

UN GLOBAL COMPACT COMMUNICATION ON PROGRESS 2019





Aiming high

THOUGHTS FROM THE MANAGING PARTNER AND THE CSR PARTNER

Welcome to the annual report and presentation of Plesner's CSR Programme. Plesner's CSR programme is one of the most extensive in the legal profession. But more importantly, CSR is deeply rooted in our organisation and is an essential aspect of our everyday life pivoted on knowledge and with knowledge sharing, inspiration and development as the unifying principle.

Our goals commit us to pursuing the highest ethical and professional standards when providing legal advice, to run our firm in a socially and environmentally responsible way, to provide pro bono legal advice and to support the local community in general.

As you can read in the report, these words are backed by concrete actions, with satisfactory progress being reported in all our focus areas. In particular thanks to our many committed people, good progress has again been made with respect to the

CSR goals we set one year ago. Plesner's CSR initiatives are still based on the ten principles of the UN Global Compact, which are now embodied in 17 Sustainable Development Goals. These goals are extremely ambitious. It is quite simply necessary that we all do our best - and then some more.

We benefit from our highly dedicated employees, and there is every reason to express our heartfelt thanks to our staff, partners and clients for their great attention, recognition and support for our CSR work. We are humbled and proud that we through this teamwork effort can contribute and perhaps even inspire others.

Thank you so much for your attention. We wish you happy reading.

Copenhagen, June 2019

Tom Kári
Kristjánsson
Managing Partner

Gitte Holtsø
CSR Partner



READ MORE ABOUT
PLESNER'S POLITICS
ON PRO BONO

Pro Bono

Renewed energy in pro bono advice

DURING THE PAST YEAR PLESNER HAS CREATED A MORE FLEXIBLE FRAMEWORK FOR PRO BONO WORK THAT EFFICIENTLY SUPPORT PROBLEM SOLVING AND STRENGTHENS PARTNERSHIPS WITH SELECTED DANISH CHARITABLE ORGANISATIONS.

The charitable organisations that receive free legal advice from Plesner today are now reaping the benefits of the internal process optimisation implemented a couple of years ago for the purpose of streamlining the pro bono programme.

"It is safe to say that the pro bono programme works much better today. Focus and efficiency improvement of the programme has made us more agile when it comes to the organisations. We are able to respond in a quicker and more efficient manner, and we avoid bottlenecks because inquiries are often addressed directly to the relevant and specialised people. It has certainly contributed highly to increasing the organisations' benefits from our work," says Attorney Lars Mygind Bojsen, who is Pro Bono coordinator at Plesner.

Mature and flexible setup

Today, Plesner has partnerships with eight selected charitable organisations that have received pro bono legal advice and specific help to solve large and small matters for a number of years. The organisations increasingly act as ordinary clients seeking assistance for specific matters.

"To begin with, the organisations typically needed help to identify their requirement for

advice. Today most organisations are good at requesting advice in relation to both large and small matters. I consider it as an indication that our setup with the organisations has become more mature and flexible. This flexibility has not only created new energy in the contact to the charitable organisations, it has also created more incentive among our own people, who can tell that resources are being used efficiently. I consider this a great advantage."

Complex work

All eight charitable organisations are focusing specifically on vulnerable children and young people as well as those who are critically ill. No new organisations have been added during the year but the extent and the complexity of the work performed for the existing organisations are increasing. Several charitable organisations are growing rapidly and require Plesner's legal assistance and professional services during the process.

This is the case of Children's Welfare, which recently opened a new office in Aarhus and received legal assistance for contract negotiations and other matters in connection with the setting up of the office. Also, Make-a-Wish Denmark has strengthened its ties to the worldwide Make-a-Wish Foundation and

sought legal advice to ensure compliance with common bylaws and guidelines.

Resource-efficient specialisation

According to Lars Mygind Bojsen, Plesner is still in a position to accept more pro bono work. But in the long term an increasing amount of work will make it necessary to decentralise the organisation of such work. Dividing responsibility among more people internally at Plesner may turn out to be the way to further optimise the internal processes in relation to free legal advice.

"The seeds for an additional development of our internal organisation of the pro bono work have already been sown. Make-a-Wish Denmark is a good example. Since the start of the collaboration in 2015, the organisation has received assistance writing and targeting applications at charitable foundations to ensure donations for the benefit of children with life-threatening medical conditions. The daily responsibility is placed with two assistant attorneys who, together with dedicated law students, are specialised in precisely this type of work and are in regular, direct contact with the organisation. The collaboration is more efficient and is a fine example of how decentralisation and specialisation save time and resources for all the involved parties."

Positive circle

There is still a great difference as to how much the individual organisations consult Plesner. Through regular contact we will help and advise the charitable organisations define even more types of work in respect of which Plesner can provide relevant legal assistance in the future.

"The more the charitable organisations use us, the better we get to know them, and the more targeted and specialised assistance will we be able to provide. Increased interaction creates a positive circle that makes us more efficient in terms of our problem solving, and the individual organisation will to a higher extent receive the necessary assistance supplementary to its own efforts," emphasises Lars Mygind Bojsen.

As a central element of Plesner's CSR Programme we provide pro bono legal advice to selected charitable organisations in order to make a difference for vulnerable children and young people as well as those who are critically ill.



