





Annual Report 2016



2016 in numbers



more followers in social

media compared to 2015

54 public events

COMMUNICATION	PRESS	NOTORIETY	PORDATA
17 communication campaigns	2553 news about the Foundation	SPONTANEOUS NOTORIETY 13% say they know the Foundation, against 2% in 2015.	863 thousand users (+ 5%)
5% INTERNET 43% OUTDOORS 2% PRESS 26%		TOTAL NOTORIETY 70% in 2016, compared to 37% in 2015.	2581 updated charts 366 "Did you know that"
TV 24% Advertising investment distribution		MOST HIGHLIGHTED PROJECTS 34%	3 new portraits
		Pordata 39% Rights and Duties 21%	1 new theme: Transports (Europe)
		Portugal Desigual	1 Theme redrafted:

Organization of Academy Pordata's 1st session Launch of the 2nd edition of the Pordata Innovation Prize Launch of Pordata KIDS' new websites - Schools and Games

Companies (Europe)

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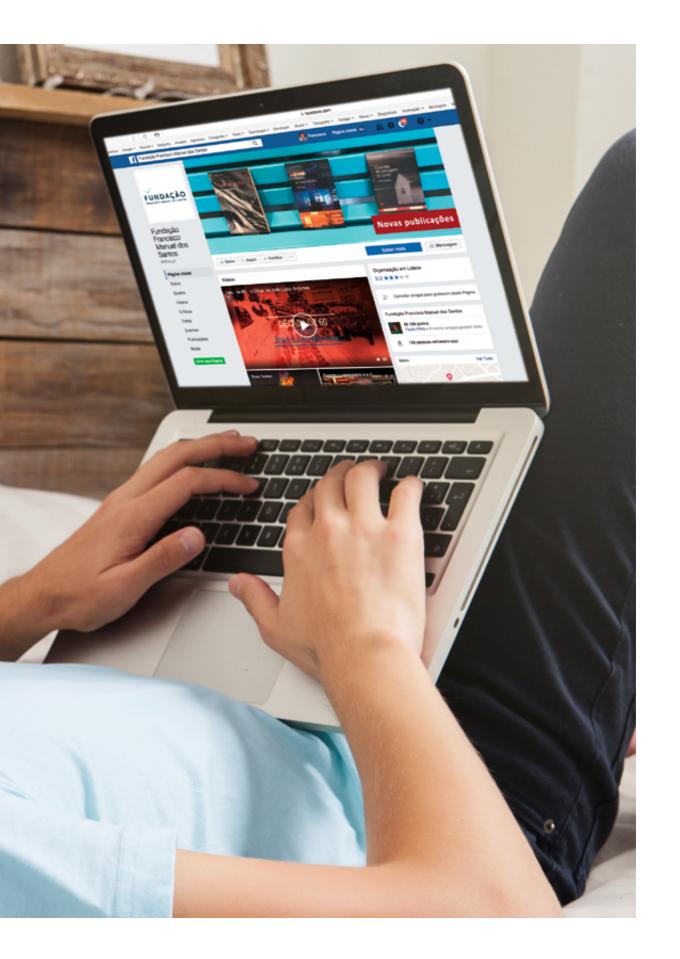
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Introduction

A t the institutional level, 2016 was a transition year for the Francisco Manuel dos Santos Foundation. Chairman *Nuno Garoupa* suspended his mandate for reasons related with his academical career and was replaced on 1 September, by *Jaime Gama*, non-executive Chairman of the Foundation since June 2014, who concentrated the role of Chairman of the Board of Directors with Chairman of the Executive Committee. It was an easy transition as expected, finalized with a last change in the Executive Committee: the entry, effective from January 1st 2017, of *Pedro Magalhães*, until then Scientific Director of the Foundation, but not part of its Governing Bodies. In order to frame these changes, some minor amendments were made in the Statutes, which followed all legal procedures and were officially approved¹.

The 2016 budget execution was thorough, with great efforts made to contain and control costs and complying with goals and objectives. It is worth noting that in 2016 the Foundation achieved a reserve fund which can cover the cost of all its activities for one year. The role of the Auditing Committee was of great importance in the process as we may infer from the number of meetings held and by the final conclusions it published.

The team responsible for the execution of the Foundations' program by means of good internal coordination and good work with external partners, was able to reach professionalism standards that contributed to the results achieved. It's a cohesive and experienced team in which synergies from different origins come to fruition; this allows to maximize the management of partnerships with no additional costs to the Foundation's central services with unjustified and over dimensioned bureaucracy.

¹ After the closing of Accounts on 31 December 2016, the new Statutes of the Foundation were published at the Justice Ministry's website on 6 January 2017. In 2016 the Foundation invested strongly on digital platforms as a way to disseminate contents created by its research teams and authors. With these new digital formats, which allow for the spread of its presence in social media, we may well be speaking about a change in the Foundation's communicational paradigm.

With new means of dissemination, the 2nd year execution of the triennial Scientific Program (2015-2017) was marked by a much broader promotion of contents, making the Foundation's studies and its authors ever more relevant to Portuguese society. In fact, this is the instrument that makes the Foundation a fundamental player. The Foundation works as an intermediary of public interest between researchers and interested opinion, helping to make accessible and coherent to the public the big flow of statistical data generated by *Big Data* producers

In 2016 the Foundation invested strongly in innovation. Digital works, content curatorship, creative communication, quality events, a rigorous and vivid editorial line, incentives to quality in the relationship with the Portuguese and international scientific community – all this has allowed to consolidate the Foundation as an indispensable player in the study of realities, in the debate of ideas and in the search for solutions to the great challenges of our time.

The year was also marked by the celebration of the "Agreement of Grant Concession" between the Francisco Manuel dos Santos Society and the Foundation. Signed on February 12, this agreement defines the amount of allocations that will be made to the Foundation for the next 10 years. It also includes a new classification of the allocated funds, which separates fixed costs, current and ongoing projects (Allocation A) from communication and innovation costs (Allocation B).

Orientated by the values of plurality, rigor and independence that guide the Foundation's rules of commitment from the beginning, we proceeded all throughout 2016 with the purpose of contributing to a better knowledge of the country – its society, economy and institutions –, providing the right materials so that those ends may be met based in well-founded options.

The Foundation has invested heavily on innovation.

Governing Bodies

n May 2016 the Foundation filed a new request for statutory amendments with the Presidency of The Council of Ministers (PCM) (process number 17/FUND/2016), aimed at strengthening its governance model. The amendments main goal is:

- To increase the number of members of the Board of Directors and of the Executive Committee;
- 2. To expressly grant a casting vote to each one of the Chairmen;
- To strengthen the competences of the supervisory body so that a new way of governance might be implemented by the Board of Directors and the Executive Committee.

The clearance order for the statutory amendment was issued by the Deputy Secretary of State and Administrative Modernization, *Graça Fonseca* on 13 December 2016, and was notified on 15 December (cf. Appendix V, Order of Authorization for Statutory Amendment, of 13/12).

The public deed for the amendment of Statutes was bestowed on 21 December 2016. In order for the process of statutory amendments to be concluded, the only missing part is the recognition by the Presidency of the Council of Ministers of the statutes bestowed by the public deed and the publishing of the deed of Statutory Amendments in the Justice Portal, which is expected to occur in 2017.

The structure of the Foundation's Board of Directors changed on 1 September 2016, with the departure of Chairman *Nuno Garoupa* and the arrival of new Chairman, *Jaime Gama*. The Board of Directors thanked the generosity and commitment of the departing Chairman.

In December, the Board of Trustees appointed *Pedro Magalhães*, Scientific Director of the Foundation, as Executive Chairman, effective 1 January 2017. At the end of 2016, the Board of Directors had the following members: *Jaime José de Matos Gama, António Bernardo Aranha da Gama Lobo-Xavier, António Carlos Candeias de Araújo, David José Ferreira Azevedo Lopes, Luís Filipe Marques Amado, José Manuel da Silveira e Castro Soares dos Santos, Maria Manuel Mota, Mariana Machado França Gouveia Sande Nogueira.* The current Executive Committee, elected on September 2014 (Appendix XII, Governing Bodies of the Foundation, from September 2014) was also subject to changes, being presided since 1 September 2016 by Jaime Gama, with three Executive Chairmen António Araújo (Director of Publications), David Lopes (Director-General) and Pedro Magalhães (Scientific Director) as guests and full members since 1 January 2017.

The Board of Directors publicly recognizes the contribution of the Board of Trustees throughout 2016, a year that was marked by the death, on 27 October, of Professor *João Lobo Antunes*, member of the Board of Trustees. The Board of Directors expressed its grief by the death of Professor *Lobo Antunes*, deliberated to organize a conference to honour the Trustee on the first anniversary of his death.

In 2016, the rapport with the Founding family was the best possible, as is tradition. In particular, the Board of Directors obtained from the Founder and Chairman of the Board of Trustees all required cooperation and all necessary support, in full respect of the independence and action of the Governing Bodies.

Internal Information

uring 2016, the Executive Committee of the Board of Directors continued to thoroughly inform the Governing Bodies about the daily activities of the Foundation, namely through the periodic distribution of its meeting minutes to all members of the Board of Directors and Board of Trustees.

The monthly newsletter continued to be published with the main goal of engaging, on a more continuous basis, the Governing Bodies and to improve the internal dissemination of information about the Foundation's activities.

Throughout the year, the scheduling of the Foundation's public events was coordinated with the Governing Bodies. The monthly informal lunches with directors and trustees also continued as a way to discuss new projects and activities. Finally, the monthly informal meetings between the Chairmen of the Foundation's Governing Bodies have also continued, as a way to ensure total consistency of agendas and objectives.

Participation in CPF

he Foundation's appointment to integrate the direction of the Portuguese Foundation Centre (CPF) is the acknowledgement of the work that has been developed by the Foundation since its creation, and constitutes an unequivocal sign of the credibility achieved by the institution in the Portuguese foundation sector.

The participation on the Board of CPF was ensured in 2016 by *António Araújo*, allowing the Foundation to closely follow its activities and to contribute in a decisive manner to deepening the dialogue with akin institutions.

The Foundation participated in all regular and extraordinary meetings of the CPF Board and other Governing Bodies (*e.g.*, its General Assembly) throughout the year, following the transformations that occurred in the legislative regulatory framework of the foundation sector and participated in cooperation activities carried out by CPF. Executive Board Member *David Lopes* participated on behalf of the Foundation, at the 1st Meeting of Corporate Foundations in Fontainebleu, France, on 5 and 6 December 2016, an event attended by 60 foundations from 10 different countries. Other Portuguese organizations present at the event included AGEAS Foundation, BIAL Foundation, Millennium BCP Foundation, Montepio Foundation, Vasco Vieira de Almeida Foundation and Vodafone Foundation.

Being a board member of CPF has also allowed the Foundation to have a privileged perspective over the way several Portuguese foundations actually place themselves in relation to funding provided by the Program Portugal 2020.

The Foundation highlights the importance of CPF and praises the work developed by its Governing Bodies, in particular by the Board of Directors.

Operational Management

he Foundation's Organizational Chart, approved at the end of 2014, maintains the same organizational philosophy and responded to the challenges presented by the plan of activities, as well as by new projects meanwhile initiated (*Appendix VII, Organizational Chart of the Foundation at 31/12/2016*), complying therefore with the goals of professionalization, restructuration, coordination, integration and rationalization, decided by the Boards of Directors and Trustees.

During 2016, four areas were in full operation: Contents (*Mónica Vieira*, coordinator; *Clara Valadas Preto, João Tiago Gaspar and Matilde Teixeira*); Marketing and Events (*Margarida Reis*, coordinator; *Rita Balcão Reis* and *Richard Freuis*); Commercial (*Susana Norton*, coordinator); Digital (*Maria Ferreira*, coordinator, accumulating with legal counselling; *Pedro Romano* who was replaced at the last quarter by *Rui Rocha*). Working with the Executive Committee was the Executive Assistant to the Board (*Isabel Bernardes*), IT, Processes and Systems Consulting (*Rui Pimentel*), Press Consultancy (*Ana Filipa Rego*) and Financial Consultancy (*José Quinta*). At the beginning of September, the post of Adviser to the President and the Executive Committee was created, a responsibility of *Maria Boavida*.

In the first semester of 2014, the Board of Directors approved a group of policies for human resources management that were broadly implemented, namely the introduction of individual goals, the procedures for the annual review of human resources and the human training course program. This way, all collaborators of the Foundation can be evaluated every year according to predefined objectives. 2016 was another year of this good organizational practice.

During 2016, the Director-General of the Foundation was responsible for the monthly report of management and activities. This report ensures operational transparency and the information punctually distributed to the Governing Bodies and the Founding family.

By their own request, the collaborators *Pedro Romano* (*Social Media*), *Diana Aguiar* (Marketing and Events) and *Teresa Cardoso* (Pordata) left the Foundation during 2016, having all received great praise and compliments by the Board of Directors.

Scientific Coordination

he Foundation's scientific coordination is a responsibility of *Pedro Magalhães*, Scientific Director since 2014. In terms of research projects, the Foundation is divided into five areas: *Knowledge*, coordinated by *Carlos Fiolhais*; *Economic Development*, coordinated by *Susana Peralta*; *State and Political System*, coordinated by *Pedro Magalhães*; *Social Policies*, coordinated by *Pedro Pita Barros*; and *Population*, coordinated by *Maria João Valente Rosa*. The scientific activity of the Foundation may also be divided into three major axes, all included in the scientific program for 2015-2017:

- "Good Governance" and Democracy: studies about the quality of government institutions and of central and local public administration functions, transparency and democracy and its consequences to populations' well-being and economic development. There are seven projects fully underway in this axis, framed in the area *State* and *Political System*.
- II. Social Cohesion and Intergenerational Justice: studies about how the design and functioning of social security and the educational systems affect the distribution of resources and opportunities amongst individuals and generations. There are eight projects contributing to this axis, with a ninth one been publicly submitted during the Foundation's *Month of Education*. These projects are framed in the Areas of *Knowledge*, *Population* and *Social Politics*.
- III. Innovation, Investment and Economic Growth: studies about how public and private investment in productive activities and in human resource training contribute to the economy's structural transformation, to the transfer of knowledge to enterprises and to economic growth. Five projects are included in this axis, having another been publicly presented in November. These projects are framed in the areas of *Knowledge* and *Economic Growth*.

In 2016, the Foundation signed seven contracts with research teams from several Portuguese and foreign universities. Besides, the scientific

direction and the coordinator from each of the areas accompanied the completion and dissemination of several projects, which had been contracted before the beginning of the 2015-2017 triennial. A more detailed description of the activities pursued in each of the Foundation's scientific areas can be found below.

I. "Good Governance" and Democracy

The following projects are taking place within the framework of this axis:

The crisis in the courts, coordinated by *Teresa Violante* (FD-UNL). It studies the enforcement by the courts of legislation that originated with the assistance program and the effects of the financial and economic crisis on jurisprudence. The project is part of the area *State and Political System*, has a scientific budget of 72.469€ and will be completed in the second quarter of 2018.

The quality of local governance, coordinated by *Luís de Sousa* (University of Aveiro) and *António Tavares* (University of Minho). This project aims at measuring and comparing the quality of governance in all 308 Portuguese municipalities and to analyse its consequences, in terms of achieving the three goals of the program *Europe 2020*. The project is part of the area *State and Political System*, has a scientific budget of 101.092€ and is due in the second quarter of 2018.

Local finances and the limitation of political mandates, coordinated by *Francisco Veiga* and *Linda Veiga* (University of Minho). It studies the effects of the limitation of political mandates in city councils in terms of public spending and debt at local level. This project is part of the area *State and Political System*, has a scientific budget of $65.805 \in$ and should be completed in the second quarter of 2017.

European funding: institutions, economic development and social cohesion, coordinated by *José Tavares* (Nova SBE). The main goal is to analyse the effects of access to European funding in terms of development at municipal level, showing the point to which they depend on institutional quality. The project is part of the area *State and Political System*, has a scientific budget of 77.490 \in and will be completed in the third quarter of 2017.

The State from within, coordinated by *Daniel Seabra Lopes* (ISEG). It aims to produce three institutional ethnographies about the functioning of the State from within, by accompanying the daily functioning of three different institutions. This project is part of the area *State and Political System*, has a scientific budget of 72.469€ and will be completed in the third quarter of 2017.

Budget, economy and democracy: a proposal for institutional architec*ture*, coordinated by *Abel Mateus* (European Bank for Reconstruction and Development). It studies the institutional architecture that better grants efficiency and transparency to the drafting of budgetary policies in Portugal. This project is part of the area *State and Political System*, it started in 2016 with a scientific budget of 74.000€ and results are due in the third quarter of 2018.

V-Dem: varieties of democracy, coordinated by *Tiago Fernandes* and *Staffan Lindberg* (FCSH and UGothemburg). Its goal is to compile and analyse specific indicators on the performance of Portuguese society in a comparative perspective. The Foundation is engaged in a consortium that includes fourteen other financial institutions, among which are the Riksbankens Jubileumsfond, the Knut e Alice Wallenberg Foundation, the European Commission and the Institute for Democracy and Electoral Assistance. Even though it is still in an initial phase, this project has already generated a website that provides indicators on democracy in southern European countries. *Staffan Lindberg* was also keynote speaker at the Annual Congress of the Portuguese Association of Political Sciences. The project is part of the area *State and Political System*, has a scientific budget of 124.415€ and its results are due by the second quarter of 2019 (with several interim outputs until then).

DIGITAL PROJECTS CREATED IN 2016

BORN IN PORTUGAL

GPS

To be born in Portugal is no longer what it used to be. We have less children and each time later. Why? What influences our decision to be parents? We went looking for clues, starting with the *Fertility Enquiry* from 2013, in partnership with the National Institute for Estatistics.

nasceremportugal.ffms.pt

UNEVEN PORTUGAL

CHRONOLOGIES

II. Social Cohesion and Intergenerational Justice

The following projects are taking place within the framework of this axis:

aQeduto: Evaluation, Quality and Fairness in Education, coordinated by *David Justino* (FCSH). This project is a collaboration with the Portuguese Education Council and studies the evolution of the results of Portuguese students on the PISA exams. The project is part of the area *Knowledge*, has a scientific budget of 52.126€, is co-financed by the Portuguese Education Council and the results are due by the third quarter of 2017.

