

Bech·Bruun



# Corporate Social Responsibility

Our CSR efforts in 2019

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# We assume responsibility

We are delighted for the 11th year running to confirm our support for the UN Global Compact and the 10 principles within the focus areas: People, Society, Environment, Ethics & Compliance. Our support expresses our continued wish to contribute to the promotion of internationally recognised conventions on human rights, labour standards, environment and anti-corruption.

This report sets out our CSR initiatives in 2019, demonstrating how we have worked closely across all our activities over the year to turn these principles into specific actions. As in everything else that we do – and as deeply rooted in our approach to operating a modern law firm – collaboration has been the pivotal point; in our conviction, the best basis for creating value.

Our adoption of advokatKODEKS, the code of conduct of the Association of Danish Law Firms (Danske Advokater), means that we work actively with the elements: Openness, social responsibility, handling of ethical dilemmas, focus on clients and employees, and diversity.

Being able to offer our clients valuable advisory services requires skilled employees. And skilled employees require job satisfaction and professional joy, a top priority at Bech-Bruun and something we strive to ensure through development programmes, supporting career programmes and a good work environment. In 2019 we continued our ambitious management and training programme, STRETCH, equipping our 1st-6th year associates for the role of legal adviser, developing and strengthening their advisory, management and business skills.

The desire for a more balanced male/female ratio – particularly at partner and board levels – has been a focus area for many years, but we have also acknowledged that changes in this area are not introduced overnight. Consequently,

we have intensified our efforts and set up a diversity committee with the aim of triggering this development to include short-term goals as well.

In addition to increasingly prioritising pro bono work as a natural part of our activities, 2019 stood out with the launch of our CSR programme, BB Impact, under which we provide legal advice for sustainable start-ups to help them get off to a good start. Our efforts have improved the legal foundation for these start-ups to succeed and live up to their goals. It has been a great pleasure and very inspiring to work with skilled and energetic enthusiasts in the companies we have advised.

Renewable energy is a strategic business area for Bech-Bruun. Not only have we built a unique expertise in the area, it is also one of the areas in which we in 2019 helped – and will continue to help – make a solid green impact on our planet through the many and very large offshore wind energy projects that we have been involved in. Construction is another area where we contributed to creating green development in 2019, increasing the focus on sustainability in the construction industry in our advisory services and in other connections.

However, our intention is not merely to help others work sustainably, we also want to examine our own performance and what we can do to protect the environment. Consequently, in 2019 we have worked further to reduce our resource consumption and optimise sustainable business processes.

Our pronounced ethical responsibility as a law firm is fundamental and a common factor in everything we do. We are highly aware of this responsibility, and that is reflected in the decency and account-

ability that rules our conduct – towards each other as well as towards the world. Based on the Code of Conduct for the Danish Bar and Law Society and our own Code of Conduct, we have built a robust corporate governance system, including specific policies and rules to ensure the highest ethical standards, with ourselves and with our clients.

For most Danish enterprises and organisations, compliance has become even more important as we have seen the first major consequences of the new data protection legislation. As a result, we have increased our efforts to share our vast knowledge in the area and keep clients and business partners updated through our advisory services, courses and events as well as through the new innovative digital compliance services we have launched.

All because we assume responsibility.

Enjoy the read.

Simon Evers Hjelmberg  
Chief executive partner



# How we work responsibly



## People

- We strive to give our employees the best basis for development, professionally as well as personally. Accordingly, we make an effort to ensure our employees the best possible skills and career paths.
- We strengthen our employees' well-being and skills through policies, knowledge sharing, strong collaboration and a good work environment.
- We focus on diversity and equality.



## Society

- We assume corporate responsibility through training programmes and knowledge sharing.
- We apply our legal core skills to making a difference.
- With our CSR-programme, BB Impact, we work towards a sustainable future.
- We provide pro bono services for selected organisations that work for a better world.



## Environment

- We make an effort to minimise our resource consumption and optimise sustainable business procedures.
- We have a strategic focus on collaboration with Danish and foreign renewable energy players.
- We use green suppliers.



## Ethics & Compliance

- We focus strongly on ensuring the highest ethical standard and openness within the framework of the confidentiality that is the foundation of our client relationships.
- We demand in-house compliance at the highest level.
- We continuously update and develop our systems and IT tools so that we may service our clients efficiently and safely at all times.



# People

Collaboration is the cornerstone of our business and the core of our advisory services. Our approach to work, to each other, to our clients and business partners is based on creating the best solutions for the future together, through mutual respect, inclusion, inspiration and trust. We always strive to offer our clients the best advisory services. To that end, we must have the best employees. And that requires job satisfaction and professional joy among our employees, a top priority at Bech-Bruun and something we strive to ensure through development programmes, supportive career focus and a good work environment.

As a workplace, we want to be characterised by commitment and employee satisfaction, high professional quality, respect and responsibility as well as good results, which in turn often results in busy and hectic workdays. Meanwhile, we live in a changing world with increasing demands on the individual employee's adaptability, skills and performance, and we are very aware that the many demands may constitute a risk in relation to stress and the psychological work environment.

Consequently, it is important to us to promote and support a culture that ensures a work-life balance, and we focus on an informal atmosphere that not only promotes a good and open dialogue in our daily life but also makes it easier to talk about difficult issues such as work load and stress, should they arise. For that reason as well, stress is also on the agenda when we discuss psychological work environment in connection with appraisal interviews, workplace assessments, etc.

We also have a number of policies, such as anti-bullying, anti-harassment and anti-stress, that are to contribute to maintaining a healthy and stimulating work environment.

Moreover, our diversity policy particularly emphasises equal opportunities for both genders – not least at partner level and on our board of directors – and we work actively for diversity in our staff. Equality has been a focus point for many years, but it is also an area where changes do not take effect overnight. In this light we formed a diversity committee in 2019, attempting to push this development along, including in the short term.

## Our objectives

- We want to provide our staff with the best foundation for development, professionally as well as personally, and to ensure our employees the best possible skills and career paths.
- We want to increase our focus on diversity and equality.
- We want to strengthen our employees' well-being and skills through policies, knowledge sharing, training and a strong working relationship.

