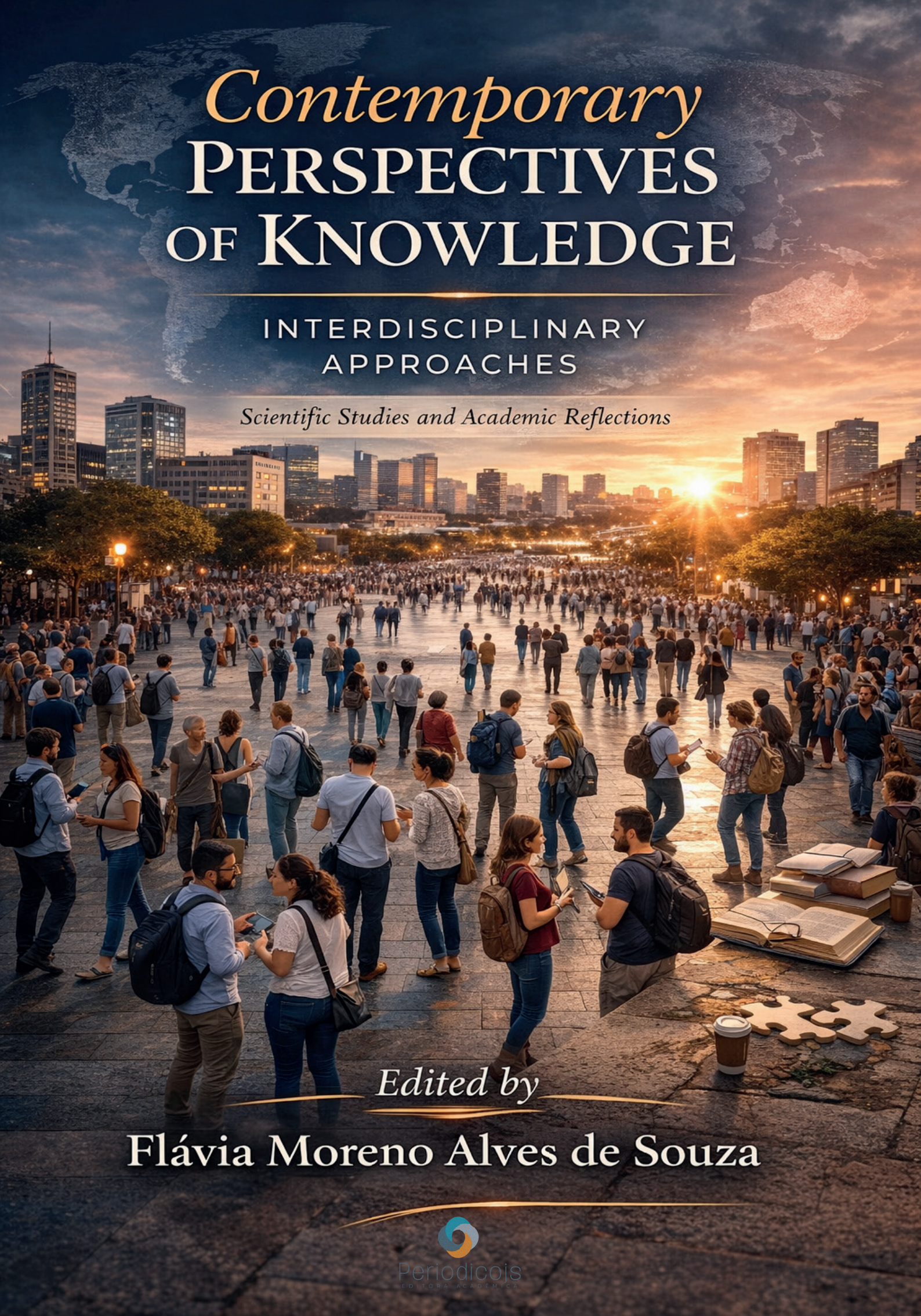




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Chapter

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FROM ADVERSARIAL LABOR LAW TO PRODUCTIZED PREVENTIVE COMPLIANCE: A CASE STUDY ON METHODOLOGY AND TECHNOLOGY IN LABOR RISK MANAGEMENT

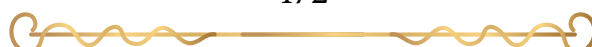


FROM ADVERSARIAL LABOR LAW TO PRODUCTIZED PREVENTIVE COMPLIANCE: A CASE STUDY ON METHODOLOGY AND TECHNOLOGY IN LABOR RISK MANAGEMENT

Ari Lopes Ribeiro¹

Abstract: This Technical Report presents an independent, documentary evaluation of the professional trajectory, methodological contribution, and prospective U.S. economic impact of Ari Lopes Ribeiro, principal of the planned enterprise Ribeiro Corporate Risk Solutions LLC. Drawing on more than seventeen years of continuous Brazilian legal practice (OAB/SP 283.617, admitted December 19, 2008), the report traces Mr. Ribeiro’s migration from high-volume adversarial labor-dispute resolution (over 5,000 hearings; 1,000+ homologated conciliations; 3,189 linked case records) toward enterprise-side preventive compliance design, and his concurrent governance of four business entities generating up to 56 weekly hours of executive management. The central object of evaluation is PRECIS (Preventive Risk Evaluation, Compliance Implementation & Standards), a six-discipline methodology that the report argues has been technologically productized into the Ribeiro Risk platform — six software modules plus a 120-hour certification academy — with a client-approved financial model projecting cumulative five-year U.S. gross revenue of approximately \$11.98 million across a Houston-Miami/North Florida-Atlanta/Appalachian Georgia expansion sequence. The report situates this trajectory against documented U.S. employment-enforcement trends (EEOC FY2024 charge volume; DOL Wage and Hour Division recoveries) and against Bureau of Labor Statistics Bright Outlook occupational data for Compliance Managers (SOC 11-9199.02), concluding that the combination of sustained specialization, multi-entity leadership, original methodology, and its technological productization places the candidate’s profile above what is typically observed among employment-compliance

¹ Bachelor of Laws from Nove de Julho University — UNINOVE, Postgraduate Degree (Lato Sensu) in Public Law from Anhanguera-Uniderp University, and active professional registration with the Brazilian Bar Association — São Paulo Section, OAB/SP.



practitioners. This revised edition adds citation apparatus distinguishing independently verifiable public-source statistics from claims resting on the case's internal documentary record, and flags several figures that require re-verification before external reliance.

