

# WE ADVOCATE SUSTAINABILITY

## SUSTAINABILITY REPORT 2009 - 2010



Make you aware of our relationship with sustainability; Update you on our social, environmental and economic development; ascertain whether we met all the commitments set out in our first 2007-2008 Report; Evaluate the dialogue with our stakeholders to meet their expectations and concerns; Analyse our commitment towards a solid project for the setting up of a strategy on sustainability;

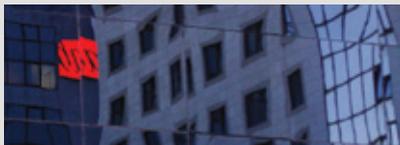
### 18 YEARS OF SUSTAINABLE GROWTH

Abreu & Associados, Sociedade de Advogados, R.L. is a Portuguese Law Firm founded in 1993. On our 18th anniversary we are proud to be a leading and innovative law firm that has always been firmly committed to delivering excellent legal advice, to the quality of our professional

management and organisation and, lastly, to the human quality of our project. Some of the largest companies operating in Portugal, as well as an increasing number of international entities, are part of the firm's Client portfolio.

### WE ARE WHAT WE DO

The quality of the services we provide and the professional merit of our Lawyers, founded on an ethical and responsible practice of the Law, is rewarded with prestigious international awards. Abreu Advogados and its Lawyers are also recommended in several legal publications and in international legal directories.



### TRANSPARENT AND SUSTAINABLE PERFORMANCE

Because we feel that transparency is beneficial to all interested parties and although we are the first and still the only Portuguese law firm to do so, we once again publish our economic performance.

### ROADMAP TO SUSTAINABILITY

### WE ADVOCATE SUSTAINABILITY

Economic viability is a corporate entity's first factor of success. The criteria for profitability and productivity should be dependant on the criteria of sustainability. For this reason we believe that the practice of law should be conducted in a transparent way, committed to offering its Clients legal services of the highest ethical and quality level, with respect for the people, for the environment and for the future generations. The concepts underlying the sustainability policy of Abreu Advogados are transparency, dialogue and innovation which shape the way we interact with all our stakeholders and the decisions we make in respect to all the areas of our activity.



This report was drawn up based on the GRI guidelines and, considering the information and the data we were able to provide, we ranked ourselves at application Level B.

**18 YEARS GROWING AND INNOVATING**

For more information on Abreu Advogados, please visit us at [www.abreuadvogados.com](http://www.abreuadvogados.com)

ABREU  
ADVOGADOS



# WE ADVOCATE SUSTAINABILITY

18 YEARS GROWING AND INNOVATING

2009-2010 SUSTAINABILITY REPORT

*Abreu Advogados* is a signatory to the UN Global Compact  
and a member of BCSD Portugal



## THIS SUSTAINABILITY REPORT AIMS TO:

- Make you aware of our relationship with sustainability;
- Update you on our social, environmental and economic development;
- Ascertain whether we met all the commitments set forth in our first 2007–2008 Sustainability Report;
- Evaluate our relationship with our stakeholders to meet their expectations and concerns;
- Analyse our commitment towards a solid project for the setting up of a strategy on sustainability;
- Ascertain whether we only focused on the positive aspects and if we also referred opportunities for improvement;
- Find out our future challenges and commitments towards sustainability;
- Prove that transparency is a question of attitude, regardless of the results or benefits.

## Whilst reading this Report, please bear in mind that:

- For the second sustainability report we relied on the objective reflection made by our Panel of External Stakeholders, which contributed enormously to determining the relevance of the content of this report.
- The independent panel of stakeholders were also requested to analyse this report, whose opinion is reflected on pages 29 to 31. This analysis constitutes a major asset in the process of improving the reporting quality.
- In two years we strengthened the dialogue with our main stakeholders, which turned out to be very enriching to our sustainability policy and to the improvement of our performance.

This report was drawn up based on the Global Reporting Initiative (GRI) guidelines and, relying on the information and the data we were able to provide, we ranked ourselves at application level B.

A full version of the report, including GRI Summary, is available online at [www.abreuadvogados.com](http://www.abreuadvogados.com)

If you have any questions regarding this report, please contact:

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## DIREITO FISCAL

**GPCB organiza encontro do Tax Law Group**

O departamento Fiscal da Gonçalves Pereira, Castelo Branco e Associados (GPCB), liderado por Diogo Ortigão Ramos, organiza sexta-feira, em Lisboa, um encontro do Tax Law Group da União Europeia, no qual são esperados 20 fiscalistas. Em análise estarão as recentes evoluções e tendências do Direito Fiscal Comunitário. O grupo integra Sociedades como a Loyens & Loeff, a Flick Gocke Schaumburg e a Cuatrecasas.

## "CREDIT MANAGEMENT"

**Simmons dá apoio a curso**

A sociedade de advogados Simmons & Simmons Rebelo de Sousa apoia o Curso Prático sobre "Credit Management" organizado pela Global Estratégias - Consultoria de Formação e e-Learning, que se realizará hoje e amanhã, no Hotel Tiara Park Atlantic em Lisboa. A formação contará com a participação de Carla Matias, advogada do Departamento de Contencioso da sociedade liderada por Pedro Rebelo de Sousa.

## "PROJECT FINANCE"

**Abreu recebe encontro internacional**

A Abreu Advogados, sociedade portuguesa membro da Association of European Lawyers, organiza amanhã e sexta-feira, em Lisboa, um seminário sobre "Project Finance". A iniciativa contará com a participação de cerca de vinte escritórios de advogados, num total de cerca de cinquenta juristas. Miguel Castro Pereira e Sofia Santos Machado, sócios da Abreu, serão oradores neste Seminário.

## ESPAÑA

**Dois reforços em Madrid para a Raposo**

Carlos Martinez Santiago, que vai coordenar o escritório de Madrid na área dos assuntos fiscais, e Bárbara de Lorenzo Lasheras, especialista em Direito Processual, são as mais recentes contratações da firma portuguesa Raposo Bernardo & Associados. Os dois reforços permitem que o escritório da firma em Espanha passe a dispor de nove causídicos. A sociedade dispõe também de representações em África.

## CERTIFICAÇÃO

**Modo é vi**

As responsáveis |

A sociedade encarac...  
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Por tal...  
a gestão...  
moldes...  
empres...  
foi uma...  
desde q...  
15 anos...  
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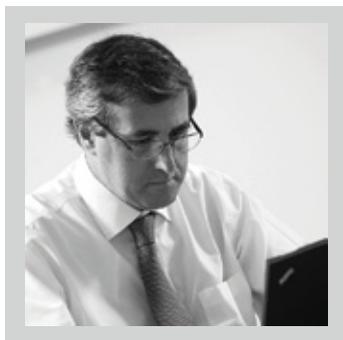
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*Advogamos a sustentabilidade*

**MESSAGE**

from Miguel Teixeira de Abreu  
Chairman of the Board of *Abreu Advogados*

On our 18th anniversary, it is with a special sense of responsibility that we publish our second Sustainability Report which, once again, was prepared according to the guidelines of the Global Reporting Initiative (GRI). This report is published at a time when the whole country is being called upon to pay the price for past unsustainable decisions. At a time when we finally realize — in the most difficult way and because we are being compelled to do so by our international creditors — how important it is to build a Country that is economically viable, ecologically correct, socially just and culturally diverse (to use the concept of sustainability according to Wikipedia).

The feeling of change that out of necessity is currently being lived in Portuguese society is also affecting corporate organisations, particularly law firms, as players in the Legal Sector.

The firm's 18th anniversary, celebrated in 2011, reflects its commitment towards change and innovation, mirrored in the quality of the legal services provided, in the deeply humanistic view of the relationship with each and every one of its team members but also of demand in their performance, in the clear and unequivocal investment in conciliating private and professional life, in the clear understanding of the importance of method and sound management, and above all, the reaffirmed conviction of creating an Institution that endures far beyond the generation that founded it.

It was this commitment - strengthened by a clear choice of a path where sustainability is a means, not merely an end — that brought us where we are today and which, in a highly competitive market, allowed us to change what started out as being a young lawyers' adventure into a truly distinctive project of law and into one of the largest Law Firms in the country.

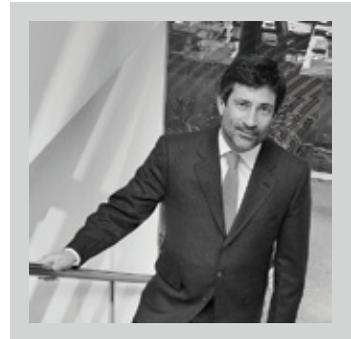
For all this, we will be back in a couple of years with our third Sustainability Report.



## INTERVIEW

with Miguel Castro Pereira

Managing Partner of *Abreu Advogados*



### ***Does the firm's sustainability policy make it more competitive in the market?***

Abreu Advogados' Sustainability Policy makes the firm more sustainable and therefore more competitive! The adoption of best practices in the management of the firm and in the provision of our legal services contributes to our economic and social sustainability. Best practices that materialise in the optimisation of all available resources and its strictly ethical use in the definition of the means to be used and goals to be achieved, leaving an internal and external mark that is recognised by the Team and by the market ("internal and external Clients").

Well, nothing can be more competitive than achieving (and keeping) this recognition and because of that ensure the project's sustainability, as the Team's and the market's first choice.

### ***The country will be experiencing hard times due to the difficult economic situation. How will Abreu Advogados respond to the challenges ahead? Will there be choices?***

Above all, Abreu Advogados will ensure the sustainability of its project. In order to do so, the firm will have to anticipate the consequences of the economic situation, by taking the necessary measures to safeguard its strength.

### ***Abreu Advogados needs to focus more on the efficiency of the provision of its services which could imply a more business orientated use of resources. Will this mean that sustainability will be cast aside?***

On the contrary, it will mean that sustainability is achieved through the ethical use of resources and through the definition of objectives in rendering services to Clients, as a start, whilst simultaneously enabling the firm to provide what at Abreu Advogados has real effective added value: legal services.

Those will be our opportunities to influence society: the rendering of services to Clients respecting ethical standards and the firm's intervention in society within the context of the specific objectives of our activity - Law and Justice. By communicating them, providing them, applying them, influencing decision makers towards their materialisation in the daily life.



***As legal consultants do you think that in the next two years you'll be able to give your Clients an added contribution?***

Abreu Advogados has always integrated well with its Clients, going beyond a mere working relationship unaware of their reality. Our status as providers of external services to a wide range of domestic and foreign clients allows us to access and participate in numerous experiences which we may use to our Clients' benefit.

We believe that, in addition to the excellence of the legal services we provide, we are also able to bring added value to our Clients by sharing good practices and, when relevant, raising awareness of sustainability issues regarding their businesses and projects. This is where our added value lies... and this is where we can leave our mark, obtaining the recognition that it is essential to the sustainability of our project.

***Sustainability is increasingly being considered as having a positive impact in attracting and retaining talent and as a key factor in the involvement of the team because people are interested in working in companies committed to sustainable development. Do you feel this is the case in Abreu Advogados?***

Sustainable development is definitely part of Abreu Advogados' DNA, as a condition for continuing to exist. And, when we get down to it, it will be this condition that will attract players who are looking for more than just an immediate relation between work and pay, but who seek recognition both internally and externally. Well, this recognition is not achieved without committing to a joint project that goes beyond the individual and, thus, each individual understands that it can only be achieved with the whole. It is the union of all that will ensure Abreu Advogados' sustainability and has made its development possible.

***Three wishes for the next two years...***

Strictness in the use of resources, objective recognition for the added contribution of any social and economic player and, above all, a shared vision of continuity of the project ... For Abreu Advogados and for Portugal!

# PORTUGAL

PRESS CLIPPING  
FORBES - MARCH 2 2009



## On the wings of legal eagles

How Portuguese law firms smooth the passage of free trade between the U.S. and West Africa.

**A**lthough U.S. trade with Portugal amounts to a relatively modest annual \$5.5 billion, its business with Portuguese-speaking Angola – America's sixth-largest supplier of oil – is worth \$13.7 billion.

This is just one reason why Portuguese law firms believe they can provide an extremely valuable service to U.S. companies.

"From a business point of view," says Miguel Teixeira de Abreu, a senior partner in the Abreu Advogados law firm, "there is no need for non-Portuguese companies trying to gain a foothold in the Angolan market to go through Lisbon. But from a legal point of view, there is a very good reason."

When Angola became independent in 1975, it retained the Portuguese legal system – and, Teixeira de Abreu says, 90% of the laws from that time remain in place. "Nobody knows this system better than Portuguese firms do. On top of that, there are so few lawyers in Angola at present that we see huge growth opportunities there."

Teixeira de Abreu points out that there is a great deal

of Brazilian investment in Portuguese-speaking Africa, and adds, "This also presents a great market for us based upon our common language and history."

Two years ago, Abreu Advogados enhanced its activities in Angola when it formed an association with FBSL, one of the largest law firms in the West African state.

Abreu Advogados is now the fifth-largest law firm in Portugal and is continuing its expansion. At the beginning of January it absorbed SMS, the largest law firm in Madeira, an autonomous Portuguese island in the Atlantic.

In 1993 the firm consisted of six people. It now has 155 lawyers, including 31 partners, and is one of the youngest and most dynamic of the country's big law firms.

Abreu Advogados is active in asset management, capital markets and assisting foreign funds investing in Portugal's security, energy and real estate sectors. More than 50% of the firm's business is internationally oriented. ❖

"THIS ALSO  
PRESENTS A  
GREAT MARKET  
FOR US BASED  
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MIGUEL TEIXEIRA DE  
ABREU,  
ABREU ADVOGADOS

**18 YEARS OF SUSTAINABLE GROWTH**

OUR DNA  
OUR STRATEGIC VISION  
INNOVATIVE BY LAW  
CORPORATE GOVERNANCE

1

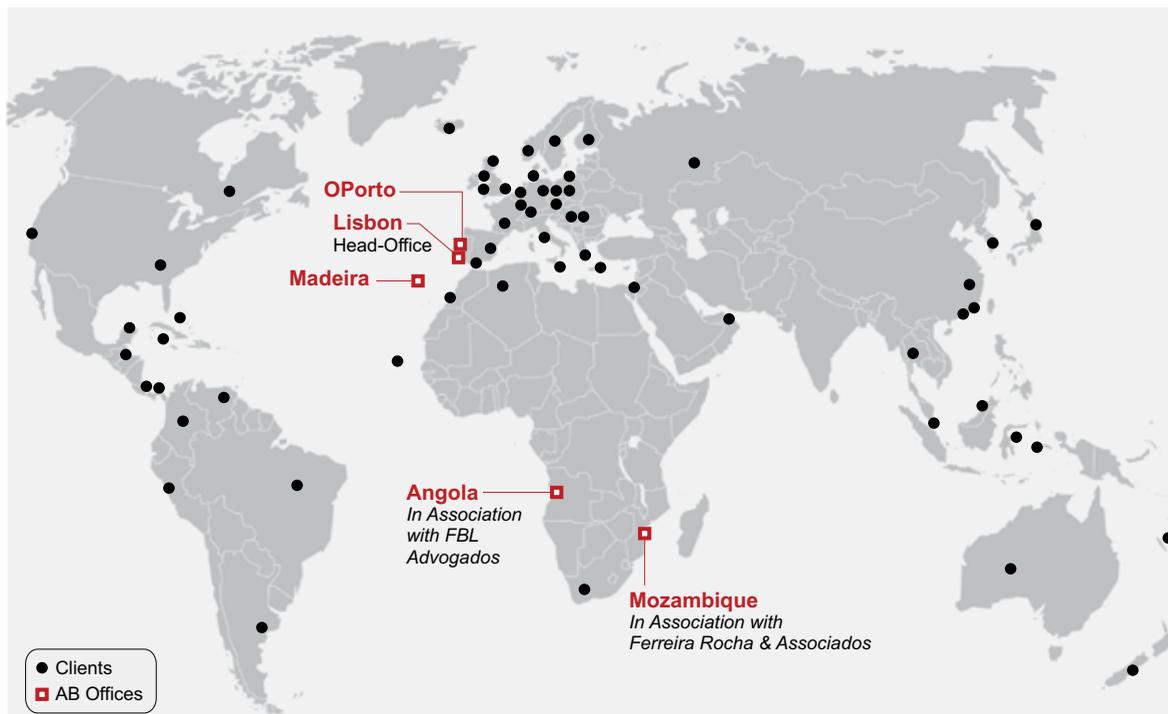


## 18 YEARS OF SUSTAINABLE GROWTH

### OUR DNA

Abreu & Associados, Sociedade de Advogados, R.L. is a Portuguese law firm founded in 1993. On our 18th anniversary we are proud to be a leading and innovative law firm that has always been firmly committed to the excellence of the legal services we render our Clients, to the quality of our professional management and organisation and, lastly, to the human quality of our project. Some of the largest companies operating in Portugal, as well as an increasing number of international entities are part of the firm's Client portfolio. The extent of our performance entails an increasing responsibility in the light of the growing challenges brought by globalisation to all economic and social stakeholders.

