

Center for Responsible Business & Leadership

Católica Lisbon School of Business & Economics

Activity Report

July 2023 to June 2024



CATÓLICA-LISBON
CENTER FOR RESPONSIBLE
BUSINESS & LEADERSHIP



**CATÓLICA
LISBON**
BUSINESS & ECONOMICS

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Introduction



A message from our director

Five years have gone by since we launched the Center. The period covered by this Report (Jul/23 to Jun/24), was, yet again, a year of reinforcement and consolidation of our Purpose, to which we continue to be loyal and passionate: **contributing to a society where we only have Responsible Businesses led by Responsible Leaders.**

We keep loyal to our four strategic axes — Business Case for Action, SDGs, Purpose, and Responsible Leadership and all of them have been addressed with consistent projects and developments across different dimensions. Some highlights:

Teaching

- Around 500 undergraduate, master's, and Lisbon MBA students have attended the different syllabi (Responsible Business, Strategic CSR, Business Ethics, SDGs as Strategy).
- As an essential component of our courses, we invite high-profile market leaders to share their business cases and yet again, that has been a key feature of this academic year
- Around 1,000 executives have attended our modules in Responsible Business and Responsible Leadership.

Research

- The second report from the Observatory of the SDGs has been communicated, and the third is about to be published after another year of intense research and assessment of the most relevant 60 companies operating in Portugal and more than 100 SMEs
- Impact Accounting project, in partnership with PWC, is now in full speed, aiming to contribute to creating financial accounts that reflect a company's economic, environmental and social performance

Partnerships

- The portuguese Water Management Pact, launched by Católica, back in 2021, has now gained momentum with the launch of the study "The Economic Value of Water in Portugal".
- The Mental Health Summit held last year led to the announcement of the "Mental Health Pact," signed by more than 30 companies, and many initiatives have occurred along the year.

We strongly believe we have been able to make a positive contribution in our society delivering our Purpose, but we are also equally aware that a lot remains to be done. That will continue to be our mission.

Nuno Moreira da Cruz

Executive Director



2. Our Identity



OUR PURPOSE

Our purpose is to contribute to a society where we only have Responsible Businesses led by Responsible Leaders

The Center for Responsible Business & Leadership (CRB) is a strategic initiative in CATÓLICA-LISBON's ambition to be a catalyst for impact creation through knowledge development and innovation to place Responsible Business at the core of the corporate strategy.

Responsible Business is becoming an essential part of corporate strategies, and the CRB aspires to develop critical knowledge among students and executives to face these new trends as opportunities.

We aim to contribute to CATÓLICA-LISBON's mission to be a Top Business School and create a position of intellectual leadership while finding the right answers for the world's toughest challenges.

We believe that corporations who act as Responsible Businesses, integrating all its dimensions into their strategies and culture, will be the future leading companies.

We firmly believe that the future belongs to corporations that embrace Responsible Business as a fundamental aspect, integrating all its dimensions into their strategies and culture.

Our mission

Is to become a European reference in corporate sustainability knowledge through research, teaching, and consulting, acting as an agent of change amongst students and executives, helping them to understand the impact of Responsible Business and its value creation in corporate strategies.

Our values

- We value a sustainable world (Planet, People, Profit);
- We value corporations ready to integrate social and environmental issues into their strategies and operations;
- We value companies that exist to create value for their stakeholders and for society.
- We value Responsible Leadership

Our DNA



Business Case for Action

Without economic sustainability, it is hard for companies to focus their activity on social and environmental sustainability.

But what is becoming abundantly clear is that **without social and environmental sustainability, companies will struggle to survive and find long-term economic sustainability**. That is the essence of the Business Case for Action - the understanding that social and environmental sustainability drive competitive advantage creation, which will lead companies to pursue sustainable economic growth.

Responsible Leadership

Responsible Leadership is the ability to **align stakeholders around a common aspiration that goes beyond their primary interests** by putting people, customers/consumers, and other relevant stakeholders first, all embracing a shared purpose and treating profit as an outcome rather than the goal.

Responsible Leadership seeks to **foster collaboration, envisioning a future where all stakeholders mutually benefit from sustainable business practices**. By embracing Responsible Leadership, companies can effectively navigate the challenges and opportunities the market presents.

Businesses must recognize the interconnected nature of economic, social, and environmental aspects. By harmonizing these dimensions and actively promoting responsible leadership, companies pave the way for enduring success while contributing to society's and the environment's well-being.

Our DNA



Sustainable Development Goals

The Sustainable Development Goals (SDGs) offer a **transformative framework for businesses**. Integrating them into core operations unlocks business opportunities for positive impact. Strategic focus amplifies this impact, generating meaningful outcomes.

Measuring progress with relevant KPIs ensures accountability and transparency. Embracing the SDGs fulfills responsibilities and opens new business prospects by tapping into emerging markets, meeting evolving expectations, and enhancing corporate reputation. SDG integration catalyzes innovation, growth, and long-term success.

