



2024

# Sustainability Report

PL  
MJ

Transformative Legal Experts



As we present our fifth Sustainability Report, we celebrate a journey of continuous evolution, with each achievement reinforcing PLMJ's commitment to ethical, responsible and forward-looking action.

The challenge of adopting the Corporate Sustainability Reporting Directive has made our process even more robust and rigorous, enabling us to align our practices with the highest international standards.

At PLMJ, ESG is not a parallel dimension, but a core part of our strategy. Sustainability and business go hand in hand – we don't just have an ESG strategy, we have a strategy where ESG is ingrained in our DNA.

The legal sector has an increased responsibility to develop solutions that address the social and environmental challenges of our time. At PLMJ, we feel and embrace this responsibility and, by advising and anticipating trends, we help companies and institutions to incorporate sustainable practices into their decision-making processes and promote real, lasting transformation.

We are proud of our journey so far, but we know we have not reached its end. On the contrary, each achievement increases our desire to go further. We believe that the sustainability of our business depends on continuous investment in ESG. Growing without this commitment is not an option.

**Bruno Ferreira**

Managing partner at PLMJ



# Our values and strategic priorities

## Who we are

PLMJ is a leading independent Portuguese law firm that specialises in providing legal advice to businesses and we have one of the largest teams in the country. With over 50 years of experience, we have developed a culture of close client relationships, treating their challenges as our own. Our highly qualified teams operate on a full-service, multidisciplinary basis with a strong focus on sector specialisation. We are distinguished by our agile approach, clear communication and results-oriented mindset. This approach promotes lasting, transparent and committed relationships.

## Our values and strategic priorities

PLMJ's values and strategic priorities are based on five fundamental pillars:

- Our governance
- Our clients
- Our people
- Our planet
- Our community

These pillars reflect our commitment to legal excellence. We focus on creating value for our clients and ensuring the well-being of our teams. We promote social cohesion and mitigate environmental impact, while adopting ethical principles and maintaining integrity in management. Our strategy aims to reinforce these pillars and integrate them across our business, guiding decision-making and goal setting in all areas of PLMJ.

## Our commitment

Our commitment to our clients is underpinned by knowledge, pragmatism, and long-term solutions. We put together teams designed to meet each client's specific needs, combining legal talent with in-depth knowledge of the sectors and jurisdictions involved. We believe that the strategic value of legal solutions involves sharing risk and effectively committing to our clients' objectives.

Integrating ESG (environmental, social and corporate governance) criteria into our strategy reflects our recognition that human and environmental challenges are inseparable from our professional activity. We are committed to increasing the consistency and ambition with which we promote the well-being of our people, monitor the social impact of our activities, and support our clients and partners in their sustainable transitions. As members of the UN Global Compact, our commitment to its Ten Principles provides strategic guidance for setting more ambitious goals.

# Approach to the report

The 2024 Sustainability Report marks an important step in PLMJ’s commitment to more structured and transparent reporting, in line with international best practices. As of the date of this report, PLMJ is not within the mandatory scope of the Corporate Sustainability Reporting Directive (CSRD). However, recognising the growing importance of European regulation, we have decided to begin a phased transition to its requirements. This report is therefore a voluntary exercise undertaken for strategic reasons, allowing us to test our internal capacity for collecting and analysing information, identify gaps, and consolidate reporting practices that reinforce our commitment to sustainability.

This report’s structure and content were designed based on a careful selection of indicators from the European Sustainability Reporting Standards (ESRS), specifically the cross-cutting ESRS 2 standards and the thematic ESRS E1 (Environment), ESRS S1 (Social) and ESRS G1 (Governance) standards. While this does not yet represent full alignment, we have sought to incorporate the most relevant materials for our activities and context, ensuring a balanced approach between ambition, rigour, and realism. As in previous years, we aim to highlight not only the progress achieved, but also the challenges identified and areas for improvement.

Our five fundamental pillars structure this report and reflect our strategic priorities. Our governance; Our clients; Our people; Our planet; Our community.

These areas demonstrate our belief that a law firm’s sustainable performance must extend beyond legal practice itself. It must also encompass how we care for our teams, engage with society, manage our environmental impact, and maintain a culture of ethics and integrity. Above all, transparency in this process is a commitment to our stakeholders and to the future we want to help build.

Our governance →

Our clients →

Our people →

Our planet →

Our community →



# Our governance



PLMJ’s governance model is the foundation of the firm’s credibility and resilience, supporting the integration of sustainability principles into all strategic and operational decisions. This chapter is based on structures of participation, transparency and specialisation. It describes the corporate bodies and committees that ensure supervision, risk management, including ESG risks, and the definition of guidelines for responsible business development.

# Our governance model

## Organisation and internal structures

PLMJ’s governance model is based on the principles of participation, transparency and specialisation. It is structured around various corporate bodies and committees that oversee the management, supervision and strategic direction of the firm. The General Meeting, comprising all partners (both equity and non-equity), is the firm’s highest decision-making body. Its responsibilities include amending the articles of association, electing the Board of Directors, and approving the accounts and annual budget.

The Board of Directors, comprising between 5 and 10 elected partners with executive responsibilities, is tasked with managing the firm. This body makes decisions on strategic, operational and human resources matters. Additionally, the Management Committee, comprising

directors from the Management Team, provides direct support to the Managing Partner in coordinating the firm’s daily activities.

The Strategy Board was established in 2022. It is elected by the General Meeting and comprises all members of the Board of Directors, as well as eight additional elected members who are always partners. Its main duties include providing advice on new partnerships and business deals, deciding on changes to the structure of PLMJ’s activities, and making proposals for changes to the strategic plan to the Board of Directors.

There are also other committees and internal structures with specific mandates. These include (i) the Trainee Lawyers Committee, which oversees trainee lawyers; (ii) the Productive Organisation Committee, which is responsible for operational performance; and (iii) the Risk Management Committee, which establishes priorities, frameworks, and business continuity measures. The BPM (Business Process Management) Committee ensures the continuity and auditability of document processes resulting from PLMJ’s recent digital transformation of its governance model.

## The composition, diversity and representativeness of the Board of Directors

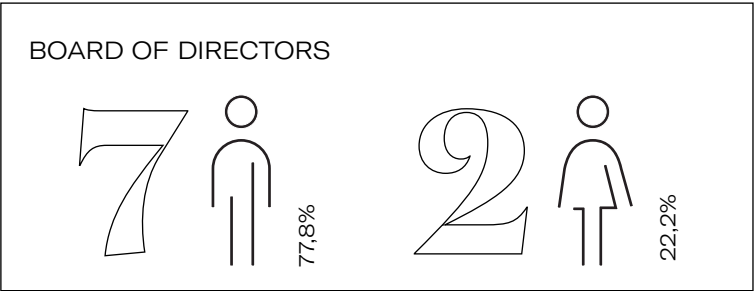
The PLMJ Board of Directors comprises nine members, seven of whom are male (77.8%) and two of whom are female (22.2%). This equates to a gender diversity ratio of 4.5 (one woman for every 4.5 men).

## Supervisory structures

PLMJ’s activities are supervised and controlled by specialised bodies. These include the Supervisory and Ethics Committee, which was established in 2022 and comprises three elected partners who are independent of the Board of Directors. The Committee combines traditional financial oversight responsibilities with disciplinary and compliance functions, ensuring the centralisation of internal rules, control of the regularity of accounting records, and analysis of the accuracy of the annual accounts. It is also responsible for proposing external audits whenever necessary and for organising disciplinary proceedings related to violations of internal rules and the firm’s articles of association.

The Sustainability Committee and the Strategy and Business Development Department are responsible for the supervision of sustainability matters. Together, these committees support the integration of ESG issues into the firm’s strategy and monitor the implementation of respective initiatives.

The Risk Management Committee, which includes the Managing Partner and representatives from strategy, sustainability, finance, risk management and IT, defines risk management policies with ESG impact, including business continuity plans.



## The Sustainability Committee

More specifically, the Sustainability Committee meets at least four times a year to advise and assist the highest governing bodies, the Board of Directors and the Strategy Committee, on fully integrating sustainability principles into PLMJ’s management processes, organisational culture, and areas of activity.

The Committee comprises at least six members, including the Managing Partner, a Strategy and Business Development Department representative, and two or more additional representatives from the management and production teams. Its specific responsibilities include:

- Monitoring the main trends and best practices in the legal sector and other reference sectors in terms of ESG performance
- Proposing innovations and new projects to the Board of Directors that significantly impact corporate sustainability in terms of social and environmental performance and the services offered in the markets
- Monitoring projects and strategic initiatives related to corporate sustainability and sustainable development
- Discussing and validating PLMJ’s main ESG metrics and targets, and defining concrete short-, medium- and long-term plans
- Reviewing and approving the annual sustainability report before it is presented to the Board of Directors
- Reporting to the Board of Directors on PLMJ’s ESG performance in relation to set objectives and market standards.

## Integration of sustainability-related performance into incentive schemes

PLMJ incorporates sustainability-related criteria into its performance evaluation and incentive mechanisms. Members of the management bodies are assessed in four areas: legal capacity, client relations, contribution to the firm, and teamwork and management skills. The latter dimension carries greater weight for partners (30%) and incorporates aspects of leadership and team management. These include performance elements related to sustainability that directly impact the final score and the variable remuneration component. The same applies to the directors of the Management Team.

The evaluation process is holistic and based on a 360° feedback model which incorporates evaluators from various levels of contact and seniority. For directors of the Management Team, leadership skills associated with managing impacts, risks and opportunities, including those related to sustainability, are an explicit criterion for determining variable remuneration. This approach aims to ensure that sustainability performance is consistently encouraged, monitored, and integrated into PLMJ’s evaluation culture.

## Stakeholder engagement

Active listening and ongoing dialogue with our various stakeholders are essential to ensuring that PLMJ’s actions align with both internal and external expectations, and to reinforcing our relevance as a driver of economic, social, and environmental value. In 2024, we continued to maintain channels for listening to and collaborating with our

stakeholders, taking a differentiated approach with each group, including employees, clients, universities, suppliers and third sector partners. These interactions enable us to gain a better understanding of the challenges, priorities and areas for improvement, such as well-being at work, ethics, inclusion, service delivery, social impact and sustainability.

