

MIRANDA

Miranda & Associados Sociedade de Advogados, SP, RL



# SOCIAL RESPONSIBILITY REPORT

2019 - 2020

# Contents

p.2

---

A Word from our  
Founding Partner

p.4

---

The Organization

p.16

---

Pro Bono

p.24

---

Sustainability

p.34

---

Communities

p.47

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Our Vision and  
Commitment  
for 2021

# SOCIETY MUST COME FIRST



Bruno Lisboa / Global images

**Agostinho Pereira de Miranda**

Milton Friedman, the American Nobel laureate economist, famously argued in a New York Times article, written 50 years ago last September, that the social responsibility of business was “to increase profits” and that anything business people might do otherwise would be part of “the socialist view”.

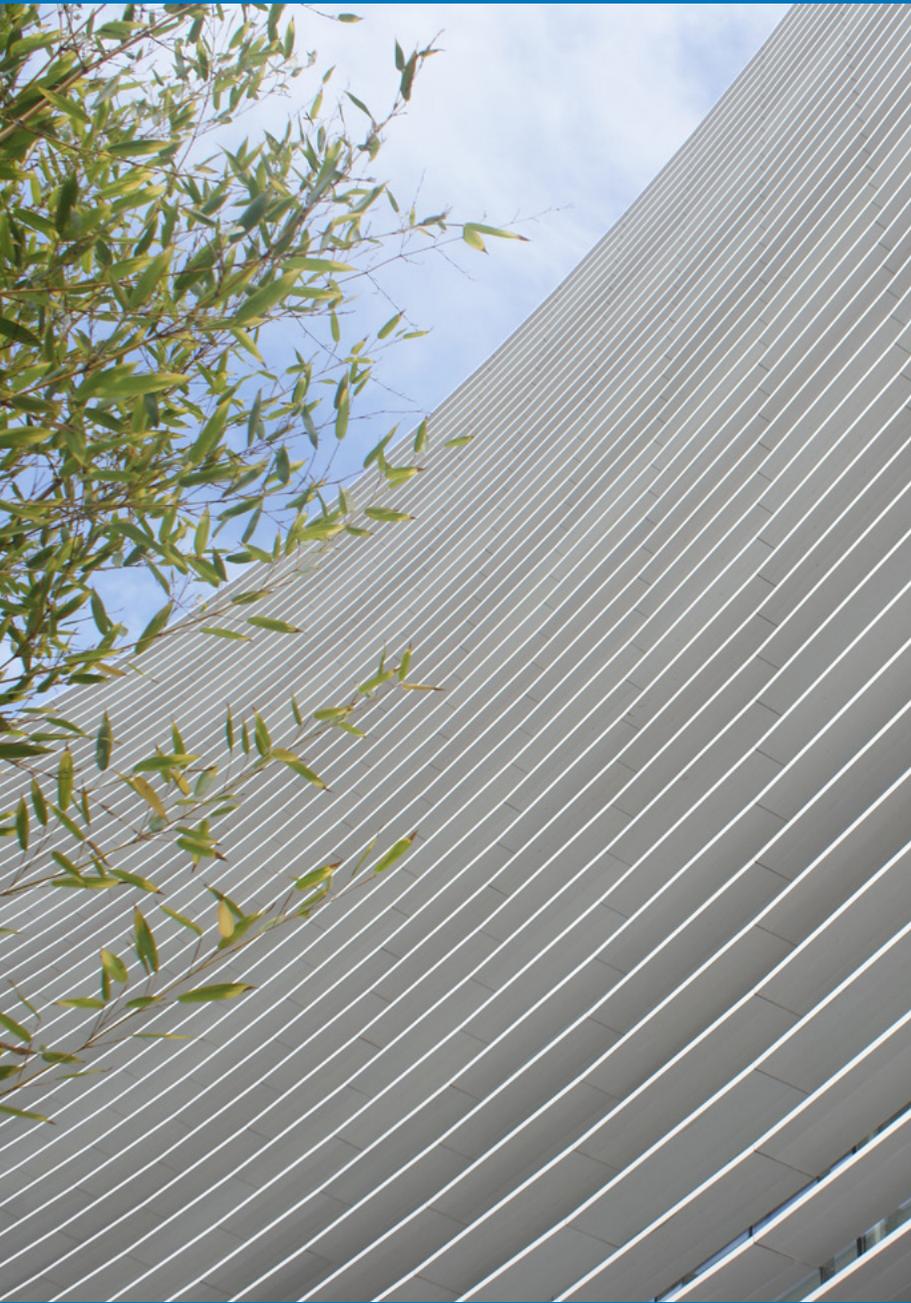
We know better now. No serious business person currently disputes that ignoring environmental, social and governance (ESG) issues can be bad for business, and that abusing employees risks higher turnover and training costs, not to mention greater difficulty in attracting the most qualified candidates.

In 2019, before a global pandemic and a recession of historic proportions struck us all, the very influential Business Roundtable, based in Washington DC, made public its ‘Statement on the Purpose of a Corporation’. In it the chief executives of more than 180 large corporations declared that business needs to move away from its culture of shareholder-obsession and undertake “a fundamental commitment to all of our shareholders”.

Stakeholder capitalism is far from taking over the world. But if we are to protect the most advanced socio-political system that humankind has ever developed – let us call it liberal capitalism – we must all do our part to embed it in the moral fabric of our society. Any business that puts markets ahead of society is not living up to its responsibilities. And in all likelihood will eventually fail.

In our firm we have recognized for decades the importance of a robust CSR program. If nothing else, out of an enlightened self-interest: clients, employees and communities increasingly demand it. ESG metrics, sustainability ratings and corporate rankings are here to stay, no matter what nostalgic neoliberals might think.

The next phase will be for national and international laws to codify (some already do) what up to now has been for the most part soft law. I am convinced that this inevitable redesigning of business structures and corporate laws will find Miranda ready to embrace it enthusiastically.



## THE ORGANIZATION

p.4

Who we are

p.5

Our CSR  
Governance  
Model

p.6

What we do

p.7

Our Ethics  
and Values

p.8

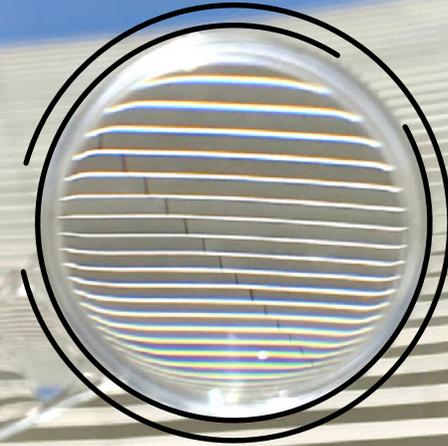
# Who we are

MIRANDA & ASSOCIADOS ("Miranda") is a full-service law firm, headquartered in Lisbon, Portugal. Overall, the Firm employs more than 150 legal professionals and 44 support staff.

With over 30 years of experience assisting clients, we combine the highest international standards with local expertise and have gained recognition as the most internationally oriented Portuguese law firm.

As an organization, Miranda is well aware of its duty to contribute to building and developing a sustainable society, and is deeply committed to its social responsibility program.

We collectively believe that our small gestures can have a big impact and drive social and environmental change. Through our social responsibility program, we foster and nurture positive behaviors by developing sustainable relationships with our local communities and clients across the globe. We commit thousands of hours and raise thousands of euros annually to support charitable causes in the communities where we live and work and to assist those who most need access to justice on a pro bono and voluntary basis. We also believe that we need to support our planet by embracing and effectively implementing environmentally friendly and sustainable policies and practices.



# Our CSR Governance Model

Our dedicated Corporate Social Responsibility Committee is headed by the Firm's Founding Partner and managed and coordinated by our partner in charge of CSR. In addition, the CSR Committee comprises members of our professional staff and lawyers of different levels of seniority. Each member has been entrusted with specific tasks and responsibilities.



# What we do

The CSR Committee coordinates social and environmental initiatives across the Firm, encouraging all lawyers and staff to look beyond the business results and numbers and to focus on the impact that Miranda can have on its clients and employees at different levels.



