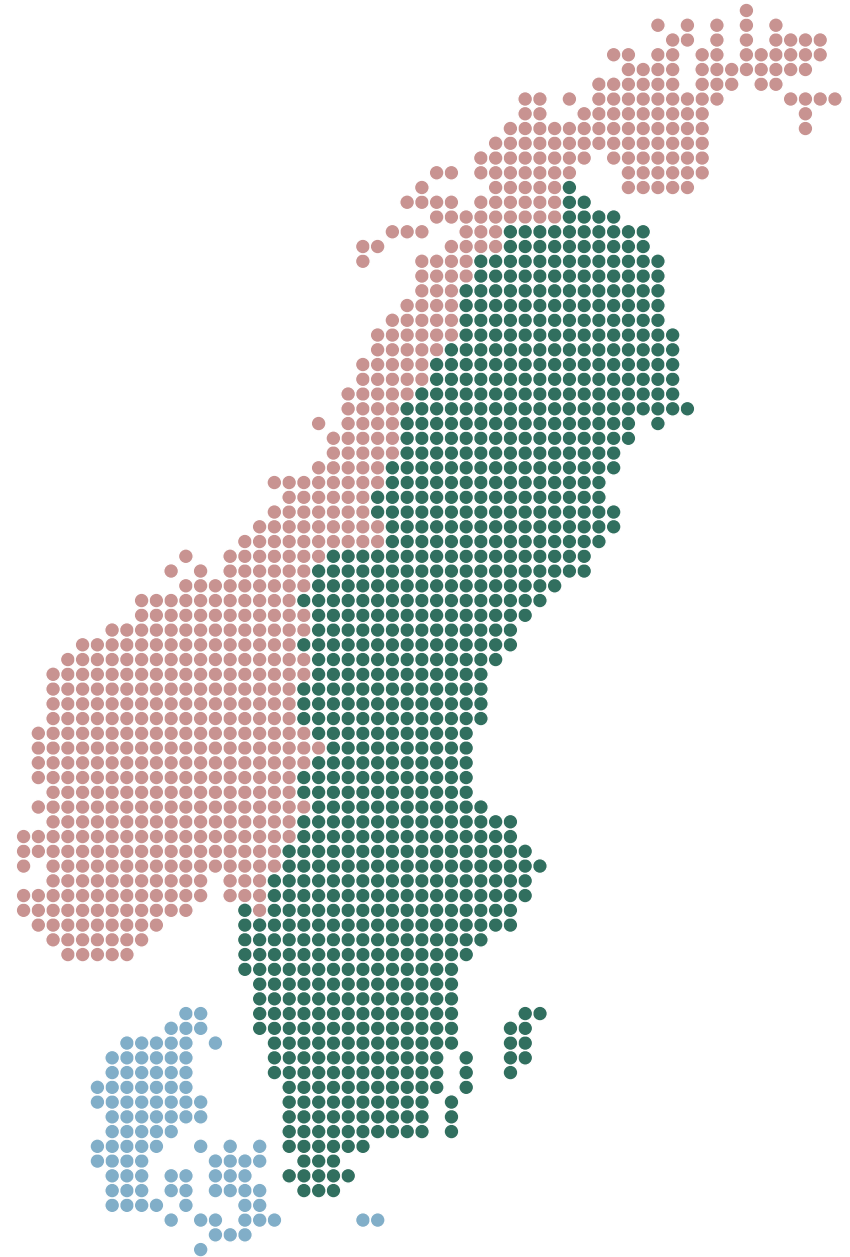




The Future of the Legal Profession

2022
Industry report

Scandinavian report
providing insights to the
legal industry in Denmark,
Sweden and Norway





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Peeking inside the minds of Scandinavian legal professionals

The Future of the Legal Profession 2022 presents data from Karnov Group's Scandinavian survey. It shares insights into both personal challenges and drivers affecting organisations and business models.

We have high ambitions with this report – we hope the data and insights shared are useful to employers and employees alike, across all sectors included in the survey. By providing readers with a deeper understanding of our industry and the challenges and opportunities we face, we hope to inspire and present a springboard for further dialogue.

We believe that by discussing our needs and mutual wishes, our pains and most pressing issues, as well as the challenges we need to overcome today, we will grow stronger and be able to embrace the legal industry of tomorrow.

Thank you for sharing

The data and insights in this report are based on feedback from more than 3,100 full time legal professionals in Denmark, Sweden and Norway. Through in depth interviews and online surveys, they have generously shared their thoughts. Karnov Group is grateful for your honesty, passion and commitment and would like to extend our appreciation to every survey participant.

Welcome to *The Future of the Legal Profession 2022*, Scandinavian report – happy reading!



PAST

FUTURE

PRESENT



Dear reader,

Writing this makes me think about the past two years and how wonderful it is to be back to normal. Or back to a new normal I should say, because so much has changed during the pandemic and there is no turning back. The pandemic has given digitalisation a strong push, but it has also changed our views on both work and personal time.

What we now consider a healthy work-life balance is different to how we viewed it before the pandemic. This is a good thing and there are still lots of opportunities. Our industry demands flexibility, and this report confirms that legal professionals are willing to go far to get the work-life balance they want. Flexible work locations and a more flexible work schedule are top of mind and employees are willing to sacrifice a lot to get it.

When exploring what motivates the legal professionals, we asked if they, in the last six months, had considered leaving their job. 45% said yes. I was expecting this number to be high, but not that high. There are of course always several elements at play when people consider leaving their job. Therefore, we also asked why. This is, in my view, very interesting to explore further and somewhere in here lies the answer, or at least part of the answer, to help us improve.

It is my hope that the insights in this report can serve as a source of inspiration and contribute to discussions where we all share our thoughts on how we together can strengthen the legal industry. We look forward to your feedback and future discussions.

I would personally like to say thank you to the 3,134 legal professionals who took the time to answer our survey. We couldn't have made it without your help. Thank you!

Pontus Bodelsson

CEO, Karnov Group AB



Three areas shaping the future of the legal industry



Demanding work-life balance

The demand for work-life balance increases, fueled by the covid pandemic and periods with hybrid working.

Findings in this report reveal what the legal professionals believe to be good work-life balance and how far they are willing to go, to obtain it.

The report also reveal how many legal professionals are considering leaving their job and the reasons behind those considerations.

Almost half of the legal professionals have considered this within the last six months.

Data presented in this report will help us understand the motivation factors behind this.



There is generally a challenge with a lack of work-life balance.

Male, 40-49, corporate sector, Denmark

Choosing technology

Last year's report confirmed that the legal professionals were exposed to much talk about legal tech – but little was being done. This year's report shows that tech is now on the move.

Legal professionals generally believe in the importance of new technology and that legal tech can provide higher productivity and reduce routine work.

More than ever, we look for technology to help us reduce routine work, make us more productive and increase the level of quality in our work. We do not believe, that technology will replace us, but rather add value to our work.

However, we still see challenges with fully integrating new technology across all three sectors.



We must overcome ourselves and accept technology with open arms.

Male, 30-39, corporate sector, Sweden

Embracing sustainability

Sustainability has become a hot topic and with the proposed new standard for corporate sustainability reporting from the European Commission, it is crucial to understand how the legal industry perceive the sustainability agenda and to what extent actual plans are being implemented in the organisations.

This research shows that around half of the Legal professionals find it important that their company has a sustainability policy, but that only around one out of ten find it already integrated in the daily work.

This chapter reveals how the different sectors are progressing differently, when it comes to implementing sustainability plans and policies.



It is absolutely crucial that the industry becomes more sustainable.

Female, 40-49, Denmark

The scope of the survey

Methodology and demographics

3 Scandinavian countries

3 sectors of the legal industry

3,134 full-time
legal professionals

This report was initiated by Karnov Group AB and is based on survey data shared by Karnov Group, Denmark, Norstedts Juridik, Sweden, and Karnov Group Norway in partnership with Lovdata

All respondents of the survey are full time legal professionals. Following last year's report, this report explores the Scandinavian legal industry even further.

The report was completed in partnership with the independent researchcompany Kantar.

Method

- Expert in depth interviews with selected legal professionals across Scandinavia. The input and findings from this formed the base for the quantitative survey.
- Quantitative phase: Online survey, which included answers from 3,134 full time legal professionals in Norway, Sweden and Denmark.
- The online survey was conducted May/June 2022.

Sectors covered in the survey

- Public sector
- Corporate sector
- Law firms

Demographics

Survey respondents: Denmark (n=1,283), Sweden (n=1,422), Norway (n=429)

Gender	DK	NO	SE
Male	39 %	40 %	42 %
Female	60 %	58 %	56 %
Other	2 %	2 %	2 %

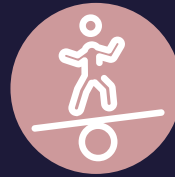
Age	DK	NO	SE
23-29	18 %	18 %	13 %
30-39	29 %	35 %	30 %
40-49	24 %	21 %	29 %
50-59	19 %	20 %	19 %
60-69	8 %	5 %	8 %
70+	1 %	-	1 %
Prefer not to say	1 %	1 %	1 %

Experience	DK	NO	SE
<3 years	16 %	18 %	12 %
3-5 years	13 %	11 %	13 %
6-10 years	18 %	18 %	17 %
11-20 years	25 %	27 %	29 %
21-30 years	17 %	19 %	19 %
>30 years	12 %	7 %	12 %

Note:
Approx. 3% of the respondents did not answer the Organisation type question.

As a result of rounding to the nearest whole number, percentages may not add up to exactly 100 %

Organization type	DK	NO	SE
PUBLIC SECTOR	47 %	62 %	38 %
Municipalities	13 %	12 %	6 %
Within court system	8 %	7 %	11 %
Other, public	26 %	43 %	21 %
LAW FIRMS	31 %	21 %	34 %
Larger law firm	21 %	12 %	18 %
Mid sized law firm	4 %	4 %	6 %
Smaller law firm	8 %	5 %	10 %
CORPORATE SECTOR	19 %	14 %	25 %
Corporation	12 %	8 %	17 %
Organization	7 %	5 %	8 %



Chapter 1

Demanding work-life balance



What is considered good work-life balance and how far are legal professionals willing to go, in order to obtain this?

The previous three years' reports have shown that the demand for better work-life balance was and is very high; especially among the younger legal professionals.

From last year's survey we discovered that the pandemic had a positive effect on work-life balance, even though it had a negative impact on our mental health. In general, many companies – not just within legal services – are struggling to attract and retain employees, and many are forced to adapt to this new reality and look for ways to meet the new demands.

This chapter investigates what good work-life balance is and how it can be achieved – and reveals differences between gender, age, position and sector. It also discloses how far legal professionals are willing to go to obtain a better work-life balance.

This chapter provides a thorough understanding of how to navigate in a new reality with high focus on work-life balance – which can essentially help employers retain talent within the industry. In this chapter you will learn that 45% have considered leaving their job within the last six months, and why.

“

There is generally a challenge with a lack of work-life balance, which makes it more difficult to attract and retain talent, just as it weakens equality. It is unsustainable in the long run.

Male, 40-49, corporate sector, Denmark



KEY INSIGHTS

59%

see increased demand for work-life balance as something that will drive development in the legal industry the most in the future.

61%

are willing to say no to a promotion to obtain a better work-life balance.

45%

have considered leaving their job within the past six months.

Top three reasons for consider leaving a current job are; better work-life balance (38%), more interesting work (38%) and better salary (34%).

Importance of work-life balance

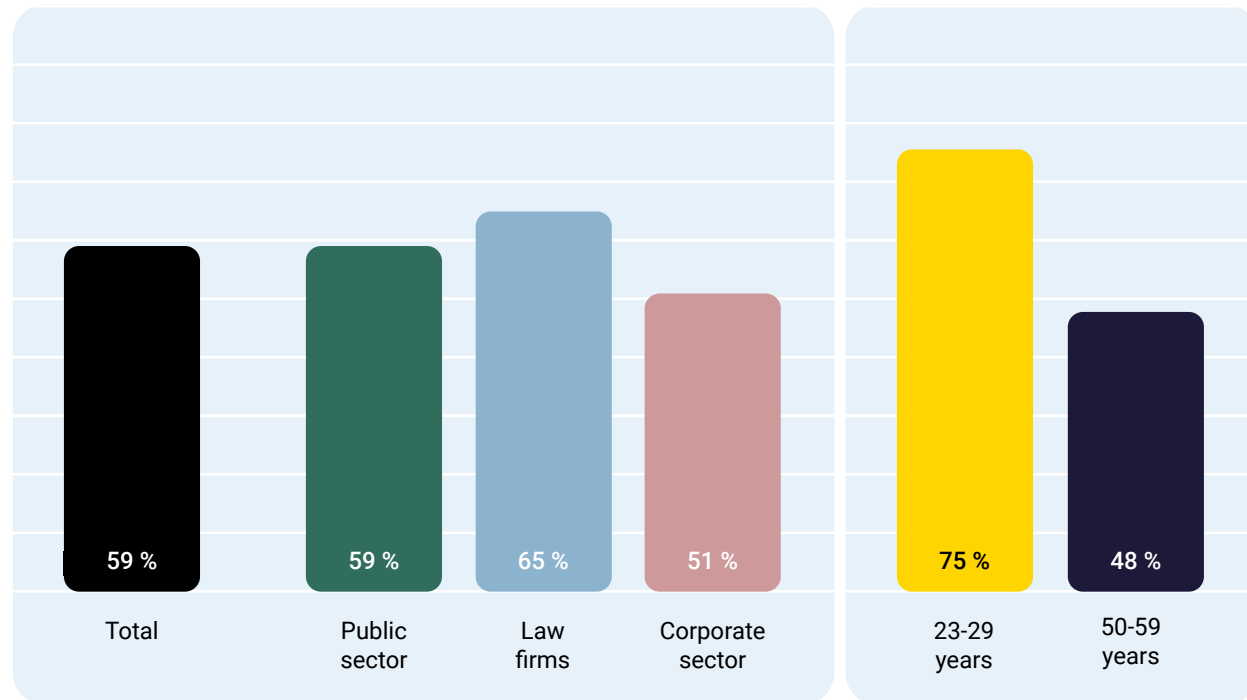
The increased demand for work-life balance is still very relevant

59% consider increased demands for work-life balance as one of the three things that will drive development in the legal industry the most. Work-life balance is the second most emphasised alongside technology (60%) with Increased societal complexity and growing need for legal services (65%) as the most emphasised.

Especially those working in law firms find the increased demands for work-life balance important (65%).

For the young legal professionals (aged 23-29) as many as 75% perceive increased demands for work-life balance as one of the most important factors driving the development of the legal industry.

Consequently, it can be expected that the demand for work-life balance will become even higher in the future.



75%

of aged 23-29 perceive increased demands for work-life balance as one of the most important factors driving the development of the legal industry.



I think the legal profession is challenged by the fact that it is still largely run by an older generation, whose work has been characterised by long working hours, and where one parent has therefore gone home / part-time. I think there is a tendency for younger employees not to be interested in having such long hours and having an expectation that it should be possible to combine family life with ones work as a lawyer. I experience, many companies trying to meet this by offering flexibility, but it becomes illusory when there is still an expectation that one should work 45+ hours a week.

Female, 30-39, law firm, Denmark

What we really want is... FLEXIBILITY!

Flexibility is the biggest motivation for better work-life balance, combined with a humane approach and reduced work hours

66% want more flexibility in work location.

39% want managers to see them as a person.

34% want a reduction in work hours.

66% want more flexibility in the work location and 62% want more flexibility in work schedule. Furthermore, 39% want managers to see them as a person and not a work resource and 34% want a reduction in work hours.

Flexible work location and a more flexible work schedule are clearly the legal professionals' top priorities.

A more flexible work location is important across sectors, however, the research indicates that it is more important to the public and corporate sector, compared to those working in law firms. It is not to say that flexibility is not important for those working in law firm, as this group for instance shows higher interest in a reduction in work hours, compared to the other sectors.

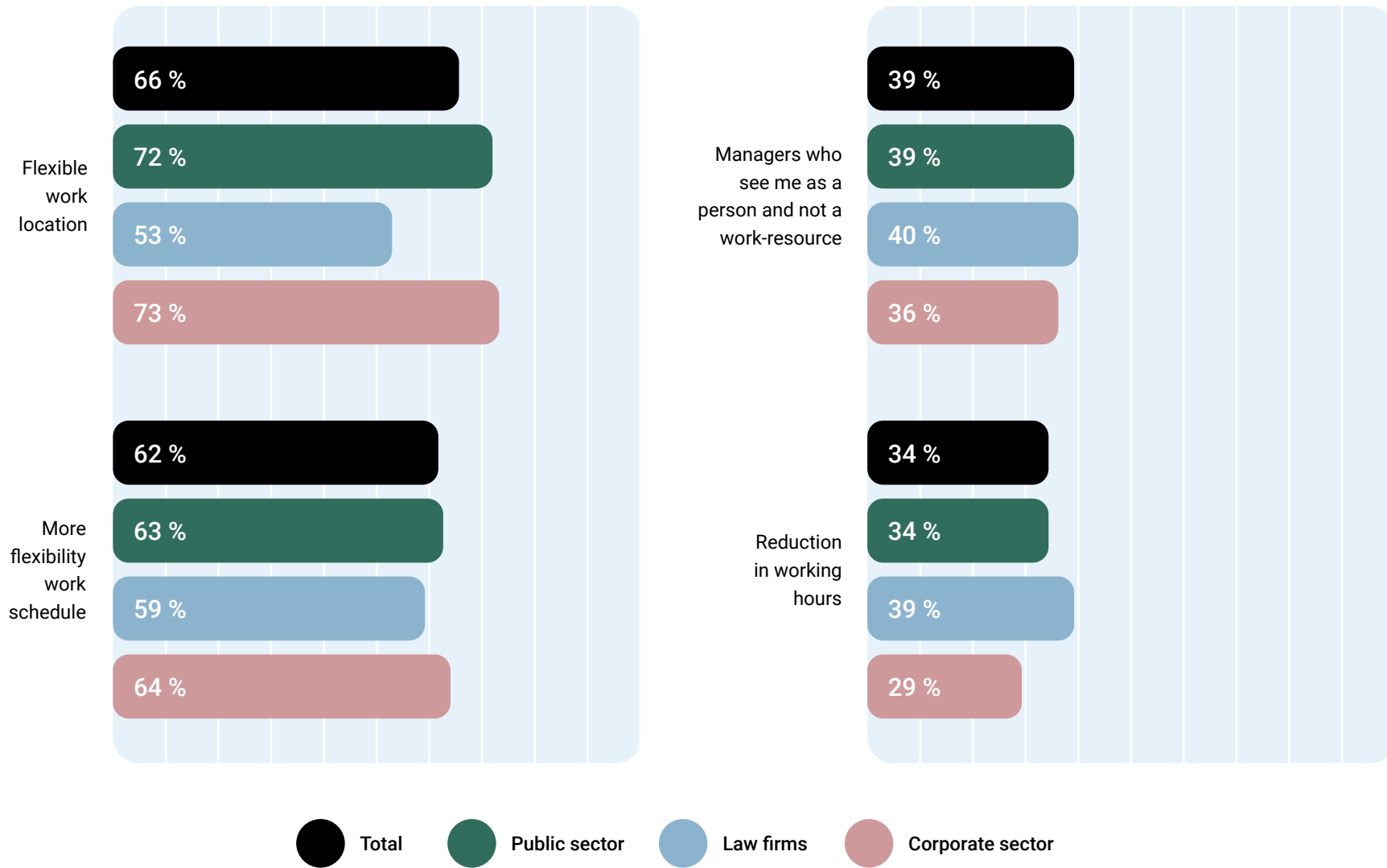
In addition, the data shows that the importance of a flexible work schedule decreases with age. However, the importance of a more flexible work location increases with age.



The possibility of combining professional and private life will be crucial for the survival of law firms.

