



ABREU
ADVOGADOS

We advocate sustainability

*They always say time changes things,
but you actually have to change them yourself.*

ANDY WARHOL

We advocate sustainability

SUSTAINABILITY REPORT 2007·2008



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MESSAGE
from Miguel Teixeira de Abreu
Managing partner



It is with great pleasure that we submit our first Sustainability Report.

When we were preparing our new Site (www.abreuadvogados.com) and came across the «What We Do» Section,

someone in our Team noted that, in addition to applying the Law everyday, we were also doing so much more. In fact:

- We were sponsoring our Lawyers in furthering their education, at some of the best Universities around the World;
- We were publishing a great number of legal documents in almost all areas of the Law, which were made available to our Clients;
- We were sharing knowledge with our Colleagues all over the World through the many Associations of which we are a member;
- We were playing an active role in our Community, assisting a large number of non-profit organizations and devoting a considerable deal of our time to *pro bono* work.

It then came across our mind that, if we were already acting in a sustainable way, why not go one step further and assume, before our stakeholders, and before the Legal Community, our commitment to always follow a sustainable path.

As Victor Hugo said:

«Knowing just how much of the future one can introduce in the present, that is the key to great governance.»

In what concerns sustainability issues, we think that the future is today:

The World has changed and organizations have had to develop new solutions for their businesses. Solutions that take into account the impact of their activities in a new social and economic environment and that respect rules of conduct, transparency and market information.

In what concerns sustainability issues, we think that the future is today.

The World is faced with a new reality, one that is the result of globalized businesses, environmental responsibilities and the growing scrutiny of a civil society that imposes new models of governance, more ethical and transparent.

Consequence of this new reality, Lawyers will be called upon by our Clients to help manage their reputation and the risk of their activities. We will be invited to provide legal services at the light of applicable codes of conduct and to ensure that our opinion is given in respect, not only of applicable laws and regulations, but also with the criteria of a person who has measured the reputational effect that such opinion may have on our Clients.

This Report is the result of our reflection

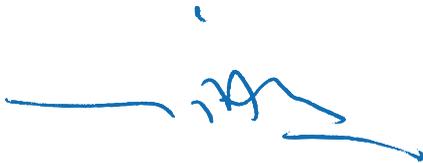
It includes a complete X-ray of our organization and – in a market that is still very opaque, where information is so scarce that hardly any benchmarking can be achieved – it includes extensive information about the financial performance of our Firm.

Our Sustainability Report was prepared under the directives issued by the GRI – Global Reporting Initiative, thereby allowing the comparison of our performance with that of other Firms and Companies.

We have also undertaken several commitments and for the execution of those we will respond in two years. At the head of such commitments, we placed our desire to build a Project that is based on human respect, where concepts of productivity and profitability are subordinated to concepts of sustainability and solidarity.

Being the first in the Legal sector, we hope that this Report will be followed by others and that, soon, together, we will all be able to share our own experiences and cooperate in improving our Sector's best practices.

We wish to build a Project that is based on human respect.



MIGUEL TEIXEIRA DE ABREU



*What is now proved
was once only imagined.*

WILLIAM BLAKE

**THE FIRST SUSTAINABILITY REPORT
IN THE LEGAL SECTOR IN PORTUGAL**

How this report was developed

The context of this report – the first in the legal sector in Portugal

The provision of legal services in general may also be viewed as a means to promote and develop the sustainability of society as a whole. For this purpose, the practice of the Law must be based on strong ethical and deontological principles, reinforced by the statutes of the Portuguese Bar Association itself.

In an economic, corporate and social context, developments have been made towards the concept of a new paradigm of more sustainable growth among all players in society. Abreu Advogados identified with this new approach to incorporate the concept of sustainable development into its organisation. For this reason, we decided to disclose in this first report our contribution to sustainability, for the years 2007 and 2008.

We understand this step as natural and as applicable to our organization as it is to any other activity sector.

We evaluate our work in the framework of social responsibility, we set out a plan for improvement given the challenges in the legal sector and we report back on this to our stakeholders (Clients, Firm Team members, suppliers and the community, among others). Abreu Advogados initiates a course intrinsically characterized by a commitment to transparency and continuous improvement.

We believe this step is natural and as applicable to our sector as it is to any other sector in the market and in civil society. Where in other professional areas the reporting of corporate accountability is now unquestioned, in legal practice it has not yet become common practice. This is clearly evidenced by the fact that even among the major international law firms, all of which are governed by advanced organisational models, we have only found two sustainability reports. In the Portuguese legal sector's panorama, the public disclosure of financial data is relatively rare.

We believe this is due to three major aspects:

- a) Although environmental law first came to light in the 1970s and the concept of sustainable development arose in the late 1980s, with the Bruntland Report, it was only more recently that a relationship between sustainability issues and the legal sector was established, with the emphasis being put on the need for Judges and Lawyers to master the subject, in order to provide better legal advice to Clients;

- b) The practice of Law has evolved with certain distinctive characteristics, including discretion with regard to fees and other financial data, hence preserving the independence and dignity of legal services;
- c) Finally, the use of the media as a means of communication in the legal profession is viewed in a highly limited way and, as a result, such use may be considered as publicity by the Portuguese Bar Association.

It was therefore not easy to take certain decisions with regard to the scope and content of this report. The disclosure of financial data was one of these decisions. We are convinced that transparency on this matter will benefit all parties; however, we are somewhat doubtful that, in the near future, this is a practice that will be popular in the Portuguese market. Despite this, we stayed true to our convictions and decided to disclose the essential details of the firm's business in 2007 and 2008.

It was not easy to take certain decisions. The disclosure of financial data was one of these decisions.

It is in this context that we are publishing the first sustainability report of Abreu Advogados, which is also the first in the legal sector in Portugal and one of the few published in the legal sector worldwide.

What are the most important themes for legal practice in the context of sustainability?

To determine the most important questions faced by our work and what commitments to define to answer these questions, we conducted a survey of the challenges, risks and opportunities for the legal sector, in the context of sustainability, highlighted by the main legal bodies and associations and by benchmark organisations in the area of sustainable development, including:

- **CCBE – Council of Bar and Law Societies of Europe** – conducts studies and issues recommendations related to the challenges raised for the profession by sustainability;
- **CISDL – Centre for International Sustainable Development Law** – conducts research and promotes the legal concept of sustainable development, also focusing on core challenges in the legal sector;
- **American Bar Association** – publishes a journal dedicated exclusively to corporate social responsibility;

- **SustainAbility**, international sustainability consultants – they published the guide *The Changing Landscape of Liability*, which outlines trends in corporate environmental, social and economic liability;
- **UNEP – United Nations Environmental Programme** – dedicated an issue of its magazine *Our Planet* to the rule of law and millennium development goals;
- **Commission on Legal Empowerment of the Poor** of the *United Nations Development Programme* – with the goal of providing legal protection and economic opportunity to the underprivileged.

Additionally, and whenever possible – since reporting on sustainability is an almost absent practice from the field of legal services – we analysed the good practices publicised by some foreign law firms.

In 2008, we identified our stakeholders based on the criteria of control and influence. Further to conducting our annual Client satisfaction survey we have designated a new objective, effective as of January 2009, which consists of regular internal satisfaction surveys, with a view to improving our knowledge of our team members' expectations and concerns and identifying any aspects of our business that require improvement.

For whom do we write this report?

We address this report to all stakeholders with special attention:

- To the Lawyers and other Employees with Abreu Advogados, because the path towards sustainability is always jointly built. The report provides a global view of what we have already done, the commitments we have assumed and the challenges that await us;
- To our Clients, because through this report they can get to know Abreu Advogados better, they can see how we deal with sustainability in our business, our concerns and the commitments that we will be adopting to improve our service;
- To the Legal sector, hoping that this document will provide a view of the challenges faced by our profession, contribute towards the future generalisation of the sharing of knowledge and experience on sustainability issues, and also encourage the creation of synergies for actions and initiatives in this context.

Report boundary and methodology used

This document reports on the activities of Abreu Advogados in Portugal, with head-office in Lisbon. The information and data presented refer to the years 2007 and 2008.

The report was drawn up based on the *Global Reporting Initiative* guidelines (GRI/G3), that guide organisations in defining the content of the report, the scope and indicators to be disclosed, in order to improve the quality of the information reported. In accordance with the recommended rules, reports drawn up according to GRI permit an internal *benchmark*, as a tool to monitor the performance of the organisation, as well as a market benchmark, amongst corporate entities.

This methodology also helped us to carry out internal diagnosis, crossed with the *benchmark* of two sustainability reports from foreign Law Firms that applied the GRI guidelines.

In this first report, considering the information that we were able to provide, we ranked ourselves at application level B from the GRI guidelines.

As Abreu Advogados quality management system is certified by ISO 9001:2000 and the firm created performance indicators assigned to the critical processes in each management area, most of the data included in this report emerges from regular monitoring and auditing, in the scope of said management system.

Our reporting is biennial and for the next edition, referring to 2009 and 2010, we will implement a review by a panel of external stakeholders, to be set up in 2009, which will allow us to obtain an independent and undoubtedly rewarding view of the relevance of the contents to be reported.



*Knowing just how much of the future
one can introduce in the present,
that is the key to great governance.*

VICTOR HUGO

I.

OUR IDENTITY

1. Abreu Advogados – 15 years of growth

ABREU & ASSOCIADOS, SOCIEDADE DE ADVOGADOS, R.L. is an independent, limited liability, Portuguese law firm, with offices in Lisbon, Oporto, Madeira and Angola (in association with a local Law Firm).

Founded in 1993, Abreu Advogados has already celebrated its 15th anniversary and now has a team of 134 Lawyers¹, among a total of 185 Team members. With this size, the firm is now among the top firms in the domestic market.

Abreu Advogados is a benchmark law firm and it has always been firmly committed to high quality services for its Clients, based on professional management and organisation.

Our history began with a strong desire to build a distinctive project in the national market that was firmly based on an institutional organisation model, contrasting with the panorama of the Portuguese legal practice of the time.

The concern with providing a service of high quality and integrity led us to develop over the years a strategy of specialisation of Lawyers and of internationalisation, through institutional connections and partnerships with some of the most prominent international law firms.

2008: among the leaders in the Portuguese market

Convinced of the desire to adopt the best practices, we decided to implement a quality management system that would enable us to systematise how the firm operated in providing services to Clients. Simultaneously, we considered this aspect a decisive requirement for the firm's growth strategy.

It was for this reason that in 1999 we invested in a groundbreaking project, resulting from intense sourcing and from the international experience acquired in the meantime by partners in the firm, which enabled us to invest in the professionalisation of management and resulted, in 2001, in the award of NP EN ISO 9001:2000 certification – the only certification of this type awarded to a law firm in Portugal to date.

1 Lawyers includes: partners, associates, trainees and legal consultants

Seeking excellence for growth

Through quality management

The growth of the firm occurred mainly due to the certification of its quality management system, the integration of teams or law offices that identified with the project and the culture of Abreu Advogados.

In 2006, Abreu Advogados decided to extend its presence to the city of Oporto, followed by Madeira and Angola in 2007 (in the case of Angola through an association with one of the largest local law firms, FBSL Advogados), in order to increase its provision of diversified legal assistance meeting the challenges raised by national and international Clients.

By 2008, eight firms had been integrated, increasing the initial number of lawyers from 6 to 134. At the end of 2008 we began preparations for yet another integration, which placed Abreu Advogados amongst the five biggest law firms in Portugal.

We pay a great deal of attention to the firm's growth.
We seek the best Lawyers.
We cultivate a team spirit.

Through team spirit

We cultivate an environment of interaction between everyone, encouraging openness and dialogue. We have created a series of internal initiatives to favour team spirit, which we consider very helpful for people's well-being and for a sense of belonging to the project. This investment strongly marks our identity and has contributed to the successful growth of the firm.

Through a policy of balance between professional life and personal life

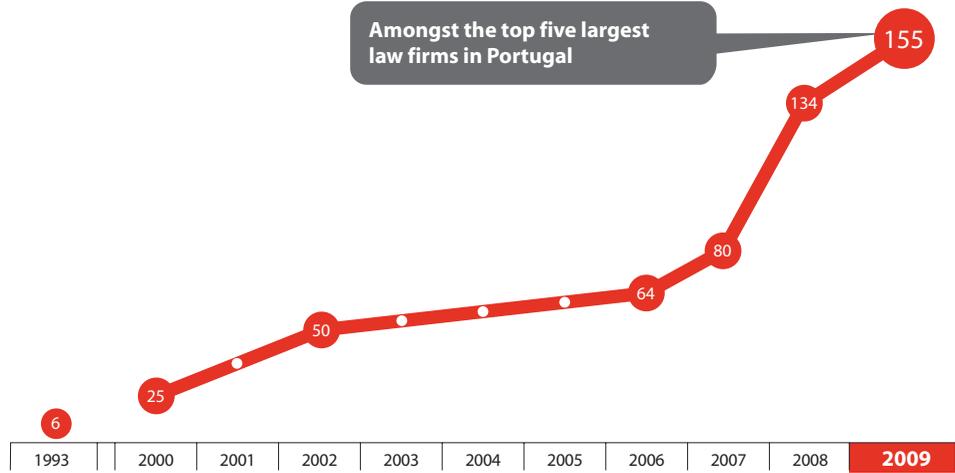
We also identify with the adoption of policies that promote to balance the complex work-family dynamic. We have developed a range of benefits, such as maternity support and the access to external training, that make it easier for our Team members to manage their personal life and the demands of their professional life.

We consider that this effort represents once again how much we value the sense of well-being within our team and the desire to remain in this project.

The external recognition that we have obtained for two consecutive years, through the award of the «Best Company to work for» is considered, therefore, as a natural consequence of this strategy.

Growth of Abreu Advogados

Total number of Lawyers



From Portugal to all four corners of the world

Despite working essentially in Portugal, Abreu Advogados has Clients throughout the world, which led to an increase of 23% in foreign Client billing from 2007 to 2008.



2. Our Practice Areas

ABREU ADVOGADOS provides services through Practice Areas, under the responsibility of partners, divided into several specialist groups, characterised by team work and by direct and constant contact with the Client.



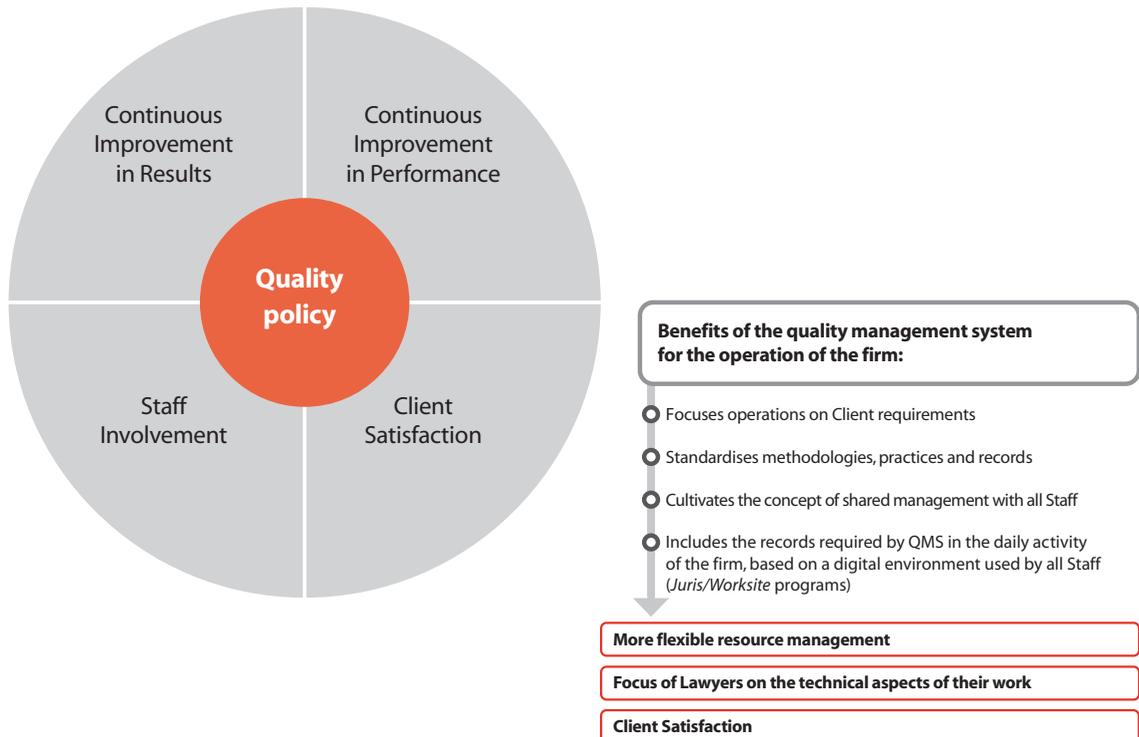
In addition to these areas, the firm has also been developing other areas of Law, including Competition, Regulation and the European Union, as well as foreign legal systems, particularly those of Portuguese-speaking countries.

3. The management model of Abreu Advogados

This is the basis of the firm's management system as an organisation, both in the «business» dimension and in the dimension of Client satisfaction.

AT ABREU ADVOGADOS we believe that outstanding legal assistance – professional, rigorous and efficient – should be accompanied by an operating model with common rules and practices for all. For this reason, in 2001, we created and implemented a quality management system (QMS) that we have maintained ever since, certified to NP EN ISO 9001. The introduction of this system was a strategic priority which enabled us to achieve our objectives of growth and which still remains a priority for us to assert our position as a reference in the legal sector.

Our quality policy is based on the following four dimensions:



Where did the idea to implement a quality management system, in a sector in which this practice does not exist, come from? In 1999 we began to reflect on this because, on the one hand, we already felt that we were organised and that to formalise our practices could only be good for quality improvement and, on the other hand, it was innovative and we like to be the first to explore new paths.

What changed with the introduction of the system in a firm that is not a common organisation? Quite honestly, very little, because we already had strong management practices. It was, to a certain extent, a way of reproducing in regulations what we already had in practice. It was therefore very easy to internalise this process.

Do Clients value the certification? We feel that it is valued by Clients, because it is the certification of procedures and processes that will guarantee a better

CARMO SOUSA MACHADO



«The quality management system increases efficiency and security.»

Partner, responsible for the Quality Management System

service, while helping to minimise the occurrence of mistakes. It results in more efficiency and greater security. It is basically a risk management factor. Externally, the certification is a differentiating element and a reinforcement of our positioning on the basis of quality.

4. Recognition of our performance

ABREU ADVOGADOS HAS CONSOLIDATED ITS IDENTITY as a firm of reference, both in Portugal and abroad, as a result of a responsible and ethical attitude in its legal practice.

Abreu Advogados was honoured with the ACQ Country Law Award 2008, and nominated for Law Firm of the year in the category of Tax Law.

ACQLAWAWARDS2008

have been recognised by the most prestigious specialised international directories.

Abreu Advogados was honoured with the *ACQ Country Law Award 2008*, and nominated for Law Firm of the year in the category of Tax Law.

Abreu Advogados and its Lawyers are referenced in various areas of law, both as one of the most important Portuguese law firms in the provision of services, and for the quality of the services provided by its Lawyers, which are recognised and specified in several of these international publications as *leading lawyers* in various areas.

Directories	Areas of Law in which Abreu Advogados is listed	
	2007	2008
	Banking and Finance Litigation and Tax Corporate/Mergers & Acquisitions	Arbitration Banking and Finance Venture Capital Competition and Regulation Litigation Tax Capital Markets Corporate/Mergers & Acquisitions
	Banking and Finance Project Finance Tax Labour Intellectual Property Rights Corporate/Mergers & Acquisitions	Banking and Finance Project Finance Tax Labour Intellectual Property Rights Corporate/Mergers & Acquisitions
	Environment Venture Capital Competition Financial Tax Property Labour Capital Markets: Capital and Debt <i>Outsourcing</i> Corporate/Mergers & Acquisitions	Environment Venture Capital Competition Financial Tax Labour Capital Markets: Capital and Debt Outsourcing Private Clients Corporate/Mergers & Acquisitions

Directories	Areas of Law in which Abreu Advogados is listed	
	2007	2008
	Banking and Finance Corporate/Mergers & Acquisitions Labour Intellectual Property Rights Project Finance Tax	Banking and Finance Corporate/Mergers & Acquisitions Labour Intellectual Property Rights Tax
Top ranked 	Banking and Finance Litigation Tax Property Labour Maritime Capital Markets Corporate/Mergers & Acquisitions	Banking and Finance Venture Capital Competition and Regulation Litigation Energy and Natural Resources Tax Labour Maritime Capital Markets Intellectual Property Corporate/Mergers & Acquisitions
Top ranked 		
	Banking and Finance EU and Competition Litigation Project Finance Tax Property and Construction Labour Maritime Capital Markets Public Corporate/Mergers & Acquisitions Telecommunications	Banking and Finance EU and Competition Litigation Project Finance Tax Property and Construction Labour Maritime Capital Markets Public Corporate/Mergers & Acquisitions Telecommunications
	Banking and Finance Corporate/Mergers & Acquisitions Capital Markets Project Finance	Banking and Finance Corporate/Mergers & Acquisitions Capital Markets Project Finance
	Tax Capital Markets Restructuring/Insolvency	Tax Capital Markets Restructuring/Insolvency Intellectual Property

Likewise, the professionalism of Abreu Advogados lawyers has also been recognised by those directories, whose information can be viewed in detail on our site: www.abreuadvogados.com.

5. Vision, mission and values

Our Vision

The vision we have of the practice of the Law and of the future of Abreu Advogados is based on a common interest in creating a solid, serious, and ethically exemplary institution that welcomes different generations.

It is essential to know how to grow.

We want to maintain sustained and consolidated growth, upholding our cultural values, without ever forgetting the principles that guide us.

Our mission

We believe that our Mission is to provide legal services that are guided by the values of excellence and of Client satisfaction, together with responsible legal practice and high ethical standards, in which the rigour and quality of the services provided are always present.

Our values

The values that guide our work and stance are:

Excellence

Because justice is the other side of perfection, all imperfect legal assistance shall, in itself, constitute an injustice.

Quality

Because the true measure of a firm and its services should be objectively monitored and certified, by an independent party, and in accordance with the highest standards.

Ethics

Because if that, that is just, is good, nothing may be good if it has not been well made and made in good faith.

Rigour

Because it is the antidote to indifference and to what is differentiated.

Solidarity

Because the name each Team member goes by is the other name for the organization of all those that belong to it.

All the people who are part of Abreu Advogados have the obligation to preserve and promote these values in the daily pursuit of their duties.

Side by side with these internal values that distinguish Abreu Advogados as an organisation, our legal services are provided in accordance to Portuguese and EU law and by the regulations and other internal standards of the Portuguese Bar Association, including the following:

- Statutes of the Bar Association (Law No. 15/2005, of 26 January);
- Legal Framework for Law Firms (Decree-Law No. 229/2004, of 10 December);
- Law on the Professional Practice of Lawyers (Law No. 49/2004, of 24 August);
- Criminal Legislation, e.g. against the Laundering of Assets of Illicit Origin and Terrorism Funding (Law No. 25/2008, of 5 June);
- EU legislation, e.g. Practice of the Profession of Lawyer on a Permanent Basis in another Member State (Directive No. 98/5/EC);
- Professional standards, e.g. Code of Good Conduct of the European Lawyers (Resolution No. 2511/2007 OA (2nd series), of 27 December 2007, Portuguese Bar Association; General Council).