Break the Silence



Children's Welfare



Make-A-Wish Denmark



Danish Child Rights Ambassadors



The Child Brain Cancer Foundation



The Christmas Seal Foundation



The Muscular Dystrophy Foundation



The Danish Multiple Sclerosis Society

During the past reporting period, some 40+ of our assistant attorneys, attorneys and partners undertook more than 1,000 hours of pro bono work. To this should be added a significant number of hours committed by secretarial and administrative staff.

BØRNS VILKÅR

SAMMEN STOPPER VI SVIGT

More children than ever are calling and writing to the Child Helpline. The number of children calling the line is such that the volunteers have not been able to respond to all them. In 2018, Children's Welfare has focused on reaching more children who need help. During 2019, the opening hours of the Child Helpline have been increased, and new digital solutions have been introduced to attract more volunteers all over the country. Moreover, Children's Welfare has opened a completely new office in Aarhus, and Plesner advised on the legal aspects related to the set-up and the renting of office space.

Children's Welfare is a private, humanitarian organisation that has been working for all children in Denmark since 1977. The organisation works to ensure that children get the help they need and to safeguard children's rights to a safe life and a good childhood

Rasmus Kjeldahl,
Executive Director, Children's Welfare:

"Children's Welfare has many contact points to children, young people, professionals and almost 30,000 supporters. Consequently, GDPR and personal data have played an important part in 2018. Plesner's assistance has been indispensable in relation to processes, drawing up of policies, declarations etc. As an organisation with a quickly-growing staff, we have also received very useful advice in relation to employment law during the past

year. In connection with our many external collaborations with membership recruitment agencies, international suppliers of IT systems and media purchases and advertising agencies, Plesner provides critical assistance in connection with the review and assessment of contracts.

Our collaboration is very quick and flexible, and mutual expectations have always been aligned. It is a great advantage to have fixed points of contact so we can always be sure that our inquiries end up with the right people at Plesner.

It is important to us that Children's Welfare is regarded as a professional player that is also in control of all the legal aspects of its activities. Through the financial support we are shown great trust by a large number of large and small charitable foundations, public authorities and, not least, the many private individuals who support our work year after year. It is important for us to constantly manage this trust – and financial support – in the best and most professional manner. Plesner is one of our most important partners in terms of ensuring such professionalism."

During the past year, Make-A-Wish Denmark has strengthened its ties with the global Make-A-Wish Foundation that helps to grant the wishes of children with life-threatening medical conditions every day. Our collaboration with Plesner has in particular consisted of legal assistance in relation to the interpretation of international bylaws and adjustment to common guidelines across cultures. Since the start of the collaboration in 2015, Plesner has also assisted Make-A-Wish Denmark writing applications to foundations and associations whose donations are an important part of the basis for its work.

Make-A-Wish Denmark grants the wishes of children with life-threatening medical conditions between the ages of three and 18 years in Denmark to enrich the human experience with hope, strength and joy. So far, the foundation has granted more than 1,900 wishes in Denmark.

**Christian Erfurt,
board member, Make-A-Wish Denmark**

"Plesner has been with us on the journey from being an independent organisation to becoming a valid member of the Make-A-Wish Foundation's international set-up. Today, we are part of a large organisation that operates globally and have to comply with common international bylaws and guidelines. It is complicated work streamlining so many cultures and interpreting the common rules for seeking sponsorships and financing, and

qualified legal assistance is often required to ensure that we are acting within the agreed framework.

We are proud to have come this far. But we would like to become much bigger in Denmark. Therefore, we persistently work at recruiting new people who are quick to learn the way we work. In that connection Plesner also stands on the sidelines to ensure that we comply with and work in accordance with applicable rules.

In order to fulfil our principal objective, that is to grant the wishes of children with life-threatening medical conditions, we are completely dependent on grants and sponsorships. I would therefore also like to draw attention to Plesner's invaluable help writing applications to foundations. A lot of work is put into identifying the relevant foundations and associations and drawing up the applications correctly. It enables our very small staff to focus their time and resources on the children. By providing this assistance, Plesner helps to grant the greatest wishes of children with critical illnesses and to create hope, strength and joy where it is most needed. Irrespective of whether general legal advice or fine-tuning of small assignments is required, our collaboration with Plesner is always frictionless and responses are always quick and spot on."

In recent years, **Break the Silence** has worked at enhancing the professional level of its human resources department. Plesner has provided regular assistance in relation to the drawing up of formal employment and collaboration agreements for the permanent staff of the secretariat as well as for temporary project employees and the many volunteers who do important work for the organisation. Moreover, Plesner has provided assistance in connection with Break the Silence's accreditation with the umbrella organisation, RådgivningsDanmark [Counselling Denmark] – a seal of approval ensuring that the organisation measures up to common standards for social counselling.

The objective of **Break the Silence** is to inform about and prevent childhood exposure to violence and intimate partner violence among adolescents. Since 2002 we have helped children and adolescents exposed to violence breaking the silence by providing advice and a wide range of activities to help them break the pattern and not bring violence into their adult life.

**Isabella Wedendahl
Secretary-General, Break the Silence**

"During the past year we have been advised on a wide range of matters and issues, and we consider it a fantastic luxury to have a share in Plesner's pro bono programme. Work in relation to personal data and the drawing up of necessary policies has taken up a lot of time during the past year. As

Secretary-General, I have in particular benefitted greatly from the assistance we have received with regard to employment law. The fact that we have contracts and agreements under control, not least in terms of secrecy, gives us peace of mind in our daily collaboration with staff, volunteers and external partners.

