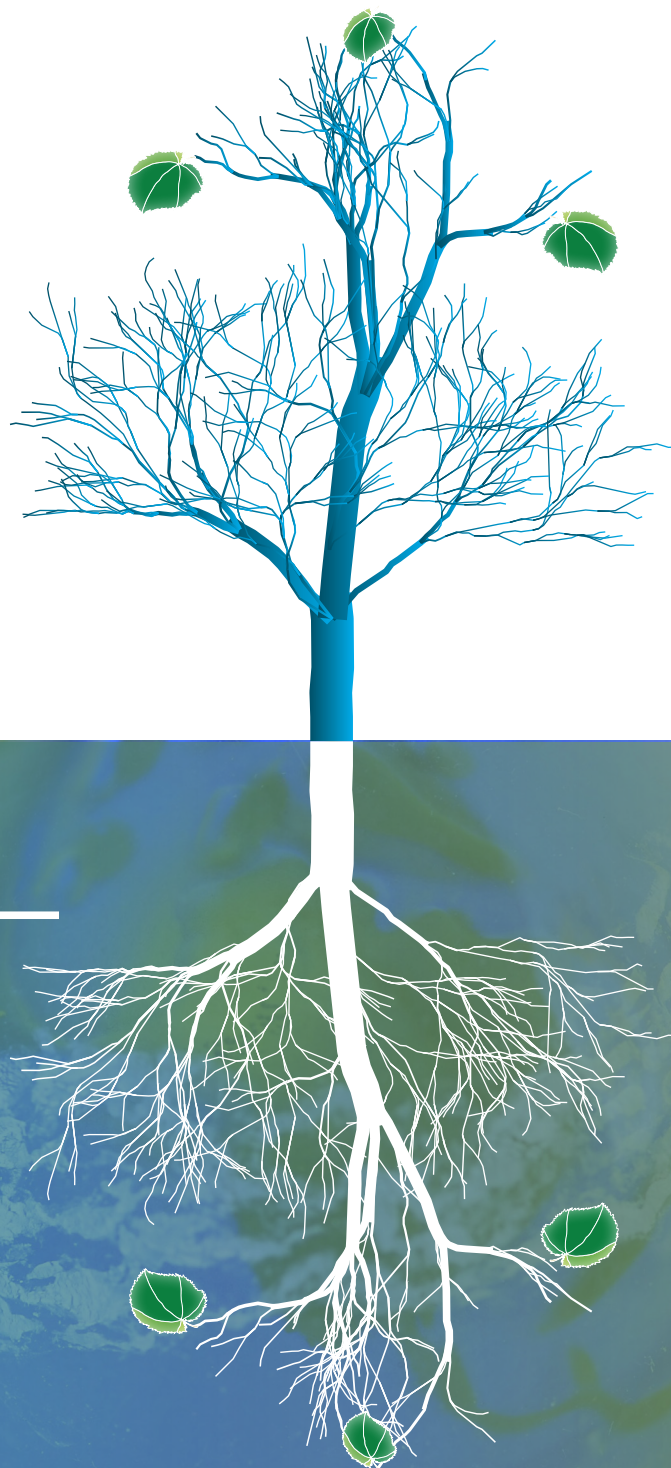


Communication on Engagement 2015



Implementing UN global compact principles
in the Association of Danish Law Firms

DANSKE
ADVOKATER

1. Introduction

I am pleased to confirm that the Association of Danish Law Firms (Danske Advokater) reaffirms its support of the Ten Principles of the United Nations Global Compact in the areas of Human Rights, Labour, Environment and Anti-Corruption.

In this Communication on Engagement, we describe our actions to integrate the Global Compact and its principles into our business strategy, culture and daily operations. We are also committed to share this information with our stakeholders using our primary channels of communication.

Yours sincerely

Paul Mollerup
Managing Director





2. The Association of Danish Law Firms

The Association of Danish Law Firms was founded in January 2008 in order to further the interests of Danish law firms, their owners and employees. The goal is to promote the practice of law and the use of lawyers in society, and be an important public voice in respect to the rule of law and other matters essential to the functioning of a modern democratic society. We therefore bear actively to the law-making process by participating in public consultations as well as appointing members to governmental committees.

The Association has two main tasks as a business association for the Danish law firms:

1. To further the interests of our members by exerting influence on politicians and policy makers within all policy areas of interest to law firms.
2. To help develop the business of running law firms, enabling our members to meet their current challenges – and the challenges of the future – with respect to competition, new services, human resources and best practice.

