



SDG

- **The future**
- **in progress**



# The future in progress

Sustainability Report 2020-2021

**Abreu:**advogados

Social Responsibility and Sustainability

**Headquarters**

Av. Infante D. Henrique,  
26 1149-096 Lisboa  
Tel. (+351) 217 231 800  
Fax. (+351) 217 231 899  
info@abreuadvogados.com

[www.abreuadvogados.com](http://www.abreuadvogados.com)

**Lisbon | Porto**

In partnership: **Angola | Brasil | Cabo Verde | China | Moçambique**  
Joint office: **Madeira | Timor-Leste**



## On this report

06

### 01

#### Always taking a step forward

|   |    |
|---|----|
| Vision of sustainability                    | 14 |
| To be a pioneer is to commit to the future  | 16 |
| Guidelines                                  | 20 |
| A transversal programme for the common good | 22 |

### 02

#### Driven by innovation

|                                  |    |
|----------------------------------|----|
| What we do                       | 26 |
| What moves us                    | 27 |
| Who recognises us                | 29 |
| Highlights from the last 2 years | 20 |

### 03

#### Based on a humanist project

|  |    |
|--|----|
| Based on the organisational culture      | 34 |
| Based on gender equality and diversity   | 40 |
| Based on attracting and retaining talent | 44 |

### 04

#### Moving forward in partnership

|                                    |    |
|------------------------------------|----|
| We move forward with clients       | 50 |
| We move forward with the community | 58 |

# The future in progress

Sustainability Report 2020-2021

## 05

### Sharing knowledge

|  |    |
|--|----|
| Sharing technical knowledge<br>of excellence | 66 |
| Building capacity for<br>sustainability      | 70 |
| Increasing legal literacy                    | 72 |
| Our headquarters are a<br>cultural project   | 76 |

|   |           |
|---|-----------|
| <b>When we choose sustainability we<br/>choose to be the future</b> | <b>86</b> |
|---|-----------|

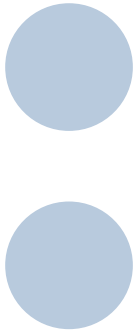
|                            |           |
|----------------------------|-----------|
| <b>Table of indicators</b> | <b>90</b> |
|----------------------------|-----------|

## 06

### Because we only have one future

|  |    |
|--|----|
| Our role in reducing<br>environmental impact | 82 |
|--|----|

## On this report



# Transparency, accountability and concern to do well and better

This is the seventh sustainability report of Abreu Advogados that discloses the economic, social and environmental impacts of our activity to our stakeholders, referring to the biennium 2020-2021.

This report is part of our Communication on Progress to the Global Compact and sets out the priorities guiding our contribution to a more prosperous society and a more sustainable one for future generations.

In preparing this report, we are guided by transparency, responsibility and a concern to do well and better. We used the standard version of the Global Reporting Initiative (GRI) guidelines as a reference.

The structure of the document and consequent selection of material themes took into account the sectorial analysis, the analysis of Abreu Advogados' performance, as well as the consultation with the Sustainability and Pro Bono Committees of Abreu Advogados.

In the near future, we will have the opportunity to revisit and formalise our materiality analysis, always with a view to increasing our ambition to make an increasingly relevant contribution to sustainable development.

We thank our teams for their strong dedication and daily contribution to maintaining the course of our sustainability objectives, managing during the difficult biennium 2020-2021 to raise the values of exigency and humanism and to continue a work of great quality and proximity. This sustainability report is a testament to this performance.

Previous reports of  
Abreu Advogados





## Message from the Managing Partner

# We are committed to sustainability since our foundation

**Considering the sustainability path that you have outlined - a pioneer in the sector - what ambitions do you envisage for the coming years, given the challenges we face as humanity?**

Almost 30 years ago, at a time when this issue was yet to be so present on institutional agendas, Abreu Advogados was a pioneer in the creation of a management model that favoured sustainability and in the development of initiatives in this area. From day one, we have been an institution working actively to create a positive impact on society and to contribute to its development. We are proud of that path.

The fact that we are the first law firm to publish a sustainability report, to be certified as a B Corp or to join the National Goal for Gender Equality is a result of the path we have been following and the commitment we have maintained to sustainability since our foundation.

Looking at the coming years and the emerging challenges, driven by a pandemic, which has not yet ended, and by a war, which began recently, I believe that sustainability, in its various aspects, will assume an increasingly central role in the strategy of companies and in our daily lives. This centrality will imply a change in the behaviour of both people and institutions. Abreu not only does not shy away from this effort but has also sought to lead by example.

This collaborative work should involve the government, municipalities, businesses and society as a whole. The development of a more appropriate regulatory environment, more effective management and governance strategies, greater links between third sector entities and the business community, for example, are essential if we are to provide an adequate response to the multiple challenges we face.

**Which of these do you consider to be the greatest challenge faced by Abreu Advogados? How do you address it?**

Abreu Advogados has been addressing several of the issues I mentioned, so at this moment, the great challenge facing us is to anticipate changes, trends and needs. As our main ambition is to maintain the course set out since our foundation and the commitment we made then, it is through this ever-renewed ability to foresee and provide that we will be able to continue.

Like all buzzwords repeated on almost every subject, sustainability as a social objective and requirement runs the risk of being diluted or mischaracterised. We want to contribute to prevent this from happening with practical measures and by supporting concrete projects, people and entities that work with us with the same objective.





**Inês Sequeira  
Mendes**  
Managing Partner

In this context, our Sustainability Committee plays a key role in monitoring and anticipating trends in this area in the medium and long term, while also developing and monitoring the execution of our action plan and identifying potential partners. In addition to this, the entire team at Abreu Advogados has full access to the information and means that enable the practical implementation of our commitments, with a view to meeting the established objectives. It is this future-focused and deeply collaborative approach that allows us to develop pioneering initiatives that do not end when they are implemented.

**How has being a B Corp helped you to improve your ESG performance?**

Promoting a more sustainable future is not, and cannot be, a path taken alone. It is a common purpose that requires concerted action. If we really want to make a difference, we must join with others who share the same values and missions with us. It was from this realisation that

**It is this future-focused and deeply collaborative approach that allows us to develop pioneering initiatives that do not end when they are implemented.**

in 2015 we became the first - and to the date the only - law firm in Portugal certified as a B Corp. This has helped us in our daily work around everything (and it's a lot!) that is included in the acronym ESG.

Being part of a movement with so many organisations from the most diverse sectors and countries gives us the possibility to enrich our knowledge and to deepen and share good practices that have been applied all over the world. It also gives us a more global vision of the challenges faced by companies, which helps us define and adjust our ESG service to the real needs of our clients.

**Legal services can play a very important role in helping your clients to have more sustainable business practices. How do you see your contribution and what are your expectations?**

Legal analysis and monitoring are an integral part of any strategic sustainability plan that aims to be viable and feasible.

These plans require a transversal knowledge of various areas of the law - from the seemingly more obvious such as environment and natural resources - or good corporate governance practices, including the financial, labour and tax areas, just to mention a few. The sustainability goals will only be achievable through an integrated, concerted and multidisciplinary approach.

It is important to have a team prepared to work from this perspective without neglecting the specialisation and technical rigour that are absolutely essential when advising clients on the best options to take. Abreu Advogados has such a team and the results are visible.

We created and developed the ESG service that follows the various stages of implementing strategies focused on ESG criteria, making a direct contribution to the achievement of more sustainable business practices. This is, moreover, a service for which demand will surely increase in the coming years, not only due to the increase in regulation that will lead companies to change, but mainly because ESG concerns are not only legally imposed practices and have become differentiating elements and value generators for the businesses themselves. This is a perspective that companies are increasingly taking into account when developing business models and planning their investments.

**Where does the legal profession need to be to influence and leverage change to achieve the targets of the Sustainable Development Goals?**

The legal profession and each lawyer individually considered must stay abreast their clients, justice and society, monitoring and anticipating trends in order to support the development of initiatives and concrete actions that may contribute to achieving the 17 Sustainable Development Goals in the medium and long term. These are ambitious goals, but

necessary if we are to promote the achievement of a better future for all.

Law firms should be agents of change and play an active role throughout this process, through legal advice and sharing knowledge and good practices with companies. This could be a good basis on the path to implementing the SDGs. However, to ensure their fulfilment, a commitment that encompasses the whole of society and leaves no one behind is imperative, as policy-makers at national and European level have repeatedly stated. Lawyers can also help to make this happen.

**Accountability is part of the consolidation of the path to sustainability. Abreu Advogados has paved the way in its sector, but there are still very few law firms in Portugal with sustainability reports and a sustainability strategy. Considering the long-standing practice that Abreu already offers, what can you expect from your reporting and sustainability strategy in the future?**

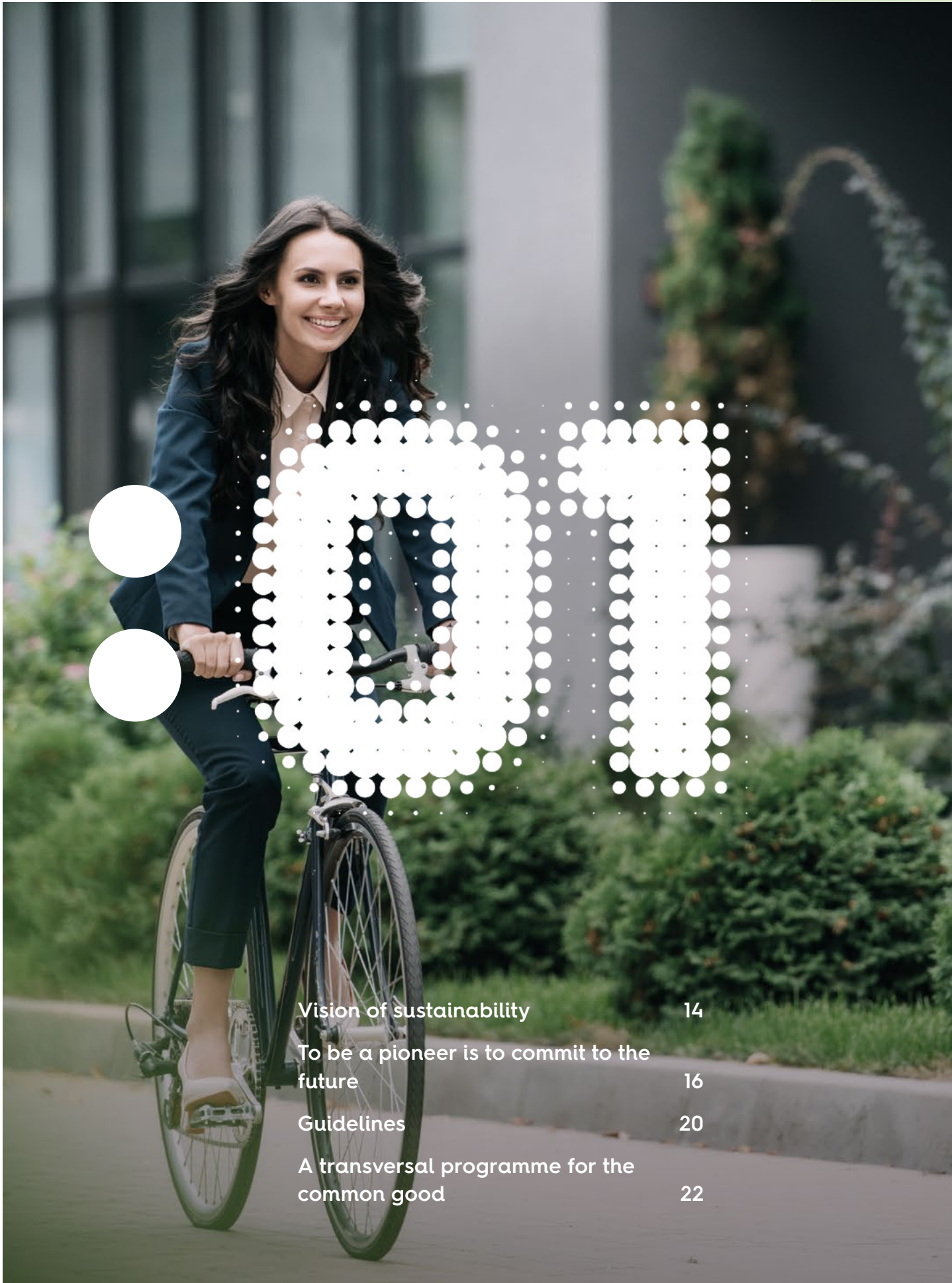
Since 2007-2008 we have developed and presented this report, and over this time we have adapted it to the new global reality, presenting more testimonies from some of the people who have contributed directly and daily to our sustainability strategy and including more complete analysis of the initiatives we have developed in the last two years.

It is this analysis, together with the detailed survey of all actions, which allow us internally to evaluate what went well and correct what we did less well, and externally to reinforce our commitment to transparency. This is how - with commitment, clarity and transparency - we can inspire those who consult our reports to also contribute to a more sustainable society.

We will continue to strengthen our commitment to sustainability, with an increasing involvement of our team in the implementation of the actions that we develop and with an annual action plan very focused on current issues and the identification of future challenges, accompanied by concrete initiatives and respective evaluation KPIs. We want to develop a dynamic sustainability strategy that can adapt to the evolution of society itself and actively contribute to its development. That is our vision. And it is already our trademark.

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|   |    |
|---|----|
| Vision of sustainability                    | 14 |
| To be a pioneer is to commit to the future  | 16 |
| Guidelines                                  | 20 |
| A transversal programme for the common good | 22 |



**A:**

# Always taking a step forward

We were pioneers in the sector in making a commitment to sustainability, because we understand it as a factor for the unity and progression of organisations and society.

Vision of sustainability



# Committed to the fulfilment of the people



**We believe that the sustainability of every organisation is based on every individual's sense of fulfilment.**

This feeling of individual well-being goes, however, beyond the organisation itself and depends on a balance of family, social, environmental and professional factors. Our aim is for the people who make up Abreu Advogados to have the capacity to combine these factors in a perfect balance.

Therefore, we will always be a law firm committed to the fulfilment of the people who work with us and to the community where we operate. We want to serve as a model for building a culture that values, supports and promotes the best practices at a social, economic and environmental level.

Only in this way can we be a law firm committed to sustainable development, with deep respect for people, the environment and future generations.





