

Corporate Social Responsibility

Our CSR initiatives in 2018

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We commit to teamwork

Solid and value-adding teamwork. That is the core of our advisory services and the cornerstone of our business, and in this context our Bech-Bruun model is of particular importance. The basic idea is that we measure ourselves by conduct, not by how much revenue each of us generates for the firm. We measure on doing what is right – for our clients, for society and for ourselves. We commit to teamwork and to showing consideration for each other, and we conduct ourselves ethically and responsibly in our contact with the world.

As such, we incorporate accountability into all our activities and work closely together to translate the 10 UN Global Compact principles into specific actions in respect of our focus areas: People, Society, Environment, and Ethics & Compliance. Our adoption of advokat-KODEKS, the code of conduct of the Association of Danish Law Firms (Danske Advokater), also means that we work continuously with the five elements: Openness, social responsibility, handling of ethical dilemmas, focus on clients and employees, and diversity.

We believe that by doing what we do best, we can help more. And for this reason, we are pleased to be able to continue contributing our

expertise in various ways every year to further the development and sustainability in society as well as in our activities. This was also the case in 2018. In 2018, as a direct result of the Bech-Bruun model, we launched a new ambitious management and training programme for all our associates, called STRETCH, a six-year training programme designed to strengthen our associates' commercial, consultancy and management skills with focus on collaboration and strategy. Employee development and job satisfaction are top priorities at Bech-Bruun, and we keep a keen eye on the opportunities that we are able to offer our employees and the way we act towards each other.

In addition to still prioritising pro bono work as a natural part of our business, we also launched two pilot projects in 2018, involving sustainable start-ups as part of the development of a new CSR programme. Through our close relationship with talented start-ups and by focusing on sustainable innovation and the 17 UN global goals, we will strive to ensure a more sustainable future. The common goal of a start-up is to become a successful sustainable business, and we help them achieve it by doing what we do best.

In 2009, we became members of the UN Global Compact. With our membership, we wish to support the promotion of the 10 universal principles of Global Compact within human rights, labour standards, the environment and anti-corruption. As part of this work we prepare an annual report, Communication on Progress (COP), describing our CSR initiatives. This 2019 report describes our CSR initiatives in 2018.

We know that our conduct has an impact on the environment and that we ourselves to a high degree determine the size of our own footprint. As such, we do not merely apply great efforts to making a difference to others who work sustainably; our ambition is to become even more sustainable in all our work processes, and in 2018 this involved various new initiatives.

As regards our conduct in general, we are aware that, as a law firm, we hold a large ethical responsibility. We fulfil an important role in society, and we take this role very seriously, ensuring that our work and business methods are based on good conduct and respect for our clients, our employees and our surroundings. We want to set the highest ethical standard – for ourselves as well as for our clients – which is why we have established a solid corporate governance system, always allowing our clients and business partners to rely on our conduct being fair and ethically correct. As such, ethics and compliance have been natural focal points in 2018, including training in legislation on compliance and on the prevention of money laundering.

For the 10th year running, we confirm our commitment to the UN Global Compact and its 10 principles based on our focus areas: People, Society, Environment, and Ethics & Compliance.

Enjoy the read.



Simon Evers Hjelmborg
Managing partner



How we work with accountability



Society

We work together for a sustainable future

Our ambition is to apply our core skills and expertise to making a difference and working towards a sustainable future. We do that best through our expertise and close working relationships with undertakings that can develop the new and efficient solutions that are in demand. By offering them our legal core skills, we help them along.

We share our knowledge

We use great efforts to acquire knowledge and pass it on. Our Bech-Bruun Academy offers continuing professional development and training courses to employees as well as clients and business partners. This allows us as well as the attendees to keep up with new legislation, business sector developments and to stay ahead in a time of swift progress.

People

Focus on personal development

We want our employees to have the best possible skills as well as the best possible development and career opportunities. Consequently, our main focus is on promoting the right career paths and providing our employees with the best tools for being successful, professionally as well as personally. As such, one of our main focal points is diversity.

Job satisfaction is a top priority

Job satisfaction among our employees and a positive workplace culture are some of the reasons why we are able to offer our clients the best solutions. We work actively with policies, knowledge sharing procedures and efforts to strengthen our employees' job satisfaction.





Environment

Sustainable suppliers and business processes

It is important for us to keep abreast of the latest developments in new energy and environmentally sound solutions benefiting the environment as well as our own business and our clients. Consequently, we engage in continuously minimising and rethinking our consumption. We prioritise sustainable procurement and environmentally sound alternatives.

Green energy has great potential

We seek to concentrate our work with large Danish and non-Danish players of the energy industry on renewable energy, and we intend to intensify this work in the future. By doing so, we hope to contribute towards converting more of the global energy supply into renewable energy.

Ethics & Compliance

A vast ethical responsibility

Our ambition is to operate a responsible business with a high level of integrity and the highest possible security. We will accomplish this by undertaking and defending the significant role we have as a leading law firm in a society based on the rule of law, and by ensuring the highest ethical standard and openness within the framework of the duty of confidentiality on which we base our client relationships.

We work systematically with compliance

We prioritise being a leader in the area of in-house compliance, and we test our expertise annually to ensure that we live up to our high standards. In 2018 this meant that all our lawyers had to complete an e-learning programme comprised by two parts: A compliance test and an anti-money laundering test.