The following table shows the main categories of stakeholders with whom PLMJ interacts, the engagement objectives, the interaction channels and how stakeholder contributions are incorporated into the firm’s decision-making and continuous improvement processes.

CATEGORY OF STAKEHOLDERS CONSULTED:	PURPOSE OF INVOLVEMENT	HOW INVOLVEMENT IS ORGANISED	OUTCOMES AND HOW THEY ARE TAKEN INTO ACCOUNT
PARTNERS	Ensure that the firm’s strategy is aligned with leadership priorities and long-term value creation	Meetings of the Board of Directors	Development of the multi-year strategic plan and management decision-making processes
GENERAL MEETINGS	Recolher perceções sobre a cultura organizacional, o bem-estar no local de trabalho e as oportunidades de desenvolvimento profissional.	Inquéritos Focus groups Entrevistas Embaixadores Ignites (conversas em grupo com o Managing Partner)	Identifying areas for improvement in the work environment, organisational culture, internal policies and development programmes directly influences decisions relating to people management and well-being.
CLIENTS	Understanding expectations and satisfaction with the services provided, as well as identifying opportunities for improvement in the business relationship	Interviews	A review of processes, communication practices and value propositions is needed to reinforce client focus and excellence in legal services
LEGAL AND NON-LEGAL EVENTS	Gain insights into organisational culture, workplace well-being and professional development opportunities	Surveys	Business origination in Portugal for international companies and PLMJ
PORTUGUESE COMPANIES	Sharing best practices	Events Direct contact	
SUPPLIERS	Evaluate the quality of collaboration and find ways to encourage more transparent, efficient and sustainable relationships	Surveys Direct contact	Improve collaboration and efficiency within partnerships, and reinforce sustainability and ethical criteria throughout the value chain
THE FIRM	We listen to the most pressing social and environmental concerns and understand how we can contribute positively to the greater good	Organising and participating in events Participation in business associations Collaborating with universities Collaboration with chambers of commerce PLMJ Think Tank Pro bono services with third sector partners	PLMJ’s social and environmental responsibility priorities are defined by society’s concerns and expectations, helping to align the firm’s actions with global challenges
UNIVERSITY STUDENTS	We support the personal and professional development of young university students, identify talent, and understand the expectations and concerns of the younger generation in relation to the job market	Summer internships Events in universities PLMJ Think Tank	Continuous improvement of internship programmes, adapting the value proposition for young talent, and aligning it with the expectations of new generations
THE PUBLIC SECTOR, REGULATORY BODIES AND PROFESSIONAL ASSOCIATIONS	Ensuring compliance with ethical and legal standards promotes trust and credibility in the legal sector	Internal and external events Regular reports	These entities’ recommendations and concerns are taken into account when reviewing internal practices, ensuring strict compliance with legal and ethical standards, and contributing to PLMJ’s reputation and integrity



# Ethics and transparency

PLMJ is committed to the fundamental principles of ethics, integrity and transparency in all its activities and organisational culture. These values are reflected in the way we conduct our business, the services we provide, and our relationships with all stakeholders. The firm's governance structure, internal policies, and reporting and control mechanisms ensure a consistent, preventive approach to legal, reputational, and conduct risks.

In line with growing expectations from our clients, partners and regulators, PLMJ is strengthening its compliance tools and promoting a culture of shared ethical responsibility.

## Training in ethics and compliance

PLMJ is committed to acting ethically and in accordance with the highest legal and ethical standards. This commitment is demonstrated, among other ways, through a continuous ethics and compliance training programme. The programme aims to mitigate legal and reputational risks, reinforce the internal culture of integrity, and ensure that all professionals understand their responsibilities as PLMJ representatives.

In 2024, the training plan included six sessions covering corruption prevention, whistleblowing mechanisms, the ethics channel, professional and partner conduct, money laundering prevention and KYC, and privacy and data protection. Several of these sessions were led by partners who are experts in these areas, thereby reinforcing leadership involvement in developing a robust ethical culture.

The sessions had an average attendance rate of two-thirds of employees and around 50% of partners. In total, 16 partners (39%) participated specifically in anti-corruption training. In 2025, the training approach will be more targeted, with specialised content on money laundering and terrorist financing prevention aimed specifically at lawyers and administrative professionals with direct responsibility for these topics.

## Codes and policies that promote ethics and transparency

PLMJ's approach to ethics and integrity is underpinned by a set of widely disseminated, mandatory internal codes and policies that align with Portuguese and European legal and regulatory requirements.

The main documents guiding internal conduct are the **Code of Conduct and Ethics** and the **Code of Conduct for Partners**. The Code of Conduct and Ethics incorporates values, principles, and rules of conduct that PLMJ recognises as fundamental. These include (i) scrupulous respect for ethical rules, confidentiality, and professional secrecy; (ii) compliance with legal and regulatory standards, internal policies, and procedures; and (iii) the pursuit of the highest standards of conduct and good practice. The Code of Conduct for Partners establishes a more demanding set of behavioural standards and includes the requirement for an annual declaration of interests. This information is cross-checked with data from the client acceptance process, enabling potential conflicts of interest to be detected and mitigated.

These codes of conduct are available to the general public on the PLMJ website. They are complemented by a set of policies and manuals that detail specific procedures and practical guidelines:

- **Anti-corruption policy:** This defines three levels for gifts and courtesies: exempt from declaration; subject to mandatory reporting; and subject to authorisation by the Board of Directors.

- **The Money Laundering and Terrorist Financing Prevention Manual (MLTF):** This includes a risk matrix applied during client onboarding and continuous monitoring.
- **Whistleblowing Channel Policy:** This covers situations involving corruption and MLTF, as well as moral and sexual harassment, discrimination and other irregularities. The procedures for identifying, reporting and investigating illegal or unethical conduct are clearly defined.
- **The Corruption and Related Offences Risk Prevention Plan:** This consists of risk mapping and mitigation measures approved by the Board of Directors.

These policies are communicated in a structured manner to all employees and partners via email and the Intranet.

There were no confirmed incidents of corruption, bribery, or related misconduct in 2024, nor any associated penalties, dismissals, contract terminations, or fines. No financial or in-kind contributions were made to political parties, nor were there any lobbying activities.

## Responsible procurement

Responsible supply chain management is a key feature of PLMJ's approach to sustainability. Our procurement policy is based on a vision that integrates efficiency, compliance and impact. It incorporates ESG criteria when selecting and evaluating suppliers, and promotes fair, transparent and balanced commercial relationships. In 2024, we consolidated our procurement process with a centralised, structured approach, strengthening due diligence practices and planning additional risk and sustainability assessment mechanisms to be implemented from 2025 onwards.

PLMJ's Procurement Policy establishes clear supplier selection criteria, including business ethics (e.g. fair commercial practices, confidentiality and geographical proximity), environmental and climate action, human rights, health and safety at work, and supply chain due diligence. These criteria are initially assessed through the supplier questionnaire, which is expected to be applied systematically from 2025 onwards. There is also a continuous assessment model adapted to the risk level of each contractual relationship.

Regarding payment policy, PLMJ maintains standard payment terms of 30 days for lawyers, who are considered suppliers due to the nature of their service contracts, and 60 days for external suppliers. More favourable conditions are applied to SMEs whenever justified by market requirements or events, in order to promote more balanced and sustainable commercial relationships. 100% of payments are made within the established deadline, and no legal disputes were recorded for late payments in 2024.

PLMJ will continue to invest in strengthening its responsible purchasing practices, focusing on transparency, risk mitigation, and creating shared value. In 2025, we plan to create a Code of Conduct for suppliers and implement an ESG questionnaire to be used for pre-selection and continuous monitoring, incorporating variables such as sustainability, cybersecurity and credit risk. These measures aim to reinforce the principles of compliance, sustainability and financial efficiency throughout the procurement cycle.

# Our clients



We are committed to technical excellence, professional ethics and strategic value creation in the way we monitor, advise and represent our clients. We work closely with companies from various sectors to understand their challenges, anticipate risks and propose effective, sustainable legal solutions that align with the requirements of an ever-changing regulatory environment.

## “Advising clients on the transition to more sustainable business practices has been a rewarding experience.

In 2024, green and sustainability-linked bond issues were particularly notable. At the same time, we supported several companies in reviewing and adapting their governance models, internal policies, and procedures to promote the effective integration of sustainability into their corporate strategies and decision-making processes.

Recently, we have furthered our joint consideration of the challenges and opportunities that European companies face in the current regulatory context, particularly in light of the approval of the Omnibus package.”