Furthermore, we provide a wide range of services and products to our members:

- Continuing legal education – tailored to the special requirements of law firms – both legal and law firm management. As the law firm is the member entity, we offer training courses to the entire law firm staff - lawyers, administrative personnel and secretaries alike.
- Advice on innovation, IT and business development in the law firm.
- Access to domestic and international networks, benchmark data, political influence and cash benefits such as reduced course fees, competitive legal indemnity insurance, legal publications and conferences.

A council and a Board of Directors legally governs the Association of Danish Law Firms. They jointly formulate the Association's political views. Members of the Council are elected at the General Assembly, and they elect the Board of Directors from their midst. The Association's Managing Director and management oversee the daily activities of the 32 employees of the Secretariat and co-ordinate the activities of the large number of subcommittees and network groups linked to the Association. In 2014, the Secretariat moved to new premises, which enabled the Association of Danish Law Firms to host and offer fully catered conference-, continued legal education-, and meeting facilities.

You can find further information on our website: www.danskeadvokater.dk

3. Our approach to the 10 principles – our CSR strategy

In the fall of 2010, the Association of Danish Law Firms joined the UN Global Compact program. We defined three major stakeholder groups that guided the direction of our CSR policy - where we wanted to make a difference within the natural context of our business. These are:

1. **PEOPLE (EMPLOYEES AND MEMBERS)**
2. **SOCIETY (LOCALLY)**
3. **SOCIETY (GLOBALLY)**

We decided to implement our CSR initiatives in respect to the three subareas - people, planet and profit, in two stages. The first stage was concentrated on implementing initiatives within the Secretariat of the Association of Danish Law Firms to ensure that all members of staff understood UN's basic principles, and to ensure the willingness to implement sustainable solutions throughout the organization. The second stage was directed at initiatives outside the Secretariat, first towards our members, the law firms, and later towards society – first locally and finally globally.

The second stage of this implementation process has been our primary focus since our last Communication of Progress. We have focused on how to motivate our members, the law firms in Denmark, to embrace CSR principles, both in their law firms, but also towards their clients. At the same time, we have been determined not to compromise the progress within the Secretariat. Finally, within the last year, we have started focusing on the possibilities of making an impact on a more global level.





3 a. Summary of CSR initiatives – within our own organisation

To make sure that all initiatives were employee borne, we set up a CSR committee. This CSR committee is still responsible and dedicated to improving and implementing a number of CSR initiatives.

The CSR initiatives, which still make most sense in the context of our relatively small organisation, have been initiatives concerning people (securing a healthy and safe working environment, where our employees thrive) and our planet (our contribution to minimising our impact on the environment).

PEOPLE (HUMAN RIGHTS AND LABOUR)

The Association of Danish Law Firms respects the Universal Declaration of Human Rights, and believes that all employees have the right to individual freedom of expression and opinion. These ideals are at the foundation of our culture. We encourage these ideals through regular staff development interviews and regular meetings between management and the different groups of employees, where any work related topic can be discussed.

We conducted our latest work-place assessment survey in November 2014. The survey showed a relatively high level of employee satisfaction with only a few areas of discontent e.g. the noise-levels in certain areas related to bad acoustics, and certain frustrations with the amount of IT-malfunctions. The Working Environment Committee, which consists of representatives of both management and employees, address the areas of employee discontent and regularly implement initiatives to improve employee satisfaction. The next work place assessment survey will be conducted at the end of 2015.

New initiatives since our last COP include:

- Conducting a seminar on employee-wellbeing in May 2013, focusing on work-life-balance and stress. The seminar led to a number of changes in how we speak to each other as co-workers and the setting up of a HR-function, giving the employees a secure and confidential environment to discuss problems.
- A Leadership Equality Assessment (LEA) survey was conducted in May 2015. The LEA assess four basic work conditions:
 1. Does the organisation have a sound foundation for the creation of results?
 2. Does the organisation have the motivation and drive to create results?
 3. Are the employees challenged in their job and do they feel they develop?
 4. Are the interpersonal relations in the organisation healthy?The survey showed a relatively high level of employee satisfaction except in relation to career development. As a follow-up, all employees participated in a workshop in June 2015, focusing on ways to improve the areas of discontent and the leadership quality in general. This has led to a process of reform to the performance appraisals system with a greater focus on employee development and follow-up.
- As a part of our conference facility, we also cater to a large number of guests,

through Fazer Food Services. Fazer strives to help our guests and employees find a balanced and varied diet. To support this effort, they follow the national and Nordic nutritional recommendations and regulations, for example "The Keyhole" certificate, where products must comply with one or more of the following requirements compared to other products of the same type; less and/or healthier fat, less sugar, less salt, more dietary fiber and wholegrain. Fazer's sourcing activities focus on procuring ingredients that are safe and traceable. Fazer is furthermore concerned with proper food portioning. Obesity and healthy sugar intake are widespread public health concerns. By promoting correct portion size, Fazer is also able to reduce the amount of wasted food. Another current initiative of Fazer Food Services is that of increasing the proportion of vegetables on guests' plates, as eating more vegetables instead of meat has a positive impact on health as well as the environment.

