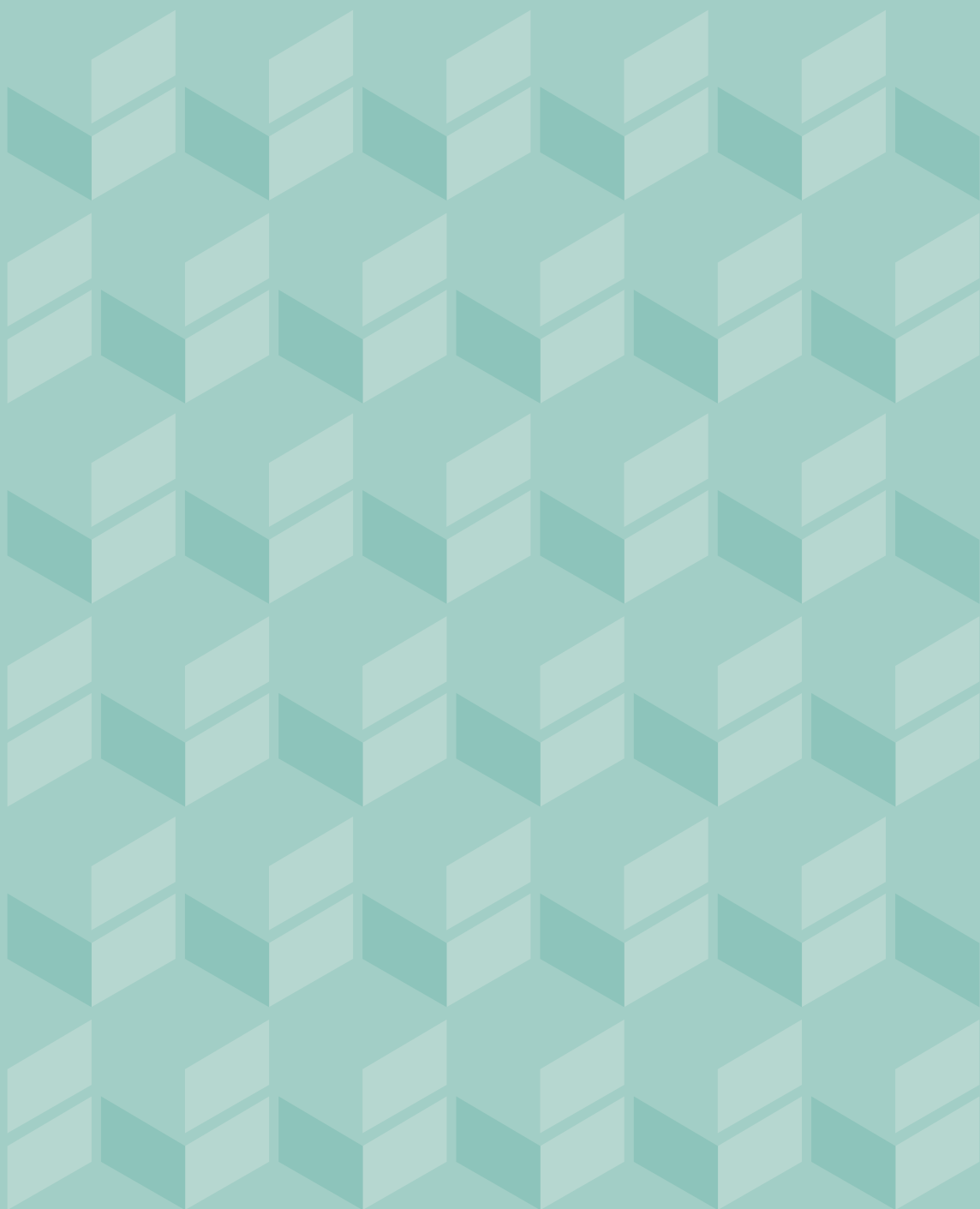


**FUNDAÇÃO  
FRANCISCO  
MANUEL  
DOS SANTOS**

STUDY  
PROGRAMME  
2027-2029



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# 1.

## Introduction to the Foundation's Research Area

THE FUNDAÇÃO FRANCISCO MANUEL DOS SANTOS (FFMS) was established in 2009 with the mission of promoting and deepening understanding of the Portuguese context. The Foundation works to promote social development, citizens' rights and improved public institutions.