Higher Education: economic and non-economic benefits, coordinated by *Miguel Portela* (EEG-University of Minho). It evaluates the economic return of families – in particular in terms of salaries, but also non-economic, in health, well-being and other aspects – that is obtained from investment in higher education. This project is part of the area *Knowledge*, has a scientific budget of $68.744 \in$ and results are due in the third quarter of 2017.

Gender equality and life stages: obstacles and opportunities, coordinated by *Anália Torres* (ISCSP). Its main goal it to understand how gender relations are characterized and structured at different stages in life – childhood/youth and adult life – and in different contexts and social conditions. This project is part of the area *Population*, has a scientific budget of 122.508€ and will be completed by the end of 2017.

Intergenerational equity index, coordinated by *Jorge Bravo* (IMS). It aims at creating and calculating an intergenerational equity indicator for Portugal, including a retrospective chronological view, and the ability to compute with the information contained in Pordata. As a result, the continuity of the computing and publication of the intergenerational equity index is ensured. This project is part of the area *Social Politics*, has a scientific budget of 43.050€ and is due by the end of 2017.

Intergenerational justice and sustainability, coordinated by *Gonçalo Almeida Ribeiro* and *Jorge Pereira da Silva* (FD-UCP). It focuses on theoretical and conceptual questions around the notion of 'intergenerational justice' and its implications for different domains, such as: consumption of non-renewable resources, investment with long-term results and anticipation of future earnings. This project is part of the area *Social Politics*, has a scientific budget of 49.200€ and will be completed by the end of 2017.

Replacement migrations and demographic sustainability: perspectives on the evolution of Portuguese economy and society, coordinated by *João Peixoto* (SOCIUS-ISEG). Evaluates the dimension of migratory balances and its consequences for the restoration of labour force and sustainability of the social security system in Portugal. This project is part of the area *Population*, has a scientific budget of 83.689€ and results are due by the second quarter of 2017.

Social mobility in Portugal, coordinated by *Teresa Bago d'Uva* (Erasmus University, Rotterdam). It aims to analyse long-term social mobility in Portugal (two to three generations), using quantitative methodologies for characterization and measurement. This project is part of the area *Social Politics*, has a scientific budget of 79.950€ and results are due by the end of 2017.

Balancing the Financial and social sustainability of the Portuguese pension system, coordinated by Amílcar Moreira (ICS – University of Lisbon). It focuses on the creation of a model for micro-simulation of social policies, in particular regarding pensions and social security. The works to be carried out fall into a broader line of collaboration at international level for the development and application of agreed methodologies between teams from several countries. This project is part of the area Social Politics, has a scientific budget of 202.032€ and will be completed by the third quarter of 2018.

The impact of early retention on low-achieving students, coordinated by *Luís Catela Nunes* (Nova SBE). This project aims to find the most important determinants of early retention in primary education, and its effects on subsequent school performance. The study was publicly presented during the Foundation's *Month of Education* of 2016. The total cost of the project was 20.321€.

Within the axis **Social Cohesion and Intergenerational Justice, three thematic months** were created:

The **Month of Population** took place in May and was developed around the study *Fertility Determinants in Portugal*, coordinated by *Maria Filomena Mendes* (University of Évora). Four debates took place at the Faculty of Medical Sciences of Nova University, with over 20 speakers. The first debate, entitled *Sons are good politics*, was moderated by *Ricardo Costa* and had the participation of a Member of Parliament from each parliamentary group represented at the National Assembly.

The **Month of Education** took place in October and included three conferences, one study presentation, two interim sessions of the *aQeduto* project and the publishing of two books. It's worth highlighting the debate about *Organization of the School Network* that took place at Torre do Tombo (National Archives), with the presence of *Tracey Burns* from OECD, among other specialists. Other events took place in Lisbon, Gondomar and Coimbra.

The **Month of Science** took place in November. It's worth highlighting the lecture by *Philip E. Tetlock* from the University of Pennsylvania, about the *Science of Forecasts*, which took place in the Rectory of the University of Lisbon.

III. Innovation, Investment and Growth

Geography and radiography of science in Portugal, coordinated by *Nuno Ferrand de Almeida* (CIBIO). This study aims at measuring the impact of science created in Portugal, taking into account the diverse nature of the several branches of science and also the its territorial distribution. This project is co-financed by the Oceano Azul Foundation and will have a specific section about marine sciences. It is framed in the area of *Knowledge* and has a scientific budget of 220.675€, of which the Foundation will fund 168.000€. It is due at the end of 2018.

Current challenges facing Portuguese international trade: a firm-level perspective, coordinated by *João Amador* (Bank of Portugal). It explores

three important dimensions of international commerce in Portugal: i) the exports of non-touristic services; ii) the barriers to the expansion of exporters; iii) the role of internal demand as a driving force for exports. The study uses databases in which the unit of observation is the company, taking advantage of the amount of information made available by the Bank of Portugal. This project is part of the area *Economic Development*, has a scientific budget of 58.472€ and is due by the end of 2018.

Diversification and growth of the Portuguese economy: The role of foreign *investment and other conditions,* coordinated by *Leonor Sopas* (Católica Porto Business School). This study tries to understand what kind of products have more potential to help Portugal diversify its productive structure, which are the expected effects of such a diversification and which institutional conditions and public politics are needed in order to seize those opportunities. This project is part of the area Economic Development, has a scientific budget of 116.383€ and is due by the second quarter of 2018.

Entrepreneurship and wage income, coordinated by *Rui Batista* (Instituto Superior Técnico and Brunel University London). It studies the composition of entrepreneurship in Portugal as well as its impact in the quality of companies and the kind of jobs it creates. This project is part of the area *Economic Development*, has a scientific budget of 89.720€ and its results are due by the end of 2017.

Closure of foreign MNC susbsidiaries: what remains when the company leaves?, coordinated by *Pedro de Faria* (University of Groningen). It analyses the professional careers of former workers of multinational corporations and the extent to which they may be agents of positive change in domestic companies. This project is part of the area *Economic Development*, has a scientific budget of 123.010€ and results are due in the second quarter of 2018.

GPS - Global Portuguese Scientists, in collaboration with the Centre Ciência Viva, Altice Labs and the University of Aveiro. This project was presented in 2016 during the *Month of Science* and culminated in the creation of a social network that connects Portuguese scientists from all over the world. The project is part of the area *Knowledge*, had a total cost of 89.720€ and was co-financed by Altice Labs and the University of Aveiro.







The scientific coordination department is studying the approval of a project entitled Human Resources Strategies in Immigrants' Entrepreneurial Initiatives, coordinated by José Mata (University of Lausanne). The objective would be to study the human resource strategies used by immigrants that start entrepreneurial activities in Portugal, with regards to hiring staff, finding partners in business, promoting their integration in Portuguese society. The aim is to understand to what the degree these strategies are well-succeeded. This project would be part of the area *Economic Development*, would have a scientific budget around 100.000€ and would be completed by the end of 2018.

Studies announced during 2016 that belong to the previous Scientific Program

In March, the study *Investments in infrastructure in Portugal* was presented at the Main Hall of Nova SBE. Coordinated by *Alfredo Marvão Pereira* (College of William and Mary, Virginia, USA), this project studies the economic effects of Portuguese investment in infrastructure and presents a large national and regional database about those investments, divided into twelve types of infrastructure.

In April, the study *Private companies and municipalities: dynamics and performances*, was presented at the Main Hall of the Town Council in Lisbon. Coordinated by *José Tavares* (Nova SBE), the study explains how municipalities associate themselves with the birth, performance and disappearance of private companies. It presents a portrait, in space and time, of a very diverse municipal landscape, associating indicators of context and municipal institutions, on one hand, and the experience of private companies, on the other. Besides, it isolates and identifies, amongst a great amount of information, specific mechanisms of cause and effect and suggests the creation of rankings of institutional efficiency for Portuguese municipalities.

In May, the study Fertility Determinants in Portugal was presented at the Nova Medical School. Coordinated by Maria Filomena Mendes (University of Évora), the study focuses on the fertility of the Portuguese population and it's based on the Enquiry about Fertility conducted in 2013 in the context of a protocol between the Foundation and the National



Institute for Statistics. This study ended up generating the digital work *Born in Portugal,* which has promoted mass access to its data.

In September, the study *Inequality of Income and Poverty in Portugal* was presented at the CGD Auditorium of the Higher Institute of Economy and Management. Coordinated by *Carlos Farinha Rodrigues* (ISEG), the study evaluates the social consequences of one of the deepest crises Portugal has lived in the past decades, as well as the measures adopted by public authorities. It focuses on the evolution of family income, between 2009-2014, and on the main indicators of inequality and poverty, analysing the social sectors most punished by the crisis. This study also generated a digital work, entitled *Portugal Desigual* (Uneven Portugal).

In 2016, the Scientific Program for the triennial 2015-2017, approved by the Foundation's governing bodies at the end of 2014, was ongoing. The contents team were dedicated to the dissemination of four projects related to that Scientific Program, to the contracting of new projects and to the dissemination of two other projects from the current Scientific Program, out of a total of twenty-two.

In 2016, the Foundation's research initiatives included 54 presentations, 28 publications – of which 6 are studies – and 3 digital works.

Digital Area and the Foundation's Websites

he year was marked by the consolidation of the Foundation's digital mission, a strategy that started being planned in 2015. Six new online projects were developed and presented to the public.

Three of these projects arose from the Foundation's studies and it's results were disseminated through new interactive and multimedia formats: *Portuguese Contemporary Chronologies*, launched in February; *Born in Portugal*, launched in May, on the occasion of the *Month of Population*; and *Uneven Portugal*, presented in September, based on the study of inequalities and the impact of the crisis on the income of the Portuguese. On the website, one can freely consult all the scientific conclusions and find further information about the topics addressed. Any interested person might get to know a certain reality in its whole using a mobile phone or a tablet; scientific data is presented on an easy-reading and dynamic format either through articles, videos or interviews.

Although the Foundation had great expectations for these new formats, the public recognition of their importance was very significant. That was further revealed with the attribution of the Sapo Award for Most Innovative Digital Media Platform 2016 to the site Chronologies of Contemporary Portugal.

Besides developing these interactive projects, in 2016 the digital department also operated a major reform of the Foundation's main website, namely by dividing it between website and blog. The website was also given tools to help with reading, thus allowing for more intuitive browsing and simplified access to information. Another crucial aspect in the reform was the change to a *responsive website*: in 2016, a third of visitors to the site or blog were using their mobile or tablet. The creation of the blog also deserves notice, as it's a whole new format for the Foundation. With its own editorial plan and several guest authors, 65 articles were published throughout the year covering diverse subjects. After eight months, it became apparent that this platform did indeed convey and promote the Foundation's contents, assuming itself as a gateway to knowledge that is here to stay.

Lastly, in November and as part of the *Month of Science*, the project *GPS – Global Portuguese Scientists* was launched. This project was the result of a partnership between the Foundation, Ciência Viva Centre, the University of Aveiro and Altice Labs. According to the newspaper *Expresso* this is a "kind of *LinkedIn*, a professional social network that gathers Portuguese scientists working all over the world". Since its public presentation, the network has reached more than 2.750 registered researchers. The initial goal of the project – to reach 2.000 members in six months – was reached in only 15 days.

The Foundation's Essays and Portraits, its main collections of traditional books, were also given a new digital life in 2016 through the use of the *e-book* format. Available at the Foundation's online store, hundreds of copies have already been sold, with both versions (paper and electronic) made available at an affordable price. The number of sales reveals that there is an audience for the electronic format, regardless of price. All this digital dynamic lead to a 20% increase in visits to the Foundation's websites, when compared with the previous year. The newsletter also saw its subscribers rise by 30%.

Social Media

With the rise of social media, the Foundation's digital strategy also made a strong bet in these communication channels.

The digital formats and contents mentioned above had a special echo in social media. The main conclusions from all studies were published with a new graphic approach, coming closer to small infographics. Several challenges were also created for users to participate in different interactive experiments on these platforms. For example, in *Chronologies of Contemporary Portugal*, viewers were invited to "know the history in your life" by entering their date of birth to see the main historical events of that day. In *Uneven Portugal*, an interactive tool was created, allowing viewers to "check if you could live with minimum wage" (this was shared almost 200 times). New rubrics dedicated to the Foundation's books were also created, for example "Say what is said", which features quotes from Essays and Portraits and a weekly pastime.

The Foundation's followers on social media have grown by 40%, compared to the previous year. Special reference to Facebook, where the Foundation's page reached 100.000 followers.



Chronologies of Contemporary Portugal

Featuring more than 10.000 facts about the last 55 years, *Chronologies* of *Contemporary Portugal* offers, not only several incredible stories, but also the more relevant political, economic and cultural events that took place between 1960 and 2015. The work was written by *Paulo Silveira* e *Sousa, António J. Ramalho* and *Octávio Gameiro* and reviewed by three distinguished historians: *António Duarte Silva, Fátima Patriarca* and *José Barreto*. The information is organized by decades and focus is on five thematic areas: *Politics, Culture, Society, Economy* and *International*. Through an explorative navigation, the user can access the information

DIGITAL PROJECTS CREATED IN 2016

BORN IN PORTUGAL

The GPS-Global Portuguese Scientists network aims at fostering collaboration between Portuguese scientists who work in different countries. It is a social media that brings together the Portuguese scientific diaspora and thereby increases its visibility and recognition in Portugal.



UNEVEN PORTUGAL

CHRONOLOGIES

using different paths. The search engine is one of the main tools, but there are other "entrance doors" for interactive areas with some highlighted events, maps with facts by municipality, or interviews to public figures that reveal their view on each decade. The historical events are accompanied by several old movies, news and radio spots. This was the result of a partnership with TV channel RTP, who agreed to display its archive.

The Chronologies of Contemporary Portugal, online since February 2016, have become a reference to all citizens interested in a rigorous study of the country's evolution in the past decades. This work received a *Sapo Award* for its innovative character.

Born in Portugal

Understanding human ideas about having or not having children is a vast and complex issue that in May 2016 was presented in a new format. The study was adapted to the digital era, mixing rigorous facts with simple ways of communicating.

Based on the results of the 2013 study *Enquiry about Fertility* (which was developed in partnership with INE, the National Institute for Statistics), and of the study *Fertility Determinants in Portugal*, the Foundation created this digital and interactive platform thought for everyone: men and women, young or old, with or without children. A number of articles written by TVI 24, a partner in this project, take the reader into the field of journalistic investigation about the theme. On the other hand, through interviews and testimonies, readers are given an insight into the choices and expectations of real people. Dynamic graphics and maps complement the texts, allowing for an enriching journey through birth rate numbers. This free-access platform offers information on both European countries and Portuguese municipalities.

Presented in a truly innovative way, this multimedia work is an essential reference to anyone seeking to better understand why people have or don't have children in Portugal.



CADA VEZ MENOS?

En ansal de las disalis y sintes la maintena en l'Angel de antenense de médide Rei Hou de antenense, funda de de la l'Angel Anten y en ante que funda de la desta de la districa y R est de médido a médido de antenense de la mos personal de la companya de la districa de la districa de la companya de la districa de la companya de la districa de la districa de la companya de la districa de la districa de la companya de la districa de la companya de la districa de la districa de la districa de la companya de la districa de la dist



Uneven Portugal

In fulfilling its mission, the Foundation has been particularly interested in the study of social and economic inequalities. In this sense, the study Economic Inequality in Portugal, published in 2012, represented an important milestone in understanding economic inequalities in Portugal. Nevertheless, the unavailability of statistical information when the study was being done, determined that its scope of analysis ended in 2009. Since then, the Portuguese economic and social situation changed significantly, so the Foundation decided to accompany this phenomenon and extend its study, in order to know the effects of austerity policies in the life conditions of families. Based on this new analysis, the Foundation launched the project Uneven Portugal, in partnership with TV channel SIC and the newspaper Expresso. The project focuses on the major changes in distribution of income and living conditions of Portuguese people throughout the lifespan of the economic adjustment plan. So that everyone may know the Portuguese reality.

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GPS - Global Portuguese Scientists

A digital platform aimed at knowing how many Portuguese scientists are around the world, their location and their professional paths. Launched in November, the *GPS* network main's objective is to foster collaboration between Portuguese scientists who work in different countries, to bring closer the Portuguese scientific diaspora and thereby increase its visibility and recognition in Portugal. Coordinated by *David Marçal*, this initiative is the result of a partnership with the Portuguese Agency for Scientific and Technological Culture – Ciência Viva Centre, the University of Aveiro and Altice Labs. Partners also include associations of Portuguese students living abroad: the Association of Postgraduate Portuguese in Germany (ASPPA), the *Association des Diplômés Portugais en France* (AGRAFr), the Portuguese American Post-Graduate Society (PAPS), the Portuguese Association of Researchers and Students in the UK (PARSUK) and Native Scientists. The GPS network is composed by every researcher who registers and contributes.

Other Sites of the Foundation:

the complete list of the Foundation's websites may be consulted on *Appendix IX*.

Pordata

Launched in February 2010, Pordata is today Portugal's main portal of statistics, know for rigorous presentation, for the easiness of data access, for the independence of information and for the large scope of the themes it comprises.

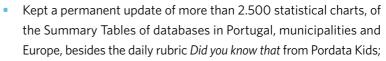
Pordata is a reference database in Portuguese society, serving a wide audience, which ranges from academics to journalists, from political decision-makers to business people.

Its role as a source of credible and trusted information is already consolidated. But in order to continue its path of excellence, Pordata cannot neglect the trends associated with the age digital knowledge, namely when it comes to the market of information technologies, telecommunications, the growing need of credible information and to the habits of network communication that characterize modern times.