For a small organisation like Break the Silence it is a great help in everyday life that we can consult Plesner at any time when it comes to all types of legal questions, great as well as small.

In general, our collaboration works smoothly with one point of access to our contact person, who is always lightning quick to help us get in touch with the people who have the right legal expertise. This enables us to save time and resources, as we do not have the legal insight to target our inquiries. In that way, our collaboration becomes both efficient, quick and very pleasant and safe for us. In Break the Silence we feel really privileged to be one of Plesner's pro bono partners."



FOR ALMOST TEN YEARS PLESNER'S SCHOOL PROJECT HAS INSPIRED CHALLENGED YOUNG PUPILS IN THE INNER-CITY DISTRICT OF NØRREBRO TO TAKE EDUCATION SERIOUSLY AND BREAK THE NEGATIVE SOCIAL LEGACY. AS SOMETHING NEW, THE PROJECT ALSO FOCUSES ON STRENGTHENING THE YOUNG PEOPLE'S PUBLIC SPIRIT.

The School Project has followed two lower secondary school classes at Nørrebro Park School (NPS) where a large proportion of the pupils have non-Danish ethnic backgrounds. When the approximately 50 pupils finish 9th grade in June 2019 it marks the end of Plesner's third School Project at NPS. In spite of major academic challenges and a large turnover of pupils, action plans are ready to ensure that all pupils get the necessary support to continue in the education system.

"It is a bit of a success story considering that many pupils are facing both academic and social challenges. In the course of the three years we have seen them move in a positive direction in many respects. For many pupils their ambitions to have an education and a career have grown since they started lower secondary school," tells Hussain Al Alhaidary, who is part of the new coordinating team together with Nina Bech Damgaard Pedersen. The two assistant attorneys are responsible for running the project and are part of Plesner's team of voluntary role models.

Partnership based on trust

Throughout the years the partnership and the communication with NPS have been optimal. Hussain Ali Alhaidary ascribes this to the mutual trust and the clear assignment of tasks between the school's management, the teachers and the role models.

"To us, there is a clear line between running a school and the contribution we make as role models. We are not assistant teachers, and we never interfere with school lessons. We focus on motivating and inspiring the pupils in relation to all the possibilities on the other side of school and how they can best prepare to move on."

A good example is a recent exam workshop where teachers gave lessons while Plesner's volunteers dealt with personal preparation, including the importance of being well prepared, special techniques to get a grip on preparations and how to handle exam stress and nervousness.

Fresh thinking and focus on society

From originally comprising two schools in the Nørrebro district, the School Project will focus on NPS in the future. Plesner has just entered into a partnership agreement with the school's management about two new 7th grades starting after the summer holidays. This also includes new ideas for developing and improving the School Project.

"The central point will still be the value of education and the importance of continuing education. But we would also like to change the pupils' outlook on the world and how to be part of society. While the school system focuses much on educational standards and grades, we would like to contribute to shaping

the pupils' personal character and help them to become good citizens," explains Nina Bech Damgaard Pedersen.

In practice, this means adjusting the structure of the School Project which has so far involved monthly visits by the role models alternating with company visits. In the future, there will be fewer company visits in favour of more direct dialogue between the pupils and relevant professional individuals from whom they can more easily take example.

"We want to meet the pupils where they are and involve them more actively. We will do so by inviting guests to visit them in school and give short, practice-related talks. A talk could be given by a journalist, a nurse, a police officer or a politician or other professional individuals who can tell about their work or give a talk about a current topic that is relevant to the pupils' everyday life. The short talk will be followed up by relevant case studies, exercises in how to work together or actual workshops where the young people are active themselves."

Closer to the pupils

In recent years Plesner's employees have shown increasing interest in becoming part of the School Project and being role models. In the short term the involvement of more volunteers will mean new opportunities for the partnership. The plan is to divide the classes into small groups of approximately ten pupils and assign a Plesner contact person to each group. With closer relations to the pupils it will be easier to follow up on concrete matters, tasks and agreements.

"We will of course continue to draw on our external role models, a permanent group of resource persons who have chosen the School Project with their hearts. They have made an enormous contribution for many years by making themselves available as mentors for the pupils. But they are also busy people with demanding jobs who are not always free to join in. Therefore, our own team of volunteers will play a bigger role in the School Project in future," tells Nina Bech Damgaard Petersen.

In the long term there are plans to involve former pupils as role models as well. For that purpose new initiatives will be initiated on social media, for example Facebook, that are to make it possible to stay in touch with both former and current pupils and follow the young people on their journey through education or jobs.

Network, network, network

Together with closer personal contact to the pupils, establishing a strong network is an important focal point for the School Project version 2.0.

"If you are a pupil at NPS you may feel that the world is somewhat against you. But if they open their eyes and look around, well-resourced people are ready to help. In the School Project we become part of their network, and we would like to show the pupils that it is OK to reach out and ask for help and mentoring. We are just happy when they contact us directly because then we know that it works. If they are well prepared we are only pleased to help," says Hussain Ali Alhaidary.

