

Kromann Reumert's CSR Report

May 2011



KROMANN
REUMERT

Preface by our Managing Partner

Welcome to Kromann Reumert's second CSR Report, our second report for the UN's Global Compact – an initiative we have supported since 2008. One of our goals is to raise awareness of Global Compact, and this report is designed to play a role in that.

Following on from the recent economic downturn, the legal profession faces some particularly exciting challenges. Clients are making increasing and dynamic demands for legal advice, and our vision to set the standard generates high expectations for us to meet our clients' wants and needs. We touch on this in the section Stakeholder dialogue.

It is not a contradiction to run a good business and be a responsible citizen – in fact, to the contrary. This was an observation made by e.g. Nils Smedegaard Andersen, CEO of A.P. Møller-Mærsk, when in November 2010 his company hosted the launch of new recommendations made by the Danish Government Centre for CSR. The recommendations were designed to address the government on CSR work undertaken by Danish businesses. We have been inspired by reading the recommendations and among other aspects, will work further on the recommendation regarding the strategic grounding of CSR at board level – see more about this in our report, under the section Anti-corruption and good business ethics.

Partnerships that make sense in relation to our business are essential in getting things moving in the right direction. Our approach to CSR – determined together with our staff and in consultation with Mads Øvlisen and the United Nations Development Programme (UNDP), among others – is to bring our own core competencies into play because it is in this way that we believe we can make the biggest difference. This requires systematic efforts to identify areas that fall within our core competencies, given that we primarily operate in Denmark. UNDP's network has given us the opportunity to share our

experience with other businesses and organizations, which has been especially valuable. In addition to our pro bono partnerships with carefully selected – and primarily humanitarian – organizations, we have in 2010 been particularly attentive to how we can best support the UN's 2015 targets ('the Millennium Development Goals'), which promise to improve the standard of living in the poorest developing countries. When the UN, Danida and around 60 Danish developmental organizations asked us if we would like to help spread the good news that it really does make a difference to support efforts to help the world's poor and needy, we were in no doubt that we wanted to assist with that campaign – something which our pro bono partner SOS Børnebyen (SOS Children's Villages) has also been involved in. The campaign was highly successful. However, what we need to remember is that we have not yet reached the year 2015 – or the targets set for that time.

We are determined to continue with the process of accepting social responsibility. Therefore we must use the coming year to consider how we can become even more ambitious within CSR. This report reflects the extent to which we reached the goals set out in our last report. This year has once again seen a tremendous amount of serious work undertaken, including reducing our CO2 emissions and changing our printer paper to FSC-certified paper – read more in the section headed Environment and climate. Additionally, we have further strengthened our pro bono partnerships and continue to consider how we can create a greater number of meaningful partnerships.



Søren Johansen, Managing Partner

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THANK YOU

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We welcome your feedback

Kromann Reumert is interested in receiving comments on this report or, more generally, on our work within CSR. You are welcome to email Kirsten Hejlskov Jensen at kje@kromannreumert.com.

VISION

We set the standard

VALUES

Quality We provide practical solutions with commercial and professional insight.

Commercial insight We take the time to understand the business and needs of each client.

Spirited teamwork We stand together as a team, dedicated and attentive in our work with each other and with our clients.

Credibility We take responsibility for our actions, for our development and for one another.

MISSION

Value-adding solutions and advice with dedication and focus.

About Kromann Reumert

Kromann Reumert employs a team of around 600 people who work with each other and with our clients in a committed and focused manner.

It is a fundamental premise of Kromann Reumert's partnership structure (where the partners in the firm are the owners of the business) that profits be shared equally. This guarantees an internal arrangement that assigns cases to precisely where we have the resources so that they can be addressed in the most efficient way by the most appropriate specialists.

WE SET THE STANDARD

We currently cover 30 specialist areas, but continue to work on developing new areas to meet our clients' needs. So many specialist skills gathered in one place is the reason that we can continually reinvent ourselves and stay up to date with the latest developments in both Denmark and abroad. It is our vision to set the standard within the legal profession. Good is not good enough – we want to be the best.

LEGAL ADVICE THAT CAN BE APPLIED IN PRACTICE

When we receive a new client, it is important to us that we develop an inherent understanding of how their business works. We ensure that accumulated knowledge about key aspects of our client's business is shared within the firm so that we can address individual tasks as well as possible, and with emphasis on creating value that the client can benefit from. We endeavour to be proactive, particularly where changes or potential changes in legislation, administrative practice or case law are, in our opinion, relevant to our client.

It is our experience that flexibility and accessibility are keywords in an ongoing cooperation, and our way of working centres on providing practical solutions for clients. At Kromann Reumert, the office is never closed. We are always ready to step in whenever our assistance is required.

OUR INTERNATIONAL OUTLOOK

Kromann Reumert is an internationally oriented firm with both Danish and international clients. We are Denmark's only member of the worldwide Lex Mundi association, an extensive international network of 160 premier and independent law firms comprising more than 20,000 lawyers from around the globe. We are also active in most of the international lawyers' organizations – including IBA, ABA and AIJA, and several of our partners currently hold or have previously held executive-level positions in the international legal community. For our clients, the benefits of our unique international position include high-quality multi-jurisdictional advice and unique access to a range of specialists in almost every part of the world. At the same time, we are well placed to help our clients stay abreast of the latest international trends and developments, including those that may extend to Denmark.

Kromann Reumert is a multiple winner of the International Law Office Client Award. In 2010, PLC Which Lawyer?, Chambers Europe and Legal 500 named us Denmark's best law firm within a long list of business areas. Similarly, many of our partners were singled out for their individual expertise.

Read more about Kromann Reumert at www.kromannreumert.com.

About this Report

This report is Kromann Reumert's second CSR Report – and also our second COP Report (Communication on Progress Report), that we are required to present to Global Compact on an annual basis.

Our goal with this report is to provide our stakeholders with an understanding of how Kromann Reumert works with CSR.

We primarily focus on the four themes featured in the Global Compact's Ten Principles – human rights, labour, the environment, and anti-corruption – as well as the topic of partnerships which is also central to Global Compact. Before addressing these themes, we elaborate on some more general topics. The reporting period is from Spring 2010 to Spring 2011 – but exactly when the reporting year begins within each of the different themes depends on the figures that are available to report on.



Our ambitions

The period just passed has highlighted to us the importance of focusing our efforts. As a result, we have formulated two overarching ambitions to guide us in our CSR work:

AMBITION 1

We will strive to integrate CSR into our own business and organizational processes so that it becomes a completely natural part of good business.

- Particular examples of this are the initiatives and objectives described in the sections on *Environment and climate* and *Partnerships and pro bono*.

AMBITION 2

We will strive to be part of the driving force behind the evolution of CSR within business.

- We can achieve this by taking responsibility for raising awareness of Global Compact and CSR. The initiatives and goals outlined in the section *Anti-corruption and good business ethics* reflect our emphasis on this point.

As suggested, we have more or less instilled these ambitions into the goals and activities listed in relation to each of the themes in this report.

Our ambitions were identified through a series of employee surveys and interviews with experts in 2008 – as well as with the input of Mads Øvlisen and Helle Johansen (from UNDP). The overall question was: How can Kromann Reumert make the biggest impact for CSR and Global Compact? In essence, the answer was that we should pursue what we are best at – legal advice – and that we should optimize our internal efforts on environmental and climate issues. Labour rights and associated relationships have long been on Kromann Reumert’s strategic agenda. Mads Øvlisen further suggested that Kromann Reumert could make the biggest impact within Global Compact by using our network among decision makers (and within decision-making bodies) to raise awareness of Global Compact. Kromann Reumert has now been a member of Global Compact for two years and has mainly focused on internal projects. It is time to expand our work with a second ambition – one that is more externally oriented. Read more about this in the section *Anti-corruption and good business ethics*. Kromann Reumert’s development can be illustrated as: (see figure below).

FRAMEWORK GLOBAL COMPACT AS THE FRAME FOR CSR STRATEGY AND INITIATIVES

AMBITION 1

EMPLOYEE PRO BONO WORK AND CO₂ EMISSIONS TARGETS

AMBITION 2

RAISE AWARENESS OF CSR AND GLOBAL COMPACT

2008 2009 2010 2011 2012 2013

The CSR organization

Kromann Reumert has established a CSR steering group. Included in the group is the partner within the firm who is responsible for pro bono work, our HR Director, the Director of Corporate Strategy & Branding, the Facilities Manager and our Communications Manager who – with regard to practical aspects – takes on the role of project manager.

The group meets at least five times a year to discuss both strategic goals and practical initiatives. Together with the HR Director, one of the firm’s partners – Christian Lundgren – is in charge of pro bono projects where selected employee-run pro bono groups take on the responsibility of working with their chosen pro bono partnerships. The Facilities Manager is responsible for climate and environment, as well as supplier management.