## Our 2020 targets

- To improve the framework for gender equality through our diversity committee.
- To continue our focus on development processes for our law students, our associates and our partners.
- To launch a development programme for our junior associates to fortify their skills as future lawyers.

# Bech-Bruun in figures

**240**

in-house qualify-  
ing training days  
were offered  
in 2019

**42%**

of the courses  
concerned  
personal  
skills

**15**

employees were  
seconded  
at some time  
during 2019

**7.7**

years is  
the average  
seniority at  
Bech-Bruun

**543**

employees

**281**

women

**262**

men

Partners

**7/63**

women/men

Associates

**53/68**

women/men

Junior associates

**44/48**

women/men

Managing associates

**3/5**

women/men

All figures as at 31 December 2019

## Workplace responsibility

At Bech-Bruun we have a number of 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
- Whistleblower policy
- Alcohol and substance abuse policy
- Crisis policy

In addition, we have various in-house policies and guidelines for data protection.

# Focused efforts towards equality

Bech-Bruun's diversity policy emphasises equal opportunities for men and women, and generally we work actively towards ensuring diversity in our staff. In 2019 we formed a diversity committee in order to increase this focus and not least to accelerate the process towards our goal of more women as partners and on our board of directors.

An important part of Bech-Bruun's diversity efforts is to ensure equal terms and opportunities for men and women. Diversity has been on our agenda for many years, not least in order to boost the number of women in management, in the partner group and on the board of directors.

To achieve this goal, we have introduced a number of initiatives. We have implemented changes in structures and processes concerning career development and paths, and we have conducted a

thorough in-house investigation into what Bech-Bruun can do to get more female partners and to retain senior associates (M/F) who do not want to or are not in a position to become partners.

On this basis and in accordance with the Bech-Bruun model, we have clarified the skills profiles for the different levels of seniority and, based on these, we have established a new procedure for appraisal interviews. This has improved the ongoing alignment of expectations and expanded the ongoing feed-back.

## Male/female ratio at Bech-Bruun

On 31 December 2019, the proportion of women with Bech-Bruun came to almost 52%. Among junior associates there were around 48% women; among associates, women constituted around 44%. Among associate partners around 16% were women, while women owners came to around 8%. From 2014 up to and including 2019, six female employees became associate partners (one of whom has later become an owner), while 17 male employees became associate partners (of whom two have become owners). At the turn of the year 2019, five out of our seven administrative managers were women.

Our ambitious management and training programme, STRETCH, underpins and allows the required professional and personal development, and as an alternative to the partner track we have introduced a new career path for senior associates in the form of a new position as managing associate. Today we have eight managing associates, three of whom are women.

### New diversity committee

In recognition of the fact that it will take years for the changes to fully impact and that the male/female ratio will not be balanced overnight, we established a diversity committee in 2019 to accelerate this development, also in the short term. The committee has examined the effect of our initiatives in the area, and it will make suggestions as to how to further promote equality at Bech-Bruun.







## More women on the board of directors

Our goal for women on our board of directors is that at least one woman is elected for the board of directors sitting in the period from 1 April 2020 to 31 March 2022. The current board of directors is comprised by seven male owners. The reason why the goal was not reached in the financial year is that the board was not elected until March 2020. At partner meetings, the annual status meetings, etc., Bech-Bruun's board of directors and executive management actively urge female owners to be candidates for the board of directors. In addition, we continue our ongoing and more long-term efforts to get more female owners and thus increase the likelihood of more women on the board of directors.

- We have collected and analysed a wide data basis from internal and external sources. Also, Bech-Bruun's employees have been given the opportunity to make suggestions for how to promote diversity, says Lise Lauridsen, partner and member of Bech-Bruun's diversity committee.

On the basis of these initiatives, the committee will present a report with conclusions and suggestions to Bech-Bruun's board of directors and executive management before the 2020 summer holidays.

- Promoting diversity in an organisation requires persistent focus. Based on the conclusions we reach in the committee, we must decide whether our efforts to increase diversity should still rest on committee work or whether they should be anchored differently in our organisation, says Lise Lauridsen.

# A rewarding training course

Adding value for clients is key when Bech-Bruun's 1st-year to 6th-year associates are trained under Bech-Bruun's ambitious management and training programme, STRETCH, which focuses on business understanding, knowledge of society and industries, human insight and not least the ability to collaborate.

The training runs over six years and is designed to equip Bech-Bruun's associates to meet the changes that impact the law industry as well as the markets on which Bech-Bruun's clients are present.

Attendants are trained in and evaluated on four parameters of conduct, the so-called Bech-Bruun parameters, which are: **Diligence and work style**, **Clients, Management & Cooperation** and **Reputation**.



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**It was a really good and rewarding course that I'm sure I can use going forward in my job. Lots of praise for the instructors, who were seriously committed to us all and gave us a lot of individual and very useful feedback.**

4th-year associate

**STRETCH IN 2019:**

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**73%**

of all our 1st-year to 6th-year associates completed the programme

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**87.7%**

evaluated the programme and gave us their feedback

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**4.44\***

was the average score given the courses

**4.41\***

was the score for the relevance of the training in relation to professional and personal development

**4.81\***

was the average score awarded to our instructors

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\* On a scale from 1 to 5, 5 being the highest



# Equipped for the task

In 2019 Bech-Bruun's new partners and managing associates were equipped with new insight and new skills when they enrolled in their bespoke training programmes focusing on business understanding, strategic insight, management and collaboration. Because today, these are the qualities our clients expect us to have – alongside the qualified and highly specialised legal advice.

## Executive Programme for Bech-Bruun partners

Our Executive Programme is a development programme based on the Bech-Bruun model, providing our partners with extensive knowledge on how to work determinedly and strategically with our clients' activities and how to add value as a sounding board on business and legal issues.

