

A photograph of two green apples hanging from a branch with several leaves. The background is a soft, out-of-focus light blue and white. The apples are in the center of the frame, and the leaves are scattered around them, some in sharp focus and others blurred.

# Corporate Social Responsibility

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Value-adding partnership



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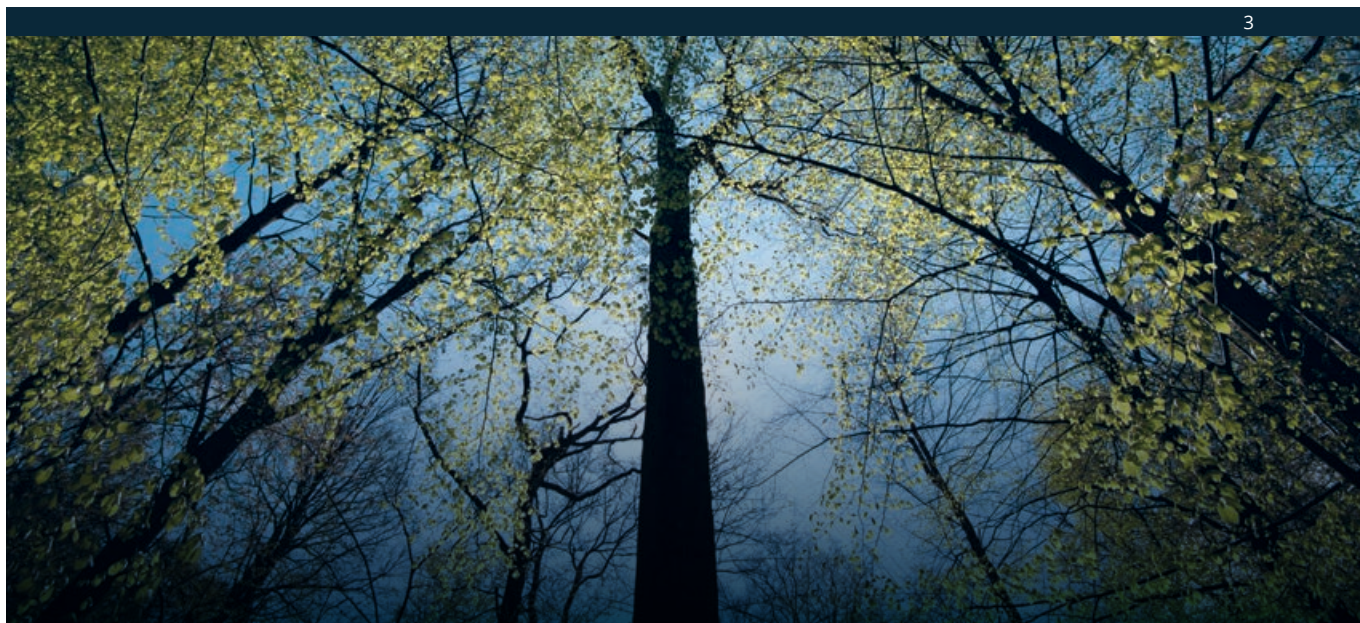
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In 2009, Bech-Bruun joined the United Nations Global Compact. With our commitment we hope to support the ten universal principles of the UNGC in the fields of human rights and labour standards, environment, and anti-corruption. As part of our commitment, we prepare an annual report, Communication on Progress (COP), in which we describe our CSR initiatives. Accordingly, this report, published in 2017, describes our CSR efforts in 2016.

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## The year gone by

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In 2016, our unique cooperation model, the Bech-Bruun model, which is the common denominator of everything we do, really came into focus. In brief, the model advocates entering into value-adding partnerships, with colleagues as well as with clients. We believe that cooperation is the way to reach the best results. It allows us to attract, nurture and retain the best employees and provide our clients with the best solutions.

We continuously strive to create the best framework for our employees. A knowledge-based enterprise such as Bech-Bruun depends on having the best employees. In 2016, we focused especially on the development of our interns and our partners. Furthermore, we continuously offer to share our knowledge with our clients, our collaborative partners and any interested parties. Through our Bech-Bruun Academy we offer various training courses and events in collaboration with leading Danish and international educational establishments. Twenty-sixteen was also the year when we completed our General Counsel Training Programme and our Data Protection Officer programme for the first time. These programmes are adapted to

the new challenges facing our clients, and they are developed by us in collaboration with top Danish and foreign experts.