**To be a pioneer is to commit to the future**

# We develop a long-term vision

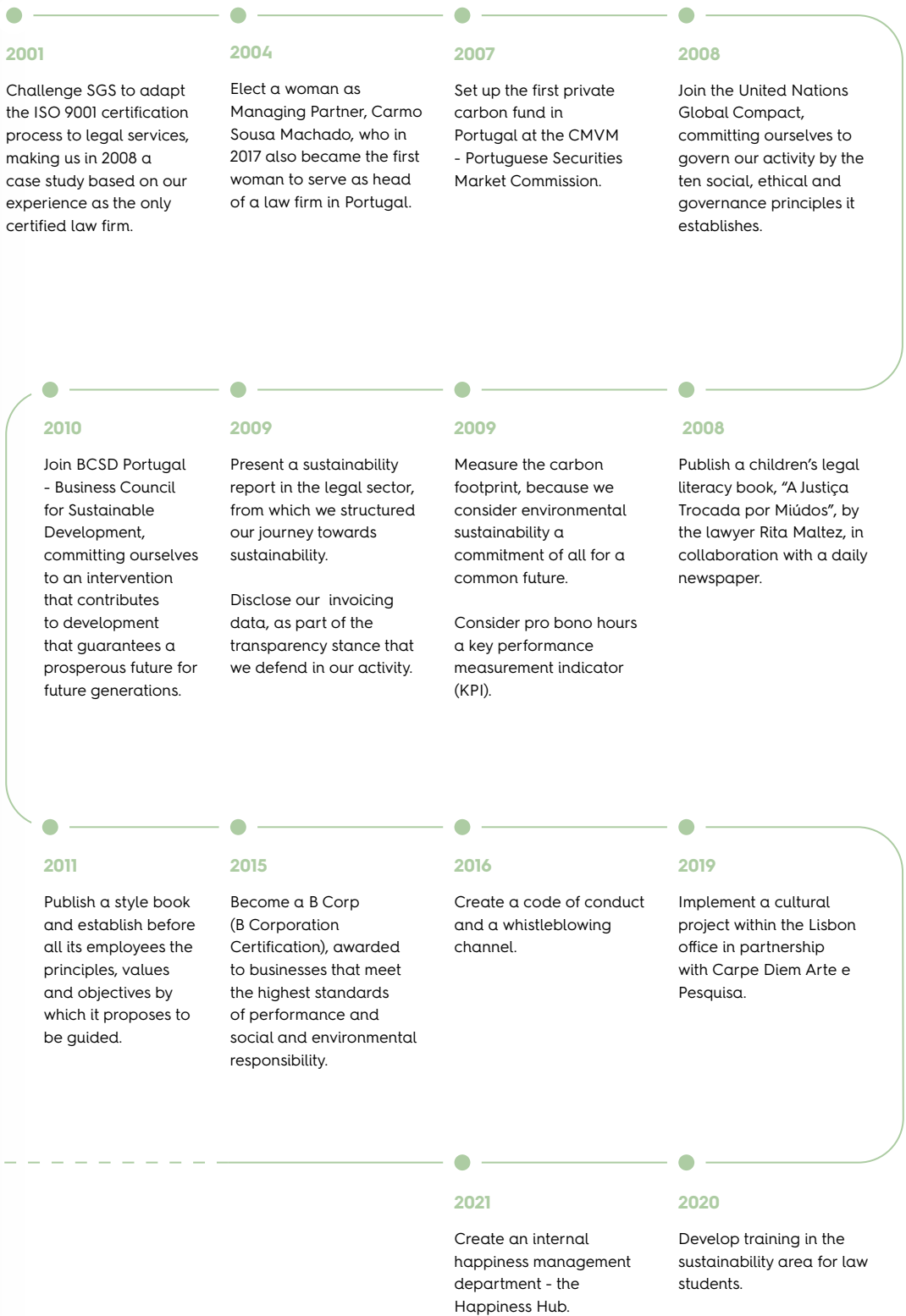
Abreu Advogados was founded on an organisational model that allows it to assert itself as an institutional and intergenerational project. Based on a policy of the three Q's - Human Quality, Technical Quality and Organisational Quality, Abreu developed a long-term vision, with sustainability as the uniting factor.

Over 29 years, this model has allowed us to be pioneers in building a humanist culture that values, supports and promotes best practices at a social, economic and environmental level.





## Abreu's pioneerism:



Being part of change requires us to be able to dedicate ourselves to improving our performance and to improving our ecosystem as a whole.

Our participation continues to be reinforced on a daily basis in several initiatives to which we refer throughout this report. We begin by highlighting three partnerships, which have decisively influenced our path and the way in which we get involved with sustainability issues.



Abreu Advogados is a company that is inevitably associated with the history of the B Corp movement in Portugal.

Not only because it was one of the first companies to become certified in Portugal, but also because it was responsible for the development of the legal requirement for Portugal that all B Corps must incorporate in their corporate documents. In addition to Abreu's important legacy to the B Corp movement in Portugal, the company has an exemplary position in many areas, namely regarding its employees and its approach to several pressing challenges, such as the mental health of its employees and the support to refugees.

The B Corp certification, with all the requirements and rigour entailed in measuring the impact created by the firm as a whole, particularly in the areas of governance, employees, the environment, clients and the community, which Abreu Advogados has been renewing and maintaining, demonstrates their concern for managing to create more and more impact.

The constant presence of Abreu Advogados and the sharing of its initiatives and good practices are undoubtedly an enormous asset and create a significant positive impact on the B Corp community in Portugal and, consequently, on society.

We want to continue counting on you to change the world for the better with the contribution of business, creating an inclusive, regenerative and equitable economic system for all people and the planet.

Are you ready to join us in these efforts?

**Luis Amado**

Executive Director of the B Corp movement in Portugal



We are members of the Business Council for Sustainable Development, a non-profit business association that brings together more than 130 leading companies in Portugal and helps them on their journey towards sustainability.



We subscribe to the 10 principles of the United Nations Global Compact on human rights, labour practices, environmental protection and anti-corruption.



We were pioneers in the sector in Portugal in obtaining B Corp certification, a global movement made up of over 5,000 companies that uses the power of their business as a force for transformation.

Since Abreu Advogados was founded, we have taken on the challenge of being pioneers in sustainability in the legal sector in Portugal.

After almost thirty years, we are still committed to this path, advocating transparency and defending the best practices in the legal sector. We are certain that what for us has always been a matter of conviction now becomes a matter of survival for any business project in the 21st century.

**Pedro Pais de Almeida**

Coordinating Partner of the Sustainability Committee of Abreu Advogados



## Guidelines

# Scale answers to global challenges



We govern our contribution to sustainability according to the following guidelines:

### Promoting the Future

Recognising the importance of our activity as lawyers in defending the rule of law and sustainable development

### Responsible Advocacy

Developing balanced, transparent and responsible relationships with our stakeholders

### Environmental Protection

Promoting an active response to environmental problems

### Human Assets Management

Seeking out employee development as a differentiating factor

### Involvement with the community

Promoting investment in the community and boosting the development of society in general

### Sustainability Governance

Our Sustainability Committee provides a space for reflection and support for defining the sustainability strategy and identifying priorities for intervention. It is composed of 5 fixed members and 8 rotating members.

We have also created a group of Ambassadors, who energise the projects, helping to reinforce our culture of sustainability.

# We apply ESG (Environmental, Social and Governance) criteria in our activity, around which also gravitates the global response that our legal services are prepared to provide our clients.



Progressing in the application of measures, in line with the requirements of the most credible international working groups and organisations dedicated to climate targets.



Improving our policy of diversity, gender and inclusion, which since our founding has guided the way we design the composition of our teams, promoting education and training platforms as a factor in sustainable development and placing our legal knowledge and experience at the service of the community in the construction of a more informed and fairer society.



Ensuring the highest standards of transparency and ethical action and a robust corruption prevention policy.



We know that our action is set in a global context of unprecedented challenges, for which the responses will also have to be endowed with scale. We refer to the Agenda for Sustainable Development - also known as the 2030 Agenda - whose Sustainable Development Goals require a relevant contribution from each individual and each organisation. Throughout this document, we will highlight the Sustainable Development Goals to which we believe we have a relevant contribution to make.



A transversal programme for the common good



# We have united our efforts around mental health



In 2021, we moved forward with the creation of a transversal sustainability programme every two years - Legal Up - with the objective of promoting debate around structural themes and causes for the sustainable development of the organisation and the community. The design of the programme brought a more efficient structuring to our action plan, allowing a confluence of efforts around larger themes or projects, thus enhancing the impact of our contribution.

For the 2021-2022 biennium, Legal Up was dedicated to mental health. It is one of the greatest scourges of our society, with a strong personal and family impact, while generating issues of discrimination, equity and justice.

## On mental health

It is one of the topics on the world social and economic agenda, considered to be of the utmost importance, according to the Social Economic Forum and the World Health Organisation, as a condition for equitable, sustainable and peaceful societies.

According to statistics, one fifth of the Portuguese suffer from a psychiatric disorder (22.9%), placing Portugal with the highest prevalence of psychiatric disorders in Europe. This is one of the reasons why mental health is considered an emerging problem in need of innovative and sustainable solutions.

## For 2021:

### Themes

- The protection of people with mental illness
- Mental health in organisations
- The impact of digital on mental health
- The importance of culture in promoting mental health.

### Initiatives

#### Internal dimension

- Diagnosis and development of a wellness plan
- Awareness

#### External dimension

- Raising awareness and promotion of public debate
- Promoting legal literacy
- Pro bono legal assistance

Because of our openness to dialogue, the connection of our teams to real-life problems and the spirit of anticipation that characterises our practice, it is natural that we see ourselves in this problem and feel it is our mission to unite our efforts around this cause. Despite starting to receive public attention, mental health needs to be seen as a priority, to be the subject of extensive study and debate so that structured responses and support can be leveraged among public entities.

**More than an issue, mental health is a cause for us. We will always seek for commitments that make a difference, every day, in someone's life.**



|                                  |    |
|----------------------------------|----|
| What we do                       | 26 |
| What moves us                    | 27 |
| Who recognises us                | 29 |
| Highlights from the last 2 years | 30 |





**A:**

# Driven by innovation

The relationship we have with our stakeholders and the way we provide legal services are based on a culture of transparency, rigour and innovation.

What we do

# We respond to the biggest challenges of legal practice

Abreu Advogados is one of Portugal’s largest independent law firms, today with a team of 217 lawyers and a management team of 126 people. With 29 years of experience, it is one of the most innovative law firms in Portugal, with services and solutions that respond to the greatest challenges in legal practice.



**SDG 8**

**Decent Work and Economic Growth**

Promote sustained, inclusive and sustainable economic growth, full and productive employment and decent work for all

| Our practice areas  | The sectors of activity in which we operate   |   |
|---|---|---|
| <ul style="list-style-type: none"> <li>Competition, Regulation &amp; European Union Litigation &amp; Arbitration</li> <li>Sports Law</li> <li>Finance</li> <li>Tax</li> <li>Real Estate</li> <li>Criminal, Sanctions and Compliance</li> <li>Intellectual Property and Information Technology</li> <li>Public &amp; Environment</li> <li>Restructuring and Insolvency</li> <li>Corporate and M&amp;A</li> <li>Employment</li> </ul> | <ul style="list-style-type: none"> <li>Agrofood</li> <li>Art &amp; Entertainment</li> <li>Automotive</li> <li>Aviation, Maritime &amp; Transport</li> <li>Banking &amp; Financial Services</li> <li>Construction</li> <li>Defence and Internal Security</li> <li>Digital Economy, Retail &amp; Distribution</li> <li>Education</li> <li>Energy &amp; Natural Resources</li> <li>Environment</li> <li>Fashion, Luxury &amp; Lifestyle</li> <li>FinTech</li> <li>Gaming &amp; Gambling</li> </ul> | <ul style="list-style-type: none"> <li>Health, Life Sciences &amp; Pharmaceuticals</li> <li>Immigration</li> <li>Infrastructure &amp; PPP</li> <li>Insurance</li> <li>Investment Funds</li> <li>Mining</li> <li>Oil &amp; Gas</li> <li>Private Clients &amp; Family Business</li> <li>Private Equity &amp; Venture Capital</li> <li>Sea Economy</li> <li>Shopping Centres &amp; Retail Parks</li> <li>Technology, Media &amp; Telecommunications</li> <li>Third Sector</li> <li>Tourism &amp; Leisure</li> <li>Urban &amp; Regional Planning</li> <li>Wellness</li> </ul> |



**Abreu has been a challenger since its creation. A first mover oriented towards the values of transparency, democracy and freedom, with a strong humanist slant at the base of its project.**

**Matilde de Mello Cabral**  
Chief Operations Officer of Abreu Advogados



## What moves us

Because the world improves when a law firm opens up to the community, it is Abreu Advogados' mission to bring the practice of law closer to the world, breaking barriers, borders and conventions. We aspire:

- **To be a reference in law, in Portugal and in the world, combining the enhancement of our resources with the welfare of the community in general and of our clients and each one of us in particular.**
- **To provide a service of excellence and added value to our clients, with respect for professional and personal ethics and the environment, ensuring a commitment to our employees, clients, suppliers, partners and other stakeholders.**

## We break down barriers

We create a close connection and dialogue with clients and partners, in which we translate "legalese" into a language accessible to all. We practise an open door policy, which is embodied in an organisational culture based on the proximity between all our people, but which also includes, for example, the cultural project, which transforms our building into a public gallery for artistic exhibitions. Transparently and clearly, we communicate our career plan, our activity and the impacts and contributions the latter has on society. We are committed to education for sustainability and to the talent and success of the younger generations. We strive to ensure that, in the future, all practice areas will have ESG - Environmental, Social and Governance - criteria.

### **Ethics as the principle of everything**

We ensure the quality and rigour of our services through an attitude of responsibility and respect for ethics, which emerges from the individual commitment that each professional makes when joining our project. The attitude that we advocate derives from the standards of conduct of the Statutes of the Bar Association and from our own Code of Professional Conduct and Ethics, on which all employees are instructed on an ongoing basis.

Through our Compliance Committee, we ensure not only the promotion and dissemination of the Code of Conduct but also management in cases of infringement.

The fight against corruption is particularly important in our market and is provided for in various national and international laws and regulations, with which Abreu Advogados scrupulously complies. Nevertheless, to ensure a higher level of prevention, we have put in place several internal alert mechanisms through:

- A whistleblowing channel, provided under legal protection to employees, with strict confidentiality and easy access to all employees;
- A telephone support service and anonymous mechanisms for reporting complaints and concerns;
- Review of the anti-corruption programme based on reported cases.



## Who recognises us



# The excellence of work, rigour and innovation

The excellence of the work, the rigour and the innovation that the teams put into the advice provided to their clients means that both lawyers and Abreu Advogados continue to be distinguished by the most prestigious international speciality awards and referenced by the main world directories.

In 2021, Abreu’s teams garnered 90 recognitions, while our lawyers were distinguished on 371 occasions - a new record at Abreu Advogados - some of these placing Abreu at the top, in areas such as tax, private wealth and intellectual property.

## Rankings and recognitions in 2020- 2021



**Chambers**  
AND PARTNERS

“Regional Law Firm of the year Lusophone Africa” (shortlisted) (2020)

The  
**LEGAL**  
**500**

Recognized in multiple practice areas in Portugal and PALOPS

**THE LAWYER**  
European Awards  
2020

Highly Commended Law Firm of the Year: Iberia

**FT INNOVATIVE**  
**LAWYERS 2021**  
SHORT LISTEE

**IFLR1000**

Recognized in several practice areas in Portugal and Mozambique

**ITR**

Highly Regarded

**World**  
**Trademark**  
**Review.**

Highly Regarded

Managing  
Intellectual  
Property **IPSTARS**

Highly Recommended

**Best Lawyers®**

Law Firm of the Year Intellectual Property Law

WHO'S WHO LEGAL  
**WWL**

Thought Leaders and Global Leaders



# Highlights from the last 2 years



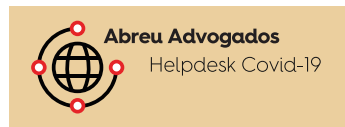
We opened the **Abreu Sustainability School** to train and raise awareness of sustainability issues among final year law students. In the second edition, ESG was the central theme.

## #UnitingBusiness

We were the first **law firm and the second Portuguese company to join the Global Compact Campaign #UnitingBusiness to respond to Covid-19**, created to share the contribution of business in the economic recovery in response to the pandemic.

In a demanding year like 2020, we were the only independent Portuguese law firm to be recognised for the high resilience and quality of our work, receiving the **Highly Commended** award for the Iberian market from The Lawyer European Awards 2020.

We signed the Statement from **Business Leaders for Renewed Global Cooperation** as part of the UN's 75th anniversary celebration, which calls for international cooperation by CEOs to strengthen ethics, access to justice and fighting social inequalities.



To help clients, partners and citizens manage the impacts caused by the pandemic, in 2020 we created the **Covid 19 Helpdesk**, a free online practical information and support channel.

