

2017

CITIZENSHIP



KROMANN
REUMERT

2016 IN NUMBERS

VALUES

Quality - commercial understanding -
spirited teamwork - credibility

477

EMPLOYEES

50 %

WOMEN

35,3

AVERAGE AGE

2,15 %

ABSENCE DUE TO SICKNESS
PER EMPLOYEE

VISION

We set the standard

2307

DAUS SPENT ON COURSES

82

INTERNAL COURSES

27

SECONDMENTS

63

PARTNERS IN TOTAL

18 %

OF PARTNERS ARE WOMEN

MISSION

To provide value-adding solutions with
commitment and dedication

5,3 %

REDUCTION IN CO2 EMISSIONS

7,5 %

LESS WASTE



KROMANN REUMERT CITIZENSHIP

CSR REPORT 2017

During the now many years of Kromann Reumert's ambitious and structured corporate social responsibility work, it has always been our principle that we must focus our efforts on what we do best: providing legal advice to businesses. Our CSR efforts are therefore based on our pro bono partnerships where we offer free advice to charitable organisations.



Over the years, we have been focusing more and more on children, young people and education, because, after all, we all - businesses and society - take an interest in the welfare of the coming generations. Both in and outside Denmark.

We also take an interest in the quality of the world that we pass on. We have therefore also engaged in projects that, in addition to the focus on young people and education, focus on development and technology; and, not least, how the new technologies can create a better and more sustainable world. Now and in the future.

You can read more about that in this report, in which you can also read about our latest CSR ambition: to enhance our knowledge-sharing activities. This ambition and our work to achieve it were emphasized by the Association of Danish Lawyers when, in the autumn of 2016, we received the Dreyer Award for our CSR work; an award that we are proud of, and which strengthens our commitment. We are proud of that commitment and will continue our work to promote our Citizenship values.

We hope you will enjoy the read!

Arne Møllin Ottosen,
Managing Partner

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OUR AMBITIONS

Over the years, we have achieved impressive results by integrating our ambitions in our day-to-day work, strategy and culture. Last year we decided to add a new ambition: to increase our focus on knowledge sharing and to share, to an even greater extent than before, our knowledge with Danish businesses and new talents.

Kromann Reumert has worked with CSR at a strategic level since 2008. Back then, we launched our first ambition to integrate CSR in our commercial and organisational processes as a natural element of carrying on business in a responsible manner. Since then, we have added ambitions to promote CSR in the Danish business community, to focus on pro bono work in relation to children, young people and education, and, most recently, to increase our focus on knowledge sharing.

AMBITION 1

We are dedicated to maintaining our consumption at a reasonable level and to reducing it where needed. We want to reduce our impact on the environment by, among other things, favouring green energy and reducing our CO2 emissions. To that end, we made it a priority in 2016 to eat in a more climate-friendly manner, to avoid food waste, and we decided to install solar cells on the roof of our Copenhagen domicile. We will continue focusing on environment and climate, including by increasing our focus on waste sorting, and we are already off to a good start!

AMBITION 2

An important element of our efforts to raise awareness of CSR among Danish businesses has been our adoption of the code of conduct for lawyers referred to as advokatKODEKS. Advokat KODEKS consists of five principles - openness, social responsibility, ethical dilemmas, modern management, and diversity - for lawyers to follow when working with CSR. A signal to our clients and everyone else that we as a law firm take our social responsibility seriously. You can read more about advokatKODEKS on page 6.

Furthermore, we continue to take responsibility for contributing to the development of Danish businesses and encouraging them to carry on their activities in a (socially) responsible way. We do that through our legal services, but also through our partners' and employees' memberships of committees, trade forums, boards and associations. You can read more about this work on page 40.

AMBITION 1

WE WANT TO INTEGRATE CSR IN OUR COMMERCIAL AND ORGANISATIONAL PROCESSES AS A NATURAL ELEMENT OF DOING BUSINESS

AMBITION

WE WANT TO PROMOTING BUSINESSES

2008

2009

2010

2011

2012

In addition, we contribute to various initiatives focusing on corporate social responsibility, including the Danish campaign “The World’s Best News” and the Danish fundraising event “Danmarks-indsamlingen”, and we have partnered up with Chora Connection concerning their 17FOR17 poster campaign, the purpose of which is to extend knowledge of the 17 Global Goals of the UN. You can read more about this work on page 33.

AMBITION 3

Young talents are the basis for not only Kromann Reumert’s growth, but for the growth of society as a whole - both locally and globally. This is why our pro bono work is focused on children, young people, and education. In 2016, our lawyers put in 434 hours of pro bono work, i.e. 434 hours spent on giving free legal advice to our pro bono partners. Many of those hours were spent on helping organisations that work for children, young people and education, including SOS Børnelyderne (SOS Children’s Villages), Børnehjælpsdagen (Children’s Aid Foundation), and Ombold (non-profit organisation promoting sports activities for

homeless and socially excluded individuals). As a natural extension of that work, we have during recent years engaged in innovative projects contributing to create a sustainable world for the benefit of future generations. These projects include UNLEASH and DTU Skylab, which you can read more about on page 26. In addition, our administrative staff has contributed with assistance in printing material for these organisations, helping with events that were hosted by Kromann Reumert, etc.

AMBITION 4

Kromann Reumert will lead the way within knowledge sharing and learning. That is why we added yet another ambition to our CSR goals last year: We will to an even greater extent share our knowledge with new talents and Danish businesses. We want to be the place to go to for new knowledge about current legal issues. And we want to make it easy to learn more about the specific legal areas that are relevant to the Danish business sector. You can read more about the progress of our new ambition on page 9 and about our work with young talents on page 18.



ADVOKATKODEKS

An important step in our efforts to increase awareness of CSR in the Danish business sector was our adoption of AdvokatKODEKS, the code of conduct for lawyers. Introduced by the Association of Danish Lawyers (Danske Advokater) in 2015, the Code consists of five principles - openness, social responsibility, ethical dilemmas, modern management, and diversity - for lawyers to follow when working with CSR. A signal to our clients and everyone else that we as a law firm take our social responsibility seriously.

“The lawyer has become a trusted adviser and legal expert who assists not only in the courtroom, but who also prevents conflicts, drafts contracts and provides guidance within the framework of the law. Someone who upholds values and takes care of failing companies and private individuals. Someone who cooperates with businesses to pave the way for growth and internationalisation. This role involves great responsibility.”

Danske Advokater on advokatKODEKS

Those were the arguments given by the Association of Danish Lawyers when launching AdvokatKODEKS. Kromann Reumert supports those arguments and therefore decided last year to continuously incorporate those five principles in our work.

OPENNESS

We work actively to show the world what kind of firm we are, e.g. through our employer branding initiatives where we ask our junior lawyers to describe on social media their everyday life. We have also achieved greater openness through our increased focus on knowledge-sharing with clients, the profession and Danish businesses in general, including through our Insights and podcasts in our online learning centre where we give legal recommendations within areas of current interest. In our Annual Review we provide an insight into Kromann Reumert's current activities and share with you our thoughts about the future. You can read more about our use of social media on page 18 and about our knowledge sharing on page 9.

MODERN MANAGEMENT

In 2016, we launched our staff development concept EXPECT, offering a large number of relevant and inspiring courses, workshops, presentations, etc. for both our legal and our administrative staff. EXPECT consists of more than 350 relevant development offers and training courses, which will be available to the employees as they progress up the career ladder. Above all, EXPECT focuses on each employee's need for further development and his/her role in the organisation. The courses focus on both personal and professional development. Kromann Reumert's lawyers are required to have a strong legal base to create value for our clients. Our lawyers are among the best in their field, providing high-quality advice to our clients every day. But they also have management responsibility for our junior lawyers and legal secretaries, and we expect them to adopt a management style that supports our values: quality, credibility, commercial understanding, and spirited teamwork.



ETHICAL DILEMMAS

As a law firm, it is important that we take our ethical responsibility seriously. We therefore devote considerable resources to ensure high ethical standards in our work. All Danish lawyers are subject to the rules on good legal practice set out in the Danish Administration of Justice Act. The Council of the Danish Bar and Law Society supervises compliance with the rules on good legal practice and has drawn up a code of conduct requiring lawyers to adhere to high ethical and professional standards. Obviously we comply with those rules, and our terms of business describe how we handle e.g. the duty of confidentiality and the anti-money laundering rules. In connection with the adoption of the Danish Act on Measures to Prevent Money Laundering and Financing of Terrorism (the Anti Money Laundering Act), we have set up a whistleblowing scheme and adopted an internal whistleblowing policy. The purpose therefore is to ensure that all Kromann Reumert employees can confidentially report any actual or suspected breach of the Anti Money Laundering Act.

Good legal practice is a code of conduct that includes rules on duties of confidentiality and conflicts of interest. As part of our general quality assurance measures, we have implemented internal rules and procedures to supplement the code of conduct, e.g. to identify and solve potential conflicts of interest. We have also introduced rules to prevent insider trading and money laundering. Each lawyer is responsible for complying with the ethical rules, which are administered by Kromann Reumert's Ethics Committee consisting of five partners. The Ethics Committee must always be consulted in cases of doubt, and it also addresses issues on its own initiative. We offer all relevant employees regular in-house training in the code of conduct and in those parts of Global Compact that are of particular relevance to Kromann Reumert. Kromann Reumert is involved in the work carried out by the professional legal organisations, including the continuous updating of the code of conduct.