In 2016, Bech-Bruun continued its partnership with Save the Children Denmark, and the four-year YIELD project in Uganda, helping children to better education, has now been completed. Through this project, a total of 2,800 young people joined a youth group, and almost 1,000 of them completed a vocational or trainee programme. In addition to this we are party to various pro bono partnerships, for instance with the Red Cross and WWF Denmark, and we focus on helping locally in co-operation with Copenhagen Legal Aid, Sisters of Charity, and others.

Responsible business conduct is a basic element in Bech-Bruun and forms the basis of what our clients and business partners can expect from us. We pursue a zero-tolerance policy towards bribery and corruption, and we run our business in an honest and ethical manner. Our clients and collaborators must always know that we conduct business in a fair and ethically correct manner. Consequently, adhering to *advokat-*

*KODEKS*, the new code of conduct of the Association of Danish Law Firms (*Danske Advokater*), is natural for us, and we continuously work with the five principles of *advokatKODEKS*: openness, social responsibility, handling of ethical dilemmas, focus on clients and employees, and diversity.

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

Enjoy the read.



Michael Honoré  
CSR partner



Simon Evers  
Kalsmose-Hjelmbø  
Managing partner



## Our focus areas

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# People

### Our objectives

- We will ensure that our employees obtain the best possible skills and expertise under optimal conditions, and we will support the right development and career paths.
  - We will ensure diversity across our organisation as well as good management that focuses on the requirements of our clients and the development of our employees.
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# Society

### Our objectives

- We will take corporate responsibility throughout the training and knowledge sharing processes.
  - We will apply our core competencies to making a difference.
-

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# Environment

## Our objectives

- We will minimise our resource consumption and optimise sustainable business procedures.
  - We will use green suppliers.
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# Ethics & Compliance

## Our objectives

- We will guarantee high ethical standards – among ourselves as well as among our clients.
  - We will ensure openness within the framework of the duty of confidentiality that is the foundation of our client relationships.
  - We will be the Danish law firm with the highest IT security standards.
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# People

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Bech-Bruun wants to give everyone the opportunity to develop their talents, and this applies equally to our law students and our partners. As such, career development is an important focus area in Bech-Bruun. We have our own Academy In-house, and we collaborate with top experts, Danish as well as foreign. For a knowledge-based enterprise such as Bech-Bruun it is crucial to be able to attract and retain the best employees. The best way to achieve this is by offering personal and professional development and training.

## Bech-Bruun's objectives

- We will ensure that our employees obtain the best possible skills and expertise under optimal conditions, and we will support the right development and career paths.
- We will ensure diversity across our organisation as well as good management that focuses on the requirements of our clients and the development of our employees.

## Our 2017-2018 targets:

- Increased focus on value-adding and holistic collaboration with our clients and internally at Bech-Bruun.
  - Conducting a mandatory development programme for all our law students.
  - Nurture individual development and career plans, ensuring increased diversity, etc.
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**183**

in-house CPD courses  
were held at  
Bech-Bruun in 2016

**20%**

of the courses covered  
personal skills

**80%**

of these courses covered pro-  
fessional skills,  
including language skills

# Workplace satisfaction

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Bech-Bruun believes that happy employees create better results. To be able to offer our clients the best advisory services, we must establish a good working environment to ensure that our employees are happy and enjoy working.

The well-being and health of our employees are high priorities at Bech-Bruun, and we offer our employees a wide range of benefits. For one thing, we have established a healthy and delicious canteen, which, in addition to fruit and vegetables, serves breakfast, lunch and dinner, all prepared by skilled chefs.

In Copenhagen we also have an in-house fitness centre with the option of having a personal training programme designed by a professional instructor and joining various classes such as yoga and pulse training. In addition, we subsidise various schemes, such as a massage programme, available at the workplace.

We continuously strive to offer additional benefits at the workplace in line with our massage and dry-cleaning schemes, in order to improve the work/life balance. As part of this, we also introduced a professional bike service in 2016, allowing employees to have their bikes serviced while at work. It is important that your bike works properly when you are getting ready to join the annual Danish campaign "We cycle to work"!

The campaign not only improves participants' health and the environment, it also strengthens the social unity across Bech-Bruun's practice groups and divisions.