Keywords: employment compliance; preventive workforce-risk governance; PRECIS methodology; compliance program design; EEOC enforcement trends; Wage and Hour Division; Compliance Managers (SOC 11-9199.02); legal practice trajectory; multi-entity executive leadership; regtech / compliance SaaS; economic impact analysis; Ribeiro Corporate Risk Solutions LLC.

INTRODUCTION

The regulatory environment governing the employment relationship in the United States has grown steadily more complex over the past two decades, driven by an expanding federal and state statutory framework — Title VII of the Civil Rights Act, the Americans with Disabilities Act, the Fair Labor Standards Act, the Family and Medical Leave Act, the National Labor Relations Act, and a proliferating patchwork of state-specific employment regimes — combined with sustained growth in the volume of administrative charges filed against employers. The U.S. Equal Employment Opportunity Commission recorded 88,531 new charges in Fiscal Year 2024, an increase of 9.2% year over year and the third consecutive annual rise (EEOC, 2025), followed by 88,201 charges processed in FY 2025. In Fiscal Year 2025, the Department of Labor's Wage and Hour Division recovered more than \$259 million in back wages for approximately 177,000 workers (ESTADOS UNIDOS. DEPARTMENT OF LABOR, 2026). These figures describe not an anomaly but a structural and sustained condition of employment-risk exposure facing American employers, particularly those operating across multiple states or integrating foreign-origin capital into U.S. workforce structures.

Within this context, the role of the professional capable of translating regulatory complexity and dispute-pattern knowledge into internal, preventive governance systems has acquired increasing



strategic importance. This is not the role of outside litigation counsel, whose engagement is activated only after a dispute has already materialized. It is, instead, the role occupied by the specialist who designs, directs, and coordinates an organization's compliance program before exposure accumulates — a function formally recognized within the U.S. occupational taxonomy as Compliance Managers (SOC 11-9199.02), a Bright Outlook occupation projected by BLS/O*NET to add approximately 106,700 openings per year between 2024 and 2034, with a median annual wage in the range of \$136,550 to \$141,900 (O*NET ONLINE, 2026).

It is precisely in this space — between statutory complexity and operational governance — that the professional career of Ari Lopes Ribeiro is situated. Admitted to the Brazilian Bar (OAB/SP 283.617) on December 19, 2008 (OAB/SP, 2008), Mr. Ribeiro built, over more than seventeen continuous years, a body of practical experience that few professionals accumulate: direct, first-hand, high-volume observation of how employment conflicts are actually formed, litigated, and resolved, encompassing more than 5,000 conducted hearings and more than 1,000 homologated conciliations (ESCAVADOR, 2026). Rather than remaining within adversarial dispute resolution, Mr. Ribeiro progressively redirected this accumulated pattern literacy toward the enterprise side of the employment relationship — first through consultative preventive work at Ribeiro & Dias Consultoria, then through the founding and institutional consolidation of Lopes Ribeiro Advogados, and in parallel through non-legal entrepreneurial management of Easily Work Coworking (DECLARAÇÕES CONTÁBEIS, 2026).

This professional evolution culminates in the design of PRECIS, a structured methodology for preventive employment-compliance governance, and in its technological consolidation as the Ribeiro Risk platform — a live, operating software product rather than a conceptual proposal (RIBEIRO RISK, 2026). The purpose of the present report is to evaluate, on an independent and documentary basis, whether this trajectory demonstrates the degree of specialization, methodological originality, professional leadership, and prospective economic contribution required to sustain the planned U.S. endeavor of Ribeiro Corporate Risk Solutions LLC, and to situate that endeavor within



the documented structural gap in preventive employment-compliance capacity currently observed among U.S. mid-market and multinational employers.

METHODOLOGY

This technical evaluation follows a qualitative, documentary, and comparative methodology consistent with the standards applied in independent professional-competency assessments. The analysis does not rest on a simple chronological restatement of positions held; it seeks to establish the degree of complexity of the responsibilities actually assumed, the originality of the methods developed, the measurability of the results produced, and the institutional and economic significance of the environments in which the professional has operated.

Four complementary analytical dimensions were applied to the documentary record: (i) technical and legal competence, evaluated through academic credentials, continuous bar registration, volume of hearings and conciliations, and case-record linkage; (ii) methodological innovation, evaluated through the design, internal structure, and technological productization of the PRECIS framework and the Ribeiro Risk platform; (iii) professional and institutional leadership, evaluated through multi-entity executive governance, team supervision, and independent third-party recognition; and (iv) economic and strategic impact, evaluated through documented enforcement-demand indicators, occupational-scarcity data, and the client-approved financial model underlying the planned U.S. endeavor.

The documentary sources examined include: civil identity records evidencing continuity across a documented name change (Ariovaldo to Ari); academic transcripts and diplomas from UNINOVE (Bachelor of Law) and Universidade Anhanguera-Uniderp (postgraduate, Public Law) (UNINOVE, 2008; UNIVERSIDADE ANHANGUERA-UNIDERP, 2010); the active OAB/SP registration record (OAB/SP, 2008); a Fundação Getulio Vargas (FGV) extension certificate in Labor Law; membership documentation with the Society of Corporate Compliance and Ethics (SCCE) (FGV, [20--]; SCCE, 2026); more than twenty continuing-education certificates spanning artificial



intelligence and labor relations, climate-related labor litigation, labor execution, hearing practice, and workplace leadership systems; accountant declarations for four business entities establishing continuous, non-overlapping or concurrently managed operational periods from 2008 through 2026 (DECLARAÇÕES CONTÁBEIS, 2026); public case-record data (Escavador) reflecting 3,189 process linkages (ESCAVADOR, 2026); independent recommendation letters and technical attestations from six distinct sources (VICENTE JÚNIOR, 2026; REIS, M. A. B. V., 2026; REIS, R. S., 2026; IVANOFF, 2026; BARROS, 2026; AVIVA/MAKÁRIOS, 2026); and the client-approved financial model (Version 3, “VF”) underlying the five-year U.S. deployment plan (RIBEIRO CORPORATE RISK SOLUTIONS LLC, 2026).

