

ANNUAL REPORT



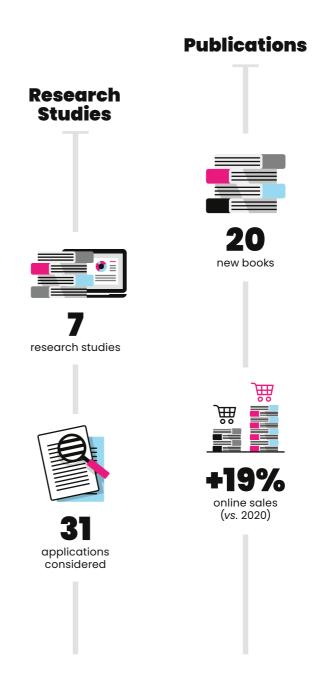
ANNUAL REPORT



THE FOUNDATION IN FUNDAÇÃO FRANCISCO MANUEL DOS SANTOS



The Foundation in Numbers



Events & Communication

Pordata



12.9 million

pages viewed (+9% vs. 2020)



2,302news pieces in the media (+46% vs. 2020)

0

227

programs made available on the Foundation's channels (+39% vs. 2020)



29 million

audience at the Foundation's activities (+163% vs. 2020) Digital



325,579 followers on social media (+22% vs. 2020)



19.6 million

Foundation webpages viewed (+16% vs. 2020)

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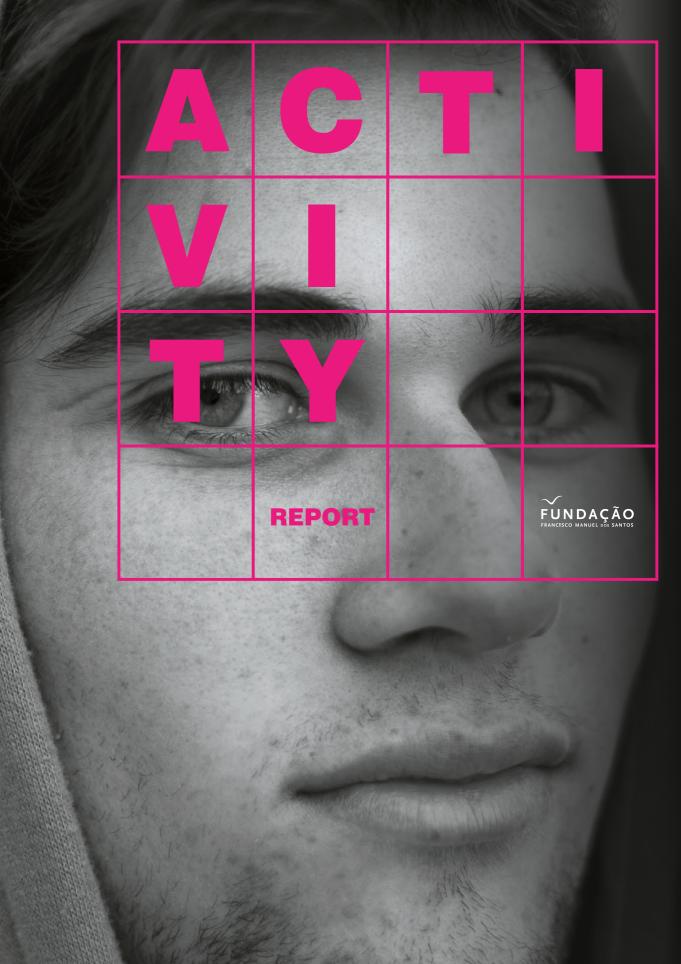
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In 2021, the Francisco
Manuel dos Santos
Foundation sought to
combine its demand for
quality scientific research
and its ambition to reach
a growing national
audience.

Introduction

These aspirations were achieved, enabling the Foundation to consolidate and expand its reputation in Portuguese society in terms of rigor, pluralism and independence.

This was a strong year in the Research Studies area, marked by the approval of the new 2021-2023 Three-Year Research Program, within which two major challenges have been identified: impact and internationalization. Four central themes were established for the next three-year period, corresponding to the issues that the Foundation believes will be the most relevant in the lives of the Portuguese over the next few years: Digital, Safety, Climate Change, Crises and Opportunities.

Throughout the year, the Foundation published seven research studies, including a Portrait about Young People and the New Paradigm for the Portuguese

Economy, which resulted in two Meetings, "Youths" and "Challenging Portugal".

In terms of research studies, 2021 brought with it another edition of Summer School, an online event that brought together 45 high school students to debate the subject of Equality. There was also room for another edition of Science and Education Month, a set of six online conferences that this year focused on the subject "The brain, the universe and all the rest".

There were 20 books published within the Publications area. The collection of Essays included subject matters such as biodiversity, forest fires, local power, race and racism, sexuality and reproduction, drugs and drug addiction. The Portraits collection included the publication of works about corruption, the new masculinity, public service, the islands in Ria de Aveiro or codfish fishing. Towards the end of the year, the Foundation published

a book about the photographic works of Artur Pastor, in partnership with the Lisbon Municipal Council. The book offers a retrospective look at several decades of Portuguese contemporary history, and was very well received by the public.

It is worth noting that, despite the heavy decline in sales observed in the Portuguese publishing sector, in 2021 the Foundation recorded a 20% increase in unit sales. This increase is partly due to the Foundation's presence in the Lisbon Book Fair, which took place in September.

In 2021, Pordata launched several new projects, including a segment about the UN Sustainable Development Goals, a set of 17 goals to be achieved by all countries by 2030. A new portal area was created, devoted to statistics pertaining to municipalities, a project which was particularly relevant in a year when there were local elections. All statistical data related to the 2021 Census was also updated. It is also worth highlighting the vast number of press releases that were published throughout the year, which provided the media with relevant statistical data about various subject matters. These resulted in 2302 news pieces published in the media, amounting to a 46% increase compared to the previous year.

In 2021, the Foundation achieved its biggest-ever audience on television: as well as the monthly program Fronteiras XXI, broadcast on RTP3, four documentaries were shown on primetime on RTP1 about the following subjects: women, E funding, health and welfare state. In total, the documentaries reached an audience of nearly five million Portuguese people.

The year 2021 was also defined by the expansion of the Foundation's digital presence, with over 200 contents made available on the Foundation's digital channels, a 39% increase compared to 2020. The Foundation produced the podcast series [IN] Pertinente, in which four communicators talked to four experts about four separate subjects: Economics, Society, Politics and Science. A series of videocasts was also broadcast, made up of big interviews with international figures from the fields of politics, economics and society, aimed to interpret in an accessible way some of the most relevant themes of today.

The Foundation's outreach on social media experienced an extraordinary increase in 2021, particularly on Twitter, Instagram and Facebook. The Foundation's website registered 19.6 million viewed webpages, a 16% increase compared to 2020.

In total, the Foundation's activities in 2021 achieved total audiences of nearly 30 million. This, combined with the quality of the scientific research produced, is a strong incentive for the entire team, who are determined to do even more and better in 2022.

Finally, it is worth mentioning that the Foundation has been fulfilling its

mandate in accordance with the desire of its Founder, Alexandre Soares dos Santos, by paying extremely close attention to containing costs and controlling managing expenses, and exercising cautious when outsourcing services or in matters pertaining to recruitment or correctly assessing staffing needs, in order to ensure a correct application of the resources at its disposal.

Governing Bodies

In 2021, there were no changes to the Foundation's governing bodies. At the end of the year, 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).

The Executive Committee held
47 meetings throughout the year, and
continued to regularly inform the governing bodies about the Foundation's
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 improve the sharing of activity-related information internally, the Foundation's newsletter continued to be published monthly and sent to all members who make up the Foundation's universe in a relevant way.

It is worth mentioning the Executive Committee's collaboration both with the Auditing Committee and the external auditor, which greatly contributes to a thorough scrutiny of the Foundation's activity in terms of financial and accounting transparency.

Similarly, the Foundation maintains a permanent dialogue with the Presidency of the Council of Ministers, which legally performs the duties of supervisory body of the Portuguese foundation sector, thus thoroughly observing the legal norms and requirements that have been approved for that purpose.

dated 14 June 2021), as well as other actions related to the Portuguese foundation sector, such as the statutory review of the CPF and supporting studies about foundations and philanthropic activities, which were carried out by the Portuguese Catholic University (Lisbon and Porto) and Minho University, and which will be published in early 2022.

Participation in the Portuguese Foundations Center

In 2021, 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 initiatives were
carried out to protect and promote
the Portuguese foundational sector,
both at home and abroad.

To that effect, a dialogue was maintained with the Government and the political parties with parliamentary representation to closely follow the approval process of the Foundations Framework Law (Law nr. 67/2021, dated 25 August 2021), and the Public Utility Status Framework Law (Law nr. 36/2021,

Operational Management

In 2021, the Foundation's operational team continued to be managed by 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 while coordinating the specific departments of Research Studies, Publications and Pordata.

The Foundation's operational team was organized as follows:

- Research Studies João Tiago Gaspar (coordinator), Rita Rosado and Mónica Barreiros:
- Publications Susana Norton (coordinator) and Duarte Vaz-Pinto (external consultant);

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- Digital and Social Media Joana
 Ferreira da Costa (coordinator), Filipa
 Basílio and Joana Batista;
- Audiovisual Joana Ferreira da
 Costa (editorial coordinator), Filipa Basílio
 and António Borga (external consultant);
- Redesign of the Foundation's Portals
 and Press Consultancy Mariana Vaz
 da Silva and Filipa Coelho;
- Marketing and Events Marta Lopes (coordinator until March); Teresa Pina (coordinator) and Richard Freuis;
- Pordata Ana Luísa Barbosa (coordinator), Mónica Santos, Joana Zózimo, Sofia Barão, Inês Falcão and Marta Miranda;
- Finance José Quinta;
- 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.

This was a year marked by transformation in terms of the way the Foundation's team works, showing a positive evolution in the results achieved and the quality of the delivery of its activity plan.

In terms of results:

- The Foundation's programs achieved a total audience of 28.9 million, a 161% increase compared to the previous year;
- The Foundation's activities triggered a level of media coverage which, had it been paid, would have been the equivalent of 87 million euros;

- There were gains in management efficiency, which made it possible to achieve this wide reach with a similar level of funding as previous years, but with a 58% cost reduction per contact;
- The Foundation remained in 4th place in the notoriety ranking of foundations in Portugal, but the distance in relation to the third place dropped by four percentage points (and is now only one point away);
- Public perception of the importance of the work carried out by the Foundation has increased, since 85% of the people who are familiar with it consider that it has a very relevant impact on society (vs. 66% in 2020);
- The Foundation's social networks experienced significant growth, with over 200 thousand followers; the outreach on social media more than doubled; and the level of engagement more than tripled.

These results are based on the following pillars:

- A programming strategy based on a combination of media partnerships and the Foundation's own programming. Partnerships allow the Foundation to maximize its reach, while its own programming secures an independent and deeper approach;
- A specific content and investment strategy for each social network, and the permanent monitoring of results achieved and implementation of improvements;

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- The creation of a different identity for each content area and for each of the Foundation's programs, which permeates all communication pieces, with the presence and recognition of the FFMS brand throughout the entire programming;
- An investment in training the Foundation's team leaders, in order to develop their skills and improve the contribution of their respective teams;
- Expanding the timeframe of the Foundation's research studies by adopting promotion strategies that ensure the continuity of the discussion within society for longer.

Globally speaking, 2021 was a year in which the Foundation had a strong presence in society, by presenting research studies and publications that are relevant to the current context, as well as programming that is both robust - four television documentaries, nine episodes of the program Fronteiras XXI, 38 [IN] Pertinente podcasts, 12 [IN] Pertinente videocasts, 14 episodes of the program Praça da Fundação, six programs in Science and Education Month, one edition of Summer School, one set of four digital programs devoted to mental health, two Foundation Meetings, among others – and relevant, with a careful selection of experts and a curatorship of subject matters that are aligned with existing problems in society.

Research **Studies**

In 2021, the Foundation's research coordination continued to be led by the director of Research Studies and executive board member Gonçalo Saraiva Matias, who relied on the support of three consultants: Carlos Jalali, from the Institutions department; Fernando Alexandre, from the Economics department; and Luísa Lima, from the Society department. The research studies team is also composed of João Tiago Gaspar (coordinator), Mónica Barreiros and Rita Rosado.

Twenty twenty-one was the first year of the Foundation's 2021-2023 Three-Year Research Program, which was publicly presented to the Portuguese academic community on 8 April. Since that date, the Foundation's research studies team received 34 applications, of which 11 were shortlisted for the second stage of the process. These are currently being reviewed by external referees, according to the double-blind method, in order to ensure the reviewers' impartiality.

Over the course of 2021, two studies were approved in the department of Institutions: "Voter abstention in Portugal: mechanisms and impacts", coordinated by José Santana Pereira (ISCTE-IUL) and João Cancela (FCSH-UNL); and "Continuity and Change in Portuguese Policy Making", coordinated by António Tavares and Pedro Camões (University of Minho) and Patrícia Silva (University of Aveiro).

This was a year of consolidation in the Foundation's Research Studies area, and a year to launch several future projects. The strategy outlined to promote the Research Studies Program (2021–2023), which was developed in strict compliance with the stipulations of the Foundation's governing bodies, has been successful, judging by the number of applications received. The quality of most reviewed proposals so far means that we are confident to expect innovative studies that will be able to have a significant impact on Portuguese society.

Economics

I. Research Studies published in 2021

Throughout 2021, four studies were published in the department of Economics, namely:

"Artificial Intelligence Pathways and Opportunities: A View from Portugal"

Coordination: João Castro (Nova SBE)

Public presentation: This study was

co-funded by Google and published

in the Foundation's digital channels on

11 February. The presentation included

speakers Ana Sofia Carvalho (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).