- All employees have access to massage once a week as a preventive health measure.
- Focus on health by inciting employees to take part in "The Association of Danish Law Firms' running – and walking club" and the annual "DHL relay race".
- Purchase of bicycle helmets as a preventive safety measure.

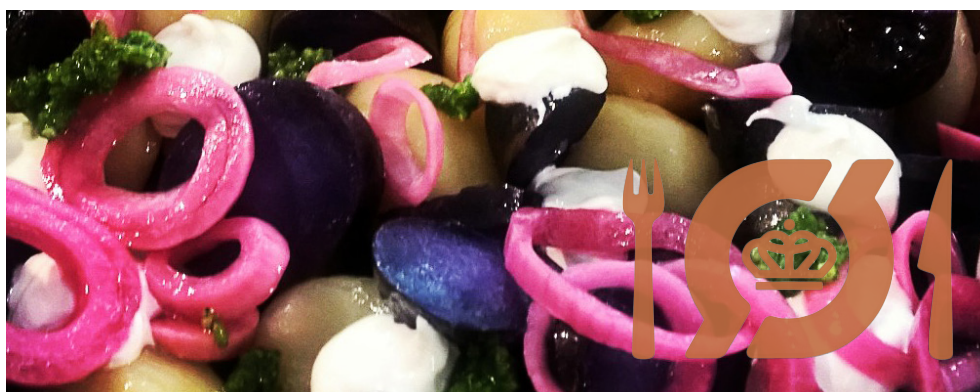
Goals

It is our goal to have a high rate of employee satisfaction and a low rate of absenteeism.

Monitoring and evaluating performances

We believe that continuous dialogue with employees is the best way of securing a good working environment and preventing stress. The management and the HR-function have the overall responsibility for monitoring the employees' well-being, both on a regular basis and through the annual "Performance and Development review system". In addition, we regularly conduct work place assessment surveys, measuring all employees' mental and physical well-being and have lately supplemented this with the LEA survey.

Fazer Food services has a thorough compliance programme to ensure that their food services live up to Fazer's responsibility and ethical programme, e.g. the possibility for all employees or third party to anonymously contact the Group CEO, Group Legal or Risk Management or use the helpline system without risk of retaliation or other negative consequences.





PLANET (ENVIRONMENT)

We have a green purchasing policy, in which environmental considerations are essential. This policy has also been normative to our 2013 - 2015 purchases, e.g.:

- The secretariat has moved into new office premises in June 2014. These new premises are placed in a historic building from 1861, which has been renovated taking the installation of renewable and energy saving measures into account, e.g. installing light sensors and other energy saving equipment, and maximising the use of low energy light and LED spots.
- Our restaurant and catering services, through Fazer Food Services, focus on the development of an environmentally friendly and more climate-friendly offering taking into consideration seasonal ingredients, the offering of organic products and the climate impact of ingredients. Reducing the amount of production waste aiming for zero waste is also an important goal for Fazer. At Fazer, zero waste implies that waste generated in the restaurant is recycled and reused as efficiently as possible. Fazer applies the principles of the waste hierarchy: Reduce; Reuse; Recycle; Recover & Landfill.
- All Fazer's suppliers are requested to get their trucks fitted with particle filters in order to reduce pollution.
- The secretariat has purchased reusable water bottles to minimise our use of plastic drinking bottles
- Focus on our paper policy, which means;
 - Printing on environmentally friendly paper
 - Minimising the use of paper, e.g. finding electronic alternatives to billing, electronic registration to our legal courses, printing on both sides of the paper and in general only printing when absolutely necessary.
 - Paper is sorted from the rest of the garbage
 - We primarily publish news and information on either our intranet or homepage and circulate information by email and newsletters to save paper and energy.
 - We send out our course materials digitally.
- Doubled the number of office bicycles.