### **Raquel Azevedo**

Partner in the Banking and Finance  
and Capital Markets practices



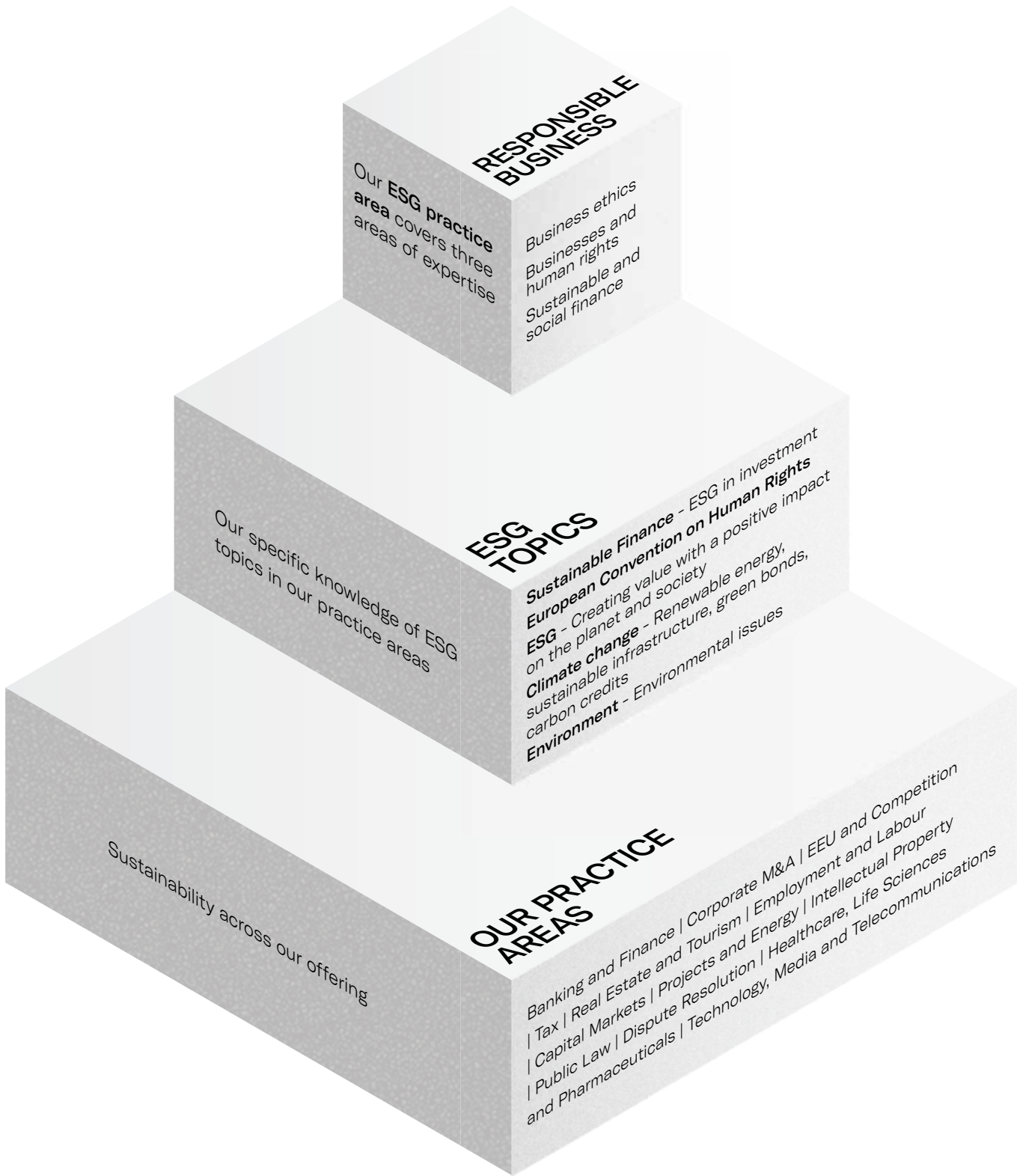
# What we offer

Thanks to our multidisciplinary structure, we can form integrated teams designed to meet each client’s needs. Our teams specialise in specific sectors and have experience in areas that are most relevant to Portuguese and international companies. Our practice areas, listed below, combine solid legal expertise with an acute awareness of the economic, regulatory and social contexts in which our clients operate.

We do not treat sustainability and ESG principles as a separate area, but as cross-cutting themes across various practice areas. This approach enables us to assemble teams of lawyers from different areas of specialisation dedicated to responsible business issues. The teams can then provide legal solutions that address the current challenges faced by companies while promoting the creation of economic value that is aligned with ethical, social, and environmental criteria.

We are consolidating our work in this field and intend to expand our client base further by involving more practice areas in this integrated approach.

To reflect this cross-cutting nature, we have organised our legal offering into a three-level pyramid. At the base are all practice areas, at the centre are the most critical ESG issues, and at the top are the specialist areas of Responsible Business.



Our ESG practice has three areas of expertise:

## 1 Sustainable and social finance

We provide legal support for the issuance of green, sustainability-linked and transition bonds, and for the creation of social investment funds, companies and collective investment undertakings whose policies are aligned with ESG criteria. Given the growing importance of asset management in this context, our team can also support clients in defining ESG metrics and reporting models, and in integrating ESG factors into their financial decision-making processes.

## 2 Human rights

We support our clients in developing human rights policies and supply chain due diligence processes. Our work includes impact assessments, crisis management and representation in litigation, as well as establishing remediation programmes and providing specialised training in this area.

## 3 Business ethics

We support companies in reviewing compliance programmes, implementing codes of ethics and conduct, training teams and analysing and managing conflicts of interest. Alongside legal compliance, our aim is to define governance models that promote organisational integrity and support decision-making that aligns with the company's values.

## Highlights 2024: support for green bond issuance

Sustainable financing operations are playing an increasingly important role in corporate strategies aimed at climate and energy transition. PLMJ has been closely monitoring this trend, offering specialised legal support to companies and financial institutions on debt offerings that align with environmental, social, and governance (ESG) principles. Our involvement in landmark transactions in this area reflects our clients' confidence in our teams and in the firm's ability to combine legal expertise with an in-depth understanding of market requirements and European sustainability regulations.

In this regard, we advised REN – Redes Energéticas Nacionais, SGPS, S.A. on the issuance of €300 million worth of green bonds as part of its EMTN Programme with a maximum value of €5 billion. We also assisted Banco Comercial Português, S.A. and Caixa – Banco de Investimento, S.A. with the issuance of €100 million worth of green bonds by GREENVOLT – Energias Renováveis, S.A.

These transactions are important milestones in the Portuguese sustainable finance market. They illustrate PLMJ's ability to provide legal support for high-impact projects and reinforce its position as a leading law firm in green finance and corporate sustainability.



# Sharing knowledge and promoting ESG

Promoting sustainable practices in the legal and business sectors goes beyond the advice we provide to clients. As a law firm that is acutely aware of its role within the economic and academic ecosystems, we seek to generate, share and amplify relevant knowledge on environmental, social and governance (ESG) issues. We also play an active role in raising awareness and building capacity within the legal and business communities. Through our structured content production and advocacy initiatives, we have helped to stimulate public debate and ensure that sustainability is at the heart of the strategic decisions taken by companies.

## PLMJ Think Tank

Launched at the end of 2023, the PLMJ Think Tank is an open and collaborative platform with an independent digital presence. It aims to contribute actively to the production of legal knowledge on sustainability. With two main areas of focus – corporate sustainability and fintech – the Think Tank brings together academics, lawyers, students, and experts to discuss strategic topics, with the aim of strengthening the link between theory and practice.

This is the first research and development project to be created by a Portuguese law firm that breaks with the traditional model of legal practice centred on the client-lawyer relationship. By systematising and structuring the knowledge generated in legal practice, the PLMJ Think Tank is intended to spearhead a transformation in legal thinking in this country and become a catalyst for innovation in the sector.

The Forum on Sustainable Corporate Governance, which is part of the Think Tank, is a pioneering response to the lack of structured legal debate on sustainability. With 14 texts published, the forum has already surpassed previous output on the subject in Portugal, positively influencing academia, students, and the business sector. The most significant impact is cultural: by placing sustainability at the heart of the legal sector, the Think Tank is fostering a shift in mindset, from viewing corporate responsibility as marginal to central.

## ESG Advocacy

Promoting sustainable and responsible practices also involves PLMJ's participation in discussion forums, regulatory bodies and strategic partnerships. We actively participate in national and international events by contributing articles and technical publications, and by establishing strategic partnerships with public, private, and academic entities.

This has enabled PLMJ to positively influence the development of legal frameworks that are more sensitive to sustainability requirements and strengthen its position as an active agent in the transition to a fairer, greener, more resilient economy.

# Looking to the future

PLMJ will continue to strengthen its work at the intersection of law, sustainability and business strategy. The firm's approach is focused on creating value for clients and anticipating emerging regulatory and social requirements. As the European sustainability agenda evolves, organisations must respond to new challenges in reporting, compliance and governance. This requires them to adapt strategically and informatively to the constantly changing regulatory framework.

## Partnership with Maze to support regulatory adaptation in sustainability.

In response to this, one of the structural initiatives planned for 2025 is a partnership with Maze. The aim is to develop a joint offering of legal and technical support to help companies adapt to the growing European regulatory framework on sustainability. This partnership will support organisations in producing robust, auditable sustainability information aligned with best practices and market expectations.

## ESG knowledge development and advocacy

PLMJ will continue to provide ongoing training on emerging issues such as ethics, human rights, and climate transition. The firm will also continue to publish technical content, participate in specialised forums, and engage in critical reflection on the role of law in the sustainable transformation of companies.

Our vision for the future is based on a clear commitment to evolve alongside our clients and help them navigate an increasingly challenging legal and regulatory landscape. Throughout this process, we will not lose sight of the positive impact that law can have on society and the planet.





# Our people



Our people bring our culture, legal practice and societal impact to life. Investing in the well-being, inclusion, appreciation and development of our teams is therefore an ongoing and integral commitment of the firm. Through consistent policies, dedicated programmes and active listening, we seek to create a stimulating and inclusive work environment that aligns with the various needs of our employees throughout their professional and personal journeys.

In 2024, we organised several initiatives to support our people, including: (i) consolidating recruitment and progression processes for different talent profiles, (ii) implementing well-being programmes focused on energy management for high performance, and (iii) introducing new active listening models such as Ignite conversations and focus groups. At the same time, we reinforced the internal dissemination of human resources policies focusing on flexible working arrangements, support for parents and family assistance. These initiatives reflect our commitment to inclusion, diversity, and respect for the individual needs of each employee.

This chapter outlines how we support our employees. It focuses on key areas such as training and development, talent management, health and well-being, employee engagement, reporting channels, social protection, and diversity.

“At PLMJ, the pursuit of high performance is an ongoing commitment. As a firm of excellence, we strive to be the best among the excellent, which requires many sacrifices.

Recognising that sustainable results require physical and mental health, we created the Fuel for Thought programme. Through this programme, we aim to provide clarity on everyday challenges, enabling us to address emerging needs and empower individuals by creating solutions tailored to the challenges they face. As the human resources team, we act as travelling companions, providing our lawyers and staff with a work experience that enables them to focus on what really matters. To this end, we are working every day to become increasingly proficient in collecting and analysing data in order to make robust decisions. We also continue to develop our procedures and processes, ensuring they keep pace with the growing complexity of market demands.”