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 tried to develop and apply artificial intelligence, its potential is still in its infancy.

Based on the Portuguese context, this report analyzes the development of artificial intelligence in academia and its various applications, as well as its constraints, in industry and public policy. Most participants in this study are leaders of the development and application of artificial intelligence in Portugal, and they suggest a wider debate about the current and future use of this powerful technology. Based on documentation and interviews, the authors conclude that there are qualified resources in Portugal and that the country is well equipped to explore artificial intelligence.



2. "Financial Constraints and Business Dynamics: Lessons from the 2008-2013 Recession"

Coordination: Carlos Carreira (University of Coimbra)

Public presentation: This study was published on the Foundation's digital channels on 30 April. The presentation included interventions from economist Diana Bonfim (Bank of Portugal and Católica Lisbon School of Business & Economics) and António Saraiva (President of CIP).

Synopsis: How did the 2008-2013 recession affect the financial health of companies in Portugal? What consequences did it have for employment and productivity? And how prevalent are zombie companies in Portuguese economy?

Between 2008 and 2013, the percentage of companies with bad debt went

up from 15.7% to 29.1%. Based on the Portuguese context, this study analyzes the effects of economic recessions in business dynamics and demonstrates that severe economic crises can wipe productive companies out of the market, making it harder to recover in the post-crisis period.



3. "Transport Systems in Portugal: Analysis of efficiency and regional impact"

Coordination: Carlos Oliveira Cruz (IST-ULisbon)

Public presentation: This study was published on the Foundation's digital channels on 31 May. The session included interventions from Alfredo Marvão Pereira (Professor of Economics at the College of William and Mary) and Paulo Magina (Deputy Director at OECD).



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. "From 'Made In' to 'Created In' Portugal: A New Paradigm for the Portuguese Economy"

Coordination: Fernando Alexandre (University of Minho)

Public presentation: This study was presented as part of one the Foundation's Meetings titled "Challenging Portugal", which took place in Pátio da Galé, between 22 and 23 October. Among the 15 speakers in attendance, there were four members of the project's steering committee: David Autor (MIT), Ricardo Reis (LSE), Sérgio Rebelo (Northwestern University) and Thomas Philippon (NYU). This study also occasioned six presentation sessions to different stakeholder groups.

Synopsis: An ageing population and climate transition are huge challenges to the growth of the Portuguese economy, and they require a new paradigm to create wealth, one that is based on knowledge, skill and innovation. By analyzing seven different areas — (1) Economic context: competition, markets and tax policy); (2) Scientific and technological system; (3) Skills and labor markets; (4) Innovative SMEs; (5) Territory and infrastructures;

(6) Foreign direct investment and global value chains; and (7) National strategy for the ocean —, this study aims to identify obstacles and opportunities that help to contribute to defining public policies to promote a sustainable growth of the national economy, in a context of close collaboration between the Portuguese scientific and technological system and the corporate fabric.

II. Research studies scheduled for publication in 2022

1. "The Property Market in Portugal"

Coordination: Paulo Rodrigues (Bank of Portugal and Nova SBE) Scheduled presentation date: March 2022 Synopsis: This study provides a detailed description of the various facets of the Portuguese property market until early 2020. To that end, it explores angles such as how prices have evolved over the last few decades, access to housing and urban leasing. Even though this study was carried out at a time when there was not yet enough information about the impact of the COVID-19 pandemic on the housing market, the analyses presented in the various chapters will no doubt be useful to help project potential future evolutionary paths for this sector in Portugal.

2. "Financing Entrepreneurship in Portugal: Cash Flow Constraints"

Coordination: Miguel Ferreira (Nova SBE) Scheduled presentation date: May 2022 Synopsis: The main goal of this study is to assess the effect of financial restrictions on entrepreneurship. In order to measure this effect, the study looks at the government program Montante Único (One-off Sum), which enabled anyone eligible for unemployment benefit to receive the total sum of their benefits in advance for the purpose of starting a business. The reason why this project is innovative is that it provides new empirical evidence about the causal effect between access to funding and the quantity and quality of entrepreneurship developed in Portugal.

3. "Funding SMEs: Crisis and Recovery"

Coordination: Clara Raposo (ISEG — University of Lisbon)

Scheduled presentation date: May 2022 Synopsis: The purpose of this study is to measure the impact of the program *PME Lider* in terms of performance, access to funding and investment of the companies that adhered to the aforementioned program. The goal is to quantify the effect that the program had on the companies that received its certification and, at the same time, on the companies that establish trade relations with those certified companies.

The program *PME Lider* was launched in 2008 by the Agency for Competitiveness and Innovation (IAPMEI) and Turismo de Portugal and was distinguished in 2016 with the *European Enterprise Promotion Award*, issued by the European Commission. The main goal of this program was to guarantee that well-performing SMEs had access to funding during the international financial crisis, something that was particularly relevant in Portugal due to the high proportion of SMEs in the national economy.

- III. Research studies scheduled for publication after 2022
- "The Impact of Corporate Income Tax on the Portuguese Economy"

Coordinated by Pedro Brinca (Nova SBE).

Presentation scheduled for 2023.

Institutions

I. Research Studies published in 2021

In 2021, there were no studies published within the department of Institutions.

II. Research studies scheduled for publication in 2022

1. "Interest Groups in Portugal"

Coordination: Marco Lisi (FCSH-UNL) Scheduled presentation date: April 2022 Synopsis: Even though interest groups (non-partisan organizations engaged in political activities) are an everyday presence in citizens' lives, very little is known about this reality in Portugal. This study aims to counteract this trend, both by collecting information about this type of entity, and by analyzing citizens' perception of it. With this project, authors will try to answer questions such as: Which groups have the most visibility and are the most active in the political sphere in Portugal? What tools and strategies do they use to defend their interests? Do citizens trust the different kinds of associations? And how do they rate their action and the contribution of interest groups to democracy?

2. "Economic, Social and Political Impacts of Covid-19 in Portugal"

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

Scheduled presentation date: May 2022 Synopsis: A few months after the emergence of the Covid-19 pandemic, the Foundation decided to launch a study for the purpose of ascertaining the major impacts of this pandemic on sectors that

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are separate from the health system, such as economy, society, democratic institutions and international politics. To that effect, a wide-reaching and multidisciplinary project was created, which was coordinated initially by Nuno Monteiro, a researcher at Yale University. The researcher died unexpectedly on 5 May, and Carlos Jalali, from the University of Aveiro, took over as the coordinator of this study. Among other tools, the research team conducted online and phone surveys, split into two separate waves, in order to ensure the representativeness of the Portuguese population. The results of the first round of surveys were published in July 2021 and the finished study will be published in May 2022.

3. "Regulatory State in Portugal: Evolution and Performance"

Coordination: Ana Lourenço (Católica Porto Business School)

Scheduled presentation date: June 2022
Synopsis: The main purpose of this study is to analyze the evolution and performance of the regulatory state in Portugal, in its double role to regulate via independent regulatory entities and to safeguard regulation via a specialized court: the Competition, Regulation and Supervision Court (TCRS). This analysis includes three case studies that illustrate the phenomenon of regulation in Portugal: The Energy Services Regulatory Authority (ERSE), the Competition

Authority (AdC) and the National Communications Authority (ANACOM). Among other things, this study assesses the level of independence of regulatory entities on two levels: on the one hand, their formal/legal independence; on the other hand, their *de facto* independence from the political power.

4. "Ethics and Integrity in Politics: Perceptions, Control and Impact"

Coordination: Luís de Sousa and Susana Coroado (ICS-ULisboa)

Scheduled presentation date: October 2022

Synopsis: Over the last few years, the level of trust deposited by citizens in parliaments and national governments has been decreasing consistently among several democracies. The authors of this study have developed surveys aimed at assessing potential divergences of opinion between citizens and public office holders when it comes to ethical considerations. In addition, they have also sought to assess whether the perceived decline of ethical standards among public office holders has an impact on the degree of satisfaction of citizens towards the democratic regime.

5. "Fifty Years of Democracy in Portugal"

Coordination: António Costa Pinto, Pedro Magalhães and Jorge Fernandes (ICS-ULisboa)

Scheduled presentation date:

October 2022

Synopsis: This study is the Portuguese translation of a book published by Oxford University Press, under the title: The Oxford Handbook of Portuguese Politics. It is a handbook about the Portuguese political system made up of over 30 chapters, in which different aspects of national politics are addressed, namely: the electoral system, the party system, the system of government (semi--presidential), the judicial system, the left and the right in Portugal, candidate selection and the labor market. This book aims to be a reference work about the workings of Portuguese democracy throughout the last few decades.

- III. Research studies scheduled for publication after 2022
- 1. "Liberal Democracy, the Law and the State: Portugal in a Comparative Perspective (1970s-2020s)"

Coordinated by Tiago Fernandes (ISCTE-IUL). Presentation scheduled for 2023.

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

Coordinated by José Santana Pereira (ISCTE-IUL) and João Cancela (FCSH-UNL). Presentation scheduled for 2023.

3. "Recruiting Deputies for the Assembly of the Republic (1975-2019)"

Coordinated by Jorge Fernandes (ICS--ULisboa). Presentation scheduled for 2023.

4. "Continuity and Change in Portuguese Policy Making"

Coordinated by António Tavares and Pedro Camões (University of Minho) and by Patrícia Silva (University of Aveiro). Presentation scheduled for 2024.

Society

I. Research Studies published in 2021

Throughout 2021, two studies were published in the department of Society, namely:



1. "Poverty in Portugal: Journeys and Daily Experiences"

Coordination: Fernando Diogo (University of Azores)

presented as part of a set of five conferences broadcast on the Foundation's digital channels, under the title "Poverty in Portugal". In addition to a session presenting the main results of the study, each of the other conferences analyzed a specific area of the project, namely: the role played by family; education; social solidarity; work. In order to broaden the scope of the results of the study, the Foundation formed a partnership with TV channel TVI, which produced five journalistic pieces about them which were then shown on Jornal das 8. **Synopsis:** According to the poverty rate as calculated by the National Institute of Statistics, in 2019 over 1.6 million people in Portugal were at risk of poverty, the equivalent to 16.2% of the population. As long as we are unaware of who this share of the population is, how they live and what their perspectives are, it will be difficult to understand the country as a whole. The purpose of this study is to understand the diversity of poverty, to find out about the life paths of the poorest segments of the population and to

Public presentation: This study was



2. "Young People in Portugal, Today: Who They Are, What They Think and How They Feel"

Coordination: Laura Sagnier (PRM – Market Intelligence)

Public presentation: This study was presented as part of one the Foundation's Meetings titled "Youths", which took place in Pavilhão Carlos Lopes, between 27 and 28 November. Over 600 people attended this event, including hundreds of young people. The promotion of this study was carried out in partnership with TVI/CNN, which broadcast four big journalistic pieces on *Jornal das 8*, as well as several online reports and articles.

Synopsis: This is a groundbreaking work of research, both in terms of the range of the target population represented (2.2 million young people between the ages of 15 and 34 residing in Portugal),



deeply understand how they live.



and the diversity of the subjects being addressed. These include their values and attitudes regarding life, their family of origin, friends and partners, education, paid work, their habits, what they think about matters such as work, mobility, maternity or paternity, politics, the environment, the social pressure they feel, how happy they feel, whether they have suffered any sort of discrimination, etc. The research study "Young People in Portugal, Today" was conducted by a team of consultants and analysts from PRM Market Intelligence led by Laura Sagnier. The project also benefitted from consultancy from two external researchers: Alice Ramos (ICS-ULisboa) and Evelia Alvarez (ISCTE-IUL).

II. Research studies scheduled for publication in 2022

1. "Territories of Well-Being"

Coordination: Rosário Mauritti (ISCTE- IUL)

Scheduled presentation date: July 2022
Synopsis: What are the contributing factors to the well-being of citizens? How does belonging to certain social categories or having access to resources (such as income or education) relate to conditions for well-being and the quality of life of individuals? How should we assess and measure societies' progress? To answer these and other questions, the authors propose a set of indicators that

make it possible to gauge the conditions for well-being, while comparing them across different territories in Portugal.

2. "How We Eat What We Eat: A Portrait of Meal Consumption in Portugal"

Coordination: Ana Isabel Costa (Católica University, Lisbon) Scheduled presentation date:

September 2022

Synopsis: In Portugal, over half of adults and around a third of teenagers are overweight or obese. Empirical research reveals that consuming food prepared outside the home contributes to an unbalanced diet, but the truth is that very little is known about the eating habits of the Portuguese. The main purpose of this study is to analyze the evolution of individual behaviors of planning, cooking and consuming meals in Portugal between 2000 and 2020.

III. Research studies scheduled for publication after 2022

1. "Ageism and Equality in the Workplace"

Coordinated by David Patient (Católica Lisbon School of Business & Economics). Presentation scheduled for 2023.

Publications

Under the leadership of executive board member António Araújo, the Publications department continued to be coordinated by Susana Norton and by Duarte Vaz Pinto, who provided external support.

The year 2021 proved to be one of recovery after the pandemic period of 2020, as bookshops, shops and other points of

sale were allowed to reopen to the public. However, and despite the improvements observed in those channels, it has not yet been possible to return to the levels of sales experienced in 2019.

