

CEO'S
LETTER

LETTERS FROM THE
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DEPARTMENT

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ACADEMY

CORPORATE
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ANNUAL REPORT 2024

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In 2024, we reaffirmed our commitment to maintaining excellence, pursuing innovation, and generating a positive impact on society. In a constantly evolving world, we strive to continuously grow, keeping pace with the regulatory, technological, and social changes that shape the legal and business landscape.

Our firm remains aligned with the principles of the UN Global Compact. We further reinforced our efforts guided by the Sustainable Development Goals (SDGs), expanding our reach in the areas of education (SDG 4), gender equality (SDG 5), reduction of inequalities (SDG 10), and the strengthening of institutions (SDG 16).

The Internal Global Compact Working Group, composed of partners and administrative leaders who represent these topics internally, played a key role in this process by ensuring that discussions on governance and integrity were embedded in our daily practices.

We also continued to advance our corporate social responsibility initiatives through new projects and strategic partnerships. Our pro bono program reached a new level, with a record number of professionals involved and an even greater impact on the communities we serve.

In the field of diversity and inclusion, we strengthened our culture of belonging and equity by promoting initiatives focused on accessibility and the appreciation of differences.

With all these initiatives, Machado Meyer is consolidating its position not only as a law firm that delivers legal services with excellence, but also as an agent of transformation in society. We remain united on this journey, building a more ethical, innovative, and sustainable future.



Tito Andrade
Managing Partner

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Adriana Pallis
Corporate

Eduardo Castro
Corporate

Fernanda Sá
Tax

José Prado
Corporate

Raquel Novais
Tax

The year 2024 was marked by the strengthening of our social responsibility and pro bono initiatives. We upheld our commitment to impact-driven advocacy, ensuring access to justice for organizations and individuals in vulnerable situations.

Our committee's work was closely aligned with the goals of the UN Global Compact, reinforcing the importance of legal practice as a tool for social transformation. Our efforts led to greater professional engagement, with an increase in the number of hours dedicated to pro bono services.

Additionally, we consolidated the Machado Meyer Network, a space for connection among organizations supported by the firm, fostering the exchange of experiences and the collective development of solutions. We also continued to encourage corporate volunteering, engaging our teams in projects that fuel communities and drive structural change.

Sustainability was also at the core of our actions. In 2024, we intensified our efforts to reduce the environmental impact of our operations by investing in conscious consumption initiatives, efficient waste management, and emissions mapping. We also supported projects that promote environmental preservation and awareness of climate change, reinforcing our commitment to a more sustainable future.

In 2024, we had the honor of hosting important discussions on governance, integrity, and anti-corruption, contributing to the strengthening of the country's legal and business environment. Our commitment is to keep moving forward, expand our impact, and ensure that the legal profession remains a driving force in building a more just and inclusive society.

Signed by
Social Responsibility and Pro Bono Committee

Diversity and inclusion are fundamental pillars of Machado Meyer's culture, and 2024 was a year of significant progress on this journey. We expanded our areas of focus, fostering an increasingly accessible, plural, and representative environment.

Our affinity groups remained active, addressing key topics within their respective pillars: gender equity, parenthood, racial and ethnic issues, the LGBTQ+ community, and accessibility for people with disabilities. We launched new initiatives to promote the development of diverse talents, reinforcing our commitment to equity and equal opportunity for all.

A major milestone was the expansion of our efforts to make the firm more accessible, with investments in assistive technology, support for our professionals with disabilities, and structural improvements. This initiative reflects our commitment to creating a truly inclusive environment where everyone can thrive.

We will continue to foster dialogue, strengthen our affirmative actions, and ensure that diversity is not just a stated value, but a consistent practice in our daily operations.

Signed by
Diversity and Inclusion Committee



Daniel Szyfman
Infrastructure

Daniella Zagari
Tax

Laura Souza
Infrastructure

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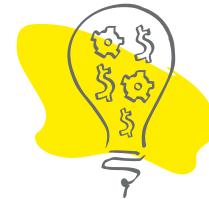
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ABOUT US

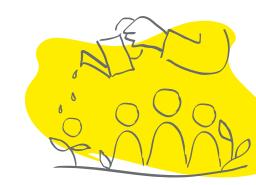
Acting ethically, with integrity and transparency, is a commitment we renew year after year. Our actions are guided by the values that uphold our culture and by our Code of Conduct, which defines the attitudes, decisions, and behaviors we expect from our employees, suppliers, and business partners.



WE INNOVATE TO CREATE VALUE



WE DO WHAT IS BEST FOR THE CLIENT



WE VALUE OUR PEOPLE



WE ACT WITH ETHICS AND TRANSPARENCY



WE ARE PROUD TO BE MACHADO MEYER

CSR DEPARTMENT



Helena Rabethge
Manager



Nicolas Barragan
Analyst



Gabriel Santana
Analyst



Juliana Meneghelli
Analyst



Sofia Sandrim
Analyst

AWARDS AND RECOGNITIONS



GLOBAL COMPACT

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SDGS: GOALS AND INDICATORS

Created by the United Nations in 2003, the Global Compact establishes principles and guidelines aimed at promoting citizenship and sustainable development. Its purpose is to mobilize different sectors of society around the 2030 Agenda through the 17 Sustainable Development Goals (SDGs). As a signatory of the UN Global Compact Network Brazil since 2020, we have worked to align four of these goals with our strategic planning.

Cumulative Progress



Since we began tracking our indicators in 2020, the firm has shown consistent progress in meeting the targets related to the prioritized SDGs. With 18 practical indicators implemented, we have observed steady annual growth, reflecting our ongoing commitment to the 2030 Agenda.

SDG 16 stood out with the highest average annual growth rate (37%) and a leap of over 45 percentage points in its achievement rate, reaching 64% in 2024. SDG 10 reached 98% completion, highlighting significant progress in promoting inclusion and reducing inequalities.

In addition to these results, SDG 4 reached 86% completion, driven by goals such as offering scholarships to our firm's employees — a target that was significantly surpassed. We also made progress in external educational initiatives, including the structural renovation of three public schools to date. SDG 5 also maintained strong performance, with 90% completion and three out of five indicators fully achieved.

These advances demonstrate the effectiveness of the actions developed over the past five years and reinforce the growing impact of the firm's efforts in building a more just, equitable, and sustainable society.

WORKING GROUP

We have an Internal Global Compact Working Group composed of employees who actively participate in the action platform meetings of the Sustainable Development Goals (SDG) program and represent these topics within the firm. The goal is to internalize the discussions brought up in these forums and contribute to initiatives aligned with the topics addressed.

GLOBAL ANTI-CORRUPTION TRAINING



Number of members: 10



Number of meetings: 10



PLATFORM

In November, we hosted the fourth quarterly meeting of the Global Anti-Corruption Training Platform at our office. On this occasion, we had the opportunity to hold two important discussions on governance and integrity:

Application of the Anti-Corruption Law and Engagement Measures with the Private Sector

The discussion featured our partner in Investigations and Corporate Governance, Raphael Soré, along with Marcelo Viana, Secretary of Private Sector Integrity at the Office of the Comptroller General (CGU), and Eloy Rizzo, Partner in Corporate Investigations at Demarest. Together, they discussed the creation of a commitment agreement that replaced early judgment procedures and its applicability in combating corruption and strengthening corporate integrity.

Whistleblowing Channels and Investigations

Moderated by Raphael Soré, this panel addressed the effective implementation of whistleblowing and investigation channels. Participants included Gustavo Franco, Compliance Officer at Siemens; Erika Eggers, Director of Internal Controls, Risk, and Compliance at Simpar; and Maurício Mussi, Director of Integrity and Compliance at Aegea.



Event: Anti-Corruption Action Platform at Machado Meyer

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LETTER FROM THE BOARD OF THE MACHADO MEYER INSTITUTE

The Machado Meyer Institute was born from our partners' commitment to transforming society through philanthropy and support for education, promoting citizenship (a theme that brings our legal practice closer to society), equity, and opportunities for all. Since its creation, we have sought to contribute strategically to social development by investing in initiatives that expand access to education, strengthen third-sector organizations, and foster a culture of giving and volunteerism.

In 2024, we continued to reinforce our social investment model and expanded our support for organizations committed to promoting social justice and education. The Machado Meyer Network remained an essential space for the exchange of experiences among entities supported by the Institute, encouraging collaboration among organizations that share the purpose of transforming realities.

Governance and transparency remain essential pillars of our work. Through strategic partnerships, we have expanded the impact of our initiatives, ensuring that the resources invested are directed toward projects that generate real and lasting transformation, and that we can monitor how these resources are used and their impact on beneficiaries.

We understand that building a more just society requires commitment and continuous action. That is why we continue to strengthen our role in the social ecosystem, encouraging the engagement of our professionals and supporting initiatives that promote inclusion, education, and citizenship. We thank everyone who is part of this journey and reaffirm our commitment to continue driving positive change through law and social impact.

Signed by
Board of the Machado Meyer Institute



Adriana Pallis
Director

Eduardo Castro
Director

Helena Rabethge
Director

SOCIAL INVESTMENT

In a partnership between the firm and the Machado Meyer Institute, we provide financial support for projects led by nonprofit organizations, with the goal of promoting the development of education in Brazil.

Projects are selected based on a public call for proposals that outlines rigorous criteria, such as structured organizational governance, a clear focus on education in all its forms, and alignment with the mission, vision, and values of both the firm and the Institute.

In this way, we support initiatives offered by socially responsible organizations, investing in the development of education and citizenship in the country, with positively impactful results for the beneficiary groups.



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Donation methods:

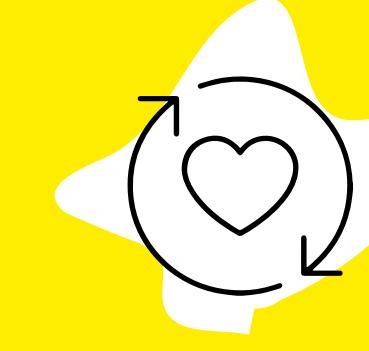
Incentive laws



Firm donations



Partner donations



Giving Tuesday



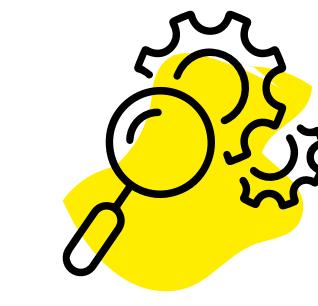
#RunForACause



Sustainability in Fashion Bazaar

GRANT OPEN CALL
How does it work:

1 Opening of the selection process



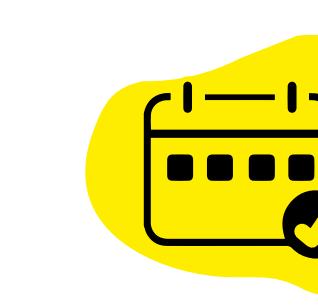
2 Rigorous governance evaluation



3 Selection of organizations



4 Formation of the Machado Meyer Network [main results of the network]



5 Project execution monitoring



6 Joint initiatives [thematic events, volunteer actions, training sessions]



7 Project outcomes

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BRL 3,2 million

Total investment

Unrestricted Funds:

BRL 1.099.000

Culture Incentive Law:

BRL 1.357.365

Sports Incentive Law:

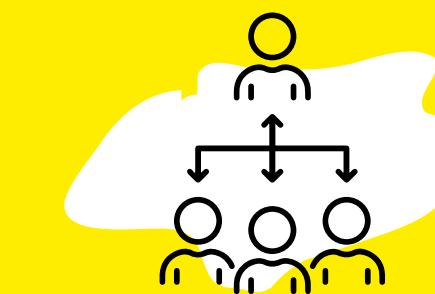
BRL 181.691

Municipal Fund for the Rights of Children and Adolescents (FUMCAD):

