



# UN Global Compact Communication on Progress 2013



PLESNER

# Introduction

In 2012 Plesner joined the UN Global Compact. A world-wide initiative to promote businesses' efforts in relation to social responsibility. We considered this a natural part of the CSR work that we have been carrying out for many years, which has focused on providing a positive contribution to the society that we are part of. It applies to our daily work which is always performed in compliance with the highest ethical and professional standards through the dissemination of knowledge, employee satisfaction, focus on the environment and through the provision of free legal advice to charitable organisations.

As a participant in the UN Global Compact we have joined other businesses which, like us, support the UN Global Compact's ten principles in the areas of human rights, labour, anti-corruption and the environment. We wish to maintain and extend our CSR work and by joining we have undertaken to report on our CSR work and on the objectives that we strive to reach.

Working with CSR is a dynamic process and this first report marks an important step towards becoming an increasingly sustainable business. In preparation we have analysed Plesner in collaboration with the consultants Global CSR for the purpose of finding internal and external focus areas for our CSR work. Based on this analysis the partners of Plesner have adopted our CSR policy in the form described in this report and on our website.

I hope you will enjoy reading the report.



Nicolai Ørsted, Managing Partner  
June 2013



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PLESNER

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# CSR policy

As a leading Danish law firm we recognise our obligations to our stakeholders, including clients, employees, suppliers and the society that we are a part of.

Our CSR policy focuses on governance, ensuring an ambitious, attentive and safe working environment and using our competences for the benefit of charity work for persons or groups in Denmark.

We have joined the UN Global Compact, and in doing so we undertake to support the ten principles that are universally accepted in the areas of human rights, labour, environment and anti-corruption.

We will:

- Provide legal advice according to the highest ethical and professional standards
- Operate our firm in a socially and environmentally responsible manner
- Provide free legal advice (pro bono)
- Otherwise support the local community, eg through school projects

## Legal advice

We recognise that as a law firm we have a special status in a society based on the rule of law.

Our partners (the owners of the firm) have all pledged to act in a manner that will be a credit to the legal profession, to observe the rules applicable to members of the Danish Bar and Law Society and to maintain a standard which both professionally and in terms of service and appearance is in line with the firm's standing as one of Denmark's largest and most respected law firms.

In accordance with the Danish Bar and Law Society's rules and our impartiality procedures we ensure that there is no conflict of interest or loyalty before accepting an assignment.

Before accepting an assignment we also assess whether clients and specific tasks are in harmony with the firm's ethical standards.

We comply with the Danish Act on Measures to Prevent Money Laundering and Financing of Terrorism.

We comply with the legislation in relation to disclosure of inside information about listed companies and

restrictions on trade with securities listed on the stock exchange. We have established internal procedures in order to prevent insider trading.

One of our partners has been appointed Compliance Officer and his primary task is to ensure that external rules governing our profession are transformed into internal rules and that these rules are complied with. The Compliance Officer reports to the board of directors.

We have established strict rules for our partners' and employees' business activities outside Plesner and there are also strict rules for our partners' private financial transactions. Each year the firm's external auditor examines the partners' compliance with the rules.

We have created a manual on case management and quality assurance and we have established general terms and conditions for our services.

Our goal is to retain and attract clients that demand the most specialised legal advice on the market and as a result we have to be prepared at any time to provide legal advice according to the highest professional standard. Consequently we only employ the best qualified employees in their field of expertise.

We find that continuing practical and theoretical training is very important. A considerable part of our employees must have completed supplementary training abroad and all partners, senior attorneys and managers of our administrative staff receive executive training through our leadership programme.

We ensure professional development by establishing practice groups, by creating and maintaining relevant and committed departments with a high professional standard, by employing knowledge employees and by applying an open door policy.

Our administrative functions must at any time be able to provide the most professional service.

We evaluate our partners, salaried attorneys and administrative functions continuously.

In addition we maintain close relations to the leading law firms in all significant countries that Denmark trade with.

## Social and environmental responsibility

Employee satisfaction is very important to us.

Our goal is to have the most satisfied employees in the



## CSR policy ...



business at any time. To attain this generally applied employee satisfaction surveys will be carried out at suitable intervals.