**Joana Ferreira**  
Specialist in Human Resources

# Who we are

At PLMJ, we have a diverse, multidisciplinary and highly qualified team, including lawyers, trainees and management professionals. Our recruitment policy is based on merit and a commitment to inclusion, and we respect different professional backgrounds. We seek to build an internal culture based on trust, collaboration and valuing talent.

## Gender distribution of total employees

The figures in the table below refer to the reference dates of 31 December 2023 and 2024, respectively:

	♀		♂	
2023	157	40,3%	233	59,7%
2024	173	40,4%	255	59,6%
	+10,2%		+9,4%	+9,7%

Despite an increase of around 9.7% in the total number of employees, the gender distribution remained consistent with that of the previous year. Around 40% of employees were male and around 60% were female.

This section presents the main demographic and structural data on our workforce, including distribution by gender, contract type, age group, and representation in leadership positions.

## Employee distribution by type of contract

	♀	♂	
SERVICE PROVIDERS	138	164	302
PERMANENT CONTRACT	34	88	122
FIXED-TERM CONTRACT	1	1	2
FIXED-TERM CONTRACT OF UNSPECIFIED DURATION	0	2	2
	173	255	428

Approximately 71% of PLMJ’s workforce (302 out of 428 employees) were bound by service provision contracts in 2024. This predominance is directly related to the liberal nature of the legal profession in Portugal. As lawyers form the majority of the team, the firm is legally obliged to respect the principles set out in the Statute of the Portuguese Bar Association, particularly with regard to professional independence and the absence of hierarchical subordination. These principles are incompatible with employment contracts by definition. The service provision model therefore ensures both the technical autonomy of lawyers and compliance with applicable legal and ethical standards. At the same time, the model enables flexible management of legal practice within the organisation.

1 The number of employees reported in the 2023 Sustainability Report has been revised. The total number of employees in 2023 has been amended from 379 (149 men and 230 women) to 390 (157 men and 233 women). All metrics per employee presented in the previous report have been revised and recalculated based on these corrected figures.

Age distribution by position

	<30 years	30-50 years	>50 years	
PARTNERS	0	24	17	41
SENIOR COUNSEL <sup>2</sup>	0	20	8	28
CONSULTANTS	0	5	0	5
MANAGING ASSOCIATES	0	22	1	23
SENIOR ASSOCIATES	0	45	0	45
ASSOCIATES	63	20	0	83
PSLS <sup>3</sup>	1	4	0	5
PARALEGALS	1	0	0	1
TRAINEE LAWYERS	63	1	0	64
MANAGEMENT TEAM	23	75	35	133
	151	216	59	428

PLMJ’s workforce is a balanced mix of young and experienced professionals. Around 50% of our employees are aged between 30 and 50, and this group holds the most senior technical and management positions.

<sup>2</sup> Also referred to as counsels  
<sup>3</sup> PSL – professional support lawyer

Gender distribution in management positions

These positions are considered to be (i) all 41 partners in the production team and (ii) all 10 directors in the Management Team. The distribution by gender and status is as follows:

	♀	♂	
PARTNERS	30 73,2%	11 26,8%	41
MANAGEMENT TEAM DIRECTORS	5 50,0%	5 50,0%	10
	35 68,6%	16 31,4%	51

Having already achieved gender parity within our Management Team, we are continuing to actively develop and prepare our female lawyers for leadership roles.

In addition, the team turnover rate was 13% in 2024. With regard to the inclusion of disabled people, 1% of women at PLMJ reported having a disability, whereas no cases were reported among men. These figures reinforce the importance of continuing to develop active inclusion policies and personalised support for our employees throughout their professional lives.



# Employee engagement

We design and adjust our people management practices through continuous engagement with PLMJ employees. We also foster a culture of active listening, transparency, and collaboration through structured processes and accessible communication channels. Our goal is to ensure that all professionals feel heard and involved in decisions that affect their daily work and career at PLMJ.

## Continuous consultation mechanisms

PLMJ regularly consults its workforce using the following tools:

### People Advocates

Are senior lawyers who have received specific training to identify signs of organisational discomfort, anxiety or burnout, and they act as an accessible and neutral point of contact within each area. The advocates also gather feedback, analyse workload patterns and propose improvements to management.

### The Pulse Survey

Involves anonymous monthly questionnaires until September 2024, followed by quarterly questionnaires from 2025 onwards. These rate 11 aspects of the work experience, such as health, workload, purpose, organisational culture and interpersonal relationships, on a scale of 1 to 5.

### Ignite Sessions

Are biannual meetings organised by status and focused on sharing best practices, proposing operational improvements, and identifying relevant concerns or problems. These meetings provide a valuable opportunity for direct dialogue with leadership.

Contributions from the teams directly impact the firm’s processes and policies. For instance, suggestions made during Ignite sessions have resulted in tangible improvements, including offering free breakfasts and reviewing flexibility policies. This cycle of listening, analysis and response reinforces employee confidence and promotes an internal culture based on shared responsibility.

Information about these mechanisms is published on the Intranet, and Ignite meeting events are scheduled directly in participants’ Outlook calendars.

## Thematic initiatives and targeted feedback:

In addition to regular channels, ad hoc consultation mechanisms are in place to gather insights on specific topics. These include focus groups, interviews, questionnaires and team reflection sessions. These are conducted depending on the topic or need. This approach has been applied to processes such as onboarding, training and internal policy reviews. Where relevant, key stakeholders such as partners, counsels or PSLs are involved<sup>4</sup>.

4 PSL – professional support lawyer

## Transparent and accessible communication

Employees are kept informed via institutional email, Intranet publications and visual resources, such as internal billboards and NetPresenter messages displayed on locked computer screens. These methods ensure the clear and accessible dissemination of PLMJ's initiatives, policies and benefits.

## Employee commitment

Employee commitment is an essential indicator of organisational health. Committed teams tend to experience greater well-being, resilience, and the ability to collaborate, which contributes to more sustainable work environments.

The Global Engagement Index is the mean score of 45 questions in the Pulse Survey, which are spread across 11 dimensions that assess aspects such as autonomy, purpose, workload, relationships with colleagues, and organisational culture. As it covers all key areas of the work experience, this metric reliably indicates the degree to which employees identify with and align with PLMJ. The 2024 score of 3.7/5 reflects a consolidated level of well-being, motivation and productivity, demonstrating the effective commitment of teams to the firm's mission and values.

# Diversity

Only a diverse and representative team can generate sustainable value for our clients, employees, and society. At PLMJ, diversity at various levels, including social background, professional experience, age, gender, and so on, is a structural commitment and a fundamental pillar of our organisational culture.

Throughout 2024, we consolidated several initiatives that directly impacted our ability to attract and develop talent. Below, we highlight some of our key focus areas.

## Attracting talent

In 2024, we reinforced our position as an organisation open to a variety of backgrounds and contexts. We welcomed two interns from Portuguese-speaking African countries, with the aim of completing their training as lawyers with the Portuguese Bar Association and potentially joining PLMJ.

In addition, we maintained strong links with academia through our regular participation in job fairs at the main law faculties (FDUL, NOVA Lisbon, FDUP, FDUC, UCP Lisbon and UCP Porto) and partnerships with student associations such as ELSA Portugal. We also welcome visits to our firm, job shadowing programmes and students on work placements. This close contact, facilitated by PLMJ lawyers who teach at universities, allows us to identify and attract diverse talent that is aligned with our values.

In the same spirit, we promote greater inclusion and alignment between our lawyers in different geographical areas, providing opportunities for cross-secondment between firms. In 2024, three lawyers participated in these initiatives, including one person from RVA Advogados (our office in Angola) who spent time at the Lisbon office. These experiences not only broadened the experience and know-how of our people, but also strengthened a close and solid relationship with our clients and/or international partners.

Inclusive recruitment

We have reviewed our recruitment processes for summer internships and trainee lawyers by incorporating elements that value not only candidates’ academic backgrounds, but also their profiles, interests, and behavioural skills. The interview with the Trainee Lawyers Committee, which was introduced for summer internships in 2024, enables us to evaluate candidates’ potential to integrate into and grow within PLMJ’s culture. After passing the interview stage, interns join the firm for three weeks and are assigned a mentor. The mentor not only supports them and helps them settle in, but also assesses them. In consultation with the head of the practice area, the mentor decides whether to invite the intern to join the firm as a trainee lawyer the following year.

For trainee lawyers, we have introduced behavioural and English tests, as well as technical interviews, to assess the critical skills required for the role. This approach ensures greater fairness and rigour in the selection process, promoting a more complete and impartial evaluation of each candidate.

Sense of inclusion

We regularly monitor our employees’ sense of belonging and inclusion through the Pulse Survey. In line with 2023, the results of the 2024 survey demonstrate alignment between employees and PLMJ’s culture and strategy, but they also identify areas for improvement.

Issue assessed	Average score in 2023	Average score in 2024
Strategy, Vision and Culture	3,7/5	3,7/5
Importance and Participation	4,1/5	4,1/5
“I get help from my colleagues when I need it”	4,1/5	4,1/5
“I feel a strong sense of team spirit”	3,9/5	3,9/5

In this case, the ‘Strategy, Vision and Culture’ question aims to measure employees’ knowledge of PLMJ’s strategy, whether they are inspired by the firm’s mission, and how aligned they are with it. The ‘Importance and Participation’ question, in turn, measures the extent to which employees and their opinions are valued, and their sense of contribution to the company.

Equal pay

At PLMJ, lawyers’ remuneration is defined in a standardised manner by statute, regardless of gender.

In the Management Team, salaries follow predefined ranges depending on the functional area and professional category. Any salary differences observed are exclusively related to seniority within the categories, with no disparities attributable to factors such as gender or origin. Any salary differences observed are exclusively due to seniority within categories, with no disparities attributable to factors such as gender or origin.

Adaptation and accessibility of physical spaces

In terms of accessibility, the Lisbon office is equipped with motorised doors, ramps, and lifting platforms, enabling people with reduced mobility to move around independently. Adjustable desks and equipment installed at accessible heights have also been introduced to promote an inclusive and functional environment for all employees.

