

LETT Law Firm

Global Compact Communication on Progress

March 2014



LETT

Social commitment deeply embedded in LETT

LETT is a full-service law firm advising the corporate and public sectors on Danish and EU law. Due to LETT's position as one of the leading law firms in Denmark, we feel duty-bound to engage in social responsibility to a greater degree than dictated by law.

In 2012 when LETT joined UN Global Compact, it was a natural progression in a social commitment that is deeply embedded in our firm. To join this compact means that, in a global frame, we are duty-bound to respect the 10 principles that include human rights, labour, environment and climate as well as anti-corruption.

Protection of human rights and labour rights in the Nordic region is to a very large extent ensured by detailed national legislation and industry-specific codes of conduct or recommendations. Therefore, we work on the principles in the context that makes sense to our firm and provides the largest value to the community of which we are a part.

LETT is a modern and innovative law firm based on noble traditions and long experience. We are proud of our professionalism which is an integrated part of our client approach.

Our values provide the setting for what we do and make a promise to the outside world about the approach and conduct represented in LETT:

Decent

We assume responsibility for our assignments and attach great importance to ethics and responsibility.

Top standards

Our business is based on first-rate professional expertise and quality. We are ambitious and dedicated on behalf of LETT and our clients to obtaining the best possible results.

Dynamic

We bring great commitment to any assignment and see solutions where others see problems.

Unpretentious

We meet our clients and colleagues at eye level in an informal working environment also characterised by a good sense of humour.

Direct

We aim at being approachable and attach great importance to being personal and open.

Managing Partner statement

Responsibility, including social responsibility, represents one element in the way LETT runs its business. Therefore, we are proud to be part of Global Compact. By joining the Global Compact, we wish to demonstrate our commitment to advancing the ten principles of the Global Compact in our policies and activities.

Last year, when we handed in our first reporting, we had just completed our CSR strategy that deals with four areas - legal assistance, research and knowledge sharing, employee investment and environmental focus. This year, this strategy has been implemented with a particular focus on our staff, which, as in any knowledge firm, plays a pivotal role in our business.

Our reporting on progress follows the structure of the 10 principles set out in the United Nations Global Compact and documents our activities and performance within Human Rights, Labour, Environment and Anti-Corruption. For each of these areas, initiatives completed in 2013 will be described, and this description is followed by new targets for 2014.

In this way, we use our commitment to Global Compact to continue to set new responsibility goals in LETT.

Henrik Sjørsløv

Managing Partner

LETT



Human rights

LETT wishes to be a place of work for committed and professional employees. We are business people and are only capable of realising our business goals when we create and protect an environment and company culture that supports, respects and appreciates our differences as people irrespective of gender, race, nationality, religion, faith, sexual orientation, age or disability, and when, at the same time, we succeed in creating challenging and developing duties and responsibilities as well as continuing professional development together with job satisfaction.

Staff investments

People represent the pivotal resource in LETT. Therefore, in LETT, it is a top priority that, all the time, partners and employees are in a professional and personal development that matches the changing needs of our clients. Job satisfaction, challenging and developing assignments and responsibilities and a continuous professional development are decisive to ensure positive development. Therefore, LETT's goal is to have the most committed and satisfied employees within the Danish legal-profession sector.

Professional working environment

The greater part of the professional development is via cases and assignments which each individual employee solves in his/her daily work after having received instruction, sparring and feedback from the relevant case-responsible partner. This experience-based instruction is supported by a bit more formal instruction activities, including further education and research, internal and external lecturing, secondments and stays abroad. Personal developments are supported via annual performance reviews, formative trips with the firm and goal-directed career development.

Our focus areas in 2013:

Clearly defined career trails and a new performance-review concept

In LETT, we believe that focus on employee development and performance creates higher motivation of employees. In 2013, we have been engaged in our career-trail project whose objective is to create clearly defined career trails in LETT and to describe the different development opportunities which our firm can offer as well as the resulting requirements relating to competence and performance. The project outcome is LETT's career-trail model which reflects different lawyer profiles. This model is incorporated in our revised performance-review concept as a management and dialogue tool and ensures focus on targeted competence development and specialisation. The performance-review concept has initially been introduced to our lawyers and junior lawyers.

Revised LETT Learning concept

In 2013, we have been engaged in adjusting in-house courses so they match the needs of our organisation. The purpose has been to ensure a high-standard structured introduction and training our junior lawyers as well as structured supplementary training of our lawyers.