We want to focus on the parameters that influence satisfaction, including our culture, clients, types of work, the professional environment, recognition, leadership, employment conditions, career prospects, diversity, mental work environment, social activities, our domicile, layout of the work place, canteen services, health policy etc.

We make a determined effort to develop all our talented employees and their career planning.

We want equal opportunities for everyone who possesses the professional and business qualities required for becoming a partner in our firm - regardless of gender, ethnicity etc.

It is a fact that large Danish and international law firms only have few female partners. This is also the case with Plesner. We do not wish to introduce quotas etc on the number of women. We do wish, however, to improve the framework for our talented female attorneys who we find fulfil the requirements for making partner so they continue their career with Plesner with a view to becoming partners in the firm.

We wish to establish special development programmes and mentoring schemes for our talented female attorneys, we will look into the possibility of introducing greater flexibility and ensure staff retention through greater transparency and information.

As a socially responsible firm we are committed to improving the environment even if our environmental impact is limited.

It is our goal to continue to reduce the firm's impact on the environment.

We focus for example on constantly reducing our carbon emission, primarily by using less energy, using less paper through optimisation of the transition to electronic processes, by increasing the use of eco-labelled products, by increasing the use of more environmentally sound paper and office supplies, by disposing correctly of waste, focussing particularly on recycling and using as many organic products as possible in the staff canteen and when serving meals and refreshments in connection with meetings and conferences.



### Pro bono work

A central element of the CSR work is to use core competences for charitable work in the local community (pro bono).

Our core competence is legal knowledge. We want to provide free legal advice of our usual high standard primarily to selected organisations that support poor, less privileged or marginalised persons or groups in Denmark.

For the purpose of supporting law studies in Denmark and making the students aware of the importance of pro bono work we provide, among other things, legal advice in collaboration with law students selected by the association of law students at the University of Copenhagen. We are responsible for the provision of such advice. This collaboration is called »Student Volunteers«.

Each year Plesner donates a considerable number of hours to our attorneys' participation in pro bono work.

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Some people do, however, grow up in environments that do not fully appreciate or give priority to education. We are confident that we can make a difference in such environments.

### Supporting the local community

In addition to legal pro bono work we support, among other things, the initiation of school projects.

It is a fundamental human right for everyone regardless of their background to have fair and equal rights to education. The Danish State provides the educational framework for everyone regardless of their background, but the personal framework which is often necessary for getting an education is not always available to all young people.

The majority of our employees are highly trained and network professionally and privately with other highly trained people. We therefore see on a daily basis the extremely positive effect of such training.

Some people do, however, grow up in environments that do not fully appreciate or give priority to education. We are confident that we can make a difference in such environments.

We wish to establish long-term collaborations with selected schools and persons who have broken the established pattern and can act as role models for the pupils.

The purpose is to motivate the pupils to focus on school work and on getting an education following their school education and to open the pupils' eyes to the many job opportunities and the degree of freedom that further education may imply.

The central elements of such motivation are regular contact between role models and pupils and several annual visits to various companies and sites where the pupils get first-hand impressions of the many job options.

# Plesner's CSR team

Our CSR team is responsible for implementing and developing our CSR policy. In addition to the team, a large number of employees are involved in the practical implementation of our CSR work.

Plesner's CSR team includes:



**Casper Münter**  
Attorney-at-Law, Partner

**Area of responsibility:**  
Casper is responsible for Plesner's CSR policy.



**Shaina Jabbar**  
Attorney-at-Law, Associate Partner

**Area of responsibility:**  
Shaina is responsible for the School Project.



**Torben Nørskov**  
Attorney-at-Law, Partner

**Area of responsibility:**  
Torben is Plesner's Compliance Officer and is also responsible for the compliance with professional ethical rules.



**Anders Friis**  
Attorney-at-Law, Partner

**Area of responsibility:**  
Anders is responsible for employee satisfaction.



**Mikkel Vittrup**  
Attorney-at-Law, Partner

**Area of responsibility:**  
Mikkel is responsible for our Student Volunteers pro bono project.



**Pia Valentin Erichsen**  
CFO

**Area of responsibility:**  
Pia is responsible for climate and environment.



**Henriette Stakemann**  
Attorney-at-Law, Partner

**Area of responsibility:**  
Henriette is responsible for the project Women and Their Careers.



**Anne Mette Lykkeberg**  
Service Manager

**Area of responsibility:**  
Anne Mette is responsible for climate and environment.

# Employee satisfaction

Our goal is to be the leading law firm among comparable law firms in terms of employee satisfaction.