## Instituto de conhecimento:

The **Knowledge Institute of Abreu Advogados** has become a **training entity certified by DGERT** to be able to offer customised courses and training plans for companies and employees.

We joined Target Gender Equality - a **gender equality accelerator programme** for UN Global Compact members, reinforcing our commitment to greater representation, participation and equal leadership.



Our pro bono legal support for the Dyslexia Day by Day project has put us on the shortlist for the Financial Times Innovative Lawyers Awards 2021, in the Social Justice and the Rule of Law category.

In partnership with the Social Innovation Centre of Porto, we joined the **Bolsa de Consultores em Inovação Social** to provide legal advice on active inclusion projects.

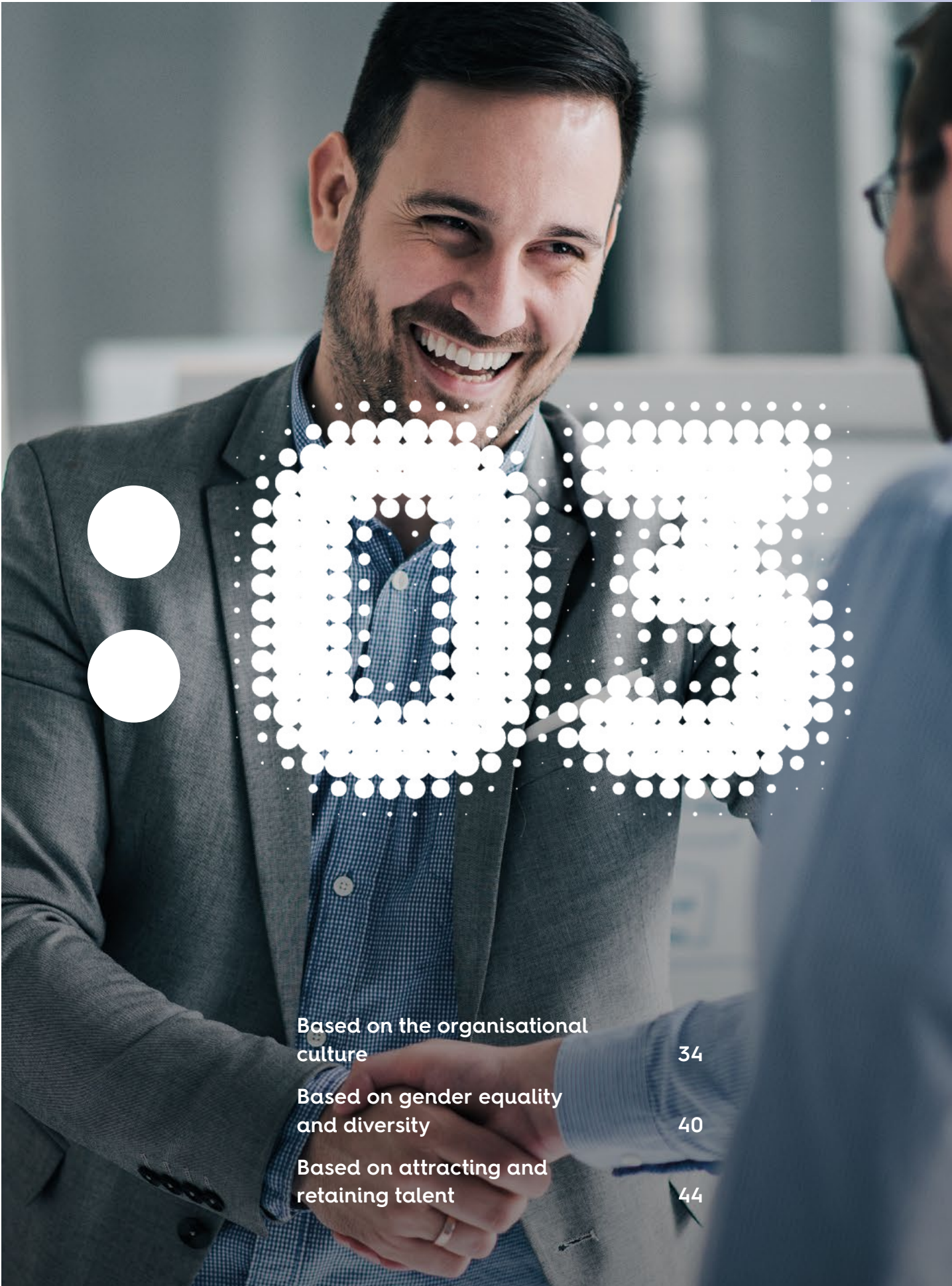
For the second consecutive year, the Universum 2020 study reveals that law students place Abreu Advogados in **first place among the most attractive law firms to work for**.



We launched the Happiness Hub - a pioneering internal management and support area to accompany the **personal and professional well-being of our teams**.

We advised on some of the largest transactions in the Portuguese market, such as the nationalisation and refinancing process for Efacec, worth €100M or the sale of assets of Embraer, valued at €150M.

We provide **ESG** - Environmental, Social and Governance - **legal services** to assist companies to include these criteria in their business and thus achieve a high level of compliance and good practices.



|  |    |
|--|----|
| Based on the organisational culture      | 34 |
| Based on gender equality and diversity   | 40 |
| Based on attracting and retaining talent | 44 |





**A:**

# Based on a humanist project

At the origin of Abreu Advogados is a humanist project, which goes beyond the mere provision of legal services and is the driving force for motivation, creativity, diversity and a sense of belonging. We believe that this strength is the only route to an innovative and lasting project. That is why we are committed to people's happiness and to ensuring that they have all the conditions to achieve their best for the good of all.

## Based on a humanist project

# The strength of a humanist project

Since its foundation, Abreu Advogados has known that its growth and affirmation as an innovative project in the Portuguese legal profession should be based on an institutional concept rooted in people and a culture of diversity, common values, merit and well-being. This is the basis of our organisational and people management model, which is put into practice daily through various premises, such as the culture of innovation, openness to dialogue and collaboration, recruitment, career plan, performance management and evaluation system and the promotion of the employees' physical and psychological well-being and work-life balance. We highlight some of the decisions and activities that marked the period 2020-2021.



### **SDG 5** **Gender Equality**

Achieve gender equality and empower all women and girls

The fact that today we are an organisation with more than 340 people, around 100 of whom are dedicated to managing the organisation and consolidating the corporate culture, shows how much we care for our institutional cultural posture. The founding vision that set us on course in the three Q's policy was the basis for the development of an organisational model that today presents a solid management structure, aimed at Abreu's strategy and operations. The Operations Department ensures the support and stimulation of all the dimensions of the organisation not only as an advisory project and cutting-edge legal knowledge, but also as a corporate project.

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### Management areas

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- Administrative and financial
- Communication and Branding
- Business Development
- Human Resources
- Information Systems
- Knowledge management
- Quality Management
- Corporate Social Responsibility and Sustainability
- Purchasing and Logistics

---

## Indicators



**343**  
Employees



**+2%**  
compared to 2020



**6** is the team's  
length of service  
years

### Title



**10%**

**Partners**

↑ (+ 4% compared to 2020)



**24%**

**Associates**

↑ (+ 4% compared to 2020)



**13%**

**Trainees**

— (comparable to 2020)



**37%**

**Management areas**

↑ (+ 3% compared to 2020)

### Qualifications



**86%**

**Higher education**

↑ (+ 4% compared to 2020)



**13%**

**Secondary education**

↓ (- 2% compared to 2020)

### New hires



**65%**

**< 30 years old**

↑ (+ 23% compared to 2020)



**30%**

**between 30 and 50 years old**

↓ (- 20% compared to 2020)



**62%**

**are women**

↑ (+8% compared to 2020)

### Age group



**29%**

**< 30 years old**

↑ (+ 11% compared to 2020)



**54%**

**between 30 and 50 years old**

— (comparable to 2020)



**17%**

**> 50 years old**

↓ (- 5% compared to 2020)

### Happiness Hub

Having reached this level of organisational maturity, we began to build a more advanced institutional culture programme. In line with the latest trends in human capital management, in 2021 we launched the Happiness Hub programme, a new area of employee happiness management that promotes personal and professional well-being. A pioneer in the advocacy sector, its guiding principle is that all people should feel heard, recognised and integrated.

Although this area has emerged a natural consequence of Abreu's values and vision, it had an accelerating effect with the pandemic, as a way of promoting resilience and unity among employees.

In this sense, several initiatives were carried out in 2021, focused on promoting well-being, autonomy, independence, organisational culture, motivation, sense of belonging and teamwork.

Examples include meetings with personalities from all levels of society to exchange experiences; the workshop entitled 'Work Your Happiness at the Happiness Business School' at Universidade Nova and at Universidade Católica de Lisboa; and monthly *Thank God it's Friday* sessions for professional motivation with an external speaker.



**The Happiness Hub at Abreu Advogados represents another innovative bet by Abreu Advogados in an area that, due to the circumstances of the current environment, has become even more important: personal, professional and organisational well-being.**

Combining the challenges of the context and the values of Abreu Advogados, the Happiness Hub arose almost naturally, with a strong sense of responsibility and the purpose of promoting the well-being of our people and of disseminating a unifying organisational culture capable of incorporating the plurality of profiles and visions, as a way of adding value to the organisation.

**Jessica Pereira**

Director of Human Resources at  
Abreu Advogados

### Wellbeing Center

The Happiness Hub action was reinforced with the creation of the Wellbeing Centre, an area that encompasses all the initiatives linked to the three vectors of well-being: physical, psychological and emotional.

To the extensive package of benefits available to the legal and management teams (such as maternity and paternity support for lawyers and pro bono legal support), we have added the following initiatives:

|  |  |
|--|--|
| <b>Nutritional consultations, with fortnightly follow-ups and workshops</b>                | <b>49 consultations</b>                              |
| <b>Visual screening</b>  | <b>69 consultations</b>                              |
| <b>Weekly consultations for curative medicine</b>  | <b>325 consultations</b>                             |
| <b>Flu vaccination</b>   | <b>83 doses administered</b>                         |
| <b>Workshops and webinars on health and well-being topics</b>                              | <b>40 participants</b>                               |
| <b>Covid prevention actions</b>  | <b>46 screening sessions<br/>113 tests performed</b> |
| <b>ISPA Protocol – Instituto Universitário de Ciências Psicológicas, Sociais e da Vida</b> | <b>126 consultations</b>                             |





**Listening to act**

Employee consultation aims to integrate their expectations and concerns in the management and development of improvement projects at Abreu, while deepening the involvement of all in the reinforcement of our humanistic culture.

In 2021, we held **group sessions** to evaluate our conditions and performance management policy and gauge the climate of interaction between employees in a context still marked by the pandemic. This consultation made it

possible to draw up an action plan with points for improvement in the monitoring of employees and in the reinforcement of team spirit in the presence of the hybrid working model.

In the context of the **mental health** theme, we also carried out an **organisational climate survey** to gauge the perception of physical and psychological health, work-life balance, work performance and burnout risk. Based on the results, the Happiness Hub team will develop an organisational wellness plan suited to the reality of our organisation.

**Focus Group**

**5** sessions : **32** participants : **75%** lawyers : **25%** management team

**Mental health diagnosis**

**165** employees : **58%** lawyers (48% + 10% trainees) : **42%** management team

### Take action after listening

The pandemic has also intensified reflection around new working models. Based on an internal study on the future of work - in which we had a 68% participation rate - we improved the Flexibility Policy and integrated the possibility of remote work.

We have revised our Parenting Policy to increase the length of leave and include a new adoption leave.

### ESG criteria in the performance evaluation

In the performance evaluation process at Abreu Advogados, along with excellence and ethics, sustainability is also a value that has been taken into account since 2012.

Based on the ESG criteria, employees are asked to contribute to the construction of a supportive and inclusive organisation, promoting and participating in events and activities that contribute to sustainable development in three areas: ethics, sustainability and pro bono.



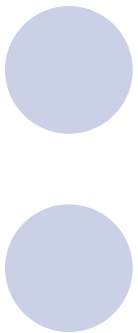
**We make a difference and I am very proud of that.**

**Effectively, the hybrid system seems to me the most advantageous for all and, above all, the most productive.**

**Carla dos Santos Aires**  
Senior Associate at  
Abreu Advogados



Based on gender equality and diversity



# A diverse and inclusive team

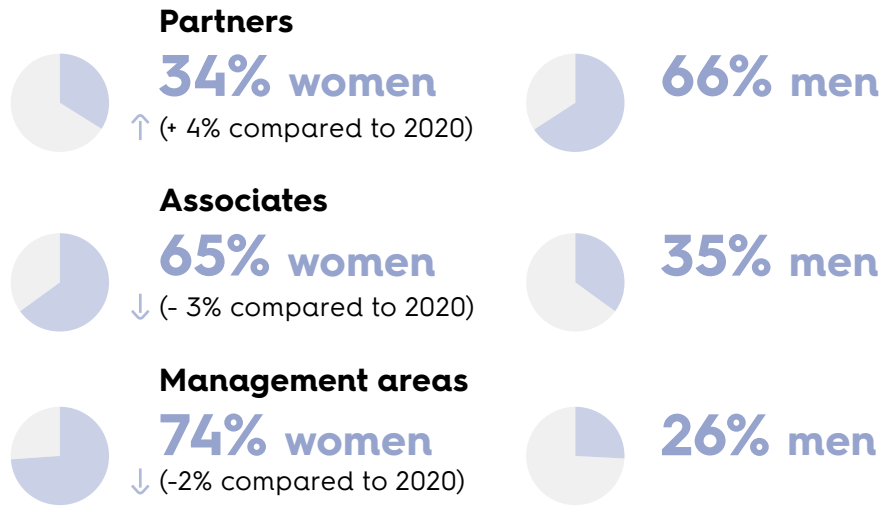
The innovation of our organisational model is also revealed in the way we integrate the themes of gender equality, diversity and inclusion in our way of being and operating. Starting from meritocracy as a basic premise with regard to talent and performance management, we recognise the importance and richness that diversity, non-discrimination between men and women and the values of inclusion contribute to the creativity, dialogue and multidisciplinary of projects. In 2004, we were the first law firm in Portugal to have a woman as Managing Partner and then as chairperson of the Board of Directors. Currently, 37.9% of leadership positions are held by women.



## Indicators



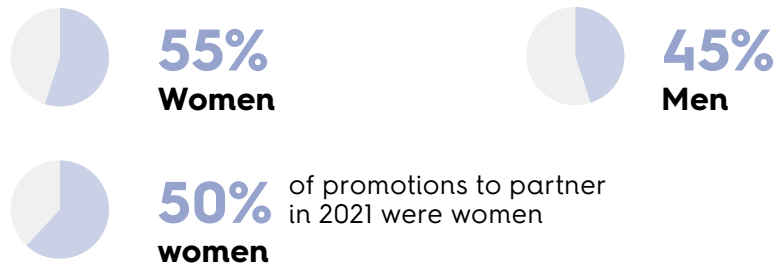
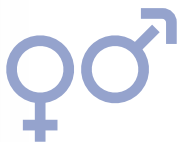
### Title



### New hires



### Promotions by gender



### Employees



**11**  
Nationalities

**43**  
Different Bachelor's degrees



We have accumulated a track record of participation in projects and initiatives supporting gender equality and we continue to strengthen our commitment to ensure the full and effective participation of women at all levels of decision-making in political, economic and public life.



Comprising 69 organisations, both national and multinational, from the public, private and social economy sectors, operating in Portugal, the members of this forum undertake to reinforce the principles of equality between women and men in their organisational culture, strategies and management models.



An association which, given the trends in the use of the internet and social networks, uses the new technologies to serve women entrepreneurs and female entrepreneurship through the portal womenwinwin.com - connecting women & business.



Global movement that promotes and encourages the professional advancement of women.