- Our clients demand more than just legal expertise and a high professional level. They expect us to work holistically and to have an in-depth understanding of their business or organisation and the market where they are present. With our ambitious Executive Programme our partners become equipped to meet our clients' expectations of skills that supplement our legal expertise, says Christian Ejvin Andersen, CEO.

The Programme is planned in collaboration with AVT Business School and is composed partly of bespoke modules designed exclusively for Bech-Bruun, partly of modules following MBA courses. The training programme runs until 2021 and is supplemented by a concurrent online Harvard ManageMentor programme.

## Certificate in Leadership for Bech-Bruun managing associates

The object of the Certificate in Leadership is to prepare our managing associates for the new areas of responsibility and management that come with the role of a managing associate and to support them in relation to the increased demands made by today's clients on lawyers and consultants.

This position is an alternative career path in Bech-Bruun's organisation for experienced lawyers with substantial expertise. Our managing associates are part of the day-to-day strategic management with the partners of their respective divisions and they assume an increased managerial responsibility in our firm, for instance in connection with the ongoing implementation of the Bech-Bruun model.

Using specialised and recognised instructors, the programme is based on insight into the client's business and the tools required to achieve the skills necessary to managing and advisory skills. In addition, the programme has a contemporary and practical approach to relevant business issues.

- The Programme provides our managing associates with specific and efficient tools, immediately applicable in their everyday advisory and management duties, says Christian Ejvin Andersen, CEO.

The programme, which runs until March 2020, is supplemented by a concurrent online Harvard Manage-Mentor programme.

# Focus on law students' well-being

Since 2017 our law students have been enrolled in a mandatory development programme, INITIATE, the purpose of which is to curb the increasing expectation pressure among law students and to improve their well-being.

INITIATE is conducted by, among others, Thomas Pape, stress consultant and mental coach with the SPINE stress clinic, and is comprised by various workshops, focusing on work relations, self-awareness, stress management, well-being, future work life, etc. Elements that are usually not in focus during student life but which we feel are important for future employees and not least for lawyers.

In addition to group sessions, our law students have the opportunity to go a step further and work in depth with their mental performance through a personal profile analysis and a number of one-on-one sessions with Thomas Pape.

# 65      14      131

law students were enrolled in our development programme INITIATE in 2019

training days were spent on workshops

hours were spent on one-on-one sessions

Attendants' comments on INITIATE in 2019:

**"I think you learn an awful lot about yourself and get to ask yourself some pretty deep questions, which you wouldn't do otherwise."**

**"I am very happy with the outcome of the workshop with Thomas Pape on how to get mental strength from within. I got some very useful tools, and everything we covered gave rise to reflection. I'm looking forward to the next workshop."**

**"I think it's super cool that Thomas commits to us as individuals. He makes an effort to get an idea of who each of us is as a person and to be able to give us individual advice or focus points to take with us."**

**"Thomas is an incredibly good communicator and he really understands the challenges that law student are facing."**



# We send people out in the world

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Bech-Bruun law students can apply for grants to study or work as trainees abroad. Last autumn I was able to work as a trainee with the Danish UN mission in New York, where I attended the UN General Assembly and the UN human rights resolutions negotiations. My stay has given me insight into the work as a lawyer with an organisation such as the UN, and my network has grown significantly. It has been exciting and very educational to work with the 17 global goals in practice and experience top diplomats from the whole world negotiate in the UN setting.

Caroline Spliid, law student with Bech-Bruun





# Society

A fundamental idea at Bech-Bruun is that the best way for us to contribute to sustainable societal development is by applying our core skills to making a difference. Consequently, the sharing of knowledge is a natural part of our business model and work method, not just in-house but in relation to the surrounding world. Every year we share from our knowledge through numerous free-of-charge courses, events and seminars.

For instance, we launched our CSR programme BB Impact, under which our legal advice helps get sustainable start-ups off to a good start. For many years we have also concluded numerous pro bono and cooperation agreements with companies that make a difference in society. This work continued in 2019.

In this context as well we are highly aware of who we work with, provide pro bono work for and sponsor, so that we ensure transparency and do not risk violating our own ethical guidelines.

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## Our objectives

- We will take corporate responsibility through training and knowledge sharing.
- We will apply our legal core skills to making a difference in society.
- We will work towards a sustainable future with our CSR programme, BB Impact.

## Our 2020 targets

- To help more sustainable start-ups through our CSR programme, BB Impact.
- To develop our programmes and courses so that they continue to accommodate the requirements of our employees, clients and business partners.
- To continue our ongoing pro bono work.



**BB IMPACT:**

# We work together for a sustainable future

Bech-Bruun wants to work towards a sustainable future. The best way for us to do so is with our knowledge and in close cooperation with companies that can develop the required new and effective solutions.

In 2018 we launched the very first pilot projects in our CSR programme, where we work determinedly with some of Denmark's many talented start-ups to accommodate the 17 UN Global Goals for sustainable development through innovation and creative thinking.

The programme has later been named BB Impact, and cooperation under these projects really took off in 2019. It has been our great pleasure to work with a company such as Circular Food Technology, which up-cycles food waste, and entrée, a catering and event business, which is also a job academy for non-ethnic Danes.

## From good idea to fully fledged enterprise

The legal advice and assistance that Bech-Bruun is able to offer through BB Impact are in many cases crucial for the start-ups to be able to realise their projects.

- Even though the legal issues in themselves do not ensure success for the individual enterprise, failure to deal with legal matters may make it difficult or impossible for the enterprise to be a success. With BB Impact we hope to ensure that the enterprise in a legal context gets off to a good start and through the first years, making it easier for them to succeed with their sustainable goals, says Ditte Lassen-Kahlke, senior associate and CSR officer. ▶▶



However, many start-ups find it difficult to handle legal issues:

– Besides the fact that many have limited resources for legal assistance at the set-off stage, it may easily seem overwhelming to have to navigate the law and understand everything from labour law, tax and contracts to company law and intellectual property rights. It is time-consuming, challenging and difficult when you are not used to working with these issues, and typically it is not priori-

tised. And that is a shame, as it may have consequences for the success of the projects, says Ditte Lassen-Kahlke.

