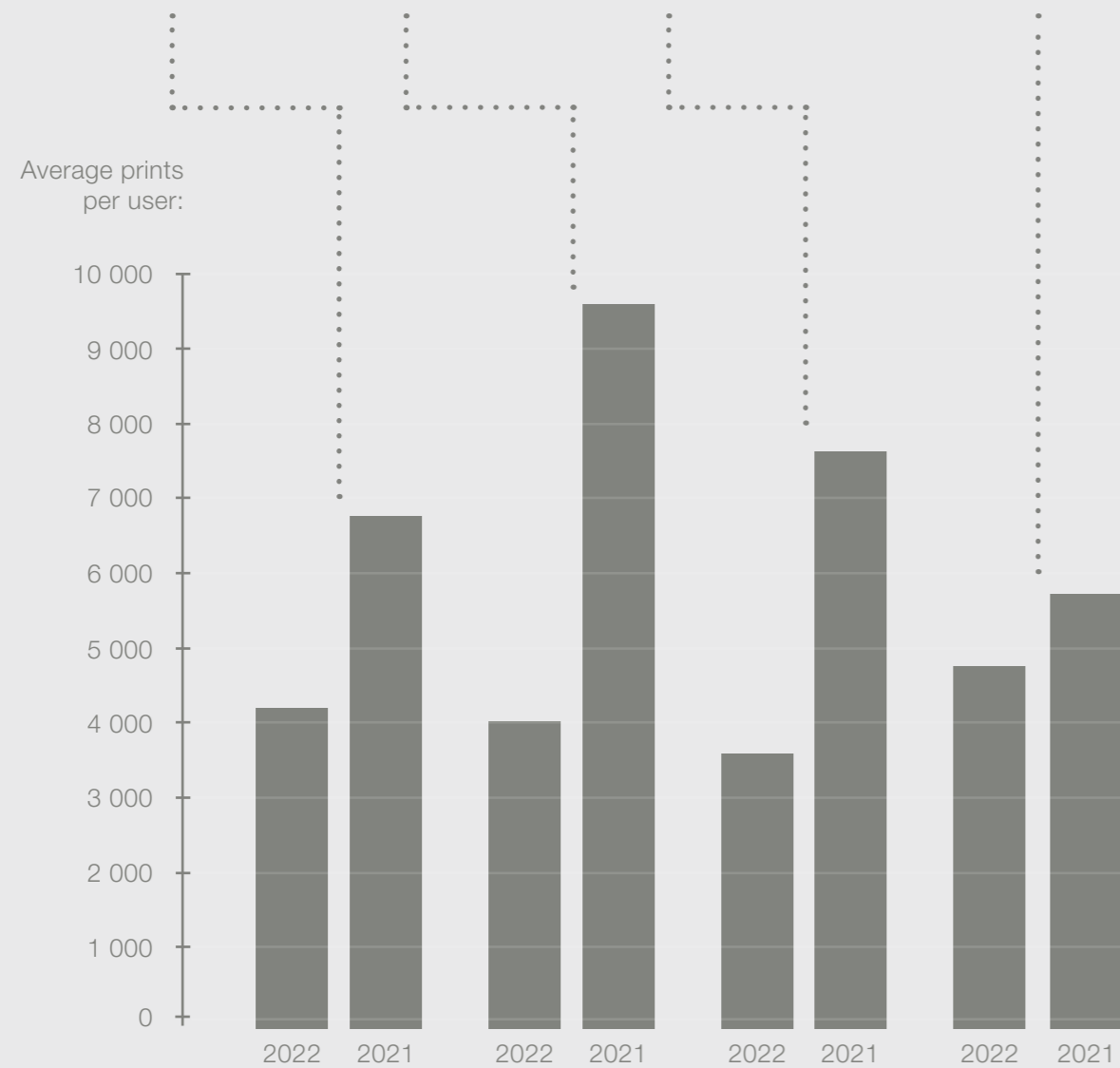
Total use of paper: 215 785
Number of users: 53
Average prints per user: 4 071

Malmö

Total use of paper: 154 235
Number of users: 42
Average prints per user: 3 672

Östergötland

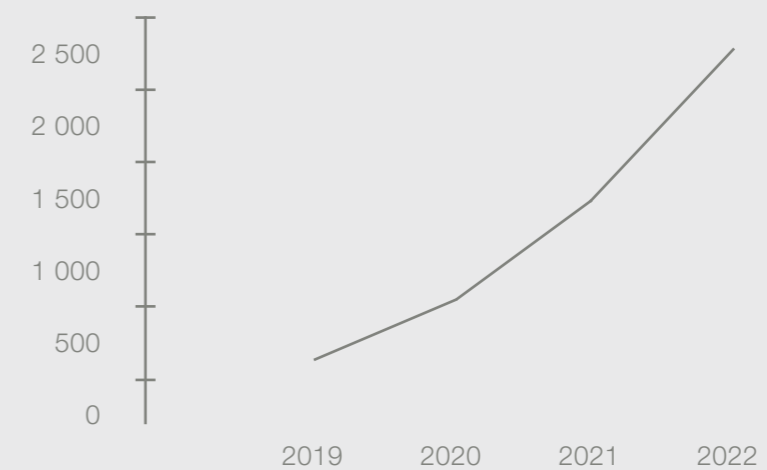
Total use of paper: 131 349
Number of users: 27
Average prints per user: 4 864



When we need to print documents, we use Svanenmärkt, (Nordic Swan Ecolabel), paper and standard setting is print on both sides.