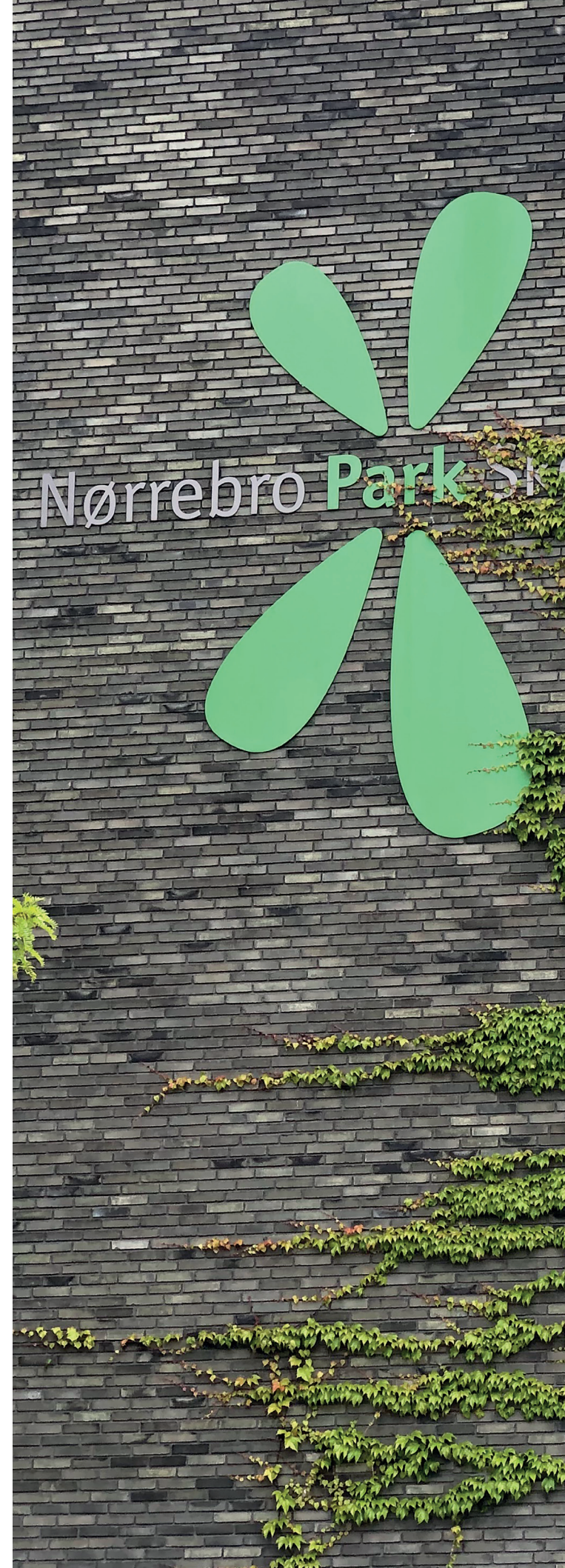
Meaningful volunteering

For both Nina Bech Damgaard Petersen and Hussain Ali Alhaidary it is of great personal importance to be part of the School Project.

"There is no doubt that it is cool to help our clients when you are an associate attorney. But the fact that I can also make a difference to pupils who are facing challenges provides another angle to my daily work. I get so much pleasure and energy from interacting with the pupils. It makes so much sense, and it is an enormous privilege that we also get support from Plesner to take social responsibility," points out Nina Bech Damgaard Petersen.

Hussain Ali Alhaidary has chosen to be active in the School Project because he can relate to the pupils' challenges and problems.

"I attended upper secondary school in the Nørrebro district myself. I know the milieu and I know which challenges the pupils face because I have been there myself. At the time, I could have used outside help. I now have an opportunity to make a difference to children and young people who really need support. As role models and examples we can motivate and inspire the pupils and help opening doors in a completely different way than the school. I know that the School Project works and that we are actually helping many to move on. It means a lot to me," emphasises Hussain Ali Alhaidary.





SCHOOL

Freedom of speech high on the agenda

Approximately 50 pupils in two 9th grades at Nørrebro Park School listened intently when Kashif Ahmed, a candidate for the Danish Parliament for the Danish party The Alternative, gave a talk on freedom of speech. He did so in late April against the background of demonstrations headed by Rasmus Paludan, the founder of the Danish Hard Line party, and the ensuing unrest in Nørrebro. Kashif Ahmed talked about how to handle the fact that other people may have views with which you do not agree, and pointed out that violence must never be the response to other peoples' extreme statements.

"We live in times where extreme forces are emerging. But words should be met by words, never by violence, and being curious and tolerant is a better approach than mistrust and anger. You, the young people, are our future, and you have to deal with this. Education is the way forward in order that you may stand on your own feet and make a difference as citizens," said Kashif Ahmed.

The dialogue meeting is a good example of how Plesner's School Project will put current and relevant topics on the timetable and teach the pupils debating culture so they may learn how to discuss and reflect with respect for each other's views.



ROLE MODELS



PROJECT MANAGER



STATUS-MEETINGS



BUSINESS-VISITS

Briefly about the School Project

The purpose of the School Project is to inspire young people to take school and education seriously and to motivate them to focus on the many job opportunities and freedoms that continuing education can offer.