Gender equality accelerator programme for United Nations Global Compact Members.

Since discrimination has different facets and its manifestation may be difficult to detect, and because we advocate a zero-tolerance policy, we have provided a whistleblowing channel for employees to report signs of any type of discrimination or pressure that they have felt or witnessed.

**We have provided a whistleblowing channel for employees to report signs of any type of discrimination or pressure that they have felt or witnessed.**



### 2<sup>nd</sup> Intensive Career Development Programme: how to become a leader

In 2020, Abreu Advogados hosted the 2nd Edition of the **Revista Executiva Bootcamp**, which brought together a group of specialists who, during a full day, identified the main barriers that women encounter in the context of their career development. Throughout this session, several tools were made available in a programme structured in three parts: how to gain visibility and relevance in the company, how to develop soft skills and how to take care of the mind and body.



**Based on attracting and retaining talent**


# Responsibility with new talents

In 2020, for the second year running, we were voted by law students the most attractive law firm to work for in Portugal, according to the Universum ranking, which includes some of the largest national and global firms. This recognition reflects the commitment and responsibility we assume in our policy of attracting and retaining talent. A priority that has to be seen in the light of the founding pillar of our project: an intergenerational brand by nature, which wants to renew itself on the excellence, innovation and creativity of the following generations.

**The power of attraction**

We have a policy of betting on new generations, through which we hope to recruit the most promising talent in the national legal profession, valuing human and technical skills, which we believe are essential to the future of the legal practice, in areas such as technology and sustainability. In addition to a very close connection with higher education institutions, with which we develop dissemination actions to make Abreu Advogados and its policy of attracting and retaining talent known, we seek cyclically to reinvent our recruitment and integration programmes, so that we can reflect the identity of Abreu Advogados, an organisation that breaks down barriers, encourages dialogue and challenges conventions.

The 'People like you' campaign, developed for the recruitment of trainees for 2022, reflects this humanistic culture, transparency and meritocracy, actively promoting:

- The diversity of profiles, enhancing the distinctive characteristics of each candidate;
- The dialogue between the candidates and lawyers from various areas;
- The challenges related to technical and soft skills.



**Trainees  
recruited**

**:16**  
2020

**:20**  
2021

### From attraction to retention

In order to strengthen talent retention, a heterogeneous group of people was set up - Project Olympus - to monitor and develop strategies aimed at retaining talent. From this group emerge the strategic guidelines for the talent attraction plan, from the recruitment process, the Sustainability School or the relationship with universities, to the process of monitoring and retaining talent.

## Project Olympus monitors and develops strategies for talent retention.



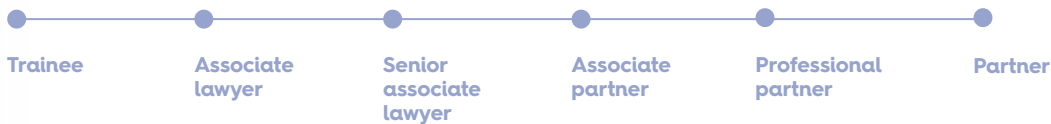
### Meritocracy in the career plan

The career plan at Abreu Advogados is based exclusively on merit, opening up the opportunity for all trainees to achieve the position of partner in the organisation. In this way, we ensure one of the premises of our organisational model: generational renewal, which provides, for example, that partners must retire at 65. This generational transition has already happened in 2019, with the departure of Abreu Advogados' last founding partner, Miguel Teixeira de Abreu, from the partner ranks.

Transparency is a basic rule in career management, so from day one, people know exactly what position they occupy in the career plan, the pay ranges and what the next steps are.

Due to the size of the structure, the challenges of remote work and the trend towards greater specialisation, an onboarding and follow-up process was designed during the first 18 months in the organisation to ensure the effective integration of the two-year traineeship.

### Career development of a lawyer at Abreu Advogados





In 2000, when I joined Abreu Advogados as a trainee, there was a sentence on the website that said something like: “trainees here don’t just make photocopies”; and another: “we see a trainee as a future partner”.

I thought to myself, “it must be...” But in fact, I soon started working with the senior lawyers on a variety of interesting legal topics, as well as heading up some briefs. After a few months I noticed that Manuel Andrade Neves became a partner. I thought: “you want to see...” I realised that the career plan was not just a well-written and coherent line, but that it was, in fact, to be put into practice.

How are we so different? We have our own DNA: an institutional (different from each partner) and humanist project, where each employee has their own space of freedom, in which meritocracy, respect for others and the exchange between different generations are fundamental to our success.

**César Bessa Monteiro**

Partner of Abreu Advogados

**Training plan adjusted to the challenges**

We reviewed our individual Training Plan and designed a training path with more ambitious objectives with the future of Abreu in mind. The plan is based on the necessary development of strategic skills for each level, aligned with the people and skills management model and with the organisation’s strategic plan.

For each level we have several training actions, which develop technical skills and reinforce continuous learning, knowledge management and career development. Similar to the Knowledge Institute model, we implemented the innovative concept of

schools for the development of specific skills: Law, Management, Personal and Digital Development. Each school brings together training in the areas essential for the personal and professional development of lawyers and employees in management areas.

The training programme relies on internal trainers, favouring internal knowledge and sharing, and external training through entities with whom we have established partnerships. These actions take place in a face-to-face/ online format or in e-learning mode - through the Moodle platform.

## Indicators

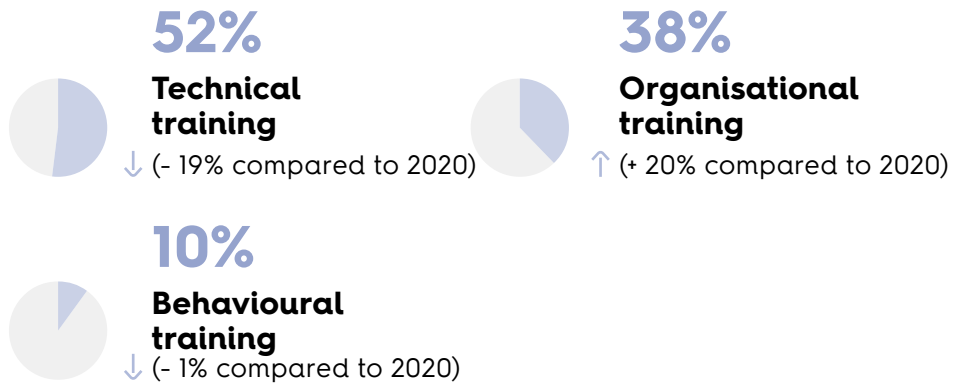
### Training actions + Average hours of training per employee 2021



**162**  
Training actions 2021

**24.1**  
average hours of training  
per employee per year  
↑ (+ 95% compared to 2020)

### Training by area



### Training by format



**The DNA of Abreu Advogados is based on three dimensions without which no project can be realised and completed:**

the human dimension because the person must be at the centre of any project; the technical dimension because only knowledge must justify being and the organisational dimension because without adequate processes no project can move from individuality to collective responsibility. With this Sustainability Report, Abreu Advogados once again presents itself as a project capable of innovating in all three dimensions, attracting talent able to work under innovative processes and with the time and availability to donate a considerable part of their time and resources to the community.

**Miguel Teixeira de Abreu**  
Founding Partner of Abreu Advogados



We move forward with clients 50

We move forward with the community 58





**A:**

# Moving forward in partnership

Only complementarity creates synergies. It is based on this premise and our will to innovate and integrate new knowledge and skills that we offer our clients our services and the community our support.

We move forward with clients

# We anticipate our partners needs

**We provide our clients with integrated legal services tailored to their strategic needs.**

In our long journey of sustainability, we have accumulated experience and skills that allow us to accompany clients in a complex economic environment, marked by strong global transformations and enhanced by the digital industry.

As a full-service law firm, we work in key areas such as corporate and M&A, tax, litigation and competition. To achieve this, we invest in multidisciplinary teams that deal with increasingly complex transactions, breaking down barriers and seeking to anticipate our clients' needs.

The team has a high degree of specialisation in key industries for the Portuguese and African economies, such as energy and natural resources, real estate, banking, technology, life sciences, tourism and hospitality, and has an extensive network of key partners by sector.



## SDG 17

### Partnerships for the Goals

Strengthen the means of implementation and revitalise the global partnership for sustainable development

## We are where we need to be

Abreu Advogados has a presence in Lisbon, Porto and Funchal and also provides legal services internationally in several markets. We have seven international desks, in partnership or in joint offices, with the most prestigious local law firms and multidisciplinary teams providing advisory services in Angola, Brazil, Cape Verde, China, Guinea-Bissau, Mozambique and Timor-Leste.

Each international desk is led by a team of partners who ensure effective coordination and communication with the respective partners. Each local partner operates based on the same values and quality standards practised by Abreu Advogados while maintaining its identity and autonomy.



of our clients are based overseas

## Preparing the future

**Our strategy is to challenge the *status quo* and anticipate our clients' challenges:**

- Leading in finance, fintech and TMT, our teams analyse the as yet unaddressed consequences of different business models related to cryptoassets and blockchain.
- We seek solutions that ensure compliance with applicable data protection and cybersecurity legislation, managing projects aimed at verifying compliance with the General Data Protection Regulation (GDPR) and other applicable legislation, assessing impacts on personal data protection, as well as analysing cybersecurity-related risks.

- We have been advising our clients on ESG issues for almost 30 years, with a team skilled in matters relating to the environment and climate change, the social impact of certain corporate policies and the importance of clear and transparent governance rules and principles.

Abreu Advogados is also a member of several important international bar associations, ensuring a global service. With strong links and partnerships with some of the largest international law firms, it participates in mixed teams for major international corporate and finance transactions and in other areas of law!<sup>1</sup>

<sup>1</sup> Get to know the associations of which we are members [here](#).

A:



## We disclose financial results

Once again we disclose our financial performance, perpetuating a policy, which, since the inception of the firm, has been applied across the entire structure.

Economic Value Generated (Revenues)

**33.6 M€**  
2020



**37.8 M€** +12,5%  
2021 vs. 2020

| Performance results            |             |             | Δ    |
|--------------------------------|-------------|-------------|------|
|                                | 2020        | 2021        |      |
| Total hours worked for clients | 221 130     | 238 803     | +8%  |
| Total hours billed             | 219 354     | 236 044     | +8%  |
| Profit per partner             | 275 000€    | 321 000€    | +17% |
| Total receipts                 | 31 520 000€ | 35 076 000€ | +11% |
| Average collection period      | 95 dias     | 98 dias     | +3%  |
| Achievement of objective       | 95 %        | 98,8 %      | +4%  |



If any company has the ability to catch the big three, then it is arguably Abreu. The firm has achieved double-digit growth in consecutive years, and with new leadership at the helm, its future looks bright. (...) Abreu has shown consistent growth across the board, and shared with Iberian Lawyer that their revenue split between domestic and abroad stands at nearly a 50/50 split.

Iberian Lawyer

## We support business transformation

In the complexity of the current socio-economic and legal contexts, compounded by the pandemic, many of our clients' needs are related to restructuring, insolvency, labour law, technology and cybersecurity, following the growing digital transformation and the new labour models and paradigms.

Abreu Advogados draws on its technological and innovation capacity and pioneering path in the field of sustainability to help clients face these challenges and make the best decisions in their day-to-day business.

### What is there beyond quality?

Alongside the quality and rigour which we instil in our service, characteristics for which we are recognised every year, we work every day to reinforce the founding principle of the firm, for which we want to be distinguished: a humanist character, which leads us to practise an open-door policy of dialogue and proximity.



### A new requirement: cybersecurity

Data protection and cybersecurity involve major risks for all companies, regardless of their industry. We help our clients to ensure compliance with the applicable legislation in these two areas and assess the impact related to the protection of personal data and the risks associated with cybersecurity from a legal and technical perspective.

Our own cybersecurity deserves our utmost attention, because we know that any cyber attack, apart from the associated reputational damage, would impact our clients because of the value and confidentiality of the information we hold. Statistics specifically show that incidents

involving law firms are particularly attractive to would-be attackers and are happening more and more frequently, having worsened since the start of the pandemic. In 2019 we developed an ambitious and innovative system - the Security Operations Centre (SOC) - that allows us to monitor our network and information systems, detect malicious activity and always keep our security barriers up to date. Our teams continuously receive specific training on the measures to be taken to ensure the security of data and IT systems and have a guide to good cybersecurity practices.





## Following the client's path

We have developed long-lasting strategic relationships with some of the most important investors in Portugal:

### Impactmarket

Abreu Advogados advised ImpactMarket on the creation of a platform and a protocol to fight poverty, which enables the implementation of financial inclusion mechanisms, such as the unconditional basic income (UBI). Built on blockchain technology, this protocol is managed by a decentralised, open and transparent network that supports disadvantaged societies through donations.

Our guidance not only enabled ImpactMarket to innovate its business model, but also - for the first time - to combine international regulatory requirements and build from scratch terms and conditions, privacy policies, consumer protection clauses in the context of blockchain and smart contracts - something truly pioneering in Portugal.

So far, ImpactMarket has distributed more than **one million euros to 135 communities around the world, with donations from about 600 funders, helping to lift about 23,000 people from extreme poverty in 25 different countries.**

### Support for Water Projects

Abreu Advogados has been advising Iberdrola for almost 20 years on hydroelectric projects in Portugal valued at over 1.8 billion euros and has also advised this largest multinational in the renewable energy sector on wind, solar and hybridisation projects in Portugal.

The assistance provided stands out in the monitoring of all public procurement procedures, **negotiations carried out with the Portuguese State and local authorities, especially in the case of hydroelectric projects that led to the conclusion of the environmental impact assessment procedure and the concession contract.** Abreu also advised Iberdrola in the preparation of the land registration process and implementation of the necessary administrative procedures for the expropriation and licensing processes of all its generating plants.

### Platform “Artentik | NFTs for good causes”

Abreu Advogados advised on the creation and launch of the “Artentik | NFTs for good causes” platform of Santa Casa da Misericórdia de Lisboa (SCML), on which Non-fungible tokens (NFTs) are sold, registered on the Ethereum blockchain network, linked to images belonging to its art collection, relics, reliquaries, sculptures or artefacts and other objects belonging to its cultural heritage, and authenticated by Santa Casa da Misericórdia de Lisboa.

This is the **first web 3.0 platform worldwide in which a public utility for cultural purposes uses the tokenisation of its cultural heritage and artistic assets** to allow the public to own cryptoassets associated with those assets, enabling their dissemination and monetisation and, at the same time, additional funding for the good causes it pursues.

### Investment in sustainability

Abreu Advogados supported IKEA in Portugal in its retail activities, including the implementation of its sustainability strategy, namely in the investments under way to convert the parking areas of some of its units into energy production facilities (e.g. solar panels).

This investment aims to contribute to supplying renewable energy to the shops and thus contribute to the company’s objective of having a positive impact on the planet.

At IKEA, we work every day to create a better everyday life for most people. Our ambition is to create a positive impact on the environment and society, regenerating resources while growing our business.



We follow national and global developments, in relation to legislation and society, which challenge and motivate us to fulfil our environmental vision and mission ever better, with a solid structure and with the certainty that we are taking the right steps towards a positive impact on the planet. On this path, the legal advice of Abreu Advogados has been fundamental, due to their in-depth knowledge of these issues, with particular emphasis on the dynamics of the retail sector. Always available and closely aligned with IKEA’s culture and values, the team at Abreu Advogados works in close partnership with teams from different areas of IKEA Portugal, with a view to jointly building solutions.