Goals

Our goal is to keep a constant focus on our environmental impact to ensure that we keep up awareness. We wish to continue to find areas where we can reduce our CO₂ emissions and motivate our employees to follow the prescribed guidelines.

How we monitor and evaluate performances

Our electricity and paper usage is closely monitored and registered. Furthermore Fazer's performance and adherence to their organic policy is carefully monitored through their compliance programme.

3 b. Summary of CSR initiatives – towards the legal profession

In 2012 the Association of Danish Law Firms manifested our “2020 Vision” which was adopted at the general assembly in September 2012. This vision has three goals for the improvement of the legal profession. One of these visions focuses on the legal profession as a socially responsible profession that contributes to society. Our ambition is not only to prove to society that the legal profession largely contributes to securing the rule of law and due process, but also to inspire our members to engage in sustainable and pro bono initiatives to a greater extent.

One of our goals within our 2020 vision is that at least 50 % of our members have signed the “Lawyers Codex”, a form of social responsibility codex for the legal profession. The voluntary codex prescribes that the law firms must devise goals for their pro bono work, handling ethical dilemmas and focusing on leadership, diversity and transparency. We hope that this codex will act as an inspiration and standard for the whole profession. “The Lawyers Codex” will be introduced to the public at the beginning of 2016 <http://advokatkodex.dk/>

Local initiatives

PEOPLE (HUMAN RIGHTS AND LABOUR)

- Put social responsibility on the agenda in our strategy processes.
- Launched a number of CSR Tools in 2013. The first part of the tool includes the fundamental knowledge regarding CSR, while the second part includes “Consultancy on CSR”, “UN Global Compact”, “Danish CSR Law”, “Value chain management”, and “Reporting on CSR”. The CSR Tools help law firms offer their clients CSR-consultancy and advice. It furthermore helps law firms implement their own CSR policies and initiatives such as the Global Compact.
- The Association regularly organises legal courses concerning consulting on CSR and the use of the CSR tools.
- During 2014 and 2015 we have run a series of articles on pro bono work to increase our members’ awareness on the value and effect of pro bono work.
- In September 2014 we launched a Diversity Guide, focusing on diversity in





the profession with the aim to encourage equal opportunities in recruitment, training and promotion.

- The Association of Danish Law Firms and The Danish Bar and Law Society have set up a working group focusing on the problems with legal aid in Denmark. The working group will produce a report containing proposals for a legal aid reform.

PROFIT (ANTI-CORRUPTION)

- The Association of Danish Law Firms carefully follows the professions obligations in preventing money laundering and corruption. We regularly update our toolkit in order to secure that our members have concurring anti-money laundering policies.

Global initiatives

On a more global level The Association of Danish Law Firms has collaborated up with “The World’s Best News”, which is an initiative to promote positive stories about the benefits of development assistance in the third world. The Managing Director of the Association acts as Chairman of the Board of Dan Church Aid – a major Danish development and relief organisation – with the support and approval of the Board of the Association. Furthermore, the Association has co-operated with the International Bar Association (IBA) on publishing guides to bar associations and business lawyers on the implementation of the UN Guiding Principles on Business and Human Rights. The guides aim to encourage bar associations to improve:

- Their understanding of the relevance and applicability of business and human rights principles
- Urge bar associations to develop an overall strategy for integrating the Guiding Principles into the practice of law
- Provide information to heighten awareness of the implications of the Guiding Principles.
- Serve as a training tool for current and future legal professionals.

The two guides are at the present in their draft forms and waiting the approval of the IBA Council.

Goals

It is our goal to motivate our members and the legal profession as such to act as social responsible members of society using their specific skills and qualifications to reach this goal.

Monitoring and evaluating performances

The legal profession has always done a lot of pro bono work and this is still the case today. Many law firms are very active and we see it as one of our objectives, to tell society about these initiatives and thereby inspire the rest of the profession to do more.

Our “Lawyers Codex” is still too new to evaluate, but the adherence to the Codex is based on a “comply or explain” principle and annual reporting. The first rapport on the status of the Codex will be published in 2017.