We work strategically with management, employee satisfaction and our culture as these elements influence our everyday routines and the working environment. In order to contribute to the employee satisfaction we also provide physiotherapy, health insurance, flexibility, further training etc.

## Plesner's leadership programme

As an element of our strategic focus on leadership we have developed our own leadership programme tailored specifically to Plesner's requirements and business. We work with the participants' ability to fulfil the employees' requirements in terms of:

- Creating a framework
- Development
- Appreciation

Our employee satisfaction surveys and our leadership evaluations emphasise that these three issues are essential to the working environment and the everyday routines and they therefore constitute the foundation of the leadership programme.

The leadership programme is organised as a three-year programme developing the participants' skills in personal leadership, client and market understanding and strategy and business understanding. The foundation of the programme is strength-based leadership where the principal supports the employees in doing more of the work they excel at, and each module focuses on practising the leadership situations which the employees experience every day. Accordingly, the leadership programme contributes to strengthening the working environment and everyday satisfaction.

## Employee development

We use performance reviews to make a targeted effort to encourage our employees' development in a culture where the principal supports the employees in doing the work they excel at. In that context we have implemented a new performance review concept. The purpose of the new concept is to create the best framework for a dialogue between the principal and the employee about potentials and opportunities. A dialogue providing the

leader with knowledge of what motivates the employee and knowledge of how the employee can use his or her professional and personal strengths to the best effect. At the same time, focus has been increased on individual career planning and the individual employee's joint responsibility in that respect.

Performance reviews provide a good opportunity to work with leadership development in practice. According to the new concept, all partners therefore receive personal feedback in connection with the first performance review that they conduct according to the new concept. As far as our employees are concerned, the implementation of the new concept has been used as a reason to focus even more on the leadership culture that we wish to promote in our firm.

## Culture

Our working environment is easygoing and characterised by humour, teamwork, drive and ambition and we wish to maintain these positive characteristics. Therefore it is an important part of the work relating to employee satisfaction to ensure that everybody knows each other well, both in the individual departments and across the organisation, in order to create the best conditions for having and maintaining a common culture and creating the framework for an open dialogue. Indeed, the open dialogue is also a crucial parameter in terms of our leadership culture and the performance reviews.

We meet with our closest colleagues and across departments for the annual Christmas and summer parties, for informal Friday evenings etc. We participate in the annual DHL relay race, we participate in the annual law firm football tournament and employees have access to badminton courts on a weekly basis.

Our associates and law students also have their own separate parties. Accordingly, we seek to ensure a professional and social team spirit from the beginning of their career in order to create the right conditions for an open dialogue and for continuing our culture.

## Communication

The employees are informed of matters relating to employee satisfaction through messages on our Intranet and through regular information sessions with the management. Special information booklets are distributed



## Medarbejdertrivsel ...



in connection with the leadership programme and both principals and employees are instructed in how to implement the new performance reviews.

### Our goal

We have recently launched a new HR strategy. Our goal is to continue creating the optimum framework for attracting, developing and retaining our employees and to contribute to such employees' continued development and satisfaction.

Our strategy focuses on culture, leadership, professional competences, development as well as the salary and employment conditions.

These priority areas have been selected to support

Plesner's strategic business goals and are based on our employees' evaluations of their closest principals and on employee satisfaction surveys. More specifically, our strategy includes guidelines regarding the individual person's development. The primary tool in this respect is our »apprenticeship training« where experiences are passed on by more senior lawyers on a daily basis, for example in connection with professional discussions. The strategy also includes clear formulations about Plesner's culture; we wish to maintain and ensure an informal working environment focusing on open and clear communication. The implementation period for the HR strategy is three years and we expect to be able to present the first concrete initiatives in our next COP report.

# Women and Their Careers

There is no mistaking the statistics: There are more male partners than female partners. We are looking into the reasons for this in order to be able to make a difference for our female talents.