A comparative approach was also applied to distinguish routine legal practice from genuinely distinctive contribution. In the employment-law and compliance field, a substantial share of daily activity — hearing attendance, contract drafting, routine advisory work — is common to many practitioners. What distinguishes Mr. Ribeiro’s record is the presence of activities reserved for a smaller subset of professionals: founding and governing multiple concurrent business entities over more than a decade; converting adversarial pattern literacy into a named, structured preventive methodology; and translating that methodology into a live, tiered, commercially operating software platform. This distinction is applied consistently throughout the report to ensure that ordinary professional activity is not conflated with extraordinary contribution.

Finally, the conclusions presented in the following chapters result from the integration of these four analytical dimensions rather than from an unweighted aggregation of individual facts, providing a consistent and technically grounded basis for the evaluation of Ari Lopes Ribeiro’s professional trajectory and of the planned U.S. endeavor it supports.



PROFESSIONAL TRAINING, TRAJECTORY, AND CONSOLIDATION OF EXPERTISE

Academic Foundation and Bar Admission

Ari Lopes Ribeiro's technical foundation begins with a Bachelor of Law degree from Universidade Nove de Julho (UNINOVE), followed by postgraduate study in Public Law (*lato sensu*) at Universidade Anhanguera-Uniderp (UNINOVE, 2008; UNIVERSIDADE ANHANGUERA-UNIDERP, 2010) — a specialization providing structural literacy in administrative regimes and institutional interpretation that later proves directly relevant to the design of regulatory-mapping tools within PRECIS. His admission to the Brazilian Bar under registration OAB/SP 283.617, dated December 19, 2008, marks the formal beginning of a continuous professional practice window that, according to accountant declarations and registration records, has not been interrupted through the date of this report (DECLARAÇÕES CONTÁBEIS, 2026; OAB/SP, 2008).

This academic and professional foundation was subsequently reinforced by continuous technical updating rather than treated as a static credential. A Fundação Getulio Vargas (FGV) extension certificate in Direito do Trabalho (Labor Law) and membership in the Society of Corporate Compliance and Ethics (SCCE) (FGV, [20--]; SCCE, 2026) situate Mr. Ribeiro within the vocabulary and practice norms of the international compliance-and-ethics community — a positioning of direct relevance to a practice intended to operate as a compliance-program design enterprise in the United States rather than as a conventional legal advisory service.

These formal credentials are documented with precision: the law degree was conferred on July 10, 2008 following 4,220 hours of instruction; the postgraduate specialization in Public Law comprised 390 hours, completed in March 2010 (UNINOVE, 2008; UNIVERSIDADE ANHANGUERA-UNIDERP, 2010); and admission to the Brazilian Bar under OAB/SP 283.617 was formalized on December 19, 2008, with the professional practicing card issued February 12, 2009 (OAB/SP, 2008). SCCE membership was formalized on May 19, 2026 (SCCE, 2026), coinciding with the international-market orientation of the planned U.S. endeavor.



Early Practice: Pattern Literacy Through High-Volume Labor Dispute Resolution

From bar admission in 2008 through September 2013, Mr. Ribeiro operated an autonomous legal practice at a documented pace of 44 hours per week, dedicated to labor dispute resolution (DECLARAÇÕES CONTÁBEIS, 2026). It is this stage of his career that produced the raw material later systematized into PRECIS: direct exposure, case after case, to the specific documentation failures, procedural omissions, and managerial decisions that convert an ordinary employment relationship into a formal dispute. Across his career, this volume of exposure has aggregated to more than 5,000 conducted hearings, more than 1,000 homologated conciliations, and 3,189 linked public process records (Escavador), with the professional recorded as attorney of record in approximately 90% of those linkages (ESCAVADOR, 2026).

From an engineering-of-expertise standpoint, this volume is significant not for its size alone but for what it makes possible: a practitioner who has observed thousands of disputes reach resolution develops an empirical, rather than theoretical, sense of which employer-side practices reliably produce litigation risk and which do not. This is precisely the raw pattern-recognition capacity that underlies the diagnostic-matrix design later formalized in the first discipline of the PRECIS framework.

Transition to Enterprise-Side Preventive Design at Ribeiro & Dias Consultoria

Beginning September 13, 2013, and continuing through the present, Mr. Ribeiro has served as co-administrator and manager of Ribeiro & Dias Consultoria LTDA, an enterprise labor-compliance advisory practice (DECLARAÇÕES CONTÁBEIS, 2026). This stage marks the decisive professional pivot examined in this report: the redirection of adversarial pattern literacy toward the employer side of the relationship, through the structuring of contracts, internal policies, and preventive routines for corporate clients.



Documentary evidence — including the accountant declaration covering this entity’s continuous operation (DECLARAÇÕES CONTÁBEIS, 2026) — establishes that this preventive, employer-facing consultative work stream has run in parallel with, rather than in place of, Mr. Ribeiro’s litigation practice for more than a decade. This continuity is technically significant: it demonstrates that the preventive-compliance orientation embedded in PRECIS is not a recent repositioning adopted for the purpose of a U.S. filing, but a professional posture developed and sustained over more than twelve years of concurrent operation.

Founding and Institutional Consolidation of Lopes Ribeiro Advogados

On December 19, 2016, Mr. Ribeiro founded Lopes Ribeiro Sociedade Individual, operating under the name Lopes Ribeiro Advogados, and has served as its founding director on a documented basis of 40 hours per week through the present (DECLARAÇÕES CONTÁBEIS, 2026). Under his direction, the firm built an institutional structure encompassing six associate attorneys and three supporting assistants, serving a portfolio in excess of 1,000 active clients, with a firm revenue path reaching approximately R\$60 million and approximately 40% growth over the 2020–2026 period (DECLARAÇÕES CONTÁBEIS, 2026).