### Partnership with free advisory services and commercial sparring

Against this backdrop it is much appreciated when Bech-Bruun, as part of BB Impact, is able to help sustainable start-ups on the way with what we do best, which is our highly specialised legal advice and business understanding.

The first 50 hours of advisory services are free of charge, and any subsequent advisory services are offered at a markedly reduced rate and deferred invoicing.

The presumption for a BB Impact partnership is that the start-up must reach its goals and thus contribute to a sustainable development by establishing an enterprise that directly underpins one or more of the 17 UN Global Goals for sustainable development.

## Our selected start-ups

At end-2019 Bech-Bruun selected four interesting and very different start-ups, which each in their way underpin sustainable development. The working relationships commence in 2020.

### Foodture – future foods

Foodture manufactures a plant-based protein called tempeh, consisting of Nordic leguminous fruits. Using specific fermentation methods on the beans from cajan peas and lupins, Foodture creates a nutritious, sustainable and tasty food. Foodture's vision is to offer a simple, plant-based basic protein. Foodture's tempeh comes from beans only. According to Foodture, the particular aspect of their approach is that they create a product that is fundamentally better than the base product as regards both taste, nutrition and function.

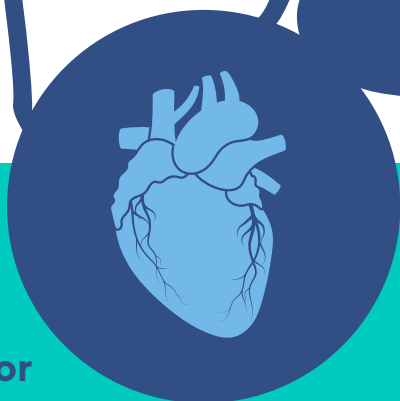
Foodture in particular underpins UN Global Goal no. 12 concerning responsible consumption and production.



## Jamii – access to financial services for the world’s poorest

Many people in developing countries do not have access to banks. Instead they join more primitive, local savings groups, through which members can get access to limited loans. Jamii works towards digitalising these savings groups, providing credit assessment of the members so they can get access to the financial sector. By establishing access to financial services, Jamii’s vision is to allow people to leave poverty. Jamii started up in Ethiopia and already has plans to expand to other countries in Africa and later in Asia.

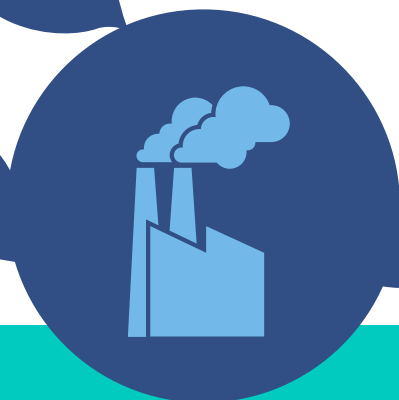
Jamii in particular underpins UN Global Goal no. 1 of no poverty.



## Vital Beats – ground-breaking telemedicine for heart patients

In order to provide the best treatment for chronic heart patients, it is crucial that doctors are able to detect and predict signs of deterioration at the earliest possible stage. Vital Beats has developed a telemedicine software platform, facilitating the remote monitoring of chronic heart patients while predicting treatment-demanding deterioration at an early stage. Moreover, patients will experience a less invading treatment course. Vital Beats’s vision is to revolutionise telemedicinal treatment of heart patients and create the basis for a future health service that is more preventive and personalised.

Vital Beats in particular underpins UN Global Goal no. 3 on good health and well-being.

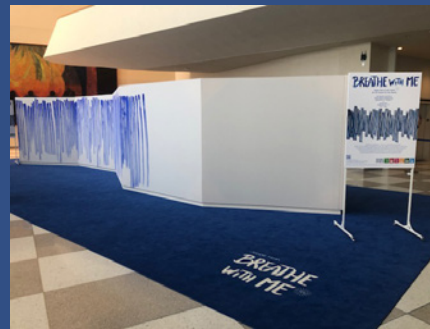


## Climate Solutions – permanent storage of CO2 in a solid form

With its “Carbon Capture and Storage” invention, Climate Solutions will convert CO2 collected from the air or directly from a combustion gas into a solid form, applying less energy than seen before. The end product, which binds the CO2, is a type of calcium that is used industrially in agriculture and in construction materials. By converting CO2 into a solid form, Climate Solutions’s vision is to reduce current and future CO2 emission and reduce past CO2 imprints, nationally as well as internationally.

Climate Solutions in particular underpins UN Global Goal no. 13 on climate action.

# A week with focus on climate and the 17 UN global goals



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Last September saw the UN Climate Action Summit and the UN General Assembly as well as the NYC Climate Week. Being involved in the launch of the BB Impact product, I was given the opportunity to attend these events to draw knowledge and inspiration for Bech-Bruun’s further work with start-ups and the 17 sustainable development goals. The programme featured events and network meetings focusing on innovation and sustainability, exactly what BB Impact is about. I met many interesting organisations and businesses such as ART2030, an organisation striving to bring the 17 Global Goals into focus through art and with which we have now concluded an agreement on pro bono advisory services.

Ditte Lassen-Kahlke, senior associate and CSR officer of Bech-Bruun

# SUSTAINABLE DEVELOPMENT GOALS



## The UN Global Goals

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 sustainable development goals and they apply to all 193 UN member states, committing them to end poverty and hunger in all their forms everywhere; to reduce inequalities; to ensure quality education and good health and well-being for everyone; to create decent jobs for all and to promote increasingly sustainable economic growth. The goals also focus on promoting peace and providing access to justice for all and build effective, accountable and inclusive institutions at all levels and strengthening global partnerships.

Source: [www.verdensmaalene.dk](http://www.verdensmaalene.dk) and [www.un.org/sustainabledevelopment](http://www.un.org/sustainabledevelopment)



# Pro bono work

Pro bono work is a natural part of Bech-Bruun's business. We believe that by doing what we do best, we can help more. Consequently, every year we offer our legal expertise free of charge to selected 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 2019.