Female, 40-49, corporate sector, Sweden

What would be the most important elements for you – to get a better work-life-balance:





There must be more flexibility in working life and greater opportunity to scale up and down in hours during the career, and there must be room for many different ways of working. Working from home means that it is possible to stay in an exciting and challenging position, while still having time to be with children and partner – without the eternal bad conscience. We must speak more openly and honestly, and we must dare to take the conversation between colleagues and bosses. We must try work constellations that we had never imagined would work in practice, e.g. allow two ambitious, hard-working and skilled legal colleagues to share one position for a period of time, to make work and family possible. We can do well if we dare! The reward is happy and loyal employees who thrive and have energy and job satisfaction. If we dare, we will see far less flight from the legal profession and we will experience a satisfaction and calm in the profession that has not been seen before. Are we brave enough?

Female, 40-49, public sector, Denmark

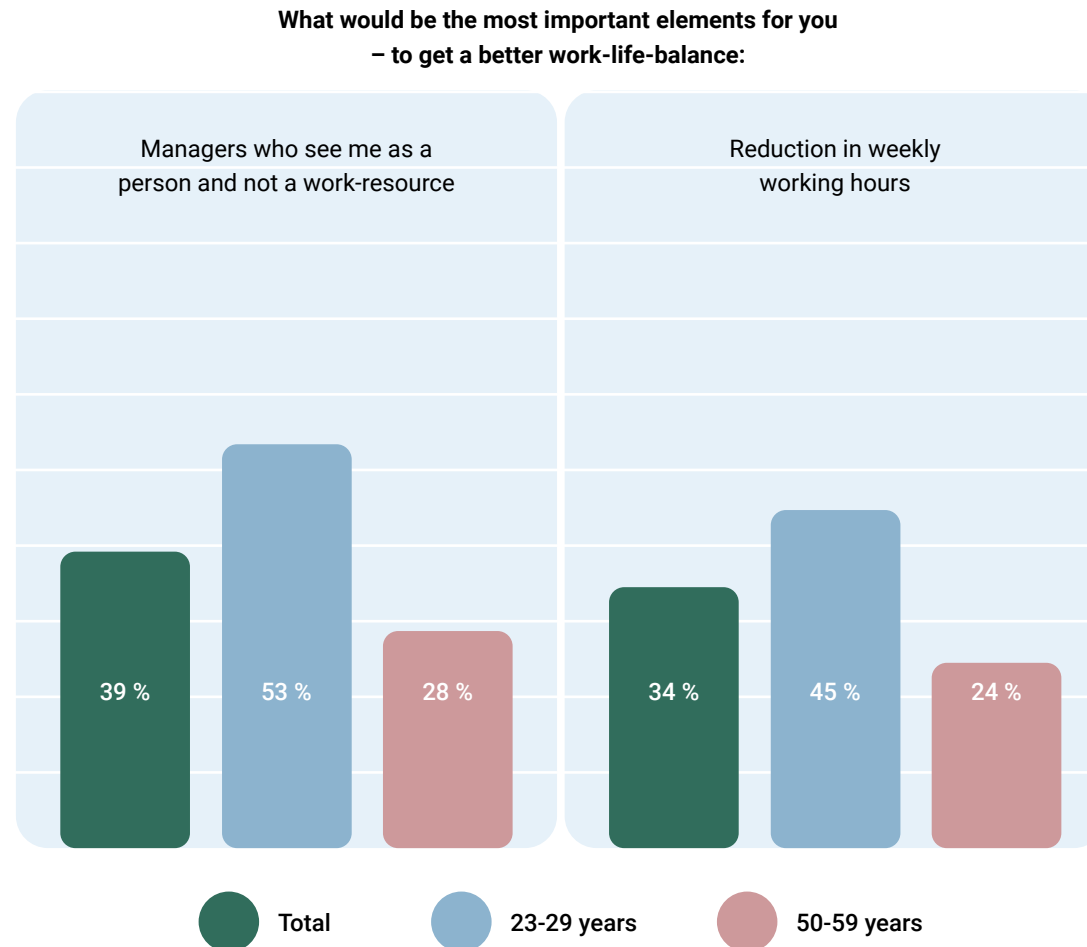
The legal professionals of tomorrow – how to attract the younger generation?

The younger generation looks for reduced work hours and managers who see them as a person

The last three years' research has shown an increased demand for better work-life balance across all age-segments, but especially from the younger generation. This year's data confirm that there is a difference between age-groups and what they perceive as good work-life balance.

The younger legal professionals demand to a larger degree than the older generation, managers who see them as a person rather than a work resource and wish for a reduction in weekly working hours. **53% of legal professionals aged 23-29 want managers who see them as a person, not a work resource (28% among the 50-59 age group). Furthermore, 45% of the younger generation want reduction in work hours; compared to 24% of those aged 50-59.**

In times, where attracting the right people is difficult, these numbers are interesting to examine.





I think it will be important for employers to find a more sustainable approach to work-life balance in order to be able to attract the new talents and keep them longer than 2-3 years. There are few industries with such a turnover of staff as the legal industry and where burnout is not seen as a problem.

Male, 23-29, law firm, Sweden



[...] it is too old-fashioned and you are driven more by making money than by giving lawyers a dignified and sustainable workplace [...].

Female, 23-29, public sector, Sweden

Attention! Many consider leaving their job

Legal professionals who feel stressed are more likely to consider leaving their job

45% have considered leaving their current job in the past six months.

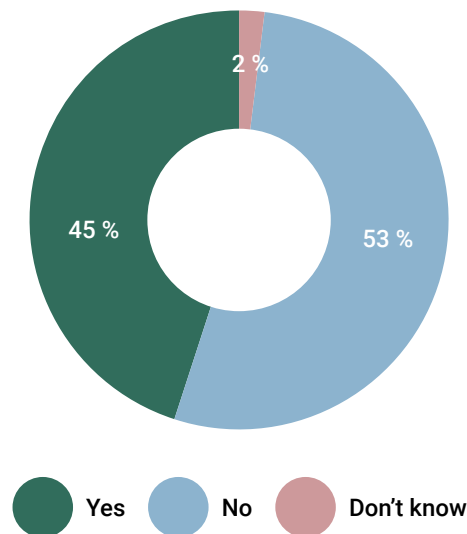
The share of legal professionals who have considered leaving their job increases with the level of stress they feel. Among the ones who have already been ill with stress, 74% have considered leaving their current job.

When comparing those who sometimes or more often feel stressed to those who never feel stressed, especially the opinion on reduction in weekly hours differs. 36% of those who sometimes or more often feel stressed want a reduction in weekly hours compared to just 23% of the those who never feel stressed.

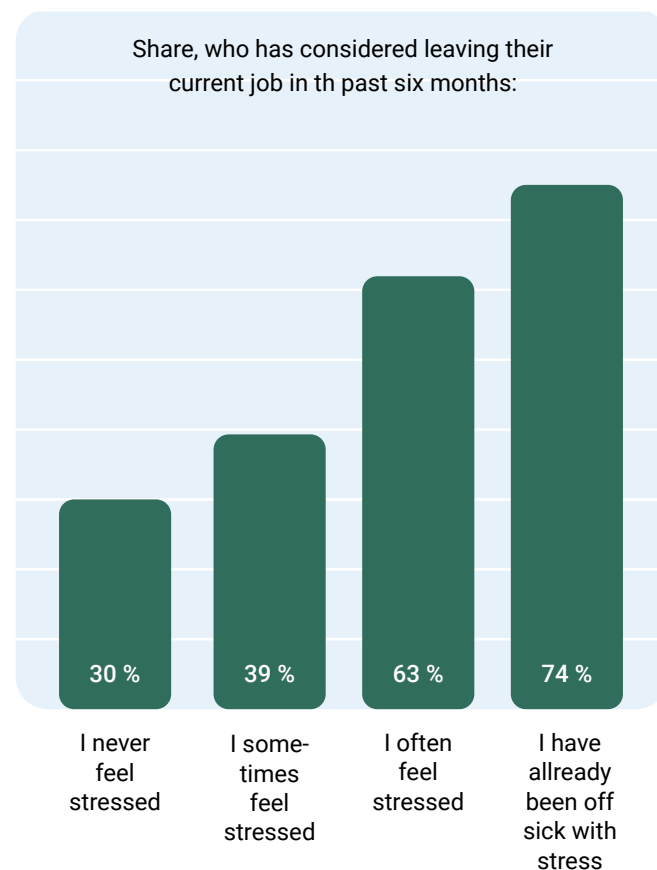
Consequently, these figures suggest that a reduction in weekly hours could reduce the level of stress on employees and reduce the number of resignations – helping the industry retain talent.

The different reasons for legal professionals to leave their job will be elaborated upon later.

Within the last 6 months have you considered leaving your current job?



Which of the below statements best describe how you feel, about your job impacts on your life?



Sacrifices and work-life balance

Legal professionals are willing to go far to obtain their desired work-life balance

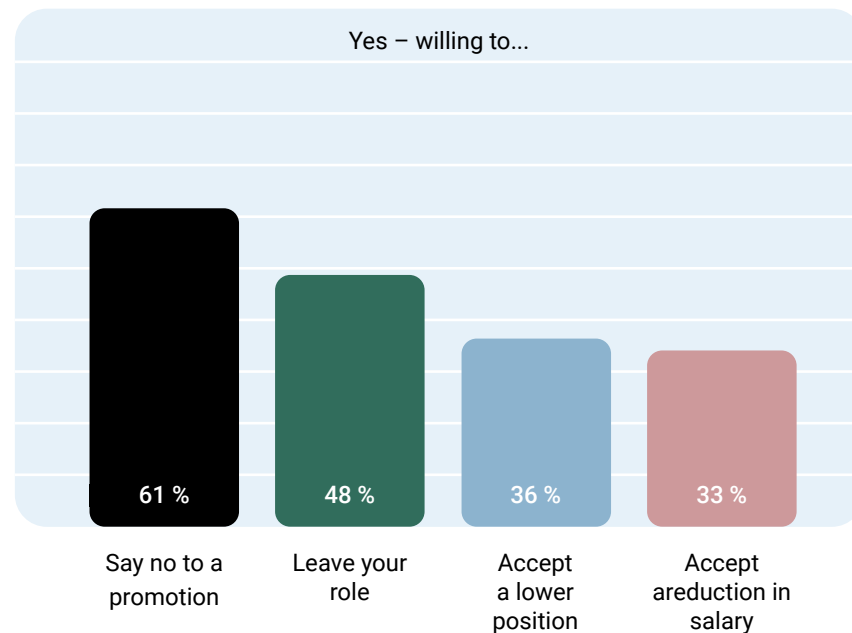
Work-life balance is eminently important for the legal professionals and the primary reason for considering resignation is to obtain a better work-life balance.

When asked what they would be willing to give up to obtain a better work-life balance, it was clear that the legal professionals are willing to go far.

61% are willing to say no to a promotion, 48% are willing to leave their current role, 36% are willing to accept a lower position and fewest but still remarkable, 33%, are willing to accept a reduction in salary to obtain a better work-life balance.

But who are these legal professionals, who are willing to make these sacrifices to obtain a better work-life balance? This will be elaborated on the following pages.

To obtain a better work-life balance – Would you be willing to?



33% are willing to accept a reduction in salary

61% are willing to say no to a promotion



[...] I think we will find that it is a profitable investment in retention. Basically, it's about seeing the individual and adapting a career path that can change many times over the years.

Male, 23-29, law firm, Denmark

Sacrifices and work-life balance: Profile

The willingness to – and types of – sacrifice differs across sectors

Say no to a promotion

The majority of legal professionals are willing to reject a promotion to obtain a better work-life balance. However, those working in law firms are to a lower degree willing to say no to a promotion. Furthermore the youngest legal professionals (23-29 y.o.) are the least willing to say no to a promotion.

Leave their current role

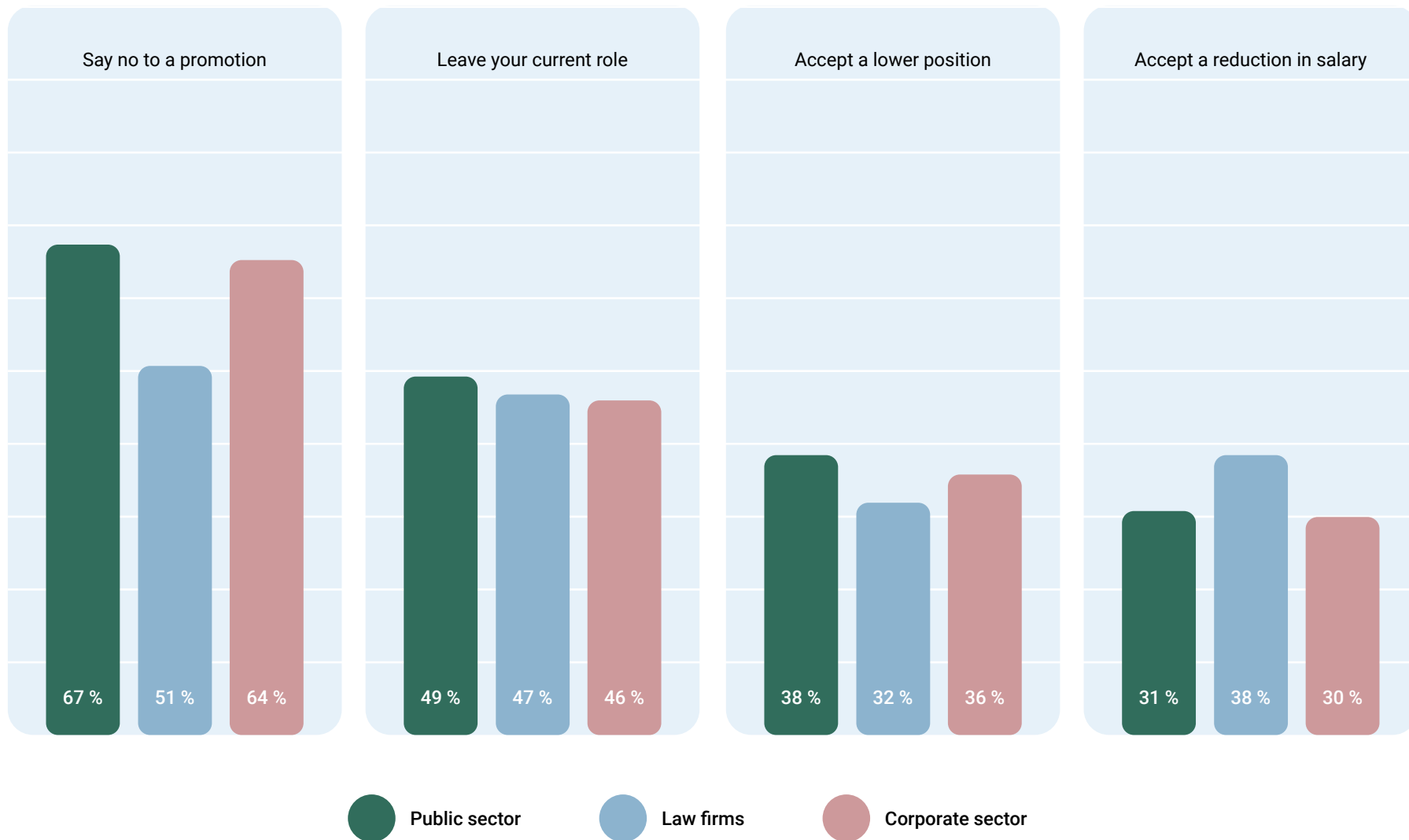
Legal professionals who work in Denmark are to a greater extent willing to leave their current role (54%) to obtain a better work-life balance, compared to Norwegian legal professionals (38%) and Swedish (46%). Moreover, the willingness to leave a current role for a better work-life balance decreases with age and experience.

Accept a lower position

The Norwegian legal professionals are to a lower degree willing to accept a lower position (25%) to obtain a better work-life balance, compared to Danish (41%) and Swedish (34%). Those who work in law firms are to a lower degree willing to accept a lower position (32%), compared to legal professionals in the public sector (38%) and the corporate sector (36%). One reason for this distinction could be the more clearly defined career path expectations at law firms.

Accept a reduction in salary

Fewest (33%) of legal professionals are willing to accept a reduction in salary to obtain a better work-life balance. Those who work in law firms are to a greater extent willing to accept a reduction in salary (38%). Moreover, Danish legal professionals are to a greater extent willing to accept a reduction in salary (37%), compared to Norwegian (28%) and Swedish (31%) colleagues.



Considered resignation – Country and sector differences

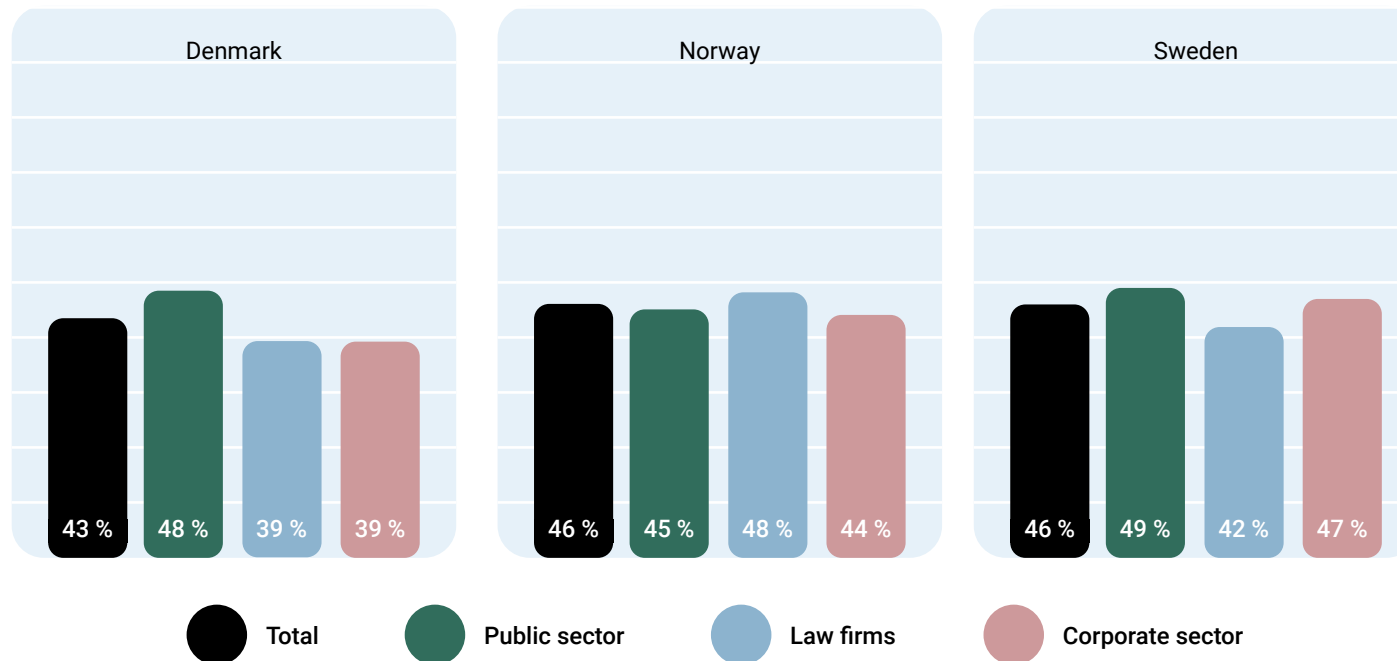
Almost half of the Danish and Swedish legal professionals working in a public sector have considered resignation

When almost every second legal professional in Scandinavia has considered leaving their current job, it's crucial to understand exactly who these people are and the motivation behind.