SOCIAL RESPONSIBILITY

Young talents are the key to our future, and we work every day to help our employees realise their full potential. This is deeply rooted in our DNA and in the way we work with our social responsibility. We do that through our pro bono work, so it is natural that many of our partnership organisations work for the benefit of children and young people and for the promotion of education. You can read more about our pro bono work on page 26.

DIVERSITY

Kromann Reumert is a law firm, but in fact we employ almost as many administrative employees as lawyers. We have employees who are responsible for maintaining our buildings, facilitating meetings, preparing food in our canteens, fixing our computers, communicating our messages, recruiting our new colleagues, etc. Furthermore, our large group of lawyers comprises an equally diverse group of people, each with their own strengths and requirements. More than half of our employees – 50 % to be more precise - are women, and we also have a number of international employees - you can meet two of them on page 22. We work every day to accommodate this diversity by offering for example in-house courses, home workstations for more than half of our employees, a working environment policy aimed at promoting job satisfaction, and dialogue groups for our lawyers, assistant lawyers and legal secretaries.

WINNER OF THE DREYER AWARD 2016

In October 2016, Kromann Reumert received the Dreyer Award, 1st prize, of DKK 125,000 for our CSR efforts. Awarded by the Association of Danish Lawyers, the award focused in 2016 on the lawyers' code of conduct (advokatKODEKS), honouring the law firms that helped promote the standing and social significance of the legal profession.

“The law firm is honoured for having set the standard for using CSR initiatives to create cohesion by being targeted, ambitious, well-documented and broadly based. The firm has set as its objective that what it lives by, namely knowledge, must be shared with clients, talents, Danish industry, and society in general. The firm's efforts are professional, and the bar has been set very high, which is completely in line with the advokatKODEKS code of conduct.”

Those are some of the Prize Committee's reasons for awarding Kromann Reumert with the Dreyer 1st prize and DKK 125,000. Awarded by the Association of Danish Lawyers, the award focused in 2016 on the lawyers' code of conduct (advokatKODEKS), honouring the law firms that helped promote the standing and social significance of the legal profession.

“It was natural for Kromann Reumert to adopt the code of conduct and to continue working on the principles emphasized by the code: This is what we have been doing for many years already, so we are happy to see now that it is being recognized by the industry. Our many employees who contribute to our work on social responsibility throughout the year can be proud of that! They are doing a huge and important job - for example by working pro bono and by focusing on knowledge sharing with clients and with society in general.”

Arne Møllin Ottosen,
Managing Partner

164
newsletters

40
podcasts and
videos

111
events

KNOWLEDGE SHARING IS A RESPONSIBILITY

Kromann Reumert will lead the way within knowledge sharing and learning. That is why we added yet another ambition to our CSR goals last year: we will to an even greater extent share our knowledge with new talents and Danish businesses. We want to be the place to go to for new knowledge about current legal issues. And we want to make it easy to learn more about the specific legal areas that are relevant to the Danish business sector.

That is why we have released these past few years, and will continue to release in the years to come, a wide selection of newsletters, Insights, podcasts, invitations to events, etc., all available in our online Learning Centre, to promote knowledge and awareness of trending issues in the corporate sector and in society as a whole.

Among the issues we have highlighted are the new Market Abuse Regulation, the new General Data Protection Regulation, over-implementation of EU rules, the new Market Practices Act, IPOs, and legal investigations and commissions of inquiry (also the subject of debate at this year's People's Political Festival, see page 43).

We have also taken a more overall look at trends in today's society and the potential legal impact they might have for Danish businesses, including robot technology, export potentials in the Middle East, growth opportunities in an international perspective, IT security, and much more.

In 2015 we held over 100 events in Aarhus and Copenhagen, receiving more than 2,500 guests from over 1,000 different companies. We released more than 160 newsletters and over 40 podcasts and videos, addressing 23 different topics and covering the most recent trends and current issues within our fields of expertise.

“Our ambition is to make our Learning Center the place to go to for existing and potential clients in search of new knowledge about current legal issues. By having all subjects gathered in one place, it is easy to learn more about one's own specialist fields and in the manner that suits one best. Our ambition is to create value for our clients and for the Danish business sector in general.”
Anders Wiedemann, COO

23
subjects

2500+
guests

1000+
companies

OUR EMPLOYEES

The men and women who work here are the foundation for everything we do. That is why we go to great lengths to make sure our employees grow, professionally and personally, and to foster a pleasant working environment.

A good working environment is something very important to Kromann Reumert. We therefore have a high degree of employee involvement, through dialogue groups, working environment committees, associations, etc., all contributing positively to a joyful and safe workplace. We measure the quality of our working environment through employee satisfaction surveys, workplace assessments, internal customer satisfaction surveys, etc. We make sure to offer plenty of activities through associations and company events to promote social interaction among our staff, all in the hope and expectation that good social relations will make the daily work more fun.

EXPECT - WE HAVE HIGH EXPECTATIONS OF EACH OTHER

The development of our employees begins the minute they start working here - whether as legal staff or administrative staff - and continues throughout their careers with us. We have made it a matter of principle to always promote and facilitate professional and personal growth, always with an eye for the individual.

“In Kromann Reumert, we wish to contribute even more to developing our employees’ skills and competencies. Training of both professional and personal skills is an important prerequisite to allow our employees to exploit their talent and live up to our clients’ and Kromann Reumert’s high expectations.”

Arne Møllin Ottosen, Managing Partner

In 2016, we launched our new staff development concept EXPECT, offering a large number of relevant and exciting courses, workshops, presentations, etc. for both our legal and our administrative staff.

EXPECT consists of more than 350 relevant development offers and training courses, which will be available to the employees as

they progress up the career ladder. Above all, EXPECT focuses on each employee’s need for further development and his/her role in the organisation.

EMPLOYEE DEVELOPMENT

We have designed the best career development plans for each of our staff groups. The plans, which are based on staff development research and extensive experience, combine a wide variety of learning methods such as individual reflection, class training and e-learning. The plans are based on the expectations to be met by each staff group. The expectations have been defined following an analysis of our clients’ priorities, our employees’ job satisfaction and development, and Kromann Reumert’s values. In order to support the new learning activities, we have also launched a new help-yourself site offering training courses.

“In our experience, the many different learning methods allow our employees to choose their own development paths in a manner and at a time suitable for them.”

Birgitte Brix Bendtsen, HR Manager

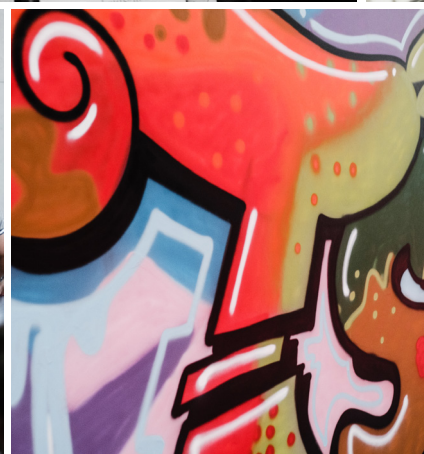
EMPLOYEE DIALOGUE

An important element of the development plan is the semi-annual personal development interview offered to all employees - legal as well as administrative staff. In addition to these interviews, attorneys are also offered career development interviews.

“Through dialogue, our employees and their superiors get an even better understanding of their mutual expectations and how they translate into specific areas of responsibility, development targets, etc. This contributes to raising the potential not just of the individual employees but of the entire firm,” says Birgitte Brix Bendtsen, HR Manager



KOMMANN REUMERT
V-DAG 2016
V for Værdier™
kvalitet
Vi leverer operationelle
løsninger med kommerciel
og faglig indsigt.
forretningsforståelse
...ind i Klientens



EMPLOYEE SATISFACTION

In 2016, we set an ambitious goal in relation to staff development, and we are very happy with the EXPECT concept now that it has been launched. EXPECT is part of our ongoing and targeted efforts to improve Kromann Reumert's image as an attractive place to work. Every other year, we therefore conduct an employee satisfaction survey to get an idea of the general level of job satisfaction. In 2016, as many as 95% of our employees participated in the survey - up from 86.8% in 2014. While we would of course prefer everyone to participate, we are proud of this response rate, which shows that the vast majority are willing to invest time in expressing their views and contributing to making Kromann Reumert an even better workplace.

One of the key figures in the survey is the so-called loyalty index, showing how satisfied the respondent is with Kromann Reumert as a workplace and how attractive Kromann Reumert is perceived to be when compared to other firms. Our index is 72, which is very satisfactory and an increase from 62 in 2014. In fact, as many as 96% of the respondents indicated that they are either satisfied or very satisfied with working with Kromann Reumert. We are of course happy with this figure, but also take note of any constructive feedback and take the necessary steps. We will continue doing our best to make Kromann Reumert a great place to work.