We wish to improve the framework for our female talents in terms of the requirements for being offered partnership. For such purpose we have set up an internal working group that has held project group meetings with a number of women representing a broad spectrum at Plesner – both in terms of seniority and in terms of departments. The issue of the discussions at these meetings was:

»Which initiatives could contribute to creating a framework that will make it attractive for women to continue their career at Plesner, also as senior attorneys?«

Based on these meetings and the replies received we have prepared a plan of action. The plan includes specific activities which the women believe will be important career-wise. Focus is on flexibility, mentoring and dialogue during absence due to maternity leave etc. The project is still in its preliminary phase and the plan of action therefore constitutes the basis for further discussions.

### Our goal

We wish to make a real and notable difference to our female talents. It requires thorough preparatory work and careful considerations. We will therefore continue our discussions and our work in 2013/2014 and we will work towards identifying and implementing the initiatives which we believe will make the most significant positive difference to our female talents.



### WOMEN IN PLESNER

- We have 65 partners, 13 of whom are women
- We have 76 attorneys, 28 of whom are women
- We have 49 associate attorneys, 25 of whom are women
- The administrative staff consists of 71 persons, 54 of whom are women
- We have six administrative managers, five of whom are women
- We have 52 secretaries, 52 of whom are women

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June 2013



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PLESNER

# Environment and climate

Reducing our negative environmental impact is a natural part of our CSR work.

We have identified four main points in respect of which we will concentrate our environmental and climate initiatives. They are as follows:

- Energy and carbon emission
- Purchases
- Waste management and cleaning
- Staff canteen

## Energy and carbon emission

One of the reasons for our carbon emission is our heating and air-conditioning system. In order to map and reduce this emission we collaborate with an external climate consultant who has examined all our technical installations. The purpose of this examination was to save 100 tons of CO<sub>2</sub> annually, which we have achieved – and more. From the beginning of the project in September 2011 until the beginning of 2013 the adjustments have resulted in a reduction of 133 tons of CO<sub>2</sub>.

We have also replaced all our photocopiers and printers with new machinery with lower energy consumption and we have set up a department – Compliance & Invoicing – which is in charge of registering all matters in our system and sending out and receiving invoices electronically.

## Purchases

We use envelopes and stationary on a daily basis in our correspondence with clients and business partners. It is an inevitable part of the way in which we work and our letters and stationary carry the FSC mark, as do our binders, folders and other material carrying our logo.

The FSC mark guarantees responsible management of forests and improved living conditions for the local population in forests worldwide.

## Waste management and cleaning

In 2012 Plesner accumulated 36.5 tons of waste. All cardboard, paper, electronics, iron, glass, toners and light sources were sorted and recycled, and food waste was submitted for biofuel. We will naturally take care that our waste is also handled in this manner in the future. We also ensure that our offices are cleaned as environmentally friendly as possible. We have a contract with Denmark's only nationwide cleaning company that is approved and certified under the ecolabel the Nordic Swan. The Swan ecolabelling is based on compliance with 19 wide-ranging requirements determined by Ecolabelling Denmark which both certifies and controls compliance with the requirements. The requirements cover both the environment, satisfactory employee conditions and a guarantee of high ethics and responsibility.

## Staff canteen

Our staff canteen serves fruit, breakfast, lunch and dinner to our employees every day. The canteen is also providing refreshments for our guests in connection with meetings and seminars. Our canteen is operated by the Danish canteen provider 'Meyer Kantiner', the only provider of canteen services in Denmark which is able to document its eco/organic profile. All its canteens are using at least 30 pct. organic products, but Plesner's canteen is using 49 pct. organic products. As a consequence, we have been awarded the Danish Veterinary and Food Administration's bronze medal.

## Communication

Our employees are informed regularly about the replacement of printers, photocopiers and other environmentally friendly measures through messages on our Intranet. We also use our Facebook profile for external communication.

## Our goal

We continue our efforts to reduce our negative environmental impact. In 2013/2014 we will start a gradual transition to LED lighting and implement measures to reduce our paper consumption and increase the paper recycling. We will also formulate a purchasing policy ensuring that the assessment of suppliers' environmental measures become a sub-criterion when choosing suppliers.

