

ANNUAL REPORT

24


FUNDAÇÃO
FRANCISCO MANUEL DOS SANTOS



15 Years of Opening Doors to Knowledge

Founded in 2009, the Fundação Francisco Manuel dos Santos marked its 15th anniversary in February 2024. Over this decade and a half, it has launched Pordata, a comprehensive statistical database drawing from dozens of national and international official sources, published 75 studies and 260 books examining Portuguese realities and hosted hundreds of debates on the most pressing issues facing the country. The Foundation remains committed to continuing its mission to democratise access to knowledge and deliver reliable, high-quality information for the benefit of both today's Portuguese citizens and future generations.

ANNUAL REPORT





94th Lisbon Book Fair

29 May – 16 June 2024

The Foundation hosted a dynamic cultural programme at the Lisbon Book Fair, including 14 debates centred on Foundation publications and three radio broadcasts in partnership with Renascença. This edition of the fair was well attended by young people and also enjoyed a substantial rise in sales — approximately 40% in value and 29% in volume.

THE FOUNDATION IN NUMBERS


FUNDAÇÃO
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Studies



2

Studies

2

Barometers



22

Applications evaluated

6 international
16 domestic



60

**Summer School
Participants**

Publications



23

Books published



+27%

Sales in value
(vs. 2023)

Events and Communication



67M

Total audience of the Foundation's activities (+9% vs. 2023)



314

Items of content published on the Foundation's channels

não é assim tão
S]mples.

12

Programmes, 3 live



+33%
(vs. 2023)



5088

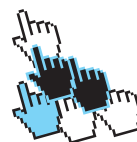
News pieces in the media (+4% vs. 2023)

Digital



470m

Social media followers (+11% vs. 2023)



119m

Average monthly website users (+16% vs. 2023)

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Migrations, It's Not That Simple

18 April 2024

April 2024 saw the first live recording of the programme "It's Not That Simple," at the Auditorium of the Faculty of Dental Medicine in Lisbon. In front of an audience of 280, Dutch geographer and sociologist Hein de Haas analysed the current global landscape of migration flows and presented his latest book, *How Migration Really Works: A Factual Guide to the Most Divisive Issue in Politics*.

ACTIVITY REPORT


FUNDAÇÃO
FRANCISCO MANUEL DOS SANTOS



In 2024, the
Fundação Francisco
Manuel dos Santos
doubled down on
its commitment to
creating and sharing
knowledge by
promoting debates
and initiatives to
contribute to a
better-informed and
more participatory
society

1.

Introduction

2024 SAW the Fundação Francisco Manuel dos Santos maintain its unswerving dedication to its mission of promoting knowledge and reflection about current realities in Portugal by orchestrating a series of projects and initiatives throughout the year. In January, the Foundation continued the “Five Decades of Democracy: What Has Changed?” programme, releasing four mini-documentaries aimed at young people documenting the changes in the country since the 25 April Carnation Revolution. The programme also featured an exhibition of Pordata infographics, which travelled to secondary schools across the length and breadth of Portugal and reached around 650,000 students.

In the field of science, the Foundation strengthened its internationalisation and impact strategy by commissioning new studies, policy papers and barometers. 2024’s highlights include: the *European Politics Barometer* (edited by Ana Maria Belchior [ISCTE-IUL] and Lea Heyne [ICS-ULisboa]), which examined how Portuguese people relate to the European Union; the study *The Impact of Corporate Tax on the Portuguese Economy* (led by Pedro Brinca [Nova SBE]), which analysed how company profit taxes affect economic

growth; the *Ageism in the Labour Market* (edited by David Patient [Vlerick Business School]), which investigated generational tensions at work; *The Corruption Barometer* (edited by Luís de Sousa [ICS-ULisboa] and Susana Coroado [Dublin City University]), which measured Portuguese perceptions of corruption; and the *Immigration Barometer: The Portuguese People’s Perspective* (edited by Rui Costa Lopes [ICS-ULisboa]), which examined opinions and attitudes on immigration.

Pordata, meanwhile, redesigned its technological and graphic structure this year by launching a new, interactive and accessible portal. The new portal boasts improved search functionalities, making searches more efficient. The content is now more up-to-date and in-depth, allowing users to cross-reference information more comprehensively. The layout has also been improved, with key indicators highlighted and interactive graphs and tables. The portal now even offers simulators where users can check the municipal property tax (IMI) rates for each civil parish and review the inflation adjustment of previous rates.

In terms of publishing, the Foundation published new books consistently throughout the year. One

highlight was the series “For Your Health – Physical Activity and Well-being,” produced in partnership with the Faculty of Physical Education at the University of Lisbon. Another key publication was the end-of-year book *Emblems of Portugal* by Miguel Metelo de Seixas. At the Lisbon Book Fair, the Foundation achieved a significant sales increase due to its busy cultural programme over three weeks.

The Foundation also created some outstanding programmes throughout 2024. The podcast “[IN]Pertinent” continued bringing together new pairings of communicators and researchers to discuss the same areas: politics, society, science and economics. The politics discussions focused on political theory, while the society segments covered longevity, cognitive-behavioural psychology and criminality. Neuroscience was the topic of the science discussions, with the economics debates dealing with macroeconomics. The Foundation also produced online episodes and live broadcasts for the videocast “It’s Not That Simple,” which addressed topics such as migration (with Hein de Haas) and a changing planet (with Peter Frankopan). The partnership with RTP, meanwhile, yielded three co-produced documentaries: *Long Live Democracy*, *Portugal in Europe* and *The Clean Energy Revolution*.

In 2024, the Fundação Francisco Manuel dos Santos doubled down on its commitment to creating and sharing knowledge by promoting debates and initiatives to contribute to a better-informed and more participatory society. Furthermore, it also strengthened its focus on impact and internationalisation. The range of projects – from scientific studies and opinion barometers to documentaries, podcasts and the Pordata modernisation – demonstrated the

importance of the Foundation’s work for examining and understanding contemporary Portuguese reality. With its unwavering dedication to innovation and impact, the Foundation continues to play a crucial role in supporting Portuguese society to respond to the challenges of the future by promoting critical reflection and disseminating robust data.

2. Social Bodies

THE FOUNDATION’S social bodies consist of the Board of Trustees, the Salaries Committee, the Board of Directors, the Supervisory Board and the Executive Committee. Each of these entities serves a vital function in achieving the Foundation’s mission.

In 2024, both the Board of Trustees and the Board of Directors were reorganised with new compositions whose mandate extends through to 2027. Eduardo Marçal Grilo and D. Manuel Clemente left their posts as trustees, while Ricardo Reis joined the Board of Trustees, along with Maria Manuel Mota and Fátima Barros (who both transferred from the Board of Directors). Nuno Crato’s mandate on the Board of Directors came to an end, with General Director Teresa Mourão-Ferreira joining the Board of Directors.

The composition of the social bodies is as follows:

Board of Trustees

José Soares dos Santos (Chairman); Alda Carvalho; António Lobo Xavier; Fátima Barros; Jaime Gama; Luís Amado; Maria Manuel Mota; Nuno Garoupa; Ricardo Reis

Salaries Committee

José Soares dos Santos (Chairman);
António Lobo Xavier; Luís Amado

Board of Directors

Gonçalo Saraiva Matias (Chairman);
António Araújo; Inês Soares dos
Santos Canas; Luísa Loura; Teresa
Mourão-Ferreira

Executive Committee

Gonçalo Saraiva Matias (Chairman);
António Araújo; Luísa Loura; Teresa
Mourão-Ferreira

Supervisory Board

Henrique Soares dos Santos (Chairman);
Paula Prado; EY (represented by Pedro
Marques)

The Executive Committee held frequent weekly meetings throughout the year and kept the social bodies fully informed of the Foundation's activities. The Foundation also sent out a monthly newsletter to these bodies, as well as to the founding society. The newsletter clearly summarised monthly achievements and previewed next month's events and was accompanied by the monthly financial report prepared by José Quinta (Financial Advisor).

Since 2009, the Supervisory Board and the external auditor have been providing essential input to the Foundation to guarantee its full financial and accounting transparency.

The Foundation also maintained regular contact with the Presidency of the Council of Ministers. This body legally oversees the Portuguese foundation sector and ensures compliance with all approved legal standards.

3.

Participation in the Portuguese Foundation Centre

IN 2024, the Fundação Francisco Manuel dos Santos played an active role in the Directorate of the Portuguese Foundation Centre (*Direção do Centro Português de Fundações*, CPF), led by Executive Director António Araújo. The Foundation conducted several national and international initiatives to defend and promote the Portuguese foundation sector, which received support from João Tiago Gaspar. At the end of the year, António Araújo was re-elected as a member of the CPF Directorate.

4.

Operational Management

EXECUTIVE DIRECTOR Teresa Mourão-Ferreira led the operational team during 2024. As per established practice, day-to-day management was overseen by the Executive Committee, with contributions from its other members who lead the scientific, publications and Pordata departments.

The operational team was reorganised over the course of the year, in accordance with the new strategy and to reinforce its pillars of institutional assertion, impact, and internationalisation. João Tiago Gaspar took on the role of Head of Content and International Relations, while Carlos Jalali took on the

responsibility of coordinating the studies team on a contractual basis, in addition to his role as institutional consultant.

Pordata's significant reorganisation involved splitting the team into two areas: technical and content. Inês Falcão vacated her position managing the statistical database, while Joana Mateus joined the team from January to August as Content Manager. External consultants also participated in preparing the new portal, including Ana Teodósio, Catarina Ruivo, Joana Mateus (from September to December), João Pinto (via Xpand IT), João Verdasca and Marta Miranda.

At the end of September, Mariana Vaz da Silva stepped in to head up marketing, innovation, audiovisual production and events following Teresa Pina's return to the Oceanário de Lisboa. Richard Freuis retired at the start of 2024, although Maria Eiró had been handling his responsibilities for the Foundation's own programming since late 2023.

Mariana Vaz was in charge of the press office and media partnership management until April, when Maria Ferreira took over these responsibilities via her own company's services.

By the end of 2024, the operational team had the following composition:

Studies (Scientific Team)

João Tiago Gaspar (Head of Content and International Relations); Carlos Jalali (Coordinator—External Consultant); Rita Rosado; Clara Bento; Inês Renda; Maria Gomes da Silva

Pordata

Ana Luísa Barbosa (Team Leader); Mónica Santos; Joana Zózimo; Sofia Barão; Andreia Marçal; Felipe Clemente

Publications and Reporting

Susana Norton (Team Leader); Duarte Vaz-Pinto (External Consultant)

Digital and Social Channels

Filipa Coelho; Fábio Inácio

Digital Content and Social Media Management

Joana Ferreira da Costa (Team Leader); Joana Batista; Catarina Gonçalves

Press Office and Media Partnership Management

Maria Ferreira (External Consultant)

Marketing, Innovation, Audiovisual Production and Events

Mariana Vaz da Silva (Team Leader from September); Teresa Pina (Team Leader until August); Richard Freuis (until February); Maria Eiró

Executive and Board Assistant

Isabel Bernardes

Finance

José Quinta

IT and Systems

Géssio Moreira

The Foundation celebrated its 15th anniversary in 2024 and saw its spontaneous awareness increase significantly to 18%, up from 15% in 2023. The outcome was the result of concerted collaboration across the entire team to promote a vast range of projects. In 2024, the price for a media space dedicated to the Foundation's work (excluding joint projects) would have been about €258 million. This represents an AAV (automatic advertising value) 27% higher than in 2023. The Foundation's programming reached 67 million views, its highest levels ever and a 9% increase from the previous year. Partnership with the main national media also boosted audiences

by 21%, while the cost per contact fell to €0.09, 10% lower than in 2023.

The team worked across the three strategic pillars: impact and change, internationalisation and institutional assertion. In addition to studies, the Foundation also published policy papers and barometers, which allowed the Foundation to act more quickly and respond to Portugal's challenges with clear diagnoses and recommendations. The Foundation also held meetings with key stakeholders in each area. Furthermore, it made several international presentations and launched a three-year studies programme focused on international projects, as well as strengthening links and partnerships with European and Atlantic universities, foundations and think tanks.

The year's central theme was "Five Decades of Democracy." The Foundation released its first four mini-documentaries, aimed primarily at young people, documenting the changes that have taken place since 25 April. It also organised an exhibition of Pordata infographics on this theme, which travelled to secondary schools across the country and reached 650,000 students. The exhibition was later adapted into three-dimensional modules and shown at the Lisbon Book Fair, as well as several iconic venues in various cities.

Revamping Pordata's technological and graphic structure concluded with the launch of the new portal. This process faced several challenges, forcing the team to suspend Pordata's social media communications and reduce the number of press releases from eight in 2023 to six. Media coverage of Pordata reflected this shift, with only 2,589 articles on Pordata in 2024 (15% fewer than in 2023). This decrease, however, was partly offset by a smaller fall-off in AAV, which fell

by only 2% compared to the previous year. This reduced drop is the product of a 39% increase in articles published in high-reach media (1,260 in 2024 versus 905 in 2023). The old website remained active during the migration to the new portal to ensure users were still able to access data and functions.

The Foundation also worked to deepen public understanding of Portuguese reality through its publications, constantly seeking to improve editorial efficiency. To reach new audiences, it launched a series on motricity and well-being that followed an earlier series on nutrition in 2023. Although sales of the new series did not match last year's figures, total publication sales in 2024 — including essays, portraits and other books — exceeded those of 2023, with 88,153 copies sold (+2%) and a total value of €266,184 (+27%).

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The Foundation team worked tirelessly throughout to attain its objectives: strengthening civil society and defending democracy through knowledge, open dialogue and active citizenship.

The Foundation continued its 2023 strategy on digital output, producing content and formats specifically for its audiences on each channel. Followers increased by 40% on Instagram, 30% on LinkedIn, 16% on YouTube, 6% on X and 1% on Facebook. By the end of 2024, 469,000 people regularly followed the Foundation's channels (+11% from 2023). The team continuously measured results and implemented improvements.

Regarding traffic to the Foundation's website, sessions increased by 17%, unique users by 13% and average visit time by 8% compared to 2023. The most visited pages were "Rights and Duties," "Bookshop," "FFMS Play" and "Atual_mentes" ("Current_minds"). The podcast "[IN]Pertinent" reached a total audience of 575,000 (33% higher than in 2023). The programme "It's Not That Simple" was seen by 1 million people (19% lower than in 2023), and its podcast was listened to by 15,000 people (a 60% increase from 2023). It produced 12 episodes, three of which — featuring historian Peter Frankopan, researcher Hein de Haas and General David Petraeus — were recorded live in front of an audience. The Foundation Square series of debates reached 409,000 people (3% lower than 2023). The session dedicated to the book *Emblems of Portugal* achieved the highest online audience ever, with 62,000 views.

In 2024, 60 students aged 15 to 17 from 17 of the 20 main regions of the country took part in the 6th Foundation Summer School. Only the Azores, Bragança and Vila Real regions did not send representatives. Over one week, the sessions focused on global geopolitics, featuring reflections and debates with national experts. The programme was prepared by Livia Franco and speakers included Ana Santos Pinto, Bruno Cardoso Reis, José Maria Pimentel, Raquel Vaz-Pinto and others.

This year was marked by a strong partnership in programming. For example, RTP and RTP Internacional broadcast three co-produced documentaries, a series of pieces on "Five Decades of Democracy" on RTP's News and the mini-documentaries. SIC Notícias aired ten episodes of the programme "Facts That Count," along with debates and pieces

promoting the Foundation's barometers, both on SIC and in Expresso. CNN Portugal showed the series "How Do We Fix This?" and TVI aired interviews on related topics in the mornings. On CMTV's "Talking Globally," they showed Pordata portraits and interviewed Foundation authors. Rádio Renascença featured the programme "Cover to Cover" and the segments "The Foundation Suggests" and "The Foundation Gives Food for Thought." Rádio Comercial covered and explored the themes of the mini-documentaries. The newspaper *Público* published the article series "What Do Portuguese People Worry about?" *Visão* magazine ran a special on physical activity and well-being. *Jornal Económico* and *Jornal de Negócios* published opinion pieces. Finally, the videocast *Bom Partido* covered the European elections.

The Foundation team worked tirelessly throughout to attain its objectives: strengthening civil society and defending democracy through knowledge, open dialogue and active citizenship.

5. Studies

IN MID-2024, the Foundation's research area underwent a major restructuring. Internationalisation became a strategic priority, and many of the institution's outputs began to move beyond traditional research projects (such as studies, policy papers, and barometers) designed directly for a wide range of audiovisual formats (TV and radio programmes, documentaries, podcasts, videocasts, etc.). Additionally, former Head of

Research and Science Communication, João Tiago Gaspar, was promoted to Director of Content and International Relations, while Carlos Jalali, former scientific adviser on democratic quality, stepped in as Head of Research and Science Communication and also took charge of coordinating the Foundation's research team.

This change was intended to free up more time and resources for producing and disseminating content specifically aimed at mass-media audiences — a task now managed by João Tiago Gaspar — while still ensuring the production of rigorous scientific projects (such as interdisciplinary studies and policy papers developed in partnership with leading international institutions), a responsibility now handled by Carlos Jalali.

Both continue reporting directly to the Chairman of the Board, Gonçalo Saraiva Matias, who retains overall responsibility for the Foundation's content and research. They also jointly supervise the work of Clara Bento (in charge of project management and science communication for economic development), Inês Renda (project management and science communication for democratic quality), and Rita Rosado (project management and science communication for social policies)

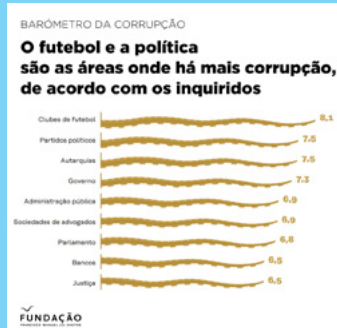
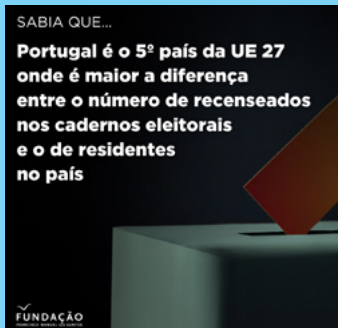
In 2024, the Foundation publicly launched its new research programme, which will run until the end of 2026. This programme focuses on three main areas: economic development; social policies for combating poverty and inequality; and democratic quality. The scientific consultant for the first area is Miguel Ferreira (Nova SBE), the second Amílcar Moreira (ISEG-ULisboa) and the third Carlos Jalali, who — as mentioned earlier — also coordinates the research team.



O atribulado divórcio do gás russo na Europa

CONHEÇA O NOVO POLICY PAPER DA BROOKINGS INSTITUTION COM A FFMS

FUNDAÇÃO



O QUE PENSA A SOCIEDADE PORTUGUESA SOBRE A CORRUPÇÃO

FUNDAÇÃO



NÓS E A UNIÃO EUROPEIA

Um inquérito à opinião pública para aferir o que sabemos e como nos relacionamos com a União Europeia

FUNDAÇÃO



1 em cada 9 pessoas receia perder a casa onde vive

FUNDAÇÃO



Ao colaborar com instituições de renome internacional, trazemos mais conhecimento para um melhor entendimento dos desafios globais que impactam Portugal

GONÇALO SARAIVA MATIAS

FUNDAÇÃO



IMIGRAÇÃO

Compare as suas perceções com os resultados do inquérito à opinião pública numa infografia interactiva

FUNDAÇÃO



This year also saw the Foundation commission two studies, one policy paper and three barometers. They are as follows:

“Eupinions”, a study on perceptions of European politics commissioned by the Bertelsmann Foundation;

“Taxation and the Future”, a multidisciplinary study edited by Sérgio Vasques (Faculty of Law, Universidade Católica Portuguesa) in partnership with the University of Vienna and the Tax Foundation;

Policy paper “The Impact of Business Training and Mentoring on Firm Performance: An Experimental Approach”, edited by Miguel Ferreira (Nova SBE);

“Local Power Barometer”, edited by Filipe Teles and Nuno Ferreira da Cruz (University of Aveiro);

“Tourism Barometer”, edited by Eduardo Brito Henriques (IGOT-ULisboa); and

“Immigration Barometer: The Immigrant Population’s Perspective”, edited by Rui Costa Lopes (ICS-ULisboa), Pedro Góis (University of Coimbra), and João António (CESOP-Católica).

2024 marked a turning point for the Foundation in terms of both reach and impact. On the media front, four new audiovisual formats were launched with unprecedented results:

1. “Facts That Count”, a weekly data dissemination programme presented by the Foundation’s chairman during prime time on SICN;

2. “How Do We Fix This?”, an interview show with Foundation authors broadcast by CNN that spawned a spin-off on TVI’s most-watched daytime programme, *Dois à 10*;

3. A series of eight minidocumentaries on “Five Decades of Portuguese Democracy,” aimed at young audiences and shown on YouTube and RTP (with the first four already broadcast); and

4. “Plenary Session”, a segment on the programme *Bom Partido*, developed by comedian Guilherme Geirinhas, which provided information on European politics ahead of the European Parliament elections.

In terms of impact, various sovereign bodies and public organisations consulted with the Foundation frequently throughout 2024. It was asked to contribute proposals for reforms in key areas — such as corruption, housing, taxation and the competitiveness of the European economy — all based on insights from its scientific studies and other publications.

I. Scientific Projects Published in 2024



1. European Politics Barometer

Editors: Ana Maria Belchior (ISCTE-IUL) and Lea Heyne (ICS-ULisboa)

Publication Date: May 2024

Summary: Nearly four decades after joining the European bloc, the Foundation’s second barometer examines the relationship between Portuguese citizens and the European Union. The results show that people have greater trust in and a

more positive perception of European institutions than of national institutions. Most respondents (85%) feel represented, believing that voting in EU elections allows them to express their views. However, the survey also highlights high levels of dissatisfaction with how member states are tackling issues like poverty, inequality, the Israeli-Palestinian conflict and immigration from non-EU countries. Almost half (45%) are open to allowing countries to join the EU, and among these, 58% view Ukraine as a strong candidate. Finally, 80% of citizens believe the EU should have the power to expel members who violate democratic principles, with Hungary singled out as an offender.



2. The Impact of Corporate Income Tax on the Portuguese Economy (Study)

Editor: Pedro Brinca (Nova SBE)
Publication Date: May 2024
Summary: Have corporate profit taxes hampered national economic growth? What would happen if the corporate tax rate were lowered? And what are the consequences of legislative instability in corporate taxation, given that the corporate tax has been changed over 1,350 times since its inception in 1989? This study from economist Pedro Brinca (Nova SBE) offers answers to these questions and more.



3. Understanding Ageism in the Workplace (Study)

Editor: David Patient (Vlerick Business School)
Publication Date: August 2024
Summary: An ageing society and workforce bring both challenges and opportunities. The presence of multiple generations can create age-related tensions, with some workers viewed as “too young” and others as “too old.” How these different groups interact affects workplace relationships, attitudes, performance, and employee well-being. Based on qualitative and quantitative surveys — including a representative sample of 1,000 Portuguese workers — this study finds that ageism has significant, mostly negative effects on both its targets and its proponents. The authors propose measures to reduce bidirectional ageism at work.



4. Corruption Barometer

Editors: Luís de Sousa (ICS-ULisboa) and Susana Coroado (Dublin City University)
Publication Date: September 2024
Summary: The third barometer focuses on corruption, aiming to ascertain Portuguese citizens’ knowledge and

feelings on this issue. Understanding societal and cultural attitudes toward corruption is essential both for assessing the ethical climate of Portuguese institutions and for devising more effective anti-corruption policies. The survey revealed that 90% of respondents view corruption as one of the country's most serious problems, and half feel personally affected by it. Most consider the fight against corruption ineffective, and many believe that politics attracts those seeking personal gain over the common good and has the potential to corrupt honest individuals. In general, respondents see all political systems — democracies, technocracies and autocracies — as equally vulnerable, with football and political institutions identified as especially susceptible.



5. Immigration: The Portuguese People's Perspective

Editor: Rui Costa Lopes (ICS-ULisboa)

Publication Date: December 2024

Summary: The fourth barometer examines immigration, seeking to understand how Portuguese residents view immigrants and the social and economic impact of immigration. In the context of markedly accelerated immigration to Portugal since 2015, the results offer a comprehensive and detailed insight into public opinion and attitudes, thereby informing public debate and supporting the formulation of policies to promote social coexistence and integration amid social and economic development.