Some lockdown and health restrictions were maintained, which made it difficult to launch new titles and, in particular, to promote them among readers. This difficulty meant that promotion was primarily carried out on digital media, to which a wide range of reference figures were



invited to take part in the Foundation's initiatives. These figures included Carlos Gaspar, Marina Costa Lobo, Álvaro Domingues, Isabel Damasceno, Domingos Xavier Viegas, Sandra Sarmento, Ricardo Araújo Pereira, José Cunha Rodrigues, Edalina Sanches, Luísa Schmidt, Vânia Beliz, Tiago Rolino, João Seabra Diniz, Carlos Jalali, André Barata, João Ferrão, Maria José Roxo, among others.

To that effect, the Publications department invested strongly in the digital media, by promoting its contents, launching new titles or boosting online sales, which grew 25% in terms of quantity, and 19% across all channels.

After close consultation with the FFMS executive committee, it was decided that, in line with the Foundation's mission, it makes sense to render several of its contents published in book form available for free, similarly to equivalent institutions, both in Portugal and abroad. As a result, and as a way to support











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culture, the Foundation donated around 350 thousand copies of its publications to various entities, such as prison libraries, secondary school libraries and public polytechnic institutes, local parish libraries and reading centers, as well as several public hospitals.

FUNDAÇÃO

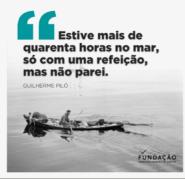
Lastly, FFMS continued its regular publication of the titles scheduled for its series.

Within the Foundation's Essays series, the following titles were published: Forest Fires in Portugal, by António Bento Gonçalves; Decentralization and Local Governance in Portugal, by Filipe Teles; The Return of Dictatorships, by António Costa Pinto; Climate Change, by Filipe Duarte Santos; Racism Today, Portugal in the European Context, by Jorge











Hoje, tenho algum





Vala; Sexuality and Reproduction in Portugal in Pandemic Times, by Miguel Oliveira da Silva; Local Democracy in Portugal, by António Cândido Oliveira; Biodiversity and Global Warming, by Maria Amélia Martins-Loução; Lisbon in Metamorphosis, by João Seixas.

The Foundation's Portraits series, in turn, published the following titles:

45 Years Fighting Corruption, by Luís
Rosa; When Schools Closed Down:

Journals of the Pandemic, by Paulo
Guinote; The Portuguese Blogosphere:
From the Infamous Editorial to the End
of an Era, by Sérgio Barreto Costa; Lisbon
Museums, by Covadonga Valdaliso;
Late Adoption, by Maria Sequeira
Mendes; Men Cry Too, Stories of the
New Masculinity, by Nelson Marques;







FUNDAÇÃO

QUE HISTÓRIAS MARCARAM A SUA JUVENTUDE?

NOVO LIVRO

Men Without a Heart, by Guilherme Piló; Estuary Islands, by Maria José Santana; How May I Help, by Pedro Vieira.

In addition to these, and separately from the series, the work *The Limits of Science*, by Jorge Calado, was re-issued, and the work *Artur Pastor* was published in partnership with the Lisbon Municipal Council and the Municipal Photography Archive. This is a prestigious publication about the life and work of this photographer which, due to its quality, has been very well received by the media and has been successful in terms of sales.

Pordata

In 2021, Pordata continued to be 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, Inês Falcão and Marta Miranda.

This year was defined by an investment in enriching the contents of the database by developing more appealing ways to view information, and by an increase in the number of followers on social media. The Pordata archive now includes the major monitoring indicators for the 2030 UN Agenda for Sustainable Development, and the long data series of around 100 indicators were uploaded

PORDATA

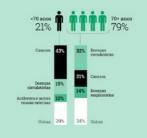
Informação estatística que convida à discussão informada sobre os factos.

FUNDAÇÃO



1/5 DAS MORTES EM PORTUGAL SÃO PREMATURAS?

Ω





sabia que...

APENAS 1 EM 4
ADULTOS TEM
O SECUNDÁRIO?
PORDATA



PIB 2020

ALGARVE -16,7% MADEIRA -14,3% LISBOA -9,5% AÇORES -9,2% ALENTEJO -8,3% NORTE -7,0% CENTRO -5,9%





PORDATA

Que queixas têm os portugueses sobre as suas habitações ou locais de residência?



As estatísticas não são só para adultos.

PORDATA

Como se democratizou o ensino, em Portugal, desde 1974?



onto the European database and organized under the 17 goals of the aforementioned Agenda. The project was launched on 20 February and was the subject of a partnership with TV channel CMTV with the program Falar Global, which broadcast 17 videos on that subject matter. Each video reached an average audience of around 150 thousand viewers.

There was also an investment in new ways to view data, namely in relation to the subject of local elections. Pordata has taken advantage of the wealth of information existing in municipalities and made a new interactive and easy--to-use section available to the pub-

From data to information

Transforming data into information that is useful to society is one of Pordata's main priorities. On commemorative dates or on the occasion of current national and international events, the following broadly-themed summaries were sent to media outlets: Presidential Elections, on 24 January - the candidates to the Presidency of the Republic, evolution of electoral participation and electoral results since 1976; World Day of Social Justice, on 20 February — an analysis of the steps taken by Portugal and the European Union towards the

Transforming data into information that is useful to society is one of Pordata's main priorities.

lic, "Get to Know your Municipality", with trending and comparative charts complemented by short summaries. On the day that this area was launched, 15 July, there was a new record number of page views (63 thousand), which was only surpassed by the number of views on 24 January, the day of the presidential elections (74 thousand). It is also worth mentioning the successful new strategy used to promote Pordata data on social media. This resulted in an increase in the percentage of visits to the website via social media from 4% to 10%.

implementation of the 2030 Agenda for Sustainable Development; International Women's Day, 8 March — statistical highlights analyzing the differences between men and women across various areas of society, such as population, education and work; International Workers' Day, 1 May — available workforce, working conditions, education and learning, gender inequality, salaries, social protection and the impacts of the pandemic; World Environment Day, 5 June — statistical highlights and trends on the areas of climate and air quality, waste and circular economy, water and sanitation, territory, biodiversity and environmental

protection, energy, energy economy and environmental tax; *Local Elections*, 26 September — promoting the new website section "Get to Know your Municipality" and notes on subjects such as population, education, environment, labor market, local administration and tourism; *International Day for the Eradication of Poverty*, 17 October — analysis on a set of indicators revealing poverty in Portugal and in Europe, in its various facets and in its relation with family, work and school.

Partnerships with media outlets

Within the framework of the partnership between the Francisco Manuel dos Santos Foundation and RTP1, Pordata was responsible for checking the statistical data of the four documentaries directed in 2021: The Health of the Portuguese, Women in Portugal, The Impact of EU Funding and Welfare State. Specific partnerships were also established to promote Pordata content: the magazine Visão embraced the subject of Environment, and dedicated three long articles to that theme; the newspaper Observador explored the monthly economic data series that followed the evolution of the pandemic (economic trust, unemployment, lay-offs, moratoria, indebtedness, exports and tourism), and published six articles and interviews on

the subject; CMTV integrated the new topic of the Sustainable Development Goals in its program Falar Global, and broadcast 17 one-minute videos on the subject. Lastly, it is worth mentioning the ongoing partnership with the magazine Visão Júnior and with the network of school libraries as part of a project to promote reading habits, "Kids Get to Vote".

These various initiatives meant an increase in all indicators of access to Pordata's website: three million sessions (10% more vs. 2020); 2,150,000 users, with a daily average of 5,890 (10% more vs. 2020); 12,900,000 webpage views (9% more vs. 2020). Throughout the year, Pordata data was mentioned in 2,302 news pieces, of which 1,400 were published in nationwide media outlets and 187 were broadcast on TV channels.

Technological developments

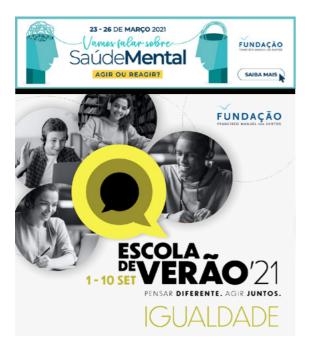
Since Pordata's main permanent activity is to update its over three thousand tables, in 2021 there was an investment in improving the efficiency of that process by implementing applications for the automatic integration (via API) of statistical data from eurostat, INE and SGMAI. In addition, mechanisms to communicate between the two platforms supporting the Pordata databases were also implemented in order to create new ways of viewing data on the website.

Pordata Academy

In 2021, the Pordata Academy held 540 digital training sessions, which attracted a total of 23,389 registered applicants, almost twice as many as in 2020 (which was the year when Pordata was adapting to the online model). It is worth mentioning that, for the first time, training sessions aimed at secondary school students outnumbered the ones aimed at primary school students, and that there was significant demand from higher education institutions (81 training sessions).

Trainee program

Pordata continued its trainee program: Rita Besugo, until May 2021; João Faia and Marta Miranda, until June 2021; Mariana Dias and Marcelo Abrantes dos Santos, after July 2021.



Marketing and Events

In 2021, the Foundation's programming maintained its digital format until August. It was in this format that 12 Essays and Portraits were launched, and that four studies were disseminated: "Artificial Intelligence", "Crisis and Credit: Lessons learned from the 2008-2013 Recession", "Transport Systems in Portugal" and "Poverty in Portugal: Journeys and Daily Experiences". The latter study was also the theme of a set of digital conferences about poverty, in which the role played by family, education, employment and social solidarity was discussed.

In March, the Foundation brought the subject of mental health to the Foundation Square with a set of debates in which the impact of the pandemic on teenagers, women, senior citizens and health professionals was discussed.

The third edition of Summer School, which this year was devoted to the subject of Equality, took place from 1 to 10 September and was attended by 45 students from several parts of the country. The program included Oxford-style lectures and debates and, this year, three sessions were open to the public, via streaming, to discuss questions such as: What is equality?



O CÉREBRO O UNIVERSO E TUDO O RESTO

mês da ciência e da educação

20 OUTUBRO A 24 NOVEMBRO 2021

Explicar os humanos CAMILLA PANG

> O CÉREBRO O UNIVERSO E TUDO O RESTO

mês da ciência e da educação

Olhos no espaço

CRISTINA OLIVEIRA E NUNO PEIXINHO

27 OUT 19

O CÉREBR O UNIVERSO E TUDO O RESTO

FUNDAÇÃO

Pseudociência na saúde

STEVEN NOVELLA

O CÉREBR O UNIVERSO E TUDO O RESTO

mês da ciência e da educação

FUNDAÇÃO

Cérebro e movimento RUI COSTA

FUNDAÇÃO

3 NOV 19H

O CÉREBRO UNIVERSO E TUDO O RESTO

~

FUNDAÇÃO

O cérebro moldável

DAVID EAGLEMAN

24 NOV 19H

Ensino a distância

TERRY ANDERSON E NEUZA PEDRO

10 NOV 19H

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O CÉREBRO O UNIVERSO E TUDO O RESTO

9 1

mês da ciência e da educação

FUNDAÇÃO









































+ 177 MIL DOWNLOADS







JOANA MARQUES X VÍTOR CARDOSC CIÊNCIA

How decisive is the context in which one is born? Are opportunities for men and women equal?

The Science and Education Month took place between 20 October and 24 November, and included four interviews and two debates with national and international specialists. Camila Pang, Rui Costa and David Eagleman were some of the guests of this year's edition, which was dedicated to the subject "The brain, the universe and all the rest".

In 2021 the Foundation launched two new digital communication formats: the videocast [IN] Pertinente, a talk show of interviews to major experts about current affairs, which included guests such as Robert Reich, Mariana Mazzucato, Peter Frankopan and Thomas Barfield, among others; and the podcast [IN] Pertinente, a good-humored cross between curiosity and knowledge, in which four communicators (Hugo van der Ding, Ana Markl, Pedro Vieira and Joana Marques) and four experts (Cátia Batista, Rui Costa Lopes, Raquel Vaz-Pinto and Vítor Cardoso) debate the subjects of economy, society, politics and science, respectively.

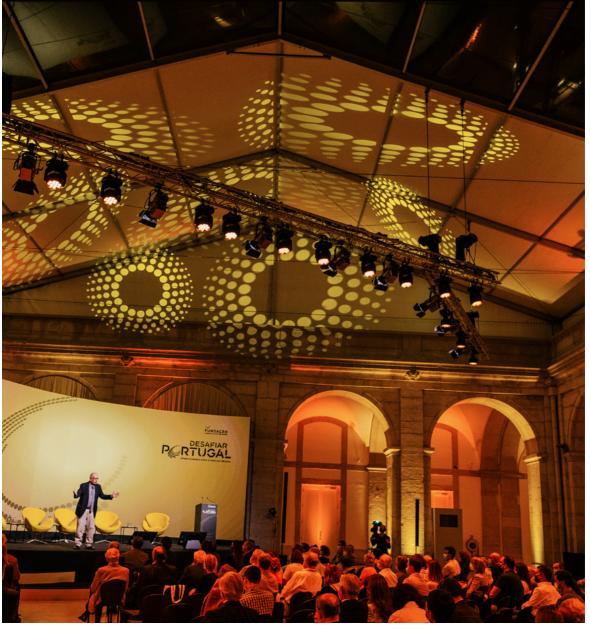
The second half of the year was defined by the Foundation's return to organizing offline events.









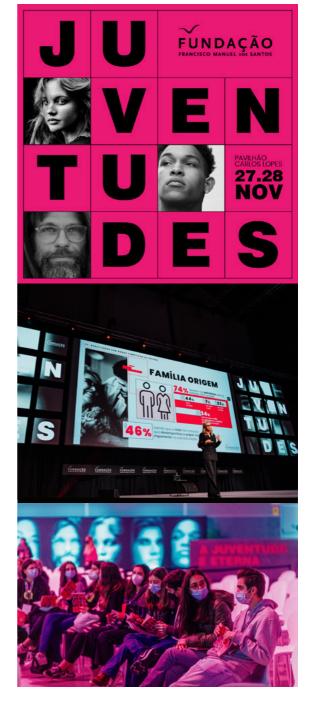


The Foundation took part in the 91st Lisbon Book Fair, which this year took place from 26 August to 12 September, with the launch of six Essays and Portraits and the respective debates, which were held live at the South Auditorium.