This stage of the career demonstrates a capability distinct from, and complementary to, individual legal or consultative competence: the governance of a multi-professional institution at scale — including personnel supervision, quality-standard enforcement, portfolio management, and sustained revenue growth over a six-year period. Among the documented matters handled by the firm is a high-complexity claim with a recorded value of R\$2,403,382.55 (the Bradesco matter) (LOPES RIBEIRO ADVOGADOS, 2026), illustrating the scale of exposure the firm has been engaged to manage on behalf of its clients.

The scale of this institutional caseload is further documented by case-management records showing more than 4,000 concluded matters, 1,902 active first-instance proceedings, 519 active second-



instance proceedings, and 2,340 recently archived files handled under the firm’s direction (LOPES RIBEIRO ADVOGADOS, 2026) — a volume consistent with the multi-professional institutional structure described above.

Multi-Entity Executive Leadership and Cross-Domain Continuity

From July 19, 2018 through the present, Mr. Ribeiro has additionally served as co-administrator of Easily Work Coworking LTDA at a documented 4 hours per week, with responsibilities spanning contracts, vendor management, infrastructure, and commercial standards (DECLARAÇÕES CONTÁBEIS, 2026) — a non-legal enterprise-operations function outside his core legal practice. Taken together with his roles at Ribeiro & Dias (12 hours per week) and Lopes Ribeiro (40 hours per week), the documented record establishes 56 weekly hours of concurrent, multi-entity executive management sustained through the present (DECLARAÇÕES CONTÁBEIS, 2026).

From a leadership-capacity standpoint, this concurrent, multi-entity governance record is directly relevant to the credibility of the planned U.S. endeavor. Ribeiro Corporate Risk Solutions LLC is not proposed as a single practitioner’s advisory sideline; it is designed as a multi-client enterprise requiring simultaneous management of methodology, personnel, client relationships, and a technology platform. The evidentiary record demonstrates that Mr. Ribeiro has already sustained comparable operational complexity, across four concurrent entities, for a period exceeding eight years.

Continuous Technical Education and Professional Network Signal

The documentary record includes more than twenty continuing-education certificates obtained across the span of Mr. Ribeiro’s career, covering subjects directly relevant to the currency of the PRECIS methodology: artificial intelligence and labor relations, climate-related labor litigation, labor execution procedure, hearing practice, and workplace leadership systems. Combined with his



membership in the Society of Corporate Compliance and Ethics (SCCE) (SCCE, 2026), this pattern of continuous technical updating indicates that the professional's knowledge base has been maintained current with evolving regulatory and technological risk rather than static since bar admission.

THE PRECIS METHODOLOGY: AN ORIGINAL CONTRIBUTION TO PREVENTIVE EMPLOYMENT-COMPLIANCE ENGINEERING

Origin, Technical Rationale, and Operational Need

Employment-compliance failures in modern organizations rarely originate in the absence of applicable law. They originate in the gap between the law as written and the way internal policies, contracts, handbooks, and managerial routines are actually documented and applied day to day. Conventional compliance practice tends to address this gap reactively: a dispute occurs, outside counsel is engaged, and the employer's exposure is defended after the fact. This reactive posture leaves the underlying documentation and policy gaps in place, guaranteeing recurrence of the same categories of exposure across the organization's workforce.

It was from direct, repeated observation of this pattern — across more than 5,000 hearings and more than a decade of enterprise-side preventive consulting at Ribeiro & Dias (ESCAVADOR, 2026; DECLARAÇÕES CONTÁBEIS, 2026) — that Ari Lopes Ribeiro developed PRECIS: Preventive Risk Evaluation, Compliance Implementation & Standards (RIBEIRO CORPORATE RISK SOLUTIONS LLC, 2026). The methodology did not originate as an abstract compliance framework; it emerged from the empirical observation that the great majority of employment charges and disputes are traceable to a limited, recurring set of documentation and policy failure modes, which can be identified, ranked, and corrected before they convert into formal exposure.

The guiding principle of PRECIS can be stated concisely: exposure should be identified, ranked against documented enforcement patterns, and corrected inside the organization's own operating routines — before it accumulates into charges, litigation, or regulatory scrutiny. This inverts



the conventional sequence of compliance work, in which policy review typically follows, rather than precedes, the identification of an active dispute.

The Six Structural Disciplines of PRECIS

A technical review of PRECIS shows a modular architecture in which each of six disciplines performs a distinct function, while its effectiveness depends on their integrated application across a single client engagement.

P — Preventive Diagnostic Mapping

The methodology begins with a structured exposure matrix applied to the client's policies, contracts, handbooks, and HR routines, cross-referenced against documented EEOC and DOL litigation vectors (RIBEIRO CORPORATE RISK SOLUTIONS LLC, 2026; EEOC, 2025). The output is a ranked Compliance Gap Analysis, in which each identified exposure vector is assigned a cost-of-exposure band rather than left as an undifferentiated list of findings — allowing client leadership to prioritize corrective action by documented financial and regulatory significance rather than by intuition.

R — Regulatory Framework Alignment

Each handbook clause, contract term, and internal protocol identified in the diagnostic phase is mapped with named regulatory traceability to Title VII, the ADA, the FLSA, the FMLA, the NLRA, and applicable state employment regimes. This traceability distinguishes PRECIS from generic policy templates: every recommended change is anchored to a specific statutory or regulatory basis, producing a defensible audit trail for the client organization.



E — Employment Policy Architecture

Based on the diagnostic and regulatory-mapping phases, PRECIS rebuilds the Employee Handbook, anti-discrimination policies, termination protocols, performance guidelines, and contract templates, producing documents designed for direct internal adoption by the client's own HR and leadership teams rather than for the practitioner's continued involvement.

C — Contingency Reduction Programs

This discipline converts a documented five-year pattern of recurring conflict within the client organization into corrective operational flows, quarterly Compliance KPI dashboards, and an internally operated governance cadence — transforming what was previously a reactive defense posture into a monitored, self-correcting system.

I — International & M&A Assessment

For foreign-origin employers expanding into, or consolidating, U.S. workforce operations, PRECIS produces a pre-close Risk Register and a post-acquisition mitigation plan, addressing the specific information asymmetry that arises when foreign direct investment enters the U.S. labor-law framework without equivalent local employment-compliance expertise.