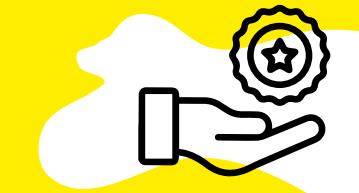
BRL 320.004

Municipal Fund for the Elderly (FMID):

BRL 320.004



35 Supported Organizations



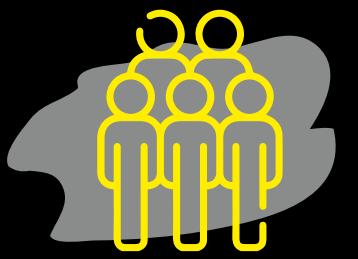
88.530

Direct Beneficiaries (through education, sports, extended school hours, and advocacy initiatives)



2.557.652

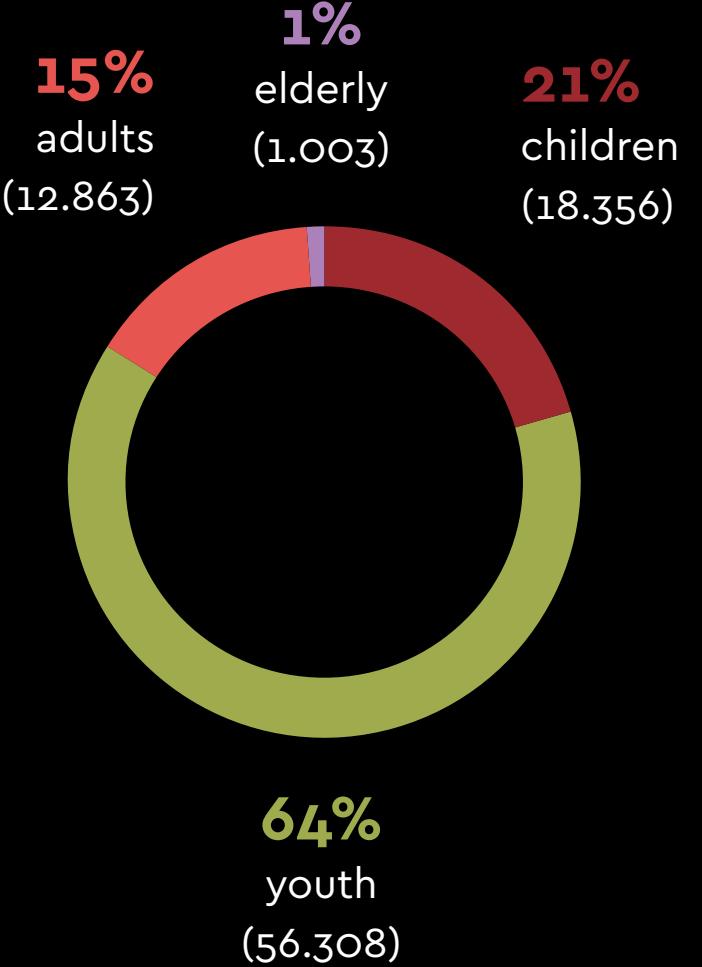
(who attended and/or participated in cultural activities offered)



7.705.651

Indirect Beneficiaries

Age distribution:



SUPPORTED CATEGORIES

Advocacy: Organizations that promote the strengthening of educational policies, with the goal of impacting education at the national level.



Extended School Hours: Organizations that work to reduce inequality and support the holistic development of students.



im a r a g e m





Health: Organization that promotes health as a fundamental right, strengthening citizenship through initiatives that expand access and contribute to quality of life.



Culture: Initiatives aimed at democratizing access to cultural activities and spaces, ensuring this fundamental right and strengthening citizenship.

Sports: Organizations that use sports as a tool for social change, empowering individuals and ensuring the full exercise of their rights and potential.

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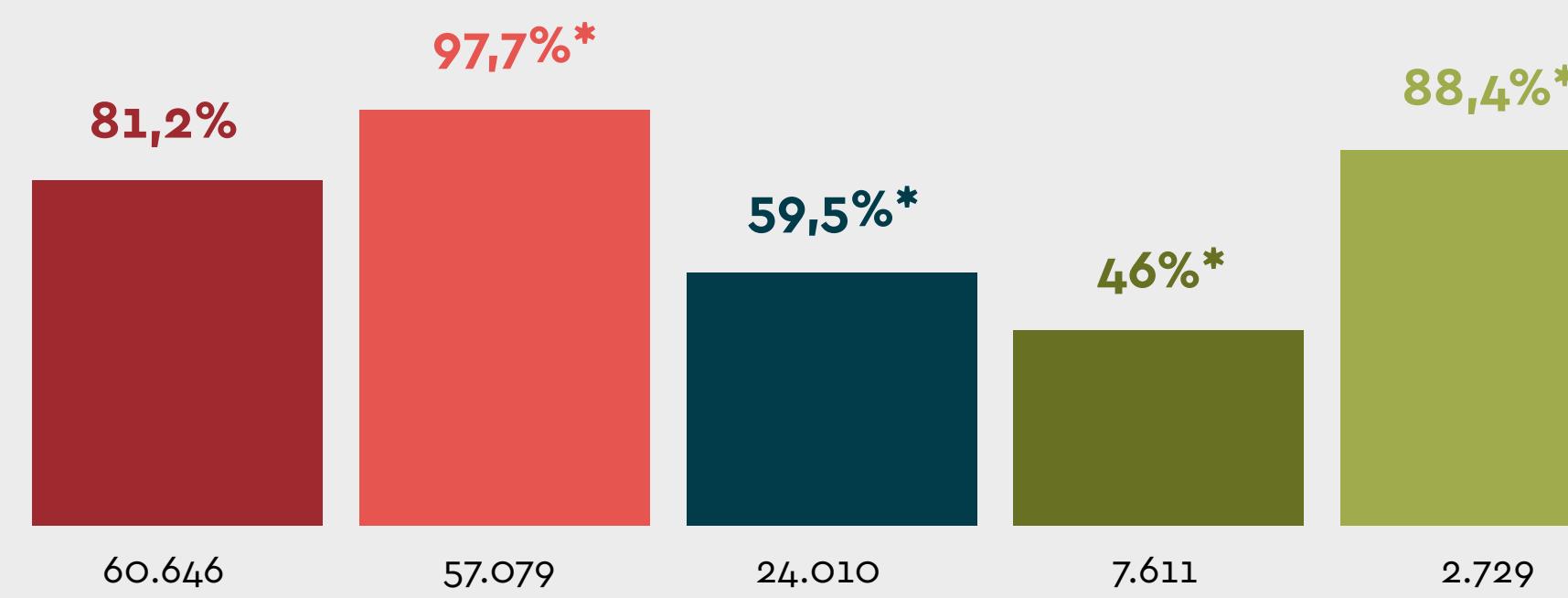
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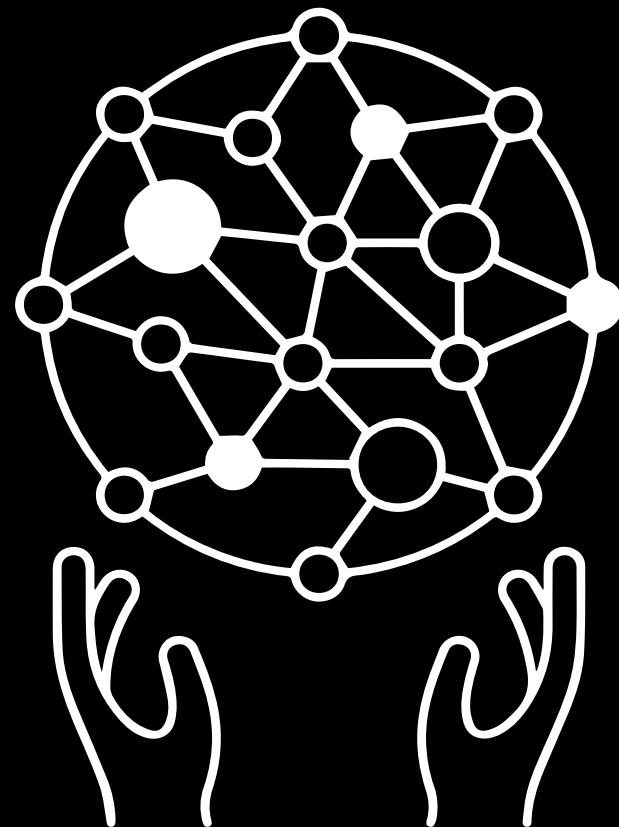
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* percentages refer only to organizations that track these indicators.

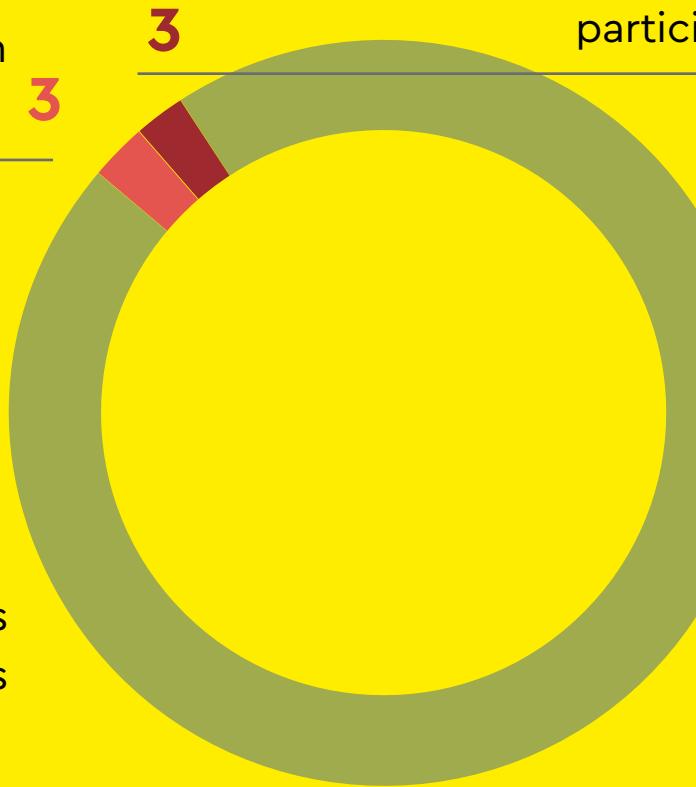


MACHADO MEYER NETWORK

We believe it is essential for supported projects to connect ideas and people through transformative experiences. This enables them to promote, strengthen, and build a solid network of relationships among organizations, partners, and strategic audiences, known as the Machado Meyer Network.

KEY RESULTS

Thematic training events held in partnership with supported



Checkpoints conducted to monitor projects and joint initiatives

DONATIONS TO RIO GRANDE DO SUL



The Machado Meyer Institute received financial donations, bottled water, and bedding to support victims of the floods in Rio Grande do Sul. Donations were forwarded to CUFA (Central Única das Favelas) and Movimento União BR, and used to purchase essential hygiene and food items.

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ANTISEMITISM: ITS NUANCES AND THE IMPORTANCE OF COMBATING IT ACTIVELY

Reinforcing our commitment against all forms of discrimination and intolerance, we welcomed representatives from the Jewish Museum of São Paulo, a partner organization supported by Machado Meyer, for the presentation of the lecture "Antisemitism: Its Nuances and the Importance of Combating It Actively."

During the event, speakers **Dalia Schneider**, educator, and **Marilia Neustein**, journalist, addressed the historical context and defined classical manifestations of antisemitism as well as their contemporary forms. The event reaffirmed our belief that access to information plays a fundamental role in fostering anti-discriminatory education.