Alliances and public commitments

The consistency of these practices in recent years has been a cornerstone of our people strategy. In 2024, we maintained our commitment to the HeForShe Portugal movement, Leading Together (INSEAD Alumni Association), and the UN Global Compact’s Target Gender Equality programme, as in previous years. These alliances demonstrate our commitment to making diversity one of PLMJ’s main strengths.



# Talent management and development

Our structured, cross-cutting approach ensures the attraction, retention and progression of excellent professionals along clear paths that align with PLMJ’s values and culture.

## Integration and monitoring

In 2024, PLMJ enhanced its integration programmes for new employees and trainees, facilitating their swift adaptation to the firm’s culture and methodologies.

This integrated approach to talent management and development aligns expectations, accelerates the learning curve, and fosters a sense of belonging at the outset of each person’s professional journey.

## Career plans and performance evaluation

PLMJ has a structured career plan applicable to both lawyers and the Management Team. This plan features clearly defined job descriptions and progression criteria, and is accessible to all employees via the Intranet.

This plan is complemented by regular performance evaluation processes which, in 2024, covered 100% of eligible employees (those with at least six months’ service): 82% (248/295) of lawyers and 97% (127/133) of the Management Team. A total of 248 lawyers and 127 Management Team members participated in the evaluations.

## Training and development programmes

Recognising the importance of training for the continuous development of our teams, we continued to invest in our employees’ development by providing opportunities for growth within and outside of PLMJ.

During 2024, we ran 55 internal training courses as part of the curriculum, covering technical content and cross-cutting skills. We also invested in external training, offering financial support for courses, conferences, and workshops promoted by external entities.

In total, the average number of training hours per employee was 14: 13 hours for the production team and 15 hours for the Management Team. When analysed by gender, we see that, on average, women attended more training hours: 16 hours compared to 11 hours for men. These figures are detailed below:

Team	Average number of training hours by gender (in hours)		Average
	Men	Women	
Production team (lawyers)	11h	15h	13h
Management Team	12h	17h	15h
Average	11h	16h	14h

In addition, PLMJ has developed specific programmes to support employees during periods of career progression.

These programmes facilitate the transition to new responsibilities and professional challenges. Rise to Lead, for instance, is an acceleration programme designed for potential partners and focused on developing leadership and management skills.

The training and development area is continuously evaluated through the Pulse Survey. The results below reflect the average monthly score from January to September 2024:

Issue assessed	Average score
“My coordinator is clear about what he/she expects from me.”	3,7/5
“I know how to achieve my work goals.”	3,8/5
“I have access to learning and development opportunities.”	4,0/5
“My contribution is relevant to the work in my area.”	4,2/5

# Health and well-being

Ensuring safe, inclusive and healthy working conditions is an integral part of our commitment to responsible and sustainable organisational practices. In this area, we highlight the following measures implemented or continued in 2024: prevention, ergonomics, adaptation of physical space and continuous monitoring.

## Health, hygiene and safety at work (HHSW)

All PLMJ employees are covered by health and safety management systems based on legal requirements. The Management Team has occupational accident insurance, while the production team is covered by personal accident insurance, ensuring 100% coverage of the workforce.

During 2024, there were no fatalities among employees or service providers. Three work accidents were reported (representing 0.7% of the workforce), as well as one case of work-related illness in the Management Team and two in the production team.

Although PLMJ does not have formal certification in OHS management systems, it conducts annual occupational risk assessment audits, aptitude tests and regular medical check-ups for lawyers, as well as emergency drills. These practices are complemented by annual training for emergency teams, covering first aid, the use of automated external defibrillators (AEDs), evacuation, and first response.

## Lighting, comfort and ergonomics

In the Lisbon office, each space, whether an office or an open-plan area, allows for individual adjustments to temperature, ventilation and lighting. Following trials involving reduced lighting intensity, it was decided to maintain individual controls within minimum parameters, in line with World Health Organization (WHO) recommendations.

As part of the Wellbeing programme, PLMJ also hired an ergonomist to conduct individual sessions with employees, focusing on the correct configuration of workstations (furniture, posture and use of technology). The aim is to establish a continuous routine of training and ergonomic adaptation.

## Monitoring and perception of well-being

The perception of health and well-being is monitored through the Pulse Survey, our internal consultation questionnaire. In the Health section, employees are asked about topics such as their satisfaction with their eating, exercise, and sleeping habits, as well as their stress levels. Below, we highlight some of the results obtained between January and September 2024.

Issue assessed	Average score in 2023	Average score in 2024
Feelings about health status	3,3/5	3,3/5
"My workplace is ergonomically sustainable."	3,8/5	3,7/5

The questionnaire had an average response rate of 48% during the reporting period.

# Whistleblowing channel

PLMJ has a dedicated reporting channel for concerns and potential irregular practices, ensuring the protection of its professionals and the integrity of the organisation.

Managed by Deloitte, the Whistleblowing Channel is an independent service that allows employees to report situations that may constitute harassment, discrimination, corruption, legal infringements or violations of internal policies in a secure, anonymous and confidential manner. The channel also covers any behaviour that contravenes the principles set out in the Code of Conduct and other company regulations.

The revised 2024 Whistleblowing Channel Policy is published on the Intranet and defines the operating rules. It ensures the impartial and prompt handling of all communications received, as well as protection against retaliation for those who use this mechanism. The policy also reinforces duties of confidentiality, transparency, and non-obstruction of reporting.

In 2024, no incidents were reported through the Whistleblowing Channel.

# Social protection and benefits

As the legal profession is liberal in nature in Portugal, a significant proportion of our workforce is employed under service provision contracts. This legal reality restricts access to certain traditional social protection mechanisms that apply to employees. Nevertheless, we aim to provide a comprehensive range of protection and economic security measures to cover risks such as illness, parenthood, workplace accidents and retirement, through a combination of public programmes and internal benefits.

Everyone at PLMJ is covered by social protection mechanisms in the following areas: illness and temporary incapacity; unemployment; accidents at work and disability; parenthood; and retirement.

In 2024, 100% of employees were covered by these protections, with 12 parental leave periods recorded (seven fewer than in 2023) distributed as follows:

	♀	♂	
2023	5	14	19
2024	2	10	12

## Additional benefits

PLMJ also offers an extensive package of benefits in addition to salary:

- Mobile phone subscription
- Training and development fund
- Health insurance, extendable to family members
- Annual medical check-up
- Free psychological consultations
- Free medical consultations
- Transport allowance or subsidised parking
- Life insurance (depending on position/role)
- Payment of Bar Association fees
- Free breakfast from 9 am to 10 am
- Remote and flexible working arrangements, including family assistance and personal hardship
- Annual or end-of-year bonus (depending on firm and individual performance)
- Access to the annual well-being programme (sports activities and mental health literacy sessions, among others)

The effectiveness of these initiatives is currently being monitored based on the usage of benefits and participation in the activities arranged. A process is underway to expand and strengthen the mechanisms for assessing impact and aligning them with the team’s needs.



# Looking to the future

By 2025, we aim to build on the initiatives we have implemented and extend their reach with new proposals tailored to emerging needs. The identified priorities - health and well-being, personal development, and alignment between individual and organisational goals - will continue to inform our actions, in line with our existing commitments and the initiatives outlined for the future. The following initiatives stand out among those planned for 2025:

## Health and well-being

Launch of the ‘Emergency Pit Stop’, a repository of information and support on occupational diseases such as burnout, depression and anxiety

Expansion of the network of psychologists specialising in different areas

Deepening literacy in mental and physical health with new information and training resources

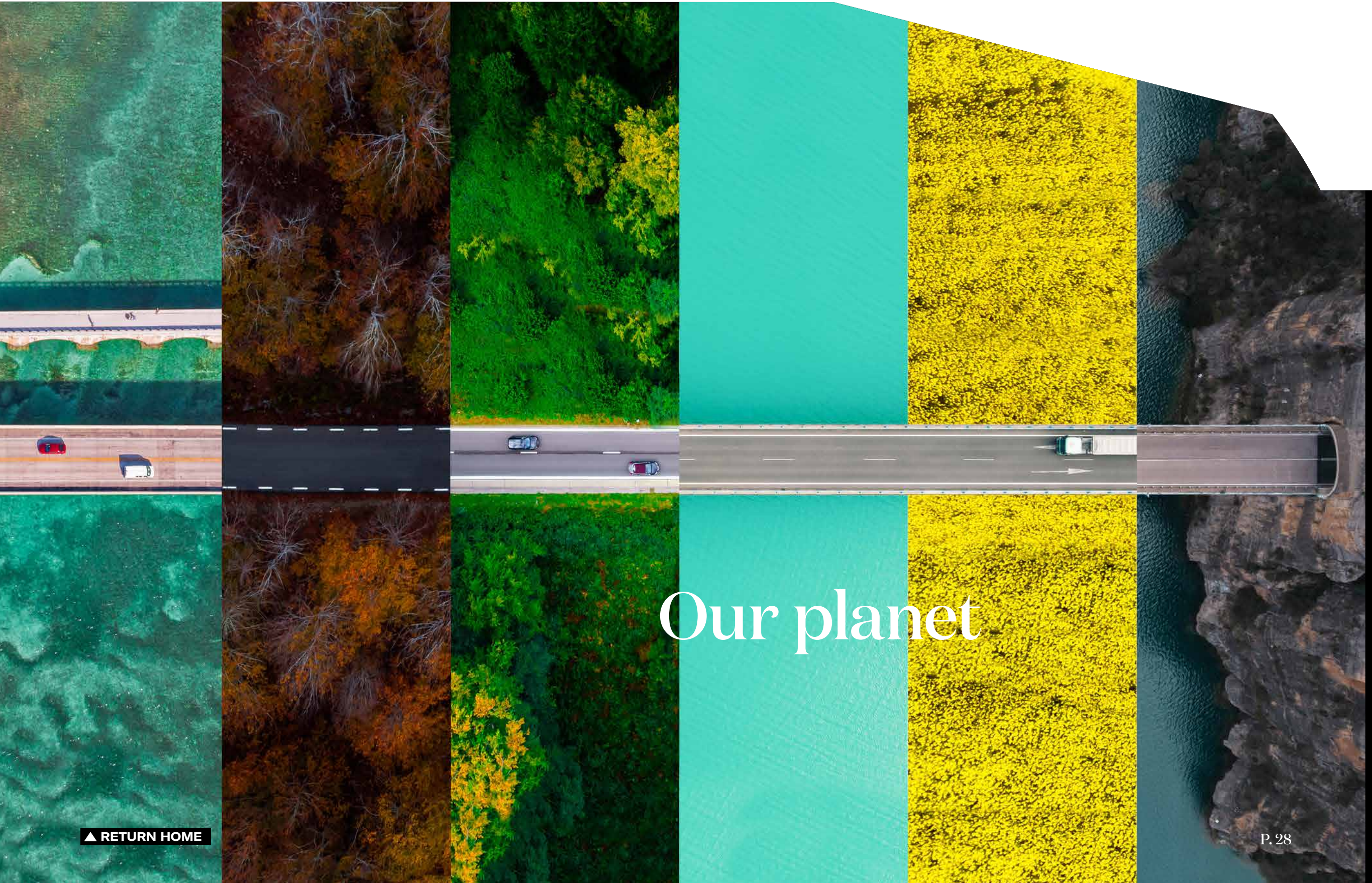
## New well-being brand: ‘Fuel for Thought’