The Director of Corporate Strategy & Branding, together with our Communications Manager, has overall responsibility for ensuring our commitment to the Global Compact and other CSR-related initiatives. Overall responsibility for Global Compact is therefore placed within the Corporate Strategy & Branding area so as to exploit its full potential in relation to our business, and integrate it into our corporate strategy and value chain.

Stakeholder dialogue

Two of Kromann Reumert's most important stakeholders are our employees (our fee earners and administrative staff) and our clients.

EMPLOYEE DIALOGUE

As we also detail in the Labour section of this report, it is only through our employees' dedication and commitment that Kromann Reumert continues to be a successful firm. Aside from maintaining a policy of open communication from management, we also find it highly relevant in this context to involve employees in important decisions.

Kromann Reumert has just developed a new strategic plan. Similarly to when we worked on the identification of Kromann Reumert's values, all employees were invited to provide their input into which goals Kromann Reumert needed to set for the next year in order to realize our vision to set the standard. All of our employees were grouped into different teams and invited to a session with our Managing Partner and another of the firm's management team.

CLIENT DIALOGUE

Kromann Reumert exists to meet our clients' wants and needs – and to offer practical solutions that create value for our clients in their businesses (our Mission). Naturally, we have always had such a focus, but to streamline these efforts into more goal-oriented aims and emphasize their importance, we have introduced client dialogue

as a systematic tool. One example of this is our use of client questionnaires following the completion of tasks that are appropriate to evaluate; such as the first task carried out for new clients, after completing large cases, or as part of the annual evaluation of our co-operation with a client.

We have also worked on mapping out the journey that our clients embark on when they have a case with us. Our goal is for our client and other stakeholders in the matter to have the best experience possible, from start to finish.

Additionally, we are introducing something completely new to the Danish legal profession by starting to work with Key Account Management. This is not anything novel to most businesses, so we appreciate the generosity of our clients in providing feedback to help us tailor this approach to our 'world'. Our goal, of course, is to use Key Account Management to learn to understand our clients even better so that we can offer precisely the type of service that optimizes value creation for their business.



CLIENT-ORIENTED



PRODUCT-ORIENTED

UN Global Compact

Leaders Summit in New York from 23 to 25 June 2010

Global Compact's Leaders Summit has so far been the largest and most important CSR event within the UN framework, so it was fitting that the event was spearheaded by United Nations Secretary-General Ban Ki-moon. Global leaders within business, government, society, universities and the UN gathered to address the most pressing challenges for the global business community in relation to social, environmental and economic sustainability.

Kromann Reumert's Director for Corporate Strategy & Branding, Sille Stener, participated in the Leaders' Summit in New York. It made a significant impression on her:

"It was incredibly inspiring to be able to come over and see the UN headquarters, be introduced to the key strategic ideas within Global Compact and find out what is happening at an international level. Such insight is extremely valuable."

The UN's Millennium Development Goals (End Poverty 2015)

In connection with the invitation to the Leaders' Summit, Global Compact also drew attention to the UN Millennium Development Goals, also called 'End Poverty 2015'. Various partnerships aimed at

furthering these goals were considered within Kromann Reumert, but after discussions with UNDP in Denmark, the Danish campaign entitled 'Verdens Bedste Nyheder' (in English, 'The World's Best News') was selected. The campaign ran from 17 August to 10 September 2010, but spreading the message remains highly relevant today.

About the campaign 'The World's Best News'

As a campaign partner, Kromann Reumert helped Danish organizations that work in developing countries (including our pro bono partner SOS Børnebyerne (SOS Children's Villages)), Danida and the UN in supporting the UN's goals for 2015. The campaign against extreme poverty and destitution has already had a more far-reaching effect than most Danes might imagine. It really is the world's best news – which was, fittingly, the campaign's theme.

As a partner, Kromann Reumert assisted by raising awareness about the 2015 goals. We functioned as an information channel broadcasting the good news so that it reached as many Danes as possible.

Foto: Verdens Bedste Nyheder/NGO FORUM



One of the information mediums employed in the campaign was a special label for water bottles which all of our employees – and on this occasion also all of our guests – received. We can also mention that the Danish representatives within UNDP said that they would send our water bottles to the UN headquarters in New York because, in their opinion, the bottle was "so cool".

This image is from the campaign launch for 'The World's Best News', where Danish minister Søren Pind was among those to speak about the considerable benefits yielded by partnerships between the public and private. Our water bottle appears in the foreground.

Verdens Bedste Nyheder/NGO FORUM

“

“One of the most important things for me was the chance to meet with other Danish business leaders who are actively working with Global Compact. It was particularly interesting to hear what they actually do within their businesses, but also on a broader level to hear what trends they think will shape the Global Compact agenda over the next year. In the Danish delegation we had many people who agreed that we need to work to position CSR more clearly at the top of the business agenda, both at executive and board level”.

Sille Stener
Kromann Reumert
Director of Corporate Strategy & Branding

VERDENS BEDSTE NYHEDER*

*THE WORLD'S BEST NEWS

www.verdensbedstenyheder.dk

THE EIGHT '2015 GOALS' OUTLINED

GOAL 1: Eradicate extreme poverty and hunger

GOAL 2: Achieve universal primary education

GOAL 3: Promote gender equality and empower women

GOAL 4: Reduce child mortality

GOAL 5: Improve maternal health

GOAL 6: Combat HIV/AIDS, malaria and other diseases

GOAL 7: Ensure environmental sustainability

GOAL 8: Develop a Global Partnership for Development

The Danish developmental organizations
in cooperation with **Danida** and the UN



**1.6 BILLION MORE PEOPLE CAN NOW
ENJOY A GOOD GLASS OF WATER**

There are surprisingly large advances occurring in the fight against poverty. For example, since 1990, a further 1.6 billion people have received access to clean water. It matters to make a difference.

As part of our commitment to Global Compact, Kromann Reumert supports "The World's Best News". Behind the campaign is the UN, Danida and 60 Danish developmental organizations. The campaign highlights the UN's Millennium Development Goals to "End Poverty by 2015".

THE 10 PRINCIPLES ARE:

HUMAN RIGHTS 1 - 2

1. Businesses should support and respect the protection of internationally proclaimed human rights; and
2. make sure that they are not complicit in human rights abuses.

ENVIRONMENT 7 - 9

7. Businesses should support a precautionary approach to environmental challenges;
8. undertake initiatives to promote greater environmental responsibility; and
9. encourage the development and diffusion of environmentally friendly technologies.

LABOUR 3 - 6

3. Businesses should uphold the freedom of association and the effective recognition of the right to collective bargaining;
4. the elimination of all forms of forced and compulsory labour;
5. the effective abolition of child labour; and
6. the elimination of discrimination in respect of employment and occupation.

ANTI-CORRUPTION 10

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



Human rights

A person with a backpack stands on a grassy hill, arms outstretched, looking up at a bright sunset over a mountain range. The person is wearing a light-colored t-shirt and shorts, and has a red backpack. The sun is low on the horizon, creating a strong silhouette effect and a warm, golden glow across the scene. The background shows rolling hills and mountains under a cloudy sky.

In the most recent period we set two goals within the theme of human rights. The status of these two goals is the following:

GOAL	ACTIVITIES
We will show that we are an ethically responsible business partner in our role as supplier	A CSR statement has been prepared in accordance with the work tool 'CSR Compass'. Find the statement on our website: www.kromannreumert.com/csr . Naturally, the statement addresses human rights and various aspects of the Global Compact's Ten Principles
We will develop and improve our existing partnerships	The existing pro bono partnerships have resulted in numerous activities, and there are many more to come. Read about these in the section Partnerships and pro bono

In the coming year, Kromann Reumert aims to formally draw up a Code of Conduct that outlines what we will require of our suppliers. This will assist us in our efforts to achieve a responsible supply chain. We have set the following objectives for the coming year:

GOAL	ACTIVITIES
We will require certain standards from our main suppliers	By the end of 2011, we will have prepared an addendum to all of our supply contracts – a 'Code of Conduct' – whereby Kromann Reumert will require its suppliers to comply with selected standards regarding human rights

Labour

COMMITMENT

Kromann Reumert’s human resources provide a unique and continuous source of competitive power. It is only through our employees’ dedication and commitment that we can create a successful business that consistently delivers high-level results. Therefore, it is vital that Kromann Reumert’s employees are selected, developed and managed with great care.

RESULTS

Status regarding goals from the most recent period: April 2010 – April 2011.

In our last CSR report we set out a series of goals within three target areas. We had the opportunity to assess these in connection with a firm-wide employee satisfaction survey in May 2010. An evaluation of each of the three areas follows:

MENTORING

A series of initiatives were designed to improve the perceived quality of management among employees at Kromann Reumert. In general, it was our goal to raise the bar. More specifically, we aimed to focus on: feedback on work performance, delegation, knowledge sharing and improved personal development sessions.