II. Ongoing Scientific Projects

1. "Continuity and Change in Portuguese Policy Making"

Editors: António Tavares and Pedro Camões (University of Minho) and Patrícia Silva (University of Aveiro)
Expected Presentation: April 2025

2. "Voter Abstention in Portugal: Mechanisms and Impacts"

Editors: José Santana Pereira (ISCTE-IUL) and João Cancela (FCSH-UNL)
Expected Presentation: June 2025

3. "Local Power Barometer"

Editors: Filipe Teles and Nuno Ferreira da Cruz (University of Aveiro)
Expected Presentation: July 2025

4. "Tourism Barometer"

Editor: Eduardo Brito Henriques (IGOT-ULisboa)
Expected Presentation: October 2025

5. "The Role of Portuguese Manufacturers-Suppliers in Sustainability-Oriented Innovation and Competitiveness in the Clothing and Textile Industry"

Editor: Céline Abecassis-Moedas (Católica Lisbon School of Business)
Expected Presentation: November 2025

6. "Immigration: Immigrants' Perspective"

Editors: Rui Costa Lopes (ICS-ULisboa), Pedro Góis (University of Coimbra), and João António (CESOP-UCP)
Expected Presentation: December 2025

7. "Rulers: Ministerial Competencies in Portugal — A Comparative Perspective"

Editors: António Costa Pinto and Marcelo Camerlo (ICS-ULisboa)
Expected Presentation: 2026

8. “Liberal Democracy, the Law and the State: A Comparative Perspective on Portugal (1970s–2020s)”

Editor: Tiago Fernandes (ISCTE-IUL)

Expected Presentation: 2026

9. “Recruiting Members of Parliament (1975–2024)”

Editor: Jorge Fernandes (CSIC, Madrid)

Expected Presentation: 2026

10. “The Economic Returns of Education: Students, Workers and Managers”

Editor: Luís Catela Nunes (Nova SBE)

Expected Final Presentation: 2026

11. “Digitalisation in the Portuguese Labour Market: Potential Transformative and Destructive Effects”

Editor: Rui Baptista (Instituto Superior Técnico)

Expected Presentation: 2026

12. “Europe’s Energy Transition: Balancing the Trilemma”

Editor: Constanze Stelzenmüller (Brookings Institution)

Expected Final Presentation: 2026

13. “The Future of Taxation”

Editor: Sérgio Vasques (Faculty of Law, Universidade Católica)

Expected Final Presentation: 2026

14. “The Impact of Business Training and Mentoring on Firm Performance: An Experimental Approach”

Editor: Miguel Ferreira (Nova SBE)

Expected Presentation: 2026

15. “Dating Economic Cycles”

Editor: Ricardo Reis (London School of Economics). Initiated in 2019, with the possibility for annual renewal

16. “Eupinions: Public Opinion Study on European Politics”

Editor: Isabell Hoffmann (Fundação Bertelsmann). Initiated in 2024, with the possibility for annual renewal

6. Publications

SUSANA NORTON remained responsible for coordinating the publications department under António Araújo’s direction and with external support from Duarte Vaz-Pinto.

The Foundation’s publications became more successful and impactful in 2024 — this was particularly evident in the high turnout of young people and a sales increase of about 40% in value and 29% in volume at the Lisbon Book Fair. This impressive result was largely driven by an intensive three-week cultural programme that featured 14 debates on the Foundation’s publications, a live show and two “live on tape” episodes in collaboration with Rádio Renascença, the latest iteration of a long-standing partnership with the station.

As in previous years, the Foundation also maintained a strong presence at the Book Festival in Belém —an institutionally significant event organised by the Presidency of the Republic. Additionally, the Foundation continued its partnership with El Corte Inglés and FNAC in Lisbon and Porto, hosting numerous book presentations that consistently drew large audiences.

In an effort to decentralise its activities and in-person events, the Foundation also hosted a debate on corruption at the

Combater o compadrio é um dever de cidadania para a construção de uma sociedade mais justa e próspera

” JOÃO RIBEIRO-BIDAOUÍ

FUNDAÇÃO
FRANCISCO MANUEL DE SANTOS

Brandon Grimshaw deixou tudo em Londres e mudou-se para uma ilha deserta, nas Seychelles, onde viveu 50 anos.

ANA MARGARIDA DE CARVALHO

FUNDAÇÃO

Na China, os dados pessoais pertencem ao Estado. Nos EUA são vistos como um ativo económico das gigantes empresas da economia digital.

” JORGE PEREIRA DA SILVA

FUNDAÇÃO

CONTINUAR A LER

Há uma maior rotação de professores nas escolas mais desfavorecidas

” PEDRO FREITAS

FUNDAÇÃO

A proteção de dados não é um direito reconhecido universalmente.

” JORGE PEREIRA DA SILVA

FUNDAÇÃO

CONTINUAR A LER

Muitos dos habitantes de Casteleiro, na Guarda, não sabem ler nem escrever. Quando recebem cartas, contam com a ajuda de Beatriz.

” CATARINA GOMES

FUNDAÇÃO

O treino de um atleta não é aleatório, existe investigação atrás de cada tarefa

” JOANA BÉRTHOLO
EX-ATLETA

FUNDAÇÃO
FRANCISCO MANUEL DE SANTOS

Os descendentes de portugueses representam hoje mais de 10% da população havaiana.

” MÁRIO AUGUSTO



FUNDAÇÃO

Lá fora, as pessoas percebem que não somos uma aldeia ali no canto e dizem-me que descobrem em Lisboa, uma cidade com autenticidade e muito cool

” MARGARET IVENS FERRAZ
EMIGRANTE PORTUGUESA

FUNDAÇÃO

NESTE NATAL
OFEREÇA LIVROS
A PREÇO DE POSTAIS

-50%
EM FFMS.PT



Portes de envio grátis
Consulte a secção de livros e livros de
FFMS, válida até 12 de janeiro de 2025
nas bibliotecas participantes
não inclui eBooks

FUNDAÇÃO

SABIA QUE...
Portugal é dos países europeus com maior percentagem de mulheres que abandonam o mercado de trabalho para cuidar de um familiar dependente

” ANA PAULA GIL

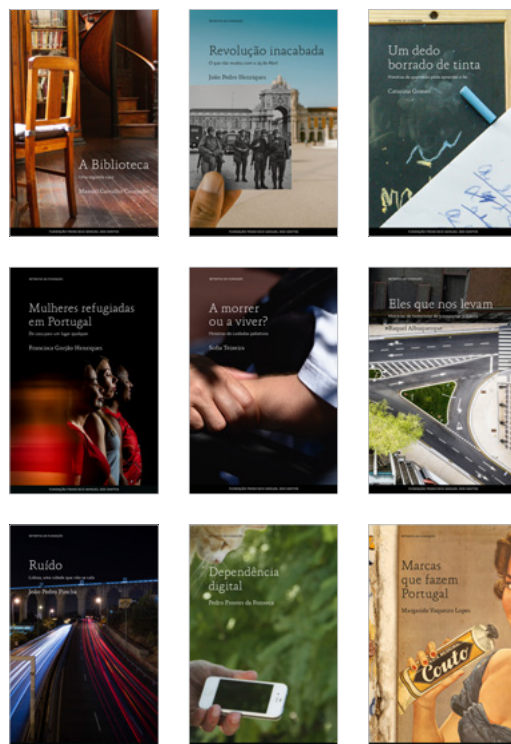
FUNDAÇÃO

As famílias de Castro Laboreiro passavam a ceia de Natal nas inverneiras e mudavam-se para as brandas na altura da Páscoa

” LUÍSA PINTO

FUNDAÇÃO
FRANCISCO MANUEL DE SANTOS





Casa de Mateus Foundation in Vila Real. This event featured Luís Rosa (author of *45 Years Fighting Corruption*) and Luís de Sousa (author of *Corruption*), moderated by journalist Manuel Carvalho. In partnership with the Oeiras City Council, a series of debates was also held at the Algés Municipal Library, featuring Arlindo Oliveira, Diogo Queiroz de Andrade, Nuno Crato, Rui Costa Lopes and Mónica Farinha.

All FFMS book presentations were recorded and broadcast on the Foundation's YouTube channel to stimulate wider discussion of the themes addressed. The sessions at El Corte Inglés featured speakers such as António Gameiro Marques, Bárbara Miranda, Francisco Carvalheira Laurel, Graça Martins, João Taborda da Gama, José Tribolet, Maria Carmo Carvalho, Maria dos Anjos Catapirra, Nuno Dias, Pedro

Aires Fernandes and Raquel Castro. Similarly, debates held at the Lisbon Book Fair included contributions from Maria Lúcia Amaral, Anabela Mota Ribeiro, Ana Paula Amendoeira, Bruno Duarte Eiras, Cândida Cancelinha, Carmen Cavaco, Catarina Pazes, Cláudio França, Diogo Ramada Curto, Edgardo Pacheco, Filipe Moura, Fortunato da Câmara, Ghalia Taki, Gustavo Jesus, Joaquim Poças Martins, Jorge Vala, Luísa Lopes, Luísa Tiago Oliveira, Maria da Conceição Cunha, Maria José Cardoso, Mónica Farinha,



Teresa Féria, Tiago Fernandes, Paula Santos and Paulo Mota Pinto.

The Foundation continued investing in making its publications available in digital formats, disseminating its content online, launching new titles as ebooks, and selling titles through online channels. Meanwhile, FFMS maintained its presence in traditional outlets, with sales volumes higher than in the previous year.

FFMS also ensured the regular and timely release of all scheduled titles. The following titles were published as part of the “Foundation’s Essays” series:

- *Fundamental Rights for the Digital Universe* by Jorge Pereira da Silva;
- *Prejudice and Discrimination in Portugal* by Rui Costa Lopes;
- *Heritage on the Loose* by Maria Cardeira da Silva;
- *Water in Portugal* by Rodrigo Proença de Oliveira;
- *How the Portuguese Sleep* by Sofia Gomes;
- *Portugal’s Food Heritage* by Maria Manuel Valagão;
- *Cybersecurity* by Pedro Veiga;

- *Psychedelics in Portuguese* by Pedro Teixeira; and
- *Who Will Take Care of Me? Issues surrounding (in)formal care* by Ana Paula Gil.

The Foundation published the following titles as part of its “Foundation’s Portraits” series:

- *The Library: A Second Home* by Manuel Carvalho Coutinho;
- *Unfinished Revolution: What Didn’t Change with 25 April* by João Pedro Henriques;
- *An Ink-Smudged Finger: Stories of People Who Couldn’t Learn to Read* by Catarina Gomes;
- *Refugee Women in Portugal: From Home to Anywhere* by Francisca Gorjão Henriques;
- *To Die or to Live? Stories of Palliative Care* by Sofia Teixeira;

7.

Pordata

- *They Who Drive Us: Stories of Public Transport Drivers* by Raquel Albuquerque;
- *Noise: Lisbon, A City That Won't Shut Up* by João Pedro Pincha;
- *Digital Dependence* by Pedro Protes da Fonseca; and
- *Brands That Make Portugal* by Margarida Vaqueiro Lopes.

As part of its ongoing search for new audiences, FFMS launched the “For Your Health — Physical Activity and Well-Being” series in partnership with the Faculty of Physical Education at the University of Lisbon. The titles in this series are:

- *Movement and Play in the First Years of Life* by Rita Cordovil;
- *What is an Active Lifestyle?* by Helena Santa-Clara;
- *Physical Activity in the Elderly* by Fátima Baptista;
- *Physical Activity and Mental Health* by Adilson Marques; and
- *Motivations for an Active Life* by Pedro Teixeira.

In addition to these collections, the Foundation published the following standalone titles:

- *Portugal 1974 1975: Revolution, Counterrevolution and Democracy* by Tiago Fernandes;
- *Constitution: The Limits of Politics, 1822-1976* by Maria Lúcia Amaral; and
- *Emblems of Portugal* by Miguel Metelo de Seixas, which received significant media and commercial attention.

As part of its internationalisation efforts, the Foundation also began selling its publications at La Petite Portugaise bookstore in Brussels.

EXECUTIVE DIRECTOR Luísa Loura managed Pordata throughout 2024. Ana Luísa Barbosa, meanwhile, was responsible for coordinating the team, which consisted of Joana Zózimo, Mónica Santos, Sofia Barão, Inês Falcão (until March), Joana Mateus (until August), Felipe Clemente, and Andreia Marçal.

2024 marked a major “house move” for Pordata. In 2023, the groundwork was laid, a new portal was built and the logistical system for migrating the data archive was developed. Yet this transition was more than just a platform change: it innovated navigation, content and information delivery.

Navigation was streamlined, prioritising search efficiency. Content became more up-to-date and detailed, allowing for more precise cross-referencing. Data presentation was also improved: key indicators are now highlighted, and charts and tables became more interactive.

By the end of 2024, after meticulous technical work to migrate data, integrate the government-mandated changes to the organisation of Portuguese territorial units (Nomenclature of Territorial Units for Statistics, NUTS) and update the National Accounts, over 13 million data points were made publicly available on 457 panels, each typically comprising three visual elements: a time-series graph showing the indicator's evolution in Portugal, a bar chart comparing EU countries and a map illustrating the territorial distribution across Portugal's 308 municipalities. Among the 22 topics covered, the most prominent were population, migration, poverty, environment, agriculture, health, business, employment and the economy.

**Apenas 23% do lixo
foi recolhido
de forma seletiva
em Portugal**



PORDATA

LEGISLATIVAS COM MAIOR E MENOR PARTICIPAÇÃO

1979
87,1%*

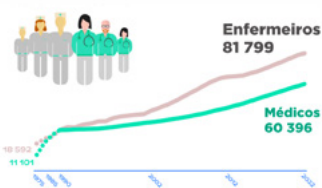
2019

48,6%*



PORDATA

Profissionais de saúde: médicos e enfermeiros



PORDATA

Portugal é o país europeu com mais filhos únicos

FAMÍLIAS COM UM FILHO NO TOTAL DAS FAMÍLIAS
COM FILHOS



PORDATA

Fonte: Eurostat, Pordata, 2021

JÁ VIU COMO AS ESTATÍSTICAS ENCOLHERAM LISBOA?

AGORA SÃO NOVE AS REGIÕES
NUTS II DE PORTUGAL



PORDATA

Metade dos agregados familiares declararam rendimentos até € 13.500 brutos por ano

PORDATA

Em 50 anos, as famílias tornaram-se mais pequenas



PORDATA

16 ELEIÇÕES LEGISLATIVAS EM DEMOCRACIA

PORDATA

Disparidade salarial entre homens e mulheres: elas recebem menos 16%



PORDATA

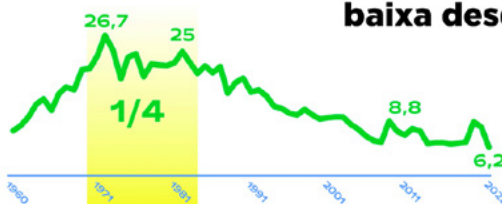
Bancos concederam € 101 mil milhões em crédito à habitação

PORDATA

Mais de 400 mil idosos estão em risco de pobreza em Portugal

PORDATA

Taxa de poupança das famílias em 2022 foi a mais baixa desde que há registo



PORDATA

Apenas 30,5% do lixo urbano produzido em Portugal é reciclado

PORDATA

Há mais de 3 mil centenários em Portugal. Um número que cresceu quase duplicou numa década

PORDATA

Fonte: INE, PORDATA, 2023



Há pior opinião sobre a independência dos tribunais e dos seus juízes em Portugal do que na Roménia ou Eslovénia

PORDATA



14 ANOS DE DADOS SOBRE PORTUGAL E OS PORTUGUESES

PORDATA



84% do azeite produzido em Portugal vem do Alentejo

PORDATA

Fonte: INE, PORDATA, 2023



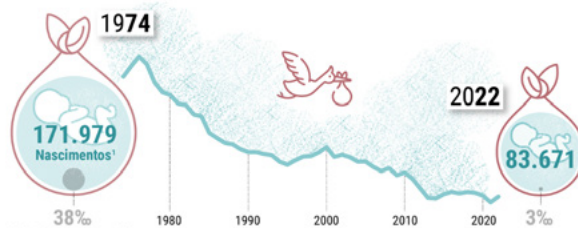
Entre estas famílias com crianças



PORDATA

Fonte: Eurostat, Pordata

NASCEM METADE DOS BEBÉS E A MORTALIDADE É MENOR

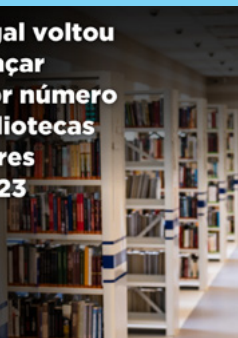


Fonte: INE/PORDATA. *Bebés nascidos com vida (nados vivos) *Durante o primeiro ano de vida, por cada 1000 nados vivos

INFORMAÇÃO: ANA SERRA E RICARDO GARCIA

Portugal voltou a alcançar o maior número de bibliotecas escolares em 2023

PORDATA

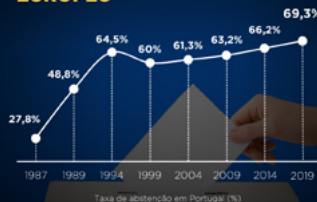


Portugal registou o 10.º pior saldo comercial da União Europeia

PORDATA



ABSTENÇÃO NAS ELEIÇÕES PARA O PARLAMENTO EUROPEU

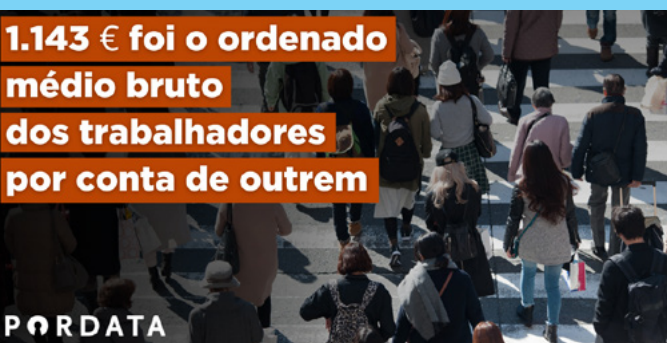


Taxa de abstenção em Portugal (%)

PORDATA

1.143 € foi o ordenado médio bruto dos trabalhadores por conta de outrem

PORDATA



Harry Potter e a Pedra Filosofal
1.º ciclo

Avozinha Gângster
2.º e 3.º ciclo

O Rapaz do Pijama às Riscas
Secundário



The new Pordata portal also introduced a simulators section, allowing users to check the Municipal Property Tax (IMI) by civil parish and to view previous inflation adjustments.

2024 also saw the infographic series “Five Decades of Democracy” achieve its widest visibility. This series, with easy-to-read visuals, traces the country’s evolution from the 1970s to the present, covering themes such as families, population, schools, higher education, transport and work.

In partnership with the School Libraries Network, Pordata organised an exhibition that toured 448 public school groups and reached about 650,000 students. The inaugural event took place on 18 April 2024 at Camões Secondary School in Lisbon and included a debate on 50 years of educational change featuring experts Mónica Vieira and Pedro Freitas and moderated by Hugo van der Ding.

The exhibition was also adapted for high-traffic public spaces, being displayed at the Ciência Viva Pavilion in central Olhão, at the University of Algarve, at the University of Évora, as well as in Lisbon at Campo Grande and in the Amoreiras district.

Additionally, journalist Alberta Marques Fernandes developed and presented a series of ten one-minute videos on RTP1 based on the infographic series. This series offered the general public a concise and impactful view of the country’s transformations over the past five decades.

From Data to Information

In line with the Foundation’s mission, transforming data into useful information remains a top priority for Pordata. On commemorative days or during major national and international events, the Foundation prepared and distributed five thematic summaries to the media. These summaries generated 1,186 news articles — accounting for 46% of all Pordata-related news. The summaries, along with their synopses, are as follows:

10 March 2024: Legislative Elections in Portugal

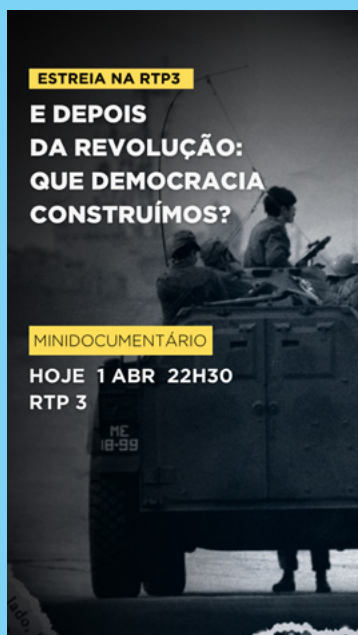
A dataset tracking the evolution of legislative elections in Portugal — from 25 April 1974 to the latest elections in 2022 — accompanied by indicators reflecting the Portuguese public’s perceptions of national politics.

25 April 2024: 50 Years of Democracy in Numbers

An infographic comparing Portugal in 1974 with its situation after five decades of democracy, highlighting progress and ongoing challenges. Based on 28 infographics by Ricardo Garcia and Ana Serra, it illustrates profound changes in demography, population and family profiles, transport modernisation, access to health and education, labour market achievements and social protection, as well as living conditions in the country.

1 May 2024: Labour Day

A portrait celebrating Labour Day, with indicators that characterise the profile of the employed population in Portugal in comparison with the European Union. The analysis covers age, education levels, salaries and types of contracts.



11 July 2024: Population Day

Data presenting the current profile of Portugal's resident population, including population size, trends in family structures, Portugal's standing within the EU and the age distribution.

17 October 2024: International Day for the Eradication of Poverty

A portrait of poverty in Portugal, one of the most urgent challenges facing the country. The portrait focused on data on poverty and its fluctuation, but also on other issues that directly influence it, such as the price of housing relative to wages in Portugal. Furthermore, it included an analysis of Portugal's position in the European context.

8. Communication and Foundation Events

Conferences, Debates and Other Events

IN 2024, the Foundation continued its own programming under the theme "Five Decades of Democracy: What Has Changed?", a project launched in 2023 to raise awareness of the country's development over the past five decades. In March, ahead of the 50th anniversary of the Carnation Revolution of 25 April 1974, the Foundation launched a mini-documentary series titled "And After the Revolution?" The first season, comprising four episodes of about 20 minutes each, covered the following topics:



- Democracy: *What Kind of Democracy Did We Build?*
- Gender Equality: *What Have Women Achieved?*
- Population: *Are There More or Fewer of Us?*
- Economy: *How Has the Economy Evolved?*

Targeted primarily at young audiences, this series marked the Foundation's debut in independent documentary production. It was released on YouTube and heavily promoted on Instagram, its target audience's preferred platform. To maximise reach, the Foundation implemented a promotional campaign through influencers and established a partnership with Rádio Comercial, whose demographic aligns with the series' audience. On 19 June, at Cinema São Jorge in Lisbon, the Foundation held the first of four live events centred on the mini-documentary series, featuring a debate on democracy and gender equality with speakers Maria Castello Branco, Mariana Esteves and

Guilherme Geirinhas, which over 150 people attended.

Also continuing the "Five Decades of Democracy: What Has Changed?" theme, Pordata partnered with the School Libraries Network to create an exhibition of 22 infographics, which toured 448 school groupings and reached over 650,000 students nationwide. On 18 April, at Luís de Camões Secondary School in Lisbon, over 200 people attended a debate to mark the official launch of the exhibition featuring Pedro Freitas, Mónica Vieira and Hugo van der Ding.

Live events were also held at El Corte Inglés, where six essays and six portraits were presented in debates with authors and experts, with active audience participation. These sessions were later made available on the Foundation's YouTube channel. Additionally, the book *Emblems of Portugal* by Miguel Metelo de Seixas was presented at the Carmo Archaeological Museum Auditorium.

The Foundation participated in the 94th Lisbon Book Fair (29 May–16 June) by launching six essays, six portraits, and the “For Your Health — Physical Activity and Well-Being” motricity collection in live debates at the Foundation Square, in addition to three programmes produced in partnership with Rádio Renascença.

On 6 June, at the Oceanário de Lisboa, the Foundation presented its research programme for the 2024–2026 triennium to around 200 researchers, both in person and via live stream. In his opening remarks, Gonçalo Saraiva Matias highlighted the new features of the programme, which include both studies and policy papers, with an emphasis on multidisciplinary, international projects with significant societal impact. Three scientific consultants — Carlos Jalali, Amílcar Moreira and Miguel Ferreira — outlined the three thematic lines of the new triennium: economic development, social policies to combat poverty and inequality and democratic quality.

On 18 October, this same research programme was presented at an exclusive event with public and private stakeholders. The session discussed strategies to enhance the competitiveness of the Portuguese economy and incorporated feedback from diverse participants (intentionally drawn from individuals under 50) to inform future studies and initiatives. Speakers included State Minister for Finance Joaquim Miranda Sarmento, Minister of the Presidency António Leitão Amaro, Socialist MP Mariana Vieira da Silva, Rui Miguel Nabeiro (CEO of Delta Cafés), Amélia Santos (CEO of Innuos), José Pimenta da Gama (managing partner at McKinsey Iberia) and Sofia Tenreiro (partner at Deloitte Portugal).

