



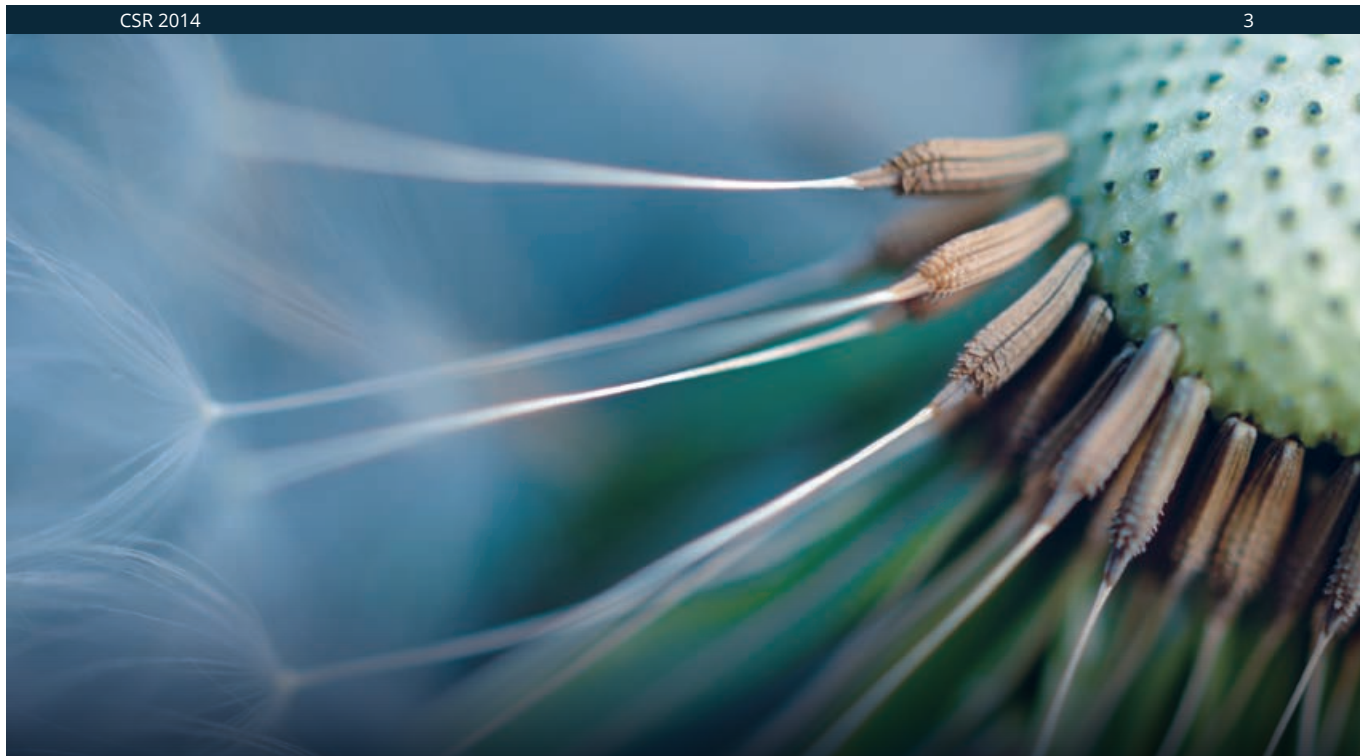
Corporate Social Responsibility

Investing in the future



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The year gone by

Twenty-fourteen proved an eventful year at Bech-Bruun: a new management and a new strategy were some of the events characterising the year gone by. The new strategy also testifies to our sharpened focus on CSR as an integral element of our business concept.

Our employees are one of Bech-Bruun's permanent focus areas. We can boast the most talented employees, and they are the reason why we are able to offer the best legal consulting in this country. Consequently, it is inevitable that we focus strongly on training and development and continuously strive to ensure that our employees are offered the right career paths.

Training and knowledge sharing are significant both internally and externally. This is why we make several of our seminars available at no cost to our clients, business partners and other stakeholders. This year, among other things, we hosted our grand

annual Professional Development Day for lawyers working within the public sector both in Copenhagen and in Aarhus.

We have also embarked on a new project together with Save the Children Denmark which is to ensure that an increasing number of young Ugandans are guaranteed vocational training.

In 2014, our Aarhus department relocated to new environmentally sound premises in the city's tallest building. Since 2008, we have made significant efforts to reduce our everyday consumption of resources and, fortunately, we have succeeded considerably in doing so. Our environmentally sound offices have helped us launch further into running a sustainable business.