FATHERS ON PATERNITY LEAVE

Kromann Reumert offers fathers 10 weeks' paid paternity leave, which may be taken at the employee's option within the first 12 months of the baby's life. The vast majority of our new fathers make use of that offer. Since 2011, 77 male Kromann Reumert employees have been on paternity leave. 67 of them made use of our offer of full pay during the leave. Occasioned by our positive experience, HR Manager Birgitte Brix Bendtsen attended in the summer of 2016 a dialogue meeting arranged by the Danish Minister for Equal Treatment, Ellen Trane Nørby, with representatives from e.g. Novo Nordisk, IKEA, Falck, Mærsk, ISS and TDC

for the purpose of discussing how Danish businesses can ensure that even more fathers take paternity leave.

V FOR VALUES – COMPANY OUTING FOR ALL EMPLOYEES

Kromann Reumert has four clearly defined values: quality, commercial understanding, spirited teamwork, and credibility. In order for those values to not just be words on paper but to characterise the work we do today, they need to be revisited and discussed regularly.

We therefore renewed the focus on our values in September 2016 at our annual company outing, this time set in Berlin under the headline of "V for Values", during which we strengthen our teamwork and our business by means of specialist workshops and social events.

Mr Morten Albæk, public debater and businessman, kickstarted the programme by giving an inspiring speech about the meaning of life (no less) and one of the most important values to all of us: honesty. Kromann Reumert's four values were subsequently discussed in workshops based on a number of everyday dilemmas from our work with the law, with our clients, and with our colleagues.

In preparation for the day, our employees had been asked to define out of our four designated values the one that to them is the most important. Reflecting on spirited teamwork, Attorney Emilie Vingtoft Rye-Andersen wrote:

"To me, spirited teamwork is imperative. When you work as an attorney at Kromann Reumert, there is no distinct boundary between work life and private life, which need to interact with each other. It is therefore of paramount importance that I take pleasure in my work. Above all, pleasure comes from working with valued colleagues - valued for their personality and their skills. Also, pleasure comes from spirited teamwork with clients."

TARGET: YOUR HEALTH!

Kromann Reumert values and wishes to promote the health and well-being of our employees. We therefore, among other things, offer healthy food, a massage programme, health insurance for all of our employees, flu vaccinations, an ergonomic review of individual work stations, free smoking cessation courses, and the chance of exercising with colleagues in our running clubs, our soccer team, and in the DHL Relay Race.

We kicked off 2017 with renewed focus on our health ambitions launching an initiative that we called "Target: Your Health!" We wanted to promote awareness of the little things each of us can do during the day to help us stay fit and healthy throughout a long working life while at the same time enhancing our general quality of life.



"It's important for us that we - as an employer, in a firm that demands much in terms of professional performance - also raise our employees' knowledge and awareness of the little things they can do to help them secure for themselves long and good lives - mentally, physically, at work, and off work."

Tina Larsen, CFO

Enlisting the services of Danish healthcare promoter Sundheds-Doktor, we offered all our employees a free health check-up. 287 of our staff signed up. We are pleased to say that the overall results were most gratifying, showing generally very good health conditions.

ROBOT, ROBUST OR BUSTED?

All our employees were also given a free exercise rubber band to get them out of their chairs. Each department had their own designated 'rubber band boss' to cheer on and inspire co-workers to exercise. We have also applied glued-on footprints on floorways and posters on walls and doors, trying to convert good intentions to actual change, nudging people to take the stairs rather than the lift and reminding us about the proper way to sit and stand and to stretch as much as possible during the day.

"It is super fun. People always walk away with a full tank of positive energy and a smile on their faces, which is very gratifying. The daily workshops are arranged so that everyone can join in and are always aiming to be fun, and we haven't had a day without a workout yet since the campaign was launched!"

Assistant Attorney Nikolas Meyer-Karlsen, who has introduced a daily rubber band workout in his department





BICYCLING TO WORK

One point on which the report showed room for improvement was in relation to exercise. Luckily, our running clubs' weekly joint runs in Copenhagen and Aarhus provide ample opportunity to do something about it, and for those more inclined to take the bike there is an annual, national "Bicycling To Work" campaign in May, where this year an impressive 190 Kromann Reumert employees joined in - more than in any previous year.



MENTAL STRENGTH

Our health campaign promoted not only physical health. Also mental health was in the spotlight, with talks by external speakers to give us an understanding of mental strength and how it works.

FOOD FOR THOUGHT

In the spring of 2017, Kromann Reumert participated in this year's Whole Grain Day, at the initiative of Janne Hviid-Nielsen, Kitchen Manager in our Aarhus office.

"Every now and then we need to do a theme or a little something out of the ordinary with the food we serve in our canteen. After all, our employees eat here 220 days a year, and the Whole Grain Day was an excellent opportunity to do just that," says Janne. She also points out that she and Mads Præstmark, Kitchen Manager in Copenhagen, are responsible for ensuring that our staff is offered a healthy and varied diet. Another part of her job is to listen to the wishes that employees express in relation to the lunches served each day, and for that purpose the two canteens have set up committees with participants from all across our firm so that they can discuss and help determine the best food for our staff.

"Food is such a huge influence on how you perform on the job, it really is fuel for your body. For office workers, in particular, who work sitting down much of the time, they need energy for their brains and they need more than just your typical Danish dish of potatoes and gravy."

**Janne Hviid-Nielsen,
Kitchen Manager in Aarhus**

Not only our employees deserve a healthy and varied selection of food. We also make sure our meeting rooms have wholesome snacks available, including fruit, nuts, and healthy shots of fruit and vegetable juices.

NEW TALENTS

At Kromann Reumert, our employees are our strongest card. They set the standard every day and we have a long tradition of developing some of Denmark's best business law talents. It is therefore essential that we are able to attract the very best law students, just as it is natural for us to share our knowledge with future talents.

We do that by cooperating with students' associations, including Legal Debating Society and ELSA Copenhagen, the Elite Module at Aarhus University and ELSA Aarhus, by offering compendiums and podcasts, by organising examination cases, and by arranging our Talent Network. We wish to show law students what it is like to work in a law firm like ours, and we do that, for example, through open and transparent communication in social media.

“At Kromann Reumert we focus particularly on four values: quality, commercial understanding, spirited teamwork, and credibility. They are all values that we wish to pass on to the law students while at the same time deepening their professional understanding of law. We do that for example by cooperating with students' associations, participating in fairs, arranging various events, being active in social media, etc.”

**Birgitte Brix Bendtsen,
HR Manager**

SOCIAL MEDIA CREATE OPENNESS

With more than 6,600 followers on Facebook and more than 1,400 followers on Instagram, Kromann Reumert is using social media as an obvious channel for our followers to have a peek into the firm. By means of stories told by our junior lawyers, we invite our followers inside and tell them about everyday life at Kromann Reumert - as student intern, assistant attorney or attorney. We share our knowledge, tell stories from our seconded and posted employees, and post photos from our social events.

“On Instagram we offer our most junior and newest employees a chance to broadcast their experiences, their work and their everyday lives here at Kromann Reumert and, not least, the very special brand of spirited teamwork you will find with us. To this end, we use Instagram takeovers. The idea is to go behind the scenes - both when our young lawyers are working in the office and when they are on exchange visits or seconded to other countries - and to create greater openness in a traditionally closed profession,” says Birgitte Brix Bendtsen, HR Manager.

TALENT NETWORK FOR THE 7TH YEAR IN A ROW

Every year, Kromann Reumert's talent network gives 15 talented and ambitious law students at four universities an

opportunity to develop their professional and personal skills and to work with the practical aspects of law. During a period of eight months, they develop their network, obtain individual advice from a lawyer, get access to office and library facilities and learn what it means to work at one of Denmark's biggest law firms.

“To me, the Talent Network was an excellent opportunity to try my hand at new disciplines that they do not teach us at law school. By joining the network you get an inside look at a major corporate law firm and, equally important, the modules are arranged so that you can get a taste and an understanding of what other skills a good corporate lawyer needs to possess,” says Nanna Dall Egelund Hansen, participant in Talent-netværk 2016.

COMPENDIUMS

Professional excellence is crucial for the quality of our services. We want to pass on some of that excellence to law students for use in their future career. We have therefore developed a series of compendiums covering various legal subjects - including for instance security and creditors' rights. Students may request or download the compendiums and use them in their studies or when reading for an examination. Students may request or download the compendiums and use them in their studies or





when reading for an examination. The compendiums describe the practical aspects of the law and are a valuable supplement to their classes.

EXAMINATION CASES

Taking an examination is hard work, and our lawyers still remember their examination periods as both exciting and full of reading. Study groups and discussions with fellow students are good alternatives to traditional learning methods and bring the students closer to the law. We want to contribute to that by offering examination cases in cooperation with the Legal Debating Society. Here, the law students get an opportunity to study an area of the law in depth. Over the past year, we have held examination cases in the law of obligations and the law of property - both times with participation of 200 law students.

COOPERATION WITH STUDENTS' ASSOCIATIONS

Students' associations contribute positively to both the quality of the law studies and social life at the universities. Their commitment and enthusiasm resonate with both the students and the legal professions. We therefore appreciate our long-standing cooperation with e.g. the Legal Debating Society and ELSA Aarhus, as well as our new cooperation with ELSA Copenhagen, and our lawyers always look forward to hosting events and giving lectures in cooperation with the associations.

“Our cooperation with Kromann Reumert helps us realise our ambition to offer the students events of a high professional standard. As a students’ association, it is important to us that the contents of our events vary, and Kromann Reumert’s strong professional resources within may different fields enable us to arrange extraordinary events. This year we have together been arranging a presentation concerning entrepreneurship in a legal context, which is intended to emphasize among students that law and entrepreneurship are interconnected. We look forward to continuing our cooperation!”