Purpose

Purpose advocates for an organization to be truly authentic to its reason for existence, providing a clear guide for decision-making and working as a unifying factor that creates a sustainable competitive advantage, reinforced by the understanding of the ecosystem where it operates.

This approach allows business leaders to move beyond the illusory comfort of shareholder value maximization and to navigate the political tensions of stakeholder management, identifying the path to value creation that will sustain the organization's future.

Strategic Objectives

01

Consolidate the Center as a catalyst for accomplishing CATÓLICA-LISBON's mission to educate and empower leaders who make a difference by positively impacting business & society.

02

Raise awareness of Responsible Business & Leadership and make evident the urge of the business case for impact, both for today's and tomorrow's leaders.

03

Develop an engaging and innovative call to action aligned with the sustainable development Agenda.

These objectives are to be achieved through strong partnerships for impact, able to leverage the sustainable development agenda.



Our contribution to the Sustainable Development Goals

The CRB contributes to the Sustainable Development Goals by creating an environment that allows people and organizations to learn, share, and connect to make a positive impact. Three strategic goals entail most of our work and are our focus.



Ensure inclusive and equitable quality education and promote lifelong learning opportunities for all.

4.3 By 2030, ensure equal access for all women and men to affordable and quality technical, vocational and tertiary education, including university

4.4 By 2030, substantially increase the number of youth and adults who have relevant skills, including technical and vocational skills, for employment, decent jobs, and entrepreneurship

4.5 By 2030, eliminate gender disparities in education and ensure equal access to all levels of education and vocational training for the vulnerable, including persons with disabilities, indigenous peoples, and children in vulnerable situations

4.7 By 2030, ensure that all learners acquire the knowledge and skills needed to promote sustainable development, including, among others, through education for sustainable development and sustainable lifestyles, human rights, gender equality, promotion of a culture of peace and non-violence, global citizenship and appreciation of cultural diversity and of culture's contribution to sustainable development

Our contribution

The CRB contributes to these targets by promoting quality education to undergraduate, master, and executive students; by partnering with entities to offer scholarships to its programs to ensure equal access to education; by promoting the exchange of ideas and debates around different topics; and by focusing its efforts on promoting responsible business, responsible leadership, purpose, and sustainable development as a concept with practical application, ensuring the enhancement of the knowledge of these topics and other challenges humanity faces in the 21st context.



Build resilient infrastructure, promoting inclusive and sustainable industrialization and fostering innovation

9.5. Enhance scientific research, upgrade the technological capabilities of industrial sectors in all countries, in particular developing countries, including, by 2030, encouraging innovation and substantially increasing the number of research and development workers per 1 million people and public and private research and development spending.

Our contribution

As a knowledge Center, the CRB's core foundations are based on research and the promotion of knowledge. The Center develops different projects that gather knowledge and important insights for both private and public sectors; it also works closely with organizations through executive education training, promoting events, sharing a weekly newsletter, and offering consulting activities.

The Center also aims to narrow the gap between the classroom and the market by bringing CEOs and other professionals into the class to share their best practices with students that aspire to become purposeful leaders.



Strengthen the means of implementation and revitalize the Global Partnership for Sustainable Development

17.14 Enhance policy coherence for sustainable development

17.16 Enhance the Global Partnership for Sustainable Development, complemented by multi-stakeholder partnerships that mobilize and share knowledge, expertise, technology, and financial resources, to support the achievement of the SDGs in all countries, in particular developing countries.

17.17 Encourage and promote effective public, public-private, and civil society partnerships, building on the experience and resourcing strategies of partnerships

Our contribution

The CRB is a strong ambassador of Goal 17 and allows partnerships to flourish by creating initiatives to mobilize and coordinate action around themes that are core to the 2030 Agenda.

Over the past years, the Center has coordinated the creation of two pacts in Portugal: The Portuguese Water Management Pact and the Mental Health in the Workplace Pact. Each comprises about 30 organizations from different sectors and industries, working together in work groups with specific goals to advance these themes in Portugal.

CRB has also created a network of alumni, the Responsible Business Champions, to promote Responsible Leadership and allow the development of synergies among its alumni. It also promotes events that allow different players to get to know and interact with each other, creating an environment that leverages the development of new partnerships.



3.

Our Activities

Our Activities

The CRB develops its activities on four different pillars. Each is designed to foster a comprehensive understanding of sustainability and its business case for action. Through these pillars, the CRB actively contributes to closing the knowledge gap and delivering its vision.

Learning

The CRB aims to support students and executives in understanding the impact of Responsible Business and its value creation in corporate strategies. The educational efforts of the CRB are developed from two perspectives:

- Leaders of Tomorrow: focused on undergraduate and masters' students of CATÓLICA-LISBON.
- Leaders of Today: focused on Executive Education.

Research

The CRB research activities include projects, research notes, and a weekly newsletter on topics relevant to its core, such as:

- Purpose-Driven Organizations
- Implementation of the SDG Agenda on Companies
- The Practice of Responsible Leadership
- Impact Accounting

Consulting

The CRB offers tailored solutions to organizations that want to leverage their impact and integrate social and environmental matters into their strategies and operations to become Responsible Businesses.