We are known as **ABREU**  
**ADVOGADOS** and, informally,  
as, **AB**



## 2010 In a flash

AB one of the largest law firms in Portugal

**232**  
Team Members

**164**  
Lawyers

**68**  
Administrative Staff



Volunteer work **779** hours

Pro bono legal assistance **1870** hours

## OUR STRATEGIC VISION

Organisations are often faced with the question of how they view their future. In the current economic and social situation, characterised by the uncertainty of the global and, most of all, national recovery, we feel it is of the utmost importance to reflect on who we are, which principles define us and what values guide us. At Abreu Advogados we believe that the vision, the mission and the values that guide our path are clear and make up the backbone of the firm's DNA.

### Our Vision

The vision we have of the Law and of the future of Abreu Advogados is based on the common interest in creating a solid Institution, ethically correct and which embraces different generations. We wish to continue to grow in a sustained and consolidated manner, focused on our core values, without ever forgetting the principles that guide us.

### Our Mission

We understand our mission is to provide legal services that are guided by the values of excellence and Client satisfaction, coupled with a responsible practice of law, abiding by high ethical standards, ensuring accuracy and high quality at all times.

### Our Values

- **Excellence** because Justice is the other side of perfection, all legal assistance that is imperfect is necessarily an injustice.
- **Quality** because the true level of an organisation and of the services it provides must always be objectively assessed and accredited by an independent party and according to the highest standards.
- **Ethics** because if what is fair is good, there is nothing good that is not well done and done in good faith.
- **Accuracy** because it is the antidote to indifference and all that is undifferentiated.
- **Solidarity** because the name of each person is also the name by which the office is known.

## INNOVATIVE BY LAW

### A Culture based on Dialogue, Transparency and Innovation

Abreu Advogados' culture is made up of shared values and behaviours put into practice by each person. The team work and sense of belonging that define us result from a culture based on dialogue and transparency shared by the entire firm: we are characterised by an "open door" policy, where dialogue is encouraged, without barriers. We believe this culture, which we identify as being AB culture, also makes perfect sense in the relationship with our external stakeholders. This is extensively exemplified by the publication of the firm's financial information - still the only firm to do so in the Portuguese legal sector - and in the creation of a Panel of External Stakeholders.

The AB Book of Principles, establishing the principles and rules of conduct, is our most recent initiative as a way of encouraging that our core values are put into practice in everyday life.

Our culture is also based on the strive for excellence, which makes us seek innovation, present in all areas of the firm: from a governance model with differential institutional rules, implementation of a Quality Management System to Sustainability Reports in the legal sector.

### A Culture based on Quality

#### Human Quality

Above everything else is the respect for the individual, because only a person that feels respected will be willing to give its best service to the firm. We are therefore bound to guarantee adequate conditions for the personal and professional fulfilment of all team members.

#### Resulting in:

- Career Plan for Lawyers and Administrative Staff
- Training Plan
- Balance policy: personal and professional life

#### Professional Quality

In such a competitive activity as the practice of law and in an increasingly global social economic context, the lawyers' capacity to provide innovative legal services is put to the test. Training and investment in knowledge management are, for this reason, crucial instruments to ensure sound and up-to-date knowledge and to create value for the Client.

#### Resulting in:

- Specialised training
- Knowledge management for the active sharing of information
- Legal data base
- Extranet for Clients in the Debt Collection Area

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## Resulting in:

- Quality Management
- Risk Management
- Support Departments

## Organisational Quality

Outstanding legal services must be based on a management model. Ours in particular is based on the standardisation of the modus operandi of the Firm accredited under the Portuguese ISO 9001:2008 Certification Standard. We were the first Portuguese law firm to obtain ISO 9001 Quality Management System accreditation. This investment was a strategic priority to ensure the firm's sustainable growth. Likewise, we have also implemented a Risk Management System which has been integrated in our Quality Management System.

## CORPORATE GOVERNANCE

From the very beginning, it has been our desire that Abreu Advogados would establish itself as an Institution with an individuality that goes beyond the people and the partners, because we feel this to be the identity that will make the firm a truly innovative project in the Portuguese market ensuring its sustainability.

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## Governance Model

We have incorporated some distinctive rules in our governance model:

Based on our Institutional goal, we designed a governance model based on distinctive rules:

- The principle "one partner-one vote" guarantees equal voting rights, regardless of seniority;
- Partners retire at the age of 65, or, after this age, on completing 10 years with the firm;
- Partners do not have successor rights.

*"This model has an added difficulty, inasmuch as the leading law firms have always been known for their partners. We chose to follow this innovative path and feel that in the meantime Abreu Advogados is viewed as an Institution"*

Miguel Castro Pereira  
Managing Partner

## Risk Management System

Following the commitment undertaken in our first Sustainability Report, we created a Risk Management System, currently under implementation.

We adopted risk management as a planning and corporate management philosophy, and as such it will be integrated by our Quality Management System.

This was a highly participated internal process, involving reflection and analysis. A team was selected to whom 8 questionnaires were sent, based on which we were able to identify the main risks inherent to the firm's activity. 

The risk management model adopted the following methodology:



# IBERIA

continued ▶

country of the future but the country of the present," comments Uría partner Jaime Folguera in an allusion to the oft-repeated declaration of successive Brazilian governments. "The investments envisaged by the Brazilian authorities surrounding the [2016 Rio de Janeiro] Olympics and

the 2014 World Cup are around €12bn [£10.95bn]. It implies a number of opportunities not only for construction, but for companies providing services for everything from air control to transport."

Uría has an associate office in São Paulo with local firm Dias Carneiro Advogados. This is one of five associated offices in the

region (it also has lawyers in Buenos Aires, Lima, Mexico City and Santiago de Chile), but São Paulo's economic dominance makes it something of a hub for the region.

#### Access all areas

Perhaps less expectedly, for Iberian firms Latin America is also a springboard into

mature markets such as the US. It is through its South American exclusive arrangement that Cuatrecasas has gone into New York City. "As a result of [our Latin America] practice we opened a New York office in 2000. We have a triangle made up of Iberia-New York City-Latin America," confirms Villasante.

continued ▶

## INTERNATIONAL REACH

### URÍA MENÉNDEZ

Turnover: €175m (£77.4m)  
Total lawyers: 197  
Offices: Six across Spain and Portugal, plus Beijing, Brussels, London, New York and Warsaw  
Principal overseas partners: Five in Latin America, including Buenos Aires, Lima, Mexico City, Santiago de Chile and São Paulo  
HQ: Madrid

### PLMJ

Turnover: €30m (£27.4m)  
Total lawyers: 200  
Offices: Seven in Portugal (including four partner offices)  
Principal overseas partners: One each in Angola, Brazil, Macau and Mozambique  
HQ: Lisbon

### GARRIGUES

Turnover: €291m (£20.8m)  
Total lawyers: 1,335  
Offices: 38, including 29 in Spain and Portugal  
Principal overseas partners: Six in Latin America through the Affinitas network and elsewhere through Taxand network  
HQ: Madrid

### ABREU ADVOGADOS

Turnover: €12m (£10.9m)  
Total lawyers: 170  
Offices: Three in Portugal, plus Angolan desk  
HQ: Lisbon

### CUATRECASAS GONÇALVES PEREIRA

Turnover: €241m (£219.8m)  
Total lawyers: 1,000  
Offices: 22, including 16 in Spain and Portugal  
Principal overseas partners: Brazil  
HQ: Madrid

### GÓMEZ-ACEBO POMBO

Turnover: €276m (£255.6m)  
Total lawyers: 300  
Offices: Six in Spain and one each in Brussels and London  
Principal overseas partners: Argentina and Brazil  
HQ: Madrid



# "Fundo do carbono deve estar operacional já no início de 2006"

Volume inicial será de 50 milhões de euros e será sediado em Lisboa.

**Márcia Galvão**

mgalmai@economica.sps.com

"A mais valia de um Fundo de Carbono Português prende-se com o facto de passar os a título de primeiro das necessidades nacionais, quer as do Estado através do cumprimento do Protocolo de Quioto em 2008, mas também ao nível das empresas portuguesas que estão presentes no comércio europeu de licenças de emissão e que estão com muitos problemas, sobretudo se se mantiver esta situação de seca". José Eduardo Martins, advogado da Abreu & Cardigos (ACA) que detém a assessoria jurídica do primeiro fundo de carbono português, considera que esta é uma das grandes vantagens de criar este tipo de projecto no país. Em entrevista ao DE, o secretário de Estado do Ambiente elogiou as potencialidades do novo fundo, bem como as oportunidades de negócio e desenvolvimento energético a que pode conduzir. O fundo será sediado em Lisboa, onde é a sede da Fomentinvest, responsável pelo projecto, e espera-se que esteja operacional "já no princípio de 2006 com um volume inicial de cerca de cinquenta milhões de euros."

A ponte que poderá ser criada com os PALOP é um dos desafios mais aliciantes para este novo projecto. "É uma verdadeira janela de abertura para criação de liquidez de mercado, no sentido de não estarmos sempre a exportar para países em desenvolvimento tec-



**Fundo misto** vai permitir a intervenção nos vários segmentos de mercado.

nologias poluentes e de ao contrário para lá enviarmos tecnologias limpas". Para o advogado, a liga-

ção histórica entre Portugal e os PALOP concede ao nosso país "uma natural capacidade de fazer

surgir vários projectos geradores de créditos de emissões e isso pode ser muito interessante".

A criação de um fundo misto, como aquele que tem estado a ser concebido, visa a possibilidade, segundo José Eduardo Martins "de intervir em todas as áreas de segmentos de mercado e mais do que pretender transaccionar licenças, este fundo tem a perspectiva de ser incentivador de projectos de Mecanismo de Desenvolvimento Limpo para países onde Portugal tem alguma facilidade natural de penetração". Esta é uma das razões para que o fundo "tenha um âmbito mais vasto, no sentido de acomodar um conjunto variado de situações", explica.

Depois de uma passagem de mais de três anos pela "vida pública", José Eduardo Martins vê no regresso à advocacia e a entrada na Abreu e Cardigos como uma oportunidade para aplicar muito do que aprendeu enquanto secretário de Estado dos governos PSD/CDS-PP, tanto na área do Ambiente como no Desenvolvimento Regional. A ACA é um escritório conhecido sobretudo pela sua actuação na área financeira, mas José Eduardo Martins não esconde o desejo de "fazer com que cada vez mais a área do direito público e do ambiente se torne uma área chave da sociedade". O projecto do Fundo de Carbono é um dos desafios que poderá conduzir a esta intenção, para além de outros projectos na área das energias.

## JUSTIÇA

**Ministério anuncia a criação de mais quatro julgados de paz**  
O ministro da Justiça, Alberto Costa, anunciou a abertura de mais quatro Julgados de Paz no próximo ano, em Coimbra, Trofa, Santa Maria da Feira e Sintra, a juntar aos 12 existentes. O anúncio do alargamento da rede ocorreu durante a assinatura de um protocolo com o Instituto Superior de Ciências do Trabalho e Empresa (ISCTE) para a definição de critérios para os vários julgados de Paz. Este estudo do ISCTE, que deverá estar concluído até Junho do próximo ano, "pretende definir a rede de Julgados de Paz nos locais onde são mais necessários", segundo avançou o Ministério à Agência Lusa "e vai servir para alargar a rede de Julgados de Paz". Sete investigadores do ISCTE vão realizar um estudo científico que servirá como base para o alargamento da rede destes meios alternativos de resolução de conflitos, um trabalho que custará ao Estado cerca de 60 mil euros.

## BUY OUT

**Albuquerque & Associados assessorou operação de MBO da Fispie - Fibras Sintéticas**  
A Albuquerque & Associados prestou à CUF assessoria jurídica relativa a toda operação de MBO (Management-Buy-Out) realizada pela holding do Grupo José de Mello para venda da Fispie - Fibras Sintéticas de Portugal a três quadros superiores da referida empresa. A sociedade de advogados portuguesa interviu sobretudo na negociação da operação e redacção de instrumentos contratuais respectivo. A coordenação da equipa esteve a cargo do sócio António Mendonça Raimundo.

## SEMANA DO ADVOGADO

**Combate à corrupção em debate na Ordem**  
Agostinho Pereira de Miranda, sócio executivo da sociedade de advogados Miranda Correia Amendoieira & Associados, foi o orador convidado da "Semana do Advogado" promovida pela Ordem dos Advogados de Moçambique, que decorreu de 12 a 15 de Setembro na cidade do Maputo. A intervenção de Pereira de Miranda teve como tema "O Papel do Advogado no Combate à Corrupção", tendo sido analisadas diversas soluções legislativas de combate à corrupção, incluindo a lei FCPA (Foreign Corrupt Practices Act) dos Estados Unidos, várias convenções internacionais e o ordenamento jurídico português. A matéria tem sido discutida internacionalmente, nomeadamente no contexto da directiva antibrancamento de capitais. Em causa tem estado o aconselhamento jurídico que o advogado deve prestar aos seus clientes e as situações em que este poderá ter de colaborar com as respectivas autoridades, revelando informações sobre as actividades delituosas destes.

# Energia eólica como factor de mudança

Em Julho, o Governo de Sócrates lançou um concurso internacional para atribuição de 1.500 megawatts de potência eólica. Como ex-secretário de Estado do Ambiente, a área das energias é familiar a José Eduardo Martins, que falou ao DE das especificidades e problemas deste concurso.

**Qual é o papel da energia eólica na mudança de paradigma energético no país?**

É uma das componentes mais importantes dessa mudança. Não devemos fazer de nenhuma energia a única e a eólica em Portugal pode ter um papel importante. Neste momento, estamos na presença de um concurso que tem criado muita expectativa no mercado (atribuição de 1500 MW de potência). Estamos também em mediação para através desse concurso criar em Portugal um "cluster" industrial dedicado à eólica. Mas vejo com alguma apreensão que boa parte dos entraves que se verificaram nos últimos

anos ao desenvolvimento de projectos de energia eólica ainda não estão acertados.

**Como por exemplo?**

A necessidade de compatibilizar dois objectivos ambientais: a promoção de energia alternativa de fontes renováveis com a conservação da natureza. Boa parte do que tem impedido o desenvolvimento mais rápido da eólica em Portugal é uma certa incapacidade da Admi-

nistração Pública em gerir esses processos. Temos que acabar com muitas das discricionariedades que existem em relação à avaliação de impacto ambiental dos parques eólicos. Temos que com certeza e segurança saber quais são os sítios onde se pode fazer e onde não se pode. Onde há dano à conservação da natureza não se faça eólica, mas que os promotores não sejam obrigados a cada projecto tentar adivinhar o que pode ou não acontecer

**Isso pode condicionar os concorrentes a concurso?**

O concurso tem um conjunto de obrigações que do ponto de vista da Administração Pública fazem todo o sentido, mas que são "pesadas" para qualquer dos concorrentes que se apresenta. Mas eles têm todos noção que para lá de todas as condições do concurso têm uma simples para vencer, que é depois conseguirem aprovar e licenciar os seus parques eólicos. E em relação a esse procedimento não vão neste momento encontrar nada de novo. Toda a gente está preparada para ter que passar por processos de avaliação de impacto ambiental em que provavelmente muitos dos locais próximos dos pontos de recepção associados, não são locais fáceis de implantação de parques eólicos.

## Um concurso, vários concorrentes

O Governo lançou um concurso internacional para atribuição de 1.500 megawatts de potência eólica. O objectivo é conseguir aumentar até 2010 a produção de energia eólica em Portugal em 3400 MW, com um investimento potencial que ultrapassa os 3.7 milhões de euros, permitindo criar um cluster industrial e gerar 1600 novos empregos. Neste momento, já são conhecidos dois dos consórcios candidatos. De um lado a EDP, Finerge, Geneng, SIIF e TP-Térmica Portuguesa, que têm como parceiro tecnológico a Enercon. Do outro, a Iberdrola Portuguesa também vai avançar com um consórcio próprio, no qual têm lugar a Aeólica e a Gamesa.