The results of our employee satisfaction survey show that in all of the areas that we measured management quality, we have recorded significant or good progress. On our assessment, it appears that a particu-

lar contributor to this overall result was the substantial increase in the delegation of management responsibility to lawyers. For knowledge sharing, we have maintained the same level of performance recorded in our previous employee satisfaction survey. During the reporting period we have carried out the activities named in our last CSR report.

EMPLOYEE WELFARE

A series of initiatives were designed to improve a number of conditions affecting employee welfare in Kromann Reumert. Overall, our aim was to raise the bar. More specifically, we aimed to focus on: the balance between work and private life, a revised bonus scheme for lawyers and personnel benefits that “make everyday life easier”.

The results of our employee satisfaction survey show that we have made a slight improvement when it comes to the balance between work and private life. The introduction of a new bonus scheme placed more focus on making the time spent on tasks as productive as possible. During the period nearly all desktop computers were replaced with laptops. Similarly, all mobile phones were replaced with smartphones that add flexibility to the completion of work tasks.

COOPERATION AND SOCIAL ENVIRONMENT

A series of initiatives were designed to improve a number of conditions affecting cooperation and the social environment in Kromann Reumert. Overall, our aim was to raise the

bar. More specifically, we aimed to focus on: improving cooperation between secretaries and lawyers, strengthening social ties across the company and higher partner visibility.

The results of our employee satisfaction survey show that we have maintained the same level of performance recorded in our previous employee satisfaction survey. The idea of co-operation across the firm was picked up as a theme by a range of activities, such as our ‘V-dag’ (or ‘Company Day’) in 2010.

During the reporting period we implemented a project named ‘Commerical Processes’ that was intended to centralize our administrative activities and improve efficiency. A recent user survey demonstrates a high level of customer satisfaction with the changed work practices. Both secretaries and lawyers feel that the new arrangement has provided them with more time to devote to tasks that create the most value.

EMPLOYEE DATA

All employee groups in Kromann Reumert are given the opportunity to participate in internal and external training as required, and as a general starting point, all employees must receive a minimum of one personal development session each year. The frequency with which these development sessions are carried out is registered centrally with HR. The implementation rates vary across different employee groups, but on the whole, 80 % of all workers receive one session annually.

EMPLOYEE DATA

Employees in total	2007	2008	2009	2010
Number of employees	483	547	596	585
Number of partners	57	54	59	67
Total percentage of women	54.9	53.2	53.2	53.2
Percentage of females among partnership	12.25	12.96	13.56	22
Average age	35.9	36.2	36.1	35.3

Health

Percentage of absence due to sickness, per employee	5	5	5	5
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Work-life balance

Women working reduced hours	37	42	34	32
Men working reduced hours	0	1	1	1
Number of mobile workplaces	250	320	380	410
Results of employee satisfaction survey – work-life balance (rated on a scale of 1 to 100, where 100 is the highest)	60	67	-*	67

Employee education

Total number of days that employees spent attending courses	-	2400	2600	2600
Number of course days per employee	-	4.3	4.4	4.5
Number of internal courses	-	70	80	82

Employee satisfaction

Combined result – employee satisfaction (rated on a scale from 1 to 100, where 100 is the highest)	73	81	-*	80
Management (rated on a scale from 1 to 100, where 100 is the highest)	70	74	-*	77

*Since employee satisfaction surveys are only carried out every 18 months, no survey was conducted in 2009. The most recent survey was in May 2010.





NEW GOALS: MARCH 2011 - MARCH 2012

In the forthcoming period we will dedicate a considerable amount of effort to the following goals and related activities:

GOAL	ACTIVITIES
Knowledge-sharing locally within departments and across the firm will increase. Sharing of both professional and commercial knowledge will be prioritized	<ul style="list-style-type: none">• Introduction of new firm intranet• Implementation of Key Account Management
The workload sustained by individual departments and individual persons is highly varied and needs to be balanced out by taking into account competencies and work-life balance	<ul style="list-style-type: none">• Increased awareness within the central areas of the firm about the allocation of resources• Implementation of new systems in connection with our new intranet
Cooperation across the firm (including social ties) can be further improved, and similarly, partner visibility can definitely be better	<ul style="list-style-type: none">• Strengthened leadership roles in our legal departments• Themes for our 'Company Day'
Other: We need to maintain our momentum in the areas that are currently functioning well, such as the quality of our management	<ul style="list-style-type: none">• Ongoing training and education efforts• Employee satisfaction survey in 2011



• • • • PRINCIPLES 7-9

Environment and climate

COMMITMENT/OUR VISION WITHIN ENVIRONMENT AND CLIMATE

Success requires everyone to contribute where they can. And although we operate within the legal profession and therefore only have a limited CO₂ output, we must still participate by changing our behaviour and taking social responsibility. Therefore, our vision within the environment and climate area is to set the industry standard.

An overall objective is to reduce our CO₂ emissions by 20 % between 2008 and 2012. The next section lists the activities that we initiated in order to achieve this particular goal, and others in the same field.

ACTIVITIES

In connection with Kromann Reumert becoming a Global Compact company in 2008, we continued to work systematically and progressively on environmental and climate issues – just with clearer CO₂ targets. Among other things, we have emphasized the active involvement of all of our employees in contributing to energy savings and in setting challenging targets that initially seemed hard to achieve, but were possible with some extra effort.

We have managed to reduce our energy consumption by 18 % over the last three years. This is largely attributable to our work in raising people's awareness about energy consumption, and our investment in improvements that were designed to provide returns within a maximum time frame of three years. Our staff in the Facility Services

department are highly committed to work of this nature, including collaborating with our suppliers – to the extent that they are always aware of the latest options for cutting down on CO₂.

On a practical level, results have been achieved by such measures as installing light sensors in all of our rooms and offices (a total of 25,999 m²), replacing selected lighting with LED lights, installing energy-saving power supply boards and components, installing a free cooling system with new decentralized server rooms, and replacing our coffee machines with new powersaving machines. On top of these changes, we launched internal campaigns, including 'Climate Week' to coincide with the COP15 climate change conference held in December 2009. Our employees are still greeted daily with messages like *"Taking the stairs instead of the lift reduces CO₂ emissions."*

For all of our offices, waste management practices have resulted in the installation of rubbish bins that are divided into three compartments. We are continually evolving our waste management of food, drink bottles, cardboard and paper, electronics and others. That all our employees actively contribute is a decisive factor in the achievement of our goals and further development.

Our kitchens in Copenhagen and Aarhus use organic ingredients for daily breakfasts and lunches for all employees, and food supplied to guests (such as in our meeting rooms). Staff are given free access to organic fruit, juice and coffee.

RESULTS: APRIL 2010 - APRIL 2011

For the period April 2010 to April 2011 we set the following goals and undertook the following related activities:

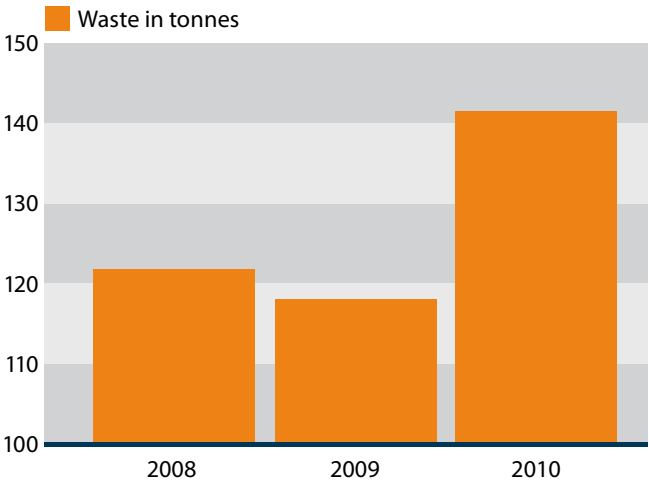
GOAL	ACTIVITIES
We will cut our CO ₂ emissions, targeting a 20 % reduction between 2008 and the end of 2012	<ul style="list-style-type: none">• We have entered into a climate partnership with DONG Energy who provides professional energy advice with a view to further reducing our CO₂ output• Incandescent bulbs, halogen bulbs and other selected lights are being replaced with LED lights that last up to ten times longer than incandescent bulbs and use up to ten times less power. As at April 2011, 80 % of all of our lighting has been replaced with the new energy-saving options• The replacement of desktop PC's with laptop computers finished at the end of April 2011. The switching out of our screens with EU energy-certified screens is an ongoing project• The installation of light sensors throughout our offices is complete
We choose suppliers whose products generate the least pollution and waste the least resources	<ul style="list-style-type: none">• At the end of April we will have changed all of Kromann Reumert's paper to FSC-certified recycled paper. This includes letterhead paper (bearing the firm's logo) and copy paper• Along with changing our cleaning services provider to ISS in 2010, we have as at April 2011 replaced more than half of our cleaning materials and toilet paper with products bearing the 'Nordic Swan' symbol (or equivalent mark) which means they are certified as environmentally friendly by the Danish authorities
We will increase the efficiency of our heating	<ul style="list-style-type: none">• In 2010 we used thermal photography to identify the windows in the Aarhus office that were responsible for the greatest heat loss. In February 2011 our landlord replaced 24 of the worst-offending windows• We have streamlined the heating system in the Copenhagen office
Our IT will be greener	<ul style="list-style-type: none">• Servers in the Copenhagen office were changed to VMware• The majority of our servers were moved to the new building in Copenhagen in Autumn 2010. The new setup includes a free cooling system to reduce our CO₂ emissions
Reduction in water usage	<ul style="list-style-type: none">• Renovation of all of the toilets in the Aarhus office together with adjustment of the half and full flush mechanisms in all toilets in our Copenhagen office