Projects and Partnerships

The CRB develops several projects and partnerships with different institutions and organizations, including the promotion of events to engage with its community at different levels. These projects aim to raise awareness and discuss topics and concepts fundamentally connected to the Center's DNA.



3.1

Learning

Leaders of Tomorrow

CRB aims to reach the highest standards in business education and inspire CATÓLICA-LISBON students to choose a **purposeful career and thrive as Responsible Leaders**. The CRB offers different courses for undergraduate and master students, who can also write their dissertation thesis on topics covered by the Center.

Throughout the academic year of 2023/24, the CRB offered:

Responsible Business course – 97 students

Strategic SCR – 32 students

Both courses have a similar purpose: to provide students with a holistic and systemic approach to the challenges facing businesses in implementing Strategic Corporate Social Responsibility and in becoming Responsible Businesses from the perspective of key players (Governments, Companies, Citizens) and key stakeholders (shareholders, employees, suppliers, customers, consumers, local communities, ONG). It also aims to deliver a global and coherent understanding of what Responsible Business means and how to manage, measure, and communicate responsible strategies.

Business Ethics – 126 students

This course aims to provide a series of conceptual and managerial tools for understanding and addressing the main ethical challenges managers, entrepreneurs, and professionals face in a business environment. It also provides students with tools to manage organizations more socially responsibly and develop a distinctive value proposition that will eventually lead to competitive advantage.

The SDGs: a Corporate Strategy from Micro to Macro Goals – 17 students

SDGs as Business Strategy – 45 students

Although built on different syllabi, these courses were created with the same goal: to allow undergraduate and master students to understand the importance of the Sustainable Development Agenda for Humanity to prosper and for businesses to thrive. It explores why

The SDGs are important for businesses, and how they can represent opportunities for growth and the development of competitive advantage. These courses aim to develop managerial, leadership, and critical analysis skills by creating a strategic implementation roadmap for companies to implement the SDGs in their strategy.

Responsible Business Seminar – 9 students

This seminar focuses on master students who want to write their thesis within the scope of activity covered by the Center. The students wrote and defended 9 theses, including topics such as Responsible Leadership; ESG; Sustainable Finance; Impact Accounting and SDG implementation.

SDGs: Humanity's Great Challenges – 139 students

The Center has also been involved in creating and implementing the curricular unit "SDGs: Humanity's Great Challenges," an innovative initiative launched by Universidade Católica Portuguesa (UCP) which aims to introduce dedicated courses on Sustainable Development Goals (SDGs) into the undergraduate and master academic curricula.

Through this initiative, UCP aims to raise awareness about sustainable development and provide students with a multidisciplinary approach to exploring the challenges and opportunities associated with the SDGs. The courses are co-created by different schools of the University and involve a diverse group of scholars who bring together various perspectives to create an innovative and multidisciplinary approach.

The initiative presupposes the development of several courses, each dedicated to a specific SDG.

Throughout the academic year of 2023/24, four courses were offered, focusing on SDGs:



The courses are taught online, in English, and are available to any undergraduate student at Universidade Católica Portuguesa, which allows the participation of students from all different camps across the country, including Braga, Lisbon, Porto, and Viseu.

Several scholars from different schools of the University co-created the courses, including:

Católica Lisbon School of Business and Economics
Católica Porto Business School
Católica Global School of Law
Escola Superior de Biotecnologia (*Biotechnology School*)
Faculdade de Ciências Humanas (*Faculty of Human Sciences*)
Faculdade de Direito (*Law School*)
Faculdade de Filosofia e Ciências Sociais (*Faculty of Philosophy and Social Sciences*)
Faculdade de Medicina (*Faculty of Medicine*)
Faculdade de Teologia (*Faculty of Theology*)
Instituto de Estudos Políticos (*Institute of Political Studies*)
Instituto de Gestão e Organizações da Saúde (*Institute of Healthcare Management*)



Impact on the classroom

To support the theories and concepts taught in class, it is a common practice to use case studies to enhance the student's critical and analytical skills, featuring scenarios of real business challenges and opportunities.

To deepen the student's knowledge and provide them with practical experience, we go one step further into bringing these cases to class.

As an essential component of our courses, we invite high-profile market leaders to share their business cases. In this academic year, we welcomed AstraZeneca, B Corp, Decathlon, Efacec, Ikea, Veolia Volkswagen/Auto Europa.