Ethics and compliance have also been brought into focus in 2014. Compliance constitutes a natural element of our consulting and we have,

among other things, introduced an annual mandatory test in legal ethics and anti-money laundering for all our fee-earners.

For the sixth year running, we confirm our commitment to the UN Global Compact and its ten principles, embracing our four focus areas: People, Society, Environment and Ethics & Compliance.

We wish you happy reading.



Simon Evers Kalsmose-Hjelmberg
Managing partner

Our focus areas

People

Our objectives

- We want to ensure that our employees achieve the best possible skills and expertise under optimal conditions.
 - We want to support the right career paths and ensure diversity across Bech-Bruun's organisation.
-

Society

Our objectives

- We want to take corporate responsibility through training and knowledge sharing activities.
 - We want to use our core competencies to make a difference.
-

Environment

Our objectives

- We want to reduce our resource consumption and optimise sustainable business procedures.
- We want to use green suppliers.

Ethics & Compliance

Our objectives

- We want to guarantee high ethical standards among ourselves and our clients.
 - We want to be the law firm in Denmark with the highest IT security standards.
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People

As a knowledge-based enterprise we depend on our ability to attract and retain the most talented employees in the market enabling us to render our clients with the best possible counselling. We must number the most highly recognised and specialised experts within the legal profession and understand our clients' businesses and markets helping them outperform their competitors. Consequently, our employees must also be given the best possible conditions for nourishing talent, strengthening innovation and creating the highest value. To this end, investing in employee training, development and working environment is one of our top priorities.

Our objectives

- We want to ensure that our employees achieve the best possible skills and expertise under optimal conditions.
- We want to support the right career paths and ensure diversity across Bech-Bruun's organisation.

Our 2015-2016 targets:

- Focusing on business development in our internal training programme.
- Developing a mini MBA programme for law firm partners.
- Mapping out the reasons why more women than men opt out of a career as a law firm partner.

170 187 95%

of our senior associates have participated in our talent development programme since 2007

187 internal continuing professional development (CPD) courses in 2014

of our employees state that they are satisfied or very satisfied with working at Bech-Bruun according to the latest WPA

Bespoke continuing professional development

At Bech-Bruun Academy, our employees attend courses and seminars matching their professional profiles and areas of responsibility. In this way, we ensure that our clients are at the receiving end of market-oriented advice.

Our clients' demands constantly develop. As their entrusted advisers, we must keep up to date with developments and make sure that we match their demands professionally. This is why we have set up our in-house Academy offering employees a wide range of seminars to address our clients' demand for expertise.

Our ambition is partly to guarantee that our clients are given advice customised to their needs and partly to ensure that the individual employee may develop in line with his or her professional profile and area of responsibility.

Focus on the future's talents

In 2007, we launched our unique talent development programme, a special talent programme for senior associates. Since then, 170 lawyers have participated in the programme, which focuses on developing and supporting the individual participant's skills and expertise.

An intensive and fruitful three-day seminar at Judge Business School, Cambridge, kick-starts the talent programme, which continues the next 12 months by bringing areas like business development, management, client relations and networking into focus together with the individual participant's strengths and potentialities.

The talent development programme focuses on areas often forgotten in busy everyday life, yet of key importance if you wish to establish a sound business operated by talented and skilful people. Not surprisingly, it has been a success to its participants and to Bech-Bruun.

In 2015, 19 senior associates – nine women and ten men – are registered in the programme.

This year, particular emphasis will be put on the requirements of becoming a law firm partner.

"Our talent programme equips the participants to act as highly qualified sounding boards for their clients and to learn what it takes to become good superiors. We inspire them to define their roles as advisers in tomorrow's market."

COO and vice president of Bech-Bruun, Christian Ejvin Andersen.





Focus on diversity

At Bech-Bruun, we aim for women and men being represented equally among our employees. For this reason we wish to map out why more women than men opt out of a career as a law firm partner.

Traditionally, the legal profession has had difficulties with retaining female lawyers. The reasons for this may be numerous, but the work-life balance is a contributing factor in particular to the gender imbalance in law firms.

For several years, Bech-Bruun has, to the extent possible, recruited qualified men and women in equal numbers, and currently the male/female distribution among our lawyers corresponds to the distribution in the legal profession in general. But there is room for improvement.

Our primary challenge is to retain our female associates and motivate them to choose the path to law firm partnership and senior management.

"To us, the question is not whether to increase diversity – for no doubt we must do so. The question is how to do it. We need to map out the factors that induce women to pursue alternative career opportunities before we plan specific initiatives."