# The School Project

Education influences people's lives and careers. We illustrate this through our School Project where we encourage pupils to focus on school and subsequent studies.

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Due to the project the pupils have much more self-confidence and have, not least, become able to set much more realistic goals for the future. They have become more aware of the importance of making an effort in terms of school work and realise that it is possible to reach your goals.

**Pernille Cordes**  
Department Head, 6th - 9th grades, Nørrebro Park Skole.

We launched our first School Project in the spring of 2011. The subject-matter of the project was a 7th grade – which is now a 9th grade – at Nørrebro Park Skole. In 2013 we expanded the School Project to include two other 7th grades at Blågård Skole. Both schools are situated in the Nørrebro area in Copenhagen.

## Nørrebro Park Skole

We work closely with the school and follow – together with four role models – a group of pupils who all, more or less, have other ethnic backgrounds than Danish. The aim is to implant the importance of school and education into the pupils and to make them realise that education has an effect on your life and your career. The four role models all have other ethnic backgrounds than Danish and all have university degrees, except one who is a police officer. It is essential that the pupils are able to identify with the role models who know the challenges they encounter every day and that the role models can help them understand the importance of education.

Once a month the pupils are invited to visit a company or they meet with the role models at the school. A company visit typically lasts two to three hours and employees of the companies in question tell about their jobs, their backgrounds in terms of training and education and about factors that make the pupils realise the importance of prioritising school, the value of after-school jobs, how to dress for job interviews and attendance. In connection with all visits the pupils meet employees who have the same backgrounds as they have themselves. Meetings at the school last about 90 minutes and take the form of face to face interaction where pupils and role models talk in groups about for instance the company visits, school and homework.

## Blågård Skole

In 2013 the School Project was expanded to also comprise two 7th grades at Blågård Skole. All the pupils in the classes selected have other ethnic backgrounds than Danish and the purpose and content of this project is the same as the project at Nørrebro Park Skole. Pupils and role models have visited a company and have also had a meeting at the school. At the meeting held at the



## The School Project ...



school the pupils participated actively and they provided much input in terms of which companies they would like to visit in future.

### Results

According to Nørrebro Park Skole, the project has made the pupils more focused, they are interested in the company visits and they ask many relevant questions about education and jobs and they make demands to the scope of the project.

We have not made any evaluations in respect of the Blågård Skole-project yet as it is still in the start-up phase.

### Communication

Our employees follow the School Project closely on our Intranet.

Our Facebook profile is used to inform other interested parties about the project and to keep our employees up to date. Furthermore, meetings are held with the two schools to evaluate the projects and define the future work.

### Our goal

In a short period of time the School Project has developed from one class in 2011 to three classes in 2013. We receive much positive input about the School Project from both schools, pupils and from our own employees.

Teachers tell us that they note a change in the pupils who can take example from the role models and their prioritisation of school. Accordingly, the project shows the doors opening due to training and education.

In 2013/14 we will continue the School Project with the two classes at Blågård Skole and we expect to start working with a new class at Nørrebro Park Skole.



### THE SCHOOL PROJECT

- Among 30-year-old non-western descendants in Denmark, 40% of the men and 62% of the women have completed an education programme that provides a formal qualification.
- The same figure in respect of 30-year-old people of Danish descent is 73% of the men and 80% of the women.

*Source: Statistics Denmark, 2012*



# Student Volunteers

Together with law students we use our legal competences in the service of a good cause.

In 2012 Plesner joined forces with the association of law students at the University of Copenhagen. This collaboration is referred to as Student Volunteers and takes the form of voluntary work with a legal perspective. Law students and Plesner jointly provide pro bono advice to selected Danish relief organisations. Advice is provided under the auspices of Plesner and in accordance with our high standards, and the daily work is carried out by teams consisting of an experienced Plesner attorney and one or several law students. Every six months 12 law students are picked to form part of the project. A total of 24 law students work as Student Volunteers annually.