Through the School Project, Plesner has established a long-term partnership with selected lower secondary school classes at Nørrebro Park School, where many pupils face both language and social challenges. In August 2019, the three-year partnership with two new 7th grades will start.

Since the beginning in 2011, more than 150 pupils have participated in the School Project and the vast majority of these have chosen to continue their education.

Claus Brandt Jacobsen, teacher, Nørrebro Park School:

"As class teacher it has been my experience over the years that the School Project role models are people who want to become involved in the lives of young pupils and help them make the right decisions in terms of education and choice of career, even if there are not always any easy solutions.

Through the partnership the pupils are able to put a human dimension to abstract job functions. You may have all sorts of ideas of what a metalworker or a lawyer does. But when you visit a company the abstract ideas become more concrete, and the pupils discover that human beings are involved.

The greatest advantage for the pupils is that they meet "real" people. Parents and teachers do not always count in the minds of the pupils but they see the role models as real people from the real world, just as the people we meet when we visit companies."



**READ MORE ABOUT
PLESNERS SUPPORT TO
THE LOCAL COMMUNITY**

Women & Career

IT REMAINS AN IMPORTANT OBJECTIVE FOR PLESNER TO IDENTIFY THE KIND OF FLEXIBILITY AND CAREER TRACK THAT WILL OPEN THE DOOR TO MORE FEMALE PARTNERS. THIS REQUIRES US TO BREAK DOWN BOTH MENTAL AND STRUCTURAL BARRIERS.

Our objective is to reach out to employees with young children to retain them and prepare especially the women to continue their career track when they return from maternity leave.

JUNE 2018
PARTNERS IN TOTAL

62

FEMALE PARTNERS

11

JUNE 2019
PARTNERS IN TOTAL

63

FEMALE PARTNERS

12

Sustained focus on women and careers

One of the greatest challenges we face is to include more women in the group of partners. It is of little comfort that the same applies to other major Danish and international law firms, or that the business community in general continues to face the challenge of achieving equal gender representation at senior management level.

Our basic view is that anyone with the necessary professional and business skills should be given the opportunity to become a partner at Plesner – irrespective of their gender. However, there is no mistaking the statistics, and we need to improve the conditions for our talented female lawyers who appear on course to meet our partnership requirements, so they will stay with us. We do not intend to lower our qualification requirements, but management continues its efforts to map our career paths and examine how we make structural adjustments and increase flexibility in order to smooth the path for more female partners.

Special focus via mentoring scheme

In the reporting period, we maintained the strong focus on our female talent – for example by way of Plesner's targeted mentoring scheme which dates back to spring 2014. Inspired by the positive feedback from the first years' programmes, we applied in 2016 for permission to extend the scheme, and the Ministry of Justice granted us permission to extend the mentoring scheme for five years until 2021. In the past year, we have launched additional mentoring programmes on the same level as in the preceding reporting period. We have also seen an interesting development towards

more employees looking for interaction with an external mentor with a background in areas other than law.

More inspiration

In the past year, we continued to invite our female talents to regular working lunches centered around themes relevant to the target group. By way of these lunches, a strong sense of cohesion has been established among the participants – for mutual inspiration and benefit of all parties since many mental barriers can be broken down through open and constructive dialogue. In order to prepare the ground for continued inspiration based on current research and experience, the intention is to arrange a new round of working lunches with internal and external speakers during the up-coming reporting period.

The working lunches have proved to be a good forum for brainstorming on ideas for adjusting our internal processes which may contribute to removing structural barriers. Thus, the group's input has provided inspiration for an extended and more consistent before-during-after-maternity-leave process which will be implemented before the end of the year. Similarly, in the most recent reporting period we have also made efforts to further develop our feedback culture via a management training programme. To clarify how the individual colleague can best qualify for the career she or he wishes to pursue, we use career talks to give our talents the right feedback about their development potential at an even earlier stage.



Next generation leadership training

Job satisfaction is inextricably linked to good leadership. A new group of attorneys have had a successful start on a strength-based leadership journey.

OUR EMPLOYEES' DEVELOPMENT, SATISFACTION AND ABILITY TO WORK ACROSS THE ORGANISATION ARE INSEPARABLY LINKED – AND BENEFIT EACH INDIVIDUAL EMPLOYEE AND THE RESULTS WE ACHIEVE FOR OUR CLIENTS.

Plesner's ambition to be a leader in the industry when it comes to job satisfaction is a natural part of our CSR policy. One way to achieve this goes through leadership training. In the spring of 2019 a new group of attorneys started an intensive training programme taking strength-based leadership as its starting point.

"Strategic focus on enhancing the leadership culture in Plesner is not new. The training programme provides our attorneys with an opportunity to zoom in on their personal leadership skills. The programme prepares our talented specialists for professional leadership and ensures that they build up a strong network on the way," explains HR Manager Mette Lock Carlsson.

Leadership responsibility at an early stage

Everyone with at least two years of experience as an attorney has the necessary experience to benefit from the programme. According to Mette Lock Carlsson this is not only about personnel management in the traditional sense.

"When you are a young attorney at Plesner, you will get leadership responsibility at an early stage. It happens when you delegate work, for instance when you are a project manager in connection with complex cases across disciplines. In that situation you are responsible for the efficient performance of the work in an environment that inspires your subordinates and colleagues to do their best. Creating the framework for an efficient and

dedicated performance is an extremely important managerial task."