**Adrian F. Simonson,
Chairman, Juridisk
Diskussionsklub**

SCHOLARSHIP

We are dedicated to supporting legal talents. Therefore, we offer the Kromann Reumert Scholarship to selected students twice a year. The scholarship, which amounts to DKK 40,000, gives talented law students an opportunity to dedicate all their time to completing their master’s

thesis. The theses are selected by a committee consisting of one partner and two attorneys or assistant attorneys. In addition to the grant, the students are also offered office space in Copenhagen or Aarhus, guidance in information retrieval and access to our library.

THE LAW STUDENTS’ PREFERRED WORKPLACE IN THE PROFESSION

We take pride in providing the best possible settings allowing our assistant attorneys and student interns to make the most of their legal talent. We were therefore pleased that Universum’s 2016 survey showed us that we are still the preferred place to work among law students. The survey also revealed that the law students attach great importance to professional development and the possibility of working for a good cause when selecting their future workplace. Our pro bono work gives our employees exactly this opportunity. You can read more about the work on page 26. Last but not least, it is important for the law students to see the world and get an international career. You can read more about our employees’ international focus on page 22.

NETWORK FOR COMING LEADERS

The association of assistant attorneys in Copenhagen arranges an annual networking event. In 2016, the theme was “Denmark’s Young Entrepreneurs”, and the association had invited the following to attend the event and tell their stories: the successful Danish entrepreneurs be-

hind the clothing company Les Deux and the photo-sharing app GroupCam as well as two investors supporting Danish entrepreneurs: Rasmus Hansen Schmiedgelow, General Counsel at HippoCorn, and Thor Angelo, Business Angel at Angelo Company.

YET ANOTHER KROMANN REUMERT TALENT AMONG BERLINGSKE’S TALENT100

In 2016, for the 13th consecutive year, Berlingske Business selected and portrayed the top 100 of noteworthy talents having the ambitions and the professional qualifications to go all the way to the top in Danish industry. Among them was Mads Reinholdt Sørensen, attorney at our Aarhus office. He was praised for, among other qualifications, his services to Danish government clients such as the Danish Business Authority and Financial Stability on assignments to clean up after the financial crisis, including for his work on the management liability case against Capinordic Bank.

“To me, the nomination is an acknowledgement of both my work and Kromann Reumert’s ability to cultivate talents. It is something I believe Kromann Reumert and I can both be very proud of!”
**Mads Reinholdt Sørensen,
Attorney**

EMPLOYEES WITH AN INTERNATIONAL MINDSET

As part of our ambition to be Danish businesses' preferred international business partner, we offer our employees the best opportunities to work with law in an international context.

We frequently have lawyers seconded to companies and law firms around the world, and our business partners also second their employees to work at our offices in Denmark. Also, many of our employees take commercial and legal courses abroad. It is vital to our business that we stay updated on current developments in other sectors, cultures and countries. For this purpose, foreign studies and secondments are extremely important.



MAITE MAZZITELLI

Spanish attorney and legal consultant at Kromann Reumert. Works on EU and Competition law cases with an international perspective, including cartel and state aid cases with the European Commission and the European Court

of Justice, follow-on damages cases in the UK, multijurisdictional transactions, and Internal Market analyses.

“I started my career working with Cuatrecasas in Madrid and did an internship in an EU agency in Barcelona. I studied French and Spanish law in Madrid and Paris, and then specialized in EU law at the College of Europe in Bruges. Although I have only been working in Denmark for a short period of time, it is professionally reassuring to see the wide range of international cases that Kromann Reumert’s clients entrust us. It is a chance for us to be involved in some of the most interesting cases happening in the EU – Competition law global landscape.”

**Maite Mazzitelli,
Legal Consultant**

ONE YEAR OF RENEWED STRENGTH IN LONDON

As part of our internationalisation efforts we chose to strengthen our presence in London as from 1 January 2016. In 2017, we will further strengthen Kromann Reumert’s position on the UK market and follow up on the efforts we made in 2016. Two additional resources, Attorneys Sabrina Mai Bendjazia and Thejs Tofting, have arrived at the office and are ready to continue the ambitious work together with Søren.



THEJS TOFTING

Attorney. Joined Kromann Reumert in 2011 and has been working at Kromann Reumert’s London office since January 2017. He has primarily been

engaged in mergers and acquisitions, company law and capital market law, and has been providing advice to a wide variety of industries, including the drug industry, telecommunication, private equity, and the financial sector.

“As an M&A and corporate finance practitioner, being in London is great because it allows you to stay current with the latest developments in global markets, and it is easy to showcase our firm to international lawyers, bankers, and investors, who are all based in or have offices in London. I will certainly look forward to maintaining and building on the relationships I have created here when I return to Denmark.”

Thejs Tofting, Attorney

We will also continue developing our Outbound Services, ‘following the client out into the world’, assisting Danish businesses in their activities abroad. We do that through our specialist teams covering the Nordic countries, Greenland, Germany, the UK/North America and Asia/Pacific, and we are making continuous efforts to gain specialist knowledge of other regions as well, including Africa.



GABRIELE GRÜNAGER

Attorney. Joined Kromann Reumert in 2006 and is admitted to practice law in both Germany and Denmark. Germany being Denmark’s principal trading partner, economic relations between Germany and Denmark are close and intensive, both in terms of direct investments and bilateral trade.

“I came to Denmark after having worked in a German law firm with Danish and Swedish cross-border cases.

My role at Kromann Reumert is mainly to advise Danish enterprises on German corporate issues, including business transfers and mergers between Germany and Denmark. I enjoy advising Danish clients on German law and explaining both the similarities and differences relative to Danish law, to improve the clients’ understanding of German law. This also facilitates the clients’ future cross-border business between Denmark and Germany.”

**Gabriele Grünager,
Attorney**

EMPLOYEES AND WORKING CONDITIONS

EMPLOYEES	2011	2012	2013	2014	2015	2016
Number of employees	588	557	517	498	470	477
Number of partners	70	65	66	65	63	63
Total percentage of women	54,9	54,2	54,9	52,9	55	50
Total percentage of female partners	20	19,7	19,7	20	20	18
Average age	34,6	35	37,1	36,4	35,8	35,3
HEALTH	2011	2012	2013	2014	2015	2016
Percentage of absence due to sickness, per employee	3,4	3,5	2,12	1,87	1,9	2,15
WORK-LIFE BALANCE	2011	2012	2013	2014	2015	2016
Women working reduced hours	39	27	38	19	31	30
Men working reduced hours	2	0	0	0	2	2
Number of mobile workplaces	400	380	356	360	300	355
Employee satisfaction survey - work-life balance (rated on a scale of 1-100 where 100 is the highest)	*	68	*	66	*	66
PARENTAL LEAVE	2011	2012	2013	2014	2015	2016
Women on maternity leave	**	14	16	23	15	12
Men on parental leave	**	**	17	15	9	11
Men on paternity leave	**	**	24	10	14	11
TRAINING	2011	2012	2013	2014	2015	2016
Total number of days spent by all employees on courses	2700	2500	2100	1750	1900	2307
Number of days spent on courses, per employee	4,5	4,4	4,1	3,5	3,8	5
Number of in-house courses	80	70	65	50	55	82
EMPLOYEE SATISFACTION	2011	2012	2013	2014	2015	2016
Overall result - employee satisfaction survey (rated on a scale of 1-100 where 100 is the highest)	*	80	*	72	*	79
Management (rated on a scale of 1-100 where 100 is the highest) *		76	*	73	*	75

The above table shows employee data collected every year for the period 1 January to 31 December.

*As the employee satisfaction survey is conducted every 18th month, no survey was made in 2011, 2013 and 2015.

** Data not available



PRO BONO: CHILDREN, YOUNG PEOPLE AND EDUCATION

Kromann Reumert depends on young talents. They are the key to our future, and we work every day to help our employees realise their full potential. We all depend on the young people who will shape our future. At Kromann Reumert, we wish to contribute to ensuring that even more young people get a future benefiting themselves and society, and we wish to contribute to a society that benefits future generations. Our pro bono work is therefore aimed at organisations working with children, young people and education, while simultaneously focusing on innovation and development.

We entered into our first pro bono partnership in 2009 by offering legal assistance to SOS-Børnebyerne (SOS Children's Vilages). Since then, many more partnerships have been added. In 2015, we offered free legal advice to a number of Danish organisations, including Børnehjælpsdagen (Children's Aid Foundation), Gentofte Børnevenner (children organisation), Ombold (non-profit organisation promoting sports activities for homeless and socially excluded individuals), and the Human Practice Foundation. By working pro bono for those organisations, we can make a difference.

“Our pro bono work is driven by the commitment of our employees, and our pro bono partner organisations have therefore primarily been selected by employees who have a special relationship with that particular organisation. Both the organisations and our employees gain the most from that approach.”

Christian Lundgren, Partner

UNLEASH: DO YOU HAVE AN IDEA THAT MAY CHANGE THE WORLD?

Earlier this year, Kromann Reumert launched a partnership with UNLEASH, because like UNLEASH we know that young talents form the basis for our common future. At UNLEASH's annual Innovation Labs, innovative talents from all over the world meet to solve the problems of the world. The first Innovation Lab takes place in Copenhagen in August.