To fulfil this mission, the Foundation established its Research Area, which supports independent, rigorous scientific research and thereby contributes to a more informed, evidence-based public debate. Focusing on three main areas — institutions, economy and society — it has commissioned over 90 studies from various social science disciplines.

During the 2027–2029 Studies Programme, the Foundation's Studies will focus primarily on "Portugal in a changing world: paths to prosperity." This focus is divided into four key areas. Our programme thus demonstrates a commitment to concentrating research on specific areas, aimed at fostering interdisciplinary collaboration to address the structural challenges impacting Portugal's economic prosperity. We hope to bridge the gap between scientific knowledge and public policy, using science and knowledge as a starting point not only for understanding problems but also for identifying potential solutions, as well as their potential costs and benefits.

Accordingly, we will implement the programme through competitive calls for proposals addressed to the national and international scientific community. Each call will identify specific research questions and encourage proposals that address each subject from multidisciplinary and methodologically sophisticated approaches, examining the Portuguese context in a comparative framework in search of concrete solutions to the country's challenges. We will

disseminate the results of the studies widely, seeking to promote dialogue between researchers, public decision-makers and society. We will always announce calls, their respective timetables and the information required for submitting applications in good time on the Foundation's website.

This programme is an invitation to the scientific community to contribute to addressing some of the key challenges facing Portugal. By bringing research closer to public policy and society, the Foundation continues the mission that has guided it since its inception: to foster a clearer understanding of the Portuguese context and to leverage that understanding in service of the country's development.

## 2.

# Portugal in a changing world: paths to prosperity

DESPITE 50 YEARS OF DEMOCRACY, 40 years of European integration and improvements both in education and institutional stability, Portugal has not succeeded in fully catching up with the most advanced European countries across various indicators of economic and social well-being.

The Foundation's Study Programme aims to understand the structural barriers preventing Portugal from fully realising its potential for prosperity. Simultaneously, the programme also factors in the global context and the state of the planet, informed by an understanding that Portugal's trajectory cannot be separated from global dynamics in a deeply interdependent world.

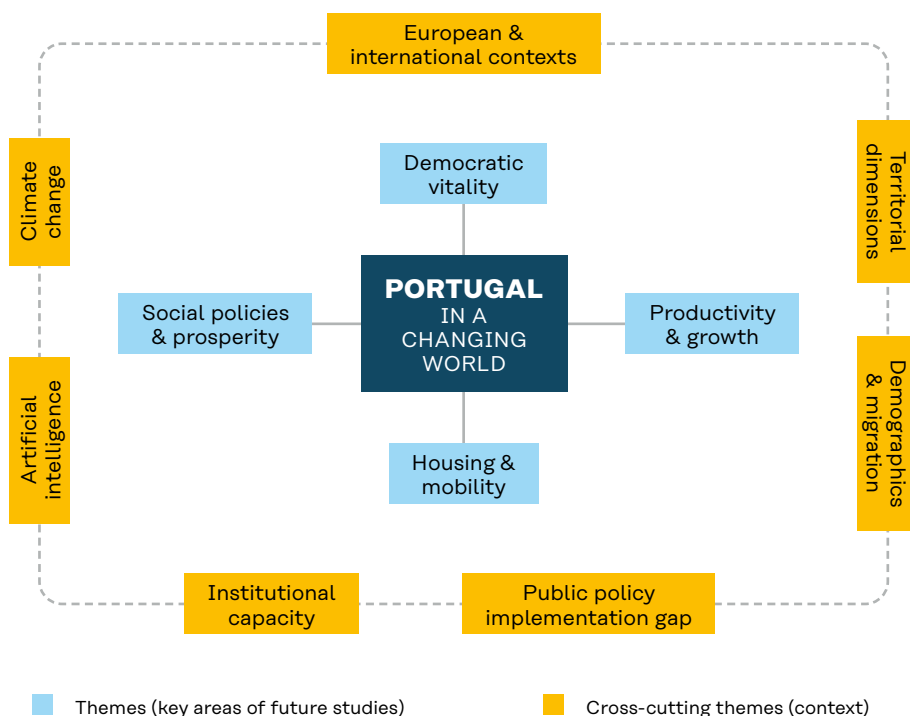
In light of this, our objective is to formulate coordinated and coherent pathways and proposals for addressing these structural challenges. With this in mind, we will focus on the primary obstacles to Portugal's prosperity. We have therefore structured the programme around four themes, corresponding to key areas from which to approach the various challenges:

- **Democratic vitality**, which is fundamental to sustaining long-term structural reforms in a context characterised by limited institutional capacity and public policy implementation gaps.
- **Productivity and growth**, a vital dimension in a context where climate change, the energy transition, spatial planning, demographics, migration and technological innovations (such as artificial intelligence, AI) pose new challenges to the public sector and the national business community.
- **Social policies and prosperity**, understood against a backdrop of an ageing population and rapid technological

transformation, where effective social policies can drive economic growth and promote sustained improvements in living conditions, particularly for the most vulnerable. This area will examine issues relating to demographic sustainability, the central role of the care economy, the impact of AI and digitalisation on the labour market and the capacity to produce a skilled and adaptable workforce.

- **Housing and mobility**, which are now central issues for society and the economy, with implications for demographics, productivity and social cohesion.

The following image illustrates the programme's structure:



As the figure above shows, in addition to the four key areas, there is a set of seven cross-cutting themes impacting each of these areas:

- The European and international context
- Climate change
- Artificial intelligence
- Territorial dimensions
- Demography and migration
- Institutional capacity
- Public policy implementation gaps

The cross-cutting themes differ from the key areas in that they are not independent objects of study, but rather dimensions that must be factored in — wherever relevant — when addressing each of these areas, including when designing public policies.

## 3. Key areas

THE PROGRAMME'S OVERARCHING OBJECTIVE is to analyse the structural challenges Portugal must overcome to realise its potential for prosperity. This focus encompasses four key areas, which allow for comprehensive insights into and potential solutions to the primary challenges Portugal currently faces. The following subsections present each of these areas:

- Democratic vitality
- Productivity and growth
- Social policies and prosperity
- Housing and mobility

### **3.1 Democratic vitality**

Portugal's democratic vitality is essential to the country's ability to realise its institutional, civil, economic and social potential. Democracy has both substantive and instrumental relevance. Substantively, it constitutes a condition of freedom, civic dignity and equality, enabling citizens to influence the decisions that shape their lives. Instrumentally, democracy functions as a mechanism for collective decision-making that promotes scrutiny, alternation of power, transparency and deliberation, thereby strengthening the quality of governance. A robust democracy contributes to social stability by enabling peaceful conflict resolution and more inclusive understandings of the "common good." Furthermore, stable and credible democratic institutions reduce uncertainty, thereby incentivising economic investment. Democratic vitality is therefore crucial for navigating a changing world, strengthening the capacity to sustain long-term reforms, respond to complex challenges and mobilise society around common goals.

### Challenges to address:

- The first challenge relates to the impact of social, political and technological transformations on democracy. Polarisation, disinformation, the fragmentation of the public sphere and social isolation can undermine trust and social cohesion. Simultaneously, digital platforms and AI pose new challenges to democracies. We must identify how these dynamics play out in Portugal, as well as potential mechanisms for strengthening democratic resilience.
- The second challenge relates to the capacity for long-term governance. Phenomena such as demographic ageing, the climate transition and AI impose greater capacity for foresight, strategic planning and intergenerational commitment. We must understand the institutional constraints that hinder this capacity in Portugal and identify mechanisms for advancing priorities in the long term.
- The third challenge centres on the capacity for designing and implementing better public policies. Weaknesses persist in this area, linked to deteriorating technical expertise, recruitment difficulties, decreasing institutional memory and limited coordination between the state and civil society. We must identify ways of strengthening the country's strategic and collective coordination capacity. We must also understand how to strengthen institutions' capacity to produce, mobilise and incorporate scientific knowledge into public decision-making. Additionally, a public policy implementation gap exists in Portugal. This discrepancy between policy objectives and concrete results constitutes an enduring limitation on public action. We must identify the main obstacles to policy implementation and potential mechanisms for improving its effectiveness.

## 3.2 Productivity and growth

Portugal's ability to increase productivity is a vital condition for sustained economic growth in the country. Economies that have not grown sustainably and which have no prospect of increased well-being in the future suffer from serious problems, whether in promoting social stability, ensuring the state's financial stability or overcoming the approaching major demographic, climate and energy challenges whose effects are already being felt. Sustained growth depends on sustained increases in economic productivity. Consequently, the country's human, structural, natural and cultural resources must be ever more able to meet the needs of its citizens.