Pordata, in 2016:



PRÉMIO PORDATA INOVAÇÃO



- Answered more than 600 requests from users and asked for more than 200 clarifications to information producing entities;
- Published a new theme *Transports* and reworked another -*Companies* - in the database *Europa*;
- Launched the 2nd round of the *Pordata Innovation Award*, having received 32 submissions and given three awards;
- Published the 1st edition of the *Portrait of Municipalities* in paper and digital – and the updated edition of *Portrait of Portugal* and *Portrait* of *Portugal in Europe*;
- Prepared several press briefings for the celebration of national/international days of statistics, women, workers, Europe, children, youth and elderly people;

- Collaborated with several media outlets in more comprehensive works about Portugal – with Sábado magazine, Portraits of the Last 30 Years; with Visão magazine, Portugal in Europe; with Jornal de Notícias, 40 years of Local Democracy; with Lusa agency, Portugal in 1986 and Today; and with Falar Global/CMTV, the program Did You Know That of Pordata Kids;
- Published Numbers in the Spotlight an eBook in partnership with Lusa agency: Portugal in 1986 and today;
- Began a partnership with Visão Júnior magazine, Kids get to vote;
- Inaugurated the exhibition *Pordata Live* at the Arts and Performance Centre of Figueira da Foz;
- Pordata Academy directed 690 training initiatives in statistics, reaching a total of 17.800 trainees, of which 9.500 were educated in Pordata and 8.300 in Pordata Kids.
- Pordata Academy also directed a training course on statistics literacy for journalists;
- Free online training courses on Pordata were made available on the site. Over 1000 people registered and the videos had 700 views on YouTube.

In 2016, Pordata grew in contents and also expanded its audience. In terms of access to the website, the number of sessions grew 5.5% and the number of users grew 5%, in comparison with 2015.

With respect to Pordata Kids, the website registered an increase of 146% in the number of sessions and also to an increase of 146% in the number of users, compared to 2015. Pordata followers on Facebook surpassed 30.000 in 2016 (in 2015 it had 24.000).

Pordata's management remained under the responsibility of Maria João Valente Rosa. The Pordata team also included: Ana Luísa Barbosa, Rita Rosado, Teresa Cardoso and Inês Vidigal.

Pordata Academy kept being coordinated by *Bernando Galvão* in 2016. The training team also included the following trainers: *José Pedro Silva, Melissa Gama* and *Mariana Sarmento*.

DIGITAL PROJECTS CREATED IN 2016

BORN IN PORTUGAL

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CHRONOLO

UNEVEN PORTUGAL

This site presents a study of the main changes on distribution of income, economic inequality and living conditions of Portuguese people, during the adjustment program of 2010-2014.



Publications by the Foundation

he Foundation's area of Publications is coordinated by Executive Director *António Araújo*.

This year was marked by the good relations with the main distribution retailers that had started in 2015 and for the recovery in book sales in supermarkets, particularly during the second semester.









The Foundation's Essays and Portraits

Throughout 2016, the Foundation published 12 books in the Essays collection (three more than expected): *Russia and Europe: a Part of the Whole,* by José Milhazes; Portugal and the Space, by Manuel Paiva; Politics and Entertainment, by José Santana Pereira; The Future of the European Union, by Eugénia da Conceição-Heldt, Portugal and the Atlantic, by Bernardo Pires de Lima; Tourism in Portugal, by Vera Gouveia Barros; Democracy in Europe, by Catherine Moury; Disabled People in Portugal, by Fernando Fontes; Environment in Portugal, by Sofia Guedes Vaz; The Value of Art, by José Carlos Pereira; Crisis and Crises in Portugal, by Carlos Leone; and Portugal, an Historical Profile, by Pedro Calafate. By December 2016, the collection's sales, already comprised of 69 books, had outreached 500.000 copies. (Appendix XIV, Essay's Aggregate Sales 2010-2016).

As planned, the Foundation publish six books in its Portraits collection. These are publications of a more personal style, closer to a large article, in a narrative format. In 2016, the published books were: *Soap Operas, Industry and Culture, Ltd.,* by *Eduardo Cintra Torres; Promised Alentejo,* by *Henrique Raposo; Police Station,* by *Susana Durão; Arigato, me,* by *Luís Brito; Roots, The country in the City,* by *Ana Sofia Fonseca;* and *Perpetual Motion,* by *Ana Cristina Pereira.* Despite being recent, this collection has already sold more than 59.000 copies (*Appendix XV, Portraits' Aggregate Sales, 2014-2016*).

In 2016 the Foundation also published the first title of the collection *Ethics for Our Time*, a partnership with the *National Council of Ethics for the Life Sciences*, presided by the late Professor *João Lobo Antunes*. The book And When I'm Not Able to Decide? by Lucília Nunes focuses on ethics at the end of life.

During the year, the Foundation also published the books *Crisis and Punishment*, by *Fernando Alexandre*, *Luís Aguiar-Conraria* e Pedro Bação and *Praxis and Academic Traditions*, by *Elísio Estanque*.

All publications had a public launch ceremony, directed at a public close to each theme, by means of the location chosen for the launch, through contacts made and through the media.

Besides the usual presence in bookshops and supermarkets, the Foundation also had a significant presence at Lisbon's Book Fair, where it had its own large and very visible space, *Foundation Square* (with coffeeshop Jeronymo). It also carried on selling books in some BP gas stations and in postal offices (CTT) and renewed its partnership with Círculo de Leitores.

In 2016, books from back catalogue were freely distributed in all public libraries and reading spots in all 308 Portuguese municipalities, an initiative that had a very positive reception from the recipients.

2016 was a year of consolidation for the new strategy of disseminating publications (in commercial terms and in visibility). The Foundation built a presence plan through media campaigns for the collections *Essays* and *Portraits*. It improved its visibility at main bookshops and opened new sales channels, thus reinforcing online sales, which already represent very significant amounts.

Magazine XXI

Directed for the second year by *António José Teixeira* (*Appendix XVI*, *Magazine XXI*, *Editorial Board*), who carried on with the functions for which he had been mandated, the magazine's sixth edition, entitled New and Old Borders, was launched in February at the Geographic Society in Lisbon. Invited for the debate, were contributors *Pedro Calado, Teresa Tito de Morais, Gonçalo Matias* and *Rui Marques. The* magazine's seventh edition, entitled *Democracy in Turmoil*, was launched in June 2016 at Lisbon's Book Fair in the presence of contributors *Pedro Norton* and *António Vitorino (Appendix XVII, Magazine XXI's Aggregate Sales, 2011-2016*).

The Foundation in the Media

O16 was a year with many Foundation-related news. January was marked by several news articles about the book *Russia and Europe: A Part of the Whole*, by *José Milhazes*, which "lies on the couch the relations between Russia and Europe", as Diário Digital wrote a few days before the book's release. The author was interviewed by radios *Antena 1* and *Rádio Renascença*. In the same month, and because of the presidential elections, there were several media stories referring to data on Pordata.

Launched on 11 February, the sixth edition of Magazine XXI had several mentions in the media that day. Starting with the pre-publishing of the interview with *Durão Barroso* in Diário de Notícias, large spaces were dedicated to the theme in Expresso and Jornal de Notícias, as well as on radios Rádio Renascença and Antena 1. Until the day of the debate between *Durão Barroso* and *António Guterres* the theme retained the interest of the press, with Diário de Notícias advertising the event that was broadcasted by TV channel RTP. Besides the live broadcast, RTP showed several journalistic pieces, and TV channel SIC also covered the event. In total, there were more than 90 media mentions of Magazine XXI.

The launch of essays and portraits were newsworthy throughout the year. Special notes to the portrait *Promised Alentejo*, by *Henrique Raposo*, which was mentioned in over 100 media clippings in March, when it was published. That same month the Foundation published the study *Investments in infrastructure in Portugal* which, in a single day, earned 31 media mentions. The media were also interested in *Soap Operas, Industry and Culture, Ltd.,* another portrait published in March.

In April, it is worth noting the media coverage of the Foundation's website. Newspaper Diário de Notícias wrote: "The Foundation changes its website in order to put the whole of Portugal online", while Observador refereed to the project in the following way "The Foundation presents a new digital world".

In May, 169 news pieces were published about the *Month of Population*. This month was dedicated to themes like birth rate and fertility, highlighted in the the 25-minute TV piece *Repórter TVI*, which reached audiences above average. The topic was also object of the comment of *Luís Marques Mendes* in SIC and earned a big headline in Público newspaper. Also worth noting, is the article that Expresso online dedicated to the study *Fertility Determinants in Portugal* and to the digital work *Born in Portugal*, which was also presented in May. Media coverage wasn't exclusive to the release of the digital work, though, and there was media presence in each of the 4 debates organized.

In June, 14 news pieces were published about the presence of the Foundation at Lisbon's Book Fair. Radio TSF, a partner of the Foundation broadcasted live from the *Foundation's Square* its shows *Bloco Central*, *Pares da República* and *Pessoal e Transmissível*, giving more media visibility to the initiative. The TV show *Sociedade Civil* was also broadcasted live, having as guest *Pedro Magalhães*, the Foundation's Scientific Director.

News pieces in June also focused on presentation of the Foundation's *Annual Conference*, with special emphasis on the article from TVI, which made a very complete presentation about what was due to happen on 7 October. *Visão, Diário Digital, Diário de Notícias* and *Jornal de Notícias* were some of the outlets covering the presentation of the annual event.

In July and August there was a considerable number of news based on Pordata information, including an interview with Pordata's director *Maria João Valente Rosa*, entitled *The promotion of digital literacy is a mission of vital importance* was published. Worth notice is also the publication of a Pordata portrait, *Portugal 2015*, in partnership with Sábado magazine. In August, Pordata data was widely published for International Youth Day, with over 50 news pieces published (mostly online). The media has been using the statistical database more and more; that month, among others, Pordata provided information for articles ranging from working hours to the Olympic Games. In August articles about the digital work *Chronologies of Contemporary Portugal* were also published as well as news pieces on the books *Environment in Portugal*, by *Sofia Guedes Vaz* and *Disabled People in Portugal*, by *Fernando Fontes*.

The digital work *Uneven Portugal* was very well-received by the media. In the public presentation day itself, on 19 September, there were 98 news stories about the topic. Emphasis naturally goes to two journalistic pieces aired by TV channel SIC, the Foundation's partner in this project, with nearly 15 minutes each. Expresso newspaper, also a partner, published a 4-page article on the topic. In total, more than 130 news were published and several opinion pieces were written about the study. Besides the article by Expresso's director, *Pedro Santos Guerreiro*, one should highlight the text of *Sérgio Figueiredo* (the director of TV channel

Portuguese media are increasingly using the Foundation's database of statistics

TVI, a competitor of SIC). This digital work marked Portugal's media agenda and, as such, coverage wasn't exclusive to the Foundation's partners (Impresa), with several media outlets present at its release.

In September, it's worth highlighting TVI's "great interview" with *Mario Vargas Llosa*, who was keynote speaker at the Foundation's Annual Conference. In a conversation with journalist *José Alberto Carvalho*, the Peruvian Nobel Prize Laureate reflected over the present and the future, which he sees with concern but also with optimism.

The Foundation's Annual Conference in October was the subject of a considerable number of news pieces before, during and after its conclusion. In total, more than 100 articles were published. Before the event, the Foundation was news in the main newspapers like Público, Jornal de Negócios and Expresso by means of interviews with some of the Conference's speakers (*Ian Shapiro, Pia Mancini* and *Vargas Llosa* are some examples). During the Meeting the sessions were thoroughly covered by the media. As an example, Sábado magazine wrote nine articles on the day of the event. Coverage from foreign media should also be noted, namely *El Mundo* and *La Vanguardia*. The coverage from media partner TVI should also be emphasised – not only did it live broadcast several parts of the Conference, but also dedicated a good part of *Jornal das 8* (Evening News) to the event, including an interview of Founder *Alexandre Soares dos Santos* conducted by *José Alberto Carvalho*.

But October news weren't just about the Annual Conference. In a month already well-known as the Foundation's *Month of Education*, other initiatives had great echo in the media, like in previous years. Throughout the month, the Foundation invited teachers and educational agents to a broad reflection about education in Portugal. Various debates and strategic presentations were part of the agenda, including a lunch with journalists, where they could informally talk to the authors of the studies published that month. Several articles were published throughout the month, including 125 news pieces about the conference *Organization of the School Network* and about the studies *Comparison between National Exams in Portugal and in 12 other Countries*, coordinated by *Jaime Carvalho e Silva* and *Is Repeating School Year Good for Students?*, coordinated by *Luís Catela Nunes*.

The Month of Education was also marked by the news around the book Hazing and Academic Traditions, with special reference to the coverage by newspapers Observador and Público. In October, the Foundation published the last group of Essays of the year, which were also noted in the media: *Portugal, a Historical Profile, by Pedro Calafate; The Value of Art, by José Carlos Pereira; and Crises in Portugal, by Carlos Leone.*

November was once again the *Month of Science*, with the promotion of several initiatives: the launch of the project *GPS – Global Portuguese Scientists*, which was quite well-received by media, with over 50 references; the lecture *Science of Forecasts*, by *Philip E. Tetlock*, which was covered by newspaper Público and TVI. The last conference of the month, organized in partnership with Culturgest, was a return to the *Brave New World*, and revisited the work of *Aldous Huxley*.

Despite the fact that there were no events in December, project *GPS* kept on being news. Also *Superforecasting* remained a newsworthy topic during the month, with the publishing of interviews with the author, *Philip E. Tetlock* following the conference *Science of Forecasts*, by newspapers ECO and Correio da Manhã and by the TV show *Falar Global*, which dedicated one of its broadcasts to the theme.

All throughout the year, the conferences associated to the study *aQeduto* attracted media attention, with over 200 news pieces published about the study. Also Pordata had more than 600 references in the media in 2016.

A final highlight of 2016 was the partnership with magazine Visão, which resulted in the publication of 12 opinion pieces about major themes of the Foundation's agenda, written by its authors and members of its governing bodies.

The Foundation's Events

he Foundation must become an important institution in Portuguese civil society, being the main goal of its Governing Bodies to ensure it fully complies with the statutory mission of studying, discussing and challenging Portuguese society. It was therefore with great joy that the Foundation ended 2016 in 5th place of the Portuguese foundations' notoriety ranking. People that know the Foundation or some of its projects, but can't relate to them, are already a minority,



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Chronologies of Contemporary Portugal is a digital work that allows users to find historical information about the last 55 years in Portugal and around the world.

It includes more than 10,000 facts and one can find surprising as well as relevant political, economic and cultural events from 1960 to 2015. and it's amongst the youth that notoriety is bigger (results from the *Notoriety Report* conducted in November 2016 by *IPG Mediabrands*). This is clearly a reason for pride for the Foundation, which is small in terms of share of investment when compared with other national foundations.

An important contribution to the Foundation's public recognition are all the conferences and debates it organizes and all the publications and studies it makes available. It is through them that it can help society learn and debate themes of great importance for its own enlightenment. In 2016, 78 events were organized, with the participation of 5829 citizens and 322 speakers.

Annual meeting

On 7 October 2016, the Teatro S. Luiz in Lisbon hosted the Conference What Democracy? The Debate goes to the Streets. The Conference was prepared by a Scientific Board presided by Maria Lúcia Amaral and was composed by Ravi Afonso Pereira, Catarina Roseta Palma, Catherine Moury, Felisbela Lopes, Francisco Seixas da Costa, Miguel Nogueira de Brito, Pedro Mexia, Pedro Vicente, Serena Cabrita Neto and by an Executive Committee coordinated by David Lopes and which included Margarida Reis, Rita Balcão Reis, Richard Freuis, Rui Pimentel, Maria Ferreira and Ana Rego, also counting with the support from all the Foundation's collaborators.

The great novelty of this Annual Conference was the creation of the *Foundation's Gardens, which* took place on 3, 4, 5 and 6 October. The initiative was commissioned by *António Araújo,* the Foundation's Director of Publications, and organized in partnership with Fidelidade, which made available the inner garden of its building in Largo do Chiado. Held in the week prior to the Annual Conference, the debates at the Foundation's Gardens worked as activation and impulse for the theme *What Democracy*? Each debate proposed a different analysis of democracy from different perspectives, from humour, to music or literature.

After each debate, the participants had the opportunity to watch the movie cycle commissioned by *Pedro Mexia* and held at the Studio Mário Viegas of the São Luiz theatre. The aim was to broaden the reflection over the central theme of the Conference – Democracy.

The afternoons organized at the *Foundation's Gardens* were divided into four major themes, four debate sessions, four movies sessions, four

speakers and four moderators. In total, over 500 people gathered at the Gardens (including participants in the movie cycle).

The Annual Conference *What democracy? The Debate Goes Out to Street* was organized around six major themes, and included eight sessions with nine hours of content, 14 speakers, four moderators and around 600 participants (from which about 20% were students).

Regarding the audience: Thanks to media partner TVI's coverage, approximately 1.891,000 people followed this initiative. The event was broadcasted live through live streaming. Besides the broadcast at the Foundation's website, the sessions were also broadcasted at TVIPlayer, TVI24 and Sábado's magazine website, counting 8.000 views in total. The most watched moment online was the interview of *Mário Vargas Llosa*, headline at TVI24, TVI and TVIPlayer.

All sessions were recorded and made available the same day, at the Foundation's YouTube channel so that everyone interested was able to watch or review the Conference. These videos had a total of 1.268 views with an average view time of 11 minutes and 19 seconds.

In the end, the review of this year's Annual Conference was very positive. For 95% of all respondents, their knowledge about the debate themes increased after the Conference, and for 91% the discussion between speakers and moderators contributed to their vision of future (a slight increase regarding 90% and 83% respectively from the previous year). The quality of the debate and the content presented by speakers, the organization, the relevance of selected themes, and the choice of Lisbon's downtown area (with easy transportation access) were, for most respondents, the main factors that made this Conference unique, when compared with other events.