Implementation of a new approach focused on high performance and alignment between the firm’s mission, team objectives, and individual goals

Structuring actions and content to reinforce alignment between institutional vision and professional motivation

Through these initiatives, PLMJ aims to foster a corporate culture of human and professional excellence, founded on respect, active listening, and ongoing development. The company is striving to become a place where individuals can realise their potential and contribute meaningfully to the legal sector and society.





# Our planet



Our commitment to the planet is guided by a long-term vision combining responsible procurement practices with the management of energy, water and waste resources. This chapter details our integrated approach, the monitoring tools we have implemented and the measures we have taken to reduce consumption.

## Our approach

At PLMJ, we take environmental sustainability and efficient resource management seriously. This commitment is reflected in our structured approach, which encompasses responsible procurement practices and optimised building and resource management. We believe that conscious and sustainable management reduces our ecological footprint and contributes to a more ethical and responsible value chain.

“There are goals that particularly excite us, and energy saving and efficiency are definitely among them.

Following the success of our Lisbon office in 2023, our focus shifted to Porto in 2024, where we replicated the model tested in Lisbon. In just one year, we achieved a 36% reduction in energy consumption compared to 2023. While the planet is grateful, the business benefits too, thanks to efficient resource management and a culture that positively impacts our people.

So, what did we do? We optimised the use of air conditioning and lighting systems so that they perfectly adapt to the actual use of spaces without compromising the comfort of the working environment. Using meters and real-time data analysis, we adjusted the model until we arrived at an equation that significantly mitigates our environmental footprint while promoting a mindset focused on sustainability throughout PLMJ. In 2025, we will make energy management indicators available to employees to promote transparency and encourage everyone to participate in our journey towards carbon neutrality. Through the Greenole platform, we will periodically disclose consumption figures and continue to implement innovative solutions to mitigate the environmental impact of our activities.”

**José Pinto**

Director of Building Management, Logistics and Purchasing





Responsible procurement

Formalised in March 2024, PLMJ’s procurement policy represents a milestone in the consolidation of sustainable practices in the acquisition of goods and services. The policy sets out rigorous evaluation criteria focused on pillars such as legality and compliance, business ethics, environmental protection and climate action, human rights, health and safety at work, and supply chain diligence. A structured evaluation process has been implemented, involving the creation of specific questionnaires for suppliers to analyse these sustainability and compliance criteria. Additionally, a scoring methodology has been developed to enable comparison of suppliers based on institutional, sustainability, and operational capacity requirements. This approach aligns with ESG principles and ensures that PLMJ’s partners share our values of environmental and social responsibility.

The governance of the procurement process ensures clear segregation of duties: buyers and users are distinct roles. This model promotes impartiality and transparency, mitigating potential conflicts of interest and reinforcing the ability to demand compliance with contractual criteria. The independence afforded by this model in negotiating and selecting suppliers has led to significant gains in terms of financial sustainability, quality, and optimisation of resource management.

In 2025, we will implement a digital procurement platform to enable even more rigorous and efficient analysis of environmental and social impacts throughout the value chain.

Consumption monitoring and resource and infrastructure management

PLMJ’s management of resources and infrastructure is guided by the principles of energy efficiency, safety, and employee well-being. This ensures the sustainable operation of infrastructure and minimises environmental impact.

Since 2021, Greenole has supported the development of a management platform that monitors energy consumption, CO<sub>2</sub> levels, indoor air quality (IAQ) and the operation of lighting and air conditioning equipment in real time. This solution enables the automatic regulation of light intensity and temperature, the switching off of equipment outside working hours, and the optimisation of energy use based on motion detection.

These measures have enabled PLMJ to analyse consumption more accurately and identify patterns and anomalies that can be corrected quickly and effectively. This monitoring capability directly reduces PLMJ’s environmental footprint, aligning the operation of its buildings with international best practices in sustainability and energy efficiency.

Energy and water resource management

The Greenole platform is now fully operational in Lisbon and was integrated in Porto in January 2025. It will be extended to Faro by the end of the year. The main measures adopted are:

- Automation of lighting and air conditioning, with automatic switch-off in the case of inactivity. This resulted in an average monthly reduction of more than €3,000 in the Lisbon office in 2024
- Grey water reuse (from washbasins to toilets) in the Lisbon offices
- Sensors in all bathrooms to eliminate manual taps and optimise water use

The distribution of energy consumption by source in 2024 is shown below:

	2023		2024		Evolução	
	Total (kWh)	Per person (kWh/person)	Total (kWh)	Per person (kWh/person)	Total (%)	Per person (%)
Electricity consumed (renewable sources)	264.221,03	677,49	498.360,78	1.164,39	+88,62%	+71,9%
Electricity consumed (non-renewable sources)	824.003,97	2.112,83	502.263,22	1.173,51	-39,05%	-44,5%
Electricity consumed (fossil sources)	733.028,36	1.879,56	399.974,43	934,52	-45,44%	-50,3%
Total electricity consumed	1.088.225	2.790,3	1 000 624	2.337,9	-8,1%	-16,2%

Notably, renewable energy consumption has increased by 89% compared to 2023, which significantly impacts the calculation of Scope 2 emissions, as we will see below. We also highlight the absolute reduction in electricity consumption of around 8%, which corresponds to a decrease of around 16% per employee.

Regarding water consumption, we have observed an increase in absolute terms, but a decrease of around 6% per employee.

	2023		2024		Evolution	
	Total (m3)	Per person (m3/ colab.)	Total (m3)	Per person (m3/colab.)	Total (%)	Per person (%)
Total water consumption	617,7	1,6	637,3	1,5	+3,2%	-6,0%

## Waste management

We are currently optimising waste management at PLMJ, with a focus on reducing, reusing and recycling materials. In 2024, we acquired a digital scale to automate the recording of waste produced in Lisbon. This system will be implemented in Porto in 2025, enabling more accurate, real-time analysis of waste generation.

Additionally, we have started to gradually eliminate individual waste bins to improve the separation and recycling of materials. We are running awareness campaigns for employees to reinforce the importance of waste separation.

The total volume of waste is detailed below:

	2023 <sup>5</sup>		2024		Evolução	
	Total (kg)	Per person (kg/person)	Total (kg)	Per person (kg/person)	Total (%)	Per person (%)
Organic	3.139,00	8,05	2.298,70	5,37	-26.77%	-33.27%
Paper	3.896,00	9,99	4.447,00	10,39	+14,14%	+4,01%
Electronics	N/A	N/A	12,96	0,03	N/A	N/A
Construction	N/A	N/A	5.360,00	12,52	N/A	N/A
Bulky waste	N/A	N/A	3.740,00	8,74	N/A	N/A
Miscellaneous	N/A	N/A	117,96	0,28	N/A	N/A

5 Waste for which there is no information from 2023 was only monitored from 2024 onwards, so it is not possible to calculate the relative percentage change.

# CO<sub>2</sub> emissions

Since 2023, we have been expanding our energy consumption monitoring and reduction practices across all our offices as we seek to achieve carbon neutrality. This ambition was further strengthened in 2024 through the expansion of the Greenole platform to Porto and the introduction of additional monitoring metrics.

Additionally, we intend to develop a real-time communication interface for energy consumption, enabling employees to track the outcomes of sustainability initiatives daily. This measure is intended to promote greater environmental awareness and responsibility among everyone at PLMJ.

## Scope 2 emissions

The data collected shows the following Scope 2 emissions figures for 2024, highlighting absolute reductions of around 43% and a reduction per employee of around 48% compared to 2023:

	2023		2024		Evolução	
	Total (tCO <sub>2</sub> e)	Per person (tCO <sub>2</sub> e/person)	Total (CO <sub>2</sub> e)	Per person (tCO <sub>2</sub> e/person)	Total	Per person (%)
Non-renewable electricity	(%)	Per person (%)	64,05	0,150	-43,26%	-48,30%

## Scope 3 emissions

Scope 3 indirect emissions include all emissions generated in the value chain. In our case, most of these emissions are generated when travelling by car, whether private, rented, TVDE (Uber and similar) or taxi, or by plane, train or other public transport. As of today, the figures we have available for reporting are emissions from travelling by train and plane, and from water supply and treatment. We are working to expand this report in the future.

	2023		2024		Evolution	
	Total (CO <sub>2</sub> e)	Per person (tCO <sub>2</sub> e/person)	Total (CO <sub>2</sub> e)	Per person (ton CO <sub>2</sub> e/person)	Total (%)	Por colab. (%)
Plane	(%)	Per person (%)	571,74	1,34	+147,58%	+125,60%
Train	0,92	0,002	2,10	0,005	+127,51%	+107,31%
Water - supply	0,21	0,001	0,22	0,0005	+3,17%	-5,99%
Water - treatment	0,44	0,001	0,45	0,0011	+3,17%	-5,99%
Total	232,51	0,60	574,51	1,34	147,10%	125,16%

To mitigate these emissions, PLMJ has a set of environmental policies in place, including:

- Automation of energy systems (lighting, HVAC and blinds) through the Greenole platform
- Temperature control in line with WHO recommendations
- real-time monitoring of consumption and air quality
- Water-saving infrastructure with reuse systems and automatic sensors



# Looking to the future

PLMJ's ambition for 2025 and beyond is to consolidate and expand its initiatives in responsible procurement, consumption monitoring, and resource management. These will continue to evolve in order to maximise efficiency, transparency, and the mitigation of environmental impacts.