Event: Antisemitism, its nuances, and the importance of actively combating it

ERNANI DE ALMEIDA MACHADO AWARD AND MARIA VISCHNIA AWARD

The 13th edition of the Ernani de Almeida Machado Award and the 5th edition of the Maria Vischnia Award, held in partnership with Santa Marcelina Cultura, took place in December. These initiatives, supported by our firm, annually recognize the dedication of students from the State Youth Orchestra through scholarships and funding for musical instruments.

The highlight of the event was Leonam Reis, a clarinetist who received the top prize of BRL 100,000 to further his studies abroad. Violinist Mihaela Claudia was awarded the Maria Vischnia Award, valued at BRL 32,000. This category, created in 2020, is exclusively for female musicians in the orchestra and aims to promote gender equity and musical development.

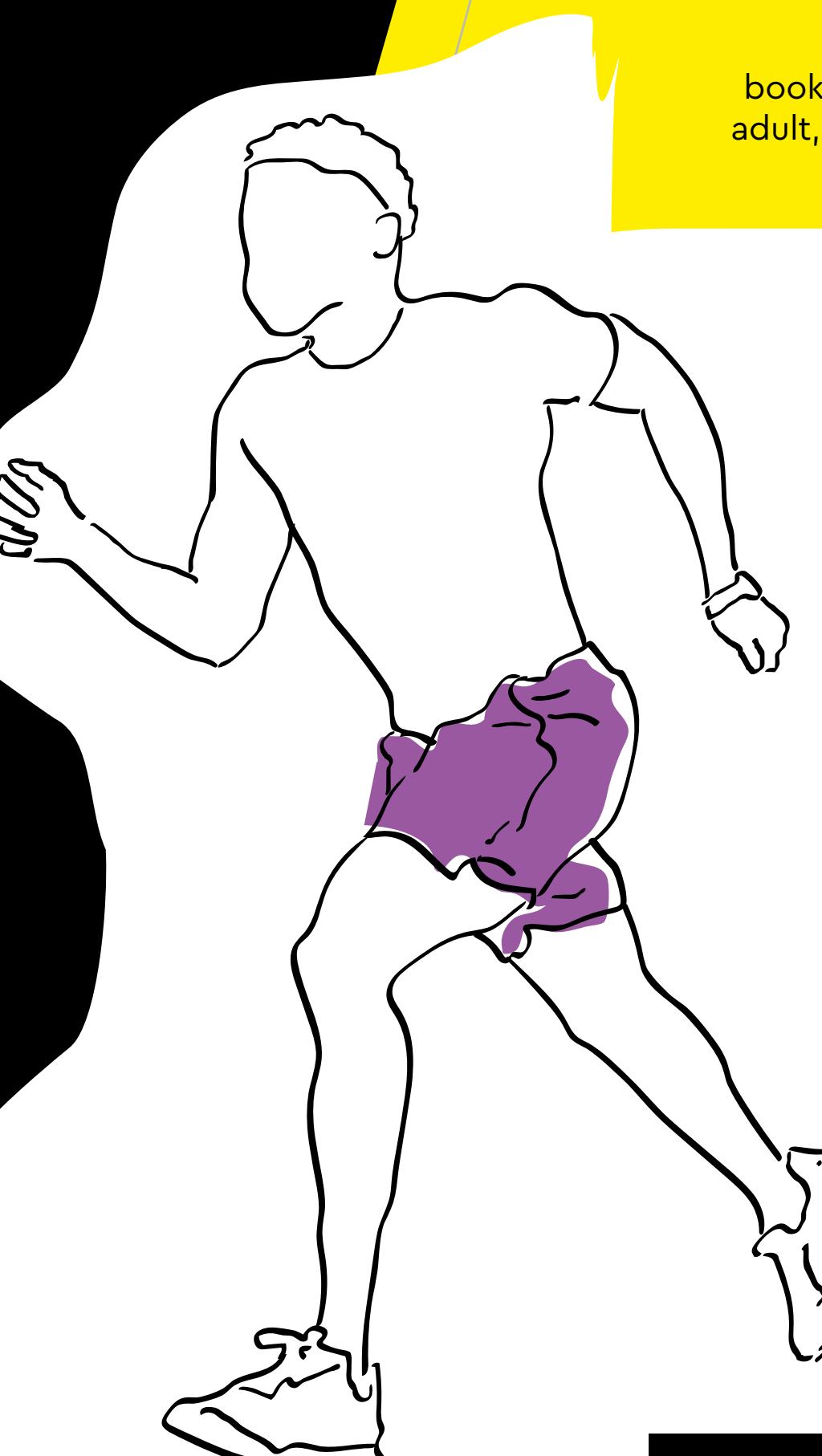
Additionally, four BRL 22,000 awards for instrument acquisition and professional development were granted to violinist Daniel Maldonado, flutists Vitor Constatino and Christian Lavorenti, and trombonist João Marcos.



Ernani Award 2024 Winners

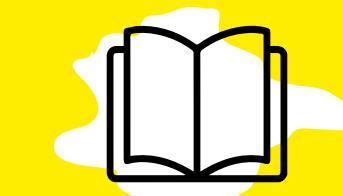


5th Ernani Award 2024



GIVING TUESDAY 2024

Giving Tuesday is part of a movement originally created in the United States and now present in many countries. Its goal is to promote generosity and solidarity. Each year, we organize an internal donation campaign, which collected in 2024:



50

books (children's, young adult, and adult literature)



150

clothing items



200

kilograms of non-perishable food



Event: Giving Day 2024

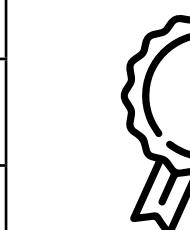
In addition to the campaign, we invited representatives from the Jewish Museum and Vaga Lume, organizations supported by our firm, to participate in the event Give Without Reaching Into Your Pocket. During the event, speakers explained how financial donations to nonprofit organizations can be made through Nota Fiscal Paulista and Personal Income Tax. We also welcomed Luiz Rosa, Tax Law partner, who answered questions about this type of donation.

#RUNFORACAUSE

#RunForACause is an initiative that combines sports with social responsibility, encouraging employees and clients to take part in a solidarity run. For each registration, a donation is made to organizations within the Machado Meyer Network, selected by the participants themselves.

Local rankings were as follows:

RANKING	CAUSE	SUPPORTED INSTITUTION
1 st DF	Culture	Agência do Bem
2 nd RJ	Racial	Empodera
3 rd BH	Sports	Imargem



imargem

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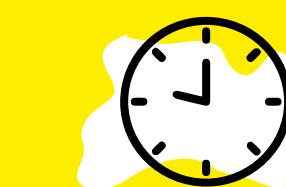
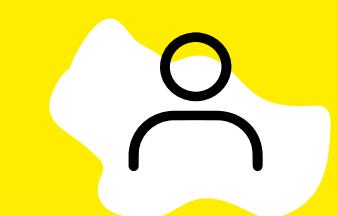
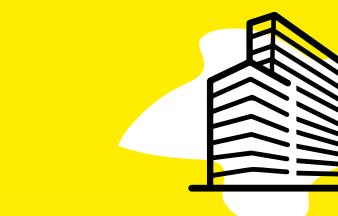
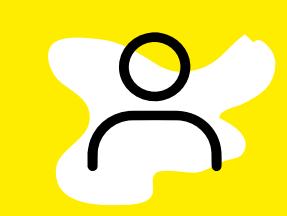
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**4.043**
pro bono hours**8,1**
hours per lawyer**BRL 4.4**
million in estimated value**208**
pro bono cases handled**115**
nonprofit organizations supported**306**
volunteer professionals involved in pro bono cases

PRO BONO CASES MANAGEMENT



1 Organization seeking pro bono legal assistance contacts the firm

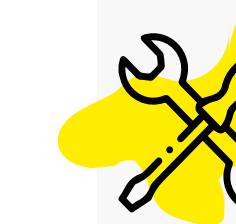


2 Conflict check and case due diligence



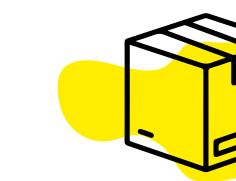
3 Case approval and team formation

4



Start of service and case development

5



Delivery of legal product and case closure

Our commitment to pro bono work has been part of our culture since the firm's founding. We provide free legal services to third-sector organizations that lack the resources to hire professional legal counsel.

Our mission is to contribute to a more equitable and accessible justice system through strategic partnerships with clearing houses such as Instituto Pro Bono and TrustLaw, which connect our professionals with organizations seeking pro bono legal assistance.

In 2024, we developed an automated case management platform to optimize our pro bono service process. This initiative aligns with our strategy of integrating technological tools and artificial intelligence into the firm's operations. The platform streamlines case approval, task distribution within the firm, and work monitoring. It is also used for professional applications to participate in pro bono cases and for tracking hours dedicated to each case.

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MEETINGS OF THE PRO BONO INTERNAL WORKING GROUP

In March, we held the first quarterly meeting of 2024 of the Pro Bono Support Working Group, a group of volunteer lawyers who work on the firm's pro bono cases.

In addition to welcoming suggestions for topics and guest speakers, we were joined by Janaína Pavan from Transparency International Brazil, who shared insights about the organization.

In June, our Legal Design team presented this technique, which applies design principles to legal practice, and discussed its potential applications in the Working Group's cases.

At the October meeting, we interviewed Aline Omena and Leandro Felix, litigation lawyers, who spoke about the NGOs they are involved with.

PRO BONO WEEK

Pro Bono Week is organized by our Corporate Social Responsibility team and took place from September 24 to 27.

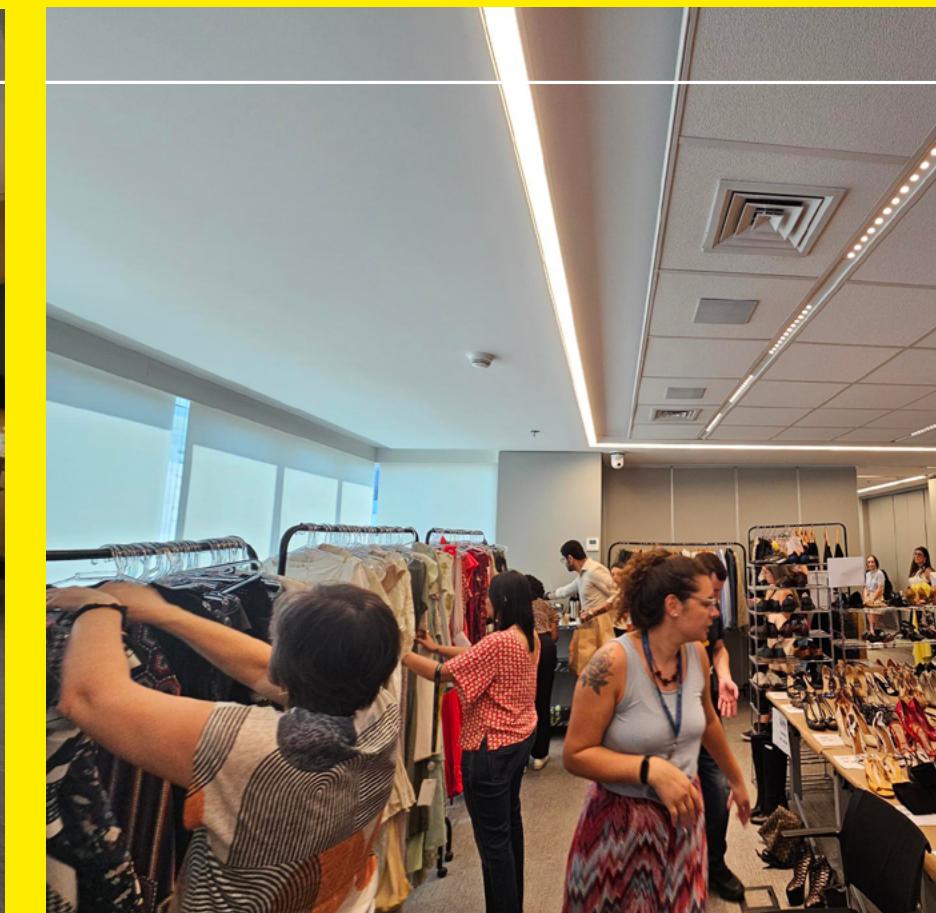
The program included activities such as a session to present our pro bono work and a breakfast that brought together our people and the organizations we support. Additionally, we launched our new platform for managing pro bono cases.