People

No development without consideration

Our ambition is to make sure that our employees have the highest possible expertise as well as the right development and career opportunities. To be able to offer our clients the best solutions, we must have the best employees, and as such, we keep a keen eye on developments and continuously ensure that our employees are offered the right career paths. However, this ambition also poses great demands on our working environment and our culture.

Job satisfaction is a top priority at Bech-Bruun, and the way we behave towards each other is an important focal point. We expect our employees to treat each other with decency and respect. In the wake of the MeToo debate and society's intensified focus on this area, Bech-Bruun adopted an updated policy on anti-bullying and anti-harassment in 2018.

We are aware that employees in the law industry are subject to high demands regarding, for instance, flexibility, working hours and performance. But we also know that it is important to find a realistic and balanced approach to work life as well as personal life, and we work actively to inform our employees about stress and to maintain an open dialogue on the subject.

Our diversity policy emphasises equal opportunities for men and women, and we work actively to ensure diversity in our staff. Diversity has been in focus for many years, and with our Strategy 2020 we have implemented changes in structures and processes concerning career development and path. However, it will be many years until we see the full impact of these changes, and in 2019 we have established a diversity committee that will focus on creating short-term results.

Our 2019 targets are to ...

- launch initiatives to increase diversity in Bech-Bruun. For one thing, a diversity committee will be established in 2019.
- launch a development programme for our junior associates, designed to fortify their skills as future lawyers.



15

employees were seconded
at some time during 2018

7,61

years is the average seniority
at Bech-Bruun

165

in-house qualifying training days
were offered in 2018

32%

of the courses covered
the development of personal skills

97%

of our employees and partners declare themselves satisfied or very satisfied
with working at Bech-Bruun (WPA survey)



Number of employees

536



Partners / male

63

Associates / male

74

Junior associates / male

49

Partners / female

6

Associates / female

53

Junior associates / female

45

Accountability in the work place

In Bech-Bruun we have a number of guiding documents and policies that focus on our employees' job satisfaction and on our business partners, for instance:

- Code of Conduct
- Ethical guidelines
- Diversity policy
- Anti-bullying and anti-harassment policy
- Stress policy
- Whistleblowing policy
- Alcohol and drug policy
- Crisis policy

Focus on mental stamina and performance

In 2017 Bech-Bruun launched a development programme for our law students designed to eliminate a growing expectation pressure and ensure satisfaction among our employees. In 2018 we extended this programme to include a module that focuses on the attendants' self-insight and mental performance. Signe Hedensted Lundorf is a law student with Bech-Bruun and has completed both programmes.

At first Signe Hedensted Lundorf was sceptical. Why would she need the various exercises, and did it even make sense to commit to a long process if it was all just a bunch of unspecific clichés? That is not how Signe feels today. Despite being sceptical at first, she has only positive feedback on Bech-Bruun's development programme for law students.

"The programme is so broad that you really become familiar with many different topics. You're not just listening to the same topic every time. The combination of workshops and personal sessions is a good mix, and instead of just talking about what might be a good thing to do, you are actually being equipped with the tools to do it," says Signe.

She is one of more than 60 law students who have completed the mandatory development programme in 2018. Bech-Bruun conducts the development programme with the assistance of, among others, stress consultant and mental coach Thomas Pape from the SPINE stress clinic. The aim is to strengthen the students' mental stamina and performance. Elements not usually highlighted in student life but which we at Bech-Bruun believe are important for future lawyers.

"We want to help to ensure that our law students have a good foundation from the outset, and we believe this requires tools that will enhance their desire to perform as well as maintain job satisfaction, inner peace and motivation. Our development programme makes our law students more aware of their own behaviour, strengths, weaknesses and patterns. Gaining a clearer picture of their personal profile may help them use their strengths to achieve a better performance," says Anne-Marie Sparre Avnsted, head of HR and administration at Bech-Bruun.

For Signe, the development programme has helped her become more structured and more aware of how she does things. In particular, she emphasises the individual sessions with Thomas Pape as "extremely rewarding". The sessions are part of the extended programme, and the student chooses the topic. Signe used her sessions to discuss the structuring of her

specialist area and to prepare for her junior associate interview.

What colour are you?

At times, her scepticism has resurfaced. For instance when the students in the extended programme had to complete personal profile analyses and determine their individual colours. But again, the process surprised Signe, as the colour classification served a higher purpose than merely labelling the students as specific types. Instead, the colours were used as indicators of a student's preferred behaviour, action patterns and strengths.

"It's made me recognise my preferred behaviour and how I can work on it, and Thomas

The development programme was launched in 2017 and is mandatory for Bech-Bruun's law students. The development programme includes workshops, a personal profile analysis and one-on-one sessions. The basic programme focuses on mental stamina while the extended programme works with personal profile analysis and mental performance.

Pape has given me the tools so I know how to approach a specific colour. And it helps. For instance, in relation to communicating with different types of people. It facilitates and improves teamwork. And it's nice to know that Bech-Bruun employs more than one type of person. There are many different types of personalities, and it's really good to be able to navigate when working with different people and be able to be part of a team, no matter the types on the team," says Signe.

At the joint workshops, performance is put on hold, establishing a safe environment that allows the students to be open and tell how they feel they may improve.

