

2020

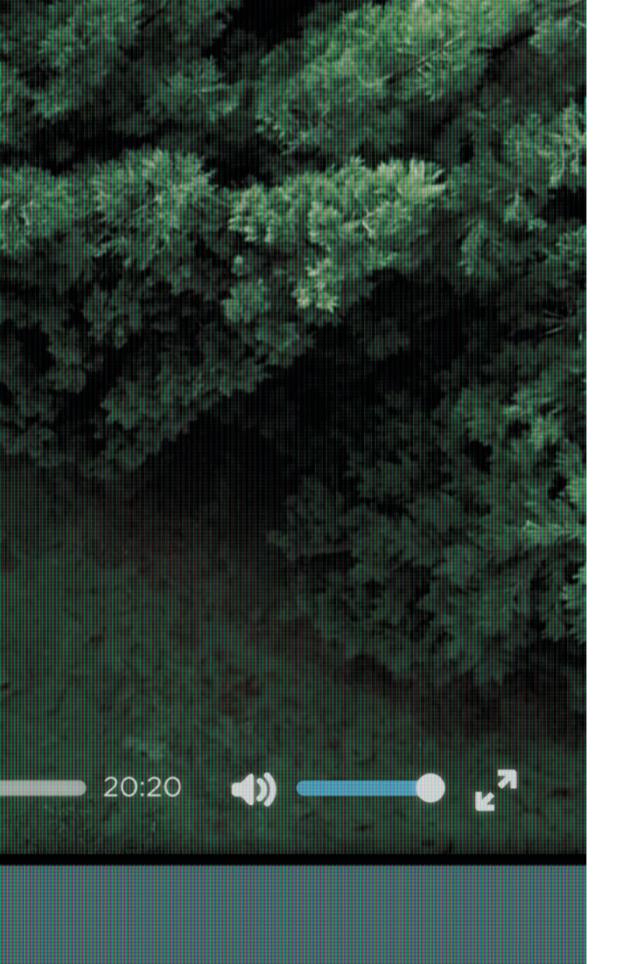














# Annual Report 2020

# The FOUNDATION 2020 in NUMBERS

# Research Studies

#### **Publications**



research studies



online sales (vs. 2019)



applications considered



new books

**Pordata** 

Digital

Events & Communication



4,755 users per day



**16,900,000** pages viewed



5,655 news pieces



**2,700,000** website visits



viewers (online programs)



streamed sessions on the website, Facebook and Instagram

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# **ACTIVITY REPORT**





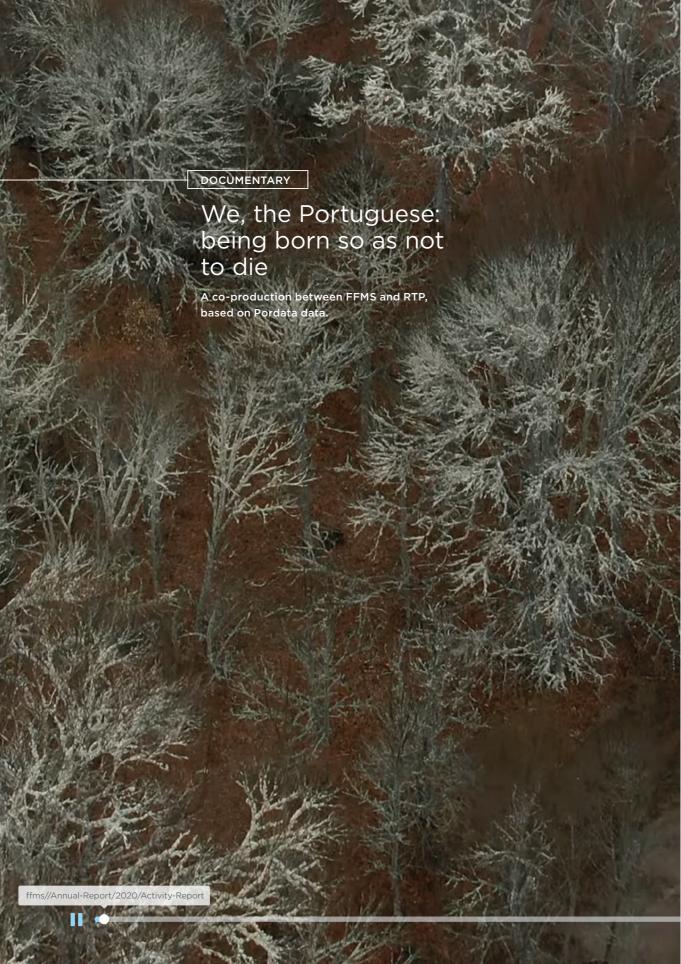












#### Introduction

The year 2020 constituted an unprecedented challenge in the life of the Francisco Manuel dos Santos Foundation.

Firstly, because of the adverse context of the pandemic that befell the world and did not spare our own country, bringing with it all sorts of disruptions to life in general and also to our own sphere, where foundational institutions operate and inhabit.

Secondly, significant changes were made to the Foundation's governing bodies, starting with the new president of the Board of Trustees, José Soares dos Santos, taking office, in representation of the Founding Family, followed by the beginning of new leadership at Pordata — which celebrated its 10th anniversary — and the General Board. Since the very first moment when the Foundation noticed significant changes to the conditions that would enable it to continue to fulfil its mission, it decided to reconfigure its plan of activities in a way that would enable it to maintain the essential elements of what had been previously planned, while maintaining the

same level contact with Portuguese society and keeping

We were able to generate quality content based on a solid foundation of experts, technicians and scientists.

the expenses in line with the financial budget. The implementation of such a comprehensive emergency shift was only made possible thanks to the qualified versatility of our staff and to the way in which they interpreted and expedited the directives they received.

Thanks to a timely investment in digital platforms and partnerships, and by adjusting the subjects to the public's pervasive concerns, we were able to immediately generate quality content based on a solid

foundation of experts, technicians and scientists who make up the rich and varied fabric of the Foundation's thinking universe.

At the same time, we were able to devise and kick-start a new three-year research program, begin larger projects in the research studies department, stimulate the publication of essays, portraits and other hybrid publications, which are no less consistent with the Foundation's statutory objectives. The Foundation's cognizable capital currently occupies a significantly larger space. While it is true that the health restrictions forced the Foundation to cancel or downsize many of its live events, it is also true that the availability of new and effective information and communication methods, which are increasingly based on integrating and visualizing data, allowed for a substantial broadening of its digital sphere, and made it possible to reach audiences that had been out of reach until now.

This was a complex and unprecedented difficulty, which was met as a challenge to be solved and overcome with firm determination, and which revealed, through its 2020 results, that the Francisco Manuel dos Santos Foundation continues to pursue with conviction the goals upon which it was founded, over a decade ago, by its Founder, Alexandre Soares dos Santos. It shall not divert its course, not even by a single inch.

## **Governing Bodies**

In terms of the Foundation's governing bodies, in 2020 José Soares dos Santos was appointed as the new chairman of the Foundation's Board of Trustees, following the death of its Founder, Alexandre Soares dos Santos.

In April, board member and director-general David Lopes resigned his position, and Helena Bento replaced him in those functions. Board member António Lobo Xavier transitioned from the Board of Directors to the Board of Trustees, and was replaced as a member of the Board of Directors by Luísa Loura, director of Pordata, who also took office in the executive Committee of the Board of Directors.

At the end of 2020, the Foundation's governing bodies were made up of the following members:

#### **Board of Trustees**

José Soares dos Santos (chairman), Alda Carvalho, António Lobo Xavier, Eduardo Marçal Grilo, Luís Amado, D. Manuel Clemente, Nuno Garoupa.

#### **Board of Directors**

Jaime Gama (chairman), António Araújo, Fátima Barros, Inês Soares dos Santos Canas, Gonçalo Saraiva Matias, Helena Bento, Maria Manuel Mota. Luísa Loura. Nuno Crato.

#### **Auditing Committee**

Henrique Soares dos Santos (chairman), Paula Prado, EY.

#### **Executive Committee**

The Executive Committee, made up of members from the Board of Directors, and presided by the chairman of the Board of Directors, Jaime Gama, is responsible for the Foundation's day-to-day management. It also includes board members Helena Bento (director-general), António Araújo (director of Publications), Gonçalo Saraiva Matias (director of Research Studies) and Luísa Loura (director of Pordata).

Throughout 2020, the Executive Committee held 43 meetings and continued to keep the governing bodies thoroughly and regularly informed about the Foundation activities, namely through the periodical mailing of the meeting minutes to every member of the Board of Directors and the Board of Trustees.

In order to better share information regarding the activities that were carried out, the Foundation's newsletter continued to be published monthly.

## **Operational Management**

**The year 2020** was a year of profound changes and adaptations in the Foundation's activity program.

In the year of Pordata's tenth anniversary, the original activity program was especially rich in live events. This is because, as well as the main annual Meeting, scheduled for September, and the usual launches of books and research studies, the Foundation was planning to host a series of conferences across several locations in the country under the subject "We, the Portuguese".

The Foundation team was able to adapt, without great upheaval, to the new and profound demands of digital communication. When the pandemic hit, in the first quarter of the year, our entire activity plan had to be reformulated and adjusted to the new reality, especially in light of the restrictions imposed by the lockdown rules. Therefore, the Foundation began using the digital ecosystem as its main stage, with a view to ensuring that it would still reach its audience. This implied overcoming the challenge of adapting the creative and innovative style that FFMS is known for to digital formats, in which the Foundation did not yet have a great deal of experience.

The team faced that challenge with great commitment and enthusiasm, which enabled us to secure 60 hours of streaming and 89 digital events broadcast live on our website and social media, which were watched by over 1.2 million people (the equivalent of one broadcast every four days). In addition, the Foundation's Facebook posts reached over 10 million people.

The planned research studies program was met, while the publications program and its communication were surpassed, with additional launches of publications from the Portraits collection that were related to the current context experienced in Portugal.

Additionally, four new series of the "Digital Talks" were launched, which had not been included in the original plan, and a Digital Book Fair was organized in May, at a time when we did not yet know whether the usual Lisbon Book Fair would take place.

Overall, looking back over the past year, the Foundation succeeded in adapting itself without major complications to the new and profound demands of digital communication, which enabled the FFMS to remain present and close to the Portuguese, which is of undisputed importance, and fulfilled its mission of continuing to learn about Portugal and making quality information available to its citizens about subjects of great national relevance. In 2020, the Foundation's operational team came under management from executive director and director-general Helena Bento, who is continuing the current management delineated by the Executive Committee, while taking into account the role played by the other board members who coordinate the specific departments of Research Studies, Publications and Pordata.

In 2020, the Foundation's operational team was organized as follows:

- Research Studies João Tiago Gaspar (coordinator), Rita Rosado and Mónica Barreiros;
- Marketing and Events Marta Lopes (coordinator), Richard Freuis and Joana Batista;
- Digital and Social Media Joana Ferreira da Costa (coordinator) and Rui Rocha;
- **Audiovisual** Joana Ferreira da Costa (editorial coordinator, *Fronteiras XXI*), Filipa Basílio, Joana Vicente Pinto and António Borga (external consultant);
- Publications Susana Norton (coordinator) and Duarte Vaz-Pinto (external consultant);
- Pordata Ana Luísa Barbosa (coordinator), Mónica Santos, Joana Zózimo, Sofia Barão and Inês Falcão;
- Press Consultant Clara Valadas-Preto;
- Finance José Ouinta:
- IT and Systems Rui Pimentel.

The Executive Committee is assisted by Maria Boavida, in the role of adviser to the chairman of the Board of Directors, and by Isabel Bernardes, as executive assistant to the Board.

# Participation in the Portuguese Foundations Center

In 2020, the Francisco Manuel dos Santos Foundation maintained an active participation in managing the Portuguese Foundations Center (CPF), represented by executive board member António Araújo. In this capacity, several activities were carried out to protect and promote the Portuguese foundational sector, both at home and abroad.

To that effect, in early January António Araújo, in his capacity as member of the CPF board, attended the Dafne (Donors and Foundations Network in Europe) meeting, in Madrid; Dafne is the organization that includes the largest and most representative foundations in Europe.

In addition, further efforts were pursued towards a potential revision of the Foundations Framework Law, as well as of the Bylaws of the Portuguese Foundations Center, in addition to the legislation related to the public utility status. The groundwork was also laid to carry out a study about the Portuguese foundational sector, coordinated by Professor Raquel Campos Franco (Catholic University/Porto), as a result of a partnership between the CPF and the Francisco Manuel dos Santos Foundation.

#### **Studies**

The Foundation's research coordination continued to be led by executive board member Gonçalo Matias in 2020. He relied on support from three consultants: Carlos Jalali, leading the Institutions department; Fernando Alexandre, leading the Economy department; and Luísa Lima, leading the Society department. The research studies team is made up of João Tiago Gaspar (coordinator), Mónica Barreiros and Rita Rosado.

The year 2020 was the last year in the 2018-2020 Research Studies Program, with the reception, rejection and adjudication of a very high number of study proposals.

Since June 2018, when the 2018-2020 three-year Research Program was publicly presented to the Portuguese research community, the Foundation has received 117 applications from research centers (26 within the department of Economy, 33 within the department of Institutions, and 58  $\,$ 

in the department of Society). To date, 16 proposals have been adjudicated, which can be broken down as follows: seven from the department of Economy, four from the department of Institutions and five from the department of Society. Below, presented within the relevant sections, we present the titles of the projects that have already been commissioned, organized by field of study, and accompanied by the names of the respective coordinators, as well as the proponent institutions.

The 2018-2020 three-year Research Program registered the reception, rejection and adjudication of a very high number of study proposals.

The applications came from a very wide range of universities and research centers from all over

the country, and from some of the most prestigious international universities, thus fulfilling the goal of increasing international exposure and further internationalizing of the Foundation's activities.

In compliance with the stipulations of the Foundation's governing bodies, the research studies team has been reducing the number of annually adjudicated studies, thus ensuring a greater impact of (and funding budget for) each study considered individually. This enables an increase in the studies' visibility and, consequently, in the visibility of the Foundation.

Among the new projects, it is important to mention the project about the "Economic, Political and Social Impact of the Covid-19 Pandemic in Portugal", a study that permeates all three of the research areas. This is a very important contribution from the Foundation to the public debate about the public health crisis that has afflicted the world throughout the past few months.

The successful selection process enabled the Foundation to widely cover the topics which had been selected for the current research studies program. For that reason, the team began to immediately prepare the following three-year period, which was approved by the governing bodies in November 2020, and which will be presented to the Portuguese academic community during the first quarter of 2021.

Throughout the three-year period of 2018-2020, the Research Studies team tried to encourage projects that were co-funded by other institutions, yet without neglecting the independent quality that is indispensable to pursuing the Foundation's statutory mission. This was the case with the study "Artificial Intelligence in Portugal", funded by Google with the sum of 35 thousand euros, and which includes a partnership with Esade, in Spain, I-Com in Italy and IOBE in Greece. It is also the case of a study about the impact of Foundations in the Portuguese economy and society, which was co-funded by the Portuguese Foundations Center, with a contribution of 35 thousand euros. Lastly, FFMS will organize an exhibition in partnership with Santa Casa da Misericórdia, in Lisbon, under the subject of "Migrations"; the exhibition's research curatorship will be provided by the Foundation, and Santa Casa will provide around 150 thousand euros in funding. Thus, the projects that were co-funded throughout the three-year period of 2018-2020 amounted to more than 200 thousand euros.

In 2020, with the arrival of the Covid-19 pandemic, the Foundation's Research Studies team was forced to reorganize, in a short period of time, all the scheduled events and the initiatives that had been planned for the year. In particular, it became necessary to follow the work conducted by the research teams involved in the Foundation projects, and to build bridges between them and the various public entities, since access to public data became much more difficult in the context of the pandemic. Furthermore, during the lockdown imposed on the Portuguese society between mid-March and mid-June, the Research Studies team responded promptly by devising two digital

series that enabled the Foundation to fulfil its statutory mission to inform the Portuguese during one of the hardest periods of the last decades. The audience of "O País que se Segue" ("The Country That Comes Next"), a series moderated by Pedro Santos Guerreiro, and "Assim Fala a Ciência" ("Thus Speaks Science"), moderated by David Marçal, are representative of the social impact that the Foundation achieved during the first lockdown period.

It is equally important to mention that the initiatives that are usually carried out by the Research Studies team, such as the presentation of new research studies, the Summer School and Science and Education Month required considerable efforts to adapt exclusively to digital media. A special mention to the Summer School, which produced excellent reviews from its 26 participants.

In short, 2020 was a year of consolidation in the Research Studies area, and a year to launch several future projects, regardless of the difficulties brought about by the Covid-19 pandemic. The strategy devised for the 2018-2020 Three-Year Research Program seems to have been implemented successfully, and it has served as a solid basis

for the 2021-2023 triennium, which has been planned in strict compliance with the stipulations of the governing bodies, thus ensuring the topicality of the subject matters chosen and the impact of the initiatives, and ensuring the independent quality of the participating researchers and speakers.



#### **Economy**

#### I. Research Studies published in 2020

Throughout 2020, three studies were published in the department of Economy, namely:

#### 1. GDP-linked bonds in the Portuguese Economy

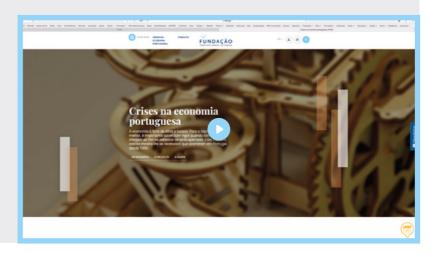
Coordination: Gonçalo Pina (ESCP, Berlin).