**Natália Rebelo**  
Country Legal Manager at IKEA

**A:**

## A legal information service during the pandemic

In the context of the pandemic, citizens and organisations experienced a turbulent period of great uncertainty and with a strong impact on their activities. In order to guarantee universal access to reliable and practical information, Abreu Advogados created the **Abreu Covid-19 Helpdesk**, a support and information channel that provided support to clients in anticipating challenges and defining strategies for corporate sustainability. Organised by a multidisciplinary team, the channel provided regularly updated content and analysis and summaries of the measures announced by the government and the European Union.

### Abreu Covid-19 Helpdesk in figures



**80**  
articles produced



**43**  
bilingual (PT/EN)



**With ESG the issue of sustainability is finally seen as transversal in business, bringing the following accountability: what are good decisions in the short term can have very negative impacts in the long term.**

**Bruno Oliveira,**  
Chief Strategy Officer of Abreu Advogados





## ESG - from the journey that we have been on

Since 2021, Abreu Advogados has provided the market with an integrated ESG service. This service integrates risk analysis, strategy and risk management and sustainable finance, which we had already been working on as part of our own journey surrounding sustainability issues. In this sense, the ESG services were a natural development of the experience acquired in our organisation.

Because we have dealt with these issues throughout our existence, our legal team - across different practice areas and industry sectors - has extensive knowledge and is particularly interested in issues related to the environment and climate change, the social impact of certain corporate policies or the importance of clear and transparent governance rules and principles.

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### ESG, for the sake of the future

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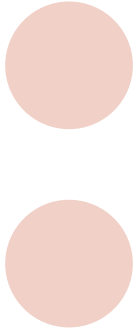
**Environmental, social and governance (ESG) issues are at the centre of public policy and companies have been pressured to comply with new ESG standards and procedures. These new levels of compliance drive companies to change as they realise that ESG concerns are not only good legal practice, but also generate business value.**

**The production of quality goods or the provision of excellent services will be irrelevant in the future if they are not accompanied by companies' sincere concern for the environment, the social impact of their policies and the transparency of their corporate governance principles and regulations.**

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A:

We move forward with the community



# We promote access to justice and education



We actively encourage our teams to engage in voluntary work that contributes to the progress and resilience of our community. We allocate part of our time and resources in promoting legal aid and other voluntary actions to the whole community.



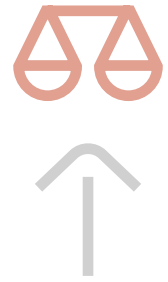
**SDG 10**  
**Reduced Inequalities**  
Reduce inequalities within and among countries

## We provide pro bono legal support

We put at the service of the community our deep knowledge of the legal challenges of the third sector.

Our work with the community aims to promote and facilitate organisations' access to law, education and to obtain the resources necessary for their activities. To that end, we provide pro bono legal services, share knowledge and other resources to support partner entities in order to achieve a positive and sustainable social impact<sup>2</sup>.

The management of the Abreu Pro Bono Programme and the definition of its strategy in line with the general strategy of the organisation is a responsibility of the Pro Bono Committee. Formed by two lawyers (in rotation) and by the Department of Corporate Social Responsibility and Sustainability, this committee ensures the definition of the proposed strategy and plan for the Pro Bono Programme, the analysis and decision on the requests for support received and decision-making on the programme's current topics.



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### Our intervention goes back a long way

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Since Abreu's earliest days, pro bono activity has been the aspect most closely linked to the dimension of social responsibility that we have introduced. As requests have proliferated, we have felt the need to structure our response process, always with a careful choice of the organisations we work with, to ensure that they share the purpose and mission that we defend and that they reflect the society we are part of.

It was with the idea of taking a next step, focused on creating impact by project, that we proceeded by defining a structuring theme, as is the case of mental health, in order to frame all the efforts and all the energy that the organisation, its team and its partners can bring to this cause.

The pro bono activity at Abreu Advogados is monitored by a dedicated committee, whose model is open to the participation and contributions of the team.

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**We have developed our pro bono activity since the beginning of Abreu. Over time, we structured the path for a relevant response to society. Proactivity and the quest to make a difference should always characterise the way we contribute to the community.**

**Alexandra Courela**

Partner responsible for the Pro Bono Programme at Abreu Advogados



<sup>2</sup> Conheça algumas das instituições que apoiamos, [aqui](#).



## Partnerships beyond time



### Associação Cais

Associação Cais is a relevant social inclusion project for a marginalised and homeless population. Since 2008, Cais can count on the support of Abreu Advogados in the many legal issues of governance of this association and of the professional and social integration of its users.

**1375h**

Total hours donated

**58h**

Hours donated in 2020

**88h**

Hours donated in 2021



### Academia dos Champs

The Academia dos Champs is a project that, through tennis, aims to help the social integration of children and young people between the ages of 5 and 18. Founded in 2009, Abreu Advogados was involved from the outset in the formal and legal establishment of the association and in the assessment of the protocols established with public and private partners.

**558h**

Total hours donated

**89h**

Hours donated in 2020

**49h**

Hours donated in 2021

## Pro bono legal service

2020

**33**

Institutions

**2592**

Hours

**138**

Lawyers involved

2021

**30**

Institutions

**2450**

Hours

**140**

Lawyers involved



## Help in times of pandemic

To help address the financial and social impacts that the pandemic brought to many businesses and citizens, we developed a set of specific initiatives related to pro bono legal advice and donation actions in the local community.



- Our Funchal office provided a grant of 50 hours of pro bono legal support aimed at companies, associations and citizens affected by the pandemic.
- On our website, we created the channel Learn How to Help in which we published requests for support and 14 initiatives for the purchase or donation of medical support equipment.
- We held a food collection campaign with more than 400 food products in the three offices in Portugal to support the community where we are located: Parish Council of Santa Maria Maior, Ramalde and the Madeira Food Bank.
- On Abreu Advogados' anniversary, we delivered 200 meals to Mesa dos Afetos, a project of the Santa Maria Maior Parish Council that aims at providing food support through the preparation of daily meals (lunch and dinner), adjusted to the nutritional needs of each user.
- On Abreu Advogados' anniversary, we delivered 200 meals to Mesa dos Afetos, a project of the Santa Maria Maior Parish Council that aims at providing food support through the preparation of daily meals (lunch and dinner), adjusted to the nutritional needs of each user.
- We have joined the covid.pt platform - a platform created to find solutions to the challenges that the pandemic and the need for isolation have brought to the population - committing ourselves to promoting, in our network of contacts and social partners, and offering pro bono legal advice to support the implementation of one or more of the ideas generated by the project.

Abreu Advogados is also attentive to the support it can provide to cope with other calamities. In Timor-Leste, together with Abreu e C&C Advogados, we helped to support the Portuguese School in Dili, which provided daily assistance to 150 children who had been transferred to re-housing centres following heavy flooding on the island.



## We encourage Social Innovation

To support social innovation projects in Porto, we have been part, since 2021, of the *Bolsa de Consultores em Inovação Social* in the area of legal advice under the Integrated Approach to Active Inclusion (AIIA) programme, run by the IES Social Business School. Integrated in the Social Innovation Lab and promoted by the Social Innovation Centre of Porto - CIS Porto, the *Bolsa de Consultores* brought together various partners who ensured, on a pro bono basis, the six months of experimental operation of this exchange.

### Assistance of social innovation consultants

Social innovation projects in the city of Porto receive free consultancy in the areas of accounting, taxation, legal, design and evaluation of projects in the social area, marketing & communication, business plan and fundraising & funding applications. Abreu Advogados was the legal consultant for the first edition.

The *Bolsa de Consultores* is an initiative promoted by the Porto City Council, integrated in the activity of the Social Innovation Centre of Porto - CIS Porto. This initiative aims to provide organisations or teams that are developing social entrepreneurship and innovation projects with the possibility of accessing consultancy services at zero cost, in a number of specific areas that are fundamental for the consolidation and structured and sustainable growth of their projects.

Abreu Advogados was a key partner in this *Bolsa de Consultores*, having accepted, from the very first moment, the challenge of providing support in the legal area. This is one of the areas most requested by projects that do not have, in the vast majority of cases, in their teams, elements with this type of training or possibilities of ensuring the costs associated with this type of support.

**The highly professional support from the team at Abreu Advogados enabled the teams to find answers to the questions that were preventing them from continuing with their projects.**

**Andreia Moutinho**  
Porto City Council (CIS Porto)



**From social innovation, change agents emerge who can address social problems through innovative and sustainable solutions. We therefore consider it of the utmost importance to support their capacity building, maintaining our role as partners in some projects and networks.**

## Social Innovation Partnerships



ESELA - The legal network for social impact - a network of lawyers, consultants, academics and entrepreneurs interested in the role that law and lawyers can play in creating a sustainable and inclusive economy, promoting a positive social impact.



NetMentora - Lisbon - association made up of businessmen and managers who help entrepreneurs to create jobs and local wealth, offering professional support as well as free individual follow-up for two years.

## We support the community with donations

Social responsibility plays an active role within the organisation. Since our foundation, we have sought to contribute to the improvement of the community where we operate and to deepen our commitment to the sustainable development of society. Aware of this institutional role, we continue to develop initiatives of a social nature, through donations and awareness-raising actions and internal volunteering.

| Donations   | 2021  | 2020  |
|---|-------|-------|
| Rock 'n' Law - an initiative by several Portuguese law firms to support social projects. In 2020, a total of €47,450 was raised for União Audiovisual and €35,980 for Abem Dignitude in 2021. | 2570€ | 2500€ |
| Total donations to institutions   | 6063€ | 6042€ |
| Supported projects and institutions   | 12    | 10    |



# ESG

|   |    |
|---|----|
| Sharing technical knowledge of excellence | 66 |
| Building capacity for sustainability      | 70 |
| Increasing legal literacy                 | 72 |
| Our headquarters are a cultural project   | 76 |





**A:**

# Sharing knowledge

In view of the major global challenges we face, we need innovation and sustainability, based on knowledge, more than ever. We consider this to be an essential condition for society to progress.

Sharing technical knowledge of excellence

# Reflection and sharing for innovation



One of the hallmarks of Abreu Advogados' strategy is the creation and sharing of knowledge with all its stakeholders and the promotion of research oriented towards innovation and sustainability. This sharing assumes an important academic and training dimension, but also a platform for promoting conferences, talks or other formats for dissemination and debate that help to foster public reflection on complex and global issues emerging for society.



## **SDG 4** **Quality Education**

Ensure inclusive and equitable quality education and promote lifelong learning opportunities for all

# Abreu Advogados Knowledge Institute

Since its creation in 2012, the Abreu Advogados Knowledge Institute is the embodiment of this strategy.

It is one of the first knowledge centres incubated in a law firm aimed at disseminating legal knowledge and creating internal and external initiatives for the development of law and the practice of law.

Aimed mainly at companies and other organisations, it favours cooperation with universities, research centres and companies, in order to boost the technical, organisational and human credibility that we have set as our goal.

In 2021, it became legally autonomous as a non-profit association and obtained certification by

### Mission of the Knowledge Institute

- Produce knowledge through courses, seminars, conferences, training sessions or colloquia;
- Establish partnerships with universities, research centres and judicial institutions;
- Stimulate the publication of legal texts on sectors of activity;
- Organise initiatives that exchange knowledge between technological areas, the business world and innovation ecosystems.

## Indicators

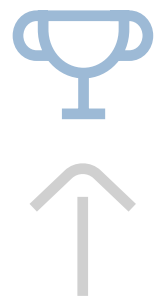


DGERT (Directorate-General for Employment and Industrial Relations) as a training entity through which internal and external courses and training plans are developed, either open to the public or customised for organisations, such as companies and public entities. The Institute has a team of 40 certified trainers.

In addition to the training offer in the legal, management and personal development areas, we highlight the following lines of action:

### Abreu Advogados Award

One of the most prestigious competitions in the field of law in Portugal, which awards 7,500 euros for high quality research work in new legal areas or with innovative approaches. A jury made up of Abreu Advogados’ staff, university professors, high court judges and other jurists of recognised merit will choose the winning entry. In addition to the monetary value, the prize also provides for the publication of the winning work by Edições Almedina.





Receiving the Abreu Advogados Award was an external validation of years of work and therefore a source of great personal and professional satisfaction. It also made it possible to publish this work under attractive conditions, allowing my research to easily reach the legal community.

**Nuno Sousa e Silva**

winner of the 2019 Abreu Advogados prize (awarded in 2020)

#### Law and Technology Award

Because of the profound implications that technology already has on the practice of law, we decided to create an award dedicated to this relationship between law and technology. We intend to promote interest and research in this area and to facilitate the integration of new professionals at Abreu Advogados, prepared to practise within a new technological paradigm. The competition is in its 4th edition and students in the final year of undergraduate study and graduates attending a Master's degree or LL.M. can apply. The winners receive a cash prize of €500 and the possibility of taking part in an internship at Abreu Advogados.

In 2021, the undergraduate law finalists at the University of Porto and the University of Coimbra, Pedro Hemsworth and Gabriela Duarte, respectively, won with papers about the impact of blockchain technology on the legal profession.

#### Lisbon, Law & Tech

Also dedicated to the relationship between law and technology, since 2019 we have organised an international conference in which some of the most important national and international experts participate to analyse the trends, challenges and opportunities brought by the technological revolution to the world of the legal profession and justice. Speakers for the 2020 and 2021 editions include, for example, Richard Susskind and Ronald Vogl.

#### Empowering Talk

Every two months, the Knowledge Institute invites external speakers for debate sessions on cultural, scientific, political or social topics. In 2021, five talks were held on topics as diverse as artificial intelligence, Brexit or the role of China, in which 275 people participated.

#### Partnerships

In 2021, the Knowledge Institute signed new collaboration protocols with IE Law School (Madrid), Spain's most innovative law school, and with Brazilian EdTech Future Law.

## Our website at the service of information

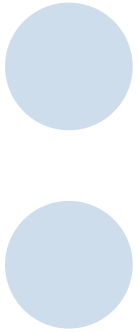
Abreu Advogados’ communication team organised the website in order to offer coverage in multiple formats of the most relevant issues for our clients’ businesses through clarifications, news or events led by lawyers from the respective practice areas or by invited external specialists. In 2021, sustainability, technology, mental health and the digital economy were the most prominent topics on the business agenda.

## We highlight some of these channels and formats:

| Knowledge sharing formats  | 2020<br>in figures | 2021<br>in figures |
|--|--------------------|--------------------|
| <b>Abreu Forward Sessions</b> – webinar sessions for conversations, debates and presentations on topics of interest to the economy, focused on the search for solutions and sustainable paths for organisations, with the presence of some of the main players in the economy. | 31                 | 11                 |
| <b>Publications and Hot Topics</b> – selection of enlightening articles on the most pressing issues of the economic and legal agenda and links to articles in the media, with direct participation of our lawyers.   | 40                 | 79                 |
| <b>Abreu Channel</b> – provides videos, podcasts or webinars that follow a structure of sections, such as interviews, coverage of events and initiatives of Abreu Advogados and conferences or talks on relevant economic, social and environmental issues.                    | 51                 | 34                 |



## Building capacity for sustainability



# Reflection and sharing for innovation

Based on innovation and sustainability as founding pillars and our mission to create a project for future generations, we considered it essential to bolster a training offer to develop technical skills in the area of sustainability and to deepen the social and economic awareness of final-year law students.

## Abreu Sustainability School 2<sup>nd</sup> edition

### Abreu Sustainability School

Sustainability will assume an even greater relevance in the economy in the coming years and will mark the career path of lawyers in the next decade. The ability to be resilient and to promote and adapt to change will be key competencies for the quality of work in the legal profession. Aware of the need to provide future lawyers with tools that contribute to improve sustainability in organisations, in 2020 the Knowledge Institute created the Abreu Sustainability School, aimed at final year law students. The programme is designed to offer up-to-date content in the areas of law and the different dimensions of sustainability.