UNLEASH is a global non-profit initiative with a vision to build the world's leading laboratory and platform for innovative, feasible and scalable solutions for the 17 Global Goals of the UN. UNLEASH will do that e.g. through the UNLEASH Innovation Lab 2017. Talents from all over the world will here get an opportunity to create the solutions needed for us as a world community to achieve the 17 UN Global Goals.

We need young and innovative brains to find new solutions to the problems we are facing in the world today. Kromann Reumert therefore supports UNLEASH by granting free legal advice to the organisation and by spreading the message about UNLEASH Innovation Lab 2017. The first Innovation Lab will take place in Denmark on 13-21 August 2017, followed by Silicon Valley, Singapore, Mumbai and, finally, New York in 2030.

UNLEASH endeavours to supply ground-breaking solutions to UN's 17 Global Goals by bringing into play the innovative ideas and mindsets of global talents. Each year, 1,000 selected talents gather to come up with insights or ideas for making the world a better place. The ideas are then improved by challenging, merging and rethinking them and thereby ultimately turning them into feasible solutions. Through its cooperation with e.g. leading enterprises, research institutions, private foundations, non-profit organisations and investors, UNLEASH can supply the support required to bring the best ideas into life.

In addition to Kromann Reumert, UNLEASH is already now receiving support from the Carlsberg Foundation and more than 15 other foundations and enterprises such as Deloitte, Microsoft, Dalberg, the Confederation of Danish Industry, Bestseller and 10 Danish folk high schools.





PRO BONO: FOCUS ON ENTREPRENEURS

Entrepreneurship was a major focus area for Kromann Reumert in 2016. It was felt also in our pro bono work, which included cooperation with Green Tech Challenge and The Danish Foundation for Entrepreneurship, and in early 2017 we began a cooperation with DTU Skylab.

ADVICE TO INNOVATIVE STUDENTS IN DTU SKYLAB

In the spring of 2017, we started up a new pro bono partnership with DTU Skylab, offering legal advice to the innovative and entrepreneurial students at the DTU Technical University of Denmark. DTU Skylab has a vision to create a world-class centre for technology-based innovation. Earlier this year, the centre received a DKK 80 million subsidy from the A. P. Møller Aid Fund.

DTU will use the donation to enlarge the facilities to support e.g. project maturing and use of growth-enhancing technologies. One of the DTU Skylab facilities is the so-called "business lab" in which businesses can train how to handle significant changes to technology and markets. In addition, DTU has a "tech lab" in which you can build large-scale prototypes and develop projects for specific solutions and startups. Attorney Alexander Philip Dam Rasmussen and assistant attorney Camilla Kierkegaard Jensen will be in charge of the day-to-day cooperation, including the monthly advice sessions in DTU Skylab.



DTU Skylab
- where it begins

DANISH ENTREPRENEURSHIP AWARD

In November of 2016, four of our assistant attorneys participated in the Danish Entrepreneurship Award, hosted by The Danish Foundation for Entrepreneurship, and were on hand to discuss with some 6,000 young entrepreneurs-to-be. Kromann Reumert sparred with the young talents about the legal difficulties that may arise when an idea turn into a success. In late 2015,

Kromann Reumert entered into a pro-bono partnership with the Foundation for Entrepreneurship, which works to ensure that the ability to be innovative becomes a fundamental element at all levels of education - from primary school to Ph.D.

GREEN TECH CHALLENGE

In 2016 we also teamed up with Green Tech Challenge. The 19 green startups who had signed up for the intensive, two-week growth programme received sparring and advice from a number of businesses and consultants, including Kromann Reumert. The final round was a meeting with the investors in the so-called 'lion's den' in Industriens Hus. Through a one-day workshop, four of Kromann Reumert's young lawyers specialising in entrepreneurship, along with four advisors from PwC, advised the 19 startups. Also, Kromann Reumert had invited a select few ambitious law students to observe the session, giving them a direct look at the legal dilemmas facing startups today and a chance to see young lawyers advising startups and showing the value of good and straight-forward advice.

"Our society is dependent on green innovation. At Kromann Reumert, we have advised and are advising many different green tech companies and entrepreneurs – we know where the legal pitfalls are that one must be aware of, from the very start."

Torben Waage, Partner



Green Tech Challenge

LexMundi

Pro Bono Foundation

BRINGING THE LAW TO THE YOUNG

We have had for a number of years now a most rewarding collaboration with a number of primary schools to present law and the legal profession to ninth-graders. Wanting to reach a wider audience and convey all the exciting things about law, we have chosen to re-think and develop our concept so that we can meet even more young and enthusiastic people across the country. In the autumn of 2017, therefore, we will pay a visit to two schools in Copenhagen, highlighting some of the legal problems that young people may run into when interacting on social media. We look forward to presenting the concept in more detail later this year.

LEX MUNDI

We are the only Danish law firm to be a member of the international Lex Mundi organisation, consisting of more than 21,000 lawyers in 160 of the world's leading law firms spanning more than a hundred countries.

Kromann Reumert is an active participant in the many Lex Mundi forums. Earlier this year, partners Claus Juel Hansen and Jørgen Kjergaard Madsen attended the Lex Mundi Leadership Summit and Annual Conference, with 200 lawyers drafting Lex Mundi's new strategy plan 2018-2020, and in spring Kromann Reumert hosted the Lex Mundi International Tax Practice Group seminar and networking event.

"As one of our Lex Mundi contact persons I am a frequent participant in Lex Mundi conferences, and it is always a pleasure to take part in the management and strategic work to ensure that members can always benefit from the possibility of mutual inspiration to become even better law firms. Also, it is an opportunity to reconnect with valued cooperating partners and receive inspiration for business opportunities in an international context," says Claus Juel Hansen, Partner.

LEGAL ADVICE TO SOCIAL ENTREPRENEURS THROUGH THE LEX MUNDI PRO BONO FOUNDATION

As part of our collaboration with Lex Mundi, we also support the Lex Mundi Pro Bono Foundation.

"Our mission at the Lex Mundi Pro Bono Foundation is clear: social entrepreneurs will be more successful at tackling the world's biggest challenges if they have access to quality pro bono legal advice from lawyers in the Lex Mundi global network. Social enterprises will scale faster, serve more people, expand more quickly to new territories, raise more money, and have greater success." (Lex Mundi Pro Bono Foundation)

This spring we will be advising, among other parties, a social venture called Convergence. Convergence is a global platform that generates a flow of credible investment opportunities in emerging and frontier markets from a network of leading investors and financiers. The platform allows private and public funders to blend their capital, creating more financially attractive, high-quality deals. Convergence is now proposing to offer foreign development investment opportunities, principally of a public-private blended finance nature, to sophisticated investors in Denmark. Kromann Reumert's contribution will be to advise on applicable financial regulations.

DENMARK IS STILL THE WORLD'S LEAST CORRUPT COUNTRY

Each year, we assist Transparency International Denmark in its assessment of the Danish authorities' efforts to fight corruption. And again in 2017 Denmark could take pride in being the least corrupt country in the world.

Fighting corruption is an important part of our own work and the work we perform for our clients. With the growing internationalisation, an increasing number of our clients operate in regions where they have to deal with corruption.

Transparency International is one of the NGOs that are most active in fighting corruption and bribery all over the world. Since we started cooperating with Transparency International Denmark, we have assisted the organisation in assessing the Danish authorities' efforts to comply with the OECD Convention on Combating Bribery of Foreign Public Officials.

In Transparency International's most recent Corruption Perceptions Index (CPI), Denmark obtained a score of 90 out of 100. This makes Denmark and New Zealand the least corrupt countries in the world. At the other end of the scale - with scores of 12, 11 and 10 points - we find North Korea, South Sudan, and Somalia. CPI measures the perceived level of corruption in the public sector in 175 countries and territories on a scale from 0-100.

ICC ANTI-CORRUPTION COMMISSION

We cooperate with many Danish companies which have a broad global perspective. It is therefore important that we can continue putting anti-corruption on the agenda. One way to do that is through our membership of the ICC Anti-Corruption Commission, a task group set up by the International Chamber of Commerce (ICC).



RANK	COUNTRY	2013	2014	2015	2016
1	Denmark	91	92	91	90
2	New Zealand	91	91	88	90
3	Finland	89	89	90	89
4	Sweden	89	87	89	88
5	Switzerland	85	86	86	86
6	Norway	86	86	87	85



DANSK ERHVERVSLIV STÅR SAMMEN OM DANMARKS INDSAMLING

DANMARKS INDSAMLING

INTET BARN MÅ SULTE

Danmarks 12 største humanitære organisationer og DR samler ind sammen med resten af Danmark til 12 konkrete projekter i udviklingslande over hele verden

Kromann Reumert and staff have supported Danmarks Indsamling, a Danish national fundraising campaign, for many years and did so again this year. We advertised the campaign through posters in our offices in Copenhagen and Aarhus, and our canteens at both locations highlighted the charity collection by offering a taste of the peanut butter which UNICEF uses to help fight malnutrition among the children of Madagascar. A fitting reflection on the slogan for this year's collection: No child should starve.

This year, Kromann Reumert's employees collected DKK 20,000, which we rounded up and then quadrupled to donate a total of DKK 125,000 to the collection.