"You discover that everybody has something they want to improve, whether it's being more structured or less of a perfectionist and more efficient. Whatever it is, it's really great to get some feedback from your colleagues, who are in exactly the same place."

Uncompromising demands on one self and a huge expectation pressure are things Signe recognises from herself and from the student environment, and she finds that the development programme has been spot-on.





“In connection with my training as a junior associate, Bech-Bruun offered me the opportunity to attend summer school in New York. In addition to improving my English, I came in contact with many lawyers from around the world, which gave me an insight into much more than just US legislation.”

Tore Høffner Andersen, lawyer and former junior associate at Bech-Bruun

STRETCH

Bech-Bruun's management and training programme for first-year to sixth-year associates, **STRETCH**, is structured on the basis of the Bech-Bruun model. The Bech-Bruun model evaluates and focuses on four conduct parameters, the so-called Bech-Bruun parameters: **Diligence & work style**, **Clients**, **Management & cooperation** and **Corporate & reputation**. **STRETCH** is structured on the basis of the Bech-Bruun parameters to underpin the common goal and is thus an important element in the implementation of the Bech-Bruun model.

In 2016 the introduction of the Bech-Bruun model was a landmark in the history of Bech-Bruun. The Bech-Bruun model focuses on joint business volume, close collaboration and stronger business insight, placing the client at the centre.

Ambitious and targeted management and training programme for associates

Adding value for the clients is the focus of Bech-Bruun's new management and training programme for first-year to sixth-year associates, designed to strengthen their commercial, consultancy and management skills.



Training in management, teamwork and client insight at the Judge Business School at the University of Cambridge, knowledge about financial analysis, negotiation strategy, business models and PRINCE2® certification in project management. In 2018 Bech-Bruun launched an ambitious management and training programme for our associates: "STRETCH - Unfolding Talent. Together." STRETCH is designed to equip our associates to meet the challenges that impact the law industry as well as the markets where our clients perform.

"In Bech-Bruun the concern is to add as much value as possible for our clients. Going forward, being a strong legal expert will not be enough. Business insight and the ability and desire to collaborate, internally as well as externally, will be much more of a decisive factor," says Christian Ejvin Andersen, managing director at Bech-Bruun.

STRETCH is based on the Bech-Bruun parameters: "Diligence & work style", "Clients", "Management & cooperation", and "Corporate & reputation". All first-year to sixth-year associates with Bech-Bruun are included in STRETCH, and the training offers them a gradual and systematic building of skills that support the parameters. Asbjørn Dalum Andersen is a third-year associate with Bech-Bruun and can easily see the value of STRETCH in his work as a lawyer. He has completed the second and third steps of the STRETCH programme, including Bech-Bruun's Senior Associate Pro-

gramme at the Judge Business School at the University of Cambridge, which focuses on subjects such as the development of skills in the areas of corporate rhetoric, management, collaboration and client management.

"One thing that I've learned in particular from the training is how I'm perceived. Through role playing and specific exercises we've been trained in speaking in front of others and received feedback on the power of delivery of our messages and the signals we send. In my case, I've learned a lot about myself," says Asbjørn Dalum Andersen and continues:

"An unintended but just as important value of the STRETCH programme is the relationships that are formed. For a new lawyer at Bech-Bruun, this creates numerous relationships across the organisation. Relationships that you need to rely on when you suddenly face an issue concerning, for instance, labour law or bankruptcy law. Since I've been with Bech-Bruun for several years, I benefited by improving my relationships across the country, as my relations with colleagues in Aarhus have been strengthened," says Asbjørn, who works from Bech-Bruun's Copenhagen offices.

A good Bech-Bruun lawyer

Relevant topics, a high professional level and skilled lecturers. The benefits from STRETCH have been vast, according to Asbjørn. The programmes have improved the insight into clients' needs as well as broadened the lawyers' legal skills.

"Establishing an ambitious training programme designed to see to the lawyers' development is very positive. Thought has been given to what training is desirable and what goals are desired. The different steps give structure to the training, and this links to the targets set out by Bech-Bruun for how to be a good Bech-Bruun lawyer," says Asbjørn.

In his experience, the programme has been generally well-received by the associates:

"It's my clear impression that everybody prioritise the training and do what they can to attend. The people I have talked to have had a good experience and find the level to be high," says Asbjørn.





Society

Partnerships on a sustainable society

Our imprint on society is our knowledge. We believe that by doing what we do best, we can help more. Accordingly, the basic idea of our CSR work is to apply our core skills – our knowledge – to making a difference, and over the years we have concluded numerous pro bono and collaboration agreements with enterprises that make a difference. This was also the case in 2018.

Every year in various manners we contribute our expertise to more development and sustainability in society. Knowledge sharing is a natural part of our business model, and in addition to offering numerous free courses, events and late-afternoon seminars in 2018 as well as launching a number of new programmes, we also commenced the very first pilot partnerships in our new CSR strategy.

73

free courses, late-afternoon seminars, and full-day events were arranged by Bech-Bruun in 2018

With the launch of our new strategy in 2018, we kick-started our CSR programme with two selected pilot projects, helping sustainable start-ups off to a good start with our legal counselling. Their goal is to become a sustainable business. A business that directly underpins the 17 UN global goals for sustainable development. With our advisory services, we help them along by doing what we do best. Looking ahead, a large part of our CSR initiatives will be offering legal counselling to sustainable start-ups so they can meet their targets.