**WE ARE WHAT WE DO**

OUR PRACTICE AREAS AT THE SERVICE OF OUR CLIENTS

GIVING AND RECEIVING

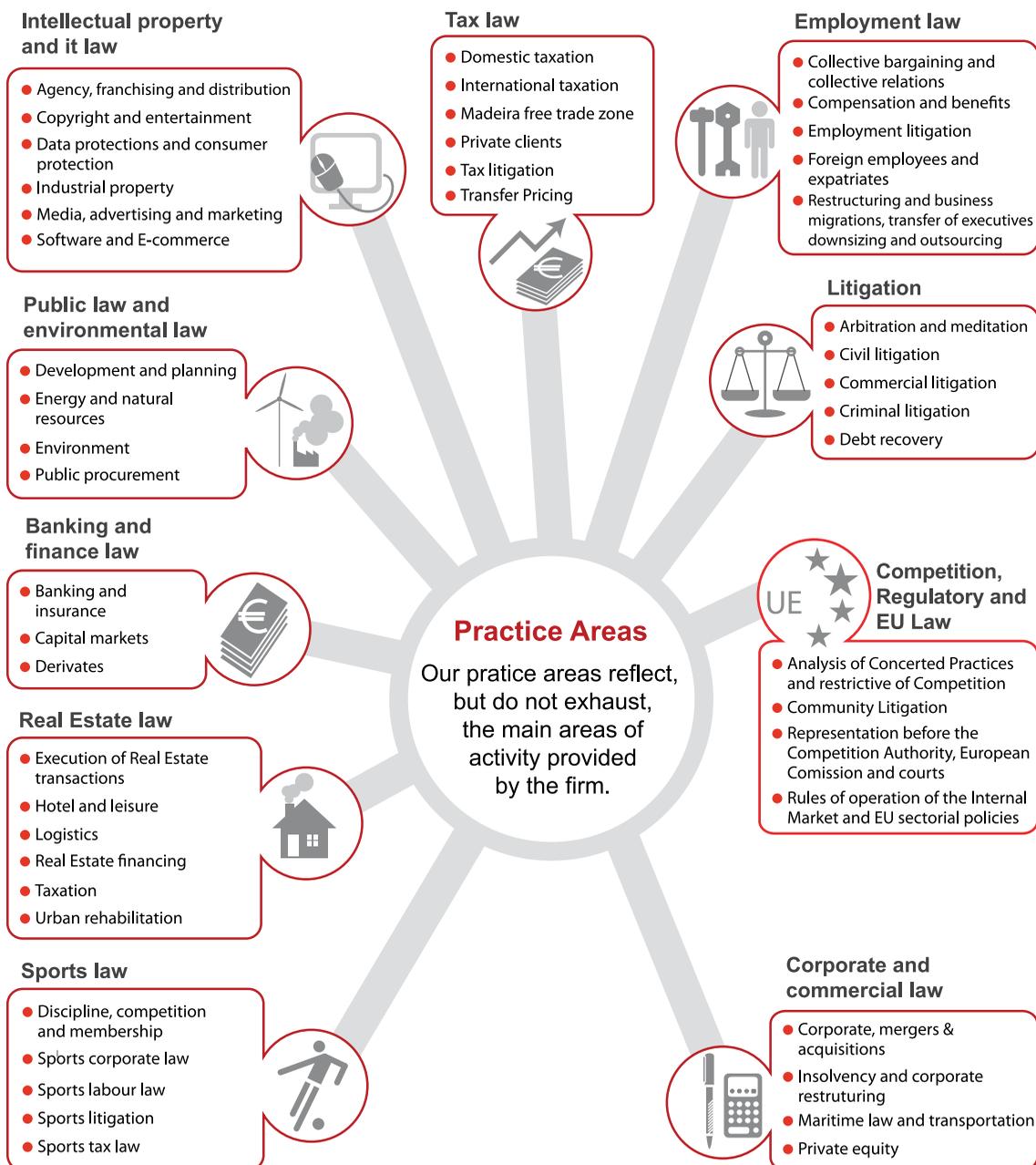
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## WE ARE WHAT WE DO

Abreu Advogados provides services in 10 practice areas, organised under the responsibility of Partners and subdivided into 47 working groups, in order to render a better quality of service.

### Our Practice Areas at the service of our Clients





## GIVING AND RECEIVING

The quality of the services we provide and the professional merit of our Lawyers, founded on an ethical and responsible practice of the Law, is rewarded with prestigious international awards. Abreu Advogados and its Lawyers are also recommended in several legal publications and international legal directories.

### Recognition

We highlight FT Innovative Lawyers Report's recognition for our innovative work. This Report aims to distinguish law firms for the innovation of their work and solutions presented in the field of Law. Now in its fifth year, this Report is considered to be one of the top legal rankings in Europe, for the accuracy and sobriety of their research work.

In 2009, Abreu Advogados was recommended by the Financial Times Innovative Lawyers Report for the drafting of a Master Agreement for Derivatives ("Contrato-Quadro de Instrumentos Financeiros Derivados-OTC") subject to Portuguese law, together with some of the largest Portuguese banks.

In 2010, the firm was ranked thirteen in the top 15 of Continental Europe, thanks to its role in the setting up of a local Association for Derivatives – "Associação Portuguesa de Instrumentos Financeiros de Derivados (APIFD)", a ranking which so far Abreu Advogados has only shared with other international law firms.

In 2011, Abreu Advogados was distinguished by RSG Consulting and Iberian Lawyer magazine, with the award for "Innovation by a Portuguese Law Firm". This award seeks to recognise the firm's results in the 2009 and 2010 editions of the Financial Times Innovative Lawyers Report.

For the second year running (2009-2010), Abreu Advogados is the only Portuguese Law Firm in the British Legal Awards shortlist for "European Legal Team of the Year". The British Legal Awards are the most important and prestigious awards worldwide.

This nomination is the recognition of the work of Abreu Advogados in the creation of APFID.

## We advocate the Environment and Sustainability | By Manuel de Andrade Neves and José Eduardo Martins

At Abreu Advogados we advocate the Environment and Sustainability in general. This is not a mere slogan and it is no coincidence that we have put such statement on the cover of both reports. This practice results from a long road travelled in protecting and promoting the respect for the environment.

We were the first to embrace this cause, in the early nineties, by studying Environmental Law and disseminating, interpreting and implementing sustainability.

Along the way, we also looked inwards into our practices but, and above all, we never lost sight of an active citizenship engagement for the protection of the environment by raising our Clients' awareness of the respect for the environment and the rights of future generations beyond the requirements of the rules and regulations then in force.

Amongst AB's partners are some of the founders of the first Environmental NGOs in Portugal, and possibly because of this we always felt that the existing rules and environmental legislation contained, more often than not, minimum levels of respect for the environment, and consequently, we have always encouraged higher levels of protection and have developed - quite successfully, we believe – a pedagogical practice before our Clients.

The examples of this are quite a few. Whenever we are at a public discussion of a master plan or the licensing or environmental assessment of a plant or property, or discussing the extent of a specific environmental responsibility, we can proudly say that we represent whoever wants to do the least harm to the natural resources, or the one who least of all shirks the responsibility of its recovery.

Internally speaking, also on the influence of our Public Law and Environmental Law Practice Area we implemented toner cartridge and used battery recycling, the use of recycled paper and the reduction of greenhouse gas emissions.

In this shoemaker's house the son doesn't go barefoot... protecting the environment is part of our culture. The teleology behind most of the environment and spatial planning laws is not, for most of the women and men who work at the firm, a nuisance or a fancy invention ... but rather obligations of citizenship we are quite happy to fulfil. We advocate Environment and Sustainability. It is what we do, it is who we are. 



Manuel de Andrade Neves



José Eduardo Martins

Lawyers, Partners of *Abreu Advogados* and Co-Heads of the Public Law and Environmental Law Practice Area (APDP&A)



# INNOVATIVE BY LAW.

## PRACTICE AREAS

BANKING AND FINANCE LAW  
COMPETITION, REGULATORY AND EU LAW  
CORPORATE AND COMMERCIAL LAW  
EMPLOYMENT LAW  
INTELLECTUAL PROPERTY AND IT LAW  
LITIGATION  
PUBLIC LAW AND ENVIRONMENTAL LAW  
REAL ESTATE LAW  
SPORTS LAW  
TAX LAW

## INTERNATIONAL DESKS

ANGOLAN DESK | MOZAMBICAN DESK

[WWW.ABREUADVOGADOS.COM](http://WWW.ABREUADVOGADOS.COM)



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LISBON \*  
OPORTO \*  
MADEIRA \*  
ANGOLA (IN ASSOCIATION)  
MOÇAMBIQUE (IN ASSOCIATION)

# Flexibilidade e bom ambiente de trabalho

A formação, o bom ambiente laboral e as políticas de conciliação da vida profissional e familiar são os grandes trunfos da Abreu Advogados, que foi considerada uma das melhores empresas para trabalhar em Portugal. Tudo porque as pessoas fazem as empresas **TEXTO DE MARIBELA FREITAS**

O bom ambiente de trabalho e a flexibilidade laboral, são para Carmo Sousa Machado, «partner» da Sociedade Abreu Advogados, as principais características que levaram esta estrutura a atingir no estudo realizado pela consultora Heidrick&Struggles e a revista 'Exame' a posição de melhor empresa nacional para trabalhar nesta área. No entanto, as políticas internas no que respeita aos colaboradores não se ficam por aqui. A forte aposta no trabalho em equipa, na formação permanente, na conciliação entre emprego/família e no acolhimento de jovens talentos, são algumas das acções que praticam. O que faz com que todos os anos recebam dezenas de currículos de pessoas que querem ali trabalhar.

No «ranking» das 37 melhores empresas para trabalhar em Portugal da Heidrick&Struggles e da Exame, a Sociedade Abreu Advogados ficou em quarto lugar, atrás das multinacionais Microsoft, Re/Max e Genzyme. O que a torna a empresa de origem portuguesa mais bem cotada desta lista. Para Carmo Sousa Machado, «partner» da Abreu Advogados responsável pela área de recursos humanos, o segredo deste resultado reside no bom ambiente de trabalho e nas condições que dão aos 170 colaboradores, dos quais 120 são advogados. Por exemplo, e ao nível da flexibilidade, graças às novas tecnologias um colaborador pode trabalhar a partir de casa se de tal necessitar.

«Aqui trabalha-se muito em equipa e as pessoas têm de partilhar desta filosofia», conta Carmo Sousa Machado. Para estimular o conhecimento entre os colaboradores e o seu trabalho em conjunto, a empresa organiza acções anuais de «team-building», almoços, apoios a equipas de futebol e de ténis e encontros informais.

Outra das prioridades da Abreu Advogados é a da formação. «Mais do que apoiar os funcionários a frequentarem seminários e outras acções, estimulamos a formação para lá da licenciatura», explica Carmo Sousa Machado. São parceiros da Universidade Católica no LLM (um mestrado em direito, com duração de um ano, muito práticos e reconhecido internacionalmente) e os colaboradores que quiserem frequentar este curso em Portugal ou no estrangeiro, são apoiados financeiramente e com dias de trabalho que podem dedicar ao estudo.

Neste momento a empresa tem um colaborador no estrangeiro e dois em Portugal, a frequentar estes cursos. «Fazemos uma grande aposta nas pessoas e na sua formação. Temos já colaboradores interessados em frequentar estes mestrados no próximo ano, em áreas que são importantes para o nosso escritório», conta a «partner». Igual atenção é concedida aos funcionários administrativos, sendo-lhes disponibilizada formação para colmatar as necessidades em áreas técnicas, comportamentais e de desenvolvimento.

Mas num escritório de advogados em que 60%



ABREU  
ADV



dos colaboradores são mulheres, como é que se estabelece o equilíbrio entre a vida profissional e a familiar? A possibilidade de trabalhar em casa quando um filho está doente e a política de maternidade existente, são duas das medidas. «As advogadas mantêm o seu salário-base nos primeiros três meses de baixa de parto. No quarto e quinto mês auferem 75 e 50% respectivamente e se quiserem podem complementar esse total, começando a trabalhar alguns dias ou horas», explica Carmo Sousa Machado. Quando voltam definitivamente à empre-

sa, podem trabalhar menos horas para acompanhar mais de perto os filhos.

Anualmente, saem centenas de licenciados em direito de universidades portuguesas. Muitos destes candidatam-se a estágios na Abreu Advogados. A selecção é feita com base na faculdade em que estudaram, médias obtidas e actividades paralelas que apresentem nos seus currículos. A empresa proporciona ainda estágios de Verão a alunos do quarto e quinto ano de licenciatura que queriam testar de perto como é a vida de um advogado e alguns já foram convi-

**WE ADVOCATE SUSTAINABILITY**  
HOW WE MANAGE OUR SUSTAINABILITY  
AN OUTSIDE VIEW

3



## WE ADVOCATE SUSTAINABILITY

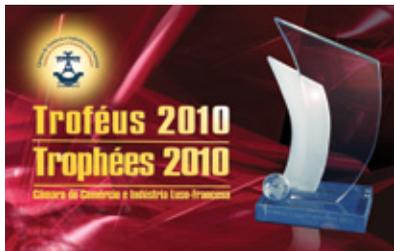
Economic viability is the first factor of success of a corporate entity. The criteria of profitability and productivity should be dependant on criteria of sustainability. For this reason we believe that the practice of law should be conducted in a transparent way, committed to offering its Clients legal services of the highest ethical and quality level, with respect for the people, for the environment and for the future generations.

The concepts underlying the sustainability policy adopted by Abreu Advogados are transparency, dialogue and innovation which shape the way we interact with our stakeholders and the decisions we make in respect to all areas of our activity. When an organisation shows how it works, it is standing up for its values. These are essential to the success of a sustainability project.

***“Our sustainability policy is founded on the commitment to transparency: show how we work based on which values”***

Miguel Teixeira de Abreu  
Chairman of the Board of Directors

### Recognitions



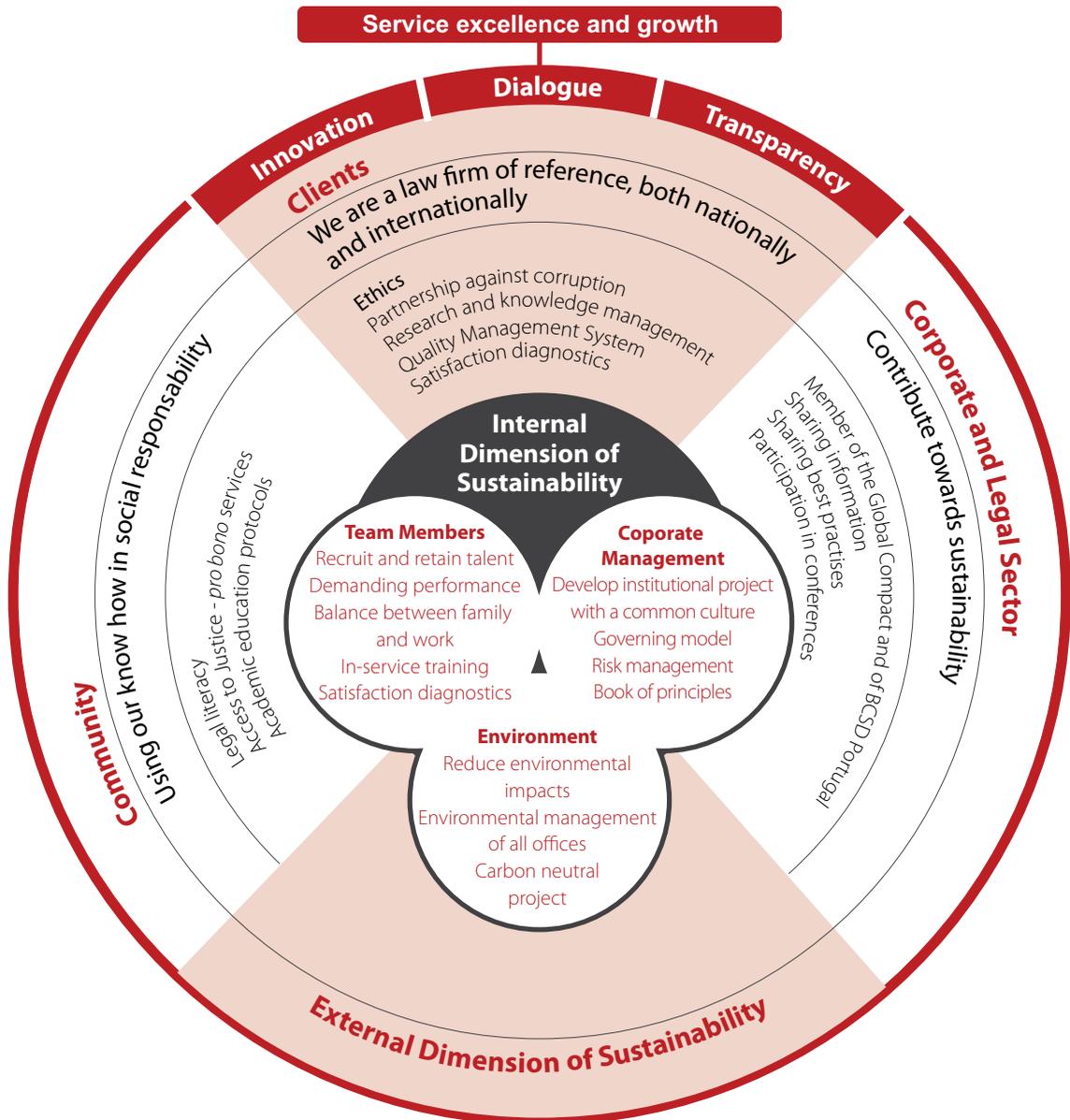
#### **Sustainability policy receives the “Sustainable Development Award 2010”**

Awarded by the Portuguese-French Chamber of Commerce and Industry, this prize rewards the performance and the adoption of sustainable strategies by Portuguese or French corporations in the Portuguese market.