### Challenges to address:

- The first challenge centres on businesses' demographic profiles in Portugal, specifically understanding how the prevalence of micro-enterprises (fewer than ten employees) impacts productivity gains. In light of this, we must grasp how the size of Portuguese businesses constrains factors such as implementing professional management practices, rolling out AI or ambitions to expand into new markets. Additionally, we must seek to ascertain what kinds of "growing pains" Portuguese firms experience and what solutions have been effective in comparable contexts. Throughout this process, we must also determine how to channel young entrepreneurs' dynamism into effective management and business growth, without undermining innovation. Finally, we must clarify to what extent Portugal can align itself with European models to eliminate inefficient firms swiftly and remove restrictions on financing micro-enterprises, which stem from a highly conservative banking system and an incipient capital market.
- The second challenge concerns the relationship between demographics and productivity, specifically, the impact of demographic extremes on the labour market and productivity. At one extreme — citizens aged over 55 — we must understand how new demographic and technological realities have influenced the decision to take early or delayed retirement. We must also better understand the interaction

between actual health and labour market participation in this age group. At the other extreme, we must identify the employment and income patterns of the 16–25 age group. More specifically, we must understand what drives people in this age group to drop out of formal education, as well as how dropping out of education relates to youth unemployment and poor academic performance. In this regard, we must also clarify how this profile is distributed across sectors, occupations and geographical areas, and to what extent it intersects with intergenerational dependency on support — from parents to children aged 16 to 25 and from children to parents, through social security or other direct support mechanisms.

- The third challenge relates to the ability to maintain a well-trained and motivated workforce. In this regard, we must increase productivity in the services sector, which accounts for a high proportion of employment in Portugal. In a national context characterised by low levels of qualification, we must learn how to leverage AI and automation to develop complementary skills. We must also ascertain to what extent more specialised workers can contribute to improvements in the quality of hospitality, healthcare and care services. Given that European funding is set to decline, another highly pressing issue is to ascertain how much the state spends on support via both redistributive policies and direct support for low-income earners. We must also reflect on how to channel these funds into policies that prepare workers for better jobs and stimulate better-quality job creation. Once again, a comparative analysis of countries that adopt best practices can help inform policies supporting targeted and vocational training for workers and technological restructuring of low-wage service companies. Finally, we must evaluate the impacts of minimum wage increases, the most sustained social and economic policy aimed at reducing inequalities in Portugal. In light of this, we must assess how this issue affects the quality of services provided, its impact on middle-class incomes in Portugal and how the increase in wages relates to business productivity.

### 3.3 Social policies and prosperity

Portugal finds itself at a structural crossroads. With one of the oldest populations in the European Union — an ageing index of 192 older people for every 100 young people in 2024 and over-65s expected to make up almost 34% of the population by the late 2040s — the country faces growing pressure on its welfare state, pension systems and labour supply. Simultaneously, AI and robotisation are restructuring work, threatening to expose citizens to new social risks and rendering existing social protection structures inadequate.

These transformations will reshape the country's social and economic foundations. Portugal must respond to them effectively to realise its potential for long-term growth. Doing so will require more than merely managing decline or mitigating risks. One area we must prioritise is adapting the welfare state model to structural changes in Portugal's demographic composition (and the new needs that will arise from this), while also facilitating the transition to a new economic model. This model must prioritise developing highly skilled human capital to enable the economy to capitalise on the productivity gains promised by ongoing technological change, better allocating human capital to sectors with the greatest potential for value creation and reducing incentives for inactivity.

#### Challenges to address:

- The first challenge centres on demographic sustainability as a structural condition for the country's economic growth. After declining drastically during the 1990s, the fertility rate remains below 1.5 children per woman, jeopardising the country's demographic and economic sustainability. Immigration — insofar as it increases the labour force and the number of families of reproductive age — may form part of the solution to overcoming this demographic impasse. In this regard, we must recognise the impact of social, labour and housing policies on Portuguese families' reproductive behaviour and identify best practices for increasing fertility rates. We must also ascertain the impact of integrating migrant flows into public services, particularly in the education, health and social housing sectors, as well as the best ways to respond to these new needs.