The studies *The Impact of Corporate Tax on the Portuguese Economy* and *Understanding Ageism in the Workplace* were presented via infographic videos, a communication format introduced in 2023 to make study findings more accessible. The first study, led by Pedro Brinca, also served as the focus of a stakeholder meeting on 8 July at the Belém Cultural Centre. Chaired by Gonçalo Saraiva Matias and attended by Economy Minister Pedro Reis, State Secretary for Fiscal Affairs Cláudia Reis Duarte, Director-General of the Tax and Customs Authority Helena Borges, alongside representatives from business confederations, trade unions, and independent bodies, such as the Public Finances Council (*Conselho das Finanças Públicas*, CFP) and the Budget Support Technical Unit (*Unidade Técnica de Apoio Orçamental*, UTAO), the session addressed this vital topic for national development and cohesion.

At the international level, the Foundation hosted three distinct events in Brussels:

On 31 January, at the La Petite Portugaise bookstore, the Foundation presented the book *Crises in the Portuguese Economy, 1910-2022* to an audience of around 35 people. The event featured a debate between Ricardo Reis (Chairman of the Economic Crises Committee at FFMS and a professor at the London School of Economics) and Cristina Sofia Dias (Deputy Head of Unit at the European Commission’s DG REFORM), moderated by Susana Frexes, a correspondent for SIC and *Expresso* in Brussels. This was followed by a dinner attended by

MEPs and key Portuguese representatives in European institutions.

On 10 September, at the Concert Noble, over 140 guests attended the screening of the documentary *Portugal in Europe*, co-produced with RTP. Gonçalo Saraiva Matias hosted the event, followed by remarks from Ambassador Pedro Costa Pereira (Portugal's Permanent Representative to the EU) and closing remarks by State Secretary for European Affairs Inês Domingos, before a cocktail reception. Participants included European Commissioner Elisa Ferreira and Ambassador Ana Paula Moreira, as well as MEPs and other European institution representatives.

At the third event in Brussels, on 11 December, the Foundation continued its international outreach by meeting with a group of MEPs to discuss the study "Mechanisms and Impacts of Electoral Abstention in Portugal," edited by João Cancela (Nova FCSH) and José Santana Pereira (ISCTE-IUL) and due for publication in 2025. This meeting aimed to obtain valuable input from elected representatives on the causes and best strategies for combating abstention in the European elections, as well as to publicise the preliminary results of the research. The session was organised in collaboration with the offices of MPs Marta Temido (Socialist Party, PS/Progressive Alliance of Socialists and Democrats, S&D) and Paulo Cunha (Democratic Alliance, AD/EPP), the heads of mission of the two largest parties represented. Also present were MPs Paulo Nascimento Cabral (Democratic Alliance, AD), Sérgio Humberto (Democratic Alliance, AD/EPP), Hélder Sousa Silva (Democratic Alliance, AD/EPP), João Oliveira (Portuguese



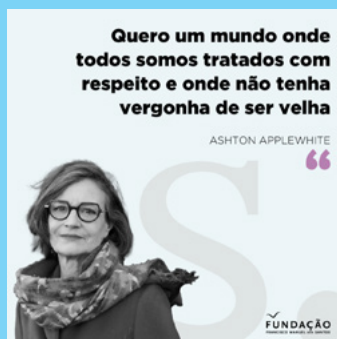
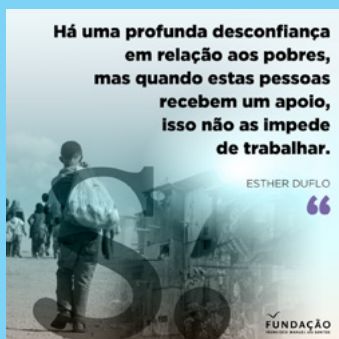
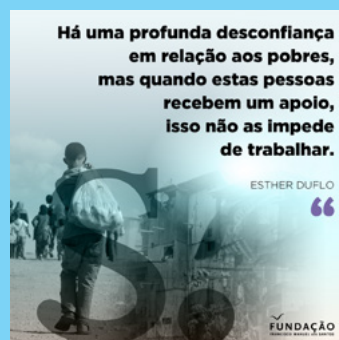
Communist Party, PCP/The Left) and Ana Vasconcelos (Liberal Initiative, IL/Renew).

The Summer School, held in Peniche from 1–8 September and with geopolitics as its main theme, welcomed 60 students aged 15–17 from various regions, including the Autonomous Region of Madeira. The programme featured lectures, expert-led working sessions, Oxford-style debates and a Model UN simulation. Furthermore, there was also a World Café session with six speakers from diverse backgrounds in diplomacy, journalism and politics. Topics included the war in Ukraine, Russia–EU relations, the Israeli–Palestinian conflict, tensions in the Middle East and the impact of the US presidential elections, with Bruno Cardoso Reis among the speakers. Recreational activities included a boat trip to the Berlengas archipelago and a tour of Peniche. Livia Franco from the

Universidade Católica served as scientific consultant for the project.

The Foundation continued producing digital content with its series of international expert interviews on key current topics in the programme “It’s Not That Simple.” Guests included Roberta Metsola (who hosted a live interview on youth and politics at the end of 2023), Lisa Damour (on adolescence), Esther Duflo (on poverty), Anu Bradford (on the “Brussels Effect”), David Petraeus (on war and peace), Ashton Applewhite (on ageism), Uma Naidoo (on food and the brain), Harry Enten (on US elections), Colin Bryar (on e-commerce) and Peter Apps (on the future of NATO).

The Foundation recorded two live episodes as part of this series: one with migration expert Hein de Haas on 18 April at the Faculty of Dental Medicine Auditorium in Lisbon (with around 280



participants) and another with acclaimed author Peter Frankopan on 17 June at the Capitólio in Lisbon (with about 320 attendees). These live events, which began in 2023, continued throughout 2024 to generate deeper engagement among the Foundation's audience.

The podcast "[IN]Pertinente," aimed at a younger audience, maintained its core concept — a lively exchange which balances curiosity and knowledge. In 2024, the podcast teams were as follows: on economics, presenters Inês Castel-Branco (later joined by Mariana Alvim) discussed macroeconomics with José Alberto Ferreira; on science, Rui Maria Pêgo and Luísa Lopes delved into neuroscience; on politics, Manuel Cardoso and João Pereira Coutinho analysed current issues through the lens of political theory; on society, Hugo van der Ding interviewed three specialists — Sibila

Marques (on longevity), Ana Moniz (on well-being and mental health), and Isabel Rocha Pinto (on security and crime) — each contributing four episodes. These episodes were promoted through video teasers on social media, in collaboration with communicators, which resulted in a 61% growth in Spotify followers, a 54% increase on Apple Podcasts and an overall audience increase of 33% from 2023 (with the society segment growing by 84%).

Throughout 2024, the Foundation worked to expand its reach and connect with a broader, more diverse audience by offering a range of formats and content to strengthen its relationship with society and foster debate on the issues addressed.



Awareness of the Foundation

In 2024, the Fundação Francisco Manuel dos Santos was the foundation with the third highest level of spontaneous awareness. Previously, it vied for third place with Fundação Mário Soares, but now appears to have consolidated its position just behind Fundação Gulbenkian and Fundação Champalimaud, showing a three-percentage-point increase compared to 2023. Nearly four out of five respondents (79%) recognised the Foundation or one of its projects, and 89% considered its impact on society to be significant or very significant, both up 2% from 2023.

The Foundation's most spontaneously recognisable projects are still Pordata, its research studies and its publications. Similarly to the previous year — and following three years of sustained work on both communication and format and content adaptation — the Foundation's awareness increased by 1% in the 18-24 age group, 1% in the 25-34 age group and 5% in the 35-44 age group.

Through its range of publications, programmes and initiatives, the Foundation remains committed to promoting knowledge of key areas of Portuguese reality (politics, economy and society) and empowering citizens to form informed opinions, engage in relevant debates, move from passive to active citizenship, strengthen their rights and contribute to improving the institutions that serve them.

9. Digital Area

THE FOUNDATION'S website continued to attract and retain visitors throughout 2024. Users began 1.9 million sessions — up 17% on 2023 — and the number of unique users rose by 13% to 1.4 million.

This growth reflects the improvements made to our navigation and information architecture. Interaction quality also improved: the engagement rate per user rose by 13% and interactive sessions increased by 14% compared with the previous year. In other words, the Foundation not only reached new audiences but also kept them engaged.

We introduced new ways of presenting information, including a policy paper in partnership with Brookings and three interactive barometers — European Politics, Corruption and Immigration. Furthermore, we updated the “Born in Portugal” and “Unequal Portugal” projects with new graphics, data and text, adding deeper analysis and fresh content.

We also continued publishing monthly updates to the “Rights and Duties” project. It remains the site's most visited section and will receive further navigation improvements in 2025.

The Foundation's online bookshop was the site's second most visited section, with over 245,000 sessions. It was followed by the “Atual_mentes” (“Current_minds”) section, which climbed one place in visitor preferences to record 222,760 sessions — an 11% increase on 2023.

Our weekly newsletter also drove a high volume of traffic to the site. In 2024, subscriptions reached 34,000 — up 8% on the previous year — despite removing long-inactive addresses (over three years



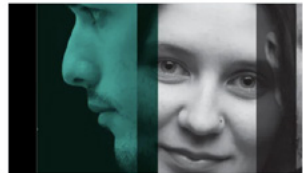
Missão e Objetivos

A missão da Fundação Francisco Manuel dos Santos é a de promover e aprofundar o conhecimento da realidade portuguesa. Conheça todos os detalhes sobre o propósito da Fundação.



Fundador

Saiba o que levou o fundador, Alexandre Soares dos Santos, e a sua família, a criar uma Fundação que estudasse os grandes problemas nacionais e estimulasse o conhecimento da sociedade civil.



Órgãos Sociais

Conheça os Órgãos Sociais que desde 2013 até aos dias de hoje têm contribuído para tornar real a missão e os objetivos da Fundação.



Policy Papers

PROPOSTAS DE POLÍTICAS PÚBLICAS QUE CONTRIBUAM PARA RESOLVER GRANDES DESAFIOS DA SOCIEDADE PORTUGUESA

- 4 PUBLICAÇÕES -



ECONOMIA CIÊNCIA - POLICY PAPER

Automação e inteligência artificial no mercado de trabalho português: desafios e oportunidades



ECONOMIA - POLICY PAPER

A transição energética na Europa

Em tempos de crise e conflito, como garantir a sustentabilidade energética europeia, tendo em conta as



POLÍTICA - POLICY PAPER

Final, quantas pessoas se abstém em Portugal?

A Fundação faz um retrato inédito da abstenção em Portugal e conclui que a taxa de abstenção em 2019 foi



Barómetros

INQUÉRITOS DE OPINIÃO INÉDITOS SOBRE TEMAS RELEVANTES DA ATUALIDADE NACIONAL

- 4 PUBLICAÇÕES -



POPULAÇÃO QUESTÕES SOCIAIS - BARÓMETRO

Barómetro da Imigração: a perspetiva dos portugueses

Entre numa experiência interativa para perceber como é que a sociedade portuguesa olha o fenómeno da imigração, que tem crescido no país. Este é o...



JUSTIÇA POLÍTICA - BARÓMETRO

Barómetro da Corrupção

Como é que a sociedade portuguesa vê a corrupção? A Fundação lança um novo barómetro para compreender o fenómeno, considerando um dos problemas mais...

18 SETEMBRO 2024 | 21 MIN



POLÍTICA - BARÓMETRO

Barómetro da Política Europeia

Como vê a sociedade portuguesa as instituições europeias? Em ano de eleições para a Europa, a Fundação lança um novo barómetro. Entre nesta...

09 MAIO 2024 | 16 MIN

A FUNDAÇÃO

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AGENDA

FUNDAÇÃO
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PT+

AMBIENTE

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Nascer em Portugal

Temos cada vez menos filhos, cada vez mais tarde. Que fatores, pessoais e sociais, influenciam a nossa escolha de sermos mães ou pais? Que consequências sociais e económicas poderá a evolução demográfica implicar para o país? Encontre uma resposta a estas e outras questões no projeto Nascer em Portugal, com dados do Inquérito à Fecundidade 2013 e o estudo «Determinantes da Fecundidade em Portugal».

02 JUNHO 2024

3 MIN

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in

X

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PORTUGAL DESIGUAL | UM RETRATO DAS DESIGUALDADES DE RENDIMENTOS E DA POBREZA NO PAÍS

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ECONOMIA

ESTUDO

Portugal Desigual | Um retrato das desigualdades de rendimentos e da pobreza no país

Quão desigual é o país? A pobreza e as desigualdades estão a diminuir ou a agravar-se? Qual o impacto das políticas públicas na redução da pobreza e das desigualdades? Como se compara Portugal com os restantes países da União Europeia? As respostas no projeto Portugal Desigual, que resulta da análise atualizada de dados da pobreza e das desigualdades nacionais.

06 JANEIRO 2024

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Emprego em Portugal: Riscos e oportunidades da automação

04 ABRIL 2024

1 MIN

PROFISSÕES NO TERRENO DAS

PROFISSÕES EM COLAPSO

PROFISSÕES NO TERRENO DOS

PROFISSÕES NO TERRENO DOS







without interacting with the newsletter) from our mailing list.

Email subscribers spent more time per session on the site than any group apart from organic visitors, with engagement rates exceeding 55%.

Overall, 66.8% of visits came via mobile devices (up 14% from 2023), followed by desktop (31.6%) and tablets (1.6%). Visits from smart TVs remain negligible.

The Foundation on Social Media

Our digital strategy of tailoring Foundation content to each platform continued gaining us new followers in 2024. Additionally, engagement and retention rates grew thanks to targeted investment and new formats in accordance with trends on specific platforms.

The Foundation's social media community grew by 11% to over 469,000 followers, driven largely by younger, more dynamic platforms such as Instagram, YouTube and LinkedIn. Compared with the previous year, overall engagement rates, which measure a wide range of engagement versus reach metrics, rose on all networks except Instagram, where they fell by 4.2% compared with 2023.

Facebook — our largest network and the most effective for book-sales advertising — also presented growth of 2.5%, bucking the declining global trend for that platform.

In 2024, social media played a crucial role in promoting new and existing website content to a younger, more diverse and highly educated audience. It also proved vital in broadcasting data from studies, books and Foundation authors, generating increased media coverage.

In 2025, the Foundation's communication strategy may include joining new social networks. To that end, we initiated a SWOT analysis in 2024 focused on TikTok. This year, the Foundation has started developing an entry strategy for that platform, creating experimental content formats that are currently being refined for later evaluation.

10.

The Foundation and the Media

Press Office

DURING 2024, which marked its 15th anniversary, the Foundation adopted a new strategic focus on impact rather than sheer reach. This shift underscores our commitment to driving concrete societal change through scientific analysis and informed debate, actively contributing to public policy.

Despite this new priority, 2024 saw the Foundation achieve the highest number of news items and the greatest AAV in its history. This success evidences the media's recognition of our rigour and excellence, highlighting both the relevance of our themes and the trust journalists place in our content and analysis.

Our press office played a key role by ensuring our communications were strategic, targeted and aligned with media and social interests. Throughout the year, we privileged in-depth approaches that prompted reflection and influenced the public agenda, strengthening the Foundation's impact on national debate.

In 2024, we issued 5,088 news items, of which 2,615 (51%) appeared in high-reach outlets. These generated a combined AAV of €258 million. On television alone, our programming was viewed 50 million times.

Compared with 2023, total news coverage rose by 5% and AAV by nearly 30%. This growth was driven largely by the launch of new studies and references to earlier research, which doubled the AAV in that area.

Among the Foundation's Studies, the *Immigration Barometer* made a particularly strong media impact, appearing in 495 news items — 75% in high-reach outlets — and achieving an AAV of over €28 million, with coverage lasting weeks after its public launch.

The Impact of Corporate Tax on the Portuguese Economy was the second most cited study, with 255 news items and an AAV of €20 million. The Foundation revived the pre-publication briefing format to promote this study, holding private sessions between its authors and specialist journalists. This was a crucial measure, especially given the topic's centrality in contemporary political debate, and allowed journalists to question the authors directly, clarify doubts and deepen their understanding, resulting in more rigorous, contextualised and informed coverage.

This was followed by the *European Politics Barometer*, presented on Europe Day ahead of the European elections, which generated 107 news items and an AAV of €10 million. Next came the *Corruption Barometer*, which produced 133 news items and an AAV of €2.5 million.

Finally, the *Ageism in the Workplace* study — launched in August on World Youth Day — resulted in 167 news items and an AAV of €2 million. The first policy

paper on Europe's energy transition, produced with Brookings Institution, generated 51 news items and an AAV of €500,000.

Six press releases were released on Pordata. The most cited was on the Legislative Elections (late February), generating over 200 items and an AAV of €9 million. This was followed by the 25 April release (202 items, €20 million AAV) and the Labour Day release (166 items, €27 million AAV). The Population Day release in July saw 330 items and €11 million AAV, while the Poverty Eradication Day release in October generated 275 items and €7 million AAV.

The Foundation's publications earned 367 news items (20% on television) and generated an AAV of €15.3 million. The titles which received the greatest media attention were three Portraits — *Unfinished Revolution: What didn't change with 25 April*, *An Ink-Smudged Finger: Stories of People Who Couldn't Learn to* and *The Library* — along with the essay *How the Portuguese Sleep*. Over 60% of news coverage for Foundation publications appeared in high-reach outlets.

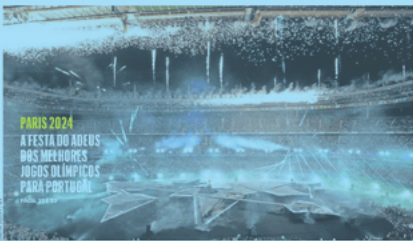
Media Partnerships

The Foundation forged various content partnerships during 2024, including print media, all national general-interest and news TV channels and several of the highest-audience radio stations. This milestone underscores the media's recognition of the rigour and excellence in our studies, publications and projects, reinforcing the Foundation's unique position.

Partnerships varied in content. Some required bespoke editions, such as the documentaries and the weekly programme "Facts That Count," while others arose from fresh analysis of earlier studies, like the

MAIS DE UM QUARTO DOS JOVENS TRABALHADORES DIZEM SER DISCRIMINADOS

INVESTIGAÇÃO Portugal é dos países europeus onde o idealismo é mais vincado, com prejuízo para a saúde mental e a economia. Jovens dizem que mais se queixa de discriminação no trabalho, segundo um estudo da Fundação Francisco Manuel dos Santos. **por João**



PARIS 2024
A FESTA DO ADEUS
DOS MELHORES
JOGOS OLÍMPICOS
PARA PORTUGAL
por João

23 ANOS DEPOIS
LOCAL DA "CHACINA DOS
PORTUGUESES" NO BRASIL
CONTINUA HABITADO
E QUASE SOTERRADO
por João



QUESTIONÁRIO DE PROUST DO CHATGPT
HELENE FERNANDEZ-DE-FORMENT
PROFESSORA DE FRANÇA EM PORTUGAL
"Gostaria de criar o dia
de desconectar, sem telemóveis
e redes sociais, por 24 horas"
por João

Segurança
Governo e Segurança
Recomendamos
parar de viajar
Estados
Identificados
por João

Comunicações
Anúncio de fazer
nova consulta
pública para
preparar segundo
plano de SG
por João

Transição
Muhammad Yunus,
Oscar do Nobel
da Paz, segundo
independência
do Bangladesh
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ADSE alerta para "retirada seletiva" de cuidados de saúde nos acordos com privados

Alguns cuidados de saúde podem ser retirados dos acordos com privados, alerta a ADSE, que considera que a retirada de alguns cuidados de saúde pode ser uma "retirada seletiva" de cuidados de saúde. **por João**



SÓBRIAS PESSOAS
ESTIVAM EM TODOS OS
217 JOGOS DE RONALDO
PELA SELEÇÃO
por João

Barómetro da FFMS
68% dos portugueses veem
imigrantes como fundamentais,
mas consideram a lei
"demasiado permissiva" **por João**

Madeira
Questão
de Governo
Regional
abre caminho
para novo
ciclo político
por João

Santa Casa
Não provador
muito código
para prevenir
conflitos de
interesse
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Obito
Marta Paredes,
russa de
Almodóvar,
morreu aos 78 anos
por João

Lito
Emmanuel
Proença,
líder da
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"Processo de
espropriação
conexões
próximos dias"
por João

França
Batuente
a laicização
centro Macron
e críticas
dos deputados
por João

OBESIDADE AMEAÇA 60% DA POPULAÇÃO PORTUGUESA

PREVENÇÃO No Dia Mundial da Obesidade, Paula Freitas, presidente da Sociedade Portuguesa de Endocrinologia conversou com DN, sobre o retrato da doença em Portugal e pediu mais ação. **por João**

GUERRA EM GAZA
Israel falta às negociações no Cairo e exige
que o Hamas liberte uma lista dos reféns vivos
por João



ESTUDO PORDATA
Maioria dos eleitores não
confia nos partidos e não é
de esquerda ou direita **por João**

ONDE ESTAVA
HA 50 ANOS?
MARIA JANEIRO
BELFORD
MEDICA **por João**

COMUNISTAS
De cravos
na mão ao
som da gaita,
CDU faz prova
de vida **por João**

BRASIL
Com duas
indicações,
Lula tenta virar
o supremo para
a esquerda **por João**

HBO
O regime
bolsonerista
da chanceler
Kate Winslet
por João

Doenças neurodegenerativas
"A minha terapia" em como
os transplantes também podem
ajudar na doença de Parkinson
Ciência e Ambiente, 24-25

Entrevista a Wes Marshall
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Salário mínimo
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próximo ano
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o "papel da concertação vai reforçar-se
com a fragilidade" do Parlamento.
PROBLEMA LINGUA 4-5

Estudo
Baixa do IRC
é positiva
mas "não
se paga
a si própria"

Negociações para
garantias públicas
na habitação só
agora começaram

Origem num asteróide?
Meteorito avistado em Portugal
viagem a 161 mil quilómetros
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"Não estamos disponíveis para
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processos", diz Paulo Luna
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Bebés de mães com 40 ou mais anos
aumentaram 80% numa década
Quase 7% dos 931 mil bebés nascidos entre 2013 e 2023 eram de mães que já tinham passado à curva dos 40
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economia,
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Demi Moore
e Huppert em
belas versões



Público series “What Do Portuguese People Worry About?” or the CNN interview series “How Do We Fix This?”

Regarding television, the Foundation collaborated with RTP1 and RTP3, TVI and CNN, SIC and SIC Notícias and CMTV, as well as signing a deal with the new NOW channel (programmes to air in 2025).

The Foundation contributed regular articles and in-depth analyses to the print media outlets *Expresso*, *Público*, *Jornal de Negócios*, *Visão* and *Jornal Económico*. Additionally, it also formalised a partnership with the magazine *Domingo* from the *Correio da Manhã*, with publications planned for 2025.

On radio, the Foundation maintained weekly programmes on Rádio Renascença and made appearances on Rádio Comercial. We also secured a deal to air the “Talking Globally” series —dedicated to the Foundation’s books, with interviews of their authors — on *Correio da Manhã Rádio* in 2025.

Below is a summary of key partnerships by outlet:

RTP

We co-produced three documentaries with RTP1: *Long Live Democracy* in March (1.3 million viewers), *Portugal in Europe: Roots and Horizons* in May during the European elections (815,000 viewers), and

The Clean Energy Revolution in November (1.3 million viewers).

The first four mini-documentaries in the “And After the Revolution?” series — covering economy, democracy, population and gender equality — aired on RTP1, RTP3, RTP Internacional and RTP Play, reaching 800,000 viewers.

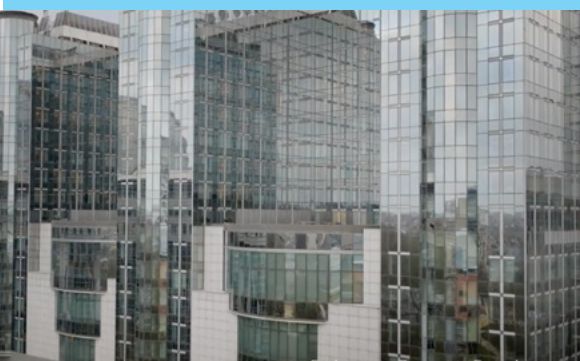
From May to June, a prime-time series of ten programmes based on Pordata infographics also aired as part of the “Five Decades of Democracy” project, attracting nearly 3 million viewers.