The key areas which make up our social responsibility program:

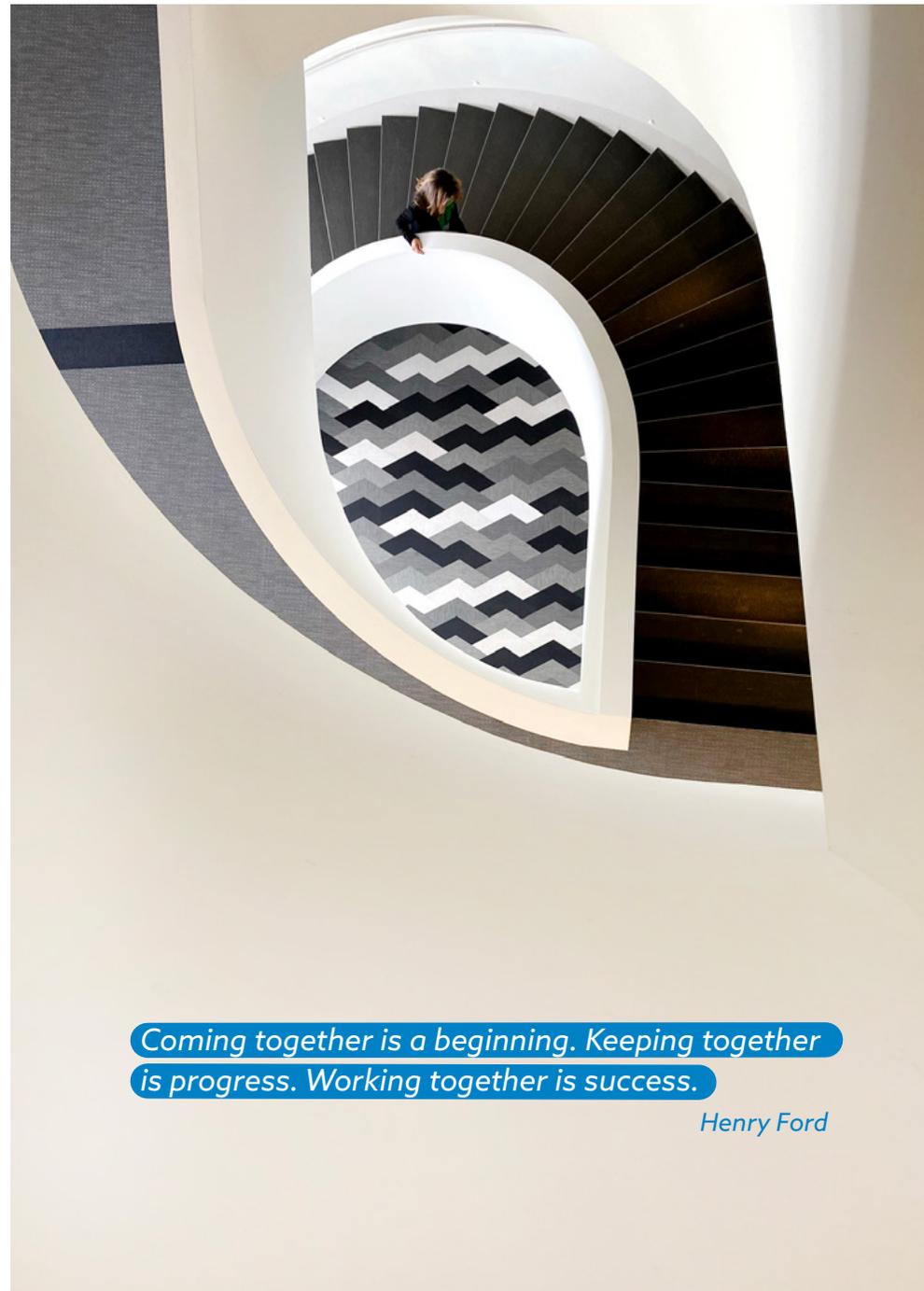
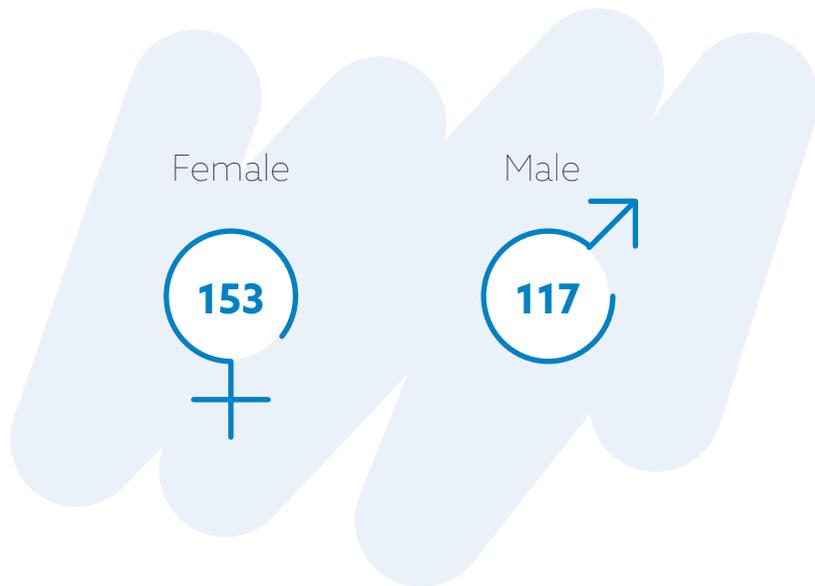


Working together in these three areas, Miranda has developed a first class and innovative social responsibility program.

# Our Ethics and Values

## Female Talent

We have embedded gender balance so well in our Firm's culture over the years that today women are not only represented at all levels, but they actually outnumber men. However, what truly sets Miranda apart from other law firms is not that women simply surpass men but that they occupy positions of leadership within the firm. We are very proud of the fact that 11 of our 27 lawyer partners and six out of nine of our managing associates are women. Other important testimony of Miranda's gender philosophy and continued efforts in cultivating female talent is the fact that 16 of our 31 Heads of Department are women, and that of the seven partners that comprise our Board of Directors, four are female.



*Coming together is a beginning. Keeping together is progress. Working together is success.*

*Henry Ford*

## Our Ethics and Values

### Diversity and Inclusion

Miranda's strong, diverse culture is a direct result of the **23 nationalities** that comprise our workforce and of our presence in **19 countries** around the world. It allows us to fully understand the needs and concerns of our various stakeholders, wherever they are. The diversity of our lawyers' backgrounds enables them to bring different perspectives to the table, which in turn allows us to give our clients and other stakeholders the best of our thinking and the highest quality in everything we do. Embracing diversity allows us to act as an effective bridge and to build strong ties with the local communities that we touch.

Every Miranda lawyer speaks English fluently, and many of us are proficient in other languages, such as Portuguese (our mother tongue for most of us), French, Spanish, German, Italian and Tetum. Our diversity and ability to communicate with our different stakeholders in their own language has always been a key element of our success. Miranda welcomes different ages within its business environment, and this in time has resulted in an inter-generational workforce with an **average age of 41**.



Hello  
Hola  
Hallo  
Olá  
Salut

19 COUNTRIES

Angola Brazil  
Cameroon Cape Verde  
Côte D'ivoire Dem. Rep. Of  
The Congo Equatorial Guinea  
Gabon Guinea-Bissau Macau (China)  
Mozambique Portugal Republic  
Of The Congo São Tomé And  
Príncipe Senegal Timor-Leste  
France (Paris) UK (London)  
USA (Houston)

## Fostering our People's Full Potential

We are well aware that our future and continued growth depend on attracting the best and retaining our talent by enhancing their skills and nurturing their ambitions.

Our recruitment process focuses on finding people of outstanding skills, at academic and other levels. We strongly believe that we attract unique people who are able to go the extra mile to deliver high quality legal services that make a real difference to our clients.

Once we find the skills and capabilities that we typically look for in a lawyer, we offer the training and development that will allow our people to develop their personal and professional potential to the fullest extent possible.

We have therefore developed and implemented a comprehensive training program which includes:

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### General training sessions in areas of common interest

These sessions take place on a regular basis and typically focus on general matters (e.g. oil & gas, arbitration, tax, etc.), or on the enactment of a new law in a certain area of interest (e.g. legal and tax framework reforms in a given jurisdiction). Training

sessions are conducted by senior lawyers with deep knowledge and practical expertise in the relevant area.

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### Training sessions specifically directed at our trainees to help them prepare for the Bar exam

Training and review sessions are conducted by senior lawyers specialized in the relevant area.

### Training sessions for all lawyers aimed at helping them to increase their capabilities and specialize in a given area

Training sessions are conducted by both professionals hired externally and by senior lawyers specialized in the relevant area. Of note is the training received in compliance and artificial intelligence by some of our associates with the purpose of better serving the interests of our clients.

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### Sponsoring post-graduate studies for our junior lawyers

Some of our junior lawyers attend post-graduate courses or Master's programs aimed at obtaining a specialization in a particular area of the law. These courses and Master's programs are fully sponsored by the Firm. An example is the recent sponsoring of post-graduate courses in Arbitration, given by the Universidade Nova de Lisboa.

### Language training sessions for all lawyers (whenever necessary) in English, French, Portuguese and Spanish

Miranda employs an in-house English teacher and also regularly hires teachers who conduct individual lessons at our offices or via teleconference or videoconference.

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### Intensive training programs designed for lawyers from other Miranda Alliance jurisdictions who wish to have a short introduction to Portuguese law

Training sessions are conducted by senior lawyers specialized in the relevant area.

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### Summer Internships and other work experience

We regularly welcome law students for short periods in order to provide them with an impression of what it means to be a lawyer. Whenever possible, these students attend our internal training sessions to gain legal skills that may help them in their future career.

## Fostering our People's Full Potential



*After completing a Master's Degree in Arbitration and International Trade in France, I joined the Professional Legal Education and Training Program of the Paris Bar School, which prepares trainee-lawyers for the Paris Bar Exam (CAPA) to become a French qualified lawyer. For the purposes of this training I had to complete two mandatory internships, one in a French law firm and another one, which could be carried out in a law firm abroad. Since I have always been interested in having professional experience in a law firm abroad, especially in Portugal, Miranda represented an excellent opportunity to practice my Portuguese on a daily basis, and to learn a little bit about the functioning of local institutions, as well as about the practice of the legal profession in Portugal, mainly in litigation, arbitration and OHADA law. It is within this context that I joined the firm on 6 January 2020 for a six-month internship.*

*When I arrived in Lisbon, the members of Miranda's support team had planned everything so that I could settle in easily. The day after my arrival,*



*My summer internship at Miranda was a great opportunity to get real "in-the-field" experience. As law students, the knowledge we acquire at university is often mostly theoretical, and a summer internship is a great opportunity to finally challenge ourselves and apply that knowledge "in the real world". Those were my general*

*expectations when I applied for the internship, but the experience I had exceeded them all.*

*I was really impressed to see how invested everyone was in teaching me how everything was done, and making me feel welcome. I was personally introduced to everyone at the office and assigned a mentor, with whom I*

\* Comments from two of our summer interns.