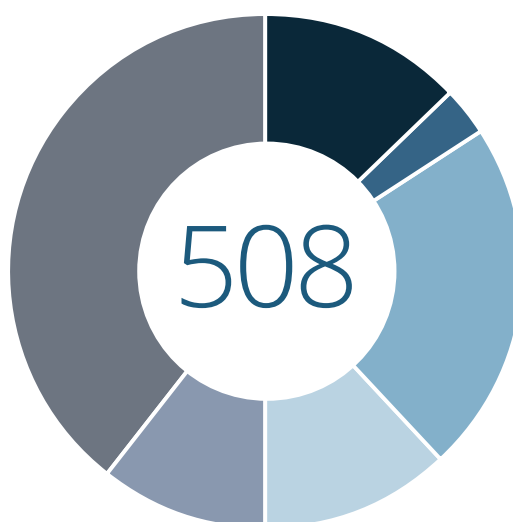
Managing partner of Bech-Bruun,
Simon Evers Kalsmose-Hjelmberg.

The work of identifying what causes some women to opt out of a career as a law firm partner will begin in 2015. Our next step is to collect best practice initiatives from our own profession and from comparable professions in order to identify which initiatives will provide the best basis for and yield the best impact on Bech-Bruun's situation.

Total number of employees

- Equity partners: 65
- Associate partners: 16
- Associates: 113
- Junior associates: 61
- Other fee-earners: 54
- Other employees: 199

Total: 508



Diversity at Bech-Bruun

Partners



11%
female

89%
male

Associates



46%
female

54%
male

Junior associates



41%
female

59%
male



Society

We know that education and knowledge constitute the basis for growth. And this also applies to our business. Therefore, knowledge sharing has top priority in our corporate social responsibility. At Bech-Bruun, we like to share our knowledge with clients, business partners and other stakeholders through a wide variety of events and seminars. Moreover, we take on matters where we know we will make a difference through our core competencies and we engage ourselves in projects that focus on education, training and development.

Our objectives

- We want to take corporate responsibility through education, training and knowledge sharing activities.
- We want to use our core competencies to make a difference.

Our 2015-2016 targets:

- Expanding Bech-Bruun Academy to include subjects based on our clients' challenges instead of just focusing on isolated legal issues.
- Charting the scope of our pro bono work.
- Continuing our cooperation with Save the Children Denmark.

Supporting Justitia

We support Denmark's first independent legal think tank Justitia. The object of Justitia is to strengthen the focus on and the respect for the fundamental state-of-law principles and constitutional rights.

35%

increase in the number of participants in Bech-Bruun Academy's free seminars in 2014

3,600

young Ugandans will experience improved employment opportunities



Knowledge must be shared

Every year our specialists invite interested parties to have a share in their knowledge through a wide range of free qualifying seminars and professional development days at Bech-Bruun Academy.

At Bech-Bruun, we are proud of being dedicated specialists as it makes us able to offer our clients highly qualified market-oriented advice.

Our expertise is the result of combining experience with knowledge sharing. We are very enthusiastic

about passing on our knowledge and offer a wide range of free qualifying seminars at which our specialists discuss and communicate knowledge and experience.

In Copenhagen and Aarhus we are proud of our annual Professional Development Day for corporate lawyers,

our annual Professional Development Day for lawyers working in the public sector, our annual entrepreneurs' day, our regular seminars for law students and late-afternoon seminars. In fact, we have had to create waiting lists for some of the most popular events, and the enrolment keeps rising every year.

1,790

clients participated in our seminars and courses in 2014

71

free seminars and all-day events in 2014

4.6

average satisfaction score with the seminars and courses on a scale from 1 to 5

New partnership supports vocational training in Uganda

Improved employment opportunities for thousands of young Ugandans. This is the objective of a new Save the Children Denmark project, to which Bech-Bruun has committed itself.

Save the Children Denmark and Bech-Bruun have joined forces to improve the employment opportunities for 3,600 young people aged 15-24 by helping them develop their skills.

The project is based on the local business potential and market demand. Against this backdrop, the young people will learn about developing business plans, preparing accounts, pricing products and services, etc.

The new project has already generated tangible results. More than 400 young people have completed an advanced-level education, and over 200 youngsters have served as apprentices with the local tradesmen.

Save the Children Denmark estimates that the improved employment opportunities will have an indirect

positive impact on 18,000 family members, not to mention the young people themselves.

Save the Children Denmark

In addition to our Uganda project with Save the Children Denmark, we also render pro bono legal advisory services to the organisation. Such pro bono work includes legal advice to potential testators making a will for the benefit of Save the Children Denmark and representation of Save the Children Denmark in probate cases, in which the latter has been appointed heir of the deceased.