The first edition addressed issues such as social impact, technology, profitability, human rights and corporate governance.

The 2021 edition was dedicated to ESG - Environmental, Social and Governance, with a transversal vision on the various dimensions of sustainability. For enrolment in the Sustainability School, a symbolic fee of 25 euros is required, which will revert in full to a social solidarity institution.

### The Sustainability School's training programme

Over four days, students have over 30 hours with training sessions, debates, mentoring and networking as well as practical challenges on sustainability. Speakers included some of the country's leading legal and sustainability experts.

1<sup>st</sup> edition 2020

**40** participants : **32 hours** of training

2<sup>nd</sup> edition 2021

**32** participants : **30 hours** of training



### The organisation since 2020 of a summer school on sustainability aimed at law students was a pioneering step towards preparing young generations of lawyers for a new paradigm:

that companies and enterprises must find a purpose that transcends immediate profit. They must be drivers of environmental, social and organisational transformation, so as to ensure the resilience of their activity and enhance future returns.

**Luís Barreto Xavier**

President of the Knowledge Institute and Consultant at Abreu Advogados



### President of the Knowledge Institute and Consultant at Abreu Advogados

In this context, Abreu Advogados has been taking an active role in the training of some of the essential aspects for the acquisition and growth of organisational knowledge related to sustainability issues. In this sense, we highlight the role that the Abreu Advogados Knowledge Institute has been playing as one of the most important milestones in the strategy of sustainable growth through, among other things, the organisation of specialised training courses, such as the second edition of the Sustainability School, which took place between 7 and 10 September 2021, whose target audience were final-year law students, and in which I had the privilege and honour to participate as a speaker, sharing the knowledge arising from my own professional experience as Legal Director at Visabeira Group, regarding matters of Social Responsibility adopted within our organization.

**Isabel Fernandes**

Legal Director at Visabeira Group



### ESG Chair at Nova School of Law

Abreu Advogados, Abreu Knowledge Institute and NOVA School of Law signed a cooperation protocol in the area of sustainability to create the Abreu Chair in ESG Impact, an innovative chair dedicated to environmental, social and governance dimensions. The chair is aimed at law students and seeks to contribute towards specialised training in what is one of the fundamental areas for the future of

organisations. The academic who will lead this project will be hired by NOVA School of Law, through an international tender.

The Abreu Advogados Knowledge Institute has also become a partner of NOVA Green Lab, the Faculty's knowledge centre dedicated to environmental law, urban planning, energy and climate change.



## Increasing legal literacy

# For a fairer and informed society

The contribution to a more informed and fairer society is, in our view, one of the pillars of responsible advocacy. Improving legal literacy is, in this context, one of the most relevant issues, through which we propose to translate the legislative universe into a language accessible to all people, enabling a better and greater ability to act in legal situations.



**SDG 11**

**Sustainable Cities and Communities**

Make cities inclusive, safe, resilient and sustainable



**SDG 16**

**Peace, Justice and Strong Institutions**

Promote just, peaceful and inclusive societies, provide access to justice for all and build effective, accountable and inclusive institutions at all levels



**Making mental health information accessible to all**

Integrated in the external initiatives that we developed within the scope of the Legal Up programme, dedicated to mental health, we developed a set of initiatives to raise awareness of this health problem and the legal issues associated with it:



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**The first legal literacy guide Asset Management, legal framework for adults with impairments** was developed by the 2021 winter trainee group to interpret existing legislation in a very practical way and help people act better in situations relating to the legal framework for adults with impairments.

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**First webinar** organised to promote debate and raise awareness on the state of mental health in Portugal, related to applied legislation and human rights.

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**The Forum on Mental Health in municipalities** was one of three conferences dedicated to different dimensions of mental health (in a work context, in municipalities and in the academy), organised by the National Association for Mental Health (AlertaMente), in partnership with the Directorate-General of Health, through the National Programme for Mental Health, to which Abreu Advogados was invited to participate.

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**Mental Health Festival** - Abreu Advogados has become an institutional partner of the festival that takes place annually since 2017 to promote mental health through culture. Against a backdrop of ongoing effects from the pandemic, Diogo Orvalho, Professional Partner at Abreu Advogados, spoke at the opening session about the impacts of telework on mental health and the protection measures for workers that companies should apply.





The heterogeneity of the sustainability area and the risk of dispersion of actions led us to focus our actions on Legal Up in each biennium.

This way we are able to develop more robust projects with a greater impact on society, focusing primarily on promoting legal literacy among citizens, which we consider to be a fundamental basis for any action plan we may develop around each topic.

**Isabel Nigra**

Coordinator of the Corporate Social Responsibility and Sustainability Department at Abreu Advogados

## Ensuring Justice for All



The *Justiça para tod@s* (Justice for all) project is an initiative of Abreu Advogados and Forum Estudante magazine that aims to promote legal literacy in Secondary Education,

contributing to the education of young people on justice and human rights, through the simulation of a practical case in a court. With the participation of a lawyer-tutor from Abreu Advogados and a volunteer judge from the district of the school's region, the students are invited to analyse concrete cases and assume the roles of defence and prosecution.

The following are also noteworthy:

**Justiça para tod@s digital platform** from the website [justicaparatodos.net](http://justicaparatodos.net), with all the content produced on the law, laws and their application, in accessible language, which can be used both as a tool for the teams participating in the simulations and for schools and teachers to work on the themes of justice and human rights in the classroom.

**Justiça para tod@s section** in the Forum Estudante magazine and on the forum. pt website to publish enlightening content along with explanatory videos, which will be communicated during 2022.

## Indicators

### Who has Justiça para tod@s reached?

|           | 2020 | 2021 |
|-----------|------|------|
| Teams     | 7    | 27   |
| Schools   | 7    | 18   |
| Districts | 4    | 8    |

### Support inclusion with Dyslexia Day by Day

In 2021 we developed, on a pro bono basis, a specialised section on the Dyslexia Day by Day project blog to help interpret applicable legislation. Due to the dimension of the support offered, Abreu Advogados was included in the first book produced by “Dyslexia Day by Day”.

This partnership was established under the Abreu Advogados Pro Bono Programme, with the aim of contributing to legal literacy and promoting inclusive education by supporting the interpretation of the legislation applicable to this issue, something that had never been done before. To this end, a multidisciplinary team of lawyers was set up to analyse Decree-Law 54/2018 and its various underlying legal aspects, as well as the different stages of the process, including assessment, dyslexia report, support measures, and school involvement.

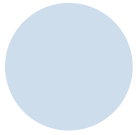
By carrying out this work, Abreu was decisive in enabling parents to fully understand their rights and obligations, thus facilitating the integration of children into academic activities, with a direct impact on their future success.

**Abreu Advogados’ collaboration with this project was included in the shortlist for the prestigious international awards Financial Times innovative Lawyers Awards 2021 in the category Social Justice and the Rule of Law.**



Our headquarters are a cultural project

# Raising awareness of culture and art



As a result of our open door philosophy and the connection, we want to develop with the community where we have set up our Lisbon headquarters, we decided in 2019 to create a cultural project to disseminate artistic expression and raise awareness of contemporary culture and art, from the walls of our building.

The exceptional characteristics that the architectural rehabilitation brought to the space that served as the Port of Lisbon Archives also contributed to this.

Developed in partnership with Carpe Diem Arte e Pesquisa, a cultural association, Abreu's cultural project allows the dissemination of works by emerging or established artists, rewarding the work of young creators and promoting events that promote contemporary art, literature and other artistic expressions. Among the main initiatives, we organise guided tours open to the public, accompanied by the artists, and we organise and host book presentations and debates.



### Walls with art

Since its creation in 2019, the cultural project has hosted dozens of artists and hundreds of works, from a wide variety of artistic expressions, such as painting, drawing, video, sculpture, neon and photography.

In 2021, we held the 7th exhibition in our space with the works of two Portuguese artists, António Faria and Fátima Reis, in a set of pieces under the theme nature.

As part of our sustainability programme Legal Up, dedicated in 2021-2022 to the theme of mental health, we organised with Casa de Saúde do Telhal an exhibition with the works of 10 users, part of the “Multiples” collection of the association Carpe Diem Arte e Pesquisa. The aim was to highlight artistic expression in the context of mental illness and at the same time to remember the importance of combating the stigma of this health problem.



#### Mission

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Stimulate the interest and knowledge of audiences of different origins and ages in art and culture.

Promote solutions of a social nature and with an impact on the community, as an integral part of Abreu Advogados’ policy.

#### Challenges

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Exhibit artworks in locations that were not designed for this purpose and use the theme of nature to guide curatorial options

#### Objectives

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- Enhance the arts for a wider public
- Promote awareness of contemporary art among employees, clients, partners and the general public;
- Value the artistic creation of young talents;
- Recognise established artistic paths;
- Strengthen the relationship with the community.



**We believe that art and culture are essential elements in the development and growth of any community and in building critical thinking about the world.**

The Cultural Project that we have been developing for several years is directly linked to the history of Abreu Advogados and to the humanist purpose that has accompanied us since our foundation. It is a bold and innovative initiative that makes us proud and allows us to go beyond the provision of legal services, to reward and promote cultural activity in Portugal, to challenge the creativity and expression of each one of our people and, at the same time, to open our office to the community around us, encouraging knowledge, interaction and social and cultural integration.

**Manuel Andrade Neves**

Partner and co-coordinator of the Cultural Project of Abreu Advogados



**Boosting young creators**

Abreu Advogados, together with Carpe Diem Arte e Pesquisa supports the Young Art Award, a national competition for the production of contemporary art aimed at promoting the talent of final-year students of visual arts in Portugal.

The winner is entitled to a set of prizes, including a solo exhibition at Abreu Advogados' head office, several artistic residencies throughout the country and a trip to Madrid to follow some of the main international art fairs.

In 2021 the winner was João Pedro Filipe, with the project *Atentai Os Lírios*, which was born from a 10-day journey to Mozambique over 2000 kilometres and with which he wanted to create a parable about the importance of taking care of the essential.

In 2020, Louise Kanefuku was the winner of the award with an autobiographical work dedicated to longing and migration.



**From the desire to galvanise young people and their entry into the art system, the Prémio Arte Jovem (Young Art Prize) was born. Supported by a number of patrons over the years, it has gained enormous appreciation, which allows young people a broad launch in the Portuguese - and international - artistic context.**

By winning the Abreu Advogados prize at Arte Jovem 2021, a boundless door was opened for me. In a solo exhibition, curated by Carpe Diem and sponsored by Abreu Advogados, I had the opportunity to exhibit a series of works that unveiled my artistic expression. From the logistics of production to assembly, from theorisation to presentation to the public, it was a contact that allowed me to understand in a deeper way the art system in Portugal. Having been a precious asset in my artistic career, it is with enormous appreciation and recognition that I highlight the importance of support such as this in the growth and constant appreciation of artists. For my part, I wish them all well and I dare to perpetuate the challenge to new artists for the continuous cultural growth of the Portuguese panorama.

**João Pedro Filipe**  
winner of Prémio Arte Jovem 2021





Our role in reducing  
environmental impact





**A:**

# Because we only have one future

The environmental challenges facing humanity require a collective and collaborative effort on a planetary scale. Each sector of activity and each organisation has to assess what in its activity generates negative impacts and apply mitigating measures. In that process they need to ensure that they follow best practices, have the best skills and scientific information and set the most ambitious targets possible.

## Our role in reducing environmental impact



# We take responsibility of the future



In the legal profession, as an economic activity, the greatest sources of environmental impact are related to greenhouse gas emissions (GHG) related to commuting, paper consumption and energy consumption associated with the workplace. At Abreu Advogados we assume our role as part of a major global challenge to combat climate change and therefore we have established an important commitment to improve the environmental performance of our offices.

We ensure the application of measures capable of managing and monitoring the impacts arising from our activity, establishing the following impact reduction programme:

**3 R's Policy** ————— reduce, reuse and recycle

**Paper@less Programme** ————— for reducing paper consumption

**Reducing the use of plastics** ————— in everyday office life through more sustainable alternatives

**Travel options that minimise CO2** ————— consumption through the use of public transport, shared mobility and electric vehicles

**Advanced communications system** ————— that allows online meetings to be favoured



**SDG 13  
Climate Action**  
Take urgent action to combat climate change and its impacts

## Figures in focus

We monitor environmental impact so we can adjust and improve our mitigation programme:

| Consumption   | 2019     | 2020     | 2021     | % Change 20-21 |
|---|----------|----------|----------|----------------|
| Total GHG emissions (t CO <sub>2</sub> e)                     | 559      | 362      | 357      | -1%            |
| GHG emissions / employee (t/employee)                         | 1,84     | 1,08     | 1,04     | -3%            |
| GHG emissions / Turnover (t/Euros)                            | 1,86E-05 | 1,08E-05 | 9,45E-06 | -12%           |
| Electricity consumption (kWh)                                 | 809 682  | 680 732  | 680 203  | 0%             |
| Electricity consumption by turnover (kWh/Euros)               | 0,027    | 0,020    | 0,018    | -11%           |
| Electricity consumption per employee (kWh/employee)           | 2 663    | 2 026    | 1 983    | -2%            |
| Water consumption (m <sup>3</sup> )                           | 2 413    | 2 061    | 1 996    | -3%            |
| Water consumption per business volume (m <sup>3</sup> /Euros) | 8,04E-05 | 6,13E-05 | 5,28E-05 | -14%           |
| Water consumption per employee (m <sup>3</sup> /colaborador)  | 7,94     | 6,13     | 5,82     | -5%            |
| Paper Consumption (kg) - Paper@less Initiative                | 4 035    | 2 640    | 3 430    | +30%           |

## New initiatives to reduce consumption



Abreu Advogados joined the global initiative CO2 Neutral Website to ensure the carbon neutrality certification of its website, in a process that includes calculations and subsequent investment in sustainability projects, annually audited by an independent consultant. We became the first law firm in Portugal to have a carbon neutral website, joining more than 2,500 companies worldwide that already have this certification.

### Abreu's electric bicycle and chargers for electric cars on the premises

Lisbon City Council and the location of the office in Alfama, Abreu Advogados decided to promote the use of alternative means of transport by acquiring an electric bicycle in 2021. The BEA (Abreu Electric Bicycle) can be requested free of charge between 8:00 a.m. and 8:00 p.m. Also of note is the existence, since 2021, of four electric car charging stations on the company's premises.

## Aligned with best practice

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We continue to align with the “Business Ambition for 1.5°C - Our Only Future”, a United Nations Global Compact initiative to combat climate change, focusing on the urgent need to reduce greenhouse gas emissions and promote the transition to a low-carbon economy. By signing this pledge in 2019, we commit to matching our environmental targets for reducing greenhouse gas (GHG) emissions, across all relevant scopes, to recommended levels, so that warming of more than 1.5°C can be avoided.



Abreu Advogados joined the Climate Ambition Accelerator programme of the United Nations Global Compact, which aims to support companies of all sizes, sectors and regions to fight climate change more efficiently, through scientific monitoring for six months with the objective of achieving zero net emissions. We are the first, and for now the only, law firm to join this programme with which we hope to assume relevant emission reduction commitments.



At Abreu Advogados we attach importance to individual action and to the contribution that each person on our team can make towards sustainability. José Eduardo Martins, partner co-head of Public Law and Environment at Abreu Advogados, was appointed President of the Environment and Energy Commission of the International Chamber of Commerce Portugal, having as one of his main duties to lead the work of this Chamber.

The Environment and Energy Commission is responsible for environmental and energy policy issues of interest to business worldwide and works closely with the United Nations to facilitate the participation and involvement of the business world and to promote responsible business conduct in line with the UN Sustainable Development Goals (SDGs) and the objectives of the Paris Agreement.