## Responsible procurement

By 2025, PLMJ plans to consolidate and expand its procurement policy, including:

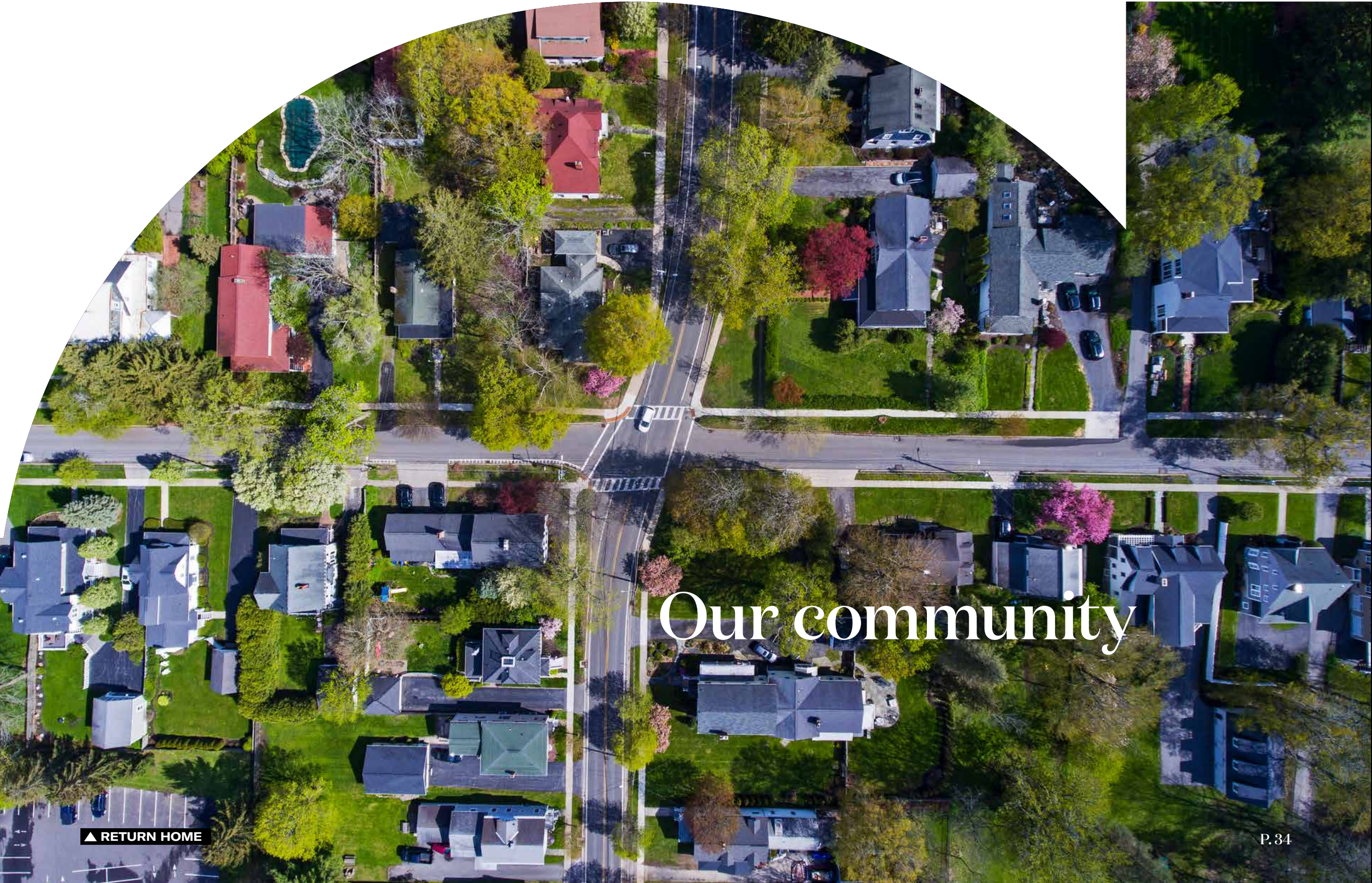
- Analysing the results of ESG questionnaires sent to suppliers, and implementing continuous improvement measures to ensure legal compliance and the adoption of the best sustainable practices
- Optimising costs in new acquisitions and renegotiating existing contracts to enhance financial sustainability and resource efficiency
- Developing and applying the ESG questionnaire for suppliers and institutionalising the assessment of environmental, social and governance criteria
- Strengthening the integration of the procurement policy into digital systems and workflows to ensure continuous monitoring and transparent decision-making.

## Consumption monitoring and resource management:

By 2025, the management of consumption and infrastructure will continue to evolve, focusing on energy efficiency and waste reduction. The main initiatives will be:

- Implementing the rules and functionalities of the Greenole platform in the Porto and Faro offices, replicating the Lisbon model, and ensuring real-time monitoring
- Expanding the waste weighing system to the Porto office and providing automatic online reporting for waste metrics analysis
- Continuously disclosing energy consumption through interactive dashboards to promote awareness and encourage energy-saving behaviour
- Consumption reduction measures will be continually assessed and adjusted, with performance evaluated by location and by year to ensure effectiveness and correct deviations.





# Our community



As a law firm, we have a responsibility to contribute to a fairer, more informed and more supportive society. We do this by putting our knowledge, time and network of contacts at the service of the common good.

Thanks to the legal support provided by PLMJ, Mentes Empreendedoras (Entrepreneurial Minds) has been able to achieve solid growth, increasing its impact in a sustainable and professional manner.

# Our approach

Our community work focuses on four main areas:

Pro bono legal advice	Promoting legal literacy and access to justice
Volunteering, philanthropy and internal campaigns	External representation, partnerships and institutional protocols

In 2024, we took an important step in strengthening the monitoring and reporting of social impact initiatives. We created specific codes for each of the four areas, enabling more precise recording of the hours dedicated to each one. This improvement explains any variations compared to previous years and reflects PLMJ’s commitment to treating these initiatives with the same rigour applied to other areas of its activity.

“Without this partnership, highly complex areas such as labour law, tax law, data protection, intellectual property and corporate/associative law would have posed significant risks.

Operating in a hybrid ecosystem involving public, private and social funding at national and international levels requires specialist legal expertise. With PLMJ’s support, we were able to avoid mistakes resulting from a lack of knowledge and ensure strict compliance with the law. Issues such as the correct VAT framework, the distinction between donations and the provision of services, and adaptation to successive legislative changes in the labour code were handled with confidence and precision.

This collaboration was essential in enabling us to consolidate our mission, protect our team, and act with transparency towards all our partners. PLMJ was undoubtedly a pillar of our impactful growth.”



Afonso Mendonça Reis  
Founder of Mentos Empreendedoras

A total of 3,420.5 hours were dedicated to social impact initiatives in 2024, with more than 2,100 of these hours being spent on providing pro bono legal advice. The promotion of legal literacy and internal volunteering remain areas in which the team is heavily involved. Additionally, external representation continues to be an important means of coordinating with other organisations in the ecosystem, as shown in the table below:

Pro bono legal assistance	2.119,80 h
Promoting legal literacy and access to the law	436,80 h
Volunteering, philanthropy and internal campaigns	197,90 h
External representation, partnerships and protocols	153,30 h
Others	512,70 h
TOTAL	3.420,50 h

Employee involvement in these initiatives is growing and the feedback shared shows a high level of motivation. PLMJ’s commitment to these causes cuts across the organisation and is particularly valued by partners as an opportunity for training and civic development, especially for trainee lawyers.

## Pro bono legal advice

By providing pro bono legal advice, PLMJ is demonstrating its commitment to ensuring universal access to justice and to fostering social cohesion. Our work primarily focuses on three groups: third sector organisations, our own staff, and artists and cultural institutions associated with the PLMJ Foundation. We deliver legal services in these contexts with the same level of rigour and commitment as for any other mandate. This allows us to make the firm’s knowledge and resources available for socially significant causes.

In 2024, PLMJ dedicated 2,120 hours to pro bono work, supporting 40 different organisations. This activity involved 148 lawyers, accounting for 49% of the firm’s legal team. This reflects the high level of commitment and involvement of our professionals.

### Move Saúde

One of the most notable projects of 2024 was the establishment of the Move Saúde association, an innovative initiative dedicated to preventing colorectal cancer. Close coordination with health professionals, social sector specialists and volunteers was key to this work, which exemplifies how the law can be used to provide structured responses to public health challenges.



# Promoting legal literacy and access to justice

Democratising legal knowledge is essential for a more informed, participatory and fair society. In 2024, PLMJ continued and expanded its initiatives in this area. We targeted diverse audiences, from primary school children to vulnerable communities. The overarching goal of these initiatives is to make the law more accessible, understandable, and relevant to people's lives.

## Legal literacy for children

PLMJ's legal literacy programme takes teams of lawyers and trainees to schools in Lisbon, Porto and Faro. Using innovative teaching methods, our volunteers explain topics such as how the judicial system and legislative processes work to Year 4 pupils, promoting legal literacy and civic awareness from an early age.

For the fourth consecutive year, over 100 pupils from across Portugal welcomed 40 lawyers specialising in various areas at the PLMJ firm in Lisbon, Porto and Faro. The lawyers helped these pupils answer questions such as 'What is a court?', 'What does a lawyer do?' and 'How is a law made?' in an innovative and educational way. Schools were selected based on diversity, inclusion and social mobility criteria so that students from different backgrounds could benefit. In 2024, this initiative was carried out through two projects:

- **Justice Among Us**, which focused on how the courts function and the roles of their key players, used topics such as bullying and discrimination to simulate trials.
- **Let's Make the Law**, focused on the legislative process, culminating in the drafting, voting on, and symbolic publication of legislation prepared by the children themselves. The National Press and Mint supported this initiative by publishing the texts in adapted versions of the Diário da República (the Official Gazette).