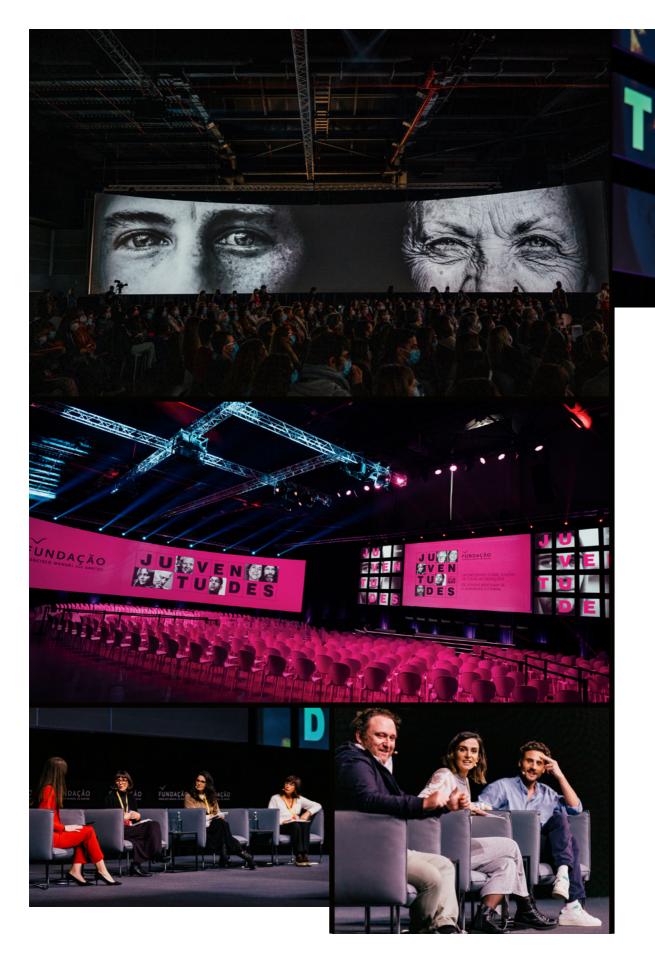
The Meeting "Challenging Portugal -Opportunities for the Next Decade" took place on 22 and 23 October, in Pátio da Galé, in Lisbon, and was attended by 12 national and international experts at the launch of the study "From 'Made In' to 'Created In': a New Paradigm for the Portuguese Economy". It is worth mentioning the presence of Fernando Alexandre, the study's coordinator, as well as Ricardo Reis, Thomas Phillipon, David Autor and Sérgio Rebelo, who made up the steering committee that followed and validated the project's development. The public presentation of this study, as well as of an integrated set of specific proposals about crucial action areas, was the starting point to discuss how to build a more prosperous and developed country. Around 290 people attended the event.

On 27 and 28 November, the

Meeting "Youths — Young People Renew
Themselves, Youth is Eternal" was held at
Pavilhão Carlos Lopes and was attended
by 615 participants. This Meeting was
dedicated to young people from all
generations, and fundamental questions such as what different generations
have in common and what separates
them were explored. Is being young



today that different from what it was like to be young in the 1960s or 1980s? This and other questions were addressed by two major international experts, John Goodwin, sociologist at the University





of Leicester and Howard Williamson,
Professor of European Youth Policy at the
University of South Wales, and discussed
by ten Portuguese experts and young
people of different ages. The Portrait
"Young People in Portugal, Today", coordinated by Laura Sagnier, was also presented at this Meeting, and served as
the starting point for a debate about the

recognition of the Foundation. It is through these various initiatives that it is possible to equip society with the tools it needs to deepen its knowledge about Portuguese reality. Media campaigns around the Foundation's initiatives reached over 15 million unique users, and the strategy that was implemented made it possible to reached a more qualified public and one with greater affinity with the promoted content.

By diversifying formats and contents, the Foundation sought to achieve a closer relationship with society and to attract a wider and younger audience.

In terms of the Portuguese
Foundations' notoriety ranking, the
Foundation achieved 4th place, after
the Champalimaud, Gulbenkian and
Mário Soares Foundations. The notoriety assessment surveys revealed that
83% of respondents are aware of the

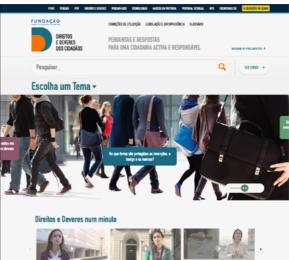
The two major Foundation Meetings, "Challenging Portugal" and "Youths", which were held, respectively, in October and November, registered nearly 67,800 digital views.

processes of transition into adulthood and the main challenges faced by young people throughout the generations.

Notoriety ranking and media campaigns

Media campaigns, conferences and debates, publications and studies are important contributions to the Foundation or of one of its projects, while 85% considers them to have a very relevant impact on society. Pordata remains the most intuitively known project, followed by the Foundation's books and research studies. Bearing in mind that the Foundation has a smaller share of investment when compared with other foundations in Portugal, this is clearly a very positive result.





Digital Area

Twenty twenty-one was a very active year for the Foundation's Digital Area. Views on the Foundation's webpages grew to 16.9 million, a 16% increase compared to 2020, a year which had already been strong thanks to the transition of all contents and programming over from the Foundation to the digital format.

Ove 2.4 million webpages were viewed on the Foundation's website, a 15% increase in relation to 2020. Today, the Foundation website's public includes more women (61%) and saw an increase in its younger audience (25% are aged between 18 and 34).

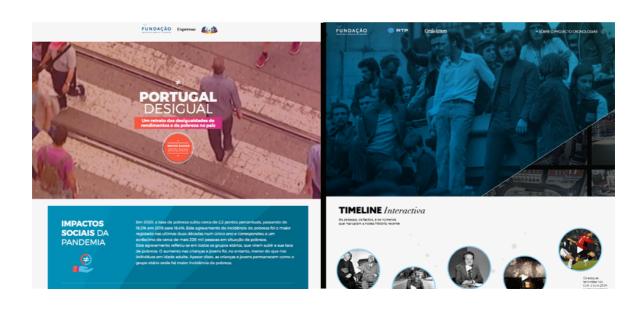
The website's Play area, where all programming is uploaded in video format, also underwent a huge boost, with nearly 57 thousand views (119% more than in the previous year). It also gained a renewed

form of access through the website's homepage, which includes an interactive browsing banner which makes it easier to access specific content.

In 2021, the Foundation's programming, including debates, interviews, documentaries, podcasts and videocasts, reached an audience of over 1.1 million people through digital channels. In total, and especially with the increase in television broadcasts, the Foundation's programs reached an audience of 28.9 million.

The most widely watched debates were the ones held at the Foundation Square, with an audience of 286 thousand people, and particularly those that were broadcast during the Lisbon Book Fair, which reached over 196 thousand people.

The six conferences held during
Science and Education Month, which were
dedicated to debating "The brain, the universe and all the rest", were watched by



nearly 157 thousand people, three times as many as in the previous year.

In 2021, the Foundation launched a new program format, the videocast [In] Pertinente, a series of interviews with major international figures about the main current affairs topics. The videocast was mediated by journalist Pedro Pinto, reaching an audience of 126 thousand people.

In turn, the videos and webpages dedicated to the two major Foundation Meetings, "Challenging Portugal" and "Youths", which were held, respectively, in October and November, registered nearly 67,800 digital views.

The presentation of the Foundation's new research studies and the sets of debates around the main conclusions drawn (such as the studies on Poverty in Portugal, Crisis and Credit or the Transport System) were watched by over 57 thousand people.

The four documentaries launched by the Foundation in 2021, "Women in Portugal", "What Will be Left of the EU Funding?", "All is Nothing Without Health" and "Welfare State: All for All", co-produced by RTP, reached, through the digital channels, an audience of over 28,300 people, and in television broadcasts they were watched by 4.7 million.

As far as the Foundation's websites are concerned, it is worth highlighting the significant increase in viewers of the portal Rights and Duties, which underwent updates and where new videos with queries were introduced, reaching 2.8 million webpage views (a 67% increase vs. 2020). It is also worth mentioning the website Uneven Portugal, which was updated in 2021 with the first official data about the impact of the pandemic on poverty and inequality, and which recorded an increase in views of around 79% compared to the previous year, and the website Chronologies

of Contemporary Portugal, whose views were up 28% compared to 2020.

In 2021, work began to develop the new Foundation portal, which will gather in a single location all of the Foundation's websites, which are currently dispersed. The idea is to create a mobile-first portal, which is easy to navigate and explore, and which will be the core of the Foundation's entire digital ecosystem, designed in a logic of evolution and adaptation to future developments.

reached in relation to the previous year, reaching 38.7 million views.

In 2021, there was an increase in the number of followers across all of the Foundation's social media outlets, reaching a total of 324,764 followers. The FFMS and Pordata Facebook pages are already followed by 234 thousand people. The most significant increases were registered on Twitter (a 61% increase vs. 2020) and Instagram (a 56% increase vs. 2020).

It is also worth noting that the

In 2021, there was an increase in the number of followers across all of the Foundation's social media outlets, reaching a total of 324,764 followers.

With the launch of a series of online campaigns, in 2021 the community of the Foundation's weekly newsletter subscribers continued to grow: followers increased 22% compared to 2020, and the newsletter now reaches 27 thousand subscribers.

The Foundation on Social Media
With the introduction of a new strategy for each of the Foundation's seven social media outlets, in 2021 it was possible to significantly increase traffic on the Foundation's websites through social media, as well as online sales.

Over 472 thousand webpages were viewed by people who were directed from Facebook, Instagram, Twitter and LinkedIn. The posts and campaigns published in 2021 more than doubled their

community's interaction with the
Foundation's content on social media
more than doubled in relation to the
previous year, with over 627 thousand
shares, clicks and comments on posts
promoting the Foundation's research
studies, books and websites.

In addition to implementing a new strategy, which was constantly monitored, amended and adapted in order to maximize results, the creation of a team specifically dedicated to those media outlets, who began working halfway through the year, was crucial to the Foundation's success on social media.

The Foundation in the Media

The Foundation has always recognized the importance of an effective and transparent relationship 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 agenda with topics that are of clear public interest and which promote debate in Portuguese society.

In 2021, the Foundation's activities were the subject of 4,358 news pieces, the equivalent of around 87 million euros in AAV (Automatic Advertising Value), the indicator that measures the advertising value corresponding to the space taken up by the news piece. Over 80% of the AAV was generated by news pieces published in premium media, that is, in media with great national relevance, both TV media outlets and written/online press.

Among the news pieces published, it is worth mentioning the research study "Poverty in Portugal", which generated 485 news pieces and an AAV of 10.7 million euros; this was the most widely used topic in the media in 2021.

The research studies "Young People in Portugal, Today" and "From 'Made In' to 'Created In' Portugal: a New Paradigm for the Portuguese Economy" also produced significant media coverage, with 121 and 113 news pieces, respectively; the former represented an AAV of nearly 10 million euros, while the latter generated an AAV of 6.3 million euros.

It is equally relevant to highlight

Pordata's presence in the media, as in 2021
it registered a total of 2,302 news pieces,
with an AAV of around 35 million euros.
In this regard, it is worth mentioning the
news pieces which used data published
by Pordata as their source of information,
as well as the news pieces that appeared
after press releases were sent to the
media about Poverty Eradication Day,
International Women's Day and to promote the new area in the Pordata website
dedicated to the portrait on municipalities,
a propos the local elections.

Throughout the year, the Foundation maintained several partnerships with media outlets. On television, the partnerships with RTP and CMTV were maintained, and two new partnerships were initiated with TVI/CNN. In terms of the press, the partnerships with Jornal Económico and Público were maintained, and new partnerships with Visão and Observador were established. As far as radio is concerned, the partnership with Renascença was maintained.





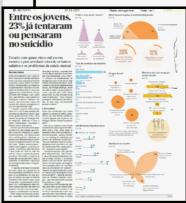














RTP

- Broadcast of nine episodes of Fronteiras XXI on RTP3, with a total audience of 1.2 million viewers, and an average of 133 thousand viewers per episode.
- Co-production of four documentaries on RTPI: in April, "Women in Portugal" (total audience: 1,408,640 viewers); in July, "What will Be Left of the EU Funding?" (total audience: 1,253,219 viewers); in October, "All is Nothing Without Health" (total audience: 1,113,710 viewers) and in December, "Welfare State All for All" (total audience: 966,867 viewers).

CMTV

- Three episodes of Falar Global dedicated to Science and Education Month, with interviews with experts discussing the subject "The Brain, the Universe and All the Rest".
- 17 episodes dedicated to the Sustainable Development Goals.

These programs recorded a total audience of 2.8 million viewers.

TVI/CNN

- Dissemination of the study "Poverty in Portugal: Journeys and Daily Experiences", which included a set of television features representing 4.5 million euros in AAV.
- Dissemination of the study "Young People in Portugal, Today", which included: TV coverage of the Meeting "Youths" via live CNN reports; broadcasting four television news features about young people on *Jornal das 8*, with an

average of 850 thousand viewers per broadcast; the publication of five news articles on CNN Online.

Jornal Económico (newspaper)

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

Público newspaper

Broadcasting the podcast *Thus*Speaks Science, which attempts to clarify some of the limitations and uncertainties related to science, while also explaining the research projects being carried out by some Portuguese scientists.