S — Sustained Skills Transfer

The engagement closes with bilingual executive workshops and implementation guides designed so that the client's own managers and HR personnel can operate the installed controls day to



day after the engagement ends — a deliberate design choice that converts PRECIS from a source of ongoing practitioner dependency into a permanent internal capability.

Practical Validation and Differentiation from Standard Practice

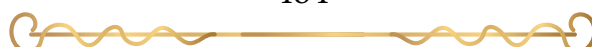
The distinguishing characteristic of PRECIS relative to standard compliance practice is not any single discipline in isolation, but the sequencing: diagnostic matrix, regulatory mapping, policy rebuild, Risk Register or Contingency Plan, KPI dashboard, and skills-transfer workshops, all under principal direction. Where standard practice typically applies a generic checklist without litigation weighting, or rewrites a handbook without addressing the underlying pattern of recurrence, PRECIS crosses its diagnostic matrix against a documented enforcement baseline — 88,531 EEOC charges in FY 2024 alone (EEOC, 2025) — and closes every engagement with a mechanism for internal, client-operated sustainment rather than continued external dependency.

Within the engagement’s decision architecture, Mr. Ribeiro retains principal authority over risk-vector prioritization, deliverable acceptance criteria, and methodology version control across the multi-client PRECIS deployment (RIBEIRO CORPORATE RISK SOLUTIONS LLC, 2026), while the client’s own team retains day-to-day operation of the resulting policies and dashboards. This division of responsibility is explicit: engagements are scoped as managerial, analytical, and educational work, with escalation to the client’s own licensed U.S. counsel whenever a matter requires legal advocacy — a boundary maintained consistently across the methodology’s design.

THE RIBEIRO RISK PLATFORM: TECHNOLOGICAL CONSOLIDATION OF THE METHODOLOGY

From Manual Methodology to Productized SaaS Infrastructure

A methodology’s practical relevance is substantially strengthened when it has already been



converted into deployable, recurring infrastructure rather than remaining a proposed framework. In this respect, the evidentiary record contains a distinguishing fact: the Ribeiro Risk platform, live and operational at ribeiorisk.online, implements each PRECIS discipline as a discrete software module within a single operating system, described in the client-approved model as ‘one risk ledger, one managerial operating rhythm.’ (RIBEIRO RISK, 2026; RIBEIRO CORPORATE RISK SOLUTIONS LLC, 2026)

The platform’s own published materials are explicit that its methodology heritage derives from Mr. Ribeiro’s prior professional practice — citing the same 17+ years of continuous practice, 1,000+ active clients, and 5,000+ formal labor hearings referenced throughout this report as the empirical basis for its diagnostic taxonomies (RIBEIRO RISK, 2026) — while noting accurately that these are prior professional-practice indicators informing the platform’s design, not claims of existing U.S. production customers.

The Six Modules and the Ribeiro Compliance Academy

The platform operationalizes PRECIS through six named modules (RIBEIRO RISK, 2026). ExposureScan functions as the exposure-diagnostic system of record, applying priority-matrix scoring and an evidence vault across policies, records, classification, and separation practices. PolicyForge is the policy-authoring engine, producing versioned handbooks, anti-discrimination and termination policies, and implementation checklists. ControlLedger operates as a living risk-and-controls register — tracking severity, ownership, deadlines, and residual risk scores in place of static PDF reporting. BorderFit performs cross-border risk assessment for foreign-owned and multinational operations, mapping home-country practices against U.S. unit-level requirements. LiabilityWatch provides continuous monitoring of recurring conflict patterns and documentation gaps as an early-warning layer. Finally, the Ribeiro Compliance Academy delivers a 120-hour corporate certification track across four 30-hour modules, engineered specifically to transfer the founder’s methodology into



lasting internal client capacity.

Commercial Architecture and Existing Traction

The platform's commercial structure spans four tiers — Essential (\$9,690/year), Professional (\$24,990/year), Enterprise (\$60,180/year), and Executive Direction (\$122,400/year) (RIBEIRO RISK, 2026) — each scaling the depth of diagnostic coverage, the number of internal policies supported, dashboard cadence, and Academy access. According to the client-approved financial model, the platform layer is projected to represent approximately 72.6% of Year-1 gross revenue (72 to 74 subscription contracts at the Essential-equivalent rate) (RIBEIRO CORPORATE RISK SOLUTIONS LLC, 2026), indicating that the intended endeavor rests substantially on a recurring, productized revenue base rather than solely on episodic advisory engagements.

From a technical-evaluation standpoint, this productization is itself an indicator of applied innovation: it demonstrates that Mr. Ribeiro's methodological contribution was not left as documentation or training material alone, but was engineered into a deployable software architecture capable of scaling beyond the delivery capacity of any single practitioner.

INTELLECTUAL OUTPUT, KNOWLEDGE DISSEMINATION, AND PROFESSIONAL RECOGNITION

Intellectual Production as a Natural Extension of Professional Practice

The documentary record shows a consistent progression from purely operational legal practice toward the systematization and transfer of accumulated knowledge — a pattern recognized in professional-competency evaluation as an indicator of technical maturity. This is evidenced in Mr. Ribeiro's career through digital course production, corporate training materials, published lectures, and, most significantly, the codification of the PRECIS methodology itself and its embedding into the



Ribeiro Compliance Academy's structured curriculum.

This intellectual output is independently documented through two commercialized digital training products distributed via the Hotmart platform: *Treinamento Empresarial na Advocacia* (Business Training for Legal Practice), priced at R\$3,000 (approximately \$612), addressing law-firm management, marketing, and client acquisition for legal professionals, and *Curso Prático de Audiência Trabalhista* (Practical Labor-Hearing Course), priced at R\$997 (approximately \$204), addressing applied hearing-practice skills (RIBEIRO, 2026a; RIBEIRO, 2026b). It is further evidenced by an authored manuscript, *Tudo é Possível* (2019), an autobiographical work addressing entrepreneurship, leadership, and professional trajectory (RIBEIRO, 2019), and by public-speaking engagements before industry audiences, including an invited address at the 2025 *Lendas Milionárias* conference on entrepreneurship, management, and positioning in legal practice, and broadcast media exposure through an interview with TV Record. Considered together, these outputs corroborate that Mr. Ribeiro's knowledge dissemination extends beyond internal firm training into commercially validated, publicly distributed intellectual product.