- The second challenge relates to the role of the care economy as a mechanism for meeting the needs of an ever-increasing segment of the population (including children and the elderly) and for absorbing any labour market shocks resulting from technological change. We must determine how adequate the current care system (for children and the elderly) is for meeting current and future needs. We must also identify sustainable funding models that limit the costs to households and to the economy as a whole. Finally, we must understand the role of immigration and labour market policies (particularly regarding reskilling) in ensuring the availability of labour in this sector.
- The third challenge concerns the impact of AI, digitalisation and robotisation on the labour market and the resulting new social risks. We must monitor and anticipate which sectors and occupations will be most vulnerable to technological change. We must also examine the suitability of current mechanisms for cushioning labour market shocks (lay-off schemes, unemployment benefits and social unemployment benefits) for dealing with the effects of relatively sudden technological change. Additionally, we must grasp how countries leading the way in incorporating these new technologies into their economies are adjusting their labour market regulation and social protection practices and then learn from these examples. Finally, we must evaluate how the potential labour market impacts of technological transformation will affect social security funding.
- The final challenge concerns the role of education and training systems in producing a skilled and adaptable workforce, capable of keeping pace with the ongoing process of technological change and maximising its potential benefits. In this regard, we must study the impact of expanding the nursery network on children's skills and performance in subsequent stages of their education. We must also ascertain whether the vocational training model is producing the kind of qualifications required in the new technological paradigm. Similarly, we must learn how to strengthen the vocational retraining system's capacity to reskill workers whose skills do not meet the new demands of the labour market.

### 3.4 Housing and mobility

In recent years, the housing crisis has highlighted the importance of housing for economic development and, more generally, for citizens' well-being. The location of and access to housing shape lifestyles and create labour market frictions that are fundamental to economic well-being and democratic vitality. Some of these frictions can be at least partially alleviated by keeping mobility costs low, that is, through a broader and more efficient transport network. This does not, of course, diminish the need to address those frictions directly. There now appears to be a broad consensus that the housing problem will not be solved simply by improving access to existing housing, but that the major challenge lies in insufficient supply.

#### Challenges to address:

- The first challenge centres on Portugal's insufficient housing supply. We must understand why construction rates in Portugal have remained so far below both previous levels and those recently observed in countries such as Germany. On this topic, we must understand why supply has not responded to the stimulus of demand (and prices) and why Portugal has a much higher proportion of vacant homes (12%) and second homes (18%) than other countries. Another useful line of inquiry would be studying the impact of house purchases as foreign direct investment, in other words, as investment by foreign nationals. We would need to obtain definitions of housing shortages by property type, region, rental versus owner-occupation and private housing versus social or public housing, as well as methods for measuring changes in these indicators. Another pressing issue is assessing construction techniques in Portugal and comparing them with those of other countries. One factor analysis should consider is whether these techniques result from existing regulations and whether these regulations constrain what kinds of construction can be carried out. Other vital issues include the construction sector's access to factors of production and the impact of rising house prices on firms' profit margins, including how this affects workers' wages in this sector, thereby helping to attract and retain a more

specialised and stable workforce. We must also understand how these companies cope with financing restrictions, as well as the cost differences between new builds, refurbishing existing buildings and recycling construction materials. Finally, we must examine current industrial policy in leading European countries' construction sectors and reflect on how Portugal can align itself with them.

- The second challenge relates to the demand side and the relationship between housing and demographics. We must ascertain how changes in family structures pose challenges in housing, and also understand how access to housing conditions the age at which people marry and have children and, ultimately, the fertility rate. In light of this, we need to understand what drives changes in housing arrangements over the course of a lifetime and whether Portuguese patterns align with those of other European countries. We must also determine how the housing crisis affects people's decision to grow old either in their own home, with family members or in care homes, and how these decisions impact the housing shortage.
- Addressing both of these challenges requires examining the relationship between housing and mobility. To do so, we must grasp how the housing crisis and expanding suburbs in major cities pose a growing challenge to mobility and transport networks. Research should explore ways of curbing the rise in inequality resulting from residential relocation, as well as comparing the practices adopted in countries that have successfully addressed this issue. We must also examine the extent to which the housing crisis and mobility costs influence people's decision to opt for either nearby education and employment opportunities or choose higher-quality options farther away, with a potential negative impact on productivity. Regarding planning, we need to understand the logic informing "municipal master plans" (Planos Directores Municipais, PDMs) — a crucial tool for classifying land as eligible for housing — and to understand to what extent these instruments, with the potential for long-term structural impact, remain in the hands of decision-makers serving four-year terms of office.