Conferences, debates and other events

In 2016, the Foundation added 12 new publications to its Essays collection, five to the Portraits collection and published three books about themes ranging from the Portuguese economy bailout, the ethics over termination of life and an the analysis of hazing and academic traditions. All publication had a public launch and/or debate. Among these, the cycle *To think Portugal* in *El Corte Inglés* of Lisbon deserves special notice, as do the initiatives organized by the Foundation at the Lisbon's Book Fair. There were also events dedicated to the release of five major studies, where themes like Economy and Education were analysed, going through the reasons that make Portuguese people not have children or analysing the evolution of inequality during the financial crisis.

Magazine XXI had two editions on 2016. The first one focused around the refugees' drama, revealing one of the main contradictions of our time: a world that says to have less and less boarders but builds more and more walls. With the magazine release there was a debate between *António Guterres* and *Durão Barroso* to try and answer the question *What world is this?* Live broadcasted at RTP from Teatro Thalia. This meeting tried to better understand the world with two of the most influential Portuguese citizens in their respective areas. The second edition suggested a journey about the state of democracy, its defects and disenchantments. The presentation was held at the Lisbon's Book Fair.

The House of the Future, installed at the Portuguese Foundation for Communications, was the place chosen for the presentation of the Foundation's new website, blog and eBooks and also of the campaign *I'm on the net*. This action was aimed at increasing the visibility of the Foundation and its sites. The means chosen for the campaign focused on digital channels and social media. The results were excellent and strengthened the *digital first* strategy that the Foundation had chosen to follow.

May was the *Month of Population* and had the launching and presentation event of the study *Patterns and Tendencies of Births and Fertility in Portugal* and the digital work *Born in Portugal*, at the maternity Alfredo da Costa. This event was followed by four debates around topic, which took place throughout the month at the Nova Medical School.

The Book Fair opened its door at Parque Eduardo VII from 26 May until 13 June. At the *Blue Square – Foundation's Square*, dedicated to Knowledge, several Essays and Portraits were launched, as was the 7th edition of Magazine XXI. The partnership with newspaper Diário de Notícias was renewed in 2016, allowing its readers to daily collect a book at the *Foundation's Square*. The collaboration with radio TSF was also intensified, with the Foundation's debate cycle being promoted on the airwaves. The *Foundation's Square* was also enriched with live broadcasts of TSF programs like *Pessoal e Transmissível*, *Bloco Central* and *Pares da República*.

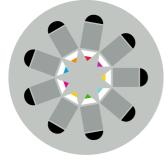


In September, a second digital work was published. Called Uneven Portugal, it was an update of the study Inequality of Income and Poverty in Portugal: The Social Consequences of the Adjustment Plan. The launch of the work took place at the Journalists Club in Lisbon, and was followed by a conference in ISEG. Participant in this conference, moderated by Raquel Albuquerque, included Michael Förster (OECD), Carlos Farinha Rodrigues (the study's coordinator) and Manuel Villaverde Cabral.

Keeping in mind its mission of bringing information to the general public, the Foundation participated in FOLIO, the International Literary Festival of Óbidos, where it launched three publications (a magazine and two essays). The Foundation also organized two lectures in the Azores Islands: *Science in Portugal*, by *Carlos Fiolhais* and *Pseudoscience*, by *David Marçal*, delivered in different High Schools from Ponta Delgada.

In October, during the *Month of Education*, important topics were debated: the organization of the school's network, the role of parents in the educational system, the consequences of grade retention for students and the improved results of Portuguese students in international tests. This cycle was held at Torre do Tombo in Lisbon, at the Auditório Pedro Nunes in Coimbra, and at the Auditório Municipal de Gondomar.

To celebrate teaching and education, the Foundation launched a new e-learning area. After having trained face-to-face almost 50,000





students, journalists, teachers and other professionals, Pordata Academy now makes its training accessible online to everyone.

Usually at the Foundation, November is dedicated to Science and the 2016 program for the month included several activities: a conference on "The Science of Forecasts", held at *Rectory of the University of Lisbon*, where speaker *Philip E. Tetlock*, talked about the his book, *Superforecasting*; the presentation of the digital network *GPS – Global Portuguese Scientists*, aimed at fostering collaboration between Portuguese scientists working in different countries, was held at the auditorium of *Pavilhão do Conhecimento – Ciência Viva* in Lisbon. And, to close the month, the debate *Brave New World Revisited* was held at Culturgest, where the relationship between art and technology was debated. The Foundation invited 20 renowned international speakers for the three conferences, in which more than 500 people where present and 2,000 more followed via online streaming.

By multiplying its dissemination formats, the Foundation tries to reach a wider and more diversified audience. By adopting *digital first* as a communication strategy, publishing eBooks, developing a new mobile responsive site and a blog, and regularly communicating its activities on social media, the Foundation aims at tightening its relationship with society and at promoting debate on the different themes it presented.

2016 Financial Report

he detailed Financial Statements, attached hereto, reflect the Foundation's accounts.

The funding commitments made by the founding family were fulfilled punctually in 2016 and the Foundation is honoured by the confidence translated by this gesture.

The Board of Directors continued pursuing a careful financial policy, striving to maintain the existing financial reserves while, at the same time, guaranteeing the funds to honour previous contracts.

The Board of Directors endowed the Foundation with sufficient staff and executives to execute the ongoing projects. This was reflected in the operating costs and costs with staff, as included in the Financial Statements.

The projects' distribution of projects by theme and function reveals consistency and continuity in respect to the options and methods associated with the Foundation's activity.

According to the Board of Directors' decision of 24 June 2016, the net results of annually accounted exercises, positive or negative, are transferred to the Endowment Fund at the line Earnings or Losses Brought Forward, by which the Board of Directors proposes that the result of 469.675€ achieved for 2016 be transferred to Earnings or Losses Brought Forward.

Prospects for 2017

n 2017, the Foundation will continue to pursue its mission of studying Portuguese society and promoting debate and knowledge. A very positive and challenging year is expected, in which:

- the triennial scientific cycle for 2014-2016 ends and the Foundation prepares the Scientific Program for 2018-2020;
- the Foundation begins a regular television presence with a monthly show on channel RTP3 "to debate the major themes challenging Portugal and the world";
- the Foundation consolidates its digital strategy, launching new digital works and creating podcasts, in partnership with the media;
- the Foundation bets on technological innovation and technical upgrade of its online platforms;
- the Foundation prepares a memorable annual Meeting, dedicated to Equality, that will take place in Aula Magna, at the University of Lisbon;
- the Foundation publishes nine portraits, six essays and 11 studies, expecting to increase the offer of events throughout the year.

In 2017, the Foundation will keep on producing quality knowledge about Portuguese society and will also bet on effectively promoting that same knowledge. In order to go further and reach more Portuguese citizens.

Lisbon, 7 April 2017

The Board of Directors

Jaime Gama, Chairman

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António Araújo, Member

António Lobo-Xavier, Member

David Lopes, Member

José Soares dos Santos, Member

Maria Manuel Mota, Member

Jana M. Ush.

Luís Amado, Member

Mariana França Gouveia, Member

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Balance Sheet

Reporting period ending on 31 December 2016

			EUROS
ASSETS	Notes	2016	2015
Non-Current Assets			
Other financial assets	16.2	7.197	4.215
Current assets			
Stock	5.2	276.051	258.322
Clients	6	79.843	80.208
State and other public bodies	7.1	53.662	109.920
Other accounts receivable	8	12.936	17.296
Deferrals	9.1	39.354	13.388
Other financial assets	4.2	4.025.606	4.034.919
Cash and bank deposits	4.1	4.195.603	3.909.717
Total assets		8.690.252	8.427.985

Notes	2016	2015
	1.000.000	1.000.000
9.2	5.423.500	0
	469.675	0
10	6.893.175	1.000.000
11	908.038	1.090.460
7.2	57.974	124.365
12	831.065	789.660
9.2	0	5.423.500
	1.797.077	7.427.985
	8.690.252	8.427.985
	9.2 10 11 7.2 12	1.000.000 9.2 5.423.500 469.675 10 6.893.175 10 11 908.038 7.2 57.974 12 831.065 9.2 0 1.2 9.2 0 1.797.077

The Board of Directors

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Certified Accountant (n.º 60077)

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Profit and Loss Statement by Nature

Reporting period ending on 31 December 2016

			EUROS
INCOME AND COSTS	Notes	2016	2015
Sales and services provided	13.1	228.264	203.096
Subsidies, donations and legacies	14	7.000.000	7.981.284
Raw materials and consumables used (cost of sales)	5.3	(285.850)	(260.758)
External services and supplies	15	(4.958.336)	(6.340.507)
Employees' benefits	16.1	(1.530.228)	(1.355.404)
Inventory impairment (losses/reversals)	5.2	(42.117)	(105.674)
Impairment of receivables (losses/reversals)	6	0	(9.598)
Fair value increases/decreases	19	(9.313)	2.548
Other income and gains	13.3	171.891	12.591
Other costs and losses	17	(18.403)	(14.642)
Other expenses (donation of books to entities)	17	(89.403)	(116.115)
Income before depreciation, financial charges and tax		466.505	(3.179)
Expense/depreciation and amortization reversals		0	0
Operating Result (before financing costs and tax)		466.505	(3.179)
Financial income and similar gains	13.2	3.415	19.453
Interests and similar expenses supported		0	0
Result before tax		469.920	16.274
Deferred taxes (for the period)	7.2	(245)	(16.274)
Net Income for the period	20	469.675	0

The Board of Directors

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Certified Accountant (n.º 60077)

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Statement of Cash Flows (Direct Method)

Reporting period ending on 31 December 2016

		EUROS
	2016	2015
Operational Activities		
Revenue from Clients	271.369	290.314
Payments to Suppliers	(403.492)	(1.204.703)
Payments to Employees	(702.263)	(683.406)
Operations' Flows	(834.386)	(1.597.795)
Tax:	(808.341)	(832.428)
Income tax retention		
Personal Income Tax (IRS) Category A	(362.134)	(418.586)
Personal Income Tax (IRS) Category B	(46.746)	(91.171)
Personal Income Tax (IRS) Category E	(11.195)	(7.280)
Social Security Contribution	(388.266)	(315.391)
Operational Activities' Flows (1)	(1.642.728)	(2.430.223)
Investment Activities		
Payments referring to:		
Other Operations (projects)	(5.072.898)	(4.664.439)
Revenue from:		
Interest payment and Other Costs	3.415	19.454
Investment Activities' Flows (2)	(5.069.483)	(4.644.985)
Funding Activities		
Revenue from:		
Donations	7.000.000	7.000.000
Payments referring to:		
Interest payment and Other Costs	(1.903)	(3.795)
Funding Activities' Flows (3)	6.998.097	6.996.205
Net Cash and Cash Equivalent Variation (1+2+3)	285.886	(79.003)
Cash and Cash Equivalent in the beginning of the period	3.909.717	3.988.720
Cash and Cash Equivalent at the end of the period	4.195.603	3.909.717

The Board of Directors

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Note 1) The values from 2015 were restated, taking into consideration Cash and Bank Deposits as equivalents of Cash and excluding financial assets kept for the negotiation of this item.

Note 2) In 2016, the **Operational Activities'** item "Payments to Suppliers" started to include only those payments to suppliers that are not directly affected to a project. As such, in a comparison with the previous period, should one attempt at reclassifying it, that item in 2015 would amount to 294.105 euros, while the item "Other Operations (projects)" of investment activities would amount to 5.577.037 euros.

Certified Accountant (n.º 60077)

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Notes to the Financial Accounts

Reporting period ending on December 31, 2016 (amounts expressed in euros)

1. Introductory note

The Francisco Manuel dos Santos Foundation (hereinafter referred to as the "Foundation" or "FFMS") is a non-profitable, private-law entity, incorporated on February 12th 2009, with unlimited duration, by the company Francisco Manuel dos Santos, SGPS, S.A. (hereinafter referred to as The Founder), having its registered head-offices at Largo Monterroio Mascarenhas, nr. 1, in the parish of Campolide, in the Lisbon district and in the Lisbon Municipality.

The Foundation was acknowledged by Order nr. 13591/2009, dated 5 June 2009 and declared a private entity of public utility status by Order nr. 5159/2010, dated 12 March 2010, both issued by the office of the Secretary of State for the Presidency of the Council of Ministers.

On March 1st 2013, the confirmation of FFMS' public utility status was published in the Official Gazette (2nd series, number 43, section C) and hereinafter the Foundation was regulated by the provisions of the Foundations Framework Law, approved by Law 24/2012, dated 9 July 2012.

By way of Order nr. 3666/DAJD/2013, the Council of Ministers approved the deed executed on 21 November 2013, which was published in the official internet portal by the Ministry of Justice, and that included FFMS' new by-laws and the appointment of the new members for its Governing Bodies.

The main goal of FFMS is to foster and to increase the knowledge about Portuguese reality, in order to contribute to the development of society, the consolidation of the citizens' rights and to the improvement of public institutions.

Within such scope, a range of studies are carried out, with a special focus on demography and population, social and economic conditions, social and economic development, health, education, professional training, social security, the State and democratic institutions, among others.

2. Accounting framework for the preparation of these financial statements

2.1. Disclosure of the accounting framework used for the preparation of these financial statements

These financial statements have been prepared subject to the financial and accounting normalization system ("SNC")1 as set forth in Decree-Law nr. 158/2009 of 13 July 2009, in accordance with the financial and accounting normalization system applicable to non-profitable entities ("ESNL")2, as approved by Decree-Law nr. 36-A/ 2011, of 9 March 2011.

We have applied the accounting and financial reporting standards ("NCRF")3 relevant for entities of the non-profit sector in all matters pertaining to recognition, measuring and disclosure. However, in the event that the provisions of the accounting and financial reporting standards for entities of the non-profit sector are not adequate in respect of specific aspects of FFMS' accounting and financial reporting of any transactions or situations, or if a given omission is so significant that it detracts from the purpose of rendering faithful and accurate information translating the financial position on a certain date and the performance in the reporting period, FFMS will resort to, for the exclusive purposes of overcoming such an omission, to the supplementary provisions, indicated as follows, according to the corresponding order of prevalence: (i) Accounting and financial reporting standards and corresponding interpretative provisions (hereinafter referred to as "NI")4 of the financial and accounting normalization system; (ii) International Accounting Standards ("NIC")5; and to (iii) International Accounting Standards (IAS) and international Financial Reporting Standards (hereinafter referred to as "IFRS") and corresponding interpretative provisions (SIC and IFRIC).

The following financial statements, which have been prepared on the basis of FFMS' accounting records, have considered the following starting points:

Going concern

These financial statements have been prepared based on the assumption that FFMS has the ability to continue in activity and operating as a going concern for a period of, at least but not limited to, twelve months, as from the date of the balance sheet.

Accrual basis of accounting

The items are recorded as assets, liabilities, capital funds, income and costs when they satisfy the definitions and the recognition criteria for those elements. Income and cost are recorded whenever they are respectively generated or incurred in, regardless of the date of the corresponding receipt of income or expense payment.

Consistency of presentation

The Foundation shall retain the presentation and classification of any items included in the financial statements from one period to the next, unless: (i) it is apparent, following a significant change in the nature of FFMS' operations that another presentation or classification would be more appropriate considering the criteria for the selection and application of accounting policies set forth in NCRF-ESNL; or (ii) NCRF-ESNL require a change in the presentation and, in any event, only (iii) if the modified presentation provides reliable and more relevant information for these financial statements; and (iv) if the revised structure of the presentation is likely to continue, so that comparability is not impaired.

Offsetting

The Foundation separately records both the assets and the liabilities, and the income and the expenses, in the corresponding items of the Statement of Financial Position (balance sheet) and of the Profit and Loss Account and, thus, there has been neither any offsetting of assets for liabilities nor any offsetting of costs for income.

Comparative information

In the event of any changes to the presentation or classification of items in its financial statements, the entity shall reclassify comparative amounts unless such reclassification is impracticable and, thus, the accounting policies and measuring criteria used for all amounts reported in the current period's financial statements are comparable to those used to prepare the disclosed comparative information. 2.2. Indication and justification for any exceptional deviation from the provisions in the SNC-ESNL and of the corresponding effects in the financial statements, which are required to produce a faithful and accurate representation of FFMS' assets, liabilities, income and expenses.

In the preparation of these financial statements, there has been no deviation from the provisions in the SNC-ESNL and thus, said financial statements produce a faithful and accurate representation of FFMS' assets, liabilities, income and expenses.

2.3. Indication and comments regarding the accounts in the Statement of Financial Position and the Profit and Losses Account whose contents are not comparable to those of the last annual reporting period.

All the contents in the statement of financial position account and in the profit and losses account are comparable to those of the last annual reporting period.

3. Basis for this presentation and main valuation criteria

The main valuation criteria used in the preparation of these financial statements are as follows:

- a) Financial Investments Treasury Funds are recorded at its price of acquisition and at the end of each reporting period, the quote indicated by the bank is valued.
- b) Promoted Projects Expenditure corresponding to "Promoted Projects" (see note 18), in particular in respect to "Scientific Committee Projects" and "Other Programs" is recorded in the item "Supplies and Services Promoted Projects" for the reporting period when latter projects are executed, regardless of the actual reporting period in which the expense is made (see note 15). When projects are attributed on a multiannual basis, the

corresponding costs are registered subject to the evolution and achievement of each project's stages. The expenses related to "Publications" (Essays, Magazine XXI and Other publications) are recorded in the "Stock" account, in the "Cost of sales" (see note 5) and in the "External Services and Supplies" account.

- c) Accruals and Deferrals The difference between the amounts received and paid-up and the corresponding income and expenses are recorded in the Accruals and Deferrals items.
- d) Founder's Endowments Founder's Endowments are recorded as equity capital on the date of confirmation of such endowments, regardless of the latter being actually received on same date (see note 10).
- e) Operating Grants Contributions by The Founder to pay for project expenses or for FFMS' operating costs are recorded in the balance sheet item "Deferrals – Donations" and are charged to results, in the exact measure of the needs required to cover for the costs incurred in for each reporting period (see note 9.2).