*Paulo Balbino took me to the apartment provided for the duration of my internship and then to Miranda's offices. I was impressed by the premises and by the number of lawyers and administrative staff. After an introductory tour of the offices, I was accommodated in an open-space with 6 other trainee-lawyers, already in training when I arrived. I was warmly welcomed by everyone and was very well integrated by the other trainees.*

*I was lucky enough to be able to work for two departments at the Firm: the Corporate and Commercial department in relation to the French-speaking jurisdictions (OHADA), and also for the Litigation department. It was particularly interesting for me to gain insight into new subjects and legal systems as I had never worked before on issues relating to the African market. Because of the Covid-19 pandemic I had to complete the second half of my internship remotely, but the firm provided me with all the technical means to allow me to work from home. To conclude, I appreciated working in an international environment and being able to assist the lawyers of the Firm on a wide variety of issues, both in advisory and litigation matters, for clients operating in several African jurisdictions.*

*Jessica Duran* ☺

*worked more closely. She brought me up to speed on different cases, and assigned me real tasks, while always being available to help me with any doubts I had, and actively explaining important aspects of her work.*

*At Miranda you will find lawyers specialized not only in many different practice areas but also in different jurisdictions, which makes this experience even more unique as it gives you the opportunity to broaden your knowledge while learning from the best.*

*The time I spent at Miranda during my summer internship was definitely what made me want to come back, and today I am proud and honored to share this experience as a now-trainee lawyer with the Firm, continuing the learning process I started during the summer internship.*

*Diogo Serrano* ☺

## We care about our People

Happy Team for a happy office

MAGIC: our network coming together once a year

Internal legal services

Christmas Party for our team's children: we are a family



## Our Ethics and Values

### We care about our People

#### Happy Team for a happy office

Our Happy Team believes that we thrive in an environment where we feel a connection to others, a connection that needs to be built and nurtured on a daily basis. In order to do that, our Happy Team has organized a number of activities aimed at strengthening the bonds between the people at our Firm.

We started 2019's activities with one of our typical get-togethers - Happy Friday - where we remembered the 90s with a themed costume party. The Happy Team also brought some "friendly rivalry" to the office with a karaoke competition, where lawyers and professional staff were encouraged to show off their artistic side to a jury. The competition was followed by our traditional summer barbecue that included food, drinks, and much singing and dancing.

Since we know that fostering relationships with others requires a great deal of energy and vitality, the Happy Team organized two new activities to nourish both body and mind. The first was a nutrition workshop with a professional nutritionist, who shared healthy recipes and tips on how to better care for our bodies. The second was a cinema session, where we watched "Deepwater Horizon", a movie based on the Deepwater Horizon explosion and oil spill in the Gulf of Mexico, which helped us reflect on the importance of several aspects of our practice in the Oil & Gas sector.

All of the moments we have shared have turned us into a big family, so welcoming our members' children into the office has become a joyful habit. In 2019, the Happy Team, alongside children's tech company Teckies, hosted a technology summer camp where 15 of our employees' children were able to develop their programming skills and build a robot that they presented at the end of the week. The children also had a chance to play together on our deck, have lunch in our canteen and experience life at the office.

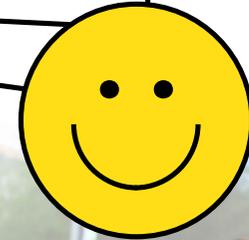
MIRANDA



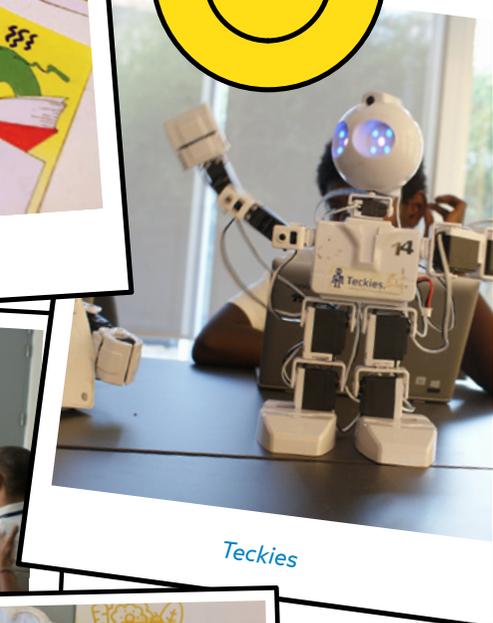
Karaoke competition



Revenge of the 90s



Nutrition workshop



Teckies

## We care about our People

### MAGIC: our network coming together once a year

While 2020 posed great challenges for companies and individuals, we saw it as an opportunity to connect with each other in new and different ways. Every year, around Miranda's birthday, our members from across the world get together for a special event: "MAGIC - Miranda Alliance Gathering. It's Cool!", which celebrates our incredibly diverse but united network of professionals. The event usually involves welcoming guest speakers on various subjects followed by a fun-packed dinner and party in the evening.

In 2020, however, we were forced to think outside the box and shorten the distance virtually with an international video conference. We started MAGIC 2020 by listening to Rita Correia from Miranda & Associados in Portugal, Fátima Freitas from Fátima Freitas & Associados in Angola, and Paulo Pimenta from Pimenta e Associados in Mozambique, who reviewed their results for the year and shared their thoughts on our future challenges. Next, Agostinho Pereira de Miranda, Miranda's Founding Partner, gave an inspiring speech on the "audacity and ambition" that push us forward during the most trying times. The event continued with an online team-building activity, a virtual escape room that brought out everyone's problem-solving skills and competitive side. This activity also gave us the opportunity to see old faces and meet new ones in a fun and relaxed environment that was very memorable. It all culminated with the showing of a video of our wishes for the new year and the times ahead.



MAGIC 2019



MAGIC 2020

## We care about our People

### Internal legal services

We strongly encourage our lawyers to dedicate a number of hours per year to assist other colleagues with their specific legal needs. This provision of legal services within the Firm goes against the old adage “the shoemaker’s son always goes barefoot”. It has proven to be very popular and has built bridges and new ways of collaboration between our different areas and departments. In the biennium 2019/20, the Firm provided **1,470 hours of pro bono legal services** to colleagues within Miranda Alliance.



### Christmas Party for our team’s children: we are a family

One of our most cherished annual traditions, our “Children’s Christmas Party”, is the embodiment of our sense of family and of how much we value sharing special moments and making memories together. In 2019 the festivities included a magic show, face painting, games, music, Christmas treats and, of course, the party’s highlight: Santa’s visit. As always, Santa came bearing gifts for all the children on behalf of Miranda and the Happy Team. Despite it being a special time for children, we believe the holiday season should be celebrated by people of all ages and cultural backgrounds, which is why the Happy Team arranged for seasonal treats and refreshments to be handed out at the office on Christmas Eve and New Year’s Eve, ending the year with a little bit of magic for everyone.



## PRO BONO

p.16

Cooperation  
protocols

\_\_\_\_\_

p.17

Pro Bono work with  
the community

\_\_\_\_\_

p.21

Entrepreneurship  
support

\_\_\_\_\_

p.22

Time spent with  
Pro Bono activities

\_\_\_\_\_

p.23

## PRO BONO ACTIVITIES

Miranda believes that providing pro bono services is an ethical obligation that all of our lawyers share. Indeed, through pro bono services we can give something back to the community by providing local access to justice with quality legal services, free of charge.

As an international law firm, we aim to provide pro bono services to a diverse range of entities, such as non-profit organizations, to disadvantaged people of limited means, and in matters of local community concern worldwide.

We believe that by donating our time, knowledge and skills we can all build a better and fairer world.



## Cooperation protocols

**Miranda has a pro bono program which involves the execution of a number of cooperation protocols with non-profit entities dedicated to different types of activities.**

### Pro Bono Alliance

In 2020, Miranda helped to set up the Pro Bono Alliance, which came about through the social awareness of a group of lawyers who were unhappy with the insufficient capacity to respond to requests received for pro bono legal support. They made a commitment to jointly enhance the social impact of their activity in the pursuit of better access to justice. The Pro Bono Alliance seeks to respond directly and actively to the United Nations' 2030 Sustainable Development Goals (SDGs), specifically SDG 10 (Reducing Inequalities), SDG 16 (Peace, Justice and Strong Institutions), and SDG 17 (Partnerships for Sustainable Development Goals).

### Pro Bono Day

The 2nd edition of Pro Bono Day, dedicated to the theme "Pro bono reinvented in response to the crisis/crises", took place on 26 November 2020 in an on-line format. Among other invited speakers, Guilherme d'Oliveira Martins, of counsel at Miranda, participated in the panel on the regulations that structure and establish rules for the functioning of the 'Pro Bono Alliance'. This initiative was part of the European Pro Bono Week and was organized by several law firms, in conjunction with the *Associação Pro Bono Portugal*.



### Entrajuda

Miranda signed a Protocol for Cooperation in Pro Bono Activities with *Entrajuda*, an association supporting charity organizations that has great importance and impact in Portugal. Under the Protocol, Miranda commits to supporting, on a no-fee basis, activities promoted by *Entrajuda* in various areas of law.