#### **Sustainability Report ranked in the 2010 Corporate Register Reporting Awards**

Abreu Advogados was ranked seven under “Best SME Report”, and it was the only Portuguese entity to rank on the top ten in any category.

## How we manage our sustainability



### Working Group to Sustainability

The development and implementation of our sustainability strategy are promoted and supervised by the Working Group to Sustainability, which was created in 2008 when Abreu Advogados decided to restructure its activity in the social responsibility area. The in-house team that makes up this group is multi-disciplinary, with representatives from the key practice areas of the firm.

**Its mission is to:**

- Supervise the development of the activities and initiatives within the sustainability project;
- Propose an action plan for the approved actions;
- Monitor and implement the action plan and the approved actions;
- Communicate, internally and externally, the strategy and the actions developed by the firm under the sustainability project;
- Report to the head of sustainable development at the firm.

Given the importance we give in placing the sustainability strategy in the core of our activity, in 2011 we decided to institutionally reinforce the working group by integrating it into the firm's governance model under the new name of Sustainability Committee and choosing a partner to chair the Committee. Miguel Teixeira de Abreu, Founding Partner and Chairman of the Board of Directors, holds this position. His task is to guarantee an adequate implementation of the strategy adopted by the firm.

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***Abreu Advogados' Sustainability Report was the first of its kind in the legal sector. How was it received?***

It was an important step, one which we felt strongly about when we decided to do it and this feeling grew to certainty as we began to receive several positive opinions, after the publication of the Report. For our Team Members this feedback was something to be proud of since we had cleared the way in our line of activity. This initiative was also well received by Clients and Partners who applauded our transparency.

***Overall, how do you see these two years of work towards sustainability?***

The first two years were the beginning of a long way to go. We invested in sustainability actions related with our activity, developed dialogue opportunities within the sector, stimulated an internal debate on the subject and reinforced the relationships with our partners, in terms of sustainability.

It was a period of evolution and learning, during which we tried to direct our efforts to what really matters holding an unshakeable belief: this is an unavoidable path.



Maria João Teixeira de Abreu  
Head of the Sustainability Working  
Group and General Manager

Knowing that an organisation wishes to abide by high standard values, consciously aware that it is part of a society, a country and a global world, is becoming ever more a basis for building the future. The upheaval we have been witnessing is proof enough: we have to build on solid ground.

***You have set up a Panel of External Stakeholders, which is a rather uncommon involvement initiative in Portugal. What do you have to say about this?***

As representatives of the stakeholders, this Panel has been extraordinarily enriching for us. We must have an outside view if we really want to make a difference, and in that sense the suggestions of the Panel are very important to our strategy and to our continuous improvement. Several interests are at stake in a society that is increasingly informed and critical about what affects it. Understanding that imbalance in a relationship may be either damaging or beneficial, bring both risks and opportunities and generate more or less sustainability is the rationale behind this initiative.

***What are the priorities of the Working Group to Sustainability for the future, bearing in mind that we are living particularly difficult times?***

In a sustainability policy, we need to balance the three pillars: economic, social and environmental. We are all being challenged to specifically focus on the economic pillar, but it should not unbalance the other two. Particularly because when you get down to it, in the long run, the social and environmental impacts today will become economic impacts tomorrow. It's not easy to discern what really matters in such a troubled, fast moving and superficial world, and the future pressures will not be any less than the current ones. We believe that the role of sustainability is to raise awareness to these matters, with courage, focus and transparency.

Bearing this in mind, we have set the following priorities:

- 1)** continue investing in dialogue and deep reflection with the stakeholders;
- 2)** invest in what really matters;
- 3)** work harder towards aligning Abreu Advogados sustainability policy with its strategy;
- 4)** change mentalities in order to change behaviours, inasmuch as sustainable behaviours call for a change in direction: from linear to systematic, from fragmented to complex and from independent to interdependent; and lastly
- 5)** find the balance between the various interests, putting people at the heart of what we do.

***How do you see the road travelled since the publication of the first Sustainability Report?***

The lesson that teaches us that every single endeavour begins with a single first step is indeed true. In this case AB took off with a very big first step. Which, while worthy of indisputable merit, also creates an unavoidable obligation. So what I can say in regard to the road AB has already travelled is that, so far, it has neither stopped nor lost its way.

***What would you say are the biggest challenges to overcome in this line of activity?***

In line with what has consistently been its practice in less troubled times, the greatest challenge of all will be to maintain a holistic attitude when faced with the various topics of its intervention in the sustainability fields, by creating the conditions that will enable to remain faithful to our commitment in these present times and in a near future despite the many sacrifices we will be called to make.

***What is missing to make this line of activity sector more receptive to give account of their work and to create corporate social responsibility strategies (beyond pro bono legal services)?***

Only one thing is missing: will.



Paulo Teixeira Pinto  
Of-counsel with *Abreu Advogados* and  
Quality Assurance Ombudsman

## AN OUTSIDE VIEW

When, back in 2008, we committed to having a sustainable structured management, we decided to invite an external group of representatives from several quadrants of our stakeholders to contribute with their insight and reflection towards *Abreu Advogados*' corporate social responsibility strategy. They met with the internal sustainability working group to analyse and comment the firm's commitments and to evaluate the content and quality of the sustainability reports.

In February 2011, the second meeting took place, at which time an assessment was made of the firm's sustainability performance and previous years' commitments, and suggestions for the topics addressed in this report were given.

**We believe that transparency and sharing of ideas bring us closer to what is relevant for our stakeholders.**

### External Group for Sustainability

1. Pedro Mendonça

Consultant on Organisational Behaviour and Professor with ISEL (Emeritus)



1.

2. Luís Rochartre

Secretary-General at BCSD Portugal



2.

3. António Carmona Rodrigues

Consultant DHV, SA.



3.

4. Luís Barreto Xavier

Director of Catholic Global School of Law, Catholic University



4.

5. Henrique Pinto

Executive Director of Cais Association



5.

6. Nuno Águas

XTR



6.

### Main conclusions and recommendations of the Panel of External Stakeholders

- AB's performance in sustainability has been very positive and differentiating but still reveals potential for improvement.
- AB was a pioneer in this challenge and as such benefits from some advantages. AB should try to find out the perception its stakeholders have of its performance in sustainability.
- This is a process that once started there's no stopping. The firm must know its DNA, emphasise that culture and continue with the process.
- It was recommended that Team Members should have greater involvement in the sustainability strategy of the firm, by encouraging and making them feel a part of it, particularly by requesting them to come up with ideas.
- It was recommended that AB should have a clearer view of its sustainability strategy, directing it towards business, the creation of value for the Client and the improvement of the Justice system itself.
- It was suggested that the next Sustainability Report should continue to be transparent, reporting some of the difficulties experienced by the firm in this area.
- For the future it will be essential to define what sustainability represents for AB and to focus energies and resources.
- Sustainability in the firm's identity has to be objective and simple in order to convey the message clearly.

## Comments on this Report

This report was subjected to a critical review by the External Group. Here is a summary of their opinions:

### ■ Pedro Mendonça

“The progress made since the publication of the first Sustainability Report is rich and enriching: AB lives its values and was able to explore new paths. This Report is the “chemical precipitation” from the progress made: vision and convictions, reflection and assessment, determination and objectives set. I would highlight the work done to mobilise the Team Members: meets the firm’s DNA, enriches contents, extends the number of players and may expand into the society in general the “apostles” who will be “preaching the good news”. It’s a moral duty to “make the world a better place”.”

### ■ Luís Barreto Xavier

“This report reflects Abreu Advogados’ commitment towards its Team Members, its Clients and the Community. A large law firm that sees itself as an organisation whose inter-generational sustainability is based on a current effort, particularly focused on quality (specifically human and professional quality and of the governance system), openness (transparency, social responsibility) and environmental concerns. It is worth noting the humanistic culture and the conciliation between professional demand and personal achievement”

### ■ Henrique Pinto

“A high quality sustainability report is necessarily the report that is made in the name of Justice and not in the name of the Law, as Justice, unlike the Law, according to the French philosopher, Jacques Derrida, is not deconstructible. In this sense, the report will be more or less true depending on whether all voices were heard, particularly the least obvious ones, and those that are so frequently beyond the ethical values and standards of any society, group of clients or certification company. Thus, what I find most enriching in this second sustainability report of Abreu Advogados is that, in addition to revealing greater sustainability than in 2009, the orchestra that performs has larger and an increasing number of instruments and voices. The point being that there is no truth in sustainability, if you don’t say it of plurality.”

### ■ Luís Rochartre

“Game changers is the expression that comes to my mind when I try to put into words my first impression of AB’s second sustainability report. The exercise of transparency and accountability of this report will remain a national benchmark. If technical competence and economic performance are essential for a firm to succeed, they are much more needed to ensure its continuity. Values and credibility make up the fundamental luggage for a long journey and continued success, and its achievement depends as much on the organisation as on its stakeholders.”

## ■ Nuno Águas

“The concision of the contents and the structure of the document, together with the clarity of the graphic information presented make this report better than the first in terms of communication efficiency, resulting in an even greater transparency.

I first read the draft of this report in my computer in approximately half an hour, and immediately felt I apprehended most of the information it conveyed, a fact I was able to confirm when, at a later stage, it was discussed. This was the first time this has happened to me with such a comprehensive document. In turn, I was just left with an appetite to find out more about the Risk management System, hoping it will happen in the future.

## ■ António Carmona Rodrigues

“Abreu Advogados’ Sustainability Report is, in my opinion, a safe step towards maturity in the sustainable activity which the firm so rightly decided to initiate. This maturity can be seen not only in the content but also in the form, which is straightforward and objective. Furthermore, it seems apparent that the continued efforts made by the firm and by its Team Members in this field are increasingly becoming part of the firm’s DNA.

As small notes of reflection for the future, and in regard to the energy spectrum of the firm’s activity, it seems that the component for flight travel may have a certain potential for improvement, possibly by making more use of the new communication technologies.

Likewise, the energy consumption of the three offices may be improved after careful and detailed analysis of the value of each item.” 

# Como se constrói a imagem de uma sociedade de advogados

A Abreu Advogados mudou de imagem. O *SOL* mostra-lhe todos os passos dessa mudança elaborados pela agência **Brand & Advise**

**Eduarda Carvalho**

eduarda.carvalho@sol.pt

O PRIMEIRO estudo surgiu em Maio de 2004, mas não conseguiu obter o consenso de todos os sócios. Em Julho de 2006, decide-se retomar o processo que termina no início de 2007, com uma imagem totalmente renovada e um novo nome, Abreu Advogados. A agência Brand & Advise explicou ao *SOL* todos os passos, até chegar a esta nova imagem.

Assumidamente jovem, esta sociedade de advogados, que existe desde 1993, decidiu manter apenas o nome Abreu, do seu sócio fundador, e abreviou os restantes para Advogados, reforçando a ideia de instituição, mais do que do indivíduo. A vontade

## Abreu Advogados é uma marca mais simples e internacional

de inovar foi o primeiro ponto de partida deste trabalho, e uma atitude também ela inovadora num mercado que vive de nomes.

Para qualquer agência, o Direito é a área de negócio mais difícil de satisfazer: «É uma área pouco dada a evoluções, sobretudo gráficas, pois está muito habituada a um grande nível de conservadorismo e tem uma legislação muito fechada», diz Rui Catalão, director da Brand & Advise. Estiveram envolvidas neste trabalho sete pessoas, dividindo tarefas entre estudo, definição e implementação da marca. Tudo foi estudado ao pormenor e acompanhado até à produção.

«Este foi um trabalho

de constante *brainstorming* entre a agência e o cliente, julgo que isso foi determinante no resultado final. Ao longo de todo o processo, o maior desafio foi a implementação da nova marca, porque tivemos de mudar todos os materiais de um dia para o outro, desde as caixas de luz até às placas de garagem. Um trabalho de pormenores que não podia ter falhas», explica Rui Catalão.

Esta metodologia passou pela partilha de informação na avaliação do mercado, pela discussão de prós e contras, desde a fase inicial até chegar à resposta da marca.

De Abreu, Cardigos & Associados, passou a Abreu Advogados. Acompanhou as tendências do mercado ao dar relevância nas iniciais, simplificar o nome e usar o primeiro nome a nível internacional. Depois do nome, definiu-se a utilização de um símbolo com cores diferenciadas. De ACA, passou a AA e finalmente a AB. Pensou-se na definição de Abreu & Associados, mas o Advogados foi decidido por unanimidade como um nome mais envolvente para toda a equipa.

Analisando o produto final, o quadrado é usado como símbolo de força e estabilidade, o nome Abreu, do sócio fundador, como forma de confiança, pensando já numa percepção internacional. E o Advogados como associação imediata à área de negócio e maior proximidade à instituição.

Com a nova marca, a Abreu Advogados foi a primeira sociedade a apresentar um anúncio institucional em meios de grande tiragem.

**UMA IMAGEM EM QUATRO ACTOS**

**Sobre a sociedade**

A ABREU & Associados – Sociedade de Advogados RL (Abreu Advogados), fundada em Abril de 1993, conta hoje com escritórios em Lisboa e, desde 2006, no Porto. Está organizada por áreas de prática, sob a responsabilidade de sócios, divididas em vários grupos especializados, onde impera o trabalho de equipa e o contacto directo e permanente com o cliente. No método de trabalho ressalta a conjugação de experiências internacionais da maioria dos advogados que integram a Abreu Advogados com a especialização de muitos. As áreas de prática reflectem as principais áreas de actividade da sociedade: direito fiscal e financeiro, propriedade intelectual e tecnologias de informação, direito público e ambiente, direito comercial, do trabalho e contencioso. Foi a primeira sociedade a obter a certificação de qualidade e com um plano de carreira que permite ter, hoje, quatro sócios que ali começaram, em 1997, como estagiários. Conta hoje, com 18 sócios, 70 advogados e 100 colaboradores.

**Press Clipping**  
SOL - MARÇO 2007

**TRANSPARENT AND SUSTAINABLE PERFORMANCE**

**2009-2010**

ADDED VALUE

OUR CLIENTS UNDER A PARTNERSHIP PERSPECTIVE

MANAGING TALENTS

AB4ALL

AB GOES GREEN

4



## The Road to Sustainable Development at *Abreu Advogados*

# 2009

### AB grows from 185 to 229 Team Members

In keeping with our growth strategy policy — to remain within the top Portuguese law firms — in January of 2009 we integrated the largest Law Firm in Madeira. Our total Team Members grew from 185 to 229

### AB joins a Partnership Initiative against Corruption

In 2009 AB joined 27 national organisations in an initiative aimed at alerting the business world to the fight against corruption. The adherence to this global initiative was achieved through a letter to the United Nations Secretary-General Ban Ki-moon

# 2010

### AB wins the "Sustainable Development Award 2010"

*Abreu Advogados'* sustainability policy received the Sustainable Development Award 2010, from Portuguese-French Chamber of Commerce and Industry. This award aims to reward the adoption of sustainability strategies by Portuguese and French companies in the Portuguese market, assessing them on their Environmental, Social and Economic policies, and commitment towards Innovation and Quality

### AB participates in a school project of legal literacy

AB joined the *Forum Estudante* magazine in the project "Let Justice be Done", to teach the students of Portuguese Secondary Schools the fundamentals of law and justice. Teachers the students of 84 Portuguese schools, were taught by our Lawyers, and in the end, mock trials were organised with the help of district judges from several cities where the schools were located and held in relevant courtrooms.