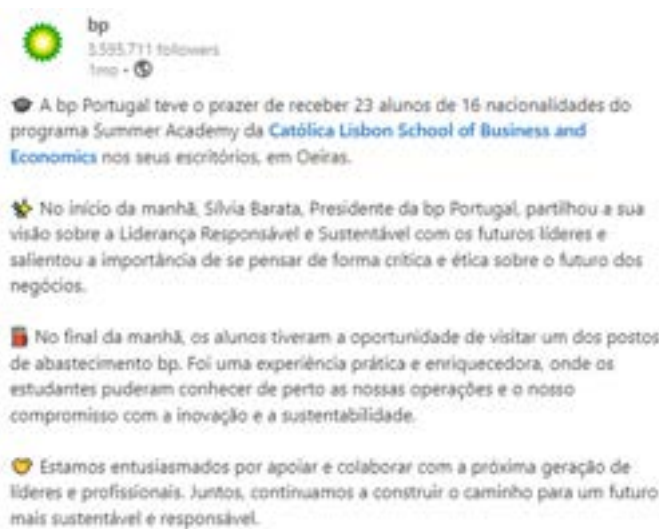
Summer Academy 2024

Our Summer Academy offers an enriching opportunity for undergraduate, bachelor's, and recent graduates from diverse academic backgrounds worldwide to gain cutting-edge management knowledge at one of Europe's leading business schools. This year's edition had 22 students from 16 nationalities.

This immersive 2-week program, conducted entirely in English, focuses on Sustainable Leadership and Business Strategy & Analysis. It equips students with the ability to think strategically while cultivating essential leadership skills. The curriculum emphasizes the vital role of business strategy and analysis in today's dynamic environment, while also highlighting the growing importance of responsible, sustainable leadership—an indispensable competency for future leaders.

In addition to the classes, students visited Casa do Impacto and bp and also had the opportunity to meet with several inspiring leaders during the program, such as Helena Adegas (Banco de Portugal), João Vieira de Almeida (Vieira de Almeida & Associados), and José Melo Bandeira (Veolia Portugal).

To enhance the experience, students enjoyed a tour of Lisbon and participated in various recreational activities, offering both cultural immersion and relaxation throughout the program.



Leaders of Today

The CRB is dedicated to providing excellent executive education. Our goal is to inspire executives to **embrace purpose-driven careers and excel as Responsible Leaders.**

The Center offers programs and modules tailored for executives within the scope of our work. We aim to equip executives with the knowledge and skills necessary to lead responsibly and make a lasting impact on their professional journeys.

These are some of the company we worked with the last year



Responsible Business: Sustainability as a Strategy - 6th edition - 18 participants

34 hours course that aims to prepare executives to leverage the Responsible Business agenda in their companies, by incorporating its principles at the core of the strategy.

Key Takeaways

- Understanding that the "business case" is undeniable and there is no other way for companies aiming for success to operate in the market.
- Knowing the processes that can lead to the definition of these strategies.
- Understanding the challenge of Sustainability as something holistic that affects all dimensions of the company: strategy, marketing, operations, and Human Resources.

Other learning initiatives for the Leaders of Today:

- Responsible Leadership module for the PAGE - Executive Program in Advanced Management
- Responsible Leadership module for the Executive Master in Leadership Development
- Responsible Leadership module for the Executive Master in Impact and Sustainability
- Creating Shared Value module for the Lisbon MBA
- Leadership module for the Girl Move program at CATÓLICA-LISBON
- Special talk at the Family Business Management day of IFERA, the International Family Enterprise Research Academy (the world's largest conference dedicated to the topic)
- Special talk on longevity and leadership at CATÓLICA-LISBON's Longevity Leadership course



Other learning initiatives

The Sustainable Development Goals (SDGs) as a Strategic Management Tool



A 90 minutes online session offered to all the SMEs that participated in the data collection of the Observatory of the SDGs in Portuguese companies.

50 executives participated in this session

Beyond ESG: Shaping the Future of Business

Two days program to enable organizations to implement Sustainability in Strategy in a practical way, aligned with the SDG Agenda, the new CSRD reporting legislation, and ESG criteria.

Its main objective is to help companies create a personalized strategic action plan to implement Sustainability in their strategy.

This edition had 13 participants from 6 companies (Auchan, Luz Saúde, Porto Editora, SIVA, Grupo AOC e KTL)



The background image shows a group of people sitting at a table, likely in a meeting or collaborative work environment. They are looking at documents and papers. The image is heavily overlaid with a dark blue color, which makes the details of the people and documents less distinct. The text '3.2 Research' is prominently displayed in white on the left side of the image.

3.2 Research



Observatory of the Sustainable Development (SDGs) Goals in Portuguese Companies

The Observatory of the SDGs in Portuguese companies is a research project that aims to assess and accelerate the implementation of the Sustainable Development Agenda in Portugal through the private sector's contribution. The project was launched in 2021 and has three main objectives:

- 1 Promote a clear understanding of the involvement of Portuguese companies with the SDGs;
- 2 Promote and disseminate good practices in implementing the SDGs at the core of the corporate strategy;
- 3 Stimulate knowledge about the SDGs among the business community, and promote their implementation in the private sector.

This pioneering study is the first of its kind in Portugal. According to a benchmark worldwide, it encompasses the most comprehensive and holistic approach to the topic. It is also designed for replication in diverse national and institutional contexts.