## 4.

# Cross-cutting themes

THE FOUR KEY AREAS described above must be analysed with reference to a set of cross-cutting themes that determine Portugal's ability to respond to structural challenges and realise its growth potential. These dimensions thus constitute contextual factors shaping the various issues analysed, acting simultaneously as constraints and opportunities. Accordingly, we must recognise how international, territorial, environmental, energy-related, technological and institutional factors influence the nature of the challenges facing Portugal.

The European and international context is a crucial dimension of this framework. Growing geopolitical instability, transforming value chains, technological competition, migratory pressures and shifting international economic architecture create both risks and opportunities for Portugal. Simultaneously, European frameworks significantly shape national public policies, via mechanisms such as budgetary rules, European funds, climate policy and digital regulation. We must ascertain how Portugal positions itself and adapts within the EU.

Demographics and migration have profound implications for Portugal. An ageing population, low birth rates, rising immigration and persistent emigration patterns among young and skilled people directly influence the availability of labour, productivity and economic growth potential and the sustainability of social policies. These factors also impact housing demand, mobility patterns and pressure on infrastructure and public services. Simultaneously, growing social and cultural diversity has the potential to reshape the sense of community, belonging and social cohesion, with significant implications for the country's democratic vitality.

Climate change is a decisive cross-cutting theme that impacts all four key areas. It influences investment patterns and economic competitiveness, with significant implications for productivity

and growth. It also affects social policies, insofar as climate change affects social groups and economic sectors unequally, creating new risks of vulnerability and inequality. Regarding housing and mobility, the challenges of climate adaptation impact infrastructure, mobility and pressure on different regions. Simultaneously, our ability to respond collectively to the climate transition places increased demands on democracy.

Territorial dimensions also constitute a central cross-cutting theme for understanding the structural challenges facing Portugal and ensuring balanced development across the country. Significant disparities persist between the country's various regions regarding access to employment, housing, mobility, public services and economic opportunities. These disparities, in turn, impact the functioning of democracy, constrain productivity and growth and affect social issues such as poverty, an ageing population and access to care.

Another important factor is institutional capacity. The capacity of institutions — public, private and civil society — to anticipate problems, plan and coordinate responses and sustain public policies directly influences a country's ability to promote growth and implement structural reforms. This aspect is particularly relevant to social policies, housing and mobility, areas in which a lack of institutional capacity often reduces the effectiveness and quality of public action. Simultaneously, effective and credible institutions are essential for strengthening democracy.

A related issue is the public policy implementation gap, a crucial factor in the Portuguese context. The gap between policy objectives and concrete results reduces the predictability of policies and limits the capacity to respond in various areas, including social, housing and mobility policies. At the same time, persistent implementation failures contribute to perceptions of institutional ineffectiveness, undermining trust in democratic institutions. The ability to translate political priorities into effective outcomes will therefore be crucial to addressing the structural challenges identified.

Technological transformation and advances in AI also constitute a cross-cutting theme with far-reaching implications across the four key areas. These technologies will directly impact productivity and growth by transforming production processes, modes of work and innovation capacities. Simultaneously, they pose significant

challenges for social policies, such as distributional effects in the labour market and new pressures on skills and social protection. They also affect housing and mobility, driving territorial reorganisation of economic activity and the digitalisation of services and infrastructure. Finally, the growing centrality of digital platforms and algorithms raises important questions for democratic vitality, including risks of disinformation, a fragmented public sphere and concentrated informational power.

## 5. Guiding principles

THE FOUNDATION'S STUDIES SUPPORT RESEARCH focused on issues that directly impact Portuguese society. Accordingly, studies in this programme should adhere to the following principles to ensure their analytical relevance and social utility.

### i. *Presenting solutions and measures*

In line with the Foundation's Declaration of Principles, the studies should go beyond merely diagnosing problems and also propose concrete solutions and recommendations for decision-makers to adopt. In light of this, our objective is to ensure that knowledge translates into actionable recommendations to inform public policy, for both formulating and implementing policies. Simultaneously, these recommendations must avoid scientism and claims to universal and unquestionable truths. Rather, research must recognise that distinct normative objectives may require different approaches. To preserve the Foundation's independence, recommendations must explicitly state their assumptions and consider alternative scenarios, to facilitate more nuanced interpretations of complex situations.