At the reception held to celebrate Bech-Bruun's new offices at the City Tower, Aarhus, we suggested that our guests make donations to Save the Children Denmark in lieu of traditional corporate gifts. Altogether, donations totalled almost DKK 50,000.

"At Bech-Bruun, we base our business on knowledge and we know how important it is to get an education and to acquire the right skills and expertise. This is why we are so pleased with having reached our target for the Ethiopian schools. And our teamwork with Save the Children Denmark continues with a new significant project."

Managing partner of Bech-Bruun, Simon Evers Kalsmose-Hjelmborg.

Since 2008, Save the Children Denmark and Bech-Bruun have joined forces to improve access to education in Africa. We have now succeeded with our project of improving the conditions at 11 Ethiopian schools:

500

children at the 11 schools have received note books, text books, pencils and school bags

2

schools have been fully renovated

30

teachers, principals and parent representatives from the 11 schools have received training in improving the quality of teaching

Free legal advice creates professional development

A total of 110 hours of free legal advice, 49 clients turning up in person and 22 answered phone calls. These factors constitute an average evening at the Copenhagen Legal Aid. Several of the volunteers, who spend their weekday evenings at the Legal Aid providing free legal advice, work at Bech-Bruun.

Stinna Mohr, a junior associate and one of Bech-Bruun's about ten employees working as a volunteer, helps at the Copenhagen Legal Aid one evening a week.

Being a junior associate at Bech-Bruun provides plenty of professional challenges, and Stinna Mohr points out that her decision to work as a volunteer at the Copenhagen Legal Aid was not to smarten up her resume.

"When you work with one of the big law firms and are usually involved in some very large matters, it is very refreshing and exciting to try one's skills on providing advice one-to-one. The free legal aid sessions make you look at the advice you give from a hands-on perspective."

The voluntary legal work also contributes to one's professional development. The direct case handling, for instance, is not scheduled until later in Bech-Bruun's training programme.

"At the Legal Aid, I'm sitting right opposite my client and it's my responsibility to communicate the law in a manner that is easy to understand. We advise several clients in one evening, so I've become more practised in juggling with several cases at the time. My work at the Legal Aid also gives me an opportunity to work with areas that are outside my usual fields of responsibility. In this way, working as a volunteer has meant that my knowledge has become both wider and deeper," says Stinna Mohr.

The object of the Copenhagen Legal Aid is to give citizens, who cannot find help elsewhere, a chance of being heard.

"Not all advice given is about the law. In fact, only 30-40% of the total advice rendered deals with law issues. Very often, the clients at the Legal Aid simply don't know how to tackle and manage their problems; they might be illiterates or they may just be in need of an outsider saying to them that they should let go of a case that's been nagging them for years."

Stinna Mohr explains about her commitment to the Copenhagen Legal Aid.

Bech-Bruun's other CSR activities

Every year, we offer pro bono advice to a large number of organisations. In 2014, these organisations included Save the Children Denmark and Danish Red Cross.

We support the World's Best News, a news campaign – in conjunction with the UN's targets for 2015 – communicating progress and positive results from the developing countries.

Copenhagen Legal Aid offers help to any citizen irrespective of their address, but dependent on their income. The Legal Aid helps with most types of cases, save real estate purchase or sale, the drawing up of mortgages and a few other legal areas.

Environment

As a modern law firm, it is important that we keep abreast of the latest developments in new energy and environmentally sound solutions that may benefit the environment as well as our own business and our clients. We continually strive to reduce and to re-think our consumption and to improve our resource efficiency. We attach importance to sustainable procurement and to choosing environmentally sound alternatives.

Our objectives

- We want to reduce our resource consumption and optimise sustainable business procedures.
- We want to use green suppliers.

Our 2015-2016 targets:

- Ongoing replacement of electronic equipment, light-bulbs, etc., by energy-saving alternatives.
 - Continuous focus on purchasing the most sustainable solutions.
 - Continuous optimisation of our waste sorting.
-

Environmentally sound offices reach new heights

In August 2014, our Aarhus offices relocated to City Tower, the very first commercial building in Aarhus to meet the strict 2015 requirements of energy rating 1. City Tower has 24 floors, measures 92 metres and is constructed with focus on sustainability and energy efficiency. As an example, the building's energy is supplied by the integrated solar power cells installed on the building's southern side.

6%

decrease in electricity consumption compared to 2013

16%

decrease in heating consumption compared to 2013

15%

decrease in water consumption compared to 2013

Choosing the right resources

A steep decline in the consumption of electricity, water and heating. Our decision at Bech-Bruun to reduce our everyday resource consumption has shown great results.