### Training Sessions on Sustainability to all AB Team Members

Several awareness sessions took place throughout the year and in all three offices to all AB Team Members to raise awareness about sustainability and to instigate moments of reflection and personal development.

### AB in Pilot Test for a sustainable performance index

AB was the only (Portuguese) law firm to participate in a study on the suitability of an index proposed by the Corporate Sustainability Observatory, an initiative promoted by BCSD (Business Council for Sustainable Development) in Portugal. With this index, this BCSD aims to analyse the sustainable development of its members

### AB performance assessed by Sustainability External Group

AB invited an external group of the main stakeholders to contribute with their critical opinion and analysis towards the improvement of the CSR's strategy. The first meeting was characterised by an enriching and open dialogue and very positive suggestions

### AB increases its billing by 33 per cent

Despite the worsening of 2008 economic and financial situation, AB's billing increased by 33 per cent in relation to 2009

### Abreu Advogados launches Children's Book on Legal Literacy

In order to start sowing the seeds for a responsible citizenship, AB invested in writing a book, where the basic principles of justice and the functioning of society are explained in a very reader friendly and entertaining way. The Book was distributed on the International Children's Day in an exclusive edition of the Portuguese newspaper Diário Económico.

### Members of CAIS have access to periodic free legal advice

Given the increasing need for legal advice by the beneficiaries of CAIS Association, and under the protocol signed between both institutions, AB started providing *pro bono* legal assistance on a fortnightly basis.

### Towards an improved environmental performance in the offices

AB committed to a strategy of carbon emissions neutrality with the aim of evaluating the three offices' carbon footprint and taking action towards energy efficiency. By joining the mission neutral certification the firm commits to offsetting all inevitable emissions by 2012.

### Conference on practice of law, clients and sustainability

AB, in co-operation with BCSD Portugal and GCI, hosted an innovative conference entitled "Sustainability: The Challenge to its Reputability" in which leaders of the entrepreneurial and legal communities debated the contribution of legal consultants towards corporate sustainability, fostering dialogue among stakeholders.

## ADDED VALUE

Because we feel that transparency is beneficial to all stakeholders, and although we are the first and still the only Portuguese law firm to do so, we once again publish our economic performance.

*“Bearing in mind the difficult period of crisis we’re going through, we need a very efficient allocation of resources to achieve productivity and efficiency gains which in turn will ensure economic and financial sustainability.”*

Miguel Castro Pereira  
Managing Partner

### Overview of the economic and financial indicators

Direct economic value generated In euros	2007	2008	2009	2010	Evolution	
					2008/09	2008/10
Provision of legal services	7,385,028	11,797,534	15,666,631	15,557,659	33%	32%
Other revenue	64,858	113,869	122,755	35,727	8%	-69%
<b>Total operating revenue</b>	<b>7,449,886</b>	<b>11,911,403</b>	<b>15,789,386</b>	<b>15,593,386</b>	<b>33%</b>	<b>31%</b>

Economic Value distributed In euros	2007	2008	2009	2010	Evolution	
					2008/09	2008/10
Supplies and external services (a)	4,891,523	7,292,136	9,771,739	9,805,813	34%	34%
Staff	715,792	1,000,689	1,474,565	1,655,926	47%	65%
Other operating expenses	40,800	53,795	120,163	200,260	123%	272%
Depreciation and provisions	314,893	426,072	663,014	680,020	56%	60%
<b>Total operating expenses</b>	<b>5,963,008</b>	<b>8,772,692</b>	<b>12,029,482</b>	<b>12,342,019</b>	<b>37%</b>	<b>41%</b>
<b>Operating results</b>	<b>1,486,878</b>	<b>3,138,711</b>	<b>3,759,904</b>	<b>3,251,366</b>	<b>20%</b>	<b>4%</b>
<b>Financial results</b>	<b>-19,879</b>	<b>-2,409</b>	<b>-72,088</b>	<b>-131,693</b>	<b>2892%</b>	<b>5367%</b>
<b>Extraordinary results</b>	<b>24,361</b>	<b>-13,710</b>			<b>-100%</b>	
<b>Earnings before tax</b>	<b>1,491,361</b>	<b>3,122,591</b>	<b>3,687,815</b>	<b>3,119,673</b>	<b>18%</b>	<b>0%</b>
<b>Net result (b)</b>	<b>1,491,361</b>	<b>3,122,591</b>	<b>3,687,815</b>	<b>3,071,281</b>	<b>18%</b>	<b>-2%</b>

(a) Including Lawyers' fees.

(b) Partners' remuneration is distributed in two parts: one part concerns work and the other part, profits. The part of the payment concerning work is already considered as a cost for the firm under Supplies External services. The profit of each partner is subject to Individual Income Tax.

## Turnover

Despite the global recession that started at the end of 2008, in 2009 we integrated the largest law firm in Madeira. We invested in areas we feel represent an added value to our Clients, we created new products and new services, offsetting for the loss of market share in other areas and adapted to the market's new demands. As a result, in 2010, we were able to maintain virtually the same turnover as in 2009, i.e. 33% above the 2008 turnover.

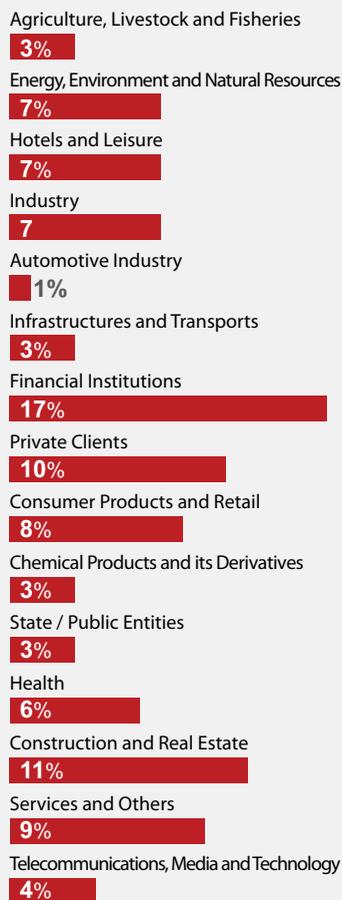
## Expenses

As a result of our growth and the need to compensate for impairment losses, by reinforcing the provision for doubtful Clients, the total operating expenses increased by 41% since 2008.

## Financial Results

Portugal was confronted with recession combined with the lack of liquidity of the market and a worsening of the public deficit, situations which have also affected Abreu Advogados. As a result of these external factors, in 2010 the firm's net profit declined. Consequently, and in line with what is happening in the corporate sector, internal measures were immediately reinforced in order to cut down on costs and increase our levels of productivity and cost effectiveness, so that we may overcome as best we can the effects of this adverse economic situation.

## Turnover by activity



## OUR CLIENTS AS OUR PARTNERS

We provide a high quality service to our Clients while maintaining strict ethical standards. We are committed to providing accurate, accommodating and innovative solutions to our Clients. We regularly host seminars and training sessions for Clients and publish articles, sharing our expertise in different fields of the law to assist our Clients in adopting best practices and in managing their risk in a more efficient manner. Furthermore, we have an extranet facility for our Clients in the Debt Recovery Department, providing them direct access to their files.

### Our Client's profile

Abreu Advogados' Client portfolio includes some of the largest Portuguese companies and multinational companies operating in Portugal, in very different sectors, as shown in the graph.

### Diagnostic of Clients Satisfaction - Listen to improve

Fulfilling the commitment undertaken in our first sustainability report and in line with our goal, we continue to invest daily in Client satisfaction.

Obtaining feedback from our Clients is an ongoing project, one which is of the utmost importance to the firm. The process through which we measure and gauge Client satisfaction is, we believe, one of the best means of monitoring the provision of our services, inasmuch as it gives us structured and comparative information on the Clients real needs and expectations. Based on this information we are able to take action to improve the quality of our services.

### The mechanism we use to gauge Client satisfaction is based on:

- Annual Service Quality Survey;
- Compliments and Complaints.

## Annual Service Quality Survey

Listening to our Clients on a regular basis has been a most effective means of monitoring the service being provided and gives us other type of elements which can be useful in creating opportunities for future work, allowing us to make a distinction between Clients' "real needs" and "wishes".

Furthermore, we are convinced that the use of an online form, sent via our website, is a good way to receive feedback from our Clients as some of them feel more at ease and comfortable to express their opinions.

### Global results

#### Annual Service Quality Survey

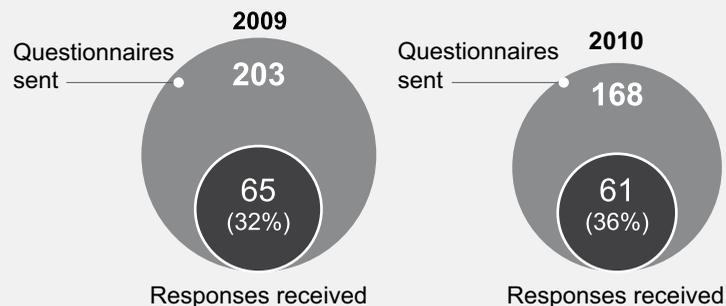
Comparative analysis of the evaluation assessment of all the parameters: By activity

##### Survey parameters

	2009	2010
Our proposal for legal services	4.10	4.14
Adequacy of the proposal to the Client's needs	4.19	4.14
Articulation with the reality and Client's methods	4.19	4.18
Service provided	4.20	4.25
Quality of the documents provided / Clarity and accuracy of the information provided	4.19	4.40
Professional ability	4.47	4.45
Perception of Client's needs	4.31	4.23
Availability	4.38	4.38
Initiative	4.14	4.05
Professional and personal attitude	4.55	4.55
Quality / Efficiency of solutions provided	4.25	4.28
Overall satisfaction with services rendered	4.26	4.20

The evaluation scale varies from NA (Not Applicable), 1 (Unsatisfactory), 2 (Satisfactory), 3 (Good), 4 (Very Good) and 5 (Excellent).

#### Index of the Results



Questionnaires were sent to a sample of approximately 8% of the firm's active Clients, including Clients who have submitted complaints in the previous year.

The average level of satisfaction for both years was 4.27 (on a scale from 1 to 5, 5 being "excellent"), an indicative result that our services meet the high expectations of our Clients.

We were particularly pleased with the positive assessment given by the Clients to our "professional and personal attitude", to "professional ability" and "quality of documents produced / clarity and accuracy of information provided".

We will continue working to improve the parameters that were not quite so highly assessed, as "initiative", "our proposal for legal services" and "adequacy of the proposal to the Client's needs".

In the 2010 survey, we decided to also obtain our Clients' opinion on our sustainability policy. 33% of the Clients feel that it is important for the firm to have a sustainability policy and 6% congratulated the firm for its first sustainability report.

### Compliments

We keep in our Quality Management System a record of the compliments/spontaneous demonstrations of satisfaction with the firm's performance.

We decided to include this result in the annual performance review of our Lawyers and Of-Counselors.

### Complaints

We keep a record of all Clients' complaints since 2001 after our first ISO 9001 Quality Management System accreditation. We consider this to be essential in the management of the relationship with our Clients.

In 2009/2010 we received a few complaints from Clients, mainly related to the following:

- Fees;
- Response time;
- Failure to send documentation: invoices/receipts;
- Failure to comply with deadline agreed with the Client;
- Client follow-up;
- Legal solution provided.

In the light of the feedback received it is important that we continue to work in this area and adjust our services to accommodate each Client's needs.

One of the commitments of improvement already taken is the development of a Client Relationship Management (CRM) strategy to develop a closer relationship with Clients, reinforcing the necessary skills to ensure their involvement and loyalty.

### **At the service of the sustainability of the Clients' business**

How can legal consultancy contribute towards Clients' reputation and risk reduction? This matter is becoming more important as the context where companies operate becomes more complex as a result of global competitiveness and, more recently, of the economic upheaval.

To encourage dialogue around this topic with Clients and the legal sector Abreu Advogados hosted together with BCSD Portugal, supported by GCI and Inspire, a conference entitled "Sustainability: The Challenge to its Reputability".

The speakers debated the sustainability challenges companies are facing and the contribution that legal consultants may bring towards a sustainable growth.

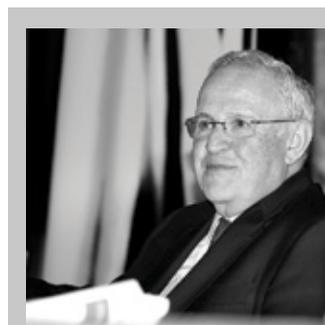


### ***How can the Conference "Sustainability: The Challenge to its Reputability" contribute to a reflection on the change of vision companies are being called upon to do?***

This conference dealt with some issues which are different from other similar events as, to begin with, it would not have been obvious for a law firm to launch a debate on the subject and this was quite innovative. Furthermore, it was most important and unique in the launching of the issue of reputation, which is a very serious and sensitive one, as some known examples attest.

### ***In your opinion, what contribution can the legal sector bring to the sustainable growth of companies?***

The Law is an activity sector where there are quite a few individual practitioners. Consequently, the very concept of owning an entrepreneurial activity is relatively new and this might have led to raising awareness about sustainable development. I believe there are two fundamental lines of thought: on the one hand, and from an internal perspective, a law firm is in essence a company like any other, to which social responsibility concepts apply.



Francisco Sánchez  
Chairman of the Board of Directors  
of Efacec  
Keynote Speaker at the Conference

The speakers at the Conference were distinguished businessmen (Paulo Pereira da Silva, from Renova; José Morgado, from Inapa and José Joaquim Oliveira from IBP Portugal) and lawyers (João Rosado Correia, from Garrigues; Luis Pais Antunes from PLMJ and Margarida Couto from Vieira de Almeida & Associados). The keynote speaker was Francisco Sánchez, chairman of the Board of Directors of Efacec and former president of EDP.

On the other hand there is the external dimension of the service provided to the Client, where there are two aspects which may significantly contribute towards sustainable development. Companies need to establish and promote desirable behaviours, through codes of conduct or ethics. In this context, law firms may make a strong contribution to the development of this type of tools. The other aspect: has to do with the fact that sustainable development actions almost always begin with the launching of a good practice. They then become more widespread and in some cases may even end up in a legal imposition. This is yet another perspective in which a law firm could play a proactive role by assisting their Clients in drawing up internal regulation for their companies. These two lines of thought lead to the conclusion that the role of lawyers is obviously difficult to replace.

***With your long career and experience, how would you assess the performance of Portuguese companies as they steer toward sustainability?***

I find that the evolution is quite positive and already a considerable one. From one year to another it is possible not to feel any significant evolution, but the accumulated results, if we consider several years, are quite relevant. My feeling is that people and organisations have developed a more structured reasoning, their approach became more professional. Sustainability Reports have helped to address topics that before did not come up for discussion. As such, I believe we have taken on the challenge. And now, the consolidation of these concepts will depend on the implementation of the decisions.



Margarida Couto  
Lawyer, Partner of Vieira de Almeida & Associados

***To what extent can the Conference “Sustainability: The Challenge to its Reputability” contribute to the reflection on the change of vision on what is being asked from law firms and on the role companies play in demanding this change, in order to move toward sustainable development?***

I believe this was a major step and it's a pity so few initiatives bring people to such reflection. Unfortunately, the legal community in Portugal is still out of touch with the issue of sustainability and I believe that if companies as clients demand a paradigm shift from their law firms, the (necessary) change will eventually occur more rapidly.

***There is a growing consensus that law firms need to know their Clients' social responsibility context. With this in mind, how do you feel legal consultants can best contribute towards promoting their Clients' social responsibility?***

By developing corporate social responsibility in a wide range of topics (such as environmental responsibility, waste management, carbon market, fair trade and sustainable procurement, ethic codes and anti-corruption rules, privacy protection, etc.), which involve an important legal component, I believe lawyers can have a very important role in strengthening their Clients' social responsibility practices, for instance, by identifying risk and opportunities.