We also held a clothing bazaar in partnership with Projeto Quixote. The more than BRL 24,000 raised from the sale of items was donated to the organization.

Furthermore, we organized a legal assistance drive for trans individuals. In total, 30 people received guidance on obtaining the certificates required to initiate the name and gender change procedure.



Event: Pro Bono Week Gathering



Event: Sustainable Fashion Bazaar, held during Pro Bono Week



Event: Pro Bono Task Force 2024



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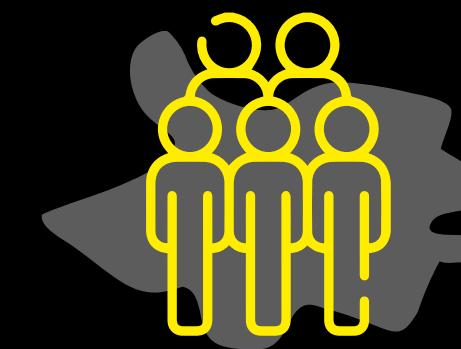
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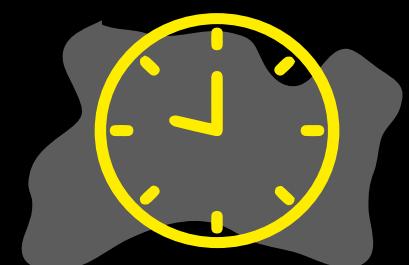
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Number of participants:

180

Hours donated per person:

8 hours

Number of initiatives:

11

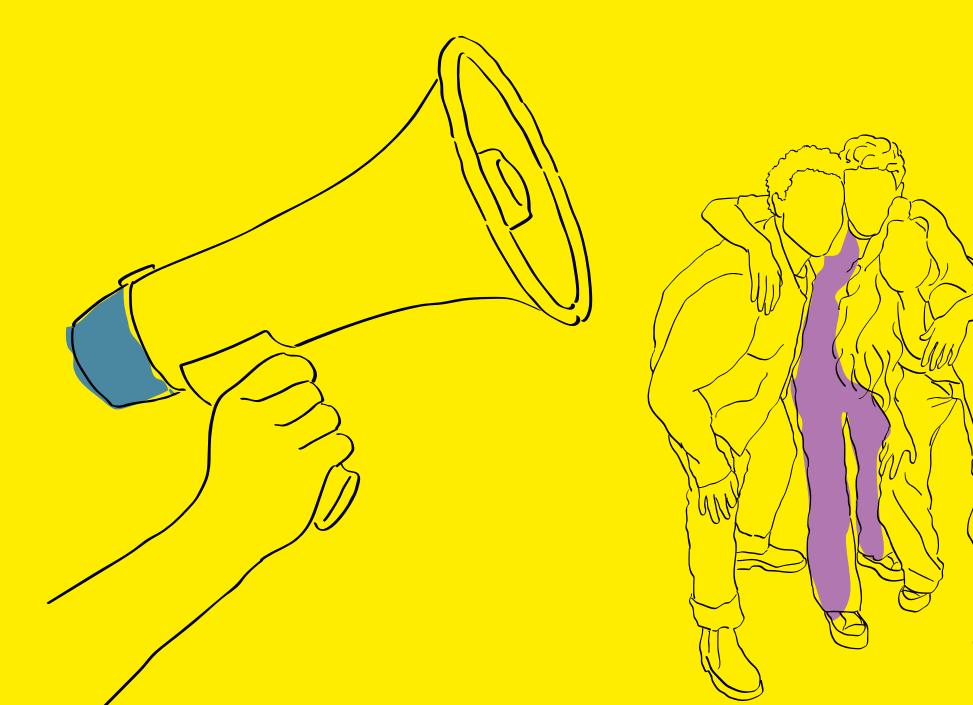
Total hours donated to volunteer initiatives:

1.485 hours

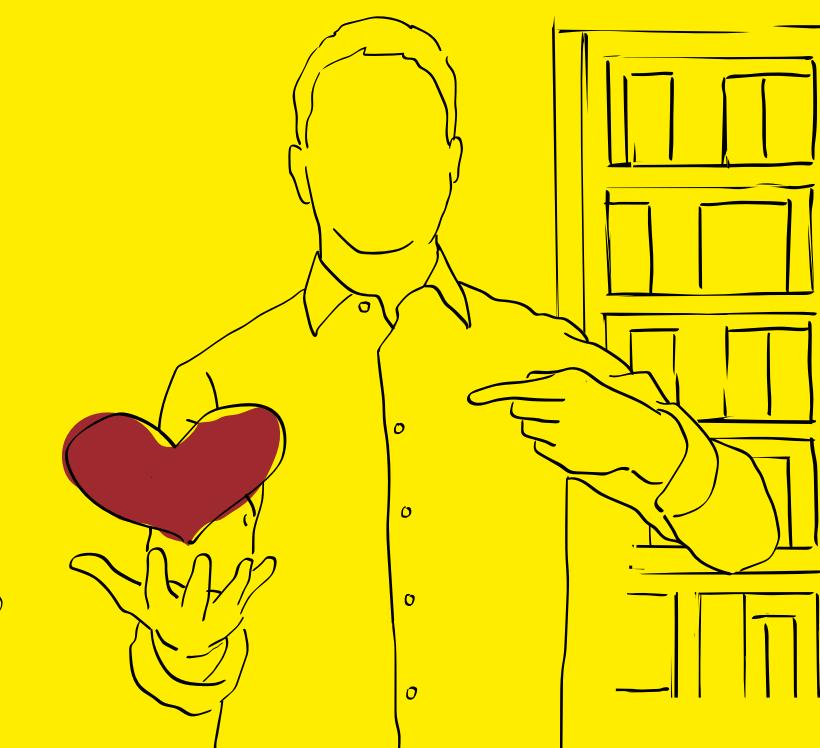
VOLUNTEERING INITIATIVES



Identifying needs with the organization



Sharing the opportunity with employees



Forming a volunteer team

Machado Meyer brings together its employees through a network-based approach to engage in volunteer initiatives. The goal of this program is to support the various communities in which we operate and help meet their needs.

We encourage our people to participate in volunteer work with organizations that are part of the Machado Meyer Network. These initiatives may be one-off or ongoing. We strive to maintain an ongoing dialogue to implement projects that address the needs and priorities of the communities involved.

All our initiatives are aligned with our values of social responsibility and with regulations related to volunteer work.

DETAILS OF VOLUNTEER INITIATIVES

VOLUNTEERING IN RIO DE JANEIRO

In Rio de Janeiro, we strengthened our network-based approach by bringing together all supported organizations in the city to build a joint program at the Rio Art Museum (MAR). The event featured workshops led by the organizations themselves, open to beneficiaries from different projects, promoting integration, learning, and exchanging experiences. In addition, participating children and youth had the opportunity to take a guided tour of the museum, further expanding access to culture.



Event: Volunteer Action in Rio de Janeiro

LAR DAS CRIANÇAS SOCIAL BAZAAR

We volunteered in the initiative promoted by Lar das Crianças da CIP, supporting its social bazaar. The event welcomed over 110 people and sold nearly 1,500 items, including clothing, shoes, and toys. All proceeds were directed to the organization's social programs.

TALKS AND CONVERSATIONS WITH AFESU

Throughout the year, some of our lawyers, interns, and administrative staff shared their professional and personal experiences with the girls and women supported by the Associação Feminina de Estudos Sociais e Universitários (Afesu).

The organization works to promote social inclusion and empower women in the job market. Its mission is to transform lives through personal development and high-quality education. We participated in this project through talks and conversations on inspiring women, the legal profession, and professional preparation.

CASA MENTORA

This program, in partnership with Casa José Coltro – an organization supported by the Machado Meyer Institute – and Instituto Joule, lasted three months and benefited 30 young people from Capão Redondo through exclusive mentoring sessions conducted by our team.

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LIGA SOLIDÁRIA'S FESTA JUNINA

We once again supported Liga Solidária's Festa Junina, an organization backed by the firm that directly and indirectly serves over 24,000 children, youth, adults, and elderly individuals in situations of high social vulnerability through its social programs.



Event: Liga Solidária's Festa Junina

DOM CIPRIANO CHAGAS' FESTA JUNINA

Continuing a long-standing partnership, we participated in another edition of the Festa Junina at Escola Dom Cipriano Chagas, which serves 200 low-income children aged 3 to 11 living in vulnerable communities in the South Zone of Rio de Janeiro. We helped run the fishing booth, collecting tickets and guiding children and their families through the activity.



Event: Dom Cipriano Chagas' Festa Junina

PLAY DAY WITH IMARGEM

We took part in the "Play and Care Day" event at the Imagem Atelier, an organization driven by the belief that culture, health, sports, and quality education are rights for all. It promotes activities such as urban arts, sailing, cycling, and permaculture. The initiative aimed to celebrate Children's Day by offering a program of cultural and sustainable activities for the local community.



Event: Volunteering

We volunteered in activities such as tree planting, wall painting, street games, and a cleanup effort along the riverbanks. We also organized a collective snack that brought together our team, organization members, and beneficiaries.



LET'S PLAY AND LEARN WITH INSTITUTO BRASIL SOLIDÁRIO

As part of our Volunteer Program in Brasília, our team supported the "Let's Play and Learn" event organized by Instituto Brasil Solidário (IBS).

The organization contributes to cognitive and socio-emotional development, aiming to expand local development opportunities through quality public education. During the event, students supported by the institution participated in art workshops and educational games.

TIE-DYE WORKSHOP WITH INSTITUTO MOVIMENTARTE

Our volunteer group participated in a T-shirt painting workshop and helped create accessibility signage materials for the year-end presentation of Instituto Movimentarte.

Supported by Machado Meyer, this nonprofit organization offers dance, music, theater, and visual arts classes for people with disabilities – most of whom have Down syndrome.