### ii. *Independence*

The Foundation supports empirically robust and impartial research. Analysis and interpretation of findings must remain independent of ideological or party-political agendas, as well as private interests. Studies must clearly state their assumptions, methods, limitations and uncertainties, to allow for a well-founded assessment of their conclusions. This principle seeks to ensure studies yield reliable findings and contribute to a free, pluralistic and informed public debate.

### iii. *Multidisciplinarity and methodological triangulation*

This programme aims to address complex challenges which require coordinated collaboration across a range of academic fields. Studies supported by the FFMS should seek to integrate contributions from different areas and promote methodological triangulation. The aim is to foster dialogue between frequently unconnected disciplines. Combining multiple perspectives helps to produce more robust conclusions, identify disparate dimensions and generate more impactful knowledge.

### iv. *Efficient use of resources*

Project budgets have neither minimum nor maximum limits, meaning that funding can be tailored to each project's specific objectives, methodology, scale and needs. This flexibility requires that teams use resources efficiently, as set out in realistic, balanced and duly justified budgets.

### v. *Valorisation and accumulation of knowledge*

Scientific knowledge is cumulative: each study necessarily builds on previous contributions and adds new questions, evidence or perspectives. Understood in this way, projects should, wherever applicable, revisit and build upon existing scientific research, including studies previously funded by the Foundation. This could include updating data, applying new methods, reassessing conclusions or analysing new implications in the light of subsequent economic, social and institutional changes. This approach seeks to avoid duplication and maximise the impact of existing scientific knowledge, both in studies funded by the Foundation and within the wider scientific community.

## 6.

# Benefits of carrying out a study with the Foundation

A SUCCESSFUL APPLICATION MARKS THE START of a collaboration between the research team and the Foundation. Throughout the various phases of the project, researchers benefit from scientific guidance from the Foundation's scientific team — which includes project managers and scientific advisers from various fields — as well as editorial support and dissemination strategies to generate societal impact. The following points outline some of the key advantages of the Foundation's model and explain how we support research projects from their inception through to publication and dissemination of results.

### i. *Simplified administrative management*

The Foundation adopts a management model based on the autonomy and accountability of the teams. The research team is primarily responsible for managing the awarded budget. Entrusting this responsibility to the researchers affords them autonomy in deciding how to distribute funds, thereby reducing the project's administrative burden and allowing researchers to focus their resources and time on carrying out the research and producing reliable findings.

### ii. *Scientific supervision throughout the study*

Each project is supervised by a project manager and a scientific adviser. They monitor the progress of the work and support the team in addressing any scientific or operational difficulties.

This support includes regular meetings focused on progress made, next steps and any challenges, which the Foundation will help to solve, wherever possible. The Foundation's team also supervises

content intended for publication, helping to ensure its scientific rigour, clarity of presentation and accessibility to non-specialist audiences.

Similarly, the Foundation regularly organises workshops with external experts, inviting them to analyse and give feedback on interim versions of the studies. These sessions help teams to design high-quality research proposals. The Foundation covers all costs associated with these workshops, including the experts' fees.

### iii. *Direct funding of study expenses*

In addition to the budget allocated to the team, the Foundation directly covers various additional costs associated with the study. This includes linguistic editing, translation, typesetting and graphic design for a Foundation book publishing the study's findings, as well as interim workshops, scientific reviews and dissemination activities. Upon request by the research team, the Foundation may also support the publication of results with international scientific publishers under an open-access scheme, alongside a Portuguese-language version to be published by the Foundation.

### iv. *Dissemination and societal impact*

Each study receives a communication and dissemination strategy tailored to its characteristics, findings and target audiences. The Foundation is responsible for designing, implementing and covering all other costs of this strategy, seeking to bring the knowledge produced to public decision-makers, the scientific community, the media and society at large.

Dissemination initiatives may include contacts with journalists, meetings with decision-makers and other relevant stakeholders, public events, participation in podcasts and dissemination through the Foundation's own channels. The Foundation also monitors media coverage, audience figures and the digital reach of publications, sharing this data with the research teams to assess the reach and societal impact of their studies.