***Where do we stand today? What are your hopes for the future?***

I believe Portugal still has a long way to go and it's still far behind international best practices, and we all have a responsibility to contribute to a change. Except for the large companies, which are already following best practices, and some smaller companies that have already fully understood the importance of this matter, it's still not a topic to which companies in general (including law firms) give the importance it deserves.

**The demand for high standards of conduct**

Many of our Clients already have adopted sound sustainability policies that include supplier selection processes based on social, economic and environmental development criteria. Consequently, we are increasingly being invited to present our approach on social responsibility. One of the questions we are asked, mostly by international Clients, is on our policy to fight corruption. This topic becomes even more relevant as the scope, from a geographic point of view, of a law firm's global work increases.

We believe this issue involves an acting principle, in itself decisive to promote sustainability, relating to the decision to work in certain countries which, under the terms defined by the United Nations or by Transparency International (global civil society organisation leading the fight against corruption), have a high level of corruption.

At AB, we feel that co-operation in this context through ethical business practices, is educational and proves it is possible to attain results with transparency and integrity.

## Partnership against Corruption

Following our commitment in 2009 to the 10 principles of UN Global Compact, in 2010, Abreu Advogados together with more than 30 companies and other Portuguese business entities joined the Partnership Against Corruption Initiative (PACI), and was one of the signatories of a letter to United Nations Secretary-General Ban Ki-moon on the fight against corruption. In this appeal, we encourage a more ethical behaviour in investments and in business competition.



Pedro Pais de Almeida  
Partner and Member of the Executive  
Committee of Abreu Advogados

***In this initiative you appeal to a more effective action in the fight against corruption. In your opinion, what are the priorities?***

Before answering your question, I would like to put this issue in an international perspective. Transparency International, through Corruption Perceptions Index (CPI) — an annual publication that ranks 178 countries around the world by their perceived levels of corruption — puts Portugal in 32nd place worldwide, with a CPI score of 6 (on a scale from 0 (highly corrupt) to 10 (highly clean) and in nineteenth place in Europe. If we compare only the 13 countries in the Euro zone, Portugal is ranked eleventh, ahead only of Italy (ranked twelfth with a CPI of 3.9) and Greece (ranked thirteenth, with a CPI of 3.5). Looking at these numbers it is obvious that Portugal needs to be more effective in the fight against corruption.

As far as the legal sector is concerned, the top priority must be to expedite and streamline legal proceedings, particularly criminal proceedings, where the dragging of cases and prescription of crimes, which sometimes end up being the case, creates a sense of impunity that needs to be tackled.

***Given that corruption is a great obstacle to sustainable development, what can legal consultants do to reduce corruption, bearing in mind their role in the context of legislation, regulation, drawing up of contracts, litigation, etc.?***

Criminal investigation is exclusively vested in the Public Prosecution Office, whereas the fight against corruption rests with the criminal police, within the scope of the powers delegated by the Public Prosecution Office. Lawyers, as players of the Justice sector, should seek to create clear laws that promote private enterprise, and strive to reduce State red tape.

Portugal has taken a few significant steps in this direction, for instance, through some of the initiatives contained in the SIMPLEX programme, which also constitute ways of fighting corruption, inasmuch as they considerably reduce red tape. Even so, there is a lot of work still to be done, especially to expedite legal proceedings.

## MANAGING TALENTS

People are at the forefront of our business. Their commitment, knowledge and creativity are the main assets of the Firm and guarantee the excellence of the work we provide our Clients. Integrating and retaining the best professionals and creating conditions for professional and personal achievement are our top priorities.

### **Our people management policy is based on five pillars:**

- Career Plan;
- Training Programme;
- Management system and performance assessment;
- Team Spirit;
- Policy that promotes a balance between professional and personal time.

Our annual trainee recruitment policy follows a very simple strategy: we want to recruit the future partners of Abreu Advogados. The identification and attraction of talents, their hiring, training and overseeing are therefore fundamental.

At Abreu Advogados, professionals are recruited under criteria of merit and non-discrimination, in particular on the basis of age, gender, race, religion or disability.

Since 2009, with the aim of improving the human resources management policy, we implemented some measures of which we highlight the following:

- We set up an annual mechanism to gauge employee satisfaction;
- We implemented internal communication and awareness measures to reinforce our institutional identity and culture;
- We set up a career plan for our administrative staff, to accommodate the needs of the firm and the expectations of the employees.

## ■ Annual survey of employee satisfaction — listening to improve

In 2009, and as a result of the commitment made in the first sustainability report, we set up an annual satisfaction diagnostic survey which included all the Team Members - Lawyers and Administrative Staff.

In 2009, we had an outstanding level of participation: 76%. However, in 2010 this percentage fell to 48%. This difference will lead us to make an additional effort in raising the Team's awareness to the importance of this evaluating instrument toward the improvement of the human resources policy.

The questionnaire is made up of 27 parameters, rated on a scale of 1 (strongly disagree) to 4 (strongly agree). In order to allow for a general reading of results, we selected the seven parameters with the highest and lowest levels of satisfaction.

### Overall results

#### Overall level of satisfaction

<b>2010</b>	<b>3.18</b>
<b>2009</b>	<b>3.06</b>

Parameters under the responsibility of AB	Average	2009/2010 Evolution
Social Responsibility Strategy	3.50	↑
Participation in Social Responsibility Initiatives	3.18	↑

#### Aspects with greater level of satisfaction

Parameter	Average	2009/2010 Evolution
Contribute to AB's success	3.79	↓
Pride in being part of AB	3.76	↑
Periods of interaction	3.70	↑
Understanding the duties	3.59	↓
Innovative AB	3.53	↓
SR Strategy	3.50	↑
Team Spirit	3.41	↑

#### Aspects with lower level of satisfaction

Parameter	Average	2009/2010 Evolution
Remuneration - Performance	2.64	↑
Performance - Promotion	2.74	↑
Remuneration - Market	2.74	↑
Participation in decision making	2.84	↑
Work Recognition	2.86	↑
Professional Alternatives	2.87	=
Objective Evaluation	2.89	↑

### Global Level

Overall, the results show that the Team made a positive evaluation of the firm's performance, meaning that we managed to meet their expectations. The increase in satisfaction from one year to the next also reflects that we were able to adjust some aspects of our human capital management practices.

### Higher satisfaction level

The top ranked parameters, notably, pride in being part of the team and motivation to help to create success, are in our opinion most important criteria for the sustainability of an organisation. These results show that the efforts we have put into the institutional philosophy and the attention paid to the people paid off and that we are moving in the right direction.

### Lower satisfaction level

The aspects that were rated less positively were adjusted from 2009 to 2010 and in six of the seven parameters the satisfaction level increased. Although not reaching the levels we consider to be satisfactory, we are also aware of the fact that in organisations in general these parameters are usually the ones that have the lowest ranking. The fact that we have a management and performance evaluation system, a training policy and benefits that allow for a greater balance between career and personal life, demonstrate our concern in ensuring that our Team Members enjoy the best conditions in which to conduct their professional activity.

### Gauging our perception of sustainability

In order to gauge the level of perception and involvement of the Team, we decided to include two aspects related to Abreu Advogados' sustainability policy in our diagnostic parameters. Said parameters were very positively evaluated, registering an increase from 2009 to 2010, which we believe were the result of several awareness-raising actions undertaken following our commitment in the first sustainability report.

### ■ Reinforce our identity and sense of belonging

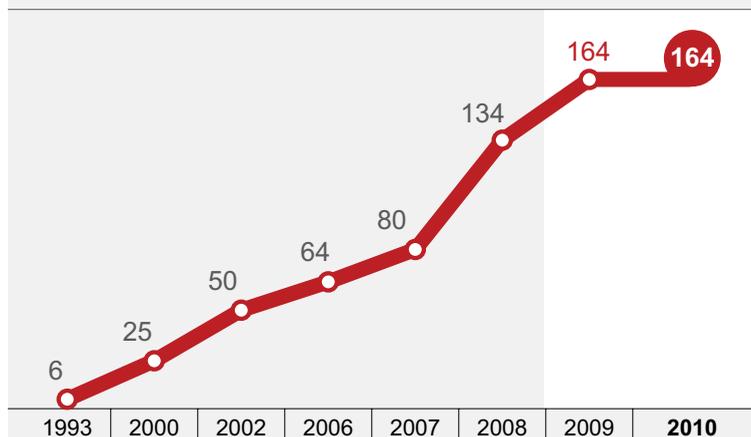
We believe that the sharing of common values by all employees is what distinguishes and strengthens an Institution. At Abreu Advogados we are particularly attentive to the promotion of cohesion and common identity and culture, since these aspects of behavioural context need to be anchored in order to put down roots.

In view of the exponential growth of the firm in these past two years, the management of the corporate identity became more difficult, calling for the need to reinforce some measures of communication and involvement measures, particularly the following:

- In-house training on sustainability;
- Reinforcement of internal values and organisational culture.

## Abreu Advogados - Growth

Per number of lawyers



*“In-house awareness-raising is a challenge of sustainability”*

Miguel Castro Pereira  
Managing Partner

3 Sessions in the Lisbon, Oporto and Madeira offices, 94 Team Members

### □ In-house training on sustainability

It all began with a small fish being left on the desk of each Team Member with the following message: “Save your golden fish!” The solving of the enigma and the search for an aquarium no one knew existed were the expected reactions to this teaser that invited people to participate in an in-house training on sustainability. This training was developed in collaboration with the Instituto do Empreendedorismo Social (Institute for Social Entrepreneurship), given their know-how on sustainability, and was attended by Team Members from our three offices.

Amongst the concepts that were transmitted in these sessions, particular emphasis was placed on the notion that the imperative of sustainability lies on individual responsibility and that we should value the pursuit of affection and happiness — in detriment of more economics-based options - as the ground for the construction of a better world.

These training sessions have contributed to deepen the concept of sustainability in itself and to foster the sense of belonging to AB as an institutional project that aims to contribute, through each and every Team Member, to becoming a better firm in all aspects of its activities.

### Testimonials of those who attended

**Q1:** Did the training session make you more aware of the challenges sustainability places on the organisations and on each one of us?

**Q2:** How do you see AB’s path to sustainable development?

**A1:** There was a particular episode that left quite an impression on me. From the concept of sustainability in its relation with the human aspect: I particularly remember the following: not to neglect interaction with people, with family, despite our professional work. We were asked a series of questions and one of them was: “How long has it been since you last spoke to your grand parents?” This question stayed on my mind and when I got home, I found myself “compelled” to call my grandmo-ther. Her response was a sign for me. As it had been a while since I had last called her, she asked me “Is something wrong?” This unsettled me. Knowing that Abreu Advogados was intervening in the projects “Let Justice be Done” and “Learning to Take Action”, I made myself available. This decision was undoubtedly influenced by the training sessions.

**A2:** Abreu Advogados is following a more general responsibility path, which includes environmental initiatives, as the ecological footprint diagnostic. This is obviously not an easy path, and the fact that we are going through a financial crisis doesn’t help. We notice, for instance, a certain degree of instability and that people are having more problems in running their lives. But I feel that our Human Resources will find a way to deal with issues of sustainability.



André Rijo  
Associate Lawyer, Lisbon

**A1:** I believe that the “awakening” of the mind was the most important outcome of these sessions. We were able to open up people’s “mentalities”. I understood that sustainability is also very important for our children and grand children.

**A2:** Here we have an excellent working philosophy, of humanism. We had a sustain-ability campaign with little fishes. Everyone got a fish and the aim of the campaign was to find out to what extent people would feel responsible for its care. Generally, everyone put the fish in an aquarium bought for the purpose, which at first no one knew already existed. This parable led us to the question of sustainability and made us more aware of the underlying responsibility.



Ana Paula Paiva  
Secretary, Lisbon

**A1:** Not completely. The training session made people reflect whether the lives they have are the most adequate one or they should consider undergoing a profound change, giving work a more secondary role. As interesting as this session may have been my expectations were more related to sustainability under a corporate perspective and not to sustainability under a personal perspective.

**A2:** I believe the initiatives the firm has been developing are the right ones and have been very efficient. I’ve had a very positive feedback of most of the initiatives, mainly “Justice for All” and the children’s book. I think in future we should continue working on projects that bring visibility to the firm.



Nuno Barbosa  
Partner, Oporto



Patrícia Pires Bernardo  
Secretary, Oporto

**A1:** Yes. One of the challenges companies are facing is that of improving the social and environmental impacts, in order to increase competitiveness, and opening the door to new business opportunities with clients who are looking for ecologically concerned suppliers. By contributing towards sustainability, Abreu Advogados will also take advantage from these opportunities, inasmuch as people are increasingly concerned about the environment and society and tend to choose partners who share the same concern.

**A2:** By investing in the Team Members, by providing training that proves to be worthwhile both to the firm and individuals, by supporting a good cause and encouraging its employees to participate in local volunteer activities, Abreu Advogados is contributing to Sustainability. Ecologically speaking, there is great concern in recycling paper and toner cartridges and reducing paper consumption.



Paulo Gouveia e Silva  
Partner, Madeira

**A1:** Abreu Advogados contributes by accepting and reacting favourably to employees' needs and requests in this area. Also the training sessions in this area.

**A2:** We are all aware of the need to balance our family and personal life with our professional life. However, the training given, with a practical vision and the force of a personal testimony, gives great strength to the personal decision to take this issue into consideration.



Paula Silva  
Receptionist, Madeira

**A1:** I believe that the concept of sustainability is a fundamental basis to makes us stand out and differentiate from our competitors.

**A2:** I view its path as a very positive one, inasmuch as Abreu Advogados continues to invest in quality improvement, meeting Clients' demands with speed and efficiency, continuing to grow in a solid and sustained way.

### □ Reinforcing internal values and culture - The Book of Principles

Due to the recession, these are atypical times for most organisations and Abreu Advogados is no exception. Several financial measures had to be implemented in order to ensure sufficient robustness to face the different risks, such as the lack of liquidity resulting from outstanding payments from Clients or the expected continuation of the markets contraction. This context, along with the increase of the firm's dimension, calls for another type of robustness – that of the common identity, of the values.

Although the results of the satisfaction surveys showed a strong sense of belonging to this project, we believe it is important to strengthen this institutional spirit.

Among several initiatives, we highlight the creation of a Book of Principles that embodies the values, the culture and the governance model of Abreu Advogados, to which all Team Members were invited to adhere. Purposely, we did not opt for a “compulsory registration”, which is standard procedure with codes of conduct. With the Book of Principles the purpose was to explain each concept and to give an easy to understand content to each chosen word used in principles in a way that is easy to comprehend and apprehend.

*“Times of crisis are ideal to understand what does and what does not sustain a business organisation. The Book of Principles aims to ensure that everyone works towards a common goal, making the Institution grow.*

*This aspect is part of the firm's sustainability, because I believe an organisation cannot depend on one, two or three people or even a generation. The generation that follows must, in the least, be as qualified as the one that preceded it.”*

Miguel Teixeira de Abreu  
Chairman of the Board of Directors

**The whole is greater than the sum of its parts.**

### ■ A career plan for the administrative area

A career plan for the administrative staff is being set up, according to which everyone will know the professional path within their functions and the career opportunities that are available to them. This is the result of an important objective of global consolidation of the human resources structure, since until now professional evolution was only systematised for Lawyers.

Information and awareness-raising sessions are being planned for all the Administrative Staff on the functioning of the career plan.

**A transparent career plan helps to attract and retain professionals.**

### Numbers of pro bono legal services in 2009-2010

117 lawyers

3196 hours of work

Abreu Advogados, when requested to do so, continues to provide legal assistance to several entities, such as:

**Academia dos Champs;**

**Associação Passo a Passo;**

**Fernão Ferro Parish;**

**Fundação Alter Real;**

**ANDC - Microcredit;**

**BCSD Portugal;**

**IES – Instituto de**

**Empreendedorismo Social**

**and CAIS Association.**

Likewise, we continue to respond to all the individual situations we deem special.

**The practice of law is a profession which, in itself, gives an important contribution in tackling one of the problems**

**Portuguese society is facing: the difficulty in accessing justice by a large proportion of the population.**

## AB FOR THE COMMUNITY

As a result of the commitments undertaken in the first sustainability report, our contribution to the community, which began long ago, is centred on two great objectives:

- Creating a structured policy of pro bono legal services and of the global community service;
- Raising awareness among youth on Justice and Citizenship.

### ■ Creating a structured policy of community support - AB4ALL

Since 1996, AB's Lawyers have been assisting social solidarity institutions pro bono. Considering the extent of this support (more than 4500 hours of volunteer work in 2007 and 2008), AB decided to structure these initiatives under a common and global project, as a functioning internal network, which would also include the Administrative Staff.