"I want to thank all who donated to the collection and all who contribute to Kromann Reumert's pro bono efforts as part of their daily work. By supporting charitable organisations - whether by donations or by offering legal advice free of charge - we are helping the organisations do what they do best: helping children in some of the world's poorest regions!"

Arne Møllin Ottosen, Managing Partner

GOODWINGS

Kromann Reumert has signed up with Goodwings. Consequently, when our employees book hotel rooms - whether for private or professional purposes - a share of the price is donated to charity. Goodwings has removed all marketing expenses from its business model by entering into cooperation agreements with corporations directly and by promoting its services through selected NGOs, all committed to FN's 17 Global Goals for Sustainable Development. This means half the profit on a purchase goes to charity.

KROMANN REUMERT SUPPORTS REACH FOR CHANGE

Goodwings allows corporations to choose for themselves which project to support, out of a list of worthy causes. Kromann Reumert has chosen to support Reach for Change, an international non-profit organization that works locally to support and give capacity to social entrepreneurs that work to make life better for children through renewable and sustainable solutions.

THE WORLD'S BEST NEWS

The Danish humanitarian organisations have, together with the UN and Danida, launched the campaign The World's Best News. The campaign is aimed at all businesses wishing to tell the positive stories about the progress made in developing countries. We have supported The World's Best News for several years and continued doing so in 2016.

Important progress has been made in the world over the last decades. Life expectancy and income levels have increased all over the world. The world population lives longer in nine out of ten countries, four out of five can now read and write, and the least developed countries now earn almost three times as much as in 1990. And that, in a nutshell, is what The World's Best News is all about - spreading the good stories. Among the reported news in 2016 was the news that the price of HIV medicine has decreased dramatically, making the medicine available to far more people across the globe. Malaria has been eradicated in Argentina, Morocco and Sri Lanka. In Nigeria and Gambia, female circumcision was banned. A number of African countries are decreasingly dependent on foreign aid, i.e. because their own taxation capabilities have improved. And the world managed to stop the Ebola virus disease before it got out of control. Those were just some of the good news. Hopefully, the shared efforts of the nations of the world to achieve the UN's 17 Global Goals for Sustainable Development (the SDG's) will give us more good news to report. You can read more about Kromann Reumert's work to help achieve the 17 SDG's and about our commitment to the UN Global Compact on page 34.

"It is important that we communicate the message that development efforts pay off, that we spread news about the progress made in the developing countries, and that we encourage others to contribute to the 17 goals - not only internally, but also in relation to our clients and business partners," says Arne Møllin Ottosen, Managing Partner.

THE 17 GLOBAL GOALS FOR SUSTAINABLE DEVELOPMENT

In September 2008, Kromann Reumert joined the UN Global Compact, an international initiative to promote corporate social responsibility. Being one of the most important and internationally recognised tools, Global Compact helps us take social responsibility.

UN GLOBAL COMPACT

In September 2008, Kromann Reumert joined the UN Global Compact, an international initiative to promote corporate social responsibility. Being one of the most important and internationally recognised tools, Global Compact helps us take social responsibility.

All members must support Global Compact and its 10 principles that are based on the United Nations' work to improve human rights, labour standards, environment, and anti-corruption initiatives. Also, members undertake to enter into partnerships that make a positive difference - we, on our part, do this through our pro bono work, among other things.

In 2016, Tina Larsen, CFO, joined a Danish steering group under UN Global Compact. She and its other members, representatives of major Danish corporations such as Pandora, Novo Nordisk, DONG, Danfoss and Egmont, are working to establish a stronger UN Global Compact network in Denmark and find ways in which Danish businesses can contribute to achieving the 17 Global Goals agreed by world leaders at the UN Summit in New York in September 2015.

Tina Larsen wants to show that small and medium-sized enterprises also have an important role to play when it comes to creating a sustainable world community and that the efforts that they put into CSR initiatives will prove hugely rewarding to them in the long run.

WE DEMAND CERTAIN STANDARD OF OUR SUPPLIERS

We seek as far as possible to use suppliers that have adopted an ambitious CSR policy and/or meet the 10 UN Global Compact principles or similar principles. This applies both in relation to existing and new suppliers, and we will continue giving weight to an ambitious CSR policy when choosing new suppliers.

“It’s important that Danish businesses can inspire each other to work wholeheartedly and in a structured manner with CSR, the 10 Global Compact principles, and the 17 Global Goals for Sustainable Development. Many of them already do - and in a way that boosts both their financial, green, and social bottom lines. We need to keep at it, and with an even stronger Danish network we will hopefully become even more leading on the global market.”

Tina Larsen, CFO



COOPERATION WITH CHORA CONNECTION: 17 POSTERS FOR 17 GLOBAL GOALS

Together with Kromann Reumert's Copenhagen Employee Art Group we focus on UN's 17 Global Goals in an exhibition in our Copenhagen employee canteen in July and August.

The 17 Global Goals were adopted in 2015 by 193 UN member states that have all undertaken to solve the largest global problems by 2030. Denmark is therefore greatly responsible for supporting a sustainable global development and for realising the goals within a Danish context.

Being an organisation working for a sustainable society, Chora Connection has initiated a poster campaign - 17FOR17 - in which 17 high-profile Danish designers each interpret a Global Goal. These 17 interpretations will be exhibited in Kromann Reumert's Copenhagen employee canteen in July and August. In addition, the 17 posters will be exhibited e.g. in the UN City, at the People's Political Festival, in the UN Headquarters in New York, and in the Dome of Visions in Aarhus.





THE INDEPENDENT LEGAL THINK TANK JUSTITIA

Justitia is an independent organisation with a long-term ambition to focus on law as a discipline, the due process of law, and civil rights. It has published a large number of analyses dealing with subjects such as civil rights, human rights, surveillance, litigation, and due process of law. The analyses are intended to “move society in a direction where civil rights and fundamental human rights enjoy more respect” as stated on its website.

Since 2014, Justitia has operated out of Kromann Reumert's Copenhagen premises.

Using analyses and advocacy, the think tank, in the course of its so far relatively short existence, has achieved more than note-worthy results. Among its achievements, Justitia has helped create awareness of the due process concerns relating to the Danish logging rules and has formed an alliance with 20 other parties and organisations, among them the telecommunications industry, the Confederation of Danish Industry, the Confederation of Danish Employers, the Union of Commercial and Clerical Employees in Denmark, Horesta, the IT business, etc., and has also been invited to meetings with Danish Ministry of Justice officials to comment on the legislative work. Also, Justitia helped bring about the recent abolition of the Danish ban on blasphemy, successfully advocated the establishment of a freedom of speech commission, brought reinforced focus on the need for greater control with intelligence agencies, and much more.

For two consecutive years - 2015 and 2016 - Justitia was named one of the best new think tanks in the world by the University of Pennsylvania, USA.

“Justitia is a group of enthusiasts who are passionate about what they do - and about the law. Just as we are,” says Arne Møllin Ottosen, Managing Partner.



“If you look at Denmark, we live in a good and free country compared to other countries. But there is still a trend towards a gradual weakening of due process and of the rights of both citizens and businesses. In my view, we should not take it for granted that we live in a free democracy. In a historical context, these principles are relatively new and should therefore be protected. And that is what we try to do.”

Jacob Mchangama, Director of Justitia

Justitia has its own entrance and address at Lautrupsgade, and Kromann Reumert's and Justitia's facilities and operations are kept completely separate.

INTEGRATION OF THE 10 UN GLOBAL COMPACT PRINCIPLES



THE 10 UN GLOBAL COMPACT PRINCIPLES

HUMAN RIGHTS

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

LABOUR

- Businesses should uphold the freedom of association and the effective recognition of the right to collective bargaining.
- Businesses should support the elimination of all forms of forced and compulsory labour.
- Businesses should support the effective abolition of child labour.
- Businesses should eliminate discrimination in respect of employment and occupation.

ENVIRONMENT

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

ANTI-CORRUPTION

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

KROMANN REUMERT'S ACTIVITIES

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WE PARTICIPATE IN THE DEVELOPMENT OF DANISH BUSINESSES

We are responsible for contributing to the Danish business community - also through other means than our advisory services. That's why we participate in a number of forums, committees, etc., where our expert knowledge contributes to growth and development.

ANDERS LAVESEN

Partner and member of VL Group 3 (Company Management Group), which includes current and former chief executives and directors from enterprises such as A. P. Møller – Mærsk, Arla Foods, ATP, BIG, Carlsberg, CBS, Coloplast, Danish Crown, Danske Bank, Deloitte, DI, DONG Energy, DR, Grundfos, Copenhagen University, LEO Pharma, Lundbeckfonden, McKinsey, Nordea, PFA and Tryg.

“Many of Kromann Reumert’s partners are members of so-called VL Groups (Company Management Groups), because such memberships help us understand what is going on in the Danish business sector. My involvement and participation in the VL Group meetings help me broaden my horizon and provide me with interesting perspectives on the development in the Danish business sector and in society in general. Consequently, I consider the group to be an important part of Kromann Reumert’s and my network and knowledge base”.

Anders Lavesen, Partner

ANDERS STUBBE ARNDAL

Partner and Kromann Reumert’s initiator of the Board Leadership Society in Denmark.