Public presentation: Included as part of the series of conferences "Debt and Funding of the Portuguese Economy", this study was presented in the Foundation digital media between 17 June and 1 July 2020, during an event that included speakers like João Moreira Rato (CTT Bank), Cristina Casalinho (IGCP), Markus Brunnermeier (Princeton University), Lucrezia Reichlin (London Business School), Nazaré Costa Cabral (Portuguese Public Finance Council) and Francesco Franco (Nova SBE).

Synopsis: Would the Portuguese economy have achieved better results if governments had contracted debt linked to the Gross Domestic Product (GDP), instead of traditional public debt? And would the public debt have followed the same path, reaching the extremely high levels that we witness today?

According to the current system, payments are not dependent on the level of economic activity, which may create difficulties at times of financial crisis and which may, in turn, translate into crises of sovereign debt. Indexing debt to GDP growth means that payments will grow when the economy is performing well, and that they will decrease at times of economic hardship. This study explores a series of counterfactual scenarios which can help us understand how the levels of indebtedness of the Portuguese state would have evolved if different forms of indexing debt had been used, and what would be the potential benefits of changing the system currently in place.





#### 2. Dating the Cycles in the Portuguese Economy

Coordination: Ricardo Reis (London School of Economics) Public presentation: This project was presented in partnership with the *Expresso* newspaper, and broadcast on the digital media of both institutions, on 9 October 2020. The presentation included the participation of two members of the Committee for Dating Economic Cycles — Ricardo Reis (LSE) and Luís Aguiar-Conraria (School of Economics and Management, University of Minho) — and guests João Ferreira do Amaral (ISEG, University of Lisbon) and João Tovar Jalles (ISEG, University of Lisbon). The session was moderated by Paula Santos (deputy director at *Expresso*).

**Synopsis:** This project presents a chronology of the economic cycles in Portugal since 1980, based on a methodology created by an expert committee, including some of the top academics from various Portuguese universities, in the fields of macroeconomics, monetary policy, economic history, the job market and political economy. This project has materialized into a digital work, with the title "Crises in the Portuguese Economy," which includes the chronology of the economic cycles of the Portuguese Economy, as well as supporting data, from 1980 to the present day, in addition to short explanatory notes about the dating and the criteria used. As and when new economic cycles

occur, new data and opinions will be added. This digital work is yet another effort from the Foundation's Research Studies team to bring complex technical knowledge to the wider public.

#### 3. Portuguese Companies in International Trade

**Coordination:** João Amador (Bank of Portugal and Nova School of Business & Economics, NOVA University Lisbon).

**Public presentation:** This study was broadcast on the Foundation's digital media on 25 November 2020. As well as the coordinator, the presentation was attended by Rui Paiva (CEO of Mobileum Inc.), Joana Silva (Católica Lisbon School of Business & Economics) and António Costa (Director of *Eco* newspaper), as the session moderator.

**Synopsis:** What are the sectors in which Portuguese exporting companies operate? How much do they make? And what are the main difficulties that they face? This study comprises three main goals: drawing a profile of service exports (excluding the tourism area); identifying obstacles to Portuguese exports; and describing the capital participation of exporting companies. With this publication, the Foundation presents empirical data on international trade and allows for a constructive reflection on the role played by exporting companies in growing the Portuguese economy.



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

**Coordination:** João Castro (Bank and Nova School of Business & Economics, NOVA University Lisbon).

Public presentation: This study will be presented on FFMS's digital platforms in February 2021. This presentation will include the participation of the study coordinator, Ana Sofia Carvalho (professor at the Portuguese Catholic University and former director of the Institute of Bioethics at the Portuguese Catholic University) and Liliana Ferreira (director of the Fraunhofer Research Center for Assistive Information and Communication Solutions Portugal, and professor at the Faculty of Engineering, University of Porto). The session will be

moderated by Sara Sá (journalist at *Exame Informática* magazine).

Synopsis: Interest in artificial intelligence and its applications has been growing significantly over the past few years, largely as a result of an increase in computing power and a reduction in its cost. Despite the fact that many areas of science and industry have gradually been adopting artificial intelligence, we can safely say that its applications are still at their inception. Based on the Portuguese reality, this report analyses the development of artificial intelligence in academia and its application in industry and public policy.

ARTIFICIAL
INTELLIGENCE
PATHWAYS and
OPPORTUNITIES

A View from Portugal

By JOÃO CASTRO VASCO TELES September 2020

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# 2. Financial Constraints and Business Dynamics: Lessons from the 2008-2013 recession

**Coordination:** Carlos Carreira (Faculty of Economics, University of Coimbra).

Public presentation: April 2021.



**Synopsis:** This study aims to analyze company debt, as well as the restrictions indebtedness entails in terms of companies' ability to invest and in terms of financing conditions, particularly via the banking sector. On the one hand, the goal is to understand the imbalances which caused the longest and most serious crisis in the Portuguese economy and, on the other hand, to understand the source of vulnerabilities in the banking sector and the role they played in the recent economic and financial crisis.

#### 3. Efficiency and Productivity in the Portuguese Transport Sector

**Coordination:** Carlos Oliveira Cruz (Technical University of Lisbon). **Public presentation:** May 2021.

**Synopsis:** This study aims to offer an analytical perspective on the efficiency of the transport sector in Portugal, as well as of the various companies of the different means of transportation that make up that sector, from the perspective of the economic, financial and political dynamics that affected the sector. In that respect, the past decade is a relevant case study, considering the economic context (economic cycles of shrinking and growth), the 2008 financial crisis, together with the Troika interventions, and a great diversity of public policy formulations (such as privatizations, mergers, granting concessions, etc.)

This ex-post evaluation aims to clarify the public discussion around the sector, and the various options of public policy surrounding it, thus strengthening the decision-making process of the new upcoming cycle of public investment, in 2020-2030.

# 4. A New Paradigm for the Portuguese Economy: from 'made in' to 'created in' Portugal

**Coordination:** Fernando Alexandre (University of Minho and consultant in the department of Economy at FFMS).

Public presentation: June 2021.

**Synopsis:** The purpose of this project is to identify public policies that facilitate private investment and promote an active participation of Portuguese companies in the ongoing European reindustrialization strategy, in order to optimize the Portuguese economy's potential for growth. The study will be carried out by internationally-renowned multidisciplinary teams, and it will be divided according to seven main areas: I. Scientific and technological system; 2. Skills and labor markets; 3. Business environment (competition, markets and tax policy); 4. Innovative SME networks; 5. Territory and infrastructures; 6. FDI and global value chains; 7. Natural resources (the sea).

The project is coordinated by a steering committee, made up of internationally-renowned experts, such as David Autor (M.I.T.), Thomas Philippon (New York University) or Andrés Rodríguez-Pose (London School of Economics). The steering committee also includes members of the governing bodies of similar institutions — such as Georg Schütte (secretary-general of the Volkswagen Foundation) or Tiago Pitta e Cunha (CEO of the Oceano Azul Foundation).

#### 5. The Property Market in Portugal

**Coordination:** Paulo Rodrigues (Bank of Portugal and Nova School of Business & Economics, NOVA University Lisbon).

Public presentation: October 2021.

**Synopsis:** After a relatively inexpressive evolution during the 1990s and the early 2000s, housing prices in Portugal have been increasing

in recent years. This study analyzes the socioeconomic impact of the Portuguese property market over the last decades.

III. Research studies scheduled for publication after 2021

- **1. Restrictions on Liquidity and Entrepreneurship in Portugal**, coordinated by Miguel Ferreira (Nova School of Business & Economics, NOVA University Lisbon); presentation scheduled for 2022.
- **2. SME Rating, Financing and Relationship with Banks**, coordinated by Clara Raposo (ISEG, University of Lisbon); presentation scheduled for 2022.
- **3.** The Impact of IRC on the Portuguese Economy, coordinated by Pedro Brinca (Nova School of Business & Economics, NOVA University Lisbon); presentation scheduled for 2022.

#### Institutions

I. Research Studies published in 2020

In 2020, there were no studies published in the department of Institutions.

II. Research studies scheduled for publication in 2021

#### 1. Regulatory State in Portugal: Evolution and Performance

**Coordination:** Ana Lourenço (Católica Porto Business School). **Public presentation:** October 2021.

**Synopsis:** This study aims to enrich public debate about regulation in Portugal, analyzing the way in which regulator performance has

been affected by the publication of the 2013 Framework Law for Regulatory Authorities. One of its main contributions is the collection of quantitative and methodological elements about the work performed by various regulatory entities since the beginning of the 21st century.

III. Research studies scheduled for publication after 2021

- 1. The Economic, Social and Political Impacts of the Covid-19 Pandemic, coordinated by Nuno Monteiro (Yale University); presentation scheduled for March 2022. This study permeates all three scientific areas, but it was allocated to the department of Institutions from the point of view of budget, as it will be analyzing two institutional components (domestic and international policy).
- **2.** Lobby Groups within the Portuguese Political System, coordinated by Marco Lisi (Faculty of Human and Social Sciences, NOVA University Lisbon); presentation scheduled for 2022.
- **3.** The Secret Garden of Portuguese Politics: National Assembly Candidates (1975-2019), coordinated by Jorge Fernandes (Institute of Social Sciences, University of Lisbon); presentation scheduled for 2022.
- **4. Ethics and integrity in politics**, coordinated by Luís de Sousa (Institute of Social Sciences, University of Lisbon); presentation scheduled for 2022.

#### Society

#### I. Research Studies published in 2020

In 2020, there were no studies published in the department of Society.

II. Research studies scheduled for publication in 2021

# 1. Profiles of Poverty in Portugal: Journeys and Daily Experiences

**Coordination:** Fernando Diogo (Faculty of Economics, University of Azores).

**Public presentation:** March 2021.

**Synopsis:** The purpose of this study is to answer two essential questions: who are the poor in Portugal? And how do they live? With the purpose of outlining the various types of poverty in Portugal, around 90 biographical interviews were conducted to discover the social trajectories of Portuguese citizens at risk of poverty: finding out how they became poor and, when applicable, how they managed to escape poverty, even if only temporarily.

There aren't many studies about poverty in Portugal, and many of them are based exclusively on official statistics, which greatly limits their scope. The truth is that the research studies produced to date do not allow for an understanding of the difficulties felt day to day by people living in poverty. The extensive qualitative component and national scope of this study explain its relevance and innovative character.

#### 2. The Social Impact of Portuguese Foundations

**Coordination:** Raquel Campos Franco (Católica Porto Business School). **Public presentation:** May 2021.

**Synopsis:** Portuguese society knows very little about the world of foundations, and this lack of knowledge provided the motivation for this research study. Given the social relevance of Portuguese foundations, this study aims to provide answers to the following questions: "How can the social impact of foundations be defined?", "Which factors influence the social impact of foundations?", and "How can the social impact of foundations be measured?". This research study produced five case studies and 12 impact stories.

#### 3. Inequality and Wellbeing in Portugal and in Europe

Coordination: Rosário Mauritti (ISCTE-IUL).

Public presentation: June 2021.

**Synopsis:** With this study, the Foundation aims to assess and monitor the effects and consequences of social inequality in contemporary Portuguese society, while taking into account the regional, national and European spheres. The final purpose of the project is to build an indicator model that enables monitoring the relationships between social inequality and wellbeing, from a comparative perspective and on different territorial scales.

#### 4. Young People in Portugal, Today

**Coordination:** Laura Sagnier (PRM — Market Intelligence).

Public presentation: September 2021.

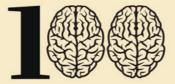
**Synopsis:** The main goal of this study is to understand how young people in Portugal are, what they think and what they feel. With that purpose in mind, a survey was conducted of a representative sample group of young people, aged 15-34, made up of around two thousand individuals. This survey approached subject areas as diverse as: transitioning into adult life, education, work, expectations and aspirations,

culture, family, social and political values, violence, risky behaviors, among others. In addition, the survey includes a section specifically devoted to the way in which young people dealt with the lockdown caused by the Covid-19 pandemic, in the Spring of 2020.

III. Research studies scheduled for publication after 2021

- 1. How We Eat What We Eat: Portrait of food consumption in Portugal, coordinated by Ana Isabel Costa (Católica Lisbon School of Business & Economics; Portuguese Catholic University); presentation scheduled for 2022.
- **2.** Ageism and Perceptions of Fairness in the Job Market, coordinated by David Patient (Católica Lisbon School of Business & Economics; Portuguese Catholic University); presentation scheduled for 2023.

**OS ENSAIOS** DA FUNDAÇÃO **CHEGARAM AO NÚMERO** 



ENSAIOS DA FUNDAÇÃO. IDEIAS QUE DÃO QUE PENSAR.

FUNDAÇÃO













#### **Publications**

The Publications department continued to be led by António Araújo, executive board member, and supported by a team which includes Susana Norton, in-house, and Duarte Vaz Pinto, who provide external support. Among the various impacts of the current Covid-19 pandemic, the book sector was one of the most affected throughout 2020, and there is a tendency for this tendency to become worse over the following year.

In addition to the fact that the main distribution channels were forced to close down, lockdown and the focus on the health concerns made it very difficult to launch new titles and, in particular, to promote them with readers.

Therefore, the Publications department invested strongly in the digital media, whether it came to promoting content, launching new titles or selling online: online sales grew by 53%. Book launches took place in the form

The Publications department invested strongly in the digital media.

of digital conversations, under the brand of the Foundation Square and, in September, the Foundation took part in the Lisbon Book Fair, hosting the debates in that space, together with the ones that were broadcast live on the Foundation website and Facebook page.

After close consultation with the FFMS executive committee, it was decided that, in line with the Foundation's mission, it made sense to make several of its contents published in book form available for free, as has been done by similar institutions, both in Portugal and abroad. In this way, and to support culture, the Foundation joined forces with Kobo/Fnac for an initiative to give away free digital publications, allowing nine of the Foundation's Summaries, from the Research Studies department, to be downloaded for free, as well as the five Portraits in audiobook format, from March onwards. In total, 4500 e-publications were downloaded, 1700 of which were audiobooks.

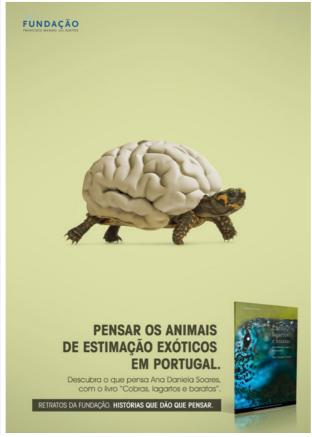
On the other hand, investing in digital media enabled the Foundation, with its collection of over 200 authors, to mobilize a diverse set of reference figures to take part in its initiatives. This was the case, namely,







https://www.ffms.pt/publicacoes/categoria/3/ensaios



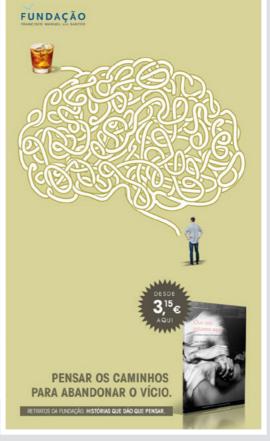












with Maria do Céu Machado, Raquel Vaz-Pinto, Carlos Gaspar, David Marçal, Pedro Pita Barros, Arlindo Oliveira, Luísa Lima, among others.

In addition, it was decided that the Editorial department, with its flexibility and quick response capacity, could be deployed to signal more promptly the Foundation's involvement in fighting the Covid-19 pandemic and surveying its implications.

Therefore, the following titles were published: Suspended City, Lisbon in a state of emergency and Rules of Isolation, both of which were extremely welcomed by our readers. It was also decided that proceeds from the sale of the former title would go to those selling them, in order to support Portuguese booksellers.

Lastly, FFMS continued its regular publication of the titles scheduled for its collections.

Within the Foundation's Essays series, the following titles were published: Assisted Housing in Portugal, by Ricardo Costa Agarez; Cultural Heritage: Living reality, by Guilherme d'Oliveira Martins; Railroads in Portugal: Past, present and future, by Francisco Furtado; What If I Can't Decide? Knowing how to choose at the end of life, by Lucília Nunes; Palliative Care, Becoming more familiar with them, by Isabel Galriça Neto; Tomorrow's World — Contemporary Geopolitics, by Carlos Gaspar; Teenagers: Their lives, their future, by Margarida Gaspar de Matos; and Jobs for the Boys? Appointments for the top positions in public administration, by Patrícia Silva; Eating Habits of the Portuguese, by Mónica Truninger.

In turn, within the Foundation's Portraits series, the following titles were published: Because We Are Here: 12 steps towards recovery, by João Tordo; Prisons, by Catarina Fróis; Snakes, Lizards and Cockroaches: Man's best friends?, by Ana Daniela Soares; Alice's Pigeons: Growing old in Portugal, by Ana Catarina André; How Long is a Day, by Susana Moreira Marques; Suspended City, Lisbon in a state of emergency, by Miguel Valle de Figueiredo and Bruno Vieira Amaral; Culatra, An island with people in it, by Ana Cristina Leonardo; and Rules of Isolation, by Djaimilia Pereira de Almeida and Humberto Brito.





https://www.ffms.pt/publicacoes/categoria/ 29/retratos

On the occasion of the 10th anniversary of Pordata, the book series "The Portuguese" was published with the following titles: How the Portuguese are Born and How They Die, by Maria Filomena Mendes; How the Portuguese Grow Up: Childhood, adolescence, by Maria do Céu Machado; How the Portuguese Learn: School, basic and secondary education, and higher education, by Luísa Loura; How the Portuguese Work, by Pedro Brinca; How the Portuguese Get Sick, by Fernando Leal da Costa; How the Portuguese Live, by Alda Botelho Azevedo; How the Portuguese Spend, by Susana Peralta; How the Portuguese Eat, by Pedro Graça; How the Portuguese Grow Old, by Maria João Guardado Moreira; How the Portuguese Are, by Fernando Alexandre. The collection was distributed in partnership with the Público newspaper.