4. Cash flows and financial investments

4.1 The item Cash, and its equivalents in the demonstration of the Cash flows, includes cash and bank deposits that are immediately available (within three months).

In this demonstration, the comparative value on 31 December 2015 was restated from 7.944.636 euros to 3.909.717 euros, considering that Cash and its equivalents include, exclusively, Cash and Bank Deposits, and no longer include Other Financial Assets – Treasury Funds (see 4.2 below).

In respect to the Statement of Cash Flows, the amount recorded as "Cash and Cash Equivalent by the end of the reporting period" breaks down as follows:

	2016	2015
Cash	8.878	6.227
Bank deposits	4.186.725	3.903.490
Total	4.195.603	3.909.717

4.2 The value of the item Other Financial Assets, 4.025.606 euros (4.034.919 euros in the previous reporting period), concerns the application of financial resources into Treasury Funds.

5. Stocks

5.1 The movements in the stocks item are as follows:

		Movements of the reporting period			riod
	ltems	Opening balance 31.12.15	Increase	Decrease	Final balance 31.12.16
lumn "Increase"	Inventory:				
es the value	Inventory - Essays	321.047	199.247	120.482	399.811
s, the column ase" includes the goods sold and	Inventory – Magazine XXI and Other Publications	216.717	146.449	165.367	197.799
als consumed.	Total	537.764	345.696	285.850	597.610

The colu includes of sales, "Decrea cost of g material

The final balance of the "Inventory - Essays" item includes:

Items	2016	2015
Foundation stock	301.829	272.670
Consignment stock	97.982	48.377
Total [1]	399.811	321.047

The final balance of the item "Inventory - Magazine XXI and Other Publications" includes:

tems	2016	2015
Foundation stock	115.836	151.316
Consignment stock	81.963	65.401
Total [2]	197.799	216.717
Aggregate Geral [1+2]	597.610	537.764

5.2 In the reporting period ending on 31 December 2016, the impairment loss referring to the stocks of Essays, Magazine XXI and Other Publications, regarding years 2010 to 2012, 2013, 2014 and 2015, amounted to 100%, 75%, 50% and 25% respectively, as per the following table:

	ltems	Cost	Impairment	NRV 2016	NRV 2015
	Stocks:				
	Inventory - Essays	399.811	252.360	147.451	110.804
NRV - net realizable	Inventory – Magazine XXI and other publications	197.799	69.199	128.600	147.518
value	Total	597.610	321.559	276.051	258.322

The item "Impairment" breaks down as follows:

Items	Opening balance 31.12.2015	Impairment (reinforcement)	Final balance 31.12.2016
Impairment:			
Inventory – Essays	210.243	42.117	252.360
Inventory – Magazine XXI and other publications	69.199	0	69.199
Total	279.442	42.117	321.559

5.3 The cost of goods sold, in the amount of 285.850 Euros, corresponding to Essays and Magazine *XXI* and Other Publications, was calculated as follows:

Movements in the reporting period

Items – Essays	Stocks
Opening Stocks	321.047
Purchases/Adjustments	199.247
Closing Stocks	(399.811)
Costs in the fiscal year [1]	120.482

Items - Magazine XXI and other publications

Costs in the fiscal year [2]	165.367
Closing Stocks	(197.799)
Purchases/Adjustments	146.449
Opening stocks	216.717

Total Costs	Stocks
Opening stocks	537.764
Purchases/Adjustments	345.696
Closing Stocks	(597.610)
Costs in the fiscal year [1]+[2]	285.850

The valuation of inventories is recorded at cost value or net realizable value, whichever is lowest.

6. Clients

The value of impairment refers exclusively to the balance to be received from ST&SF – Sociedade de publicações, Lda.

	2016	2015
Regular clients	89.441	89.806
Losses through aggregate impairment	(9.598)	(9.598)
Total	79.843	80.208

7. State and other public bodies

The item referring to State and Other Public Bodies breaks down as follows:

7.1 Assets

	2016	2015
Tax withheld	11.874	12.278
VAT – Receivable	41.788	97.642
Total	53.662	109.920

7.2 Liabilities

	2016	2015
Income tax liability	245	16.274
Withholdings of tax	30.519	52.845
Social Security contributions	27.210	54.766
Wages Guarantee Fund	0	480
Total	57.974	124.365

The Foundation benefits from the public utility status and therefore the exemption provided for in Article 10, Section 1, Line c) of the Corporate Income Tax Code (IRC) is applicable, in accordance with the Order of the Presidency of The Council of Ministers, dated 12 March 2010, which was confirmed by Order nr. 3294/2013, dated 29 January, published in the Official Gazette (2nd series, number 43) of 1 March 2013.

In accordance with the legislation in force, tax returns are subject to revision and correction by tax authorities for a period of four years (or five years for Social Security Authorities, as from 2001). For this reason, the Foundation's tax return for 2016 may be subject to revision. However, the Board of Directors understands that possible corrections to be included as a result of any revisions and/ or inspections by the authorities shall not have significant impact in the present financial statements.

8. Other accounts receivable

This item breaks down as follows:

	2016	2015
Other accounts receivable:		
Interests receivable	0	3.212
Other receivables (debtors)	8.172	10.820
Suppliers (outstanding balances)	4.764	3.264
Sub-total	12.936	17.296
Total	12.936	17.296

9. Deferrals

This item breaks down as follows:

9.1 Assets

	2016	2015
Other costs to be recognized	39.354	13.388
Total	39.354	13.388

This items mainly includes costs with services related to computer assistance, *Enterprise Platforms*, and insurance.

9.2 Liabilities

	2016	2015
Operating grants	0	5.423.500
Total	0	5.423.500

In the previous reporting period, the amount recorded in the item "Deferrals – Operating Grants" regarded the amount of the contributions granted by The Founder (Sociedade Francisco Manuel dos Santos) that was yet to be spent in funding FFMS' activity (project-related expenses and FFMS' operating costs). The recognition of these contributions for the income of the reporting period was made for the exact amounts of the said expenses, to the extent that such expenses are not covered by other income.

In this reporting period, this item has no balance, since, as mentioned in note 2.3 above, a new process in the registry of the annual grant attributed by SFMS SE was adopted. These will be recognized, in totality, as earnings for the reporting period during which they are disbursed. The balance from the non-utilized Grant (5.423.500 euros), during the validity of the first contract *Appropriations Concession Agreement* (which ended in February 2016) was transferred to reinforce the Endowment, as deliberated and approved by the Board of Directors.

9.3 The item "Deferrals – Operating Grants ceases to be used for accounting purposes in the current reporting period (note 2.3).

The changes recorded in the item "Deferrals – Operating Grants" as from the Foundation's start up until 31 December 2015 were as follows:

	Grants Received	Operating expenses	Deferred subsidies
	2009 a 2015	2009 a 2015 (B)	2009 a 2015
SFMS, SGPS, SE	38.000.001	32.576.501	5.423.500
Others (A)	211.170	211.170	0
Total	38.211.171	32.787.671	5.423.500

Aggregate Total

Allocation map of grants received:	Value	
Projects (note 18)	24.885.269	
Operating costs	7.902.402	
Total	32.787.671	

Between 2009 and 2015, 32.787.671 euros were spent, of which 76% were allocated to projects and 24,75% to operating costs (net value of sales and services provided).

10. Capital payment (endowment) and variations

The endowment in the amount of 1.000.000 Euros was fully paid in during the fiscal year of 2009.

The variations in Capital Funds refer to: i) transfer of the balance from the item Deferrals (which included the grants received during the first contract "Agreement of Grant Concession") in the amount of 5.423.500 euros, which were not used to finance the Foundation's activities to the day of their expiration (February 2016), as mentioned in point 2.3 above; and to ii) the impact of the result during this period.

(A) The entities referred to in the item "Other Entities" include Fundação Ciência e Tecnologia, Smurfit Kapp, SA, Santander Totta SA and Global Notícias.

(B) The operation costs of the period comprised between 2009 and 2015 include the value of 171.891 euros, due to the cancelation of projects that led to the non-use of the estimated funds. Its regularization started in 2016 and inclusion in the iten "other earnings" (see note 20).

11. Suppliers

This item breaks down as follows:

	2016	2015
Suppliers Current Account	841.846	974.813
Consultants and individual service providers	66.192	115.647
Total	908.038	1.090.460

12. Other accounts payable

This item breaks down as follows:

	2016	2015
Creditors by accrued expenditures:	193.629	186.655
Salaries to be paid	24.114	45.801
Independent service providers - Social Security	110.155	116.220
Remuneration of Governing Bodies	493.877	440.984
Other accrued expenses	821.775	789.660
Other creditors	9.290	0
Total	831.665	789.660

The amount of 193.629 euros recorded in the item "Salaries to be paid" is an estimation of the holiday pay and additional holiday bonus to be paid in 2017, in respect to the employees' legal right to receive holiday pay and an additional holiday bonus that has matured in 2016.

The amount of 110.155 euros recorded in the item "Remuneration of Governing Bodies" is an estimate of the 2016 remuneration of FFMS' Governing Bodies to be paid in 2017.

The item "Other accrued expenses" includes: i) the amount of 32.420 euros, corresponding to services provided by the Faculdade de Ciências Sociais e Humanas (Faculty of Social Sciences and Humanities), within the scope of Pordata, as well as other projects and studies; ii) the amount of 182.142 euros concerning expenditures with external human resource services (Unilever/JMD/R); iii) the amount of 279.315 euros concerning expenditures with projects of the Executive Commission and with FFMS publications and programs, as detailed in the Activities Report.

13. Revenue

13.1 The item "Sales and Provision of Services" breaks down as follows:

2016	2015
90.190	96.349
63.715	48.923
60.075	42.221
213.980	187.493
14.096	15.466
188	137
228.264	203.096
	63.715 60.075 213.980 14.096 188

13.2 The item "Interest and other similar Income" breaks down as follows:

	2016	2015
From Bank Deposits	3.415	16.092
From other Treasury Funds	0	3.361
Total	3.415	19.453

13.3 The item "Other forms of Revenue" breaks down as follows:

	2016	2015
Corrections relating to previous financial years	171.802	11.340
Other	89	1.251
Total	171.891	12.591

The amount of 171.802 euros concerns the regularization of the accounting estimates that were made in previous reporting periods, related with salaries and canceled projects, which did not make use of the estimated funds.

14. Subsidies, donations and legacies

Within the reporting period, donations in the amount of 7.000.000 euros were collected (see note 9), and allocated as income:

	2016	2015
Subsidies from the Founder		
Sociedade Francisco Manuel dos Santos	7.000.000	7.981.284
Total	7.000.000	7.981.284

15. External services and suppliers

This items breaks down as follows:

DESIGNATION	2016	2015
General Project Expenditures (Planning, Control, IT Adaptation))	45.860	107.459
Legal Counseling	9.898	18.236
Accounting Consultancy and Related Costs	21.550	25.835
Auditing Services	7.175	7.175
Leases and Rentals and Related Costs	27.284	81.891
Travelling Expenses	49.790	84.065
Representation Costs	45.225	90.143
Books, Technical Documentation and Office Supplies	2.924	11.389
Administrative Costs	242	74.811
Other External Services and Supplies	10.344	34.562
Subtotal	219.291	535.566
Publications (note 18)	936.830	796.898
VAT paid	51.826	68.138
Subtotal	1.207.947	1.400.602
Specialized Labor - Promoted Projects	3.283.961	4.126.769
IVA paid	466.428	813.136
Subtotal (note 18)	3.750.389	4.939.905
Total excluding IVA	4.440.082	5.459.233
Total IVA	518.254	881.274
Aggregate Total	4.958.336	6.340.507

16. Employees' benefits

16.1 This item breaks down as follows:

	2016	2015
Remuneration of Governing Bodies	611.730	580.905
Salaries of Employees	520.164	420.939
Attendance Fees	164.641	125.000
Social Charges	223.965	214.089
Other Costs (insurance)	9.728	14.471
Total	1.530.228	1.355.404

The Foundation's Human Resources Establishment Plan included, at the end of 2016, 14 employees, among which 3 are members in the Governing Bodies (Chairman and Members of the Board of Directors).

The amounts of attendance fees assigned to the Members of the Board of Directors and of the Board of Trustees are regarded as income from employment, category A, and as such, are subject to income tax retention and to Social Security contributions.

16.2 Law nr. 70/2013, of 30 August 2013, establishes the legal framework of the Labor Compensation Fund and its application is mandatory to all contracts executed after 1 October 2013. In compliance with such regulation, the calculation of the amount for said Fund corresponds to a rate of 0,925% of the base salary. The calculated amount is recorded as a financial asset and is in respect of 4 employees only:

	2016	2015
Non-current Assets		
Other financial assets	7.197	4.215
Total	7.197	4.215

17. Other costs and losses

This item breaks down as follows:

	2016	2015
Other Costs and Losses		
Offers and samples of stocks (donations to public entities)	89.403	116.115
Contributions, taxes and unfavorable exchange rate differences	2.105	14.124
Other	13.086	518
SubTotal	15.191	14.642
Total	104.594	130.757

18. Promoted projects

The Foundation develops projects in five areas: Knowledge, Development, Politics, Population, and Society and Social Politics. Until the end of the reporting period, the following projects were approved, totaling 33.998.586 euros. The projects' respective costs amounted to 29.989.858 euros, as discriminated below::

APPROVED AN		ROVED AMOU	NTS		SPENT AMOUNTS	
Projects	2009-2015	2016	Total	2009-2015	2016	Total
Knowledge	737.620	595.989	1.333.609	622.177	355.427	977.604
Development	341.668	391.220	732.888	448.582	178.719	627.301
Politcs	631.348	648.424	1.279.772	717.996	277.689	995.685
Population	212.103	320.159	532.262	225.386	168.523	393.909
Society and Social Policies	225.305	454.603	679.908	120.130	264.137	384.267
Scientific Coordination	252.663	148.113	400.776	104.550	104.550	209.100
Before 2014 (*)	5.200.581	-	5.200.581	3.832.572	-	3.832.572
Total Projects Scientific C.	7.601.288	2.558.508	10.159.796	6.071.393	1.349.045	7.420.438
Debates, Documentaries and Other Projects	925.423	101.058	1.026.481	823.685	60.105	883.790
Portals	6.460.898	1.342.161	7.803.059	6.008.725	1.150.304	7.159.029
Present and Future	7.265.179	1.088.127	8.353.306	7.156.777	810.145	7.966.922
Rep. e Systems	910.036	463.355	1.373.391	1.218.603	380.790	1.599.393
Total Other Programs	15.561.537	2.994.701	18.556.238	15.207.790	2.401.344	17.609.134
Total Projects	23.162.815	5.553.209	28.716.024	21.279.183	⁽²⁾ 3.750.389	25.029.572
Amount to be retained						3.686.452
Publications	3.914.865	1.367.685	5.282.550	3.606.086	⁽¹⁾⁽³⁾ 1.354.200	4.960.286
Amount to be retained						322.264
Aggregated Total	27.077.692	6.920.894	33.998.586	24.885.269	5.104.589	29.989.858
Amount to be retained						4.008.728

Amount to be retained

(*) The scientific projects were classified from 2014 onwards, inclusively.

(1) The values allocated to publications, concerning production, do not include the Value-added Tax due to the fact that they concern a taxable activity and, consequently, the VAT paid in the purchases is deductible (pro-rata regime).

(2) Expenditures in 2016, amounting to 3.750.389 euros, correspond to expenditures with projects, registered in the item "External Supplies and Services" (note 15).

(3) Expenditures on publications includes: i) the Cost of Sales (Raw Materials and Consumables Used), in the amount of 285.850 euros (see note 5.3), ii) the amount of 42.117 euros (see note 5.2) concerning the reinforcement of impairment charges of goods published in previous years, iii) the amount of 89.403 euros (note 17) concerning donations to various institutions; and iv) the amount of 936.830 euros (note 15) concerning costs with events (198.565 euros), POS actions (194.267 euros), logistics management (54.906 euros) and advertising costs (489.092 euros).

Summary	2016	2015
Projects approved with a Capital Spending Proposal (CSP)	33.998.586	27.077.692
Amount spent	(29.989.858)	(24.885.269)
Amount to be retained in 2017	4.008.728	2.192.423

Regarding the amount to be retained, which is of 4.008.728 euros, in respect to Projects approved with a Capital Spending Proposal (CSP), a surplus amount of 8.221.209 euros is available, which has been invested in bonds and in term bank deposits, as follows:

Summary	2016	2015
Financial Applications - Treasury Funds	4.025.606	4.034.919
Bank Deposits	4.195.603	3.909.717
Total	8.221.209	7.944.636

19. Fair value increases and decreases

The item "Fair Value Increases" includes gains obtained from the appreciation of financial instruments (Treasury Funds) according to the quotation indicated by the financial institutions that manage the corresponding portfolio.

Fair Value Increases/Decrease	2016	2015
Losses/Gains on Financial Instruments	9.313	2.548
Total	9.313	2.548

20. Other information

During this reporting period, 7.000.000 euros were received from the Founder. The Foundation's operational costs amounted to 6.679.775 euros, creating a surplus of 320.225 euros, as noted in the chart below (in previous reporting periods, the difference between the grants received and the operational costs were registered in the item "deferrals", as mentioned on note 9.2):

	Grants received	Operational Costs
	2016	2016
SFMS, SGPS, SE	7.000.000	6.679.775
	Surplus	320.225

Map of grant use:	Valuer	Accumulated value (2009-2016)
Projects (note 18)	5.104.589	29.989.858
Operational Costs	1.575.186	9.477.588
Total	6.679.775	39.467.446

To this surplus, the following was added: i) the earnings considered supplementary to the activity, amounting to 3.415 euros and those referred to the reversion of the excessive estimates from previous years, amounting to 171.891 euros. The following was deducted: ii) costs related to the reductions of "fair value", the estimate of income tax for the period and estimates corrections that refer to previous years, amounting to 25.856 euros. As a result, the liquid result from the reporting period amounts to 465.675 euros.