## 7. Application process and requirements

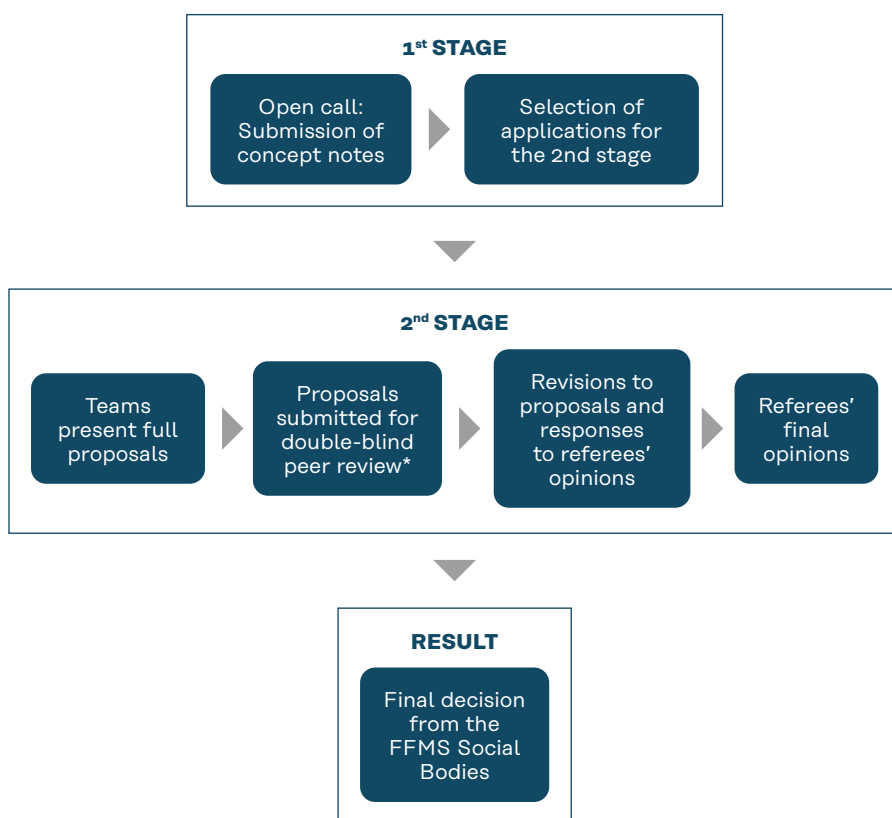
THE APPLICATION PROCESS FOR THE STUDIES PROGRAMME consists of two stages. During the first stage, teams submit a concept note outlining aspects such as the research question, the respective objectives and methodology and the team composition. The scientific team reviews these proposals and issues a non-binding assessment of each application. The Fundação Francisco Manuel dos Santos' Social Bodies then make the final decision on which applications advance to the second stage.

During the second stage, teams develop a full proposal, which will undergo a double-blind peer review. Teams normally have the opportunity to revise their application based on the referees' opinions and to respond to their comments. Applications must be submitted exclusively in English, enabling the Foundation to draw on international referees. This external evaluation aims to ensure an independent and impartial adjudication process and foster rigorous research proposals. The final decision on which applications will receive award contracts rests with the Fundação Francisco Manuel dos Santos' Social Bodies, based on the opinions of the referees and the scientific team. The Social Bodies reserve the right not to approve any of the applications. Selected applications are also submitted to an independent Ethics Committee for review, ensuring strict compliance with the ethical principles that guide the Foundation's activities.

Where applicable, authors must provide the compiled data and other relevant materials so that analyses can be replicated. Similarly, and in line with the principles of open research, authors must make the collected data available in an open data repository within six months of the study's completion (including notifying the project manager of the repository holding the data). This disclosure

must comply with ethical principles, data protection and the rights of all parties involved in the research. The aim is thus to promote transparency, scientific collaboration and the future use of the knowledge produced.

Research teams must also be available to participate actively in disseminating their findings. The Foundation will support authors in defining and implementing a communication strategy tailored to each study, using a variety of formats and channels to disseminate the results to the scientific community, public decision-makers, other relevant stakeholders and society at large.



\* Whenever at least one of the referees or the scientific adviser identifies relevant ethical issues in a second-stage application, the application will be referred to the Foundation's Ethics Committee at that stage. Where no relevant ethical issues are identified, the application will be referred to the Ethics Committee at the end of the process.





CONHECIMENTO GERA MUDANÇA

**ESTUDOS**  
DA FUNDAÇÃO