ENVIRONMENTAL AND CLIMATE DATA

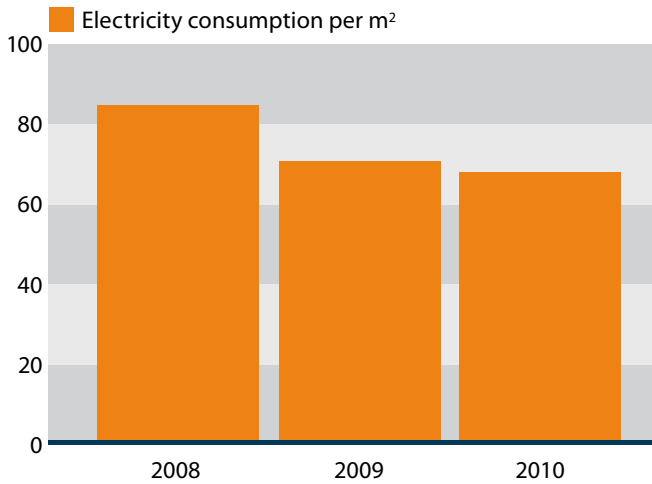
The activities we have undertaken have contributed to give us the following data:

	2008	2009	2010	Comments
Waste in tonnes	121	118	142	Increase in 'small combustibles'
Waste sent to be recycled in tonnes	-	68	67	Focus area for 2011
Electricity consumption / kWh	1,670,161	1,855,118	1,776,946	Increased office space in terms of m ²
Electricity consumption / kWh per m ²	84	72	68	
District heating / MWh	1,542	2,170	2,605	Increased district heating requirements respectively for 2009 (due to an extension of office space by 5100 m ²) and 2010. Both years featured especially cold winters
District heating / MWh per m ²	0.08	0.08	0.10	
Water usage / m ³	5,669	6,830	5,485	Replacement and adjustment of flushing mechanisms in toilets
Water usage / m ³ per m ²	0.28	0.26	0.21	
Transport / train / km	199,040	255,680	292,368	
Transport / plane / km	1,906,283	1,386,377	1,620,010	

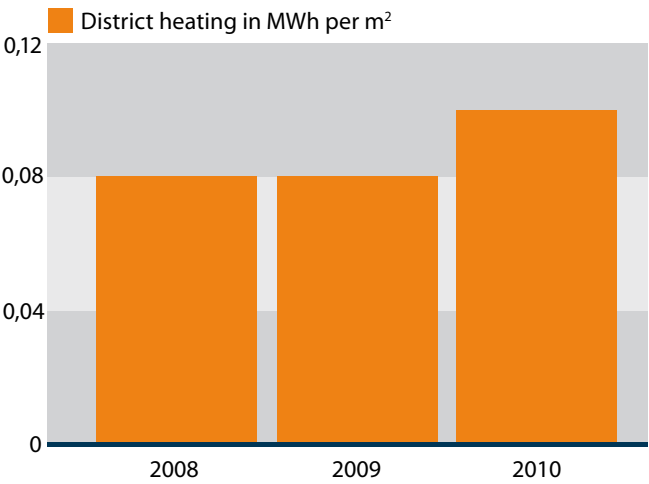
The increase in waste is attributable to 'small combustibles'. In 2011 we will focus on reducing our waste by increasing the percentage of rubbish that we recycle.



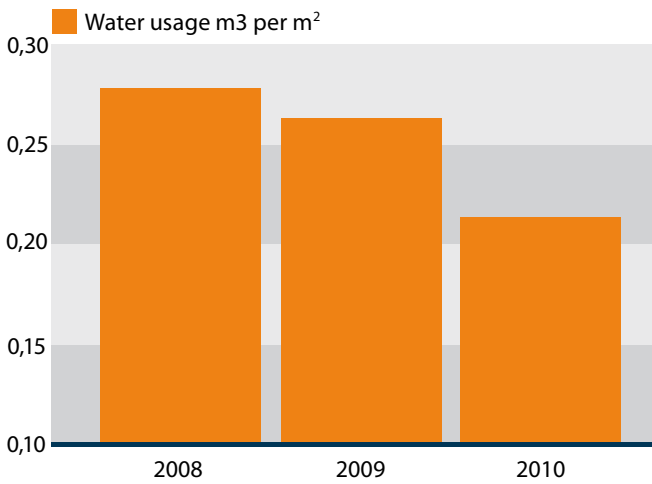
Our reduction in electricity consumption is a result of the emphasis placed on reducing electricity usage and with it, CO₂ emissions, by our Facility Services department. In the period 2009 to 2010 alone we saved 8 % on our total power usage.



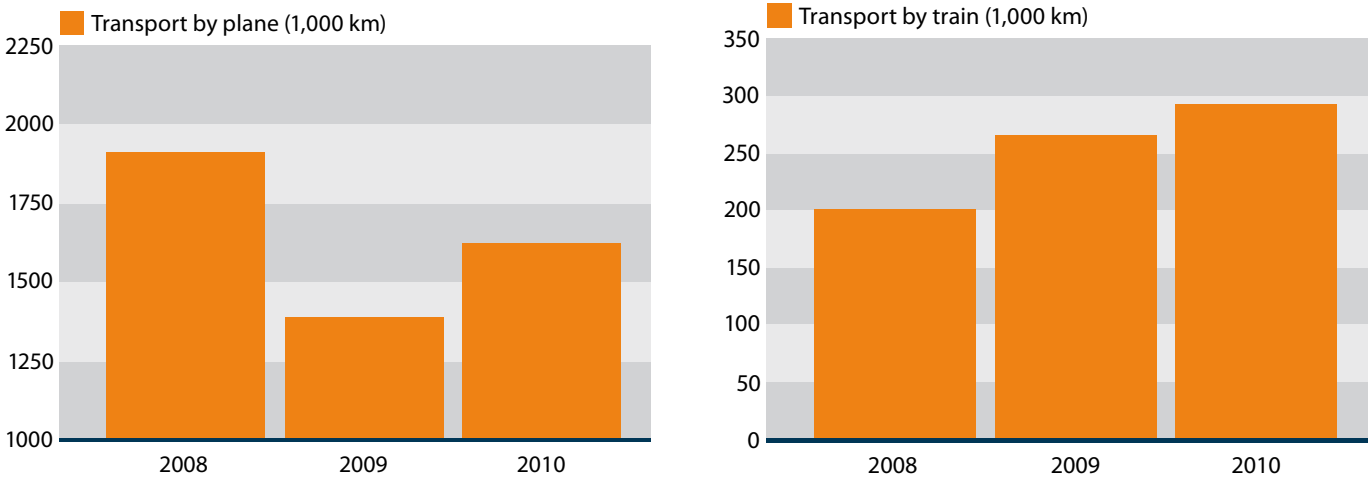
In 2010, the months of January, February, November and December were much colder than in 2009 – which explains the increase in heating.



The renovation of all of the toilets in the Aarhus office, together with adjustment of the half and full flush mechanisms in all toilets, means significant reductions in our water usage.



Travel by plane has increased because of the increased focus on cooperation between the Aarhus and Copenhagen offices. At the same time, the use of video conferencing facilities has also significantly increased. To the extent that it is possible – with respect to time constraints and tight schedules – our employees travel by train between Aarhus and Copenhagen.



MEASURING CO₂

As stated previously, it was one of our goals to reduce our CO₂ emissions by 20 % by the end of 2012. Transport and district heating are not included in this target.

Our CO₂ target is based on CO₂ reductions per square metre. The following parameters are relevant:

	2008	2009	2010
M ²	19,938	25,925	25,999

As shown by the jump in figures, our office space increased significantly between 2008 and 2009.

CO ₂ EMISSIONS / ELECTRICITY CONSUMPTION	2008	2009	2010
CO ₂ EMISSIONS, TOTAL IN TONNES / MWH	761,747	845,614	809,628
CO ₂ CONSUMPTION/MWH PER SQUARE METRE	38	33	31

We have reduced our electricity consumption by 18 % within the period 2008 to 2010.

We will continue to work towards our goal of reducing our total CO₂ emissions by 20 % between 2008 and the end of 2012.