In the current reporting period, 76% of totals costs were applied to Projects and the remaining 24% applied to Operation.

21. Disclosures required by additional legal regulations

The remuneration paid to the Certified Auditor amounted to 6.500 euros.

22. Events after the balance sheet date

Until the date on which this report was completed, there were no significant events relevant for the comprehension of financial statements attached hereto.

The Board of Directors

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Certified Accountant (nr. 60077)

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Legal Certification of Accounts

(Report originally issued in Portuguese. In the event of discrepancies, the Portuguese language version prevails.)

Report on the audit of the Financial Statements

Opinion

We have audited the accompanying financial statements of Fundação Francisco Manuel dos Santos (the Entity) which comprise the balance sheet as of 31 December 2016 (that presents total assets of euro 8.690.252; patrimonial funds of euro 6.983.175, including a net profit of euro 469.675), the income statement, the statement of cash flows for the year then ended, and the notes to the financial statements, including a summary of the significant accounting policies.

In our opinion, the accompanying financial statements are presented fairly, in all material respects, in accordance with accounting and financial reporting standards for the Entities of the non-profit sector adopted in Portugal through the normalization system.

Basis for opinion

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

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

Responsibilities of Management

Management is responsible for:

- the preparation of the financial statements in accordance with accounting and financial reporting standards for the Entities of the non-profit sector adopted in Portugal through the normalization system;
- the preparation of a activities report, under the applicable law and regulation;
- the creation and maintenance of an appropriate internal control system that allows the preparation of financial statements that are free from material misstatements due to fraud or error;

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AUREN AUDITORES

Fundação Francisco Manuel dos Santos

- the adoption of accounting policies and criteria appropriate in the circumstances; and
- the evaluation of the Entity's ability to continue as a going concern, disclosing, whenever applicable, the matters that may cast significant doubt on the continuity of its activities.

Auditor's responsibilities for the audit of the financial statements

Our responsibility consists in obtaining a reasonable assurance on whether the financial statements as a whole are free from material misstatements, whether due to fraud or error, and to issue an auditor's re-port 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;
- obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the Entity's internal control;
- evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by management, in accordance with accounting and financial reporting standards for the Entities of the non-profit sector adopted in Portugal through the normalization system;
- 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 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 in accordance with accounting and financial reporting standards for the Entities of the non-profit sector adopted in Portugal through the normalization system;



Fundação Francisco Manuel dos Santos

 communicate with those charged with governance, 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 includes also the verification of the agreement between the information included in the Management report with the financial statements.

Report on the other legal and regulatory requirements

About the Activities report

In our opinion, the Activities report was prepared in accordance with the applicable law and regulations and the information included therein is in agreement with the financial statements, we did not identify material misstatements.

Lisbon, 7th April 2017

AUREN Auditores & Associados, SROC, S.A. Represented by:

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Victor Manuel Leitão Ladeiro R.O.C (n.º 651)



Report and Opinion of the Audit Board

To the Board of Trustees

In compliance with the statutory provisions, and in the exercise of our capabilities, we are herewith submitting the report on our supervisory activity and our Opinion concerning all accounting documentation presented by the Board of Directors of the Francisco Manuel dos Santos Foundation (hereinafter referred to as the Foundation), with regard to the fiscal year ending on the 31st December 2016.

We accompanied the evolution of the Foundation's activity, verifying the accounting records and supporting documents, having obtained from the Board, at all times, all documents, clarification and information requested.

We ascertained that the financial statements included in the relevant accounting documents were prepared in accordance with the accounting principles generally accepted in Portugal and complied with the adopted legal provisions, thus expressing the accurate financial situation of the Foundation.

In addition, we have analyzed the Report from the Board of Directors, which informed us about the most significant aspects of the Foundation's activities and actions, present and future.

We emphasize that the Opinion of this Auditing Board is supported by the viewpoint (attached), regarding the aforementioned financial statements, expressed by the Member of AUREN Auditores & Associados, SROC, S.A., as a result of the task assigned to him, in view of his technical expertise.

We, therefore, are of the opinion that the Activities Report issued by the Board of Directors and the accounting documents concerning the fiscal year ending on the 31st December 2016 be approved.

Lisbon, 13 March 2017

The Audit Board,

Henrip Poura LL

Dr. Henrique Soares dos Santos Chairman

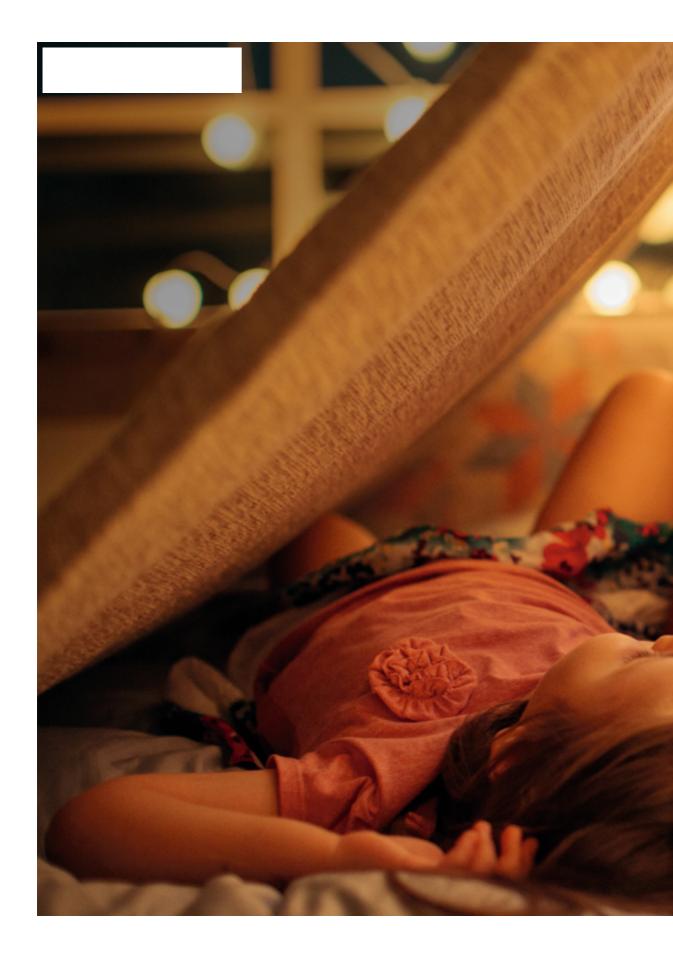
Dra. Paula Prado Rosa Member

TAL.

AUREN Auditores e Associados, S.R.O.C.S.A. Representada por: Dr. Victor Manuel Leitão Ladeiro (R.O.C nº 651) Member

Report originally issued in Portuguese. In the event of discrepancies, the Portuguese language version prevails.







APPENDIX 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 the 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 rigour 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 reinforce 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 Foundation shall act with absolute independence regarding all powers, public and private, ideologies, currents of opinion, philosophical tendencies, creeds and religious denominations. The governing bodies shall act as guarantors as to the compliance with the Foundation's statutes, notably that of its independence.

The Foundation deems it essential to promote a more active involvement of civil society in reflecting and solving national problems and thus, it shall endeavour its best efforts so that citizens are widely aware of its initiatives and projects. In this line, the Foundation shall seek to provide Portuguese society with clear, objective and accurate information concerning the findings of its activities, ensuring the utmost transparency in respect to its organization, aims, funding sources and activities.

The Foundation believes that holding broadbased, pluralistic and public debates regarding its recommendations is just as important an aim as is carrying out studies and investigation 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.

APPENDIX II

The Foundation's Code of Good Practice

I - Declaration of principles

The Foundation Francisco Manuel dos Santos (hereinafter "FFMS") was incorporated on 12 February 2009 and is a non-profitable 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. Foundation believes that by increasing thinking and studying about the Portuguese national reality, it might decisively contribute to a better understanding of such 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 promote the production of studies, research work and of other projects in the most diverse fields, which shall ensure the highest standards of scientific rigour, quality, and independent analysis, and whose scope shall allow the achievement of a comprehensive and meaningful analysis of relevant issues of our society, by presenting specific solutions and recommendations for deciding authorities, by building up 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. Also, Foundation hopes to improve the understanding of Portuguese reality predominantly by civil society, whose active involvement in reflecting and in 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 endeavour its best efforts so that citizens are widely aware of its projects and initiatives. In this line, FFMS shall seek to provide Portuguese society with clear, objective and accurate information concerning the findings of its activities, as well as it shall ensure the utmost transparency in respect to its organization, aims, funding sources and activities. In addition, Foundation shall promote broad-based, pluralistic and public debates regarding its recommendations given its believe that holding such debates is just as important an aim as is carrying out studies and research work.

The areas on which FFMS intends to focus its activities are quite diverse. However, special

emphasis should be given to actions where FFMS' 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, labour 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 the State and the citizens, access to culture, to information and to the media.

The activity of FFMS is and shall always be guided by the principles of human dignity and social solidarity and by the values of democracy, freedom, equality of opportunities, merit and pluralism.

FFMS acts and shall always act with absolute independence towards political and private powers, ideologies, strands of opinion, philosophical tendencies, creeds and religions. The governing bodies of FFMS shall act as guarantors as to the compliance with FFMS' statutes, notably that of its independence.

While performing its activities, FFMS shall seek to be faithful to its engagement towards social awareness, which constitutes its purpose, as defined by the Founder.

II - Code of good practice

A – Principles of ethics and professional standards

FFMS shall carry out its mission guided by principles of ethics and by the highest standards of professional conduct, in which the principles of human dignity, social solidarity and the values of democracy, freedom, equal opportunities, merit and pluralism shall be prominent.

Legality

FFMS shall at all times comply with the law and act in accordance with its by-laws. FFMS hereby undertakes to fulfil any obligations that are mandatory as a consequence of Portuguese law or of any legally applicable international regulations.

According to the terms set forth in FFMS' by-laws, FFMS shall not grant any donations or by any other means promote any activities in respect of healthcare service provision, charity, sports, artistic creation, cultural expression, education, academic or professional education, and individual scientific research. FFMS shall not 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. FFMS shall also not cooperate in public calls for fund raising, nor for the organization of exhibitions or museums, nor for the preservation of cultural heritage (natural and built)

Impartiality and Independence

FFMS shall act at all time with impartiality and independence and it shall refrain from any action that may be detrimental to the public, from any preferential or discriminatory treatment, on any ground whatsoever.

The members of FFMS' management body and of FFMS' other governing bodies, such as all FFMS' staff members, shall be independent and of good repute, and shall not give in to any personal or family interests, or to political, economic or social pressures, or that of any other nature whatsoever.

FFMS is independent from the Soares dos Santos Family and from the Jerónimo Martins Group and these entities shall not intervene in FFMS' management policies or scientific guidelines at any title whatsoever.

Notwithstanding the above, FFMS shall endeavour that its governing bodies always include members that are representatives of the Soares dos Santos Family.

Equal Opportunities

FFMS hereby undertakes to abide by the principle of equal opportunities. The assessment of any individual performances, projects or of any actions, whether carried out or contracted, shall exclusively rely on merit and shall be based on objective criteria defined to that effect.

All types of discrimination are forbidden (on grounds of race, sex, religion, age, social status or on any other ground whatsoever) as are also forbidden any offenses to individual dignity and integrity, by any member of FFMS' staff.

FFMS' staff shall at all times promote human rights and fundamental rights and shall ensure that the principle of equal treatment is respected.

Efficiency and Diligence

FFMS shall act in such way as to gain, maintain and reinforce public confidence, striving to affirm an institutional position of rigour and quality. FFMS' operation shall be efficiently organized, to ensure that its resources are managed and used according to prudent and sustainable investment methods and procedures.

FFMS' staff is expected to always carry out diligently, efficiently and to the best of their abilities the responsibilities and the duties entrusted to them by FFMS, as well as to act in accordance with the principles guiding FFMS' activity.

In their professional relations with the public, FFMS' staff shall offer willingness and shall act efficiently, correctly and courteously and FFMS' staff shall ensure that, to the maximum extent possible, the public shall obtain the information requested in a complete, rigorous, efficient manner and in due time and, whenever possible, FFMS' staff shall foster the streamlining of procedures.

FFMS' staff undertakes to fulfil any agreements executed by FFMS, honouring any agreed upon schedules and ensuring that all services provided have a degree of quality that is in keeping with FFMS' good standards.

In addition, FFMS' staff shall act towards FFMS with loyalty and shall be committed to the protection of FFMS' image and in reinforcing its prestige.

Transparency

FFMS is aware that its transparency and good repute, as well as its credibility and trustworthiness in face of civil society are material conditions for the comprehensive achievement of its mission and thus, FFMS undertakes to act with transparency in achieving its goals and in developing its activities and to adopt challenging accounting and reporting procedures. FFMS shall endeavour its best efforts to make the citizens widely aware of its initiatives and projects and undertakes to produce objective, complete, accurate and correct information in respect to the corresponding outcome.

At the FFMS' internet site (www.ffms.pt) is available a sizeable quantity of institutional information regarding the activities carried out by FFMS, which shall be displayed transparently and straightforwardly.

FFMS shall publicize its Activity's Reports and its Financial Statements, following the audits carried out by external entities, in the terms set forth in the applicable regulations.

Monitoring and Assessment

FFMS shall ensure the existence of adequate and periodic mechanisms to assess the results of its activities and programs, as well as it shall ensure the fulfilment and the implementation of the principles and good practices set forth for in this code.

Social Awareness

FFMS undertakes to act respectfully towards the environment (natural and social) and to promote sustainable development. FFMS is aiming at minimizing the environmental impact of its activities and thus FFMS shall endeavour its best efforts to adopt conducts that protect the environment and that are respectful of work ethics.

FFMS shall at all times ensure good working conditions and the necessary safety levels to protect the health and the well-being of FFMS' staff.

In addition, FFMS undertakes to raise the awareness of FFMS' staff in adopting environmentally responsible conducts as well as in regard to necessary compliance with existing laws and regulations concerning work related safety, hygiene and health.

Relationship with Authorities, Institutions and the Local Community

Any relationships between FFMS and the authorities shall be guided by transparency, rigour and by overt and unbiased collaboration.

Any contacts, formal and informal, with representatives of other institutions, public and private, Portuguese, foreign or international, shall at all times reflect the guidelines and the standings of FFMS.

Political Participation

Staff and members of FFMS' governing bodies may freely exercise their civil rights by participating in activities of political nature, or of any other nature, at an individual level; however, the exercise of the latter rights shall not interfere with the performance of their functions at FFMS and any such actions at an individual level shall not be attributed to or associated with FFMS.

The mandates of any members of FFMS' governing bodies that take up a position in government, or equivalent, shall be suspended.

Likewise, the use of FFMS' resources and assets for personal purposes, whether or not related to the exercise of civil rights, is forbidden both to members of FFMS' governing bodies and to FFMS' staff.

In order to protect FFMS' independent nature, FFMS shall not support or embrace any political actions or political party related actions, in the form of electoral campaigns or of any other actions to promote candidates or any political party; however, any public positions adopted by the members of FFMS' governing bodies or by its staff at an individual level shall be respected.

B - Conflicts of interest

The members of FFMS' governing bodies and FFMS' staff and contributors shall refrain from any and all situations that may give rise, directly or indirectly, to any conflicts of interest.

Conflict of Interest, actual or potential, means any situation in which FFMS' staff has a personal or private interest in any matter that could influence, or apparently have an influence, on the impartial and objective performance of their professional obligations.

Personal or private interest means any possible advantages for the subject individual, its family, or equivalent, or for a company or institution in which the subject individual, its family, or equivalent, hold interests or is a part of.

In the event that, in the course of the professional activity of FFMS' staff and contributors, a situation with the potential to create a Conflict of Interest arises and has been identified as such, same situation shall immediately be reported to the Board of Directors.

C – Administration and financial management

Administration

FFMS shall be managed by an autonomous, identifiable and independent management body – including an Executive Committee –, whose members and chairman are appointed by the chairman of the Board of Trustees, in compliance with pre-established principles and procedures.

The members of the Board of Directors shall act as major examples in the application of these principles and their conduct shall be guided by FFMS' core interest, as opposed to acting in their own personal interest or motivated by a personal agenda or in their own benefit.

The members of the Board of Trustees shall promote compliance with the by-laws of FFMS in all material respects and shall comply with the will of the Founder.

The terms of office of the members of FFMS' governing bodies shall not held be for life, exception being made to the chairman of the Board of Trustees, if such nature is expressly provided for.

The powers of FFMS' different governing bodies shall not be in overlap and thus, the members of FFMS' governing bodies shall not hold more than one position simultaneously, except if otherwise provided for in FFMS' by-laws.

Financial Management

Efficient organization and operation are promoted in order to ensure that the resources allocated to FFMS, notably by the Founder, are used and managed carefully and with sustainability, by the use of procedures and investment methods that are sensible and prudent.

The Board of Directors shall follow a policy of investing only in financial applications that are safe, without risk or at low risk. Likewise, the Board of Directors shall proceed with determination in its intent to captivate the funds allocated to projects throughout the entire project extent.

FFMS and all of its bodies undertake not to contribute to the creation of administrative costs which, by implying excessive expenditure, could jeopardize the existence of FFMS or could be detrimental to, or cause the termination of any projects and programs created in the benefit of the community.

D - Dissemination of the code of good practice

FFMS hereby undertakes to disseminate this Code among its staff and, additionally, to make this Code available, fully or partially, at FFMS' site (www.ffms.pt).

In order to strictly comply with the principles listed herein, FFMS' staff shall request clarification and guidelines from the Board of Directors, whenever any practical situation threatening to jeopardize the accurate compliance with this code arises.