**Abreu Advogados has always stood out for its concern for sustainability and the environment. Not by chance, we were one of the first, if not the first, large law firm in Portugal to create a practice area where the environment is at the forefront, and not only as a discipline within public law.**

We live in a historical moment, both because of the environmental impacts of human activity in a globalised society and because of the growing understanding of these impacts on the complex and interconnected systems that sustain this same activity.

In 2021 we had our eyes on Glasgow and the COP26, whose conclusions some consider to have fallen short, while at the same time the sixth report of the IPCC has strengthened certainty as to the anthropogenic nature of climate change and the risks of inaction to limit global warming and deal with its inevitable consequences.

Other crises - such as the COVID-19 pandemic and the resulting disruption of logistics chains or, very recently, the war in Ukraine and the energy crisis it exposed - reinforce the need to make global society more environmentally, economically and socially sustainable.

This requires concerted action and commitment by the states. The European Union has been at the forefront of the defence of sustainability and the environment, as exemplified by the European Ecological Pact, the European Climate Law and the extensive package of legislative initiatives that make up the so-called Fit for 55, aimed at achieving climate neutrality by 2050.

But it also requires action at the level of individuals and companies. And at this level Abreu Advogados has maintained an unwavering commitment to sustainability and the environment, reflected in our internal organisation and our alignment with the sustainable development objectives of the United Nations Agenda 2030, in the work we do for our clients and in the partnerships and initiatives we establish with people, companies and associations similarly committed.

I therefore saw the invitation to chair the Environment and Energy Commission of the International Chamber of Commerce - Portugal, on the one hand, as recognition of the ability to translate the concern for sustainability and the environment into concrete changes with added value for us and our partners, and on the other as an opportunity to contribute to building a culture of sustainability in society in general.

This sustainability report aims to share the results that we have achieved in 2020 and 2021, of which we are very proud, and to highlight the contributions of all those who made it possible, and to whom I express my public thanks.

**José Eduardo Martins**

Partner co-responsible for Public Law and Environmental Law at Abreu Advogados and President of the Environment and Energy Commission of the International Chamber of Commerce Portugal

A:



# When we choose sustainability we choose to be the future



According to the European Commission's Green Paper, the essence of corporate social responsibility is the voluntary integration of social and environmental concerns by companies in their operations. Today, we can say that this is also our essence and the way we conduct our business. The one that brought us here and the one that makes us want to go further.

We are aware that this is not only a management decision of great responsibility but also the right one and the one of which we are most proud, as it leads us to a better future. We are aware of the responsibility that comes with managing an organisation in accordance with social and environmental concerns and being pioneers. This firm path entails both a dream as well as concrete actions and impact, but we choose to look ahead and always aim for more ambitious goals, blazing a trail, generating impact and correcting course whenever necessary.

We pride ourselves on being different and promoting an alternative to injustice and unreasonable resource consumption by taking tangible and measurable actions and measures.







This is our commitment: not to be passive, not to stand on the sidelines, to be bold in the way we think and to be sustainable in the way we put our ideas into practice.

**We choose sustainability.  
We choose to be the future and to put it  
into practice every day.**

# Commitments

## General

### Focus on sustainability in the activity of Abreu Advogados




-  Creation of the Corporate Social Responsibility and Sustainability Department.
-  Launch of biennial theme for Sustainability - Legal Up - in order to optimise the impact of initiatives.
-  Drawing up a letter of commitment for our suppliers.
-  Creation of the ESG - Environmental, Social and Governance service.
-  Reactivation of the Sustainability Committee to coordinate and monitor the sustainability plan.
-  Appointment of ambassadors to lead initiatives defined within the scope of the Sustainability Committee.

### Contribute to reflection on sustainability in the legal sector



-  Creation of the Sustainability School, dedicated to training final year law students in the area of law and sustainability.
-  Creation of ESG Chair at Nova School of Law.
-  Promotion and dissemination of knowledge on social, environmental and governance challenges in legal activity.
-  Conclusion of collaboration protocols with faculties, namely NOVA School of Law, NOVA Green Lab and IE Law School (Madrid).

## Community

### Advance the policy of pro bono legal services and community support






-  Restructuring of the Pro Bono Committee.
-  Updating and renewal of institutional protocols with pro bono partners.
-  Promoting employee engagement with pro bono partners.

### Promoting legal literacy

-  Creation of Legal Literacy Manuals with the aim of translating existing legislation into language accessible to all.
-  Support from the Dyslexia Day by Day project in interpreting the legislation applicable to children with dyslexia.

## Environment

### Strengthen Abreu's commitment to reducing its carbon footprint and the efficient use of resources

-  Submission of greenhouse gas reduction targets to the Science Based Targets initiative.
-  Joining the Climate Ambition Accelerator, with the aim of combating climate change by reducing greenhouse gas emissions.
-  Raising employees' awareness of the efficient use of resources and developing sustainable initiatives to develop in the office.
-  Promotion of the use of soft transport modes, through the provision of an electric bicycle for employee travel.
-  Implementation of eco-communication practices.

**A:**

**We put the future into practice,  
always taking a step forward,  
driven by innovation and based  
on a humanist project, moving  
forward in partnership, sharing  
knowledge.**



**Because we only  
have one future.**

# Table of indicators

## General content

| Table of Contents  | Location or response   |                     |             |                   |                   |
|--|--|---------------------|-------------|-------------------|-------------------|
| <b>GRI 102-1</b><br>Name of organisation                             | Abreu Advogados  |                     |             |                   |                   |
| <b>GRI 102-2</b><br>Activities, brands, products and services        | Provision of Legal Services  |                     |             |                   |                   |
| <b>GRI 102-3</b><br>Location of the headquarters of the organisation | Alfama, Lisbon   |                     |             |                   |                   |
| <b>GRI 102-4</b><br>Location of operations                           | Portugal   |                     |             |                   |                   |
| <b>GRI 102-5</b><br>Ownership and legal form                         | Law firm   |                     |             |                   |                   |
| <b>GRI 102-6</b><br>Markets in which the organisation operates       | Portugal, Angola, Brazil, Cape Verde, China - Macau, Guinea-Bissau, Mozambique and Timor-Leste |                     |             |                   |                   |
| <b>GRI 102-7</b><br>Scale of the Organisation                        |  | <b>2020</b>         | <b>2021</b> | <b>Change (%)</b> |                   |
|  | <b>Total employees of the organisation</b>   | <b>336</b>          | <b>343</b>  | <b>2%</b>         |                   |
|  | Male   | 139                 | 142         | 2%                |                   |
|  | Female   | 197                 | 201         | 2%                |                   |
|  |  | <b>2019</b>         | <b>2020</b> | <b>2021</b>       | <b>Change (%)</b> |
|  | <b>Scale of the Organisation</b>   | 30,0 M€             | 33,6 M€     | 37,8 M€           | 13%               |
|  | <b>GRI 102-8</b><br>Information on employees and other workers                                 |                     | <b>2020</b> | <b>2021</b>       | <b>Change (%)</b> |
|  |  | <b>Total</b>        | <b>336</b>  | <b>343</b>        | <b>2%</b>         |
|  |  | Permanent Contract  | 92          | 89                | -3%               |
|  |  | Fixed Term Contract | 23          | 26                | 13%               |
| Contract of Unspecified Duration                                     |  | 0                   | 1           | NA                |                   |
| Provision of Services  |  | 4                   | 5           | 25%               |                   |
| Temporary Work   |  | 1                   | 0           | -100%             |                   |
| Internship Contract  |  | 2                   | 5           | 150%              |                   |
| Lawyers Services Rendered  |  | 214                 | 217         | 1%                |                   |

| Table of Contents  | Location or response   |
|--|--|
| <b>GRI 102-9</b><br>Supply chain   | Abreu Advogados works with a wide range of suppliers that support us in different categories, including operations, information technologies, human resources, training, travel, etc. We have around 700 suppliers, around 85% in Portugal and the rest in different countries, mostly European. |
| <b>GRI 102-10</b><br>Significant changes in the organisation and its supply chain        | There were no significant changes in the reporting years.  |
| <b>GRI 102-12</b><br>External initiatives  | See "Aligned with best practice", Chapter 6.   |
| <b>GRI 102-13</b><br>Participation in associations                                       | See "To be a pioneer is to commit to the future", Chapter 1.<br><a href="https://abreuadvogados.com/sustentabilidade/organizacoes-que-integramos/">https://abreuadvogados.com/sustentabilidade/organizacoes-que-integramos/</a>  |
| <b>Strategy</b>  |  |
| <b>GRI 102 - 14</b><br>Statement from the most senior decision maker in the organisation | Please see "Message from the Managing Partner".  |
| <b>Ethics and Integrity</b>  |  |
| <b>GRI 102 - 16</b><br>Values, principles, standards and norms of behaviour              | See "Guidelines", Chapter 1.<br>See "What moves us", Chapter 2.<br><a href="https://abreuadvogados.com/porque-a-abreu/o-nosso-estilo/">https://abreuadvogados.com/porque-a-abreu/o-nosso-estilo/</a>   |
| <b>Governance</b>  |  |
| <b>GRI 102 - 18</b><br>Governance structure  | See "Guidelines", Chapter 1.<br>See "We provide pro bono legal support", Chapter 4.  |
| <b>Stakeholder Involvement</b>   |  |
| <b>GRI 102 - 40</b><br>List of stakeholder groups  | Employees; Clients<br>Legal partners; Technology partners; Event partners<br>International Directories; Regulatory and Supervisory Bodies; Courts and other Legal Entities<br>Academia; Knowledge Institute; Media; Social Sector Organisations  |
| <b>GRI 102 - 41</b><br>Collective bargaining agreements                                  | Not applicable.  |
| <b>GRI 102 - 42</b><br>Identification and selection of stakeholders                      | The mapping of stakeholder groups took into consideration the following criteria: influence, dependence and societal context.  |

[read more >](#)

**Stakeholder Involvement**

| Table of Contents   | Location or response  |   |
|---|---|---|
| <p><b>GRI 102 - 43</b><br/>Approach to stakeholder engagement</p>                         | Various stakeholder engagement tools are used.  |   |
|   | <p><b>Employees</b></p> <ul style="list-style-type: none"> <li>Website</li> <li>Social Networks (LinkedIn, Instagram, Twitter, YouTube)</li> <li>Internal newsletters (2 weekly)</li> <li>Intranet</li> <li>Internal questionnaires</li> <li>Internal podcast</li> <li>Abreu TV</li> <li>Internal events/talks</li> <li>Physical communication in the office</li> </ul> | <p><b>External stakeholders</b></p> <ul style="list-style-type: none"> <li>Website</li> <li>Social networks (LinkedIn, Instagram, Twitter, YouTube)</li> <li>External newsletters - there are different types</li> <li>Intranet</li> <li>Internal questionnaires</li> <li>Knowledge sharing with the media</li> <li>External podcast</li> <li>Events</li> <li>Webinars</li> <li>Media interviews</li> <li>Other specific tools per group, namely with clients and partners</li> </ul> |
| <p><b>GRI 102 - 44</b><br/>Main issues and concerns raised</p>                            | See "Guidelines", Chapter 1.  |   |
| <b>Reporting Practice</b>   |   |   |
| <p><b>GRI 102 - 45</b><br/>Entities included in the consolidated financial statements</p> | Abreu & Associados - Sociedade de Advogados, SP, RL.  |   |

**Specific content**

**Economic Performance Indicators Economic Performance Indicators**

|   | 2019    | 2020    | 2021    | Change (%) |
|---|---------|---------|---------|------------|
| <p><b>GRI 201-1</b><br/>Direct economic value generated and distributed</p> | 30.0 M€ | 33.6 M€ | 37.8 M€ | 13%        |

**Environmental Performance Indicators**

| Materials  | Papal        |          |          |                      |     |
|--|--------------|----------|----------|----------------------|-----|
|  | 2019         | 2020     | 2021     | Change 2020/2021 (%) |     |
| <p><b>GRI 301-1</b><br/>Materials used, broken down by weight and volume</p> | <b>Total</b> | 4 035 kg | 2 640 kg | 3 430 kg             | 30% |
|  | Lisbon       | 3 000 kg | 1 850 kg | 2 930 kg             | 58% |
|  | Porto        | 800 kg   | 500 kg   | 500 kg               | 0%  |
|  | Funchal      | 235 kg   | 290 kg   | -                    | -   |

## Energy

|   |   | Electricity           |                        |                        |                         |
|---|---|-----------------------|------------------------|------------------------|-------------------------|
|   |   | 2019                  | 2020                   | 2021                   | Change<br>2020/2021 (%) |
| <b>GRI 302-1</b><br>Energy consumption in<br>the organisation | <b>Total</b>                            | <b>809 682 kWh</b>    | <b>680 732 kWh</b>     | <b>680 203 kWh</b>     | <b>0%</b>               |
|   | Lisbon                                  | 660 286 kWh           | 556 958 kWh            | 624 382 kWh            | 12%                     |
|   | Porto                                   | 82 700 kWh            | 61 793 kWh             | 55 821 kWh             | -10%                    |
|   | Funchal                                 | 66 696 kWh            | 61 981 kWh             | -                      | -                       |
| <b>GRI 302-3</b><br>Energy Intensity                          | Electricity consumption<br>by turnover  | 0,027 kWh/euros       | 0,020 kWh/euros        | 0,018 kWh/euros        | -11%                    |
|   | Electricity consumption<br>per employee | 2663 kWh/<br>employee | 2 026 kWh/<br>employee | 1 983 kWh/<br>employee | -2%                     |

| <b>Materials</b>                                   |                                  | Water                              |                                    |                                    |                         |
|--|----------------------------------|------------------------------------|------------------------------------|------------------------------------|-------------------------|
|  |                                  | 2019                               | 2020                               | 2021                               | Change<br>2020/2021 (%) |
| <b>GRI 303-5</b><br>Water consumption              | <b>Total</b>                     | <b>2 413 m<sup>3</sup></b>         | <b>2 061 m<sup>3</sup></b>         | <b>1 996 m<sup>3</sup></b>         | <b>-3%</b>              |
|  | Lisbon                           | 2 156 m <sup>3</sup>               | 1 670 m <sup>3</sup>               | 1 856 m <sup>3</sup>               | 11%                     |
|  | Porto                            | 127 m <sup>3</sup>                 | 154 m <sup>3</sup>                 | 140 m <sup>3</sup>                 | -9%                     |
|  | Funchal                          | 130 m <sup>3</sup>                 | 237 m <sup>3</sup>                 | -                                  | -                       |
| <b>Específico</b><br>Specific water<br>consumption | Water consumption by<br>turnover | 8,04E-05 m <sup>3</sup> /<br>euros | 6,13E-05 m <sup>3</sup> /<br>euros | 5,28E-05 m <sup>3</sup> /<br>euros | -14%                    |
|  | Employee water<br>consumption    | 7,94 m <sup>3</sup> /<br>employee  | 6,13m <sup>3</sup> /<br>employee   | 5,82 m <sup>3</sup> /<br>employee  | -5%                     |