Social unity is a very important factor in retaining the best people at Bech-Bruun. We have a monthly Friday Bar event, which contributes to the spirit of unity. When you know each other, working together is easier, even across practice groups, and this is crucial for our being able to offer our clients value-adding advisory services based on the client's business as a whole. Interdisciplinary cooperation is an important part of Bech-Bruun's Strategy 2020.



*At Bech-Bruun, the average employee seniority is eight years, a testament to Bech-Bruun being a workplace with a high job satisfaction rating. We are incredibly proud of this fact!*

Anne-Marie Sparre Avnsted  
Administrative officer and head of Bech-Bruun's Human Resources Department



# From law student to partner

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It is crucial for us that we are able to attract, nurture and retain the best employees. Regardless at what stage our employees are in their careers, we focus on their career development. For us to be able to offer our clients the best solutions, our employees must experience job satisfaction, and as such we continuously make efforts to offer our employees the best development and training options.

Our law students are definitely no exception to this rule. In 2016 we conducted an external survey, revealing that law students in general feel that they are under a lot of stress. We also teamed up with the stress clinic SPINE to assist our law students in establishing a healthy academic life and a better work/life balance. We want to provide our students with the tools to deliver a unique performance while allowing them a balanced life.

Twenty-seventeen is seeing an extension of this effort in the form of a mandatory development pro-

gramme for all Bech-Bruun law students. Taking inspiration from this development programme, we will upgrade our ambitious training programme for our junior associates in 2018, increasing our focus on their personal development as well.

We have also been working on a new appraisal interview concept for our senior associates, to be rolled out in 2017, with the object of offering them increased focus on their individual development and career plans.

For Bech-Bruun partners, 2016 focused particularly on the further

development of the Bech-Bruun model, the object of which is to ensure that our in-house teamwork not only benefits our clients to an increasing extent, but also involves them when required. All partners have completed a unique Bech-Bruun Strategy Partner Programme at Wharton School of the University of Pennsylvania, which has broadened the partners' insight into the best possible methods of adding value to our clients' activities. The object was to provide our partners with a solid foundation, improving Bech-Bruun's ability to establish valuable partnerships with our clients.

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*We continue our efforts to create diversity, as we know it adds value to a number of different areas. We are also working determinedly to provide our employees with the best tools for success – professionally as well as personally – by increasing our focus on establishing individual development and career paths.*

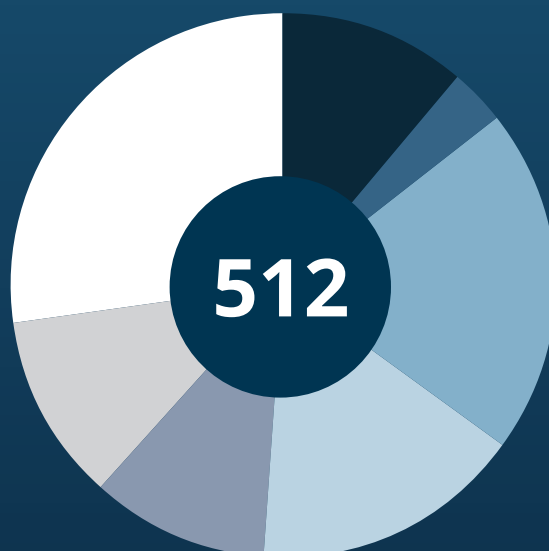
Simon Evers Kalsmose-Hjelmborg  
Managing partner of Bech-Bruun



## Employees

- Partners: 57
- Associate partners: 17
- Associates: 106
- Junior associates: 83
- Other fee-earners: 54
- Students: 57
- Other employees: 138