When looking at each sector in each country – **the public sector stands out in Denmark and Sweden with the highest share of employees considering resignation (respectively 48% and 49%).**

The question is, exactly who are more likely to resign in each sector and market? The following page presents a profile of groups that are of higher disposition for leaving their job. This will help gain a better understanding of who to focus on in each sector and market, in order to retain talent.

Within the last 6 months - have you considered leaving your current job?



High risk profile: Legal professionals considering resignation

Overview of employees, per country and sector, who are most likely to have considered leaving their job*

Denmark			Norway			Sweden		
Age	Sex	Staff responsibility	Age	Sex	Staff responsibility	Age	Sex	Staff responsibility
Profile: Tend to leave public sector			Profile: Tend to leave public sector			Profile: Tend to leave public sector		
30-39 years	♀	⊗	30-39 years	♀♂	⊗⊕	30-59 years	♀♂	⊗⊕
Profile: Tend to leave law firm			Profile: Tend to leave law firm			Profile: Tend to leave law firm		
30-39 years	♀♂	⊗⊕	23-49 years	♂	⊗	23-39 years	♂	⊗
Profile: Tend to leave corporate sector			Profile: Tend to leave corporate sector			Profile: Tend to leave corporate sector		
30-59 years	♀♂	⊕	30+ years	♀	⊗	30-39 years	♀♂	⊕

*Data for profiles available in appendix



Female



Male



Yes



No

Reasons for considering leaving job

Resignation is motivated by more interesting work, improved work-life balance and a better salary

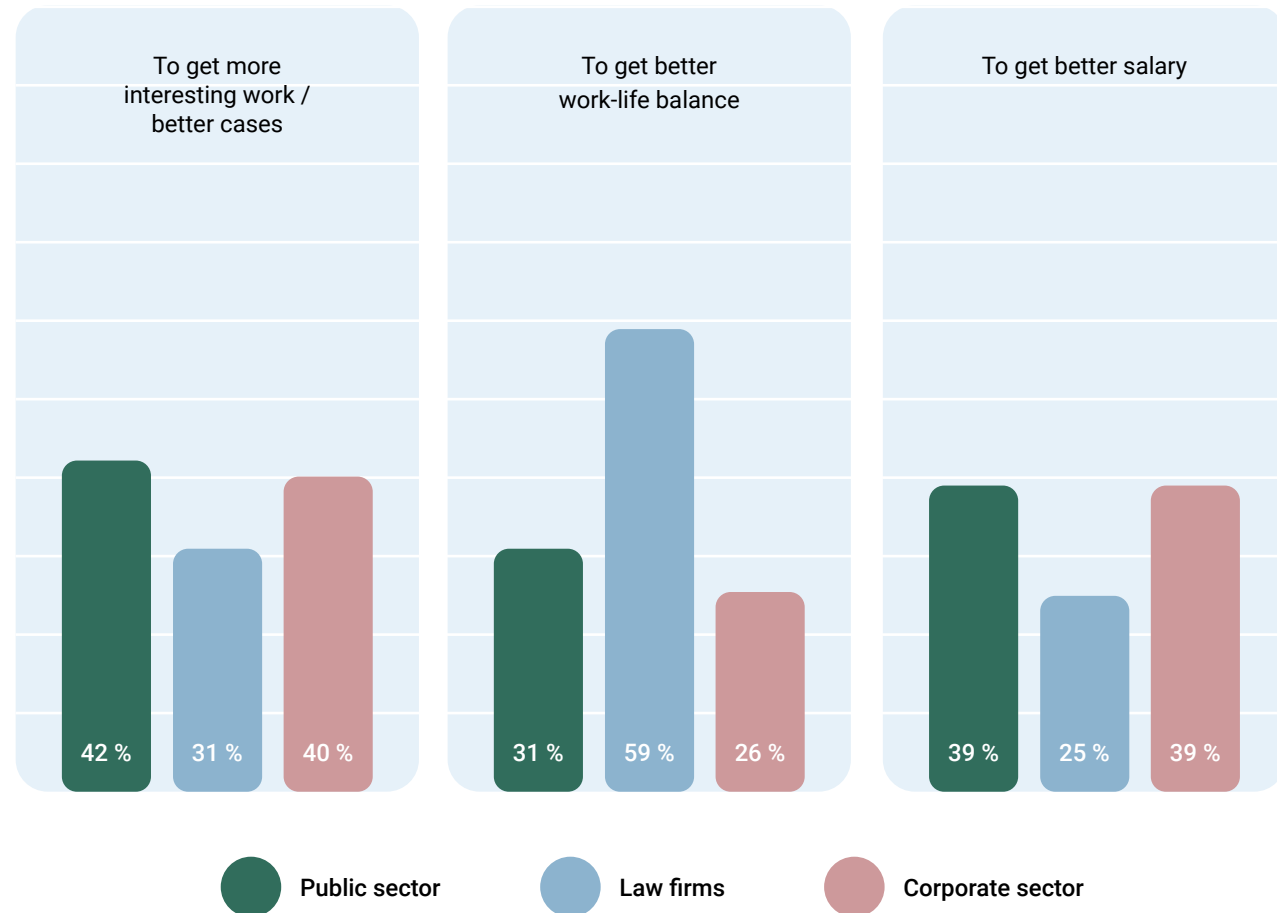
Achieving a better work-life balance and getting more interesting cases are the two main reasons respondents state for leaving current job; both emphasised by 38% of the respondents.

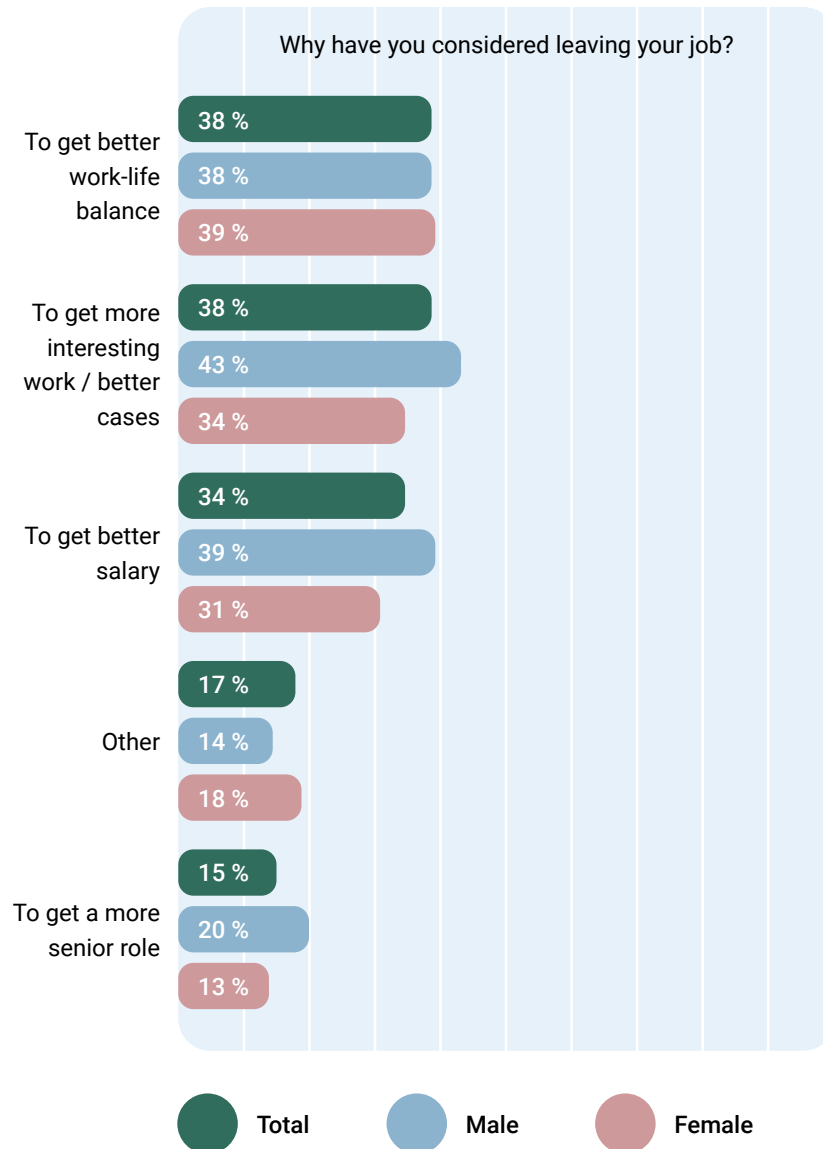
Compared to women, men significantly more often mention higher salary and more interesting work as reasons for considering leaving their job. However, one third of the legal professionals are willing to accept a reduction in salary to obtain a better work-life balance – a topic that will be elaborated on later.

When looking across sectors it is apparent that **significantly more (59 %) of those working in law firms have considered leaving their job to get better work-life balance.**

Meanwhile, legal professionals in the public and corporate sectors more often consider leaving their job to get a better salary and more interesting work/better cases.

Why have you considered leaving your job?





The legal profession suffers from severe employee turnover, especially for employees aged 25-35, due to unsustainably high working hours and poor management.

Male, 23-29, corporate sector, Denmark

Personal values and the company's way of working need to match

Mismatch between company values and personal values increases likelihood of resignation

Legal professionals who see their own personal values reflected in their company's way of working are less likely to consider leaving their job.

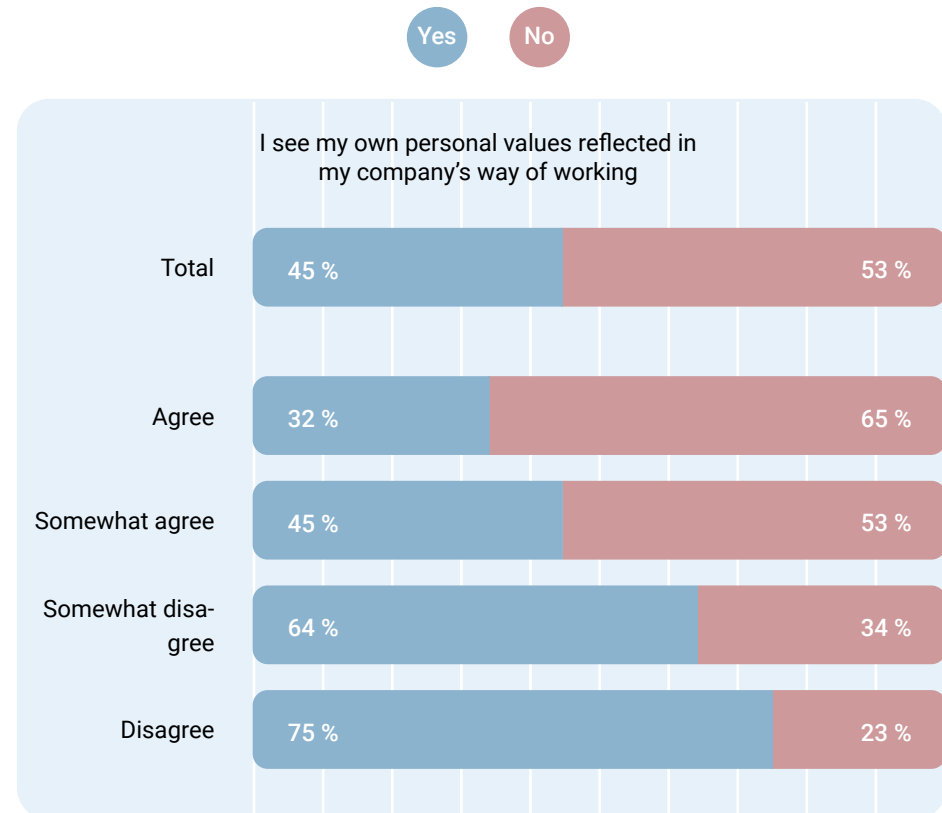
In total **75% of the legal professionals who disagree with the statement 'I see my own personal values reflected in my company's way of working' have considered leaving their job in the past six months.**

In order to retain employees, it is therefore crucial to ensure that employees can see their own personal values reflected in the company's way of working.

75%

of the legal professionals who disagree with the statement 'I see my own personal values reflected in my company's way of working' have considered leaving their job in the past six months.

Respondents who have considered leaving their current job.





It is more difficult to retain people because you can no longer attract with reputation or salary, but workers simply have other values that weigh heavier and then the salary will need to be increased to compensate.

Female, 23-29, law firm, Sweden





Better leadership will help retain employees

Poor leadership and bad work-environment are also reasons for considering leaving job

36% of the legal professionals who have considered leaving their job state 'better leadership competences' as one of the three most important elements to get better work-life balance.

In comparison, among those who have not considered resignation fewer (24%), mention "better leadership competences" as an important element towards better work-life balance.

Respondents were asked to comment on the reasons for considering resignation. Almost 20% did. These comments confirm that poor leadership and bad work-environment are important reasons for considering resignation.



“

Due to poor management that creates bad and unhealthy culture in the workplace.

Female, 21-30, Denmark

“

Better working environment and listening leader.

Female, 23-29, Public sector, Denmark



In fact, I think we will never go back and work in offices like before the pandemic, you have got used to working from where you are, whether it is at home or at the countryside – What an improved quality of life, it has meant. I will never switch to another job, if this opportunity does not exist. This will place great demands for employers who want to attract the right skills.

Female, 40-49, corporate sector, Sweden

New reality at work

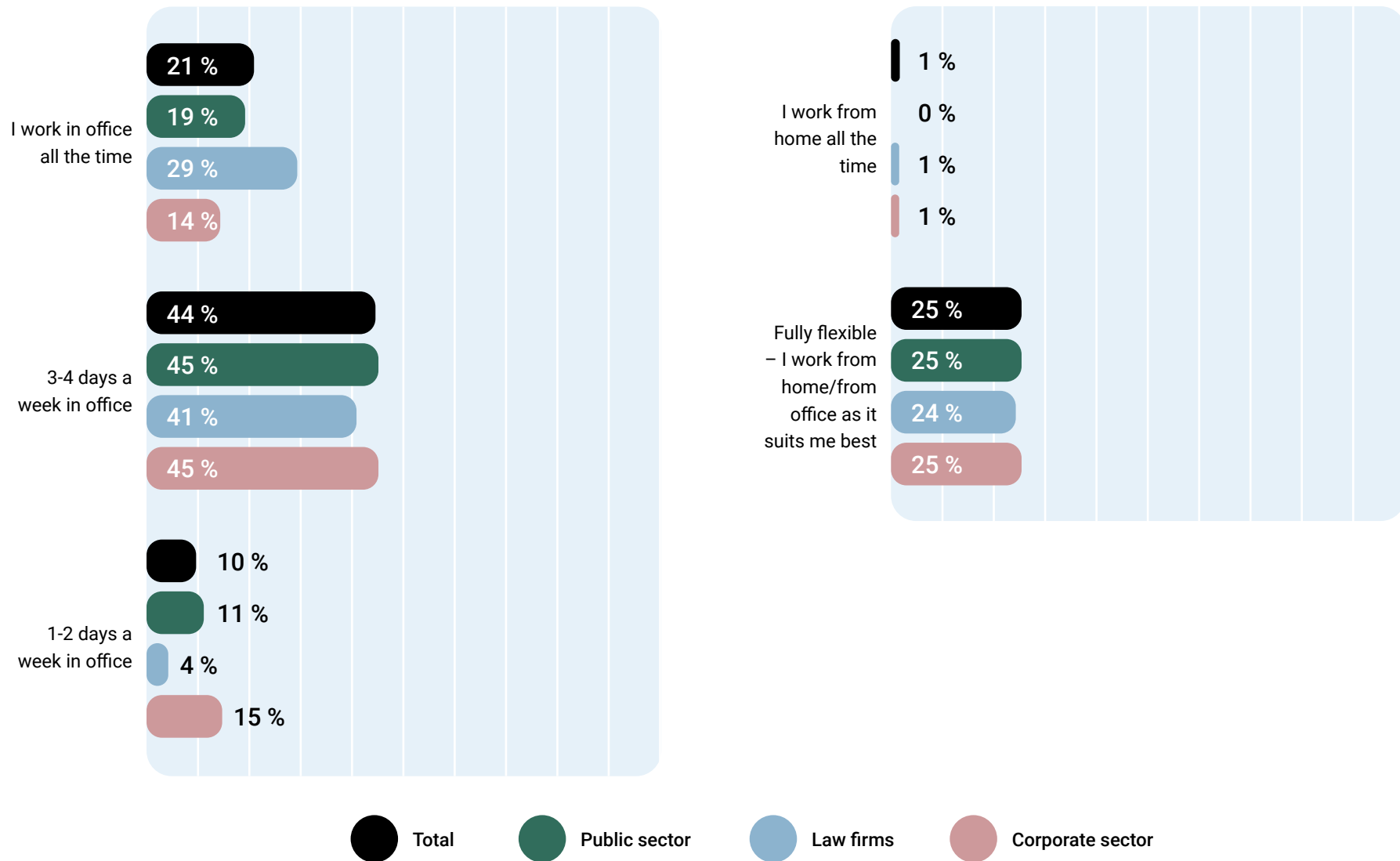
Flexibility plays an important role in obtaining work-life balance. This is also reflected in the way we imagine our workplace to be organised one year from now.

One year from now, 25% of legal professionals imagine themselves fully flexible when it comes to work location – that is working from home/office as it suits them best. **44% imagine themselves working three to four days a week in the office.**

Approximately one fifth (21%) imagine themselves working in the office all the time one year from now. How does this correspond with the fact that 66% see flexible work location as a mean to work-life balance? Do we have a potential conflict?

When digging deeper into this, the data shows that those imagining working from office all the time to a lower degree demand more flexible work locations (39% compared to 66% in total sample). However, this number still entails that more than one third of those imagine themselves working from office all the time one year from now, also expect a more flexible work location.

Which of the below best describe how you imagine your workplace to be organized one year from now?





Work-life balance: front and center in legal workplaces

Jens Näsström

Occupational Psychologist & independent researcher specialised in lawyers

The pandemic forced remote working upon the legal sector on an unprecedented, wholesale scale. The effects of this new working arrangement were manifold and complex. But one factor, from the perspective of occupational psychology, was clearly more positively impacted than any other: work-life balance. Working from home simply made it easier to successfully manage the priorities of professional and personal life. The tension between the office-based tradition and the more flexible, new normal (for lack of better wording) in many corners of the legal industry is obvious. But now with the pandemic in recession, just how important is work-life balance to staff? To the youngest legal professionals? Can it be improved in other ways than through more flexible working arrangements? What would legal professionals actually be willing to sacrifice for better work-life balance? What are the implications for legal talent management strategy? The report, *The Future of the Legal Profession*, provides truly timely and unique data on this burning topic, which will help individuals and organisations in making career-critical decisions.

The vicious spiral of responsiveness

The data in the survey does point toward other ways of improving work-life balance, than just changing working arrangements. Leadership comes in at both third (“managers who see me as a person and not a work-resource”) and sixth (“better leadership competencies”) places on the list. Two of the most fundamental challenges in work-life balance actually hinge on leadership: 1. the vicious spiral of responsiveness, and 2. the ad hoc use of digital communication.

The vicious spiral of responsiveness emerges out of legitimate needs for availability during non-office hours, such as clients in different time zones or urgent requests from colleagues. These fair needs are then superimposed onto strong ambition, often overambition (that is, commitment to work that is so strong that it becomes counterproductive for well-being as well as long-term top-performance). Additionally, team members send emails during weekends and evenings for good and bad reasons. This creates a team culture of mutually reinforced responses so demanding that it erodes work-life balance without enhancing productivity. The always-on mindset gives rise to a false feeling of effectiveness, and everyone on the team develops the feeling that they always must be available. Note that there is a vast difference between “I check my email often” and “I check my email as often as is actually needed,” a distinction that is lost in the process. And you cannot break out of this spiral yourself, either because you psychologically cannot stand the FOMO (fear of missing out) effect or simply because everyone else stays connected, making you actually miss out. Nearly always, a fair bit of both keeps the individual locked in the spiral. While the leader alone cannot change this dysfunctional group behavior, how and when the manager communicates and delegates often puts a limit on the team’s work-life balance and, by extension, its well-being and productivity. Increasingly, legal leadership is dependent on the level of self-leadership exercised by the team members. As top-down, command-and-control, legal leadership is becoming increasingly obsolete, the diffusion of power and responsibility (especially in hybrid work) must be successfully managed to a greater extent by more members in the organisation.