We have reduced our CO₂ emissions by 18 %. Our goal is 20 % by the end of 2012. The initiatives we have launched suggest that we will reach this goal. Therefore, the coming year will see us working to set new targets that also include the CO₂ emissions produced by our use of district heating.

NEW GOALS: APRIL 2011 - APRIL 2012

We have identified the following goals to work towards before reporting again to Global Compact in Spring 2012:

GOAL	ACTIVITIES
We will set new goals within the environment and climate area	<ul style="list-style-type: none">Since we are already close to achieving our goal of a 20 % reduction in CO₂ emissions as at April 2011, we will set new targets by the end of 2011 that also include reducing the CO₂ produced in common areas with other landlords and, not least, our heating
We will streamline our heating to improve efficiency	<ul style="list-style-type: none">The goal is to continue to ensure that our desk-bound staff work in an environment heated to between 22 and 24 degrees celcius. Desk-bound staff make up around 90 % of our employeesAt our office in Aarhus, we will endeavour to have more windows replaced in order to reduce heat lossFor our Copenhagen offices we will concentrate on regulating our heating and cooling in a way that makes most effective use of the heat, and we will also try to optimize cooling of the used district heating water that is returned to the system
Save CO ₂ when setting up new workstations	<ul style="list-style-type: none">We will focus on reducing CO₂ emissions in the construction of a new floor and new work-stations at our Aarhus office
Replacing the four ventilation fans on the roof of the Copenhagen office	<ul style="list-style-type: none">The fans on the roof of the Copenhagen office ventilate the building. Replacing these fans will create an annual saving of 29 tonnes of CO₂
Continue our switch to LED lighting in both offices	<ul style="list-style-type: none">Replacing the remaining light bulbs with LED lighting in the Copenhagen offices involves replacing the transformers in the ceilings. We aim to finish this project before the end of 2011Recent technological developments suggest that it is possible for us to replace fluorescent tubes with LED tubes. Along with this, all of our fixtures will also be replacedBy the end of 2011, we will have conducted tests to calculate the return on investment involved with replacing all of our transformers, either in the period April 2011 to April 2012 or between April 2012 and April 2013
Increased efforts in sorting waste	<ul style="list-style-type: none">In our Aarhus office, we need to focus more on the sorting of waste in collaboration with the cleaners and suppliers who retrieve our waste. In Copenhagen, the recycling rate is 41 %, compared with 18 % in Aarhus. Our aim is for the office in Aarhus to achieve the same percentage for recycling of waste as in Copenhagen
Code of conduct	<ul style="list-style-type: none">Before the end of 2011, all of the suppliers that service Kromann Reumert's Facility Services department will be sent a Code of Conduct to sign. This will form a pre-condition to further cooperation with us (see also our new goal in the section Human rights)

NEW GOALS: APRIL 2012 – APRIL 2013

So far we have identified the following targets to achieve before reporting to Global Compact in Spring 2013:

GOAL	ACTIVITIES
We will continue to reduce our energy use	<ul style="list-style-type: none">Replacement of the existing cooling system with free cooling in the server room at the Copenhagen office

Climate partnership survives cold winters

Despite two very cold winters, Kromann Reumert has succeeded in reducing its energy consumption by a surprising amount – so much so that climate partner DONG Energy is now using Kromann Reumert as an example of best practices in their advice to other companies.

Kromann Reumert formally concluded a climate partnership with DONG Energy in December 2010, where the two companies agreed on a shared vision to benefit both society and the climate. But cooperation really began two years earlier when Kromann Reumert decided on its goal to reduce CO₂ by 20 % between 2008 and 2012. The joint initiative has already resulted in Kromann Reumert achieving a reduction of 18 %:

“It is nice to see that Kromann Reumert has been able to reduce its energy usage by so much in such a short time. But it doesn’t come as any surprise to me because we know that an energy review two years ago identified some obvious power-draining devices that could be reduced by investment in new equipment – many of which would provide returns within just three years,” emphasizes Susanne Brøchner, Kromann Reumert’s contact at DONG Energy.

BEST PRACTICES

Susanne uses Kromann Reumert as an example of best practices on electricity usage when she advises businesses that are either moving into new energy-efficient buildings or sizeable office spaces consisting of a large number of square metres. Both of these features are characteristic of Kromann Reumert’s business, but it has still managed to reduce its energy consumption.

“For instance, I have also used the business as an example in advising a major accounting firm who used 12 % more power than Kromann Reumert at night and on weekends. The building and the professions were comparable, so here was an area where the accounting firm could reduce its energy consumption,” was Susanne’s recommendation, on the basis of her experience with Kromann Reumert.

SUPPORTING SUSTAINABLE ENERGY

Aside from consultancy on energy issues, there is also a desire to foster the development of renewable energy as a core element in the partnership between DONG Energy and Kromann Reumert. This is achieved by Kromann Reumert purchasing certificates from wind energy sources corresponding to the energy that Kromann Reumert expects to use, following its energy-reducing measures:

“Even though Kromann Reumert has initiated quite a number of energy-saving measures, there will obviously still be some residual energy usage. When the company buys RECS certificates, DONG Energy warrants that the wind turbines at Horns Rev II will produce the amount of power equivalent to Kromann Reumert’s consumption. The type of power that comes out of Kromann Reumert’s power sockets remains unchanged. But the certificates mean that the company is helping to support renewable energy,” concludes Susanne.



FACTS

WHAT IS RECS?

RECS is an acronym for Renewable Energy Certificate System. RECS certificates are produced and regulated in accordance with international rules for trade in renewable energy. Learn more about RECS at www.recs.org or www.dongenergy.dk.

A switch to environmental paper

In 2010, Kromann Reumert switched its ordinary copy paper out with FSC-certified environmental paper (paper approved by the Forest Stewardship Council). Since we use around 150 pallets of A4 80 gsm paper each year, our choice of product makes a difference.

In April 2011, we will finish replacing Kromann Reumert's letterhead paper with FSC-certified environmental paper. This includes stationery, envelopes, writing pads, business cards, records, file folders and greeting cards with envelopes.

WHAT IS FSC?

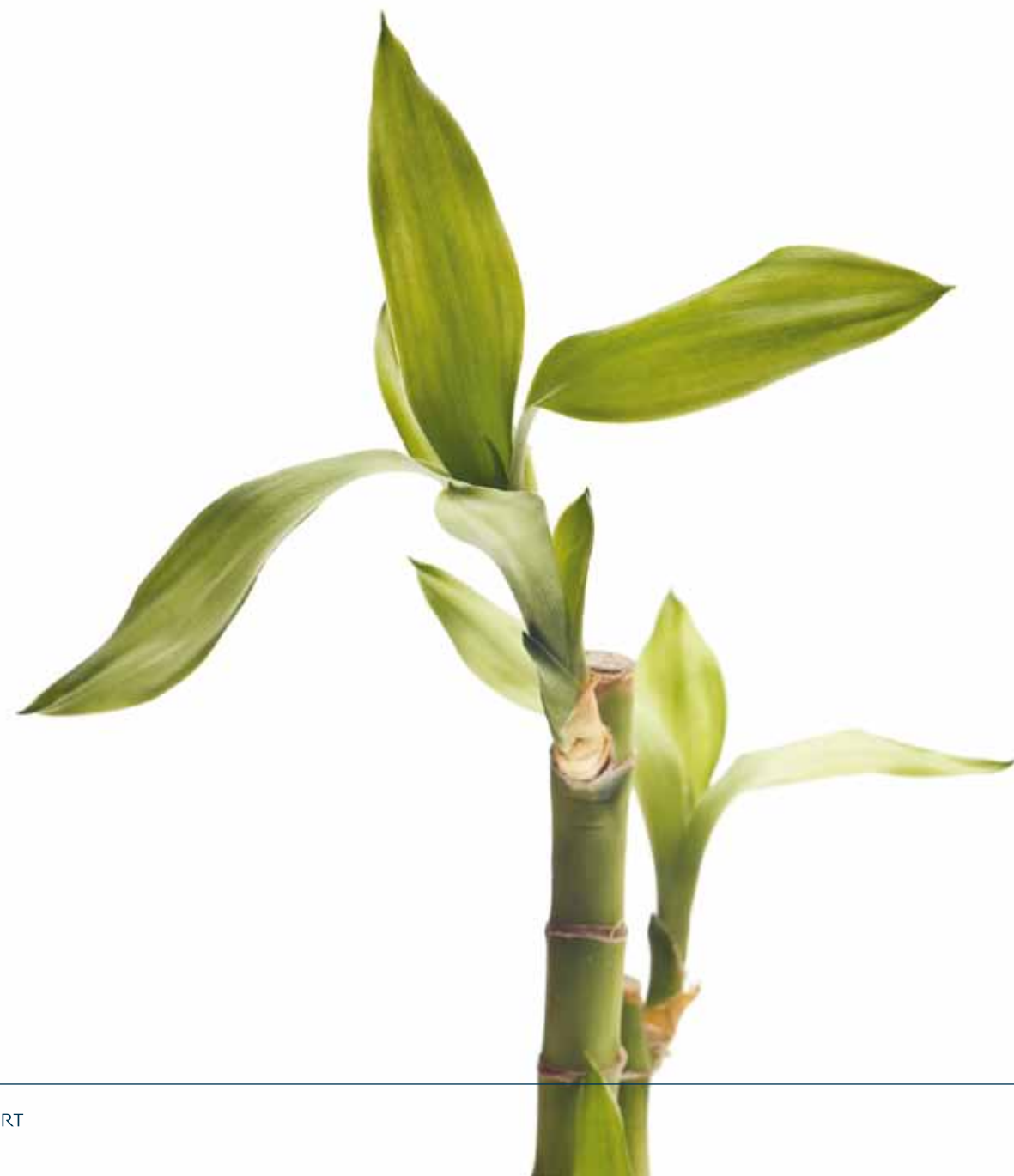
FSC-certification ensures the sustainable use of certified forests and marks compliance with forestry management standards



that benefit nature and animals – and the climate. FSC protects local communities and indigenous peoples that live in forests around the world – from the Sami people to the Indians. Read more at www.fsc.dk.