Revista Visão (magazine)

 Publication of four articles on the topic of the Environment, based on data from Pordata.

Observador (online newspaper)

Publication of the segment "The Pandemic in Numbers" where, using news features, videos and articles, some key data and indicators about the pandemic were made public.

Rádio Renascença (radio station)

- Broadcast of the program Da Capa à Contracapa (From Cover to Cover), on Tuesdays (11:15 pm), reaching 868,141 people (total audience).
- Broadcast of the segment "Food for Thought from the Foundation", on Fridays, at 5:20 pm, reaching a total audience of 4,054,650 listeners.

Fronteiras XXI

The 5th season of Fronteiras XXI began later than usual, in March, in order to enable its broadcast to no longer be based from the RTP studios, where it had been held in 2020 due to the pandemic, and returned to the Thalia Theater.

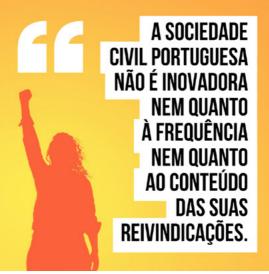
This transition proved to be a good decision because the program's audience went up, against the downward trend in television audiences, and reached over 1.2 million viewers, including reruns.

In 2021, we were also able to shoot a third of the episodes in external locations (the Electricity Museum, the Alcântara Port and the Ajuda Park), which helped to cement the image of Fronteiras XXI as a major production.











Throughout the nine episodes, the topics discussed intersected the Foundation's research studies, books and authors: from corruption to the digital challenges associated with the pandemic, from poverty to radicalism in public debate, from dementia to the way in which Portugal is seen by the rest of the world, from China's leadership to logistic problems in the global supply chain. These live debates

included the participation of 36 speakers and interviews with 18 international experts and renowned Portuguese experts based abroad.

The program achieved an average of 133 thousand viewers per episode (7% more than in 2020). The most widely watched episode, "How Much is the Portuguese Forest Worth?", reached 211 thousand viewers, and the second,







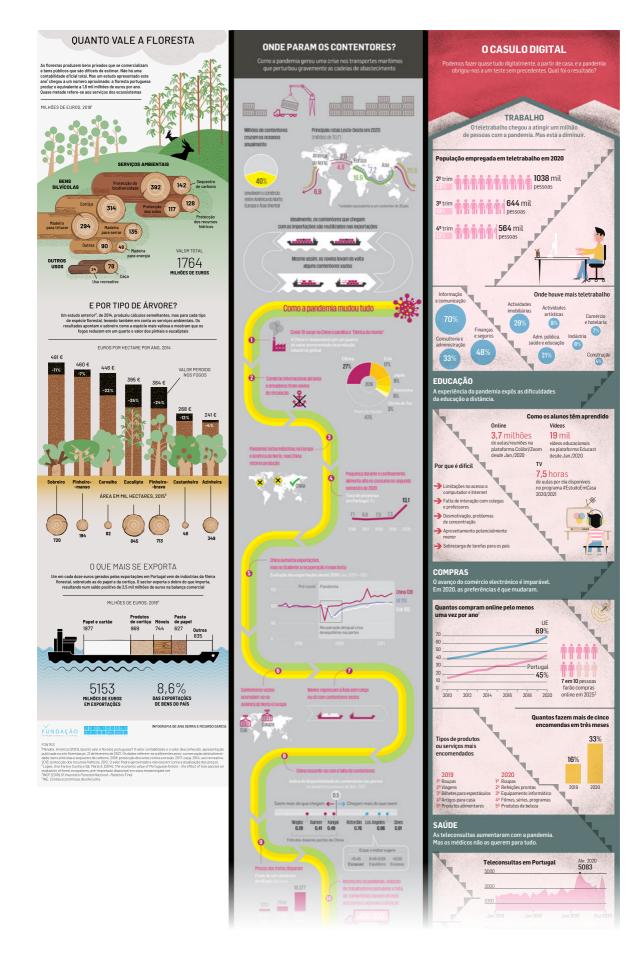


"How to Fight Corruption?", was watched by 186 thousand people.

This year, the Foundation and RTP introduced several new elements to the show, namely the presentation of animated videos summarizing graphics in a more appealing format. The program once again included news reports, and maintained its investment on interviews with major international experts, which bring us broader perspectives and

new points of view on the topics under discussion.

On the Fronteiras XXI website, 316 thousand webpages were visited, and there was an increase in audience participation, by sending their questions to fronteirasxxi.pt, with over 400 questions addressed to the speakers received.



2021 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 according to 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 from 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 2021 positive result of 354,653 euros be transferred to Earnings or Losses Brought Forward.

Prospects for 2022

The pandemic context that persisted in 2021 still maintains some uncertainty regarding the offline or online nature of many of the Foundation's 2022 activities. However, regardless of the format, we can anticipate that the programming scheduled for the year will be robust and relevant.

In terms of Publications, there are nine Essays scheduled – which include topics such as the blue economy, ports, social protection, heritage, the future of food, or dating violence – and nine Portraits on topics such as cleaning work, theater or emigration. Two off-series books will also be published, one on populism and another one on Portuguese landscapes.

Within the research department, there will be ten new studies on topics such as the impact of the pandemic, the housing market, entrepreneurship, food, regulation, or ethics in politics. There will also be new editions of Summer School and Science and Education Month, which will be dedicated to climate change.

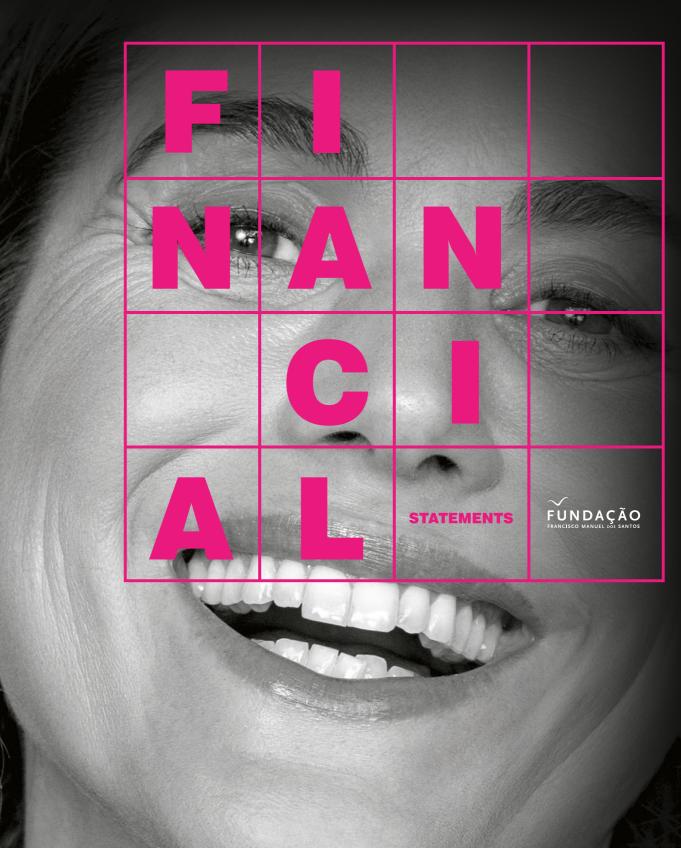
As far as Pordata is concerned, 2022 will be focused on defining a new systems architecture and redesigning the website's homepage, for the purpose of generating more traffic, attracting new users and enabling an improved browsing experience. The section on "Environment" will be redesigned and the new indicators from the 2021 Census will be integrated into the portal.

The 2022 Foundation activities will also include the production of another season of [IN] Pertinente podcasts, as well as the monthly videocast It's Not That Simple. The Foundation will once again produce, in partnership with RTP1, a series of four documentaries to be broadcast during prime time, devoted to the following topics: Young People, Higher Education, Demographic Challenges and Climate Change. In 2022, the 6th season of the program Fronteiras XXI will also be broadcast on a monthly basis on RTP3.

In 2022, the Foundation will continue its goals of providing the Portuguese with pertinent and up-to-date information, as well as a set of scientifically consistent tools for reflection about the most relevant topics in society. The Foundation's activities will continue to be defined by independence, rigor and plurality criteria, with the aim of broadening its reach and impact.

Lisbon, 25 March 2022





Balance Sheet

ASSETS	NOTES	2021	2020
NON-CURRENT ASSETS			
Financial assets	16.2	22 095	19 399
CURRENT ASSETS			
Inventory	5.3	89 187	170 782
Clients	6	30 911	80 802
The state and other public entities	7.1	11 958	12 100
Other accounts receivable	8	32 070	18 579
Deferrals	9	59 475	18 852
Other financial assets	4.2	5 721 830	0
Cash and bank deposits	4.1	4 449 856	9 553 689
Total assets		10 417 382	9 874 204
HERITAGE FUNDS AND LIABILITIES			
HERITAGE FUNDS			
Funds			
Founders' endowments	10.1	1 000 000	1000000
Results carried forward	10.2	7 013 368	6 389 432
		8 013 368	7 389 432
Net results for the financial year	D.R	354 653	623 936
Total heritage funds		8 368 021	8 013 368
LIABILITIES			
Current liabilities			
Suppliers			
The state and other public entities			73 765
Other debts payable	12	514 662	504 926
Total liabilities		2 049 361	1860 836
Total heritage funds and liabilities		10 417 382	9 874 204

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The Board of Directors

Certified Accountant (nr. 79736)

As of 31 December 2021 and 31 December 2020 (values in euros)

Profit and Loss Statement by Nature of Expense

INCOME AND EXPENSES	NOTES APPEN- DIX	2021	2020
Sales and services provided	13.1	171 774	169 269
Subsidies, donations and legacies	14	7 693 000	7 000 000
Cost of goods sold	5.1	(217 682)	(172 750)
External supplies and services	15	(5 852 954)	(5 029 011)
Employees' benefits	16.1	(1 375 536)	(1 279 415)
Inventory impairment (losses and reversals)	5.4	301 188	(26 846)
Fair value increases/decreases	18	41 271	
Other revenue	13.2	61 459	50 382
Other expenses	17	(465 345)	(87 755)
Income before depreciation, financial charges and tax		357 175	623 874
Operating results (before financing costs and tax)	_	357 175	623 874
Interests and similar earnings		0	62
Interests and similar expenses incurred	_	(2 522)	0
Results before tax	_	354 653	623 936
Tax on revenue (for the financial year)	_		
Net results for the financial year	_	354 653	623 936

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The Board of Directors

Certified Accountant (nr. 79736)

Cash Flow Statement (Direct Method)

Operational activities cash flow	2021	2020
Revenue from clients and users	235,191	201,915
Payments to suppliers	(686,913)	(612,038)
Payments to employees	(682,431)	(651,716)
Operations cash flow	(1,134,153)	(1,061,839)
Tax:	(710,857)	(663,912)
Value added tax (VAT)	(33,282)	(4,548)
Income tax retention		
Personal Income Tax (IRS) Category A	(288,717)	(279,498)
Personal Income Tax (IRS) Category B	(38,525)	(50,043)
Corporate Income Tax (IRC) Category E	(24,603)	(25,338)
Social Security contributions	(325,730)	(304,485)
Operational activities cash flow (1) Investment activities cash flow	(1,845,010)	(1,725,751)
Payments referring to:		
Other operations (Projects)	(5,271,251)	(4,526,402)
Revenue from:		
Interests and similar income	0	62
Financial assets	(5,680,559)	
Investment activities cash flow (2)	(10,951,810)	(4,526,340)
Funding activities cash flow		
Revenue from:		
Donations	7,693,000	7,000,000
Payments referring to:		
Interests and similar expenses	(12)	(1)
Funding activities cash flow (3)	7,692,988	6,999,999
Net cash and cash equivalent variation (1+2+3)	(5,103,832)	747,908
Cash and cash equivalent at the beginning of the period	9,553,689	8,805,781
Cash and cash equivalent at the end of the period	4,449,856	9,553,689

The Board of Directors

Certified Accountant (nr. 79736)

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Appendix

Reporting period ending on 31 December 2021 (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/ 21 November 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 (NCRFESNL) 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) NCRFESNL 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 quoted price indicated by the bank is valued. Assets are valued according to their market quoted price and their fair value is determined by observing these prices.
- Clients and other current 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 11, 2016, with the Francisco Manuel dos Santos Society, SE, for a period of ten years.
- Inventory 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

4.1 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:

	2021	2020
Cash	673	665
Bank deposits	4,449,183	9,553,024
Total	4,449,856	9,553,689

4.2 The value corresponding to Other financial assets, presented in the item Balance Sheet, for the amount of 5,721,830 euros, refers to an application in an investment portfolio with the following cash flows:

Amount invested	Cash flows	Market Value — 31.12.2021
5 680 559	41,271	5,721,830
5 680 559	41.271	5.721.830

The values of the cash flows according to their fair value:

	Unrealized	Realized
Fair value losses	108 824	75 623
Fair value earnings	174 142	51 576
Total	65 318	-24 047

5. Inventory

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

	Opening	Decreases		Final balance	
Items	balance 31.12.20	(purchases)	СМУМС	Gratis items	31.12.21
Inventory:		_			
Goods – Essays	352,906	110,928	(99,597)	(225,392)	138,843
Goods — Annuals and other publications	249,615	176,486	(118,085)	(227,121)	80,896
Total	602,521	287,414	(217,682)	(452,514)	219,739

The value of gratis items (452,512 euros) was largely compensated by the reversion of impairments amounting to 301,454 euros.