The spiral of vicious responsiveness is, to a considerable extent, driven by using the wrong channels. If my manager is using email to send time-sensitive messages during non-office hours, I am forced to check my email during weekends and evenings regularly to stay on top of my work. If I am a very ambitious and conscientious person, which most legal professionals are, I will soon turn that into a routine of exaggerated, constant email checking.

The psychological grammar of digital communication

The second great connection between leadership and work-life balance is how digital communication is used in a team or an organization. Each digital communication channel – email, text messages, phone calls, chat, digital meetings, physical meetings, etc. – has its own psychological grammar. Broadly, they can be divided into two main categories; push and pull. “Push” refers to urgent or at least time-sensitive messages that are best facilitated through “push” channels: knocking on someone’s door, calling, and texting. By contrast, “pull” messages can be retrieved when it suits the recipient (within reason, of course), such as physical letters or emails. The spiral of vicious responsiveness is, to a considerable extent, driven by using the wrong channels. If my manager is using email to send time-sensitive messages during non-office hours, I am forced to check my email during weekends and evenings regularly to stay on top of my work. If I am a very ambitious and conscientious person, which most legal professionals are, I will soon turn that into a routine of exaggerated, constant email checking.

Boosting working efficiency with better tools

In the fifth place of suggested ways of improving work-life balance, we find “reduction in weekly working hours,” followed by, “better tools to enhance work efficiency.” Boosting working efficiency with better tools is, in all likelihood, much easier to implement than a reduction of working hours. However, with the exception of improved skills in facilitating online meetings, most legal professionals have not substantially updated their digital skills nor gotten

introduced to software that would “enhance work efficiency” in the past few years. In fact, most work like it is still 2019. In 2021, I surveyed 505 Swedish legal leaders, asking them what channel they use to delegate. Every single one stated email, phone, or meeting. None referred to project management or a digital delegation platform. A platform provides the user with an overview of tasks and related deadlines at a glance. Email, which is not at all built for complex legal cases or projects, does the very opposite – it divides and distributes information into dozens, or hundreds, of emails in various email threads. In other words, the right digital tools with proper training is fundamental to both effective legal working and better work-life balance – regardless of whether work is hybrid or office-centered.

The idea that having the right digital tools and proper training in them is of the essence, is strongly supported in the survey. “Understand and use digital tools” is rated as the most critical competence in the industry. By those who rated technology as one of the main drivers in the industry, “technology for workflow” is very nearly at the top (merely 2% after the number one, “technology for automation”). This is fortified by the high levels of agreement with the statements that new technology can “increase my level of effectiveness” and “help optimizing the quality of my work.” Indeed, “Higher productivity” is considered the most important reason for investing in new technology and/or legal tech. In a long term perspective, productivity and well-being (which work-life balance is an integral part of), always go hand in hand.



Building a career is a common motivation for legal professionals, and it is remarkable that the quintessential career move – accepting a promotion – ends up as the most common (61%) sacrifice respondents would be willing to make. “Career capital” such as promotion and high salary have traditionally attracted talent to the legal sector. But that image is thusly called into question by the high numbers of legal professionals that have considered leaving their current position – and that their motivation for considering for doing so relates to such a great extent to career capital.

A polarised legal talent pool

In the discussion on work-life balance, focus is typically on what the employer can do – and often with an emphasis on offering more flexible working arrangements. It is, therefore, very interesting that the survey is asking what respondents would be willing to give up to get a greater work-life balance. Building a career is a common motivation for legal professionals, and it is remarkable that the quintessential career move – accepting a promotion – ends up as the most common (61%) sacrifice respondents would be willing to make. “Career capital” such as promotion and high salary have traditionally attracted talent to the legal sector, but that image is thusly called into question by the high numbers of legal professionals that have considered leaving their current position – and that their motivation for considering doing so relates to such a great extent to career capital. Especially noteworthy is that work-life balance is the number one reason in law firms for considering leaving the present job. In fact, it is about twice as common as stated reason compared to the public and corporate sectors. This raises new thought-provoking questions about shifting career motivation, and what talent management strategy will be most successful in the future. Is the legal talent pool being polarised into “traditionalists” (who prioritises a traditional career, and who are willing to pay the price of admission) and “progressives” (who are willing to trade the straightest and highest career path for a more balanced lifestyle)? Or is the upcoming generation asking to both have the cake and eat it?



Key findings

Scandinavian legal professionals demand a good work-life balance – the key word being flexibility – and they will go far to obtain this.

- More than half (59%) of the legal professionals find that the increased demand for work-life balance is one of the three things that will drive development in the legal industry the most in the future. This number is even higher (75%) among young legal professionals (23-29 y.o.) and it can be expected that the demand for work-life balance will only become even more pronounced in the future.
- To obtain a good work-life balance the legal professionals primarily expect flexibility. Flexible work location and more flexible work schedule are clearly top priorities.
- In accordance with this, flexibility also plays an important role in how the legal professionals imagine their workplace to be organized one year from now. 44% of legal professionals imagine themselves working three to four days a week in the office, while one forth image themselves being fully flexible – that is working from home/office as it suits them best.
- Nonetheless, if the legal professionals do not experience having a good work-life balance, they are willing to go far to obtain it. 61% are willing to say no to a promotion, 48% are willing to leave their current role, 36% are willing to accept a lower position and fewest but still remarkable, 33%, are willing to accept a reduction in salary to obtain a better work-life-balance.
- As many as 45% have considered leaving their job within the past six months. This is primarily because they want improved work-life balance, more interesting work and a better salary. Moreover, the level of stress experienced and the match between personal values and company values also impact whether the legal professionals consider resignation.



Questions for debate

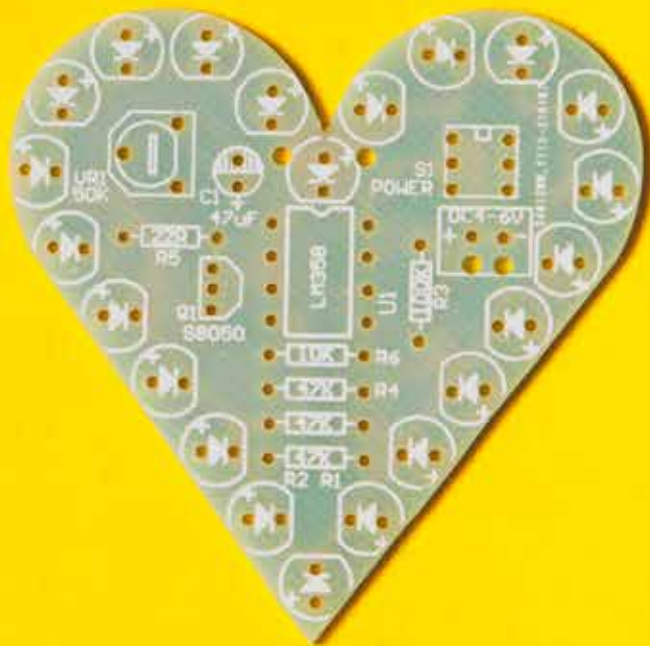
- How do we make sure to meet the growing demands from young legal professionals and how will the legal industry as a consequence of this look in the future?
- Can this have an impact on how law firms will structure the career path for the future legal professional?
- How can we make sure that fewer legal professionals want to leave their job – and thereby get better at retaining talent?



Chapter 2

Choosing technology





Increased need for legal services and implementation of new technology are factors that are likely to shape the future way of working. To obtain a better understanding of this, the legal professionals were asked about their view on technology in the legal industry context; that is which areas within technology they find important and why they find new technology important to invest in.

Key figures confirm that the legal professionals acknowledge the need of and benefits from technology. However, even though they generally believe in technology, there is still a lot of work to be done in terms of integrating new technology.

The following pages investigate what this means and how gaining an understanding of this might help the industry. Furthermore, data shows that there is a clear expectation that technology is – or at least should be – on the management agenda.



We must overcome ourselves and accept technology with open arms. The lawyers who are fighting against this (ed.: Technology), [...], are the ones who are threatened and think that it will take over their jobs.

Male, 30-39, corporate sector, Sweden



KEY INSIGHTS

60% see technology (e.g. automation and AI) as one of the drivers of the development of the legal industry in the future.

97% consider understanding and using digital tools a very or somewhat important skill for the future legal professional.

84% agree to the statement that new technology should be on the management agenda.

Data indicates that the legal professionals of today believe in technology. This chapter will help the industry gain insight into how to move forward in integrating technology into the businesses.

Tech is on the move

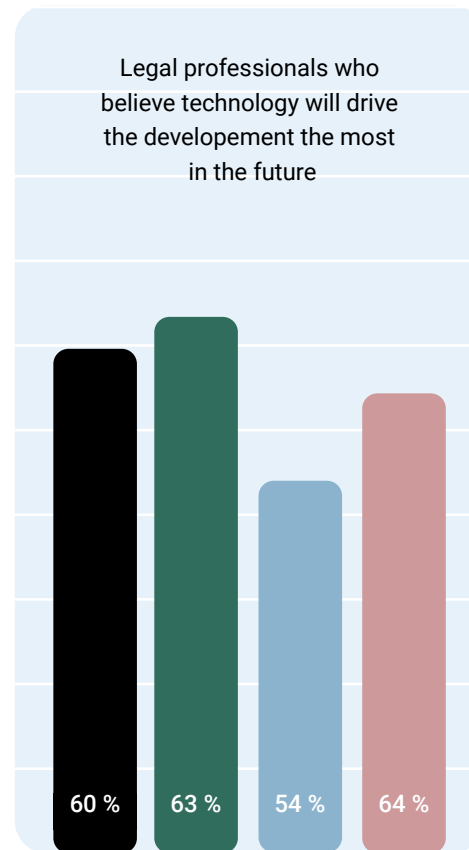
Legal professionals believe that technology will drive future development

Legal professionals understand the need for – and the importance of – embracing technology within the legal industry.

60% consider technology as one of the drivers of development of the legal industry in the future.

However, there are significant differences across sectors; law firms consider technology less often as one of the industry drivers (54%), compared to the public sector (63%) and the corporate sector (64%).

What may come as a surprise is that there are no significant differences across age-groups or gender in whether you see technology as one of the drivers of the development of the legal industry.



“

More developed competence in IT law is needed to meet changes in society, partly with regards to privacy protection [...]

Female, 30-39, public sector, Sweden

“

It is naive to believe that the legal profession can actively win through new technology. We are light years behind in relation to our competing industries [...] As long as we only use it to make our products more standardised and generally cheaper and worse, we will saw off the branch we are sitting on.[...]

Male, 40-49, law firm, Denmark

Important areas within technology

Technology for automation, workflow support/streamlining and simplifying law are key areas

For legal professionals, the most important areas within technology is technology for automation (50%), technology for workflow support / streamlining (48%) and technology for simplifying law (47%).

The perceived importance of technology for workflow support / streamlining decreases with age and experience.

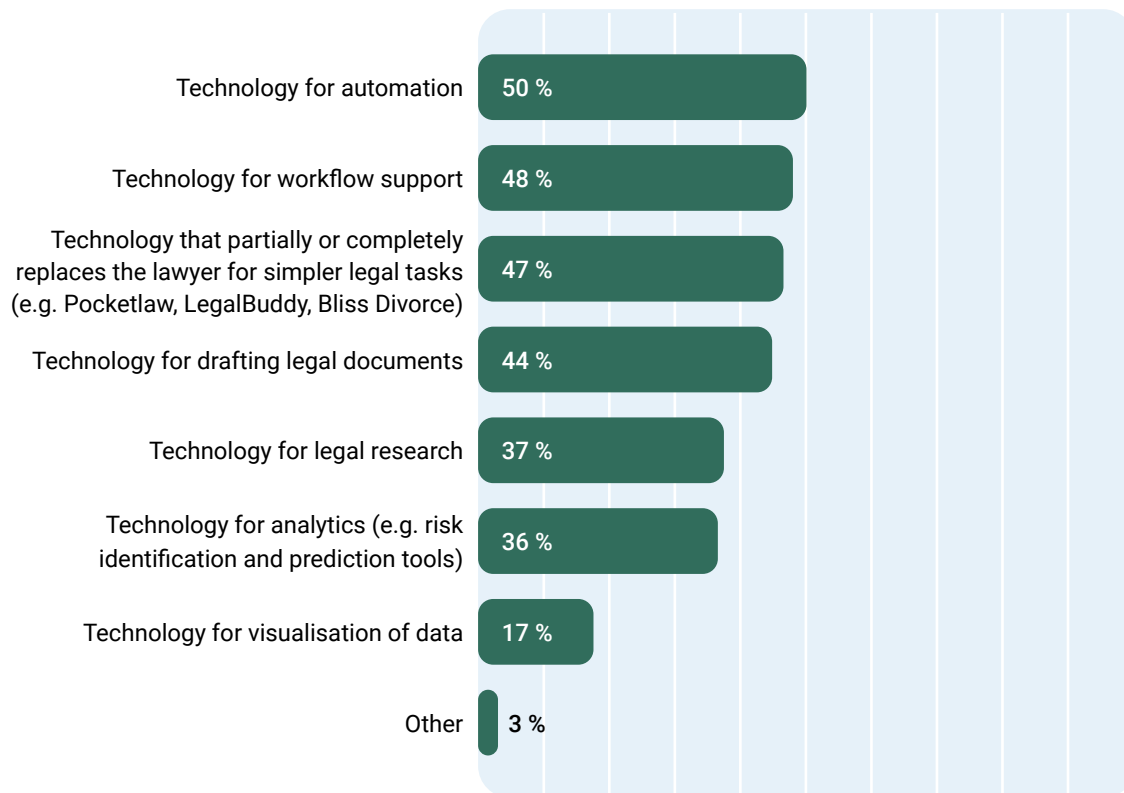
Among the most experienced (+30 years of experience and 60-69 age group) fewer consider technology for automation as one of the most important areas; 39% compared to 50% in total.



I think there is an incredible development potential for the public sector (specifically the judiciary) regarding automation of working methods.

Female, 30-39, public sector, Sweden

You mentioned Technology as one of the drivers of the development of the future in legal industry
– Which of the following areas do you consider the most important ones?



Total

Understanding and using digital tools

Using digital tools is key for future legal professionals

Last year's report confirmed that 82% of legal professionals felt the pandemic had accelerated the implementation and usage of digital tools. **Today an impressive 97% consider understanding and using digital tools an important skill.**

Norwegian legal professionals consider to a greater extent than Danish and Swedish – and more women than men – “understanding and using digital tools” as a very important skill for the future.

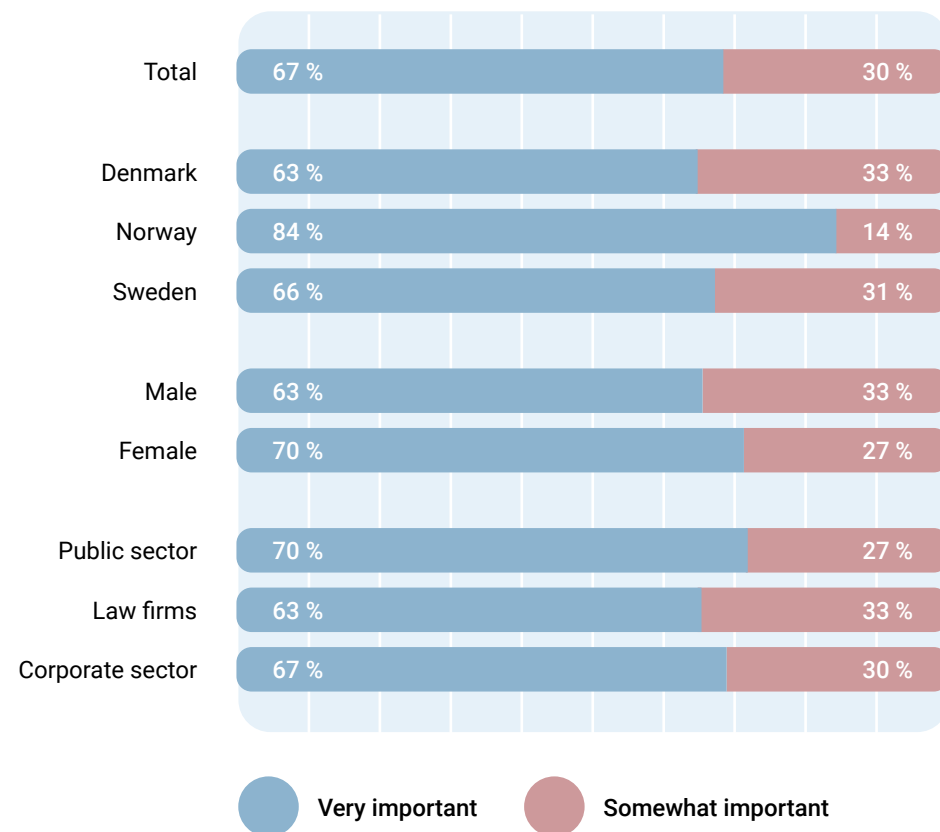
Cross sector differences are observed – as significantly fewer among law firms (63%) consider understanding and using digital tools as a **very** important skill for the future, compared to 70% in the public sector and 67% in the corporate sector.

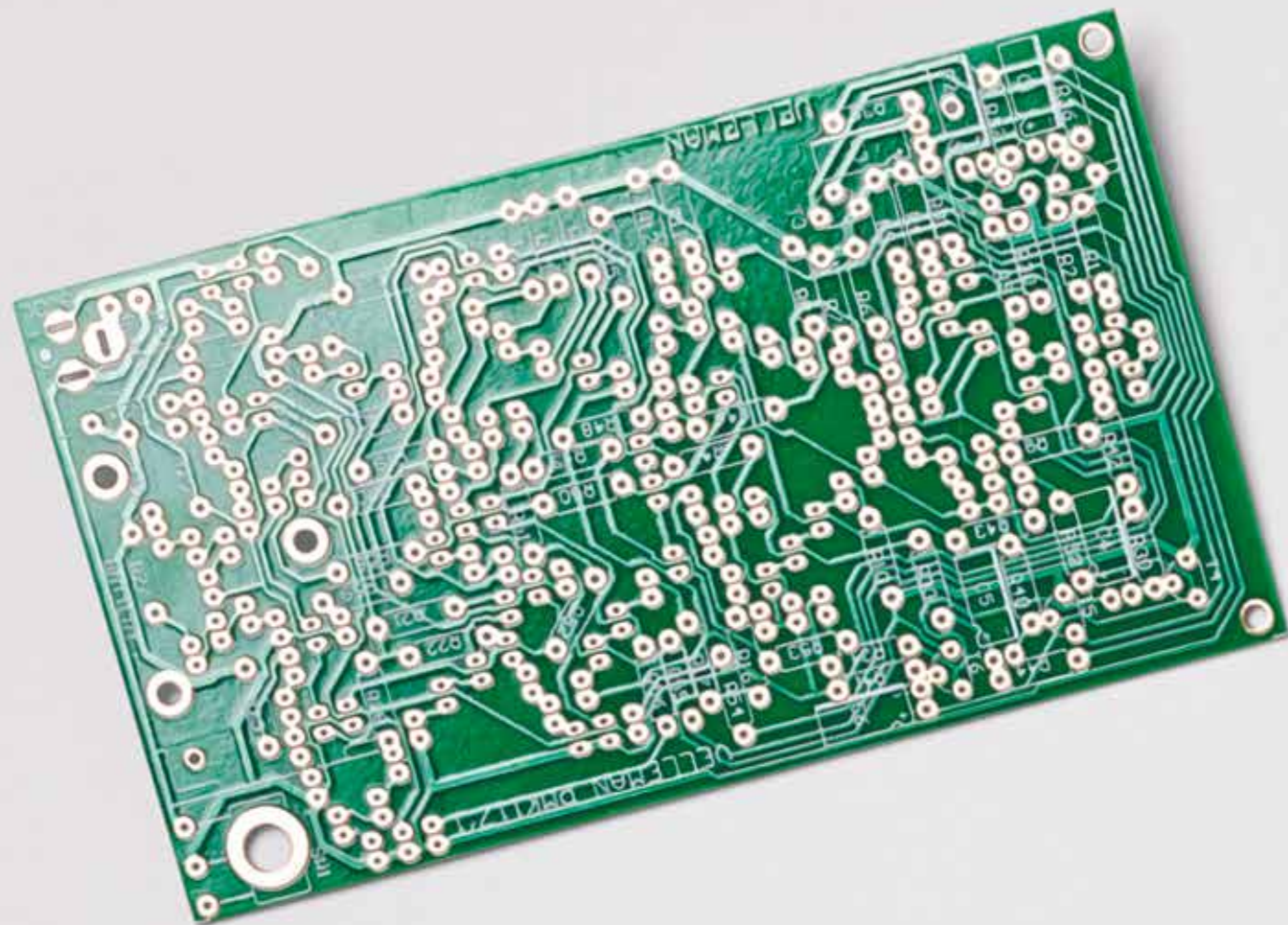


Lawyers need to learn how to handle new technology, today we are hopeless.