The project encompasses comprehensive data collection efforts that follow a five-step approach, including 1) questionnaires, 2) in-depth interviews, 3) the assessment of the companies' Sustainability Reports, 4) analysis of reports and studies published by other institutions about the topic, and 5) interviews with experts in the area, such as consultancies and esteemed organizations representatives, including renowned political institutions.

The project embodies an in-depth analysis that focuses on "how" and "to what extent" Portuguese companies implement the SDGs and represents a clear opportunity for the private sector to contribute to the progress of this Agenda.

It aims to add value to the SDGs' development and integration into business practices and involves players from several different spheres. It also aims to share Good Practices to inspire and guide companies in implementing the SDGs in their strategies.

The Observatory was distinguished by United Nations Academic Impact as one of the 25 best practices worldwide in the implementation of sustainable development goals in higher education institutions.

Throughout the past year, the Observatory:

Launched its second report on an event that took place on October 3, 2023.

This Report includes the conclusions of the second-year analysis and a comparison between the previous year's data.

The Report also contains:

- Updates about the SDG implementation in the world, in Europe, in Portugal, and in the Portuguese context;
- A legislative table that cross-references the SDGs with international and national legislation;
- A chapter about companies' good practices regarding SDG implementation;
- A chapter that compares the concepts of ESG and the SDGs to clarify the origins of the concepts and their differences and similarities;
- A table articulating the OECD Guidelines for Multinational Companies with the SDGs.

Offered a two days program entitled **Beyond ESG: Shaping the Future of Business**. In this program, companies are able to:

- 1) Identify the critical success factors in implementing sustainable development goals and sustainability at the core of their business strategy;
- 2) Acquire the knowledge and tools necessary to transform sustainability into a competitive advantage;
- 3) Develop a tailored strategic implementation plan for their company.

Collected data from 58 Large Companies and 132 SMEs.

Interview 18 Large Companies and 10 SMEs.

Assessed Sustainability reports from 51 Large Companies.

Analyzed several reports to understand the Portuguese context, both private and public, in terms of the implementation of the 2030 Agenda.

Assessed Sustainability reports from 51 Large Companies.

Published a *monthly newsletter* that share insights on the topic and a Good Practice about SDG implementation.

Launched Minuto 2030, a series of videos to share content and insights about the SDGs - including a special series that summarizes each chapter of the Year 2 Report;

Provided personalized feedback to 30 companies in the study that showed interest in getting in-depth insights about their performance and incorporation of SDGs strategies.

Promoted the online training "The Sustainable Development Goals as a Strategic Management Tool", an online session offered to the SMEs that participated in the data collection of the study to support their knowledge development about the SDGs.

Created an agreement for international replication of the project, currently under negotiation, with a foundation in Mozambique.

Conducted interviews with three of the biggest consultancy companies in Portugal to assess their perspective on the implementation of the SDGs by Portuguese companies, including:



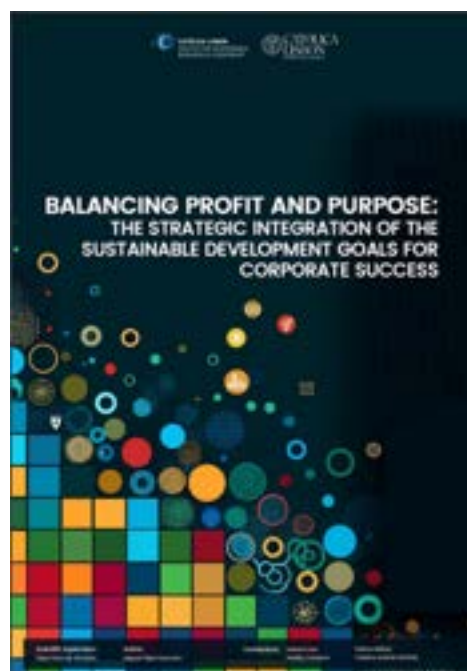
Conducted eleven interviews with different experts on the sustainability and SDGs field to understand better the context of the implementation of the SDGs in Portugal, the legislation surrounding the SDGs, the importance of the SDGs to the Portuguese companies, and the SDGs' implementation gap.

These interviews were conducted with representatives from:



Business Case for the Sustainable Development Goals

Written within the scope of the Observatory of the SDGs in Portuguese companies, this paper, entitled **Balancing Profit and Purpose: The Strategic Integration of the Sustainable Development Goals for Corporate Success** focus on sharing practical examples of how companies can leverage business and gain competitive advantage by developing solutions and Business Case for Actions taking into consideration the Sustainable Development Goals.



Governance

Written within the scope of the Observatory of the SDGs in Portuguese companies, **Corporate Governance: Strategic Alignment with Sustainability** is a paper that explores the relationship between Corporate Governance variables and the implementation of Sustainability and SDG policies in companies.



Impact Accounting

The Impact Accounting project aims to contribute to creating financial accounts that reflect a company's economic, social, and environmental performance.

The corporate world needs to be able to factor into the decision-making process and accounting the consequences of its actions, not only for financial capital, but also for human and natural capital.