In addition to these titles, and outside of this book series, the title *Plants and World Food*, by José Mendes Ferrão, was published. This is a well-reputed, high-quality publication that has received a very considerable media and commercial reception.





# **Digital Area**

**In 2020**, the Francisco Manuel dos Santos Foundation invested decisively in digital media.

Having been forced to cancel all scheduled on-site events, due to the Covid-19 pandemic, the Foundation transferred the entire program onto a digital format. In March, at the beginning of lockdown, the Foundation was among the first to react by streaming events about the pandemic and its impacts on the future of the country.

On I April, the Foundation launched eight new series of "Digital Talks", which were broadcast on the website and on social media (Facebook and Instagram). Throughout the year, these series reached over 2.2 million people.

# Digital Talks

With 20 episodes and 20 experts on different subject areas, "The Country that Comes Next" was the first digital talk of the year, aimed at thinking about the future of Portugal and the Portuguese after the pandemic. The timing of the launch (shortly after the beginning of the first lockdown period) and the relevance of the subjects under debate meant that this initiative secured large audiences, having reached around 703 thousand people (374 thousand of whom watched it on TVI, the TV channel where the program was broadcast). Without interruptions in the schedule, this launch was followed by a series of digital talks devoted to scientific knowledge about the virus, "Thus Speaks Science". This ten-episode series was moderated by David Marçal and reached 115 thousand people.

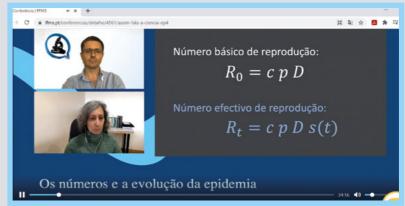
On a separate note, the Foundation created the series "Remotely Interesting", II digital talks where guests shared their top-5 personal choices, from philosophy to gastronomy and music. These talks were led by José Maria Pimentel and viewed by 82 thousand people.





https://www.ffms.pt/conferencias/detalhe/4432/o-pais-que-se-segue-episodio-1





https://www.ffms.pt/conferencias/ciclo/4522/assim-fala-a-ciencia





https://www.ffms.pt/conferencias/ciclo/4586/remotamente-interessante







Due to the postponement of the Lisbon Book Fair, which usually takes place in June, this year the Foundation Square was carried out online and streamed on the Foundation's website, in an interactive and innovative setting. The 11 debates that took place under this initiative obtained over 92 thousand views. The streamed debates returned to the Foundation Square during the on-site Book Fair, which took place in September, and reached over 60 thousand views.

In June, the Foundation organized a series of three digital conferences under the title "Debt and Financing of the Portuguese Economy", apropos the launch of the study "GDP-linked bonds in the Portuguese Economy". The series obtained 43 thousand views.

The streamed debates returned to the Foundation Square.

This was followed by the digital series "Just Between Us", which originated the book series "The Portuguese". These ten talks, with ten experts, were mod-

erated by journalist André Martins and viewed by 63 thousand people.

These digital initiatives were complemented by the Summer School and the Month of Science and Education, which this year also took place through online editions. The latter included five conferences with international scientists and obtained 52.700 views.

The prompt availability of the new digital series on the Foundation's website and social media pages during the first lockdown period in 2020 gathered added interest in the Foundation contents throughout the entire year, which produced a significant increase in ratings when compared to 2019.

The most relevant digital talks were converted into podcasts and launched over the summer on a new content-distribution platform, Buzzsprout, thus securing a wider dissemination and access to new podcast platforms and new audiences. To facilitate access to these contents, the podcast area on the Foundation's website was redesigned, and it now stores this content in a more systematic way.























### The Foundation's Websites

In 2020, an unprecedented digital project was created, with the title "Crises in the Portuguese Economy", resulting from the Foundation's study on dating the recessions of the Portuguese economy since 1980, coordinated by economist Ricardo Reis. The website makes it possible to navigate through the moments of crisis that affected the country since 1980, get to know their causes and impact on the day-to-day life of the Portuguese, with charts and videos by experts who explain the effects of each recession. The website obtained over 13 thousand views in 2020 and it will continue to be updated on an annual basis (namely with data about the crisis caused by the pandemic).

In addition, the website "Born in Portugal" was redesigned and updated, with new data pertaining to 2019 and 2020. The website "Uneven Portugal" was also scheduled for an update, which had to be postponed to 2021 because of the new timelines for data dissemination by the National Statistics Institute (INE).

Another important milestone in 2020 was the creation of a new and ambitious project for the Foundation's portal. In November, preparations began for the project's specifications, a task which will continue throughout 2021.

This was a record year in terms of streamed broadcasts, with a total of 197 (89 on the website, 88 on Facebook and 40 on Instagram), and the Foundation website's record for number of webpage visits exceeded 2.1 million, representing a 29% increase compared to the previous year. Online book sales also experienced an exceptional increase, growing by 53%, having benefitted from a boost in promotional campaigns, as well as the consequences of lockdown.

The Foundation's websites obtained a total of 16.9 million visited webpages (a 10% increase in relation to 2019), with a particular good performance for Pordata, with 11.8 million pages visited. The websites with a higher percentage increase were "Fronteiras XXI" (+67%), "Chronologies" (+50%) and "Pordata Kids" (41%).



https://www.ffms.pt/crises-na-economia-portuguesa



#### Não quebre a cabeça.



Aprenda a usar a Pordata para saber como vivem os Portugueses.

Saiba mais em Pordata.pt

#### Não quebre a cabeça.



Aprenda a usar a Pordata para saber como nascem os Portugueses.

Saiba mais em Pordata.pt



#### Não quebre a cabeça.



Aprenda a usar a Pordata para saber como trabalham os Portugueses.

Saiba mais em Pordata.pt

With the launch of a series of online campaigns, in 2020 the number of subscribers to the Foundation's weekly newsletter rose to 22 thousand, representing a 20% increase compared to the previous year.

A full list of the Foundation's websites can be found in Appendix VIII.

# **Pordata**

**Twenty-twenty** marked the 10th anniversary of Pordata, a project launched on 23 February 2010 and an inescapable reference in Portuguese society as a directory of certified statistical data to serve a wide range of users — academics, journalists, policy-makers, teachers, students or entrepreneurs.

The various initiatives carried out resulted in a significant increase in Pordata's interest and notoriety, and in 2020 access to the website evolved in a very positive way: there were over 2 700 000 sessions, a 30% growth rate in relation to 2019. Showing a similar growth rate, the number of users was 1 740 522, representing an average of 4 769 users per day. However, the clearest evidence of a growing interest in Pordata data was seen on media outlets. In 2020, over 2600 news articles referred to the project, an average of 7.4 news pieces per day, representing a 121% increase in relation to 2019. Part of this increase is attributed to local and regional press, which accounts for 47% of news pieces. The number of news pieces appearing on nationwide media was 1400, a 47% increase when compared to 2019 (956 news pieces).

## 10 Years of Pordata

On the occasion of the 10th anniversary of Pordata, on 12 February, in the Carlos Lopes Pavilion, in Lisbon, the only on-site conference in the scheduled series of conferences "We, the Portuguese" took place, with the trilogy: "Who Are We?", "How Do We Live?" and "Where Are We Going?".

As part of this conference, the first of three documentaries produced in partnership with RTP, under the title *Being Born So as Not to Die*, was shown, followed by a debate with Portuguese experts and an international guest, David Bloom. On that same day, Pordata organized an event with the main contacts and representatives of the official authorities responsible for the provision of statistics. which also included the public announcement of the new director of Pordata, Luísa Loura.

The second and third documentaries in the trilogy were shown on RTPI: Leaving So as Not to Arrive, on 8 and 9 October, and A Future to Be Designed, on 10 and 11 December. The scheduled on-site events did not take place, due to the context of the pandemic.

The year 2020 also marked the 10th anniversary of the Foundation's series of Essays. In that context, a special series, "The Portuguese", was launched. It was comprised of 10 books written by 10 experts, and was based on Pordata statistical data. This series also resulted in the series of digital talks "Just Between Us", which was moderated by journalist André Martins.

In 2020, Pordata joined the celebration of the 308 municipal holidays observed throughout the country, by sending statistical information to the respective mayors and by issuing press releases about each city council to the local media.

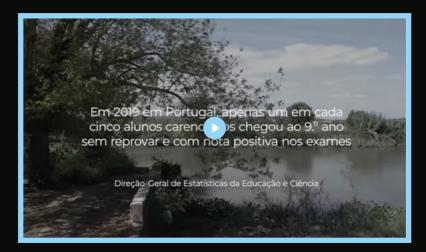
## Pordata's Website

In 2020, Pordata ensured the permanent update of the 2889 statistical charts hosted on the website across its three databases: Portugal, Municipalities and Europe.

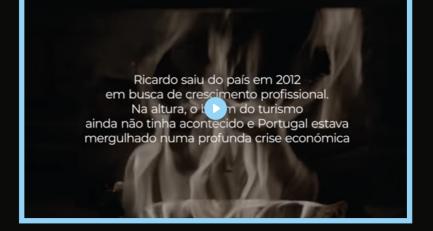
Naturally, Pordata could not let the Covid-19 pandemic go unobserved and, as such, a new area in the website was launched, with a



Attps://www.ffms.pt/play/video/documentario-nos-portugueses-nascer-para-nao-morrer



https://www.ffms.pt/play/video/documentario-nos-portugueses-partir-para-nao-chegar



more dynamic and functional look, dedicated to monitoring the economic and social impact of the pandemic in the lives of the Portuguese. This new area, "The Crisis in Figures", hosts around 100 charts and over 100 tables, which are updated daily, depicting statistical data on five subject areas: economy and finance, work and businesses, energy and transportation, tourism and health.

The website now also includes specific areas for the autonomous regions of the Azores and Madeira. In addition, following Brexit, the entire European database was redesigned.

### Other Initiatives

Throughout the year, three Pordata Portraits were launched: *Portrait* of *Portugal*, on 11 July, World Population Day; *Portrait* of the Azores, on 25 September, printed and distributed together with 12 500 copies of regional newspapers, within the context of the regional elections; and, on 20 October, *Portrait* of *Portugal* in *Europe*, to commemorate European Statistics Day.

Pordata also hosted the fourth edition of the initiative "Kids Get to Vote", promoted by *Visão Júnior* magazine in partnership with the School Library Network. This is a competition in which students from the 1st to the 12th grade pick the books they most enjoyed reading.

## Communication and Promotion

At the same time, for the purpose of encouraging citizens to deepen their knowledge about Portuguese reality, in 2020 Pordata invested in new ways of communicating and promoting the statistical information hosted in its databases. Thus, in 2020 Pordata marked the commemoration of national and international days by issuing 16 press releases: Women's Day, National Students' Day, World Health Day, International

Workers' Day, Social Security Day, Madeira Day, Azores Day, Small and Medium Enterprises Day, World Population Day, European Statistics Day, International Day for the Eradication of Poverty, World Savings Day and Migrants' Day. Pordata also marked, for the first time, Universal Children's Day in partnership with UNICEF.

# Pordata Academy

In March, when the country went into lockdown, Pordata Academy began hosting its training sessions online. In May, a series of videos was created, "Pordata in 10 Steps", to provide support to using the portal, as well as a newly-designed area of "Pordata Academy". Between March and June, Pordata Academy prepared new materials and provided training to 1572 people via the new online sessions.

From the beginning of the 2020-2021 school year, Pordata Academy resumed its on-site training sessions, in addition to the online sessions, thus minimizing the impact of the pandemic and completing 76% of its annual goals by providing training to 12 997 people.

### The Team

Pordata was led by executive board member Luísa Loura, and Ana Luísa Barbosa was responsible for coordinating the team, made up of Mónica Santos, Joana Zózimo, Sofia Barão and Inês Falcão. At the same time, Pordata continued its trainee program: Gil Costa and Mariana Silva until June 2020, and João Faia, Rita Besugo and Marta Miranda from July 2020.







# VISÃO

#### Johannes Ziegler

44 Não acredito que se possa generalizar os ecrãs na aprendizagem sem a adequada supervisão. E uma boa ferramenta, mas tem de ser usada com parcimónia: quando se ativa um tablet, desativam-se os outros sentidos 97





#### Comunidade nepalesa cresceu 25 vezes em 10 anos



#### Atlântico Expresso



#### A Ferrovia em Portugal





Investimento em infraestruturas bate mínimos dos anos 70



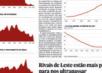


















#### Diário de Noticias

"Se as acusações contra Trump são de ingerência nas eleições, não podem ser os eleitores a decidir"











### SÁBADO

FERNANDO ALEXANDRE E LUÍS AGUIAR-CONRARIA

"O salário médio está abaixo do que deveria ser"















# The Foundation in the Media

When it comes to fulfilling the Foundation's mission, "to promote and deepen the knowledge of Portuguese reality", a special emphasis is placed on promoting and debating topics that have great national relevance.

The Foundation has always recognized the importance of an effective relationship of transparency with media outlets and journalists, with a view to ensuring the wide and appropriate dissemination of its content.

Therefore, the press office tries to promote the content produced by the Foundation by ensuring its wide dissemination across the various means of communication, while taking into account the different target audiences. The Foundation also tries to set the media

audiences. The Foundation also tries to set the media agenda with topics that are of clear public interest and which promote debate in Portuguese society.

In 2020, the Foundation's activities were the subject of 3653 news pieces, the equivalent of around 14 million euros in AAV (Automatic Advertising Value), the indicator that measures the advertising value corresponding to the space taken up by the news piece.

Of the total news pieces published, around 70% were about the data published by Pordata, which can be explained by the fact that 2020 marked the 10th anniversal

explained by the fact that 2020 marked the 10th anniversary of the Foundation's database. In that context, and among other initiatives, Pordata started sending data to each of the 308 Portuguese municipal councils on the dates when they had their respective municipal holidays. As a result, once the local and regional media had been sent data regarding their respective town and/or region, they were responsible for 47% of the news pieces published about Pordata. This was a conscious and successful decision, aimed at having Pordata information reach a higher number of Portuguese. The Foundation's activity that resulted in the highest number of news pieces was the publication of the Pordata Municipal Portraits (651 news articles) and Portrait of the Azores (147 news articles).

Throughout the year, there were several partnerships with media outlets in place. In terms of AAV, the data published around World Savings Day obtained the highest value (6 536 912 €), followed by the value of the conference "We, the Portuguese — Who Are We?" (2 902 603€) and the "Digital Talks — The Country that Comes Next" (1 748 106 € and an audience of 576 thousand people). Throughout the year, the Foundation maintained several partnerships with media outlets. In the printed media, the Foundation maintained partnerships with Expresso, Público, Jornal Económico and Destak; on the radio, with Renascença and Antena I; and on television, with RTP and CMTV.

#### Expresso (newspaper)

A partnership established to launch the project *Crises in the Portuguese Economy*, dating, for the first time, the economic cycles in Portugal (13 500 views).

#### Público (newspaper)

Publication of the book series "The Portuguese — 10 books, 10 infographics", which was sold together with the newspaper throughout the year.

Creation of the podcast "Thus Speaks Science", where some of the limitations and uncertainties of science are clarified in an accessible manner, while also explaining the research projects being carried out by some Portuguese scientists.

#### Jornal Económico (newspaper)

Publication of 12 monthly articles written by authors of the Foundation's Essays.

#### Destak newspaper

Weekly publication of Pordata data. The *Destak* newspaper, whose publication was interrupted during the lockdown periods, has a potential reach of 70 thousand daily readers.

#### Rádio Renascença (radio station)

Broadcast of the program *Da Capa à Contracapa* (From Cover to Cover), on Tuesdays (II:15 pm), reaching 3 300 000 people (total audience).

Broadcast of a new four-minute segment — "Food for Thought from the Foundation" — during the afternoon show, every Friday, at 6:15 pm, reaching up to 800 thousand people (total audience).

#### Antena 1

Broadcast of the radio version of the television program Fronteiras XXI.

#### **CMTV**

Broadcast of features and interviews conducted with speakers from the Science and Education Month conferences on CMTV's program *Falar Global*.

#### **RTP**

Broadcast of nine episodes of *Fronteiras XXI* (which has a total audience of 1.1 million viewers, with an average of 124 thousand viewers per episode).

Co-production of three documentaries: in February, We, the Portuguese — Being Born So as Not to Die (total audience: 1 612 475 viewers); in October, We, the Portuguese — Leaving So as Not to Arrive (total audience: 1 411 159 viewers); and in December, We, the Portuguese — A Future to Be Designed (total audience: 1 266 827 viewers).

# Fronteiras XXI

Season 4 of the program *Fronteiras XXI* began at the Carlos Lopes Pavilion, in front of an audience of over 200 people, right after the conference "Who Are We?", which marked the Foundation's anniversary and 10 years of Pordata. The first episode focused on "Families Like Ours", a look at the changes in the country's family structures and their demographic shifts.