Digital signing

During the last four years, the number of digital envelopes has increased from almost 500 to around 2,500 per year.



5. Climate action.

Delphi's environmental work is all about minimizing the negative impact on our immediate surroundings and our planet. We always strive to find new ways and solutions to manage our resources, as respectfully and responsibly as possible. Being a sustainable workplace is part of our business plan. At Delphi, we see it as an approach that permeates our entire business.



Linked to the goal to combat **Climate change (SDG 13)** we have chosen to focus on the following targets:

13.3

Build knowledge and capacity to meet climate change



Environmental education

Delphi have a dedicated sustainability group which continuously meets for discussions on how we can reduce our environmental footprint and combat climate change. We are working to increase the commitment and awareness of our employees around these issues, even on an individual level as we all must strive to walk our talk. As a part of this we have continuous trainings, share monthly tips on how to stay sustainable and arrange workshops and events for our employees. This will increase knowledge, commitment, and the awareness within the context of environmental and sustainability issues.

During 2023 we implemented a personalized e-learning training about Delphi's sustainability work. This will be mandatory for all new employees during their onboarding.

Sustainable business trips and deliveries

We try to reduce our travels by using digital meetings and trainings whenever suitable. We provide solutions for digital signing of agreements and documents, to reduce the number of prints and unnecessary deliveries and transports. We prioritize environmentally friendly means of transport, choosing trains over flights when possible. We also provide rental bicycles for our employees and encourages the choice of environmental taxi, if a taxi transport is necessary. At some of our offices we offer our employees a bicycle as a benefit.

During the pandemic years 2020 and 2021 travel has, for obvious reasons, decreased significantly and this does not mirror Delphi's normal travels. During 2022 our travelling increased slightly, although it did not reach the level from previous years. We believe that a major reason for our travelling trend to break is new working methods and digital solutions.

Delphi cooperates with several carriers when it comes to deliveries. One example is Bara Posten, a carrier with the ambition to manage deliveries with sustainable service, in the best possible ways. They use electric or hybrid cars only when really needed, for example when they have deliveries outside the city limits of Stockholm. In the city they use cargo bikes with zero emissions.

Climate analysis

In 2023 we began to measure Delphi's climate footprint with help from external experts. It is made to identify all our offices' total greenhouse gas emissions. The result for 2022 and 2023 will be presented in next year's sustainability report, together with clear goals for how we will contribute to achieving the goals of the Paris Agreement. During 2023 we have workshops planned for our employees where they will learn more about how each of them can contribute to achieve the goals we have set.

Code of Conduct

A Code of Conduct, or code on how to behave, is a policy with minimum requirements within environment, business ethics and human rights. Delphi established a code of conduct for suppliers and partners in 2022, to be able to ensure and enforce the entire supply chain in our business. The Code of Conduct will build on our own values and are attached in connection with new agreements and renegotiation of existing agreements. We want to take responsibility for sustainability outside of our organization and influence other participants in the business world.

6. Peace, justice and strong institutions.

The global goal **Peaceful and inclusive societies (SDG 16)** is something we hold dear, and it is very close to our core business. Inclusive and fair institutions are an absolute necessity for sound social governance, free from conflicts, corruption, and violence. All people must be equal before the law and have equal access to justice, and the same opportunities to influence decision-making. Peaceful and inclusive communities are the very foundation for a sustainable development. We always strive to promote this.



Anti-corruption

Corruption means giving or receiving a bribery and use of position to obtain undue advantage for one's personal gain. In recent years, legislation regarding bribes has been tightened considerably, in Sweden as well as in many other countries. Therefore, it is important for the board, the management, and the employees to know what is and isn't allowed. Working with anti-corruption is a main issue for us, for the sake of ourselves and for our customers.

It is equally important that everyone we do business with, or otherwise encounter, know that we act ethically and in accordance with applicable laws and regulations. Just like we expect the same ethical approach and legal action of the companies, organizations, and individuals we do business and collaborate with.