The ambition is to create accounting statements that transparently capture external impacts in a way that drives investor and managerial decision making.

The CRB proposes developing one Impact Accounting methodology to include the impact of social and environmental dimensions of business in financial statements.

This project is expected to last two years and is conducted in partnership with PwC.



Purpose

This research encompasses two topics and three research questions and is conducted in partnership with two large Portuguese companies:

The dynamics of organizational purpose within organizations:

1. What is the relationship between organizational and personal purposes, and how can organizations effectively structure strategies to cultivate unity based on these connections?
2. What are the critical factors that shape employees' perception of organizational purpose over time?

Organizational Purpose Formation:

3. How do organizations define and articulate their purpose (i.e., history, values, stakeholders' pressure)?

saúde Mental em Ambientes de Trabalho

projetos já diferentes

re:u:
 advogados

accenture

ageas
 portugal

apee

Bour

3.3 Projects & Partnerships

BAI

LISBOA

Critical
 software

ctt

dp

FEDERACAO DE LUTADORES

MULTICA
 FIDELIDADE

anco

portway

ROUNEB

Santander

VIA VIEIRA DE AL

ON

21

ado pela



medis

MindF.
 Alliance

Portuguese Water Management Pact

Created in 2021, the Portuguese Water Management Pact aims to mobilize action among Portuguese organizations on water related issues.



In this context, the CRB has organized, coordinated, and promoted various activities to disseminate its message and showcase the best practices of its members, such as:

Participating in the Water Forum on March 19, co-organized by the Sintra City Council, SMAS de Sintra, and Tabaqueira, to discuss the topic 'Sustainable Water Management, Water Stewardship, and Best Practices. The aim was to promote and share the best practices of the Water Pact's members.

Contributing to the Water Academy event, hosted by the Portuguese Water Resources Association (APRH) on April 10, by presenting a case study from one of the Water Pact's members, which highlighted various methods for optimizing water use in industrial processes, production, and the consumption of fast-moving consumer goods."

The main highlight of this period was the development and launch of the study “The Economic Value of Water in Portugal,” led by Professor Miguel Gouveia.

This study provides an analysis of how to assess the value of water in various sectors, challenging an economically viable evaluation of the available solutions for mitigating the problem.

Supported by the Calouste Gulbenkian Foundation, **The Economic Value of Water in Portugal** seeks to build an integrated and collaborative strategy between different entities in the search for sustainable solutions for water management.

The adaptation and mitigation of water stress in Portugal is of vital importance, not only from the perspective of the quality of life of the population but also for business competitiveness. With the worsening of water stress, economic sectors in Portugal have faced challenges to their sustainability and viability.

The study was official launch in June 2024, in an event at the Calouste Gulbenkian Foundation.



Mental Health in the Workplace Pact



The Mental Health in the Workplace Pact was officially launched in November 2022. The Pact was developed around five main commitments:

- 1 Develop action plans to support good mental health in organizations
- 2 Promote a corporate culture opened to mental health, aiming to eliminate stigma, with active leadership involvement
- 3 Empower all employees to manage and prioritize their mental health and support each other
- 4 Refer employees to mental health tools and the support they need
- 5 Regularly measure the impact of mental health initiatives within companies

Over the past year, the groups have been working to share practices, reflections, and recommendations on the five different topics. One of the highlights it's been the design of an Implementation Road Map for Companies willing to have rigorous Mental Health policies.

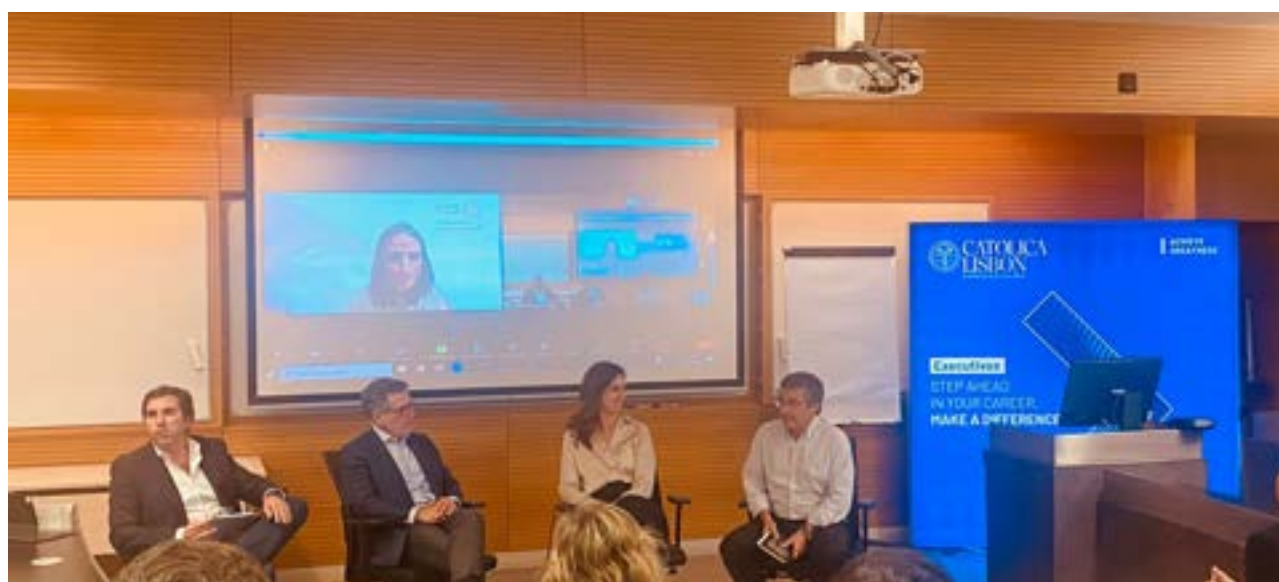
Another initiative was the Mental Health Pills, a one-hour masterclass hosted by the Pact Executive Director, Frederico Fezas Vital, with special guests. The classes, supported by Pfizer and Auchan, were broadcast for all companies members of the Pact.