Giving preference to the development of this project in an engaged way, we set up an enlarged committee responsible for the conception of the project, which was later replaced by a smaller committee that guaranteed its execution. AB4ALL was the name which was given to this committee as a result of an open vote to all Team Members, through the firm's intranet.

### Pro bono legal services

#### Protocols signed with Academia dos Champs, Cais and Instituto de Empreendedorismo Social

As part of the AB4ALL programme, the partnerships with the Academia dos Champs, CAIS and Instituto de Empreendedorismo Social are particularly relevant.

Abreu Advogados is one of Academia dos Champs' founding associates because it strongly believes in its social project, and has ever since been rendering the legal services necessary to the fulfilment of its objectives.

The Academia dos Champs aims to guarantee, through sports, temporary or permanent supervision of children considered at risk or living under unfavourable socioeconomic conditions, taking into account their physical, intellectual and emotional needs, while promoting the child's reintegration in society, through training sessions, tournaments, travelling and possible inclusion in trainer's courses, allowing them to develop a sport-related professional activity or otherwise related with the Association.



The long-standing partnership with CAIS was reinforced by the setting up of periodic (fortnightly) free lawyer consultation service to its members, as a result of the success and the needs which emerged from the "Free legal advice day", held annually on the initiative of the Portuguese Bar Association to which Abreu Advogados also adhered.

***What impact do you think this regular support will have on the beneficiaries of CAIS?***

First and foremost, I hope it will bring people closer to justice which is often so distant and expensive, and that they may, through this regular assistance, learn to trust it more. Furthermore, I hope that doing or abiding by what is legally correct will contribute towards a significant improvement in the living conditions of those who, being extremely poor and fragile, find themselves deprived of their duties and rights or of an active role in society.

***As you know, this free legal advice partnership with CAIS is particularly important within AB4ALL. How do you see the joint work done so far and what are your expectations for the future?***

Beginnings are always difficult. Sometimes it's not easy to conciliate the wait which is essential for rebuilding lives and the hurry of what is valuably calculated per second. But we're on the right track. My wish at this present future is that when faced with lives that have no value, clients won't give up on themselves and lawyers won't give up on their clients and that both manage to find room for learning and sharing.





Miguel Alves Martins  
Executive Director of IES



In regards to the IES project, Abreu Advogados provides legal training to their employees and supports several of its entrepreneurship projects and, in return, the Institute offers training sessions on sustainability – three of which took place in 2010 – to all our Team Members.

***What type of legal services does IES need and what has been Abreu Advogados contribution in this regard?***

IES needs legal assistance to draw up the Protocols that govern our relationships, to manage our human resources matters and to adjust our legal structure to meet the challenges of growth. In all of this we have had Abreu Advogados' full and active support in all matters involved. In some specific cases they have also assisted throughout the implementation of good practices we support on the ground. This assistance is integrated in our "Expert Consultations" programme, that is, the clarification of specific legal and tax queries, arising from the initiatives with a strong social impact which we support and which Abreu Advogados has always available to clarify.

***What do you think is the result of this project and what are your expectations for the future?***

Having Abreu Advogados' lawyers as members of IES has been a most gratifying experience. We hope it'll continue to grow and bear fruit, both with us and with the initiatives we work for.



**□ Raising awareness among youth on Justice and Citizenship  
School Project "Let Justice be Done".**

In 2010, AB joined the Forum Estudante magazine in the project "Let Justice be Done", undertaking to bring awareness to the students of Portuguese Secondary Schools of the fundamentals of law and justice. The project consisted in the preparation of the simulation of a court trial, in which students analysed a specific case which dealt with youth related themes, such as bullying, car accidents, social networks, violence in a relationship and graffiti. Each case was assisted by a tutor-lawyer from Abreu Advogados, responsible for helping the teacher and the students during the preparation stage, from the beginning of the school year until the simulation day with particular emphasis on the defence's and prosecutor's arguments. The cases of role play game reached their "final stages" and were tried in the local Court House.

**Numbers of the project**

81 secondary schools  
1600 students  
60 tutor-lawyers  
377 hours volunteer work

***What was the importance of Abreu Advogados contribution towards the school project “Let Justice be Done”?***

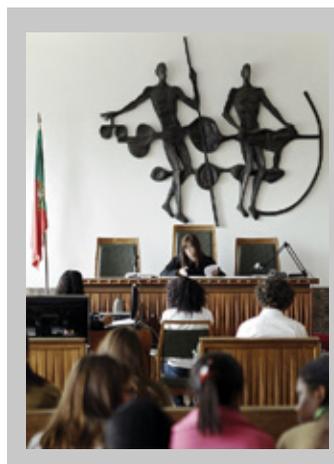
It was absolutely essential. Always there from the very start, Abreu Advogados contribution was crucial in defining the project model, in the production and in the validation of the cases and texts for the project Let Justice be Done. The tutor-lawyers, in a very generous and dedicated manner, assisted each one of the teachers heading the project in the development of their working programme. This way the teachers’ abilities were complemented by the lawyers’ abilities. The teachers’ repeated compliments to the skill and enthusiasm of Abreu Advogados lawyers were recurrent. This contribution was even more outstanding if you think that the schools involved were from all over the country, with different socio-economic backgrounds, which required from the tutor-lawyers a great capacity to adapt. Abreu Advogados is undoubtedly linked to the success of this innovative initiative.

***AB – What do you expect to accomplish through this project?***

The “Let Justice be Done” Programme is a pioneer intervention in Portugal as far as the civic education of the fundamentals of law and justice for young students is concerned. Seeking to give a contribution – however minimal – to solving the crisis in justice, by training better informed and more knowledgeable future citizens, this initiative involved a strong partnership, boosted by Forum Estudante magazine, and under the patronage of the President of the Republic.



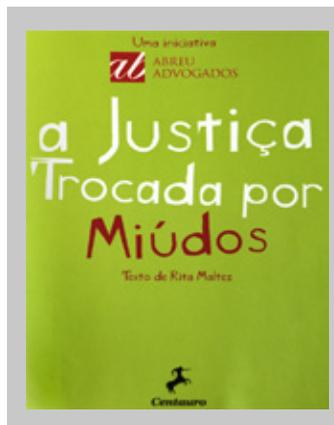
Rui Marques  
Director of the Forum Estudante  
Magazine



**Children’s Book on Legal Literacy**

In order to start sowing the seeds for a responsible citizenship, AB published a book children’s, which explains with funny and provocative questions, why laws exist, who makes these laws and who follows them. The book was symbolically launched on the 2010 International Children’s Day, and 25000 copies were distributed free of charge in an exclusive edition of *Diário Económico*, a Portuguese daily newspaper, our partner in this initiative. Likewise, these books were also offered to our Team Members and Clients.

Given the fact that the approach of this subject with the children was quite innovative in Portugal, the book was also donated to some schools and libraries that contacted us and were interested in using it to raise children’s awareness about citizenship.



### School Project “How does this Work?”

Abreu Advogados organized its first initiative of support and professional guidance to final year student groups. With this project, we aimed to show pre-university students how a law firm works and how the actual practice of the law is done, whilst encouraging juridical literacy. During a week, a group of students from a secondary school visited Abreu Advogados every afternoon and were accompanied by the heads of the several practice areas of the firm, in a direct and daily contact with the firm’s routine.

### “Learning to Take Action” Project

We participated in the school programme “Learning to Take Action “ hosted by the Portuguese Junior Achievement Association that aims to develop the entrepreneurial spirit within the younger generations, enabling all Team Members to offer work hours to the students of the schools that adhered to the project, sharing their professional and life experiences and instil learning values and personal development.

#### The project in numbers

24 Team Members

200 hours of volunteer work

480 students of elementary schools



Nádía Fonseca,  
Human Resources Department

As I work in the firm’s Human Resources Department, I hoped to have set an example, as we truly value social responsibility. It is something we emphasize in our welcoming speech whenever a new Team Member is hired. I believe AB also set the example of being responsible towards both the society and the Team Members, by allowing Team Members to offer company time to this project. This type of project is a part of AB’s culture.



Alexandra Courela,  
Associate Lawyer with AB

This project’s main impact was that I feel it made me grow as a person and that I accomplished something. For 90 minutes during 6 days, I was transported to the reality of a problematic school, in precarious premises, with “difficult” adolescent students, as they are called, and many other stereotypes we are used to hear about. It was this contact with a completely new world, a world where I encountered dedicated and committed teachers, teenagers fighting against fate and anxious to challenge the odds... citizens with a sense of justice learnt the hard way. What I tried to convey them was that they had to continue dreaming and believing – that being a lawyer, a doctor, a journalist or a football player was in their hands and all it is needed is work. I hope one of them believed in me – I believe in them.

## Legal Training Initiatives

### Protocol signed with Latin America House for legal training

Abreu Advogados signed a cooperation protocol with Casa da América Latina (Latin America House), undertaking to provide six-month legal training on an annual basis to a law graduate student from a Latin-American university.

The firm will define the training programme, provide trainers and working space, and oversee the trainee's performance keeping in mind their professional integration. The agreement also includes a scholarship fund throughout the duration of the training period. This protocol was signed in 2010 and aims to straighten the ties with the members countries of the association and to promote Portuguese Law and Portuguese practice of law.

## AB GOES GREEN

In our first Sustainability Report, we committed to improving the environmental performance of our offices. In addition to our 3 R's + S policy – Reduce, Reuse, Recycle and Shred, we wish to go further in environmental management. We undertook to assess the impact of our activity on the environment, and take, in a more systematised way, the necessary action to reduce pollution factors.



### Carbon emissions neutralisation Project

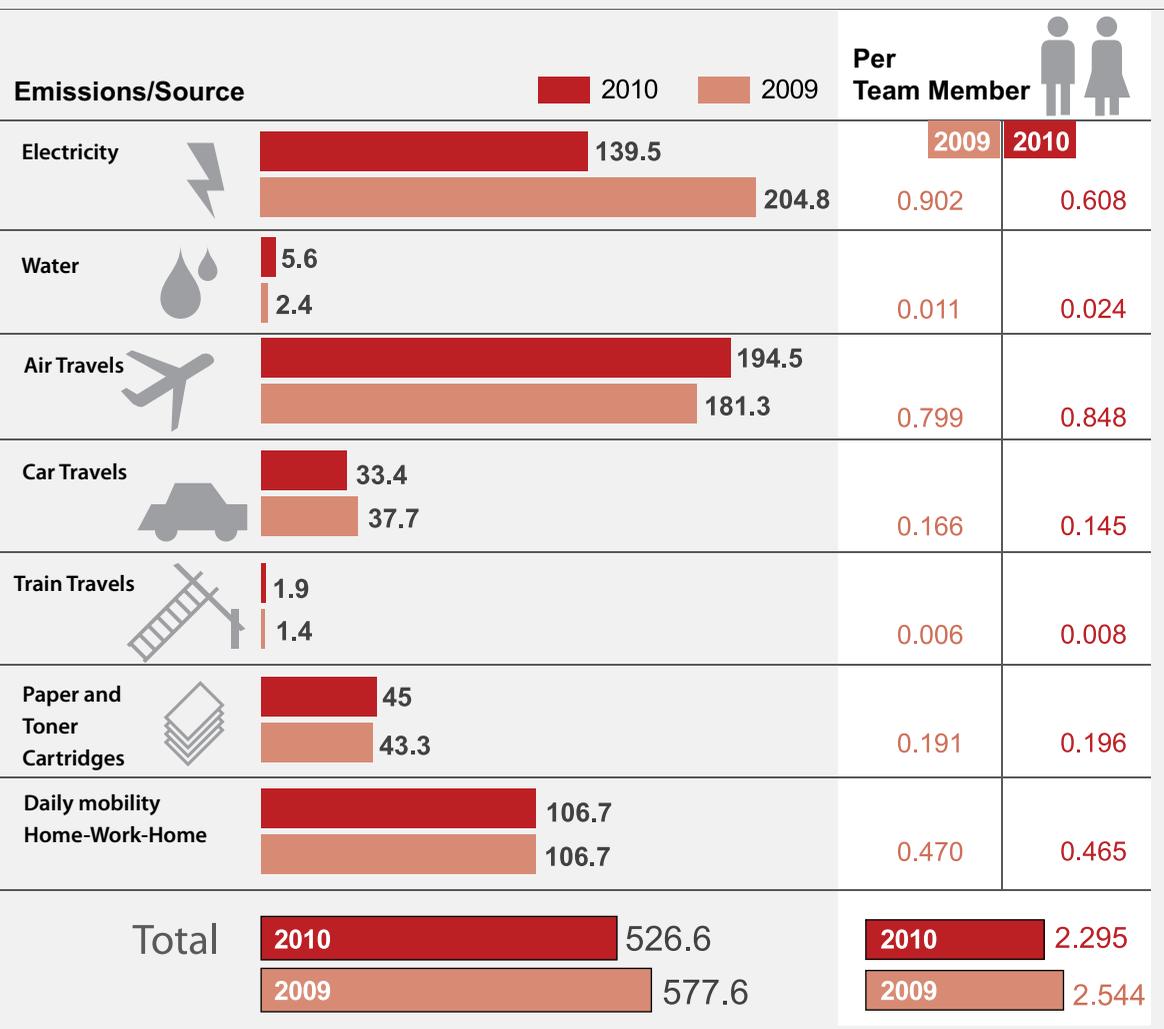
One of the greatest impacts of our activity is the amount of electricity we consume, the home-workplace travels and business travels, which are the main generators of greenhouse gas emissions. Consequently, we decided to take responsibility for this impact on the climate.

Our greatest investment in this respect was to devise in cooperation with e)mission, a carbon emission reduction strategy whereby we commit to measure, reduce and, in the future, offset the carbon footprint.



## Carbon Footprint

In tCO<sub>2</sub>e



### Measure

Three of the primary sources of emission were energy consumption, business travel – mostly by air – followed by home-office-home travel.

### Energy Consumption

Overall, our carbon footprint reduced by 9%, due to a significant improvement in the electricity emission factor by EDP (Portuguese power utility), as a result of an increase in the production of renewable energies in Portugal (reduction by 33% of emissions amounts, from 341g CO<sub>2</sub>/kWh in 2009 to 230g CO<sub>2</sub>/kWh in 2010). Although we consumed 1% more electricity, with this emission reduction at source, we emitted less 32% of CO<sub>2</sub>.

## Professional Travelling

As far as professional travelling is concerned, the opening of an office in Madeira contributed to a significant increase in inter-office travelling. Furthermore, in 2009, the need to bring people from the three offices closer to AB's culture led to the creation of an inter-office exchange programme, which increased air travel and consequently our carbon footprint. Also worth a mention is the fact that the strategic association with a Mozambican law firm Ferreira Rocha & Associados, in 2010, also led to an increase in air travel.

## Team Members Mobility

Based on an online survey with 121 responses, we were able to assess the firm's mobility per office. We concluded that the emissions per capita were lower in Madeira, due to the substantially closer distances travelled between home and work, when compared to the Lisbon and Oporto offices.

In Lisbon, the average is lower than in Oporto, due to a greater use of public transport, possibly because there is a larger network.

## Paper Consumption

Despite having made a remarkable effort in reducing paper use in 2007 and 2008, in the past two years we registered an increase in overall consumption. On the one hand, this was due to the opening of the Madeira office and, on the other hand, to the provision of legal services which implies an intensive use of paper as in the case of Due Diligences and Debt Collection.

It is worth mentioning that there are internal factors related with an efficient use of resources by Team Members which can be controlled by Abreu Advogados, while there are external factors which vary according to the type of work being done, and procedures associated therewith, which are far more difficult to manage and control.

## Water Consumption

There was a 29% per cubic meter reduction in water consumption, but overall our carbon footprint increased by 133%. This was due to an update of the emission factor from one year to the other. In 2009, the factor only took into account the emissions from drinking water supply ( $0,93\text{kgCO}_2/\text{m}^3$ ), whereas in 2010, wastewater impact was also measured (totalling  $3,03\text{kgCO}_2/\text{m}^3$ ).

By applying an estimate for 2009 to wastewater emissions, we would have produced 7.8 tons of  $\text{CO}_2$  which, compared to 2010 levels, would still account for a 29% emission reduction.