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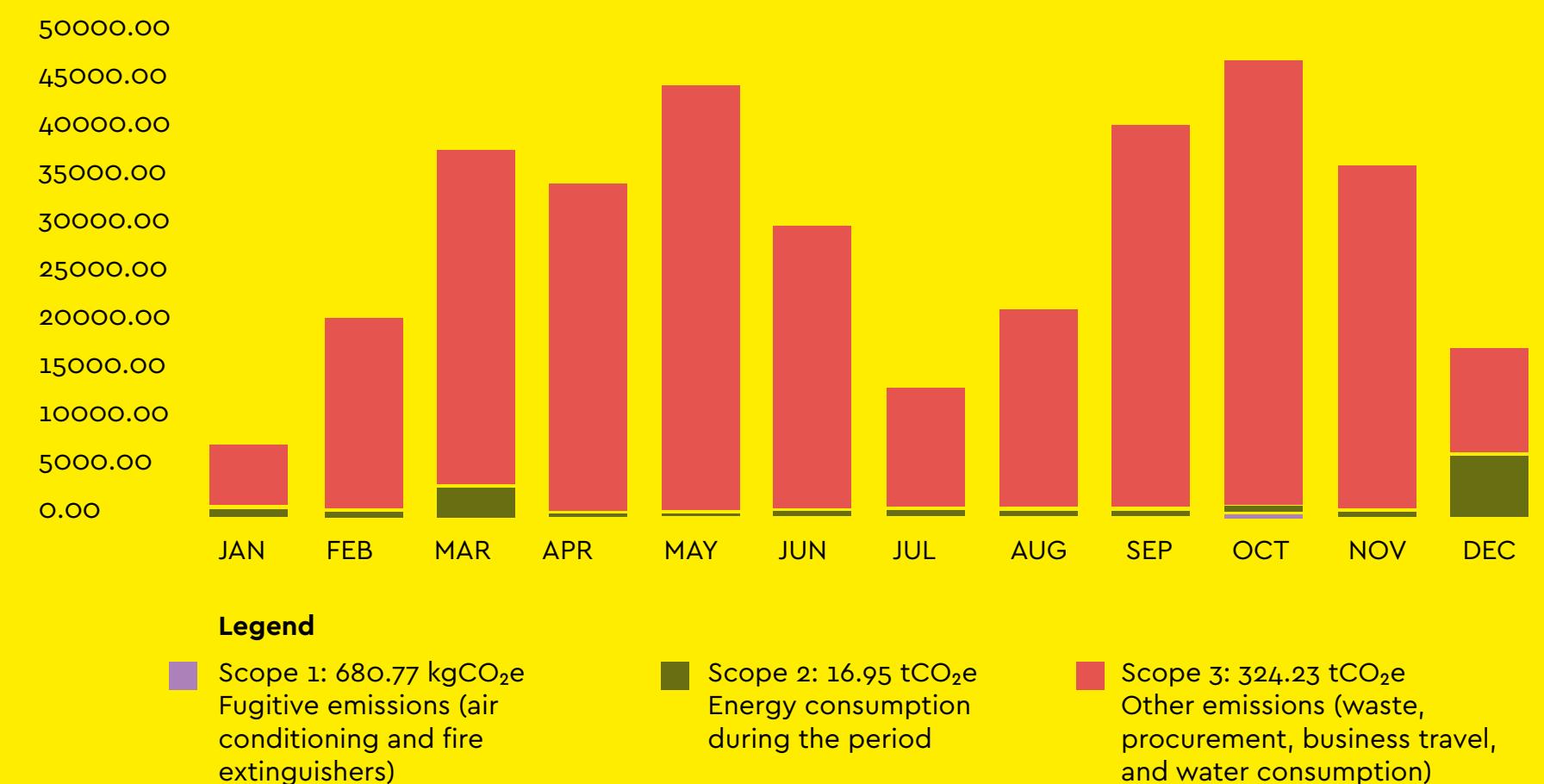
CORPORATE INTEGRITY

GREENHOUSE GAS (GHG) INVENTORY

We monitor and assess resource consumption and greenhouse gas (GHG) emissions across our offices. Based on the results, we adopt more sustainable practices. Additionally, to help reduce GHG emissions, we encourage our people to prioritize the use of public or electric transportation and promote carpooling among those who commute by car.

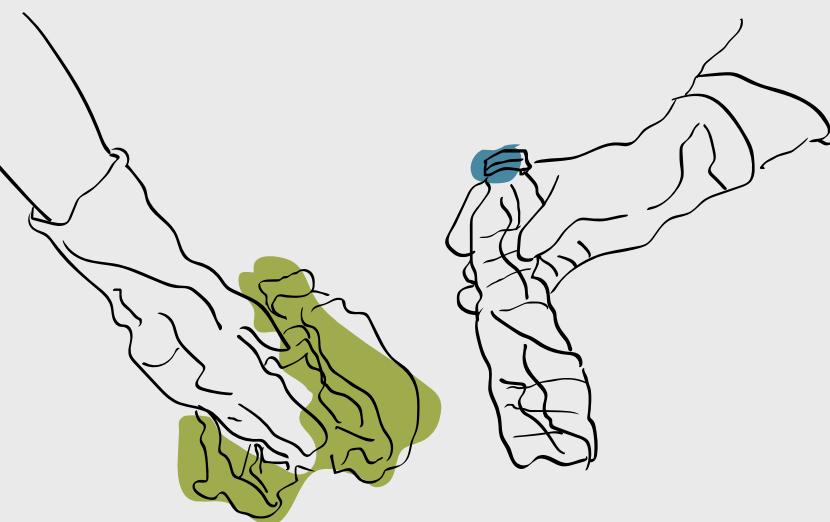
Total Emissions Over Time

Overall or Scope-Based View



SOLID WASTE MANAGEMENT

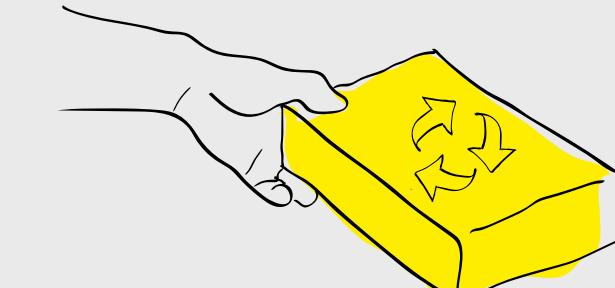
We encourage our people to practice proper waste management in the workplace through initiatives such as:



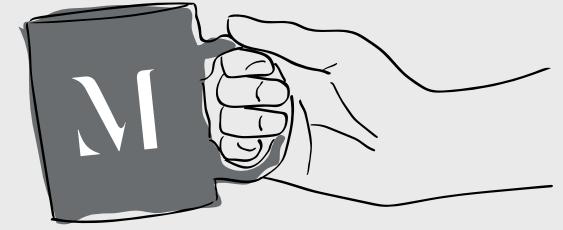
Correctly separating organic and recyclable waste, following the waste management plan of each office;Evitar o uso de papel e priorizar os meios digitais;



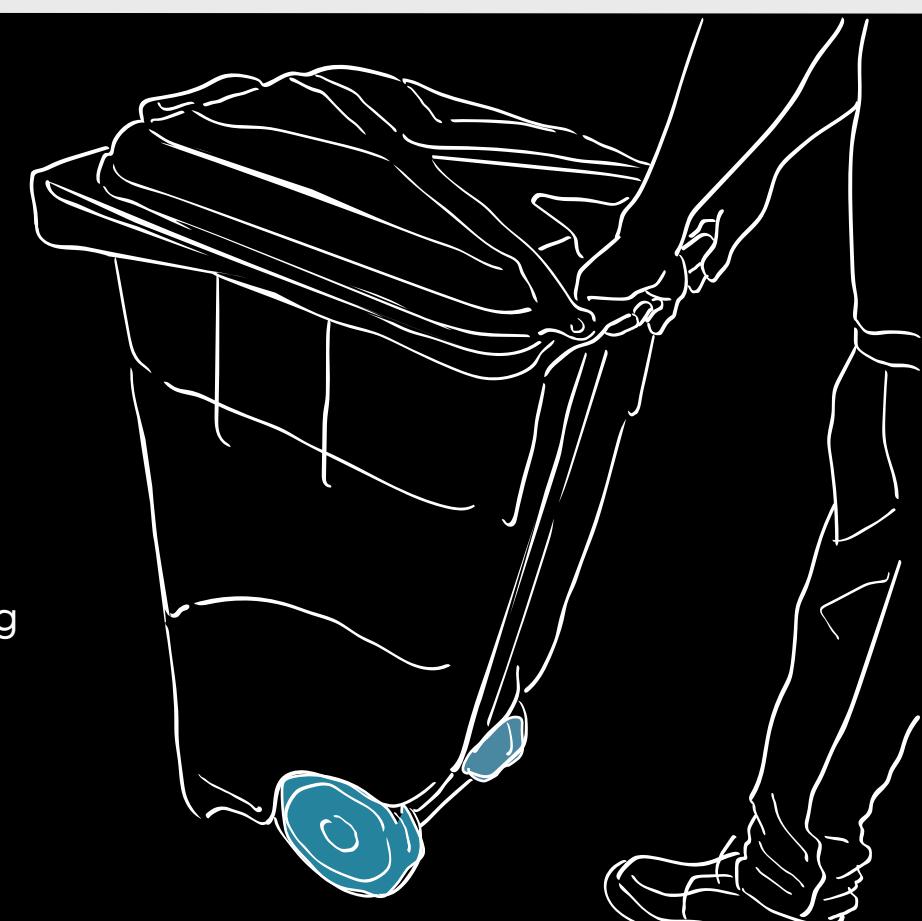
Reducing paper use and prioritizing digital formats;



Reusing office supplies;



Prioritizing the use of the Machado Meyer mug, the #MenosLixo cup, and other reusable items, avoiding disposable materials.



In our offices, we value resource conservation by using water, energy, and electronic equipment rationally and responsibly, in line with daily operational needs.

To reinforce our sustainable practices, we have structured a solid waste disposal program, which includes standardized waste bins across all units and training sessions for support teams involved in the process, such as cleaning, pantry, and maintenance staff.

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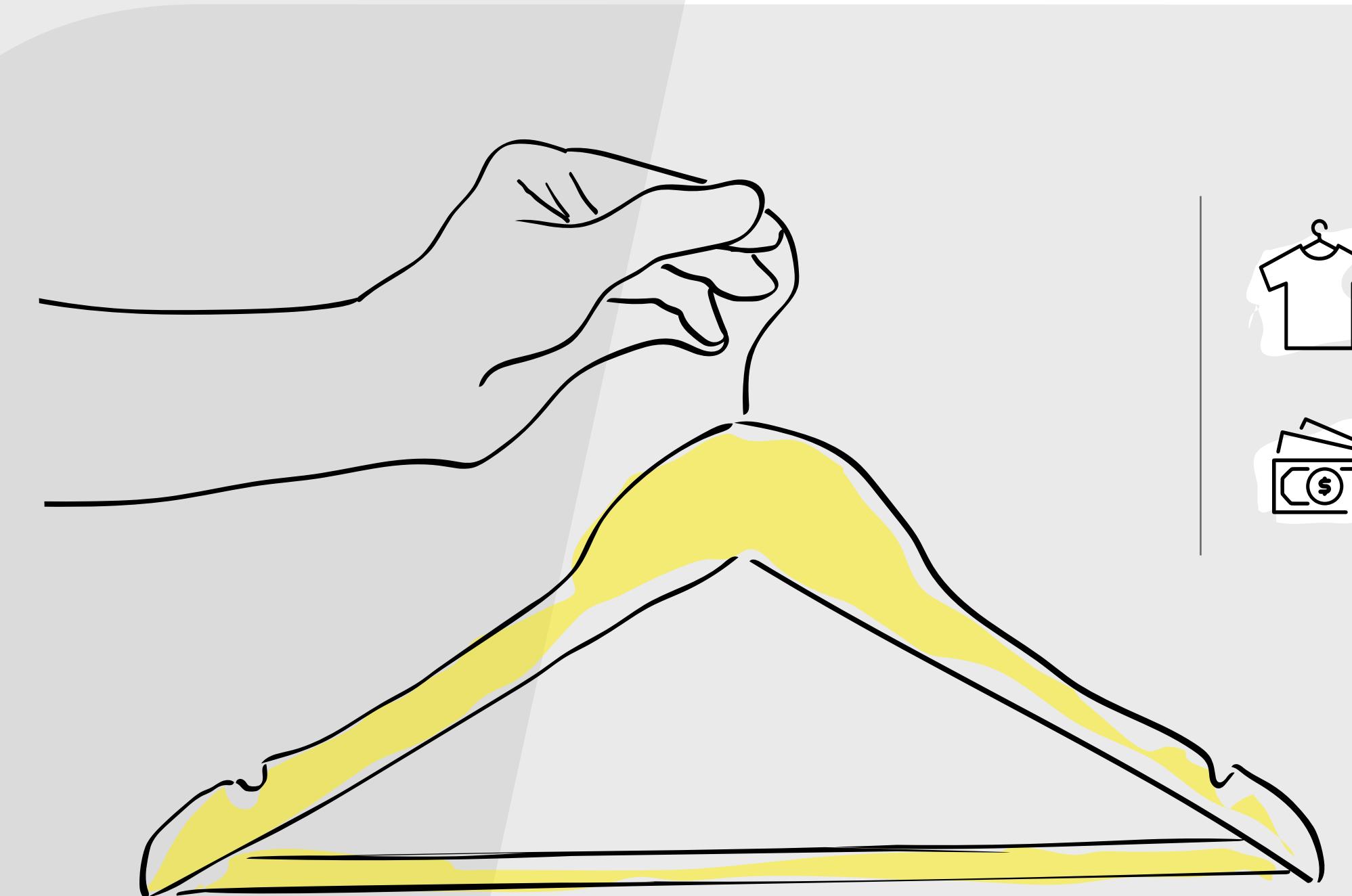
MACHADO MEYER ACADEMY

CORPORATE INTEGRITY

GREEN TEAM MEETINGS

Our Green Team affinity group, which focuses on initiatives to reduce negative environmental impacts, began its annual cycle with a meeting dedicated to organizing the Sustainable Fashion Bazaar. Throughout the year, we held additional meetings to present the bazaar's results and discuss topics related to the "Where Should I Throw My Trash?" campaign.