4,6

was the score on a satisfaction scale of 1-5

Our 2019 plans are ...

- to launch our new CSR programme with focus on sustainable start-ups.
- to collaborate with more start-ups with focus on the 17 UN global goals.
- to develop our programmes and courses so that they continue to meet the requirements of our employees, clients and business partners.
- to continue our ongoing pro bono work.

Bech-Bruun Academy

The Bech-Bruun Academy combines law and business development with personal development. We give clients and other interested parties the opportunity to attend free training seminars in, for instance, new or amended legislation, business sector developments and trends that are relevant to society.

The business world is constantly changing, and over the past years new technology and disruptive enterprises have resulted in substantial changes for markets and industries. Academy Client is a training programme targeted to our clients, offering value-adding training in the same subjects to which we devote ourselves in order to be fully prepared for the many new demands and possibilities of the future.

In 2018 our focus areas included training in digital transformation, business strategy, management and directorship.





Modern Slavery Act

Modern Slavery Act is an initiative introduced by Great Britain. Key in the Modern Slavery Act is the requirement that all enterprises with business and activities in Great Britain must account annually for their efforts against slavery, forced labour and human trafficking. The initiative focuses on preventing serious violations that may occur in global supply chains. As an international law firm operating across borders and very much in Great Britain, we keep a natural focus on complying with the Modern Slavery Act.

Here we also make a difference...

Represented by our talented experts, we were also active on various committees and boards in 2018, and as members we engaged in relevant Danish and international trade associations and NGOs. In these forums, we contribute our knowledge to the development of the framework within which we and our clients work.

Examples of trade associations, organisations and networks:

Association for Maritime Law (CMI)	Danish Employment Lawyers Association
Association of Danish Insolvency Lawyers	Danish Environmental Lawyers
Association of Danish IT Attorneys	Danish Labour Law Association
Association of Danish Law Firms	Danish Lawyer-Directors
Confederation of Danish Industry	Danish Mediation Institute
Danish Association for Company law	Danish Mediation Lawyers
Danish Association for Competition Law	Danish Tax Lawyers' Association
Danish Association for Construction Law	Danish Waste Management Association (DAKOFA)
Danish Association for Copyright Law	DenmarkBridge
Danish Association for Public Procurement Law	Haandværkerforeningen i København (Copenhagen trade guild)
Danish Association of Insurance Law (AIDA)	TerraLex
Danish Association of Litigation Lawyers	The ATV Foundation for Soil & Ground Water
Danish Bar and Law Society	Oresundsadvokater
	World Law Group

Examples of committees and boards:

Compulsory Acquisition Committee	Danish Press Council
Danish Appeals Permission Board	DBU Disciplinary Committee
Danish Company Appeals Board	Medicoindustrien, assessment panel
Danish Competition Appeals Tribunal	National Association for Building, sustainability committee

A sustainable future through innovation

They have the ideas. We have the knowledge about the law and the framework conditions that will get them on their way. In 2018 we launched the very first pilot projects that kicked off our new CSR programme, helping sustainable start-ups off to a good start with commercial feedback and legal counselling. A programme that will really take off in 2019.

As a start-up with a sustainable vision, you may have the good idea, perhaps a ready-to-go concept and plan of action, and you are almost ready to enter your market. However, for many start-ups, one of the challenges is to find their way through the legislation. This can make it difficult to get started and take that important step closer to the dream of a successful start-up that will make a difference in the world.

Partnership with sustainable start-ups is the title of our new CSR programme where we focus on sustainable start-ups that work dedicatedly for a better world. Their goal is to become a sustainable business that directly un-

derpins one or more of the 17 UN global goals for sustainable development. And we help them along with what we do best – our legal counselling and business understanding.

A chance to get off to a good start

For many start-ups it is challenging to find your way through legislation and provisions and trying to understand everything from labour law, tax, contracts and intellectual property rights to company law. It is a time-consuming, challenging and difficult task and as such it is often not prioritised, but it may have vast repercussions if it is approached from the wrong angle.

“For many sustainable start-ups, the major incentive is to make a material difference to others and to the globe. With our new CSR programme we can help them with the heavy legal aspects at the set-off stage. That way we make it easier for them to start up and work dedicatedly towards their visions. We know that a good legal foundation can be absolutely essential for the success of a new enterprise, and that often it will be easier to catch the interest of potential investors if the legal issues are in place,” says Simon Evers Hjelmberg, managing partner at Bech-Bruun.

The partnership spans broadly within all aspects of commercial law and offer start-ups – which often have limited resources for legal assistance at the set-off stage – the opportunity to get off to a good start. The common ground for the collaboration is that the start-up is to reach its goals and thus contribute to sustainable development.

As an element in the partnership, Bech-Bruun provides the first 50 hours of legal counselling free of charge. Subsequently, as a CSR partner, the start-up will receive advisory services at a markedly reduced hourly rate and will pay only if the enterprise reaches the agreed goals.

Our first pilot projects

As pilot projects, in 2017 and 2018, respectively, Bech-Bruun joined its first CSR partnerships with two ambitious start-ups, entrée and Circular Food Technology. Besides being a

close legal partner, Bech-Bruun’s advisory services have included commercial sparring and advice in relation to business concept, development opportunities, etc.