Sense of belonging – «I AM from Abreu Advogados»

We believe that the successful growth of the firm is due to its philosophy, to its culture and values, and to its internal organisation.

In addition to significant freedom of action, inherent to the independent characteristic of the profession of a Lawyer, Abreu Advogados encourages a sense of horizontal organisation, to promote a team spirit. We are particularly attentive to this aspect – because it is one of our strongest distinguishing features, one that most contributes in helping our Team members to identify with our project over such long periods of time. We believe that this loyalty is also related to our career progression policy, which encourages our trainees to stay on, since they may eventually become partners.

«On 1 October I celebrated one more anniversary of my arrival at Abreu Advogados. (Just) eleven years later, today, already a partner for almost two years and a member of the Board of Directors, I still have strong memories of the first day that I joined the team and I can't help thinking that over these years I have been part of a very special law firm!»

In how many other law firms would this type of career be possible? And what is it like to be a partner in a law firm office where you were once a trainee? Without a doubt, it is understanding the structure where one is working and being able to enrich its management with all the accumulated experience acquired as a trainee and as an associate, being alert to specific problems and concerns and thus create synergies and contributing to promote internal communication and to the closely knit environment within the structure. But at Abreu Advogados it is so much more than this. It is having a say in the decisions that are taken, irrespective of seniority or age or whether one has «just become a partner» or even whether one is a working partner or an equity partner. The fact is that at Abreu Advogados there is a principle of «One Partner, One Vote» and this principle is followed and

MARTA PINTO TRINDADE



«I also have a strong memory of the first partners meeting that I attended: I expressed my opinions, I was heard and I voted, like all my partners, without any distinction.»

Partner since 2007, joined Abreu 11 years ago as a trainee

respected by everybody. For this reason, in the same way as I recall the first day I arrived without knowing exactly what it would be like, in practical terms, to be a lawyer, I also have the strongest memories of the first partners meeting that I attended: I expressed my opinions, I was heard and I voted, like all my partners, without any distinction – it is so gratifying to be part of a structure like this!

6. Corporate governance and organisation

ABREU ADVOGADOS is a limited liability company, in accordance with the legal framework for law firms.

Our organisation is based on the following model:

Partners – the ultimate authority

The ultimate authority within the firm is held by all the partners, both equity and working. The Partners meet at an ordinary General Meeting three times a year and whenever necessary, in order to pass resolutions on matters not delegated to the Board of Directors and to the Managing Partner.

The institutional nature of this firm also derives from an internal golden rule: «One partner, one vote»

Various rules characterise our Governance model:

- «One partner, one vote»: all partners have equal power, irrespective of seniority;
- Partnership rights cannot be inherited;
- Partner status ceases at the age of 65. The partner either retires at the age of 65, or upon his/her 10th anniversary as a partner.

Board of Directors (BD)

This is the corporate body responsible for the management of the firm and consists of the *Managing Partner* and six other partners, proposed by the Managing Partner and elected in a General Meeting, who have specific competences, delegated by the Managing Partner, and broad management powers.

With a renewable two-year term of office, the BD is responsible for implementing the strategy defined by the General Meeting of Partners, like the administrative board of any other company.

The BD has internal regulations and meets weekly to discuss and approve proposals submitted by its members or by the other Partners, as well as by Associates or other Employees.

Managing Partner

The office of *Managing Partner* is held by a partner, on a rotating basis, with two-year terms of office, renewable only once. The partner elected is responsible for the day-to-day management of the firm, notwithstanding any aspects defined by the partners in respect of the firm's strategy and broad guidelines.

This position is currently held by Miguel Teixeira de Abreu.



RUI PEIXOTO DUARTE
Partner



MIGUEL TEIXEIRA DE ABREU
Managing partner



PEDRO PAIS DE ALMEIDA
Partner

BOARD OF DIRECTORS



GUILHERME SANTOS SILVA
Partner



MARTA PINTO TRINDADE
Partner



CARMO SOUSA MACHADO
Partner



LUÍS DE GOUVEIA FERNANDES
Partner

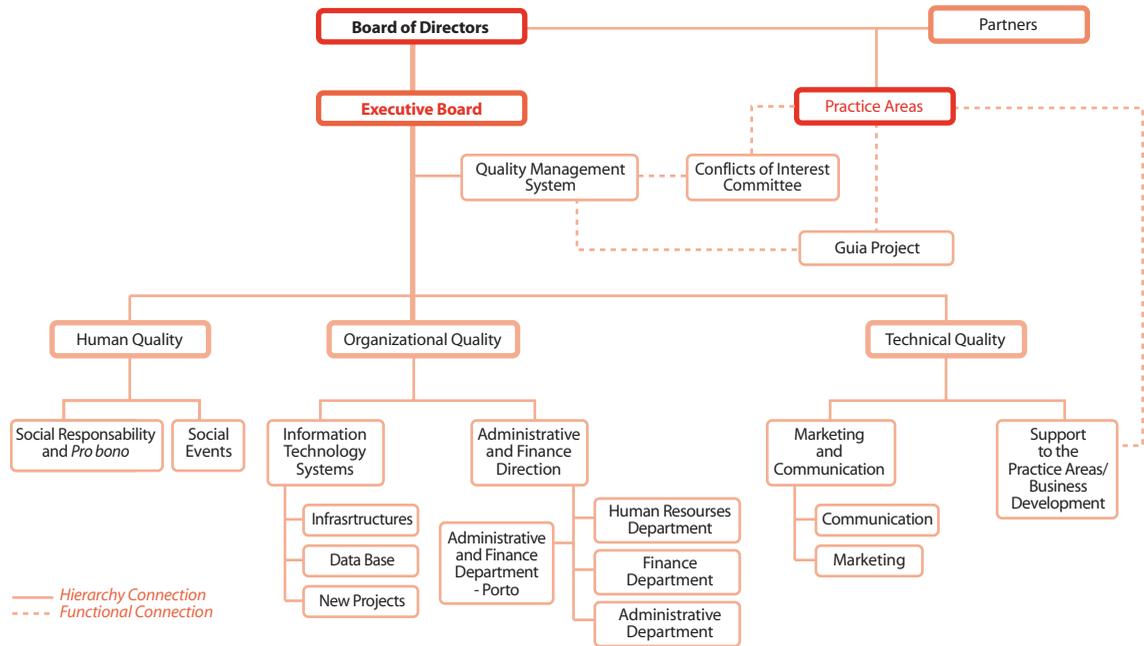
Executive Board

This is the firm's executive body, chaired by the *Managing Partner* and comprising the heads of the different management departments:

- Administrative and finance;
- Human resources;
- Information Technology system;
- Quality management;
- Communication and marketing;
- Social responsibility and sustainability.

Furthermore, an Associate is also always a part of the Executive Board, in representation of all the other associates. The Executive Board meets every two weeks to analyse and decide on matters concerning the running of the firm.

The model of our organisation:



Professional standards

Independence, confidentiality and the prevention of conflicts of interest are key values of the professional standards of Lawyers, established in applicable legislation and regulations, such as the General Code of Conduct of Lawyers and the Code of Conduct for European Lawyers, adopted by the *Council of Bars and Law Societies of Europe* (CCBE).

These rules of conduct are supplemented by standards and values of Abreu Advogados that mark the firm’s culture, internally and externally.

Checking conflicts of interest

In our business we face various risks that must be addressed – one of these is conflicts of interest, which can seriously harm the reputation of a law firm. For this reason, before accepting any new Client or any new matter for an existing Client, the firm has a mechanism of mandatory consultation of a Conflicts of Interest Committee, comprising five partners, which examines any possible conflicts of

interest, preventing or permitting the representation of that Client or of any matter for a Client. This mechanism is described in a document controlled by the Quality Management System.

However, the growing dimension of the firm and the increase in the size of the Client portfolio has also generated an increase of risk in this context. For this reason, we have decided to improve this checking process and in 2009 we are due to create an independent internal body – a compliance committee – with final decision-making powers in situations that may be ambiguous.

We will increase conflict of interest checks.

Policy and internal procedure on money laundering and corruption

On corruption

In our conduct we consider two aspects of the prevention of corruption:

- Acting according to legal and deontological rules, rejecting any demands that suggest the streamlining of practices or the guarantee of decisions in exchange for benefits;
- Discouraging any corruption practices and by breaking the conviction that positive responses to legitimate intentions can only be obtained through such practices.

The fight against corruption is envisaged in various statutes and regulations, with which Abreu Advogados scrupulously complies, including:

- The Statutes of the Portuguese Bar Association, which determine standards of professional conduct;
- Legal framework of the fight against the laundering of assets of illicit origin and terrorism funding (Law No. 25/2008, of 5 June), also applicable to Lawyers;
- Code of Good Conduct of the European Lawyers (Resolution No. 2511/2007 OA (2nd series), of 27 December 2007, Portuguese Bar Association; General Council);
- United Nations Convention against Corruption, adopted by the United Nations General Assembly in Resolution No. 58/4 of 31 October 2003;
- OECD Anti-Bribery Convention, of 17 December 1997;
- Convention on the fight against corruption involving officials of the European Communities or officials of the Member States of the European Union, of 26 May 1997, as well as Council Framework Decision No. 2003/568/JHA, of 22 July 2003, on combating corruption in the private sector.

Globally, we consider that some of the conditions favourable to corruption are changing. Competition between institutions and the creation of more efficient mechanisms of control by public services have minimised this risk context.

On money laundering

Abreu Advogados adopts the following rules to prevent and combat money laundering:

If, in view of the information provided, there is a suspicion that an operation may be related to money laundering or terrorism funding, or any other criminal activity related to said situations, Abreu Advogados, will immediately, refrain from representing this Client;

If, in the course of providing services to a Client, the risks of this service being involved in a situation of money laundering or terrorism funding, or any other criminal activity related to said situations, is detected, and the firm as of that date has already intervened or provided assistance to the Client, it will inform the President of the Portuguese Bar Association of its suspicions, under the terms of the applicable legislation.

Internal sustainability training for 2009 will also focus on awareness-raising activities on the subject of money laundering and corruption.

Our view of information and publicity in law firms

Context

The subject of publicity in the profession has raised heated debate within the legal profession, a more traditionalist view of the profession – according to which a commercial concept should not be introduced into an environment of ethical and deontological principles and service to the community – contrasting with a view based on a more modern and global vision of the firm and of the new challenges raised by this context, in which publicity is a necessary means of promotion. In addition, in this era of the information society, of the global village and of consumer protection, means of contact between people have emerged that, as far as the legal practice is concerned, have no correspondence in terms of earlier statutes.

What the regulations say

The subject of information and publicity is regulated by the Statutes of the Portuguese Bar Association.

Article 80 of the earlier Statutes of the Portuguese Bar Association – approved by Decree-Law No. 84/84, of 16 March – envisaged a restrictive regime of publicity, which was only admitted in exceptional circumstances. Thus, publicity was practically limited to the use of outdoor name plates. The information provided was limited to the name and contacts of the lawyer.

As approved and published in Law No. 15/2005, of 26 January, the possibility of promoting professional activity was extended «*in an objective, true and dignified fashion, in strict respect for the deontological obligations of professional secrecy and for legal rules on publicity and competition*» (Article 89). These rules are applicable to the legal practice in general, i.e. lawyers and law firms alike. This norm establishes the form of promotion of the professional activity, in accordance with the respective ethical standards, indicating what is objective information and what is unlawful publicity.

Thus, Lawyers and Law Firms are legally and ethically required to refrain from the acts prohibited to them under Paragraph 4 of that Article.

Our opinion

The concept of restricting publicity in legal practice established in Article 89 of the Statutes of the Portuguese Bar Association (which is based in the assumption that legal practice cannot be a commercial activity and that the public display and promotion of the lawyer's services, with a view to attracting Clients, will be incompatible with dignity and independence in the pursuit of the profession), despite its revision by Law No. 15/2005, of 26 January, still presents limitations that can be considered inappropriate in the current situation and given the current requirements of Law Firms.

Statutes of the Portuguese Bar Association
Law No. 15/2005, of 26 January

Article 89 – Information and publicity

4 – The following are unlawful acts of publicity:

- a) The use of persuasive, ideological, self-aggrandising and comparative contents;
- b) Any reference to value of services, free services or forms of payment;
- c) Any mention of the quality of the office;
- d) The provision of inaccurate or misleading information;
- e) The promise of or inducement to the producing of results;
- f) The use of direct unsolicited publicity.

There are factors that should be taken into consideration when speaking of restrictions on publicity in legal practice, namely:

- Client protection – publicity means more information about the Law firm and this information offers Clients greater freedom in their choice of firm and Lawyer;
- The opening of the Portuguese market to qualified professionals and branches of law firms from other countries, which are not subject to the publicity limitations comparable to those in Portugal constitutes veritable discrimination against Portuguese Lawyers in relation to their European colleagues;
- The ban on publicity also represents a clear disadvantage for law firms that can potentially cause situations of unfair competition when other companies, such as finance, consultancy or property companies (for which publicity is not banned) compete with them for the provision of certain services (specifically in the areas of tax law, mergers, spin-offs and restructuring).

It is to be noted, in this regard, that the European Code of Conduct grants Lawyers the right to inform the public of their services, provided the information is true and not misleading and respects professional secrecy and other essential values. Additionally, it also states that publicity is permitted by any means of communication, such as the press, radio, television and commercial electronic communication.

Many countries already consider that the provision of true, objective and dignified information does not constitute a breach of the values or principles inherent to the profession of Lawyer, corresponding, on the contrary, to the a demand of society and of consumers in general.

7. The Client – the focus of our work

WE WANT TO PROVIDE OUR CLIENTS with outstanding service and with innovative solutions that address their problems and the demands of their business. For this reason, we have invested in the technical quality of our Lawyers – with a strong commitment to training, to Management Systems and to technological innovation – and in a range of initiatives and tools that guarantee that knowledge of the issues and of our Clients’ contexts are continuously updated (such as the organisation of information sessions and the publishing of *newsletters* with specialised information), always from a perspective of dialogue and proximity.

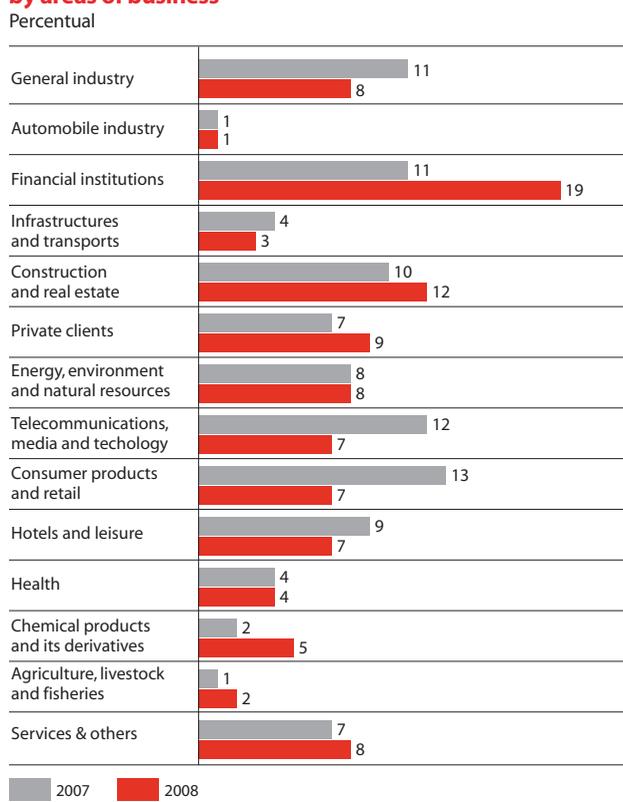
Given the growing complexity of Clients’ requirements, both due to the demands and momentum of an increasingly global market and due to the dimensions of corporate structures, Abreu Advogados subdivided its Practice Areas into various specialised Working Groups, in order to provide a higher quality service. Our philosophy consists of the pursuit of legal practice, in specialist areas, by Lawyers with varied experience and training, operating as a team.

Our Client profile

The Client portfolio of Abreu Advogados includes some of the largest Portuguese companies and multinationals operating in Portugal, in areas as diverse as financial intermediation and banking services, venture capital, investment fund management, telecommunications, electronic commerce, energy, public works, project finance, construction, engineering, pharmaceuticals, chemicals, distribution and retail, automotive industry and environment.

In 2008, due to the integrations that took place at the beginning of the year, the number of national Clients increased considerably. As a result, the structure of the turnover was altered. Foreign

Provision of legal services by Abreu Advogados by areas of business





«Bearing in mind the changing speed of information society, digital communication was definitely the right path, which led us to significantly invest in document management. We consider this is also a measure to manage risk in our business.»

GUILHERME SANTOS SILVA
Partner, Corporate and Commercial Law Practice Area and Litigation Practice Area and responsible for the Department of Information Systems and Technologies

Clients, who represented 42% in 2007, now represent a smaller share of the total turnover, i.e. 33%, due to the more than proportional increase in domestic Clients. Despite this, the total billing to foreign Clients increased by 23% from 2007 to 2008.

Technological innovation

We have invested a significant part of our resources in new information technologies, to guarantee that we work with the most suitable and up-to-date information and legal data. Further to ensuring a fast and secure workflow, new technologies are an essential everyday tool in increasing the quality of the legal services of our Lawyers.

Since 1996, we use an IT tool – *Jvrís*, which enables us to obtain management information on all our activities. *Jvrís* consists of a numerically ordered database of all Clients and services, in which all the legal work carried out is registered on a daily basis. Given the importance of this tool, in 2008 we invested in an update to *Jvrís Corporate*, adapted to our specific needs, through which the production and invoicing systems are integrated. The advantages of this new system include greater versatility in its use, simplified billing and administrative tasks, plus a significant reduction in printing.

Knowledge management tools

Since 2006 we implemented a document management system, *Worksite*, which enabled us to convert our information records into an active knowledge sharing system. This was a major financial investment, but was undoubtedly an important step for the proper classification of the records by practice areas and Clients, easily searched using a range of commands.

Another benefit of this programme, in addition to a generalised and daily use of electronic communication, is the predominant use of digital documents, which helps Abreu Advogados on its way to an increasingly paperless office.

Additionally the following knowledge management tools are also available:

- Legal database *Legix*, with legal information, updated to date: legislation, jurisprudence and doctrine;
- Library – classification of the firm’s whole bibliographic collection integrated into the *Legix* system:
 - 6500 Books;
 - 3000 periodicals – journals and jurisprudence reports;
 - Subscription to 27 Portuguese legal journals and five foreign journals;
 - *Intranet*: internal corporate communication channel, for information sharing.

What is the concept of knowledge management at Abreu Advogados? The legacy of knowledge at Abreu Advogados is an asset of incalculable value. The essential paradigm that we defend is the following: to convert personal knowledge into collective knowledge, in other words, organisational knowledge. It is fundamental to promote a culture of knowledge sharing, which will benefit all Team members and will help to provide Clients with better legal services.

Was the use of a tool such as *Worksite* easily accepted? We offered initial training on this system, to teach the specific rules concerning organisation and methodology, the type of documents to save, how and what to search for and procedures in relation to Client documents and e-mails, as we did with the quality management system. Then, we organised regular training, aimed at specific groups and users.

What else is there to be done? For the time being, we still have to deal with the mentality challenge: we

Extranet for Litigation Clients

Abreu Advogados uses an economy scale driven interactive management software that enables our Clients from the Litigation Practice Area to have immediate and updated online access to their cases.

RENATA PAIXÃO



«*The sharing of knowledge has to be improved.*»

Consultant in the areas of Information Management and Corporate Communication

need to acknowledge that these tools do more than just store information. In this sense, the measures that need to be taken are directly linked with the need to improve knowledge sharing, by creating mechanisms that are easily grasped by each Team member and that become part of the firm’s culture.

Sharing knowledge with the Client

An essential part of our relationship with our Clients lies in our firm belief in that the sharing of our knowledge with the Client and the consequent increase in the Client's awareness of legal aspects will help them to adopt the best practices and to better manage their risks. Furthermore, in more complex issues related to new legislation or public consultations, this sharing has, in more than one case, resulted in the Clients taking a stand together with Abreu Advogados in improving a particular legal context.

The most significant initiatives include:

- **Aware Newsletter:** since 2004 we have published *Aware*, a bilingual (Portuguese/English) digital newsletter, in which we address the most important legal issues for the main business areas of our Clients.
- **Information notes:** we disclose information on legislative changes in a more general manner, aimed at a particular Client sector.
- **Highlights:** we disclose specific, more focussed information on legislative changes, aimed at a particular Client sector.
- **Public consultations:** we participate in all the public consultations launched by government bodies concerning the creation of or changes in legislation. We send Clients our position so that they can add their own opinion and comments. The most relevant public consultations in which we have participated include:



- **Public Consultation of CMVM No. 10/2008, Preliminary Draft for the Transposition of the Directive on Shareholders' Rights and Amendments, to the Commercial Companies Code.**
- **Public Consultation of CMVM No 06/2008 Project under consideration: Preliminary drafts for the Law on the Amendment of the Legal Framework for Investment Collective Organisations and the Legal Framework for Real Estate Investment Funds.**
- **Public Consultation of CMVM No. 13/2007 [response in partnership with APCRI (Portuguese Venture Capital Association)] Project under consideration: Proposal for CMVM Regulations on Venture Capital**
- **Public Consultation of CMVM No. 03/2007 Projects under consideration: preliminary draft for the new CMVM Regulations on Corporate Governance; the preliminary draft for a decree-law being the partial transposition of Directive No. 2006/46/EC on annual and consolidated accounts; and a preliminary draft for the Code of Corporate Governance.**

External Training Courses

We organise training courses, workshops, conferences and seminars for our Clients on issues that we believe to be in their interest, namely when there have been significant changes in legislation in the legal framework of certain business sectors that have an impact on their business.

External training courses for our Clients and other stakeholders:

	Course	Participants	
2007	«The Pharmacy Business»	44	
	«Credit Securitisation»	42	
	«Asset Securitisation»	44	
2008	Training courses in collaboration with NYSE Euronext Lisbon and Interbolsa, in connection with the presentation on: «The Capital Market as a Financing alternative»	The Bond Market	48
		The Share Market	37
		The Debt Market in Portugal	48
		The Capital Market: Growth Alternatives	37
	«Capital Market Commission and Stock Exchange in Angola»	11	
	«Public Procurement»	26	
	«Derivatives Contracts»	45	
	«The Image of Athletes & Publicity in Sport»	38	
	«Changes in the Labour Code»	58	
«The Restrictions on Publicity in Sport and Special Contractual Clauses in Sports Sponsorship Contracts»	36		

Further to the training referred to above, Abreu Advogados also participated in several external training sessions. Including, amongst others, the sessions we co-organized with the Institute for International Research (IIR), the International Faculty for Executives (IFE) and with the Portuguese Fiscal Association, as well as in some sessions which we felt corresponded to the specific needs of our Clients.