CMTV

Following 2023’s success, CMTV broadcast ten episodes of “Talking Globally,” featuring in-depth interviews with Foundation authors, alongside 44 weekly Pordata Portrait segments (290 broadcasts in total). In 2024, these one-minute Pordata segments focused on comparative analysis between Portugal and other European countries to provide its audience with information during a year of European elections. These programmes reached 18 million viewers, a 15% increase on 2023.

EXPRESSO, SIC AND SIC NOTÍCIAS

Building on the partnership with SIC Notícias e *Expresso*, the Foundation launched a new series to promote its three barometers: *European Politics*



Barometer (May), *Corruption Barometer* (September) and *Immigration Barometer* (December). These appeared on SIC's *Jornal da Noite*, in debates on SIC Notícias, as articles on *SIC Online* and *Expresso Online* and as major print features in the *Expresso* newspaper. The Foundation published 30 articles as part of this partnership, generating around €4 million AAV and reaching 4.2 million TV viewers.

On SIC Notícias, our weekly “Facts That Count” segment aired ten prime-time editions on the programme *Grande Edição*. This innovative format presents objective data on Portugal's main challenges through rigorous graphics, offering an empirically well-founded approach as opposed to a more traditional opinion model. Topics included housing, poverty, migration, education, health, economic productivity, demography, environment, gender equality, democratic quality and corruption, delivering a comprehensive and enlightening portrait of the current Portuguese context.

The programmes drew 800,000 viewers and generated €1.2 million AAV.

TVI and CNN

We created “How Do We Fix This?”, a new interview series exploring Portugal's most pressing challenges and some potential solutions. In eight weekly 15-minute

episodes, CNN's editorial deputy director Raquel Matos-Cruz interviewed experts, who presented concrete recommendations for hotly debated topics which defy simple explanation. Topics and guests included: infrastructure and transport with Carlos Oliveira Cruz; housing with Pedro Brinca; the Portuguese economy and productivity with Ricardo Reis; SME financing with Cláudia Custódio; health system and access to the National Health System (Serviço Nacional de Saúde, SNS) with Pedro Pita Barros; immigration with Pedro Góis; population ageing with Alda Azevedo; and talent retention and skilled emigration with Pedro Freitas. Three further episodes will air in January 2025.

Additionally, a daily “CNN Minute” distilled one key idea from each author. We also published online dossiers combining the experts' opinions, data and recommendations with strong infographic elements.

After the CNN broadcasts, authors appeared on TVI's *Dois às 10* with Cristina Ferreira, offering a less technical, more accessible discussion aimed at a broader and more diverse audience.

In 2024 alone (the project ran into January 2025), these broadcasts attracted nearly 2 million viewers and €1 million AAV.

Rádio Renascença

The Foundation maintained the existing partnership, airing the programme *Cover to Cover* on Tuesdays at 23:15 and the segments “The Foundation Gives Food for Thought” on Tuesdays at 19:15 and “The Foundation Suggests” on Saturdays at 08:00.

In 2024, these programmes reached over 10 million listeners — a 104% increase on 2023 — more than doubling our audience.

Rádio Comercial

The Foundation formed a new partnership in April to promote the first season of our “And After the Revolution?” mini-documentaries. These 20-minute films for young audiences reflect on Portugal’s evolution over 50 years of democracy in the country.

Rádio Comercial, with its young listenership, proved the ideal platform for this output, which featured segments on *Manhã da Comercial*, videos of interviews with children on “It’s Up To You,” posts on the station’s social channels, and both on-air and digital advertising.

Público

Our partnership with *Público* produced the editorial series “What Do Portuguese People Worry About?” This series comprised six fortnightly articles (June-August) based on earlier studies, barometers and policy papers: *Poverty in Portugal: Trajectories and Daily Life*; *Transport Systems in Portugal*; *The Housing Crisis in Big Cities and Housing Barometer*; *Interest Groups in Portugal*; *Gender Equality*; *How We Eat What We Eat*. Each article combined infographics with expert interviews to contextualise data and stimulate debate during a period of government transition. The series generated €400,000 AAV.

Jornal de Negócios

Our fortnightly “Awareness of the Facts” opinion pieces from the Foundation’s chairman analysed key public-debate topics aligned with our communications plan. Each instalment addressed a theme such as European politics, corruption, poverty, skilled emigration, immigration and talent retention. With clear, evidence-based arguments, these articles fostered reflection on themes addressed in our published projects.

Jornal Económico

The Foundation published 12 monthly articles in print and online, written by authors of our Essays and Portraits series. In 2024, this partnership generated €131,000 AAV (up 5% on 2023).

Visão magazine

Our partnership with *Visão* yielded five articles on the impact of physical activity, exercise and sport on lifelong health and development. Published fortnightly over the summer, these pieces analysed the five books in the “For Your Health — Physical Activity and Well-being” collection, including infographics and interviews with authors and other experts. The series reached 342,000 readers and generated € 225,000 AAV.

ECO

The study “The Impact of Corporate Tax on the Portuguese Economy” was presented and debated in an event aimed at the business sector, which examined corporation tax’s fiscal impact. Held at ECO’s studios, it produced in-depth analysis articles. Moderated by ECO’s executive editor Mónica Silveiras, the session featured contributions from Sara do

Ó (founder and CEO of Grupo Your) and Pedro Brinca (economist and co-author), fostering a qualified discussion on the tax's economic effects.

Visão Júnior magazine

The Foundation continued its longstanding partnership (since 2016) with the School Libraries Network on the “Kids Get to Vote” reading promotion project. Modelled on an electoral process, Pordata participated in compiling the shortlist of nominated books and tallying results by school cycle.

11. **2024 Financial Report**

THE FINANCIAL report presents the Foundation's accounts for 2024.

The payments promised and contracted with the Founding Family were made to the Foundation in accordance with the schedule set out in the contract, reflecting once again their confidence in the Foundation's governing bodies.

The Board of Directors follows a prudent financial policy and maintains existing reserves to ensure we can meet all our commitments.

The Board of Directors has staffed the Foundation appropriately for ongoing projects, as illustrated by the operating and personnel costs in the Report and Accounts.

Thematic and functional allocations across projects demonstrate consistency in our choices and methods.

Under the Board of Directors' resolution of 24 June 2016, any annual net surplus or deficit is transferred to the Endowment Fund under “Retained Earnings.” Accordingly, the Board of Directors proposes that the positive net result of €795,682 for 2024 be moved to Retained Earnings. At the end of the year, the Endowment Fund stood at €10,178,801.

12. **Outlook for 2025**

DURING 2025, the Foundation will continue to implement its strategy focused on impact and change, internationalisation and institutional development. We plan to strengthen the team in line with the strategic plan, limit unplanned initiatives and refine the criteria for accepting external contributions. Next year's activity plan will privilege two key themes: Pordata's 15th anniversary and, in a year of local elections, an analysis of “the national reality.”

Pordata will celebrate its 15th birthday with a portal that is both forward-looking and accessible to all citizens. In this way, the Foundation will strengthen its mission — to offer free, impartial and rigorous data — by fostering factbased dialogue and informed opinion at a time of growing misinformation. The new portal will serve not only specialists but also the general public, regardless of statistical literacy. Its contribution to democratic quality and its role in educating society are unequivocal.

The “national reality” theme will run until September, ahead of the local elections. We will draw on Pordata's municipal level data, issue press releases and

partner with national and local media to supply them with useful facts. We intend to dedicate one of the three barometers set for publication in 2025 to this theme.

We will lay the groundwork for the Foundation's first impact assessments, examining how our recommendations influence public policy changes. This will allow us to evaluate our contribution to societal development, citizens' rights advocacy and better institutions. The team will establish new evaluation criteria to measure how society values our content, ensuring that we can enhance impact without sacrificing reach.

We will increase the Foundation's international presence through initiatives involving foreign researchers and partner institutions, participation in international events and networks, an English version of the FFMS and Pordata portals, briefings to foreign and EU bodies using official Pordata data, distributing our publications to Portuguese bookstores abroad and translating key publications into other languages.

We will continue building our institutional profile to raise awareness of the Foundation and its projects — especially among younger audiences — via our own initiatives and partnerships with media and other institutions. We will maintain a regular presence at major national events, making our work available to institutions and citizens alike.

Making the best decisions regarding Portugal's future requires promoting democracy, mobilising civil society to tackle the country's main challenges and disseminating rigorous, sciencebased information that equips Portuguese citizens with reliable knowledge. In our 16th year, the Foundation will actively pursue these objectives in fulfilment of its mission.

Lisbon, 8 April 2025

FINANCIAL STATEMENTS


FUNDAÇÃO
FRANCISCO MANUEL DOS SANTOS



Sixth edition of the Foundation's Summer School

1 — 8 September 2024

Sixty students aged 17–18 from 17 of the country's 20 main regions attended this year's Summer School in Peniche. Over the course of a week, they examined global geopolitics through discussion and debate with national experts in a programme organised by Lúcia Franco, featuring talks by Ana Santos Pinto, Bruno Cardoso Reis, Lúcia Franco, José Maria Pimentel and Raquel Vaz-Pinto.

1.

Balance Sheet

Report for the year 31 December
2024 to 31 December 2023
(values in euros)

ASSETS	Notes	2024	2023
Non-current assets			
Financial investments	16.2	27,018	27,018
Current assets			
Inventories	5.3	75,690	93,932
Trade receivables	6	55,958	67,892
State and other public entities	7.1	16,385	11,958
Other receivables	8	33,272	22,774
Deferrals	9	84,912	111,839
Other financial assets	4.2	5,844,346	5,426,060
Cash and cash equivalents	4.1	5,578,529	5,535,144
Total assets		11,716,109	11,296,618
ENDOWMENT FUNDS AND LIABILITIES			
Endowment Funds			
FUNDS			
Founder's endowment	10.1	1,000,000	1,000,000
Retained earnings	10.2	8,383,119	6,322,563
Net result for the period	D.R	795,682	2,060,555
Total endowment funds		10,178,801	9,383,119
LIABILITIES			
Current liabilities			
Trade payables	11	922,212	1,212,690
State and other public entities	7.2	72,819	81,771
Other payables	12	542,278	619,038
Diferimentos	9.2		
Total liabilities		1,537,309	1,913,499
Total endowment funds and liabilities		11,716,109	11,296,618

The Board of Directors



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The Certified Accountant (no. 79736)



Handwritten signature of the Certified Accountant.

2.

Statement of Income By Nature

From 31 December 2024 to
31 December 2023
(amounts expressed in euros)

INCOME AND EXPENSES	Appendix Notes	2024 Period	2023 Period
Sales and services provided	13.1	232,681	210,157
Grants, donations and bequests for operations	14	8,417,550	9,635,000
Cost of goods sold	5.1	(355,848)	(306,638)
Supplies and external services	15	(6,312,646)	(6,718,613)
Personnel expenses	16.1	(1,683,381)	(1,284,031)
Inventory impairments (losses and reversals)	5.4	(1,357)	17,308
Fair value increases and decreases	18	418,286	533,627
Other revenue	13.2	7,020	22,115
Other expenses	17	(80,568)	(111,642)
Operating result (before financing costs and tax)		641,737	1,997,284
Interest and similar income	13.3	154,058	66,420
Interest and similar expenses		(113)	(3,148)
Result before tax		795,682	2,060,555
Income tax for the period			
Net result for the period		795,682	2,060,555

The Board of Directors



Handwritten signatures of the Board of Directors, including names like Teresa P. F. and others.

The Certified Accountant (no. 79736)



Handwritten signature of the Certified Accountant, Victor Manuel de la Torre Jodas.

3.

Statement of Cash Flows (Direct Method)

From 31 December 2024 to
31 December 2023
(amounts expressed in euros)

CASH FLOWS FROM OPERATING ACTIVITIES	2024	2023
Revenue from customers	254,711	219,749
Payments to suppliers	(872,972)	(727,878)
Payments to personnel	(848,701)	(743,725)
Cash generated from operations	(1,466,963)	(1,251,854)
Taxes:	(771,386)	(801,521)
Value-added tax (VAT)	0	(31,430)
Withholding taxes on income		
Personal Income Tax (Category A)	(304,540)	(310,944)
Personal Income Tax (Category B)	(52,338)	(45,297)
Personal Income Tax (Category F)	(26,868)	(28,647)
Corporate Income Tax	(387,640)	(385,203)
Cash flows from operating activities (1)	(2,238,349)	(2,053,376)
CASH FLOWS FROM INVESTING ACTIVITIES		
Payments relating to:		
Other operations (projects)	(6,265,864)	(6,103,156)
Revenue from:		
Interest and similar income	154,058	66,420
Cash flows from investing activities (2)	(6,111,806)	(6,036,736)
CASH FLOWS FROM FINANCING ACTIVITIES		
Revenue from donations	8,417,550	9,635,000
Payments relating to Interest and similar expenses		
Cash flows from financing activities (3)	8,417,550	9,635,000
Net increase (decrease) in cash and cash equivalents (1+2+3)	67,395	1,544,888
Cash and cash equivalents at the beginning of period	5,535,144	3,990,255
Cash and cash equivalents at the end of period	5,578,529	5,535,144

The Board of Directors

The Certified Accountant (no. 79736)


Teresa Pi-F

Denise Gombu Ghojane


Victor Manuel Sento Jander

1. Introductory Note

THE FUNDAÇÃO Francisco Manuel dos Santos, hereinafter referred to as the “FOUNDATION,” “FFMS” or the “Entity,” is a private legal entity of indefinite duration, non-profit in nature, established by Sociedade Francisco Manuel dos Santos, Holding NV, formerly Sociedade Francisco Manuel dos Santos, SE (Founding Entity), on 12 February 2009, with its registered office at Largo de Monterroio Mascarenhas, no. 1, civil parish of Campolide, Lisbon municipality and district.

The FOUNDATION was formally recognised by Order no. 13591/2009 of 5 June 2009 and declared a legal person of public utility by Order no. 5159/2010 of 12 March 2010, both issued by the Office of the Secretary of State for the Presidency of the Council of Ministers.

On 1 March 2013, confirmation of the FOUNDATION’s public utility status was published in the *Diário da República*, 2nd series — No. 43 — Block C, following which the FOUNDATION has been governed by the Framework Law on Foundations, approved by Law no. 24/2012 of 9 July.

The deed formalising the new statutes, executed on 21 November 2013 and published on the Portuguese Ministry of Justice portal, was approved by the Council of Ministers via official communication no. 3666/DAJD/2013.

The FOUNDATION’s primary objective is to promote and deepen knowledge of Portuguese reality, seeking to contribute to the inter-relational development of society, the strengthening of citizens’ rights and the improvement of public institutions.

In this context, the FOUNDATION has carried out studies in various social fields, including demography and population, economic and social development, health, education, vocational training, social security, the state and democratic institutions. Details of each of these studies are provided in the “Annual Activity Report.”

2. Accounting Framework for the Preparation of the Financial Statements

2.1. Disclosure of the accounting framework used in the preparation of the financial statements

The attached financial statements were prepared in accordance with the Accounting Standardisation System for Non-Profit Sector Entities (SNC-ESNL) approved by Decree-Law no. 36-A/2011 of 9 March, which is part of the Accounting Standardisation System (SNC), approved by Decree-Law no. 158/2009 of 13 July and republished by Decree-Law no. 98/2015 of 2 June, which transposed Directive 2013/34/EU of the European Parliament and of the Council of June 2013 on annual financial statements into Portuguese law. From 1 January 2016 onwards, FFMS has adopted the financial statement models set out in Ministerial Order no. 220/2015 of 24 July, as well as the accounting and financial reporting standards established in Notice no. 8259/2015.

Without prejudice to the application of Accounting and Financial Reporting Standard for Non-Profit Sector Entities (NCRF-ESNL) in all aspects relating to recognition, measurement and disclosure, where this standard does not address specific matters encountered by the Entity in the accounting or financial reporting of transactions or situations, or where such omission is material enough to prevent the objective of presenting information that faithfully and appropriately reflects the financial position as at a given date and performance for the reporting period, the Entity refers, solely for the purpose of filling such gaps and in the order indicated, to: (i) the Accounting and Financial Reporting Standards (NCRF) and Interpretative Standards (NI) of the SNC; (ii) International Accounting Standards (IAS); and (iii) International Financial Reporting Standards (IFRS) and their interpretations (SIC and IFRIC).

The financial statements were prepared based on the following principles:

Going concern

Transactions were recorded on the assumption that the Entity will continue operating for a period of at least twelve months from the reporting date, with no limitation.

Accrual basis of accounting

Items are recognised as assets, liabilities, endowment funds, income, and expenses when they satisfy the definitions and recognition criteria. Income and expenses are recognised as they are earned or incurred, regardless of when the corresponding cash is received or paid.

Consistency of presentation

The presentation and classification criteria for items in the financial statements are maintained from one period to the next, unless (i) it is evident, after a significant change in the nature of operations, that another presentation or classification is more appropriate based on the criteria in the NCRF-ESNL, or (ii) the NCRF-ESNL mandates a change, and in any case, (iii) the new presentation provides more reliable and relevant information, and (iv) the revised structure is expected to be maintained in such a way that comparability is not impaired.

Offsetting

Assets and liabilities, as well as income and expenses, are reported separately in their respective financial statement lines. No asset is offset against a liability, and no expense is offset against income.

Comparability

The accounting policies and measurement criteria applied in preparing the financial statement figures for the reporting period are the same as those used for the comparative figures. When the presentation or classification of financial statement items is revised, comparative figures are reclassified accordingly, unless this is impracticable.

2.2. Indication and justification of any SNC-ESNL provisions that have been exceptionally departed from, and the effects on the financial statements, in view of the need to present a true and fair view of the entity's assets, liabilities and result

No provisions of the SNC-ESNL were exceptionally departed from in preparing these financial statements, as it was not necessary to do so in order to present a true and fair view of the Entity's assets, liabilities and results.

2.3. Identification and commentary on Balance Sheet and income statement items that are not comparable with the previous period

All items in the Balance Sheet and statement of income are comparable to those of the previous period.

3. Basis of Presentation and Main Measurement Criteria

The main measurement criteria used in preparing the financial statements were as follows:

Other financial assets — Treasury funds and investment portfolios are recorded at acquisition cost and revalued at the end of each financial

period based on the quoted price provided by the financial institution. These assets are marked to market and fair value is determined based on those market prices.

Trade and other receivables — Most sales are made under normal credit terms, and the corresponding customer balances do not include interest charged. At the end of each reporting period, accounts receivable and other receivables are reviewed for objective evidence of uncollectibility. If such evidence exists, the corresponding impairment loss is recognised immediately.

Trade and other payables — Liabilities to suppliers or other third parties are recorded at their nominal value, as they do not bear interest and the discount effect is deemed immaterial.

Accruals and deferrals — Differences between amounts received or paid and the corresponding income or expenses are recorded under accruals and deferrals.

Founders' grants — Grants from the Founder are recorded under the Endowment Fund on the date the grant is confirmed.

Operating subsidies — Contributions received from the Founder to cover project and operating expenses are recognised in full as income in the period. This criterion has been adopted since 2016, following a decision by the Executive Committee and the Board of Directors, after the signing of a new Grant Agreement on 11 February 2016 with Sociedade Francisco Manuel dos Santos, SE, for a ten-year period.

Inventories — Goods comprising essays and other publications are measured at the lower of production cost or net realisable value.

Interest and similar income — Interest arises from remunerated financial investments.

Net result for the period — The annual net result, whether positive or negative, is transferred to the endowment fund. under retained earnings. (In periods prior to 2016, the result was always zero due to the income recognition procedure described above.)

4. Cash Flows and Other Financial Assets

4.1 The balance of the Cash and Cash equivalents at the End of the Year line item in the Cash Flows Statement and the corresponding item in the Balance Sheet includes cash and demand deposits (with a maturity of less than or equal to three months), detailed as follows:

	2024	2023
Cash holdings	2,000	1,749
Bank deposits	5,576,529	5,533,395
Total	5,578,529	5,535,144

4.2 The balance of Other Financial Assets in the Balance Sheet, amounting to €5,844,346, pertains to investments in a portfolio with the following movements:

Market value 31.12.2023	Movements	Market value 31.12.2024
5,426,060	418,286	5,844,346
5,426,060	418,286	5,844,346

5. Inventories

5.1 The movement in the Inventories — Goods item, used to determine the cost of goods sold, was as follows:

MOVEMENTS FOR THE PERIOD					
Items	Opening balance 31.12.2023	Increases (Purchases)	Decreases		Closing balance 31.12.2024
			CGSMC	Giveaways	
INVENTORIES:					
Goods — Essays	118,478	157,964	(148,605)	(30,165)	97,672
Goods — Other publications	103,025	254,191	(207,243)	(43,027)	106,947
Total	221,504	412,155	(355,848)	(73,192)	204,619

Comparison with 2023:

MOVEMENTS FOR THE YEAR					
Items	Opening balance 31.12.2023	Increases (Purchases)	Decreases		Closing balance 31.12.2023
			CGSMC	Giveaways	
INVENTORIES:					
Goods — Essays	154,681	110,979	(120,608)	(26,574)	118,478
Goods — Other publications	101,105	215,652	(186,030)	(27,702)	103,025
Total	255,787	326,631	(306,638)	(54,277)	221,504

5.2 The value of goods in inventory, including those held on consignment and excluding impairment losses, is as follows:

	Closing Balance 31.12.2024	Closing Balance 31.12.2023
Items — Essays		
Foundation goods	75,106	92,221
Goods on consignment	22,567	26,257
Total [1]	97,672	118,478
Items — Yearbooks and other publications		
Foundation goods	22,566	26,257
Goods on consignment	84,380	76,768
Total [2]	106,947	103,025
Grand total [1+2]	204,619	221,504

5.3 Impairment losses on inventory related to trials and other publications for the editions from 2012 to 2023 were recognised at rates of 100%, 75%, 50% and 25%, respectively. The net realisable value of inventories on the Balance Sheet is presented below:

Items	Cost value 31/12/2024	Impairment	Net realisable value 31.12.2024	Net realisable value 31.12.2023
INVENTORIES:				
Goods — Essays	97,672	75,013	22,659	32,340
Goods — XXI Magazine and other publications	106,947	53,915	53,031	61,593
Total	204,619	128,929	75,690	93,932

5.4 The movement in the impairment losses for the period is as follows:

Items	Opening balance 31.12.2023	Impairment (Reversion)	Closing balance 31.12.2024
IMPAIRMENT:			
Goods — Essays	86,139	11,125	75,013
Goods — XXI Magazine and other publications	41,433	(12,483)	53,915
Total	127,571	(1,357)	128,929

5.5 The movement in the book value of stock is as follows:

MOVEMENTS OF THE PERIOD		
Items	Opening balance 31.12.2023	Closing balance 31.12.2024
Value of the stock	221,504	204,619
Impairment	127,571	128,929
Book inventory	93,932	75,690

6. Trade Receivables

The breakdown of trade receivables is as follows:

	2024	2023
Accounts receivable	65,555	77,490
Accumulated impairment losses	(9,598)	(9,598)
Total	55,958	67,892

The trade receivables balance exclusively relates to amounts receivable from the sale of literary publications issued by the Foundation, adjusted for the respective impairment losses. The impairment loss pertains to the balance receivable from *ST&SF — Sociedade de Publicações, Lda.*

7. State and Other Public Entities

The State and Other Public Entities item comprises the following:

7.1. Assets

	2024	2023
Withholding Tax — Corporate Income Tax (CIT)	11,958	11,958
Recoverable VAT	4,427	0
Total	16,385	11,958

7.2 Liabilities

	2024	2023
Income Tax Withholdings (IRS)	33,977	36,649
VAT Payable	0	19,867
Social Security contributions	38,842	25,256
Total	72,819	81,771

The Foundation is exempt under paragraph c) of article 10(1) of the Corporate Income Tax Code. This exemption was requested from the Minister of Finance and granted as per Article 10(2), as detailed in Appendix VI of the Activity Report.

The amount payable to Social Security corresponds to the amount due in January of the following year.

In accordance with current legislation, tax returns are subject to review and correction by tax authorities for a period of four years (five years for Social Security). Therefore, the Foundation's tax return for the year 2024 may be subject to review. However, management believes that any adjustments resulting from such reviews or inspections will not have a significant impact on these financial statements.

8. Other Receivables

The Other Receivables item, amounting to €33,272 (2023: €22,774), includes advances to suppliers, staff advances and small balances owed by various creditors.

9. Deferrals

The Deferrals — Other Expenses to Be Recognised item, amounting to €84,912 (2023: €111,839), includes €82,490 related to IT support services and €2,422 related to insurance premiums covering part of the subsequent period (2025).