## The Hub

The Hub is a free online portal for start-ups. Using this platform, enterprises can get assistance for recruiting, connecting with investors, and access to tools that can help them get started. In 2019 Bech-Bruun assisted the users of The Hub pro bono in the form of free legal advice on, for instance, incentive schemes for key employees, shareholders' agreements, the Marketing Practices Act and company formation.

## Dansk Søredningselskab

Dansk Søredningselskab (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 2019 assistance included insurance and tax issues, donation policies, GDPR, employment contracts, leases and various purchases of life boats and life-saving equipment. A partner with Bech-Bruun has been a member of the board of directors of the association for many years.

## Reach for Change

Reach for Change is a non-profit organisation, working to improve the lives of children and young people by assisting social entrepreneurs with innovations that solve urgent issues for children and youngsters. The entrepreneurs are assisted in scaling their innovations through access to seed funding, business expertise and opportunities in order to create and join domestic and international networks. Bech-Bruun supports Reach for Change by giving entrepreneurs under the programme access to a pro bono legal hotline for sparring on legal issues, such as ownership structure and protection of intellectual property rights at an early stage.

## Red Cross

The Red Cross helps the world's neediest, and Bech-Bruun has been in a close working relationship with the Red Cross for many years, regularly providing pro bono legal advice. In 2019, 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.

## 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.

## Djøf (Danish Association of Lawyers and Economists)

Djøf's legal aid for entrepreneurs is a help for members of Djøf who are either entrepreneurs or thinking about becoming entrepreneurs. In 2019 Bech-Bruun worked pro bono in the form of free-of-charge legal aid for members of Djøf, who sought advice on legal issues concerning entrepreneurship, for instance which corporate form to choose, considerations as to ownership structure, review of simple contracts and questions relating to VAT and taxes.

## The Mary Foundation

Bech-Bruun provides legal support and advisory services for 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.

## SMILfonden

SMILfonden is a charitable association giving seriously and/or chronically ill children and their families a break from illness by arranging positive and fun events, both in and out of the hospitals. These children battle with many hospital stays, severe pain, anxiety in connection with operations, and the want of school and friends. Some families may be torn between hospital and home, siblings may feel overlooked, and parents are fighting fear. The foundation helps establish new networks between the sick children as well as between their parents. A Bech-Bruun partner is on the board of directors of SMILfonden.



# Modern Slavery Act

The Modern Slavery Act is a measure introduced by Great Britain towards enterprises with business and activities in Great Britain. Key in the Modern Slavery Act is the requirement for all enterprises to make an annual statement of 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 working across country borders, including in Great Britain, naturally we focus on supporting the Modern Slavery Act.

# Bech-Bruun Academy

Bech-Bruun Academy combines law and business understanding with personal development. Consequently, an important part of Bech-Bruun Academy is to follow current trends in the skills required for primarily lawyers and professional advisers.

On this basis we offer clients, business partners, students and other interested parties to attend free training programmes covering, for instance, new or

changed legislation, business sector developments and trends of relevance to society. We have a long tradition for sharing our knowledge, and we are proud that Bech-Bruun Academy is known for its high professionalism and some of the best instructors in the trade.

For our clients in particular we also offer value-adding training in the same topics we ourselves delve into. 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. With Academy Client we offer our clients the opportunity to be particularly equipped to accommodate the many new requirements and opportunities of the future.

In 2019 we focused on training in digital development and new business models, conduct design, data protection as well as the UN Global Goals and how to implement them into procurement.

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# 79 4.6\*

**free courses, afternoon seminars and full-day events were offered through Bech-Bruun Academy in 2019**

**was the average score given the courses**

\* On a scale from 1 to 5, 5 being the highest



# Here we also make a difference ...

Represented by our experts, Bech-Bruun was also involved in various other committees and councils in 2019, just as we committed ourselves to relevant Danish and international trade associations and interest groups through memberships. 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 in which we are involved:

Danish Bar and Law Society	Association of Danish Law Firms	Danish Association for Responsible Construction
ATV Foundation for Soil and Groundwater	Association of Danish IT Attorneys	International Association of Young Lawyers (AIJA)
Danish Waste Management Association (DAKOFA)	Danish Environmental Lawyers	International Bar Association
Danish Tax Lawyers' Association	Danish Mediation Lawyers	The JASCHA Foundation
Danish Labour Law Association	Danish Association for Maritime Law (CMI)	The Danish Mediation Institute
Danish Association for Competition Law	DenmarkBridge	Danish Ministry of the Environment's Expert Panel for the simplification of environment and nature legislation
Danish Association for Company law	Danish Society for Construction and Consulting Law	TerraLex
Danish Association for Public Procurement Law	Danish Association of Insurance Law (AIDA)	Danish Institute of Arbitration
Confederation of Danish Industry	Association of Danish Insolvency Lawyers	World Law Group

Examples of committees and councils where Bech-Bruun is represented:

Procedural Law Committee of the General Council of the Danish Bar and Law Society	Compulsory Acquisition Committee
National Association for Building, sustainability committee	Danish Company Appeals Board
The company law study programme committee with the Association of Danish Law Firms	The Danish Competition Appeals Tribunal
	Danish Press Council

# Sponsorships

In 2019 Bech-Bruun supported more than 20 enterprises, organisations and associations financially. These sponsorships included:

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## AFFK

The Copenhagen association of junior lawyers, where young lawyers and junior lawyers meet for social and professional events.

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## AROS

One of Northern Europe's largest art museums with 20,700 sqm spread over ten floors.

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## Dansk Energi Leverandørforum

Forum for suppliers and advisers of energy companies requiring closer insight into the energy sector.

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## ELSA Denmark

One of a total of 44 national groups in The European Law Students' Association (ELSA), the world's largest organisation for law students and law graduates. With local groups in the four university cities, Aalborg, Aarhus, Odense and Copenhagen, ELSA Denmark comprises the Danish ELSA network.