Gauging Client satisfaction

In a market with a high supply of legal services, the fact that 16% of our Clients have been working with us for more than five years is a sign of loyalty, demonstrating their satisfaction with the service level we provide. Client feedback and suggestions for improvements is thus essential to further improve the quality of our work.

Detailed information about our mechanisms for measuring Client satisfaction can be found on pages 68 and 69.

8. Highlights

What marked Abreu Advogados in 2007 and 2008

The launch of the new image

Aware of how important a brand is for an organisation, particularly in a competitive market characterised by globalisation and by an information society, in 2007 Abreu Advogados decided to renew its image. With the new brand we sought to create a connection using the logo to afford a more visual and immediate reading of the firm's name, whilst transmitting the firm's identity: personality, dynamism, confidence and innovation.

Using a creative and bold design, the new image of Abreu Advogados reflects the growing importance of legal marketing (and its actions) in the relationship with the various stakeholders and construes a strategic tool that can be used to promote the firm and the Lawyers, extending relationship boundaries far beyond what would have been possible through personal contacts.

Abreu Advogados continues to grow

In staff numbers

In addition to its organic growth, Abreu Advogados integrated three law firms in 2008 – *Chastre & Associados*, *Lusojurist* and *PACSA* – in a single operation. Subsequently, the Oporto office integrated the law firm Paulo Tarso & Associados, helping to consolidate and establish its commitment in that market.

At the end of 2008, we began yet another merger process – with SMS Advogados, the largest law firm in Madeira.

It should also be noted that since 2008 Abreu Advogados has been working with Paulo Teixeira Pinto as *Of Counsel* and consultant for the areas of management, knowledge and strategy. His collaboration expresses the firm's commitment to a strategy of institutionalising and maintaining high standards of professionalized management.

In invoicing

As a result of the recent integrations, at the end of 2008, Abreu Advogados achieved 60% growth in invoicing compared to 2007.

In Client numbers

As a result of said integrations, but also of the firm's strategy, we increased our total number of Clients by 1600.

The professionalisation of the firm

In 2007, a further step was taken towards the professionalisation of management areas with the definition of departments and setting up of a Board of Directors and an Executive Board, now consolidated within the organisation structure (organisation chart). This was an important step for the development of the firm as an organisation.

Risk management

The significant growth of the firm made us reflect on the resulting risk exposure. The drafting of a risk management policy allowed our growth to be managed with awareness of prevention (see page 64)



It is in justice that the ordering of society is centred.

ARISTOTLE

II.

THE LEGAL SECTOR AND SUSTAINABILITY

1. Challenges, risks and opportunities

MOST ECONOMIC SECTORS have already identified the relationship that their business share with sustainable development and know which path to take to assure a more sustainable activity.

In the legal practice, this connection has taken longer to be established, although we can trace the first steps to the 1970s, at which time Environmental Law was created.

Currently, CCBE – *Council of Bars and Law Societies of Europe*'s position on corporate social responsibility and the role played by Lawyers is quite clear as to the contribution that our activity can give in order to improve corporate performance towards sustainable development.

How is the legal practice affected by sustainable development issues? What are the challenges, risks and opportunities faced by law firms? Based on the recommendations of reference bodies, on the analysis of good practices and as a result of our knowledge and experience, we have identified what we consider to be the main issues.

New corporate liabilities

Companies face a new context of liability that goes beyond mere legal compliance, since it involves a moral and ethical dimension, vis-à-vis stakeholders and vis-à-vis the context of globalisation.

Businesses are increasingly scrutinised by NGOs and civil society, in light of their concerns such as climate change or health. On the other hand, expectations are greater and there is more distrust in relation to corporate values and ethics. A case may be successful in a court of law, but lost in the court of public opinion, with much greater damage to the Client's business reputation.

SustainAbility, an international sustainability consultancy, makes this quite clear, by presenting trends towards a moral «hardening» vis-à-vis companies.

In this context, social liability has become indisputable for companies, as part of their business risk management. For this reason, companies require support and legal advice.



Source: SustainAbility, *The Changing Landscape of Liability*, 2004

And Lawyers can only provide this support efficiently if they have mastered the issues of corporate social responsibility. This was precisely the opinion of the majority of Lawyers questioned by CCBE in 2008. In 2002, CCBE had already created a Social Responsibility Working Group, whose mission was to train Lawyers to give legal advice on this matter.

What do the new liabilities imply for companies? They imply that the social responsibility of companies is at the core of their activities. No corporate strategy can continue to dismiss this topic. This will deeply commit the company in its management and actions – it requires a culture of change and it implies the adoption of new processes aimed at value creation, to become the «way of being» of that company. When a company refers that it offers quality service, quality should also mean social responsibility. When this happens, the company is managing its risk more successfully and boosting its reputation.

Lawyers should understand CSR issues in order to provide a better service to Clients. What are the challenges they face? There are two major investments that Law Firms need to make and which Abreu Advogados is already committed to. Heavy investment in training – this is mandatory and not optional, it is an investment and not a cost. It is quite impossible to seek to be a leading firm, without having the best people. But for this training is required. Continuous and specialised. And excellent knowledge management is also required,

PAULO TEIXEIRA PINTO



«Quality should mean social responsibility»

Abreu Advogados, Of Counsel

supported by technological tools that enable Lawyers to quickly search for everything they require to be knowledgeable. Furthermore, the expectations and needs of our Clients cannot be met by Lawyers who are merely law technicians, but instead require advisers who have 360° perception of everything that is going on around them.



New responsibilities generate new Client needs

«Clients need to understand the legal framework of social responsibility, including its risks and opportunities. In an era of globalisation, legal advice in the field of social responsibility requires a lawyer to display social awareness and knowledge of the Client's business, to make it easier for the lawyer to adapt legal services to Client needs. This is a new area of specialisation for Lawyers' services and is simultaneously a challenge and an opportunity to open new markets.»

PEDRO PAIS DE ALMEIDA
Partner, Corporate and Commercial Law Practice Area and Tax Law Practice Area

In the framework of corporate social responsibility, these are some of the main issues that arise and require responses and support from Lawyers:

- Globalisation;
- Financial market crisis;
- Spirit of the law;
- Environment;
- New rights, new rules;
- Information Society;
- Rule of law and access to Justice

Globalisation

Globalisation means that companies operate in a worldwide, global market, characterised as being interdependent, with new game rules, with legal frameworks that have had to be especially created to best regulate this interconnection. Here they also have added responsibilities, namely in terms of the value chain, of fair trade, of corruption. Lawyers, for example, have to be able to help formulate codes for companies concerning globalisation and social responsibility, mastering the contents of specific regulatory sources regarding, in particular, commercial associations, intergovernmental instruments (e.g. OECD principles) and international codes, which make increasing reference to notions of sustainable development.

What does globalisation require from legal practice?

Globalisation influences legal practice at various levels. From the onset, and on par with the level of the services provided, it has enlarged our field of action. There is more interaction between the different legal systems, which implies greater complexity. It has also become important to maintain an international network of contacts capable of speedy reactions to Client's needs and, often, it is essential to involve more than one lawyer of a different nationality to deal with a case. It has also led to significant sharing of knowledge, making use

DUARTE DE ATHAYDE



«Lawyers must be more aware of what is happening»

Partner, Corporate and Commercial Law Practice Area and Tax Law Practice Area



of the good practices and good examples of other countries.

On the other hand, globalisation has an influence on the principles that shape our profession and the rules that organise it. Indeed, debate on these principles and these rules has spread far beyond the boundaries of a given jurisdiction, becoming truly global.

As a result, at the start of this century, there is a risk where uniform solutions are concerned, when resorted to in sympathy, as they may not address the specific characteristics of each system. Examples of this are the debates on confidentiality in the Lawyer-Client relationship or on the independence of the legal practice in general and, ultimately, on the end of self-regulation and the exclusivity of the legal practice by lawyers. This last discussion began in the United Kingdom with the Clementi Report and, nowadays, it has started to have serious consequences, which

threaten to abolish, to a greater or lesser extent, the self-regulation of the profession in various European countries and which have made legal practice open to non-lawyers. We will all have to follow these debates very attentively not shying from intervening in the defence of our particularities and of our identity.

What is the new role of the lawyer in assisting companies in a globalized market? Lawyers must be increasingly aware of what is happening, in order to be able to offer advice on how a company should act, in accordance with the law. There is a strong social responsibility concern, we are duty bound to be alert for potential situations that may violate the rules in force. The role of a Lawyer is one of more intervention, even as a means to create added value for the Client whilst, and obviously, always with the greatest respect for the mandate.

The example of the financial market crisis

The financial crisis has provided us with an elucidative portrait of what are the new responsibilities and new needs of Clients.

What is the meaning of this crisis, how has it affected the lawyer's profession? In order to understand what we are facing, we must have an idea of what led to this situation. The causes of this situation are related to a system of financial intermediaries, operating outside stock exchanges, through agreements which, it was believed, did not need to be regulated.

What has become clear is that these contracts did not duly safeguard all the parties involved (banks, insurance companies and investors). There should have been legal certainty, guaranteeing what each party was liable for. In these contracts, the lesson learnt by the injured parties, is that neither prevention nor anticipation were taken into consideration. Lawyers may intervene, providing legal rigour in

MIGUEL CASTRO PEREIRA



«The sharing of knowledge and know-how is vital to improve legal practice.»

Partner, Litigation Practice Area and Banking and Finance Law Practice Area

contracts, providing legal opinions to the supervisory bodies and participating in public consultations.

What has Abreu Advogados done in this framework?

At Abreu Advogados we organise several initiatives to inform and raise awareness among Clients. Such initiatives include training on legal assurance for Clients and information sessions with both the Banco de Portugal and the Securities Market Commission

(CMVM). We participate in all public consultations promoted by the CMVM related to legislation and regulation in the financial field, among others. The perspective of this process is, above all, one of development. The sharing of knowledge, of know-how is important to improve legal practice.



«Taking into account the spirit of the law, demands from us a certain vision of the future within the field in which we are operating. The great challenge we face in this field is the proliferation of laws from different origins – suffice it to bear in mind that in addition to the Portuguese regulatory framework, we have European Union directives and regulations and international conventions – all of which result in a proliferation of interpretations. This is the big issue concerning the spirit of the law – a great deal of information and common good sense is required for a correct interpretation, not only in defence of the Client's interest, but also in benefit of the interest of the community.»

LUÍS DE GOUVEIA FERNANDES
Partner, Corporate and
Commercial Law Practice Area

The spirit of the law

To help companies to operate within the spirit of the law and not operate close to the limits of the wording of the law is another aspect being demanded from lawyers, as it will allow companies, in a medium-long term, to better manage their resources and investments, with less risk exposure.

Environment

From a sustainability point of view, Environmental Law has evolved considerably over the last 20 years, demanding of corporate entities, particularly in Portugal, strict responsibilities. This practice area has registered a strong evolution in Portugal and is now a part of all major Law Firms. At Abreu Advogados it has existed since 1995, having become an independent practice area in 2004.

At Abreu Advogados there is a strong commitment to Environmental Law and to transmitting environmental awareness to our Clients. The following projects are of particular interest:

- **In 1997 we helped to set up *Euronatura*, the first Portuguese NGO in the areas of Law, Environment Economy and of Sustainable Development;**
- **Since 1993, we assist our Clients in regards to energy generation projects based on renewable sources;**
- **We set up *Selfenergy*, the first energy services provider company in Portugal, and, in this context, we drew up the first energy performance contracts.**
- **We work in all areas of waste.** For example: Abreu Advogados was able to obtain the European Union's approval for the declassification process in regards to the concept of waste into material, thereby multiplying the possibilities of its use and, consequently, preventing waste;
- **We set up the first Portuguese private carbon fund with the CMVM and we are a reference, in Portugal, in legal matters which are related to the carbon market;**
- **We are involved in the main renewable energy projects, from the National Dams Plan to the national tender for wind power, photovoltaic production and micro generation. We assist Clients in all these areas.**

- **We monitor environmental impact studies**, to evaluate whether such studies take into account a broader legal conformity, in the sense of logical legal prevention and anticipation, and thus assure the Client does not incur any unexpected risks.

What is the state of environmental law in Portugal?

There have been considerable developments in legislation in the last six years. Until recently, companies had very unfocused responsibilities. Currently, industrial units need an environmental licence, of integrated pollution control, which make it have a proactive attitude towards the environment. This means that every year the company has to submit a progress report, in which it must demonstrate whether it is following the best practices available to minimise its impacts. This means something new: that in many cases they have to go beyond the law.

This means that Lawyers must have a long-term vision beyond the law in the advice they give Clients. Yes, quite clearly. This is probably why Abreu Advogados has had so much work in this field. For example, there are various multinational companies with which we work from the point of view of legislative anticipation. When a factory is going to be built, our advice is as proactive as possible.

New rights, new rules

The legal landscape is constantly changing, as a result of the dynamics of society itself and of all its players. Society organises itself in accordance with its needs and as it becomes more sophisticated, with new discoveries, with more complexity, new frameworks and new problems arise. It is in this context that new rights, such as consumer rights, emerge, simply as a reaction to something that requires legal coverage. The appearance of new practice areas is related to the amplitude that certain rights have gained, such as environmental law.

The CCBE, once again, recommends that Lawyers help their Clients to adopt a good guide for their company given the new legal landscapes.

JOSÉ EDUARDO MARTINS



«When a factory is going to be built, our advice is as proactive as possible.»

Partner, Public Law & Environment Law Practice Area

In this context of Environmental Law the vision is perfectly clear: as Lawyers and as citizens we should contribute to the better management of waste and resources, aiming for more sustainable production and consumption. It is a duty that we wholeheartedly accept, without a doubt.

How can a lawyer remain up-to-date in this context of new rights, in order to provide a good level of service?

The lawyer is required to have a vision of the future. Market research is required. This is more or less how Abreu Advogados was created, from a commitment to new areas of law and we continue to do this, remaining fully aware of the market and market requirements. At the same time at Abreu Advogados we are aware that lawyers need to have continuous training. Legislation is constantly changing, the context in which Law is practiced is also changing, thus, we must invest in academic courses, in conferences, in internal interdisciplinary training – we must invest in our Lawyers to respond to the needs of our Clients. Finally, we must invest in technological tools (such as databases) and other tools that offer us access to updated legislation, to legal theory and to case law.

ALEXANDRA COURELA



«It requires a vision of the future. It requires market research.»

Senior associate, Tax Law Practice Area and Public Law & Environment Law Practice Area

In the 21st century, good lawyers must be aware that they can never stop studying and that a successful law firm is the one that, with this awareness, creates conditions for this study to be continuous and constant.

Information society

The Information Society revolves around the *Internet*, electronic mail and the rapid and immediate communications that they offer.

This is a phenomenon that is closely related to how society has developed over the last decade, globalisation being the most immediate reflection of this.

One of the contributions of information technologies (IT) is the sharing of knowledge, above all in the access to education and training. However, this field raises a range of complex issues, that require reflection on access to information, as well as the sharing and confidentiality of information. Another relevant problem emerges, related, on the one hand, to civic freedom *online* and, on the other hand, to the protection of reputation and intellectual property rights.

As it is a recent reality, it is also a reality of new rights, in which jurists have a decisive role to play, through the legislation that they will create or perfect and through the access and democratisation of knowledge.

What questions do lawyers face in this complex area of the freedoms associated with information technologies, on the one hand and the protection of intellectual property rights on the other? The Internet is a virtual reflection of the real world. As such, the dilemmas and problems we face in our daily life are those associated with IT, although maximised and hyper-exposed.

The most serious questions raised are those related to privacy, in particular the protection of personal data and security in computer communications. The tonic here is on computer crimes, such as *spamming* or *softlifting*.

The protection of intellectual property rights, which covers protection of rights such as industrial property rights (trademarks, patents, models and drawings), copyrights, media law, publicity, entertainment and all the other related rights, is also on the agenda of all Lawyers working in this field.

Situations such as unequivocal violations of literary copyrights, counterfeit articles on sale for example through *Google* or other online platforms, illegal copies of music and films, etc. are daily challenges that have to be resolved in the context of Intellectual Property rights and Information Technology rights.

Rule of law and access to justice

When the law works for everyone, it defines and enforces the rights and obligations of all. The rule of law is a vital source of progress for societies. The institutions of society are built on it. No economy can function without law. Thus to be legitimate, power itself, must submit to the law.

On the other hand, if the law is used as a barrier to social progress and to the civic and economic empowerment of individuals, particularly those with fewer resources, if it results in a practical obstacle to dignity and security for the most disadvantaged, then the rule of law as a legitimate institution will be questioned and renounced.

LEONOR CHASTRE



«It has become essential for lawyers to be well-informed and to have continuing training in these rights and obligations arising from the Information Society»

Partner, Intellectual Property and Information Technologies Law Practice Area

Are any of the rights and obligations in this field recent? What added responsibilities does this bring for successful pursuit of the profession? It has become essential for lawyers to be well-informed and to have continuing training in these rights and obligations arising from the Information Society, in order to be able to meet the demands they will encounter, to avoid being under-qualified for their job.

According to the Commission on *Legal Empowerment of the Poor* of the *United Nations Development Programme*:

- It is the minority of the world's people who can take advantage of legal norms and regulations;
- Legal empowerment is impossible when poor people are denied access to a well-functioning justice system;
- Most of the world's poor lack effective property rights and the intrinsic economic power of their property remains untapped;
- Poor people, in particular women and children, suffer unsafe working conditions because their employers often operate outside the formal legal system;
- Poor people are denied economic opportunities as their property and businesses are not legally recognised.²

Access to Justice and the rule of law are, therefore, essential conditions for civic and economic empowerment, without which the right to property, labour rights and the right to economic initiative for the vulnerable will not be viable. And even in cases in which legal systems are technically fair and do not promote exclusion, access to Justice can only be achieved through the engagement and commitment of public institutions and of other socially responsible organisations and individuals.

***Pro bono* legal services for better access to the law**

Access to Law has been supported although, so far, with limited scope, by voluntary work from Lawyers providing *pro bono* legal services to charitable organisations that lack means to pay for their legal consultancy requirements.

² Commission on Legal Empowerment of the Poor, United Nations Development Programme *Making the Law Work for Everyone*, Volume I, June 2008

How can Lawyers contribute to the promotion of access to justice and to the primacy of the rule of law?

Although the duties of Lawyers remain essentially the same (advising Clients and protecting the rights and freedoms of citizens), the exponential technological, economic and inter-communicational development that we are experiencing in modern societies, provide new challenges for Lawyers and demand new, efficient and integrating procedures.

Lawyers are mediators of conflicts, but they are also on the front line of the fight against inequality, corruption, disinformation on basic rights, civic nonsuit.

The contribution of Lawyers is, therefore, vital for the promotion and protection of human rights, of the empowerment of full citizenship for the most disadvantaged, particularly the poor, elderly and children, but also immigrants and refugees of any condition.

Lawyers are also asked to think globally and act locally. In this context, it is important to emphasise that Portugal, of all the Member states of the European Union, is the one with the greatest inequality in the distribution of wealth (Gini index of 41%), and also has one of the highest poverty risk rates (around 20% of the population have an income less than 60% of the average national income). On the other hand, around 13% of the people at risk of poverty in Portugal are couples with one to two children in which only one of the member of the household works³.

And Abreu Advogados? Abreu Advogados is well aware of its responsibility to the community. As a law firm that is an institutional partnership, it believes that

ARMANDO MARTINS FERREIRA



«The contribution of Lawyers is, therefore, vital for the promotion and protection of human rights, of the empowerment of full citizenship for the most unprepossessing»

Partner, Corporate and Commercial Law Practice Area and Intellectual Property and Information Technologies Law Practice Area

its institutional challenge consists of symbiotically combining the following corporate dimensions: as an economic organisation; as an organisation of people; and as a social and humanist organisation.

This last dimension – the subject of this report – is for us as fundamental and decisive as the others. As well as a statutory duty (and daily practice), it is a goal! For this reason, we currently support various institutions and initiatives.

The objectives to be pursued include the consolidation of ongoing projects, particularly in the dimension of free legal advice and civic voluntary services, the launch, in collaboration with other core institutions, of programmes to promote a culture of citizenship, of disclosure and explanation of fundamental rights, of access and of civic and humanist participation.

³ *Monitoring Reports from the European Observatory on Social Situation and Demography*, 2007.

The risk of disbelief in Justice

The problem of access to the law leads to the notion of disbelief in Justice. In Portugal this situation is aggravated by the problem of the slowness of courts in dealing with cases, which only increases this scepticism. This issue, not only is it something that Lawyers cannot solve by themselves, but also has a negative influence on the services they provide.

What are the impacts of the slowness of the Courts on the work of lawyers? Those who deal with judicial proceedings every day easily come across situations such as those described below: a) a citizen brings an interlocutory injunction, which is an urgent procedure and, by law, must be decided within no more than two months. However, it is common for no decision to have been taken six, seven, eight months later; b) when a claim is filed in Court, the defendant should be notified in order to exercise his/her right to defence. Often, this simple notification takes months to happen; c) a witness is notified to appear in Court to testify on important facts for the trial stage and is, quite often, left waiting for several hours only to be told to return on another date, since the Court was not able to collect his/her statement on that day. Some of the reasons that justify this slowness are related to difficulties in notifying defendants, the lack of logistic conditions in courts and the lack of professional management of the human, material and technical resources of the Courts.

What are the problems that this raises in the service you provide to Clients? In other words, what risks have to be managed in this respect? The main problem that slowness creates is that of a lack of belief in justice. If a Judge reaches a rapid decision, without allowing the parties to use all their means of proof

NUNO BARBOSA



«Untimely justice is not justice.»

Partner, Corporate and Commercial Law Practice Area
and Sports Law Practice Area

and defence, there is a risk of violation of basic rights of the parties, as well as the right to adversarial proceedings, and there is an additional risk of rash and precipitated decision. However, for decisions to have a practical effect they often need to be taken within relatively short time limits, otherwise they may not be enforceable. In other words, a «good» decision, taken years after the start of judicial proceedings, may become a useless decision, of no practical content and unenforceable. And this leads people to lose their trust in the capacity of the Courts to resolve their disputes. In this respect, the main risk that Lawyers have to manage is the risk of the interests that they aim to defend being harmed by the lack of a timely decision. Untimely justice is not justice.