Responsible Business Champions network

The Responsible Business Champions (RBC) is a group of link-minded folks, bonded by the Executive Education Courses offered by the CRB, eager to create impact wherever they are through a Responsible and Purpose Driven attitude.

Within the Responsible Business Champions community, CRB organized one event with CEOs from three companies.



CEO Carpool: a Ride to Sustainability



CEO Carpool: A Ride to Sustainability is an initiative that aims to promote informal conversations about topics that are part of the Center's DNA, such as Purpose, Sustainability, and Responsible Leadership. The conversations take place in a non-traditional way - on a 12 minutes ride in an electric car – and focus on exploring what it takes to lead in today's world - and how companies are adapting to the demands of many stakeholders.

Through this initiative, the CRB aim to raise awareness about sustainability issues and inspire its audience with the stories of leaders whose strategy and performance can be seen as a reference in the scope of the CRB's work.

Episode 5

Margarida Couto

CEO of GRACE Empresas Responsáveis

Margarida highlights the significant progress she has observed in companies' approaches to sustainability and underscores the crucial role of the Sustainable Development Goals as a universal framework for businesses. She also delves into the importance of the European taxonomy, explaining its purpose and how it operates.



Episode 6

Steven Braekeveldt

CEO of Grupo Ageas Portugal

In this episode, Steven Braekeveldt talks about the role of Sustainability as a decision-making factor for companies - and its influence in the new generation.

He also highlights the importance of integrating Sustainability into the company's hashtag#culture and DNA and that, to face a challenge this big, organizations should go through radical collaboration.

CEO Carpool: a Ride to Sustainability



Episode 7

Roberta Medina
CEO of Rock in Rio

In this episode, Roberta Medina shares valuable insights on sustainability within the entertainment industry, highlighting how it's deeply woven into the festival's DNA.

Episode 8

José Theótonio
CEO of Pestana Hotel Group

Sustainability isn't new to the Tourism sector, but it's time to dive deeper. This conversation explores the systematic actions taken by the Pestana to preserve the environment and learn more about how they measure and assess their progress towards sustainability goals. Our guest also shares the sector's difficulties regarding energy efficiency and valuable insights into water consumption.



Episode 9

Isabel Ucha
CEO of Euronext Lisbon

In this episode, Isabel shares insights about how companies are using ESG as a competitive advantage, the investor's perspective on sustainability matters, and how legislation is supporting the creation of more transparent and standardized information.

CEO Carpool: a Ride to Sustainability



Episode 10

Filipe Santos

Dean at CATÓLICA-LISBON

A conversation focused on how business schools are progressing in educating a new generation of leaders aiming to pursue a purposeful career and how companies should adapt to operationalize the change they aspire to achieve.

Episode 11

Maria Antónia Saldanha

CEO of Mastercard Portugal

In this episode, Maria Antónia shares her insights on how Mastercard operates to create conditions to leverage the whole sustainability ecosystem.

She also reflects on how sustainability is integrated into the company's strategy, daily activities, and innovation processes. "It is part of who we are and important to attract talent."



Episode 12

Pedro Colaço

CEO GuestCentric

A conversation filled with valuable insights on how sustainability can be a key aspect of tech companies and SMEs.

"While environmental sustainability can be seen in the company's daily activities, it is its social aspect that mostly impacts the company, transforming its people - and main resources - into a differentiation factor and a real competitive advantage."



Strategic Partnerships

Following the previous years' path, the CRB has continued to maintain and established new relationships with several renowned organizations that share its main goals and inspirations



Sustainable Development Solutions Network Portugal aims to mobilize universities, research centers, civil society organizations, and companies to create synergies to promote transformative solutions to accelerate the implementation of the 2030 Agenda and the Paris Agreement.



BCSD Portugal is a non-profit business association that brings together over 190 leading companies in Portugal, supporting them on their journey toward sustainability.



GRACE is a business association that promotes the development of sustainable business culture and encourages industry sectors and companies to transformational changes and search for practical solutions for sustainable growth.