“Working as a board member is a subject of growing interest, as requirements have been increasing in recent years. We see our involvement as an opportunity to contribute to upgrading the work of Danish boards of directors. For this reason, we have developed together with CBS and EY a board training programme which is the best and most comprehensive programme offered in Denmark”, says Anders.

MARIANNE PHILIP

Partner, adjunct professor at CBS, and chairman of the Danish Committee on Foundation Governance

“Commercial foundations play a key role in the Danish business sector. Not only do they own some of Denmark’s largest enterprises, but many medium-sized enterprises also have commercial foundations as their principal shareholders. I can contribute to the work by improving the quality of directorships in many Danish businesses and thereby contribute to growth and business development”, says Marianne.

CLAUS JUEL HANSEN

Partner and member of the board of the Association of Danish Lawyers.

“There are a great many important issues that need to be addressed in the Association of Danish Lawyers, among them the need to ensure that the legal profession is constantly alert and able to meet the increasing demands of the business sector and that our regulatory framework remains up-to-date, preserving the integrity and independence of Danish lawyers”, says Claus.

CARSTEN FODE

Master of Laws, LL.M., adjunct professor at Aarhus University and member of the board of directors of several Danish enterprises, including ARoS Aarhus Art Museum since 2009.

“At ARoS we have no clear-cut measure for identifying whether we perform well or not. The financial profit is not the sole decisive factor. The number of visitors, the quality of the exhibitions, the ability to attract sponsor support, and the significance to the local community are all factors of decisive importance,” says Carsten.





BOARD LEADERSHIP TRAINING PROGRAMMES AND BOARD LEADERSHIP MASTERCLASS

Commercial foundations play a prominent role in the Danish business sector as owners of several large Danish enterprises, but also a number of minor enterprises are owned by commercial foundations. The work performed by the board of directors is therefore crucial. In cooperation with CBS Executive and EY, Kromann Reumert has developed a Board Leadership training programme and a Board Leadership masterclass for experienced board members. We conduct part of the training, which is based on real-life cases focusing on management, strategy and added value in board work.

THINKERS50 PARTNERSHIP

Since 2001, Thinkers50 has selected the 50 most influential management thinkers in the world - "the Oscars of management thinking". In 2017, Thinkers50 added the conference "Thinkers50 European Business Forum", which was hosted in Denmark and had Kromann Reumert as a partner.

The European conference, held in Odense, brought together the world's greatest management thinkers and business people for the "Davos of Business Thinking". Outside Europe, annual meetings are held in New York, Abu Dhabi and Qingdao in China. Speaking at the conference this year were some of the world's most influential management thinkers: Michael Porter, Marshall Goldsmith, Peter Fisk, and others. While in Denmark, Mr Fisk also gave a talk at Kromann Reumert's offices in Aarhus and Copenhagen.

In Kromann Reumert's Learning Center you can read a selection of Thinkers50's "Letters to the CEOs" put into a broader perspective by Kromann Reumert partners.

FOLKEMØDET – THE PEOPLE'S POLITICAL FESTIVAL 2016

The People's Political Festival, held each year on the Danish island of Bornholm, brings together politicians, opinion makers, interest groups, businesses, journalists, and (accounting for a little over 50 per cent) 'ordinary' citizens for four days of debates and discussions. The Festival, therefore, is an opportunity for Kromann Reumert to share our knowledge, and to pause for a minute and take a listen to what is on people's minds.

In the tent of the Association of Danish Lawyers, Kromann Reumert invited the public to debate "Commissions of inquiry and legal investigations - cold storage, pillories, or necessary tools in any state governed by law?" Partner Jens Lund Mosbek debated the question with municipal chief executive and former head of department Peter Loft, journalist and political analyst for DR News Jens Ringberg, chairman of Public Managers in DJØF Henning Thiesen, and chairman of the Association of Danish Judges, High Court Judge Mikael Sjöberg.

Also, Kromann Reumert partners participated in numerous debates on subjects such as what the consequences of Brexit will be for Denmark; what role boards of corporations can play in ensuring growth and a sustainable future; what is and isn't allowed under freedom of speech; and what exactly does the legal protection to architects and designers mean?

"Participating in the People's Political Festival is a valuable thing for Kromann Reumert because it gives us an opportunity to promote awareness of relevant issues and to give politicians, opinion makers, and the general public a better understanding of the areas in which we operate."

Marianne Philip, Partner

WE MAKE COMPLIANCE EASIER FOR DANISH BUSINESSES

Compliance is a major focus area for Kromann Reumert. The specialists in our compliance practice group make it easier for businesses to comply with international conventions, codes and ethical guidelines. A special focus area this year has been legal risk management, not least in light of the upcoming General Data Protection Regulation.



“Corporations can easily lose sight of mutually affecting risks across contracts, departments, or subsidiaries. What legal risk management does is that it uncovers ‘hidden’ risks, including any mutually affecting or mutually accumulating risks that just might merge into a ‘perfect storm’, even if each one of its constituent risks would have been manageable had it only been discovered sooner.”

**Jens Blomgren-Hansen,
Partner**

THE UPCOMING GENERAL DATA PROTECTION REGULATION

On 25 May 2018, the EU’s new General Data Protection Regulation (the “GDPR”) will take effect. That’s a long way off - and a good thing, too, because it will give you time to prepare for compliance with the new rules. The rules of the GDPR are stricter in many areas. Businesses should start preparing for them now to make the transition as smooth as possible. The GDPR brings new and stricter rules, including new requirements for data security and documentation and new penalties. Many busi-

nesses process, store and transfer large quantities of personal data with no set procedures for internal and external processes. ‘Compliance’ is an elusive concept to many, and judging whether a company is compliant or not can be difficult. And if a company is not compliant, what exactly needs to be done, then?

For the past two years, it has been a dedicated focus of ours to help prepare Danish businesses for the new reality that will come with the GDPR, and we will continue our efforts in that regard. Using Insights, podcasts, newsletter and, not least, a succession of seminars, we are helping Danish businesses on their way toward compliance with the new rules. Check our Learning Centre to make sure you stay updated.

WHISTLEBLOWER SCHEME – FOR OURSELVES AND OUR CLIENTS

Since September 2014, financial businesses have been required to give their employees access to report any suspected breach of the financial regulation through a so-called whistleblower scheme. Back then, Kromann Reumert developed software for reporting purposes and provided advice to a large number of financial businesses. We continued this work in 2016.

We assist financial businesses i.a. in obtaining the required HR and whistleblower permissions from the Danish Data Protection Agency, in drafting whistleblower policies and in implementing internal guidelines for the handling of disclosures. Since we launched our whistleblower system, it has been put into operation by 31 financial businesses.

In connection with the adoption of the Danish Act on Measures to Prevent Money Laundering and Financing of Terrorism (the Anti Money Laundering Act), we have set up a whistleblowing scheme and adopted an internal whistleblowing policy. The purpose therefore is to ensure that all Kromann Reumert employees can confidentially report any actual or suspected breach of the Anti Money Laundering Act.

Godt nytår?

Nytår er tiden, hvor man gør status og kigger frem. 2016 var et godt år, men også et år, der affødte en række udfordringer for dansk erhvervsliv. Nytår er også tiden for nytårsforsætter.

Kromann Reumerts nytårsforsæt er at klæde vores klienter bedst muligt på til 2017, så udfordringer kan blive til muligheder – og det nye år kan blive et godt år.

Bliv klogere på www.kromannreumert.com/2017

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IN-HOUSE LAWYER OF THE YEAR AWARD 2016

Mette Valentin, Senior Vice President, Legal and Public Affairs of Scandinavian Tobacco Group won the In-house Lawyer of the Year Award 2016. The award ceremony took place at Kromann Reumert in May 2016. Mette Valentin chose to donate the award for DKK 75,000 to the Danish Refugee Council.

THE ROLE OF DANISH IN-HOUSE LAWYERS IN CORPORATE DENMARK

An increasing number of Danish businesses are setting up in-house legal departments, and many businesses are expanding their existing departments. As this trend progresses, Denmark's in-house lawyers play an increasingly strategic and value-adding role. According to Mette Valentin, the increasing focus on compliance in Danish businesses has raised the demand for in-house lawyers: "Making sure procedures are in order, the whole compliance thing - that's something that is much more of a priority now. It is expected now, as a matter of course, that businesses have these things under control."

DKK 75,000 TO THE DANISH REFUGEE COUNCIL

Mette Valentin chose to donate the award for DKK 75,000 to the Danish Refugee Council. "When I learned that I had won the In-house Lawyer of the Year award 2016 and was able to donate the money to a worthy cause, the first organisation that came to mind was the Danish Refugee Council," she says.