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## Erhverv Aarhus

Independent business organisation, which together with its member businesses works for an attractive business climate in Aarhus and Eastern Jutland.

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## FOCOFIMA

Forum for Company Law and Financial Market Law, which has dealt with company and capital market law and acts as a forum for research and training in these areas since 2003.

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## Hold Danmark Rent

A non-profit organisation working to reduce the amounts of garbage left in nature.

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## ICC Denmark International Chamber

Joins and represents the interests of enterprises all over the world and has a central role within international trade and commerce.

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## Justitia

Denmark's first independent legal think tank, intended to strengthen the focus on and respect for basic constitutional state principles and freedom rights among the public, authorities, experts and decision-makers in Denmark and internationally.

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## University of Copenhagen, University of Southern Denmark, Aalborg University and Aarhus University

Support for law students.

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## The Danish Mediation Institute

Represents the country's best and most experienced mediators, whose skills cover a wide range of legal specialist areas.

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## UN Global Compact Network Denmark

Part of the world's largest voluntary initiative for corporate social responsibility, established in 2000 by then General Secretary of the UN, Kofi Annan, to mobilise enterprises all over the world towards a more sustainable future.

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## Yngre Jurister

Association of junior lawyers, young lawyers and lawyers employed in the private or the public sector, the object of which is to maintain the members' professional interests and establish useful networks, for instance through courses, lectures, visits to enterprises and social events.



A basic element of Bech-Bruun's social responsibility is the commitment to the human rights principles. We support the UN declaration on human rights and have signed the UN Global Compact charter. Once a year we report our progress on human rights in relation to principles 1 and 2: That we support and respect the protection of internationally declared human rights and ensure that we do not contribute to any violation of human rights. Our ambition for our contribution to society is to assume social responsibility through education and knowledge-sharing and use our core skills to make a difference. Consequently, our specific actions and results are concentrated within this field. With our geographical location and business model we assess that there are no particular risks regarding human rights.

# Environment

In addition to wanting to help others who work towards increased sustainability, we also try to think green when it comes to our own work processes.

We continuously strive to optimise resource efficiency by reducing and re-thinking our consumption. As regards an adverse impact on the environment and the climate, we are not facing any significant direct risks as we are not a manufacturing enterprise, but we are aware of the lesser risks connected with, for instance, resource consumption and make an effort to handle that. We greatly emphasise sustainable procurement and continuously work to implement environmentally sound consumption alternatives into our operation, such as ongoing replacement by LED and energy-saving IT equipment, just as we focus on reducing food waste and using more organic food produce.

Renewable energy is a strategic business area for Bech-Bruun. Not only have we built a unique expertise in the area in 2019, it is also one of the areas in which we helped – and will continue to help – make a solid green impact on our planet through the many and very large offshore wind energy projects on which we have negotiated contracts.

Construction is another area where we contributed to creating green development in 2019, increasing the focus on sustainability in the construction industry in our advisory services and in various other connections.

## Our objectives

- We will minimise our resource consumption and optimise sustainable business procedures.
- We will keep focus on collaboration with Danish and foreign renewable energy players.
- We will use green suppliers.

## Our 2020 targets

- To continue our commitment to a sustainable development in the construction sector.
- To increase the extent of our advisory services on large renewable energy projects.
- To continue our replacement of electronic equipment, light-bulbs, etc., with energy-saving alternatives.
- To increase the proportion of organic food produce in our kitchen and keep focusing on minimising food waste.
- To continue our collaboration with green suppliers.

19.7%

is how much our consumption of copying paper has decreased from 2018 to 2019 – corresponding to 1,175,000 sheets of copying paper

22,864

kilometres were covered by bike in 2019 when we joined the annual Danish campaign “We cycle to work”

49%

of the food prepared by our kitchen is made from organic produce

5%

is the decline in our consumption of meat

## Green suppliers

We do not only focus on our consumption and on optimising sustainable work processes but also on using the right resources. This is mainly achieved by collaborating with green suppliers, for instance:

### Anders Andersens cleaners

Provides eco-labelled cleaning services.

### Bring logistics services

Strives to be leading on environment in the transportation and logistics sector.

The group’s primary environmental target is to have switched completely to renewable energy by 2025 as regards vehicles and real estate.

### Fred Butler dry cleaners

Cleans clothes without the use of chemicals but with recycled carbon dioxide, making a difference to environment, the clothes and people’s skin. Fred Butler has been awarded various eco labels, for instance the Danish *Svanemærket*.

### Staples office supplies

Works for an environmentally adapted development of its transportation of people and goods, informs customers about eco-labelled and environmentally adapted products and services, and collaborates with suppliers to develop environmentally adapted logistics services, products and packaging.

## Consumption overview

	2016	2017	2018	2019*
Electricity (kWh)	985,454	951,300	980,085	1,036,000
Heating (mWh)	1,193	1,052	1,114.02	1,009.38
Water (m3)	4,169	3,853	4,051	4,283
Combustible waste (t)	69.62	38.78	49.5	51.5
Recyclable material (t)	22.72	15.08	38.9	39.15

\*The increase in electricity is primarily attributable to failing regulation of a new energy-saving cooling installation, which caused an added consumption of around 130,000 kWh. The defect was detected and corrected in January 2020. Moreover, the activity level rose significantly in 2019, particularly in our Academy, which in 2019 hosted 71 more training days than in 2018 – an increase of 36.8%. As for the increase in combustible waste, we continued our clearing of documents from 2018 into 2019.

# More sustainable construction



With the 17 UN Global Goals, the development towards more sustainability has really made the world agenda. This includes construction, for which the climate footprint is very high, in particular owing to large consumption of resources and raw materials. At Bech-Bruun we included this in our advisory services of our clients in 2019, increasing our focus on sustainable construction.

The CO2 footprint from construction materials has turned out to be much larger than previously assumed, and in 2019 the construction sector seriously embraced sustainability and the global goals.

– Green and sustainable buildings should be a matter of course since the recycling of construction materials will achieve a very significant reduction in the total CO2 emission. In this connection, the construction industry is a decisive factor in realising the circular society, says Jacob Brandt, Bech-Bruun partner and a specialist in environment, nature protection, planning and supply.