Bech-Bruun’s working relationships with both enterprises have continued into 2019, and with the launch of the new CSR programme in 2019 we expect concluding new partnerships with start-ups that work dedicatedly towards at least one of the 17 UN global goals.

If you want to learn more about Bech-Bruun’s new CSR programme, please contact Ditte Lassen-Kahlke, senior associate and CSR officer
dlk@bechbruun.com

The UN global goals for sustainable development were adopted in 2015. Their aim is to set course for a more sustainable development for people as well as for the planet in the years up to 2030.

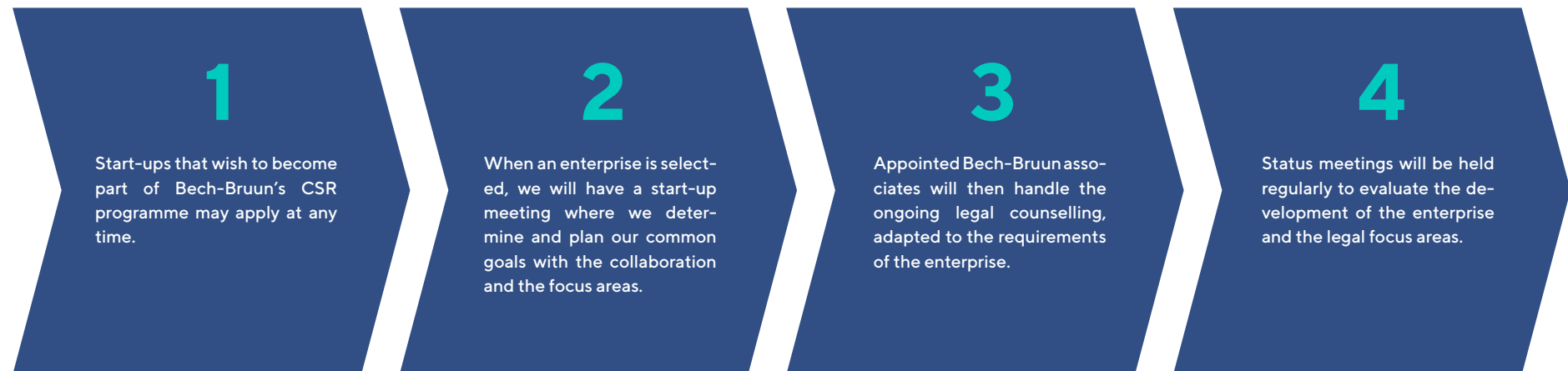
There are 17 global goals, obligating all 193 UN member countries to end poverty and hunger in the world, reduce inequality, ensure quality education and good health for all, decent work and a more sustainable economic growth. The goals also focus on promoting peace and security and strong institutions and to strengthen international partnerships.

The new agenda recognises that social, economic and environmental development, peace, security and international partnership are closely related and that lasting developmental results require an integrated effort.

Source: www.verdensmaalene.dk

What is the partnership process?

Bech-Bruun provides the first 50 hours of legal counselling free of charge. Subsequently, as a CSR partner, the start-up will receive advisory services at a markedly reduced hourly rate and will pay only if the enterprise reaches the agreed goals.



Beer offers much more than you think

At Højbro Plads in Copenhagen we find Circular Food Technology. A small enterprise with a great mission. "Let's turn the leftovers from food production into healthy and tasteful ingredients" is the overall goal of Circular Food Technology, which has set out to upcycle spent grain into new food products. In 2018, as part of our new CSR programme, Bech-Bruun entered a close working relationship with Circular Food Technology.

With continued growth in the global economy, our planet may be facing a massive consumption of resources in the future. To ensure sustainability we need new initiatives that will ensure a more circular approach. One such initiative is Circular Food Technology, who have seen a vast potential in spent grain, also known as mash, a waste product from malt used in beer and whisky production.

Usually the spent grain is used for animal feed, but it is an unstable feed product and many

breweries have trouble selling it and thus it ends as waste.

"Our overall driver is to stop food waste and help where there is a lack of food. On a global scale, the waste of spent grain is one of the largest wasted powers, coming to around 4 million tonnes a year. As one of the very few start-ups in the world we have concretised the idea of circular economy regarding the waste of spent grain. Instead of letting the spent grain go to waste, we upcycle it into healthy

new food ingredients," says Aviaja Riemann-Andersen, who founded Circular Food Technology together with two partners in 2018.

Spent grain is rich in fibres, proteins and minerals. Using new technologies, Circular Food Technology upcycles the spent grain from beer brewing into food ingredients and food, increasing its nutritious value. In the summer 2019, Circular Food Technology will introduce the market to the first products consisting of four types of nutritious flour, which later in the year will be followed by various types of sweet and savoury snacks as well as other products.

Quick start-up

Not surprisingly, starting up a new business is hard work. It not only takes diligence and drive but also keeping track of legal issues. In 2018, as part of its start-up procedure, Circular Food Technology entered a partnership with Bech-Bruun concerning ongoing legal counselling.

"Having Bech-Bruun at our side on this journey has been very rewarding. Our close working relationship means that we have access to indispensable knowledge, both when starting up and now when entering the market with our first products. As a start-up, you may not think about legal advice and support – or about getting some of the most important agreements and contracts in place," says Aviaja.