### Fundação Champalimaud

At the end of November 2020, Miranda formalized a Cooperation Protocol with the *Fundação Champalimaud* for the provision of pro bono legal services in various areas of law. The *Fundação Champalimaud* is a non-profit Portuguese foundation engaged in scientific research in the field of medicine. Its priority is to stimulate discoveries that benefit people while also promoting new standards of knowledge, primarily at the *Centro Champalimaud* in Lisbon, where it carries out its activity in the areas of neurosciences and cancer research. It was established by bequest in 2004, a legacy of António de Sommer Champalimaud, a Portuguese visionary and entrepreneur.

According to the prestigious scientific magazine *Nature*, the *Fundação Champalimaud* ranks fourth in the world of non-profit institutions in the area of Artificial Intelligence.



### APPDA

APPDA - Lisboa, *Associação Portuguesa para as Perturbações do Desenvolvimento e Autismo* (APPDA) is a Portuguese non-profit association affiliated to 'Autism-Europe' that aims to promote the rights of people diagnosed with autistic spectrum disorders and to help improve their quality of life. APPDA provides the following services, amongst others: early diagnosis and intervention for people with autism, special education schools, an occupational activities center with capacity for 60 people, and nursing homes for elderly people with autistic disorders. APPDA also facilitates support and education for parents and others directly related to those who have an autistic disorder. Miranda began offering legal services to APPDA in 2012, seeking to contribute to APPDA's mission over the years.

### Trace International

TRACE is a globally recognized anti-bribery trade association which includes around 500 multinational companies operating in 156 countries around the globe. As a member of Trace, Miranda provides current information on the anti-corruption legal framework applicable in the jurisdictions covered by the Miranda Alliance. Our contribution is made on a pro bono basis as part of our commitment to combating corruption and fostering compliance.

### Liga para a Proteção da Natureza

Miranda has been providing pro bono legal support to LPN - *Liga para a Proteção da Natureza* for more than 2 decades. Our lawyers are currently involved in a number of pending litigations which ultimately seek to protect the environment and to attribute liability for environmental damage. We know that through this small gesture we have a big impact and can contribute to the fight for a better and more sustainable environment. Since April 2013, Miranda has been assisting LPN in two high-profile criminal proceedings for damage to the environment and animal species: the death of three imperial eagles and of the Iberian lynx. The underlying purpose of these proceedings is not only to sensitize the general population to environmental protection needs, but in particular to raise the awareness of concessionaires of hunting areas in the hope of helping to build a healthier and more respectful co-existence between humankind and our environment.

### Fundação Amália Rodrigues

Miranda supports the *Fundação Amália Rodrigues*, and during 2020 provided a range of legal services to the foundation in relation to the enforcement of intellectual property, copyright and image rights. Miranda was particularly involved in providing legal assistance in various initiatives related to the Centenary of the birth of Amália Rodrigues (born 23 July 1920).



*Fundação Amália Rodrigues*

### International Senior Lawyers Project

Miranda has a longstanding partnership with the International Senior Lawyers Project ("ISLP"). ISLP is the world's largest pro bono legal services organization and encourages senior lawyers to use their knowledge and expertise to assist governments and civil society organizations in developing countries, leveraging the Rule of Law and promoting the pursuit of human rights. Among other things, these lawyers contribute to the implementation of legislative and corporate governance reforms.

The work undertaken by the ISLP has been particularly significant in Africa, where Miranda Alliance is very active due to partnerships with governments related to economic development and human rights. Miranda Alliance has made its presence felt at a number of meetings and events through the participation of our Founding Partner.

## Pro Bono Work with the Community

**Contributing to a system where justice is accessible for  
all is a core value of our Firm.**

Believing in the universal right of access to justice is the force that drives our pro bono program. This program allows us to regularly assist economically disadvantaged people who seek our help and would otherwise, be denied access to the justice system. In 2020, the importance of our mission was heightened by the economic crisis inflicted by the pandemic which had a tremendous impact on families, leaving many with limited or no means to access the justice system. Despite all the constraints imposed by the Covid-19 pandemic, our lawyers, mostly from our litigation and labor departments, continued to be fully committed to handling cases on a pro bono basis as professionally and diligently as they would any other cases.

# Entrepreneurship support

We understand the impact that new businesses and companies have on the economy, notably on employment. In parallel with our pro bono legal work, Miranda developed a special program to support entrepreneurship, providing legal and strategic support to entrepreneurs.

CONNECT  
TO SUCCESS

In the context of this program, Miranda has become an active mentor of the **Connect to Success** program, launched by the US Embassy in Portugal and sponsored by the Luso-American Development Foundation. The program's mission is to further the growth of women-owned businesses and contribute to a healthy entrepreneurial ecosystem in Portugal. Through regular counseling on various topics, Miranda has successfully helped women mentees launch their businesses through this partnership.

In addition, a Miranda team has been participating in a mentorship program run by the company MAIS COM PORTUGAL since 2017. This program aims to produce and market high-quality items of clothing and textiles alluding to Portuguese symbols (from the Barcelos rooster to the sardine).

In our capacity as mentors, our support goes far beyond legal aspects, extending to advice on strategy, marketing and the development of skills.

MIRANDA



## Portugal Mozambique Chamber of Commerce

Miranda and the Portugal/Mozambique Chamber of Commerce (CCPM) have a long-standing relationship of friendship and mutual assistance. Miranda has given pro bono legal advice to the CCPM, while Miranda lawyers are members of the CCPM's corporate bodies.

In the context of this partnership, on 29 October 2019 Miranda hosted at its offices the event to present the 'Annual of Mozambican Students in Portugal - 2019', an initiative organized by the CCPM. Diogo Xavier da Cunha, Chairman of the Miranda Board of Directors and a member of the CCPM Board, Joaquim Bule, Mozambique's Ambassador to Portugal, and Professor Teresa Damásio, in charge of the Higher Institute of Management Protocol - CCPM, were just some of the guests invited to participate in the initiative. They had the opportunity to highlight the importance, in terms of social responsibility, of synergies between the countries and companies and also the impact of these exchanges on the personal and professional development of young Mozambican students. On the theme of 'Social Responsibility Versus Competitiveness', the event also had a discussion and debate among Mozambican students attending Portuguese universities, who shared their personal, academic and professional experience. The discussion was moderated by Filipa Monteiro, of counsel at Miranda and a member of the Firm's Social Responsibility team.



## Time Spent on Pro Bono Activities

All of our lawyers are encouraged to participate in and devote time to pro bono activities. This is one of the core values of our Firm. Pro bono work is considered in the annual performance evaluations of every lawyer and counts towards their annual objectives in terms of hours.

The partner who leads each practice group and jurisdiction encourages and promotes the active participation of all the relevant lawyers. As a result, Miranda is able to provide pro bono services involving almost every area of practice.

In the biennium 2019/20, as the world was battling the pandemic, the Firm provided up to **3,000 hours of pro bono services to the community.**

p.25 \_\_\_\_\_

Our Green Mission  
and Vision

p.28 \_\_\_\_\_

Our Green  
Achievements to date

p.33 \_\_\_\_\_

Next Steps



# Our Green Mission and Vision



**At Miranda, we are committed to reducing our environmental impact and introduced our Green Initiative when we moved to our new Lisbon headquarters in 2014. At the time, we made design and construction choices to make our work environment greener.**

We created a "Green Team", including both lawyers and professional staff from all levels who share an enthusiasm for the team's mission, are knowledgeable on the subject, and keep each other updated on green practices and initiatives across industries around the world. Meeting once every two months, the Green Team engages with and educates all colleagues on green topics and regularly advises the Firm on new measures aimed at further reducing our overall carbon footprint.

Green Team meetings are a place for employees to share ideas and brainstorm measures and actions that will help accomplish the overarching goal of implementing the Firm's Green Policy, which was adopted by the Board in 2016.

## Recycling, Reusing, Reducing

**At Miranda, we know that small gestures can go a long way so we have implemented modest but effective measures to reduce our carbon footprint.**

### 1. We do not use plastic cups

At Miranda, we decided to eliminate disposable plastic cups commonly used for drinking water in corporate settings and replaced them with a more sustainable solution. Now we use reusable and more durable glasses that are washed every day. We also have water coolers available on every floor, which encourages the use of glasses, rather than other non-sustainable options such as plastic bottles.

### 2. We recycle our waste: paper, plastic and organics are separated here

Although we have implemented a number of measures to reduce our paper consumption (mainly through various IT policies), as a law firm we continue to produce a significant amount of waste paper. Therefore, we made it a priority to separate this from plastic, glass and organic waste. We introduced waste paper containers on each floor for all our non-confidential waste paper. In addition, we have separate confidential waste bins designed for the disposal and destruction of documents that include sensitive information. In 2019, we also introduced a waste separation system in our staff canteen, making it easier for our team to separate paper, plastic and organic waste.

We are currently looking at ways of further reducing plastic consumption in the office (e.g. by giving each employee a glass bottle to reduce the use of plastic water bottles) and improving plastic recycling practices.

### 3. Two-sided printing is mandatory: we train our team to reduce paper consumption

We keep track of our paper consumption and are constantly looking for ways to reduce it. In order to save paper, all of our printers have been configured for two-sided printing by default. Also, teams have been instructed to only use one-sided printing and/or color-printing when strictly necessary.