The episode was scheduled to be broadcast again in large venues across several parts of the country, throughout the year. The coronavirus changed this entire plan, forcing a radical change in the scheduled program, which included shooting four episodes in outdoor venues.

However, nine out of the ten scheduled programs were still completed, bringing together for debate 36 Portuguese specialists, 14 international experts, and attracting a total audience of 1.1 million viewers, an average of 124 thousand viewers per debate.

In March, it was still possible to broadcast the show about sleep habits from the Thalia Theater. The program was called "Let's Get to Sleep", and it broke the year's record by attracting a total audience of 179 thousand viewers (both during the live and rerun broadcasts). In April, the pandemic and other factors related to RTP forced the suspension of the scheduled debate.

Since it became impossible to broadcast from the Thalia Theater, Fronteiras XXI moved its setting to the RTP studios. Since journalists were unable to conduct many interviews outside, the editorial selection focused on long interviews with international experts, thus expanding the perspectives on the subjects under debate, and using more explanatory charts and live streams from universities. It was still possible to shoot the episode "More Sea Than Land" outdoors, in July, aboard the former cod-fishing trawler Santa Maria Manuela.

Throughout the nine episodes, a wide variety of topics were discussed, such as viruses, the brain, the economic and work challenges caused by the pandemic, sexuality or the strategy used by entrepreneurs to make up for the small scale and lack of productivity inherent to a country made up of micro-companies. There were also interviews held with renowned world experts: from marine biologist Sylvia Earle to Syra Madad, expert on bio-safety and responsible for the New York hospitals response to the pandemic; from Roberto Bruzzone, director of HKU-Pasteur Research Center in Hong Kong, to philosopher Bernard-Henri Lévy; from sociologist Saskia Sassen to expert on brain plasticity Michael Merzenich.

Despite the fact that seven of the episodes did not include a live audience, and therefore the public could not ask the speakers questions live, the number of questions submitted to the *Fronteiras XXI* website increased significantly. In total, 400 questions were submitted, 126 more than in the previous year, revealing a greater interaction between the public and the program and the topics under debate.

One of the great milestones of the year was the exponential increase in the number of views on the *Fronteiras XXI* website, where the program's exclusive text and infographics, videos, studies and articles are available. The number of views grew 67% in relation to the precious year, making up a total of over 323 thousand viewed webpages.

Some of the contributing factors were the diversification of formats — namely the novelty of video infographics —, the increase in own content and the new strategy for promoting content, which is viewed long after the show's broadcast date.

# **Marketing and Events**

The year 2020 was defined by the pandemic crisis that conditioned all the activities scheduled in the activity plan that had been approved by the Foundation governing bodies. Therefore, from March onwards, all the initiatives were adapted to an online format.

On 12 February, the Foundation's anniversary was celebrated with an event held at the Carlos Lopes Pavilion. Twenty-twenty was also the year of Pordata's 10th anniversary, an occasion celebrated with a series of conferences about the Portuguese people.

In terms of the Portuguese Foundations' notoriety ranking, the Foundation achieved 4th place, coming after the Champalimaud Foundation, the Calouste Gulbenkian Foundation and the Mário Soares Foundation. The surveys to assess notoriety revealed that 41% of the respondents is familiar with the Foundation or with at least one of its



projects. Pordata remains decidedly the most intuitively known project, followed by the Foundation's Publications and then its Research Studies. Pordata and *Fronteiras XXI* both have a slightly higher impact among younger respondents, and an awareness remains that the Foundation contributes in a relevant or very relevant way to society, especially in the context of citizens' rights.

The Foundation's activities have been considered innovative by a greater number of respondents, especially among male and older respondents. On the other hand, a smaller number of respondents think that the Foundation's activities are traditional. Since the Foundation has a smaller share of investment when compared with other foundations in Portugal, this is an extremely positive result.

In this context, the media campaigns, the conferences and debates, Pordata, the publications and studies are crucial tools towards the public recognition of the Foundation. In conclusion, the Foundation pioneered the delivery of a consistent digital program, which approached diverse topics during lockdown and which was extended until July.

## Communication

The media campaigns to promote the Foundation's projects reached over 20 million single users, with an average of nearly one million per campaign, representing a 50% increase in relation to 2019. The Foundation directed a large part of its investment towards digital campaigns, and developed differentiating promotional concepts, opting for higher-impact formats and a digital-first strategy. This strategy made it possible to measure the investment's effectiveness and to select the target audience according to the subject matter covered by each initiative. As a result, there was a reinforcement of investment in digital formats, and specific media plans were implemented, depending on the target audience of each project or action.

## Conferences, debates and other events

The Foundation's swift adaptation to the digital model made it possible to maintain all of the launches scheduled in the editorial plan and research plan, making up a program of high-quality content with a modern and attractive look, resorting to user-friendly platforms that facilitate user access.

The Foundation also took part in the 90th Lisbon Book Fair. This year, it was held between 27 August and 13 September, and it included a series of launches, debates and TV and radio shows broadcast live from the Foundation Square. The program was adapted to observe the safety rules defined by the National Health Authority. For the first time ever, Science and Education Month was held entirely digitally, and included five conferences, attended by internationally-renowned guests. The fact that all events were held in digital formats enabled to connect students from various parts of the country for Summer School, which presented a rather diverse program, customized by an expert on distance learning. The program approached topics such as: intelligence, sustainable cities and communities, a digital future, ethics and freedom.

The Foundation tried to reach a wider and more diverse audience, by multiplying formats and content. The shift onto a digital basis emphasized the importance of digital-first communication and having a mobile-responsive website, and it meant that the use of social media in promoting the Foundation's activities and projects became more prevalent.

# **2020 Financial Report**

**The financial report** reflects the Foundation's financial statements.

The funding commitments made by the Founding Family to the Foundation were honored according to the plan set out in the contract, and this is an extremely honorable gesture due to the confidence it implies in the Foundation's governing bodies.

The Board of Directors continues to pursue a cautious financial policy, striving to maintain the existing financial capitals, while at the same time guaranteeing the funds to honor existing commitments. The Board of Directors endowed the Foundation with appropriate staff to carry out ongoing projects. This was reflected in the operation and staff costs, as included in the Financial Statements.

The distribution of projects by theme and function reveals consistency and continuity with 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 the statements determined annually, be they positive or negative, are transferred to the Endowment Fund under Earnings or Losses Brought Forward. Therefore, the Board of Directors proposes that the 2020 positive result of 623,936 euros be transferred to Earnings or Losses Brought Forward.

# **Prospects for 2021**

**The context** of the pandemic experienced in 2020, and which is expected to persist for part of 2021, generates some uncertainties regarding the nature — on-site or online — of many of the Foundation's activities. Nonetheless, the schedule includes the publication of nine Essays — with topics such as forest fires, decentralization, the blue economy, racism, sexuality, drugs and drug abuse — and six Portraits on subjects such as fighting corruption, adoption, cod fishing, the Portuguese blogsphere or Lisbon museums.

Within the research department, there will be 11 studies on topics such as young people in Portugal, the impact of the pandemic (preliminary results), the plan for economic recovery, artificial intelligence (in partnership with Google), transportation or the housing market. In 2021, there will also be new editions of Summer School and Science and Education Month. The year will also be defined by the announcement of the new 2021-2023 Three-Year Research Program.

Similarly to 2020, the Foundation will produce, in partnership with RTP1, a series of four documentaries to be broadcast during prime time, devoted to the following topics: Women, Health, the Welfare State and European Funds.

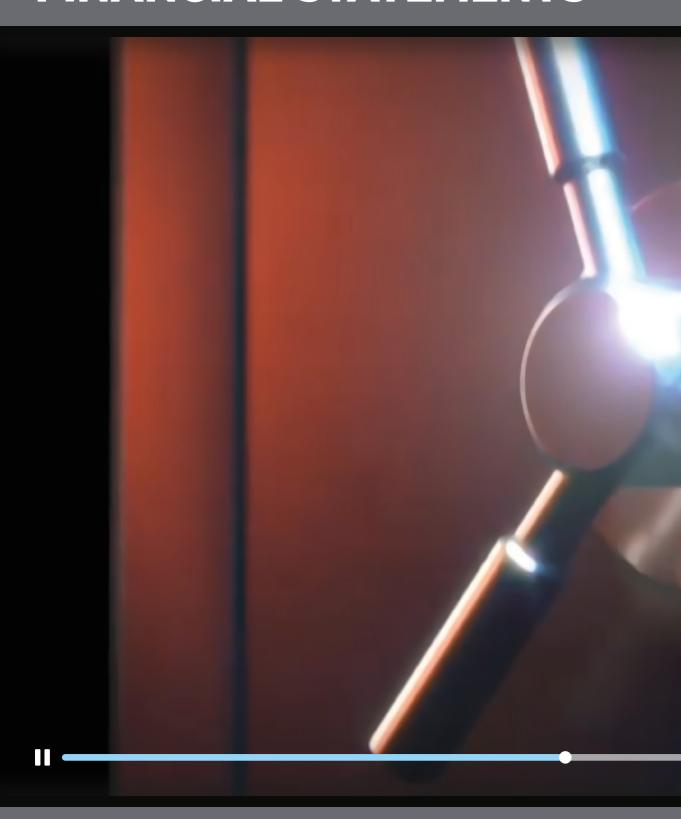
As far as Pordata is concerned, it is worth emphasizing the addition of the "Environment" topic and the introduction of a new area devoted to the Sustainable Development Goals defined by the UN for the 2030 Agenda.

The 2021 Foundation activities also include new series of digital talks, as well as series 5 of the television program *Fronteiras XXI*.

Today, just as it was 12 years ago, the Foundation pursues its goals of providing public opinion with up-to-date, solid and scientifically proven tools for reflection. The goals for 2021 were based on respect for those values.

Lisbon, 26 March 2021.

# FINANCIAL STATEMENTS

















# Debt and Financing of the Portuguese Economy

Conference: Debt and Risk-Sharing in the EU in Pandemic Times



ffms//Annual-Report/2020/Financial-Statements

# **Balance Sheet**

Accept	NOTES	2020	2010
Assets	z _	2020	2019
NON-CURRENT ASSETS			
Financial assets	16.2	19,399	14,155
CURRENT ASSETS			
Inventory	5.3	170,782	131,362
Clients	6	80,802	44,742
The state and other public entities	7.1	12,100	21,812
Other accounts receivable	8	18,579	27,377
Deferrals	9	18,852	89,193
Cash and bank deposits	4	9,553,689	8,805,781
Total assets		9,874,204	9,134,422
<b>Heritage Funds and Liabilities</b>		2020	2019
HERITAGE FUNDS			
Assets			
Founders' endowments	10.1	1,000,000	1,000,000
Results carried forward	10.2	6,389,432	7,142,825
		7,389,432	8,142,825
Net results for the financial year	D.R.	623,936	(753,443)
Total heritage funds		8,013,368	8,142,825
LIABILITIES			
Current liabilities			
Suppliers	11	1,282,145	1,213,597
The state and other public entities	7.2	73,765	60,998
Other debts payable	12	504,926	470,445
Total liabilities		1,860,836	1,745,039
Total heritage funds and liabilities		9,874,204	9,134,422

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The Board of Directors

Certified Accountant (n.º 33321)

# **Profit and Loss Statement by Nature of Expense**

	ı, X		
Income and Expenses	NOTES APPENDIX	2020	2019
Sales and services provided	13.1	169,269	200,753
Subsidies, donations and legacies	14	7,000,000	7,000,000
Cost of goods sold	5.1	(172,750)	(167,720)
External supplies and services	15	(5,029,011)	(6,310,116)
Employees' benefits	16.1	(1,279,415)	(1,378,078)
Inventory impairment (losses and reversals)	5.4	(26,846)	(34,387)
Other revenue	13.2	50,382	23,182
Other expenses	17	(87,755)	(87,643)
Income before depreciation, funding costs and tax		623,874	(754,008)
Income before depreciation, funding costs and tax		623,874	(754,008)
Interests and similar expenses supported		62	265
Results before tax	_ '	623,936	(753,443)
Tax on revenue (for the financial year)		0	0
Net results for the financial year		623,936	(753,443)

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The Board of Directors

Certified Accountant (n.º 33321)

# Cash Flow Statement (Direct Method)

Operational activities cash flow	2020	2019
Revenue from clients and users	201,915	207,050)
Payments to suppliers	(612,038)	(822,099)
Payments to employees	(651,716)	(662,629)
Operations cash flow	(1,031,839)	(1,277,678)
TAX:	(663,912)	(839,882)
Value added tax (VAT)	(4,548)	
Income tax retention		
Personal Income Tax (IRS) Category A	(279,498)	(342,658)
Personal Income Tax (IRS) Category B	(50,043)	(54,919)
Corporate Income Tax (IRS) Category E	(25,338)	(24,090)
Social Security contributions	(304,485)	(418,216)
Operational activities cash flow (1)	(1,725,751)	(2,117,560)
Operational activities cash flow		
Payments referring to:		
Other operations (Projects)	(4,526,402)	(5,886,516)
Revenue from:		
Other financial assets		
Interests and similar income	62	565
Investment activities cash flow (2)	(4,526,340)	(5,885,950)
Investment activities cash flow		
Revenue from:		
Donations	7,000,000	7,000,000
Payments referring to:		
Interests and similar expenses	(1)	(9,374)
Funding activities cash flow (3)	6,999,999	6,990,626
Net cash and equivalent variation (1+2+3)	747,908	(1,012,884)
Cash and cash equivalent at the beginning of the period	8,805,781	9,818,666
Cash and cash equivalent at the end of the period	9,553,689	8,805,781

The Board of Directors

Certified Accountant (n.º 33321)

# **Appendix**

Reporting period ending on 31 December 2020 (values in euros)

## 1. Introductory Note

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

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

On March 1, 2013, the confirmation of FFMS's 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 nr. 24/2012, dated July 9, 2012.

By way of Order nr. 3666/DAJD/2013, the Council of Ministers approved the deed executed on November 21, 2013, which was published in the official Internet portal of the Ministry of Justice.

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

Within this scope, a range of research studies have been carried out by the FOUNDATION about several social areas of study: demography and population, social and economic development, health, education, professional training, social security, the State, democratic institutions, among others. These studies are presented in more detail in the Annual Activities Report.

The year 2020 witnessed an economic downturn as a result of the Covid-19 pandemic, and this continued at the beginning of 2021. The FOUNDATION adjusted its programs, both in terms of its publications, by investing heavily on digital formats, and in the promotion of its contents, with new titles and online sales.

In terms of Research Studies, there was an acknowledgement of the severe impact that the pandemic had on society, and a study was commissioned on the "Economic, Political and Social Impact of the Covid-19 Pandemic in Portugal".

This is a very important contribution from the Foundation to the public debate about the public health crisis that has afflicted the world throughout the past few months.

# 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

The attached financial statements have been prepared in accordance with the Financial Reporting Standards for Non-profit Entities (SNC-ESNL), as set forth in Decree-Law nr. 36-A/2011, dated March 9, 2011, which includes the Accounting Standardization System (SNC), approved by Decree-Law nr. 158/2009, dated July 13, 2009, and republished by Decree-Law 98/2015, dated June 2, 2015, which transposed, for the internal legal system, Directive nr. 2013/34/UE from the European Parliament and Council, dated June 2013, relating to annual financial statements.

We have applied the accounting and financial reporting standards (NCRF-ESNL) 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 inadequate in respect to specific aspects of FFMS's 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, the supplementary provisions, indicated as follows, according to the corresponding order of prevalence: (i) Accounting and Financial Reporting Standards (NCRF) and Interpretative Provisions (NI) of the Accounting Standardization System (SNC), (ii) International Accounting Standards (NIC) and (iii) International Financial Reporting Standards (IFRS), as well as their respective interpretations (SIC and IFRIC).

The bases for preparing these financial statements were the following:

#### **Going concern**

The operations carried out were registered on the assumption that the Entity has the ability to continue as a going concern for a period of a minimum, but not limited to, twelve months, as of 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 recognition criteria for those elements. Income and costs are recorded whenever they are respectively generated or incurred in, regardless of the date of the corresponding receipt of income or expense payment.

#### Consistency in presentation

The Foundation shall retain the criteria for presentation and classification of any items included in the financial statements from one period to the next, unless: (i) it becomes apparent, following significant changes in the nature of FFMS's operations, that another form of 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 requires a different form of 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 presentation structure is likely to continue, so that comparability is not impaired.

#### Offsetting

Assets and liabilities, and income and expenses have been recorded separately under the relevant items in the balance sheet and the results statement. Thus, there has been neither offsetting of assets against liabilities nor offsetting costs against income.

#### Comparability

The accounting policies and measuring criteria used for all amounts reported in the financial statements of the current period are the same that are used in preparing comparable amounts. Therefore, whenever the presentation and classification of items in its financial statements are amended, the comparable amounts shall be reclassified, unless such reclassification is impracticable.

2.2. Indication and justification of any exceptional deviation from the provisions in the SNC-ESNL and of the corresponding effects on the financial statements, which are required to produce a faithful and accurate representation of the Entity's assets, liabilities, income and expenses.

During 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 the Entity's assets, liabilities, income and expenses. 2.3. Indication and comments regarding the balance accounts and profit and loss statement whose content is not comparable to the one from the previous reporting period.

All content in the balance accounts and profit and loss statement is comparable to that of the previous reporting period.