## Carbon Footprint per mobility

tCO<sub>2</sub>e/Team Member per office

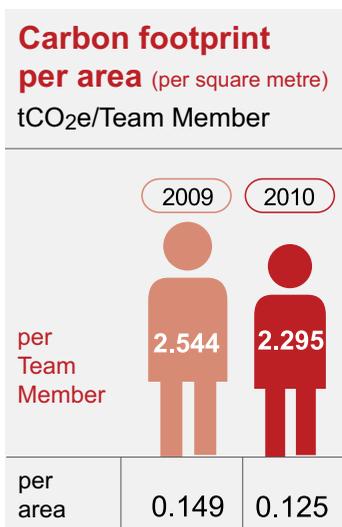




### Reducing

With e)mission’s assistance we created performance indicators, per Team Member and per square metre, to provide a comparative analysis of the offices.

Electricity and water performance indicators were calculated for each office in order to monitor carbon performance over the next years.



### Raising Awareness to Change

Our goal is to reduce by 10% our carbon emissions by 2012, through a more efficient and rational use of the resources. We are aware that there are external factors that may make this goal objectively more difficult to achieve, such as business travelling or a specific kind of service requiring a greater use of resources but, nonetheless, we know that a change in behaviour will be a relevant factor to make a difference. Therefore, in 2011 and 2012, we will be launching a communication campaign to encourage Team Members to adopt good environmental practices at their workplaces and in their daily lives.

### Offsetting

In 2012, we will be monitoring performance indicators in order to calculate the amount of carbon emissions and ascertain the level of reduction we are able to reach. In regards to the carbon emissions that cannot be reduced, we commit to neutralising them through an investment in carbon generating projects, oriented to energy efficiency, renewable energies and clean technology.

### Supporting external initiatives

At the same time that we are applying a sound internal environmental responsibility, we consider that we should also play a proactive role in society and towards our stakeholders. For this reason, we supported the energy Efficiency Barometer and the Energetic Efficiency Portal ([www.portal-eificienciaenergetica.com.pt](http://www.portal-eificienciaenergetica.com.pt)), which identify new methodologies, promote best practices and improve citizens’ and companies’ awareness on environmental preservation. We also joined Legal Sector Alliance, a movement of some of the largest law firms in the United Kingdom, supported by the Law Society, committed to adopting environmental sustainable practices in the legal sector.

## DIREITO FISCAL

**GPCB organiza encontro do Tax Law Group**

O departamento Fiscal da Gonçalves Pereira, Castelo Branco e Associados (GPCB), liderado por Diogo Ortigão Ramos, organiza sexta-feira, em Lisboa, um encontro do Tax Law Group da União Europeia, no qual são esperados 20 fiscalistas. Em análise estarão as recentes evoluções e tendências do Direito Fiscal Comunitário. O grupo integra Sociedades como a Loyens & Loeff, a Flick Gocke Schaumburg e a Cuatrecasas.

## "CREDIT MANAGEMENT"

**Simmons dá apoio a curso**

A sociedade de advogados Simmons & Simmons Rebelo de Sousa apoia o Curso Prático sobre "Credit Management", organizado pela Global Estratégias - Consultoria de Formação e e-Learning, que se realizará hoje e amanhã, no Hotel Tiara Park Atlantic em Lisboa. A formação contará com a participação de Carla Matias, advogada do Departamento de Contencioso da sociedade liderada por Pedro Rebelo de Sousa.

## "PROJECT FINANCE"

**Abreu recebe encontro internacional**

A Abreu Advogados, sociedade portuguesa membro da Association of European Lawyers, organiza amanhã e sexta-feira, em Lisboa, um seminário sobre "Project Finance". A iniciativa contará com a participação de cerca de vinte escritórios de advogados, num total de cerca de cinquenta juristas. Miguel Castro Pereira e Sofia Santos Machado, sócios da Abreu, serão oradores neste Seminário.

## ESPANHA

**Dois reforços em Madrid para a Raposo**

Carlos Martínez Santiago, que vai coordenar o escritório de Madrid na área dos assuntos fiscais, e Bárbara de Lorenzo Lasheras, especialista em Direito Processual, são as mais recentes contratações da firma portuguesa Raposo Bernardo & Associados. Os dois reforços permitem que o escritório da firma em Espanha passe a dispor de nove causídicos. A sociedade dispõe também de representações em África.

## CERTIFICAÇÃO EMPRESARIAL

**Modelo de gestão da Abreu é visto como "case study"**

As responsáveis | Melanie Lima Ferreira (à esquerda) e Carmo Sousa Machado, as duas advogadas que se responsabilizam pelo cumprimento das regras de gestão.

A sociedade é encarada pelos sócios como uma empresa. Por tal facto, a gestão em moldes empresariais foi uma aposta, desde que há 15 anos a firma foi criada

João Maltez  
jmaltez@mediafin.pt

A aposta foi feita em 2001, mas passados sete anos o pioneirismo mantém-se. Foi o primeiro e continua a ser o único escritório de advogados com certificação dos respectivos serviços de gestão. O motivo foi bastante para que a Abreu Advogado fosse considerada um "case study", entre um conjunto de empresas analisadas num livro deitado à estampa recentemente, com o título "Movimento da Qualidade em Portugal".

"Podemos ser vistos como um "case study", mas a nossa participação neste livro acontece porque somos a única sociedade de advogados certificada. Mesmo que quisessem procurar ou convidar outra sociedade para dar conta da sua experiência, não encontraríamos interlocutores", explica Carmo Sousa Machado, sócia da Abreu Advogados. Importa dizer que a ISO 9001 - com que a Abreu está certificada - não inclui serviços jurídicos. Tem que ver, sim, com ferramentas de gestão. Tal como esclarece a mesma advogada, desde que a sociedade foi fundada há cerca de 15 anos, "a boa gestão da firma" sempre foi uma questão presente.

"A gestão esteve sempre muito presente no dia-a-dia da advocacia do escritório. Para nós faz todo o sentido uma optimização de recursos. A nossa sociedade em termos de funcionamento está organizada numa óptica empresarial, pelo que para nós a gestão é fundamental", esclarece Carmo Sousa Machado, dando assim nota da estratégia se-

**Auditorias controlam boas práticas**

➔ Abreu Advogados obteve a Certificação ISO 9001 - conjunto de procedimentos internos reguladores das actividades da sociedade que dão resposta 23 requisitos da Norma ISO 9001 - em Setembro de 2001. Este certificado é atribuído em obediência a um conjunto de boas práticas que suportam a actividade de determinada organização. A norma ISO 9001 é uma ferramenta de gestão sujeita a auditorias externas (SGS ICS) e internas. A sistematização e racionalização dos serviços é um dos benefícios apontados.

➔ Em termos de funcionamento a sociedade está organizada numa óptica empresarial. Daí a importância da gestão

Carmo Sousa Machado  
Sócia da Abreu Advogados

guida pela equipa de sócios da firma e, ao mesmo tempo, da importância que representou o processo de certificação.

**Como funciona?**

Mas de que modo se traduz, na prática, a existência desta certificação nos serviços que são prestados pela sociedade? Mais do que obter a chancela de qualidade, o objectivo apontado pelos responsáveis da sociedade foi o de garantir a existência de "um sistema de gestão que permita aos advogados libertarem-se o mais possível das preocupações relacionadas com a gestão de recursos, concentrando-se nos aspectos técnicos do trabalho".

Segundo Carmo Sousa Machado, o sistema de gestão utilizado permite, por exemplo, que qualquer advogado que pegue no ficheiro de um cliente para aceder a informações tenha um tempo mínimo para obter resposta. "Esta é uma grande vantagem e um elemento facilitador quando é preciso integrar novos profissionais nas equipas", evidencia a mesma jurista. De três em três anos o sistema de trabalho é alvo de uma auditoria para efeito de renovação do certificado. Em todo o caso, também anualmente é feita uma auditoria de acompanhamento.

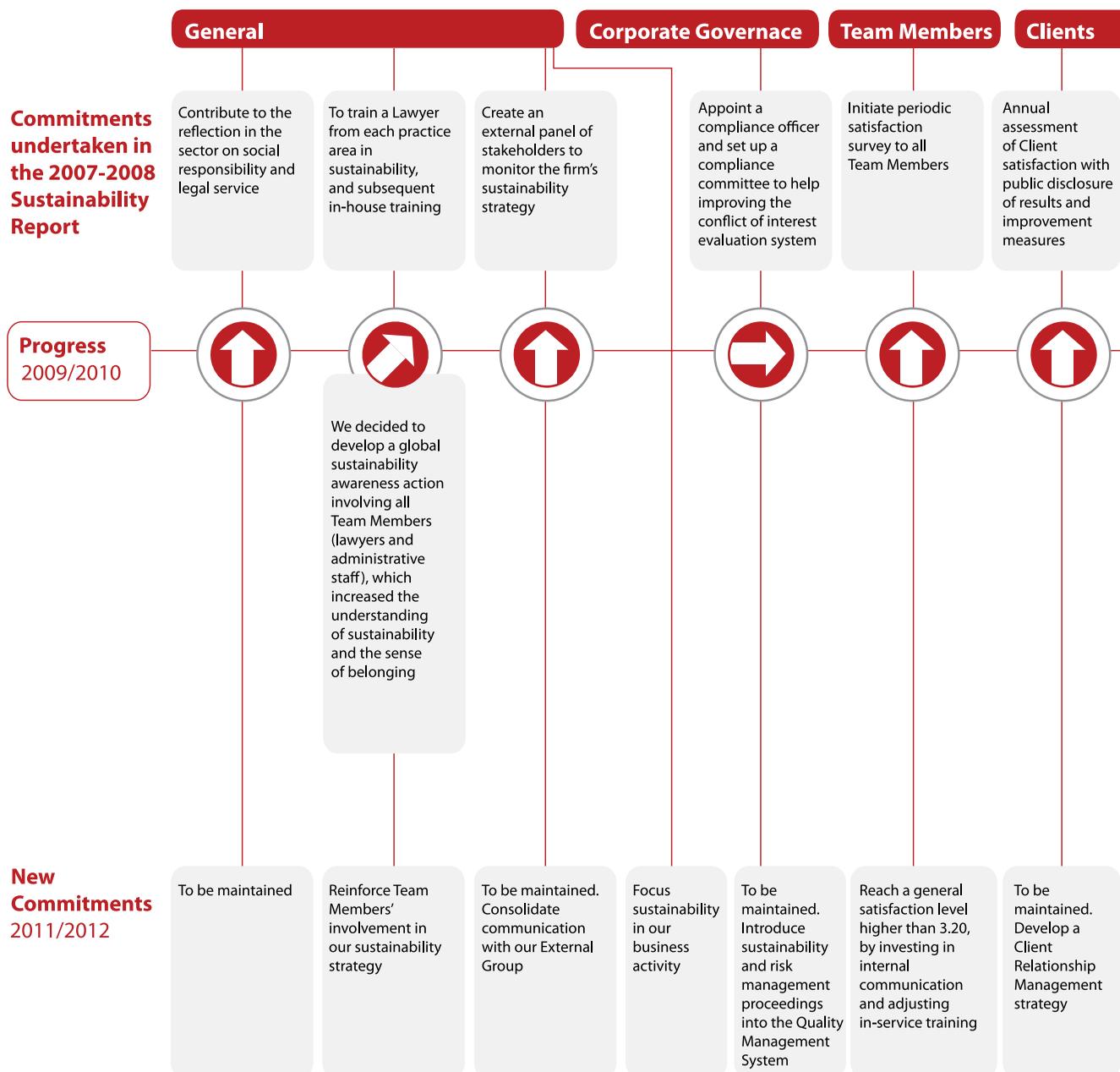
"Não se trata de ter o selo de qualidade e descansar. Queremos é ter um nível de excelência. Há uma monitorização que é feita diariamente a todo o processo", evidencia Melanie Lima Ferreira, a advogada que na Abreu se dedica em exclusivo a assegurar que, pelo menos neste campo, tudo corra bem.

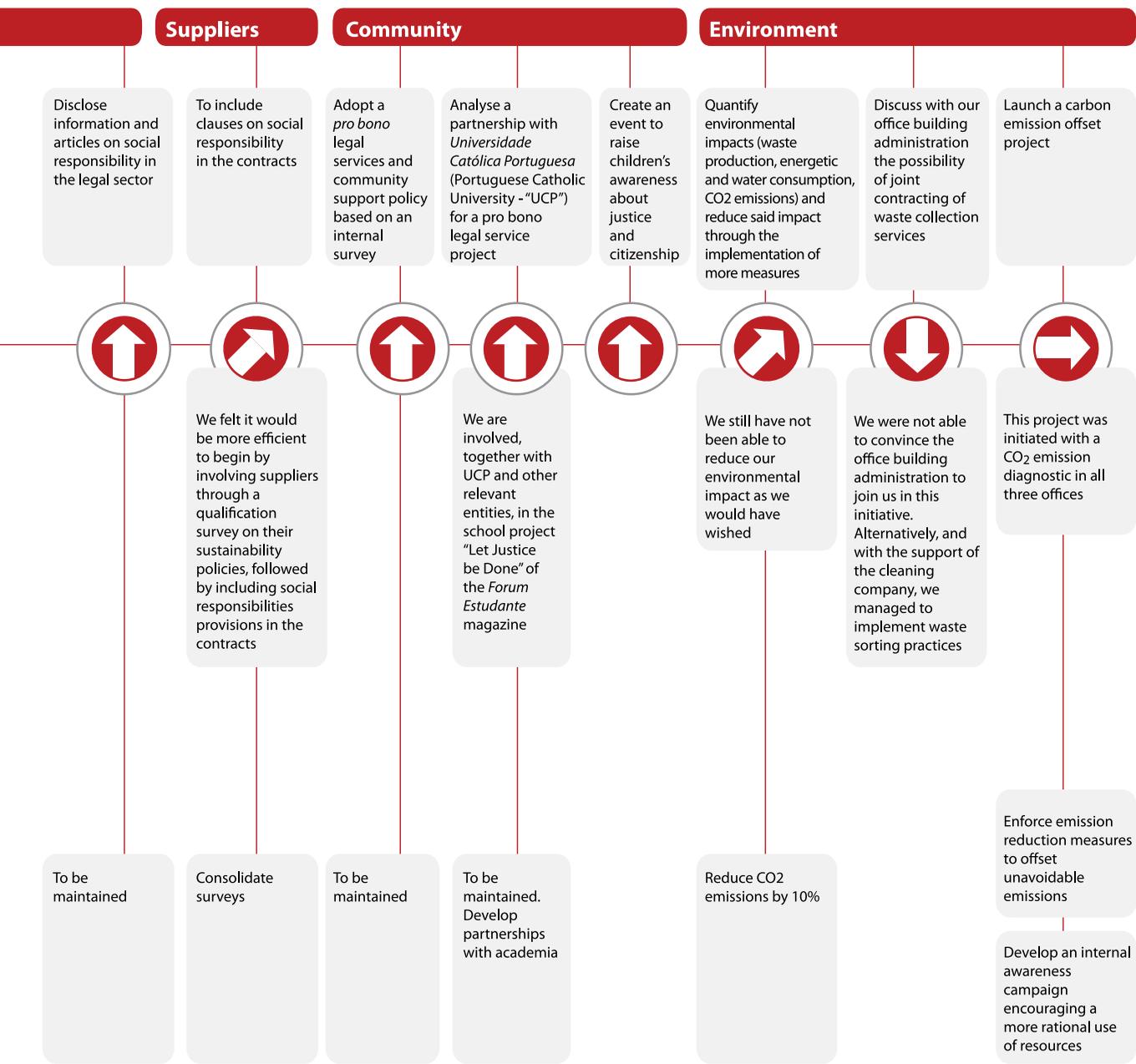


## Roadmap to Sustainability

We provide an update on the commitments contained in our first Sustainability Report which we undertook to achieve in the past two years. Some of the goals had to be adjusted along the way to meet new circumstances and opportunities.

Most of the commitments are deemed essential to continuous improvement, and therefore remain on this list with new improvement targets. 







## **PUBLISHING DETAILS**

### **Title**

We advocate sustainability – 18 years growing and innovating | 2009 – 2010  
Sustainability Report

### **Edition**

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### **Design and graphic coordination**

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### **Infographics**

Joaquim Guerreiro

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Telmo Miller

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Guide



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

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**THEY ALWAYS SAY TIME CHANGES THINGS, BUT  
YOU ACTUALLY HAVE TO CHANGE THEM YOURSELF.**

*Andy Warhol*



**LISBON \***

**OPORTO \***

**MADEIRA \***

**ANGOLA** (in Association)

**MOZAMBIQUE** (in Association)

**Abreu & Associados – Sociedade de Advogados, R.L.**

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