10. Endowment Funds

10.1 The Founder's endowment, amounting to €1,000,000, was fully realised in 2009.

10.2 The balance of the Retained Earnings account, amounting to €8,383,119, relates to: i) The transfer of the balance from the Deferrals item as of 31 December 2015, corresponding to grants received from

the Founder under the first Grant Agreement, amounting to €5,423,500, which were not utilised in funding the Foundation's activities up to the expiry of the agreement (February 2016), as mentioned in section 3 – Basis of Presentation; and ii) The accrued net results for the years of 2016 (469,675 euros), 2017 (621,084 euros), 2018 (628,616 euros), 2019 (753,443 euros, negative amount), 2020 (623,936 euros), 2021 (354,653 euros), 2022 (1,045,458 euros, negative amount) and 2023 (2,060,555 euros).

11. Trade Payables

The Trade Payables item is broken down as follows:

	2004	2023
Current trade payables	901,326	1,204,059
Consultants and individual service providers	20,887	8,630
Total	922,212	1,212,690

The balance of Current Trade Payables, mostly due between January and February, is fully payable. There are no disputes or delays in payment terms, and the amounts primarily relate to service providers and expenses associated with editorial production, media participation and events.

12. Other Payables

This item is broken down as follows:

	2024	2023
Accrued payables		
Remunerations payable	264,315	262,522
Social bodies remunerations	0	20,383
Other accrued expenses	277,963	336,043
Subtotal	542,278	618,948
Other payables	0	90
Total	542,278	619,038

The Accrued Payroll item, amounting to €264,315, corresponds to the estimated costs of holiday pay and holiday bonuses to be paid in 2025, accrued in 2024.

The Other Accrued Expenses item, amounting to €277,963, consists primarily of i) €118,216 for services related to the provision of human resources, rents, and cost-sharing (provided by UnileverFima/JMDB/JMR); and ii) €159,747 pertaining to accrued expenses for projects of the Scientific Committee, Publications and Programmes that were already underway at the close of the reporting period.

13. Income

13.1 The Sales and Services Provided item is broken down as follows:

Sales and services provided	2024	2023
Sales of essays	99,097	85,922
Sales of other publications	127,387	117,022
Sales subtotal	226,484	202,944
Services provided – (Conferences, books)	6,009	4,503
Services provided – (Others)	188	2,710
Total	232,681	210,157

13.2 The Other Income and Gains item is broken down as follows:

Other income and gains	2024	2023
Adjustments from the previous period	6,592	17,753
Others	428	4,363
Total	7,020	22,115

The amount of €6,592 under Adjustments from Previous Periods corresponds to adjustments pertaining to prior financial years. The Other amount of €428 relates to favourable exchange rate differences.

13.3 The Interest, Dividends and other similar income item is broken down as follows:

Interest, dividends and other similar income	2024	2023
Interest on bank deposits	154,058	66,418
Other	0	2
Total	154,058	66,420

The interest income is derived from a Fiduciary Call Deposit held with Barclays.

14. Grants, Donations and Bequests for Operations

The total amount of donations received and recorded as income during the period was €8,417,550, of which €8,187,550 was provided by the Founder — Sociedade Francisco Manuel dos Santos, S.E., and €230,000 by Sociedade Francisco Manuel dos Santos, B.V., in accordance with the contract signed on 20/12/2022, for a total amount of €1,500,000, of which €1,268,000 has already been received.

15. Supplies and External Services (SES)

This item is broken down as follows:

Designation	2024	2023
Specialised work	4,646,769	4,812,321
Other costs	1,109,759	1,320,387
Publicity and communication	381,596	528,755
Travel and accommodation	72,620	84,000
Maintenance — Buildings and others	89,581	93,167
Legal and other advice	63,138	63,478
Rents and leases and associated costs	107,438	113,450
IT services	35,706	33,061
Other costs — Secondment of staff	301,011	321,338
Representation expenses	20,837	29,865
Communications expenses	24,495	36,787
Other supplies and services	13,338	16,486
SES — Project costs	5,756,528	6,132,708
SES — Operating costs	556,118	585,905
Total SES	6,312,646	6,718,613

The value of SES corresponding to Project Costs, amounting to €5,756,528, encompasses the majority of expenses related to the Projects and Publications developed by the FOUNDATION, as detailed in Note 19 below. The Specialised Work item refers to goods and services directly associated with the production of publications and the organisation of events, while the remaining items pertain to indirect administrative expenses allocated across the projects. The value of Supplies and External Services corresponding to Operating Costs, amounting to €556,118, consists primarily of management services, administrative expenses and maintenance of the IT system.

16. Employee Benefits

16.1 This item is broken down as follows:

	2024	2023
Social bodies remuneration	310,000	149,549
Staff remuneration	874,292	793,466
Meeting attendance fees	194,818	126,791
Social Security and related contributions	232,501	171,766
Others (insurance, indemnities)	71,770	42,458
Total	1,683,381	1,284,031

At the end of the period, the FOUNDATION had 24 employees (26 in 2023), of whom three are members of the Board of Directors and the Executive Committee, remunerated over 12 months. For Executive Committee members leading specific projects, their costs were allocated to Projects in 2024, amounting to €252,638 (Note 19). For comparative purposes, applying the same criterion in 2023, Remuneration of Governing Bodies would amount to €353,715, and Social Security Contributions to €213,511, totalling €1,529,941.

Attendance fees granted to members of the Board of Directors and the Board of Trustees constitute employment income (Category A) and are thus subject to Personal Income Tax (IRS) withholding and Social Security contributions.

16.2 Law No. 70/2013, of 30 August, establishes the legal regimes for the Labour Compensation Fund (Fundo de Compensação do Trabalho), the equivalent mechanism and the Labour Compensation Guarantee Fund (Fundo de Garantia de Compensação do Trabalho), applicable to all contracts entered into after 1 October 2013. In compliance with this law, the compensation fund is estimated by applying a rate of 0.925% to the base salary, resulting in an amount of €27,018 (same as the previous period), recorded under Financial Investments in the Balance Sheet.

17. Book Giveaways and Other Items

This item is broken down as follows:

Other expenses and losses	2024	2023
Book giveaways	30,165	26,574
Giveaways of other publications	43,027	27,702
	73,192	54,277
Membership fees and levies	5,500	630
Adjustments from previous years	1,030	55,666
Rate differences / Other	847	1,069
	7,376	57,365
Total	80,568	111,642

The Book Giveaways item corresponds to books published by the FOUNDATION and donated to partner institutions. The amount of €5,500 relates to the membership fee paid to the Portuguese Foundations Centre (Centro Português de Fundações).

The Adjustments from Previous Periods item, amounting to €1,030, pertains to invoices and adjustments from prior years. The Rate Differences / Other item comprises amounts related to unfavourable exchange rate differences and other penalties.

18. Fair Value Increases and Decreases

The Fair Value Increases and Decreases of the Portfolio item, amounting to €418,286, comprises the appreciation of financial instruments, based on valuations provided by the financial institution managing the portfolio.

	Ano 2024		Ano 2023	
	Unrealised	Realised	Unrealised	Realised
Losses/gains in fair value	320,368	97,917	605,922	(72,295)
Total	320,368	97,917	605,922	(72,295)

19. Promoted Projects and Publications

The projects promoted by the FOUNDATION, including Scientific Coordination, are divided into Scientific Committee Projects and Other Programmes. The former are organised into three areas: Economy, Institutions and Society; the latter into four areas: Debates and Documentaries, Portals, FOUNDATION Meetings and Reporting & Systems & Communication.

By the end of 2024, for the execution of scientific projects, programmes and “Publications,” an amount of €77,255,808 had been approved, with €75,974,336 executed, as detailed in the cumulative 2009-2024 Capital Disbursement Proposal (CDP) map:

Items	APPROVED VALUES			REALISED VALUES		
	Accumulated 2009–2023	2024	Accumulated 2009–2024	Accumulated 2009–2023	2024	Accumulated 2009–2024
Economics	4,027,905	492,881	4,520,786	3,538,047	550,072	4,088,119
Institutions	4,964,679	391,033	5,355,712	4,264,629	740,177	5,004,806
Society	5,781,183	337,566	6,118,748	5,758,120	360,628	6,118,748
Projects prior to 2014	3,832,572	0	3,832,572	3,832,572	0	3,832,572
Scientific projects total (1)	18,606,339	1,221,480	19,827,818	17,393,368	1,650,877	19,044,245
Debates, documentaries and other projects	4,939,772	902,484	5,842,256	4,875,701	966,555	5,842,256
Portals	17,418,634	1,392,924	18,811,559	16,768,841	1,699,350	18,468,191
Foundation Conferences	12,993,222	0	12,993,222	12,993,222	0	12,993,222
Reporting & Systems & Communication	5,179,209	817,442	5,996,651	5,048,876	800,584	5,849,459
Other programmes total	40,530,837	3,112,850	43,643,687	39,686,639	3,466,489	43,153,128
Scientific projects and programmes (2)	59,137,176	4,334,330	63,471,506	57,080,007	5,117,366	62,197,373
Publications	12,600,846	1,183,457	13,784,303	12,527,846	1,249,117	13,776,962
Grand Total	71,738,021	5,517,787	77,255,808	69,607,853	6,366,483	75,974,336
Amount to be withheld						1,281,473

(1) Expenditure on scientific projects and other programmes is recorded under the heading of Supplies and External Services – Specialised Work (including the amount of VAT incurred), with costs recognised in accordance with the progress and completion of the various phases of the projects.

(2) Expenditure on Publications primarily pertains to book production, encompassing: i) Cost of goods consumed; ii) Complimentary copies of publications; iii) Supplies and External Services – Specialised Work, expenses related to events, point-of-sale activities and logistical management, as well as advertising and communication.

Summary	2024	2023
Approved projects Capital Disbursement Proposal (CDP)	77,255,808	71,738,020
Values spent	(75,974,336)	(69,607,853)
Amount to be withheld (for 2025)	1,281,473	2,130,167

To address the withheld amount of €1,281,473 earmarked for projects approved under the Capital Disbursement Proposal (CDP), the available financial resources at the end of the period amounted to €5,578,529, corresponding to the balance of Cash and Cash Equivalents (Note 4).

20. Application of Funds

To date, the Foundation has received from the Founder an initial endowment of €1,000,000 and subsidies totalling €104,822,550 (€96,635,000 + €8,187,550). Additionally, it has obtained income from subsidies granted by other entities, sales and provision of services and other non-operational gains amounting to €4,656,042.

The total income of €105,443,332 (€104,055,292 + €1,388,040) was allocated to operational activity expenses and operating costs totalling €101,687,830, resulting in a surplus of €3,755,302, which was added to retained earnings and the initial endowment fund. As of 31 December 2024, the Endowment Fund stood at €10,178,801.

	2024	2009-2023		2009-2024	
Subsidies (Note 14)	8,187,550	91,211,500		99,399,050	
Subsidies from other entities (Note 14)	230,000	1,249,170		1,479,170	
Sales and services provided (Note 13.1)	232,681	2,944,191		3,176,872	
Total revenues	8,650,231	95,404,861		104,055,092	
Projects (Note 19)	6,366,483	75%	69,607,853	75%	75,974,336
Operating costs (1)	2,067,429	25%	23,646,066	25%	25,713,495
Total expenses	8,433,912	93,253,919		101,687,831	
Other non-operational revenue/expenses (2)	579,363	808,677		1,388,040	
Result from the period(s) (accumulated)	795,682	2,959,619		3,755,301	
Co-financing by the founder up to 2015, transferred to retained earnings		5,423,500		5,423,500	
Initial endowment		1,000,000		1,000,000	
Endowment fund		9,383,119		10,178,801	

(1) Operating expenses comprise Personnel Expenses (Note 16.1), operating costs under the heading of Supplies and External Services (Note 15), and the amount under Other Expenses and Losses (Note 17), less the remuneration of Executive Committee members leading specific projects amounting to €252,638 (Note 19);

(2) The amount of Other Non-Operational Income/ Expenses arises from Other Gains (€161,077) as detailed in Notes 13.2 and 13.3, and from Fair Value Increases and Decreases (€418,286) as detailed in Note 18.

21. Disclosures Required by Other Legal Provisions

The fees invoiced by the statutory auditor amounted to €8,278.

22. Events After the Balance Sheet Date

Up to the date of the completion of this report, no events have occurred that warrant disclosure to supplement the understanding of these financial statements.

23. Other Information

We have updated Pordata, continued to publish our books and studies as mentioned in the Activity Report, maintained the scheduling of studies, conducted the Summer School and followed the scientific programme for the 2024-2026 triennium.

In 2024, the entire Fundação Francisco Manuel dos Santos team reaffirmed its commitment to contributing to a better and more developed country, upholding pluralism and the debate of ideas, independence, critical thinking and full civic engagement for the common good.

The Board of Directors



Handwritten signatures of the Board of Directors, including names like Teresa A-F and others.

The Certified Accountant (No. 79736)



Handwritten signature of the Certified Accountant, Victor Manuel Santos Fedeles.

*(Translation from the original document in the Portuguese language.
In case of doubt, the Portuguese version prevails)*

Statutory and Auditor's Report

REPORT ON THE AUDIT OF THE FINANCIAL STATEMENTS

Opinion

We have audited the accompanying financial statements of de Fundação Francisco Manuel dos Santos (the Entity), which comprise the Balance Sheet as at 31 December 2024 (showing a total of 11.716.109 euros and a total endowment funds of 10.178.801 euros, including a net profit for the year of 795.682 euros), the Income Statement by Nature and the Statement of Cash Flows for the year then ended, and the Annex, including a summary of significant accounting policies.

In our opinion, the accompanying financial statements give a true and fair view, in all material respects, of the financial position of the Fundação Francisco Manuel dos Santos as at 31 December 2024, and of its financial performance and its cash flows for the year then ended in accordance with the Accounting and Financial Reporting Standards adopted in Portugal under the Portuguese Accounting System.

Basis for opinion

We conducted our audit in accordance with International Standards on Auditing (ISAs) and other technical and ethical standards and guidelines as issued by the Institute of Statutory Auditors. Our responsibilities under those standards are further described in the "Auditor's responsibilities for the audit of the financial statements" section below. We are independent of the Entity in accordance with the law and we have fulfilled other ethical requirements in accordance with the Institute of Statutory Auditors' code of ethics.

We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

Responsibilities of management and the supervisory board for the financial statements

Management is responsible for:

- ▶ the preparation of financial statements that presents a true and fair view of the Entity's financial position, financial performance and cash flows in accordance with Accounting and Financial Reporting Standards adopted in Portugal under the Portuguese Accounting System;
- ▶ the preparation of the Management Report in accordance with the applicable laws and regulations;
- ▶ designing and maintaining an appropriate internal control system to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error;
- ▶ the adoption of accounting policies and principles appropriate in the circumstances; and
- ▶ Assessing the Entity's ability to continue as a going concern, and disclosing, as applicable, matters related to going concern that may cast significant doubt on the Entity's ability to continue as a going concern.

The supervisory body is responsible for overseeing the Entity's financial reporting process.

Auditor's responsibilities for the audit of the financial statements

Our objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with ISAs will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these financial statements.

As part of an audit in accordance with ISAs, we exercise professional judgment and maintain professional skepticism throughout the audit. We also:

- ▶ identify and assess the risks of material misstatement of the financial statements, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for our opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control;
- ▶ evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by management;
- ▶ conclude on the appropriateness of management's use of the going concern basis of accounting and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the Entity's ability to continue as a going concern. If we conclude that a material uncertainty exists, we are required to draw attention in our auditor's report to the related disclosures in the financial statements or, if such disclosures are inadequate, to modify our opinion. Our conclusions are based on the audit evidence obtained up to the date of our auditor's report. However, future events or conditions may cause the Entity to cease to continue as a going concern;
- ▶ evaluate the overall presentation, structure and content of the financial statements, including the disclosures, and whether the financial statements represent the underlying transactions and events in a manner that achieves fair presentation; and
- ▶ communicate with those charged with governance, including the supervisory board, regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that we identify during our audit.

Our responsibility also includes the verification that the information contained in the Management Report is consistent with the financial statements.

REPORT ON OTHER LEGAL AND REGULATORY REQUIREMENTS

On the Management Report

Pursuant to the applicable legal and regulatory requirements, it is our opinion that the Management Report was prepared in accordance with the applicable legal and regulatory requirements and the information contained therein is consistent with the audited financial statements and we have not identified any material misstatement.

Lisbon, 8 April 2025

Ernst & Young Audit & Associados - SROC, S.A.
Sociedade de Revisores Oficiais de Contas
Represented by:

(Signed)

Pedro Miguel Borges Marques - ROC nr. 1607
Registered with the Portuguese Securities Market Commission under license nr. 20161640

Report and Opinion of the Supervisory Board

To the Board of Trustees

In compliance with the statutory provisions and in the exercise of our duties, we hereby submit our report on the supervisory activities carried out and our Opinion on the statutory accounts presented by the Board of Directors of the **Fundação Francisco Manuel dos Santos** (hereinafter referred to as the Foundation) for the year ended 31 December 2024.

We have monitored the Foundation's operations by reviewing its accounting records and supporting documents, obtaining from the Directors, at all times, the explanations, information and documentation requested.

We have verified that the financial statements included in the statutory accounts have been prepared in accordance with the accounting standards applicable to non-profit sector entities, thereby properly reflecting the Foundation's financial position.


We have also reviewed the report prepared by the Board of Directors, which describes the most significant aspects of the activities and initiatives undertaken and planned by the Foundation.

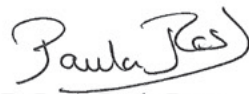
We emphasise that this Opinion of the Supervisory Board is based on the opinion (attached hereto) on the aforementioned financial statements, issued by the member Ernst & Young Audit & Associados – SROC, S.A., in fulfilment of the engagement entrusted to it, considering its technical expertise.


On this basis, our Opinion is that the Activity Report issued by the Board of Directors and the accounts for the year ended 31 December 2024 should be approved.

Lisbon, 8 April 2025

The Supervisory Board


Dr Henrique Soares dos Santos
Chair


Dr Paula Prado Rosa
Member



Ernst & Young Audit & Associados – SROC, S.A.

Represented by Dr Pedro Miguel Marques (Statutory Auditor No. Q 1801)

APPENDIXES


FUNDAÇÃO
FRANCISCO MANUEL DOS SANTOS



Opening event of the “Five Decades of Democracy: What Has Changed?” exhibition based on data from Pordata

18 April 2024

In partnership with the School Libraries Network, Pordata launched an infographic exhibition charting the country’s evolution from the 1970s to the present day across areas such as birth rates, education, higher education, transport, demographics, employment and elections. The infographics were displayed in 450 public schools nationwide, reaching over 650,000 pupils. Luís de Camões Secondary School in Lisbon hosted the opening event with the debate “Education: What Has Changed?”, featuring Pedro Freitas, an expert in education economics, and Mónica Vieira, general coordinator of the Education Initiative project, with moderation from Hugo van der Ding.

I.

Charter of Principles

THE FRANCISCO MANUEL DOS SANTOS FOUNDATION intends to ponder, study and contribute to a better understanding of Portuguese reality. It aims to collaborate in the effort to solve problems faced by society, for the benefit of the Portuguese people and of generations to come.

In order to achieve such a goal, the Foundation shall promote the execution of studies, research works and further initiatives which, by complying with the highest standards of rigor and quality, should enable a better understanding of reality, offer concrete solutions and recommendations to decision-makers, lead to a meaningful debate regarding major national problems and contribute to greater justice, development and to reinforcing social cohesion.

The Foundation's activity shall be guided by the principles of personal dignity and social solidarity and by the values of democracy, freedom, equal opportunities, merit and pluralism.

The Francisco Manuel dos Santos Foundation shall act with absolute independence regarding all powers, public and private, ideologies, currents of opinion, philosophical tendencies, creeds and religious denominations. The Foundation's governing bodies shall act as guarantors of compliance with its bylaws, notably that of its independence.

The Francisco Manuel dos Santos Foundation deems it essential to promote a more active involvement of civil society in reflecting and solving national problems and thus it shall endeavor its best efforts so that citizens are widely aware of its initiatives and projects. In line with this, the Francisco Manuel dos

Santos Foundation shall seek to provide Portuguese society with clear, objective and accurate information concerning the findings of its activities, as well as ensuring the utmost transparency with respect to its organization, its goals, its sources of funding and its activities.

The Foundation believes that holding broad-based, pluralistic and public debates regarding its recommendations is just as important an aim as is carrying out studies and research works.

In its activities, the Foundation shall seek to be faithful in its commitment to social responsibility, which constitutes its mission, as defined by the Founders.

II.

Bylaws

Article 1 (Nature)

THE FRANCISCO MANUEL DOS SANTOS FOUNDATION, created by the Francisco Manuel dos Santos Society, SGPS, S.A. (Founding Society), is a non-profit legal person ruled by private law, governed by the present bylaws and, in any matter omitted by them, by Portuguese Law.

Article 2 (Object and Purposes)

1. The Foundation's primary purpose is to promote and further the knowledge about the Portuguese reality, thus seeking to contribute to the development of society, the reinforcement of citizens' rights, and the improvement of public institutions.

With this fundamental purpose, and without prejudice to carrying out other activities appropriate to fulfilling its objectives, the Foundation will promote research studies in various areas, conducting analyses about selected subjects, publishing results, formulating recommendations and promoting public debate on the matters about which research work is conducted.

2. The areas covered shall be most diverse, with special emphasis on:
a) Population and demographics;
b) Social and economic conditions of families and people; c) Economic, social and human development; d) National and cultural identity; e) The State, Public Administration, democratic institutions and territorial organization; f) Justice, and the rights and duties of citizens; g) State welfare, Health, Education and Social Security; h) Public policies; i) Civil society, private institutions, associations and businesses.

3. The projects conducted by the Foundation should meet the highest standards of scientific rigor and independent analysis; convey a true diversity of opinions; ensure critical freedom of expression by its authors; prioritize relevant matters for society.

4. The Foundation will remain independent from organizations and interests of a political, party, economic, religious and other natures.

5. The Foundation will approve a Charter of Principles and a Code of Good Practice. These documents will be widely divulged and will include norms and rules of conduct which the members of the Governing Bodies will commit to upholding and enforcing.

Article 3 (Exclusions)

The Foundation shall not grant any donations or by any other means promote any activities in respect of health care service provision, charity, sports, artistic creation, cultural expression, education, academic or professional education, and individual scientific research, nor contribute to general and current operation expenditures of any entities or organizations, or to the construction of any buildings, or to the acquisition of equipment and vehicles, to the rental of any premises, to the participation in conferences and seminars, shows, political activities or of political parties, or of any professional associations, nor cooperate in public calls for fund raising, nor for the organization of exhibitions or museums, nor for the preservation of cultural or built heritage.

Article 4 (Duration)

The Foundation's duration is unlimited.

Article 5 (Registered office)

The Foundation's registered office is Largo Monterroio Mascarenhas, nr. 1, 1099-081 Lisbon, Campolide, Lisbon Council.

The Board of Directors may establish branches or other forms of representation wherever is deemed necessary or convenient for the fulfilment of its purpose.

Article 6 (Assets)

- 1.** The Foundation's assets consist of:
 - a) An initial own equity
of € 1,000,000.00 (one million euros),

which the Founding Society allocated to it;

- b) Donations since contracted with the Founding Society;
- c) The product, in assets or rights, of any subsidies, donations, inheritances, legacies or free concessions by any entities, public or private, Portuguese or foreign;
- d) All assets, movable or immovable, and rights which the Foundation may otherwise acquire;
- e) Income resulting from managing its assets;
- f) The product of any loans it may contract;
- g) Income generated by the services provided in the development of its activity.

2. For all intents and purposes, the Founding Society expresses its intent to grant the nature of the Foundation's income to the economic benefits referred to in paragraphs b) through to g) of the previous point, as well as any other economic benefits accrued by the Foundation, except for those related to the initial own equity referred to in paragraph a) of the previous point, or any others which may specifically fall under the nature of own equity.

Article 7 (Investments and Contributions)

The Foundation may alienate and encumber assets or rights and enter into obligations, as well as carry out investments, in the terms which the Board of Directors deems appropriate to pursue its objectives or to conduct a more productive or secure application of the value of its assets.

The Foundation may not accept donations, inheritances or legacies

subject to any condition or obligation which goes against its object, purpose and independence.

Article 8 (The Foundation's Governing Bodies)

The Board of Trustees, Supervisory Board, Board of Directors and Executive Committee are all part of the Foundation's Governing Bodies.