## Sustainable application of rules

However, with sustainable construction comes various potential procurement and construction law challenges as well as opportunities on the use of recyclable and up-cycled construction materials. In 2019, against this backdrop, Bech-Bruun increasingly assisted clients with the best possible integration of, for instance, recycled materials on construction tenders, and we advised on how the current regu-

lation should be applied to promote sustainability in construction.

As chairman of the sustainability committee of the National Association for Building, Jacob Brandt was involved in placing focus on global goals and sustainability in the construction and property sector:

– The DGNB sustainability certification is a given for many developers, and many investors view it as an obvious condition for long-term investments in particular. But in the sustainability committee, we also focus on the fact that the certification may be abused, says Jacob Brandt.

## Greener soil handling

Bech-Bruun has also advised on how to avoid that materials from, for instance, demolished buildings be subjected to waste legislation and are recycled directly into new construction. Also how large-scale soil handling can be arranged without the soil becoming waste:

– At several popular events we have focused on sustainable soil handling and how projects may be planned with a view

to avoiding “being caught” in a cross-fire of permit requirements; on how to include soil in the planning of urban development with a view to recycling during the project instead of transporting the soil by road, which would not only lead to CO2 emission but also very often result in the soil ending up in an abandoned closed gravel pit or a waste deposit, says Jacob Brandt, who is also on the board of directors at the ATV Foundation for Soil and Groundwater.

## Assistance for recycling of construction materials

As for tender procedures for public construction projects, we have advised particularly on how to underpin the recycling of construction materials without violating applicable procurement tender rules, e.g. by including recycled materials as part of the prequalification, as a competitive parameter as well as a contract term.

– Increased focus on the recycling of construction materials in the construction phase has proven particularly interesting due to increased recognition of the very significant CO2 footprint in the consumption of materials in this phase relative to the operating phase, says Claus Berg, Bech-Bruun partner specialised in contract and procurement law.

In 2019 Claus Berg spoke at a number of conferences, etc., about the contract and procurement law aspects of the recycling of construction materials, for instance at the large “Building Green” conference on sustainable construction in the autumn of 2019. He will continue this work in 2020.

# We work for renewable energy

At Bech-Bruun we work determinedly with large Danish and foreign energy players in the area of renewable energy. Since 2018 we have built up our Renewable Energy division, which focuses exclusively on the area of renewable energy and today counts 25 dedicated specialists. In 2018 we opened an office in New York to be able to follow international clients in the wind energy area into the global market, and we advise on numerous offshore wind energy projects in Australia and Asia, including in Taiwan, Korea and Japan.

## Energy for 3.6m households

3600 MW or 3.6 GW green energy, corresponding to the annual consumption of 3 million Danish households\*, i.e. 900,000 more households than exist in Denmark. That is the amount of green energy that can be supplied by the offshore wind energy projects on which Bech-Bruun has been the main contract negotiator in 2019, once the underlying offshore wind turbine farms are built\*\*.

\*) According to the Danish Ministry of Climate, Energy and Utilities, 1 GW supplies energy for around 1 million Danish households.

\*\*) This does not include all contracts in which Bech-Bruun has been involved in this area in 2019, but only contracts on which Bech-Bruun was the principal lawyer and with long negotiation procedures.

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**It is really interesting to partake in promoting the green agenda on a global scale for all of us working with renewable energy at Bech-Bruun. In addition to the important elements of our daily work, such as interesting areas of law and good working relationships, the green element is essential and a great satisfaction in the work – not least for the young lawyers joining our division. It is highly motivating to be playing a role in relation to a sustainable development of society and be part of promoting a green industry.**



Peter Østergaard Nielsen, specialist in offshore wind energy, partner and part of Bech-Bruun's Renewable Energy division and Bech-Bruun's office in New York





# Ethics & Compliance

As a law firm, we carry a vast ethical responsibility. Our work and business methods are based on good conduct and respect for our clients, our employees and our surroundings. Based on the Code of Conduct for the Danish Bar and Law Society and Bech-Bruun's Code of Conduct, we have built a solid corporate governance system, including specific policies and rules on bribery, gifts, confidential information, conflicts of interest, fair competition, money laundering, supplier relations, human rights, discrimination and environment.

Our ethical rules express our expectations to our employees and our own ethical conduct and sets the framework for our dialogue with business relations and other interested parties. The goal is to ensure the highest possible level of integrity. We pursue a zero-tolerance policy against bribery and corruption, and we run our business in an honest and ethical manner.

Our clients and business partners must always be assured that we act fairly and ethically correct. Ethical conduct is decisive for our clients and ourselves and, consequently, we are highly focused on the risk of unethical conduct, including corruption, money laundering, etc.

Compliance is also essential in our daily lives, and as a result of our continuous efforts in the area we have managed to maintain a high level in 2019. For most

Danish enterprises and organisations, compliance became even more important in 2019 as we saw the first major consequences of the new data protection legislation. In this area as well we want to play an active role and share our knowledge with our clients and business partners, whom we try to keep updated in the area through our advisory services as well as our training programmes and events, and through the new innovative digital compliance services we have launched.

## Our objectives

- We will ensure the highest ethical standard and openness within the framework of confidentiality that is the foundation of our client relationships.
- We will ensure in-house compliance at the highest level.
- We will ensure continuous updating of our systems and development of our IT tools so that we may always serve our clients efficiently and safely.

## Our 2020 targets

- To continue setting the highest ethical standards.
- To continuously optimise our IT tools and safety.



# Compliance in Bech-Bruun

Stricter financial regulation and new digital technologies are just some of the trends that have increased the focus on enterprises' compliance and risks. In a few years, rules and regulations have been tightened in many areas and converted into actual legal requirements. As a result, corporate compliance is an area that is high on the agenda of most Danish enterprises. At Bech-Bruun as well it is more important than ever – in-house in our daily operation as well as in our advising of clients.