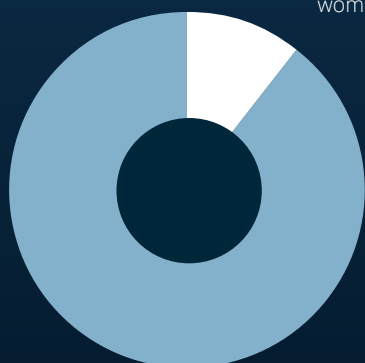
**Total: 512**



## Diversity

Partners

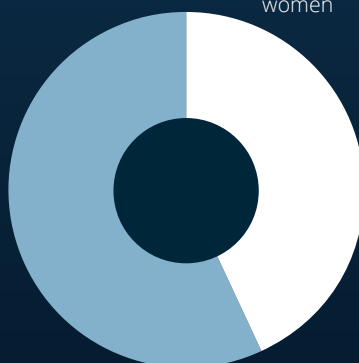
**8**  
women



**66**  
men

Associates

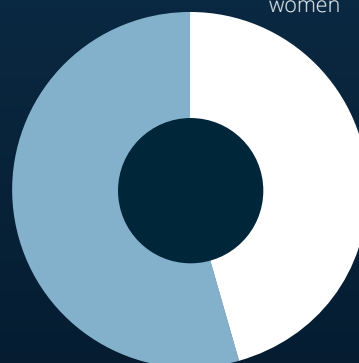
**44**  
women



**58**  
men

Junior associates

**38**  
women



**45**  
men



# Society

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In a knowledge-based enterprise such as Bech-Bruun we know that education and upgrading of qualifications are decisive for growth. Consequently, the sharing of knowledge is also one of our main priorities. Every year, through the Bech-Bruun Academy, we share our knowledge with employees, clients and other interested parties, offering a wide range of free courses and events. We want to apply our core competencies to making a difference. With this in mind we have concluded a number of pro bono and cooperation agreements, focusing on training and development.

## Bech-Bruun's objectives

- We will take corporate responsibility throughout the training and knowledge sharing processes.
- We will apply our core competencies to making a difference.

## Our 2017-2018 targets:

- Continued support for initiatives and projects that focus on training and development.
- Development of our training courses so that they continue to accommodate the requirements of our employees, clients and business partners.
- Continued focus on the well-being of law students, including another survey on the subject.

**62**

Bech-Bruun Academy courses, late-afternoon seminars, and full-day events were arranged free of charge in 2016

**4.6**

was the score of our courses on a satisfaction scale of 1-5

**3,496**

persons attended Bech-Bruun Academy's free courses in 2016

**100**

youth groups received training in VSLA (Village Savings and Loan Association) in Uganda in 2016



# A healthy academic life

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In 2016, Bech-Bruun conducted a survey among law students, focusing on their academic life and well-being. The survey revealed that more than 80% of the students experienced an external pressure to get top grades, and that many had already experienced serious stress symptoms.

Bech-Bruun decided to address this situation. As a result, we teamed up with the stress clinic SPINE in 2016 in order to help the students to a healthier academic life. In cooperation with SPINE we invited students to various events, the object of which was to teach the students to be realistic, to prioritise, plan, and how to gain self-insight. Attendance and evaluations were overwhelming.

"The students are actually very aware of the challenges and are relieved to discover that they are not alone in their experience. However, many of them simply do not have the tools to finding solutions themselves, and this is where our events may help them," says Anne-Marie Sparre Avnsted,

administrative officer and head of Bech-Bruun's Human Resources Department.

This collaboration is based on the premise that a healthy academic life is the path to a healthy work life, and the object is to help the students establish a healthy and balanced life, increasing their well-being during their academic life as well as preparing them for the career awaiting them in the law industry.

"Today, being a skilled professional is not enough. You must also be a good team player, able to cooperate, prioritise, and share knowledge. To achieve this, you need a realistic view of yourself, your abilities and

surroundings, and such self-insight is hard to come by when you are chasing perfection. With this in mind, we want to provide the students with some tools that will allow them to navigate in a life under stress," says Anne-Marie Sparre Avnsted, administrative officer and head of Bech-Bruun's Human Resources Department.

In 2017, we continue to invite law students to attend lectures and workshops on mental robustness, exam preparation, team work and well-being, and we will follow up with another survey on the academic life and well-being of law students.

# Completion of the YIELD project in collaboration with Save the Children Denmark

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For four years, Bech-Bruun has collaborated with Save the Children Denmark to establish social-economic empowerment of young people in northern Uganda through the YIELD project (Youth Initiative for Employment and sustainable Livelihoods Development).

A total of 2,800 young people have joined one of the 100 youth groups established over the four years. They have received training in how to organise themselves democratically, how to make their groups function on a daily basis, and how to go about borrowing funds and establishing common savings.

Moreover, the young people have been given the opportunity to receive an education, for instance within agriculture, vocational training or a trainee programme. Basically, they have developed their skills and improved their chances of getting a job.

In addition to this, the leaders of the groups have been trained in how to conduct analyses of politics and budgets and how to apply these analyses in a local-political context. This way they can help create awareness of the young people's problems among local authorities.