## 3. Basis for this presentation and main valuation criteria

The main valuation criteria used in the preparation of these financial statements were the following:

- Other financial assets Treasury Funds are recorded at their price of acquisition and at the end of each reporting period, when the quote indicated by the bank is valued.
- Clients and other accounts receivable Most sales are conducted under normal credit conditions, and the respective client balances do not include any interest charged to the client. At the end of each reporting period, client accounts and other accounts receivable are analyzed in order to assess whether there is any objective evidence that they are irretrievable. If this is the case, the respective impairment loss is immediately recognized.
- Suppliers and other current accounts payable Any debts to suppliers or other third parties are recorded at their nominal value, as they do not bear interests and the deduction effect is deemed negligible.
- Accruals and deferrals The difference between the amounts received and paid, and the corresponding income and expenses are recorded under the Accruals and Deferrals items.
- **Founders' endowments** Founders' endowments are recorded as equity capital on the date of confirmation of such endowments.

- **Subsidies** Any contributions from the Founder to meet expenses incurred in projects and the running of the Foundation are recorded in their entirety under income for the reporting period. These criteria have been adopted since the previous period (2016) by decision by the Executive Committee and the Board of Directors, following the signing of the new Concession Agreement for Endowments, on February II, 2016, with the Francisco Manuel dos Santos Society, SE, for a period of ten years.
- **Inventory** Goods corresponding to Essays books and *Magazine XXI* and other Publications are measured either by production cost or by realizable net value, whichever is the lowest.
- Reporting period net results The final value reached in the annual reporting period, be it positive or negative, is transferred to the Heritage Fund under Earnings or Losses Brought Forward. (In the periods prior to 2016, the Results of the reporting period were always null, due to the income registration procedure referred to in the previous paragraph.)

## 4. Cash flow and other financial assets

The balance of the item "Cash and cash equivalent at the end of the period" of the cash flow statement and the corresponding item in the Balance Sheet includes cash and bank deposits that are immediately available (within three months or less), and it is broken down as follows:

	2020	2019
Cash	665	677
Bank deposits	9,553,024	8,805,105
Total	8,553,689	8,805,781

## 5. Inventory

5.1 The movements under Inventory — goods used to ascertain the cost of goods sold — are as follows:

	Opening		Decre	ease	Final
Items	balance 31.12.19	Increase (purchases)	СМУМС	Gratis items	balance 31.12.20
Inventory:					
Goods — Essays	336,476	197,328	(163,940)	(16,958)	352,906
Goods — Annuals and Other Publications	199,829	70,133	(8,810)	(11,537)	249,615
Total	536,305	267,461	(172,750)	(28,495)	602,521

5.2 The value of goods in stock, together with consignment value, excluding any impairment value, is as follows:

Items — Essays	Final balance 31.12.20	Final balance 31.12.19
Foundation goods	136,633	111,781
Consignment goods	163,993	145,336
Total (1)	352,906	336,476
Items — Annuals and Other Publications	Final balance 31.12.20	Final balance 31.12.19

Items — Annuals and Other Publications	31.12.20	31.12.19
Foundation goods	136,633	111,781
Consignment goods	112,983	88,048
Total (2)	249,615	199,829
Aggregate total (1+2)	602,521	536,305

5.3 Impairment loss referring to Essays, *Magazine XXI* and Other Publications stock referring to editions from 2010 to 2016, 2017, 2018 and 2019 has been recorded at 100%, 75%, 50% and 25%, respectively. The realizable value of inventory on balance is as per the following table:

Items	Cost Value 31/12/2020	Impairment	NRV (Net Realiza- ble Value) 31/12/2020	NRV (Net Realizable Value) 31/12/2019
Inventory:				
Goods — Essays	352,906	270,239	82,666	82,995
Goods — <i>Magazine XXI</i> and other publications	249,615	161,500	88,115	48,367
Total	602,521	431,739	170,782	131,362

#### 5.4 The item Impairments breaks down as follows:

Items	Opening Balance 31/12/2020	Other Regularizations	imparidade (supplement)	Final balance 31/12/2020
Impairment:				
Goods — Essays	253,481		16,759	270,239
Goods — Magazine XXI and other publications	151,462	(50)	10,088	161,500
Total	404,943	(50)	26,846	431,739

## 6. Clients

The clients balance breaks down as follows:

	2020	2019
Accounts receivable	90,400	54,340
Losses through aggregate impairment	(9,598)	(9,598)
Total	80,802	44,742

The Clients balance refers exclusively to amounts receivable from the sale of literary publications by the FOUNDATION, adjusted by respective losses by impairment. The value of impairment refers to the amounts to be received from ST&SF—Sociedade de publicações, Lda.

## 7. The state and other public entities

The item the State and other public entities breaks down as follows:

#### 7.1 Assets

	2020	2019
Tax withheld (IRC)	12,100	12,178
VAT — Receivable	0	9,634
Total	12,100	21,812

#### 7.2 Liabilities

	2020	2019
Withholdings of tax (IRS)	31,681	34,409
VAT — Outstanding	10,655	0
Social Security contributions	31,429	26,589
Total	73.765	60.998

The FOUNDATION is exempt under paragraph c) of point nr. 1 of article 10 of the IRC Code, and the Ministry of Finance was requested to recognize this exemption, in accordance with point nr. 2 of the referred article.

The amount to be payable to Social Security corresponds to the value to be paid in January of the following year.

In accordance with the legislation in force, tax returns are subject to revision and amendment by tax authorities for a period of four years (or five years for Social Security Authorities). For this reason, the Entity's tax return for 2020 may be subject to revision. However, the Board of Directors understands that possible amendments to be included as a result of any revisions and/or inspections by the authorities shall not have a significant impact on the present financial statements.

### 8. Other accounts receivable

This item breaks down as follows:

	2020	2019
Accrued Profits	0	0
Other Accounts Receivable	18,579	27,377
Total	18,579	27,377

The values corresponding to "Other accounts receivable" include advance payments to staff and to suppliers and small balance amounts from various creditors.

## 9. Deferrals

The item Deferrals — Other expenditures to be recognized, amounting to 18,852 euros (89,193 euros in the previous reporting period), includes the value of 17,184 euros, related to IT support services, and the value of 1,668 euros refers to insurance premiums, and their timing includes part of the following reporting period (2021).

## 10. Heritage funds

10.1 The FOUNDER's Endowment, in the value of 1,000,000 euros, was fully paid during the fiscal year of 2009.

10.2 The account balance brought forward, amounting to 6,389,432 euros, refers to: i) transfer of the balance from the item Deferrals from the reporting period ending on December 31, 2015, corresponding to endowments from the Founder, included in the first Concession Agreement for Endowments contract, in the amount of 5,423,500 euros, and which were not used for funding the FOUNDATION's activity until the expiration date of the aforementioned Agreement (February 2016), as mentioned above, under item 3 — basis for presentation; and ii) accrual of net balance reported in the period of 2016 (469,675 euros), the period of 2017 (621,034 euros), the period of 2018 (628,616 euros) and the period of 2019, with a negative value (753,443 euros).

## 11. Suppliers

This item breaks down as follows:

	2020	2019
Current account suppliers	1,240,241	1,183,146
Consultants and single service providers	41,904	30,451
Total	1,282,145	1,213,597

The balance from Current account suppliers, whose due date is usually between January and February, is fully required, and there are no cases of litigation or postponement of payment deadlines. It mostly

relates to suppliers and expenses incurred in by producing publications, media presence and events.

## 12. Other debts payable

This item breaks down as follows:

	2020	2019
Debt by accrued expenditures		
Salaries to be paid	183,311	173,345
Governing bodies remuneration	55,836	55,836
Other accrued expenses	222,272	232,139
Subtotal	461,418	461,320
Other debt	43,508	9,125
Total	504,926	470,445

The amounts pertaining to items "Salaries to be paid" (183,311 euros) and "governing bodies Remuneration" (55,836 euros) correspond to an estimation of holiday pay and holiday bonuses to be paid in 2021, expired in the 2020 fiscal year.

The item "Other accrued expenses" (222,272 euros) includes, essentially: i) the amount of 185,860 euros, corresponding to services provided by external human resources, rent and sharing of expenses (provided by UnileverFima/JMDB/JMR); and ii) the amount of 36,412 euros, related to expenses on projects by the Research Committee, Publications and Programs which were already underway on the closing date of the current reporting period.

### 13. Revenue

13.1 The item Sales and Services Provided breaks down as follows:

	2020	2019
Sales of Essays	86,852	115,789
Sales of Magazine XXI and Annual	783	1,006
Sales of other publications	76,933	42,820
Subtotal	164,568	159,615
Services provided (Meetings, eBooks)	3,034	37,361
Services provided — Other	1,667	3,777
Total	169,269	200,753

13.2 The item "Other revenue and earnings" breaks down as follows:

	2020	2019
Amendments relating to previous financial years	48,533	664
Other	1,849	22,518
Total	50,382	23,182

## 14. Subsidies, donations and legacies

The total value of donations for this reporting period, which has been received and recorded under "Earnings", and which amounts to 7,000,000 euros, has been fully paid by the Founder— Francisco Manuel dos Santos Society, S.E.

## 15. External supplies and services

This item breaks down as follows:

Item	2020	2019
Specialized work	3,455,563	4,686,084
Advertising and communication	406,351	444,890
Traveling and accommodation	81,018	113,257
Conservation — buildings and other	61,354	60,547
Legal counseling and other	55,447	57,798
Leases and rentals and related costs	129,322	136,769
IT services	26,292	20,171
Other costs — Group	288,817	283,443
Representation costs	9,855	19,519
Traveling and communication expenses	17,865	37,169
Other supplies and services	12,046	22,541
Other costs	1,088,367	1,196,111
ESS — Project costs	4,543,930	5,882,194
ESS — Maintenance costs	485,081	427,921
Total ESS	5,029,011	6,310,116

The value of the item "ESS — Project costs", in the amount of 4,543,930 euros, includes most expenses for Projects and Publications developed by the FOUNDATION, as detailed in note 19 below, with the item "Specialized work" referring to the goods and services directly related to publication production and event planning, and the remaining items referring to indirect administrative expenses shared between the different projects. The value of the item "ESS — Maintenance costs", in the amount of 485,081 euros, relates essentially to management services, administrative expenses and IT system maintenance.

## 16. Employee benefits

#### 16.1. This item breaks down as follows:

	2020	2019
Remuneration of governing bodies	315,835	429,389
Remuneration of employees	645,869	659,061
Attendance fees	133,794	105,453
Remuneration expenses	172,905	170,445
Other (insurance)	11,012	13,729
Total	1.279.415	1.378.078

At the end of the reporting period, the FOUNDATION's personnel panel included 23 staff members (22 in 2019), of which three are members of the Board of Directors and the Executive Committee.

The amount relating to attendance fees, assigned to members of the Board of Directors and Board of Trustees, is regarded as income from employment, category A, and is, therefore, subject to income tax retention and to Social Security contributions.

16.2 Law nr. 70/2013, dated August 30, establishes the legal framework of the Labor Compensation Fund and its application is mandatory for all contracts executed after October 1, 2013. In compliance with such regulation, the calculation of the amount for said fund corresponds to a rate of 0.925% on the base salary, having amounted to 19,399 euros (15,081 euros in the previous reporting period) and recorded under the balance of financial investments.

## 17. Other expenses

This item breaks down as follows:

	2020	2019
Other expenses and losses		
Gratis editions	28,495	13,667
Other gratis publications	30,287	52,159
	58,781	65,826
Contributions and fees	2,000	2,625
Amendments to previous reports	24,657	3,361
Exchange rate difference / Other	2,317	15,831
	28,974	21,817
Total	87,755	87,643

The amount under the item "Gratis editions" corresponds to editions published by the FOUNDATION which have been donated to protocol institutions while the amount under the item "Other gratis publications" refers to editions produced exclusively for gratis purposes.

The item "Exchange rate difference / Other" includes values related to unfavorable exchange rate differences, default interests, fines and other penalties.

# 18. Other information — promoted projects and publications

The FOUNDATION's "Promoted Projects", which include Research Coordination, are divided into "Research Committee Projects" and "Other Programs". The former are organized into three areas: Economy, Institutions and Society; the latter, into four areas: Debates and Documentaries, Portals, the FOUNDATION Meetings, and Reporting & Communication Systems.

Until the end of 2020, for the purpose of executing "Research Projects and Programs" and "Publications", the amount of 52,705,456 euros

has been approved, and the respective amount of 50,995,312 euros has been expended, as detailed in the 2009-2020 Capital Expenditure Proposal (CEP) cumulative table below:

	appr	oved amou	nts	expe	expended amounts		
Items	Aggregate value 2009 to 2019	2020	Aggregate value 2009 to 2020	Aggregate value 2009 to 2019	2020	Aggregate value 2009 to 2020	
Economy	1,825,490	275,925	2,101,415	1,312,697	353,856	1,666,553	
Institutions	2,378,336	618,649	2,996,985	1,961,555	437,487	2,399,042	
Society	3,707,925	451,753	4,159,678	3,811,276	604,862	4,416,138	
Projects prior to 2014	3,832,572		3,832,572	3,832,572		3,832,572	
Total Research Projects	11,744,323	1,346,327	13,090,650	10,918,100	1,396,205	12,314,305	
Debates, Documentaries and Other Projects	1,877,607	497,592	2,375,199	1,877,199	253,532	2,131,139	
Portals	11,116,747	1,144,660	12,261,407	10,162,262	1,548,983	11,711,245	
Foundation Meetings	11,813,418	27,000	11,840,418	11,813,418	35,256	11,848,674	
Reporting & Communication Systems	3,196,112	385,674	3,581,786	3,055,263	418,411	3,473,674	
Total Other Programs	28,003,884	2,054,926	30,058,810	26,908,551	2,256,182	29,164,732	
Total Research Projects and Programs	39,748,207	3,401,252	43,149,459	37,826,651	3,652,387	41,479,037	
		4 400 700	0.555.003		1 1 10 007	0.510.035	
Publications	8,367,291	1,188,706	9,555,997	8,367,292	1,148,983	9,516,275	
Aggregate Total	48,115,498	4,589,959	52,705,456	46,193,944	4,801,370	50,995,312	
Amount to be retained				1,921,554		1,710,145	

- (1) Expenses related to Research Projects and Other Programs are recorded under the item External Supplies and Services specialized work (including VAT), and the expenses are recorded according to the evolution and completion of the various project stages.
- **(2)** Expenses presented under Publications essentially refer to book production, including: i) Cost of Goods Sold; ii) gratis editions;

iii) "External Supplies and Services — Specialized work" —, related to event expenses, POS stocks and logistics management, and advertising and communication expenses.

	2020	2019
Projects Approved with Capital Expenditure Proposal (CEP)	52,705,455	48,115,498
Amount spent	(50,995,310)	(46,193,942)
Amount to be retained (in 2021)	1,710,145	1,921,556

Regarding the amount to be retained, 1,710,145 euros, related to Projects Approved with a Capital Expenditure Proposal (CEP), at the end of the reporting period there was a surplus amount of 9,553,689 euros available, which corresponds to the balance in the Current Deposits account (Note 4).

## 19. Application of funds

To date, the FOUNDATION received an endowment by the Founder in the amount of 1,000,000 euros, as well as subsidies in the amount of 73,000,000 euros (67,576,500 euros + 5,423,500 euros) and received earnings in subsidies from other entities, sales and service provision, as well as other non-operational gains, in the amount of 3,145,189 euros. Allocated to these total earnings were operational and maintenance costs of 70,154,833 euros, providing a total Heritage Fund of 8,013,318 euros on December 31, 2018, as described below:

	2020		2009-2019		209-2020
Subsidies (Note 14)	7,000,000		60,576,500		67,576,500
Subsidies from other entities	0		211,170		211,170
Sales and services provided (Note 13.1)	169,269		2,197,894		2,367,163
	7,169,269		62,985,564		70,154,833
Projects (Note 18)	4,801,370	73%	46,193,943	74%	50,995,313
Maintenance costs (1)	1,796,407	27%	16,342,151	26%	18,136,558
Total spending	6,595,777		62,536,094		69,131,871
Other non-operational earnings (2)	50,444		516,412		566,856
Results for the financial period(s) (aggregate)	623,936		965,882		1,589,818
Founder's co-funding until 2015, transferred to Results brought forward			5,423,500		5,423,500
Opening endowment			1,000,000		1,000,000
Heritage Fund			7,389,382		8,013,318

- (1) The amount related to Maintenance costs refers to personnel spending (Note 16.1), Maintenance expenses under the item External supplies and services (Note 15) and the amounts in items Other expenses and losses (21,817 euros) (Note 17);
- (2) The net result from "Other non-operational earnings" comes from financial income (62 euros) and "Other earnings" (50,382 euros) (Note 13.2).

# 20. Disclosures required by additional legal regulations

The remuneration paid to the Certified Auditor amounted to 7,380 euros.

#### 21. Events after the value sheet date

Up until the date when this report was completed there were no events relevant to the interpretation of the attached financial statements.

### 22. Other information

This year we celebrated Pordata's 10th anniversary, we continued releasing Publications, as we mentioned in the activity report, we maintained the Research Studies program, we hosted Science and Education Month and Summer School, we are preparing the research program for the 2021-2023 three-year period, and in 2021 we will continue broadcasting the *Fronteiras XXI* television program.

In 2021, the entire FFMS team reiterates their commitment to contributing to a better and more developed country, defined by plurality and an exchange of ideas, independence, critical thinking and a full commitment to citizenship towards the common good.

The FOUNDATION is alert to the potential need to reprogram its activities as a result of the COVID-19 outbreak.