APPENDIX III

Operating Principles

In light of the provisions of Law nº 24/2012, of July 9 (Foundations' Framework Law), in the Foundation's Statutes and Internal Rules, the members of the Board of Trustees, Board of Directors and Auditing Committee, stated the organic and functional principles to be used as guidelines for any developed by the Foundation's various bodies and staff, so as to fully comply with the Founders' expressed will:

1. Organic principles

- 1.1. In legal and statutory terms, the Board of Trustees and, through delegation, its Chairman:
 - a) Approves the Foundation's Strategy, multi--annually;
 - b) Approves the Foundation's annual Budget;
 - c) Approves the general guidelines of the Foundation's organic structure;

- d) Approves the Foundation's Accounts, in accordance with the Auditing Committee's opinion;
- e) Approves the general guidelines of the Foundation's human resources policy.
- 1.2. The proposals for the Board of Trustees' approval should result from dialogue between the Chairman of the Board of Trustees, the Chairman of the Board of Directors and the Chairman of the Executive Committee, who should meet on a regular basis, for this purpose.
- 1.3. In addition to legal and statutory competences, the Auditing Committee, through delegation in the Foundation's financial director, must control the Reserve Fund, presently managed by the Board of Directors.
- 1.4. The Salary Committee must approve the salary of the members of the various Boards, by proposal of the Board of Trustees Chairman.
- 1.5. The Board of Directors:
 - a) Ensures, to other bodies and to the Founders, the fulfilment of the Foundation's mission and prosecution of the aims for which it was created;
 - b) Deliberates on the proposal of Strategy, Budget and Accounts to be submitted to the Board of Trustees.
- 1.6. In statutory terms, the Board of Directors acts through delegation of powers in the Executive Committee, concerning matters of the Foundation's current management, within its scope of action, namely financial, defined by the Board of Directors itself.
- 1.7. The Executive Committee does not detain its own power to approve the Strategy, the Budget, the outlines of the organic structure and the Foundation's human resources policy, which

are, accordingly with point 1.1., approved by the Board of Trustees, proposed by the Board of Directors.

- 1.8. For purposes of the previous item, the Executive Committee shall develop the proposal projects of Strategy, Budget, outlines of the Foundation's organic structure and human resource policy, and submit them to the Board of Directors. The latter has a special duty towards the Board of Trustees of supervision and control of the general guidelines of the Foundation's various policies, which may exceed the levels and limits defined by current management.
- 1.9. The Executive Committee is responsible:
 - a) For the Foundation's current management, within the defined financial limits;
 - b) For the Foundation's scientific and cultural initiatives;
 - c) For compliance with approved policies and Budget implementation.

2. Operation principles

- 2.1. Principle of solidarity responsibility: The Foundation's decisions must, as a rule, be made by two members of the Board of Directors and of the Executive Committee.
- 2.2. Principle of the separation of powers: the persons in charge of the execution of policies and measures must not be the same as the ones in charge of their supervision and control.
- 2.3. Principle of transparency: every situation of eventual conflict of interests, whether personal or functional, must be communicated to the Board of Trustees Chairman.
- 2.4. Principle of budgetary discipline: every decision involving costs and expenditures must

be budgeted and must comply with criteria of rigour, transparency and cost containment. For that purpose, reports of budget implementation and expenses must be made quarterly.

- 2.5. The budget items shall always include a small margin, not over 10% of the total, for unexpected expenditures. The Foundation's general budget will also include an amount, between 5% and 10% of the total, for unexpected projects, activities and initiatives.
- 2.6. Principle of intervention hierarchy: every decision, namely the authorization of project proposals and approval, cost execution and other decisions of the kind, must be approved by the entity hierarchically superior to the proponent, whether it is an individual entity or an organic unity of the Foundation.

APPENDIX IV

Declaration of Public Utility Status in 2010 and Confirmation in 2013

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 the 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, inequalities and conflict, justice, economic and social policies, public institutions, main public services, relationship between the State and the 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 7 November 1977 (as amended by Decree-Law nr. 391/2007, dated 13 December 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 26 February, published in the Official Gazette, 2nd series, nr. 48, of 10 March 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 7 November 1977 (as amended by Decree-Law nr. 391/2007, dated 13 December 2007). The Presidency of the Council of Ministers, 12 March 2010. The Secretary of State for the Presidency of the 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 12 February 2009, as was acknowledged by an order of the Secretary of State for the Presidency of the Council of Ministers dated 5 June 2009.

The Foundation was granted the status of public interest entity, in compliance with Decree-Law 460/77 dated 7 November 1977, upon an order of the Secretary of State for the Presidency of the Council of Ministers, published on 23 March 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 9 July 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 31 July 2012, published on 6 August 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 9 July 2012.

29 January 2013

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

Despacho n.º 3294/2013

A Fundação Francisco Manuel dos Santos, pessoa coletiva privada n.º 508867380, com sede na Rua Tierno Galvan, freguesia de Santa Isabel, concelho e distrito de Lisboa, foi instituída por escritura pública de 12 de Fevereiro de 2009 e reconhecida por despacho do Secretário de Estado da Presidência do Conselho de Ministros de 5 de junho de 2009.

Por despacho do Secretário de Estado da Presidência do Conselho de Ministros de 12 de março de 2010, publicado no Diário de República, 2.º série, n.º 57, de 23 de março de 2010, obteve a declaração de utilidade pública ao abrigo do Decreto-Lei n.º 460/77, de 7 de novembro.

Para cumprimento do disposto no a.º 7 do artigo 6.º do diploma preambular da Lei-Quadro das Fundações, aprovada pela Lei n.º 24/2012, de 9 de julho, veio pedir a confirmação do estatuto de utilidade pública.

Assim, conforme exposto na informação dos serviços DAJD/76/2013 do processo administrativo n.º 53/VER/2012 instruido na Secretaria--Geral da Presidência do Conselho da Ministros, e no uso dos poderes que me foram delegados pelo Primeiro-Ministro através do Despacho n.º 10503/2012, de 31 de julho de 2012, publicado no Diário da República, 2.º série, n.º 151, de 6 de agosto de 2012, confirmo o estatuto de utilidade pública da Fundação Francisco Manuel dos Santos, o qual passa a reger-se pelo disposto na Lei-Quadro das Fundações, aprovada pela Lei n.º 24/2012, de 9 de julho.

29 de janeiro de 2013. — O Secretário de Estado da Presidência do Conselho de Ministros, Luís Maria de Barros Serra Marques Guedes 3072013

APPENDIX V

Order of Authorization for Statutory Amendment

Order of Authorization for Statutory Amendment

Dispatch

In the use of the authority sub-delegated in me by the Prime Minister, via dispatch nr. 3440/2016, dated 25 February, published on 8 March 2016 in the Official Gazette (2nd series, nr. 47) in the terms set forth in Dispatch nr. 2553/2016 from 11 February 2016, published on 19 February 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 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 9 July 2012, altered and republished by Law nr. 150/2015 of 10 September.

The Deputy Secretary of State for Administrative Modernization

Graça Fonseca

PERCENCIA PORTUGUESA
Despacho
No una dos poderes delegados pelo Preserio Nomoro actuels do Despache n.º 3440/3016, de 25 de Reventos, publicado no búeiro da República, 2.º série, n.º 47, de 8 de marza de 2016, pol administrativa do Despache n.º 2013/2016, de 11 de Reventos 2016, publicado Divino da República, 2.º série, n.º 35, de 11 de Reventos y estis publicado Divino da República, 2.º série, n.º 35, de 11 de Reventos y estis publicado Divino da República, 2.º série, n.º 35, de 11 de Reventos y estis publicado de Divino da República, 2.º série, n.º 35, de 11 de Reventos y estis publicado de Secundarias des territorios de Assuntas Junidos de Biocomentação e da Secundaria Genel Adjunta de Presidência do Conselho de Ministrum, que faz parte Integrante da prucesa administratales n.º 11/1/VAR/2016/ACKe, defino e publica de Sacundação Francisco Reunal dos Sacunos, nos terrisos da arianga fatês próprios da Francisco Reunal dos Sacunos, nos terrisos da arianga fatês próprios da Francisco Reunal dos Asenso, nos terrisos da arianga fatês de Calingo Culter de ariangão 2.º de Lei-Quetro des Rundações, aprovada pala Lei n.º 24/2012, de 9 de julho, altanada e republicado pela Lei n.º 130/2003, de 10 de autoretoro.
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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 13 December, 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

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APPENDIX VI

The Foundation's Scientific Advisory Board

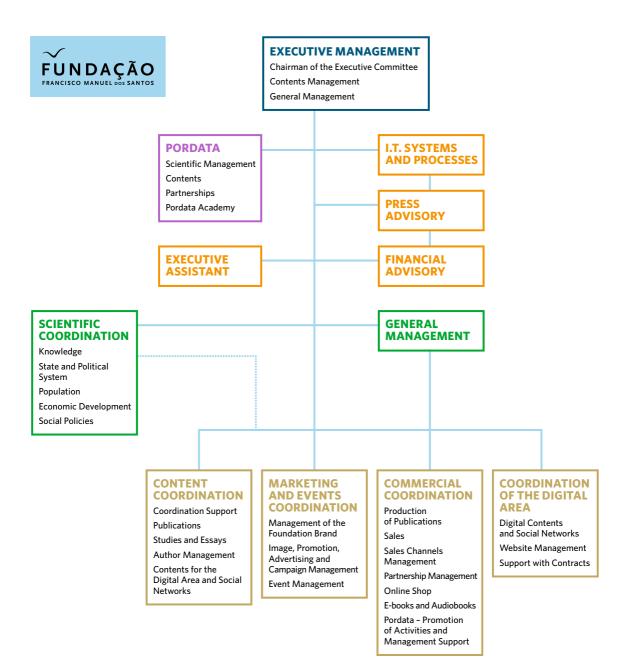
- The Foundation's Scientific Advisory Board is the Board of Directors' responsibility, as proposed by its Chairman, in accordance with the terms of number 1 of Article 19 of the Internal Regulations, following previous approval by the Board of Trustees.
- Once the Foundation's Scientific Advisory Board is defined, the hiring of employees according to the terms in number 2 of Article 19 of the Internal Regulations will become the responsibility of the Executive Committee, as proposed by its Chairman.
- The post of the Foundation's Scientific Director is created in accordance with point a) of number 1 of Article 19.
- The Scientific Director is in charge of the Foundation's current scientific management and coordinates all the scientific projects.
- 5) The scientific director reports directly to the Executive Committee of the Board of Directors.
- n accordance with point a) of number 1 of Article 19 of the Internal Regulations, five work and study areas are created:
 - a) The area of Social Policies, with responsibilities in the Health, Social Mobility, Social Security and Labour projects.
 - b) The area of State, with responsibilities in the Political System, Justice, European Union (Portugal in Europe and in the World) and Administration Reform projects.

- c) The area of Economic Development.
- d) The area of Knowledge, with responsibilities in the Science, Innovation, Culture and Education projects.
- e) The area of Population, with responsibilities in the Fertility, Demography and Ageing projects.
- 7) Each area will be led by an area coordinator.
- Each area includes various theme projects.
 Each project will be run by someone who reports directly to the area coordinator.
- 9) The area coordinator:
 - a) Manages and coordinates the projects assigned to his area, in cooperation with the scientific director;
 - b) Periodically informs the scientific director and the Executive Committee of ongoing projects, namely in terms of already accomplished aims and those yet to be accomplished;
 - c) Collaborates with the scientific director and the Executive Committee in budget control of the projects assigned to his area;
 - d) Suggests a work program, as well as new projects in his area, to the scientific director and the Executive Committee;
 - e) Collaborates with the scientific director and the Executive Committee in the execution of his area's work program;
 - f) Presents an annual area report for discussion at the Executive Committee and Board of Directors;
 - g) Presents a final area report per project, for discussion at the Executive Committee and Board of Directors;
 - h) Participates and supports the Foundation's public activities.

- 10) The area coordinator cannot directly participate in ongoing projects.
- The Executive Committee will meet with the scientific director and the five area coordinators when summoned by its Chairman, with the following purposes:
 - a) To promote an integrated and sustained vision of ongoing projects, introducing a humanistic dimension in its reflection;
 - b) To recommend new projects;
 - c) To collaborate in the assessment of ongoing and completed projects;
 - d) To discuss the multiannual global schedule consistent with the Foundation's scientific and cultural orientations, namely the essential mission to prepare a responsible, active, informed and competent citizenship;
 - e) To define joint perspectives in order to assess and disseminate results;
 - f) To consider such issues in due course.
- 12) In statutory terms, following the approval of the present document by the Board of Trustees, the Board of Directors will delegate the Foundation's current scientific management in the Executive Committee.

APPENDIX VII

The Foundation's Organizational Chart on 31/12/2016



APPENDIX VIII

Procedures for Assessment of the Foundation's Activities

- The assessment of activities will be made according to the 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 the Statutes, the 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 the 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 of the Board of Directors and Board of Directors Executive Committee, in accordance with the Statutes and the Internal Regulations.
- 4) The assessments can be internal and external.
- The internal assessments will be periodic and based on the principles of internal responsibility and accountability.

- The 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 to the decision will be the Executive Committee's responsibility, except when it involves an amount above 100.000€, in accordance with the Internal Regulations.
- 8) The Executive Committee will previously inform the Board of Directors of all the assessments it wishes to conduct and their progress, including the following formal elements:
 - a) Type of assessment
 - b) The assessment aims
 - c) The advisors' names
 - d) The assessment's reference terms
 - e) The assessment schedule
 - f) The assessment 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 the 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.

APPENDIX IX

List of the Foundation's Sites

The Foundation's Portal and Blog

www.ffms.pt

Redesigned on April 2016, the new institutional portal of the Foundation aims at accompanying all its conferences, publications, studies, activities, and published works in eBook form. The website, ffms. pt, grants access to several databases and sites and has a functional division between website and blog, therefore allowing to alternate between an area where the Foundation presents its service directory and its editorial agenda, and an area resembling a sophisticated reading room. This new space for sharing thoughts and ideas includes articles from different authors offering different viewpoints on a wide range of themes about Portugal. One crucial aspect of the new platform is its ability to be viewed on both mobile and tablet, thus making its content available to a universal audience, regardless of the kind of device being used. So that knowledge can be available where and when it's needed.

Pordata

www.pordata.pt

Presented to the public on 23 February 2010, Pordata is composed by three databases – Portugal, Europe and Municipalities. It is a portal that provides statistics from official and certified sources with skills in information production in their respective areas. The Foundation's effort is to compile and organize the existent information, making it more accessible and clear. Pordata's available data begins in 1960 (whenever possible) and provides information on a wide range of social themes through more than 2.400 statistical charts.

POP, Public Opinion Portal

www.pop.pt

Launched in 2013, the Public Opinion Portal (POP) is a data aggregator of information about the values, actions and behaviours of Europeans over the past 20 years. It is the product of a collaboration with the Institute of Social Sciences (ICS) of the University of Lisbon. In POP, it is possible to study the evolution of public opinion through time, comparing public opinion in different nations. The side also offers the possibility of cross-referencing two indicators simultaneously. Based on three major European surveys – Euro Barometer, European Social Survey and European Value Studies – the website includes over 100 indicators on a wide range of themes such as Family, Religion, Politics and Economy.

Citizen's Portal: Rights and Duties

www.direitosedeveres.pt

Launched in April 2014, this portal aims at informing citizens of their rights and duties, either on the relations between them, or on their relationship with the authorities and other institutions. The Citizen's Portal is practical and organized and contains easily accessible information about citizens' rights and duties, including examples of several everyday situations that may have legal implications. In order for any citizen to know his rights and duties, regardless of occupation or professional training, it is necessary for him/her to get access to information. The project's priority was to use simple and unequivocal language.

With near 1000 questions and answers, the portal is divided in nine major themes. Even though it is regularly updated, current legislative production, both national and European, doesn't allow for an automatic correction of answers in the Portal. As a result, all questions and answers are properly identified with the date of its last update. This portal doesn't intend to solve concrete cases that need legal or juridical support. Its enquiry doesn't substitute lawyers nor council from legal specialists.

Globalstat

www.globalstat.com

Presented in May 2015, Globalstat is a database aimed at understanding globalization through 500 indicators from 193 countries. Data comes from 80 different sources, starting in 1960. Data is divided in 12 thematic areas (like Economic and Commercial Development; Energy and Natural Resources; Environment; Activities and Financial Structure; Conflicts and Risks; Administration; Technological Development, among others). The project was the result of a partnership with the European University Institute (Florence) and was publicly presented at the 5th Edition of the Conference *State of The Union*, in Florence.

Pordata Kids

www.pordatakids.pt

Online since September 2015, Pordata Kids is a statistical platform dedicated to children aged 8 to 12. The site is divided in 10 major themes that may be explored by browsing *Cidade Pordata* (Pordata City). Many of the statistics presented accompany curricular goals, helping teachers complement their classes with updated and accurate information about the country.

Chronologies of Contemporary Portugal

www.cronologias.ffms.pt

Presented to the public in February 2016, this site contains more than 10.000 facts about the last 55 years, including some surprising stories, and the most relevant political, economic and cultural events between 1960 and 2015. RTP partnered with the Foundation for the project, allowing usage of its audio and video archive, thus making available several movies, news and radio pieces for each topic. Círculo de Leitores, for its part, published this work in book format (five volumes, one per decade), in an exclusive edition.

Born in Portugal

www.nasceremportugal.ffms.pt

Publicly presented in May 2016 during the Foundation's *Month of Population*, this project is the result of a partnership between the Foundation and INE (The National Institute for Statistics) that intends to answer the question: *We have fewer children and each time later*. *Why*? The project is based on the results of the 2013 Enquiry about Fertility, on public official statistics and on the study Fertility Determinants in Portugal. The Foundation created this digital and interactive platform thought for everyone: men and women, young or old, with or without children. TV channel TVI 24 partnered with this project, producing long pieces that take the viewer into the realm of journalistic investigation about each theme. Presented in a truly innovative way, this multimedia work is an essential reference to everyone who may want to know more about why people have or don't have children in Portugal.