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

Items – Essays	Final balance 31.12.21	Final balance 31.12.20
Foundation goods	106,891	188,913
Consignment goods	31,952	163,993
Total (1)	138,843	352,906

Items — Annuals and Other Publications	Final balance 31.12.21	Final balance 31.12.20
Foundation goods	51,927	136,633
Consignment goods	28,968	112,983
Total (2)	80,896	249,615
Aggregate total (1+2)	219,739	602,521

5.3 Impairment loss referring to Essays, Magazine XXI and Other Publications stock referring to editions from 2010 to 2017, 2018, 2019 and 2020 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 31/12/2021	Impairment	Value Realizable Net 2021/12/31	Value Realizable Net 2020/12/31
Inventory:				
Goods – Essays	138 843	94 980	43,863	82,666
Goods – <i>Magazine XXI</i> and Other publications	80 896	35 572	45,324	88,115
Total	219 739	130 552	89,187	170,782

5.4 The item Impairments breaks down as follows:

Items	Opening balance 31.12.2020	Impairment (reversal)	Final balance 31.12.2021
Impairment:	'		
Goods — Essays	270,239	175,259	94,980
Goods – Magazine XXI and Other publications	161,500	125,928	35,572
Total	431,739	301,187	130,552

5.5 The stock asset value breaks down as follows:

Items	Opening balance 31.12.20	Final balance 31.12.21
Stock value	602,521	219,739
Impairment	431,739	130,552
Account stock	170,782	89,187

6. Clients

The clients balance breaks down as follows:

	2021	2020
Accounts receivable	40,509	90,400
Losses through aggregate impairment	(9,598)	(9,598)
Total	30,911	80,802

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

	2021	2020
Tax withheld (IRC)	11,958	12,100
VAT — Receivable	0	0
Total	11,958	12,100

7.2 Liabilities

	2021	2020
Income tax (IRS) withheld	39,395	31,681
VAT — Outstanding	33,282	10,655
Social Security contributions	25,950	31,429
Total	98,628	73,765

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 2021 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:

	2021	2020
Accrued Profits	0	0
Other Accounts Receivable	32,070	18,579
Total	32,070	18,579

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 59,475 euros (18,852 euros in the previous reporting period), includes the value of 8,363 euros, related to IT support services, and the value of 4,723 euros refers to insurance premiums, whose timing includes part of the following reporting period (2022), and the value of 46,389 euros pertaining to speakers fees who will not provide their services until 2022.

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 7,013,368 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), the period of 2019, with a negative value (753,443 euros), and the period of 2020 (623,936 euros).

11. Suppliers

This item breaks down as follows:

	2021	2020
Current account suppliers	1,376,319	1,240,241
Consultants and single service providers	59,753	41,904
Total	1,436,072	1,282,145

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:

	2021	2020
Debt by accrued expenditures		
Salaries to be paid	182,248	183,311
Governing bodies remuneration	55,836	55,836
Other accrued expenses	276,563	222,272
Subtotal	514,646	461,418
Other debt	15	43,508
Total	514,662	504,926

The amounts pertaining to items Salaries to be paid (182,248 euros) and governing bodies Remuneration (55,836 euros) correspond to an estimation of holiday pay and holiday bonuses to be paid in 2022, expired in the 2021 fiscal year.

The item Other accrued expenses (276,563 euros) includes, essentially: i) the amount of 156,532 euros, corresponding to services provided by external human resources, rent and sharing of expenses (provided by UnileverFima/JMDB/JMR); and ii) the amount of 120,031 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.

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13. Revenue

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

	2021	2020
Sales of Essays	100,136	86,852
Sales of <i>Magazine XXI</i> and Annual	0	783
Sales of other publications	62,356	76,933
Subtotal	162,492	164,568
Services provided (Meetings, eBooks)	3,816	3,034
Services provided — Other	5,467	1,667
Total	171,774	169,269

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

	2021	2020
Amendments relating to previous financial years	24,961	48,533
Other	36,498	1,849
Total	61,459	50,382

The value pertaining to corrections from the previous period, 24,961 euros, corresponds to regularizations pertaining to previous fiscal years, while the value "Others" refers to favourable exchange rate differences (1,483 euros) and the regularization of the balance of Google, corresponding to the value of 35,000 euros.

14. Subsidies, donations and legacies

From the total value of donations for this reporting period, which has been received and recorded under Earnings, and which amounts to 7,693,000 euros, 7,000,000 has been fully paid by the Founder — Francisco Manuel dos Santos Society, S.E., and 693,000 euros by the Francisco Manuel dos Santos Society, B.V., in accordance with the contract signed on 20/12/2021 for the project "New Paradigm Portugal", amounting to a total of 1,500,000 euros, of which 693,000 euros have been allocated to 2021 (received) and the remaining to 2022.

15. External supplies and services (ESS)

This item breaks down as follows:

Item	2021	2020
Specialized work	4,205,005	3,455,563
Advertising and communication	509,631	406,351
Traveling and accommodation	83,022	81,018
Conservation – buildings and other	80,200	61,354
Legal counseling and other	57,228	55,447
Leases and rentals and related costs	138,779	129,322
IT services	31,663	26,292
Other costs — Provision of employees	322,382	288,817
Representation costs	11,450	9,855
Traveling and communication expenses	34,559	17,865
Other supplies and services	10,025	12,046
Other costs	1,278,940	1,088,367
ESS — Project costs	5,483,945	4,543,930
ESS — Maintenance costs	369,009	485,081
Total ESS	5,852,954	5,029,011

The value of the item ESS — Project costs, in the amount of 5,483,945 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 369,009 euros, relates essentially to management services, administrative expenses and IT system maintenance.

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16. Employee benefits

16.1. This item breaks down as follows:

	2021	2020	
Remuneration of governing bodies	315,835	315,835	
Remuneration of employees	715,007	645,869	
Attendance fees	129,131	133,794	
Remuneration expenses	181,939	172,905	
Other (insurance, compensation, covid testing)	33,623	11,012	
Total	1,375,536	1,279,415	

At the end of the reporting period, the FOUNDATION's personnel panel included 23 staff members (23 in 2020), 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 22,095 euros (19,399 euros in the previous reporting period) and recorded under the balance of financial investments.

17. Gratis book copies and other gratis items

This item breaks down as follows:

	2021	2020
Other expenses and losses		
Gratis editions	414,900	28,495
Other gratis publications	37,614	30,286
	452,514	58,781
Contributions and fees	2,943	2,000
Amendments to previous reports	7,685	24,657
Exchange rate difference / Other	2,203	2,317
	12,831	28,974
Total	465,345	87,755

The item Gratis editions refers to publications by the FOUNDATION and donated to protocol institutions.

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

18. Fair value increases and decreases

The item Fair Value Increases and Decreases, amounting to 41,271 euros, includes the value increase of financial assets in accordance with the market price indicated by the financial institution managing the portfolio. There is a fair value loss amounting to 24,047 euros which makes it exempt from tax.

	Unrealized	Realized
Fair value losses	108,824	75,623
Fair value earnings	174,142	51,576
Total	65,318	-24,047

19. 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's Meetings, and Reporting & Communication Systems.

Until the end of 2021, for the purpose of executing "Research Projects and Programs" and "Publications", the amount of 60,086,147 euros has been approved, and the respective amount of 57,114,360 euros has been expended, as detailed in the 2009-2019 Capital Expenditure Proposal (CEP) cumulative table below:

	APPROVED AMOUNTS			REALIZED AMOUNTS			
Items	Aggregate value 2009 to 2020	2021	Aggregate value 2009 to 2021	Aggregate value 2009 to 2020	2021	Aggregate value 2009 to 2021	
Economy	2,101,415	938,454	3,039,869	1,666,553	825,288	2,491,841	
Institutions	2,996,985	334,927	3,331,912	2,399,042	258,474	2,657,516	
Society	4,159,678	550,604	4,710,282	4,416,138	515,848	4,931,986	
Projects prior to 2014	3,832,572		3,832,572	3,832,572		3,832,572	
Total Research Projects (1)	13,090,650	1,823,985	14,914,635	12,314,305	1,599,611	13,913,916	
Debates, Documentaries and Other Projects	2,375,199	1,200,937	3,576,136	2,131,139	873,182	3,004,321	
Portals	12,261,407	1,543,673	13,805,080	11,711,245	1,345,380	13,056,625	
Foundation Meetings	11,840,418	636,500	12,476,918	11,848,674	523,723	12,372,397	
Reporting & Communication Systems	3,581,786	628,470	4,210,256	3,473,674	537,624	4,011,298	
Total Other Programs	30,058,809	4,009,579	34,068,390	29,164,733	3,279,909	32,444,641	
Total Research Projects and Programs (2)	43,149,459	5,833,563	48,983,024	41,479,037	4,879,519	46,358,556	
Publications	9,555,997	1,547,125	11,103,122	9,516,275	1,239,529	10,755,804	
Aggregate total	52,705,456	7,380,689	60,086,147	50,995,312	6,119,048	57,114,360	
Amount to be retained				1,710,145		2,971,785	

⁽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.

Summary	2021	2020
Projects Approved with a Capital Expenditure Proposal (CEP)	60 086 147	52 705 455
Amount spent	(57 114 360)	(50 995 310)
Amount to be retained (in 2022)	2 971 785	1 710 145

Regarding the amount to be retained, 2,971,785 euros, related to Projects Approved with a Capital Expenditure Proposal (CEP), at the end of the reporting period there was a surplus amount of 4,449,183 euros available, which corresponds to the balance in the Current Deposits account (Note 4).

20. 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 80,000,000 euros (74,576,500 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 4,413,931 euros. Allocated to these total earnings of 78,990,431 (78,019,607 + 970,824) euros, were operational and maintenance costs in the value of 77,045,909 euros, making up 1,944,522 euros as the result for the reporting period, in addition to the earnings brought forward and the initial heritage fund of 8,013,318 euros, providing a total Heritage Fund of 8,368,022 euros on December 31, 2021.

	2021		2009-2020		2009-2021
Subsidies (Note 14)	7,000,000		67,576,500		74,576,500
Subsidies from other entities (Note 14)	693,000		211,170		904,170
Sales and services provided (Note 13.1)	171,774		2,367,163		2,538,937
	7,864,774		70,154,833		78,019,607
Projects (Note 18)	6,119,048	77%	50,995,313	74%	57,114,361
Maintenance costs (1)	1,794,990	23%	18,136,558	26%	19,931,548
Total spending	7,914,038		69,131,871		77,045,909
Other non-operational earnings (2)	403,918		566,906		970,824
Results for the financial period(s) (aggregate)	354,653		1,589,868		1,944,522
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			8,013,368		8,368,022

⁽¹⁾ The amount related to maintenance expenses refers to personnel spending (Note 16.1), maintenance costs under the item External supplies and services (Note 15) and the amounts in items Other expenses and losses (12,831 euros) and Other gratis publications (37,614 euros) (Note 17);

⁽¹⁾ The amount corresponding to Other nonoperational earnings comes from Other earnings (61,459 euros) (Note 13.2), Fair value increases and decreases (41,271 euros) (Note 18) and 301,187 euros from reversals (Note 5.4).

21. Disclosures required by additional legal regulations

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

22. 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.

23. Other information

This year we updated Pordata, we continued launching publications, as we mentioned in the activity report, we maintained the Research Studies program, we hosted Science and Education Month and the Summer School, and we implemented the research program for the 2021-2023 three-year period. In 2022, we will continue broadcasting television program Fronteiras XXI.

In 2022, the entire FFMS team reiterates their commitment to contribute 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.

Lature Sancy lung Vanz N. Yold. Now. Cr.

The Board of Directors

Certified Accountant (n.º 79736)



Ernst & Young Audit & Associados - SROC, S.A. Av. da República 90, 1700-157 Lisboa Portugal Tel: +351 21 791 2000 Fax: +351 217 957 590 www.ey.com

(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 2021 (showing a total of 10.417.382 euros and a total endowment funds of 8.368.021 euros, including a net profit for the year of 354.653 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 2021, 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;
- b 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;
- b the adoption of accounting policies and principles appropriate in the circumstances; and
- Assessing the Entity's ability to continue as a going concern, and disclosing, as applicable, matters related to going concern that may cast significant doubt on the Entity's ability to continue as a going concern.

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

Auditor's responsibilities for the audit of the financial statements

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

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

Fundação Francisco Manuel dos Santos Statutory Auditor's Report 31 December 2021



- 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, 25 March 2022

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

(Signed)

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

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, 2021.

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 analysed 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, 2021, be approved.