## Our Green Mission and Vision

### Recycling, Reusing, Reducing

#### 4. Reduction of carbon footprint vs the exponential increasing of telematic means

Our international practice means that distance and remote work were a constant in our Firm long before it became a necessity prompted by the Covid-19 pandemic.

Emails and conference calls have long been a part of our everyday life, but before 2020, serving the needs of our clients usually entailed a significant amount of travelling, mostly by plane, which had a considerable environmental impact. Naturally, the pandemic has caused a paradigm shift in the way business is conducted, leading to a significant contrast between 2019 and 2020 in terms of travelling and communicating. Whereas the Firm's business trips were completely eliminated after March 2020 - as opposed to the hundreds of promotional trips that were carried out by the Firm's members between January 2019 and March 2020 - the volume of email traffic has increased exponentially - from a total of **1,768,712** exchanged emails in **2019** to an astounding **6,645,721** in **2020**.

While the pandemic has undoubtedly urged us to rethink the way we do business, we accepted the challenges and restrictions presented by the pandemic as an opportunity to reallocate resources and create new, and greener, telematic means to communicate with our clients and cater to their diverse needs. Nevertheless, we do not believe this reality has distanced us from those who have chosen us as their partner, but quite the opposite, as we have found new ways to overcome our geographical distance. Besides the boost in email



communications, which reveals our continuing support for our clients' endeavors, we have also taken a number of steps to anticipate their needs. To that effect, we have organized several webinars on various subjects, mainly related to the impact of Covid-19 on the Miranda Alliance jurisdictions, and launched "Investing Beyond Borders", a fortnightly podcast that shares business and legal and regulatory news from our 19 jurisdictions. During this period, the Firm's employees have also attended dozens of on-line events and over 50 external on-line training sessions.

The post-pandemic world will certainly be a different one, where many of the measures implemented during these unprecedented times will most likely continue. Business strategies that were focused exclusively on travel have become outdated and have been redesigned through the use of more sustainable resources. After assessing our options, and in spite of the in-depth local knowledge and face-to-face interactions demanded by our presence in some of the most challenging and emerging markets, the number of business trips taken by our team will substantially decrease.

Having thrived in this new era, we are determined to continue evolving our practice not only to better adapt to the upcoming reality, but to become agents of positive and sustainable transformation in our ever-changing world.

# Our Green Achievements to date

## Miranda's Environmental Sustainability Action Plan

*Understanding that our role as a leading Law Firm goes beyond giving the best legal counselling to our clients, we also recognize and take our social responsibilities very seriously, caring for our planet and encouraging our staff to do the same.*

We acknowledge that, as a global corporate citizen, we have the power to have a meaningful impact in communities and are always striving to be as good at contributing to a prosperous, fair and sustainable future as we are at providing legal services to our clients.

MIRANDA's Values Statement reflects deeply-held beliefs that all our lawyers and staff hold as individuals and that are manifested in our daily professional behavior. It defines core values that clients and staff alike find compelling in terms of our culture and ethos. In all our activities in the area of social responsibility, we seek to behave in a way that consistently reinforces our core values of quality, integrity, and innovation.



## Miranda's Environmental Sustainability Action Plan

The main action steps of the Sustainability Plan focus on the areas of Energy, Waste/ Recycling and Travel, and include reducing energy consumption and our carbon footprint, increasing recycling in our offices around the world, and encouraging more environmentally friendly travel options.

We are certain that the above measures contribute to a substantial reduction of Miranda's energy consumption. We plan to continue to promote green initiatives on a regular basis through posting guidelines to our personnel on our intranet so as to encourage behavioral change, and through implementing new measures as we proactively monitor and manage our environmental impact.



### Energy

- De-lamping any over-lit areas;
- Introducing efficient light fittings controlled by occupancy and daylight sensors & central timers;
- Optimizing cleaning and maintenance team hours to minimize lighting use;
- Implementing a 'Turn-off Office Lights Policy' with consequences for failure to comply.



### Waste and recycling

- Using responsibly sourced products and purchasing IT and office equipment from low-carbon suppliers;
- Encouraging double-sided and black and white printing;
- Purchasing recycled paper from duly certified sources;
- Using re-usable bottles at client conferences, lunches, and other Firm events, and ending the use of plastic water bottles on our premises;
- Setting up collection and recycling programs for potentially harmful business waste (IT equipment, toner cartridges, batteries, mobile phones, etc.);
- Recycling used office supplies.
- Readcycling



### Travel

- Increasing participation in events and meetings with clients using telematic means; installing HD video conferencing facilities on-site;
- Providing training to use facilities effectively and manage meeting expectations with clients and colleagues.

## Legal Sustainability Alliance



Miranda became a member of the Legal Sustainability Alliance (LSA), a collaborative network of nearly 300 firms across the UK with members varying from small practices to multinational global firms. LSA was founded in 2007 by a group of leading law firms to take positive action on climate change by measuring, reducing and reporting on their carbon footprint, thereby increasing internal awareness of it and implementing measures to reduce it.

By joining the LSA network of law firms, Miranda reinforced its commitment to acting and taking measures in all areas of environmental sustainability, with the ultimate goal of reducing its carbon footprint. It is expected that law firms should move from measuring and managing their carbon emissions to committing to Net Zero by putting sustainability at the heart of their business. In fact, it is now a strategic imperative for all law firms to be working on their transition to a low carbon business model.

As influencers and leaders, lawyers have the ability to support and challenge themselves, their clients and policy makers to move this

agenda forward. The pandemic shows that we are globally connected and climate change, like Covid, has the power to affect us all. The legal profession has a key role to play. Sustainable business is good business and will of itself become the “new normal”.

The LSA platform facilitates collaboration and sharing of information between its members in order to support them in acting to improve the environmental sustainability of their day-to-day activities and operations. Amongst other goals, the LSA aims to:

- Enhance LSA impact and influence across the legal sector;
- Lead the debate on environmentally sustainable business practices from the law firm perspective;
- Support, encourage and engage with the widest group of law firms possible by expanding LSA membership;
- Embed good practice in environmental sustainability (including carbon reduction) through measurement and reporting.

## Partnership with ECOPIILHAS

Aware that batteries contain materials which are extremely harmful to the environment, and that many of us do not get rid of used batteries in a sustainable way, Miranda entered into a partnership with *ECOPIILHAS, Sociedade Gestora de Resíduos de Pilhas e Acumuladores*, to place a battery bank at the staff's disposal, encouraging them to leave all types of batteries there. This contributes to the recycling of those harmful materials and prevents them from coming into contact with the environment.



*Kit stay safe*

## Distribution of reusable masks to office staff in the context of the Pandemic

Mindful of the negative environmental impact of disposable masks and the safety of its staff, Miranda decided to supply its personnel with reusable masks certified by the Health Authorities, along with refillable alcohol dispensers.

## Lisbon – Green Capital

Lisbon was named European Green Capital for 2020. The distinction was the result of an evaluation of sustainability in the city, made by a group of international specialists, and recognizes Lisbon's transformation in the last decade into a greener, more people-friendly city, and the commitment to achieving an even better urban environment by 2030. To begin to implement a sustainability agenda, Lisbon City Hall challenged companies, organizations, associations, and public and private institutions to embrace the Lisbon European Green Capital 2020 Commitment – with an ambitious agenda for the next decade under the motto 'CHOOSE EVOLVE: 2030 measures for 2030'.

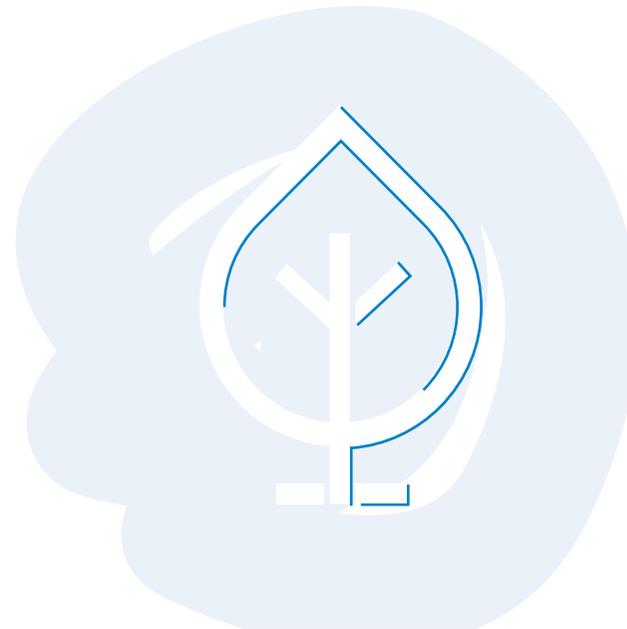
Miranda joined more than 200 companies to endorse the Lisbon European Green Capital 2020 Commitment, embracing a number of environmental goals related to mobility, energy efficiency and the reduction of waste production. We know that as an organization our impact may be limited, but we believe that together, and with a continuing effort over the next decade, we will be able to establish Lisbon as an example of a Green City on a global scale.



## Publicity

In 2017, we began including a regular section for Green Team projects updates and achievements in our internal monthly newsletter, the Insider. This section, called "Doing the Right Thing", encourages our employees to get involved in social responsibility initiatives and come up with innovative ideas to contribute to society and the environment.

A page dedicated to sustainability has been included on our website, as part of our commitment to fostering responsible environmental attitudes by our employees. We remain committed to publishing our biannual social responsibility report, of which this document is the second edition, made available on our website and distributed to our friends, clients and stakeholders.