Female, 40-49, law firm, Sweden

How important do you think the following skills or competencies are for the future legal professional? “Understanding and using digital tools”





New technology

Legal professionals want new technology to be on the management agenda

84% of legal professionals believe (agree or somewhat agree) that new technology needs to be on the management agenda.

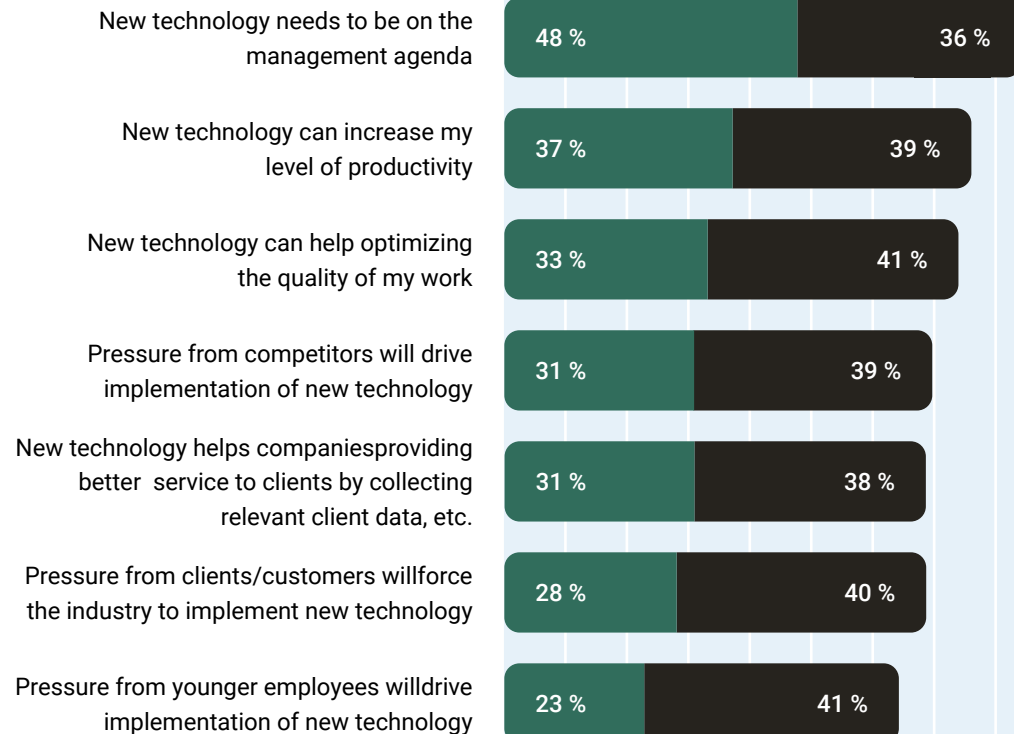
76% believe that new technology can increase their level of productivity.

75% believe that new technology can help optimise the quality of their work.

The results also show that they believe new technology will help them in their work; **76% believe that new technology can increase their level of productivity and 75% believe that new technology can help optimise the quality of their work.**

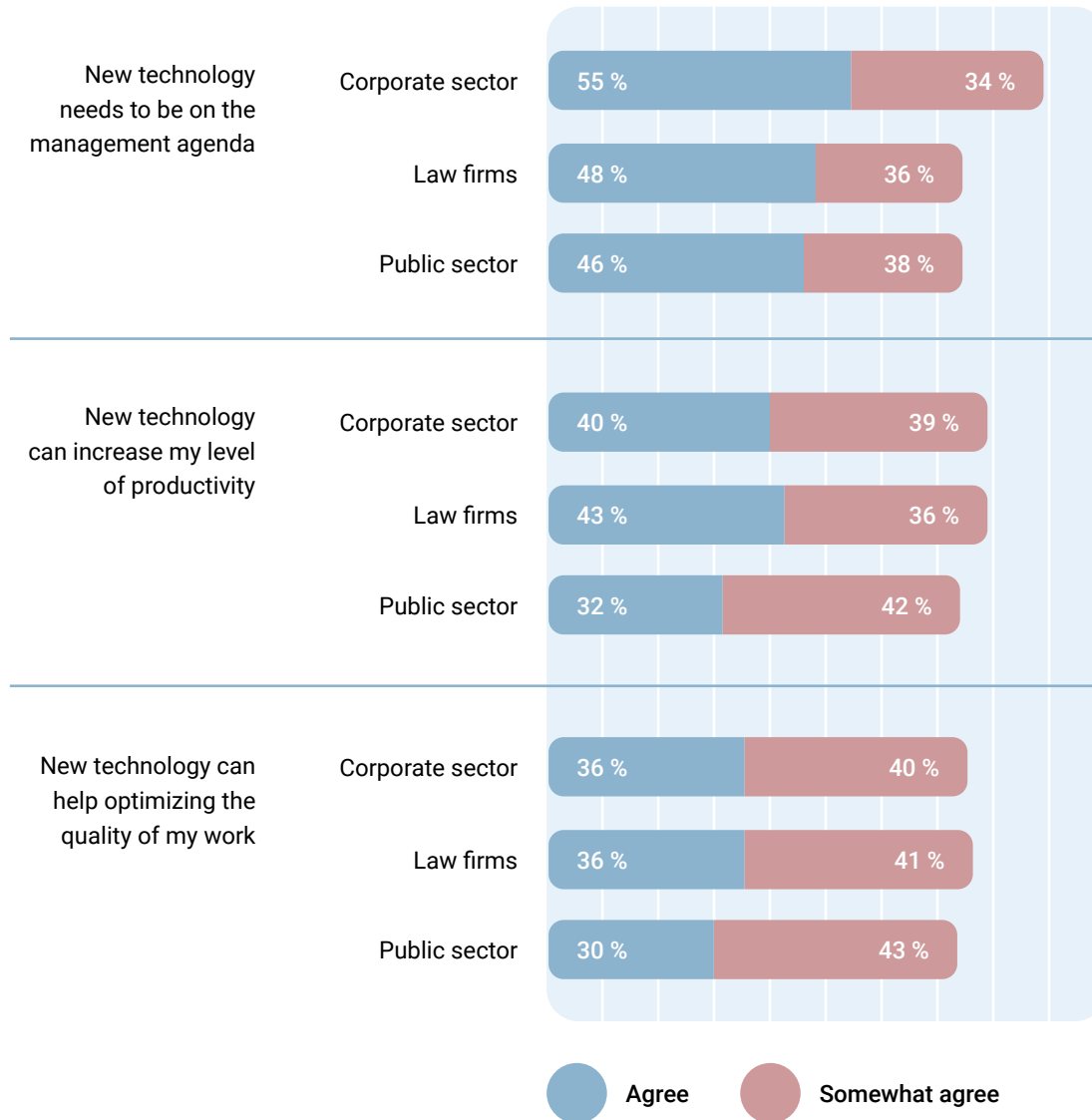
Especially the corporate sector believe that technology should be on the management agenda, while the public sector less often think that new technology can increase level of productivity compared to the other two sectors.

Do you agree or disagree to the following statements?



Agree Somewhat agree

Do you agree or disagree to the following statements?



My impression is that increased digitalisation has a tendency to add new work steps and administration and therefore rarely leads to efficiency. There are risks that the administration increases, and that assessments and decision-making are controlled by digital tools instead of the other way around. [...]

Male, 30-39, public sector, Sweden



You need to have a broader perspective on society. New technology is good – especially in terms of standard agreements, etc. – but there are key legal security issues and law enforcement issues that need to be considered when applying new technology and AI.

Female, 40-49, law firm, Sweden



Digital systems that can that can analyse larger volumes of documents in, for example, bankruptcy estates, major legal investigations, etc.

Female, 30-39, law firm, Denmark

Reasons to invest in new technology

New technology and legal tech are believed to give higher productivity and reduce routine work

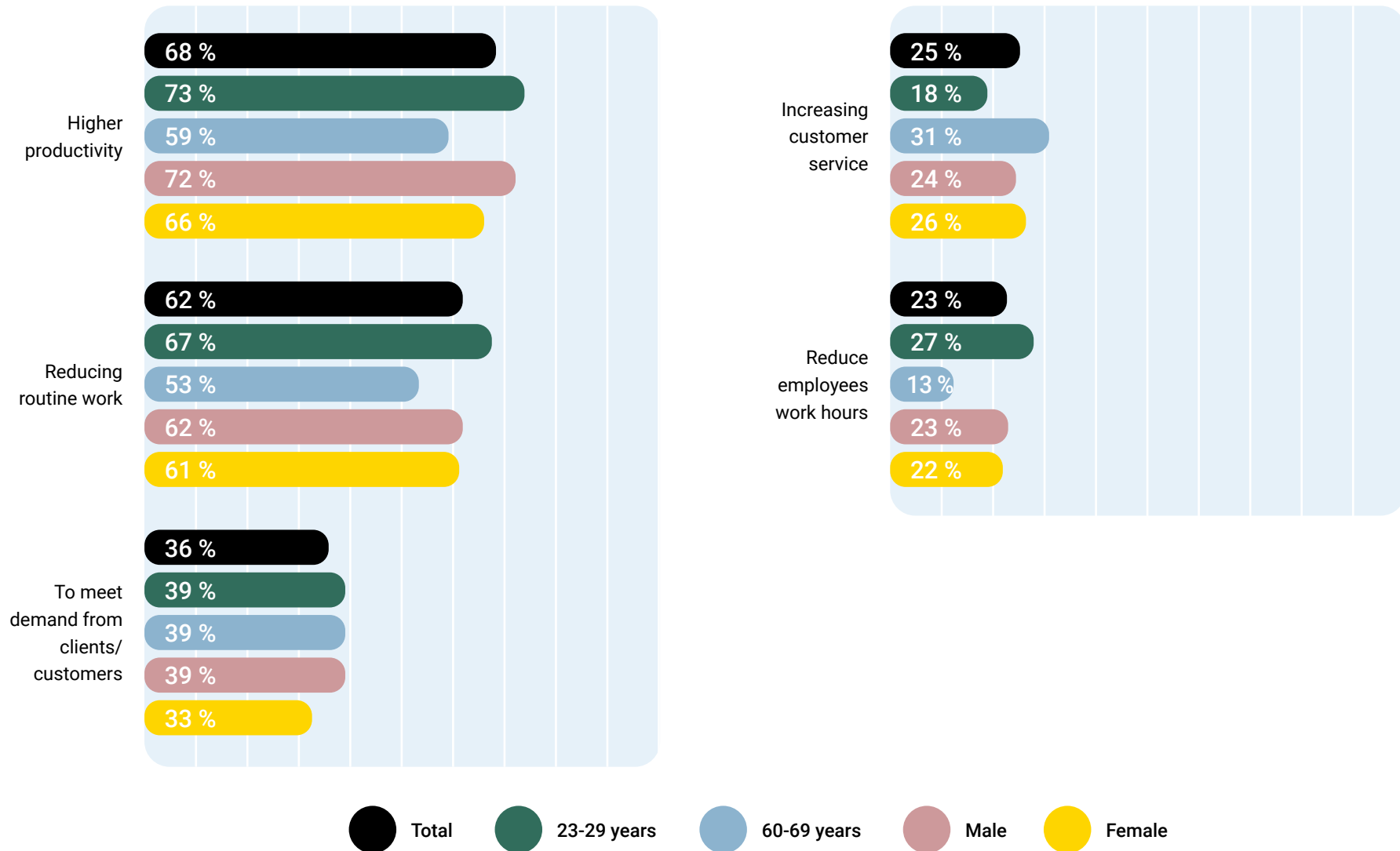
Legal professionals consider **the top two reasons for companies to invest in new technology as 1) higher productivity (68%) and 2) reducing routine work (62%).**

Men (72%) more often perceive higher productivity as an important reason to invest in new technology compared to woman (66%).

The share of legal professionals who choose 'higher productivity' and 'reducing routine work' as a reason for companies to invest in new technology decreases with age.

In general, the younger legal professionals choose more different reasons for companies to invest in new technology – perhaps indicating a more open mindset towards tech solutions among the younger group.

Below is listed different possible reasons for companies to invest in new technology and/or legal tech.
Which would you consider to be the most important for your company/organization?



Status on implementing / integrating new technology by sector – self evaluation

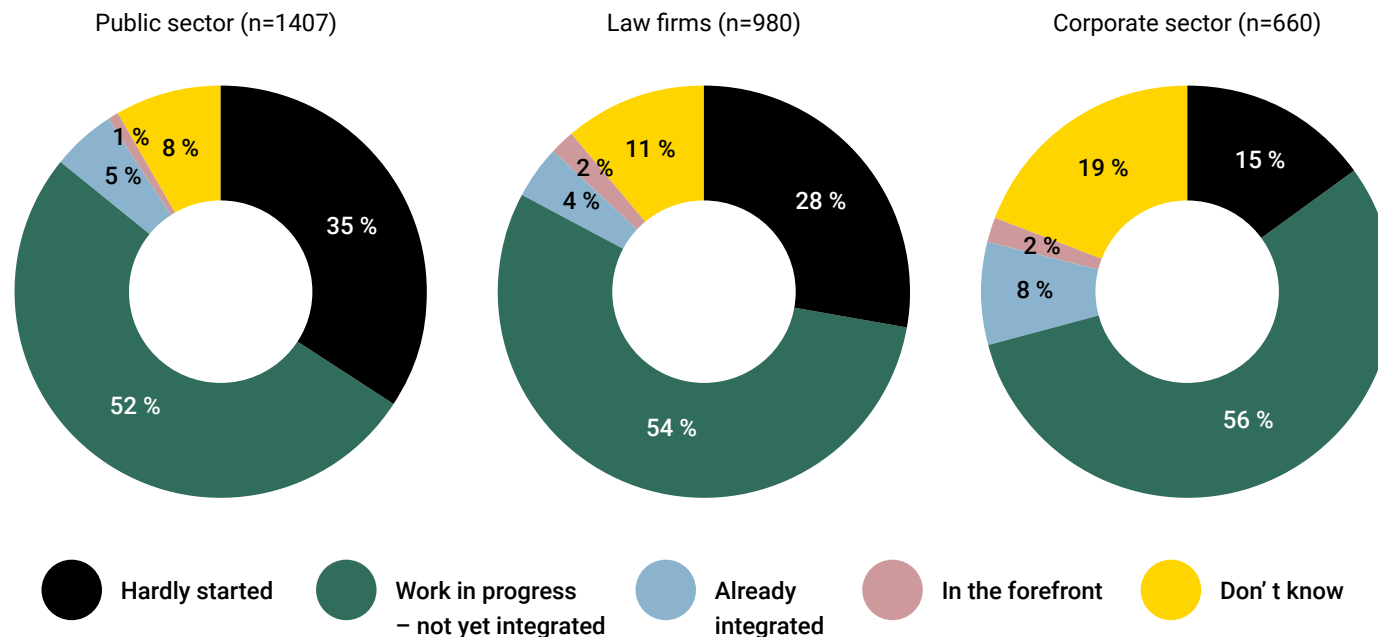
Corporate sector is ahead in terms of new technology integration

In general, very few perceive new technology as an integrated part of their sector (5% in the public sector, 6% in law firms and 10% in the corporate sector). This could indicate that new technology is considered an on-going process i.e, you never completely reach full integration.

It is apparent that especially those working in the public sector think that they are hardly started (35%) compared to 28% in the law firms and 15% in the corporate sector.

Additionally, quite a few legal professionals (especially in the corporate sector) don't know how far the sector has come in the technological development – indicating that tech is a complex area for employees to understand and evaluate.

In your opinion – how far is the different sectors within the legal business (i.e. Public, Corporate, and Law firms) in adapting/integrating new technology in their daily work?





Classic digitalisation of the public sector – it can (still) be done much better.

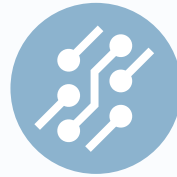
Female, 50-59, public sector,
Denmark



[...] You could do a lot, both fast and more efficiently, if there was support for implementing solutions.

Male, 30-39, public sector, Denmark





**Compliance is basics.
Everything else is ethics.
Where do you stand?**

Anna Felländer

Founder anch.AI

Data-driven technology and Artificial Intelligence (AI) is powerful and comes with great benefits to society. But great power also comes with great responsibility. This is particularly true for the legal profession. If AI is ungoverned, unintended ethical pitfalls and legal breaches can grow exponentially and beyond our control. The upcoming EU regulation, the AI Act, will mean that the legal departments need to step up and break any existing tech silos. All organizations have a choice to make here and now: Do we let technology control us or should we lead technology?

**What AI can do and what AI should do
– make a stand!**

Ungoverned AI poses ethical risks and legal breaches

AI is driving the technological development and can be viewed upon as the new General Purpose Technology (GPT). In the future we will not refer to the technology as such, we will rather look upon it as electricity. AI is well suited on tasks when there is a high degree of predictability learning from large amounts of data, for example pattern recognition in legal investigations. Also, AI models have proven to be able to make assumptions and predictions on highly complex task and thereby imitating human behavior. In the latter, the ability to explain and interpret the decisions of the algorithm has been difficult.

Tech teams are developing “Black Box” AI solutions in an organizational silo without any requirements for being compliant to regulation nor to conform to the organizations’ ethical values. As a consequence, there have been cases of

unintended discrimination and privacy intrusions*. There are examples in court cases where AI models have amplified bias and given faulty sentences based on historical norms and patterns. The root causes can be found in lack of validation processes for market readiness of the AI solution, unwanted bias in data, over- or misuse of data and AI as well as bias of the creator of code.

*Tasks with high degree of intuition, creativity, and empathy
–use AI as a complement not as a source of truth*

Where AI falls short is when it comes to the ability to be creative, intuitive, and empathetic, which are parts of analytical skills. Reflecting on AI used within the legal profession, there are tasks with a high degree of these components. In my view these tasks are going to be more valued than before, and this is where organizations need to be transparent of their values to create trust and reduce all concerns of unwanted human bias. Here, AI can be used as complement to the legal profession when all the data has been turned into valuable insights by the AI solution leaving the human interaction with the creative, intuitive, and empathic navigation. After all, the human skillset for creativity, intuition and empathy still is superior to the skillsets of an AI.