This report is also printed on FSC-certified paper.

FACTS



PRINCIPLE 10

Anti-corruption and good business ethics

Denmark appears to be one of the least corrupt countries in the world, according to Transparency International Denmark. Since Kromann Reumert primarily operates in Denmark, we are not as exposed to corruption as more global companies. In order to more accurately reflect local conditions, we have added 'good business ethics' to the Global Compact's tenth principle. Read below about our efforts to consistently operate with a high standard of business ethics.

COMMITMENT

As a law firm, it is imperative that we always take an active role in relation to our ethical responsibilities. We therefore allocate considerable resources towards ensuring that we maintain high ethical standards in our work.

All Danish law firms are required to comply with the Administration of Justice Act on legal professional practice. The Danish Bar and Law Society oversees compliance with professional responsibility and has created ethical rules for lawyers that require strict adherence to legal professional standards and ethics. The legal professional practice rules are a code of conduct that regulate, among other things, confidentiality and conflicts of interest.

As part of our general quality assurance, we have put in place a number of internal procedures and rules that supplement the legal ethical rules. These help us detect and resolve any potential conflicts of interest. Aside from Kromann Reumert's rules on conflicts of interest, we have also created a specific set of rules on insider trading and money laundering.

INTERNAL PROCEDURES AND RULES

Each individual lawyer is responsible for complying with the rules administered by Kromann Reumert's Ethics Committee, which is made up of five partners. The Ethics Committee must be consulted where there is any doubt about obligations, and must also take up questions on its own initiative.

BEFORE A NEW CASE OR CLIENT IS ACCEPTED

Kromann Reumert's clients are businesses. Before a new client or case can be accepted, a thorough review of all ethical issues must be undertaken. The responsible partner within the firm signs a declaration that there is no existing conflict of interest and no likely risk of a conflict of interest arising, that Kromann Reumert's rules on preventing money laundering have been observed, and that there are

no circumstances that should prevent Kromann Reumert from accepting the matter. Where there are any questions, or any doubts as to whether a matter should be accepted, they must be referred to the Ethics Committee.

The Ethics Committee ensures that the partners in the firm share a common understanding about what the ethical principles are and what they mean. The Committee maintains a continuous dialogue with the partnership to secure consistency with the company's values in day-to-day activities.

CORPORATE GOVERNANCE

Recommendations published by the Committee on Corporate Governance in Denmark are principally aimed at Danish listed companies whose shares are admitted for trading on a regulated market in Denmark (such as the NASDAQ OMX Copenhagen A/S). When listed companies choose to become publicly traded companies, it is crucial that both shareholders and the market are also given the opportunity to monitor the companies' performance, so transparency is important.

Kromann Reumert is not a listed company, but rather a partner-owned and operated firm (a partnership). The firm nevertheless aims to live up to the Committee's recommendations, albeit with adjustments necessary to reflect our structure as a partner-owned company, and with respect for the ethical principles required of a law firm.

Examples of adherence to the Committee's recommendations are that Kromann Reumert's owners (the partners in the firm) are involved in general meetings and thereby exercise active ownership. Management consists of a board and an executive management team, where the board sets the firm's overall strategy and values, while executive management is responsible for everyday leadership, support and development of our legal business. Read more about our leadership structure at www.kromannreumert.com.



PRINCIPLE 10



Kromann Reumert has identified its key stakeholders and is working persistently to strengthen relations with them through increased dialogue. Our CSR Report is relevant to this issue, as well as providing us with an account of how we assume social responsibility and thereby attempt to get involved in the surrounding community. Management also works specifically with risk management. We have established a steering committee for risk management that is charged with responsibility for a risk management system that will identify and address different types of risks, including how risks are regularly identified, monitored, minimized or eliminated.

CSR IS ALSO TAKEN UP BY THE BOARD

In addition to the Committee on Corporate Governance's recommendations that listed companies establish a policy for social responsibility, the Danish Council on Corporate Social Responsibility has also recommended that the Danish Government launch initiatives that strengthen work on CSR at board level.

Before deciding to support the UN Global Compact in 2008, Kromann Reumert consulted Mads Øvlisen, who is a director of Global Compact (among other things). He suggested that Kromann Reumert could make the biggest difference to Global Compact and within CSR by making use of the unique access we have to decision ma-

kers in the business world. Now that Kromann Reumert has been a member of Global Compact for two years and has established strong internal policies and activities, it is time to take up Mads Øvlisen's recommendation. We have been in dialogue with UNDP (the UN's Global Development organization) who implement Global Compact's work in Denmark, and they view positively the goals that we have set ourselves for the coming year.

FACTS

WORK ON SOCIAL RESPONSIBILITY MUST BE REINFORCED AT BOARD LEVEL

"In order to ensure that corporate social responsibility is firmly established within Danish businesses at strategic level, the Council recommends launching initiatives to strengthen board work with social responsibility."

Source: Translation from recommendations for the Danish Government published by The Danish Council on Corporate Social Responsibility. The recommendations are available (in Danish) at www.raadetforsamfundsansvar.dk.

NEW GOALS: APRIL 2011 - APRIL 2012

Taking our point of departure from the issues discussed above, our primary goal is to raise awareness of CSR (social responsibility) and corporate governance at the highest levels of management within businesses. Below are the activities that will be required in order to achieve our goals in the coming year:

GOAL	ACTIVITIES
We will raise awareness of CSR and corporate governance at the highest levels of management within businesses	<ul style="list-style-type: none">For any partners within Kromann Reumert that request permission to assume a directorship, CSR will be added as an assessment parameter for the firm's Ethics Committee to deliberate on. If the company seeking the new director does not already have a CSR policy, the Kromann Reumert partner is encouraged to discuss with the board how the company can work with CSR, to the extent that it is relevant to and compatible with the company's businessDesign a practical CSR tool that directors can use for their work at board levelContinued active collaboration with INSEAD (one of the world's leading business schools) and Business Kolding, where partners from Kromann Reumert teach corporate governance in the education programme for board members

FACTS

PARTNER AS VICE-CHAIRMAN OF THE COMMITTEE ON CORPORATE GOVERNANCE

In June 2009, Kromann Reumert partner Marianne Philip was named Vice-Chairman of the Committee on Corporate Governance for Denmark.

The Committee on Corporate Governance has been pivotal in corporate governance work and has influenced public debate in Denmark. Among other things, this has resulted in the publication of a number of recommendations for corporate governance – the most recent of which are from April 2010.

FACTS

BROADEN CORPORATE GOVERNANCE TRAINING AND SKILLS AMONG BUSINESS LEADERS

A number of Kromann Reumert's partners teach corporate governance at one of the world's leading business schools – INSEAD – which has teamed up with Business Kolding to create a new education programme for board members.

The training will include providing current and future board members with the necessary skills to take responsibility and create value.

Partnerships and pro bono

Aside from a commitment to follow its Ten Principles, Global Compact also challenges its members to form partnerships that make a positive difference in society: Pro bono means 'for the public good'.

COMMITMENT

Kromann Reumert's pro bono policy consists of a series of principles.

THE PRINCIPLES:

- Kromann Reumert's pro bono projects include work that the firm's employees perform for free or at a reduced price, where such work is not carried out in furtherance of Kromann Reumert's own interests.
- Kromann Reumert carries out pro bono work that is not religious or political in character (although there are some grey areas).
- The scope of our pro bono is proportionate to our firm's size and character.
- The individual departments within the firm have the autonomy to take on pro bono projects that are in line with our other cases, but in order to coordinate the firm's collective pro bono efforts we have put in place a 'Pro Bono Committee' that assumes responsibility for the work.

- A fundamental principle is that we apply the same rules in handling pro bono cases as for all of our other work. However, when we consider whether or not to engage in pro bono projects, we undertake a more extensive assessment as to whether a case could involve a conflict of interest or otherwise be damaging to Kromann Reumert.