Lisbon, 25 March 2022

THE AUDITING COMMITTEE,

Dr. Henrique Soares dos Santos

Chairman

Dr. Paula Prado Rosa

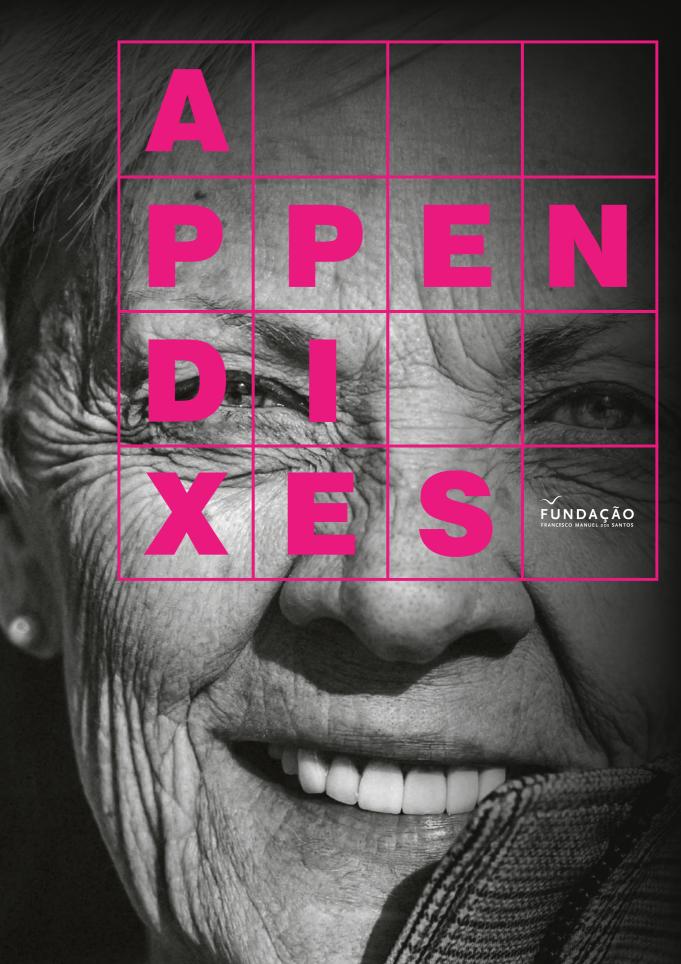
Member

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

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







ANNUAL REPORT FFMS 2021 APPENDIX

Appendix ICharter of Principles

The Francisco Manuel dos Santos
Foundation intends to ponder,
study and contribute to a better
understanding of Portuguese reality.
It aims to collaborate in the effort to
solve problems faced by society, for
the benefit of the Portuguese people
and of generations to come.

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

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

The Francisco Manuel dos Santos
Foundation shall act with absolute
independence regarding all powers,
public and private, ideologies, currents
of opinion, philosophical tendencies,
creeds and religious denominations.

The Foundation's governing bodies shall act as guarantors of compliance with its bylaws, notably that of its independence.

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

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

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

Appendix IIBylaws

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)

- 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 fulfillment of its purpose.

Article 6 (Assets)

- The Foundation's assets consist of:
- a) An initial own equity of € 1,000,000.00 (one million euros), which the Founding Society allocated to it;
- b) Donations since contracted with the Founding Society;
- c) The product, in assets or rights, of any subsidies, donations, inheritances, legacies or free concessions by any entities, public or private, Portuguese or foreign;
- d) All assets, movable or immovable, and rights which the Foundation may otherwise acquire;
- e) Income resulting from managing its assets:
- f) The product of any loans it may contract:
- g) Income generated by the services provided in the development of its activity.
- 2. For all intents and purposes, the Founding Society expresses its intent to arant 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 11.

- 2. The members of the Board of Directors serve five-year terms, which may be renewed up to two times.
- The chairman and remaining members of the Board of Directors are elected by the Board of Trustees, on indication by its chairman.
- 4. If a member of the Board of Directors is also a member of the Board of Trustees his/her term of office in the Board of Trustees will be suspended for the duration of his/her term served in the Board of Directors.
- **5.** All deliberations by the Board of Directors are conducted by majority voting, with the chairman holding the casting vote.

Article 10 (Responsibilities of the Board of Directors)

- 1. The chairman of the Board of Directors, in particular, is responsible for promoting the projects conducive to fulfilling the Foundation's goals.
- 2. The chairman of the Board of Directors is also responsible for proposing to the Board of Trustees, whenever he/she deems appropriate, the adoption and/or change in any of the Foundation's means of internal organization.
- 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 chairman of the Board of Trustees and deliberation by a two-third majority of votes cast by its members.
- 5. The term limit provided for under the previous point does not apply to the chairman of the Board of Trustees.
- 6. The term of office of members of the Board of Trustees will cease under the following circumstances:
 - a) Completion of term of office,
 as detailed under point 4;
 - b) In case of death or permanent disability;
 - c) Resignation sent by letter to the chairman of the Board of Trustees;
 - d) In case of deliberate exclusion under secret ballot by a two-third majority of votes cast by the incumbent members of the Board, based on indignity, serious misconduct or manifest lack of interest in performing his/her duties.
- 7. The Board of Trustees will meet at least once every semester and extraordinarily whenever summoned by the chairman, either by his/her initiative or at the request of the chairman of the Board of Directors, or of the majority of members of the Board of Trustees.
- 8. The members of the Board of Trustees may be represented by another member at the meetings, by means of a written communication previously addressed to the chairman, with the exception of the votes referred to under article 16.
- **9.** The duties performed by the members of the Board of Trustees are not

remunerated. However, they are granted attendance subsidies and travel and per diem allowances.

- 10. With the exception of otherwise specified directives, the deliberations by the Board of Trustees are decided by majority voting, with the chairman holding the casting vote.
- 11. Members of the Board of Directors and/or the Executive Committee may take part in the meetings of the Board of Trustees, upon invitation by the chairman, without voting rights.

Article 14 (Responsibilities of the Board of Trustees)

- **1.** The Board of Trustees is responsible for:
- a) Ensuring the upholding of the Foundation's guiding principles and approving the general directives of its functioning and pursual of goals;
- b) Appointing, under the terms of article9, point 3, the members of the Board of Directors;
- c) Dismissing members of the Board of Directors;
- d) Deliberating on the proposals
 by the chairman of the Board of
 Directors, submitted under the
 terms of article 10, point 2, as to the
 adoption and/or change in any of
 the Foundation's means of internal
 organization, by adopting internal

- regulations, resolutions or any other method deemed appropriate;
- e) Appointing its own members, under the terms of article 13;
- f) Assessing and approving the financial report, balance sheet and accounts, submitted by Board of Directors:
- g) Appointing the Supervisory Body, under the terms of article 15;
- h) Defining the remuneration status of the members of the administration and supervisory bodies, as well as the value of the subsidies and per diem allowances granted to its own members, by a committee made up of three members of the Board of Trustees, one of which being the chairman;
- i) Approving the acceptance of donations, subsidies, inheritances or legacies by any entity, other than the cases provided for under article 11, point 3, paragraph c), whether or not they imply the Foundation incurring expenses or establishing conditions.
- 2. The committee referred to under paragraph h) of the previous point is elected by the Board of Trustees, by proposal from the chairman, who also presides over the voting, and deliberates on it.

Article 15 (Supervising)

- 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.

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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 predominantly by civil society, whose active involvement in reflecting and solving national problems FFMS deems as essential.

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

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

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

The Francisco Manuel dos Santos
Foundation shall act with absolute
independence regarding all powers,
public and private, ideologies, currents
of opinion, philosophical tendencies,

creeds and religious denominations.

The Foundation's governing bodies shall act as guarantors of compliance with its bylaws, notably that of its independence.

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

II — Code of good 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

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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 well-being which encourages the professional and personal development of each individual, as well as recognizing and rewarding effort and individual and collective contributions to pursuing its mission.

Social action

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

Prohibition of discrimination

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

Prohibition of offensive behavior

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

members or substantiate any pressure which may reasonably be deemed abusive.

Personal data protection

- 1. The Foundation is committed to protecting any personal data which, by its nature and specific activity, it may have access to and/or which may be under its custody, being under the obligation of fulfilling its duty of confidentiality. In this way, the governing bodies and staff members may not, in any way, divulge, transmit or use personal data and/or confidential information, except within the regular scope of fulfilling their duties and/or in compliance with the law or by final court decision.
- 2. Under the exceptions provided for in the previous paragraph, the Foundation's governing bodies and staff members will conduct themselves strictly according to legal norms and best practices in matters related to the treatment of personal data and confidential information protection.

Workplace hygiene, health and safety

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

Environmental protection

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

Duty of care and technical and professional rigor

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

In particular, they are expected to:

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

Duty of informing and reporting

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

Duty of functional information

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

Functional reserve and duty of professional confidentiality

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

The Foundation's resources

 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

Lonflict 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

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influence, or apparently have an influence, directly or indirectly, on the impartial and objective performance of their professional obligations, or which may in any way enter, potentially or effectively, into conflict with the Foundation's interests for a particular deliberation, as well as any circumstances related to said member of the Foundation's Governing Bodies or staff member or a third party susceptible to impairing his/her impartiality in any way in that context.

- 2. Personal or private interest means any possible advantages for the individual, his/ her family or equivalent, his/ her circle of friends, another member of the Foundation's governing bodies or permanent staff member, or for a company or institution in which he/she holds interests or is a part of.
- 3. Any potential conflicts of interest must be immediately reported, depending on the case, to the immediate superior, the chairman of the Board of Directors or the chairman of the Board of Trustees.
- 4. If the immediate superior, the chairman of the Board of Directors or the chairman of the Board of Trustees concludes that there is a conflict of interests, after analyzing the situation reported by the staff member, he/she shall exclude him/her from any discussion and/or voting in the deliberations under discussion or those in any way related.
- 5. The minutes of the meetings of the Foundation's governing bodies must reproduce any situation of conflict of

interest recognized by the respective members.

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

Exclusivity

- 1. Any professional activities external to the Foundation, paid or unpaid, performed by employees or members of the Executive Committee must always be previously authorized by the Board of Directors.
- 2. Employees or members of the Executive Committee may perform research or academic activities. They may engage in teaching or research, speak at conferences, write books or essays of a technical-scientific nature or develop other activities of the same nature, even when the subject matter is related to the scope of his/her professional role, as well as performing non-executive duties in other institutions.
- 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

- 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.
- 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.
- 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.

Ouestions 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.



A Fundação Francisco Manuel dos Santos, pessoa colectiva de direito privado nº 508867380, com sede em Lisboa,

Promove a profunda o combecimento da realidade portuguesa, procusando desse medo centribute para o desenvolvimento da accidade, o e melhoriço do dientenio dos caldadios e a melhoria das instanteções publicass, através da elaboração de centados sobre termas seleccionados, publicando os resultados no site. Produta, formulando recomendações e fementando a discussão pública sobre as mateinas que são objecto dos trabalhos, com especia relevo ma siese não demengados portugues que estambalos que estamba

Instituída e reconhecida há cerca de um ano, a Fundação Francisco Manuel dos Santos prossegue, assum, fins de interesse geral e descuvolve, sem fins lucrativos, a sua intervenção em favor da comunidade em finando de la comunidade em financia de la comunidade em finando de la comunidade em financia de la comunidade e

Taxando se de uma fundação, não tem aplicação o pesso de três anos percisto no m°2 do artigo 4º do Decreto-Lei n° 460/17, de 76 Novembro, com a reducção dada pelo Decreto-Lei n° 391/2807, de 13 de Decembro, o qual pocia, no entanto, ser dispensado visso estacem reunidas as condições das alienses s) e b) do n° 3 do mesmo artigo.

Por extra fundamentos, conforme exposto as informação final do processo administrativo ar "132/UP/2009" immedio na Secretaria Geral da Presidência do Conselho da Ministruse, e no uso dos poderes que me foram subdelegados pelo Ministrus da Presidência activarês do Después nº -211/2010, de 3c de l'eversitos, pulheciado no Diário da Regialdea, 2º série, nº 48, de 10 de Março de 2010, declam a Fundação Francisco Masuel dos Santos pessos colectiva de milidade pública, nos termos do Decreto-Lei nº 460/77, de "2º Novembro. on a medicido dada nob Decreto da nº 30/207, de 13 do Decumbro."

Presidência do Conselho de Ministros, 12 de Março de 2010

O Secretário de Estado da Presidência do Censelho de Ministro

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

The Foundation has requested the confirmation of its public inter-

est 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

Despacho n.º 3294/2013

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

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

Para cumprimento do disposto no 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--Geral da Presidência do Conselho da Ministros, e no uso dos poderes que me foram delegados pelo Primeiro-Ministro através do Despacho n.º 10503/2012, de 31 de julho de 2012, publicado no Diário da República, 2.º série, n.º 151, de 6 de agosto de 2012, confirmo o estatuto de utilidade pública da Fundação Francisco Manuel dos Santos, o qual passa a reger-se pelo disposto na Lei-Quadro das Fundações, aprovada pela Lei n.º 24/2012, de 9 de julho.

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

> 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.

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.

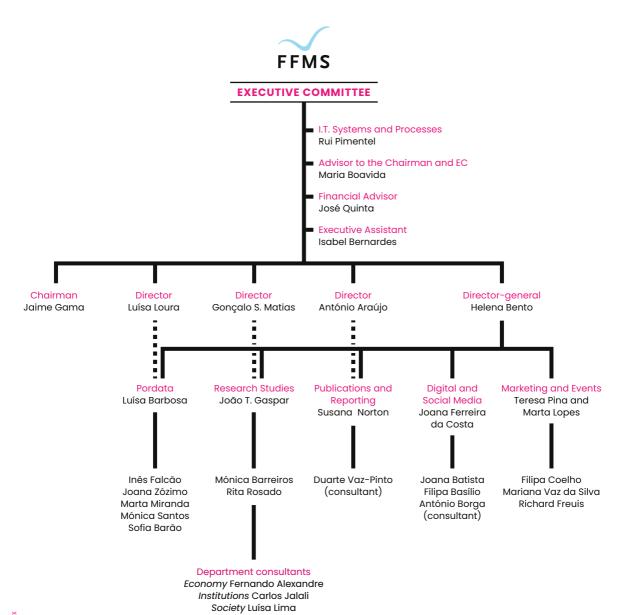
The Deputy Secretary of State for Administrative Modernization





Appendix VI

The Foundation's Organizational Chart on 31/12/2021



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.** 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

www.ffms.pt

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.

With nearly 1000 questions and answers, the portal is divided into nine major themes. Even though it is regularly updated throughout each year, 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 58 years, including some surprising stories, and the most relevant political, economic and cultural events since 1960. RTP partnered with the Foundation for the project, allowing usage of its audio and video archive, thus enabling the inclusion of several films, news and radio pieces in each content. Círculo de Leitores, in turn, was responsible for the exclusive publication of this work in book format (five volumes, one per decade). The website was updated this year to include the most relevant events of 2017 and 2018, divided into five broad categories.