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*At Bech-Bruun, knowledge is our livelihood, and consequently it has been decisive for our collaboration with Save the Children Denmark that it should focus on education. We are proud of the fact that, since 2008, we have assisted Save the Children Denmark in their work to provide education to thousands of children and young people in several African countries, and most recently in Uganda.*

Michael Honoré  
CSR partner at Bech-Bruun









## We share our knowledge

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In a day and age when artificial intelligence, driver-less cars and high-tech solutions are climbing to the top of the agenda, we focus on sharing knowledge, nurturing skills, and strengthening our relationships, and collaborating through education.

As a knowledge-based enterprise, training and development are important elements. Every year through Bech-Bruun Academy we invite our employees, clients, collaborators and others to attend qualifying courses, seminars, morning meetings, etc., free of charge. This allows us as well as the attendants the opportunity to keep a vigilant eye on new legislation, business sector developments, and to adapt to the time in which we operate.

In late-2015, we examined the role of general counsel in private enterprises and public organisations. Our

analysis showed that, today, general counsel must provide much more than legal advice in order to create value for their organisations. The new focus of the job function has created very different expectations and requirements to skills that are more supplementary to the legal expertise.

As a result, we redesigned our Academy Client programme in 2016 to comprise solely personal and professional strategic development, with skills that raise the profile of in-house lawyers and legal departments and their value to an organisation.

Some of the topics of our new Academy Client programme are economics, management and communication. The lecturers are experts whom we also employ in the training of our own employees. In 2016, more than 1,000 persons attended our non-legal courses.

# Pro bono work

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As one of Denmark's leading law firms, it is important that we lead the way and take responsibility for the society and the world we are part of. We believe that the best way for us to contribute is to do what we do best. Consequently, most of our pro bono work is legal advice to organisations that work for a better world – locally as well as globally. Below are listed some of the organisations and initiatives for which we and our employees donate our time.

## Copenhagen Legal Aid

Several of our employees volunteer on a weekly basis for the Copenhagen Legal Aid (*Københavns Rets-hjælp*), donating legal assistance to low-income citizens. Our employees render advice on a wide range of legal issues. A typical case would be a tenant's rights towards a landlord, for instance if a tenant has paid too much in rent, or if a landlord refuses to return a tenant's deposit.

## The Danish Association for Responsible Construction

In 2016, in cooperation with the Danish Association for Responsible Construction (*Foreningen for Byggeriets Samfundsansvar*), we have assisted on the drafting of four standards for social responsibility. The objects of the paradigms are to facilitate construction and property companies' inclusion of sustainable solutions and training opportunities, etc., even at the early stage of the tender process.

## Red Cross

Bech-Bruun works closely with the Red Cross (*Røde Kors*) and assists pro bono on several cases every month. The cases often concern general legal advice in areas such as marketing and fund-raising. For instance, we often assist in ensuring that the Red Cross observes the many competitive conditions connected with fund-raising.

## Missionaries of Charity

Every Christmas our canteen prepares several Christmas meals for the Missionaries of Charity, an order of nuns founded by Mother Teresa. Together with the order we see that the meals bring some holiday joy to homeless people, addicts and other socially challenged Copenhageners.

## The Mary Foundation

We lend our legal advisory services to the Mary Foundation (*Mary Fonden*) and contribute to its vision of fighting social isolation, based on the premise that everyone has the right

to belong. Bech-Bruun is standing counsel to the Mary Foundation, and all our work for the Foundation is pro bono.

## Bech-Bruun Entrepreneurs' event

In 2016, our focus reverted to entrepreneurs. We invited people to free-of-charge entrepreneurs' events, which were open-house events, inviting creative minds to find the answers to the many questions that usually arise when you get a good idea and want to make it a reality. Our experts were ready to advise the entrepreneurs on contract law, company law, intellectual property rights and tax issues.

## WWF Denmark

For several years, Bech-Bruun has offered WWF Denmark pro bono assistance in the form of legal advice. In 2016, part of our assistance regarded issues relating to donations bequeathed to the foundation. WWF Denmark strives to preserve and protect nature and wildlife.



# Environment

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

## Bech-Bruun's objectives

- We will minimise our resource consumption and optimise sustainable business procedures.
- We will use green suppliers.