Training of Specialists and Applied Technical Education

The 120-hour, four-module Ribeiro Compliance Academy is designed explicitly as a multiplier mechanism (RIBEIRO RISK, 2026): rather than retaining specialized knowledge exclusively within the principal's own practice, the Academy trains client-side HR personnel, compliance officers, and managers to operate the installed controls independently. This design is consistent with the 'Sustained Skills Transfer' discipline of PRECIS and demonstrates that Mr. Ribeiro's professional influence is intended to extend beyond the individual engagements he directs, reaching successive cohorts of client-organization personnel trained under his methodology.

This multiplier design is reinforced by a documented access commitment in the business plan underlying the endeavor: the Academy is planned to reserve approximately 10% of its training seats



for free or subsidized access, directed at professionals from nonprofit organizations, small businesses, immigrant-owned enterprises, and organizations in economically vulnerable communities that would not otherwise have regular access to specialized employment-compliance training (RIBEIRO CORPORATE RISK SOLUTIONS LLC, 2026). Applied to the projected base of approximately 660 Essential-plan participants over five years, this policy is estimated to represent approximately 66 free or subsidized training placements over the same period — extending the reach of Mr. Ribeiro’s methodology beyond fee-paying enterprise clients into under-resourced organizations and communities.

External Validation: Recommenders, Attestations, and Community Contribution

The evidentiary record includes independent observation of Mr. Ribeiro’s professional quality and impact from six distinct sources (VICENTE JÚNIOR, 2026; REIS, M. A. B. V., 2026; REIS, R. S., 2026; IVANOFF, 2026; BARROS, 2026; AVIVA/MAKÁRIOS, 2026), each addressing a different facet of the professional record: a recommendation letter and accompanying curriculum vitae from Antônio Vicente Júnior, addressing practice quality and reliability; a recommendation letter from Maria Angélica B. V. dos Reis referencing specific project involvement; a results-oriented testimony letter from Renato Silveira dos Reis; a market-facing recommendation and professional-network endorsement from Bruno Ivanoff; a technical capacity attestation from Fábio de Barros of AKL; and a signed volunteer-service declaration together with association minutes from AVIVA/Makários, documenting a civic and community-contribution dimension alongside the professional record.

Taken together, these six independent sources corroborate distinct dimensions of the same professional trajectory — technical depth, leadership, measurable results, and community engagement — rather than repeating a single perspective, which strengthens the overall reliability of the evidentiary record examined in this report.



Entrepreneurial Initiative and Multi-Entity Governance

Beyond legal practice narrowly defined, the record demonstrates sustained entrepreneurial activity: the founding and governance of Lopes Ribeiro Advogados as an institutional, multi-professional firm; co-administration of Ribeiro & Dias Consultoria as a preventive-compliance advisory practice; co-administration of Easily Work Coworking as a non-legal enterprise-operations venture (DECLARAÇÕES CONTÁBEIS, 2026); and, most recently, the design and technological productization of the Ribeiro Risk platform (RIBEIRO RISK, 2026). This progression — from solo practitioner to multi-entity executive to platform-builder — demonstrates a capacity to convert accumulated professional knowledge into successive, increasingly scalable business structures, a capacity of direct relevance to the credibility of the planned U.S. endeavor.

ECONOMIC AND STRATEGIC IMPACT AND RELEVANCE FOR THE UNITED STATES

The United States' Growing Employment-Compliance Enforcement Pressure

The evidentiary record situates the planned U.S. endeavor within a documented and sustained enforcement trend rather than a speculative market opportunity. EEOC new charges rose to 88,531 in FY 2024 (a 9.2% year-over-year increase and the third consecutive annual rise), with 88,201 charges processed in FY 2025 (EEOC, 2025), while DOL Wage and Hour enforcement recovered more than \$259 million in back wages for approximately 177,000 workers in Fiscal Year 2025 (ESTADOS UNIDOS. DEPARTMENT OF LABOR, 2026). Texas alone recorded 9,328 EEOC charges in FY 2024 — the highest absolute state volume nationally — while Georgia recorded 6,119 (EEOC, 2024), placing both of the endeavor's planned initial and expansion markets among the highest-enforcement-intensity jurisdictions in the country.



Ari Lopes Ribeiro's Contribution to Preventive Compliance Engineering

Against this backdrop, the professional competencies documented throughout this report — diagnostic pattern literacy built on more than 5,000 hearings, enterprise-side preventive design experience exceeding a decade, a named and structurally validated methodology, and its technological productization into a live platform — map directly onto the task cluster the U.S. Bureau of Labor Statistics associates with Compliance Managers (SOC 11-9199.02) (O*NET ONLINE, 2026): planning and directing compliance programs, evaluating organizational practices against regulatory standards, developing and implementing policy, coordinating training, advising leadership on risk exposure, and monitoring ongoing adherence.

Occupational Scarcity in Principal-Grade Compliance Program Design

Compliance Managers is classified as a Bright Outlook occupation, with approximately 106,700 projected annual openings between 2024 and 2034 and a median annual wage between \$136,550 and \$141,900, alongside a projected growth band of 4.5% for the occupation nationally (O*NET ONLINE, 2026). This growth trajectory is reinforced by the corporate compliance training market itself, projected to expand from \$10.06 billion in 2025 to \$13.60 billion by 2030 (a compound annual growth rate of 6.21%) (MORDOR INTELLIGENCE, 2026) — a market segment directly served by the applied technical training embedded in every PRECIS Contingency Reduction engagement and by the Ribeiro Compliance Academy.