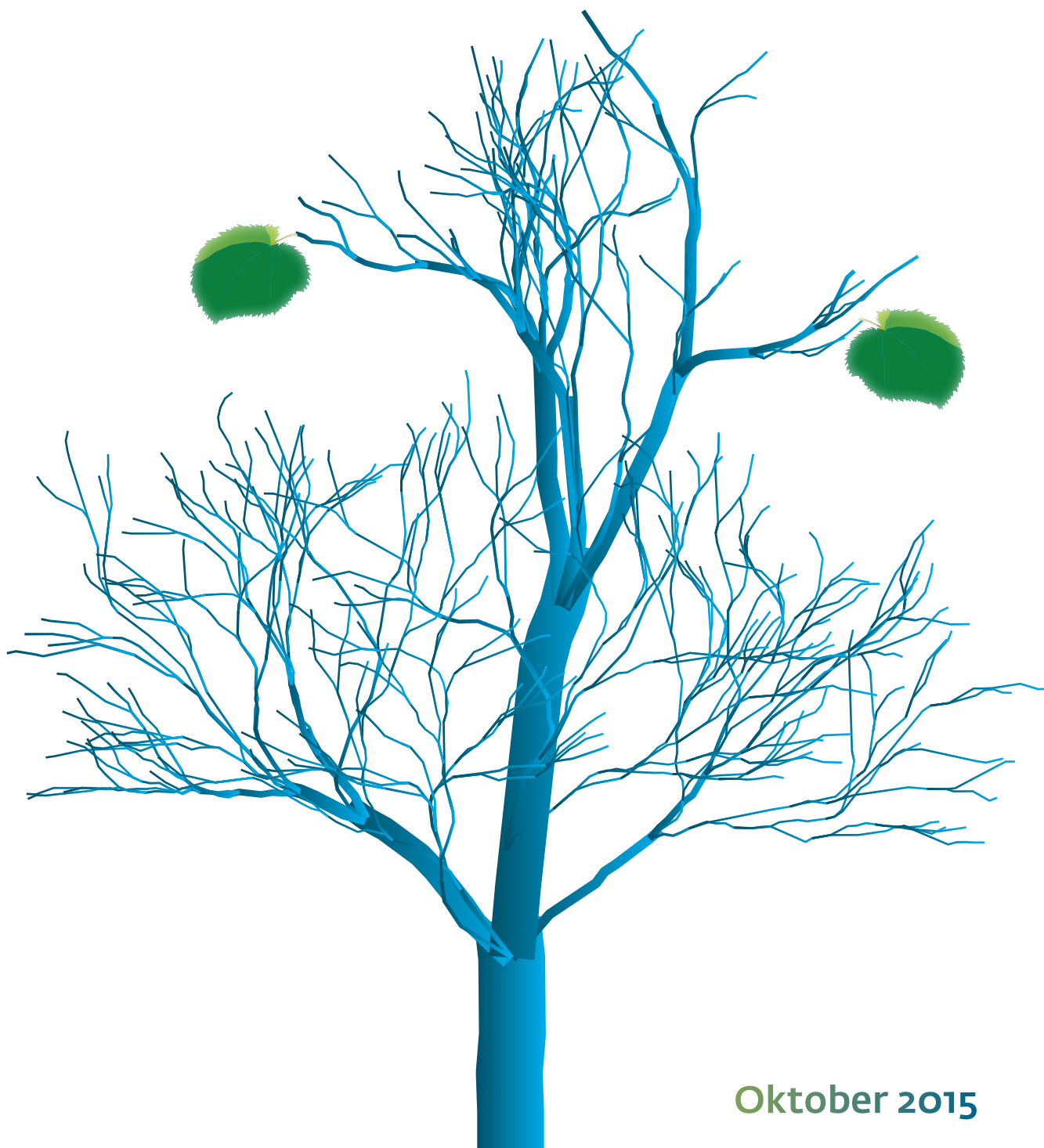


4 Future initiatives

IN 2016 AND 2017, WE ARE PLANNING TO:

- Continue our focus on employee well-being, both mental and physical health and the benefits that this will have in our everyday work life
- Continue our efforts to reduce our consumption of paper and electricity
- Strengthen our commitment in relation to communicating on the benefits of CSR – especially towards our members
- Secure as many of our members as possible sign the “Lawyers Codex”
- Launch a “Law for all” project at the end of 2015. The project has been designed in cooperation with The Association New Dane (Nydansker), which is one of Denmark’s leading independent, knowledge-based centers for diversity. The Association works hard to lower the barriers for ethnic minorities and immigrants onto the labor market and to make diversity management a natural and valued element within the Danish business community. <http://www.foreningen-nydansker.dk/site/who-we-are>. The goal of our project is to inspire high school students of all social backgrounds and ethnical minorities to study law.

EMPLOYEE WELL BEING
REDUCE USE OF ENERGY
COMMUNICATE THE BENEFITS OF CSR
IMPLEMENTING “LAWYERS CODEX”
LAUNCH “LAW FOR ALL”



Oktober 2015

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