The Board of Directors

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Certified Accountant (n.º 33321)

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

#### Statutory Auditor's Report

#### REPORT ON THE AUDIT OF THE FINANCIAL STATEMENTS

#### Opinion

We have audited the accompanying financial statements of de Fundação Francisco Manuel dos Santos (the Entity), which comprise the Balance Sheet as at 31 December 2020 (showing a total of 9.874.204 euros and a total endowment funds of 8.013.368 euros, including a net profit for the year of 623.936 euros), the Income Statement by Nature and the Statement of Cash Flows for the year then ended, and the Annex, including a summary of significant accounting policies.

In our opinion, the accompanying financial statements give a true and fair view, in all material respects, of the financial position of the Fundação Francisco Manuel dos Santos as at 31 December 2020, and of its financial performance and its cash flows for the year then ended in accordance with the Accounting and Financial Reporting Standards adopted in Portugal under the Portuguese Accounting System.

#### Basis for opinion

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

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

#### Responsibilities of management and the supervisory board for the financial statements

Management is responsible for:

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

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

#### Auditor's responsibilities for the audit of the financial statements

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

Sociedade Anónima - Capital Social 1.335.000 euros - Inscrição n.º 178 na Ordem dos Revisores Oficiais de Contas - Inscrição N.º 20161480 na Comissão do Mercado de Valores Mobiliários Contribuinte N.º 505 988 283 · C. R. Comercial de Lisboa sob o mesmo número - Sede: Av. da República, 90 - 6.º - 1600-206 Lisboa A member firm of Ernst & Young Global Limited

Fundação Francisco Manuel dos Santos Statutory Auditor's Report 31 December 2020



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

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

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

#### REPORT ON OTHER LEGAL AND REGULATORY REQUIREMENTS

#### On the Management Report

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

Lisbon, 26 March 2021

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

المسكلة على

Luis Miguel Rosado - ROC nr. 1607 Registered with the Portuguese Securities Market Commission under license nr. 20161217

#### **AUDITING COMMITTEE'S OPINION**

#### 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 December 31, 2020.

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 and financial reporting standards for the Entities of the non-profit sector, 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 Ernst & Young Audit & Associados - SROC, S.A., as a result of the task assigned to her, in view of her technical expertise.

We, therefore, are of the opinion that the Activity Report issued by the Board of Directors and the accounting documents concerning the fiscal year ending on December 31, 2010 be approved.

Lisbon, March 26, 2021

THE AUDITING COMMITTEE,

Dr. Henrique Soares dos Santos

Chairman

Dr. Paula Prado Rosa

Member

ERNST & YOUNG AUDIT & ASSOCIADOS - SROC, S.A.

Represented by: Dr. João Carlos Miguel Alves (R.O.C. n.º 896)

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# **APPENDIXES**





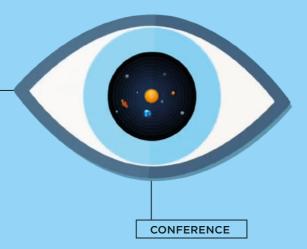












## The Cosmos: Possible worlds

with Ann Druyan and Carlos Fiolhais for the «2020 Science and Education Month»

«We've arranged a society based on science and technology, in which nobody understands anything about science technology. And this combustible mixture of ignorance and power, sooner or later, is going to blow up in our faces.»

Carl Sagan (1996)

# **Appendix I, Charter of Principles**

The Francisco Manuel dos Santos Foundation aims to ponder, study and contribute to a better understanding of Portuguese reality. It aims to collaborate in the effort to solve problems faced by society, for the benefit of the Portuguese people and of generations to come. In order to achieve such a goal, the Foundation shall promote the execution of studies, research works and further initiatives which, by complying with the highest standards of rigor and quality, should enable a better understanding of reality, offer concrete solutions and recommendations to decision-makers, lead to a meaningful debate regarding major national problems and contribute to greater justice, development and to reinforcing social cohesion.

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

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

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

transparency with respect to its organization, aims, funding sources and activities.

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

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

## **Appendix II, Bylaws**

## Article 1 (Nature)

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

## Article 2 (Object and Purposes)

1. The Foundation's primary purpose is to promote and further the knowledge about the Portuguese reality, thus seeking to contribute to the development of society, the reinforcement of citizens' rights, and the improvement of public institutions. With this fundamental purpose, and without prejudice to carrying out other activities appropriate to fulfilling its objectives, the Foundation will promote research studies in various areas, conducting analyses about selected subjects, publishing results, formulating recommendations and

promoting public debate on the matters about which research work is conducted.

- **2.** The areas covered shall be most diverse, with special emphasis on: a) Population and demographics; b) Social and economic conditions of families and people; c) Economic, social and human development; d) National and cultural identity; e) The State, Public Administration, democratic institutions and territorial organization; f) Justice, and the rights and duties of citizens; g) State welfare, Health, Education and Social Security; h) Public policies; i) Civil society, private institutions, associations and businesses.
- **3.** The projects conducted by the Foundation should meet the highest standards of scientific rigor and independent analysis; convey a true diversity of opinions; ensure critical freedom of expression by its authors; prioritize relevant matters for society.
- **4.** The Foundation will remain independent from organizations and interests of a political, party, economic, religious and other natures.
- **5.** The Foundation will approve a Charter of Principles and a Code of Good Practice. These documents will be widely divulged and will include norms and rules of conduct which the members of the governing bodies will commit to upholding and enforcing.

## Article 3 (Exclusions)

The Foundation shall not grant any donations or by any other means promote any activities in respect of health care service provision, charity, sports, artistic creation, cultural expression, education, academic or professional education, and individual scientific research, nor contribute to general and current operation expenditures of any entities or organizations, or to the construction of any buildings, or to the acquisition of equipment and vehicles, to the rental of any

premises, to the participation in conferences and seminars, shows, political activities or of political parties, or of any professional associations, nor cooperate in public calls for fund raising, nor for the organization of exhibitions or museums, nor for the preservation of cultural or built heritage.

## Article 4 (Duration)

The Foundation's duration is unlimited.

## Article 5 (Registered office)

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

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

## Article 6 (Assets)

- 1. The Foundation's assets consist of:
  - a) An initial own equity of € 1,000,000.00 (one million euros), which the Founding Society allocated for it;
  - b) Donations since contracted with the Founding Society;
- c) The product, in assets or rights, of any subsidies, donations, inheritances, legacies or free concessions by any entities, public or private, Portuguese or foreign;
- d)All assets, movable or immovable, and rights which the Foundation may otherwise acquire;

- e) Income resulting from managing its assets;
- f) The product of any loans it may contract;
- g) Income generated by the services provided in the development of its activity.
- **2.** For all intents and purposes, the Founding Society expresses its intent to grant the nature of the Foundation's income to the economic benefits referred to in paragraphs b) through to g) of the previous point, as well as any other economic benefits accrued by the Foundation, except for those related to the initial own equity referred to in paragraph a) of the previous point, or any others which may specifically fall under the nature of own equity.

## Article 7 (Investments and Contributions)

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

The Foundation may not accept donations, inheritances or legacies subject to any condition or obligation which goes against its object, purpose and independence.

# Article 8 (The Foundation's Governing Bodies)

The Board of Trustees, Supervisory Board, Board of Directors and Executive Committed are all part of the Foundation's governing bodies.

## Article 9 (Board of Directors)

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

# Article 10 (Purview of the Board of Directors)

- **1.** The chairman of the Board of Directors, in particular, is responsible for promoting the projects conducive to fulfilling the Foundation's goals.
- 2. The chairman of the Board of Directors is also responsible for proposing to the Board of Trustees, whenever he/she deems appropriate, the adoption and/or change in any of the Foundation's means of internal organization.
- **3.** The Board of Directors is responsible for managing the Foundation's assets, as well as to deliberate on proposals to change its bylaws, alter or extinguish the Foundation and, in particular, for:

- a) Managing the Foundation's assets, taking any action necessary for that purpose, including the actions provided for in point 1 of article 7;
- b) Approving the annual activity plans, the financial report, balance sheet and accounts, submitting them for the approval of the Board of Trustees;
- c) Approving the annual budget;
- d) Implementing and maintaining internal systems for account auditing, in such a way that they reflect, thoroughly and completely at any given moment, the Foundation's assets and financial situation;
- e) Deliberating on opening new branches or other forms of representation:
- f) Proceeding to accept donations, sponsorships, co-funding and subsidies allocated to specific projects carried out by the Foundation.

## Article 11 (Executive Committee)

- **1.** The Executive Committee is part of the Board of Directors and is made up of a chairman and four members. The chairman of the Executive Committee may concurrently be the chairman of the Board of Directors.
- **2.** The Executive Committee is elected by the Board of Directors on their first meeting, except if its members have already been expressly appointed by the Board of Trustees over the course of the election for the Boards of Directors.
- **3.** Generally speaking, the Executive Committee is responsible for the day-to-day management of the Foundation, in particular:
  - a) Recruiting, managing and supervising staff;
  - b) Assessing and approving proposals for projects or activities and all
    pertaining terms and conditions, approving the grant of subsidies,
    financial support or loans to specific projects and any other of the
    Foundation's expenses;

- c) Making any decision and perform any duty which is not expressly allocated to another governing body.
- **4.** All deliberations by the Executive Committee are conducted by majority voting, with the chairman holding the casting vote.

## Article 12 (Links within the Foundation)

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

## Article 13 (Board of Trustees)

- **1.** The Board of Trustees is made up of five to nine members, appointed among figures of renowned merit and proven moral integrity, and with expertise in the fields appropriate to carrying out the Foundation's activities.
- **2.** The chairman of the Board of Trustees is appointed by the Founding Society, while the latter holds legal existence. If the Founding Society does not hold legal existence at the time of appointment, then the

chairman will be elected by a majority of votes from the members of the Board of Trustees itself.

- **3.** The remaining members of the Board of Trustees are appointed by deliberation from the Board itself, by proposal by the chairman of the Board of Trustees.
- **4.** The members of the Board of Trustees serve five-year terms, which may be renewed once for the same period. However, the terms of office served by any of the members may be renewed beyond a second term by proposal from the chair- man of the Board of Trustees and deliberation by a two-third majority of votes cast by its members.
- **5.** The term limit provided for under the previous point does not apply to the chairman of the Board of Trustees.
- **6.** The term of office of members of the Board of Trustees will cease under the following circumstances:
  - a) Completion of term of office, as detailed under point 4;
- b) In case of death or permanent disability;
- c) Resignation sent by letter to the chairman of the Board of Trustees;
- d) In case of deliberate exclusion under secret ballot by a two-third majority of votes cast by the incumbent members of the Board, based on indignity, serious misconduct or manifest lack of interest in performing his/her duties.
- **7.** The Board of Trustees will meet at least once every semester and extraordinarily whenever summoned by the chairman, either by his/her initiative or at the request of the chairman of the Board of Directors, or of the majority of members of the Board of Trustees.
- **8.** The members of the Board of Trustees may be represented by another member at the meetings, by means of a written communication previously addressed to the chairman, with the exception of the votes referred to under article 16.

- **9.** The duties performed by the members of the Board of Trustees are not remunerated. However, they are granted attendance subsidies and travel and per diem allowances.
- **10.** With the exception of otherwise specified directives, the deliberations by the Board of Trustees are decided by majority voting, with the chairman holding the casting vote.
- **11.** Members of the Board of Directors and/or the Executive Committee may take part in the meetings of the Board of Trustees, upon invitation by the chairman, without voting rights.

# Article 14 (Responsibilities of the Board of Trustees)

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

- and per diem allowances granted to its own members, by a committee made up of three members of the Board of Trustees, one of which being the chairman;
- i) Approving the acceptance of donations, subsidies, inheritances or legacies by any entity, other than the cases provided for under article II, point 3, paragraph c), whether or not they imply the Foundation incurring expenses or establishing conditions.
- **2.** The committee referred to under paragraph h) of the previous point is elected by the Board of Trustees, by proposal from the chairman, who also presides over the voting, and deliberates on it.

#### Article 15 (Supervising)

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

### Article 16 (Changes in Bylaws, Transformation and Extinction)

- **1.** Changes in the present Bylaws and the transformation and extinction of the Foundation may only be decided upon proposal by the chairman of the Board of Trustees, by means of approval in a joint meeting between the Board of Directors and the Board of Trustees, a decision made under the following terms, without prejudice of the legal provisions in force on the matter:
  - a) The proposal will need to gather favorable votes from the majority of incumbent members of each of these Boards, considered individually; and without prejudice of the previous paragraph a),the proposal will also have to gather favorable votes from two thirds of the total number of incumbent members of said Boards, considered jointly;
  - b) In case of extinction, the Foundation's assets will be allocated to whichever destination is deemed, by joint decision from the bodies referred to under the previous point, more appropriate for pursuing the purpose for which it was created, without prejudice of the applicable legal provisions pertaining to the destination of assets in case of extinction.

#### Article 17 (Founding Society's Intent)

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

## Appendix III, Declaration of Principles and Code of Good Practice

#### I — Declaration of principles

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

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

It is a mandatory principle from which there can be no derogation that such works, studies and projects shall translate into a real plurality of opinions and shall ensure the authors are free in expressing their opinions and criticisms. Furthermore, the Foundation hopes to improve the understanding of Portuguese reality, especially by civil

society, whose active involvement in reflecting and solving national problems is considered crucial to their due resolution.

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

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

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

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

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

#### II — Code of good practice

#### Introduction and General Principles

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

The Foundation is guided:

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

#### Scope of application

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

Functional principles and rules

#### Relationship with the public

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

#### Relationship with external entities

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

#### Selecting and recruiting staff members and suppliers

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

#### **Mission**

All staff members are indispensable to the pursuit of the mission and statutory purposes of the Foundation. These should be developed in a sustainable manner and founded upon the establishment of a culture based on values of trust, mutual respect, responsibility and goal development, as well as work discipline.

#### Working environment and corporate culture

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

#### Social action

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

#### **Prohibition of discrimination**

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

#### Prohibition of offensive behavior

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

#### Personal data protection

1. The Foundation is committed to protecting any personal data which, by its nature and specific activity, it may have access to and/or be under

its custody, being under obligation of fulfilling its duty of confidentiality. In this way, the governing bodies and staff members may not, in any way, divulge, transmit or use personal data and/or confidential information, except within the regular scope of fulfilling its duties and/or in compliance with the law or by final court decision.

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

#### Workplace hygiene, health and safety

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

#### **Environmental protection**

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

#### Duty of care and technical and professional rigor

The Foundation's staff members must carry out their duties with maximum zeal and technical and professional rigor, thus promoting a continuous improvement of the standards of quality of the service provided by the Foundation. In particular, they are expected to:

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

#### **Duty of informing and reporting**

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

#### **Duty of functional information**

- **1.** As well as the appropriate performance of the duties that they have been tasked with, the Foundation's staff members must act in a transparent manner, keeping their superiors and other staff members involved in the same processes informed about their work.
- 2. It is contrary to the duty of institutional loyalty to omit facts or any information which might affect the reputation, integrity or quality of the services provided by the Foundation, which must always be reported in accordance with criteria of prudence and reasonability, and using the appropriate hierarchical channels.

#### Functional reserve and duty of professional confidentiality

- **1.** The members of the Foundation's governing bodies and staff members cannot divulge or pass on information acquired while performing their duties to people outside the Foundation or any other staff members who do not require it for performing their duties.
- **2.** The members of the Foundation's governing bodies and staff members are also forbidden from using any information they obtain access to while performing their duties to promote their own interests or those of third parties.

#### The Foundation's resources

- **1.** Each of the members of the Foundation's governing bodies and staff members is responsible for the appropriate use and protection of the Foundation's assets and resources, thus being obliged to use those assets and resources for their respective social purpose and to protect them against fraud, theft, alteration or loss which might result from their own actions or those of third parties, ensuring its preservation and adequate use.
- **2.** The governing bodies and, in particular, those in charge of managing the Foundation's resources are responsible for adopting procedures and a conduct which ensures prudence and a parsimonious use of the available resources, avoiding waste and preventing excessive expenses and costs that are incompatible with the Foundation's profile and mission.
- **3.** The members of the Foundation's governing bodies and staff members must respect and protect the Foundation's assets. The Foundation's resources must be used efficiently, for the purpose of pursuing established goals and not for personal purposes. Therefore, all staff members must care for their protection and good working order, and prevent third parties from abusive use of the Foundation's services, equipment and facilities.
- **4.** The members of the Foundation's governing bodies and staff members must also, in performing their roles, adopt all appropriate and justified measures in order to limit the Foundation's costs and expenses, so as to enable a more efficient use of the available resources.

#### Prohibition of perceived gifts or other benefits

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

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

#### Corruption

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

#### **Conflicts of interest**

- 1. Conflict of Interest, actual or potential, means any situation in which members of the Foundation's governing bodies and permanent staff members have a personal or private interest, direct or indirect, in any matter that could influence, or apparently have an influence, directly or indirectly, on the impartial and objective performance of their professional obligations, or which may in any way enter, potentially or effectively, into conflict with the Foundation's interests for a particular deliberation, as well as any circumstances related to said member of the Foundation's governing bodies or staff member or a third party susceptible of impairing his/her impartiality in any way in that context.
- **2.** Personal or private interest means any possible advantages for the individual, his/ her family or equivalent, his/her circle of friends, another member of the Foundation's governing bodies or permanent staff member, or for a company or institution in which he/she holds interests or is a part of.
- **3.** Any potential conflicts of interest must be immediately reported, depending on the case, to the immediate superior, the chairman of the Board of Directors or the chairman of the Board of Trustees.
- **4.** If the immediate superior, the chairman of the Board of Directors or the chairman of the Board of Trustees concludes that there is a conflict of interests, after analyzing the situation reported by the staff

member, he/she shall exclude him/her from any discussion and/or voting in the deliberations under discussion or those in any way related.