Physical working environment

Furthermore, LETT complies with the rules, guidelines and standards for working environment and indoor climate of the Danish Working Environment Authority. To ensure that LETT employees enjoy high employee satisfaction and a good health, we offer a number of supplemental schemes which include safety insurance, a massage-therapy scheme, vitamins/food supplements and flu vaccines, sports activities as well as a breakfast and lunch scheme, etc.

LETT Life style

In 2013 health and satisfaction were put on our agenda. We have entered into cooperation with a supplier offering massage therapy, zone therapy and acupuncture. This cooperation has provided several advantages - for example a health-care check by which staff members are offered a voluntary and free health-care check followed by advising. This health-care check includes physical measurements of blood pressure, fat ratio, weight, BMI and blood measurements (levels of total cholesterol and blood sugar).

This cooperation also includes access for staff members to a health-care portal where doctors, nurses, sports physiologists, dieticians, coaches, etc, answer questions about health. In addition, our masseurs have the option of medical sparring should such a need arise for a staff member.

Canteen prize

LETT is going for a nomination for the Danish canteen prize in 2015. This prize is awarded by the Danish Agriculture and Food Council to canteens in Denmark that have a burning passion for professionalism and innovation and for promoting craftsmanship quality. The objective of the canteen is to offer healthy and tasty food and to go for being awarded the bronze medal in ecology by the Danish Veterinary and Food Administration by 30% applied ecology in food and drinks.

A modern IT work place

In 2013, our focus has been to create a more modern and professional IT workplace and we have identified a number of needs for more simple IT solutions that may contribute to creating a more flexible work place. Our ambition is to work in a "smarter" way.

A new telephone-exchange system has been introduced to provide better service to our clients and facilitate absence procedures internally in our organisation.

Mental working environment

LETT expects that everybody contributes to a sound working environment. Therefore, it is expected that nobody bullies or harasses any colleague or employee. Should anyone be exposed to problems of this kind or become aware that bullying or harassment is taking place, it is, therefore, expected that such person immediately takes action about the problem by, eg, contacting our Managing Partner, HR manager or a similar person in LETT, whom this person trusts.

Activities to ensure satisfaction and continued professional development and enhance general satisfaction are based on LETT's HR strategy. Employee satisfaction is monitored via internal climate analyses, of which the purpose is to identify the general climate and to see how we can become even better in our management and the cooperation in and across job functions and office locations.

Our internal climate analyses from 2010 and most recently 2012 tell us that we are at the very top of these parameters. Our next climate analysis is being planned for 2015.

Our goals and activities 2014

Career-trail project

- Working with job descriptions in practice and implementing them in our organisation.
- Organising a seminar for all coming section heads on the basis of the career-trail model.

Rethinking LETT Learning

- Further work on preparing young lawyers on the ethical aspects of being a lawyer.
- Enhancing and targeting competence development within our new career trails.

LETT Life Style

- Ensure broad attention and application of general as well as current offers from our external supplier.
- 80% of our staff members accepted the offer of a health-care check.
- A minimum of 30% applied ecology in the food and drinks in the canteen.
- For environmental reasons, we aim for sustainability by using as few suppliers and as little transportation as possible, and some of the food is served in portions to minimise food waste.
- Our canteen staff is to be as visible as possible for an open dialogue with the canteen users in order to create better advising and satisfaction.
- Our canteen creates value to its users by its daily menu variations in terms of pleasant smell, appearance, taste, texture, produce selection and health.
- Our canteen undertakes our food security by complying with the requirements of the Danish food-safety "smiley" scheme.

Setting up a new performance-review concept

- Hold career-defining conversations and prepare individual career plans by our new performance concept.

Setting up smart workplaces

- Implementation of Microsoft Lync, which enables "instant messaging/chat", Voice Over IP (telephony) and video conferences.
- Implementation of WIFI so everybody has access to files and can stay on the network all the time independent of where in the office staff members meet bringing along their laptops.

”Through channels of law, our CSR contribution comes from the heart and the mind“

Labour

LETT respects and promotes diversity in terms of employment and our daily relations. Diversity makes us strong - and in LETT we too are to reflect the surrounding community in a natural way. Therefore, we encourage everybody to apply for the advertised jobs, irrespective of background, and we will clamp down on unsuitable conduct such as bullying and harassment due the differences set out above.

Diversity

In LETT, employees are employed and are treated on the basis of their professional capabilities, competences and conduct. As a result, no discrimination is made concerning eg ethnics, religion or sexual preference.