The start-up of Circular Food Technology was fast. Within one year the enterprise was established and the first products were launched. According to Aviaja, the partnership with Bech-Bruun meant that Circular Food Technology was able to steer clear of some of the mistakes usually made by new businesses.

"Besides helping us with good shareholders' agreements, support in connection with capital increases and so on, Bech-Bruun has also made us aware of a number of issues that you would not necessarily consider when starting up, but they may save us in the long run," says Aviaja.

The partnership continues in 2019 and is of value to both parties in several ways. In addition to being based on increasing sustainability through innovation, our advisory services also include commercial sparring and a dialogue on business development, which also offers Bech-Bruun great insight into not just all aspects of a start-up but also into the processes behind sustainable innovation.

Learn more about Circular Food Technology at www.circularfoodtechnology.com





What is circular economy?

Circular economy breaks with the idea of a linear value chain, starting with the extraction of resources and ending with waste.

Circular economy opens up for resources, otherwise ending up as waste, being reintroduced into the value chain and again being part of the production. Or they could be introduced into an entirely new cycle.

Circular economy is about recycling materials or preventing waste through products that can be repaired or upgraded, etc.

Source: The Danish Environmental Protection Agency (mst.dk)

A rapidly expanding sustainable enterprise

In 2018 Bech-Bruun continued its partnership with the start-up *entrée*, which is not merely a catering and event business, located in the iconic Hermes sports centre on Frederiksberg, but also a job academy for non-ethnic Danes. *entrée* is one of the two pilot projects in Bech-Bruun's new CSR programme. Now *entrée* is expanding its business, and Bech-Bruun is involved.

A lack of qualified kitchen staff in the Danish restaurant industry, and an increasing number of non-ethnic Danes in need of a job. According to the promoters of *entrée*, these were two problems that needed solutions. So they found one, and it was *entrée*. A catering and event business which is also a job academy where non-ethnic Danes can be trained in the Danish restaurant industry, the expertise and skills associated with the professional and cultural aspects of the Danish kitchen – and in time gain employment in the industry after the training period.

The enterprise was founded in 2017 and in the same year Bech-Bruun entered a business relationship with *entrée* to assist the enterprise by rendering advice during the start-up stage. These advisory services continued in 2018, and in addition to the legal aspects they also included commercial sparring. As such, Bech-Bruun is a member of *entrée*'s Advisory Board.

"It's cool to be taking this journey with Bech-Bruun, who engage in a different area of expertise and are still so much involved in our project. We've been able to go to the core of our business, and we've had the opportunity to use

Bech-Bruun as a sounding board in relation to business development and the general direction of our project. These people are very skilled, and that's been such a tremendous help," says Jakob Gaard Nielsen, manager and co-founder of *entrée*.

New restaurant coming

The small business has seen success as well as adversity in 2018. Like many other start-ups in the restaurant industry, *entrée* has struggled to get customers during some periods, while other periods have been extremely busy. Despite volatile revenues, the enterprise has kept its head above water. In fact, it has managed so well that *entrée* takes another step and opens a restaurant in 2019. However, the social aspect of *Entrée* will remain an important part of the enterprise:

"Having a restaurant and doing catering are actually just the framework of our concept. So in the new set-up, the concept is still the job academy and the training, and we hope we can really get somewhere with this," says Jakob.



entrée has already been successful in getting people employed after they have completed the training. However, so far the job academy has run in parallel with the business, the sole income of which has derived from the food it has sold. That is about to change. The expansion of the business not only means the opening of a restaurant, it also means new hands in the business, a new strategy for the job academy and enhanced focus on the social aspect:

“We feel that now is the time to test whether the concept holds water. So part of this expansion is including some people who work exclusively on the social aspect. And then we go all-in,” says Jakob.

The partnership between entrée and Bech-Bruun continues in 2019.

Learn more about entrée at
www.entrecph.com



Pro bono work

Pro bono work is a natural part of our activities, as we believe that we can help more by doing what we do best. Consequently, every year we offer our legal expertise free of charge to organisations that work for a better world – locally as well as globally. These are some of the organisations that received our free advisory services in 2018.



The Mary Foundation

We provide legal support and advisory services to the Mary Foundation, established in 2007 by HRH Crown Princess Mary. The Foundation's mission is to combat social isolation – based on the belief that everyone has a right to belong. Bech-Bruun is standing counsel to the Mary Foundation, and all our work for the Foundation is pro bono.

Copenhagen Legal Aid

Many of our associates regularly volunteer at the Copenhagen Legal Aid, Denmark's largest and oldest legal aid organisation. The advice rendered covers anything from leases, employment relationships and custodial care to compensation and insurance issues.

Human Rights Watch

Human Rights Watch is a non-profit global organisation defending human rights across the world. We provide pro bono legal advice to the organisation and have, among other things, assisted on foundation and labour law issues.

Red Cross

The Red Cross helps the world's neediest and for many years Bech-Bruun has worked closely with the Red Cross, providing pro bono legal advice on a regular basis. In 2018, we assisted the Red Cross on cases concerning abuse of the organisation's name and logo, working relationship agreements, and transportation of second-hand clothes, etc.

Danish Sea Rescue Society (DSRS)

Danish Sea Rescue Society (DSRS) is a non-profit association helping yachters and boat owners in non-life threatening situations at sea and assisting official emergency groups. Bech-Bruun supports the association's activities by providing legal assistance free of charge, and in 2018 assistance has included insurance and tax issues, donation policies, GDPR, leases and various purchases of life boats and life-saving equipment. For many years, a partner with Bech-Bruun has been a member of the board of directors.