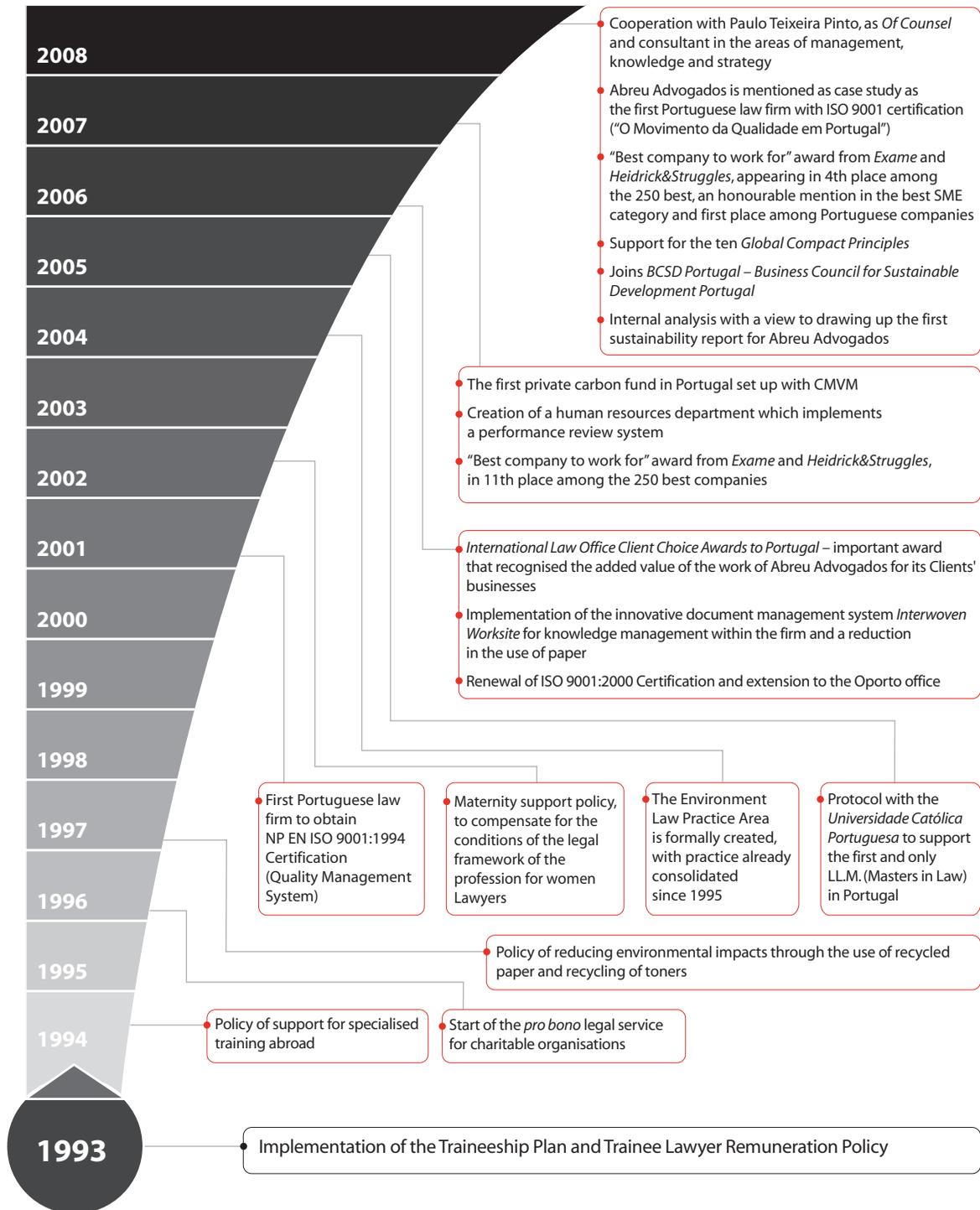
The best ideas are common property.

SENECA

III.

ABREU ADVOGADOS AND SUSTAINABILITY

The path towards sustainable development at Abreu Advogados



1. Awards and acknowledgements in the field of sustainability

■ 2007 – «Best company to work for» Award

Abreu Advogados received the «Best company to work for» Award, from *Exame* and *Heidrick & Struggles*, with 11th place on the general table (among 250 companies) and 1st place among law firms.

■ 2008 – The experience of Abreu Advogados as the first law firm with ISO 9001:2000 Certification for quality management is reported as a *case study* in the book «O Movimento da Qualidade em Portugal», by Rui Fazenda Branco, published by Vida Económica.

■ 2008 – «Best company to work for» Award

Abreu Advogados received the «Best company to work for» Award from *Exame* and *Heidrick & Struggles*, with 1st place nationally and 4th place at a general level (among 250 national and multinational companies). This news confirmed that we are working the way we want, while further reinforcing our commitment in this context.

■ 2008 – Participation in the «Mind Leaders Awards – Human Resources Suppliers»

This is an award organised by the Portuguese Industrial Association – Business Confederation (AIP-EC) that pays tribute to companies and is intended to identify the level of perception and recall of brands that provide services and/or sell products and to professionals working into the areas of corporate Human Resources. Abreu Advogados was one of the five corporate brands nominated for the category «Legal and Labour Consultancy» most recalled by 500 Human Resource Managers who replied to the questionnaire.

2. Sustainability management at Abreu Advogados

How sustainability is managed



To manage all aspects related to the company's social responsibility⁴ and to make it a topic for reflection like any other in the life and business of the firm, an internal working group for Sustainability was created, responsible for organising and following up initiatives and actions in this field. This team is multidisciplinary, as is the logical outcome of the tripartite concept of sustainable development, involving people from key areas of the firm: human resources, quality management system, various practice areas, *pro bono* policy, communication, environment and finance.

⁴ Here we understand social responsibility in accordance with the definition presented by the BCSD, as a «business contribution to sustainable development».



In 2009, a name will be decided on for the working group and it will be integrated into the firm's organizational structure.

The mission of the working group for sustainability is:

- To follow up the development of activities and initiatives within the framework of the sustainability project;
- To propose an action plan for approved activities;
- To monitor the implementation of the plan or the approved activities;
- To share, both within and outside the firm, the strategy and activities developed by the firm in connection with sustainability;
- To report information to the head of sustainable development.

One member of this team is the head of development and sustainability implementation at Abreu Advogados – Maria João Teixeira de Abreu. Her main task is to monitor the firm's strategy in matters of sustainability and to organise internal or external discussion groups. She acts in line with the Board of Directors and with support from the firm's consultant for management and strategy, Paulo Teixeira Pinto.

Although the financial aspect is crucial for the existence of a sustainability strategy, it is not common for its portfolio to be held by a financial officer. How did this happen? I believe that this portfolio is due to the fact that I have a degree in management and not so much because I am the financial officer, since the subject actually covers the whole firm and not just the financial area.

It is an extremely attractive prospect: company management appears here associated with the development of a better world, with ethics, with issues that particularly affect me. This has led me to defend the implementation of this project on a personal and on a professional level.

Given the characteristics of Abreu Advogados, sustainability was already a concern, although not yet under that label. Our openness, the fact that we are a firm concerned with the well-being of our Team members and with an active stance towards the social issues, etc. that are part of our culture. It has therefore been a relatively straightforward and natural process. We are doing this for our own pleasure.

What does it mean for Abreu Advogados to create a group to manage sustainability?

It means that there is an effective commitment by the firm to move forward in this area. The formation of this group is one of the necessary steps towards the creation of conditions for the development of the sustainability strategy. It is a highly motivating subject for all those involved, in which we will be able to reconcile our technical skills and our human capacities and in which creativity will be essential.

One of the great benefits of creating this group was, from the outset, to work on the internal analysis that preceded the drafting of this first sustainability report. This led to the development of an interdepartmental communication platform that brought major benefits because it offered an overall view of the firm, of its assets and of those aspects that needed

MARIA JOÃO TEIXEIRA DE ABREU



«Our main challenge is to encourage sustainability in its various dimensions in the life and business of the firm.»

Administrative and Finance Director and head of the Sustainability Committee

to be improved. The group comprises four partners and two associates, with representatives from the different areas of Abreu Advogados: environment, communication, human resources, the quality management system and the financial area.

Our main challenge is to encourage sustainability in its various dimensions in the life and business of the firm. The creation of an external group, envisaged for 2009 with the participation of various *stakeholders* and their interaction with the internal group will enable experiences to be exchanged, which will further enrich this group's work.

What will the priorities be?

We will start by internally analysing the concepts of sustainability associated with legal practice. The diagnosis and drafting of this report were the first steps, but we are going to continue with communication and training initiatives in social responsibility aimed at our Lawyers and their practice areas. We are also undergoing a major strategic planning project related to risk management, which will help to improve our responses in situations of growing complexity. Externally, we are going to involve partners and Clients, sharing our commitments in this area and seeking clues to advance together in our search for more sustainable responses.

Partnerships for the development of the profession and sustainability

Abreu Advogados is a member of various external initiatives – networks, partnerships and associations – related to specific developments in the area of law, such as risk management, knowledge sharing and good practices, and other initiatives that aim to promote sustainable development, particularly through responsible conduct and the search for business opportunities in response to challenges faced.

In the field of law

	Ordem dos Advogados	Portuguese Bar Association
	The Association of European Lawyers	European Association of Law Firms
	CONSULEGIS – International Network of Law Firms	International Association of Independent Law Firms
	Commercial Law Group	Group of Independent European Law Firms
	GESICA	International Association of Lawyers
	International Attorneys Club	International Association of Lawyers
	Multilaw	International Association of Independent Law Firms
	AIJA – Association Internationale des Jeunes Avocats	International Association of Young Lawyers
	IBA – International Bar Association	International Association of Lawyers
	Law in Context	Platform Interactive for Legal Information and Knowledge Management created by Baker & McKenzie
	NYSBA – New York State Bar Association	New York State Bar Association
	UIA – Union Internationale des Advocats	International Association of Lawyers
	WIPO – World Intellectual Property Organization	United Nations Agency for the area of Intellectual Property Rights
	APCRI – Associação Portuguesa de Capital de Risco e de Desenvolvimento	Portuguese Venture Capital and Development Association
	AIPPI – Association pour la Protection de la Propriété Intellectuelle	International Association for the Protection of Intellectual Property
	EVCA – European Private Equity & Venture Capital Association	European Venture Capital Association – Abreu Advogados is its legal and fiscal representative in Portugal

	III – International Insolvency Institute	Non-profit organisation dedicated to improving international insolvency systems and procedures
	IFA – International Fiscal Association	International Association dealing with Fiscal Matters
	EELA – European Employment Lawyers Association	European Association of Lawyers in the field of labour law
	ISDA – International Swaps and Derivatives Association, Inc	Association of participants in the market for derivatives
	INTA – International Trademark Association	International intellectual property association
	APDE – Associação Portuguesa de Direito Europeu	Association that follows developments in European issues and progress in the Community legal order
	UNIFAB – Union des Fabricants	Association to protect intellectual and artistic property rights

Several of our partners also play significant roles in some of these associations:

Duarte de Athayde	Current President of <i>AIIA – International Association of Young Lawyers</i> , that promotes professional cooperation among young career-building legal professionals on an international stage. Since its creation 45 years ago, he is the 3rd Portuguese lawyer to be elected President of the Association and the only one to have been Secretary General.
Miguel de Avillez Pereira	<p><i>Co-chair of the Reorganisation and Workouts Subcommittee</i> in the Insolvency, Restructuring & Creditors' Rights Section of the <i>International Bar Association (IBA)</i></p> <p><i>Chair of the Interventions Committee of the IBA</i></p> <p>Member of the <i>Executive Council</i> of the IBA Human Rights Institute (HRI), created in 1995 under the honorary presidency of Nelson Mandela and which promotes the rule of law worldwide. By 2007, the Institute had already trained more than 3000 Lawyers in human rights</p> <p>Honorary President of <i>AIIA – International Association of Young Lawyers</i></p>
Pedro Pais de Almeida	<p>Current President of the Foreign Investment Commission of <i>UIA – Union Internationale des Avocats</i>, an association that intends to contribute to the establishment of an international legal order based on the principles of human rights, justice and peace among nations</p> <p>Chapter Chair for Portugal of the NYSBA</p> <p>Member of the «Advisory Board» of Consulegis</p>
Marta de Oliveira Pinto Trindade	President of the Labour Law Commission of <i>AIIA – International Association of Young Lawyers</i> , member of the executive committee of this Association and national representative for Portugal
Carmo Sousa Machado	Member of the <i>Executive Council of Multilaw</i> , an association founded in 1990 to promote development in the practices of its Law Firm members in order for them to provide the best service for their Clients.

In the field of sustainable development



Global Compact – Abreu Advogados subscribed to the initiative launched by the then secretary general of the United Nations, Kofi Annan, that brings together companies, UN organisations, labour groups and civil society around ten universally accepted principles in the areas of human rights, labour, environment and anti-corruption. This subscription implies that Abreu Advogados undertakes to promote the ten principles and align their operations with these principles, and annually post a Communication on Progress.

Human Rights

1. Abreu Advogados supports and respects human rights, within its sphere of influence.
2. Abreu Advogados guarantees that it is not an accomplice in human rights abuses.

Labour Standards

3. Abreu Advogados supports and upholds freedom of association.
4. Abreu Advogados supports the elimination of all forms of forced labour.

5. Abreu Advogados supports the abolition of child labour.

6. Abreu Advogados supports the elimination of discrimination at the workplace

Environment

7. Abreu Advogados develops a precautionary approach to environmental challenges.

8. Abreu Advogados encourages initiatives to promote greater environmental responsibility.

9. Abreu Advogados encourages the development and diffusion of environmentally friendly technologies.

Anti-Corruption

10. Abreu Advogados works against corruption in all its forms, including extortion and bribery.



BCSD – Abreu Advogados joined *BCSD Portugal – Business Council for Sustainable Development Portugal*, the largest Portuguese network of companies committed to making business leadership a decisive force of change for sustainability.



Abreu Advogados is a member of APQ – Associação Portuguesa para a Qualidade, who's mission is to contribute to the sustainable development of Portuguese society

3. Risk management in our business

In 2008 we began to formalise an internal risk management policy. We began by analysing the situation within the firm, by sending questionnaires to a number of Team members regardless of their position and from different departments throughout Abreu Advogados.

The questionnaires focused on various critical areas for the risk management of a law firm:

- The management and governance structure;
- The acceptance of new Clients and issues;
- Client relations;
- Internal deadline control;
- Team member relations;
- Financial reports and;
- Disaster prevention.

This information was collected and, after being analysed by the heads of this area, a report was then made on the work carried out, including a compilation of the responses, of the suggestions for improvements to be adopted and their scheduling.

As of the date of this sustainability report, the final adjustments were being made to said report for approval by the firm's governing bodies.

We believe that a risk management policy is essential for continuous improvement, allowing us to detect areas of improvement in our organisation. So far, it has been possible to establish that our existing internal quality system and our highly-developed process for checking conflicts of interest have helped us to offer a positive response to various aspects of risk in our field.

4. The involvement of stakeholders

Identification of stakeholders

The most important stakeholders in our activity and in the current context were identified based on criteria of influence and of responsibility, namely:

Stakeholder	Relationship with Abreu Advogados
Team members	These are the essence of the organisation, providing Abreu Advogados with their skills, values and dedication. Our responsibility towards our team is to offer fair remuneration, mechanisms for professional growth and conditions to balance their professional life and personal life
Trainees	The supervision of trainees has enabled us to identify new talents, while offering highly demanding but also very humane working conditions, helping them to start their careers
Potential future Team members	We are always on the lookout for new talents to enrich our team. For this reason, we attend academic <i>jobshops</i> , where we present Abreu Advogados and our career opportunities
Clients	Abreu Advogados exists for its Clients, its mission being to provide outstanding legal services that help create a more transparent and stable firm
Suppliers	To extend responsible practices to suppliers is one of the key aspects of our responsible management. We seek to involve them, with information, with commitments, and to apply new selection criteria
Community	As members of society, we feel the responsibility of helping to improve the training and practices of Lawyers and of promoting better access to law
Public Authorities	With our experience and knowledge, we have an active role to play to help create an appropriate and balanced regulatory framework
Justice sector entities	Legal practice is regulated by the Portuguese Bar Association. In addition there are various entities and associations associated with justice, such as the CCBE or ABA that we consult on a strictly professional level, but also from the point of view of social responsibility

Dialogue with stakeholders

Team

At Abreu Advogados we cultivate a relationship of proximity, of openness among all our team. In this context, our open-door policy promotes informality in the dialogue among the whole team (Administrative Staff, Lawyers – Trainees, Associates and Partners). In addition, we have identified people’s opinions and we have reflected on points for improvement.

To strengthen these bonds, we hold a regular lunch with members of the BD, Associates, Trainees and Administrative Staff, with a view to total communication. On the one hand, we want to strengthen the relationships between people and to have a better understanding of their expectations and concerns and on the other hand we want to share with everybody our vision of the firm, its activities and priorities, committing the team to its challenges.

We know, however, that there are other benefits to be gained from a structured and systematised consultation, such as a satisfaction survey. We conducted external organisational climate surveys in 2007 and 2008, in connection with the «Best Companies to Work For» initiative of *Exame* and *Heidrick&Struggles*, which resulted in the «Best company to work for» award in 2007, in 11th place, and in 2008, with 1st place among SMEs and 4th place overall.

Results of the 2007 and 2008 surveys

Aspects evaluated positively

		Difference over 2007
No race discrimination	94 (2007) / 95 (2008)	+1
The guarantee of quality services is a constant concern	98 (2007) / 95 (2008)	-3
I know the mission, vision and values of my organization	94 (2007) / 94 (2008)	
No gender discrimination	92 (2007) / 94 (2008)	+2
My organization is able to adapt to the tendencies in the sector	93 (2007) / 93 (2008)	
I know what I need to do to contribute towards guaranteeing the quality of the services rendered to our Clients	92 (2007) / 93 (2008)	+1
I am proud to work here	90 (2007) / 93 (2008)	+3
Clients are aware and are satisfied with the quality of our services.	94 (2007) / 93 (2008)	-1
My company organizes events among the Team members	88 (2007) / 92 (2008)	+4
No age discrimination	88 (2007) / 92 (2008)	+4

■ Satisfaction in 2007 ■ Satisfaction in 2008

In general, it can be said that the evaluation of the most highly valued aspects increased from 2007 to 2008.

Aspects evaluated positively

		Difference over 2007
My company is able to attract the best people.	78 78	
I feel there is a great closeness among the Team members regardless of their hierarchy levels.	78 78	
My superiors keep me informed of all important matters and possible changes in the organization.	75 78	+3
I value the social benefits my organization offers me.	66 76	+10
The annual review procedures are adequate.	75 75	
The best people are those that are promoted.	75 72	-3
The annual review procedures objectively merit the Team member's performance.	74 72	-2
Through my organization I participate in social responsibility activities.	73 72	-1
The social benefits provided are attractive in view of the market.	71 69	-2
Team members are adequately paid in view of their performance.	74 68	-6

■ Satisfaction in 2007 ■ Satisfaction in 2008

Some aspects were less positively valued from 2007 to 2008, such as the review procedure and its benefits. The following measures were taken:

- Significant change in the review procedure in January 2008, immediately after conducting the survey in October 2007;
- Explanation to all of our Team members of the impossibility of stabilising and redefining compensation policies and more appropriate benefits, and of the postponement of this review for 2009, given the profound changes in the firm in 2007 and 2008, an explanation understood and accepted by all Team members.

From 2009, the human resources department will implement an annual structured diagnosis of Employee satisfaction – administrative staff and Lawyers – in addition to the surveys developed in the context of the «Best company to work for» award.

Trainees

In our policy of welcoming and supervising Trainees, we give great importance to openness to dialogue, because we are aware that at this stage, when facing a new context, young professionals have numerous questions to ask and they need numerous answers. There is a Partner responsible for the Trainees who is available to listen to their questions and concerns. In addition, particularly at the start of the traineeship, progress meetings are held, initially daily and then

weekly, fortnightly or monthly, in which all questions are answered and any necessary improvements are considered.

Potential future Team members

Identifying and retaining new talents is part of our strategy for the future.

We want to have excellent professionals working at Abreu Advogados and therefore we invest in seeking them out. Every year, we attend academic *jobshops* where we present Abreu Advogados, its positioning and the career opportunities it offers. At the same time, we receive *curricula* from students which we assess with a view to identifying potential Trainees.

We have two-month Summer Traineeship programmes that offer law students daily contact with professional practices, on a model that is very similar to the regular traineeships.

We also promote «Legal Clinics» in collaboration with various Universities, attended by 17 students in 2007 and 2008.

Since 2006, for example, a programme has been developed in cooperation with *Universidade Católica Portuguesa*, aimed at 3rd and 4th year law students: for three months, six times a week, they come into contact with the aspects of legal practice in various fields of Law (including Tax Law, Public and Environmental Law, Commercial Law and Labour Law). Twice a year, this programme enables Abreu Advogados to offer students a first insight into the profession, while ensuring an opportunity for it to identify talents to be recruited. At the end of this programme, we draw up an assessment report with a mark which will be used in the overall assessment of the students involved.

Clients

We have various mechanisms for gauging Client satisfaction. Between 2003 and 2005 we conducted annual service quality surveys (IAQS). We would like to highlight the following results (on a scale from 1 to 5, where 5 corresponds to «Excellent» and 1 to «Insufficient»):

- IAQS 2003: 50 sent/15 responses – average score 4,0;
- IAQS 2004: 53 sent/12 responses – average score 4,2;
- IAQS 2005: 50 sent/6 responses – average score 4,5.

In 2006 and 2007, the firm opted to measure and monitor external perception by collecting spontaneous feedback from Clients and Partners, as well as their complaints.

In 2007, we registered a total of 54 compliments/spontaneous expressions of satisfaction with the firm's performance. We registered a total of 7 complaints, which have been duly handled: 6 of these complaints were related to billing/fee situations, while the 7th concerned an inability to establish telephone contact with the firm.

Since we consider complaints and their handling to be a way to improve internal practices with an obvious impact on the provision of services to Clients, we have created a specific process, «Billing Management and Control», which enables us to prevent future risks in this area.

Criticism also helps us grow

Still in 2008, we sent out the «Annual Service Quality Survey» again, hearing 4,5% of Abreu Advogados Clients – including Clients who presented complaints over the course of the year. We chose to develop an online form that is easier to fill out, to boost the response rate.

The questionnaire aims to obtain opinions on the following topics:

Awareness of Client Needs	Our Proposal for the Provision of Services
	Its adequacy in meeting Client's needs
Methodology used	Relevance to the Clients situation and methods
	Performance of the work
	Quality of the documents produced/Clarity and accuracy of the information provided
The Lawyer	Technical quality
	Awareness of Client's needs
	Availability
	Initiative
	Personal and professional attitude
How our Performance is perceived	Quality/Efficiency of the Services
Global Opinion	Global satisfaction of the services rendered
	How possible complaints are dealt with
	Suggestions for improvement

Bearing in mind the feedback we received, we concluded:

- Stronger Aspects
 - Professional and personal attitude
 - Technical Capacity
 - Overall satisfaction with the services rendered
 - Clarity and accuracy of the information provided

- Aspect in need of improvement
 - Initiative
 - Our Proposal for the Provision of Services
 - Availability

Further to the annual quality survey, in the course of 2008, we registered a total of 157 compliments/spontaneous expressions of satisfaction with the firm's performance.

In relation to complaints, we registered a total of 11 complaints, which have all been dealt with.