- **5.** The minutes of the meetings of the Foundation's governing bodies must reproduce any situation of conflict of interest recognized by the respective members.
- **6.** The members of the governing bodies shall address, depending on the case, to the chairman Board of Directors or the chairman of the Board of Trustees, in the 30 days after the present Code comes into force, a list of the institutions or companies of which they are members or in which they perform any role, as well as updating it whenever any changes occur.
- **7.** A Register of Interests will be created via Regulation, which will be made available on the Foundation's official webpage.

#### **Exclusivity**

- **1.** Any professional activities external to the Foundation, paid or unpaid, performed by employees or members of the Executive Committee must always be previously authorized by the Board of Directors.
- **2.** Employees or members of the Executive Committee may perform research or academic activities. They may engage in teaching or research, speak at conferences, write books or essays of a technical-scientific nature or develop other activities of the same nature, even when the subject matter is related to the scope of his/her professional role, as well as performing non-executive duties in other institutions.
- **3.** The performance of an external professional activity which substantially reduces the time available by the employee or member of the Executive Committee to perform his/her duties should necessarily be reflected in his/her wages.
- **4.** Employee or members of the Foundation's Executive Committee should inform the chairman of the Board of Directors about any role they perform, paid or unpaid, in other institutions.

#### Incompatibilities

- **1.** The following roles or duties are deemed incompatible with the performance of duties as employees or members of the Foundation's Executive Committee:
  - a) Holder or member of any organ of state;
  - b) Executive or consulting roles in other foundations.
- **2.** The Board of Directors will deliberate on a case-by-case basis as to the performance of duties in public or private companies by members of the Executive Committee.

#### **Political activities**

- **1.** While performing civic or political activities, the members of the Foundation's governing bodies and staff members must preserve the Foundation's independence and not compromise their capacity and ability to pursue their duties in accordance with the terms of the respective bylaws.
- **2.** Members of the Executive Committee, Coordinators and Area Consultants may not integrate any political management or national executive bodies, nor act as spokespersons for political parties.

Final provisions

#### Dissemination

- **1.** The Foundation's Code of Good Practice is public and should be disseminated and made available to all staff members in online digital format, and it provides for the possibility, through a continuous and participatory process, of being updated and adapted.
- **2.** The Foundation must adopt efficient measures to inform the public about the present Code, namely by making it available on its official website.

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

#### Sanctions

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

#### **Questions and omissions**

- **1.** To clarify any questions arising about the matters addressed in the present Code, to communicate any irregularity or to resolve potential issues, a Trustee will be nominated as particularly responsible for the enforcement of the present Code. Any request for clarification, complaint or other matters which the members of the Foundation's governing bodies and staff members deem appropriate to submit to the Board of Directors or the Board of Trustees should be addressed to said Trustee.
- **2.** For any situation which is omitted in the present Code, the Board of Directors or the Board of Trustees, depending on the case, will be responsible for deliberating in accordance with the Foundation's Charter of Principles.

#### **Entry into force**

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

#### Alterations, modifications or replacements

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

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

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



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

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

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

João Tiago Valente Almeida da Silveira

#### Dispatch nr. 3294/2013

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

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

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

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

January 29, 2013

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

#### Despacho n.º 3294/2013

A Fundação Francisco Manuel dos Santos, pessoa coletiva privada nº 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, 2º 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.

pública ao abrigo do Decreto-Lei n.º 460/77, de 7 de novembro.

Para cumprimento do disposto no n.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 instruído na Secretaria-Gerai 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, Luis Maria de Barros Serra Marques Guedes 3072013

## **Appendix V, Order of Authorization for Statutory Amendment**

PRESIDENCY OF THE COUNCIL OF MINISTERS Secretariat-General

#### Subject:

Authorization Request for Statutory Amendment

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

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

Best regards, Deputy Secretary-General Catarina Romão Gonçalves

#### Dispatch

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

The Deputy Secretary of State for Administrative Modernization

Graça Fonseca



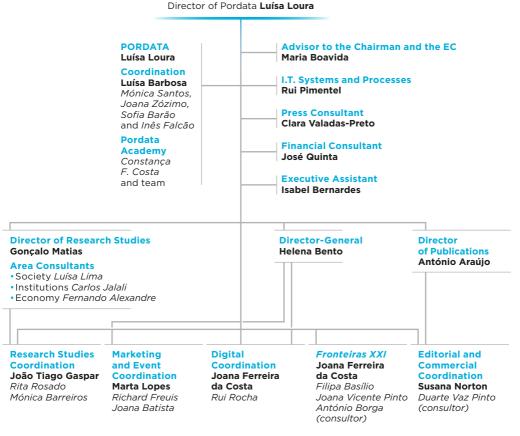


## **Appendix VI, the Foundation's Organizational Chart on 31/12/2020**



#### **EXECUTIVE COMMITTEE (EC)**

Chairman Jaime Gama
Director-General Helena Bento
Director of Publications António Araújo
Director of Research Studies Gonçalo Matias



# Appendix VII, Procedures for Assessment of the Foundation's Activities

- 1) The assessment of activities will be conducted according to good governance principles, in accordance with number 5 of Article 2 of the Statutes, namely the adequacy the Foundation's aims and purposes; conformity with Statutes, Plans and Budgets; scientific, political and economic exemption and independence; social, political or cultural relevance; seriousness and frugality; and accountability.
- 2) The assessment of the Foundation's activities aims to assist the Board of Directors and the Board of Directors Executive Committee in the fulfillment of their duties, in accordance with the Statutes and Internal Regulations, namely in decision-making on the maintenance, development or ceasing of ongoing activities and publications.
- **3)** Under no circumstance does the assessment of the Foundation's activities inhibit the power of decision-making of the Board of Directors and Board of Directors Executive Committee, in accordance with the Statutes and Internal Regulations.
- **4)** The assessments may be internal and external.
- **5)** Internal assessments will be periodic and based on the principles of internal responsibility and accountability.
- **6)** External assessments will be occasional and based on the principles of transparency, external consultation, exemption, independence and exogamy.
- 7) The assessment of the Foundation's activities as an element of consultation and support of the decision will be the responsibility of the Executive Committee, except when it involves an amount above one hundred thousand, in accordance with Internal Regulations.

- **8)** The Executive Committee will previously inform the Board of Directors of all of the assessments it wishes to conduct, as well as their progress, including the following formal elements:
  - a) Type of assessment;
- b) The assessment's aims;
- c) The advisors' names;
- d)The reference terms for the assessment;
- e) The assessment's schedule;
- f) The assessment's methodology.
- **9)** The Executive Committee will inform the Board of Directors of all assessments conducted and concluded. The corresponding results and final reports will be supplied to any member of the Board of Directors who may request them.
- **10)** In accordance with the Statutes and Internal Regulations, the Board of Directors may request from the Executive Committee an internal or external assessment, with the specific aim of assisting the Board of Directors in its duties.

### **Appendix VIII List of the Foundation's Websites**

#### The Foundation's Portal and Blog

The Foundation's institutional portal is a platform aimed at accompanying all of the Foundation's activities, from conferences to publications, from research studies and programs to documentaries, videos and podcasts. It is also an online store. The website ffms.pt provides access to the various Foundation databases and websites, and it is

divided into "website" and "blog", thus enabling the user to alternate between the area where the Foundation presents its service directory and its editorial agenda, and an area where exclusive articles about current events are published. The portal can be accessed both on mobile phones and tablets, and its contents are available universally, regardless of the means of access used. So that knowledge can be available wherever and whenever it's needed.

#### **Pordata**

www.pordata.pt

Presented to the public on February 23, 2010, Pordata consists of 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 mission is to compile and organize the existent data, making it more accessible and clearer for users. Pordata's available data begins in 1960 (whenever possible) and provides information on a wide range of social themes using more than 2 900 statistical charts. Since March 2020, Pordata also now has an area devoted to following the social and economic impact of the Covid-19 pandemic. The area "The Crisis in Figures" gathers dozens of key indicators from different statistical sources that enable users to draw comparisons with other countries in Europe and the world.

#### Fronteiras XXI

www.fronteirasxxi.pt

Debating the big subjects challenging Portugal and the world, placing renowned experts and a selected audience face to face. This is the challenge presented by *Fronteiras XXI*, the monthly program resulting from a partnership between the Francisco Manuel dos Santos Foundation and RTP. The website was created for the purpose of broadening the discussion held on television and challenging the public to find out more about the subjects under debate, with exclusive articles and

infographics, news pieces and videos about those topics. It also enables users to send in questions that they would like to seek answers to and to take part in the live show.

#### **POP — Public Opinion Portal**

www.pop.pt

Launched in February 2013, the Public Opinion Portal (POP) is a data aggregator of information about the values, attitudes and behaviors of Europeans over the past 20 years. It is the product of a collaboration between the Foundation and the Institute of Social Sciences (ICS) of the University of Lisbon. In POP, it is possible to study the evolution of public opinion over time, to compare public opinion between people from different countries and to cross-reference these two indicators at the same time. 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.

#### Citizens' Rights and Duties

www.direitosedeveres.pt

Launched in April 2014, this portal aims to inform citizens about their rights and duties, either about the relations between them, or about their relationship with the authorities and other institutions. The Citizen's Portal is an accessible, organized and practical information tool about citizens' rights and duties in several everyday situations that may have legal implications.

In order for any citizen to know his/her rights and duties, regardless of their occupation or training, it is necessary for him/her to have access to information. The project's priority was therefore to use simple and unequivocal language.

With nearly 1000 questions and answers, the portal is divided into nine major themes. Even though it is regularly updated, current legislative production, both national and European, doesn't allow for an automated correction of answers in the Portal. As a result, all questions and answers are properly identified with the date of its latest update. This portal is not intended to solve concrete cases that require legal or juridical support. Its consultation does not replace seeking legal advice from lawyers or other legal experts.

#### **Pordata Kids**

www.pordatakids.pt

Online since September 2015, Pordata Kids is a statistical platform dedicated to children aged 8 to 12. The website is divided into ten 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 up-to-date and accurate information about the country.

#### **Chronologies of Contemporary Portugal**

http://cronologias.ffms.pt/

Presented to the public in February 2016, this website contains over ten thousand 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 several films, news and radio pieces for each topic. Círculo de Leitores, in turn, published this work in book format (five volumes, one per decade), in an exclusive edition.

#### **Born in Portugal**

http://nasceremportugal.ffms.pt/

Publicly presented in May 2016, this digital project answers the question: "We're having fewer children and increasingly late. Why?". Based on the results of the 2013 Enquiry about Fertility, in a partnership between the Foundation and INE (National Statistics Institute), on

official known statistics and on the research study *Fertility Determinant in Portugal*, this digital and interactive platform was created and designed for everyone: men and women, younger or older, with or without children. TV channel TVI24 was a partner in this project, producing news 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 decide whether or not to have children in Portugal.

#### **Uneven Portugal**

https://portugaldesigual.ffms.pt/

Launched in September 2016 in a partnership with SIC and Expresso newspaper, 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. The website is updated annually to provide new data on poverty and inequality, and includes regional data, organized into easy-to-read maps.

#### **Crises in the Portuguese Economy**

https://www.ffms.pt/crises-na-economia-portuguesa

Launched in October 2020, the digital work *Crises in the Portuguese Economy* is the result of an unprecedented project in the country by a group of eight experts, and coordinated by the economist Ricardo Reis, who dated the beginning and the end of the crises in the Portuguese economy since 1980. The website enables us to explore each recession, in a simple and rigorous manner, supported by charts and videos, with detailed data and information about the origins of crises in the country's economy and their consequences on the daily life of Portuguese people.

#### **Pension System**

https://sistemadepensoes.pt/

Launched in 2019, this portal aims to contribute towards a more well-informed debate about a decisive topic for the country: how the Portuguese pension system works and what is its long-term financial and social sustainability. It is based on the study *Financial and Social Sustainability of the Portuguese Pension System*, coordinated by Amílcar Moreira, an expert on public policy. It includes projections about the evolution of pensions until 2070, and draws comparisons on spending patterns with other European countries.

#### **Education under Examination**

https://educacaoemexame.pt/

After 2000, PISA (Program for International Student Assessment) made it possible to draw a portrait of education systems, revealing successes and exposing weaknesses. The results for Portuguese students improved significantly within this international testing system, going from the bottom of the OECD chart to performances above the average displayed by the countries which form part of the organization. Why? What was behind the improved results? The website *Education Under Examination* presents the results from PISA, adding data from other sources. The website presents a unique, comparative and evolutionary perspective on the education system in Portugal over the last 15 years, according to three crucial axes: students and their families; teachers and schools; the resources invested by the country in this area.

#### Women in Portugal, Today

https://www.ffms.pt/mulher-em-portugal

Launched in February 2019, this digital, easy-to-use study allows us to learn, in an unprecedented way, who are the women who live in Portugal, how they feel and what they think. Organized into nine different areas, it makes it possible to analyze the female perspective on

paid and unpaid work, women's aspirations, balancing and managing children, their relationship with their partner or even domestic and gender violence. The digital project was based on the survey carried out by the Foundation in partnership with PRM Market Intelligence, representing 2.7 million women between the ages of 18 and 64.

#### **GPS**— Global Portuguese Scientists

https://gps.pt/

A digital platform to find out how many Portuguese scientists are working around the world, their location and their career paths. Publicly presented in November 2016, the GPS network's main objective is to foster collaboration between Portuguese scientists working in different countries and to strengthen the ties between the scientific diaspora and Portuguese society, thereby increasing its visibility and recognition in Portugal. Coordinated by David Marçal, the initiative was implemented through a partnership between the Foundation and the Ciência Viva Center (National Agency for Science and Technology Culture), the University of Aveiro and Altice Labs.

#### **Sounds of History**

https://sonsdahistoria.tsf.pt/

This website is a historical map and archive of sound, but, above all, of the stories and news that have changed the country throughout the last 30 years. On this multimedia and interactive website one can listen to live reports on the Chiado fire, Nelson Mandela's release or the goal scored by the Portuguese team's goalkeeper, Ricardo, which granted Portugal victory in the Euro 2004 quarter finals. The website was launched in March 2019, in partnership with TSF.

# Appendix IX, Protocols and Partnerships in Force on 31/12/2020

#### **Protocols and partnerships**

- Âmbito Cultural do El Corte Inglés
- APEL, Associação Portuguesa de Editores de Livros
- Arquivo da RTP (RTP Archive)
- Biblioteca Nacional de Portugal (Portuguese National Library)
- CMTV— Falar Global
- Concelho Nacional de Educação (CNE) (National Education Council)
- Destak (newspaper)
- 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)
- FPCE— Universidade de Coimbra (University of Coimbra)
- Fundação Altice (Altice Foundation)
- ICS/UL, Instituto de Ciências Sociais da Universidade de Lisboa (Social Sciences Institute, University of Lisbon)

- IE/UL, Instituto de Envelhecimento da Universidade de Lisboa (Ageing Institute of the University of Lisbon)
- ISCTE— Lisbon University Institute
- ISEG, Instituto Superior de Economia e Gestão, Universidade Técnica de Lisboa (Institute of Management and Economics, Technical University of Lisbon)
- Jornal Económico (newspaper)
- Pavilhão do Conhecimento— Ciência Viva
- Público (newspaper)
- Rádio Antena I (radio station)
- Rádio Renascença (radio station)
- Revista Visão (magazine)
- Rede de Bibliotecas Escolares (RBE) (Network of School Libraries)
- RTP, Radiotelevisão de Portugal
- Teatro Thalia (theater)
- TVI
- Universidade Católica Portuguesa (Portuguese Catholic University)
- Universidade de Aveiro, UA (University of Aveiro)

- Universidade de Coimbra, UC (University of Coimbra)
- Universidade de Lisboa, UL (University of Lisbon)
- Universidade do Minho, um (University of Minho)
- Universidade do Porto, UP (University of Porto)
- Universidade dos Açores (University of Azores)
- Universidade Nova de Lisboa, UNL (NOVA University of Lisbon)
- V-Dem: Varieties of Democracy

#### **Pordata Sources**

#### Portugal/Municipalities

- · Instituto Nacional
- de Estatística (INE) (National Statistics Institute)
- Banco de Portugal (BP) (Bank of Portugal)
- Direcção Regional de Estatística da Madeira (DREM) (Madeira's Regional Statistics Office)
- Serviço Regional de Estatística dos Açores (SREA) (Azores' Regional Statistics Service)
- Assembleia da República (AR) (National Assembly)
- Procuradoria-Geral da República (PGR) (Attorney General's Office)
- Comissão Nacional de Eleições (CNE) (National Election Committee)

- Governo dos Açores (Government of the Azores)
  - Sociedade Interbancária de Serviços (SIBS) (Service Interbanking Society)
  - Organização para a Cooperação e Desenvolvimento Económico (OCDE) (Organization for Economic Co-operation and Development)

#### Ministry of the Interior

- Autoridade Nacional de Segurança Rodoviária (ANSR) (National Authority for Road Safety)
- Secretaria-Geral do Ministério da Administração Interna (SGMAI) (General Secretariat of the Ministry of the Interior)
- Serviço de Estrangeiros e Fronteiras (SEF) (Immigration and Borders Service)

#### **Environment and Climate Action**

- Agência Portuguesa do Ambiente, I.P. (APA) (Portuguese Environmental Agency)
- Direcção-Geral de Energia e Geologia (DGEG) (Directorate-
  - -General for Energy and Geology)
- Direcção-Geral do Orçamento (DGT)
   (Directorate-General for Budget)
- Entidade Reguladora dos Serviços de Águas e Resíduos (ERSAR) (Regulatory Authority for Water and Waste)