Det Grønlandske Hus

Det Grønlandske Hus in Aarhus is one of four houses in Denmark functioning as a meeting place for resident Greenlanders and people with an interest in Greenland, Danish as well as non-Danish. The House communicates knowledge about Greenland with particular focus on culture, education and social issues. In 2018 Bech-Bruun worked pro bono for Det Grønlandske Hus in Aarhus by rendering legal advice free of charge to visitors of the House seeking advice on, for instance, leasing issues, labour issues, or matters of marriage and co-habitation. Moreover, Bech-Bruun has assisted the House's steering group on a specific case.

Turning Tables Denmark

Turning Tables Denmark is a charity that works to strengthen young people's life situation in Denmark. Through music, movies and photos, young people learn new skills, become part of new social groups and get the opportunity to express their frustrations and dreams in words and images. In 2018 Bech-Bruun advised the organisation free of charge, for instance in connection with the drafting of contracts.

Social Foodies

Social Foodies manufactures and sells ice cream and chocolate, but in addition to providing consumers with delicious goods, social responsibility is at the top of the chain's agenda. Social Foodies invests in the production of raw material in Africa, helping small farmers and the socially challenged and creating jobs in the local areas. In 2018 Bech-Bruun assisted the organisation on favourable terms.





Environment

A green footprint

22.202

kilometres by bike in 2018 when we joined the annual Danish campaign "We cycle to work"

We know that our consumption of resources impacts the environment and that we can control our own footprint to a very high degree. Consequently, we not only make an effort to make a difference for others who work sustainably, we also make a difference in our own processes.

56%

ecology in our kitchen

We continuously strive to reduce and rethink our consumption, thus improving our resource efficiency. It is important for us to keep abreast of the latest developments in new energy and environmentally sound solutions that benefit the environment, our own business and clients. Sustainable procurement is important to us, and in 2018 we continued to focus on environmentally sound alternatives for use in our day-to-day operations and worked actively on reducing food waste and increasing our use of organic resources.

Our 2019 plans are ...

- To continue to minimise our resource consumption and optimise sustainable business procedures.
- To continue our ongoing replacement of light-bulbs, etc., with energy-saving alternatives.
- To increase the proportion of organic raw materials in our kitchen and to focus on food waste.
- To continue our working relationship with green suppliers.

	2015	2016	2017	2018*
Electricity (kWh)	907,464	985,454	951,300	980,085
Heating (mWh)	1,068	1,193	1,052	1,114.02
Water (m3)	846	4,169	3,853	4,051
Combustible waste (t)	76.6	69.62	38.78	49.5
Recyclable material (t)	56.1	22.72	15.08	38.9

*In 2017 an unstable ventilation caused a decline in power consumption. In 2018 ventilation was stable and the 2018 level was back to normal. The combustible waste increase registered from 2017 to 2018 is the result of a major overhaul of documents and files in 2018.

Sustainable processes

Digital signatures, working closely with green suppliers, shared cars and a large proportion of organic raw material. 2018 saw a string of initiatives, each contributing to increased sustainability and to making our processes more environmentally friendly.



Take a look at the parking lot in front of Lange-linie Allé 35 in Copenhagen, you are guaranteed to see at least one of the well-known DriveNow cars. Meetings with clients are a very important part of our everyday life, but many meetings also have a potential impact on the environment. To allow employees with Bech-Bruun the opportunity to make a sustainable choice, we concluded a cooperation agreement with city car service DriveNow in 2018.

Besides having bicycles available to employees to use when they attend meetings, Bech-Bruun now also offers the option of going by shared car provided by DriveNow. Under this agreement, there are various advantages for employees with Bech-Bruun in using DriveNow's cars, thus supporting contemporary collective transportation and future sustainable mobility in the city.

In addition to this, we continue to encourage our employees to use their bicycles for transportation and support initiatives such as the campaign "We cycle to work".

Digital signing

We also make an ongoing effort through digitalisation to reduce, for instance, our consumption of paper and find sustainable IT solutions. In 2018 we increased our use of the digital signing solution DocuSign, which allows digital retrieval of signatures.

By working with signatures digitally in a system such as DocuSign, we can minimise our paper consumption when drafting and submitting contracts and agreements.

Green business partners

However, at Bech-Bruun we not only strive to reduce our everyday consumption but also to make use of the right resources. This is very much achieved by going with green suppliers. Our steam laundry uses environmentally friendly products, processes and technologies. Our cleaning company provides eco-labelled cleaning services. Our dry cleaning services use no chemicals in their cleaning processes. And our couriers strive to be at the forefront within environment and sustainability in the transport and logistics industry.

Further, we find it natural to protect the environment that constitutes the soil of our raw materials. That is why most of the ingredients in our kitchen are organic. In 2018 the proportion of organic products was 56%, and we expect this to increase to 60% in 2019.

Green energy has great potential

We concentrate our work with large Danish and non-Danish players within the energy industry on renewable energy, and we intend to intensify this work in the future. Accordingly, in 2018 we decided to set up a new Renewable Energy department with exclusive focus on the area of renewable energy.