Uneven Portugal

www.portugaldesigual.ffms.pt

Launched in September 2016 in partnership with SIC and Expresso, this interactive project is based on the study *Inequality of Income and Poverty in Portugal: The Social Consequences of the Adjustment Plan*, by *Carlos Farinha Rodrigues*. Here we can find the major changes in distribution of income and living conditions of Portuguese people during the economic adjustment plan.

GPS Global Portuguese Scientists

www.gps.pt

A digital platform to know how many Portuguese scientists are working around the world, their location and their professional paths. Publicly presented in November 2016, the *GPS* network's main objective is to foster collaboration between Portuguese scientists who work in different countries and to strengthen the ties of Portugal's scientific diaspora, thereby increasing its visibility and recognition. Coordinated by *David Marçal*, the initiative was implemented through a partnership with Ciência Viva Centre, the University of Aveiro and Altice Labs.

APPENDIX X

Internationalization Strategy

The Foundation is statutorily mandated to "encourage the study of Portugal, in order to contribute to the development of its society, the improvement of its public institutions and the consolidation of its citizens' rights." We presently live in a globalized world, with important geostrategic challenges. Portugal is not and can't be foreign to international context. The implementing of public policies, the evolution of citizens' rights, the strengthening of public institutions and the future of the Portuguese society cannot be seen from a municipal perspective. The understanding of Portugal's inclusion in global space is important for the future of Portuguese society. The Foundation's compliance with the statutorily established aims compels an internationalization strategy which may assure the success of its studies and activities.

The Foundation's internationalization is not, nor could it be, a process of mischaracterization of its mandate. It does not wish, nor is it mandated, to be an international or multinational institution with global aims. The Foundation is Portuguese, with a clear mandate to focus on Portuguese reality, and its internationalization is seen as a necessary means to reach that aim. The reasons for an internationalization strategy are clear:

- It unmistakably results from the reality in which we live and of the global world in which Portugal is included, where no effort to understand and know Portuguese reality may be successful without safeguarding the international perspective;
- It is an essential part of the Foundation's activity, in the fulfilment of its mandate: a better future for Portugal can only be designed by analysing global space;
- It reflects the Founders' experience and example: internationalization was and is a structural part of a successful strategy;
- The Foundation's visibility and reputation as a credible institution in Portugal is strengthened by a well-designed internationalization;
- It potentiates the Foundation's role as a tool for channelling the international know-how to issues of the Portuguese society.

In the Foundation's first cycle, for obvious reasons (start-up phase, lack of experience in Portugal with the type of institution it wished to be, the need to direct resources to its credibility in Portugal), the internationalization effort was casuistic, even fortuitous, and without a consistent strategy. We can thus say that, in the 2009-2014 period, there is progress in the Foundation's internationalization, but it is essentially sporadic and not systematic. The internationalization effort in this period can be summarized as follows:

- International participation of renowned speakers in the Event *Meeting the Present in the Future* and in the education and knowledge conferences;
- 2) Development of international projects, following an international call (study by *Alejandro*

Portes) or by private contract (study by *Richard Rose* and *Alexander Trechsel*);

- 3) Some publications by foreign authors;
- Presentation of the website and Pordata in English, with some visibility outside Portugal;
- 5) Production of a documentary series in English, *Freedom and Development;*
- 6) Production of the Globalstat page.

For the Foundation's second cycle, we propose a systematic and structured internationalization effort, whose main goal will be promoting full compliance with the statutory mission. To do so, the new internationalization phase should include:

- Development of projects conceived under the new scientific direction with the collaboration of international institutions;
- Development of smaller-scale projects under the new scientific direction (defined until the end of 2014), with international workshops and publication in English;
- An immediate communication policy using the Globalstat page to place the Foundation in the international academic world (benefitting from the collaboration of our partner, the Florence European Institute);
- Development of short-term contacts with foreign foundations, for joint relevant projects in areas or themes also important for Portugal (in preference to occasional individual invitations);
- Assessment of the promotion of workshops on Portuguese themes (reflected in the Foundation's work) in foreign universities;
- 6) Increasing of the participation of foreign authors in the Foundation's publications (including Magazine XXI and a new collection entitled A Very Short Introduction to, but

excluding The Foundation's Essays and The Foundation's Portraits);

- Collaboration with the future Biedronka Foundation in common goals;
- Avoid international calls for individual projects and give preference to other forms of association with foreign researchers.

APPENDIX XI

Protocols and Partnerships in force on 31/12/2016

Acesso Cultura AMA, Augusto Mateus Associados APEI, Associação Profissional de Educadores de Infância Arquivo da RTP Banco de Portugal (Bank of Portugal) Câmara Municipal de Braga (Braga Municipal Council) Câmara Municipal de Lisboa (Lisbon Municipal Council) Câmara Municipal do Porto (Porto Municipal Council) Instituto Camões Círculo de Leitores CMTV (TV channel) Confidencial Imobiliário (Real-Estate Promoter) Correio da Manhã (Newspaper) DESTAK (Newspaper) DGAI, Direcção Geral da Administração Interna (Directorate-General of Internal Affairs)

DGRSP, Direção-Geral de Reinserção e Serviços Prisionais (Directorate-General of Rehabilitation and Prison Services)

Escola Nacional de Saúde Pública da Universidade Nova de Lisboa (National School of Public Health, Lisbon's Nova University)

Faculdade de Economia da Universidade Nova de Lisboa (Faculty of Economics, Lisbon's Nova University)

FNAC

Gabinete de Estratégia e Estudos do Ministério da Economia e do Emprego (Cabinet of Strategy and Studies of the Ministry of Economics and Employment)

ICS da UL, Instituto de Ciências Sociais da Universidade de Lisboa (Social Sciences Institute, Lisbon's Nova University)

IE da UL, Instituto de Envelhecimento da Universidade de Lisboa (Ageing Institute of the University of Lisbon)

IGP, Instituto Geográfico de Portugal (Portuguese Geographic Institute)

IM, Instituto de Meteorologia (Meteorology Institute)

INE, Instituto Nacional de Estatística (National Institute for Statistics)

Informa D&B

Instituto de Informática, IP (Public Institute for Information Technologies)

Instituto de Segurança Social, IP (Centro Nacional de Proteção contra os Riscos Profissionais) (Social Security Institute, Public Institute (National Centre for the Protection of Professional Hazards) Instituto do Desporto de Portugal, I.P. (Portuguese Sports Institute)

Instituto Universitário Europeu, IUE, Florença (European University Institute, Florence)

- ISEG, Instituto Superior de Economia e Gestão da Universidade Técnica de Lisboa (Institute of Management and Economics, Technical University of Lisbon)
- ISEGI, Instituto Superior de Estatística e Gestão de Informação da Universidade Nova de Lisboa (Institute of Management and Statistics, Technical University of Lisbon)
- Jerónimo Martins
- Media Capital Rádios
- METRO (Newspaper)

Nielsen

- Observador (Newspaper)
- Pavilhão do Conhecimento Ciência Viva
- Porto Editora (Publishers)

RBE, Rede de Bibliotecas Escolares (Network of School Libraries)

Rede UNICRE

VASP

Representação da Comissão Europeia em Portugal (Representation of the European Commission in Portugal)

- RTP, Radiotelevisão Portuguesa (TV channel)
- SIC e SIC Notícias (TV channels)
- TVI e TVI 24 (Portuguese Private TV cable channels)
- Universidade de Aveiro (University of Aveiro)
- Universidade de Coimbra, UC (University of Coimbra)
- Universidade de Lisboa, UL (University of Lisbon)
- Universidade de Trás-os-Montes e Alto Douro, UTAD (University of Trás-os-Montes e Alto Douro)
- Universidade do Algarve, UA (University of Algarve) Universidade do Minho (University of Minho)
- Universidade do Porto, UP (University of Porto)
- Universidade Nova de Lisboa (Nova University of Lisbon)

Altice Revista Visão (Magazine) IMPRESA Expresso (Newspaper) Fidelidade Teatro São Luiz (Theatre) EGEAC Biblioteca Nacional de Portugal (Portuguese National Library) ANMP - Associação Nacional de Municípios Portugueses (National Association of Portuguese Councils) DGRSP - Direcção-Geral de Reinserção e Serviços Prisionais (Directorate-General of

Rehabilitation and Prison Services)

APPENDIX XII

The Foundation's Governing Bodies, since September 2014

Board of Trustees

Alexandre Soares dos Santos, Chairman João Lobo Antunes (until October 2016) Luís Valente de Oliveira Manuel Clemente Maria Helena Nazaré Eduardo Marçal Grilo (since November 2015)

Audit Committee

Luís Palha da Silva (until November 2015) Henrique Soares dos Santos (since November 2015) Paula Prado Vítor Ladeiro (External Auditor, AUREN)

Salaries Committee

Alexandre Soares dos Santos, Chairman Luís Valente de Oliveira Maria Helena Nazaré

APPENDIX XIII

Pordata, Training Activities 2016

Municipalities covered: 130

Districts: Viana do Castelo, Braga, Vila Real, Porto, Aveiro, Bragança, Guarda, Viseu, Coimbra, Castelo Branco, Leiria, Santarém, Portalegre, Lisboa, Setúbal, Évora, Beja, Faro.

Board of Directors

Nuno Garoupa, Chairman (until September 2016) Jaime Gama, Chairman (since September 2016) António Araújo António Lobo-Xavier David Lopes José Soares dos Santos Luís Amado Maria Manuel Leitão Marques (until October 2015) Mariana Franca Gouveia

Executive Committee of the Board of Directors

Nuno Garoupa, Chairman (until September 2016) Jaime Gama, Chairman (since September 2016) António Araújo David Lopes Pedro Magalhães (guest member)

Evolution of the Number of Training Sessions and Trainees (total), since the Beginning of the Program:

Total of aggregated training sessions and on site trainees - Pordata + Pordata Kids (only 2016)

	Trainees	Training Sessions
2010	1.070	70
2011	3.352	164
2012	3.644	136
2013	6.308	315
2014	10.717	486
2015	16.998	771
2016	17.802	690
Total	59.891	2.632

Note: These values represent the total of *on-site* training sessions, regardless of the platforms used. In 2016, these platforms included Pordata Kids, with 8300 trainees and 295 training sessions.

Trainees in	Pordata's online	training sessions
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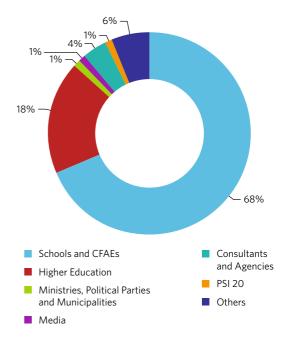
	Knowing Pordata	Pordata in 10 steps
2016	1.050	698
Total	1.050	698

Note: These values correspond to the users of both online courses made available by Pordata. The project was initiated in 2016.

Trainees by Type of Activity, as a % of the total (2016):

Training sessions by type (2016)

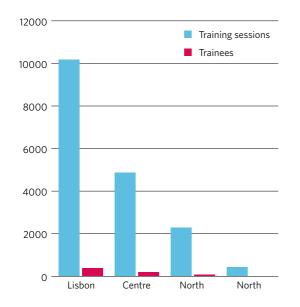
Total	690	100%
Others	44	6%
PSI 20	6	1%
Consultants and Agencies	27	4%
Media	10	1%
Ministries, Political Parties and Municipalities	10	1%
Higher Education	127	18%
Schools and CFAEs	466	68%



Training Sessions and Trainees by Region in 2016:

Training sessions and *on-site* trainees by region (2016):

		Training sessions
Lisbon	391	10.189
Centre	210	4.884
North	83	2.292
South	6	437
Total	690	17802



2016 was about strengthening efforts and launching new projects. With the beginning of Pordata Kids' activities, the number of training sessions requested by schools largely increased in relation to previous years.

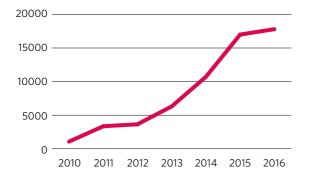
As a way to reach new audiences and to have a larger impact on users, Pordata Academy launched two new distance learning courses: *Knowing Pordata*, a complete course about the database and *Pordata in 10 Steps*, a set of tutorial videos.

The training sessions kept being directed by *Bernardo Gaivão* and his team: *Mariana Sarmento*, in northern Portugal; *Melissa Gama*, in the central region; *José Pedro Silva* in Lisbon.

Visits



Trainees



APPENDIX XIV

"The Foundation's Essays" - Aggregate Sales 2010-2016

Nr.	Title	Launch date	Total
1	Teaching Portuguese	June 10	37.648
2	Portuguese economics: the last decades	June 10	26.102
3	Portugal: the numbers	June 10	23.853
4	Fiscal justice	September 10	31.396
5	What's difficult is educating them	October 10	20.321
6	Authority	October 10	10.091
7	Private property: between privilege and freedom	October 10	9.340
8	Live philosophy	January 11	23.675
9	Social security: the future mortgaged	January 11	11.262
10	Science in Portugal	January 11	9.077
11	Economics, morals and politics	April 11	29.612
12	Discrimination against the elderly	April 11	8.392
13	Corruption	April 11	12.753
14	Portugal and the sea	April 11	12.137
15	Polls, elections and public opinion	May 11	6.423
16	Television and public service	July 11	4.613
17	Judicial delays	July 11	5.445
18	Death	July 11	18.379
19	Respublican essay	September 11	5.305
20	Justice administration	September 11	4.933
21	Freedom of information	September 11	6.076
22	The new medicine	January 12	10.148
23	Middle class: rise and fall	January 12	8.672
24	Portugal: public debt and democratic deficit	January 12	12.087
25	Armed forces in Portugal	May 12	5.792
26	Ageing of Portuguese society	May 12	6.369
27	Mathematics in Portugal, an educational issue	May 12	5.465
28	Teaching history	October 12	3.255
29	Portugal, the Portuguese: national identity	October 12	6.643
30	Crisis, family and family crisis	October 12	4.577
31	Labour, a market vision	January 13	4.530
32	The future of the welfare state	January 13	6.368
33	For your health	January 13	5.334

Nr.	Title	Launch date	Total
34	Freedom of speech	May 13	3.665
35	About death and dying	May 13	3.733
36	Sexuality	May 13	3.068
37	Public investment in Portugal	October 13	3.615
38	Public-private partnerships	October 13	4.219
39	Portugal and Europe: the numbers	October 13	3.813
40	European cultural identity	December 13	7.877
41	The shadow Economy	January 14	3.649
42	The future of forest in Portugal	January 14	3.787
43	Education and freedom of choice	January 14	3.834
44	Sounds and silence of the Portuguese soundscape	May 14	2.256
45	Migrations and citizenship	May 14	2.291
46	Cancer	May 14	5.066
47	The Portuguese and the world	October 14	3.048
48	Pseudoscience	October 14	5.162
49	Civil society	October 14	2.169
50	Trust in political institutions	January 15	2.534
51	Ethics with reasons	January 15	4.009
52	Children and families in a changing Portugal	May 15	2.494
53	Portuguese agriculture	May 15	2.961
54	The Portuguese parliament	May 15	2.150
55	Adolescents	September 15	4.092
56	Portuguese foreign policy	September 15	2.320
57	Money	September 15	2.486
58	Russia and Europe: a part of the whole	January 16	4.147
59	Portugal and the space	January 16	1.258
60	Politics and entertainment	January 16	1.749
61	The future of the European Union	May 16	1.816
62	Portugal and the Atlantic	May 16	1.998
63	Tourism in Portugal	May 16	1.768
64	Democracy in the European Union	August 16	1.459
65	Disabled people in Portugal	August 16	1.127
66	Environment in Portugal	August 16	1.183
67	The value of art	October 16	1.817
68	Crisis and crises	October 16	979
69	Portugal, a historical profile	October 16	1.856
		Total	501.528

APPENDIX XV

"The Foundation's Portraits" - Aggregate Sales 2014-2016

Nr.	Title	Launch date	Total
1	Premature babies	May 14	2.605
2	Portugal in ruins	May 14	10.244
3	Far from the sea	May 14	3.690
4	A Close look at Portugal	October 14	2.207
5	Solid ground	October 14	2.417
6	In the emergency room	October 14	2.649
	Pack of portraits	November 14	221
7	Damned - Stories of men and wolves	March 15	4.845
8	Hallelujah!	March 15	2.231
9	The atelier	March 15	1.526
10	The school	May 15	1.941
11	The last sailors	May 15	2.945
12	The concierge, the madam and other stories of Portuguese people in France	May 15	3.520
13	Soap operas, industry and culture, Ltd	January 16	1.727
14	Promised Alentejo	February 16	9.306
15	Police station	February 16	1.742
16	Arigato, me	May 16	1.926
17	Roots, the countryside in the city	May 16	1.508
18	Perpetual movement, stories of Portuguese migrations	May 16	2.076
		Total	59.326

APPENDIX XVI

Magazine XXI - Editorial Team

Editor

António Araújo

Director

António José Teixeira

Coordinator

João Morgado Fernandes

Editorial Board

Alexandre Quintanilha António Mega Ferreira Bárbara Coutinho José Manuel Fernandes Maria de Fátima Bonifácio Mário Mesquita Miguel Monjardino Paulo Rangel Pedro Norton Pedro Santos Guerreiro Rosalia Vargas Rui Vilar

Art Direction

Jorge Silva

APPENDIX XVII

Magazine XXI - Aggregate Sales 2011-2016

Nr.	Title	Launch date	Total
1	Restless days	November 11	11.008
2	Goodbye freedom. Long live freedom.	November 12	10.142
3	European paths	November 13	7.997
4	This is city	January 15	6.824
5	Living on the edge	June 15	8.220
6	Frontiers	January 16	7.564
7	Democracy in turmoil	June 16	6.108

Total 57.863

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