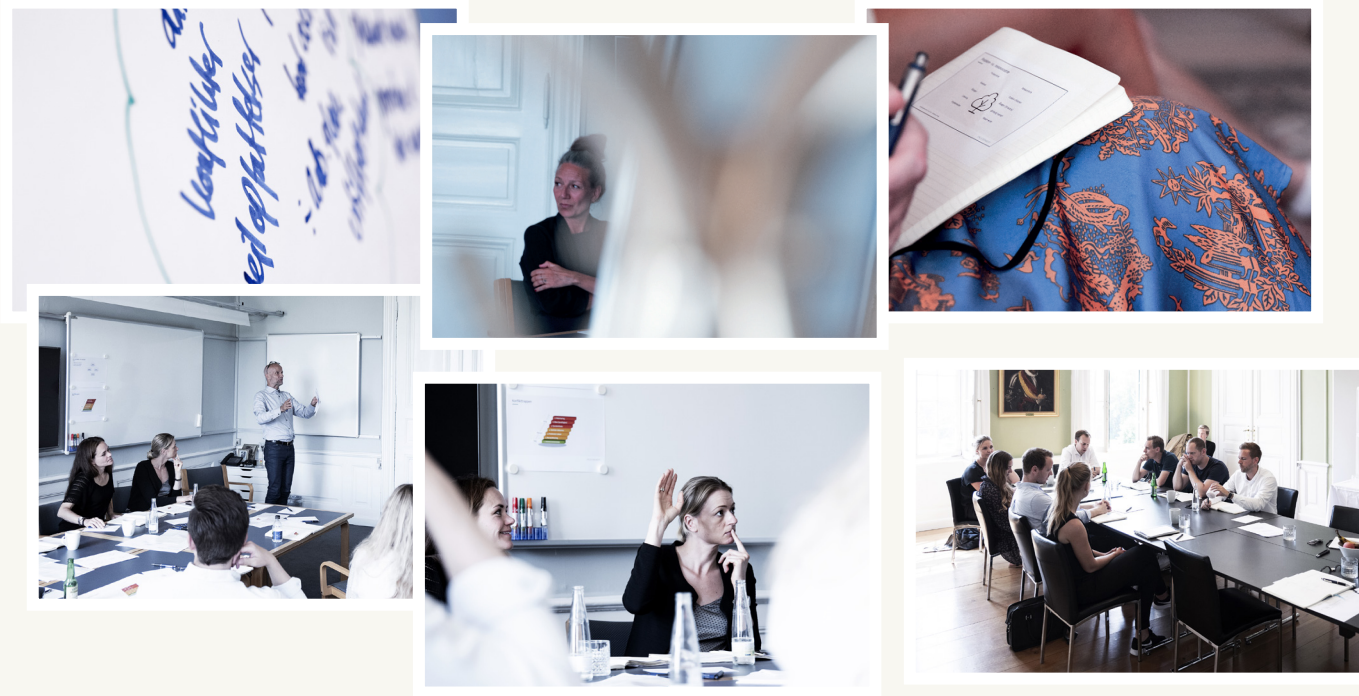
Strength-based leadership

Many organisations often focus too much on that which does not work. Strength-based leadership focuses on that which works. It is easy in theory but difficult in practice. According to recent research, commitment grows significantly in organisations which use that which works well as their starting point and focus on the strengths of their employees. Focusing on strengths and opportunities rather than weaknesses and problems may play a part in creating forward-looking and positive development both of the individual as a leader and of his or her employees.

Collaboration and bridge-building

Personal leadership is to a large extent a question of being able to collaborate and build bridges in your relations to others. The typology tool JTI is an efficient tool for getting to know yourself and your colleagues better.

For the fourth year running Plesner is using JTI as a development tool for the purpose of understanding that we are fundamentally motivated by different things. The better we know each other's preferences and differences as leaders and employees, the easier it is to recognise and value our colleagues – all for the benefit of the collaboration culture in the organisation and our ability to perform work to a high standard.



Successful kick-off

In three workshops in 2019, the twenty-nine participants were introduced to the new tools that help them to become more visible leaders, create motivation by setting clear targets for work, handle conflicts and provide constructive feedback. Through intensive training in small groups and regular personal follow-up the individual participant gets a concrete result that can be transformed directly into daily management practice.

Mette Lock Carlsson had the role of coordinator at the kick-off seminar in April.

"I witnessed a team with great commitment and joy at being away together. We made heavy demands on them in terms of long days with various presentations and challenging exercises in which everyone took a very active part. They discovered new sides of themselves and their colleagues by training body language, tone of voice and non-verbal communication, and on the way they certainly had some aha moments that may strengthen their personal impact."

In addition to the focus on personal leadership, the participants will receive supplementary training in client and market understanding.

Managing tomorrow's employees

At Plesner we do our utmost to train and develop tomorrow's employees. And that is why leadership is at the top of our agenda. It creates a healthy corporate culture and employees demand it – perhaps more than ever.

"The young generation of employees make new demands and have new expectations to their leaders. A leadership style based on a zero error culture and "no-news-are-good news" is outdated. Young people want to be involved and take responsibility and demand frequent and constructive feedback on both performance and learning. Our leadership training sets new tones in terms of how an employee may be long-lasting in a high performance environment," points out HR Manager Mette Lock Carlsson.