Increasing awareness of the environment and more focus on environmentally friendly energy solutions have led to significant growth in the area of renewable energy in recent years. One outcome of this growth is an increased demand for legal expertise; a demand we decided to meet in 2018.

With our Renewable Energy department we contribute our legal expertise and our business insight in the area of renewable energy to clients and society in general and thus help increase the share of renewable global energy supply.

International outlook

Our outlook is international, and as such we consider our Renewable Energy department a good opportunity to propagate renewable energy around the world with some of our best experts in the field. To strengthen our international advisory services we took another large step in 2018 and opened an office in New York. This effort allows us to accompany our international wind power clients onto the global market, and it is part of Bech-Bruun's collaboration with CIP (Copenhagen Infrastructure Partners), one of the world's leading green infrastructure funds with particular focus on offshore wind turbines.



"Danish experts are in increasing demand outside their own jurisdiction. We assist on some major wind turbine projects and see a growing demand in for instance the USA and in Asia for Danish industry specialists. In many areas, local suppliers and experts are pressured to match the level found on the Danish market. The office in New York is an important step for us towards strengthened advisory services and working relationships with our international clients – wherever a wind project would be located," says Simon Evers Hjelmberg, managing partner at Bech-Bruun.



Ethics & Compliance

Vast ethical responsibility

As a law firm, we carry a vast ethical responsibility. Consequently, our work and business methods are based on good conduct and respect for our clients, our employees and our surroundings. We fulfil an important role in society, and we take this role very seriously. Consequently, we have established a solid corporate governance system so that our clients and business partners 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, we focus highly on in-house compliance. We have established extensive in-house procedures to ensure that any transfer of money is completely traceable.

The expertise we have accumulated in the area of compliance, we share with our clients and business partners, 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 internal 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.

Our 2019 plans are ...

- to continue setting high ethical standards.
- to continue to ensure openness within the framework of the duty of confidentiality that is the foundation of our client relationships.
- continuous improvement of our IT security.



Member of advokatKODEKS

In 2015, as the first law firm we decided to adopt advokatKODEKS, the code of conduct set out by the Association of Danish Law Firms. By adopting the code of conduct, we reaffirm our active approach to the five principles: Openness, social responsibility, handling of ethical dilemmas, focus on clients and employees, and diversity.

advokatKODEKS is the law industry's signal to the world that it is taking social responsibility seriously. advokatKODEKS ensures that we, as a law firm, tell the world explicitly what we stand for, the value we add, how we run our business, and what makes us special as independent advisers. The values of the code are directed at customers, employees and the public and include employment-related values such as good management and diversity but also general values such as ethics, social responsibility as well as openness and transparency.



We test ourselves

Bech-Bruun prioritises being at the forefront as regards in-house compliance. This means that we annually test our associates' knowledge to ensure that we live up to our high standards.



The Code of Conduct for the Danish Bar and Law Society is the foundation for the way we do business. As such, it is essential that our associates know the rules and can apply them in practice. Our clients and business partners must always know that we conduct business in a fair and ethically correct manner.

In our capacity as a law firm, we must ensure that we constantly comply with the Code of Conduct and the statutory rules on the prevention of money laundering, and we constantly work on initiatives to support such compliance. In 2018 this meant that all our lawyers had to complete an e-learning programme comprised by two parts: A compliance test and an anti-money laundering test.

In 2018 our associates completed an e-learning programme designed to test their knowledge of legal ethics and money laundering. The test is not an examination of their ready knowledge, but a test of how to apply the rules in various specific cases. The test is performed annually to ensure that our associates are always updated on the rules.

Course on money laundering legislation

The object of the course is for Bech-Bruun's associates and employees to be able to comply with s. 8(6) of the Danish Act on Measures to Prevent Money Laundering and Financing of Terrorism (hvidvaskloven), requiring that employees and management have received adequate training in the legislation and in the relevant data protection requirements. With this in mind they reviewed those parts of the money laundering act and data protection law that are of significance to law firms, their associates and other employees.

The course is an introduction into the relevant rules targeted at law firms, and the idea is – with a view also to meeting the requirements of the anti-money laundering act concerning regular supplementary training – to follow up with supplementary courses, for instance when developments in the legal basis suggest this.

Compliance course

The course concerns compliance in relation to issues such as legal ethics, money laundering and duty of confidentiality. Issues were, for instance, conflicts of interest, lawyers serving as board members, when is the client a consumer, the duty of confidentiality, and Bech-Bruun's in-house rules, including on securities trade.



Conflict and ethics committee

Bech-Bruun's conflict and ethics committee discusses and decides issues concerning conflicts of interest, such as questions as to whether Bech-Bruun can assume or continue processing cases in accordance with legal ethics and the Code of Conduct.

Some of the issues of the two courses:

- Why an anti-money laundering act – and why it must include lawyers
- History of anti-money laundering in the EU and in Denmark
- What must a lawyer know?
- When are lawyers subject to the legislation?
- Authorities and sanctions
- Risk assessment and risk management
- Customer due diligence procedures
- Tightened requirements – and eased requirements
- Duty to investigate, record, notify and store
- Duty of confidentiality and liability
- Legal ethics



“We believe that by doing what we do best, we can help more. And for this reason, we are pleased to be able to continue contributing our expertise in various ways every year to further the development and sustainability in society as well as in our activities.”

Simon Evers Hjelmborg, managing partner at Bech-Bruun