Through the Green Team meetings, we reinforce our commitment to sustainability and promote best practices in environmental conservation among our employees.



421
items donated



BRL 13.000
raised

SUSTAINABILITY IN FASHION BAZAAR

We held the third edition of our Sustainable Fashion Bazaar. In addition to helping reduce waste and overconsumption by encouraging our team to shop for clothing sustainably, the initiative also had a solidarity component. All proceeds were donated to Instituto Ecotece, a nonprofit organization that promotes a culture of sustainability in fashion and conscious dressing.

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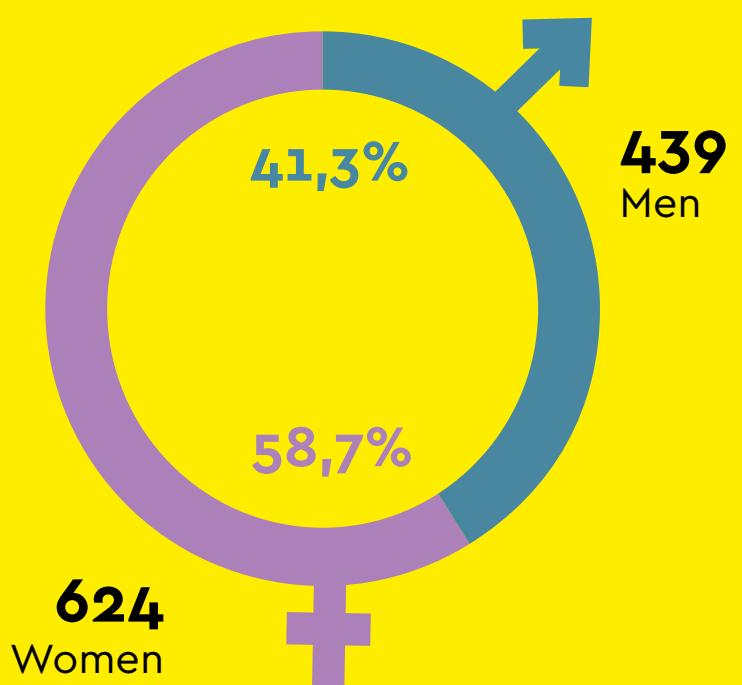
Machado Meyer is guided by five pillars of diversity and inclusion, structured through a strategic plan. The initiatives include affinity group meetings, networking events, mentoring programs, the creation of affirmative policies, and inclusive recruitment and selection processes.

Employees are invited to participate in the affinity groups, whose main goal is to promote diversity and foster an environment where everyone can express themselves freely and with mutual respect.

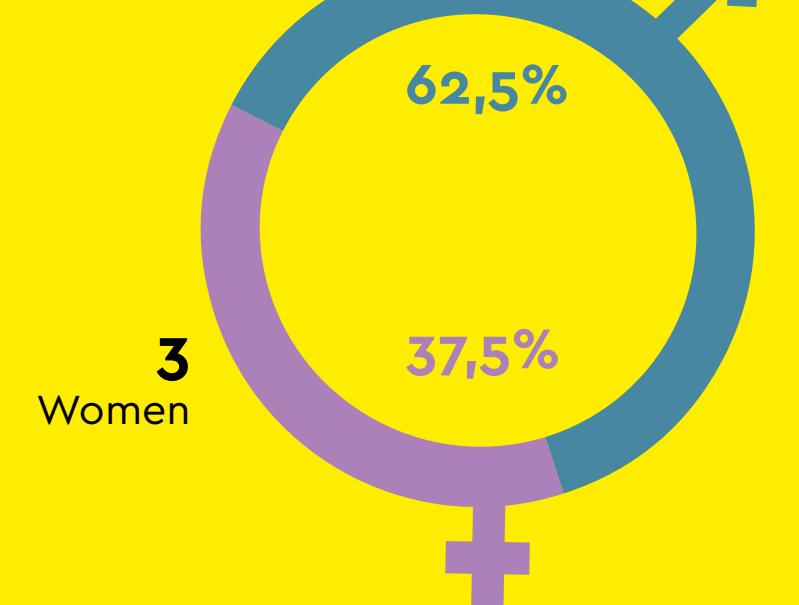
GENERAL D&I INDICATORS

Employees (Men and Women)

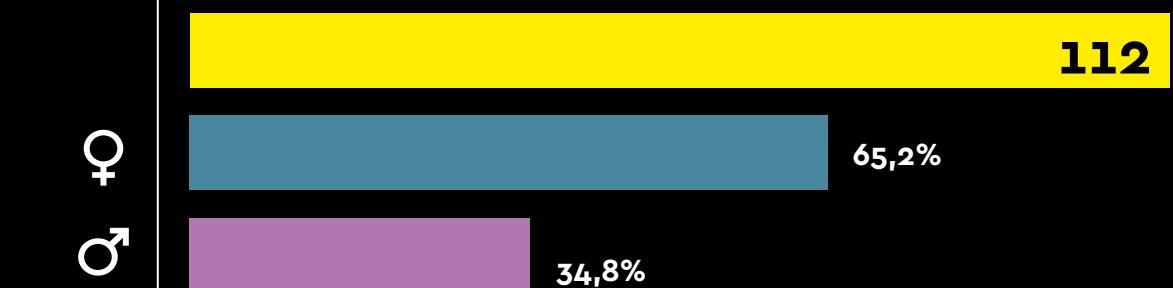
Total employees:
1063



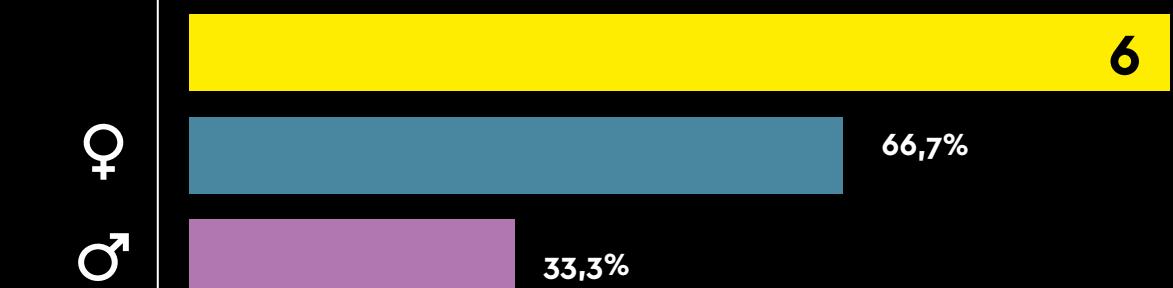
Executive Board



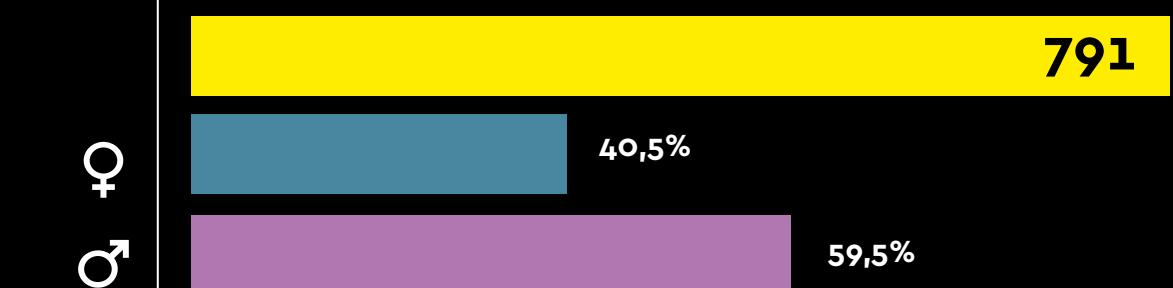
Senior Leadership | Legal Area (Men and Women)



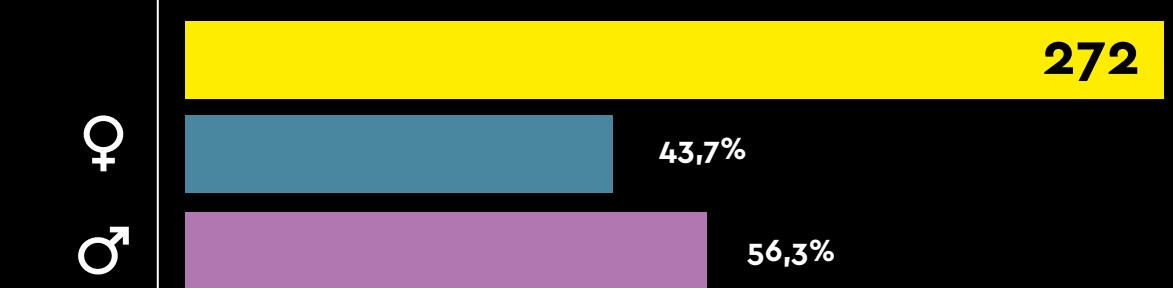
Senior Leadership | Administrative Area (Men and Women)



Legal Area (Men and Women)



Administrative Area (Men and Women)



GENDER

The activities related to this pillar focus on promoting gender equity through initiatives such as themed events with guest speakers, guides on relevant topics, and programs aimed at reducing gender inequality.

One of our main goals is to increase the representation of women in leadership and management positions within the firm.

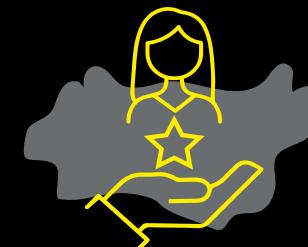
To achieve this, we have developed initiatives such as our mentoring program and the provision of benefits related to parenthood, including flexible work arrangements and childcare assistance, among others. We also continuously monitor gender balance across teams.

ELAS CONECTAM MEETINGS

Throughout the meeting cycle of the Elas Conectam affinity group, the central focus was to foster career development and strengthen networking among women through a series of events addressing topics such as professional journeys, work-life balance, impostor syndrome, and self-confidence.

There were also discussions on taxation, behavior in meetings, and economic outlooks for 2025.

Through the Elas Conectam meetings, we reinforced a network of support and female empowerment among the firm's women professionals, with interdisciplinary discussions essential to supporting women's career development.

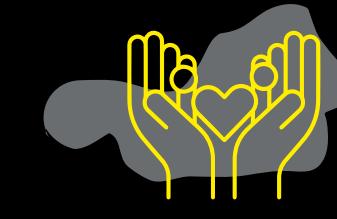
WOMEN'S MENTORING PROGRAM

26
mentees



4
themed training sessions:

- Impostor syndrome and self-confidence
- Voice and behavior in meetings
- Economic outlook for 2025: macro scenario and networking
- Authentically female leadership



3
follow-up meetings
with the People & Culture and the
Corporate Social Responsibility team

Women's Mentoring Program, which resulted in 26 mentees, 4 themed training sessions, and 3 follow-up meetings with the People & Culture and Corporate Social Responsibility teams.