Article 9 (Board of Directors)

- 1.** The Board of Directors is made up of five to eleven members, always an odd number, one of which will be chairman; the Executive Committee is part of the Board of Directors, as provided in article 11.
- 2.** The members of the Board of Directors serve five-year terms, which may be renewed up to two times.
- 3.** The chairman and remaining members of the Board of Directors are elected by the Board of Trustees, on indication by its chairman.
- 4.** If a member of the Board of Directors is also a member of the Board of Trustees his/her term of office in the Board of Trustees will be suspended for the duration of his/her term served in the Board of Directors.
- 5.** All deliberations by the Board of Directors are conducted by majority voting, with the chairman holding the casting vote.

Article 10 (Responsibilities of the Board of Directors)

- 1.** The chairman of the Board of Directors, in particular, is responsible for promoting the projects conducive to fulfilling the Foundation's goals.
- 2.** The chairman of the Board of Directors is also responsible for proposing to the Board of Trustees, whenever he/she deems appropriate, the adoption and/or change in any of the Foundation's means of internal organization.
- 3.** The Board of Directors is responsible for managing the Foundation's assets, as well as to deliberate on proposals to change its bylaws, alter or extinguish the Foundation and, in particular, for:
 - a) Managing the Foundation's assets, taking any action necessary for that purpose, including the actions provided for in point 1 of article 7;
 - b) Approving the annual activity plans, the financial report, balance sheet and notes accounts, submitting them for the approval of the Board of Trustees;
 - c) Approving the annual budget;
 - d) Implementing and maintaining internal systems for account auditing, in such a way that they reflect, thoroughly and completely at any given moment, the Foundation's assets and financial situation;
 - e) Deliberating on opening new branches or other forms of representation;
 - f) Proceeding to accept donations, sponsorships, co-funding and subsidies allocated to specific projects carried out by the Foundation.

Article 11 (Executive Committee)

- 1.** The Executive Committee is part of the Board of Directors and is made up of a chairman and four members. The chairman of the Executive Committee may concurrently be the chairman of the Board of Directors.
- 2.** The Executive Committee is elected by the Board of Directors on their first meeting, except if its members have already been expressly appointed by the Board of Trustees over the course of the election for the Boards of Directors.
- 3.** Generally speaking, the Executive Committee is responsible for the day-to-day management of the Foundation, in particular:
 - a) Recruiting, managing and supervising staff;
 - b) Assessing and approving proposals for projects or activities and all pertaining terms and conditions, approving the grant of subsidies, financial support or loans to specific projects and any other of the Foundation's expenses;
 - c) Making any decision and perform any duty which is not expressly allocated to another governing body.
- 4.** All deliberations by the Executive Committee are conducted by majority voting, with the chairman holding the casting vote.

Article 12 (Links within the Foundation)

- 1.** The Board of Directors represents the Foundation, in or out of court, holding the power to delegate to any of the members of the Board of Directors.
- 2.** The Foundation is bound by the joint signature of two members of the Board of Directors, one of which must also be a member of the Executive Committee.
- 3.** Both the Board of Directors and the Executive Committee may appoint authorized representatives, delegating responsibility onto them, in which case the Foundation may be requested a joint signature from a member of the Board of Directors and a representative in the terms established in the mandate.

Article 13 (Board of Trustees)

- 1.** The Board of Trustees is made up of five to nine members, appointed among figures of renowned merit and proven moral integrity, and with expertise in the fields appropriate to carrying out the Foundation's activities.
- 2.** The chairman of the Board of Trustees is appointed by the Founding Society, while the latter holds legal existence. If the Founding Society does not hold legal existence at the time of appointment, then the chairman will be elected by a majority of votes from the members of the Board of Trustees itself.
- 3.** The remaining members of the Board of Trustees are appointed by deliberation from the Board itself, by proposal by the chairman of the Board of Trustees.
- 4.** The members of the Board of Trustees serve five-year terms, which may be renewed once for the same period.

However, the terms of office served by any of the members may be renewed beyond a second term by proposal from the chairman of the Board of Trustees and deliberation by a two-third majority of votes cast by its members.

- 5.** The term limit provided for under the previous point does not apply to the chairman of the Board of Trustees.
- 6.** The term of office of members of the Board of Trustees will cease under the following circumstances:
 - a) Completion of term of office, as detailed under point 4;
 - b) In case of death or permanent disability;
 - c) Resignation sent by letter to the chairman of the Board of Trustees;
 - d) In case of deliberate exclusion under secret ballot by a two-third majority of votes cast by the incumbent members of the Board, based on indignity, serious misconduct or manifest lack of interest in performing his/her duties.
- 7.** The Board of Trustees will meet at least once every semester and extraordinarily whenever summoned by the chairman, either by his/her initiative or at the request of the chairman of the Board of Directors, or of the majority of members of the Board of Trustees.
- 8.** The members of the Board of Trustees may be represented by another member at the meetings, by means of a written communication previously addressed to the chairman, with the exception of the votes referred to under article 16.
- 9.** The duties performed by the members of the Board of Trustees are not remunerated. However, they are granted attendance subsidies and travel and per diem allowances.
- 10.** With the exception of otherwise specified directives, the deliberations by the Board of Trustees are decided by majority

voting, with the chairman holding the casting vote.

11. Members of the Board of Directors and/or the Executive Committee may take part in the meetings of the Board of Trustees, upon invitation by the chairman, without voting rights.

Article 14 (Responsibilities of the Board of Trustees)

- 1.** The Board of Trustees is responsible for:
 - a) Ensuring the upholding of the Foundation's guiding principles and approving the general directives of its functioning and pursual of goals;
 - b) Appointing, under the terms of article 9, point 3, the members of the Board of Directors;
 - c) Dismissing members of the Board of Directors;
 - d) Deliberating on the proposals by the chairman of the Board of Directors, submitted under the terms of article 10, point 2, as to the adoption and/or change in any of the Foundation's means of internal organization, by adopting internal regulations, resolutions or any other method deemed appropriate;
 - e) Appointing its own members, under the terms of article 13;
 - f) Assessing and approving the financial report, balance sheet and accounts, submitted by Board of Directors;
 - g) Appointing the Supervisory Body, under the terms of article 15;
 - h) Defining the remuneration status of the members of the administration and supervisory bodies, as well as the value of the subsidies and per

diem allowances granted to its own members, by a committee made up of three members of the Board of Trustees, one of which being the chairman;

- i) Approving the acceptance of donations, subsidies, inheritances or legacies by any entity, other than the cases provided for under article 11, point 3, paragraph c), whether or not they imply the Foundation incurring expenses or establishing conditions.
- 2.** The committee referred to under paragraph h) of the previous point is elected by the Board of Trustees, by proposal from the chairman, who also presides over the voting, and deliberates on it.

Article 15 (Supervising)

- 1.** The Foundation is supervised by an Supervisory Board made up of a chairman and two members.
- 2.** The supervisory body is appointed by the Board of Trustees, by proposal from the chairman, and the terms of office have a five-year duration.
- 3.** The supervisory body is responsible for:
 - a) Annually examining and issuing an opinion on the balance sheet and notes accounts to be approved by the Board of Directors and the Board of Trustees;
 - b) Periodically checking the good standing of the Foundation's bookkeeping;
 - c) Quarterly examining and issuing an opinion on the accounts presented by the Executive Committee.

Article 16 (Changes in Bylaws, Transformation and Extinction)

1. Changes in the present Bylaws and the transformation and extinction of the Foundation may only be decided upon proposal by the chairman of the Board of Trustees, by means of approval in a joint meeting between the Board of Directors and the Board of Trustees, a decision made under the following terms, without prejudice of the legal provisions in force on the matter:

- a) The proposal will need to gather favorable votes from the majority of incumbent members of each of these Boards, considered individually; and without prejudice of the previous paragraph a), the proposal will also have to gather favorable votes from two thirds of the total number of incumbent members of said Boards, considered jointly;
- b) In case of extinction, the Foundation's assets will be allocated to whichever destination is deemed, by joint decision from the bodies referred to under the previous point, more appropriate for pursuing the purpose for which it was created, without prejudice of the applicable legal provisions pertaining to the destination of assets in case of extinction.

Article 17 (Founding Society's Intent)

The present bylaws wholly reflect the intent of the Founding Society, and whichever questions arise pertaining to their interpretation or application shall be resolved by the Founding Society or, in the event that it does not hold legal existence, by the Board of Trustees.

III.

Declaration of Principles and Code of Good Practices

I — Declaration of principles

THE FOUNDATION Francisco Manuel dos Santos (hereinafter "FFMS") was incorporated on February 12, 2009 and is a non-profit organization whose major mission is to promote and to strengthen the understanding of Portuguese reality, thus seeking to contribute to the development of society, the reinforcement of citizens' rights and to the improvement of public institutions. The Foundation believes that by increasing thinking and studying about the Portuguese national reality, it might decisively contribute to a better understanding of this reality, and thus towards solving its problems, for the benefit of all Portuguese people in this generation and for generations to come.

In order to achieve such targets — and notwithstanding the fact that FFMS

shall carry out other initiatives that are adequate to meet its goals — FFMS is, and shall continue to be, committed to promoting the production of studies, research work and other projects in the most diverse fields, which shall ensure the highest standards of scientific rigor, quality, and independent analysis, and whose scope shall allow the achievement of a comprehensive and meaningful analysis of relevant issues in our society, by presenting specific solutions and recommendations for deciding authorities, by building a debate about major Portuguese problems and thus contributing towards justice, development and the reinforcement of social cohesion.

It is a mandatory principle from which there can be no derogation that such works, studies and projects shall translate into a real plurality of opinions and shall ensure the authors are free in expressing their opinions and criticisms. Furthermore, the Foundation hopes to improve the understanding of Portuguese reality predominantly by civil society, whose active involvement in reflecting and solving national problems FFMS deems as essential.

Moreover, precisely with the goal of promoting a more active involvement of such civil society in mind, FFMS shall endeavor its best efforts so that citizens are widely aware of its projects and initiatives. In line with this, the Francisco Manuel dos Santos Foundation shall seek to provide Portuguese society with clear, objective and accurate information concerning the findings of its activities, as well as ensuring the utmost transparency with respect to its organization, aims, funding sources and activities. In addition, the Foundation shall promote broad-based, pluralistic and public debates regarding its recommendations, given its belief that holding

such debates is just as important an aim as carrying out the studies and research work mentioned above.

The areas on which the Francisco Manuel dos Santos Foundation intends to focus its activities are quite diverse. However, special emphasis should be given to actions where FFMS's action tends to be more relevant, which concern the following subjects: demography and population, social and economic conditions, economic and social development, health, education, professional training, Social Security, the State, national identity, Public Administration, rights and duties of citizens, citizenship and democratic institutions, labor relations, organization of the Portuguese territory, towns, the social issue, inequalities and conflicts, justice, economic and social policies, public institutions, major public service, relationship between State and citizens, access to culture, information and the media.

The Foundation's activity shall be guided by the principles of personal dignity and social solidarity and by the values of democracy, freedom, equal opportunities, merit and pluralism.

The Francisco Manuel dos Santos Foundation shall act with absolute independence regarding all powers, public and private, ideologies, currents of opinion, philosophical tendencies, creeds and religious denominations. The Foundation's governing bodies shall act as guarantors of compliance with its bylaws, notably that of its independence.

In its activities, the Foundation shall seek to be faithful in its commitment to social responsibility, which constitutes its mission, as defined by the Founding Society.

II — Code of Good Practices

Introduction and General Principles

The Francisco Manuel dos Santos Foundation, hereinafter “Foundation” or “FFMS”, is guided by its Bylaws, Charter of Principles and this Code of Good Practice.

The Foundation is guided:

- a) by the **principle of transparency** of norms and procedures, regulations and regulatory provisions, and the minutes of the meetings between its governing bodies shall reproduce fully and faithfully everything that has taken place within them;
- b) by the **democratic principle**, whereby the decisions made by its governing bodies are reached by voting majority and equality, with a casting vote in specifically provided cases;
- c) by the **principle of institutional loyalty**, whereby all members of FFMS’s governing bodies and staff members abide by the Foundation’s principles and mission, as well as its regulations and norms, and deliberations taken by the governing bodies. In addition, they shall act according to principles of good faith, diligence, responsibility, zeal and care, as well as by high ethical standards of integrity and loyalty, in accordance with the principles of ethics and professional conduct listed in the present Code of Good Practice;
- d) by the **principles of truth and legality**, whereby the Foundation makes a commitment that all information it imparts is current, objective, true, clear and comprehensive, abiding by the applicable legal, regulatory and contractual provisions.

Scope of application

Unless otherwise specified, the Foundation’s Code of Good Practice is applicable to all members of FFMS’s governing bodies and staff members, while also serving as a model for the public in terms of ethical and conduct standards required by the Foundation.

Functional principles and rules

Relationship with the public

The conduct of all members of FFMS’s governing bodies and staff members must abide by practices that are honest, transparent, clear, professional and diligent, in order to develop ties of trust and credibility, thus contributing to the Institution’s success and reliability.

Relationship with external entities

Any contacts, formal and informal, with representatives of other institutions, public and private, Portuguese or foreign, shall at all times reflect the Foundation’s guidelines and standings, and all members of FFMS’s governing bodies and staff members must conduct these relationships according to standards of quality, integrity, courteousness and transparency.

Selecting and recruiting staff members and suppliers

The Foundation recruits its staff members and suppliers through a process of objective and transparent assessment, using criteria based on their merit, the conditions for service provision and supply, assured quality in the goods and services provided and in accordance with the best environmental practices.

Mission

All staff members are indispensable to the pursuit of the mission and statutory

purposes of the Foundation. These should be developed in a sustainable manner and founded upon the establishment of a culture based on values of trust, mutual respect, responsibility and goal development, as well as work discipline.

Working environment and corporate culture

The Foundation holds, as priority goals, the creation and maintenance of a corporate and social environment defined by wellbeing which encourages the professional and personal development of each individual, as well as recognizing and rewarding effort and individual and collective contributions to pursuing its mission.

Social action

The Foundation is committed to the development of a policy of social action which is effective and defined by social integration, with a view to respond to the needs of staff members, for the purpose of improving their wellbeing and quality of life.

Prohibition of discrimination

In their actions, no member of FFMS's Governing Bodies or staff member may practice any action which involve any type of discrimination or harassment, namely based on personal or family connections, race, gender, age, sexual orientation, physical ability, ideological, religious or other convictions.

Prohibition of offensive behavior

The members of FFMS's Governing Bodies and staff members must also abstain from using improper or inappropriate language, as well as any other form of behavior which may, by action or omission, be deemed offensive by staff members or substantiate any pressure which may reasonably be deemed abusive.

Personal data protection

1 — The Foundation is committed to protecting any personal data which, by its nature and specific activity, it may have access to and/or which may be under its custody, being under the obligation of fulfilling its duty of confidentiality. In this way, the governing bodies and staff members may not, in any way, divulge, transmit or use personal data and/or confidential information, except within the regular scope of fulfilling their duties and/or in compliance with the law or by final court decision.

2 — Under the exceptions provided for in the previous paragraph, the Foundation's governing bodies and staff members will conduct themselves strictly according to legal norms and best practices in matters related to the treatment of personal data and confidential information protection.

Workplace hygiene, health and safety

The Foundation's staff members must abide by the orders and instructions issued by their superiors in matters of workplace hygiene, health and safety, including abstaining from the consumption of alcohol or illegal substances in the performance of their duties.

Environmental protection

The members of the Foundation's Governing Bodies and staff members should adopt the best practices for environmental protection, namely by promoting eco-efficient management, in order to minimize the environmental impact of activities and a responsible use of the Foundation's resources.

Duty of care and technical and professional rigor

The Foundation's staff members must carry out their duties with maximum zeal and technical and professional rigor, thus

promoting a continuous improvement of the standards of quality of the service provided by the Foundation. In particular, they are expected to:

- a) Know and act according to the norms and instructions applicable to the performance of their duties;
- b) Continuously strive to perfect and improve their knowledge.

Duty of informing and reporting

Whenever possible, and in accordance with reasonable and prudent criteria, the members of the Foundation's Governing Bodies and staff members must report any actions that are non-compliant with the law and the present Code, namely abusive pressure or harassment, that they are made aware of, and they may not be punished or impaired by such report.

Duty of functional information

1 — As well as the appropriate performance of the duties that they have been tasked with, the Foundation's staff members must act in a transparent manner, keeping their superiors and other staff members involved in the same processes informed about their work.

2 — It is contrary to the duty of institutional loyalty to omit facts or any information which might affect the reputation, integrity or quality of the services provided by the Foundation, which must always be reported in accordance with criteria of prudence and reasonability, and using the appropriate hierarchical channels.

Functional reserve and duty of professional confidentiality

1 — The members of the Foundation's governing bodies and staff members cannot divulge or pass on information acquired while performing their duties to people outside the Foundation or any other staff

members who do not require it for performing their duties.

2 — The members of the Foundation's governing bodies and staff members are also forbidden from using any information they obtain access to while performing their duties to promote their own interests or those of third parties.

The Foundation's resources

1 — Each of the members of the Foundation's governing bodies and staff members is responsible for the appropriate use and protection of the Foundation's assets and resources, thus being obliged to use those assets and resources for their respective social purpose and to protect them against fraud, theft, alteration or loss which might result from their own actions or those of third parties, ensuring its preservation and adequate use.

2 — The governing bodies and, in particular, those in charge of managing the Foundation's resources are responsible for adopting procedures and a conduct which ensures prudence and a parsimonious use of the available resources, avoiding waste and preventing excessive expenses and costs that are incompatible with the Foundation's profile and mission.

3 — The members of the Foundation's governing bodies and staff members must respect and protect the Foundation's assets. The Foundation's resources must be used efficiently, for the purpose of pursuing established goals and not for personal purposes. Therefore, all staff members must care for their protection and good working order, and prevent third parties from abusive use of the Foundation's services, equipment and facilities.

4 — The members of the Foundation's governing bodies and staff members must also, in performing their roles, adopt all

appropriate and justified measures in order to limit the Foundation's costs and expenses, so as to enable a more efficient use of the available resources.

Prohibition of perceived gifts or other benefits

1 — In accordance with the principles of transparency, impartiality and independence, the members of the Foundation's governing bodies and staff members are prevented from receiving any gifts, payments or other benefits from clients, suppliers and/or beneficiaries who are in any way connected with their role within the Foundation.

2 — In these terms, it is stated as a rule to deliberately decline any gifts for which the market value exceeds € 150.00.

Corruption

The members of the Foundation's governing bodies and staff members must actively oppose all forms of corruption, either active or passive, paying particular attention to any form of payments, favors and complicities which might enable the creation of unlawful advantages, such as gifts or offers by suppliers or other entities.

Conflicts of interest

1 — Conflict of Interest, actual or potential, means any situation in which members of the Foundation's Governing Bodies and permanent staff members have a personal or private interest, direct or indirect, in any matter that could influence, or apparently have an influence, directly or indirectly, on the impartial and objective performance of their professional obligations, or which may in any way enter, potentially or effectively, into conflict with the Foundation's interests for a particular deliberation, as well as any circumstances related to said member of the Foundation's

Governing Bodies or staff member or a third party susceptible to impairing his/her impartiality in any way in that context.

2 — Personal or private interest means any possible advantages for the individual, his/ her family or equivalent, his/her circle of friends, another member of the Foundation's governing bodies or permanent staff member, or for a company or institution in which he/she holds interests or is a part of.

3 — Any potential conflicts of interest must be immediately reported, depending on the case, to the immediate superior, the chairman of the Board of Directors or the chairman of the Board of Trustees.

4 — If the immediate superior, the chairman of the Board of Directors or the chairman of the Board of Trustees concludes that there is a conflict of interests, after analyzing the situation reported by the staff member, he/she shall exclude him/her from any discussion and/or voting in the deliberations under discussion or those in any way related.

5 — The minutes of the meetings of the Foundation's governing bodies must reproduce any situation of conflict of interest recognized by the respective members.

6 — The members of the governing bodies shall address, depending on the case, to the chairman Board of Directors or the chairman of the Board of Trustees, in the 30 days after the present Code comes into force, a list of the institutions or companies of which they are members or in which they perform any role, as well as updating it whenever any changes occur.

7 — A Register of Interests will be created via Regulation, which will be made available on the Foundation's official webpage.

Exclusivity

1 — Any professional activities external to the Foundation, paid or unpaid, performed by employees or members of the Executive Committee must always be previously authorized by the Board of Directors.

2 — Employees or members of the Executive Committee may perform research or academic activities. They may engage in teaching or research, speak at conferences, write books or essays of a technical-scientific nature or develop other activities of the same nature, even when the subject matter is related to the scope of his/her professional role, as well as performing non-executive duties in other institutions.

3 — The performance of an external professional activity which substantially reduces the time available by the employee or member of the Executive Committee to perform his/her duties should necessarily be reflected in his/her wages.

4 — Employee or members of the Foundation's Executive Committee should inform the chairman of the Board of Directors about any role they perform, paid or unpaid, in other institutions.

Incompatibilities

1 — The following roles or duties are deemed incompatible with the performance of duties as employees or members of the Foundation's Executive Committee:

- a) Holder or member of any organ of state;
- b) Executive or consulting roles in other foundations.

2 — The Board of Directors will deliberate on a case-by-case basis as to the performance of duties in public or private companies by members of the Executive Committee.

Political activities

1 — While performing civic or political activities, the members of the Foundation's Governing Bodies and staff members must preserve the Foundation's independence and not compromise their capacity and ability to pursue their duties in accordance with the terms of the respective bylaws.

2 — Members of the Executive Committee, coordinators and area consultants may not integrate any political management or national executive bodies, nor act as spokespersons for political parties.

Final provisions

Dissemination

1 — The Foundation's Code of Good Practice is public and should be disseminated and made available to all staff members in online digital format, and it provides for the possibility, through a continuous and participatory process, of being updated and adapted.

2 — The Foundation must adopt efficient measures to inform the public about the present Code, namely by making it available on its official website.

3 — The recruitment process for new Foundation staff members must include a confirmation of knowledge and acceptance of the present Code.

Sanctions

The violation of any norm or principle implied or inherent in the present Code of Good Practice may entail disciplinary action taken against the defaulter.

Questions and omissions

1 — To clarify any questions arising about the matters addressed in the present Code, to communicate any irregularity or to resolve potential issues, a Trustee will

be nominated as particularly responsible for the enforcement of the present Code. Any request for clarification, complaint or any other matters which the members of the Foundation's governing bodies and staff members deem appropriate to submit to the Board of Directors or the Board of Trustees should be addressed to said Trustee.

2 — For any situation which is omitted in the present Code, the Board of Directors or the Board of Trustees, depending on the case, will be responsible for deliberating in accordance with the Foundation's Charter of Principles.

Entry into force

The present Code comes into force on the date it is communicated to all of the Foundation's staff members and services, and compels, without exception, all of those who are included in its scope such as it has been defined, and it is not legitimate for them to claim lack of knowledge and/or unclarity as a reason for exemption of guilt and/or responsibility.

Alterations, modifications or replacements

The present Code may only be altered, modified or replaced, either fully or partially, by joint deliberation from the Foundation's Board of Trustees and Board of Directors.

IV.

Declaration of Public Utility (2010) and Ratification (2023)

PRESIDENCY OF THE COUNCIL OF MINISTERS

Office of the Secretary of State for the Presidency of the Council of Ministers

Dispatch

Declaration of Public Interest

The Francisco Manuel dos Santos Foundation is private institution number 508 867 380, with registered offices in Lisbon.

It promotes and extends knowledge of contemporary Portugal, thus contributing to the development of society, the consolidation of citizens' rights and the improvement of public institutions. These goals are pursued through the studies carried out on selected themes, the publication of research findings on the Pordata website, the issuing of recommendations, and the encouragement of public debate on the matters under study, especially in the areas of demography and population, social and economic conditions, social and economic development, health, education, professional training, social security, State, national identity, public administration, citizens' rights and duties, citizenship and democratic institutions, work relations, spatial planning, urban issues, social problems, social cohesion, inequality and conflict, justice, economic and social policies, public institutions, main public services, relationship between State and citizens, access to culture, information and the media.

Created and recognized approximately one year ago, the Francisco Manuel dos Santos Foundation pursues non-profitable, socially-important activities in order to achieve specific goals that are in the interest of the community as a whole. Being a foundation, the three-year period referred to in Article 4, Section 2 of Decree-Law nr. 460/77, dated November 7, 1977 (as amended by Decree-Law nr. 391/2007, dated December 13, 2007) is not applicable. It must be pointed out, however, that the referred time period could also be waived based upon the provisions of lines a) and b), Section 3, of said Article 4.