As a law firm, Bech-Bruun is subject to the rules on prevention of money laundering and financing of terrorism and the protection of personal data. Rules that are of no consequence to the services we provide, but which obligate us because we assist in transactions between people and enterprises, and in that connection we receive confidential information about our clients and their owners.

When, for instance, we assist Danish and foreign clients in the acquisition and divestment of companies and property portfolios, which often involve

large sums, it is important to take strict precautions:

- We can't ignore the fundamental risk that some may attempt to use us for money laundering or the financing of terrorism. As a result, since 2010 we have developed one of the law industry's most fine-meshed systems for the screening of clients and their beneficial owners when we assume a task for them, and we monitor client relationships in accordance with our duties under the Money Laundering Act, says Lars Lindencrone Petersen, knowledge management partner.

## Denmark's largest data protection division

This work is anchored in our division for Corporate Compliance & Investigations – or CCI – and in our team of compliance controllers. These are highly specialised employees, whose main task is to ensure that our in-house business procedures in this area are followed, and to ensure documentation for this through a control programme.

- Due to our expertise and experience in this area, we can perform customer due diligence for clients who themselves are subject to the Money Laundering Act but prefer to have Bech-Bruun perform the required investigations and controls, says Lars Lindencrone Petersen.

Performing our duties under the Money Laundering Act inevitably means that we process personal data about our clients and their beneficial owners. With CCI, Bech-Bruun has the largest division in the country for this task, working with data protection law issues, etc.

## Also ensures clients' compliance

In addition to ensuring our in-house compliance, Bech-Bruun's specialists have also advised many clients on how to ensure that they comply with the EU General Data Protection Regulation, including assistance with the conclusion of data processing agreements, ensuring that clients have the required technical assistance for correct processing of personal data held by the enterprise or organisation.

- As regulations become stricter, our clients increasingly demand assistance in the area of compliance, not least in recognition of the fact that violation of the rules is punished increasingly harder and more consistently and may lead not only to large fines and, in some areas, prison sentences, but it may also seriously damage the reputation of an enterprise, says Lars Lindencrone Petersen.

- It is also a highly complex area, and many enterprises find it increasingly complicated to comply with the rules. So they really need the external assistance that can ensure them that they comply with legislation.

Through the outsourcing functionality, DPO Service, Bech-Bruun functions as an external data protection officer (DPO) for numerous enterprises and organisations, and through our DPA Service (Data Protection Audit Service) we help clients ensure that their data processors comply with the legislation concerning the handling of personal data. Similarly, many clients use Bech-Bruun's compliance tool, PACTIUS Privacy, to ensure that they themselves comply with the increased requirements of data protection legislation.

Through annual compliance tests we ensure that our employees have the necessary and updated qualifications.



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**At Bech-Bruun we take the market’s increasing requirements for adaptation and improvement of data processing and the derived continuous work very seriously: Both when it comes to our own and our clients’ compliance and data processing. It is pivotal that our clients can rely on our complying with current and future statutory requirements and continuously optimising our efforts, so that we are always able to document our safe handling of data. Our latest certification, an ISAE 3000 Audit Report performed by Deloitte auditors, provides documentation evidencing that our controls comply with the provisions of the legislation covering data protection, accounting, and the processing of personal data as well as with the standard requirements to information security.**

Stefan Winquist, head of IT at Bech-Bruun

# 19%

of all our courses in 2019  
involved, to a higher or lesser  
degree, compliance issues

## Conflict and ethics committee

Bech-Bruun's conflict and ethics committee processes and settles issues relating to conflicts of interest, including questions as to whether Bech-Bruun can assume or continue the processing of cases in accordance with legal ethics and the Code of Conduct for the Danish Bar and Law Society.



## Member of advokatKODEKS

In 2015, as one of the first law firms in Denmark, Bech-Bruun decided to adopt the code of conduct of the Association of Danish Law Firms, advokatKODEKS. By adopting the code of conduct, we take an 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 as a law firm, we explicitly state to the surrounding world what we stand for. The value we create, how we run our business, and what makes us special as independent advisers. The values of the code concern customers, employees and the public. They concern employee-aimed values relating to good management and diversity but also general values such as ethics and social responsibility as well as openness and transparency.

## Ethical guidelines

Bech-Bruun's ethical guidelines were drafted to contribute to the practical compliance with our values. Part of our core values is to demonstrate honest and ethical conduct, which, as a minimum, complies with applicable legislation and guidelines. All employees are expected to comply with the 10 UN Global Compact principles, and all associates are subject to the code of conduct for lawyers. It is pivotal for us that we perform our activities with a high level of integrity and ethics. Consequently, we treat all employees, clients and business partners equally without regard for race, colour of skin, gender, age, nationality, religion, ethnic origin or other characteristics. We do not allow any form of discrimination or harassment. If we learn that an employee or a client is involved in unlawful or unethical conduct, which is contrary to our core values or which may in other ways reflect unfavourably on Bech-Bruun, such employee or client will be subject to sanctions. Our employees hold a particular responsibility for being aware of unlawful or unethical conduct. Offering bribes or in any other way offering or receiving undue payments or other undue services with a view to obtaining or maintaining any kind of advantage is prohibited. It is also prohibited to contribute to any illegal activity in relation to public authorities, customers, banks, competitors and others. Bech-Bruun expects its employees always to ensure that the activities carried out by Bech-Bruun are consistent with our ethical guidelines. Bech-Bruun may consider any violation of the guidelines a breach of the employment contract.

## Openness

Bech-Bruun strives for openness and transparency within the framework of the duty of confidentiality that is the foundation of our client relationships. Another core value is to live up to the requirements of the Code of Conduct regarding the duty to inform and ensure that the client always has the best possible foundation for choosing legal advisers. Consequently, we make sure to grant the public easy access to relevant information about values and ethics, management structure, services, Bech-Bruun's principles for pricing, and contact information – for instance through annual management reports, CSR reports and at our website. Another goal for our work with openness and transparency is always to be available to the media, continuously to inform about new knowledge, to share strategic considerations and efforts with the public, etc.