Regarding reasons for investing in AI, there is a relatively low percentage of responses focusing on the clients’ need. In the future, the legal profession ought to consider the needs of the client – low cost AI driven legal services without human interaction for most assignments and highly skilled lawyers for dealing with high complexity tasks including human emotions.

*) Other risks categorized by the anch.AI ethical AI risk assessment methodology are: lost autonomy, mis- and disinformation, social exclusion and harm to safety.



Your organisation might be exposed to costly business and reputational risks and you need to assess all AI solutions within your organization based on your own specific business risks. You have a choice of letting the regulation become an administrative wet blanket or see it as an opportunity to create trustful sustainable business models.

EU's upcoming regulation on AI will require cross-organizational orchestration

It takes three to tango – new governance dance for the legal profession

AI solutions are often developed in the tech silo without integrated technical, legal, ethical and business-related oversight, which opens the door to costly and damaging risks for the business. For example, the concept of 'Fairness' means differing things in the tech team and in the legal team. In the tech team the concept of 'Fairness' has no foundation in regulation nor in the conformity to the organizations' ethical values and principles. Furthermore, the concept of 'Fairness' is not considered in the different context where the solution is to be used or consumed.

Lawyers are not trained to understand code. Coders are not educated or guided in the ethical principles of the organization and sometimes only the business team knows the different context in which the solution is to be used. Or misused. Critical business decisions cannot be made in the tech silo. For example, the consideration or trade-off between how smart a city can become without intruding privacy. Or, when a recommendation engine is tipping over from being convenient to violating our human rights to make autonomous decisions. This is where the legal profession needs to step out of their comfort zone demanding full alignment and visualization of ethical consideration that is complying to regulation and conforming to the organizational ethical values and principles. If there are legal requirements

that are not applied by the tech team, how good are they? Explainability models used in the tech team that are not understood by the legal or business team, how good are they? Alignment and visualization between tech, legal and business teams are crucial.

The upcoming AI regulation – a new GDPR moment

Prohibited AI will be sanctioned with up to 6% of revenue and high risk AI will be regulated with sanctions up to 4% of revenue. The definition for high risk AI is based on the intended purpose and the risk of harming humans rights, safety and fundamental rights. It will require heavy reporting, governance and auditing for AI in for example financial, transportation, public, education, recruitment and the justice sector. The "limited risk AI", such as chat bots, will require transparency. This is clearly a new GDPR moment.

Your organization might be exposed to costly business and reputational risks and you need to assess all AI solutions within your organization based on your own specific business risks. You have a choice of letting the regulation become an administrative wet blanket or see it as an opportunity to create trustful sustainable business models. My final remark to the result of the report is that it is not only about the implementation of new technology it is about the knowledge of how to implement existing and new requirements to a new and constantly changing environment. Adaptivity and responsiveness to change is key as well as management's commitment to value driven business models.

Moving forward with technology in the legal industry

Technology should be easy to use and support the legal professionals

The legal professionals who took part in this year's survey were asked if they had anything they would like to share when it comes to the legal profession and its future.

Among those sharing a comment almost half of them wrote comments connected to work-life balance or technology.

The comments on technology reveal that some employees feel that the implementation of new technology in the legal industry can become a burden, especially in terms of having to learn new systems – and the concern that this can result in them spending more time on technology and less time on clients.

Only a handful of the legal professionals commented on new technology as something threatening to replace them – that way making them unsafe about their future.

When moving further in integrating new technology it is crucial that the legal professionals experience the technology as easy to use and understand the purpose of the technology being there to support them and not replace them.



It is difficult to see that AI can replace personal contacts and the trust that is thereby created.

Male, 50-59, law firm. Sweden



I am very technology-friendly, but there are also problems with new technology: Firstly, you largely become your own secretary, which is not necessarily the best way to use work resources. Secondly, in larger organisations there may be a tendency to introduce all sorts of technical solutions, which are not necessarily user-friendly, and which take some time and practice to get acquainted with. Frequent replacement of technology, can therefore in itself be a challenge.

Male, 60-69, Denmark



Key findings

Scandinavian legal professionals acknowledge the need of and benefits from the usage of technology. However, there is work to be done when it comes to integrating new technology in the organisations.

- 60% of the legal professionals perceive technology as one of the drivers of development in the legal industry in the future. The most important areas within technology are viewed as: technology for automation, workflow support/streamlining and simplifying law.
- Technology is clearly seen as something that will help and improve daily work in the legal industry; 76% consider technology to increase their own productivity and 74% expect it to optimise the quality of their work.
- 68% emphasise higher productivity and 62% emphasise reducing routine work as the main reasons for companies to invest in new technology.
- 85% believe that new technology needs to be on the management agenda.
- Almost all (97%) of the legal professionals consider understanding and using digital tools as a very or somewhat important skill for the future.
- However, only a small share of legal professionals across all three sectors believe that new technology is already integrated. It is apparent that especially legal professionals working in the public sector think that they have hardly started (35%).



Questions for debate

- What are the key challenges concerning integrating and adapting new technology in organisations?
- How do we make sure that the legal professionals experience that the technology is easy to use and that the purpose of the new technology is to support them?
- Why do public sector legal professionals not consider new technology as a mean to improve productivity to the same extent as colleagues in law firms and corporate sector?



Chapter 3

Embracing sustainability



This chapter investigates the Scandinavian legal professionals' view on sustainability in the legal industry.

The research confirms that around half of the legal professionals find it important that their company has a sustainability policy or plan. However, only around 10% believe they have already integrated a corporate sustainability policy in their daily work. Looking further into each country and sector, this chapter reveals that different sectors in the legal industry are at different stages when it comes to implementation of sustainability plans.

Results also show that sustainability plans play an important role in employer branding and the ability to attract future employees.

The following pages will take a closer look into what exactly this means and how gaining an understanding of this will help move forward the sustainability agenda within in the legal industry.



It is absolutely crucial that the industry becomes more sustainable and climate-friendly [...].

Female, 40-49, Denmark



KEY INSIGHTS

49% find it very important or important that their company has a sustainability policy/plan in place.

60% find it important that their future employer has a sustainability plan.

60% think that environmental considerations are the most important reason for companies to implement sustainability plans.

54% mention “strengthen the company’s general reputation” as the reason for implementing these plans.

The survey results show that legal professionals find sustainability important but that there is still work to be done when it comes to integrating it in the daily work. In relation to the proposed new standard for corporate sustainability reporting from the European Commission, this chapter provides an overview on legal professionals' perception of the sustainability agenda and actual

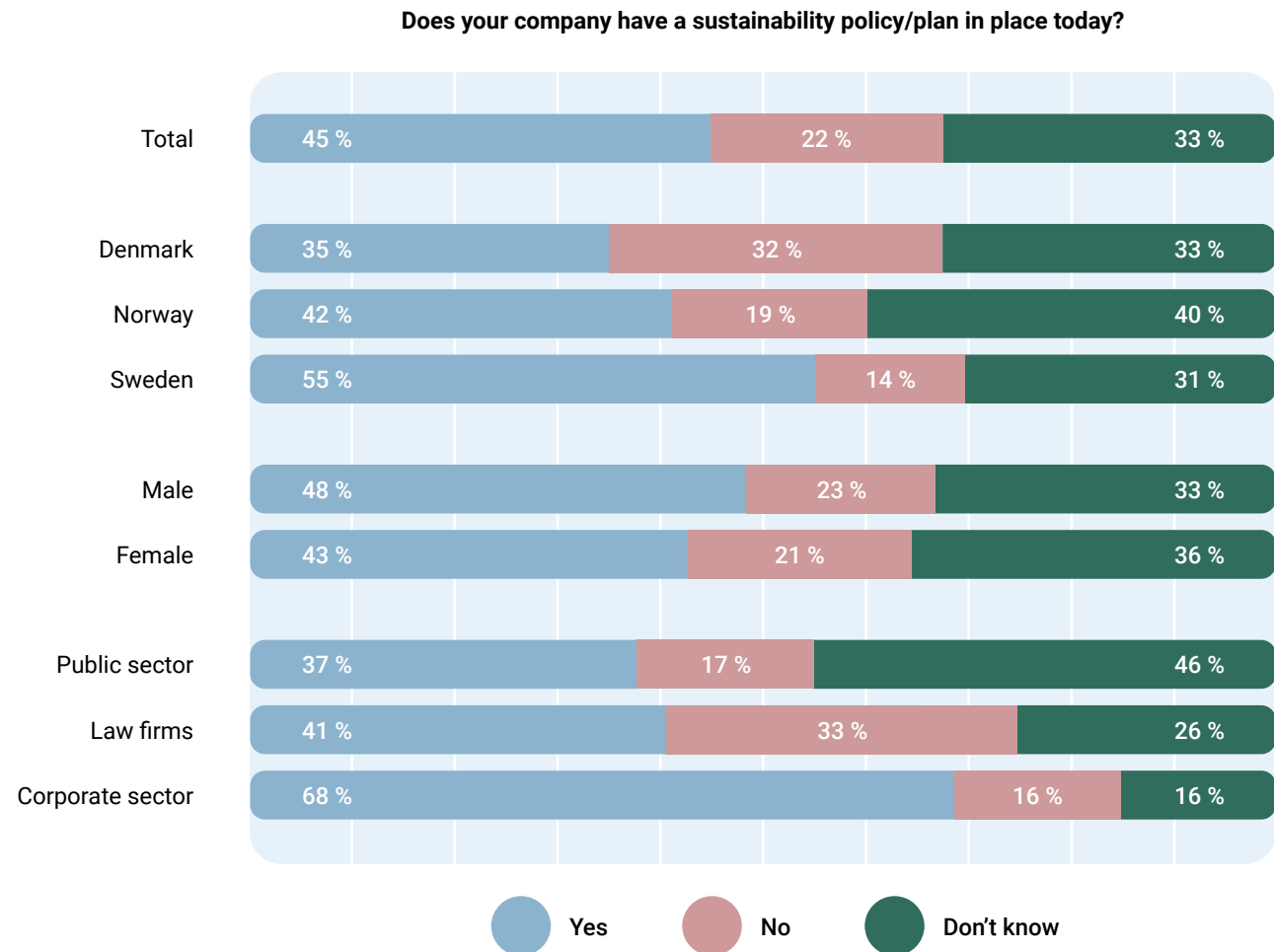
Say hello to sustainability

45% believe that their company has a sustainability plan

45% of legal professionals believe that their company has a sustainability plan in place today. Simultaneously every third is unaware, indicating a possible lack of internal communication on the topic.

Sweden is ahead in Scandinavia on the sustainability agenda. Significantly more legal professionals in Sweden believe that their company has a sustainability policy (55% vs. 35% in Denmark and 42% in Norway).

The research confirms considerable differences between the three sectors; Substantially more (68%) in the corporate sector say that their company has a sustainability policy in place today.



Sustainability plans/policies across sectors in each country

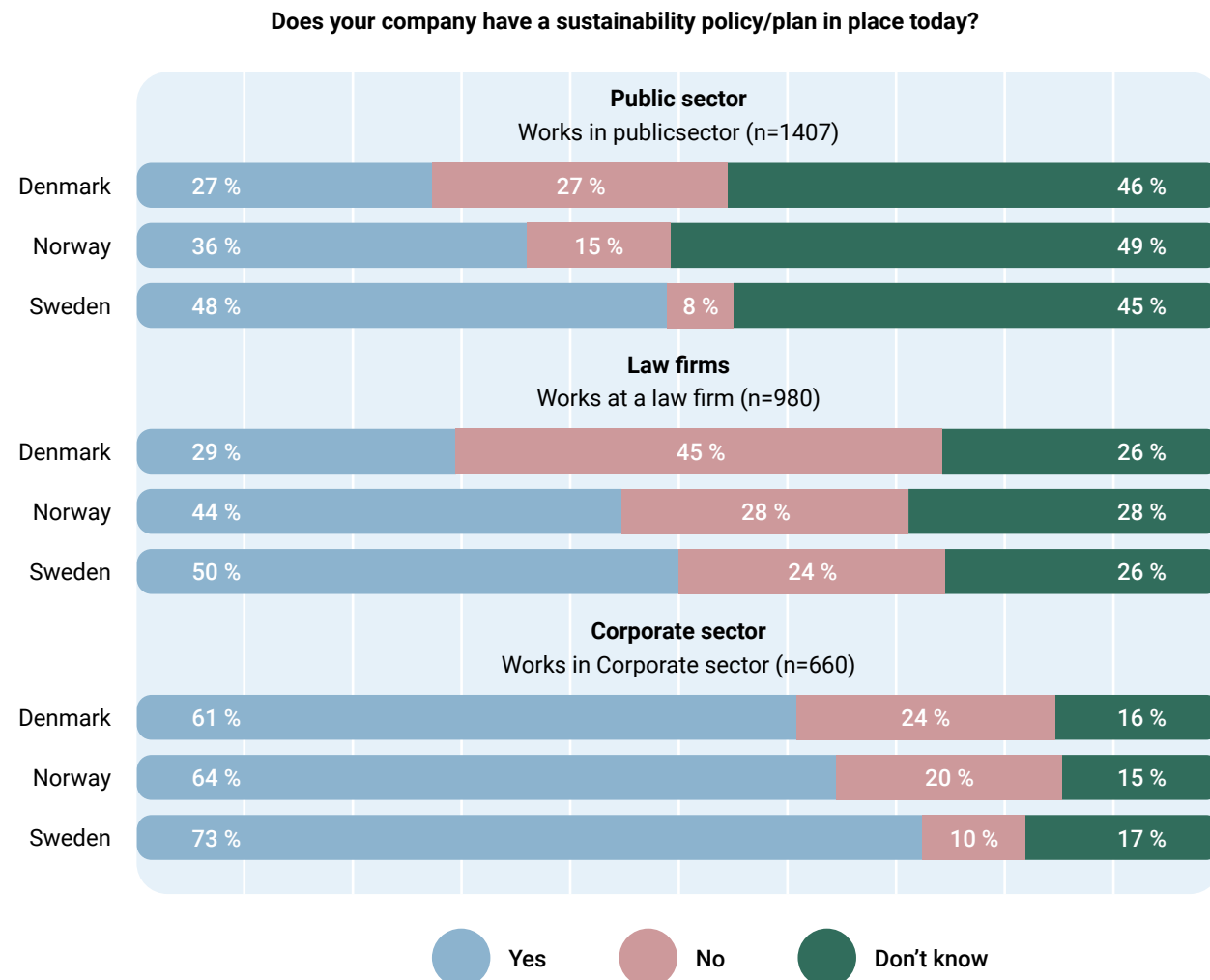
The Swedish corporate sector shows the highest share of sustainability-plan implementation

Sweden is significantly ahead of the other countries in terms of sustainability-plan implementation – and especially the corporate sector in Sweden stands out. Denmark is farthest behind especially in the public sector and law firms.

Across markets the **corporate sector** is in front with sustainability plans. In this relation it should be noted that this sector includes bigger, listed firms which are probably already subject to some ESG reporting regulations.

For **law firms**, half of the Swedish law firms have a sustainability plan today compared 44% in Norway and 29% in Denmark.

In the **public sector** almost half in all three countries don't know if they have a sustainability plan today. However, 48% in the Swedish public sector, state that they have one.







Everyone must contribute to a sustainable development. So does my employer and not only on paper but also concretely in reality.

Female, 40-49, public sector, Sweden



I do not consider sustainability policy / plan to be important. In my opinion, it appears as something companies do to greenwash their own business. In addition, sustainability in Norway has gradually become synonymous with environmental policy, when it is only 1 of 17 sustainability goals.

Male, 23-29, corporate sector, Norway

Reasons to implement sustainability plan/policy

Environmental considerations and reputation are the most important reasons to implement sustainability plans

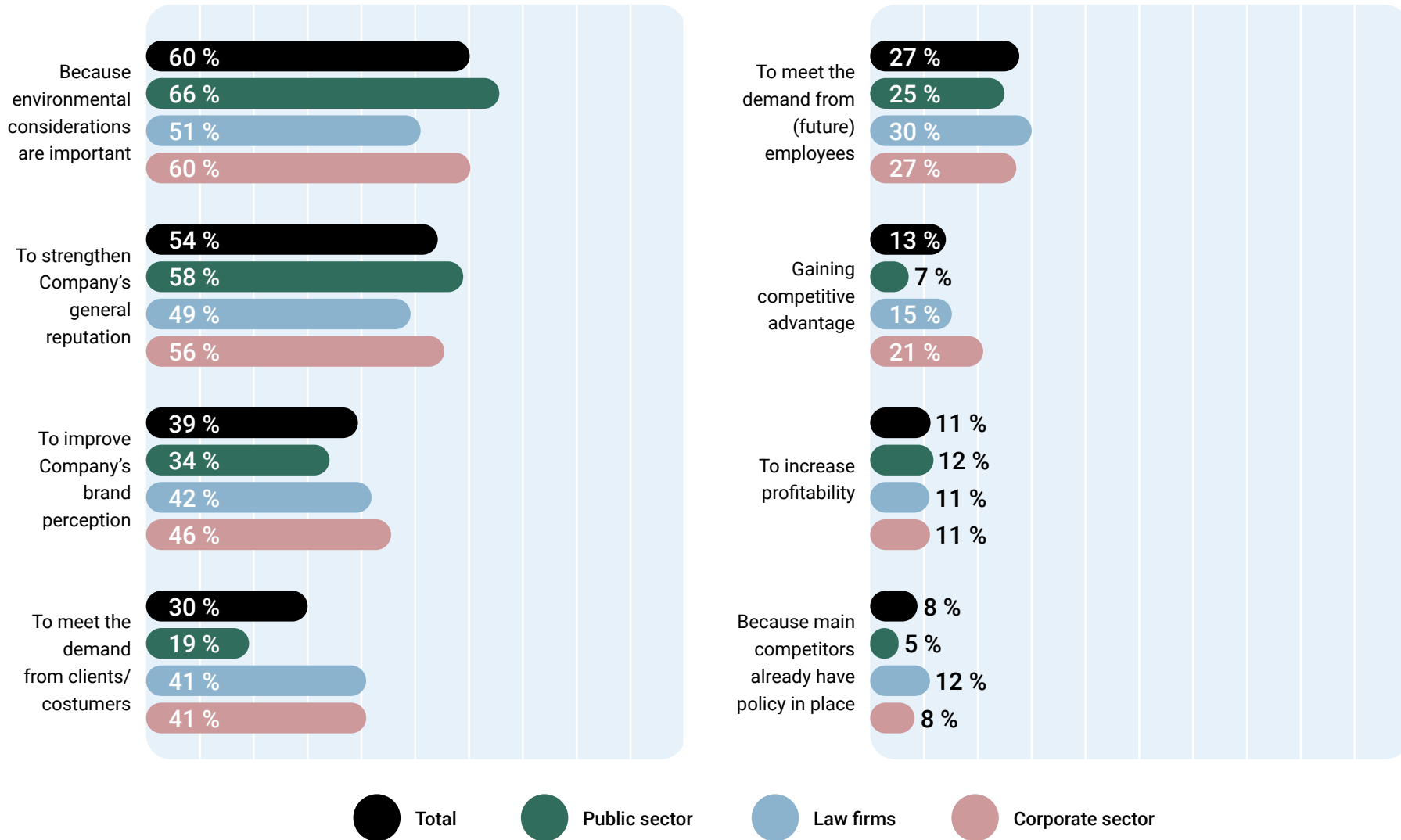
General concerns about environment and company reputation are the most important reasons for implementing sustainability plans according to legal professionals.

60% emphasized "because environmental considerations are important", while 54% mentioned strengthen company's general reputation.

Environmental consideration is the main reason across all three sectors - however significantly more prominent in the public sector.

Reasons like improving company's brand perception and meeting demands from customers/clients are seen as more important reasons in the corporate sector and in law firms compared to the public sector.