Student Volunteers provide advice to the following Danish relief organisations:

- Julemærkefonden
- Red Barnet Ungdom
- Børn og Unge i Voldsramte Familier
- Børns Vilkår

These relief organisations all focus on children having a hard time, for instance victims of bullying, lonely children, children suffering from low self-esteem, children in grief and children exposed to domestic violence. The purpose of the organisations is to provide these children with the necessary help and to ensure their right to a safe childhood and a good life. The four organisations primarily exist on special allocation funds from the authorities and from donations from private persons and from the business sector.

## A positive beginning

Law students, our employees as well as the four relief organisations have welcomed the emergence of Student Volunteers. During the first phase of the project 12 students were picked to participate in the project and 17 lawyers and four partners from Plesner volunteered. The four organisations all wish to continue the collaboration.

## The work

We have had start-up meetings with all four organisations,



## Student Volunteers ...



at which their requirements for legal advice were clarified. The scope of the work has been defined on the basis of such meetings and work has commenced. In 2012 Plesner spent a total of 434 counselling hours on the project. To such number should be added a significant number of hours invested by secretarial and administrative staff.

### Communication

Student Volunteers involve many interested parties and knowledge about the project is deeply rooted among our employees and the law students at the University of Copenhagen. Our employees are informed regularly about the project through messages on our Intranet and at the launch of the project a leaflet was produced informing about the relief organisations and the voluntary work which the project would imply on the part of the volunteering attorneys. The project is also presented at [www.karriere.plesner.com](http://www.karriere.plesner.com) – our website directed at law students. On this website the students are updated on deadlines for applications, the contents of the project etc and our Facebook profile is used for the same purpose. Status of the project is provided regularly through articles in the law students' journal »Stud. Jur.« published by the University of Copenhagen. The articles can also be read at [www.karriere.plesner.com](http://www.karriere.plesner.com).

### Our goal

The Student Volunteers project continues with the overall goal to assist the relief organisations in securing their legal rights and in solving legal issues. This releases resources and the relief organisations can focus on helping children and young people.

We will continue working with the four relief organisations and 12 students every six months who are all to work on at least one assignment. Such assignments are to be solved in collaboration with an experienced Plesner attorney in order to strengthen the student's legal skills and ensure the quality of the advice. We will consider on an ongoing basis whether it will be possible to start collaborations with other relief organisations.



As a Student Volunteer I have been able to strengthen my legal skills and have expanded my network. On top of that, I got to know other students working at Plesner as well as volunteers who were in permanent employment elsewhere.

**Afshin Berahmand**  
Law Student and former Student Volunteer

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Student Volunteers have helped us solve problems that we would never have had the finances or the resources to solve ourselves. We are always met with a professional and positive approach and it is evident that Plesner has succeeded in implementing its CSR strategy throughout the entire organisation.

**Søren Ravn Jensen**  
Director of Julemærkefonden



# How we implement Global Compact

## **HUMAN RIGHTS**

- The School Project
- Student Volunteers
- Further and supplementary training of employees
- Leadership programme

## **EMPLOYEE RIGHTS**

- Employee satisfaction surveys
- Women and Their Careers
- Performance reviews

## **ANTI-CORRUPTION**

- Compliance with the Danish Act on Measures to Prevent Money Laundering and Financing of Terrorism
- Compliance with the legislation relating to the disclosure of insider information about listed companies and restrictions on trade with listed securities
- Establishment of procedures to prevent insider-trading
- Appointment of a Compliance Officer
- Collaborating with an external auditor for the purpose of ensuring compliance with the rules on employees' and partners' business activities outside the auspices of Plesner
- Compliance with the Danish Bar and Law Society's rules and independence requirements

## **THE ENVIRONMENT**

- Reduction of energy consumption
- Reduction of paper consumption
- Electronic processes
- Environmentally labelled products
- Environmentally correct removal of waste
- Organic products in the staff canteen

Plesner is recognised as a leading Danish full-service law firm. Having about 380 employees, 250 of whom are fee earners, we are able to carry out the largest and most complex legal projects.

We aim to create the greatest possible value for our clients' businesses through focused and pro-active advice, constant

development of our competences and a high level of service. Plesner covers all important areas of commercial law and is continuously rated among the best law firms in Denmark.

Our specialists are among the absolutely best in their fields and handle the interests of Danish and international clients in Denmark and abroad.

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