FACTS

PRO BONO AT KROMANN REUMERT

Kromann Reumert's pro bono projects include work that the firm's employees perform for free or at a reduced price, where such work is not carried out in furtherance of Kromann Reumert's own interests.

Kromann Reumert was included as a case study in the 2010 edition of *Børsens Ledelseshåndbog for CSR*, a management handbook on CSR produced by Danish business news service Børsen – read an excerpt of it here:

KROMANN REUMERT:

THE EMPLOYEES BEHIND POSITIVE PARTNERSHIPS

Law firm Kromann Reumert, who provides legal advice to businesses, has chosen to focus its CSR work on creating partnerships with selected organizations and causes who then receive 'pro bono' assistance. Kromann Reumert has been part of Global Compact since 2008.

The initiative surfaced among Kromann Reumert employees after a new strategic plan was launched in 2008. The firm had always carried out pro bono work, but not in a structured and strategic way. Against the background of employee requests for strategic CSR, a questionnaire was sent out asking how CSR should be organized and applied within Kromann Reumert. The answer was clear: The firm should do what it is best at to make the biggest difference – and that means providing legal advice.

Following the employee survey and discussions with UNDP – including Mads Øvlisen – Kromann Reumert was in a position to present a framework for its CSR work. Important were Global Compact's Ten Principles and not least the invitation to enter into partnerships that make a positive difference in society. After launching the event at the annual 'V-dag' ('Company Day'), volunteers signed up to various pro bono groups who took their substantive point of departure from the survey results. The groups are still led today by the employees and, after a great deal of thorough research, have identified the organizations and causes for which they can make the biggest difference through partnerships.

Overview of our pro bono partnerships

Since our last report, we have entered into new partnerships with Ashoka and Institut for Menneskerettigheder (The Danish Institute for Human Rights). Read about our partners below.





Results

It has been shown that our time registration on pro bono cases has not been as precise as that for fee-earning cases. This is because our pro bono work is not subject to the same high level of follow-up analysis and scrutiny as our debitable cases. And on top of that, our administrative staff also assist with pro bono projects (assignments performed by our Project Center and Printing Services department are commonplace), and these tasks do not usually require registration of time.

It is our goal to provide pro bono partners with the same high quality services as our paying clients and therefore it is important that we know

what kind of assistance we have actually provided when it comes to evaluating the cooperation. Such data can help us highlight which areas we have provided advice in, and whether our focus should remain the same for the next year. We have therefore tried to establish a system for time registration and on that basis create some guidelines. Between 1 March 2010 and 1 March 2011 we registered 1,195 hours of pro bono work.

RESULTS CARRIED OUT FOR OUR INDIVIDUAL PRO BONO PARTNERS IN THE PERIOD 1 MARCH 2010 – 1 MARCH 2011:

ORGANIZATION	GOAL ARTICULATED FOR THE PAST YEAR	ACTIVITIES CARRIED OUT WITHIN THE PAST YEAR
OMBOLD	OMBOLD's short-term goal is to transition from a grassroots organization to a more established organization within the area of social marginalization. For that to occur, it is necessary for OMBOLD to establish a sound contractual framework, including lease contracts for new facilities, sponsorship agreements and employment contracts. This will ensure that resources are allocated to the right places within the organization	<ul style="list-style-type: none">• Advice on OMBOLD's legal status regarding value-added tax for some of its activities• Advice on fundraising• Advice on the drafting of OMBOLD's Articles of Association• Advice on OMBOLD's employment contracts• Copying tasks were performed by our Printing Services department• Provision of suitable premises, equipment and catering for OMBOLD's annual two-day employee seminar
SOS BØRNEBYERNE (SOS CHILDREN'S VILLAGES)	We will continue with and expand on the existing cooperation	<ul style="list-style-type: none">• Ongoing over-the-phone advice in response to questions from donors directly, as well as employees in SOS Børnebyerne regarding gifts and bequests, and regarding pending legacy cases• Advice on drafting powers of attorney for estate administrators• Training of a new employee in the applicable rules, as well as processes and case management in relation to the creation of donors' wills and legacy cases• Miscellaneous consultations and evaluations with regard to documentation for rules on signatories for SOS Børnebyerne and documentation for tax approval of SOS Børnebyerne's tax-free donations• Review and input for SOS Børnebyerne's written communication to 2,500 lawyers on clients' wills (inheritance considerations)• Real ad hoc assistance to SOS Børnebyerne in pending and more complex succession cases• Assistance with assessments of the legal basis for donation campaigns, employment and insurance matters, Articles of Association and other issues
BØRNEHJÆLPSDAGEN (OR 'CHILDREN'S HELP DAY')	We will continue with and expand on the existing cooperation	<ul style="list-style-type: none">• Advice on general commercial law, including assessment of cooperation agreements, campaigns and competitions, various legal questions from Børnehjælpsdagen's directors and board, and preparation of a letter of opinion to the organization's accountant in connection with preparation of the annual report• Development of cooperation agreements with students• Development of procedural rules for Børnehjælpsdagen's board





ORGANIZATION	GOAL ARTICULATED FOR THE PAST YEAR	ACTIVITIES CARRIED OUT WITHIN THE PAST YEAR
BØRNEHJÆLPSDAGEN (OR ‘CHILDREN’S HELP DAY’)	We will continue with and expand on the existing cooperation	<ul style="list-style-type: none">• Assessment and amendment of Børnehjælpsdagen’s Articles of Association and structure, including fund-related advice• Miscellaneous assistance on employment matters• Provision of meeting rooms, facilities and catering for meetings, seminars and similar• Assistance from Kromann Reumert’s Project Centre:<ul style="list-style-type: none">• Internal Kromann Reumert Christmas tree project, where Kromann Reumert employees could choose to privately support Børnehjælpsdagen by giving a Christmas present to children in the organization’s care. Børnehjælpsdagen received DKK 14,500 for gifts for children• Assistance in connection with the launch of the project ‘Se Mit Ansigt’ (or ‘See My Face’), where children in the organization’s care could work together with artists to create a self-portrait
HJERNESKADE- FORENINGEN (THE BRAIN INJURY ASSOCIATION)	We will advise Hjerneskaedeforeningen about separating out a selected project to form an independent legal entity	<ul style="list-style-type: none">• Advice in connection with the planned separation of a project to form an independent legal entity.• Advice on the potential dissolution of a previously established fund• Ongoing over-the-phone advice to the association’s staff in response to contributions from donors, gifts and bequests, and on pending legacy cases• Preparation of material for the website and provision of information to association employees on legacies and the administration of deceased persons’ estates
REDEN (THE NEST)	A new partnership at the time of writing last year’s report, so goals were yet to be established	<ul style="list-style-type: none">• Assistance in handling complaints to Det Sociale Nævn (The Social Complaints Board)• Assistance with problems relating to the protection of personal data following the resignation of an employee• Assistance with a breach of confidentiality matter concerning a former employee
REDEN INTERNATIONAL	A new partnership at the time of writing last year’s report, so goals were yet to be established	<ul style="list-style-type: none">• Assistance with drafting and preparation of employment contracts• Assistance with severance agreements• Assistance with settlement agreements• Assistance in the drafting of an agreement to transfer intellectual property rights• Assistance with regard to the organization’s Articles of Association
COPENHAGEN PRIDE	A new partnership at the time of writing last year’s report, so goals were yet to be established	<ul style="list-style-type: none">• Creation of agreements regarding concerts for Copenhagen Pride 2010• Preparation of stallholders’ agreements for Copenhagen Pride 2010

ORGANIZATION	GOAL ARTICULATED FOR THE PAST YEAR	ACTIVITIES CARRIED OUT WITHIN THE PAST YEAR
INSTITUT FOR MEN- NESKERETTIGHEDER (THE DANISH INSITUTE FOR HUMAN RIGHTS)	A new partnership at the time of writing last year’s report, so goals were yet to be established	<ul style="list-style-type: none">• Court proceedings regarding a dismissed employee• Preparation of standard contracts, including:<ul style="list-style-type: none">• Advice on structuring e-commerce• Cooperation agreement for collaboration with an NGO on the implementation of human rights• Fee contracts with external consultants• Consultancy agreements with an external consultant and a contract for consultancy work carried out by the organization itself• Agreement for participation in a consortium to achieve resolution of a specific project• Preparation of internal guidelines for the above standard agreements• Creation of general guidelines for accounting, documentation, auditing and reporting for the organization’s partners and consultants (guidelines were required to ensure adequate accounting procedures and compliance with requirements set out by Rigsrevisionen (or ‘The State Auditor’)) <ul style="list-style-type: none">• Contractual advice for a fee, including:<ul style="list-style-type: none">• Review of a partnership agreement with Total• Advice on a sub-contractor agreement with BSR, performed for a flat fee• Advice with regard to pending litigation or disputes, including:<ul style="list-style-type: none">• Employment litigation (a court case), carried out for a flat fee• Potential litigation against a Polish partner• A dispute with a consultancy firm

BESIDES WORKING WITH THESE PRO BONO PARTNERS, WE HAVE CREATED A PRO BONO GROUP THAT CONTRIBUTES TO DIFFERENT EDUCATIONAL INITIATIVES THAT AIM TO ENHANCE PEOPLE’S UNDERSTANDING OF THE MEANING AND IMPACT OF THE LAW IN SOCIETY:

EFFORTS	GOAL ARTICULATED FOR THE PAST YEAR	ACTIVITIES CARRIED OUT WITHIN THE PAST YEAR
EDUCATIONAL CONTRIBUTIONS	Increased focus on identifying educational institutions where our teaching about the meaning and impact of the law will make a difference. The group will continue teaching at CPH West and Erhvervsakademiet (The Business Academy)	<ul style="list-style-type: none">• Teaching at CPH West and Erhvervsakademiet (The Business Academy)

NEW GOALS: MARCH 2011 – MARCH 2012

Every one of our pro bono partners is assigned an employee who acts as their point of contact with Kromann Reumert. It is this member of our firm that takes responsibility for such tasks as holding annual evaluation meetings with the cooperation partner. And it is in part due to these meetings that we have established targets for the coming year.