A review of the existing competitive landscape reinforces this scarcity finding rather than contradicting it. Established providers occupying adjacent space — including national HR/payroll platforms such as ADP, and Texas-based PEO and HR-outsourcing firms such as Insperity, G&A Partners, and Employer Flexible — are structured principally around payroll administration, benefits, and generalized HR outsourcing, rather than around principal-directed, methodology-driven



preventive compliance-program design of the kind documented throughout this report (RIBEIRO CORPORATE RISK SOLUTIONS LLC, 2026). None of the reviewed market references combines a named, regulation-anchored diagnostic methodology, a technologically productized delivery platform, and a structured client-side skills-transfer curriculum under a single practitioner's direction. This positions Mr. Ribeiro's planned enterprise in the gap between large-scale HR/compliance platforms and generalist boutique consultancies, rather than in direct substitutive competition with either.

Economic Impact of the Planned U.S. Endeavor

The client-approved financial model (Version 3, "VF") projects gross revenue growing from \$987,132 in Year 1 to \$3,723,988 in Year 5, for cumulative five-year gross revenue of approximately \$11.98 million, built on an initial capitalization of approximately \$132,000 and reaching a positive net-income path from Year 2 onward (RIBEIRO CORPORATE RISK SOLUTIONS LLC, 2026). Beyond direct enterprise revenue, the model anticipates sequential payroll and associated payroll-tax contributions as the practice expands across its Houston, Florida, and Georgia footprint, client-side avoided defense costs estimated in the \$75,000–\$125,000 range per material exposure vector corrected preventively, and a skills-transfer multiplier effect embedded in every engagement through the Ribeiro Compliance Academy.

A more granular view of the projected economic footprint, drawn from the client-approved financial model and its accompanying economic-impact analysis, further substantiates this projection. The plan anticipates 18 fixed direct positions by the end of Year 5, distributed across the Houston headquarters and the planned Florida and Georgia branches, spanning compliance management, risk management, regulatory affairs, compliance operations, and administrative support roles. Annual direct personnel costs are projected to grow from approximately \$492,000 in Year 1 to \$1,432,760 in Year 5, for cumulative five-year direct personnel costs of approximately \$4.42 million, consistent with the payroll trajectory independently modeled in the IMPACTO® Economic Impact Analysis



prepared for the enterprise (IMPACTO ECONOMIC IMPACT ANALYSIS, 2026). Beyond these fixed positions, the model contemplates engaging up to nine independent contractors per year — supporting accounting, bookkeeping, human resources, information technology, cybersecurity, market research, graphic design, and training functions — which are not counted within the direct job-creation totals above.

Independent verification through the IMPACTO® Economic Impact Analysis — the regional economic-impact study referenced throughout this section — corroborates this direct-employment projection using Economic Policy Institute (EPI) employment-multiplier methodology calibrated to NAICS 541611 (management, scientific, and technical consulting services) for the Houston-The Woodlands-Sugar Land metropolitan statistical area (IMPACTO ECONOMIC IMPACT ANALYSIS, 2026). Applying an EPI aggregate employment multiplier of 3.08 to the 18 projected direct positions, cross-checked against a national-average multiplier of 2.85 and regional RIMS II employment intensity, the analysis estimates a total of approximately 51 to 59 jobs sustained by Year 5 across direct, indirect, and induced categories combined — that is, approximately 33 to 41 additional indirect and induced jobs beyond the 18 direct positions, distributed across compliance and regulatory professional services, broader business-support services, corporate-training support, and technology and administrative functions. These figures represent modeled regional economic effects rather than additional direct hires by the enterprise.

The economic-impact analysis further projects the enterprise’s annual tax contribution — combining payroll-related charges and corporate income tax — to grow from approximately \$65,275 in Year 1 to approximately \$322,520 in Year 5, for a cumulative five-year tax contribution of approximately \$942,332, comprising approximately \$724,646 in payroll-related charges across the Texas, Florida, and Georgia operations and approximately \$217,686 in projected corporate income tax (IMPACTO ECONOMIC IMPACT ANALYSIS, 2026). This projection excludes sales tax, given the predominantly technical, advisory, documentary, and educational nature of the services contemplated.

Disclaimer on projected figures: The economic-impact figures cited above and throughout



this section — including gross revenue, output multipliers, jobs sustained, wages, and projected tax revenue — are drawn from the IMPACTO® Economic Impact Analysis prepared for Ribeiro Corporate Risk Solutions LLC (IMPACTO ECONOMIC IMPACT ANALYSIS, 2026). These figures are hypothetical, forward-looking projections modeled under Input-Output (RIMS II Type II) and EPI employment-multiplier assumptions for a planned U.S. endeavor that has not yet commenced operations. They do not represent historical, audited, or independently verified financial results, and should be read as planning estimates rather than as measured economic outcomes.

Geographic Strategy and Regional Relevance

The planned deployment sequence — Houston (Years 1–2), Miami and North Florida (Year 3), and Atlanta and Appalachian Georgia (Years 4–5) — is deliberately structured to pair the highest-volume enforcement geography (Texas) with regions combining commercial demand and documented economic-distress indicators, including South Texas HUBZone counties and Appalachian Georgia counties formally classified as Distressed under Appalachian Regional Commission (ARC) criteria (APPALACHIAN REGIONAL COMMISSION, 2026). This sequencing extends preventive-compliance capacity into geographies where specialized providers of this kind are demonstrably scarce, rather than concentrating exclusively on the largest metropolitan compliance markets.

The commercial rationale for this sequencing is reinforced by foreign-direct-investment data for each target state. Texas has been the leading U.S. destination for foreign direct investment over the past two decades, hosting more than 2,200 foreign corporations and 35 foreign trade zones (IMPACTO ECONOMIC IMPACT ANALYSIS, 2026) — an environment that directly sustains demand for the endeavor’s Cross-Border Employment Risk Management and International M&A Employment Risk Assessment services. Florida ranks sixth nationally in foreign direct investment, with international business and foreign investment accounting for approximately 17% of the state’s economic activity, while in Georgia, affiliates of foreign-owned companies directly support approximately 281,800 jobs,



concentrated in sectors such as automotive components, plastics, and transportation and warehousing (IMPACTO ECONOMIC IMPACT ANALYSIS, 2026). Each of these markets independently confirms sustained demand for cross-border employment-compliance capacity along the endeavor's planned expansion path.