Of the 11 complaints registered, 3 are related to billing/fee situations, 2 to difficulties in contacting the firm, 2 to the timing in responding to the Client and, another 2 with the feedback to the Client, whereas the remaining complaints are of a general management nature.

Suppliers

More sustainable management implies Suppliers that also have more sustainable practices. This requires our selection criteria for future Suppliers to include aspects related to more responsible management and we also ensure that our current suppliers are fully aware of the benefits of sustainability in their business. We are aware that this is not an easy task, particularly when other criteria such as the price are taken into consideration. Even so, we have included in our commitments for 2009 and 2010 the duty to raise awareness among our suppliers of the need for sustainable development and the inclusion of social responsibility clauses in contracts.

Community

We intend to contribute with our knowledge and know-how to overhauling and improving legal training in Portugal. We therefore value our relations with the academic world, with which we have established bonds ranging from our presence at jobshops to present our business operations (at Universidade Católica

Portuguesa, at Universidade de Lisboa and at Universidade Nova de Lisboa), participation in seminars, colloquiums and courses, on which many of our Lawyers teach, with a particular focus on cases studies.

These synergies are the framework for the protocol we have with Universidade Católica Portuguesa (UCP), to support the first and only LL.M. (*Master of Laws*) in Portugal. In addition, also at UCP we provide financial support for specialist seminars for the LL.M. and we support the participation of two Lawyers in each Seminar.

In another aspect of our relations with the community – *pro bono* work to improve access to the law for the most disadvantaged – we are attentive to and dialogue with charitable organisations in order to understand their needs and to gauge how we can help through the rendering of free legal services. In addition to the provision of advice for particular cases, we give ongoing support to a range of charitable organisations and we also participate in the annual «Free legal advice day» initiative organised by the Lisbon District Bar Association.

Public authorities

Abreu Advogados has been concerned with assisting in the development of public policies in order to help create a modern and fair legal framework that is adapted to the new responsibilities and needs of the different sectors of Portuguese society.

We therefore endeavour to participate in the Public Consultations organised by government bodies during the process of approval of new legislation.

Whenever the legislation is related to the context of any of our Clients, we invite them to analyse it and give their opinion in the comments that we provide.

The following are some of the cases in which we take action:

- We state our position in the case of changes to the Commercial Companies Code;
- We take a public stand on the public procurement of legal services by the State, whenever there is evidence of a State concentration policy;
- We actively work with associations, in order to submit proposals for legislative changes;
- We collaborate regularly, through FBSL – one of the leader firms in Angola – in the legislative process in Angola, presenting proposals for changing draft laws and regulations in the field of regulation of financial institutions and markets.

Justice sector entities

■ Portuguese Bar Association:

As the regulatory authority for legal practice, the Portuguese Bar Association is an indisputable stakeholder in our profession.

Abreu Advogados actively participates in this Association, where it is represented by partner Leonor Chastre, who is a member of the Training Board of the Lisbon District Council, and also teaches Deontology for the Lisbon District Council (and is also a former member of the Association's General Council and former Treasurer for the years of 2002-2004), and by associate Sofia Castro Caldeira, who is a Member of the Association's Human Rights Committee.

■ Other entities:

Other entities in the justice sector, such as CCBE, ABA and all those referred to on pages 22 and 23, in which we actively participate, are critical for the development of justice: besides being representative bodies, with which we identify, they offer an opportunity for sharing know-how, good practices, and they are a forum for debate on the challenges of the sector in the context of sustainability, in particular. To determine the most important issues for this report we made use of the reports, publications and recommendations of these bodies (further information on page 11).

The vision of an external panel of stakeholders

Although we have not yet formally identified our stakeholders and the consultation covered only a small part of the sample group, in 2009, Abreu Advogados intends to invite an external group to intervene in its responsibility strategy. This group will be able to analyse with us the options that we are taking, reflect with us on the most urgent issues in our sector from the point of view of sustainability, bringing different perspectives and ideas. We are pleased with this cooperative and transparent way of searching for what is important for our stakeholders.

5. Our future commitment to sustainability

The commitments of Abreu Advogados for the future were defined after various stages of work which involved:

- Analysis of the challenges for the justice sector and of international recommendations on this matter;
- A survey of good practices in the field of legal practice and
- Reflection on stakeholder expectations.

Based on this knowledge and considering the market context and the strategic objectives of Abreu Advogados, the working group for sustainability put together a set of commitments that was subsequently approved by the Board of Directors. In the next sustainability report, to be published in 2010, we will report on the progress of the implementation of these commitments.

Stakeholder/Subject	Commitment	Year
General	To contribute to reflection in the sector on the SR and legal services	2009
General	To train a lawyer from each practice area in sustainability, with subsequent internal training	2009/2010
General	To set up a panel of external stakeholders to monitor the firm's sustainability strategy	2009
General	To consolidate risk management through general familiarisation with this subject and its integration into our Quality Management System	2009/2010
Corporate Governance	To create a compliance officer and a compliance committee to improve the management and processes system, particularly risk management	2009
Employees	To start periodical satisfaction analysis among all Employees and Lawyers who are associates of the firm	2009
Clients	To gauge the annual satisfaction of Clients, share the results and respective improvement measures	2009
	To share information on the role of social responsibility in the legal profession	2009
Suppliers	To include social responsibility clauses in contracts	2009
Community	To approve a policy of <i>pro bono</i> legal service and overall community support based on an internal consultation still underway	2009
	To study partnerships with the academic world for <i>pro bono</i> legal service projects	2009
	To raise awareness of justice and citizenship among young people	2009/2010
Environment	To account for and reduce environmental impacts (waste production, energy and water consumption, CO ₂ emissions)	2009/2010
	To study with the office building co-ownership committee the possibility of jointly hiring companies to collect waste from the building	2009
	To launch a project for off-setting the office's CO ₂ emissions	2009/2010



Reflection always precedes initiatives.

ERNST JÜNGER

IV.

OUR PERFORMANCE
SOCIAL
ECONOMIC
AND ENVIRONMENTAL

An abstract painting featuring thick, textured brushstrokes. The color palette is dominated by warm tones: bright yellow, vibrant red, and various shades of orange and brown. There are also cooler tones of green and grey. The strokes are layered and overlapping, creating a sense of depth and movement. The overall composition is non-representational and expressive.

*Each is responsible for all.
Each is by himself responsible.
Each by himself is responsible for all.*

ANTOINE DE SAINT-EXUPÉRY

1. People are the essence – our social performance

At the forefront of our priorities and our values is the Individual. Abreu Advogados undertakes to provide its Team members with the best conditions for professional and personal development, promoting a balanced life, while cultivating the highest professional standards.

For this reason, we have adopted the 3 Qs: Human Quality, Technical Quality and Organisational Quality. We promote a merit-based structure and team work and we believe that it is essential to be supportive and socially responsible.

The human capital of Abreu Advogados – a brief portrait

Abreu Advogados employs a team of 185⁵: 134 Lawyers, who are independent professionals, 1 management Consultant and 50 administrative Employees, who provide support in all functional areas of the firm: communication, human resources, finance, quality and secretarial services. Of these, 86% are under a permanent contract and almost 100% work full-time.

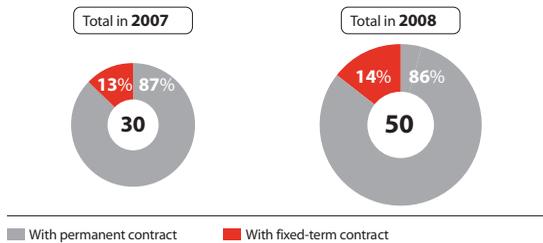
Most of the firm's human resources work in the Lisbon office: 162.

Due to the recent integration of four law firms, the firm has increased in size by 68%. For this reason also, 76% of the human resources have been in the firm for less than two years.

We grew by 68%,
from 2007 to 2008.

LA 1

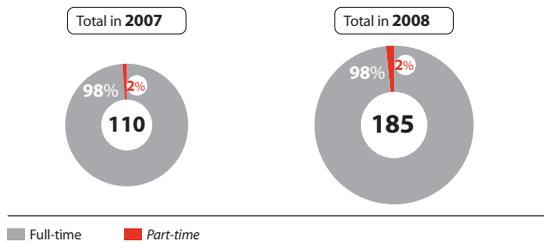
Administrative staff by contract type



LA 1

Workforce* by employment type

* Administrative Staff and Lawyers



5 210 since January 2009.



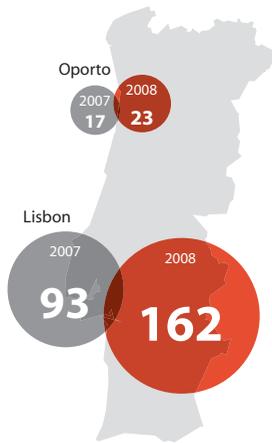
Our business sector is characterised by the increasing predominance of women in legal practice, also visible at Abreu Advogados, where 50% of the lawyers are women. However most of the partners are men (70%). In any event, the criteria for working in the office are always and exclusively related to competence, quality and availability for the position, irrespective of gender.

Given the nature of the business, the level of training is high, characterised by a majority (83%) with higher and post-graduate education. The average age, excluding trainees, is between 30 and 50.

LA 1

Workforce* by region

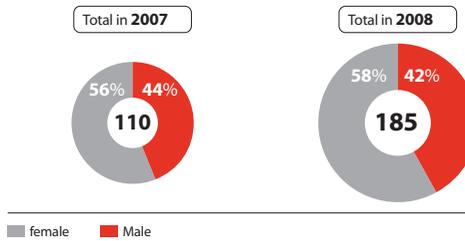
* Administrative Staff and Lawyers



LA 13

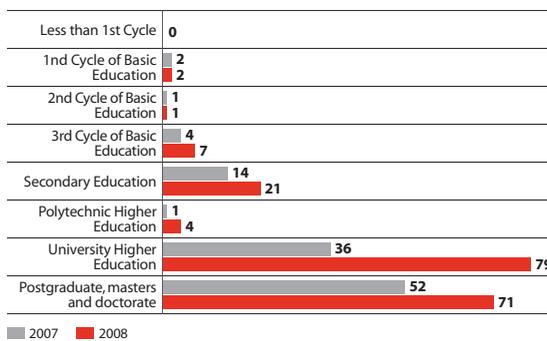
Workforce* by gender

* Administrative Staff and Lawyers



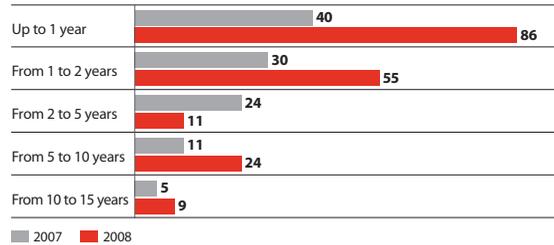
Qualification level*

* Administrative Staff and Lawyers



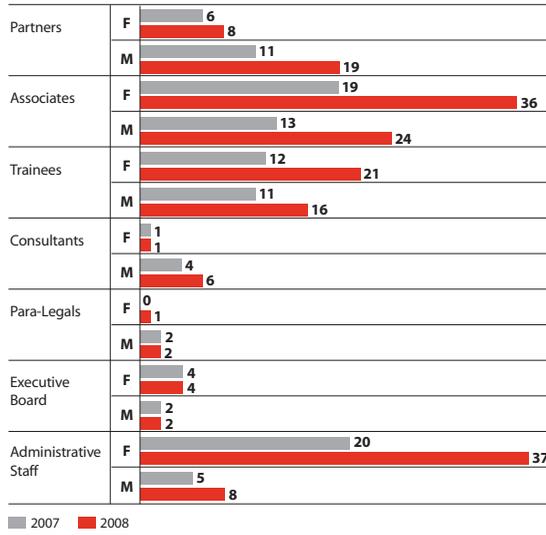
Length of service*

* Administrative Staff and Lawyers

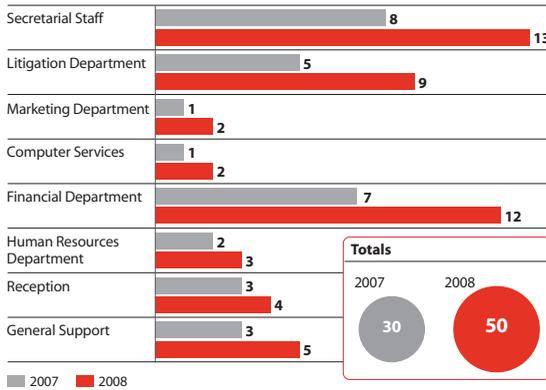


Workforce* by category and gender

* Administrative Staff and Lawyers



Administrative Staff by area



How we manage human resources at Abreu Advogados

The success of Abreu Advogados is based on all the individuals that make up the firm – on their technical and human skills, on their dedication and on the well-being that we seek to provide them with. It is also based on the conviction, upheld on a daily basis, that progress is also team work and not just individual.

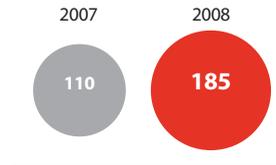
Progress is also team work and not just individual.

Workforce* by category and age group

* Administrative Staff and Lawyers

	2007	2008
Partners	< 30	0
	30 a 50	17
	> 50	0
Associates	< 30	5
	30 a 50	27
	> 50	0
Trainees	< 30	23
	30 a 50	0
	> 50	0
Consultants	< 30	0
	30 a 50	1
	> 50	4
Para-Legals	< 30	0
	30 a 50	2
	> 50	0
Executive Board	< 30	0
	30 a 50	6
	> 50	0
Administrative Staff	< 30	9
	30 a 50	13
	> 50	3

Total of workforce



Fully aware of this, we have developed a human resources management policy based on five cornerstones:

- A career plan;
- A training programme;
- A performance review and management system;
- A culture of building group spirit;
- A policy of promoting a balance between careers and family life.

How are human resources managed, in a special structure like a law firm? By focussing on the individual. With a level of concern and respect for the individual but also with a high level of expectations. This involves helping people when they have a serious problem. For example, the administrative team is protected by and benefits from the National Health System, but there have been situations in which due to the seriousness and delicacy of illnesses we have gone even further, completing salaries and paying full salaries in situations not covered by social security. The experience has shown us that this way people will be naturally more motivated and also make an added effort when necessary.

The secret is in the balance of this accountability, as well as flexibility. The «Best company to work for» award confirmed that we are following the right path.

How would you characterise the internal environment at Abreu Advogados? Each person feels that they have a fundamental role in the structure and that their contribution is decisive for us to operate as a whole. We are an open office, both in our mentality and in our performance, and anybody can talk to anybody they want.

Responsibility for human resource management was, until 2007, exclusively held by a partner, when the firm decided to structure and professionalize this area, hiring a person to lead the firm's human resources department. The functions of the head of human resources include selection and hiring, training and development, performance review, internal communication and administrative management of human resources.

CARMO SOUSA MACHADO



«We are an open-door office, without rigid hierarchies or titles, anybody can talk to anybody they want.»

Partner jointly responsible for Human Resources

Do lawyers know how their career may develop at Abreu Advogados? They know perfectly well. It is written into the career plan that a trainee may rise to eventually become a partner and this is the case, provided they have merit – that is the criterion. We have already had several cases of this – four of the current partners trained with us. And when somebody becomes a partner they have the same rights as those who have already been partners for more time.

What are the greatest challenges for Abreu Advogados in the field of human resources? Our great challenge is to continue to encourage this team spirit, because this is how we see ourselves, without hierarchies, with satisfaction and motivation at work.

In a market with a high turnover, we have a successful retention policy – because we invest in training, we guarantee the development of trainees, we try to grow organically by recruiting the best candidates.

When you arrived at Abreu Advogados, in 2007, what were the human resources like? There was no Human Resources Department and I arrived to organise this area. All the human resource functions – hiring, training and development, internal communication, performance review and administrative management – were already guaranteed, indeed quite dynamically. However, although this responsibility was focused on a single partner, the tasks involved were decentralised in terms of coordination and systematisation.

What challenges did you face? The challenge was precisely to create an independent department, systematising and centralising processes in the various human resource management functions. I also had to develop this area with sustained management, also aiming for a more internal client-orientated approach. Although there has always been a policy of openness adopted by top management, it has now become easier for Team members to talk to the Human Resources Department and hence solve problems quicker.

As it is a firm in which most of the staff are Lawyers, not everybody is totally prepared to work within a structure, with its rules and procedures, and it is often a challenge to implement certain human resource policies.

One of the challenges derives exactly from this: to assure Lawyers are aware of the importance, as Team members, of the need to have a systemic view of the organisation.

ANA PAULA LOPES



«It is a concern of this firm to assure 'rights and duties' to its self-employed professionals/Lawyers»

Head of Operations in the Human Resources department

How do you manage human resources in a law firm? It is completely different from other areas of activity. Firstly, because, as I said above, most of our Team members are Lawyers, which means that we must create different procedures for them and for the administrative staff, often preventing the standardisation of practices and hampering the systematisation of procedures.

However, it is a concern of this firm to provide Lawyers with a statute of their own.

What has changed over the last year?

We have implemented more ambitious projects, particularly in the areas of internal communication, training, performance review and administrative management, which have been the subject of development. Furthermore, the arrival of another Employee for the department, in July 2008 (until then we were only two), was a great help in this operation of systematisation. There has also been more detailed technical work.

What are the priorities for the future? To standardise procedures in a Human Resources Manual, to invest in organisational development studies, for a regular reading of the organisational environment, to develop

sustainable human resource policies, to communicate a public image of a dynamic and efficient firm in terms of human resource policies and also to streamline administrative management procedures through

the increasing use of new technologies, making us a paper-free department, this being a strategic concept under development for the whole firm.

Career Plan for the Lawyers

From the start, Abreu Advogados has envisaged a career plan for Lawyers that lays out their career path.

Abreu Advogados favours organic growth, investing in retention. This means that each trainee, depending on their successful professional performance, is a prospective future partner in the firm.

At Abreu Advogados we have a highly significant trainee retention rate (75%), because we invest a great deal in their professional growth.

Over the last 15 years, 4 trainees have risen to become partners.

The Lawyers that work at Abreu Advogados will be integrated into one of the following categories:

- a) Partners;
- b) Senior Associates;
- d) Associates;
- e) Junior Associates;
- f) Trainee Lawyers;

These are as follows:

- a) Partners: The equity partners and working partners, who participate on an equal level (one partner/one vote) in the life of the Firm;
- b) Senior Associates: Lawyers who work at Abreu Advogados as Associates for four years

or Lawyers with more than eight years' experience after completion of their traineeship and who have been directly invited by Abreu Advogados for this purpose;

c) Associates: Lawyers who work at Abreu Advogados as Junior Associates for four years or Lawyers with more than four years' experience after completion of their traineeship and who have been directly invited by Abreu Advogados for this purpose;

d) Junior Associates: Trainee Lawyers who have been invited to continue to work at Abreu Advogados after completion of their traineeship or Lawyers who have three or less years'

experience after completion of their traineeship and have been directly invited by Abreu Advogados for this purpose;

e) Trainees: Law graduates selected by Abreu Advogados (under the terms set out in the hiring procedure and Traineeship Manual) to spend their traineeship at the firm and are enrolled as such with the Portuguese Bar Association;

The integration of the associates into the different categories, irrespective of the number of years of work experience after completion of their traineeship shall depend on the CV and review of the associate.

Recruitment with social inclusion

At Abreu Advogados we adopt a policy of fair, non-discriminatory recruitment, namely in terms of age, gender, race, religion or disability. However, more than this, and as a result of our experience with social welfare institutions, we believe in the immense potential of people suffering from some form of social exclusion. Since then, in our human resources department one of the recruitment criteria has been to evaluate in advance whether the position can be filled from social integration institutions.

Recruitment and supervision of trainees

We have a consistent policy of annual trainee recruitment that implies a strategy of identifying talents, their recruitment and training, the supervision of their traineeship and retention of the best professionals.

Each year we participate in the *Jobshop* at Universidade Católica, the job week at the Lisbon Faculty of Law and the Careers Week at Universidade Nova de Lisboa, where we present Abreu Advogados, its services and structure and the traineeship plan that we offer.

75% is our trainee absorption rate.

In 2007, we took on 23 trainees, the highest number of trainees recruited in a single year. This increase aims to promote the firm's organic growth and to help reinstate the balance between the number of Associates and Trainees.

The reception and supervision of trainees is the responsibility of a partner responsible for the traineeship programme, Marta Pinto Trindade, who joined Abreu Advogados eleven years ago as a trainee herself.



After the reception, during which they are given a welcome manual, with complete practical and useful information on procedures in the office, trainees receive brief training on the work methodology of the office, including management of IT utilities.

Regular supervision meetings are planned in which trainees can ask questions and solve problems, ranging from the quality of the logistic installations to work-related questions or even some personal questions related to discomfort or relationships. In addition to these meetings, a policy of openness is also effective for trainees, in other words, the invitation for discussion with any lawyer, regardless of the hierarchy.

The trainees receive support in their preparation for the exams for admission to the Portuguese Bar Association. We offer training courses and clarifications on the subjects of Criminal Procedure, Deontology and Civil Procedure.

Two trainees give their opinion on what it is like working at Abreu Advogados:



MARIA CABRAL
DE AZEVEDO

Trainee lawyer since
2007

When I applied, I was hoping to find an excellent working environment, an opportunity to work and learn with professionals recognised in their fields and a firm that would invest in me in order to consider me an asset.

In addition, on a human level, I hoped to find a firm that appreciates that its Lawyers have a personal life, and where a 15-hour day would not be the rule.

Abreu Advogados not only met my expectations but often exceeded them. The working environment is really excellent, the work I have

been delegated demonstrates the investment made in my training, each person's performance is rewarded and valued, excellence is an objective and the interests of the firm include constant concern and social and human responsibility.

As a trainee, I have been given support to attending a training course in which I was interested. This demonstrates the firm's investment in the training of its human resources from the start.

In the context of my traineeship, I have been lucky to be part of an open-door system at Abreu Advogados that makes me feel at ease to raise any issues and questions I have with any professional, whether they are a partner, associate, administrative staff or trainee.



DAVID
SALGADO
AREIAS

Trainee lawyer since
2006 and former
Summer legal clinic
student

My initial expectations were already confirmed during the summer traineeship at the Lisbon office, although it only lasted two months. I finished my course in 2006 and have now been at the Oporto office for just over two years, and I can say that I have found in Abreu Advogados the necessary support for my development as a professional. Although I believe that there are aspects that could and should be improved, I think that it continues to be a firm in which training as a Lawyer continues to be highly positive for those starting their career. I have had highly significant support

in terms of training. Since I began my traineeship in 2006 I have completed postgraduate studies in the field in which I have chosen to specialise (taxation) and at the present I am studying for an MA in this field. I have found the necessary support for this study and for preparing work and examinations, which has enabled me to achieve better results.

The fact that I have already worked in both Lisbon and Oporto offices reinforces the idea that the firm effectively operates as a single unit not only in terms of work and training, but also in terms of opportunities, since there is significant mobility between both offices. The values that I found initially in Lisbon, and made me want to remain at Abreu Advogados, were values that I also found in the Oporto office.