# Next steps



**Looking back on our previous goals, we are happy to realize that we have indeed achieved the growth of our corporate environmental conscience. While the Covid-19 pandemic has brought about many sustainable measures, such as the reduction of waste, the elimination of business trips and the reduction of daily commutes, several of our measures have been implemented with a sustainability goal in mind.**

For the future we hope to grow our staff's engagement in green initiatives, by not only promoting platforms where we can share ideas and resources, but also by implementing "Green Breaks", where our professionals will learn more about environmentally sustainable operating practices, by discussing varied topics such as reducing waste, energy and water conservation in the workplace or the use of alternative forms of transportation. Alongside their diverse topics, these events will also have different formats such as lectures with special guests, green movie sessions, or a Green Olympics competition.

Finally, our long-term project, and biggest challenge for the future, will be the implementation of our Green Policy and its environment-friendly practices in our Miranda Alliance offices around the globe.



## COMMUNITIES

p. 34

Impact on Local  
Communities

————— p.36

Legal Education

————— p.40

Local Charities  
and Fundraising

————— p.43

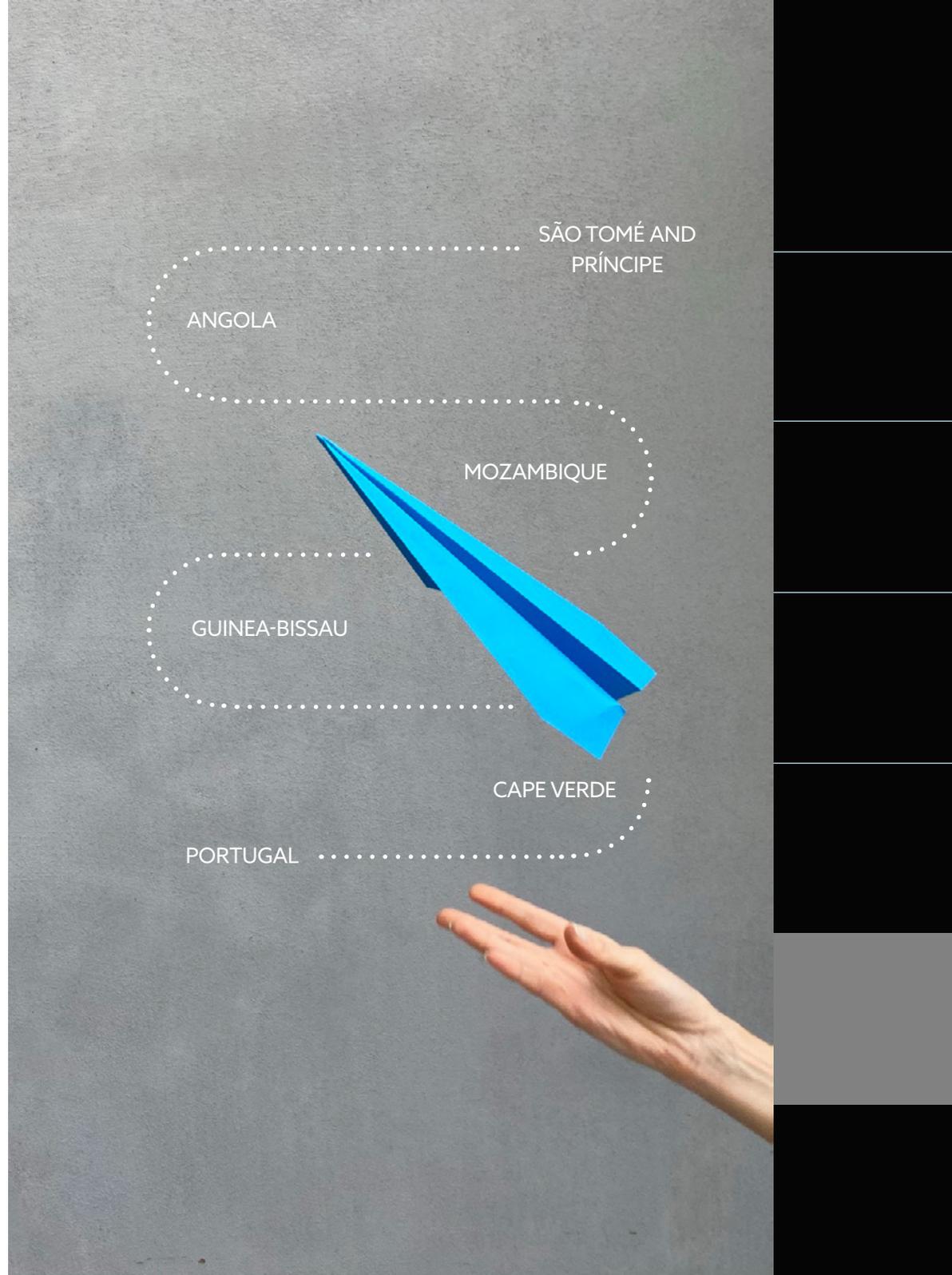
## MIRANDA AND THE COMMUNITY

Miranda's social responsibility program includes a myriad of volunteering and charity initiatives that involve a wide range of people from across our Firm and that have resulted in our building strong ties with the communities in which we operate.

We want to play our part in creating a better world than the one we inherited and to be recognized by future generations as a good corporate citizen that strives to make a valuable contribution to society and the environment in a responsible and sustainable way.



MIRANDA



# Impact on Local Communities

Miranda is deeply committed to touching the communities where we work, and we therefore regularly sponsor initiatives in those communities, such as the ones described below.

## PORTUGAL

### AEISEC

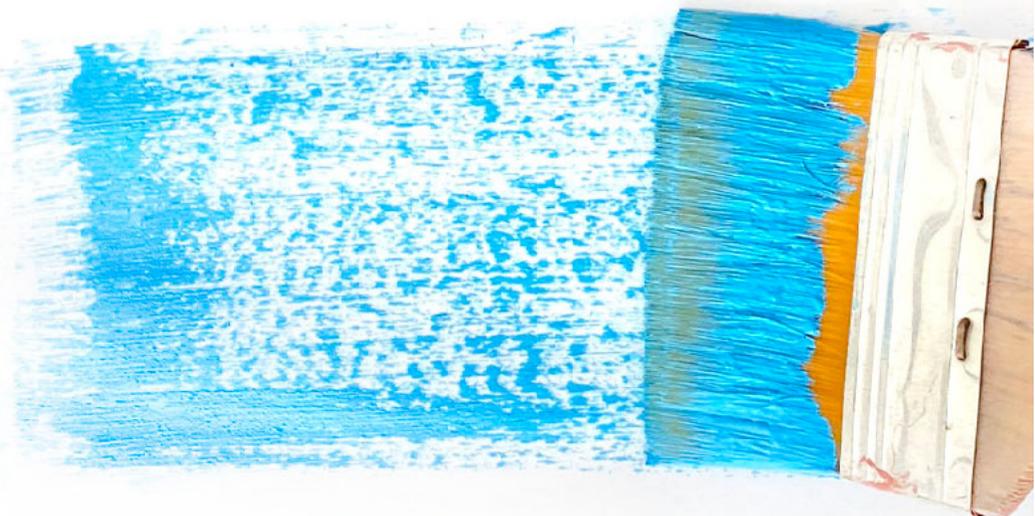
AEISEC is an international NGO recognized by UNESCO, providing young people with leadership development, cross-cultural global internships, and volunteer exchange experiences across the globe. The organization focuses on empowering young people to make a positive impact on society. The AEISEC network has approximately 27,000 members in 127 countries.

Through its active participation on AEISEC's Board of Advisors, Miranda has been providing strategic advice to the management of the organization's activities in Portugal and recently engaged in a one-year mentoring program with the purpose of accompanying AEISEC's legal officer on her journey, sharing insights and experience. In addition, our Board representative and other Miranda personnel regularly meet with AEISEC representatives to advise on various matters as required, including assisting in complex legal matters involving labor, tax and data protection laws.

### Lar Escola António Luís de Oliveira

The *Lar Escola António Luís Oliveira* is a private charity (an IPSS - "*Lar Escola*"), located in the parish of Campolide, Lisbon, which hosts 27 disadvantaged children and young adults between the ages of four and 21. The institution provides accommodation to these children and young adults as well as full access to education, medical care and cultural services, with the support of its associates and patrons, including several of Portugal's leading business groups.

Miranda has been providing corporate assistance to *Lar Escola* since April 2020, notably on the reorganization of its governance structure and the approval of an amendment to its articles of association, ensuring their compliance with the laws applying to IPSSs and the third sector.



## Impact on Local Communities

### GRACE Legal Cluster

In December 2019, Miranda took part in the quarterly meeting of the GRACE Legal Cluster. GRACE was set up in the year 2000 by a small group of multinationals; it is the largest corporate social responsibility association in Portugal and one of the largest in Europe. Part of its strategic plan for 2019/20 included the dissemination of good practices among its associates and the creation of 'clusters' for the discussion and sharing of knowledge relating to the theme of the group. GRACE has two clusters at the moment: Health and Legal. Miranda is one of the founding members of the Legal Cluster.

### Associação O Dom Maior

The *Associação O Dom Maior* ("Association") is an institution duly recognized as a non-profit Public Interest Entity, achieving in May 2018 the status of "Non-Governmental Organization" for people with disabilities. The Association seeks to promote financial aid for children and young people with motor, intellectual and visual disabilities, and those suffering from deafness and deaf-blindness. The aid is used for rehabilitation, specialized education, adapted sports and socio-professional referrals. We actively collaborated with the Association in the second half of 2019, visiting its facilities and providing advice on intellectual property and data protection.