Below is listed different possible reasons for companies to implement a sustainability plan/policy.
Which (3) would you consider to be the most important for your company/organization?



Importance of sustainability plans

Women find sustainability plans significantly more important than men

The results show that almost half of the legal professionals (49%) consider it very important or important that their company has a sustainability plan in place.

Furthermore, it is significantly more important for women than men (57% vs. 38%, respectively).

Surprisingly, the perceived importance of having sustainability plans does not differ by age. The sustainability agenda seems to appeal evenly important across age groups.

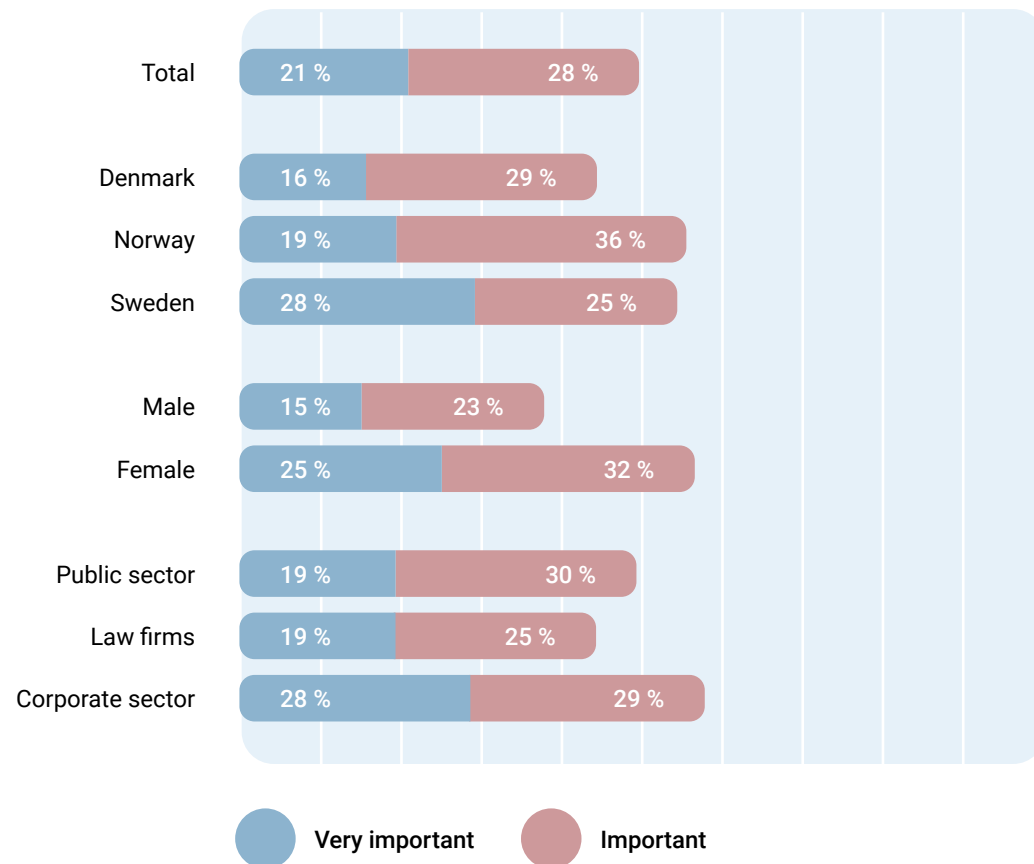
Having a sustainability plan is significantly more important in the corporate sector, compared to the other sectors; 57% vs. 49% and 44%.

“

Because sustainability work is fundamentally important for the future of our society.

Female, 50-59, corporate sector, Sweden

How important is it to you, that your company have a sustainability policy/plan in place?





Status on adapting / integrating corporate sustainability plans by sector – self evaluation

Corporate sector is ahead in terms of sustainability plan integration

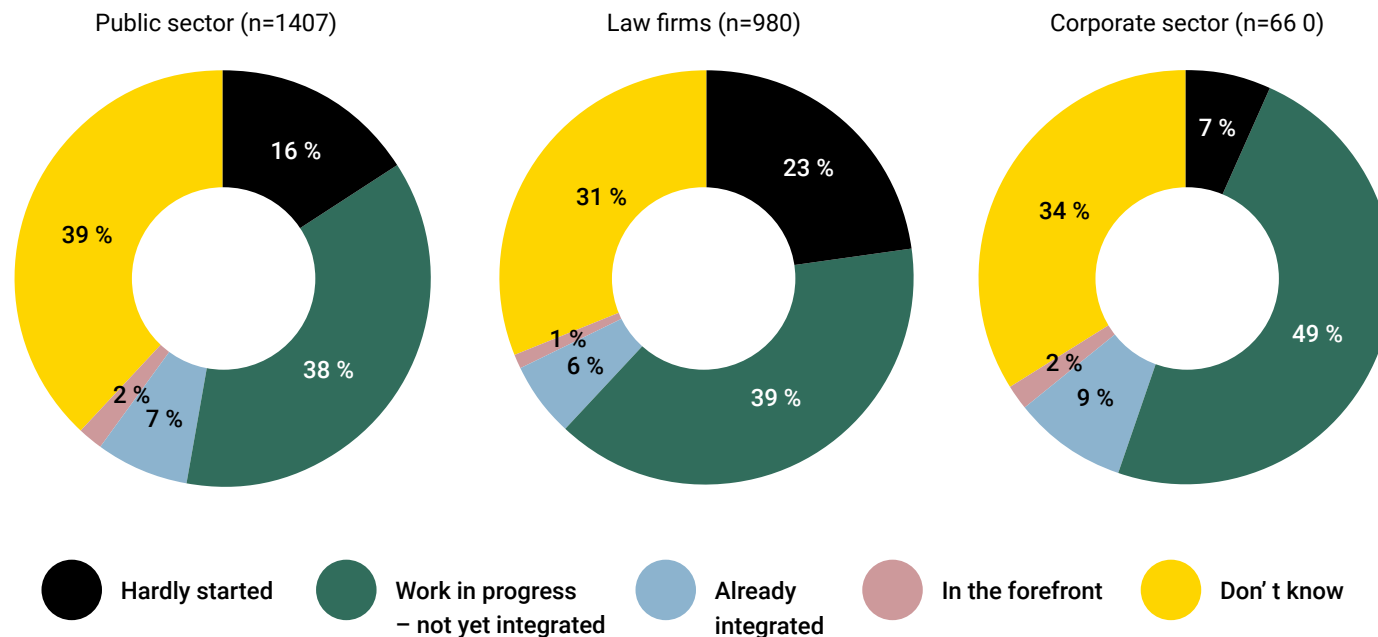
The legal professionals were asked to evaluate their own sector in terms of the progression in adapting/integrating corporate sustainability policy in their daily work.

The corporate sector is ahead as 9% state that plans are already integrated and 49% state that they are in progress. Only 7% think their sector has hardly started on the integration/ adaptation.

Among law firms and the public sector, 23% and 16% respectively believe they have hardly started on the sustainability plan integration.

Further, more than one third don't know – which could indicate the need for more internal communication on the subject.

In your opinion – how far is the different sectors within the legal business (i.e. Public sector, corporate sector, and Law firms) in adapting/integrating corporate sustainability policy in their daily work?





Regarding the issues of sustainability policy: I think sustainability is extremely important, but I absolutely do not believe that a policy means that a company / public sector will work sustainably. The risk is that a sustainability policy will only be a paper that is not used in practice.

Female, 30-39, corporate sector, Sweden



I am in favor of sustainability, but what I see in the media, from companies both private and public, is mostly nonsense and politically empty talk without real initiatives and when there are real initiatives, they are too expensive. No one dares to say it loud that this is what prevents them from launching real sustainability initiatives. It becomes hard to trust and therefore I do not attach any special weight to it.

Female, 30-39, public sector, Denmark

The sustainability journey has begun

Still room for improvement when it comes to complying fully with sustainability policy

26% of the Scandinavian legal professionals believe that their company is complying fully with their sustainability policy.

The research revealed significant differences between sectors: The corporate sector being in front with 34% complying fully with the sustainability policy. In the public sector only 17% believe that their organisation fully comply.

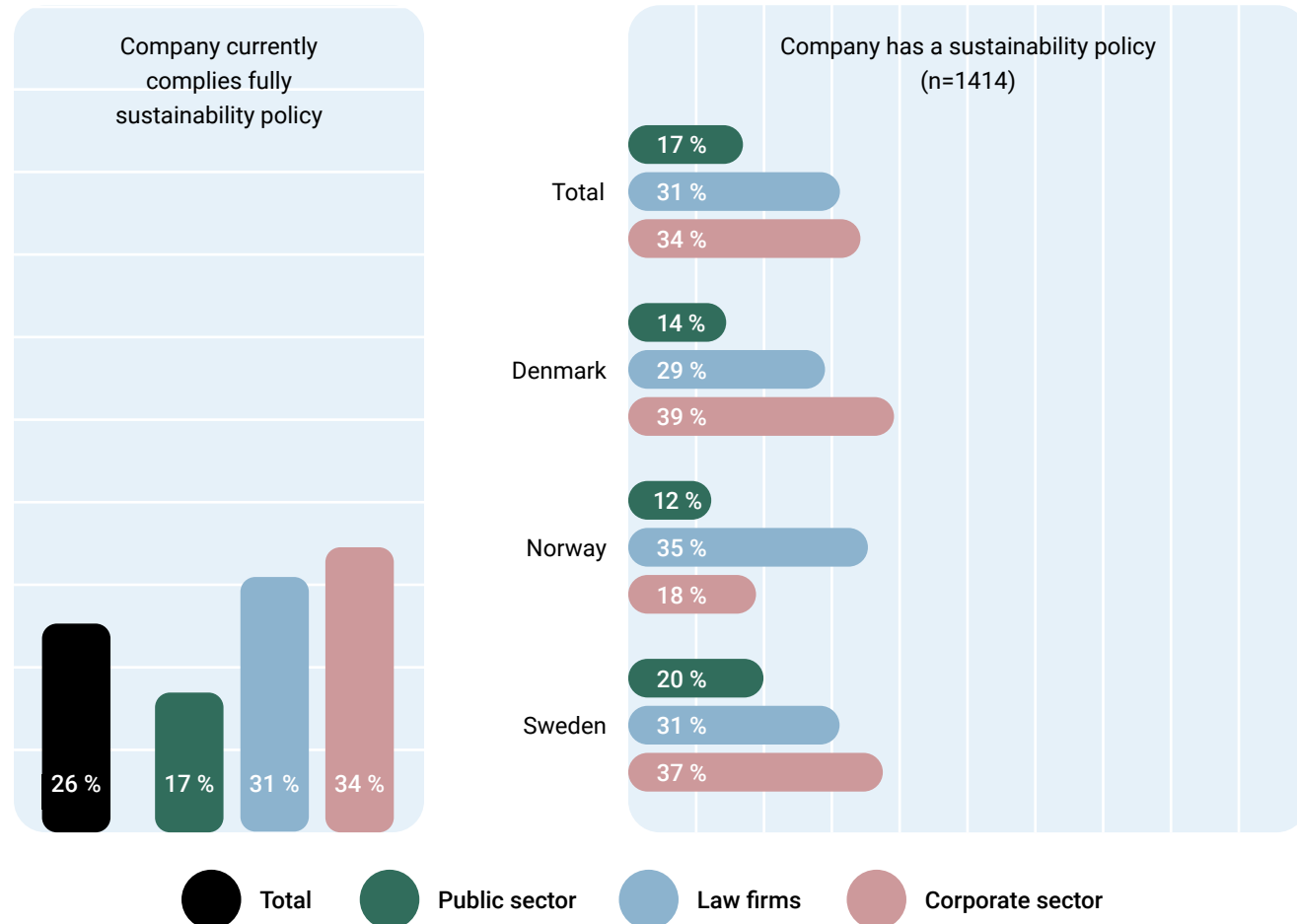
26%

believe that their organisation fully comply.

Only very few working in the public sector in Denmark and Norway believe that their organisation is complying fully with sustainability policy; 14% and 12%, respectively.

The Swedish corporate sector is where most believe that their company is complying fully with current sustainability policy (37%).

In your opinion – how well does your company currently comply with its sustainability policy?



POLICIES

AND

PROCEDURES

Expectation of company implementing sustainability plan/policy in the future

37% expect their company to implement a sustainability plan within the next 3 years ... 25% do not.

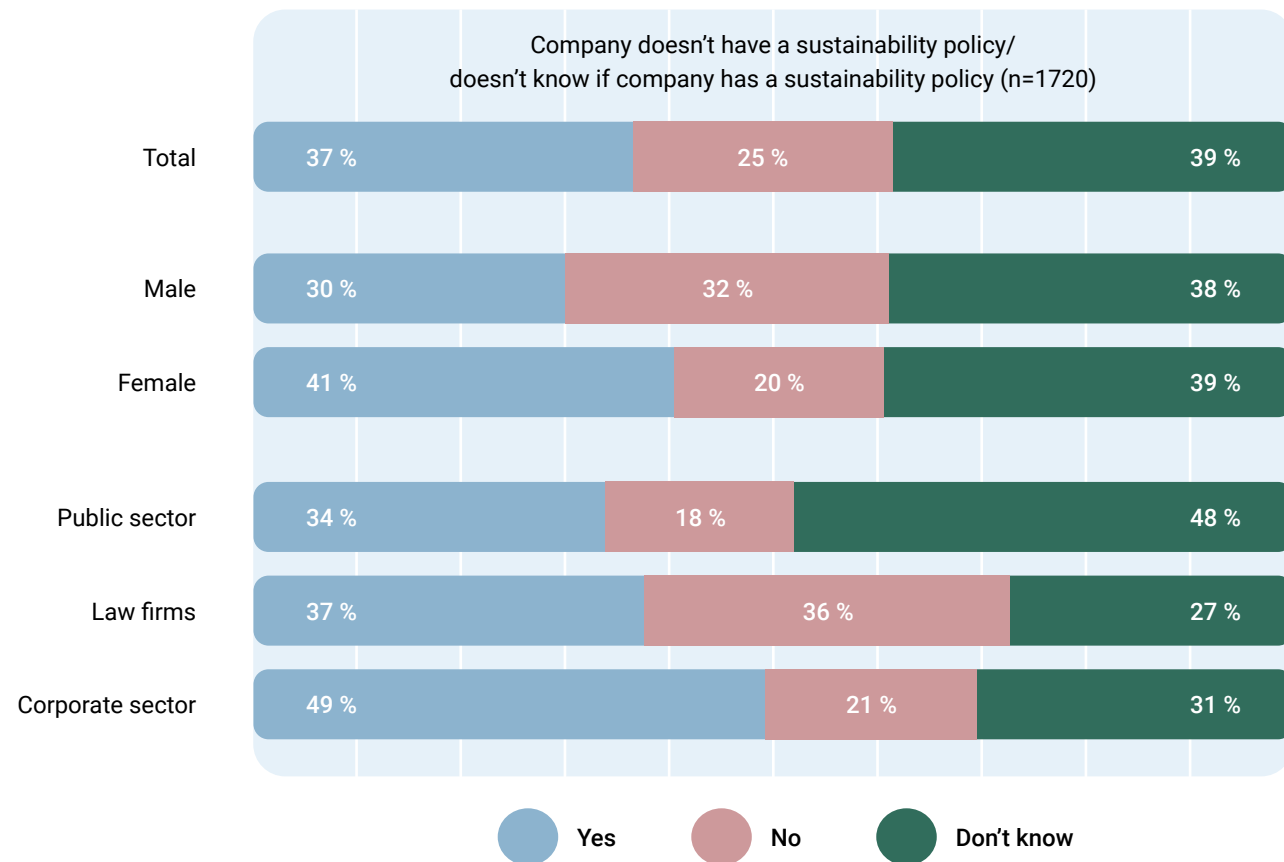
Among those working in companies not currently having a sustainability policy, **37% expect their company to implement one within the next three years**. One fourth do not expect it to happen within the coming three years.

Significantly more women (41%) than men (30%) believe that their company will implement a sustainability plan within the next three years.

When looking across sectors, those working in the corporate sector to a higher degree believe that their company will implement a sustainability plan/policy within the next three years (49% compared to 37% and 34%).

But how important is it for legal professionals of today that their future employer has a sustainability plan? This will be elaborated on the following pages.

Do you expect your company to implement a sustainability plan/policy within the next 3 years?



Sustainability policy important for attracting future employees

For more than half of the legal professionals it's important that their future employer has a sustainability policy

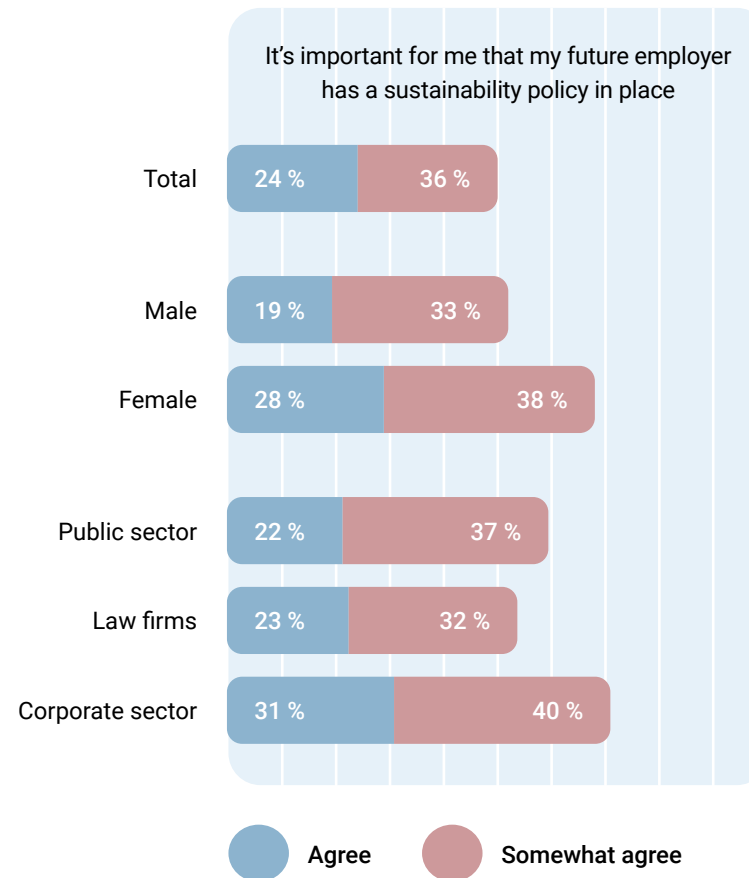
It is important for most of the Scandinavian legal professionals that their future employer has a sustainability policy in place. In total 60% agree or somewhat agree to the statement.

The sustainability agenda appeals differently across genders – it is significantly more important to women than men that their future employer has a sustainability plan (66% vs. 52%).

On the other hand, there is no significant differences between age groups.

The employees of the corporate sector have higher expectations for future employers' sustainability plans than the other sectors. This ties well together with the corporate sector generally being ahead on sustainability.

Do you agree or disagree to the following statements?



“

Sustainability will soon permeate everything. Everyone who is not on that train will have problems.

Male, 50-59, public sector, Sweden

“

Because the future of our planet is central to all of humanity and without a functioning ecosystem, there is no future for us.

Female, 40-49, corporate sector, Sweden



Which role should legal professionals play in the green transition?

Marc Malmbak Stounberg

Lawyer, SIRIUS advokater

Legal professionals seem to have a serious problem.

While it must be clear to everyone by now that human-caused climate change is real and serious, apparently most legal professionals seem to still consider this a subject belonging to the marketing department. Asked by Karnov Group, 54% of legal professionals reply that their workplaces should adopt a sustainability policy for the purpose of strengthening the company's overall reputation.

I am a lawyer myself and committed to the climate issue. It worries me how more than half of the legal professionals in Scandinavia still regard the green transition and climate change as matters related to company branding. Nevertheless, I must admit that the answers do not come as a surprise.