Career developments for Administrative staff

Our firm does not have a structured career plan for the administrative team, but promotes a development in connection with duties and tasks, although not so much vertically, because the organisation is characterised by a mainly horizontal structure. Employees may change position (e.g. from receptionist to secretary), they may provide other services (e.g. a secretary may provide support in new areas) or may advance (e.g. from administrative staff to head). To this end, we invest above all in horizontal enrichment.

The training programme

Training is decisive to maintain the level of qualification and current knowledge required to provide a high quality service.

We are aware that we make a significant investment in this aspect in particular, taking into account the conditions that we offer Lawyers to improve their knowledge, which are clearly better than the average in this sector. We are certain that this is one of the features that is most appreciated by the professionals who have come to work for us, regardless of when they joined.

Welcome training for a strong team spirit

All new Employees receive orientation training, which is provided over the first month, with the main objectives of orienting the new employees within the firm's organisational procedures, as well as helping to create a strong team spirit from the start.

The reception consists of following programme:

- Specialised training for Lawyers in the use of information systems: *Juris*, *Worksite*, *Legix* and *Library*;
- Specific training for Administrative Staff in the use of information systems *Juris* and *Worksite*;
- Training in the use of equipment;
- Training on the Quality Management System;
- On-The-Job Training: a *coach* is appointed who will supervise the new employee during the integration stage, providing specific training (around 30 days).

At the end of this period, an assessment is made of the training: by the new Employee, by colleagues in the team and by immediate superiors, to assess the easy application of new knowledge, difficulties felt and suggestions for improvement.

Specialised academic education for Lawyers

We offer specialised academic education for Lawyers – *LL.M. (Master in Laws)*, with a one-year duration, which has an excellent reputation, for its demands and the experience offered. It is a highly practical course aimed at working Lawyers, in which they can focus on a more international view of law, a significant aspect considering that there is a growing number of foreign Clients and increased international interaction among companies.

For an LL.M. abroad we guarantee the payment of fees and return to the firm.

Within this framework, we have developed a protocol with Universidade Católica Portuguesa involving financial support from Abreu Advogados for the creation of the first LL.M. *Advanced Master of Laws* in Portugal, in which each year a lawyer from the firm participates (further details on page 95).

Every year, three to four Lawyers attend LL.M.s abroad (currently in London, Barcelona and Leiden), with financial support from the firm. In the case of a lawyer attending a course abroad, we guarantee the full payment of fees for the duration of the course.

Training – courses in the practice area

Lawyers are also encouraged to participate in initiatives in the practice area. This is training at a technical and specialised level. The annual training plan reflects the studies by the Lawyers themselves and by Lawyers responsible for the practice areas in question.

In 2007, 23 Lawyers attended 753 hours of training on a total of 53 courses.

These included:

- Conference «Micro Generation: the Paradigm Shift of the Electricity System»;
- *The Chameleon State: EU and the Blurring of the Private/Public Distinction in the Market*;
- Water Economy Forum – «Facing Shortage»;
- European Symposium «State Aid and Free Zones»;
- Conference «The Labour Market, Labour Legislation and Competitiveness».

In 2008, 76 Lawyers participated in 45 training courses in practice areas, totalling 385 hours.

The difference in the number of hours of training compared with 2007 was due to more careful selection of the courses attended, taking into account the relevance of their subjects, as well as the quality of their organisation. The firm also sought to have only one lawyer attending each initiative, while fostering internal training courses in which lawyers who have attended external courses transmit the contents learned to their colleagues.

Internal training for Lawyers

At Abreu Advogados we emphasise internal training among Lawyers, because we consider that individual knowledge should become collective knowledge, for the good of professionalism and of the firm's culture. We therefore stimulate the sharing of information and knowledge.

Internal training includes:

- Topics studied in training in practice areas – Public Procurement, New Divorce Law, Changes in the Labour Code, etc.
- Topics of legal interest discussed by Lawyers in internal meetings – Public Procurement, New Divorce Law, Changes in the Labour Code, etc.
- «Recycling» initiatives to improve current knowledge of IT utilities – *Legix, jvris, Worksite, Microsoft Office*.

For 2007, of particular interest were:

Year	Initiative	Participants
2007	Simplification of corporate procedures	14
	The new Code of Public Procurement (Lisbon and Oporto)	42
2008	The new divorce law No. 509/X, 16 April (Lisbon and Oporto)	33
	Publicity Law Symposium (Lisbon)	43

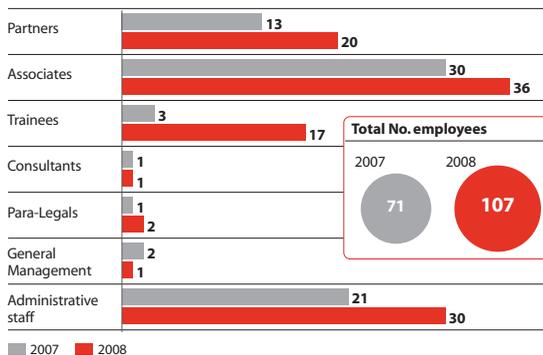
Internal training for the administrative team

We also devote significant resources to training for our Administrative staff. Besides offering them an opportunity to perfect some of their skills, they can also develop other assets for their work.

By the end of June 2008, a professional training programme had been implemented based on a survey of Employee training needs, with a total duration of 1190 hours, under the Prime vocational training project, co-financed by IAPMEI.

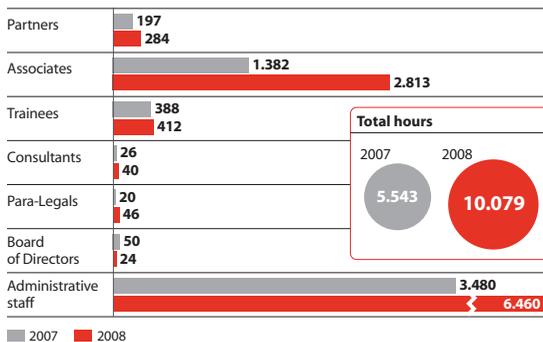
LA 10

Participants per employee category



LA 10

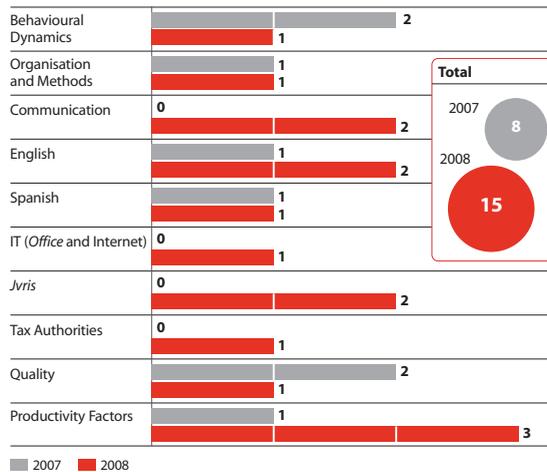
Hours of training of employees per hierarchical level



LA 10

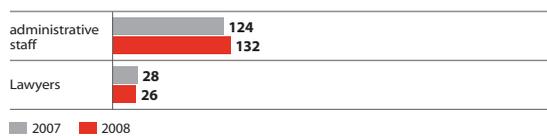
Courses already attended per Employee*

* administrative staff

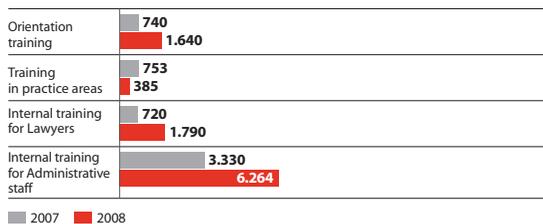


LA 10

Average hours of training per employee



Type of training at Abreu Advogados/hours



The hours submitted in internal training, for both Lawyers and Administrative staff include training to develop technical, behavioural and organisational skills, such as Spanish, legal Spanish, English, behavioural dynamics, communication, IT (Office and Internet), tax, quality and Jvris.

Specialised academic training (LL.M.) was not measured in hours due to its specificities as, in addition to the curricular plan, we would need to take into account all the hours spent on investigation and on studies, which was just not feasible.

The Performance Review System

In 2007, Abreu Advogados adopted a new Performance Review System for all Team members.

Annually, the technical, organisational and behavioural skills of the whole team (100%) are reviewed, both Administrative staff and Lawyers. The review is also extended to partners through Employee satisfaction surveys.

The result of the review affects conditions for the following year, and may be reflected in adjustments to the monthly fixed base (Lawyers' professional fees) and remuneration (in the case of administrative staff), in an examination of training needs and in a development plan.

From a management point of view, the aims of these performance reviews are:

- To integrate the firm's objectives with the objectives individually assigned to each Team member;
- To orient individual performance towards the objectives and skills developments that are most relevant to the firm and its activities;
- To stimulate professional development through the review and continuous monitoring of performance;
- To promote a culture of excellence and quality.

From an individual point of view, the aims of these performance reviews are:

- To clarify objectives and their levels of implementation;
- To bring objectivity to the review procedure, based on clear criteria consistent with the firm's management philosophy;
- To improve self-knowledge and maximise performance;
- To create opportunities to debate professional development and to outline action plans;
- To provide conditions for timely correction of less effective performances and to introduce improvements in processes.

Review according to the three Qs

The review is based on analysis of behaviour that demonstrates the level of skills in question, according to the three Qs of Quality – Human, Technical and Organisational, in particular:

- **Technical skills** – command of specific methods and tools for their work as Team members;
- **Relational and conceptual skills** – command of the concepts and theories underlying technical skills;
- **Personal and behavioural skills** – interpersonal and behavioural skills of the Team members, including attitudes and personal values, concerning interrelations with others and integration in an organisational structure;
- **Organisational skills** – compliance with the office’s specific procedures and organisational rules.

Performance review of associate Lawyers

The review model adopted for associate Lawyers is based on:

- The analysis of objective data concerning the work carried out;
- The review of a range of skills.

The review process involves five stages:

- 1) Skills assessment;
- 2) Self-assessment;
- 3) Results analysis;
- 4) Performance review summary;
- 5) Review meeting.

Each associate Lawyer is reviewed by three reviewers, from among partners and senior associates. The choice of reviewers is the responsibility of each associate, taking into account the regularity and frequency with which they work with the chosen reviewer and the reviewer’s personal acquaintance of the lawyer reviewed.

Performance review of administrative staff

The review of administrative staff is based on skills analysis, scored from 1 to 5 (1 considered the minimum), which is discussed jointly by the reviewer and the Employee.

The review process consists of the same five stages applied to associate Lawyers. Each administrative Employee is reviewed by a minimum of three and a maximum of five reviewers – from among direct superiors, associates and partners. The selection of reviewers is the responsibility of administrative staff and of the head of human resources, taking into account their hierarchical and functional

connections, the regularity and frequency of their work and personal acquaintance with the performance in question.

Review of partners

At Abreu Advogados, the decision was taken to extend reviews to the Partners themselves.

It was considered essential to gauge key aspects for holding this position such as leadership and communication skills.

Partners are reviewed by Employees (all are invited for this process, including trainees, but excluding partners) annually, according to the following criteria:

- Credibility;
- Availability;
- Leadership;
- Involvement;
- Communication.

For this purpose different questionnaires are developed for Administrative Staff and for Lawyers (Associates and Trainees).

While the review of the image of partners by Administrative Staff is based above all on criteria of leadership quality, availability and

decision-making skills, the review of the image of Partners by Associates and Trainees also covers technical skills, support and supervision.

The strongest overall points indicated have been: decision-making skills, communication skills and relationships and leadership skills.

The overall points for improvement mention availability for individual training of Team members (*Administrative Staff and Lawyers).

LA 12

Employee Performance Review

Total No. Team members



■ Evaluated Team members

* Excluding Partners and Consultants. Partners' image is reviewed by the Team members.

Cultivating a group spirit

The environment cultivated at Abreu Advogados is characterised by informality.

A natural openness to dialogue and interaction is stimulated. Everyone is encouraged to be involved in the firm's life, to make suggestions and to offer opinions.

We seek to encourage this relationship model through the following initiatives:

- **Creation of an intranet** which, besides presenting all the important information on the firm's processes and procedures, is a dynamic environment for communication, with constantly updated news, firm events and the sharing of experiences by Abreu Advogados team, such

Social responsibility has entered the intranet.



as birthdays or the birth of children. On the Intranet, a space has also been created for our Employees to present their ideas and suggestions. Recently, we have added a «social responsibility» section to the *Homepage*, to help organise the familiarisation and consolidation of knowledge in this field, periodically updated with our practices, with suggestions of more sustainable everyday habits to adopt and news and *links* to useful and relevant sites on this topic. With the creation of the working group for sustainability this place will become increasingly dynamic and detailed.

- **Publication, since 2004, of an *inAware*, with news about firm events and about its team, in which everybody is encouraged to participate;**
- **A range of events throughout the year, including:**
 - Support for a men’s football team (since 1997) and a women’s football team (from March 2007);
 - Fortnightly lunches/teas for Lawyers;
 - *Welcome Happy Hour*: lunches or dinners to welcome new Team members;
 - «O Boião da Rita»: weekly compilation of cultural information, based on suggestions from all our Employees, a project developed by our partner Rita Maltez;

- **Creation of the Personality of the Year Award** (this award consists in a weekend for two at any European city), for the person who has been outstanding in terms of initiative, efficiency and availability;
- **Award of a Quality Trophy** to the team that shows most dedication under the Quality Management System throughout the year;
- **Creation of the Professor Pardal Award** to recognise the most innovative and creative ideas to help improve office management;
- **Christmas dinner and Christmas party – AB Junior – for employees’ children;**
- **Sponsorship of the participation of a trainee in the *Songahm Taekwondo* World Championships**, where he was ranked 3rd.

A policy of promoting a balance between careers and family life

At Abreu Advogados we believe that successful professionals require motivation and well-being, which also means having time and space for their personal life. Although the market context is highly competitive and legal practice, in particular, is very intense, we firmly believe that it is our obligation to

find solutions and measures in the firm to foster greater balance between the professional and personal lives of our Employees.

Our «Best company to work for» awards in 2007 and 2008 are a good indicator of the well-being of our Employees, while impelling us to improve this policy of ours.

Maternity support policy

In this field, maternity support is one of the key points, because Legal Practice, as a liberal profession, does not entitle lawyers to social security maternity leave, as they would if they were contracted employees. This circumstance led the office to decide, in 2002, to adopt a maternity support policy, which consists of the following benefits for its Women Lawyers:

- Possibility of leave during the five months before or after childbirth, receiving 100% of the monthly fixed base (fees) in the first three months of leave, 75% in the 4th month and 50% in the 5th month;
- Option of returning to work after three months with entitlement to the same monthly fixed base, as long as services are provided during a minimum of 25% (during the 4th month) and of 50% (during the 5th month) of the normal time (2 to 3 hours a day);
- Right to a reduction from 40 to 30 working hours a week, during the 1st month, after the five-month period, receiving 75% of the base.

Other aspects of our policy of fostering well-being

«What else can the office do to make us feel good?»

It was to answer this question that we decided to put into practice the following initiatives:

- Exemption from work on birthdays;
- Use of informal clothing on Fridays (*casual Friday*) throughout the year and every day in the months of July and August;
- Protocols that offer advantageous conditions for our Team members for various products and services such as health insurance, gymnasiums, banks, hotels;
- Provision of trays of fresh fruit every morning and coffee machines on all floors;
- Creation of a private space for meals.

Financial impact of the training and social welfare policy

Although Abreu Advogados considers, for the reasons presented above, that the amount paid out in benefits related to training and social welfare is not a real cost, but rather as a reward emerging from the respect due to its Team members, these costs still have a significant impact on the firm's budget.

The total amount of these measures and benefits in 2008 was estimated at around 680 thousand euros.

Other indicators that characterise Abreu Advogados' team

Indicators concerning employee turnover

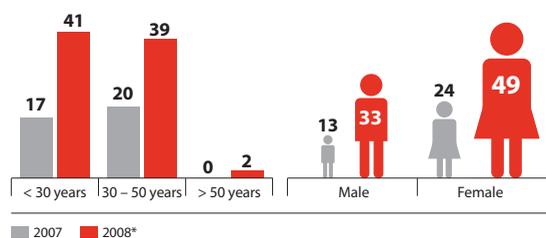
The absenteeism rate is a quality indicator with regard to the efficiency of the human resource management. For 2007 and 2008, a target was established of an absenteeism rate, per quarter, of 1.5 or less. In both years, this target was exceeded.

The main causes of absenteeism are related to situations of employee illness, but above all with illnesses of children (in this regard, it is to be noted that in December 2007, the total number of children of employees was 96 – of which 71 under 12 years – and in December 2008 there were 131 – of whom 94 under 12 years).

Other indicators that characterise Abreu Advogados' team

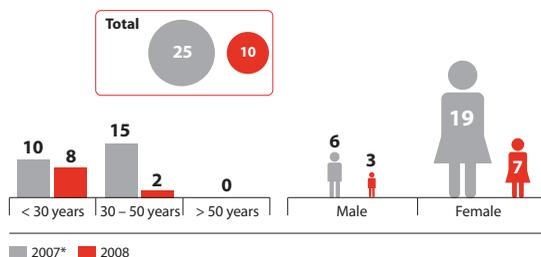
LA 2

Employees/hirings by age group Employees/hirings by gender



LA 2

Employees/leaving by age group Employees/leaving by gender

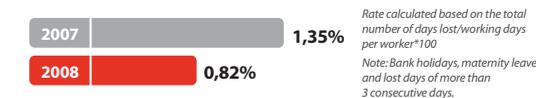


LA 2

Reasons for leaving by gender

	2007*		2008	
Employee-initiated termination	0	0	0	1
Termination by mutual agreement	6	19	2	5
Move to another branch of business	0	0	1	1

Absenteeism rate



LA 7

Indicators concerning occupational diseases, accidents and absenteeism

No. of ...	2007	2008
... Occupational accidents with lost days	0	1
... Occupational accidents outside the office	0	0
... Accidents at the office and between home/office	0	1
... Occupational diseases	0	0
... Days lost due to work accidents	0	0
... Days lost due to work accidents outside the office	0	0
... Days lost due to work accidents at the office and between home/office	0	50

The contribution of Abreu Advogados to the community

To contribute to the excellence of academic education

Sponsorship of the only LL.M. in Portugal

We have developed, in this context, a protocol with Universidade Católica Portuguesa, that involves financial support from Abreu Advogados, among six other partners, for the creation of the first LL.M. *Advanced Master of Laws* in Portugal, which is still unique in the Portuguese academic context. This course is taught in English and aimed at working Lawyers, using non-traditional teaching methods, with an eminently practical approach. With mainly foreign teaching staff, all specialists of recognised standing, this course enjoys significant national projection and has started to gain recognition at an international level. In exchange for the support provided by the firm, every year a Lawyer from our office attends this course.

The *Managing Partner* of Abreu Advogados is a member of its Strategic Board (Conselho Consultivo).

Seminars

As part of the LL.M., seminars have been organised since 2007 that are open to external applicants, their implementation ensured by support from the sponsors. Our firm also associated itself with this project, providing support for nine seminars. In exchange, two Lawyers may take part. Thanks to this sponsorship, the seminars are of very high quality, with prestigious foreign teachers.

The cooperation of the Law Faculty of Universidade Católica Portuguesa (Lisbon) with Abreu Advogados has been consistently enriching, multifaceted and mutually advantageous. On an institutional level, Abreu Advogados proved to be a reliable partner, supporting the innovation and internationalisation that we introduced into our strategy and being receptive to the construction of solid bridges between the academic world and the professional world. These include legal clinics, sponsorship

of the LL.M. at Universidade Católica (attended by excellent young Lawyers from this office) and participation in the Jobshop. On a personal level, several Abreu Advogados Lawyers had or have important roles in the establishment of Universidade Católica academic partnerships (King's College London, Duke School of Law) and in teaching modules on our teaching programmes (notably International Taxation, taught with great success by Miguel Teixeira de Abreu, on the Global

Legal Studies MA). I believe that this firm's corporate culture and its youth make it especially sensitive to the advantages of the pursuing innovative paths for cooperation between Universities and Legal Practice.

LUÍS BARRETO XAVIER
Professor at the Law Faculty of
Universidade Católica Portuguesa.



Providing *pro bono* legal services for better access to the law

Lawyers can typically make a significant contribution to combating a problem in Portuguese society: difficulties associated with access to law for a large percentage of the population. It was with this spirit that in 1996 we decided to start to offer *pro bono* legal services for social welfare institutions, which often need legal advice, but do not have the financial resources to pay market prices for this work.

Overall, in 2007 and 2008, 69 Lawyers from our firm provided 831 hours of work in legal support to the following institutions:

- Passo-a-Passo Association;
- CAIS Association;
- Banco Alimentar contra a Fome;
- Casa dos Velinhos;
- Casa de Santo António;
- Vale D'Ácor;
- Fundação Alter Real;
- Fernão Ferro Parish.

CAIS

CAIS Association:

CAIS Association was created in May 1994 to help build or restore the independence of people in situations of extreme poverty and social exclusion, the homeless. 15 years later, the Association is notable in the field for its significant and pioneering work in inclusion and intervention.

«CAIS (always) needs partners because otherwise we will die alone and companies should be involved in our field work. The contribution of Abreu Advogados has been essential. For example, when we went to Bosnia, with the Street Football project for young and adolescents, their authorisations needed to be authenticated. Lawyers came to the CAIS offices to authenticate the documents. We are very grateful for their involvement in our project.»

HENRIQUE PINTO
CAIS Executive Director



Passo a Passo Association:

Passo a Passo is a Charitable Organisation, recognised as an IPSS (Private Institution of Social Solidarity), that was created by a group of concerned Health and Law professionals. Its aim is to prevent the institutionalisation of children through multidisciplinary support for families and their children considered to be at psychosocial risk.

«Abreu Advogados is the legal support for the whole intervention of the Passo a Passo Association, without which we could not operate. They have always offered time and support whenever we have asked for the various problems raised.»

MARIA DE FÁTIMA MONTEIRO XAREPE
Secretary of Passo a Passo
(Coordinator of the Social Services at the Dr. Alfredo da Costa Maternity Hospital)

As president of Cais, what does the support from Abreu Advogados represent for this institution?

I began my term of office as President of CAIS in January 2003; I had previously been Chairman of the Supervisory Board for two two-year terms of office. Abreu Advogados (through the integration of *Pacsa*) is part of a two-year protocol, known as «Protocolo Abrigo», with Patrons such as BP, *Controlinveste Media*, CTT, DHL, Fundação PT, LUSA, Ogilvy, Sociedade Central de Cervejas, Staples, Sumo Portugal and Unicer. Currently, Cais is working on the implementation of the 4th Protocolo Abrigo, for the 2009-2010 period. I believe this «double-aspect» support provided by Abreu Advogados to Cais is of the greatest importance. On the one hand, we provide legal advice for all Cais's activities and, on the other, we also provide legal consultancy services for Cais users, who, as people with very limited economic resources, unfortunately have great difficulty in gaining access to the law and to the exercise of their citizenship rights.