At year-end 2013, 38% of our lawyers and junior lawyers were women and 53% of our junior lawyers were women. So, we employ a large number of women junior lawyers, however, not unlike the rest of the sector, we experience a decline later on in their careers. One of our goals is to retain a higher number of women lawyers and have ia an increased flexibility focus within each employment relationship.

Our focus areas in 2013:

Clearly defined career trails and female talent

The career-trail project, referred to previously, is to help ensure that more women lawyers stay with LETT to continue their careers and also hold management posts. Our career-trail model is expected over time to have a positive effect on the gender distribution at LETT. This positive effect will be crucial as to achieving our goal of an executive committee having more women members.

Recruitment committee

To ensure a uniform approach, all employments in LETT go via our HR department, which, by the right professional insight and tools, ensures that every single candidate is treated with professionalism and respect. Our recruitment committee consisting of a representative from our HR department and two partners is active in connection with all lawyer employments and at all levels. All other position recruitments are made in cooperation with the section head having a recruitment need.

Our focus areas in 2013:

Recruitment committee

In 2013 LETT set up a new recruitment committee of which the major object is to act as HR's professional sparring partner for any employment of trainees and junior lawyers at our locations. Its task has been and is together with HR to ensure a consistent professional approach to the assessment of new lawyers and junior lawyers as well as law students.

In addition, the recruitment committee also participates in the planning of employer-branding activities in order to create a link between recruitment and the outward-looking activities/employer branding to highlight LETT within university environments.

In LETT we have a full set of policies regarding Human Resources policies. These include e.g policies regarding stress, pregnancy, illness, health, etc.

Internal climate analyses

LETT acknowledges that all employees have the right to individual freedom of expression and opinion and we encourage all our employees to express their opinions individually or in groups at performance reviews, meetings with the management and specified staff groups and at general section and office meetings and, in writing, at internal climate analyses.

Our goals and activities 2014

Retaining women lawyers

Goal of 20% women in LETT's Executive Committee within a five-year period and of 40% women in the Committee within a ten-year period.

Recruitment committee

The appointed members of the Recruitment Committee continue their work together with our HR Department and ensure a consistent professional approach to the assessment of new lawyers and junior lawyers as well as law students.



Environment

LETT pays attention not to cause more environmental harm than absolutely necessary. As a service business, our environmental harm is first and foremost connected with our office buildings and office operations as well as transportation. Our approach is based on 3R - reduce, re-use, recycle.

Energy saving

LETT observes relevant legislation and guidelines concerning the environment. We continue to reduce our energy consumption and CO2 emissions and to focus on choosing more environmentally friendly and energy-wise products and solutions - for instance in relation to light sources, cleaning products or stationary. A part of LETT's electricity consumption is windmill generated.

We respect and support measures for recycling and reduction, including waste sorting, re-use of cardboard and paper waste, environmental scrap, fat elimination, two-flush functions, temperature reduction during the night and cleaning using environmentally friendly products using water-saving methods.

Our initiatives concerning reduction and recycling are in our operations and service function, which assesses new measures as regards the effect and derived expenses.

Our focus areas in 2013:

Renewable energy

In 2013, we received the RECS certificate concerning environmentally friendly electricity because of our purchase of certificates of wind-power plants corresponding to our expected yearly electricity consumption. The purchased certificates were issued from renewable energy plants that are less than two years old. RECS certificates are issued and controlled in accordance with international rules on renewable-energy trade - RECS (Renewable Energy Certificate System).

I 2013 we installed night cooling during the summer and we have optimised and still improve our present air-conditioning system together with the owner of the premises and an engineering firm.

We also analysed our light sources together with the engineering firm and, as a result, we now use new technology within lighting.

In connection with the change to a non-paper organisation, we have limited our working procedures by receiving letters electronically as well as filling electronically, and we have experienced a decrease in mail cost. In 2013 we have initiated an analysis of electronic letters in cooperation with the postal company.

Public environmental debate

In a professional way, we participate actively in public debates within the environmental area. LETT's team for environmental law is internationally recognised as being top of the line.

Our goals and activities 2014

Electricity-saving measures and ensuring the newest light sources

Most recent LED technology is always installed with due respect of full use of the present technology.

Change to a non-paper organisation

Continuation with the analysis with the postal company and setting goals on the basis of the results of the analysis.