The first time I came across a company that had organised all CSR activities in the communications department, I was very much surprised. Today, I am aware that it is perfectly normal for initiatives of social or green transition to be related to marketing.

Green branding is eagerly employed by industries and sectors whose business models are on a collision course with future demands for a society of significantly reduced carbon footprint.

These companies and industries have a natural interest in making regulations and taxation bypass their particular sector to the greatest possible extent. Obviously, they actively nurture this interest with politicians, consumers,

and the public. One way of doing this could be reducing their climate efforts to a question of printer paper, energy-saving light bulbs in the office, and maybe even travelling by train instead of plane or car. However, the reality is that these measures are not nearly enough if we are to live up to the goal of limiting the global temperature increase to 1.5C° as stipulated in the Paris Agreement.

The green transition will require lasting legal solutions

We know this already: Fundamental change is required if our society is to become sustainable. We need to change the way we live, the way we eat, the way we travel, etc. We have built a global society on consumption to an extent requiring four planets rather than one. One meat-free day in the canteen gives us as much chance of success as a snowball's chance in hell.

The societal changes imperative in the green transition will require lasting legal solutions. This is exactly where legal professionals have the chance to make a crucial difference. Not only does it entail high standards in terms of professional skills, but to an equal degree in terms of integrity and commitment, which go beyond the reputation of the individual company.

At the same time, legal professionals must also be careful not to play the opposite role. Throughout history, there has been no shortage of examples where law was used to justify the existing society when necessary social change presented itself.



Karnov Group asked legal professionals from the public sector, corporate companies and at law firms about their attitude to sustainability. Compared to the other two groups, around twice as many lawyers reply 'no' when asked if their company has a sustainability plan. If the legal sector gives as low priority to climate issues as suggested in Karnov's survey, it is hard to imagine legal professionals championing the green transition.

Law is already a central battleground in the conflict between those who wish to accelerate the green transition and those who wish to prioritise differently. One example is The Climate Act. Denmark is committed to reducing greenhouse gas emissions by 70% by 2030, compared to the level in 1990. A noble and ambitious goal on paper. However, according to the preparatory work for The Climate Act, calculation of greenhouse gas emission excludes Danish transport companies. This may seem like a minor detail, but it is crucial. Using The Climate Act's calculation method, greenhouse gas emissions have decreased by 43% between 1990 and 2020, but when Danish transport companies are included in the calculation, emissions have decreased by only 4%, thereby less than 1/10 of the official numbers of The Climate Act. This according to Statistics Denmark.

Another example of where law exists in the green transition is the increasing body of climate law cases currently pending around the world. Last year, the German government was convicted of not complying with the provisions of the German Constitution regarding the protection of nature. The introduction of specific greenhouse gas reduction objectives was imposed on the government. Shortly after the ruling, the German government significantly increased its climate ambitions. In recent years, the authorities in the Netherlands and England have also been convicted of not complying with legal obligations related to climate. No verdict has yet been given in climate lawsuits in Denmark, at this very moment several climate lawsuits are pending before the Danish courts.

Climate court cases show that lawyers have an important role to play in the green transition, just as lawyers historically have taken on the role as watchdog in society. This takes me back to Karnov Group's survey and another concern; If legal professionals are challenged in general, lawyers are in particular.

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This article is based on the author's personal opinion.



Key findings

Half of the Scandinavian legal professionals find it important that their company has a sustainability policy, but there is work to do concerning adapting and integrating sustainability in daily work.

- 45% of the legal professionals believe that their company has a sustainability policy. The Swedish corporate sector is in front with 68% stating that they have a sustainability policy today.
- 60% believe that the most important reason for companies to implement a sustainability plan is that environmental considerations are important – followed by 54% who consider it important for strengthening a company's general reputation.
- Less than 10% believe that they have already integrated corporate sustainability policy in their daily work.
- The three sectors are at different stages of implementation of sustainability plans; corporate sector being slightly ahead of the public sector and law firms.
- 49% find it very important or important that their company has a sustainability plan, and women find it significantly more important than men.
- 60% find it important that their future employer has a sustainability policy. This especially applies for women among who 66% think that it is important.



Questions for debate

- What are the key challenges concerning integrating and adapting sustainability in organisations?
- How can we in the best way help the different sectors across countries to share experience concerning implementation of sustainability policies/plans?
- How do we increase awareness and relevance of local sustainability plans?
- How do we put sustainability on management agenda – across all 3 sectors?





Summary

Insights 2022



1 Demanding work-life balance



Scandinavian legal professionals demand work-life balance and they will go far to get this – the key word being flexibility.

- More than half (59%) of the legal professionals find that the increased demands for work-life balance is one of the three things that will drive the development of the legal industry the most in the future. This number is even higher (75%) among young legal professionals (23-29 years) and we should therefore expect that the demand for work-life balance only will become even more relevant in the future.
- To obtain this work-life balance the legal professionals primarily want flexibility. Flexible work location and more flexible work schedule are clearly the legal professionals' top priorities.
- In accordance with this flexibility also plays an important part in how the legal professionals imagine their workplace to be organized one year from now. 44% of legal professionals imagine themselves working 3-4 days a week in office one year from now. In addition, one fourth imagine themselves being fully flexible – that is working from home/office as it suits them best.
- Nonetheless, if the legal professionals do not experience having a good work-life balance – they are willing to go far to obtain it. 61% are willing to say no to a promotion, 48% are willing to leave their current role, 36% are willing to accept a lower position and fewest but still remarkable, 33%, are willing to accept a reduction in salary to obtain a better work-life balance.
- As many as 45% have considered leaving their job within the past 6 months. This is primarily because they want improved work-life balance, more interesting work, and a better salary. Moreover, we see that the level of stress you feel and whether you can see you own personal values reflected in your company clearly also has an impact on whether you have considered leaving your job.

2 Choosing technology

Scandinavian legal professionals acknowledge the need of – and benefits from – the usage of technology in the legal industry. However, there is work to be done when it comes to integrating new technology in the organisations.

- 60% of the legal professionals see technology (eg. automation and AI) as one of the drivers of the development of the legal industry in the future. The most important areas within technology are seen as technology for automation, workflow support/ streamlining and simplifying law, respectively.
- When asked about different statements about new technology it's clear that the legal professionals predominantly believe that new technology will help them in their work. 85% of legal professionals to some degree believe that new technology needs to be on the management agenda.
- In line with this almost all, 97%, of the Scandinavian legal professionals consider understanding and using digital tools as a very or somewhat important skill for the future legal professional.
- The Scandinavian legal professionals find new technology important because they believe that new technology and legal tech can give them higher productivity (68%) and reduce routine work (62%)
- However, only a small share of legal professionals across all three sectors believe that new technology is already integrated. It is apparent that especially legal professionals working in the public sector think that they have hardly started (35%).

3 Embracing sustainability

Half of the Scandinavian legal professionals find it important that their company has a sustainability policy/plan, but there is work to do concerning adapting and integrating sustainability in daily work.

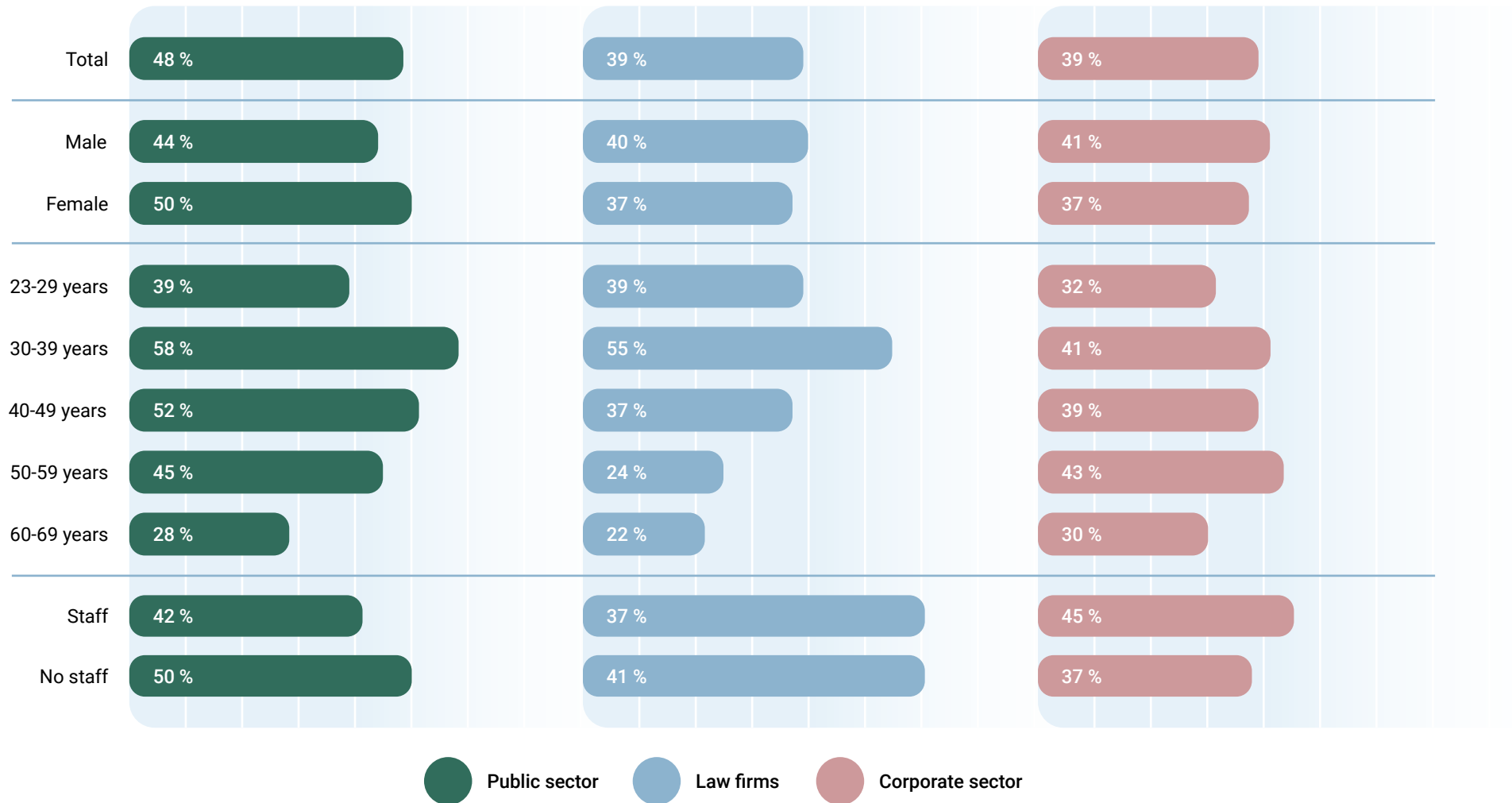
- 49% find it very important or important that their company has a sustainability policy/plan in place
- 45% of the Scandinavian legal professionals believe that their company has a sustainability policy/plan in place today. When comparing the different sectors across countries we see that legal professionals working in Sweden and legal professionals working in the corporate sector more often have a sustainability policy/plan in place.
- 60% think that the most important reason for companies to implement sustainability policy/plan simply is that environmental considerations are important
- Only approximately 1 out of 10 think that they have already integrated corporate sustainability policy in their daily work. Looking at the different sectors in the legal industry we see that they are at different stages of implementation of sustainability plans; corporate sector being slightly ahead of public sector and law firms.
- 60% to a certain degree think that it is important for them that their future employer has a sustainability policy in place. This especially count for women where 2 out of 3 think that it is important.



Appendix

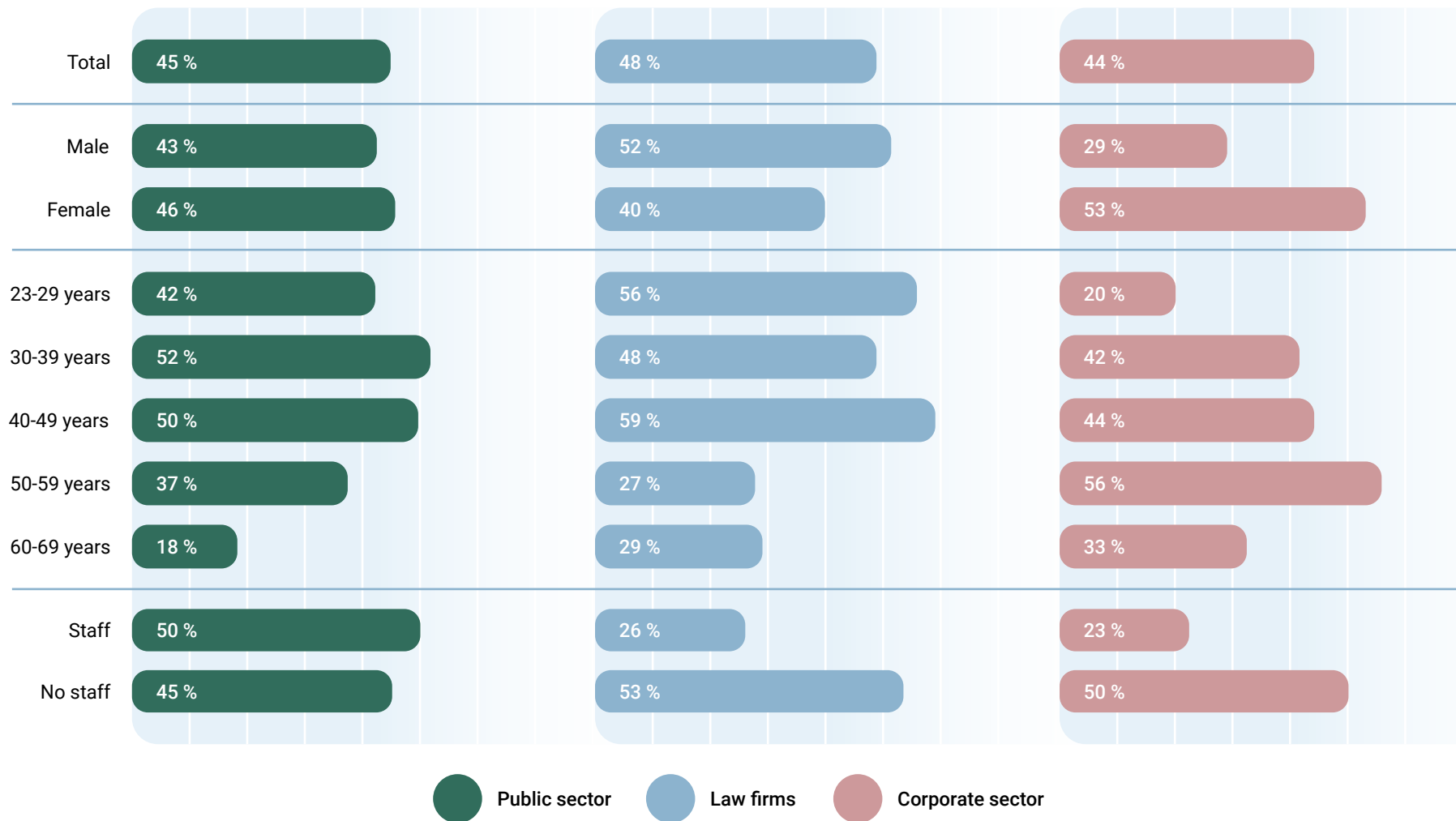
Denmark

Has considered leaving job



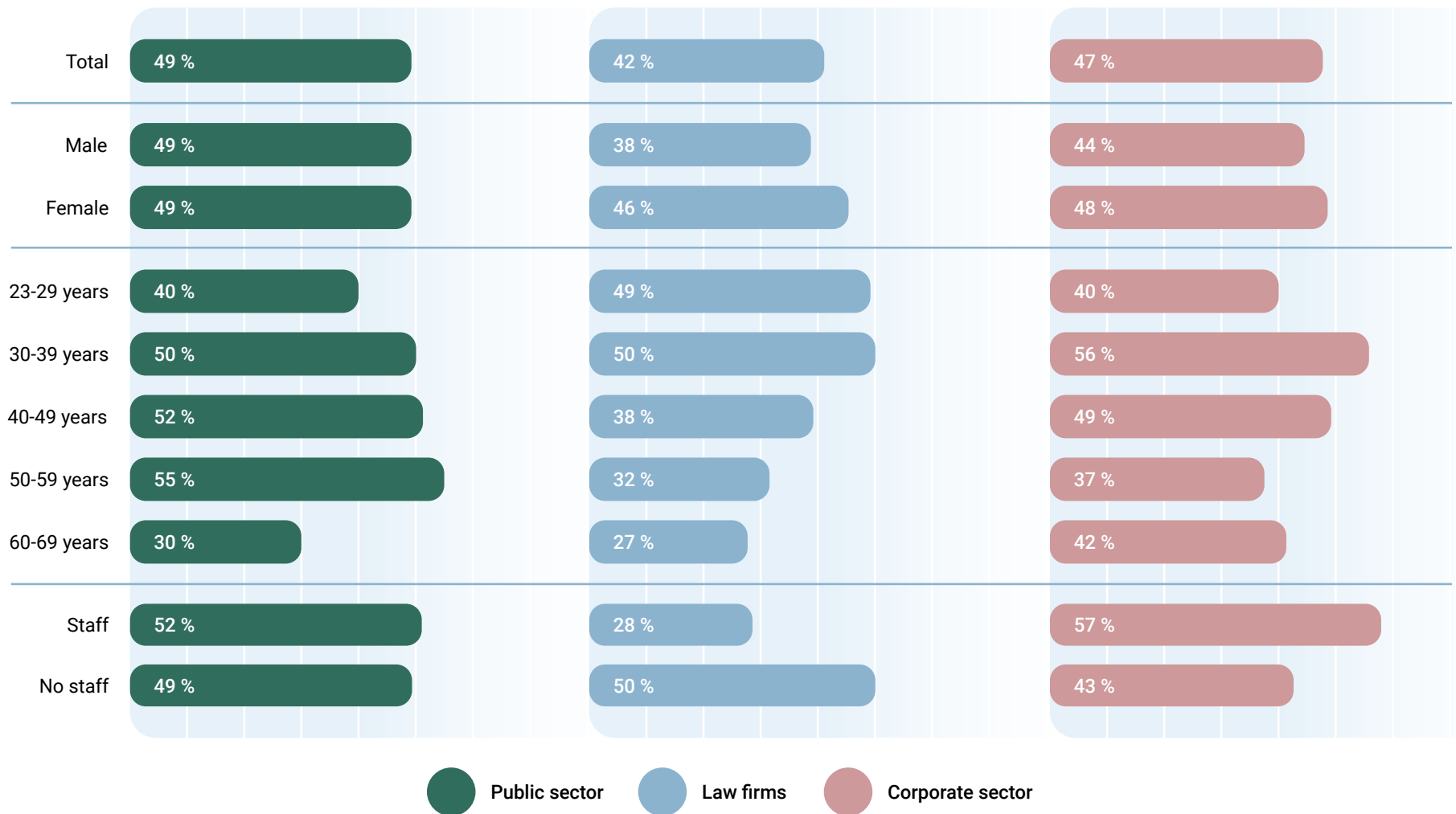
Norway

Has considered leaving job



Sweden

Has considered leaving job



The report you are holding is ambitious

THE FUTURE OF THE LEGAL PROFESSION 2022 is based on concise data from Karnov Group's 2022 Scandinavian survey. Sharing insights about the state of the Danish, Swedish and Norwegian legal industry, this report also conveys perspectives on adopting sustainability in the business, legal tech prospects, new demands for work-life balance, work processes – and last, but not least, reflections on the professional and personal traits required of the future legal professional.

If you have any comments or questions regarding this report – or is there a topic you would like us to include in the 2023 report – we highly encourage you to reach out to us at www.karnovgroup.com.