For these reasons, as it is stated in the conclusions of administrative procedure nr. 132/UP/2009 instructed in the Secretariat-General of the Presidency of the Council of Ministers, and in the use of the authority sub-delegated to me by the Minister of the Presidency through Dispatch nr. 4213/2010 of February 26, published in the Official Gazette, 2nd series, nr. 48, of March 10, 2010, I hereby declare the Francisco Manuel dos Santos Foundation a private institution of public interest, under the provisions of Decree-Law nr. 460/77, dated November 7, 1977 (as amended by Decree-Law nr. 391/2007, dated December 13, 2007).

The Presidency of the Council of Ministers, March 12, 2010.

The Secretary of State for the Presidency of the Council of Ministers

João Tiago Valente Almeida da Silveira



Dispatch nr. 3294/2013

The Francisco Manuel dos Santos Foundation, private institution number 508 867 380, with registered offices in Lisbon, was incorporated by public deed on February 12, 2009, as was acknowledged by an order of the Secretary of State for the Presidency of the Council of Ministers dated June 5, 2009.

The Foundation was granted the status of public interest entity, in compliance with Decree-Law nr. 460/77, dated November 7, 1977, upon an order of the Secretary of State for the Presidency of the Council of Ministers, published on March 23, 2010 in the Official Gazette (2nd Series, nr. 57).

The Foundation has requested the confirmation of its public interest entity status, in the terms set forth in Article 6, Section 7 of the Introductory Decree to the new Framework Law on Foundations, approved by Law 24/2012 dated July 9, 2012.

Thus, as stated in the conclusions of the administrative procedure nr. DAJD/76/2013, instructed by the Secretariat-General of the Presidency of the Council of Ministers, and in the use of the authority sub-delegated in me by the Prime Minister, via Dispatch nr. 10503/2012, dated July 31, 2012, published on August 6, 2012 in the Official Gazette (2nd series, nr. 151), I hereby confirm that the Francisco Manuel dos Santos Foundation is a private institution of public interest and that hereinafter it shall be governed by the provisions of the Framework Law on Foundations, approved by Law 24/2012, dated July 9, 2012.

January 29, 2013

The Secretary of State for the Presidency of the Council of Ministers, Luís Maria de Barros Serra Marques Guedes.





Authorisation Order for Statutory Amendments

PRESIDENCY OF THE COUNCIL OF MINISTERS
Secretariat-General

Subject:

Authorization Request for Statutory Amendment

In relation to the abovementioned subject, I hereby send the copy of the Authorization Dispatch, issued by the Secretary of State on December 13, as well as the information it refers to, which will be annexed to the text of the Statutes.

I furthermore inform that, in the follow-up to this authorization, a copy of the Statutory Amendment's registry should be returned to these services, once it is signed.

Best regards,

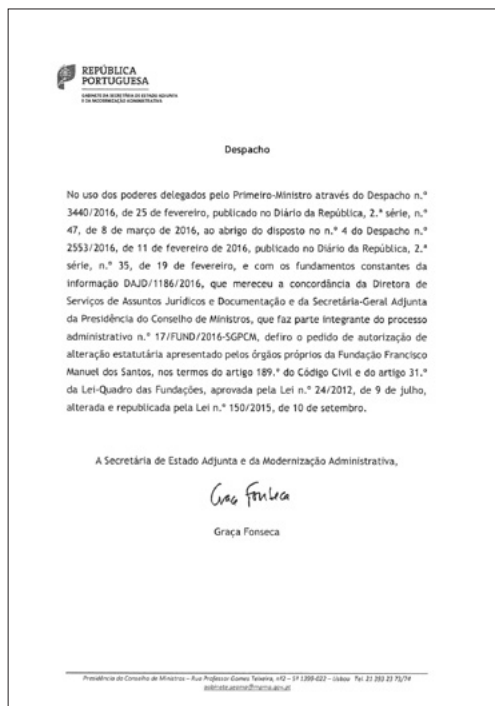
Deputy Secretary-General

Catarina Romão Gonçalves

Dispatch

In the use of the authority sub-delegated in me by the Prime Minister, via dispatch nr. 3440/2016, dated February 25, published on March 8, 2016 in the Official Gazette (2nd series, nr. 47) in the terms set forth in Dispatch nr. 2553/2016 from February 11, 2016, published on February 19 in the Official Gazette (2nd series, nr. 35) and taking into account the arguments stated in Information Note DAJD/1186/2016/, upon agreement of the Director of Legal Services and Documents and from the Deputy Secretary General of the Presidency of the Council of Ministers, which is an integral part of the administrative process nr. 17/FUND/2016-SGPCM, I hereby approve the request for the authorization of a statutory amendment, put forward by the Governing Bodies of the Francisco Manuel dos Santos Foundation, according to the provisions of article 189 of the Civil Code and article 31 of the Framework Law on Foundations, approved by Law dated July 9, 2012, altered and republished by Law nr. 150/2015 of September 10.

The Deputy Secretary of State for Administrative Modernization
Graça Fonseca.



Order of exemption from Corporate Income Tax

FINANÇAS, AUTORIDADE TRIBUTÁRIA E ADUANEIRA

DESPACHO

Para efeitos do n.º 2 do artigo 10.º do Código do IRC, aprovado pelo Decreto - Lei n.º 442-B/88, de 30 de novembro, reconhece-se à Fundação Francisco Manuel dos Santos, NIF 508 867 380, com sede no Largo Monterroio Mascarenhas, n.º 1, Lisboa, a isenção de IRC nos termos e com a seguinte amplitude:

- CATEGORIA B - Rendimentos empresariais derivados do exercício das atividades comerciais e industriais desenvolvidas no âmbito dos seus fins estatutários.
- CATEGORIA E - Rendimentos de capitais, com exceção dos provenientes de quaisquer títulos ao portador, não registados nem depositados, nos termos da legislação em vigor;
- CATEGORIA F - Rendimentos Prediais;
- CATEGORIA G - Incrementos Patrimoniais

Esta isenção aplica-se a partir de 2017.01.01, de acordo com a alínea b) do n.º 3 do artigo 65.º do CPPT, ficando condicionada à observância continuada dos requisitos estabelecidos nas alíneas a), b), e c) do n.º 3 do artigo 10.º do Código do IRC, com as consequências, em caso de incumprimento, previstas nos n.ºs 4 e 5 desta disposição.

Lisboa, 17 de janeiro de 2022

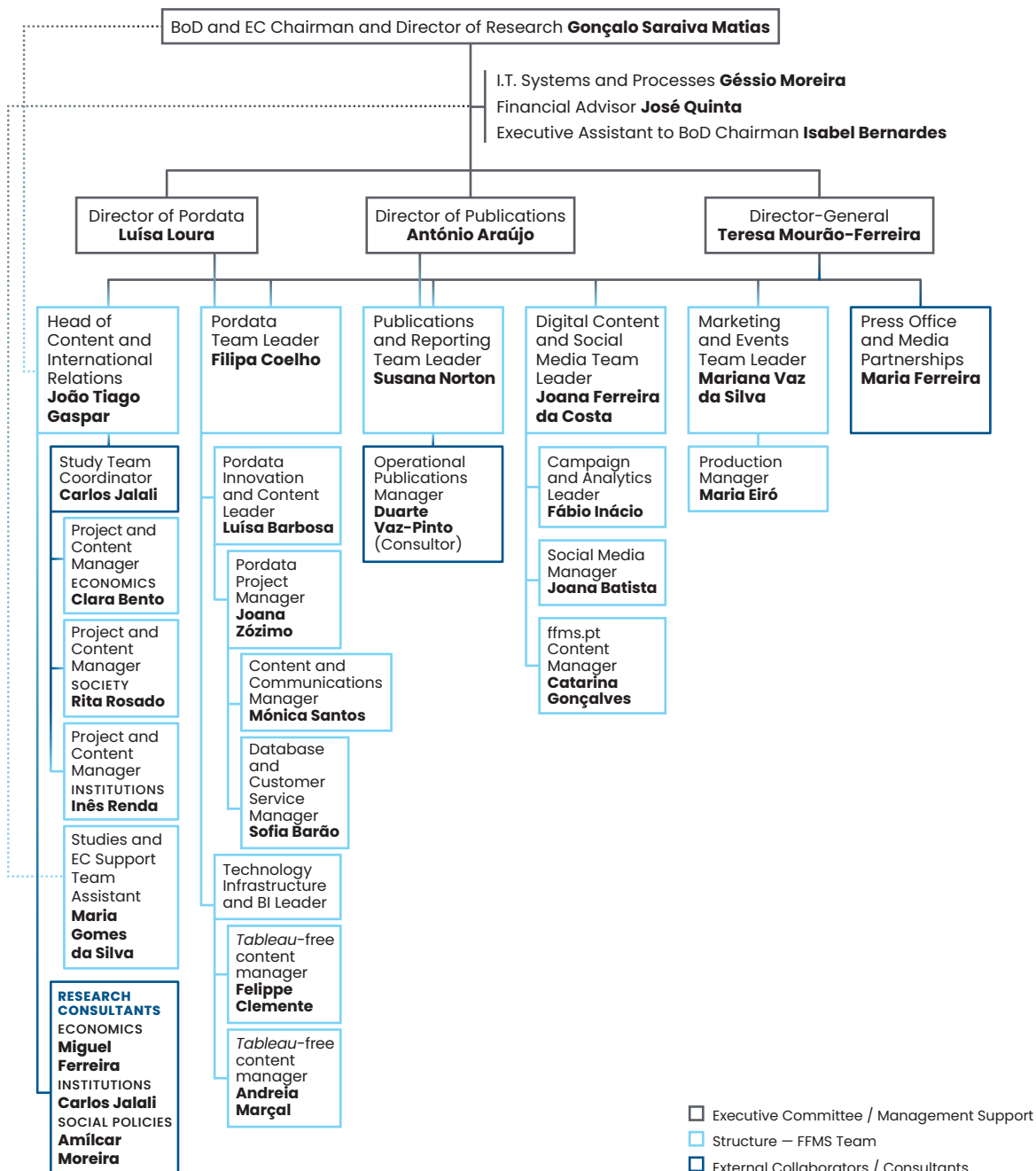
Por subdelegação de competências,

A Subdiretora-Geral

Teresa Gil

Assinado de forma
digital por Teresa Gil
Data: 2022.01.17
18:51:45 Z

Foundation Organisation Chart as of 31/12/2024



VIII.

Procedures for Assessment of the Foundation's Activities

1. The assessment of activities will be conducted according to good governance principles, in accordance with number 5 of Article 2 of the Statutes, namely the adequacy the Foundation's aims and purposes; conformity with Statutes, Plans and Budgets; scientific, political and economic exemption and independence; social, political or cultural relevance; seriousness and frugality; and accountability.
2. The assessment of the Foundation's activities aims to assist the Board of Directors and the Board of Directors Executive Committee in the fulfilment of their duties, in accordance with the Statutes and Internal Regulations, namely in decision-making on the maintenance, development or ceasing of ongoing activities and publications.
3. Under no circumstance does the assessment of the Foundation's activities inhibit the power of decision-making of the Board of Directors and Board of Directors Executive Committee, in accordance with the Statutes and Internal Regulations.
4. Assessments may be internal and external.
5. Internal assessments will be periodic and based on the principles of internal responsibility and accountability.
6. External assessments will be occasional and based on the principles of transparency, external consultation, exemption, independence and exogamy.
7. The assessment of the Foundation's activities as an element of consultation and support of the decision will be the responsibility of the Executive Committee, except when it involves an amount above one hundred thousand, in accordance with Internal Regulations.
8. The Executive Committee will previously inform the Board of Directors of all of the assessments it wishes to conduct, as well as their progress, including the following formal elements:
 - a) Type of assessment;
 - b) The purpose of the assessment;
 - c) The advisors' names;
 - d) The reference terms for the assessment;
 - e) The assessment's schedule;
 - f) The assessment's methodology.
9. The Executive Committee will inform the Board of Directors of all assessments conducted and concluded. The corresponding results and final reports will be supplied to any member of the Board of Directors who may request them.
10. In accordance with the Statutes and Internal Regulations, the Board of Directors may request from the Executive Committee an internal or external assessment, with the specific aim of assisting the Board of Directors in its duties.

IX.

Protocols and Partnerships in Force as of 31/12/2024

Protocols and partnerships

- Âmbito Cultural, El Corte Inglés
- APEL, Associação Portuguesa de Editores de Livros
- Arquivo da RTP (RTP Archive)
- Associação para o Desenvolvimento do Instituto Superior Técnico (ADIST)
- Biblioteca Nacional de Portugal (Portuguese National Library)
- Brookings Institution
- CNN
- CMTV — “Talking Globally” (“Falar Global”)
- DOMP — Instituto de Estudos
- Escola Superior de Educação de Lisboa (Lisbon Higher School of Education)
- Faculdade de Economia da Universidade Nova de Lisboa (NOVA SBE, Lisbon)
- FNAC
- Fundação Casa de Mateus (Casa de Mateus Foundation)
- GOWE
- ICS/UL, Instituto de Ciências Sociais da Universidade de Lisboa (Social Sciences Institute, University of Lisbon)
- Instituto Superior de Agronomia, Universidade de Lisboa (Higher Institute of Agronomy, University of Lisbon)
- ISCTE, Lisbon University Institute
- ISEG, Institute of Management and Economics
- *Jornal de Negócios* (newspaper)
- *Jornal Económico* (newspaper)
- *Expresso* (newspaper)
- *Público* (newspaper)

- NFORUMEXECUTIVOS — Training and Consulting
- Oeiras Valley
- Rádio Comercial (radio station)
- Rádio Renascença (radio station)
- *Visão* (magazine)
- Rede de Bibliotecas Escolares (RBE) (Network of School Libraries)
- RTP, Radiotelevisão de Portugal (state television)
- SIC (TV channel)
- SIC Notícias (TV channel)
- TVI (TV channel)
- Universidade Católica Portuguesa (Portuguese Catholic University)
- Universidade de Aveiro, UA (University of Aveiro)
- Universidade de Lisboa, UL (University of Lisbon)
- Universidade do Minho, UM (University of Minho)
- Universidade do Porto, UP (University of Porto)
- Universidade Nova de Lisboa, UNL (NOVA University Lisbon)
- VDem: Varieties of Democracy

Pordata sources

Portugal/Municipalities

- Instituto Nacional de Estatística, I.P. (INE) (National Statistics Institute)
- Banco de Portugal (BP) (Bank of Portugal)
- Direção Regional de Estatística da Madeira (DREM) (Madeira’s Regional Statistics Office)
- Serviço Regional de Estatística dos Açores (SREA) (Azores’ Regional Statistics Service)
- Assembleia da República (AR) (National Assembly)
- Procuradoria Geral da República (PGR) (Attorney General’s Office)

- Comissão Nacional de Eleições (CNE) (National Election Committee)
- Governo dos Açores (Government of the Azores)
- Autoridade Nacional de Comunicações (ANACOM) (National Communications Institute)
- Entidade Reguladora dos Serviços de Águas e Resíduos (ERSAR) (Regulatory Authority for Water and Waste)
- Entidade Reguladora dos Serviços de Águas e Resíduos dos Açores (ERSARA) (Regulatory Authority for Water and Waste of Azores)
- Instituto das Florestas e Conservação da Natureza da Madeira (ICNF Madeira) (Institute of Forests and the Preservation of Nature of Madeira)
- Secretaria Regional do Ambiente e Alterações Climáticas do Governo dos Açores (SRAAC Açores) (Azores' Regional Bureau for the Environment and Climate Change)
- Sociedade Interbancária de Serviços (SIBS) (Service Interbanking Society)
- Organização para a Cooperação e Desenvolvimento Económico (OCDE) (Organization for Economic Cooperation and Development)

Presidency

- Agência para a Integração, Migrações e Asilo, I.P. (AIMA) (Institute for Protection and Assistance in Sicknes)
- Direção-Geral da Administração e do Emprego Público (DGAEP) (Directorate-General for Public Administration and Employment)

Ministry of the Interior

- Autoridade Nacional de Segurança Rodoviária (ANSR) (National Authority for Road Safety)

- Instituto da Mobilidade e dos Transportes, I.P. (IMT) (Institute of Mobility and Transportation)
- Secretaria-Geral do Ministério da Administração Interna (SGMAI) (General Secretariat of the Ministry of the Interior)
- Serviço de Estrangeiros e Fronteiras (SEF) (Immigration and Borders Service)

Ministry of Food and Agriculture

- Direção-Geral de Recursos Naturais, Segurança e Serviços Marítimos (DGRM) (Directorate-General for Natural Resources, Security and Maritime Services)
- Instituto Português do Mar e da Atmosfera, I.P. (IPMA) (Portuguese Institute of the Sea and Atmosphere)

Ministry of the Environment and Climate Action

- Agência Portuguesa do Ambiente, I.P. (APA) (Portuguese Environmental Agency)
- Direção-Geral de Energia e Geologia (DGEG) (Directorate-General for Energy and Geology)
- Direção-Geral do Território (DGT) (Directorate-General for Territory)
- Instituto de Conservação da Natureza e das Florestas, I.P. (ICNF) (National Forestry Authority / Institute for the Preservation of Nature and Forests)
- Instituto da Mobilidade e dos Transportes, I.P. (IMT) (Institute of Mobility and Transportation)
- Instituto Português do Mar e da Atmosfera, I.P. (IPMA) (Portuguese Institute of the Sea and Atmosphere)

Ministry for Parliamentary Affairs

- Direção-Geral do Ensino Superior (DGES) (Directorate-General for Higher Education)
- Instituto do Cinema e do Audiovisual, I.P. (ICA) (Cinema and Audiovisual Institute)
- Instituto Português do Desporto e da Juventude, I.P. (IPDJ) (Portuguese Institute for Sports and Youth)

Ministry for Territorial Cohesion

- Direção-Geral das Autarquias Locais (DGAL) (Directorate-General for Local Authorities)
- Direção-Geral do Território (DGT) (Directorate-General for Territory)

Ministry of Culture

- Biblioteca Nacional de Portugal (BNP) (Portuguese National Library)
- Instituto do Cinema e do Audiovisual, I.P. (ICA) (Cinema and Audiovisual Institute)
- Museus e Monumentos de Portugal, E.P.E. (MMP) (Museums and Monuments of Portugal)

Ministry of the Economy and the Sea

- Direção-Geral de Recursos Naturais, Segurança e Serviços Marítimos (DGRM) (Directorate-General for Natural Resources, Security and Maritime Services)
- Gabinete de Estratégia e Estudos (GEE) (Strategy and Studies Office)
- Instituto da Mobilidade e dos Transportes, I.P. (IMT) (Institute of Mobility and Transportation)
- Instituto do Cinema e do Audiovisual, I.P. (ICA) (Cinema and Audiovisual Institute)

- Instituto de Emprego e Formação Profissional, I.P. (IEFP) (Institute of Employment and Professional Training)
- Instituto Nacional da Propriedade Industrial, I.P. (INPI) (National Institute of Industrial Property)
- Instituto Português do Mar e da Atmosfera, I.P. (IPMA) (Portuguese Institute of the Sea and Atmosphere)

Ministry of Science, Technology and Higher Education

- Biblioteca Nacional de Portugal (BNP) (Portuguese National Library)
- Direção-Geral de Estatísticas da Educação e Ciência (DGEEC) (Directorate-General for Education and Science Statistics)
- Direção-Geral do Ensino Superior (DGES) (Directorate-General for Higher Education)
- Fundação para a Ciência e a Tecnologia, I.P. (FCT) (Science and Technology Foundation)+
- Instituto de Avaliação Educativa, I.P. (IAVE) (Institute for Educational Assessment)
- Instituto de Gestão Financeira da Educação, I.P. (IGeFE) (Institute of Financial Management of Education)
- Instituto Nacional da Propriedade Industrial, I.P. (INPI) (National Institute of Industrial Property)
- Instituto Português do Mar e da Atmosfera, I.P. (IPMA) (Portuguese Institute of the Sea and Atmosphere)
- Júri Nacional de Exames (JNE) (National Examination Jury)
- Rede de Bibliotecas Escolares (RBE) (Network of School Libraries)

Ministry of Finance

- Autoridade Tributária e Aduaneira (AT) (Tax and Customs Authority)

- Caixa Geral de Aposentações (CGA) (Civil Servants Pension Fund)
- Direção-Geral da Administração e do Emprego Público (DGAEP)
- Direção-Geral do Orçamento (DGO) (Directorate-General for Budget)
- Instituto de Proteção e Assistência na Doença, I.P. (ADSE) (Institute for Protection and Assistance in Sickness)

Ministry of Housing and Infrastructure

- Direção-Geral de Recursos Naturais, Segurança e Serviços Marítimos (DGRM) (Directorate-General for Natural Resources, Security and Maritime Services)
- Instituto da Mobilidade e dos Transportes, I.P. (IMT) (Institute of Mobility and Transportation)

Ministry of Justice

- Direção-Geral da Política de Justiça (DGPJ) (Directorate-General for Justice Policy)
- Instituto Nacional da Propriedade Industrial, I.P. (INPI) (National Institute of Industrial Property)

Ministry of Youth and Modernization

- Instituto Português do Desporto e da Juventude, I.P. (IPDJ) (Portuguese Institute for Sports and Youth)

Ministry of Health

- Administração Central do Sistema de Saúde, I.P. (ACSS) (Central Administration of the Health System)
- Direção-Geral da Saúde (DGS) (Directorate-General for Health)
- INFARMED — Autoridade Nacional do Medicamento e Produtos de Saúde, I.P. (INFARMED) (National Authority for Drugs and Health Products)

- Instituto Nacional de Saúde Doutor Ricardo Jorge, I.P. (INSA) (Dr Ricardo Jorge National Health Institute)
- Serviços Partilhados do Ministério da Saúde, E.P.E. (SPMS) (Health Ministry Shared Services)

Ministry of Labour, Solidarity and Social Security

- Caixa Geral de Aposentações, I.P. (CGA) (Civil Servants Pension Fund)
- Direção-Geral da Segurança Social (DGSS) (Directorate-General for Social Security)
- Direção-Geral do Emprego e das Relações de Trabalho (DGERT) (Directorate-General for Employment and Labour Relations)
- Gabinete de Estratégia e Planeamento (GEP) (Strategy and Planning Office)
- Instituto da Segurança Social, I.P. (ISS) (Social Security Institute)
- Instituto de Gestão Financeira da Segurança Social, I.P. (IGFSS) (Institute for Financial Management of Social Security)
- Instituto de Informática, I.P. (II) (Informatics Institute)
- Instituto do Emprego e da Formação Profissional, I.P. (IEFP) (Institute for Employment and Vocational Training)

Europe

- Departamento de Estatística da União Europeia (Eurostat)
- Comissão Europeia (CE) (European Commission)
- Organização das Nações Unidas (ONU) (United Nations)
- Organização para a Cooperação e Desenvolvimento Económico (OCDE) (Organisation for Economic Cooperation and Development)

X.

Governing Bodies of the Foundation as of 31/12/2024

Board of Trustees

José Soares dos Santos, chairman
Alda Carvalho
António Lobo Xavier
Fátima Barros
Jaime Gama
Luís Amado
Maria Manuel Mota
Nuno Garoupa
Ricardo Reis

Salaries Committee

José Soares dos Santos, chairman
António Lobo Xavier
Luís Amado

Board of Directors

Gonçalo Saraiva Matias, chairman
António Araújo
Inês Soares dos Santos Canas
Luísa Loura
Teresa Mourão-Ferreira

Executive Committee

Gonçalo Saraiva Matias, chairman
António Araújo, publications director
Luísa Loura, Director of Pordata
Teresa Mourão-Ferreira, director-general

Supervisory Board

Henrique Soares dos Santos, chairman
Paula Prado
External Auditor, EY

XI.