### CAPE VERDE

### Associação Ser+ Dar+ Terapeutas Sem Fronteiras

Miranda has been working with the *Associação SER+ DAR+ Terapeutas Sem Fronteiras* ("Association") since the NGO was set up in 2016. The Association was created with the main purpose of promoting volunteering as a response to social, economic and health needs in Cape Verde. By sharing knowledge and skills with Cape Verdean associations, it seeks to play a fundamental role in supporting children and the elderly, as well as young disabled people, disadvantaged populations and minority groups. In these particularly demanding times and taken by the a spirit of solidarity, voluntarism and professionalism that characterizes our Firm, we continue to support the Association in various ways, providing legal assistance on different matters such as the Association's corporate structure; general meetings and internal regulations; support in obtaining visas for Portuguese volunteers traveling in mission to Cape Verde and visas for Cape Verdean children who need to travel to Portugal for health reasons; and support in the execution of protocols between the Association and Cape Verdean entities.

### GUINEA-BISSAU

#### SG4Africa

The Miranda Alliance recently collaborated on an initiative of SG4Africa, a consortium whose main aim is to disseminate information about savings groups on the African continent. Savings groups are a predominant phenomenon in Sub-Saharan Africa, based on ancestral practices that in many cases are studied very little. In recent months, a Miranda Alliance team composed of lawyers in Lisbon and in Bissau has been looking exhaustively at the role of savings groups in the social and economic fabric of Guinea-Bissau, and in particular how the Abota Contract and the 'MANDJUANDADI' groups work.

The result? A report that will be published shortly by *Plataforma de Experimentação e Avaliação de Políticas (PEEP - Educar para Empreender)*, a development NGO created in 2010 to support policies to reform education and economic development. PEEP has developed projects related to financial services in Africa, in partnership with the World Bank and the United Nations, and it is in this context that it is coordinating the SG4Africa project on savings groups of which the Miranda Alliance is a part.

### MOZAMBIQUE

#### Casa Alegria

In February 2020, the lawyers and professional staff at the Miranda Alliance member firm in Mozambique, Pimenta e Associados, got together to donate goods to the orphanage Casa da Alegria. This institution, belonging to the congregation of the *Missionárias da Caridade* (Missionaries of Charity), relies exclusively on the generosity of the community and is aimed at supporting children from 0-14 years of age, young people and elderly people in need.

#### Unidos pela Beira

##### Support to victims of Cyclone IDAI

In March of 2019, Mozambique was hit by Cyclone Idai, which profoundly affected the provinces of Sofala, Manica and Zambézia, and particularly the City of Beira. Pimenta and Miranda immediately mobilized their personnel to raise support to help lessen the consequences for victims. Pimenta opened bank accounts specifically destined for the collection of funds to buy essential goods to send to the affected zones, with €7,000 raised so far. With this sum, our colleagues in Maputo bought non-perishable foodstuffs and other essential goods that were later delivered to the charity *Unidos pela Beira* (United for Beira). The goods collected were transported to the City of Beira with the logistical support of the Port of Maputo, among others.

### Associação Instituto do Coração

Pimenta e Associados assisted the *Associação Instituto do Coração* ("ICOR") an important legal process involving the detachment of a plot of land adjoining the Military Hospital and registering it in favor of the Institute. According to Paulo Pimenta, partner at Pimenta e Associados: *"ICOR is situated on one of the main roads of the city of Maputo, which made the whole process difficult. It was a long and complicated job because it involved a military easement, meetings with the Ministry of Defense, the Ministry of Health, and so on."* This was a quite rewarding project for all lawyers and professional staff who dedicated their time to ensure that the goals would be achieved.

### GIRL MOVE

For the past few years, Miranda has worked with Girl Move, whose main purpose is to provide social and entrepreneurial skills to young women in Mozambique by creating internship programs in which it hosts and mentors a Girl Mover. In 2019 and 2020 we continued to support Girl Move and created all the conditions to host the internship, having welcomed Girl Mover Sofia Nunes, who gave an inspirational talk about her personal and professional journey.

### ANGOLA

#### Kesinha Ly Eyau

The Association *Kesinha Ly Eyau – Associação de Apoio a Benguela* was set up on 19 June 2020 with the purpose of fostering humanitarian aid in Angola, in particular to support the so-called 'dumpsite school' in the parish of Santo Estevão, in Benguela. A joint team of lawyers from Miranda/Fátima Freitas Advogados drew up the Association's by-laws, discussed their contents with the future associates, and scheduled and accompanied the execution of the relevant deed. The clearance through customs of goods donated to the parish of Santo Estevão also had the invaluable help of the Fátima Freitas Partner Anabela Silva.

### SÃO TOMÉ AND PRÍNCIPE

#### SOS Mulher

Throughout 2020, STP Counsel, the member of the Miranda Alliance from São Tomé and Príncipe, performed a pro bono initiative called *SOS Mulher*, aimed at combating sexual violence against women and children, as well as all other forms of violence to which women and children are more susceptible.

Under the *SOS Mulher* initiative, STP Counsel provided legal assistance to victims of domestic violence and assisted in the creation and management of *SOS Mulher* projects. Following this initiative, STP Counsel assisted on two criminal cases involving sexual abuse.

As part of our commitment to bringing knowledge and transferring skills to the communities where we live and work, we regularly teach classes on legal matters at local universities to train future lawyers and help them improve their skills and broaden their understanding of legal concepts. We also participate in other initiatives such as book donations to various institutions around the world, and offer a number of short internships for young lawyers and students to gain experience in our offices and learn about the daily work of Miranda.

In honor of our commitment to train the young people who will become the lawyers of tomorrow, some of our colleagues in Portugal regularly participate in specific training sessions in the areas of energy, public procurement, labor and tax. Also worthy of mention are the courses given by: our Timorese colleague José Tomás Alves, who lectured on Commercial and Corporate Law during the 2019/20 biennium; our Cape Verdean colleague António Gonçalves, who lectured on Inheritance, Property and Contract Law; and our Angolan colleague Marcos Massungo, who taught this course to his law students at the Law University in Cabinda.





### Job Shop - Universidade Católica Portuguesa

Every year Miranda participates in Job Shops hosted by several Portuguese universities, such as the *Universidade Católica Portuguesa*, in Lisbon. This is an innovative program aimed at giving law students increased access to a broad range of Portuguese law firms, like Miranda.

The students have the opportunity to attend debates and discussions on employability and other related matters. A Lisbon-based partner of the Firm usually attends the Job Shop and is available to answer students' questions with respect to working at Miranda. In 2019 and 2020, partners Sofia Martins and Nuno Cabeçadas attended the event.

### Real Rights

Miranda Alliance provided pro bono assistance to Real Rights, a project developed by Baker Mackenzie aimed at creating a resource to empower black youths in dealings with the police. The city chosen initially for the launch of the Project was Luanda, in which the Miranda Alliance has been assisting in the creation of the local center.

### JALP

The *Associação Internacional de Jovens Advogados de Língua Portuguesa* ("JALP") is one of the most recent association initiatives in the world of 'Lusophone Advocacy', of which Miranda and a number of its lawyers were founding members. Set up in September 2020, it is a non-profit association whose purpose is to promote Advocacy and its practice by young lawyers in the various jurisdictions of the CPLP (Comunidade dos Países de Língua Portuguesa - Community of Portuguese-speaking Countries). Its main objective is to bring those young lawyers together and to represent and support them.

Miranda has been present in the life of JALP from the very beginning through our colleague José Borges Guerra, who, apart from being a founding member and signatory of JALP's incorporation deed, on 24 September 2020, is also a member of the Association's bodies. Several other Miranda Alliance lawyers joined from various jurisdictions, from Timor-Leste to Angola, Mozambique, São Tomé and Príncipe and Portugal, and are currently part of the Association's specialized legal committees.

### UN Special Report for Human Rights and the Environment

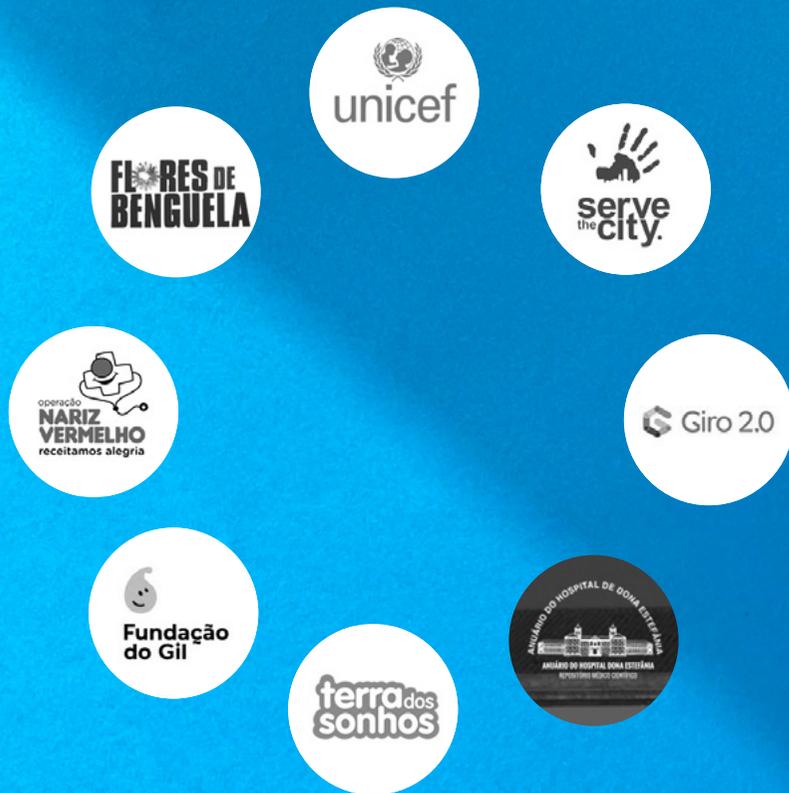
Miranda contributed to a major pro bono project being conducted on behalf of Dr. David Boyd, the UN Special Rapporteur for Human Rights and the Environment. The project involved a global mapping survey to determine which jurisdictions around the world recognize a human right to a healthy environment in their domestic law. Miranda conducted research on the existence of a right to a healthy environment in Equatorial Guinea, Guinea Bissau, Gabon, Democratic Republic of Congo, Senegal and Timor-Leste. The UN Special Rapporteur for Human Rights and the Environment will use the survey findings in a future report to the UN Human Rights Council.