## Our 2017-2018 targets:

- To replace – on an ongoing basis – electronic equipment, light-bulbs, etc., with energy-saving alternatives.
  - To cover even more kilometres on our bikes when we join the "We cycle to work" campaign for the tenth time.
  - Continue to reduce our paper consumption by printing in duplex, etc.
  - Focus on minimising food waste and on increasing ecology in our kitchen.
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**18.9%**

reduction in paper  
consumption on 2015

**21,367**

kilometres reached by bike  
in 2016 when we joined the  
annual Danish campaign  
"We cycle to work"

**46.4%**

of the food in our kitchen  
is organic



# Focus on our consumption

We continuously work on reducing our consumption of resources. In 2016, we focused particularly on reducing paper consumption and increasing our sorting of waste.

Bech-Bruun's printers are kept very busy – agreements, contracts, and letters. Consequently, at end-2015 we launched a targeted effort towards lowering our consumption of paper. The result was very clear in 2016. Our printers are set to automatically print on both sides of the paper (duplex) whenever we print in-house documents. This has reduced our consumption by 18.9%. Still, we want to reduce our consumption further, and in 2017 our

copiers will be set to automatically copy in duplex as well.

In combination with our objective of using less paper, we also conducted an in-house campaign in 2016, aiming to reduce the number of physical letters and instead send mail electronically. This resulted in a reduction of approximately 20%.

## Annual consumption of electricity, water, etc.

In 2016 we saw a marked decline in combustible waste as well as in recyclable material. One reason for this is that we have focused on waste sorting and on using less paper. The figures also reveal that we have been busier, as we have seen increased consumption of electricity, water and heating. This increase is linked to the rise in visitors attending meetings, training programmes, etc.

	2014	2015	2016
Electricity (kWh)	942,759	907,464	985,454
Heating (MWh)	881	1,068	1,193
Water (m3)	3,998	3,846	4,169
Combustible waste (t)	79.18	76.60	69.62
Recyclable material (t)	31.98	56.51*	22.72

\*Owing to discontinued archive, equal to 17.8 metric tons.



*It comes natural to us to protect the environment that constitutes the soil of our raw materials. That is why most of the ingredients we use in our kitchen are organic. We try to be as environmentally conscious as possible, and we are very aware of avoiding food waste and of sorting waste.*

Giovanni Fico  
Head chef at Bech-Bruun

# Ethics & Compliance

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We carry a large ethical responsibility on our shoulders. Our work and business methods are based on good conduct and respect for our clients, our employees and our surroundings. Responsible business conduct is a basic element in the way we do business, and it forms the basis of what our clients and business partners can expect from us. On the basis of the Code of Conduct for the Danish Bar and Law Society and our own Code of Conduct, we have established a sound corporate governance system.

## Bech-Bruun's objectives

- We will guarantee high ethical standards – among ourselves as well as among our clients.
- We will ensure openness within the framework of the duty of confidentiality that is the foundation of our client relationships.
- We will be the Danish law firm with the highest IT security standards.

## Our 2017-2018 targets:

- Continue to set high ethical standards, internally as well as in relation to the rest of the industry.
- Continuous improvement of our IT security.



# Code of Conduct for the Danish Bar and Law Society

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Ethical conduct is decisive for the success of our business. As a law firm Bech-Bruun plays an important part in society, particularly in relation to the protection of legal rights. We take this role very seriously, and consequently we have established a solid corporate governance system so that our clients and collaborators may always know us to act fairly and ethically correct.

Among other things, our corporate governance system is based on our Code of Conduct. The code describes our guidelines for the ethical conduct of our employees and determines the framework for our dialogue with business associates and other stakeholders.

At Bech-Bruun we pursue a zero-tolerance policy towards bribery and corruption and run our business in an honest and ethical manner. As a result, our in-house focus on compliance is very high. For one thing, we have established extensive in-house procedures to ensure that any transfer of money must be completely

traceable. The expertise we have achieved in the area of compliance we share with our clients and collaborators, whom we advise on and train in measures to prevent money laundering and the handling of personal data.

Our clients must always know where we stand, and as such we refrain from taking cases connected with current or closely related conflicts of interest. In each individual case, our in-house procedures and the most advanced quality assurance programme in the legal industry ensure that we are able to identify potential conflicts of interest by means of

advanced client searches. In case of doubt, our in-house Conflict and Ethics Committee decides if a conflict exists.

Based on our own ethical rules, it was completely natural for us as one of the first law firms to adopt the *advokatKODEKS* of the Association of Danish Law Firms in 2015. Adopting the code of conduct means that we will continue to perform our work based on openness, social responsibility, handling of ethical dilemmas, focus on clients and employees, and diversity.

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