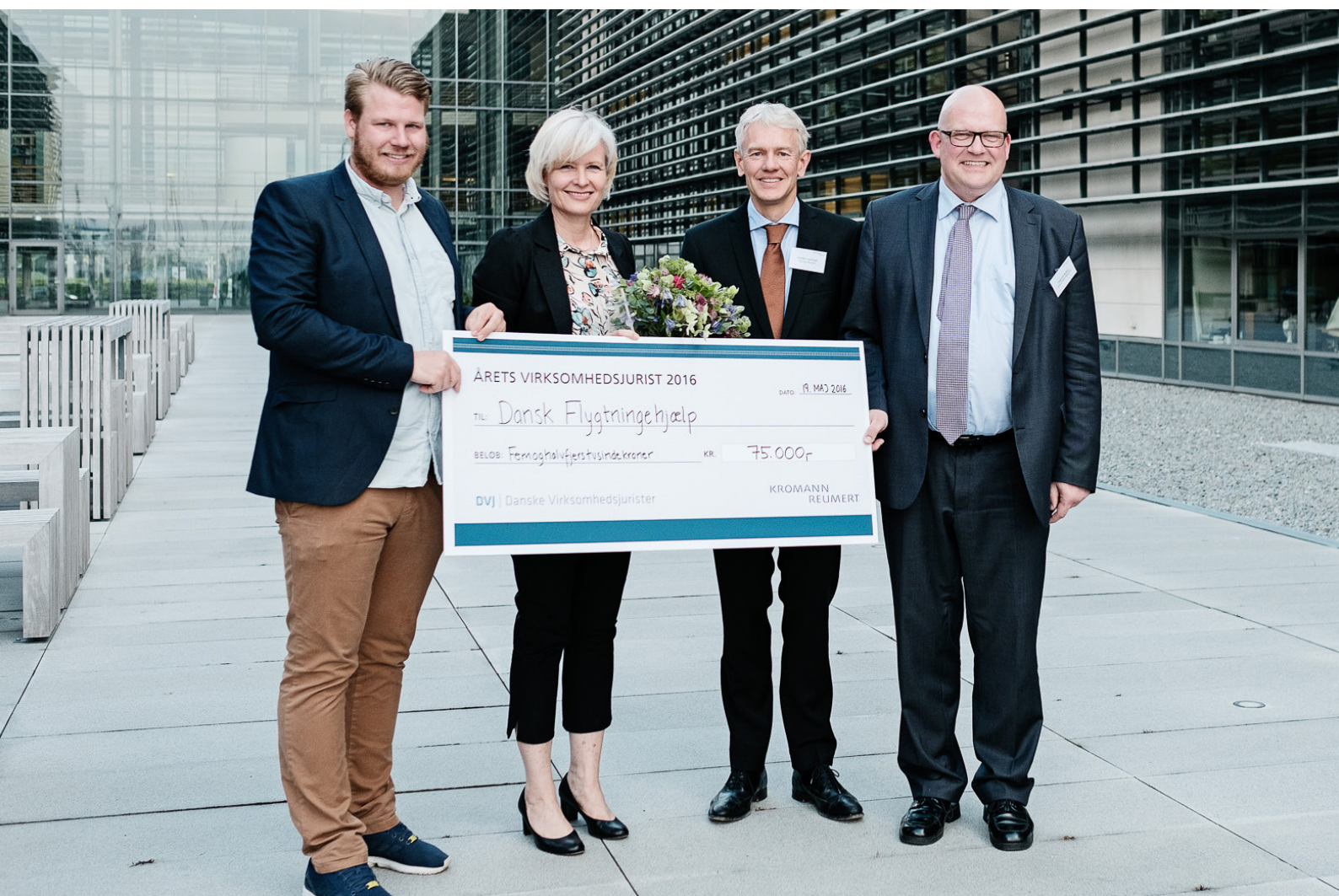


“There are millions upon millions of human beings fleeing wars and catastrophes. The Danish Refugee Council is in a position to actually make a difference for some of those many people fighting to sustain themselves and obtain even the barest of necessities.”

**Mette Valentin, Senior Vice President,
Legal and Public Affairs of
Scandinavian Tobacco Group**

THE IN-HOUSE LAWYER OF THE YEAR AWARD

The In-house Lawyer of the Year Award was established on the initiative of the Danish Association of In-house Lawyers and Kromann Reumert to spotlight the value of in-house lawyers to Danish businesses. Today, Danish businesses have to cope with increased regulation and an increasing number of requirements. In-house legal departments or lawyers are therefore no longer confined to large international groups since even small businesses may need qualified legal assistance. The increasing number of in-house lawyers contributes to professionalising the Danish business community.



ENVIRONMENT & CLIMATE

Our staff in Facilities Services and in our employee canteens continuously endeavour to reduce our CO2 emissions and work determinedly to identify new, more effective methods and better products and materials to help us reach our goals. Once again, their commitment has enabled us to achieve good results within the areas of environment and climate.

33.5% REDUCTION IN HEAT CONSUMPTION SINCE 2010

During the past several years, we have been focusing on reducing our heat consumption, e.g. by installing adjusted radiators and new windows in our Aarhus offices and by trimming the heating system in our Copenhagen offices. Furthermore, we have moved around and now take up less square metres, which has resulted in a reduction of our heat consumption - from 2,777,000 kWh in 2010 to 1,848,000 kWh in 2016.

INCREASED FOCUS ON GREEN ENERGY AND SOLAR CELLS ON THE ROOF

We regularly test new light sources and switch to LED light bulbs in order to reduce our electricity consumption, which - among other things - has led to a 0.6 % reduction in our electricity consumption compared to 2015.

Kromann Reumert will continue the climate cooperation with DONG that started 6 years ago. And in 2017 and 2018 we will increase our focus on green energy and on reducing our impact on environment. For example, we will install solar cells on the roof of our office building in Copenhagen, which we expect will cover up to 10% of the electricity consumed in our Copenhagen offices.

Our Copenhagen kitchen chef has conceived a way to combine our environmental efforts with the health of our employees. In the autumn of 2017 he will install beehouses at Kromann Reumert. This will benefit environment and will keep us self-sufficient in honey. By using honey in our cooking, we will minimize the use of refined sugar, which will benefit the health of our employees.



“It is important for us to find a natural and reasonable level for our consumption. We therefore continuously endeavour to maintain and improve our consumption levels by introducing initiatives such as solar cells and waste sorting.”

Anders Wiedemann, COO

LESS WASTE, BUT MORE FOR RECYCLING

Last year we reported a 13 % increase in our waste. We were of course unhappy about that development and therefore concentrated our efforts on reducing the volume of waste. The effect of those efforts can be seen already now, so this year we can report a 7.5 % reduction compared to 2015. We will now examine how we can continue reducing the volume of waste and send more of it off for recycling. We hope to achieve this e.g. by increasing our focus on waste sorting.

NEW DISHWASHER REDUCING WATER CONSUMPTION

Unfortunately we saw a minor increase in our water consumption from 2015 to 2016. We attacked that increase already in early 2017 by installing a new dishwasher in our kitchen in Copenhagen. The new dishwasher has already reduced our electricity, water and soap consumption considerably.

LESS CO2 EMISSION - E.G. BY EATING CLIMATE-FRIENDLY FOOD AND AVOIDING FOOD WASTE

From 2015 to 2016 we achieved a 5.3 % reduction in our CO2 emission. Our kitchens deserve a large part of the credit for that achievement. In Kromann Reumert's canteens, our kitchen chefs focus not just on our health, but also on reducing our impact on the planet.

“We can reduce our emission of CO2 by acting with care every day - for example when we cook and when we shop. Eating climate-friendly food will generate spin-off benefits, because this type of foods is healthier and often less expensive.”

**Mads Præstmark,
Kitchen Manager in Copenhagen**

Many of us are used to focusing first on meat and subsequently on accompaniments. In our canteens we do it the other way around and base our meals on the vegetables. This implies that we increase our focus on seasonal foods, on creating a diversity of colours and consistency, and on using the unexploited potential of the kitchen cupboards and the neighbourhood nature. If we produce more food than needed on a given day, the food will be used as evening meals, which means that we hardly ever throw out food. Any leftovers are collected and used for animal feed.



ABOUT KROMANN REUMERT

Kromann Reumert is dedicated to providing the best legal services in the market. We are a knowledge-based firm and our product is inside the head of our employees who advise clients every day.

We are Denmark's preeminent law firm with offices in Copenhagen, Aarhus and London. We are approximately 470 employees, a little more than half of whom are lawyers. They specialise in a variety of legal areas and work every day to set the standard in the legal profession.

Kromann Reumert is a partner-owned firm. The partnership is based on the principle of equal sharing which ensures that we work together to achieve the best possible solution for our clients - no matter who they contact.

Kromann Reumert's history dates back to 1889, and we draw on our many years of experience every day when assisting some of Denmark's leading companies. Our mission is to provide value-adding solutions and advice with commitment and dedication, and we do that based on our values: spirited teamwork, quality, commercial understanding, and credibility. These values define us as a law firm and the services we offer to our clients every day.

ABOUT THE REPORT

This is Kromann Reumert's seventh CSR Report - and our seventh Communication on Progress (COP) to be submitted to the UN Global Compact once a year.

With this CSR report, we want to give our clients, employees and other stakeholders an understanding of Kromann Reumert and the way we work with CSR. The report focuses in particular on our pro-bono work which is an important part of our CSR work and which reflects our desire to do what we do best: providing legal advice.

We also describe our CSR work on the basis of the 10 UN Global Compact principles - see more on page 36.





KROMANN REUMERT

Kromann Reumert's vision is "We set the standard". We are not content with being great - we want to be the best. We offer value adding solutions and advice with dedication and focus. We are driven by our four core values: quality, commercial understanding, spirited teamwork, and credibility. We are Denmark's leading law firm with offices in Copenhagen, Aarhus and London.

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