ORGANIZATION/ACTIVITY	GOALS FOR MARCH 2011 – MARCH 2012
OMBOLD	<ul style="list-style-type: none">OMBOLD’s goal is to transition from a grassroots organization to a more es- tablished organization within the area of social marginalization. As part of this process, OMBOLD has for the first time received funding from the Danish state. To continue in this direction, Kromann Reumert will establish a sound legal framework for the organization, to include such tasks as handling contact with the public authorities, and updating the Articles of Association and employment contractsIn 2011, OMBOLD plans to launch a sponsorship concept called ‘Klub 1001’ (‘Club 1001’) which is intended to achieve a higher degree of self-financing. For this project, Kromann Reumert will assist OMBOLD with framework agreements and the individual sponsorship agreements
SOS BØRNEBYERNE (SOS CHILDREN’S VILLAGES)	<ul style="list-style-type: none">We must continue providing the current level of assistance with a view to con- tinuing improvements to, among other things, internal procedures within SOS Børnebyerne so that it can be seen to be a professional organization and partner from both internal and external perspectivesWe will take care of SOS Børnebyerne’s needs with regard to legal advice within any area and at the same time continue with and build on our role as ‘trusted advisor’SOS Børnebyerne is expected to join our special training event for board mem- bers in voluntary organizations
BØRNEHJÆLPSDAGEN (OR ‘CHILDREN’S HELP DAY’)	<ul style="list-style-type: none">We will continue to provide the same kinds of legal assistance on an ad hoc basis as required, as well as project assistance for various projects. Kromann Reumert will take care of the organization’s needs with regard to legal advice
HJERNESKADEFØRENINGEN (THE BRAIN INJURY ASSOCIATION)	<ul style="list-style-type: none">We will advise Hjerneskaedeforeningen on separating out a particular project to a separate legal entityWe will conduct a seminar on board responsibilities, to which members of the board for all of our pro bono partners will be invitedWe will provide legal advice on an ongoing basis and continue the existing coop- eration, including drawing up wills for the Association’s legacy donors
REDEN (THE NEST)	<ul style="list-style-type: none">We will provide legal advice on an ongoing basis and continue the existing coop- eration
REDEN INTERNATIONAL	<ul style="list-style-type: none">We will provide legal advice on an ongoing basis and continue the existing coop- eration
COPENHAGEN PRIDE	<ul style="list-style-type: none">We will provide legal advice on an ongoing basis and continue the existing coop- eration



ORGANIZATION/ACTIVITY	GOALS FOR MARCH 2011 – MARCH 2012
INSTITUT FOR MENNESKERETTIGHEDER (THE DANISH INSTITUTE FOR HUMAN RIGHTS)	<ul style="list-style-type: none">We will provide legal advice on an ongoing basis, including identifying and prior- itising the most important and urgent areas
EDUCATIONAL INITIATIVES	<ul style="list-style-type: none">We will increase our efforts to identify educational institutions where learning about the meaning and significance of the law and/or education on selected legal topics will make a differenceOur pro bono group will continue teaching at CPH West and Erhvervsakademiet (The Business Academy)



Does pro bono work make a difference?

To investigate whether Kromann Reumert's pro bono work really does make a difference, several committed employees decided to ask the people we work with. This formed the basis for a presentation at Kromann Reumert by three of our pro bono partners.

Tuesday 3 February 2011 saw all of Kromann Reumert's staff in Copenhagen invited to a late-afternoon meeting. The occasion was a special presentation by three of our pro bono partners who were invited to speak about their organizations and the cooperation with Kromann Reumert. The three speakers were Managing Director Hanne Elisabeth Rasmussen from SOS Børnebyerne (SOS Children's Villages), Manager Vibeke Lenskjold from Reden International and Director Jonas Christoffersen from Institut for Menneskerettigheder (the Danish Institute for Human Rights).

IT CREATES A SENSE OF SECURITY

As Vibeke was appointed to management, such things as employee contracts needed to be improved. Therefore, one part of Kromann Reumert's pro bono work has been to update staff contracts, which, according to a satisfied manager, has resulted in "calm among our personnel. They know what they are entitled to, and that clearly comes through in the help that they provide to the women."

Vibeke characterized Kromann Reumert's pro bono work in the following way: "Kromann Reumert's pro bono work does not directly support our work with the women, but it is important in helping to lay the very foundations for our work."

"It creates an enormous sense of security for me as a manager if I know I can always get access to legal advice, because my primary role in relation to our personnel is to relax staff so they have the energy to take care of women."

Vibeke Lenskjold
Reden International

Hanne Elisabeth Rasmussen
SOS Børnebyerne

"We have a typical NGO profile where we are particularly good at cooperation and development, but not so good with market orientation. So where Kromann Reumert makes a difference, I believe, is in introducing a higher standard of professionalism and better market orientation – at the same time as helping to keep costs down."

A LIFELINE

Hanne Elisabeth Rasmussen, Managing Director of SOS Børnebyerne (SOS Children's Villages), characterized her organization as a developing NGO because in the last three years they have managed to double the number of children they help. Kromann Reumert's pro bono work played a role in this development.

According to Hanne, Kromann Reumert was like a lifeline when unexpected situations suddenly arose, because it meant that there was someone to call. In Hanne Rasmussen's opinion, Kromann Reumert also helped SOS Børnebyerne become a better service organization.



Foto: Stig Stasi

KEEPING TRACK OF ALL OF THE AGREEMENTS

Jonas Christoffersen, the Director of Institut for Menneskerettigheder (the Danish Institute for Human Rights) was in agreement with other speakers in suggesting that the pro bono collaboration enabled services that otherwise would simply not be affordable.

Jonas, who himself is a lawyer, was also appreciative of the fact that they had been able to revise standard contracts and similar documents. "It gives me unbelievable peace of mind to be able to say to my department heads: Call Kromann Reumert!" said Jonas Christoffersen, who also made it clear that they will maintain complete control over all of the agreements in the future.

Jonas Christoffersen
Institut for Menneskerettigheder

“It gives me unbelievable peace of mind to be able to say to my department heads: Call Kromann Reumert!”

Pro bono adds a new perspective

According to Kromann Reumert’s HR Director, Søren Villadsen, the firm’s employees gain new perspectives and greater insight into client relations when they undertake pro bono projects.

It is not only our pro bono partners who gain something out of the cooperation with Kromann Reumert. This is the view held by Søren Villadsen, HR Director within Kromann Reumert:

“Our employees typically gain a different perspective on client relationships when they perform pro bono work. These types of clients – and we consider them clients because our pro bono partners must be considered on equal footing with our paying clients – are not from conventional businesses, but predominantly come from interest groups or volunteer organizations,” explains Søren and elaborates:

“Economically speaking, pro bono clients tend to have a different point of departure than our usual clients, given that the money they save is used exclusively to help other people. This type of engagement and dedication is contagious,” says Søren Villadsen.

Kromann Reumert’s employees also gain greater insight into social relations in Denmark. In helping organizations in the public domain they perhaps view cases from another angle than the usual:

“Overall, it means that Kromann Reumert ends up with committed staff that are better at handling client relations because of their new-found insight,” concludes Søren.

DEAR EMPLOYEES,

Thank you for your fantastic commitment to Kromann Reumert's CSR efforts.

Thank you for your interest in everything from improvements in our sorting of waste to increased power savings, through to dedicated and ongoing efforts towards our pro bono partnerships and involvement in good business management. Your level of engagement extends well beyond the topics mentioned here.

Thank you for contributing with your commitment to Kromann Reumert. It makes us proud.

Sincerely,

Kromann Reumert Management

**KROMANN
REUMERT**