The Women's Mentoring Program was created in 2011 to foster the development of our female talent and contribute to gender equity within the firm by providing women with tools to reach their full potential. We believe that by investing in the growth and empowerment of women, we not only strengthen our team but also contribute to a fairer and more inclusive society.

The program benefits mid-level and senior female associates in the legal area, as well as senior analysts and leaders in the administrative area. Activities include monthly one-on-one mentoring sessions with managers or directors at Machado Meyer, bimonthly follow-up meetings with the People & Culture team, and quarterly talks with speakers who are references in the field of gender equality.

Among the key results achieved since the program's inception, we highlight the training of 280 women and an increase in gender equity at the firm, from 23% to 36% women.

Event: Women's Mentoring Program Closing



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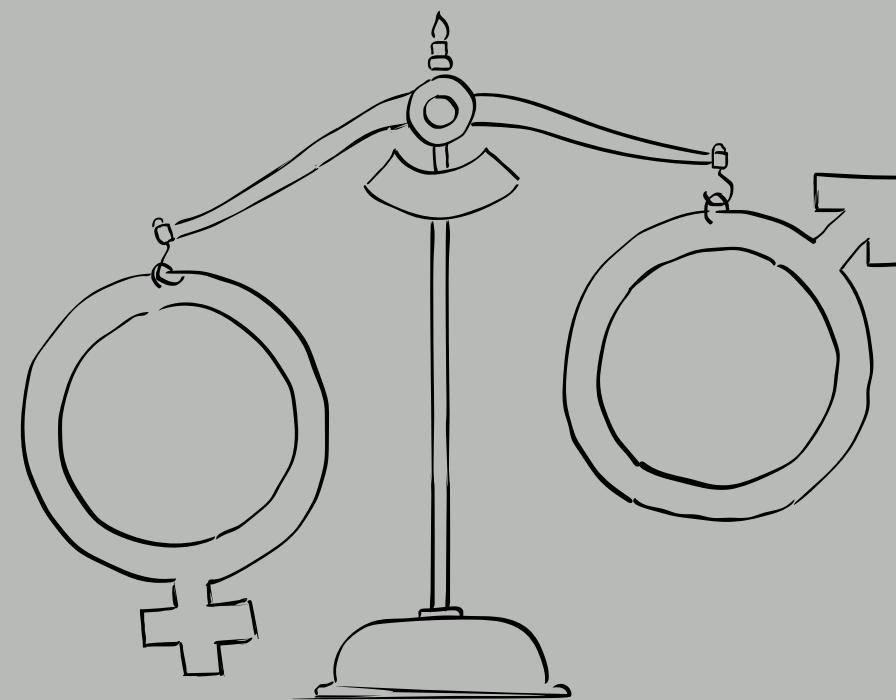
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NETWORKING EVENT IN SÃO PAULO AND RIO DE JANEIRO

Law and Gender: Reflections and Advances in Taxation

In honor of Women's Rights Month, we hosted a discussion focused on the importance of taxation in promoting equality. With the participation of an external expert, we explored how tax legislation and the pink tax impact gender equality, and how legal reforms can drive progress and promote meaningful change in society.

LEGAL ALLIANCE FOR GENDER EQUITY

In 2024, Machado Meyer joined the Legal Alliance for Gender Equity, an initiative whose mission is to promote gender equity in the legal market by encouraging member law firms to implement actions and policies that foster the participation of women across all areas and levels.

To promote more inclusive, diverse, and fair work environments, the Legal Alliance for Gender Equity, formed by 13 law firms, developed the Minimum Agenda, which includes ten proposals to support the advancement of women into leadership positions. These proposals are based on positive experiences, best practices, and well-structured policies.

The Minimum Agenda includes several key actions to promote gender balance, such as leadership commitment to gender equality, the establishment of a comprehensive career development program for women lawyers, and the review of parental leave and hiring policies.

#1AFETO
Parenthood

PARENTHOOD

Complementing the Elas Conectam initiative, #1Afeto rethinks the division of domestic responsibilities among family members and promotes healthy fatherhood, highlighting both aspects as essential to advancing gender equity inside and outside the workplace.

#1AFETO MEETINGS

During the #1Afeto meeting cycle, we encouraged deep reflection on family bonds and parenthood. We began the 2024 activities with a presentation of the Laços Project by Deise Campos from Instituto Serendipidade, followed by the Irmãos Project, presented by Débora Goldzveig, which introduced innovative proposals to strengthen emotional connections.

A collective meeting to review the semester's affinity group activities enabled experience-sharing and laid the groundwork for more specific discussions, such as paternity leave, addressed by our partner João Reis, and legal issues related to parenthood, presented by our lawyer Marcella Almeida.



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#1GUALDADE

LGBTQ+



LGBTQ+

We approach LGBTQ+ equity with the goal of fostering an inclusive environment for LGBTQ+ employees, highlighting the positive value of diversity within our teams.

One of our key achievements in 2024 was the extension of our post-parental leave flexibility policy to employees who adopt children and adolescents. This ensures equity for all employees, regardless of gender identity or sexual orientation.

#1GUALDADE MEETINGS

In our #1gualdade affinity group meetings, we addressed strategic topics and networking initiatives that strengthened discussions on diversity and inclusion, especially for the LGBTQ+ community.

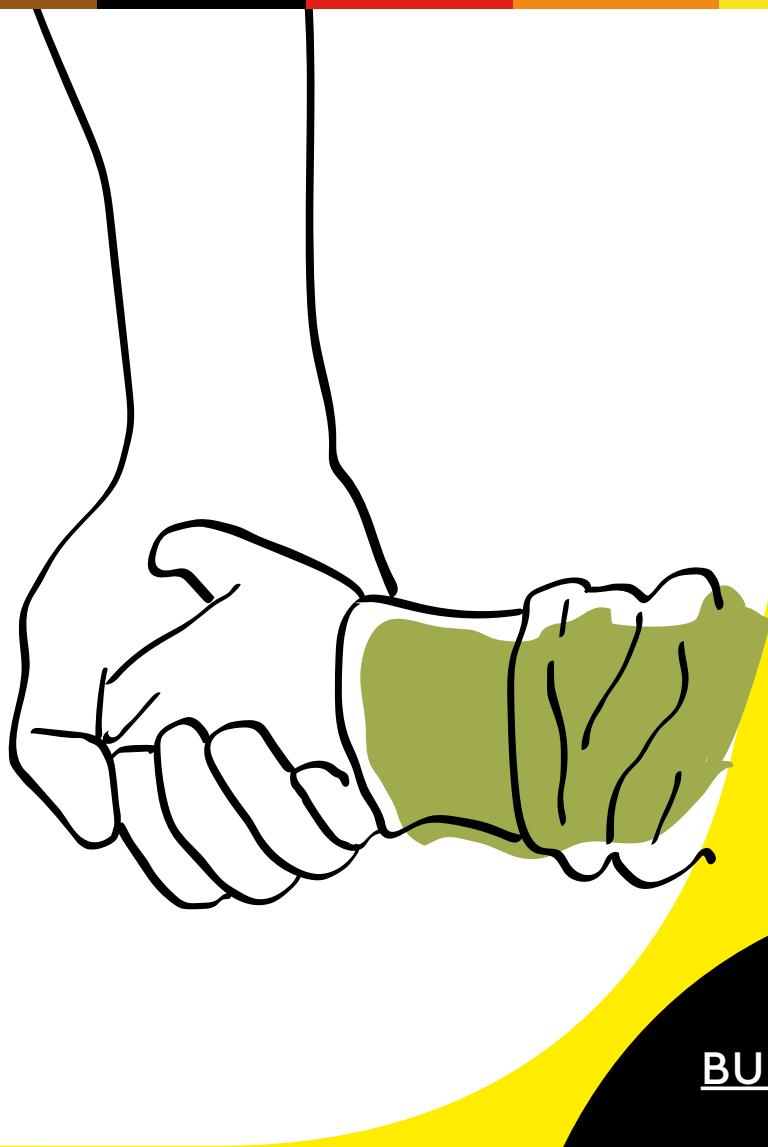
We held a series of enriching sessions. Ronaro Soares, creator of the Ubuntu Café project, shared his experiences as a member of the community. As part of the Agosto Lilás campaign — a national initiative to raise awareness and combat violence against women — we hosted a session with Amanda Sadalla from the organization Serenas. We also welcomed Carla Watanabe, a trans woman and notary public, in an initiative that reinforced our commitment to inclusive dialogue and the appreciation of diverse perspectives within the LGBTQ+ universe.

ANNUAL MEETING OF THE FORUM ON COMPANIES AND LGBTI+ RIGHTS

In May, we hosted another annual meeting of the Presidents' Committee, organized by the Forum on Companies and LGBTI+ Rights. This edition brought together over 35 participants, including CEOs and HR and D&I leaders, for a discussion on the importance of reinforcing the commitment to eradicating LGBTphobia in the workplace.



Event: LGBTI+ Forum



OUTSTAND

OUTstand is a forum that brings together professionals and companies from the financial sector to promote diversity and inclusion in organizations through a support network and the sharing of best practices. In April, we hosted the monthly meeting and welcomed partner companies. In June, we participated in the annual brunch held on the same day as the LGBTQ+ Pride Parade, in a relaxed setting designed for LGBTQ+ networking.



Event: Brunch with OUTstand

BUILDING AN EQUITABLE SOCIETY

In June, we hosted the event "Building an Equitable Society: Reflections on Sexual and Gender Diversity for Better ESG and LGPD Practices in Organizational Reports", aimed at discussing how companies can promote LGBTQ+ inclusion and equity through improved organizational reporting. The initiative also addressed the importance of adopting practices aligned with ESG principles and in compliance with Brazil's General Data Protection Law (LGPD).

Participants included our partners Raphael Soré, from the Compliance, Investigations and Corporate Governance practice, and Caroline Marchi, from the Labor practice, as well as Carolina Hannud, professor at Fundação Getulio Vargas and head at Studio Pat Insights.



Event: Building an Equitable Society

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POTÊNCIA TRANS

In 2024, Machado Meyer began supporting the Potência Trans project, which aims to increase the presence of transgender individuals in higher education and the job market by offering scholarships and providing psychological and socio-emotional support to ten participants.

The project was created by private sector agents who recognized the need to join forces to include transgender people in higher education and the workforce, in light of the current scenario in which transgender individuals represent only 0.2% of college students in Brazil.

The project benefits ten transgender individuals per year, offering full scholarships for two years of higher education, mentoring opportunities with partner institutions, monthly stipends, workshops on professional and personal development, and monthly psychological support groups.

Innovative and pioneering, the program brings together efforts from various companies and law firms to ensure that transgender individuals can exercise their rights to education, livelihood, and preparation for the job market.



ID.AFRO
Ethnic-racial

ETHNIC-RACIAL

To promote ethnic-racial equity, we carry out initiatives focused on career development and the fight against structural racism, offering various opportunities and benefits to employees who self-identify as Black or Brown.

We are constantly working to improve our affirmative policies by increasing investment in initiatives related to this pillar, expanding our reach to broader audiences, and enhancing the monitoring of the development of participating professionals.

One of our main actions in 2024 was the introduction of a language scholarship for Black and Brown interns and trainees, allowing them to take courses or private lessons in English or Portuguese. This pioneering initiative in the legal market provides Black and Brown individuals with the opportunity to advance their careers by improving their language skills.