A natural part of our work is contact with people and companies, both within the private and public sector worldwide. Regardless of who we do business with and regardless of where we do business, we always act legal, ethical and with integrity. To ensure that all our interactions with clients, suppliers and other collaboration partners are conducted according to current regulations, we have compiled an internal anti-corruption policy. All employees are educated on it as it is part of their on-boarding as well as in the form of ongoing courses. We also perform complementary, internal, interactive workshops and lectures on the subject.

Policy against bribery and undue benefits

Giving or accepting bribes is prohibited both in Sweden and internationally. Omission and inadequate controls are in some cases viewed as a criminal act. The purpose of our anti-corruption policy is to raise awareness and knowledge of applicable bribery laws, how these laws affect Delphi's business and how our employees are expected to act to avoid both giving and receiving bribes and improper benefits.

The policy must contribute to strengthen Delphi's brand, competitiveness, and client benefit through objectivity, professional behavior, and good relations. We want our clients to choose us as partner based on solid business grounds and not on undue influence. In addition to the policy, we do not receive or offer gifts and other benefits to an official or commercial business contact, should it be contrary to another country's local legislation or other regulations. If the content of the policy differs from what applies locally, the strictest rule will always apply.

Combating money laundering

We follow the Swedish Bar Association guidance for law firms regarding the legislation on the fight against money laundering and terrorist financing. It is mandatory for all new employees to undergo internal training regarding money laundering regulations in connection with onboarding. Every year all, employees undergo money laundering training. The purpose of the money laundering act is to prevent financial activities or other business activities from being used for money laundering or financing of terrorism.

Whistleblowing

A new whistleblower law came into force at the end of 2021 and states that both private and public employers with 50 or more employees are required to have an internal whistleblower function. During 2023, a digital whistleblowing system will be implemented at Delphi. This allows people to report any irregularities anonymously via the system.



Community involvement and financial support

Our community engagement embraces people outside our own operation. It includes support of various activities financially but also more personal contributions as we offer our competence, commitment, and services. Helping others is inspiring and has a positive effect on all of us. Being involved and having the opportunity to contribute creates a strong internal commitment.

Delphi supports, among other things, the networks *NU: Nolla Utanförskapet*, *FIRST* and *Öppet Hus* to support students who live in vulnerable and segregated areas, or who come from a vulnerable home environment.

In 2022, we provided financial support to *Doctors Without Borders*, *Safe Harbour (Ukraine)*, *UNHCR*, *Stockholm City mission*, *the Red Cross*, *Swedish cancer Society*, *Team BRA*, *Humanium Metal by IM*, *Nolla Utanförskapet* and *Aktiv Skola*. Every year we also provide financial support to selected charities before Christmas. Our employees were also engaged in donating money and gifts to vulnerable women and children.

In addition, we started a collaboration with *GeBlod* where we give our employees the opportunity to donate blood during working hours, as charitable contribution to society. During 2023, all our employees will be encouraged to run *Blodomloppet*, in all cities we operate in, to raise awareness of the vital importance of blood donation.

Russia's invasion of Ukraine

At Delphi we strongly condemn Russia's invasion of Ukraine. Russia has shocked the whole world with violations of international law, human rights, and the national sovereignty of the Ukraine. Our thoughts go out to the people of the Ukraine. Delphi has made contributions to UNHCR in favor of their vital efforts in the Ukraine. Our employees have also engaged themselves by donating clothes and other supplies and met up with Ukrainian refugees upon arrival to Sweden. Delphi also participates in the Safe Harbor 4 UA Students project and has hosted law student as part of our trainee program, as well as supporting further education at master level.

In 2023, we will continue to find opportunities to help the Ukrainian people.

Pro bono assignment

We work pro bono for organizations such as *Doctors Without Borders*, *1825*, *Humanium Metal by IM* and *Chalmers Ventures*.

Doctors Without Borders is a medical humanitarian organization that saves lives, they care for and assist people who need it the most. *Doctors Without Borders* helps people affected by crises, war, and natural disasters regardless of political opinion, religion or ethnicity. Delphi assists the organization on a non-profit basis with business law advice, such as concerns with contracts and labor law.

1825 is a therapy center for young adults working to promote mental health and reduce mental illness among young adults, at both societal and individual level. *1825* has an open therapy clinic where people between 18 and 25 years old, who need help, can come without a referral. *1825* also works with knowledge development and exercises influence, so that all young adults who are experiencing mental illness will have access to support and treatment on their terms. Delphi works pro bono for *1825* in the form of board work, and in connection with law issues related to the business.

Humanium Metal is an initiative of IM, Individual Human Aid, where seized illegal firearms are melted down into a new commodity. The returns are channeled back to communities that are severely affected by armed violence, since sustainable development begins with peaceful societies. The process of melting the firearms and the use of the resulting metal requires legal expertise, which Delphi offers IM through our co-operation.

Delphi also works pro bono for *Chalmers Ventures* which starts, develops, and finances research and knowledge-based companies. As part of the Legal Clinic we offer legal advice to companies within *Chalmers Ventures*.



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