Plesner's leadership programme is centred around three themes or skills that, according to employee and leader assessments, are essential to the working environment and everyday life in an organisation like Plesner, ie that the leader

- is framing
- allows development
- shows appreciation

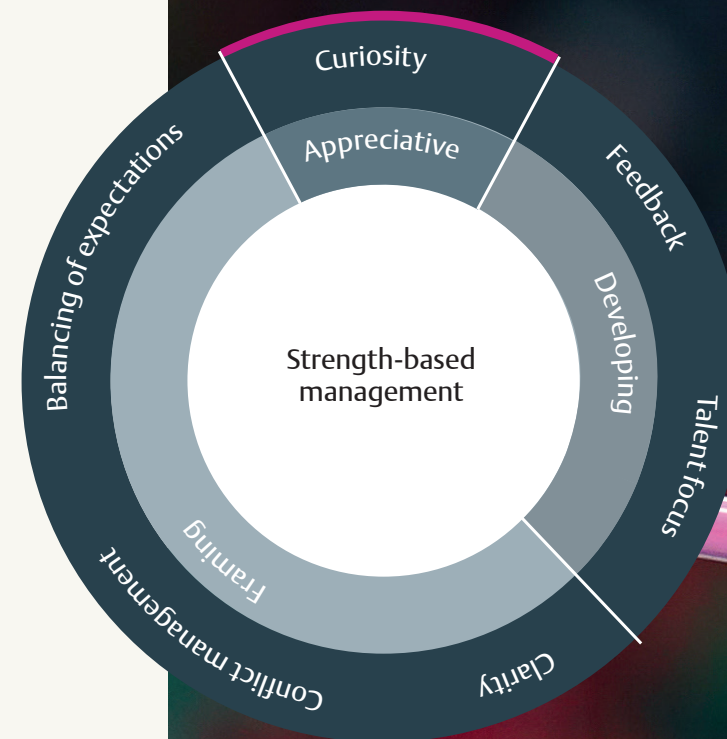
Using these three themes as the underlying basis, the programme enhances young attorneys' ability to become visible leaders, set clear targets for work, handle conflicts, provide constructive feedback, and motivate others by focusing on strengths and potentials.

FULL-CIRCLE LEADERSHIP ASSESSMENT

At Plesner we endeavour to enhance good leadership culture at all levels of our organisation. We do so through training, leadership assessment and regular feedback, among other things. In the autumn of 2018, we introduced a new 360-degree leadership assessment for partners and experienced attorneys.

The assessment indicates how the individual leader's immediate superiors, colleagues and subordinates evaluate strengths and possible areas of growth. The aim is to provide leaders with personal and structured feedback regarding their leadership characteristics, including how they are perceived by others.

The 360-degree assessment should be seen as a development tool and a springboard for further professional and personal development. The subsequent feedback and dialogue leads into a personal action plan that is to be used by the leader to focus on the areas of development in the future.





READ MORE ABOUT
PLESNER'S POLITICS ON THE
ENVIRONMENT AND CLIMATE

All-in on energy optimisation

REPLACING ALL OFFICE LIGHTING WITH LOW-ENERGY SOLUTIONS REDUCES ENERGY CONSUMPTION, IS ENVIRONMENTALLY FRIENDLY AND SAVES ON THE ELECTRICITY BILL.

Plesner has been focusing on energy optimisation for several years, in particular since 2015 when we started a gradual transition to LED lighting.

"During the past year we have expanded the project and have gone all-in to find the best solutions for office lighting energy-wise. Starting by replacing individual light sources that were not direct workplace lighting, we have now replaced lighting in all offices in the building. It has resulted in a marked reduction of the environmental impact and savings on our electricity bill", says Service Manager Charlotte Lindahl.

SINCE WE STARTED THIS ENERGY-OPTIMISING JOURNEY, WE HAVE REDUCED OUR OVERALL ENERGY CONSUMPTION BY 30%.

More specifically, energy consumption has been reduced from 32W to 13W per light source. With more than 1,100 ceiling lights distributed on 17,000 m² office space it means a total reduction of the annual electricity consumption of approximately 90,000 kilowatt hours, equalling around 10% of the total electricity consumption. As electricity consumption from light sources makes up around 50% of the total electricity consumption, savings amount to approximately 20%. Since we started this energy-optimising journey, we have reduced our overall energy consumption by 30%.

30 %

OVERALL ENERGY CONSUMPTION REDUCTION

32 W

13 W

PER LIGHT



Valuable to the environment

Workplace lighting is a major challenge, as it has been a problem finding LED light sources with the right quantity and quality of light. In order to obtain the best result it would previously have been necessary to replace all existing lamps with new LED lamps – a solution which Plesner does not find environmentally sound.

"But the development has been quick in terms of low-energy solutions, and in 2018 we therefore started collaborating with LED specialist Lumigen who has helped us find the right low-energy solution for the existing lamps," says Charlotte Lindahl.

Not only has the light quality of LED light bulbs become much better during recent years. Their useful life has also become twice as long as that of traditional light sources, which contributes to reducing the environmental impact even more. The project will continue during the coming year by the replacement of light sources in all other areas in the building.