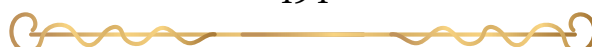
Final Considerations for This Chapter

Considered jointly, five factors support the strategic relevance of Ari Lopes Ribeiro's planned U.S. endeavor: a documented, sustained rise in national employment-enforcement pressure; a formally recognized, faster-than-average-growth occupational category with limited principal-grade supply; a track record of methodological innovation already validated through technological productization; a consistent record of specialist training and knowledge dissemination; and a client-approved financial model demonstrating a substantially productized, recurring-revenue path rather than a purely aspirational business plan.

INTEGRATED TECHNICAL EVALUATION OF PROFESSIONAL EXCELLENCE

Integration of Documentary Evidence

The evaluation conducted throughout this report draws on a wide category of documentary evidence — identity and civil records, academic diplomas, continuous bar registration, accountant declarations for four business entities, public case-record linkage data, independent recommendation letters and technical attestations, continuing-education certificates, the PRECIS methodology documentation, and the client-approved financial model (DECLARAÇÕES CONTÁBEIS, 2026; OAB/SP, 2008; UNINOVE, 2008; UNIVERSIDADE ANHANGUERA-UNIDERP, 2010; ESCAVADOR, 2026; VICENTE JÚNIOR, 2026; REIS, M. A. B. V., 2026; REIS, R. S., 2026; IVANOFF, 2026; BARROS, 2026; AVIVA/MAKÁRIOS, 2026; RIBEIRO CORPORATE RISK SOLUTIONS LLC,



2026). Reviewed collectively, these sources display a high degree of internal consistency: no material discrepancy was identified between the professional history recorded across entities, the volume metrics reported, and the independent third-party corroboration on file.

Progressive Evolution of Professional Complexity

Mr. Ribeiro's career demonstrates continuous, rather than static, growth in the complexity of responsibilities assumed: from solo autonomous legal practice (2008–2013), to co-administration of an enterprise consultative practice (2013–present), to founding director of a multi-professional law firm supervising nine additional professionals and more than 1,000 active clients (2016–present), to concurrent co-administration of a fourth, non-legal enterprise (2018–present), to the design of an original preventive methodology, and finally to its technological productization as a commercial software platform. No period of professional stagnation is evident across this progression.

Integration of Legal Expertise and Managerial/Strategic Vision

A distinguishing strength identified in this evaluation is the integration of competencies typically developed independently: deep legal-technical expertise in employment law, on one hand, and enterprise-scale managerial and strategic capability, on the other. Most practitioners specialize in one dimension; Mr. Ribeiro's record demonstrates sustained performance across both — governing multi-million-Real firm revenue, personnel, and client portfolios while simultaneously producing an original, regulation-anchored compliance methodology.

Applied Innovation Capacity

The PRECIS methodology, and its subsequent conversion into the six-module Ribeiro Risk



platform, constitutes the clearest evidence of applied innovation capacity identified in this evaluation. Rather than adapting existing compliance checklists, Mr. Ribeiro reorganized the underlying logic of preventive employment governance — diagnostic prioritization by documented enforcement weight, named regulatory traceability, and mandatory client-side skills transfer — and then engineered that logic into deployable, recurring software infrastructure with a defined commercial architecture already generating tiered subscription value.

Knowledge-Based Leadership

Mr. Ribeiro's leadership is documented as arising from earned technical credibility rather than from formal title alone: founding directorship of a nine-professional firm, co-administration of two additional enterprises, the design and codification of a proprietary methodology, its embedding into a structured 120-hour training curriculum, and independent third-party recognition from six distinct sources spanning peer, client, technical, and community domains (DECLARAÇÕES CONTÁBEIS, 2026; RIBEIRO RISK, 2026; VICENTE JÚNIOR, 2026; REIS, M. A. B. V., 2026; REIS, R. S., 2026; IVANOFF, 2026; BARROS, 2026; AVIVA/MAKÁRIOS, 2026).

Consistency of Results and Documentation Density

The documentary record examined displays a recurring pattern rather than isolated achievement: continuous bar registration and practice since 2008; sustained multi-entity governance since 2013, 2016, and 2018 respectively; a firm revenue path to approximately R\$60 million with roughly 40% growth from 2020 to 2026; more than twenty continuing-education certificates; six independent external validation sources; and a client-approved financial model reflecting a substantially productized commercial architecture (DECLARAÇÕES CONTÁBEIS, 2026; OAB/SP, 2008; VICENTE JÚNIOR, 2026; REIS, M. A. B. V., 2026; REIS, R. S., 2026; IVANOFF, 2026; BARROS,



2026; AVIVA/MAKÁRIOS, 2026; RIBEIRO CORPORATE RISK SOLUTIONS LLC, 2026). From an engineering-of-evidence perspective, this recurrence across independent record categories is a strong indicator of professional maturity rather than of favorable circumstance.

Summary of the Technical Evaluation

Taking into account the totality of the evidence examined in this Technical Report, it is concluded that Ari Lopes Ribeiro possesses a professional profile characterized by: continuous, high-volume specialization in employment-dispute pattern literacy sustained over more than seventeen years; documented multi-entity executive leadership spanning four concurrent enterprises; the design of an original, regulation-anchored preventive methodology (PRECIS); its technological consolidation into a live, commercially operating software platform (Ribeiro Risk); consistent engagement in specialist training and knowledge dissemination; independent third-party recognition across peer, client, technical, and community dimensions; and a client-approved financial model demonstrating a substantially productized, recurring-revenue foundation for the planned U.S. endeavor.

Under independent technical analysis, these elements, evaluated holistically, place Ari Lopes Ribeiro's professional trajectory measurably above what is typically observed among employment-compliance practitioners, and demonstrate a profile consistent with a principal capable of exercising sustained influence over the preventive-compliance posture of the U.S. employers his planned enterprise, Ribeiro Corporate Risk Solutions LLC, is designed to serve.

Prevention that is documented, prioritized, and operated by the client's own managers is the durable form of employment-risk control — the professional record examined in this report demonstrates the capacity, methodology, and technological infrastructure required to install that form inside American organizations.



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