- Instituto de Conservação da Natureza e das Florestas, I.P. (ICNF) (National Forestry Authority / Institute for the Preservation of Nature and Forests)
- Instituto Português do Mar e da Atmosfera, I.P. (IPMA) (Portuguese Institute of the Sea and Atmosphere)\*

### Science, Technology and Higher Education

- Direcção-Geral de Estatística da Educação e Ciência (DGEEC) (Directorate-General for Education and Science Statistics)\*
- Direcção-Geral do Ensino Superior (DGES) (Directorate--General for Higher Education)
- Fundação para a Ciência e a Tecnologia, I. P. (FCT) (Science and Technology Foundation)
- Instituto de Gestão Financeira da Educação, I. P. (IGeFE) (Institute of Financial Management of Education)\*
- Instituto Nacional da Propriedade Industrial, I. P. (INPI) (National Institute of Industrial Property)\*
- Instituto Português do Mar e da Atmosfera (IPMA) (Portuguese Institute of the Sea and Atmosphere)\*

#### Culture

- Biblioteca Nacional de Portugal (Portuguese National Library)(BNP)
- Direcção-Geral do Património Cultural (DGPC) (Directorate-General for Cultural Heritage)
- Instituto do Cinema e do Audiovisual, I.P. (ICA) (Cinema and Audiovisual Institute)
- Organismo de Produção Artística, E.P.E. (OPARTE) (Artistic Production Agency)
- Teatro Nacional São João, E.P.E.
   (TNSJ) (São João National Theater)
- Teatro Nacional D. Maria
   II, E.P.E. (TNDMII) (D. Maria
   II National Theater)

#### **Economy and Digital Transition**

- Autoridade de Segurança Alimentar e Económica (ASAE) (Food and Economic Security Authority)
- Gabinete de Estratégia e Estudos (GEE) (Strategy and Studies Cabinet)
- Instituto de Emprego e
   Formação Profissional, I.P.
   (IEFP) (Institute of Employment and Professional Training)\*
- Instituto do Turismo de Portugal, I.P (Portuguese Tourism Institute)
- Instituto Nacional da Propriedade Industrial, I. P. (INPI) (National Institute of Industrial Property)\*

<sup>(\*)</sup> Shared custody

#### Education

- Direcção-Geral de Estatística da Educação e Ciência (DGEEC)
   (Directorate-General for Education and Science Statistics)\*
- Instituto de Avaliação
   Educativa, I.P. (IAVE) (Institute
   for Educational Assessment)
- Instituto de Gestão Financeira da Educação, I. P. (IGeFE) (Institute of Financial Management of Education)\*
- Instituto Português do Desporto e da Juventude, I.P. (IPDJ) (Portuguese Institute for Sports and Youth)
- Júri Nacional de Exames (JNE) (National Examination Jury)
- Rede de Bibliotecas Escolares (RBE) (Network of School Libraries)

#### Finance

- Agência de Gestão da Tesouraria e da Dívida Pública — IGCP,
   E.P.E (IGCP) (Institute for Public Treasury and Credit Management)
- Autoridade Tributária e Aduaneira (AT) (Tax and Customs Authority)
- Caixa Geral de Aposentações (CGA)
   (Civil Servants Pension Fund)\*
- Direcção-Geral do Orçamento (DGO) (Directorate--General for Budget)

- Direcção-Geral do Tesouro e Finanças (DGTF) (Directorate--General for the Treasury and Finance)
- Gabinete de Planeamento,
   Estratégia, Avaliação e Relações
   Internacionais (GPEARI) (Cabinet for Planning, Strategy, Assessment and International Relations)

#### Housing and Infrastructure

- Authoridade Nacional de Comunicações (ANACOM) (National Communications Institute)
- Iustice
- Direcção-Geral da Política de Justiça (DGPJ) (Directorate-
  - -General for Justice Policy)
- Instituto Nacional da Propriedade Industrial, I. P. (INPI) (National Institute of Industrial Property)\*

#### The Sea

- Instituto Português do Mar e da Atmosfera, I.P. (IPMA) (Portuguese Institute of the Sea and Atmosphere)\*

### Modernizing the State and Public Administration

- Direcção-Geral da Administração e do Emprego Público (DGAEP) (Directorate-General for Public Administration and Employment)
- Direcção-Geral das Autarquias Locais (DGAL) (Directorate--General for Local Authorities)
- Instituto de Protecção e
   Assistência na Doença, I.P. (ADSE)
   (Directorate-General for Social Protection of Public Servants)

#### Health

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

### Work, Solidarity and Social Security

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

#### International

- European Union Statistical Office (Eurostat)
- International Tropical Timber Organization (ITTO)
- U.S. Bureau of Labor Statistics
- Directorate-General for Communications Networks, Content and Technology (DG INFSO)
- European Environment Agency (AEA)
- European Energy Agency (AIE)
- Central European Bank (BCE)
- Joint Research Centre (JRC)
- European Topic Centre on Air and Climate Change (ETC/ACC)
- United Nations Economic
   Commission for Europe (UNECE)
- European Commission (CE)
- Directorate-General for Climate Action (DG CLIMA)

- Instituto Nacional de Estatística (INE) (National Statistics Institute)
- Japanese Ministry of the Interior and Communications
- United Nations (UN)
- UNESCO Institute for Statistics (UNESCO-UIS)
- European Patent Office (EPO)
- International Labor Organization (OIT)
- World Health Organization (OMS)
- Food and Agriculture
   Organization (FAO)
- Organization for Economic Co-operation and Development (OCDE)
- Statistics Bureau (Japan)
- · U.S. Statistics Bureau
- International Telecommunications Union (ITU)

## **Appendix X, The Foundation's Governing Bodies on 31/12/2020**

#### **Board of Trustees**

José Soares dos Santos, chairman Alda Carvalho António Lobo Xavier Eduardo Marçal Grilo Luís Amado D. Manuel Clemente

#### **Salaries Committee**

Nuno Garoupa

José Soares dos Santos, chairman Eduardo Marçal Grilo Luís Amado

#### **Board of Directors**

Jaime Gama, chairman António Araújo Fátima Barros Gonçalo Matias Helena Bento Inês Soares dos Santos Canas Luísa Loura Maria Manuel Mota Nuno Crato

#### **Executive Committee**

Jaime Gama, chairman
Helena Bento, Director-General
António Araújo, Director
of Publications
Gonçalo Matias, Director
of Research Studies
Luísa Loura, Director of Pordata

#### **Auditing Committee**

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

# **Appendix XI, Pordata Academy, Training Activities in 2020**

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**

	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
2017	15,042	506
2018	9,798	382
2019	17,078	138
2020*	12,997	368
Total	114,806	4,026

\* Due to the pandemic, in 2020 on-site training sessions were only possible between January and March. For the rest of the year, the training was provided online, via Zoom.

#### Number of users of online Pordata training sessions

total	8,351
2020	4,853
2019	398
2018	1,100
2017	252
2016	1,748

Note: These values correspond to the users of both online Pordata training sessions.

# Appendix XII, The Foundation's Essays Aggregate Sales, 2010-2020

Nr. Title	Launch date	Total
1 Teaching Portuguese	June 10	38,456
2 Portuguese Economics	June 10	27,080
3 Portugal: The Numbers	June 10	24,660
4 Fiscal Justice	September 10	32,216
5 The Difficult Part is to Educate Them	October 10	21,315
6 Authority	October 10	10,729
7 Private Property: Between Privilege and Freedom	October 10	9,948
8 Live Philosophy	January 11	25,998
9 Social Security	January 11	12,174
10 Science in Portugal	January 11	10,025
11 Economics, Morality and Politics	April 11	30,880
12 Discrimination Against the Elderly	April 11	9,504
13 Corruption	April 11	14,379
14 Portugal and the Sea	April 11	13,155
15 Polls, Elections and Public Opinion	May 11	7,881
16 Television and Public Service	July 11	5,087
17 Judicial Delays	July 11	5,947
18 Death	July 11	20,745
19 Republican Essay	September 11	5,930
20 Justice Administration	September 11	6,294
21 Freedom and Information	September 11	6,682
22 The New Medicine	January 12	11,780
23 The Middle Class: Rise and Fall	January 12	9,523
24 Portugal: Public Debt and Democratic Deficit	January 12	13,033
25 The Armed Forces in Portugal	May 12	6,475
26 Ageing in Portuguese Society	May 12	8,637
27 Math in Portugal: An Educational Issue	May 12	6,245
28 Teaching History	October 12	3,959
29 Portugal, the Portuguese: A National Identity	October 12	7,903
30 Crisis, Family and Family Crisis	October 12	5,399
31 Labor: A Market Vision	January 13	5,711
32 The Future of the Welfare State	January 13	7,608
33 For Your Health	January 13	6,568
34 Freedom of Expression	May 13	4,459
35 On Death and Dying	May 13	5,413
36 Sexuality	May 13	3,974

Nr. Title	Launch date	Total
37 Public Investment in Portugal	October 13	4,129
38 Public-Private Partnerships	October 13	5,083
39 Portugal and Europe: The Numbers	October 13	4,625
40 European Cultural Identity	December 13	10,358
41 Parallel Economy	January 14	4,457
42 The Future of Forests in Portugal	January 14	5,050
43 Education and Freedom of Choice	January 14	5,001
44 Sounds and Silence of the Portuguese Soundscape	May 14	3,190
45 Migration and Citizenship	May 14	6,722
46 Cancer	May 14	3,925
47 The Portuguese and the World	October 14	7,316
48 Pseudoscience	October 14	2,907
49 Civil Society	October 14	3,190
50 Trust in Political Institutions	January 15	6,051
51 Ethics with Reasons	January 15	4,183
52 Children and Families in Changing Portugal	May 15	4,312
53 The Portuguese Agriculture	May 15	4312
54 The Portuguese Parliament	May 15	3,076
55 Teenagers	September 15	5,522
56 Portuguese Foreign Policy	September 15	3,911
57 Money	September 15	3,233
58 Russia and Europe: A Part of the Whole	January 16	5,716
59 Portugal and Space	January 16	1,819
60 Politics and Entertainment	January 16	2,444
61 The Future of the European Union	May 16	3,101
62 Portugal and the Atlantic	May 16	3,160
63 Tourism in Portugal	May 16	3,377
64 Democracy in Europe	August 16	2,852
65 People with Disabilities Portugal	August 16	2,446
66 Environment in Portugal	August 16	2,992
67 The Value of Art	October 16	4,806
68 Crisis and Crises	October 16	2,467
69 Portugal, a Historical Profile	October 16	5,558
70 Portugal: Rural Landscape	January 17	3,970
71 Portugal and International Commerce	January 17	2,408
72 The Euro and Economic Growth	January 17	2,758
73 Portuguese Exporters	May 17	2,070
74 Parties and Party Systems	May 17	3,378
75 The Portuguese Political System	May 17	3,875
76 Football, The Global Stadium	September 17	1,580
77 University as It Should Be	September 17	3,355
78 Higher Education in Portugal	September 17	2,151
79 The Quality of Democracy	January 18	2,410
80 Hyperactivity and Attention Deficit, Absence and Search for the Self	January 18	5,892

Nr. Title	Launch date	Total
81 Us and Others	January 18	4,932
82 Mental Health of the Portuguese	May 18	4,735
83 Fishing in Portugal	May 18	2,362
84 Cinema and History: Adventures and Narratives	May 18	3,656
85 Ageing and Health Policies	September 18	2,362
86 Dictatorship and Democracy: Legacies of Memory	September 18	2,627
87 Food Waste	September 18	2,548
88 Disease Prevention and Health Maintenance	January 19	5,758
89 Energy in Portugal	January 19	2,314
90 Artificial Intelligence	January 19	8,278
91 European Union Elections	April 19	1,770
92 Portuguese Public Administration	April 19	2,464
93 Religion in Portugal	April 19	1,397
94 Europe Is Not a Foreign Country	June 19	1,700
95 Can Portugal have a Strategy?	June 19	2,117
96 Criminality and Safety	September 19	1,517
97 The Plants and the Portuguese	September 19	4,344
98 Digital Health	September 19	2,052
99 Assisted Housing in Portugal	September 19	1,530
100 Cultural Heritage: Living Reality	January 20	2,695
101 Railroads in Portugal Past, Present and Future	January 20	3,169
102 What If I Can't Decide? Knowing how to choose at the end of life	May 20	1,961
103 Palliative Care, Becoming more familiar with Them	May 20	2,333
104 Tomorrow's World: Contemporary Geopolitics	May 20	2,758
105 Teenagers: Their lives, their future	September 20	1,299
106 Jobs for the Boys? Appointments for the top positions in public administration	September 20	1,189
107 Eating Habits of the Portuguese	September 20	1,109
Total		645,196

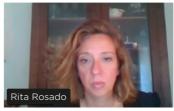
# Appendix XII, The Foundation's Portraits Aggregate Sales, 2014-2020

Nr. Title	Launch date	Total
1 Premature Babies	May 14	3,433
2 Portugal in Ruins	May 14	12,368
3 Far from the Sea	May 14	5,284
4 A Close Look at Portugal	October 14	2,892
5 Solid Ground	October 14	3,778
6 In the Emergency Room	October 14	3,815
Pack of Portraits	November 14	229
7 The Damned— Stories of Men and Wolves	March 15	6,843
8 Hallelujah!	March 15	2,995
9 The Atelier	March 15	2,383
10 The School	May 15	2,550
11 The Last Sailors	May 15	4,189
12 The Concierge, the Madam and Other Stories About the Portuguese in France	May 15	4,970
13 Soap Operas, Industry & Culture, Ltd.	January 16	2,224
14 The Promised Alentejo	February 16	11,125
15 Police Station	February 16	2,745
16 Arigato, Me	May 16	3,190
17 Roots	May 16	2,586
18 Perpetual Movement	May 16	3,290
19 Level Crossing Guards	February 17	2,724
20 In the Name of the Daughter	February 17	1,729
21 Hotel, The Backstage	February 17	2,718
22 Pilgrims	April 17	2,575
23 Is It Worth It??	May 17	2,358
24 Trás-os-Montes, the Northeast	May 17	5,095
25 Helping to Fall	September 17	1,153
26 Porto, the Last Station	September 17	2,058
27 Undercover Tourist	September 17	2,425
28 Therapies, Energies and Some Fantasies	February 18	2,772
29 The Children of Chemo	February 18	3,679
30 With Due Deference: Diaries of Court	February 18	1,769
31 At the Heart of Power: Government and Administration in Portugal	May 18	2,147
32 From the Coast: Beaches and Hills in Caparica	May 18	2,539
33 Prison Life	May 18	2,446

Nr. Title	Launch date	Total
34 I'm Still Here	September 18	1,945
35 Living from Death	September 18	1,355
36 Portuguese Scientists	February 19	1,680
37 Archive it	February 19	1,559
38 The Marcelo Effect, Political Commentary on Television	February 19	1,143
39 Shields and Castles, Signs of Portugal	May 19	5,766
40 The Drunk Monkey Went to the Opera: From Inebriation to Civilization	May 19	6,130
41 Medieval Town	May 19	1,735
42 Because We Are Here: 12 steps towards recovery	January 20	1,757
43 Prisons	January 20	1,536
44 Snakes, Lizards and Cockroaches: Man's best friends?	January 20	1,305
45 Alice's Pigeons: Growing old in Portugal	May 20	1,516
46 How Long is a Day: Maternity Experiences	May 20	1,238
47 Suspended City, Lisbon in a state of emergency	June 20	_
48 Culatra, An island with people in it	August 20	827
49 Rules of Isolation	August 20	783
Total		149,351

### The Foundation's team in 2020































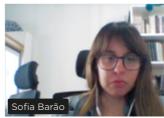












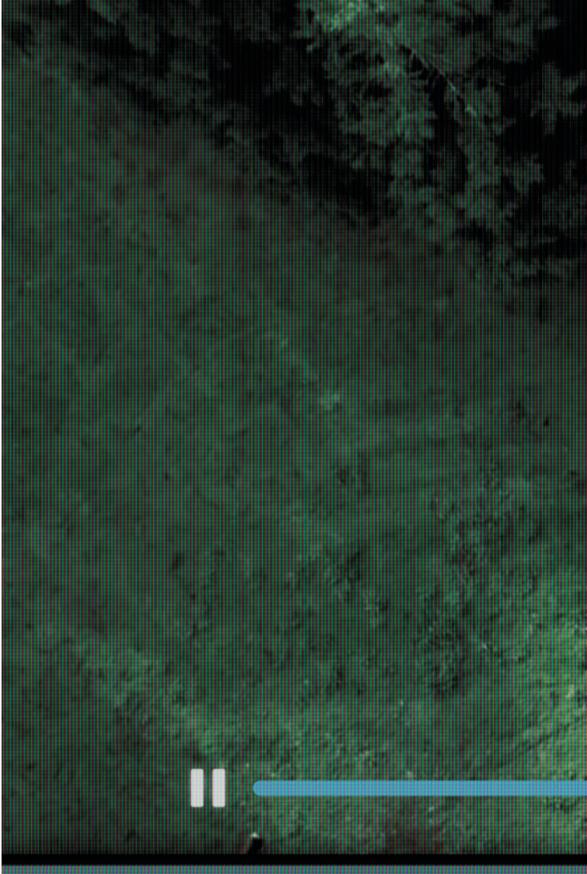












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