List of the Foundation's Studies

Studies published in 2012 (4)

1. Economic Inequality in Portugal

Editor: Carlos Farinha Rodrigues
(Institute of Management and Economics)

2. Projections for 2030 and the Future

Editors: Maria Filomena Mendes
(Institute of Management and Economics)
and Maria João Valente Rosa (University
of Évora)

3. Drugs and Tuition Fees: Legal Impact Assessments

Editor: Ricardo Gonçalves (Economics
and Management Faculty of the
Portuguese Catholic University)

4. Economic Justice in Portugal

Editors: Mariana França Gouveia (NOVA
University Lisbon), Nuno Garoupa
(George Mason University) and Pedro
Magalhães (Institute of Social Sciences,
University of Lisbon)

Studies published in 2013 (9)

1. Secrets of Justice

Editor: Fernando Gascón Inchausti
(Complutense University of Madrid)

2. Information and Health

Author: Rita Espanha (Lisbon University
Institute)

3. Schools for the 21st Century: Freedom and Autonomy in Education

Author: Alexandre Homem Cristo (Social
Sciences Institute, University of Lisbon)

4. What Sort of Science is Taught in Schools?

Editor: Margarida Afonso (Higher Education School, Castelo Branco)

5. 25 Years of European Portugal: The Economy, Society and Structural Funding

Editor: Augusto Mateus (Institute of Management and Economics)

6. Registry and Rustic Property in Portugal

Editor: Rodrigo Sarmento de Beires (Association of Municipalities of Terra Quente Trasmontana)

7. Costs and Prices in Health: Past, Present and Future

Editor: Carlos Costa (Former Governor of the Bank of Portugal)

8. The Ageing Process in Portugal: Uses of Time, Social Media and Living Conditions

Editor: Manuel Villaverde Cabral (Social Sciences Institute, University of Lisbon)

9. Literature and Portuguese Teaching

Team: José Cardoso Bernardes and Rui Afonso Mateus (Faculty of Arts and Humanities, University of Coimbra)

Studies published in 2014 (10)

1. Further Diaries of a Classroom

Editor: Maria Filomena Mónica (Social Sciences Institute, University of Lisbon)

2. Portugal and European Decisions: A Comparative Approach

Coordination: Alexander Trechsel and Richard Rose (Florence University Institute)

3. Child Mortality in Portugal: Evolution of Indicators and Associated Factors, from 1988 to 2008

Editors: Xavier Barreto (S. João Hospital Centre) and José Pedro Correia (Portuguese Observatory for Medical Cannabis)

4. Teaching Reading in the 1st Cycle of Basic Education: Beliefs, Knowledge and Teacher Training

Coordination: João A. Lopes, Maria Gabriela Velasquez, Leandro S. Almeida (University of Minho), Louise Spear-Swerling (Southern Connecticut State University), Célia Oliveira (Porto Lusophone University) and Luísa Araújo (Higher Institute of Education and Science)

5. Time Slots at School: Comparative Study about Course Load in Portugal and in Other Countries

Team: Maria Isabel Festas, Ana Maria Seixas, Armanda Matos and Patrícia Frias Fernandes (Faculty of Psychology and Educational Science, University of Coimbra)

6. Science in Pre-School Education: Promoting Scientific Literacy in Kindergarten in Portugal

Team: Maria Lúcia Santos (Early Childhood Education Professionals Association), Maria Filomena Gaspar (Faculty of Psychology and Educational Science, University of Coimbra) and Sofia Saraiva Santos

7. Judges in Europe: Training, Selection, Promotion and Assessment

Author: Carlos Gómez Ligüerre (Pompeu Fabra University)

8. Public Prosecution Service in Europe

Team: José Martín Pastor (University of Valencia), Pedro Garcia Marques (Faculty of Law, Portuguese Catholic University) and Luís Eloy Azevedo (Institute of Contemporary History, NOVA University Lisbon)

9. Law-making: Portugal and Europe

Editors: João Caupers (NOVA School of Law), Marta Tavares de Almeida (Institute

of Legal-Political Sciences, University of Lisbon) and Pierre Guibentif (Lisbon University Institute)

10. 2013 Fertility Survey

Coordination: National Statistics Institute

Studies published in 2015 (8)

1. The Fifth Compromise: Developing a System to Guarantee Educational Performance in Portugal

Team: Margaret E. Raymond and Yohannes Negassi (CREDO, Stanford University)

2. Science and Technology in Portugal: Metrics and Impact (1995–2011)

Team: Armando Vieira (Stratified Medical) and Carlos Fiolhais (University of Coimbra)

3. Demographic Dynamics and Ageing Portuguese Population (1951–2011): Evolution and Perspectives

Editor: Mário Leston Bandeira (Portuguese Association of Demography)

4. The Economy of the Future: Insights from Citizens, Entrepreneurs and Mayors

Editor: João Ferrão (Social Sciences Institute, University of Lisbon)

5. Values, Institutional Quality and Development in Portugal

Editors: Alejandro Portes (Princeton University) and M. Margarida Marques (NOVA University Lisbon)

6. Three Decades of European Portugal: Overview and Perspectives

Editor: Augusto Mateus

7. Multimedia in Science Teaching: Five Years of Research and Teaching in Portugal

Editors: João Paiva, Carla Morais and Luciano Moreira (Science Faculty, University of Porto)

8. Scientific Culture in Portugal: Tools for Understanding the World and Changing It

Editor: António Granado and José Vítor Malheiro (journalists)

Studies published in 2016 (2)

1. Income Inequality and Poverty in Portugal, 2009–2014

Editor: Carlos Farinha Rodrigues (Institute of Management and Economics)

2. Is Grade Retention Beneficial for Students?

Editors: Luís Catela Nunes, Ana Balcão Reis and Carmo Seabra (NOVA School of Business and Economics)

Studies Published in 2017 (7)

1. Migrations and Demographic Sustainability: Perspectives on the Evolution of Portuguese Society and Economy

Editors: João Peixoto (ISEG), Daniela Craveiro (ISEG/ISCTE) and Jorge Macaísta Malheiros (University of Lisbon)

2. Term Limits

Editor: Francisco Veiga and Linda Veiga (University of Minho)

3. Justice Between Generations: Cross-Disciplinary Perspectives

Editors: Jorge Pereira da Silva and Gonçalo de Almeida Ribeiro (Portuguese Catholic University)

4. Social Mobility in Portugal

Editor: Teresa Bago d’Uva (Erasmus School of Economics)

5. The State from Within:

An Ethnographic Study of Power and Public Administration in Portugal

Editor: Daniel Seabra Lopes (Institute of Management and Economics)

6. The Economic Impact of European Funding: The Experience of Portuguese Municipalities

Editors: José Tavares, Ernesto Freitas and João Pereira dos Santos (NOVA School of Business and Economics)

7. Why Have PISA Results Improved in Portugal? Comparative Longitudinal Study (2000–2015)

Editor: Ana Sousa Ferreira (Psychology Faculty, University of Lisbon)

Studies Published in 2018 (7)

1. Gender Equality Throughout Life: Portugal in the European Context

Editor: Anália Torres (Higher Institute of Social and Political Sciences, University of Lisbon)

2. Business Dynamics and Inequality

Editor: Rui Baptista (Technical University of Lisbon)

3. Diversification and Growth in the Portuguese Economy

Editor: Leonor Sopas (Católica Porto Business School)

4. Closing Down Multinational Companies: The Human Capital that Remains

Editor: Pedro de Faria (Economics and Management Faculty, University of Groningen)

5. Budget, Economy and Democracy: A Proposal for Institutional Structure

Editor: Abel M. Mateus (NOVA University Lisbon)

6. Private Companies and Municipalities: Dynamics and Performance

Team: José Tavares, Ernesto Freitas and João Pereira dos Santos (NOVA School of Business and Economics)

7. The Quality of Local Governance in Portugal

Editors: António F. Tavares (Florida State University) and Luís de Sousa (Social Sciences Institute, University of Lisbon)

Studies Published in 2019 (7)

1. Women in Portugal, Today: Who They Are, What They Think and How They Feel

Editors: Laura Sagnier and Alex Morell (PRM — Market Intelligence)

2. Financial and Social Sustainability of the Portuguese Pension System

Editor: Amílcar Moreira (Institute of Social Sciences, University of Lisbon)

3. Institutions and Quality of Democracy: The Political Culture in Southern Europe

Editor: Tiago Fernandes (Faculty of Human and Social Sciences, NOVA University Lisbon)

4. Religious Identities and Social Dynamics in the Lisbon Metropolitan Area

Editor: Alfredo Teixeira (Faculty of Theology, Portuguese Catholic University)

5. The Evolution of Science in Portugal (1987–2016)

Editor: Nuno Ferrand (CIBIO, University of Porto)

6. The Courts and the Economic and Financial Crisis: An Analysis of Legal Language

Editors: Teresa Violante (FAU, Nuremberg) and Patrícia André (CEDIS, NOVA University Lisbon)

7. Constitutions in Times of Financial Crisis

Editors: Tom Ginsburg (University of Chicago) and Georg Vanberg (Duke University)

Studies Published in 2020 (3)

1. GDP-Linked Bonds in the Portuguese Economy

Editor: Gonçalo Pina (ESCP Business School)

2. Dating the Cycles in the Portuguese Economy

Editor: Ricardo Reis (London School of Economics)

3. Features of Portuguese International Trade: A Firm-Level Perspective

Editor: João Amador (NOVA School of Business and Economics)

Studies Published in 2021 (6)

1. Artificial Intelligence Pathways and Opportunities: A View from Portugal

Editor: João Castro (NOVA School of Business and Economics)

2. Poverty in Portugal: Journeys and Daily Experiences

Editor: Fernando Diogo (University of the Azores)

3. Financial Constraints and Business Dynamics: Lessons from the 2008–2013 Recession

Editor: Carlos Carreira (University of Coimbra)

4. Transport Systems in Portugal: Analysis of Efficiency and Regional Impact

Editor: Carlos Oliveira Cruz (Technical University of Lisbon)

5. From ‘Made In’ to ‘Created In’ Portugal: A New Paradigm for the Portuguese Economy

Editor: Fernando Alexandre (University of Minho)

6. Women in Portugal, Today: Who They Are, What They Think and How They Feel

Editor: Laura Sagnier (PRM — Market Intelligence)

Studies Published in 2022 (8)

1. The Real Estate Market in Portugal: Prices, Rents, Tourism and Accessibility

Editor: Paulo Rodrigues (NOVA School of Business and Economics)

2. A New Normal? Impact and Lessons from Two Years of Pandemic in Portugal

Editors: Nuno Monteiro (Yale University) and Carlos Jalali (University of Aveiro)

3. Funding Portuguese SMEs: Crisis and Recovery between 2008 and 2018

Editor: Clara Raposo (Institute of Management and Economics)

4. Interest Groups within the Portuguese Political System

Editor: Marco Lisi (Faculty of Human and Social Sciences, University of Lisbon)

5. Financing Entrepreneurship in Portugal

Editor: Miguel Ferreira (NOVA School of Business and Economics)

6. Territories of Well-Being: Asymmetries within Portuguese Municipalities

Editor: Rosário Mauritti (Lisbon University Institute)

7. Regulatory State in Portugal: Evolution and Performance

Editor: Ana Lourenço (Católica Porto Business School)

8. Ethics and Integrity in Politics: Perceptions, Control and Impact

Editors: Luís de Sousa and Susana Coroado (Social Sciences Institute, University of Lisbon)

Scientific projects published in 2023 **(4)**

1. How We Eat What We Eat: A Portrait of Food Consumption in Portugal (study)

Editor: Ana Isabel Costa (Católica Lisbon School of Business)

2. The Housing Crisis in Big Cities: An Analysis (policy paper)

Editor: Paulo Rodrigues (NOVA School of Business and Economics and Bank of Portugal)

3. After all, How Many People Abstain from Voting in Portugal? (policy paper)

Editors: João Cancela (NOVA FCSH) and José Santana Pereira (ISCTE-IUL)

4. Housing Barometer (barometer)

Editors: Alda Azevedo (ICS-ULisboa) and João Pereira dos Santos (ISEG-ULisboa)

Scientific projects published in 2024 **(5)**

1. European Policy Barometer (barometer)

Editors: Ana Maria Belchior (ISCTE-IUL) and Lea Heyne (ICS-ULisboa)

2. The Impact of Corporate Income Tax on the Portuguese Economy (study)

Editor: Pedro Brinca (NOVA School of Business and Economics)

3. Understanding Ageism in the Workplace (study)

Editor: David Patient (Vlerick Business School)

4. Corruption Barometer (barometer)

Editors: Luís de Sousa (ICS-ULisboa) and Susana Coroado (Dublin City University)

5. Immigration Barometer: The Portuguese People's Perspective (barometer)

Editor: Rui Costa Lopes (ICS-ULisboa)

XII.

List of the Foundation's Essays, 2014–2024

Nr	Title	Launch date
1	Teaching Portuguese	June 10
2	Portuguese Economy, Recent Decades	June 10
3	Portugal: The Numbers	June 10
4	Fiscal Justice	September 10
5	The Question is How to Educate Them	October 10
6	Authority	October 10
7	Private Property: Between Privilege and Freedom	October 10
8	Live Philosophy	January 11
9	Social Security	January 11
10	Science in Portugal	January 11
11	Economics, Morality and Politics	April 11
12	Discrimination Against the Elderly	April 11
13	Corruption	April 11
14	Portugal and the Sea	April 11
15	Polls, Elections and Public Opinion	May 11
16	Television and Public Service	July 11
17	Judicial Delays	July 11
18	Death	July 11
19	Republican Essay	September 11
20	Justice Administration	September 11
21	Freedom and Information	September 11
22	The New Medicine	January 12
23	The Middle Class: Rise and Fall	January 12
24	Portugal: Public Debt and Democratic Deficit	January 12
25	The Armed Forces in Portugal	May 12
26	Ageing in Portuguese Society	May 12
27	Math in Portugal: An Educational Issue	May 12
28	Teaching History	October 12
29	Portugal, the Portuguese: A National Identity	October 12
30	Crisis, Family and Family Crisis	October 12
31	Labour: A Market Vision	January 13
32	The Future of the Welfare State	January 13
33	For Your Health	January 13
34	Freedom of Expression in Court	May 13
35	On Death and Dying	May 13
36	The Sexuality of the Portuguese	May 13

Nr	Title	Launch date
37	Public Investment in Portugal	October 13
38	Public-Private Partnerships	October 13
39	Portugal and Europe: The Numbers	October 13
40	European Cultural Identity	December 13
41	Parallel Economy	January 14
42	The Future of Forests in Portugal	January 14
43	Education and Freedom of Choice	January 14
44	Sounds and Silence of the Portuguese Soundscape	May 14
45	Migration and Citizenship	May 14
46	Cancer	May 14
47	The Portuguese and the World	October 14
48	Pseudoscience	October 14
49	Civil Society	October 14
50	Trust in Political Institutions	January 15
51	Ethics with Reasons	January 15
52	Children and Families in Changing Portugal	May 15
53	The Portuguese Agriculture	May 15
54	The Portuguese Parliament	May 15
55	Teenagers	September 15
56	Portuguese Foreign Policy	September 15
57	Money	September 15
58	Russia and Europe: A Part of the Whole	January 16
59	Portugal and Space	January 16
60	Politics and Entertainment	January 16
61	The Future of the European Union	May 16
62	Portugal and the Atlantic	May 16
63	Tourism in Portugal	May 16
64	Democracy in Europe	August 16
65	People with Disabilities Portugal	August 16
66	Environment in Portugal	August 16
67	The Value of Art	October 16
68	Crisis and Crises	October 16
69	Portugal, a Historical Profile	October 16
70	Portugal: Rural Landscape	January 17
71	Portugal and International Trade	January 17
72	The Euro and Economic Growth	January 17
73	Portuguese Exporters	May 17
74	Parties and Party Systems	May 17
75	The Portuguese Political System	May 17
76	Football: The Global Stadium	September 17

Nr	Title	Launch date
77	University as It Should Be	September 17
78	Higher Education in Portugal	September 17
79	The Quality of Democracy in Portugal	January 18
80	Hyperactivity and Attention Deficit	January 18
81	Us and Others: The Power of Social Bonds	January 18
82	The Mental Health of the Portuguese	May 18
83	Fishing in Portugal	May 18
84	Cinema and History: Narrative Adventures	May 18
85	Ageing and Health Policies	September 18
86	Food Waste	September 18
87	Dictatorship and Democracy: Memory Legacies	September 18
88	Disease Prevention and Health Maintenance	January 19
89	Energy in Portugal	January 19
90	Artificial Intelligence	January 19
91	European Union Elections	April 19
92	Portuguese Public Administration	April 19
93	Religion in Portuguese Society	April 19
94	Europe Is Not a Foreign Country	June 19
95	Could Portugal have a Strategy?	June 19
96	Criminality and Safety	September 19
97	The Plants and the Portuguese: Heritage, Tradition and Culture	September 19
98	Digital Health: A Health System for the 21st Century	September 19
99	Assisted Housing in Portugal	January 20
100	Cultural Heritage: Living Reality	January 20
101	Railroads in Portugal: Past, Present and Future	January 20
102	What If I Can't Decide? Knowing how to choose at the end of life	May 20
103	Palliative Care: Becoming More Familiar With It	May 20
104	Tomorrow's World: Contemporary Geopolitics	May 20
105	Teenagers: Their Lives, Their Future	September 20
106	Jobs for the Boys? Appointments for top positions in public administration	September 20
107	Eating Habits of the Portuguese	September 20
108	Forest Fires in Portugal	January 21
109	Decentralisation and Local Governance in Portugal	January 21
110	The Return of Dictatorships?	January 21
111	Climate Change	May 21
112	Racism Today: Portugal in the European Context	May 21
113	Sexuality and Reproduction in Portugal: The Pandemic Times	May 21
114	Global Risks and Biodiversity	September 21
115	Lisbon in Metamorphosis	September 21
116	Local Democracy in Portugal	September 21

Nr	Title	Launch date
117	Blue Economy	January 22
118	Portuguese Economy, Recent Decades (revised edition)	January 22
119	The Portuguese Government	January 22
120	Galicia: Portugal's Sister Land	May 22
121	The Universe: From the Big Bang to Black Holes	May 22
122	Portuguese Ports	May 22
123	Social Protection in Democratic Portugal: Reform Trajectories	August 22
124	Ocean of Plastic	August 22
125	PortugalBrazil: Commonalities and Divergences	August 22
126	Mind, Brain and Education	January 23
127	Waste in Portugal	January 23
128	Consumer Society and Consumers in Portugal	January 23
129	Human Rights	May 23
130	Health and Private Hospitals in Portugal	May 23
131	The Algorithms and Us	May 23
132	Cronyism in Portugal	September 23
133	Education Economics: A Look at the Portuguese Education System	September 23
134	Depopulation in Portugal	September 23
135	Fundamental Rights for the Digital Universe	January 24
136	Prejudice and Discrimination	January 24
137	Heritage On the Loose	January 24
138	Water in Portugal	May 24
139	How the Portuguese Sleep	May 24
140	Portugal's Food Heritage	May 24
141	Cybersecurity	September 24
142	Psychedelics in Portuguese	September 24
143	Who Will Take Care of Me? Issues around (In)formal Care	September 24

List of the Foundation's Portraits, 2014–2024

Nr	Title	Launch date
1	Premature Babies	May 14
2	Portugal in Ruins	May 14
3	Far from the Sea	May 14
4	A Close Look at Portugal	October 14
5	Solid Ground	October 14
6	In the Emergency Room	October 14
7	Cursed: Stories of Humans and Wolves	March 15
8	Hallelujah	March 15
9	The Studio	March 15
10	The School	May 15
11	The Last Sailors	May 15
12	The Concierge, the Madam and Other Stories About the Portuguese in France	May 15
13	Soap Operas, Industry and Culture, Ltd.	January 16
14	The Promised Alentejo	February 16
15	Police Station	February 16
16	Arigato, Me	May 16
17	Roots: The Countryside in the City	May 16
18	Perpetual Movement: Stories of Portuguese Migrations	May 16
19	Level Crossing Guards	February 17
20	In the Name of the Daughter — Portraits of Domestic Violence	February 17
21	Hotel, The Backstage	February 17
22	Pilgrims	April 17
23	Is It Worth It? Conversations with Writers	May 17
24	TrásosMontes, the Northeast	May 17
25	Helping to Fall	September 17
26	Porto, End of the Line	September 17
27	Undercover Tourist	September 17
28	Therapies, Energies and Other Fantasies	February 18
29	The Children of Chemo	February 18
30	With Due Deference: Diaries of the Courts	February 18
31	At the Heart of Power: Government and Public Administration in Portugal	May 18
32	From the Coast: Beaches and Hills in Caparica	May 18
33	Prison Life	May 18
34	I'm Still Here	September 18
35	Living from Death	September 18
36	Portuguese Scientists	February 19

Nr	Title	Launch date
37	Archive It	February 19
38	The Marcelo Effect: Political Commentary on Television	February 19
39	Shields and Castles: Symbols of Portugal	May 19
40	The Drunk Monkey Went to the Opera: From Inebriation to Civilization	May 19
41	Medieval Town	May 19
42	Because We Are Here: 12 Steps towards Recovery	January 20
43	Prisons	January 20
44	Snakes, Lizards and Cockroaches: Man's Best Friends?	January 20
45	Ms Alice's Pigeons: Growing Old in Portugal	May 20
46	How Long Is a Day: Maternity Experiences	May 20
47	Suspended City: Lisbon in a State of Emergency	June 20
48	Culatra: An Island with People in It	August 20
49	Rules of Isolation: Life Around the Centre	August 20
50	45 Years Fighting Corruption	January 21
51	When Schools Closed Down: Journals of the Pandemic	January 21
52	The Portuguese Blogosphere: From the Infamous Editorial to the End of an Era	January 21
53	Lisbon Museums	May 21
54	Late Adoption	May 21
55	Men Cry Too: Stories of the New Masculinity	May 21
56	Men Without a Heart	September 21
57	Islands of the Aveiro River	September 21
58	How May I Help?	September 21
59	Bargos Field: Football or the Weekly Revival of Childhood	February 22
60	Let's Go to the Theater	February 22
61	Invisible Women: Stories about Cleaning Work	February 22
62	Loving the Abyss: Journey to the Bussaco National Park	May 22
63	Being an Actor in Portugal	May 22
64	Send Them My Love: A Distant Story of Emigration	May 22
65	Avieiros, Today	August 22
66	The Religion of Books: Secondhand Bookshops, Bookshops and Booksellers	August 22
67	Castro Laboreiro: Between Brandas and Inverneiras	August 22
68	Jénifer, or the French Princess: The (Truly) Unknown Islands	February 23
69	The Man Who Lived in the Dark: Bruno Candé's Lisbon	February 23
70	Living Alone	February 23
71	My Coach and Other Experiences from High Performance Sport	September 23
72	Algorithms: An Ongoing Revolution	September 23
73	Martim Moniz: How to Unblock It and Start Admiring It	September 23
74	A Library: A Second Home	February 24
75	Unfinished Revolution: What Didn't Change with 25 April	February 24
76	An Ink-Smudged Finger: Stories of People Who Couldn't Learn to	February 24

Nr	Title	Launch date
77	Refugee Women in Portugal: From Home to Anywhere	May 24
78	To Die or to Live? Stories of Palliative Care	May 24
79	They Who Drive Us: Stories of Public Transport Drivers	May 24
80	Refugee Women in Portugal: From Home to Anywhere (new edition)	July 24
81	Noise: Lisbon, a City That Never Shuts Up	September 24
82	Digital Dependence	September 24
83	Brands That Make Portugal	September 24

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List of Other Foundation Books, 2014–2024

Nr	Title	Launch date
1	The Future of Fiction	November 12
2	Global Change: Present and Future Risks and Challenges	October 12
3	A Culture of Information for the Digital Universe	October 12
4	The Portuguese in 2030	March 13
5	Alphabetizing Democracy	September 13
6	Portugal and Europe: New Citizenships	November 13
7	Innovation in Portugal	November 13
8	The Classroom	March 14
9	Diaries of a Classroom	March 14
10	European Portugal. What's Next?	March 14
11	The Child, the Family and Law	June 14
12	The Limits of Science	July 14
13	Looking for Freedom. An Anthology.	October 14
14	Crisis and Punishment	May 16
15	Praxe and Academic Traditions	October 16
16	Crisis and Punishment and the Day After	October 19
17	Series "The Portuguese"	February 20
18	Where Is the Banking Sector in Portugal Headed?	July 20
19	Plants and Feeding the World	November 20
20	Series "Ten Years of the Foundation – Reflecting on the Time in Common"	February 21
21	Limits of Science – 2nd edition	April 21
22	Artur Pastor	October 21
23	The Green Years, Portraits of Youth	October 21
24	Populisms: Abroad and At Home	April 22

Nr	Title	Launch date
25	The Portuguese Landscape	October 22
26	Higher Education and Development	April 23
27	Food literacy: Informed Decisions	May 23
28	Eating and Nutrition During the First 1000 Days of Life	May 23
29	Obesity: A Matter of Weight?	May 23
30	Fad Diets: Clinical Implications	May 23
31	Food, Today	May 23
33	And After the Revolution, Five Decades of Democracy	October 23
34	Portugal in the Ice Age	November 23
35	Movement and Play in Early Childhood	May 24
36	What Is an Active Lifestyle?	May 24
37	Physical Activity in the Elderly	May 24
38	Physical Activity and Mental Health	May 24
39	Motivations for an Active Life	May 24
40	Portugal 1974-1975: Revolution, Counterrevolution and Democracy	May 24
41	Constitution: The Limits of Politics, 1822-1976	October 24
42	Emblems of Portugal	November 24

The Foundation Team in 2024



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15 YEARS