The initiative had a remarkable impact: it increased children's interest in justice and the legal profession, and it provided volunteers with transformative contact with different social realities. Teachers and coordinators emphasised that the projects fostered critical thinking, a sense of justice, and the value of active citizenship.

"The project was very enriching and inspiring for our children. Through debate and dramatisation, they became aware of the importance of law and justice. It also informed them about the organs of sovereignty and their powers. In particular, it fostered an understanding of how justice promotes and defends human rights. Students were given the opportunity to develop their thinking and reasoning skills, reflect on relevant social issues, and hone their public speaking abilities. Overall, the project increased their awareness of the importance of being active, participatory citizens in society."

**Catarina Matos**

Teacher at the Marquesa de Alorna School Group, Lisbon

## Support for everyday life: Citizen Kit

Developed by PLMJ, the Citizen Kit is a legal support manual that aims to clarify common everyday situations, such as the birth of a child, renting, employment contracts and consumer issues. Initially launched internally, the kit is being prepared for dissemination to vulnerable communities in the future.

In 2024, testing began on a virtual agent based on the kit's content, using artificial intelligence to answer questions in clear, accessible language. This innovation could significantly increase the tool's reach, making legal information more accessible to citizens with low digital or legal literacy skills.

## Lectures in secondary schools

Throughout the year, specific activities were also carried out in secondary schools, focusing on introducing the legal profession and the role of law in society. These sessions aim to introduce young people to the legal world and raise awareness of the various career opportunities available in the sector.

# Volunteering, philanthropy and internal campaigns.

PLMJ's social responsibility initiatives foster a sense of belonging and purpose among our employees while generating a positive impact on vulnerable communities and important social causes. In 2024, we developed participatory initiatives and internal fundraising campaigns.

## Volunteering with Just a Change

In 2024, PLMJ once again partnered with Just a Change, a charity dedicated to renovating the homes of those experiencing housing poverty. Around 60 lawyers and staff from the firm took part in activities in Lisbon and Porto.

Due to its success, the initiative was continued and expanded to include the Faro office in 2025. Our aim is to involve even more staff and contribute to improving the living conditions of more people. The active participation of PLMJ professionals in such projects is widely recognised as an opportunity for personal and civic development. It also strengthens team spirit and reinforces the values of society.

## The PLMJ Foundation

The PLMJ Foundation was established to promote access to culture and contemporary art, and to foster dialogue between the communities in which the firm operates. In 2024, the Foundation reinforced its role as an agent of social transformation by launching several initiatives.

- **FPM #5 Exhibition: Paisagem, Vista e Panorama** (Landscape, View and Panorama): the fifth exhibition at the FPM gallery in Lisbon, dedicated to works of art from the PLMJ Foundation collection closely related to the theme of landscape as both a physical space and a representation.
- The exhibition **Da Natureza das Figuras** (On the Nature of Figures) was exhibited at the Camões – Portuguese Cultural Centre in Luanda and presented works by Paulo Jazz and other Angolan artists from the Foundation's collection.
- **Participation in ARCO Lisboa 2024** with a selection of works from the Foundation's corporate collection, which won the ARCO International Corporate Collection Award 2024 in Madrid.
- **Support for the reopening of the Gulbenkian Foundation's Modern Art Centre**, including collaboration on the inaugural programme to reinforce the Foundation's role in strengthening national cultural institutions.

These initiatives represent just some of the areas in which the PLMJ Foundation is active. The Foundation continues to develop partnerships and projects that promote the democratisation of access to art, stimulate critical thinking, and foster cultural development in the communities in which the firm operates.

## Internal charity campaigns

Throughout the year, PLMJ organised several internal charity campaigns, mobilising its teams spontaneously and independently. The following initiatives stand out:

- **Kilometres for a cause**, which took place on World Physical Activity Day. In this initiative, the kilometres covered by employees were converted into support for a social cause. This initiative is set to be repeated on 6 April 2025.
- There were also **donation campaigns**, such as the collection of goods for fire brigades in response to the summer fires, for the Baby Bank, and for traditional charitable actions during the Christmas period.

Through these campaigns, we promote an organisational culture of solidarity, participation, and attentiveness to the needs of society, regardless of the scale of the intervention.

# External representation, partnerships and protocols

PLMJ's community work also involves participation in collaborative networks, strategic forums and sectoral initiatives with social and institutional impact. Sharing good practices, actively contributing to the definition of public policies, and promoting synergies with other organisations are increasingly significant aspects of our impact strategy.

## Participation in GRACE – Legal Cluster

PLMJ is part of the GRACE Responsible Companies legal cluster, a network of companies committed to sustainability and social responsibility. This has enabled us to share best practices with other law firms and contribute to advancing legal issues with a social impact. In 2024, PLMJ was involved in preparing strategic position papers, including proposals to amend the Corporate Income Tax Code and to create a permanent certificate applicable to associations. These initiatives aim to reduce bureaucracy and facilitate the work of organisations in the third sector.

## Rock in Law Cause Committee

PLMJ was also represented on the Rock in Law Cause Committee, a charitable endeavour within the legal sector. In 2024, we were particularly proud to see the 'Unidades' association, which was established with the support of PLMJ, win the most recent edition. This demonstrates the firm's active and ongoing involvement in projects with a strong community impact.

## Sharing knowledge and experience

Drawing on our experience in sustainability-focused legal consulting, we have sought to promote a culture of cooperation and mutual learning by sharing knowledge with other organisations. In 2024, this took the form of participating in webinars promoted by GRACE on topics such as ESG, Law and Finance, as well as making thematic contributions to working groups on issues like gender equality.

These initiatives reinforce PLMJ's role as an active player in promoting responsible practices in the legal and business sectors, as well as a strategic partner in building a more cohesive, sustainable, and collaborative social fabric.

# Looking to the future

PLMJ will continue to strengthen its commitment to the community by taking socially responsible, strategic action aimed at achieving tangible results. Our experience in recent years has shown us that social impact is built through consistency, focus, and adaptability in the face of emerging challenges. By 2025, the firm will have consolidated existing initiatives and developed new approaches, strengthening the connection between law, volunteering and active citizenship.

## Pro bono legal advice

In terms of pro bono work and institutional impact, the priority will be to promote strategic relationships and focus on projects with greater added value, particularly:

- Strengthening PLMJ’s participation in the Pro Bono Alliance
- Reviewing the selection criteria for pro bono entities to be supported, with criteria for impact and strategic alignment

## Promoting legal literacy and access to justice

Regarding legal literacy, the work with schools will continue, alongside the expansion of teaching formats and the diversification of communication channels. The aim is to reach new audiences and broaden the impact of the legal message. The objectives for 2025 include:

- External dissemination of the Citizen Kit, prioritising vulnerable communities
- Exploration of new channels for sharing legal knowledge, including podcasts and open events
- The production of useful internal content with practical applicability and educational value will continue

## Volunteering, philanthropy and internal campaigns.

In terms of volunteering and philanthropy, we will encourage greater autonomy among our employees. We will also reinforce the diversity of available actions, taking a more decentralised and participatory approach. The objectives for 2025 include:

- Publication of a list of external volunteering opportunities to encourage individual employee participation
- Continued involvement in the Just a Change project, with an expansion to the city of Faro
- Repetition of the tree planting campaign in partnership with Urbem
- Holding a charity run
- Continuing regular internal campaigns, such as donations and themed awareness-raising actions

These initiatives reflect an integrated vision of social responsibility. In this vision, the law serves people and the community, and each employee is encouraged to play an active role in creating a fairer, more inclusive and more environmentally aware society.





# Sustainability in Motion

## This is how we see sustainability at PLMJ

In our legal practice, every opinion, contract and court representation is an opportunity to reflect our values. We do not view sustainability as merely a regulatory obligation. Instead, we see it as an ethical and strategic responsibility that is fully integrated into the way we serve our clients and society.

We believe that the legal sector plays a pivotal role in transitioning to a fairer, more sustainable economy, advising companies on integrating ESG principles into their decision-making processes and interpreting and anticipating the impact of future legislation.

This is our first report that is more closely aligned with CSRD requirements, but it is only the beginning of a path that we have chosen to follow consistently and progressively. In 2025, we will take a decisive step forward by conducting our first double materiality analysis. This is a structured process for identifying the most significant impacts of our activity, as well as the ESG risks and opportunities we face. This exercise will be fundamental to consolidating our strategy and further aligning sustainability with our business priorities.

We intend to continue to adopt best practices, strengthening our transparency, and contributing to a more responsible economic and legal system through our legal work. We recognise that regulation will continue to evolve, but we are not waiting to take action. We are committed to leading by example, using our technical expertise, influence and daily practices to create lasting value for our clients, society and the planet.

## On behalf of all of us

As we reach the end another year of sustainability reporting, we reaffirm our commitment to ethical, responsible and forward-looking action.

In 2024, we brought ESG issues closer to the heart of PLMJ's strategy. We promoted sustainable resource management practices, reinforced our culture of inclusion and well-being, and strengthened our listening and participation mechanisms.

It was also a year of learning and preparation in which we began to align ourselves with the CSRD by adopting the ESRS as a reference for this report. We selected topics selected on a pilot basis according to our current understanding of their importance and we will further develop them in 2025. In this year, we will complete our first double materiality analysis and consolidate the internal processes necessary to respond accurately and consistently to future requirements.

We believe that transformation begins at home. This is why the topics of engagement, talent development, ethics, and governance are so clearly expressed throughout this report. At the same time, we want our impact to extend beyond our organisation. We will do this through community support, our legal work and our commitment to achieving carbon neutrality, with increasingly comprehensive and rigorous emissions reporting.

The future demands ambition, consistency and action. At PLMJ, we are ready to continue on this path with determination and transparency, listening to our stakeholders, learning from challenges, and innovating solutions.

We thank everyone who has contributed to this journey. Together, we are creating lasting value for our clients, society and the planet.

**Daniela Amaral**

Head of Strategy & Business Development