ID.AFRO MEETINGS

In this cycle, we discussed topics such as religious intolerance and religious racism, sharing individual and collective experiences, perspectives, and data on the subject.

We also welcomed Empodera, an organization based in Rio de Janeiro that promotes social transformation through sports. Using physical activities and sports as tools, Empodera empowers Brazilian girls and women in all their diversity, giving them the confidence to fully exercise their potential and rights.

Through these initiatives, we addressed interdisciplinary topics that intersect with ethnic-racial issues both inside and outside the firm. This enriched our discussions and contributed to the empowerment of our Black and Brown employees, as well as to the racial literacy of all participants.

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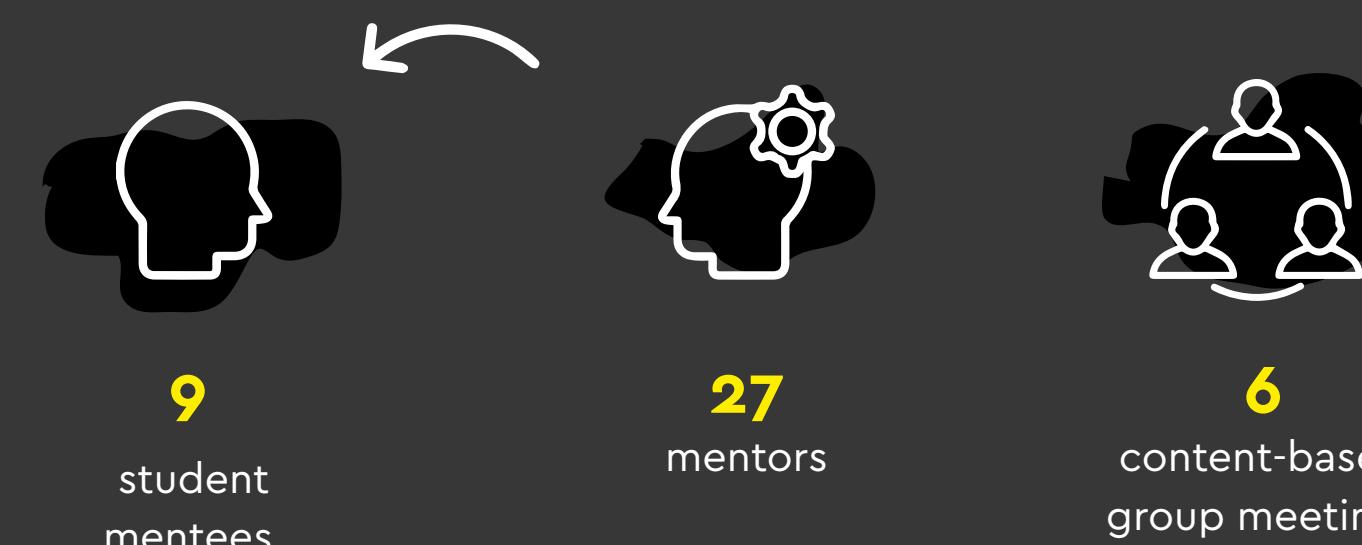
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LEGAL ALLIANCE FOR RACIAL EQUITY

Since 2017, Machado Meyer has been part of the Legal Alliance for Racial Equity, which aims to promote racial equity in the legal market and combat structural racism. The alliance develops initiatives such as networking and awareness events and supports projects focused on ethnic-racial issues.

ID.AFRO MENTORING PROGRAM



The ID.Afro Mentoring Program is designed to support career development and the retention of young Black, Brown, and Indigenous talent. Monthly meetings are held with self-identified interns and trainees to help them enhance their skills and strengthen abilities that can drive their personal and professional growth.

Participants benefit from exchanges with their mentors during monthly sessions and are closely supported by the People & Culture team. Topics discussed include punctuality and commitment, networking and LinkedIn, systemic thinking and assertive communication, continuous learning, and balancing personal and professional life.



PEOPLE WITH DISABILITIES

#1INCLUSÃO

In 2024, we launched #1inclusão, an affinity group aimed at making the firm's environment more inclusive and integrative for people with disabilities.

Initiatives under the people with disabilities pillar include changes and improvements across the five types of accessibility addressed by the firm:

- Attitudinal: annual review of our accessibility guide and leadership training on the topic;
- Architectural: structural adjustments to remove barriers to mobility for people with physical disabilities or reduced mobility;
- Methodological: support for the Instituto Rodrigo Mendes project

to train educators, managers, and public officials in special education;

- Programmatic: development of a project with the Municipal Secretariat for People with Disabilities of Rio de Janeiro;
- Instrumental: continuous adaptation and monitoring of the firm's internal work tools, such as the website, intranet, and software.

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ROUNDTABLE WITH MARINALVA CRUZ

This session focused on the progress made in the inclusion of people with disabilities. Participants included our labor lawyer Alekssandre Souza and guest speakers Débora Goldzveig, Institutional Manager at Instituto Serendipidade, and Marinalva Cruz, Director of Government Relations and Employability at the NGO Turma do Jiló, who shared their insights and experiences on this important topic.



Event: Building an Equitable Society

EVENT WITH THE MUNICIPAL SECRETARIAT FOR PEOPLE WITH DISABILITIES OF RIO DE JANEIRO – SMPD-RJ

In partnership with SMPD-RJ and Instituto Serendipidade, we hosted a training session for nearly 200 professionals from the seven Municipal Reference Centers for People with Disabilities. The session provided guidance on how to respond to cases of discrimination against people with disabilities.



Event: SMPD-RJ

CRISES INVOLVING DISCRIMINATION COMPLAINTS IN ORGANIZATIONS

In September, we held the event "Crises Involving Discrimination Complaints in Organizations: Negative Impacts, Prevention, and Crisis Management", which emphasized the importance of a sensitive approach to addressing challenges related to discrimination complaints in organizations, as well as the need for effective prevention and crisis management strategies.

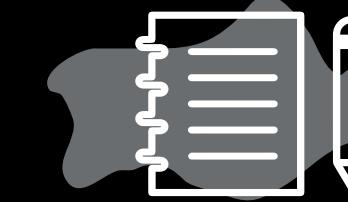
The event featured practical examples and was a valuable opportunity to deepen understanding of the strategies organizations can adopt to promote diversity and resilience — not only by preventing but also by effectively managing sensitive situations.

Speakers included Eliane Carvalho and Ana Carolina Lourenço, respectively partner and lawyer in the Litigation practice, as well as Daniel Bento, lawyer and Executive Director at CEERT – Center for Racial and Gender Equity, and Rodrigo Hübner Mendes, Director of Instituto Rodrigo Mendes.

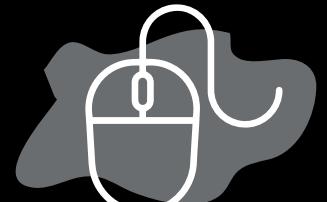
LEARNING INITIATIVES

Synchronous and asynchronous activities (via our partner digital learning platform)

Valuing and encouraging continuous formal and informal learning is part of our culture. At the Academy, we motivate people to take ownership of their learning journey. We believe that learning happens in three ways: through practice, relationships, and formal education.



91%
satisfaction
rate among our
people regarding
synchronous learning
activities



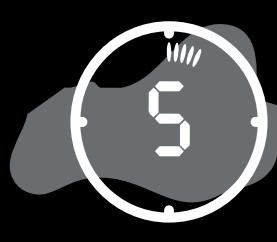
91%
satisfaction rate among
our people regarding
asynchronous learning
activities — those
conducted on the
partner digital learning
platform



42
synchronous
sessions, totaling
269
hours



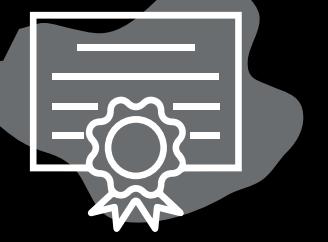
1.952
hours of coursework
completed on our
partner digital
learning platform



Average of
5
hours per person
in synchronous
activities



Average of
3,8
hours per person
on the partner
digital learning
platform



Over
7.430
hours invested in
learning, based on
issued certificates

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Ethics and commitment guide our actions and are reflected in how we conduct our operations, comply with applicable laws, and fulfill our obligations to clients, third parties, and other stakeholders. Since 2019, we have maintained a Compliance Program based on ten fundamental pillars:

- Commitment from senior management
- Establishment of a dedicated compliance structure
- Identification of new laws, changes in legislation, and applicable regulations
- Identification, analysis, and assessment of risks to which the firm is exposed
- Implementation of effective internal controls for monitoring
- Creation of policies, standards, and procedures
- Delivery of training programs
- Execution of due diligence processes
- Effectiveness of the whistleblower channel
- Commitment to the ESG agenda

Compliance Team

Machado Meyer has an Internal Compliance department composed of professionals with autonomy, supported by senior management and equipped with adequate and appropriate resources to establish, develop, implement, evaluate, maintain, and continuously improve compliance management.

We highlight key data related to our training program and whistleblower channel:

Compliance Program Training

Training sessions are periodically conducted to engage our employees in fully complying with our internal policies, standards, procedures, and any other items within the scope of corporate integrity.

In 2024, we reached a 95% completion rate for training sessions, which covered the following topics:

- Best practices for social media
- Conflict of interest
- Moral and sexual harassment
- Data protection
- Information security

All new employees undergo mandatory training to ensure they are integrated and familiar with the firm's guidelines from the start.

The main training topics within the Compliance Program include:

- Code of Conduct
- Information Security Policy
- Privacy Policy
- Document Management Policy
- Conflict of Interest Policy
- Anti-Corruption Policy
- TEMM Voz – Transparency and Ethics at Machado Meyer
- Generative AI Policy
- Best practices for social media
- Prevention and combat of harassment

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MACHADO MEYER ACADEMY

CORPORATE INTEGRITY

ESG-related initiatives and provides detailed insights to drive compliance and enhance the sustainability journey of companies worldwide. The seal reflects the improvements implemented over the past year, which raised the firm's ESG maturity level from "Partial" (in 2023) to "Good" (in April 2024).

Whistleblower Channel (TEMM VOZ – Transparency and Ethics at Machado Meyer)

TEMM VOZ is Machado Meyer's official whistleblower channel. The tool is accessible through multiple platforms and is managed confidentially and free from conflicts of interest by our Ethics Committee, with support from an independent and specialized partner company.

The channel is available to our employees, clients, and third parties in general. Reports can be submitted anonymously or with identification, at the sole discretion of the whistleblower. In all cases, confidentiality is guaranteed, and whistleblowers acting in good faith are protected from retaliation.

for Corporate Integrity, an initiative led by the Office of the Comptroller General (CGU). As part of our commitment, we conducted a self-assessment based on the program's integrity measures, which aim to:

Prevent, detect, and address misconduct, fraud, and acts of corruption against public administration;
Mitigate social and environmental risks arising from our activities, ensuring the protection of human rights;
Promote and maintain a culture of integrity within the organizational environment.

We achieved an excellent score of 88.5 out of 100 points, which further motivates us to remain engaged and committed to continuously improving our internal program.

TEMM VOZ Indicators

40
reports,
93%

of which were resolved within the year, with an average investigation time of 31 business days

58%
of reports were deemed valid

87%
involved interpersonal issues, such as conflicts, harassment, discrimination, intimidation, and disrespectful behavior among employees

92%
of reports were submitted via our website — demonstrating its effectiveness

36%
were submitted with identification — reflecting growing trust in our channel

CEO'S
LETTER

LETTERS FROM THE
COMMITTEES

CORPORATE SOCIAL
RESPONSIBILITY
DEPARTMENT

GLOBAL COMPACT

MACHADO MEYER
INSTITUTE

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VOLUNTEERING

SUSTAINABILITY

DIVERSITY
AND INCLUSION

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INTEGRITY

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