### World Bank Questionnaires 2019 and 2020

During 2019 and 2020, Miranda Alliance offices completed the World Bank's Questionnaires for a number of its jurisdictions, namely Angola, Cape Verde, Guinea Bissau, Equatorial Guinea, Portugal, São Tomé and Príncipe and Timor-Leste, providing further information on the aforementioned legal systems, not only by completing generic surveys but also by responding to specific requests, including on questions such as 'Employing Workers in Guinea Bissau' and 'Women, Business & Law in Cape Verde'. The World Bank will subsequently publish the results in a world report on different areas of business and by jurisdiction.



# Local Charities and Fundraising



## UNICEF

This year, on the initiative of our Founding Partner, Agostinho Pereira de Miranda, several lawyers and other fee earners made donations to UNICEF. Our contribution was aimed at helping children in Africa, notably the children of Yemen, who are suffering an unprecedented humanitarian crisis. As a result of this initiative Miranda became a regular donor – i.e. Friend of UNICEF – and will continue to donate regularly to UNICEF projects.

## SERVE THE CITY

Serve the City is an initiative that supports a number of causes by building a bridge between people, institutions and places. Serve the City carries out its activity by launching and supporting various volunteering projects and actions in order to encourage Lisbon to become a fairer, more fraternal and compassionate city. Serve the City addresses socially vulnerable people, acting in causes related to social exclusion, homelessness, elderly isolation, vulnerable children and youngsters, immigrants and refugees, etc.

Every year, Miranda participates in Serve the City's Community Dinner. The dinner is served just as in any regular restaurant to an average of 130 volunteers and 170 disadvantaged people, who sit side by side, sharing their meals and life experiences.

In 2019, a group of 30 Miranda employees and their families gathered to serve dinner to homeless people.

### GIRO 2.0

GIRO is a corporate social responsibility association that carries out a number of activities on a national basis in order to improve the quality of life of youngsters at risk and elderly people, and to defend animal rights and recover natural spaces. Over the course of 11 editions, GIRO has brought together more than 7,000 volunteers, whose work has benefited over 60 institutions and 19,000 people across the country. Companies spend a day away from their workplace with the aim of embracing a cause and alerting to the importance of corporate social responsibility

In July 2019, Miranda was present at the presentation of the new format for the biggest corporate volunteering initiative in our country, GIRO 2.0.

### Donation to the Dona Estefânia Pediatric Hospital

In the context of the Covid-19 pandemic, the Dona Estefânia Pediatric Hospital in Lisbon was going through a very difficult time, without funds to acquire personal protective equipment – gloves, masks, protective clothing, etc. – for its staff. After receiving an urgent call for help from the Coordinator of the hospital's Casualty Department, Miranda immediately organized a collection internally and managed to raise funds to help the hospital.

### Fundação do Gil

The Fundação do Gil was set up in 1999 and focuses on activities related to the global well-being of children. It lends a pioneering spirit to the execution of pediatric health projects, to professional development, and to the social integration of children and young people through the implementation, promotion and support of, and participation in, actions of a cultural, educational, artistic, social and supportive nature. We have been providing the Fundação with legal assistance on its projects and activities since 2009, preparing a number of partnerships and service agreements.

### Terra dos Sonhos

Return to Classes (September 2019)

“With a full heart...” – that would be the expression that best describes the state of each of the Miranda volunteers that participated in *Terra dos Sonhos*’ (Land of Dreams) Return to Classes initiative in September 2019. As if it were a journey, the focus shifted, albeit for just one day, from client matters to Rodrigo’s anxious smile, from the Firm’s internal management to Amadeu’s cautious plea for affection, or to Mamadu’s manifest sweetness and Sara’s non-stop laughter. A journey to the foundations of life, where we had the chance to see the real importance that associations like *Terra dos Sonhos* have in supporting the construction of the identity of these children, mainly from backgrounds with significant levels of dysfunctionality. After a moment of ice-breaking – in which volunteers and children



got to know each other and a basis of complicity was established – it was time, in teams of two, to get to know each child’s school materials, organizing them together through games and conversations about dreams, wishes, motivations ... about life ... ours and theirs. We believe these children will have taken something positive from the experience, way beyond the importance of organizing school materials. It’s possible that they kept some good examples, some advice, that they remember the affection and guidance given them, which sometimes they get only rarely but which is theirs by right. ‘With a full heart’ because this type of close-up volunteering has an emotional impact, providing us also with a journey of internal quest and growth, transforming and consolidating the way we see our relationship with the world and others. We wish nothing more than that ‘our children’ have a fruitful school year and that, in a few years, they become women and men that are competent and complete... That will be, perhaps, the best way to measure the work of *Terra dos Sonhos* and so many other associations that remember, every day, those that everyone else forgets. Thank you, *Terra dos Sonhos*!

## Local Charities and Fundraising

### Operação Nariz Vermelho

In January 2020, we were given the opportunity to participate in a Volunteering initiative in favor of *Operação Nariz Vermelho* (Operation Red Nose), a Portuguese Private Charity whose purpose is to ensure a program within the pediatric services of Portuguese hospitals involving the visit of professional clowns, bringing joy and happiness to hospitalized children, their families and health professionals. The initiative, called "Time Donation", consisted of making an inventory, at the institution's facilities in Lisbon, of a number of charity products that *Operação Nariz Vermelho* sells through its online store. The initiative took place on two days (24 and 31 January). In fact, we only had to spend one morning of our time counting the t-shirts and red noses stored in boxes. We were a total of 13 people from Miranda who

joined and contributed to streamlining and facilitating the process of selling *Operação Nariz Vermelho's* products, through which the institution raises funds for its work.



### FLORES DE BENGUELA

Our Founding Partner Agostinho Pereira de Miranda was raised in the southern Angolan town of Benguela, well known and celebrated for its red acacia flowers. Not far from where he lived and dangerously close to an industrial dump site, a tenacious Catholic priest, Father Abel, built a primary school in the last decade, aptly named by locals '*Escola da Lixeira*' (the Dump School).

Agostinho was invited to visit the '*Santo Estêvão*' (real name) school during a stay in Benguela in 2019. He was particularly touched by the determination and perseverance of many young children who must overcome enormous difficulties to attend school, not least because they frequently have to walk kilometers from and back to their poor homes. Some have their only meal of the day in the school.

Agostinho set up an informal group of friends of Benguela and colleagues from Miranda to channel funds to *Escola da Lixeira*, so as to mitigate the many needs Padre Abel regularly conveys to the group. Now almost 30 members strong, the group has adopted the colorful name of *Flores de Benguela* (Flowers of Benguela) to celebrate the beauty, courage and determination of those young children.

## ON OUR WAY TO THE FUTURE

*Ana Pinelas Pinto*



As a Firm, we have been walking the walk of sustainability for some time. Having started to work in Africa with clients in the petroleum sector more than 30 years ago, it was only natural that we would follow our clients in their efforts to diversify and reduce their carbon footprint, becoming more efficient and effective in managing our own environmental impact. Acting to foster a respect for diversity and inclusion, promoting legal education in our communities, and having robust corporate governance was somehow inevitable considering the sectors of activity and countries in which we have been operating over the years. Our CSR Action Plan for 2019/20 was very ambitious and we are all proud to see that most of our plans were achieved with redoubled enthusiasm (and a great deal of creativity!). We are convinced that we could not have achieved this in such challenging times if it were not in the Firm's DNA.

After a 2019 full of achievements and plans, in 2020 we did not reduce our efforts on the CSR front and actually increased our reach in various areas, including with regard to our pro bono legal services (a total of 4,500 hours on internal legal services and legal services with our communities) for a number of institutions in a myriad of areas, including medicine & health, education, and culture. We also accelerated the adoption of procedures for future reduction of our carbon footprint within Miranda and the Miranda Alliance. Taking advantage of travel restrictions during the Covid-19 pandemic, we introduced new and greener methods of working and developing business relationships with partners and clients so as to allow for a permanent reduction of international and domestic trips in the future, with lawyers and professional staff continuing to work remotely, where appropriate.

Attending a recent webinar related to trade in Africa, we were reminded of that inspiring statement: "Action without vision is only passing time, vision without action is merely day-dreaming, but vision with action can change the world." It can be easy to do the right thing when life is predictable; it is essential, however, to do it when the world is in crisis. There is no future for those who are not sustainable. We shall continue our walk.

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