The first step in Bech-Bruun's environmental strategy was a thorough energy efficiency review of our offices in Aarhus and Copenhagen in 2008. Campaigns and initiatives were launched to improve the energy efficiency of our offices as well as our business procedures. As a result of this, Bech-Bruun very soon changed its poor rating in the energy performance scale and rose to the top tiers.

Everyone at Bech-Bruun has been involved in the process because we believe that the individual employee may very much contribute to bringing down the consumption of water and energy. And it has worked:

"Our consumption may well be an example to others. But that doesn't mean we should relax our efforts. We are gradually replacing our devices and equipment in order to phase out

older models. But we don't want to be a part of the throwaway society, so it's always a matter of overall balancing," says Tonni Poulsen, installation and maintenance supervisor at Bech-Bruun.

We use green suppliers

However, Bech-Bruun not only strives to reduce its everyday consumption but also to make use of the right resources. The right resources are largely found among green suppliers. For this reason, Bech-Bruun has adopted a green procurement policy, under which we aim to source green solutions whenever possible.

Our sustainable suppliers

De Forenede Dampvaskerier, a steam laundry enterprise, applies sustainable products and technologies that reduce the environmental impact.

Anders Andersens Rengøring, a cleaning company, supplies eco-labelled cleaning services.

Bring, a courier and logistics service provider, opts for vehicles running on biogas, biodiesel or electricity.

Renseriet Fred Butler, a dry cleaner's, cleans clothes without the use of chemicals but with recycled carbon dioxide. Fred Butler has received various environmental-friendly certificates, including the Nordic eco-label.

Steep decline in Bech-Bruun's consumption

In 2014, we experienced a significant decline in our consumption of electricity, water and heating.

	2012	2013	2014
Electricity (kWh)	1,023,777	1,000,635	942,759
Heat (mWh)	903	1,042	881
Water (m³)	3,912	4,677	3,998
Combustible waste (t)	86.54	79.56	79.18
Recyclable material (t)	24.05	19.31	31.98 ¹

¹ The increase is due to, among other things, a major document shredding session as a result of a filing room clear-out.

Ethics & Compliance

As a law firm, we carry a considerable ethical responsibility. On the basis of the Code of Conduct for the Danish Bar and Law Society and our own Code of Conduct, we have created a sound corporate governance system. Our business procedures include advanced searches to prevent conflicts and money laundering in respect of new clients and cases, policies on inside information, conflicts of interest, data protection and confidentiality. We pursue a zero-tolerance policy against bribery and corruption, and we run our business in an honest and ethical manner.

Our objectives

- We want to guarantee high ethical standards among ourselves and our clients.
- We want to be the law firm in Denmark with the highest IT security standards.

Our 2015-2016 targets:

- Rerunning our annual e-learning programme on legal ethics and anti-money laundering.
- Setting up a new Corporate Compliance & Investigations practice group as well as defining and designing compliance services to our clients.
- Optimising our IT security even further.

Optimising our IT security

In 2014, we launched a comprehensive project with the object of optimising our IT security. The project is our way to ensure that we can guarantee the highest degree of security and confidentiality when handling our clients' matters and data. Our level of security is already one of the highest among Danish law firms and we are now working on increasing this edge.

All

lawyers at Bech-Bruun completed our in-house e-learning programme on legal ethics and anti-money laundering in 2014



Legal ethics at the highest level

In our capacity as a law firm, we must ensure that we constantly act in compliance with the Code of Conduct for the Danish Bar and Law Society and the statutory rules on the prevention of money laundering. In 2014, we launched yet another initiative to support our policy.

Last autumn, each and every one of our lawyers participated in a mandatory e-learning course to test their knowledge of legal ethics and anti-money laundering. The test was not an examination of their ready knowledge, but a test of how to apply the rules in a number of specific cases.

The test is run every year to ensure that our lawyers stay updated on the rules.

In time, our ambition is to offer the same e-learning programme to in-house lawyers.

"The legal ethics rules are the foundation on which we build and run our business. Therefore, it is quite essential that our lawyers know the rules and how to apply them in practice. Our clients and business partners must always be sure that our conduct is honest and ethical."

Knowledge partner and chairman of Bech-Bruun's ethics and conflict committee, Lars Lindenchrone Petersen.

Focus on Corporate Compliance & Investigations

Stricter financial regulation, a growing interest in anti-corruption measures and new digital threats are some of the recent developments that have increased focus on corporate compliance and internal investigations.

Several enterprises have no overall view of their current compliance level and are looking for assistance with their risk analyses, compliance programmes, policies, etc.

In the course of 2015, we will establish a new Corporate Compliance & Investigation practice group that may assist enterprises in making in-depth investigations and securing compliance.



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