A system for recycling of packaging has been established

In recent years we have reduced our meat consumption in the staff canteen significantly in favour of more greens and vegetables. As a consequence, we receive large quantities of fruit and vegetables every day, which has caused a corresponding increase of the

amount of cardboard packaging. We have established an environmentally sound system by arranging with our suppliers that delivery be made in reusable cardboard crates that are returned directly to the supplier without having to go through a recycling process.

The Danish Veterinary and Food Administration has renewed Plesner's silver ecolabel – a fine proof that we meet the requirement that 60-90% organic raw materials and other products must be used in the canteen.

Ten healthy weeks

In the spring of 2019, Plesner participated in the Danish Cancer Society's campaign "Decathlon – Ten weeks for a healthier life". The purpose of the campaign was to promote health and prevent lifestyle diseases.

Every Monday for ten weeks, the participants received an email with the challenge of the week as well as tips and inspiration on how best to meet the challenge. During the ten weeks focus was on reduced smoking, less alcohol and less processed meat and more fruit, vegetables and wholegrain products, and Plesner's canteen supported the project by making more healthy and green food available. In the spirit of the Decathlon, the campaign was followed by other health-promoting activities such as a workshop on running and running injuries.

IN 2018 WE THEREFORE STARTED COLLABORATING WITH LED SPECIALIST LUMIGEN





United Nations Global Compact

The UN Global Compact's 10 principles

HUMAN RIGHTS:

- Our firm should support and respect the protection of internationally proclaimed human rights within its sphere of influence
- Our firm is to make sure that it is not complicit in human rights abuses

EMPLOYEE RIGHTS:

- Our firm should uphold the freedom of association and the effective recognition of the employee's right to collective bargaining
- Our firm should support the elimination of all forms of forced and compulsory labour
- Our firm should support the effective abolition of child labour
- Our firm should support the elimination of discrimination in respect of employment and occupation

THE ENVIRONMENT:

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

ANTI-CORRUPTION:

- Our firm should work against corruption in all its forms, including extortion and bribery

Facts about Plesner's implementation of UN's Global Compact 2019

When Plesner joined the United Nations Global Compact in 2012, we committed to the ten universally accepted principles of Human rights, Employee rights, Environment as well as Anti-corruption. In 2019, our CSR policy as well as all objectives and initiatives in our comprehensive CSR program are reflected in these four main areas.

Human Rights

Our employees' well-being and development are important focus areas in Plesner's CSR program. It is our goal that our employees consistently rank among the most satisfied in the business at any time. To attain this, we maintain persistent focus on strengthening the good leadership and cooperation culture at all levels of our organisation.

In 2019, 29 junior lawyers completed the first part of an intensive leadership development program with a special focus on personal leadership. The leadership training program includes an education in client and market understanding. Over the past year, we have also introduced and completed a new 360-degree leadership assessment for our partners and experienced executives. The purpose of the assessment is to create

the best possible framework for a positive development of the individual leader and his employees. (Read more in the feature on Employee satisfaction on page 16).

A key element of our CSR commitment is applying our core competencies to provide legal advice for charitable work in the local community (pro bono). Plesner currently cooperates with eight selected charitable organisations which over the past year have received free legal advice and specific assistance to solve a number of large and small assignments. (Read the feature on our Pro bono counseling on page 2).

Another important element of Plesner's social responsibility is expressed in the School Project which - during close to ten years - has motivated and inspired challenged school pupils to take education seriously and break their social heritage. In 2019, we concluded the third school project at Nørrebro Park School in Copenhagen when two 9th grades completed Danish primary school (Folkeskolen). In agreement with the school management, we continue our co-operation with two new 7th grades classes starting in August 2019. (Read the feature on the School Project on page 8)

Employee Rights

Plesner makes determined efforts to develop all our talented employees and facilitate their career planning. This includes specific endeavors to ensure equal opportunities for men and women to achieve senior management and partner positions in the company. During the reporting period, the gender distribution in senior management, ie the partner group was 20 % women and 80 % men - an underrepresentation of women. During the period, there were no women on the Board of Directors, since there has been no replacement of boardmembers. We have introduced a specific goal to increase the proportion of women on the Board of Directors to 20 % by the end of 2023.

Throughout 2019, we have worked steadily to create more opportunities for our female talents. (Read the feature on Women and Career on page 14).

It is our overall goal that Plesner's employees experience an honest and open-minded culture enabling the individual to unfold his or her competencies to the best possible extent regardless of gender. We believe that this goal has been met during the reporting period.

The Environment

For many years, Plesner has strived to limit the company's environmental impact. We focus on constantly reducing our carbon emission, primarily by minimizing energy consumption, using less paper by optimizing the transition to electronic processes and by environmentally correct removal of waste.

During 2019, our intensive focus on energy optimization, including the gradual transition to LED lighting in office spaces, has resulted in a 20 % reduction of electricity consumption. Since Plesner initiated the LED-project in 2015, we have succeeded in reducing our aggregate power consumption by approximately 30 %.

Anti-corruption

Plesner has developed and implemented an Anti-Bribery policy for preventing and countering corruption, bribery and other unethical behavior. Among other initiatives, the policy is translated into action by establishing systems and procedures for case management while ensuring effective internal communication. In 2019, we continued to refine our screening program in relation to anti-corruption.

For further description of Plesner's corporate social responsibility, please refer to our CSR policy at www.plesner.com.