## Emissions

|   |                                       | 2019                                   | 2020                                   | 2021                                  | Change<br>2020/2021 (%) |
|---|---------------------------------------|--|--|---------------------------------------|-------------------------|
| <b>GRI 305-1 a 3</b><br>Greenhouse gas (GHG)<br>emissions | Total GHG emissions                   | 559 tCO <sub>2</sub> e                 | 362 tCO <sub>2</sub> e                 | 357 tCO <sub>2</sub> e                | -1%                     |
|   | Indirect emissions<br>(Scope 2)       | 206 tCO <sub>2</sub> e                 | 175 tCO <sub>2</sub> e                 | 156 tCO <sub>2</sub> e                | -11%                    |
|   | Other indirect emissions<br>(Scope 3) | 353 tCO <sub>2</sub> e                 | 187 tCO <sub>2</sub> e                 | 201 tCO <sub>2</sub> e                | 8%                      |
| <b>GRI 305-4</b><br>GHG emissions intensity               | Emissions by Turnover                 | 1,86 E-05 tCO <sub>2</sub> e/<br>euros | 1,08 E-05 tCO <sub>2</sub> e/<br>euros | 9,45 E-06<br>tCO <sub>2</sub> e/euros | -12%                    |
|   | Emissions per Employee                | 1,84 tCO <sub>2</sub> eq/<br>Employee  | 1,08tCO <sub>2</sub> eq/<br>Employee   | 1,04tCO <sub>2</sub> eq/<br>Employee  | -3%                     |

## Social Performance Indicators

|  | Employment    |              |                      |           |
|--|---------------|--------------|----------------------|-----------|
|  | 2020          | 2021         | Change 2020/2021 (%) |           |
| <b>GRI 401-1</b><br>Employees hired by age group     | <b>Total</b>  | <b>61</b>    | <b>66</b>            | <b>8%</b> |
|  | < 30 years    | 35           | 43                   | 23%       |
|  | 30 a 50 years | 25           | 20                   | -20%      |
|  | > 50 years    | 1            | 3                    | 200%      |
| <b>GRI 401-1</b><br>Employees hired by gender        | <b>Total</b>  | <b>61</b>    | <b>66</b>            | <b>8%</b> |
|  | Male          | 23           | 25                   | 9%        |
|  | Female        | 38           | 41                   | 8%        |
| <b>GRI 401-1</b><br>Rate of new hirings by age group | <b>Total</b>  | <b>18,2%</b> | <b>19,2%</b>         | <b>1%</b> |
|  | < 30 years    | 57,4%        | 65,2%                | 8%        |
|  | 30 a 50 years | 41,0%        | 30,3%                | -11%      |
|  | > 50 years    | 1,6%         | 4,3%                 | 3%        |
| <b>GRI 401-1</b><br>Rate of new hirings by gender    | <b>Total</b>  | <b>18,2%</b> | <b>19,2%</b>         | <b>1%</b> |
|  | Male          | 37,3%        | 37,9%                | 0%        |
|  | Female        | 62,3%        | 62,1%                | 0%        |
| <b>GRI 401-1</b><br>Departures by age group          | <b>Total</b>  | <b>35</b>    | <b>37</b>            | <b>6%</b> |
|  | < 30 years    | 22           | 20                   | -9%       |
|  | 30 a 50 years | 13           | 14                   | 8%        |
|  | > 50 years    | 0            | 3                    | NA        |
| <b>GRI 401-1</b><br>Exits by gender                  | <b>Total</b>  | <b>35</b>    | <b>37</b>            | <b>6%</b> |
|  | Male          | 13           | 13                   | 0%        |
|  | Female        | 22           | 24                   | 9%        |
| <b>GRI 401-1</b><br>Exit rate by age group           | <b>Total</b>  | <b>10,4%</b> | <b>10,8%</b>         | <b>4%</b> |
|  | < 30 years    | 62,9%        | 54,1%                | -9%       |
|  | 30 a 50 years | 37,1%        | 37,8%                | 1%        |
|  | > 50 years    | 0,0%         | 8,1%                 | 8%        |

|   | Employment                                 |              |                      |            |
|---|--|--------------|----------------------|------------|
|   | 2020                                       | 2021         | Change 2020/2021 (%) |            |
| <b>GRI 401-1</b><br>Exit rate by gender                 | <b>Total</b>                               | <b>10,4%</b> | <b>10,8%</b>         | <b>4%</b>  |
|   | Male                                       | 37,1%        | 35,1%                | -2%        |
|   | Female                                     | 62,9%        | 64,9%                | 2%         |
| <b>GRI 401-1</b><br>Rate of new hirings<br>by age group | <b>Total</b>                               | <b>14,3%</b> | <b>15,0%</b>         | <b>5%</b>  |
|   | < 30 years                                 | 32,0%        | 31,8%                | 0%         |
|   | 30 a 50 years                              | 10,3%        | 9,2%                 | -1%        |
|   | > 50 years                                 | 0,8%         | 5,0%                 | 4%         |
| <b>GRI 401-1</b><br>Rate of new hirings<br>by gender    | <b>Total</b>                               | <b>14,3%</b> | <b>15,0%</b>         | <b>5%</b>  |
|   | Male                                       | 12,9%        | 13,4%                | 0%         |
|   | Female                                     | 15,2%        | 16,2%                | 1%         |
| <b>Específico</b><br>Leaving by seniority               | <b>Total</b>                               | <b>35</b>    | <b>37</b>            | <b>6%</b>  |
|   | < 1  | 13           | 6                    | -54%       |
|   | 1 a 2                                      | 5            | 8                    | 60%        |
|   | 2 a 3                                      | 4            | 8                    | 100%       |
|   | 3 a 4                                      | 2            | 5                    | 150%       |
|   | 4 a 5                                      | 4            | 5                    | 25%        |
|   | 5 a 6                                      | 1            | 2                    | 100%       |
|   | + 6 years                                  | 6            | 3                    | -50%       |
| <b>Específico</b><br>Average length<br>of service       | <b>Total average length<br/>of service</b> | <b>6,27</b>  | <b>6,18</b>          | <b>-1%</b> |
|   | Management Teams                           | 5,89         | 5,78                 | -2%        |
|   | Equipas de Advogados                       | 6,42         | 6,42                 | 0%         |

[read more >](#)

## Social Performance Indicators

|   | Employment               |           |                      |             |
|---|--------------------------|-----------|----------------------|-------------|
|   | 2020                     | 2021      | Change 2020/2021 (%) |             |
| <b>Especifico</b><br>Career progression<br>by level | <b>Total</b>             | <b>32</b> | <b>22</b>            | <b>-31%</b> |
|   | Partner                  | NA        | 4                    | NA          |
|   | Professional Partner     | 3         | 1                    | -67%        |
|   | Associated Partner       | 1         | 1                    | 0%          |
|   | Senior Associate         | 14        | 3                    | -79%        |
|   | Level 1 Associate Lawyer | NA        | 9                    | NA          |
|   | Level 2 Associate Lawyer | 14        | 4                    | -71%        |

## Health and Safety

|         | 2020  | 2021     | Change 2020/2021 (%) |
|---------|---|----------|----------------------|
|         | <b>GRI 403-9</b><br>Accidents at work with<br>leave of absence by<br>location | <b>3</b> | <b>3</b>             |
| Lisbon  | 2   | 3        | 50%                  |
| Porto   | 0   | 0        | NA                   |
| Funchal | 1   | 0        | -100%                |

| <b>Specific</b><br>Sick days due to<br>accidents at work | 2020 | 2021 | Change 2020/2021 (%) |
|--|------|------|----------------------|
|  |      | 23   | 62                   |

## Training

| <b>Specific</b><br>Number of hours of<br>training | 2020 | 2021  | Change 2020/2021 (%) |
|---|------|-------|----------------------|
|   |      | 4 141 | 8 260                |

| <b>Specific</b><br>Average hours of<br>training per year, per<br>employee | 2020 | 2021 | Change 2020/2021 (%) |
|---|------|------|----------------------|
|   |      | 12,3 | 24,1                 |

| <b>Specific</b><br>Number of training<br>actions | 2020 | 2021 | Change 2020/2021 (%) |
|--|------|------|----------------------|
|  |      | 143  | 162                  |

| <b>Specific</b><br>Percentage distribution<br>of training hours by<br>type | 2020          | 2021  | Change 2020/2021 (%) |     |
|--|---------------|-------|----------------------|-----|
|  | <b>Entity</b> |       |                      |     |
|  | External      | 59,0% | 58,0%                | -1% |
|  | Internal      | 41,0% | 42,0%                | 1%  |
|  | <b>Type</b>   |       |                      |     |
|  | Specific      | NR    | 96,0%                | NA  |
|  | Transversal   | NR    | 4,0%                 | NA  |



|                      | 2020  | 2021  | Change 2020/2021 (%) |
|----------------------|-------|-------|----------------------|
| <b>Area</b>          |       |       |                      |
| Performance          | 11,0% | 10,0% | -1%                  |
| Organisational       | 18,0% | 38,0% | 20%                  |
| Technician           | 71,0% | 52,0% | -19%                 |
| <b>School</b>        |       |       |                      |
| Digital              | NR    | 6,0%  | NA                   |
| Personal Development | NR    | 10,0% | NA                   |
| Law                  | NR    | 47,0% | NA                   |
| Management           | NR    | 37,0% | NA                   |
| <b>Format</b>        |       |       |                      |
| E-learning           | NR    | 9,0%  | NA                   |
| Online               | NR    | 47,0% | NA                   |
| In Person            | NR    | 44,0% | NA                   |

**Specific**

Percentage distribution of training hours by type

**Diversity and Equal Opportunities**

|                                    | 2020         | 2021         | Change 2020/2021 (%) |
|------------------------------------|--------------|--------------|----------------------|
| <b>Total by gender</b>             |              |              |                      |
| Male                               | 41,4%        | 41,4%        | 0%                   |
| Female                             | 58,6%        | 58,6%        | 0%                   |
| <b>Age group</b>                   |              |              |                      |
| < 30 years                         | 26,5%        | 28,9%        | 2%                   |
| 30 a 50 years                      | 54,8%        | 53,6%        | -1%                  |
| > 50 years                         | 18,8%        | 17,5%        | -1%                  |
| <b>Number of employees by area</b> |              |              |                      |
| <b>Management</b>                  |              |              |                      |
| <b>Gender</b>                      |              |              |                      |
| <b>Total</b>                       | <b>36,3%</b> | <b>36,7%</b> | <b>0%</b>            |
| Male                               | 24,6%        | 26,2%        | 2%                   |
| Female                             | 75,4%        | 73,8%        | -2%                  |
| <b>Faixa etária</b>                |              |              |                      |
| < 30 years                         | 23,8%        | 25,4%        | 2%                   |
| 30 a 50 years                      | 58,2%        | 59,5%        | 1%                   |
| > 50 years                         | 18,0%        | 15,1%        | -3%                  |

**GRI 405-1**

Percentage of individuals in the organisation by gender and age group, by position

## Diversity and Equal Opportunities

|                            | 2020   | 2021   | Change 2020/2021 (%) |
|----------------------------|--------|--------|----------------------|
| <b>Partners</b>            |        |        |                      |
| <b>Gender</b>              |        |        |                      |
| Total                      | 9,8%   | 10,2%  | 0%                   |
| Male                       | 69,7%  | 65,7%  | -4%                  |
| Female                     | 30,3%  | 34,3%  | 4%                   |
| <b>Age group</b>           |        |        |                      |
| < 30 years                 | 0,0%   | 0,0%   | 0%                   |
| 30 a 50 years              | 45,5%  | 48,6%  | 3%                   |
| > 50 years                 | 54,5%  | 51,4%  | -3%                  |
| <b>Non-Equity Partners</b> |        |        |                      |
| <b>Gender</b>              |        |        |                      |
| Total                      | 6,3%   | 5,2%   | -1%                  |
| Male                       | 47,6%  | 55,6%  | 8%                   |
| Female                     | 52,4%  | 44,4%  | -8%                  |
| <b>Age group</b>           |        |        |                      |
| < 30 years                 | 0,0%   | 0,0%   | 0%                   |
| 30 a 50 years              | 100,0% | 100,0% | 0%                   |
| > 50 years                 | 0,0%   | 0,0%   | 0%                   |
| <b>Associates</b>          |        |        |                      |
| <b>Gender</b>              |        |        |                      |
| Total                      | 23,2%  | 23,6%  | 0%                   |
| Male                       | 32,1%  | 34,6%  | 3%                   |
| Female                     | 67,9%  | 65,4%  | -3%                  |
| <b>Age group</b>           |        |        |                      |
| < 30 years                 | 28,2%  | 30,9%  | 3%                   |
| 30 a 50 years              | 69,2%  | 66,7%  | -3%                  |
| > 50 years                 | 2,6%   | 2,5%   | 0%                   |
| <b>Trainees</b>            |        |        |                      |
| <b>Gender</b>              |        |        |                      |
| Total                      | 12,8%  | 12,5%  | 0%                   |
| Male                       | 48,8%  | 41,9%  | -7%                  |
| Female                     | 51,2%  | 58,1%  | 7%                   |
| <b>Age group</b>           |        |        |                      |
| < 30 years                 | 90,7%  | 95,3%  | 5%                   |
| 30 a 50 years              | 9,3%   | 4,7%   | -5%                  |
| > 50 years                 | 0,0%   | 0,0%   | 0%                   |

|                   | 2020        | 2021        | Change 2020/2021 (%) |
|-------------------|-------------|-------------|----------------------|
| <b>Of Counsel</b> |             |             |                      |
| <b>Gender</b>     |             |             |                      |
| <b>Total</b>      | <b>9,8%</b> | <b>9,9%</b> | <b>0%</b>            |
| Male              | 87,9%       | 82,4%       | -6%                  |
| Female            | 12,1%       | 17,6%       | 6%                   |
| <b>Age group</b>  |             |             |                      |
| < 30 years        | 0,0%        | 0,0%        | 0%                   |
| 30 a 50 years     | 42,4%       | 44,1%       | 2%                   |
| > 50 years        | 57,6%       | 55,9%       | -2%                  |
| <b>Solicitors</b> |             |             |                      |
| <b>Gender</b>     |             |             |                      |
| <b>Total</b>      | <b>1,8%</b> | <b>1,7%</b> | <b>0%</b>            |
| Male              | 16,7%       | 33,3%       | 17%                  |
| Female            | 83,3%       | 66,7%       | -17%                 |
| <b>Age group</b>  |             |             |                      |
| < 30 years        | 0,0%        | 16,7%       | 17%                  |
| 30 a 50 years     | 66,7%       | 50,0%       | -17%                 |
| > 50 years        | 33,3%       | 33,3%       | 0%                   |

### Community Involvement

|  | 2020    | 2021    | Change 2020/2021 (%) |
|--|---------|---------|----------------------|
| Pro bono working hours                                 | 2 592   | 2 450   | -5%                  |
| Number of projects and institutions directly supported | 10      | 12      | 20%                  |
| Total donations to institutions                        | 6 042 € | 6 063 € | 0,3%                 |



## Members of the Sustainability Committee:

**Alexandra Courela,**  
Partner at Abreu Advogados

**Ana Rita Fernandes,**  
Social Responsibility and Sustainability  
Department at Abreu Advogados

**Andreia Costa,**  
Secretariat at Abreu Advogados

**Assunção Vassalo,**  
Senior associate lawyer at Abreu  
Advogados

**Eduardo Peixoto Gomes,**  
Professional partner at Abreu Advogados

**Francisca Matias,**  
Business Development Department at  
Abreu Advogados

**Gonçalo Delicado,**  
Professional partner at Abreu Advogados

**Henrique Trocado,**  
Of Counsel at Abreu Advogados

**Hugo Teixeira,**  
Partner at Abreu Advogados

**Isabel Nigra,**  
Social Responsibility and Sustainability  
Department Coordinator at Abreu  
Advogados

**Matilde de Mello Cabral,**  
COO at Abreu Advogados

**Paulo Teixeira Pinto,**  
Of Counsel at Abreu Advogados

**Pedro Pais de Almeida,**  
Partner at Abreu Advogados



### Title

The future in progress |  
Sustainability Report 2020-2021

### Property

Abreu Advogados

### Management

Departamento de Responsabilidade Social  
Corporativa e Sustentabilidade

### Consultants

Sair da Casca – Consultancy in Sustainable  
Development

### Art Direction

White Way

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