Anti-corruption

LETT is subject to the Code of Conduct for the Danish Bar and Law Society, and, on a regular basis, supervision is made to ensure that the Code is being observed. Our firm is subject to Danish authority regulation concerning anti-money laundering - including for the purpose of terrorism - and an internal set of rules has been prepared and a procedure established to ensure that this anti-money-laundering regulation is being observed.

LETT has set up an ethics committee dealing with cases on conflicts of interests as well as making statements about issues relating to the Code of Conduct including ensuring implementation and observance of the Code. In addition, the work of the committee also consists of ensuring that those being complained against to the collegiate authorities or having been threatened with a complaint will get a sparring partner/assessor during the proceedings.

Our focus areas in 2013:

Ethics and pre-conflict committee

In 2013, new members of the Ethics and pre-conflict committee were appointed. The committee has prepared a new set of terms of reference to make sure that any LETT staff member ensures that a case is clarified on the basis of the Code of Conduct as well as commercial considerations and that LETT never represents more than one party in a transaction process.

Ethics partner

In 2013, Martin Lavesen was appointed LETT's ethics partner. During the year, our ethics partner adopted a visible profile in our firm and was involved in the event of doubtful issues in the Ethics and pre-conflict committee concerning basic ethical issues. He did not participate in the ongoing conflict management but acted as a good sparring partner to the committee as well as to the firm in general.

Instruction in rules on anti-money laundering and conflicts of interests

In 2013, our staff has received the yearly instruction in handling cases comprised by the Danish Act on anti-money laundering. When becoming employed, new employees agree by their signatures that they will comply with LETT's internal instructions and rules on anti-money laundering and conflicts of interests.

Our goals and activities 2014

Setting up a pre-conflict committee

Continuation, communication and implementation terms of reference

Handling complaints

Contribute to closing ongoing complaints faster

Supplier choice

Implement procedures to ensure that our major suppliers confirm that they meet the principles set out in Global Compact.

LETTs CSR-strategy

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It is our strategic ambition to contribute to creating a sustainable future - for our clients, our employees and our community in general - by active efforts embedded in our business and competences.

Our CSR strategy focuses on four specified focus areas - employee investment, environmental focus, legal assistance as well as research and knowledge sharing.

Health and sport

An important part of our preventive health-care efforts is to arrange or support sporting activities for our staff - primarily within running, football and fitness. In 2013, 15 LETT teams from our locations in Copenhagen and Aarhus participated in the yearly 5x5 km DHL Relay Race, and LETT employees also participated in the Copenhagen marathon race, Powerrade half marathon and the traditional 13-km running event in the north-Copenhagen Deer Park following an internal preparation process of talks and running training as well as instructions.

Staff investments

To run a business as ours requires a staff that is competent, healthy and functioning well. Therefore, huge investments are made in building up and maintaining legal competences and in general satisfaction and healthy lifestyle that extend beyond an employment relationship with LETT.

Our efforts include a great number of initiatives - both preventive such as sporting activities and talks about health, nutrition and

sports and curative such as massage and ergotherapist schemes as well as health-service insurance.

Research and knowledge sharing

Knowledge and education constitute the core of our business. We attach great importance to sharing our legal knowledge because we wish to ensure and put our fingerprints on the ongoing development within legal professionalism. Our CSR activities within research and knowledge sharing are directed towards all important stakeholder groups - staff, law students, clients, the business sector and the press as well as the general public.

We take on positions of trust and are part of working committees in the fora within our profession.

Involvement in the university law programme

Each year nearly 300 universities participate in the world's largest international moot, Vis Moot. The competition puts international law on the sale and purchase of goods and arbitration on the agenda, and this is the second year when LETT sponsors and supervises the team of the University of Aarhus. LETT's involvement in Vis Moot enables us to contribute to shaping promising law students having an interest in litigation. The sponsorship also provides an opportunity to make relations to some of the top-level law students in Denmark.

Positions of trust within the Danish lawyer profession

A number of partners in LETT hold positions of trusts within the Danish legal profession:

- Søren Jenstrup is Chairman of the Danish Bar and Law Society and "officer-at-large" in the International Bar Association
- George Lett is a member of the ICC
- Jesper Lett chairs the Danish Arbitration Institute
- Marlene Winther Plas is deputy chairperson of the Danish Lawyers' Association
- Peter Rønnow is a member of the Disciplinary Board of the Danish Bar and Law Society
- Karen Dyekjær Hansen is a member of the Standing Committee on Procedural Law
- Martin Lavesen a member of the Danish Press Council