What potential can still be explored in both support and synergies between these two parties?

I believe that the provision of the legal consultancy service to Cais users referred to above should be institutionalised, by establishing a calendar of the legal services to be provided by Abreu Advogados. Until now this legal support has only been provided,

PEDRO PAIS DE ALMEIDA



«The support provided by Abreu Advogados to Cais is of the greatest importance»

President of CAIS

at the express request of Cais, for users that it is accompanying. Under the 4th Protocolo Abrigo, another area of creation of synergies between the two institutions will be the increased reintegration into working life of the homeless with the necessary profile for the vacancies that we may have in our office in the future, without the stigma that often prevents them from being integrated into other companies.

What targets would you like to see achieved in this context? In 2008, Abreu Advogados successfully reintegrated, through integration into its own staff, a person who had previously been in a situation of social exclusion. For 2009, it would be excellent if we could include at least two more people in the same circumstances.

Providing *pro bono* legal services to improve legal knowledge

We also offer *pro bono* to institutions in which we consider that it is important to promote legal knowledge, such as the Training Board of the Lisbon District Bar Association. In this context, our contribution consists of helping to organise Qualifying Examinations and providing detailed information in the Area of Intellectual Property Rights & Information Technology Law.

Participation in the Free Legal Advice Day

Abreu Advogados participated in the 3rd Free Legal Advice Day, an initiative of the Lisbon District Bar Association, with the patronage of the President of the Republic, with the main objective of providing all citizens, irrespective of their economic situation, with access to the law through legal information and advice.

CAIS Association on support on free legal advice day

«3 lawyers from Abreu Advogados and 15 users were present yesterday at the free legal advice event held at the CAIS premises. Everybody was satisfied with the results achieved. All the users were given draft letters, addresses and indications of procedures to take into consideration, where appropriate. It is to be noted that one of the users went to the SEF yesterday, further to Alexandra Courela's advice, and managed to obtain a visa that she had been denied for months and now has her papers in order. I would like to thank Abreu Advogados on behalf of all those who benefited from this initiative, which we would be very interested in repeating.»

ROSÁRIA BORBINHA
Member of Cais Staff

5 Lawyers from our firm, over 20 hours of voluntary services, visited various welfare institutions where the advice was being provided (CAIS Association, Instituto de Apoio à Criança) and gave legal support to 26 people, some with simple questions to resolve, others, however, with serious family problems and without anybody else to help them. It is common knowledge that many difficulties are due to a lack of education, which means that many people do not know their most basic obligations and rights as citizens.

The result of this work was highly positive because we managed to help most of these people to find a legal solution or referral for their problems.

Support for other social solidarity initiatives

Our support is not limited to the voluntary legal advice, since we also believe it to be important to involve the rest of the Abreu Advogados team in projects and in aid and solidarity. This led us to select certain initiatives in which everyone in the firm can be involved. In addition to the immediate value that we seek, these initiatives reflect the firm's group spirit.

In 2007 and 2008 we were involved in various projects, including:

Institution	Action
Casa do Gaiato	Collection and distribution of childcare products Donation of stationery articles
Acreditar Association	Donation of three computers and VHS films
CAIS Association	Personal contributions by employees to a concert organised by the CAIS association to raise funds to equip the two CAIS Centre kitchens
Christmas gifts for the «Not Secret Friend»	In 2007, personal contribution to repair work on the roof of the <i>Residência das Irmãzinhas dos Pobres</i> . In 2008, personal contribution to the <i>Casa da Criança de Tires</i> through gifts of products
Comunidade Vida e Paz	In 2007, personal contribution to collect food for the Christmas Dinner for the homeless
Casa da Praia	Gifts of folders and blocks
Instituição de S. Vicente Paulo	Gifts of VHS films and games

Social performance Indicators

Type	Indicator	Labour Practices and Decent Work Performance Indicators	Indicator
Aspect: Employment			
C	LA1	Total workforce by employment type, employment contract and region	Pages 77-78
C	LA2	Total number and rate of employee turnover by age group, gender and region	Page 94
A	LA3	Benefits provided to full-time employees that are not provided to temporary or part-time employees	Pages 92-93
Aspect: Labour/Management Relations			
C	LA4	Percentage of employees covered by collective bargaining agreements	Not applicable
C	LA5	Minimum notice period(s) regarding significant operational changes, including whether it is specified in collective agreements	There are no minimum notice periods defined. The notification of Employees of significant operational changes, including the integrations in Oporto and in Lisbon, was always made directly by the Managing Partner to all Employees by e-mail or directly in a meeting with all Employees. These are only later communicated outside the firm later (media)
Aspect: Occupational Health and Safety			
A	LA6	Percentage of total workforce represented in formal joint management-worker health and safety committees that help monitor and advise on occupational health and safety programmes	Percentage of Team members involved: 25%
C	LA7	Rates of injury, occupational diseases, lost days, absenteeism, and number of work related fatalities by region	Page 94
C	LA8	Education, training, counselling, prevention, and risk-control programmes in place to assist workforce members, their families, or community members regarding serious diseases	We have not developed any particular project in this field

C = Core indicador

A = Additional indicator

Type	Indicator	Labour Practices and Decent Work Performance Indicators	Indicator
A	LA9	Health and safety topics covered in formal agreements with trade unions	Not relevant at Abreu Advogados
		Aspect: Training and education	
C	LA10	Average hours of training per year per employee by employee category	Pages 86-89
A	LA11	Programmes for skills management and lifelong learning that support the continued employability of employees and assist them in managing their careers	Pages 82-83, 85-88
A	LA12	Percentage of employees receiving regular performance and career development reviews	Pages 89-91

Aspect: Diversity and equal opportunity

C	LA13	Composition of governance bodies and breakdown of employees per category according to gender, age group, minority group membership and other indicators of diversity	Pages 78-79, 83
C	LA14	Ratio of basic salary of men to women by employee category	There is salary parity between men and women in each category in the office

Type	Indicator	Social performance indicators: human rights	Indicator
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Aspect: Investment and procurement practices

C	HR1	Percentage and total number of significant investment agreements that include human rights clauses or that have undergone human rights screening	Pages 33, 40-41, 43
C	HR2	Suppliers that have undergone screening on human rights	Not relevant. We have as a future goal for agreements with suppliers to include human rights clauses
A	HR3	Hours of training – human rights	Not relevant

Aspect: Non-discrimination

C	HR4	incidents of discrimination and actions taken	Not relevant
		Aspect: Freedom of association and collective bargaining	
C	HR5	Freedom of association	Principle enshrined in the Portuguese constitution

Aspect: Child labour

C	HR6	Incidents of child labour	Not relevant. This is a principle enshrined in the Portuguese constitution. In the supplier agreements, Abreu Advogados intends to include a Clause on this aspect
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Aspect: Forced and compulsory labour

C	HR7	Incidents of forced and compulsory labour	Not relevant. This is a principle enshrined in the Portuguese constitution. In the supplier agreements, Abreu Advogados intends to include a Clause on this aspect
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Aspect: Security practices

A	HR8	Security personnel trained in human rights	Not relevant
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Aspect: Indigenous Rights

A	HR9	Violation involving rights of indigenous people	Not relevant to Abreu Advogados
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C = Core indicador A = Additional indicator

Type	Indicator	Society performance indicators: society	Indicator
Aspect: Community			
C	SO1	Nature, scope, and effectiveness of any programmes and practices that assess and manage the impacts of operations on communities, including entering, operating, and exiting	Not quantified
Aspect: Corruption			
C	SO2	Risk analysis to prevent corruption	Pages 29-30
C	SO3	Percentage of employees trained in organisation's anti-corruption policies and procedures	In the last two years only trainees have had training in the context of their traineeship at the Portuguese Bar Association. In total they received 377 hours of training in this area
C	SO4	Actions taken in response to incidents of corruption	Not relevant
Aspect: Public policy			
	SO5	Participating in public policy development and lobbying	Pages 36, 45-46
A	SO6	Total value of financial and in-kind contributions to political parties, politicians, and related institutions by country	We did not make any financial or in-kind contribution to these entities
Aspect: Anti-competitive behaviour			
A	SO7	Total number of legal actions for anti-competitive behaviour, anti-trust, and monopoly practices and their outcomes	Non existing
Aspect: Compliance			
C	SO8	Fines and non-monetary sanctions	Not relevant

Type	Indicator	Product Responsibility Performance Indicators	Indicator
Aspect: Client health and safety			
C	PR1	Life cycle stages in which health and safety impacts of products and services are assessed for improvement, and percentage of significant products and services categories subject to such procedures	The products and services of Abreu Advogados do not have significant impacts on the health and safety of its Clients
A	PR2	Total number of incidents of non-compliance with regulations and voluntary codes concerning health and safety impacts of products and services during their life cycle, by type of outcomes.	Not relevant (related to PR1)
Aspect: Product and service labelling			
C	PR3	Type of product and service information required by procedures, and percentage of significant products and services subject to such information requirements	We do not have any labelling of services but we have implemented a series of requirements for the appearance and management of our services: <ul style="list-style-type: none"> - We have the quality management system which determines the procedures under the terms which we provide our services; - We have the proposals presented by the team that will work on the subject, fees, type of work to be carried out; - We have the website where the Client can look for information about the Office and about the Lawyers who work there; - Our invoices contain details of the work carried out

C = Core indicator

A = Additional indicator

Type	Indicator	Product Responsibility Performance Indicators	Indicator
Aspect: Product and service labelling			
A	PR4	Total number of incidents of non-compliance with regulations and voluntary codes concerning product and service information and labelling, by type of outcomes	Not relevant
A	PR5	Practices related to Client satisfaction, including results of surveys measuring Client satisfaction	Pages 68-70
Aspect: Marketing communications			
C	PR6	Programs for adherence to laws, standards and voluntary codes related to marketing communications, including advertising, promotion, and sponsorship	Pages 30-32
A	PR7	Total number of incidents of non-compliance with regulations and voluntary codes concerning marketing communications, including advertising, promotion, and sponsorship, by type of outcomes	We took action to ensure 2 cases complied with the regulations, after an analysis was requested by the Supervisory Department of the business sector
Aspect: Client privacy			
A	PR8	Complaints regarding breaches of Client privacy	There were no complaints for any of these reasons. We began to record complaints in September 2001, when we obtained ISO 9001 Certification
Aspect: Compliance			
C	PR9	Monetary value of significant fines for non-compliance with laws and regulations concerning the provision and use of products and services	Not relevant

C = Core indicator

A = Additional indicator

A close-up photograph of a tree trunk, showing a circular hole and intricate wood grain patterns. The wood is light-colored with dark, swirling lines. The hole is in the center, surrounded by a rough, brownish ring. The background is blurred, showing more of the tree's surface.

How could I be superior to the power of money? The simplest method would be to withdraw from the sphere of its influence, that is, from civilization; to go to the wilderness and eat roots and drink stream water; to be naked and live like an animal. But this method, even if it posed no practical difficulties, wouldn't be a method for fighting a social fiction, because there's no fighting in it, just fleeing. Those who shy from the battle are not defeated physically, but they are defeated morally, because they didn't fight.

FERNANDO PESSOA

2. For a more transparent market – our economic performance

Economic and financial information

A difficult decision

After lengthy reflection we decided to make our economic performance in 2007 and 2008 available in this report, with a clear portrayal of the financial statements. This reflection arose due to the fact that, in the justice sector, on principle law firms do not make their accounts available to the public. They produce a report and accounts, but they are only deposited with the Portuguese Bar Association, remaining in the private domain. However considering that the Portuguese Bar Association is a public association, we believe that these reports should also be public.

In this context, we will be the first law firm in Portugal to publish its accounts. We will therefore be facing some risks, but we decided that the benefits of transparency and new practices in the market will be greater than these risks.

Our growth strategy

Abreu Advogados intends to strengthen its position as one of the largest Law Firms in Portugal. To this end, its strategy is to grow through the invitation and integration of teams or law firms that identify with the values and mission of our project.

Billing with growth

As a result of the recent integration of three firms, at the end of 2008 Abreu Advogados achieved 60% growth in turnover compared with 2007.

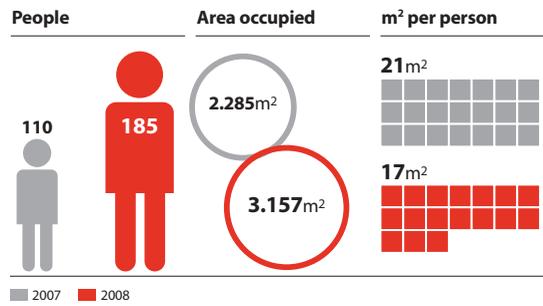
The following factors contributed to this total:

- 634 new Clients resulting from the integration of new teams at the beginning of 2008
- 966 other new Clients

Expenditure related to growth

Operating costs increased by 47% in the period in question, from 2007 to 2008, due to integration of new teams and to the necessary adjustments in space and equipment.

Total people and area occupied



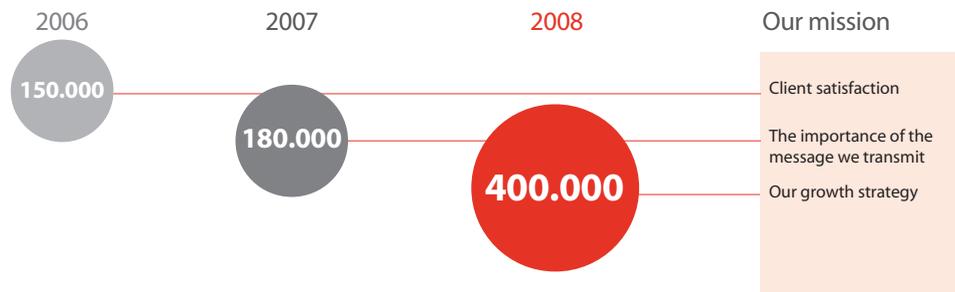
This integration required a reorganisation of space, as well as an increase in the area occupied.

Despite this increase in costs, the integration resulted in some synergies with these expenses, in particular the cost of space and its use, having reduced the number of m² per person from 21 to 17m².

Alongside this growth, as of the date of this report, the world economy is deep in a crisis the extent of which is difficult to predict. The firm

is seeking the best way to respond to this situation, attentive to any signs of some internal repercussion, and is developing risk management strategies and policies.

Main investments over the last three years



Financial results

At the end of 2008, the financial statements showed an increase in the net profit of 109% in relation to the same period of the previous year, as a result of the sharp increase in revenue.

Nevertheless, the year was also marked by lower liquidity. This situation was indeed expected taking into account the financial effort necessary for the integration of the new firms.

Liquidity requirements were met through bank loans, for investments in space and equipment, and through withheld profit payments to partners, to pay operating expenses.

This report will enable the numbers reflected in the financial statements to be associated with the strategy and main events of the firm in the period in question.

Note on the economic model of Law Firms

Like all Law Firms in Portugal, Abreu Advogados is governed by the statutes of the Portuguese Bar Association. The current status in force limits these firms to the economic model of the fiscally transparent entity (Article 6 of the Corporate Tax Code). This taxation system consists of ascertaining the profit of the Company in accordance with the rules of Corporation Tax, but attributing this profit to each

of the partners, who are taxed through Individual Income Tax. This regime discriminates law firms and prevents its adequate capital ratio. Law firms, as professional companies, are also civil law companies, subject to the rules for these companies in cases not provided for their Statute (Decree-Law No. 229/2004, of 10 December).

EC 1

Annual profit and loss account

In euros

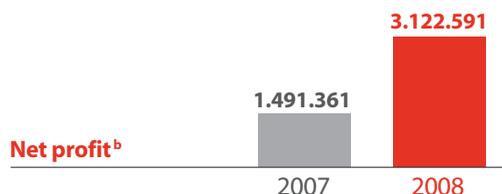
Total Operating Income

	2007	2008
Provision of Legal Services	7.385.028	11.797.534
Other revenue	64.858	113.869
Total operating revenue	7.449.886	11.911.403

Total Operating costs

External supplies and services ^a	4.891.523	7.292.136
Personnel costs	715.792	1.000.689
Other operating expenses	40.800	53.795
Depreciation and provisions	314.893	426.072
Total operating expenses	5.963.008	8.772.692

Operating profit	1.486.878	3.138.711
Financial profit/loss	-19.879	-2.409
Extraordinary profit/loss	24.361	-13.710



(a) These costs include Lawyers' and consultants' fees.

(b) Partners' remuneration is distributed in two parts: one part concerning their work and another the profits. The part of the payment concerning their work is already considered a cost for the firm under External supplies and services. The profit of each partner is subject to Income Tax, at an average rate of 42%.

Balance Sheet

In euros

	2007	2008		
		Gross Assets	Depreciation and adjustments	Net Assets
Assets				
Intangible fixed assets	80.548	120.816	80.536	40.280
Tangible fixed assets	462.142	1.619.736	1.020.735	599.001

Current assets

Accounts receivable – short term

– Clients	2.293.165	4.414.774	361.046	4.053.728
– Other debtors	463.337	1.318.161		1.318.161
Banks and cash	2.775.281	1.847.527		1.847.527
Accruals and deferrals	153.784	186.203		186.203
Total Assets	6.228.257	9.507.216	1.462.317	8.044.899

Equity and liabilities

Equity

	2007	2008
– Capital	5.000	11.000
– Net Profit	1.491.361	3.122.591
Total Equity	1.496.361	3.133.591

Total Balance

2007
6.228.257

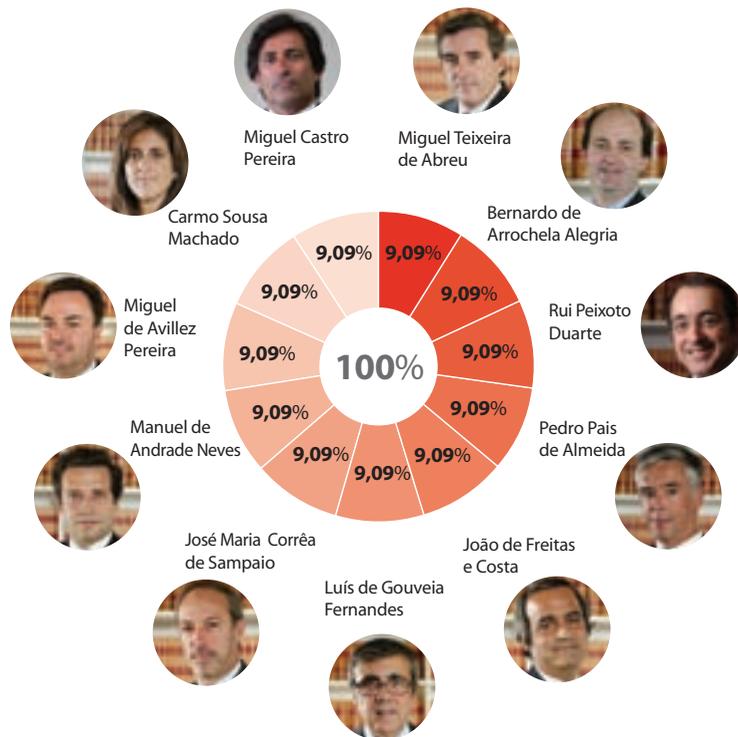
2008
8.044.899

Liabilities

Short term liabilities

– Bank loans	203.613	377.494
– Other creditors	3.768.107	3.853.406
Accruals and deferrals	674.550	680.408
Deferred income	85.626	0
Total Liabilities	4.731.896	4.911.308
Total equity and liabilities	6.228.257	8.044.899

The capital is distributed as follows:



Financial risk management policies

Financially, the firm is exposed to the following risks: exchange rate variations, interest rates variations, bad debt and liquidity risks.

Exchange rate risk

The exposure of the firm to exchange rate variations is not very significant, thus most transactions are made in Euro. However, it should be considered that an increase in turnover in currencies other than the Euro could lead to added risks. The exchange rate effect on the result was the following:

Exchange rate effect (in euros)	2008	2007
Favourable exchange differences	2.226	246
Unfavourable exchange differences	3.239	8.660
Results of exchange rate effects	-1.013	-8.414

Interest rate risk

To date cash flows have not been dependent on interest rate fluctuations, since there has never been a need for debt due to low liquidity, positive financial results having even been reported through financial investments. This cannot be the case if there has been a need to turn to loans to deal with liquidity requirements.

Results of interest earned vs interest payable (in euros)	2008	2007
Interest earned from bank deposits	53.250	18.876
Interest earned from other applications	0	13
Total Interest earned	53.250	18.889
Bank loan interest	30.175	11.538
Interest from other loans	9.398	9.995
Banking services	14.264	8.821
Lease operation interest	808	0
Total Interest paid	54.646	30.353
Result	-1.396	-11.464

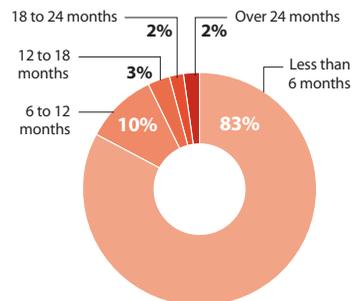
Bad debt

The firm has not reported significant problems with bad debt. Clients with doubtful debts represent to date 1% of the total invoicing for 2008.

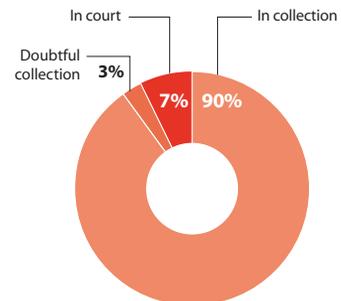
Taking into account the current conditions, and to prevent any problems in the future, a collection policy has been established with preventive and reactive lines of action.

Review of amounts pending collection:

Debt maturity
as of 31/12/2008



Status of amounts pending collection



Liquidity risk

The firm has maintained a liquidity policy that consists of

- 1) Financing the purchase of investments that are amortised over more than one year;
- 2) Withholding the payment of profits to partners, whenever necessary.

This policy has enabled the firm to maintain safe liquidity levels, not affecting the firm's liquidity situation and offering an image of independence and financial strength. Besides this, since the start of 2008, a credit line has been available for any liquidity problems, resulting from the investments referred to above, although there has been no need to use it over this year.