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 (The National Institute for Statistics), on official known statistics and on the research study Fertility Determinants in Portugal, this digital and interactive platform was created and designed for everyone: men and women, young or old, 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, which is updated annually, is an essential reference to anyone who may want to find out 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 the Portuguese.

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.

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.

Appendix IX Protocols and **Partnerships** in Force on 31/12/2021

Protocols and partnerships

- Âmbito Cultural do El Corte Inglés
- ANAFRE Associação Nacional de Freguesias
- APEL, Associação Portuguesa de Editores de Livros
- Arquivo da RTP (RTP Archive)
- Biblioteca Nacional de Portugal (Portuguese National Library)
- Centro Hospitalar Barreiro Montijo
- CMTV Falar Global

- CNN Portugal
- Destak (newspaper)
- Direção-Geral de Reinserção e Serviços Prisionais
- Faculdade de Economia da Universidade Nova de Lisboa (Faculty of Economics, Lisbon's Nova University)
- Fundação Altice (Altice Foundation)
- Hospital Garcia de Horta
- Hospital São Francisco Xavier
- Hospital Amadora Sintra
- ICS/UL, Instituto de Ciências Sociais da Universidade de Lisboa (Social Sciences Institute, 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)
- Museu Nacional de Arte Antiga
- NECPRI Núcleo de Estudos de Ciência Política e Relações Internacionais, Universidade Nova
- Observador (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)
 (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, I.P. (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)

Economics 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. (Turismo de Portugal) (Portuguese Tourism Institute)
- Instituto Nacional da Propriedade Industrial, I. P. (INPI) (National Institute of Industrial Property)*

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)
- 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)

Justice

- 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

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

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)
- INFARMED, Autoridade Nacional do Medicamento e Produtos de Saúde (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)
- Organização Internacional das Madeiras Tropicais (ITTO) (International Tropical Timber Organization)
- U.S. Bureau of Labor Statistics
- Direcção-Geral Sociedade da Informação da Comissão Europeia (DG INFSO) (Directorate-General for Communications Networks, Content and Technology)
- European Environment Agency (AEA)
- European Energy Agency (AIE)
- Central European Bank (BCE)
- Centro Comum de Investigação da Comissão Europeia (JRC) (Joint Research Centre)
- Centro Temático Europeu sobre o Ar e as Alterações Climáticas (ETC/ACC) (European Topic Centre on Air and Climate Change)

- Comissão Económica das Nações
 Unidas para a Europa (UNECE)
 (United Nations Economic
 Commission for Europe)
- Comissão Europeia (CE)
 (European Commission)
- DG Acção Climática da Comissão
 Europeia (DG CLIMA) (Directorate General for Climate Action)

- Institutos Nacionais de Estatística
 (INE) (National Statistics Institutes)
- Ministério dos Assuntos Internos e Comunicações do Japão (Japanese Ministry of the Interior and Communications)
- Nações Unidas (NU) (United Nations)

Appendix X

The Foundation's Governing Bodies on 31/12/2021

Board of Trustees

José Soares dos Santos, chairman

Alda Carvalho

António Lobo Xavier

Eduardo Marçal Grilo

Luís Amado

D. Manuel Clemente

Nuno Garoupa

Salaries Committee

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 dos Santos, chairman

Paula Prado

External Auditor, EY

Appendix XI

Pordata Academia, 2021 Training Activities

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		Trainees	Training sessions		Trainees	Training sessions
2010	1,070	70	2014	10,717	486	2018	9,798	382
2011	3,352	164	2015	16,998	771	2019	17,078	138
2012	3,644	136	2016	17,802	690	2020*	12,997	368
2013	6,308	315	2017	15,042	506	2021	24,408	540
						Total	139,214	4,566

^{*} 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.

Appendix XII

The Foundation's Essays Aggregate Sales, 2010-2021

Nr.	Title	Launch date	Total
1	Teaching Portuguese	June 10	38,629
2	Portuguese Economy	June 10	27,223
3	Portugal: The Numbers	June 10	24,824
4	Fiscal Justice	September 10	32,418
5	The Difficult Part is to Educate Them	October 10	21,564
6	Authority	October 10	10,894
7	Private Property: Between Privilege and Freedom	October 10	10,090
8	Live Philosophy	January 11	26,420
9	Social Security	January 11	12,396
10	Science in Portugal	January 11	10,291
11	Economics, Morality and Politics	April 11	31,224
12	Discrimination Against the Elderly	April 11	9,737
13	Corruption	April 11	14,708

Nr.	Title	Launch date	Total
14	Portugal and the Sea	April 11	13,383
15	Polls, Elections and Public Opinion	May 11	8,107
16	Television and Public Service	July 11	5,195
17	Judicial Delays	July 11	6,075
18	Death	July 11	21,119
19	Republican Essay	September 11	6,054
20	Justice Administration	September 11	6,402
21	Freedom and Information	September 11	6,832
22	The New Medicine	January 12	12,218
23	The Middle Class: Rise and Fall	January 12	9,776
24	Portugal: Public Debt and Democratic Deficit	January 12	13,220
25	The Armed Forces in Portugal	May 12	6,633
_26	Ageing in Portuguese Society	May 12	8,919
27	Math in Portugal: An Educational Issue	May 12	6,362
28	Teaching History	October 12	4,123
29	Portugal, the Portuguese: A National Identity	October 12	8,192
30	Crisis, Family and Family Crisis	October 12	5,526
31	Labor: A Market Vision	January 13	5,905
32	The Future of the Welfare State	January 13	7,894
33	For Your Health	January 13	6,822
34	Freedom of Expression	May 13	4,623
35	On Death and Dying	May 13	5,710
36	Sexuality	May 13	4,207
37	Public Investment in Portugal	October 13	4,234
38	Public-Private Partnerships	October 13	5,273
39	Portugal and Europe: The Numbers	October 13	4,746
40	European Cultural Identity	December 13	10,663
41	Parallel Economy	January 14	4,631
42	The Future of Forests in Portugal	January 14	5,275
43	Education and Freedom of Choice	January 14	5,257
44	Sounds and Silence of the Portuguese Soundscape	May 14	3,289
45	Migration and Citizenship	May 14	3,360
46	Cancer	May 14	6,947
_47	The Portuguese and the World	October 14	4,096
48	Pseudoscience	October 14	7,859
49	Civil Society	October 14	3,046
50	Trust in Political Institutions	January 15	3,351
51	Ethics with Reasons	January 15	6,383
52	Children and Families in Changing Portugal	May 15	4,333
53	The Portuguese Agriculture	May 15	4,542
54	The Portuguese Parliament	May 15	3,312
_55	Teenagers	September 15	5,785

Nr.	Title	Launch date	Total
56	Portuguese Foreign Policy	September 15	4,182
57	Money	September 15	3,385
58	Russia and Europe	January 16	5,933
59	Portugal and Space	January 16	1,924
60	Politics and Entertainment	January 16	2,614
61	The Future of the European Union	May 16	3,284
62	Portugal and the Atlantic	May 16	3,358
63	Tourism in Portugal	May 16	3,604
64	Democracy in Europe	August 16	3,099
65	People with Disabilities Portugal	August 16	2,668
66	Environment in Portugal	August 16	3,224
67	The Value of Art	October 16	5,103
68	Crisis and Crises	October 16	2,600
69	Portugal, a Historical Profile	October 16	5,920
70	Portugal: Rural Landscape	January 17	4,357
71	Portugal and International Trade	January 17	2,541
72	The Euro and Economic Growth	January 17	2,944
73	Portuguese Exporters	May 17	2,196
74	Parties and Party Systems	May 17	3,849
75	The Portuguese Political System	May 17	4,339
76	Football, The Global Stadium	September 17	1,782
77	University as It Should Be	September 17	3,656
78	Higher Education in Portugal	September 17	2,344
79	Quality of Democracy	January 18	2,883
80	Hyperactivity and Attention Deficit	January 18	6,337
81	Us and Others	January 18	5,518
82	The Mental Health of the Portuguese	May 18	5,302
83	Fishing in Portugal	May 18	2,567
84	Cinema and History: Narrative Adventures	May 18	3,953
85	Ageing and Health Policies	September 18	2,658
86	Dictatorship and Democracy	September 18	2,946
87	Food Waste	September 18	3,150
88	Disease Prevention and Health Maintenance	January 19	5,915
89	Energy in Portugal	January 19	2,639
90	Artificial Intelligence	January 19	9,159
91	European Union Elections	April 19	1,933
92	Portuguese Public Administration	April 19	2,972
93	Religion in Portugal	April 19	1,787
94	Europe Is Not a Foreign Country	June 19	1,900
95	Can Portugal have a Strategy?	June 19	2,431
96	Criminality and Safety	September 19	1,788
97	The Plants and the Portuguese	September 19	5,352

Nr.	Title	Launch date	Total
98	Digital Health	September 19	2,482
99	Assisted Housing in Portugal	January 20	1,791
100	Cultural Heritage: Living Reality	January 20	3,427
101	Railroads in Portugal: Past, Present and Future	January 20	3,779
102	What If I Can't Decide? Knowing how to choose at the end of life	May 20	2,481
103	Palliative Care, Becoming More Familiar with Them	May 20	2,822
104	Tomorrow's World: Contemporary Geopolitics	May 20	3,320
105	Teenagers: Their lives, their future	September 20	2,016
106	Jobs for the Boys? Appointments for the top positions in public administration	September 20	1,576
107	Eating Habits of the Portuguese	September 20	1,420
108	Forest Fires in Portugal	January 21	1,774
109	Decentralization and Local Governance in Portugal	January 21	2,629
110	The Return of Dictatorships?	January 21	3,746
111	Climate Change	May 21	3,681
112	Racism Today, Portugal in the European Context	May 21	2,495
113	Sexuality and Reproduction in Portugal during the Pandemic	May 21	1,347
114	Climate Change, Why Preserve Biodiversity?	September 21	1,024
115	Lisbon in Metamorphosis	September 21	955
116	Local Democracy	September 21	1,210
	Total		744 175

Total 744,175

Appendix XIIIThe Foundation's Portraits Aggregate Sales, 2014-2021

Nr.	Title	Launch date	Total
1	Premature Babies	May 14	3,530
2	Portugal in Ruins	May 14	12,573
3	Far from the Sea	May 14	5,600
4	A Close Look at Portugal	October 14	2,981
5	Solid Ground	October 14	3,967
6	In the Emergency Room	October 14	3,952
	Pack of Portraits	November 14	229
7	The Damned – Stories of Men and Wolves	March 15	7,161
8	Hallelujah	March 15	3,146
9	The Studio	March 15	2,482
10	The School	May 15	2,668
11	The Last Sailors	May 15	4,376
12	The Concierge, the Madam and Other Stories About the Portuguese in France	May 15	5,212
13	Soap Operas, Industry and Culture, Ltd.	January 16	2,343
14	The Promised Alentejo	February 16	11,466
15	Police Station	February 16	2,903
16	Arigato, Me	May 16	3,354
17	Roots	May 16	2,695
18	Perpetual Movement	May 16	3,394
19	Level Crossing Guards	February 17	2,900
20	In the Name of the Daughter	February 17	1,848
21	Hotel, The Backstage	February 17	2,916
22	Pilgrims	April 17	2,703
23	Is It Worth It?	May 17	2,639
24	Trás-os- Montes, the Northeast	May 17	5,511
25	Helping to Fall	September 17	1,258
26	Porto, the Last Station	September 17	2,204
27	Undercover Tourist	September 17	2,563
28	Therapies, Energies and Other Fantasies	February 18	3,017
29	The Children of Chemo	February 18	3,824
30	With Due Deference: Diaries of the Courts	February 18	1,877
31	At the Heart of Power: Government and Administration in Portugal	May 18	2,274
32	From the Coast	May 18	2,770
33	Prison Life	May 18	2,705

Nr.	Title	Launch date	Total
34	I'm Still Here	September 18	2,079
35	Living from Death	September 18	1,541
36	Portuguese Scientists	February 19	1,895
37	Archive it	February 19	1,741
38	The Marcelo Effect, Political Commentary on Television	February 19	1,311
39	Escutcheon and Castles, Symbols of Portugal	May 19	6,334
40	The Drunk Monkey Went to the Opera: From Inebriation to Civilization	May 19	6,936
41	Medieval Town	May 19	1,934
42	Because We Are Here: 12 steps towards recovery	January 20	1,490
43	Prisons	January 20	1,707
44	Snakes, Lizards and Cockroaches: Man's best friends?	January 20	1,397
45	Ms. Alice's Pigeons: Growing old in Portugal	May 20	1,733
46	Maternity	May 20	1,468
47	Suspended City, Lisbon in a State of Emergency?	June 20	-
48	Culatra, An Island with People in It	August 20	1,171
49	Rules of Isolation	August 20	984
50	45 Years Fighting Corruption	January 21	2,316
51	When Schools Closed Down: Journals of the Pandemic	January 21	1,463
52	The Portuguese Blogosphere: From the Infamous Editorial to the End		
	of an Era	January 21	623
53	Lisbon Museums	May 21	1,697
54	Late Adoption	May 21	1,836
55	Men Cry Too, Stories of the New Masculinity	May 21	2,379
56	Men Without a Heart	September 21	2,079
57	Estuary Islands	September 21	1,813
58	How May I Help	September 21	1,105
-	Total		74 073

Total 174,073

The Foundation's Team in 2021



Fundação Francisco Manuel dos Santos

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