Economic performance indicators

Type	Indicator	Description	Inclusion
Aspect: Economic performance			
C	EC1	Direct economic value generated and distributed, including revenues, operating costs, employee compensation, donations and other community investments, retained earnings, and payments to capital providers and governments	Pages 107-108
C	EC2	Financial implications and other risks and opportunities for the organisation's activities due to climate change	Pages 46-47
C	EC3	Coverage of the organisation's defined benefit plan obligations	Non-existing
C	EC4	Significant financial assistance received from government	None
Aspect: Market presence			
A	EC5	Range of ratios of standard entry level wage compared to local minimum wage at significant locations of operation	The main operational unit are the Associate Lawyers who, in general, are fee earners, and thus are not subject to fixed monthly "wages"
C	EC6	Policy, practices, and proportion of spending on locally based suppliers at significant locations of operation	The main selection criteria of Abreu Advogados are quality and price. With regard to environmental management, we require certification of the company for the waste collection and treatment
C	EC7	Procedures for local hiring and proportion of senior management hired from the local community at significant locations of operations	All the members of senior management at Abreu Advogados are Portuguese. Our offices are located in Lisbon, Oporto and Madeira, without any dissemination of the organisation in local communities
Aspect: Indirect economic impacts			
C	EC8	Development and impact of infrastructure investments and services provided primarily for public benefit through commercial, in-kind, or pro-bono engagement	Pages 50-51, 96-99
A	EC9	Understanding and describing significant indirect economic impacts, including the extent of impacts	We do not yet have a methodology to calculate the indirect impacts of our business

C = Core indicador

A = Additional indicator





*Who we are is a result of what we do, and that
what we do is a result of our surrounding environment.*

JOHN WATSON

3. The duty to preserve – our environmental performance

The area of activity of legal practice generates environmental impacts above all through emissions of CO₂ related to travel, to the production of waste, particularly paper, and to the energy used in the office. While the services sector is not particularly polluting, we have the same obligation to seek all possible solutions to reduce the ecological footprint of our organisation, because the challenge that we face of climate changes is global and, as such, concerns each one of us. It is our environmental responsibility.

Our environmental management policy

The environmental management of Abreu Advogados is under the responsibility of a Partner, who drafts and proposes a management plan within this framework and coordinates its implementation.

The firm's environmental management policy was defined in 2008 and is based essentially on the policy of the 3 R's + S: Reduce, Reuse, Recycle and Shred.

Reduce the use of paper

We have a strategy underway to reduce and separate paper for recycling, to progressively become a paperless office.

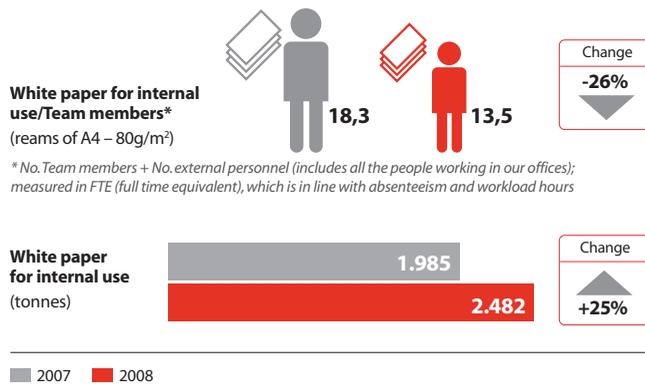
For this purpose, we have implemented the following measures:

- Reduction of printing, restricting it to strictly necessary situations;
- Printing on both sides of a sheet of paper (front and back);
- Progressive abolition of physical folders: already started in the financial department, through the scanning of billing and collection documents.

Our information technology system is also a very important tool to help reduce the use and circulation of paper. This is reflected in:

- Internal and external electronic communications;
- Intranet, with varied information on the firm, news, procedures, newsletter, etc.;
- The *Worksite* – the document management system, which centralises all the information and management of projects and Clients
- Internet – its use also promotes the management and circulation of purely digital information.

Materials used: paper



A detailed assessment is underway of all the physical documents used in the firm, to determine which can be abolished or transformed into digital files.

The increase in use of paper is related to the increase of 68% in the number of Team members in 2008. However, it should be noted that there was a decrease in the use of paper per Team member.

It was noted that the use of recycled

paper exponentially increased printer breakdowns. We are studying with our supplier whether and how this problem can be overcome.

Forwarding waste

We apply a policy of separation or reuse for computer consumables, packaging and other waste:

- Separation of computer consumables (*toners*, ink cartridges, back-up tapes, manuals and installation CDs, etc.) in well-identified specific containers and sending of recyclable waste to a licensed supplier;
- Separation of packaging, card and polystyrene from equipment acquired and sending of recyclable waste to a licensed supplier;
- Separation of paper, packaging, glass at recycling banks in the offices and use of specific containers for organic waste in the kitchen and *coffee-points* on each floor of the offices;
- Use of battery recycling containers for batteries which are then sent to Ecopilhas, a company specialising in this type of recycling;
- Separation of shredded paper.

Since there is no existing concerted waste management strategy in any of the office buildings, we are going to suggest to the co-ownership committees the possibility of jointly hiring suppliers to collect waste, also taking into consideration any resulting financial advantages.

Managing obsolete materials

In relation to office materials or equipment (printers, computers, telephones, etc.) considered obsolete, we have a policy of internal reuse of items that are

still operational. Whenever the equipment is no longer in a state to be used, a specialised company is contracted to fetch the equipment for subsequent processing or dismantling.

Reducing CO₂ emissions

In the activity of Abreu Advogados, the greenhouse gas emissions are due essentially to business trips by employees (by car, train or plane). To help reduce these emissions, we have introduced a video and teleconference system, used for most meetings between the Oporto and Lisbon offices and in some Client meetings. We carry out an average of two video conferences a day. We give also preference to travel by train, a measure which also reduces travel costs.

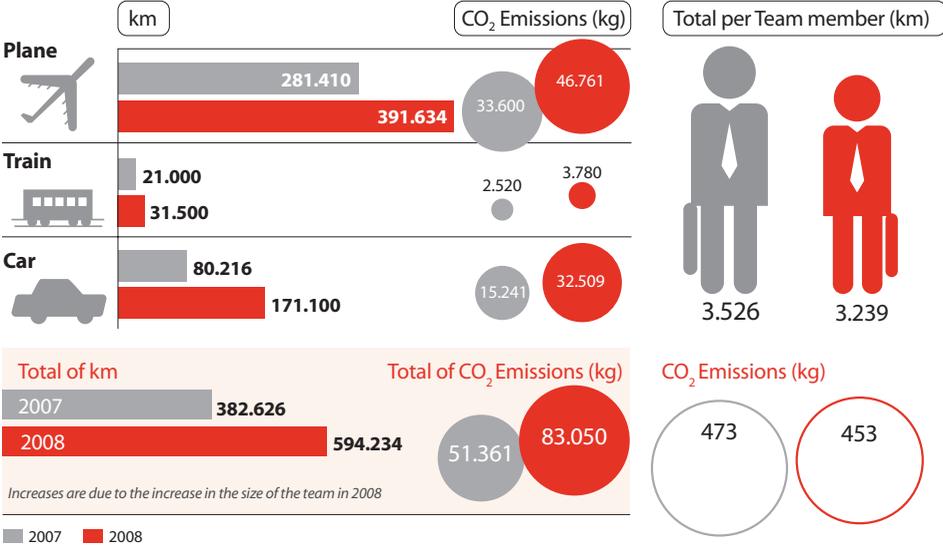
With the survey of the number of kilometres travelled in business trips and, in the future, between home-office, we are considering what improvements we can implement in this area, including, in particular, the *off-setting* of emissions in sustainable development projects.

EN 16



Business travel

Type of transport



* No. Team members + No. external personnel (includes all the people working in our offices); measured in FTE (full time equivalent), which is in line with absenteeism and workload hours

Reducing other forms of consumption – electricity and water

A reduction in energy consumption in offices involves the development of two types of measures – raising awareness of a more rational use of electricity and the replacement of less energy-efficient equipment, such as light bulbs.

We have developed initiatives on the intranet and occasionally send *e-mails* with rules and advice on the most efficient use of lighting, air conditioning and computers.

We are analysing the type of lighting we have by sections – *hall*, meeting rooms, toilets and offices – to assess the type of low-energy light bulbs that will be the most suitable.

The reduction in the use of water is one of the commitments that we have taken on for 2009. We plan to seek technical advice on the procedures to be implemented.

EN 4

Energy consumption



Energy consumption/
employee
(kwh)*



Energy consumption
(kwh)



* No. Employees + No. external personnel
(includes all the people working in our offices);
measured in FTE (full time equivalent), which is
in line with absenteeism and workload hours

■ 2007 ■ 2008

EN 8

Water consumption



Water consumption/
employee
(m³)*



Water consumption
(m³)



* No. Employees + No. external personnel
(includes all the people working in our offices);
measured in FTE (full time equivalent), which is
in line with absenteeism and workload hours

The increase in total consumption is due to the increase in the size of the team in 2008.

■ 2007 ■ 2008

Environmental performance indicators

Type	Indicator	Description	Inclusion
Aspect: Raw materials			
C	EN1	Materials used by weight or volume	Page 114
C	EN2	Percentage of materials used that are recycled input materials	Page 114
Aspect: Energy			
C	EN3	Direct energy consumption by primary energy source	Not available*
C	EN4	Indirect energy consumption by primary source	Page 116. The electricity consumed by the firm is supplied by EDP for which reason we do not know whether its source is renewable or not renewable
A	EN5	Energy saved due to conservation and efficiency improvements	Page 116
A	EN6	Initiatives to provide energy-efficient or renewable energy based products and services, and reductions in energy requirements as a result of these initiatives	Not relevant to legal practice
A	EN7	Initiatives to reduce indirect energy consumption and reductions achieved	Page 116*
Aspect: Water			
C	EN8	Total water withdrawal by source	Page 116
A	EN9	Water sources significantly affected by withdrawal of water	Not relevant to legal practice
A	EN10	% and total volume of water recycled and reused	Not relevant to legal practice
Aspect: Biodiversity			
C	EN11	Location and size of land owned, leased, managed in, or adjacent to, protected areas and areas of high biodiversity value outside protected areas	Not relevant to legal practice
C	EN12	Description of significant impacts of activities, products, and services on biodiversity in protected areas and areas of high biodiversity value outside protected areas	Not relevant to legal practice
A	EN13	Habitats protected or restored	Not relevant to legal practice
A	EN14	Strategies, current actions, and future plans for managing impacts on biodiversity	In the practice of environmental law, we offer the legal advice provided for in the corresponding regulatory framework, with an approach aimed at prevention and environmental protection
A	EN15	Number of IUCN Red List species and national conservation list species with habitats in areas affected by operations, by level of extinction risk	Not relevant to legal practice
Aspect: Emissions, Effluents and Waste			
C	EN16	Total direct and indirect greenhouse gas emissions by weight	Page 115
C	EN17	Other relevant indirect greenhouse gas emissions by weight	We were not able to obtain data on CO ₂ emissions produced during home-work journeys. We hope to do so for the next report
A	EN18	Initiatives to reduce greenhouse gas emissions and reductions achieved	Page 115
C	EN19	Emissions of ozone-depleting substances by weight	Not relevant to legal practice
C	EN20	NO _x , SO _x , and other significant air emissions	Not relevant to legal practice
C	EN21	Total water discharge by quality and destination	Not relevant to legal practice

C = Core indicator

A = Additional indicator

* We still don't have the necessary tool to determine this information. We hope to have it for the next report.



Type	Indicator	Description	Inclusion
C	EN22	Total weight of waste by type and disposal method	Page 114*
C	EN23	Total number and volume of significant spills	Not relevant to legal practice
A	EN24	Weight of transported, imported, exported, or treated waste deemed hazardous under the terms of the Basel Convention Annex I, II, III and VIII, and percentage of transported waste shipped internationally	Not relevant to legal practice
A	EN25	Identity, size, protected status, and biodiversity value of water bodies and related habitats significantly affected by the reporting organisation's discharges of water and runoff	Not relevant to legal practice
Aspect: Products and Services			
C	EN26	Initiatives to mitigate environmental impacts of products and services, and extent of impact mitigation	Not relevant to legal practice
C	EN27	Percentage of products sold and their packaging materials that are reclaimed by category	Not relevant to legal practice
Aspect: Compliance			
C	EN28	Monetary value of significant fines and total number of non-monetary sanctions for non-compliance with environmental laws and regulations	No incidents
Aspect: Transport			
A	EN29	Significant environmental impacts of transporting products and other goods and materials used for the organisation's operations, and transporting members of the workforce	We still don't have the necessary tool to determine this information. We hope to have it for the next report
		Aspect: General	
A	EN30	Total environmental protection expenditures and investments by type	We do not yet have measuring metrics for accounting

C = Core indicator

A = Additional indicator

* We still don't have the necessary tool to determine this information. We hope to have it for the next report.

4. Application level and GRI summary

Application levels	C	C+	B	B+	A	A+
Self declaration						
Validated by external entity						
Validated by the GRI						

GRI Content		Inclusion (page)
1.	Strategy and analysis	
1.1	Chairman's Message	5-7
1.2	Description of key impacts, risks, and opportunities	41-52, 64, 109-111
2.	Organisational Profile	
2.1	Name of the organisation	16
2.2	Primary brands, products, and/or services	16-19
2.3	Operational structure of the organization, including main divisions, operating companies, subsidiaries, and joint ventures	17, 28
2.4	Location of organisation's headquarters	12
2.5	Number of countries where the organisation operates, and names of countries with either major operations or that are specifically relevant to the sustainability issues covered in the report	12, 18
2.6	Nature of ownership and legal form	16
2.7	Markets served (including geographic breakdown, sectors served, and types of Clients/beneficiaries)	18, 33
2.8	Scale of the reporting organization	16, 19, 107
2.9	Significant changes during the reporting period regarding size, structure, or ownership	17
2.10	Awards received in the reporting period	22, 57
3.	Report parameters	
3.1	Reporting period (e.g., fiscal/calendar year) for information provided	10
3.2	Date of most recent previous report	Not applicable
3.3	Reporting cycle	13
3.4	Contact point for questions regarding the report or its contents	127
3.5	Process for defining report content	11-12
3.6	Boundary of the report (e.g., countries, divisions, subsidiaries, leased facilities, joint ventures, suppliers)	12
3.7	Specific limitations on the scope or boundary of the report	None
3.8	Basis for reporting on joint ventures, subsidiaries, leased facilities, outsourced operations, and other entities that can significantly affect comparability from period to period and/or between organizations	12

GRI Content		Inclusion (page)
3.9	Data measurement techniques and the bases of calculations, including assumptions and techniques underlying estimations applied to the compilation of the Indicators and other information in the report	122-123
3.10	Explanation of the effect of any re-statements of information provided in earlier reports, and the reasons for such re-statement	Not applicable
3.11	Significant changes from previous reporting periods in the scope, boundary, or measurement methods applied in the report	Not applicable
3.12	GRI Content Summary	119-121
3.13	Policy and current practice with regard to seeking external assurance for the report	72
4	Governance, Commitments, and Engagement	
4.1	Governance structure of the organisation, including committees under the highest governance body responsible for specific tasks, such as setting strategy or organisational oversight	26-28, 39
4.2	Indicate whether the Chair of the highest governance body is also an executive officer (and, if so, their function within the organization's management and the reasons for this arrangement)	26
4.3	For organisations that have a unitary board structure, state the number of members of the highest governance body that are independent and/or non-executive members	Not applicable
4.4	Mechanisms for shareholders and employees to provide recommendations or direction to the highest governance body	65-67, 80, 92
4.5	Linkage between compensation for members of the highest governance body, senior managers, and executives (including departure arrangements), and the organization's performance (including social and environmental performance)	89
4.6	Processes in place for the highest governance body to ensure conflicts of interest are avoided	28-29
4.7	Process for determining the qualifications and expertise of the members of the highest governance body for guiding the organization's strategy on economic, environmental, and social topics	38, 61-62
4.8	Internally developed statements of mission or values, codes of conduct, and principles relevant to economic, environmental, and social performance and the status of their implementation	24, 28-29
4.9	Procedures of the highest governance body for overseeing the organization's identification and management of economic, environmental, and social performance, including relevant risks and opportunities, and adherence or compliance with internationally agreed standards, codes of conduct, and principles	29, 58-59, 61-63
4.10	Processes for evaluating the highest governance body's own performance, particularly with respect to economic, environmental, and social performance	91
4.11	Explanation of whether and how the precautionary approach or principle is addressed by the organization	28-29, 64
4.12	Externally developed economic, environmental, and social charters, principles, or other initiatives to which the organization subscribes or endorses	61-63
4.13	Memberships in associations (such as industry associations) and/or national/international advocacy organizations	61-63
4.14	List of stakeholder groups engaged by the organization	65
4.15	Basis for identification and selection of stakeholders with whom to engage	65
4.16	Approaches to stakeholder engagement, including frequency of engagement by type and by stakeholder group	65-72
4.17	Key topics and concerns that have been raised through stakeholder engagement, and how the organization has responded to those key topics and concerns, including through its reporting	65-73
	Management Policy Approach – EC	20, 105, 107
	Management Policy Approach – LA	20-21, 79-81
	Management Policy Approach – HR	82-83, 92-93
	Management Policy Approach – SO	24, 29-32, 36
	Management Policy Approach – PR	20, 30-32
	Management Policy Approach – EN	115

Type	Indicator	Inclusion (page)
Economic performance indicators		
C	EC1	107-108
C	EC2	46-47
C	EC3	Non existing
C	EC4	Not applicable
A	EC5	111
C	EC6	111
C	EC7	111
C	EC8	50-51, 96-99
A	EC9	42-52, 111
Social Performance Indicators		
C	LA1	77, 78
C	LA2	94
A	LA3	92-93
C	LA4	Not applicable
C	LA5	99
A	LA6	99
C	LA7	94
C	LA8	100
A	LA9	Non existing
C	LA10	86-89
A	LA11	82-83, 85-88
A	LA12	89-91
C	LA13	78-79, 83
C	LA14	100
C	HR1	100
C	HR2	100
A	HR3	Not applicable
C	HR4	Not applicable
C	HR5	100
C	HR6	100
C	HR7	100
A	HR8	Non existing
A	HR9	Not relevant to Abreu Advogados
C	SO1	100
C	SO2	29-30
C	SO3	101
C	SO4	Not applicable
	SO5	36, 45-46
A	SO6	101
A	SO7	101
C	SO8	Not applicable

C = Core indicator

A = Additional indicator

Type	Indicator	Inclusion (page)
C	PR1	101
A	PR2	Not relevant (related to PR1)
C	PR3	102
A	PR4	Not applicable
A	PR5	68-70
C	PR6	30-32
A	PR7	102
A	PR8	102
C	PR9	Not applicable
Environment Performance Indicators		
C	EN1	114
C	EN2	114
C	EN3	117
C	EN4	116, 117
A	EN5	116
A	EN6	117
A	EN7	116-117
C	EN8	116
A	EN9	117
A	EN10	117
C	EN11	117
C	EN12	117
A	EN13	117
A	EN14	117
A	EN15	117
C	EN16	115
C	EN17	117
A	EN18	115
C	EN19	118
C	EN20	118
C	EN21	118
C	EN22	114, 118
C	EN23	118
A	EN24	118
A	EN25	118
C	EN26	118
C	EN27	118
C	EN28	Not applicable
A	EN29	118
A	EN30	We do not yet have measuring metrics for accounting

5. Data measurement techniques and calculation bases

Turnover rate

The turnover rate was calculated based on the number of Team members who left the firm over the total number of Team members at the end of the year. The formula used was the following: total number of employees who left the firm divided by the total number of employees as of 31 December 2008.

Rate of days lost

The rate of days lost was calculated based on the days lost over the days worked. Days lost are considered from the date on which the employee is absent from work.

Number of workplace accidents

This corresponds to accidents that were declared for insurance purposes.

Electricity consumption

Electricity consumption was calculated from the invoices issued by the power supplier.

Water consumption

Water consumption was calculated from the invoices issued by the supplier.

CO₂ Emission Calculations

Method for calculating CO₂ emissions recommended by *GHG Protocol Initiative*.

Paper consumption

To calculate paper consumption (number of reams per employee), the following were considered:

- 1 tonne = 200,000 A4 pages
- 1 ream = 500 pages

Accounting standards and policies

a) Base

The figures in the Financial Statements are in compliance with the model resulting from changes

made to the POC (Official Plan of Accounts) by Decree-Law No. 35/2005, of 17 February.

The accounts were drawn up based on the accounting principles of continuity, consistency and historical cost.

b) Foreign currency transactions

Foreign currency transactions are converted at the exchange rate in force on the transaction date, and exchange differences are recognised in the profit or loss accounts.

No monetary assets or liabilities are expressed in a foreign currency, for which reason there was no need for this type of conversion.

c) Tangible fixed assets

Tangible fixed assets are reported at acquisition cost, less accumulated depreciation.

Tangible assets are depreciated using the straight-line method with maximum rates:

	No. of years
Buildings and other constructions	10
Plant and machinery	8 to 10
Transport equipment	4
Fixtures and fittings	4 to 10
Other fixed assets	3 to 8

d) Intangible assets

Intangible fixed assets are reported at acquisition cost, less accumulated depreciation.

Intangible Assets are depreciated using the straight-line method over estimated useful lives of:

Research and development expenses: no. of years – 3

e) Leases

Leases are classified as finance or operating according to whether the risk and benefit inherent to ownership of an asset is transferred to the lessee or not.

Operating leases

Payments made in respect of operating lease agreements are recorded as costs in periods to which they relate.

Finance leases

Finance lease agreements are recorded on their start date in assets and in liabilities, at acquisition cost, which corresponds to the current total value of the lease payments.

Lease payments made comprise the financial repayment of the capital and interest expenses.

f) Accounts receivable

Accounts receivable are valued at their fair value, less provisions, based on the calculation of their age.

g) Accruals and deferrals and deferred income

According to the accruals basis, income and expenses are recorded in the period to which they refer regardless of their payment or receipt.

h) Provisions

According to the accruals basis, provisions are recognised whenever:

- 1) there is a present, legal or other obligation;
- 2) the demand for a payment is likely; and
- 3) the probability of this happening is significant.

i) Recognition of income and expenses

According to the accruals basis, income and expenses are recorded in the period to which they refer regardless of their payment or receipt. Differences between amounts received and paid and the corresponding income and expenses will be reported in the Balance Sheet in assets or liabilities, depending on whether they are receivables or payables.

Income refers to amounts invoiced for the provision of services, net of VAT, reductions and discount.

For internal administrative reasons, expenses invoiced concerning expenses with Clients are recorded in income.

They are recorded as costs, for which reason the net profit is not altered.

However, to prevent overvaluation of income and costs by these amounts, and despite their limited amount, they have been readjusted here.

j) Financial results

The financial results include interest paid on loans obtained, interest received from the current account and of other financial investments and gains and losses related to exchange differences.

Interest is recorded on an accruals basis.

k) Tax on profits

The Tax regime for Law Firms in Portugal establishes that the profits of these Companies are calculated in accordance with Corporate Income Tax.

The firm's profits are taxed as Individual Income Tax received by the equity partners or working partners registered with the Bar Association as fiscally transparent.

In accordance with current legislation, tax returns are subject to review by the tax authorities for four years in Portugal.

l) Cash and short term deposits

These include cash and deposits in credit institutions.

Inventory of the private collection



Garden
ISABELLE FARIA



MIGUEL TELLES DA GAMA



MIGUEL TELLES DA GAMA



What is below is equal to what is above
MANUELA PINHEIRO



The last birds
URBANO



UNKNOWN ARTIST



UNKNOWN ARTIST

For any questions regarding this report, please contact:
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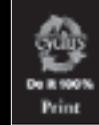
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