United Nations Academic Impact is an initiative that aligns institutions of higher education with the United Nations in supporting and contributing to the realization of United Nations goals and mandates, including the promotion and protection of human rights and access to education, sustainability, and conflict resolution.



The world's largest corporate sustainability initiative, with 13.000 participants and other stakeholders across 170 countries. It aims to mobilize a global movement of sustainable companies and stakeholders.



Global initiative of the UN that, through six governing principles -Purpose, Values, Methodology, Research, Partnership, and Dialogue - intends to integrate education in management and contribute to the development of future leaders, in alignment with the Sustainable Development Goals.



3.4

Events



SDGs in focus: Insights on Portuguese companies – October 3, 2023



The event marked the launch of the project's second report, which can be accessed [here](#) (available in Portuguese and English).

The event brought together CEOs and sustainability directors from large, medium and small companies, as well as representatives from the public sector and other public and private entities to hear the main conclusions about the evolution of the 2030 Agenda in the Portuguese business sector.

The event had the presence of Doctor Bernardo Ivo Cruz, Secretary of State for Internationalization, who reinforced the importance of the Observatory as an essential element in approaching companies and producing valuable content to support strategic decision-making in the country.

Throughout the event, the Observatory team presented the most relevant points from each chapter of the Report, providing participants with an overview and key insights from the Report. You can access the chapters of this Report on the project website.

Afterwards, four companies from the Observatory were invited to actively participate in the event: two Large Companies (Caixa Geral de Depósitos and CTT – Correios de Portugal) and two SMEs (Miranda Bike Parts and Introsys). These companies presented a good practice of implementing the SDGs in their core business, selected by the Observatory when preparing the 2023 Annual Report.

SDGs in focus: Insights on Portuguese companies – October 3, 2023



SDG Meetings: Beyond Data – December 13, 2023

On December 13, 2023, the Observatory held its first event focused on the academic community: SDG Meetings: Beyond the Data. The online event aimed to creating a platform for researchers to share their knowledge and ideas on the implementation of the SDGs in the business context and create synergies between academics. The event had 70 participants from different institutions across the world.



SDG Meetings: Future in Action – April 9, 2024

The event brought together 112 participants from different sectors of the economy to discuss about Sustainable Development. The participants could choose between three workshops, held in partnership with BCSD, PwC, and GRACE – Responsible Companies.

The event also featured a roundtable about **Accelerating the Goals: Tech for SDG Achievement**. This panel was moderated by Margarida Anselmo, Partner at MAZE - Decoding Impact, and featured the participation of **David Veloso**, Sustainability Director at Luz Saúde, **Rui Solheiro**, Innovation & Business Development Manager at MEXT – Mota-Engil, **Bruno Abreu**, co-founder & CEO at SCUBIC and **Filipe Machado**, Chief Engineering, Marketing and R&D Officer at Boome.

- 112 participants
- 3 workshops with partner companies

- Debate panel with a invited host and four companies



Responsible Leadership: Strategy and Leadership

This conference aimed to promote a high-level reflection on the new challenges that responsible companies face in managing their businesses and leading their people.

The topics addressed varied from sustainability to managing uncertainty and responsible leadership for new generations.

Adriano Freire (Professor at CATÓLICA-LISBON) opened the conference with an introduction to the topic of Responsible Leadership. Afterward, Nuno Moreira da Cruz (Professor at CATÓLICA-LISBON) moderated a panel discussion with António Redondo – CEO of The Navigator Company, Cristina Fonseca – General Partner at Indico Capital Partners, and José de Melo Bandeira – CEO of Veolia Portugal.



The graphic features a dark blue header with the CATÓLICA-LISBON logo and the text 'CENTER FOR RESPONSIBLE BUSINESS & LEADERSHIP'. Below this, three circular portraits of the speakers are displayed: António Redondo, Cristina Fonseca, and José de Melo Bandeira. Each portrait is accompanied by their name and title. The main title 'Responsible Business: Estratégia e Liderança' is prominently displayed in a large, bold, serif font. Below the title, the date '19 de outubro' and time '09h30 às 11h00' are listed, followed by the event details: 'Evento presencial na CATÓLICA-LISBON' and 'Participação gratuita mediante inscrição'.

CATÓLICA-LISBON
CENTER FOR RESPONSIBLE
BUSINESS & LEADERSHIP

António Redondo
CEO
The Navigator Company

Cristina Fonseca
General Partner
Indico Capital Partners

José de Melo Bandeira
CEO
Veolia Portugal

Responsible Business: Estratégia e Liderança

19 de outubro
09h30 às 11h00
Evento presencial na CATÓLICA-LISBON
Participação gratuita mediante inscrição

The Economic Value of Water in Portugal

On June 19, the Portuguese Water Management Pact launched the study *The Economic Value of Water in Portugal* in an event held at Calouste Gulbenkian Foundation.

The study seeks to build an integrated and collaborative strategy between all entities in the search for sustainable solutions for water management in Portugal.



Mental Health Summit



The second edition of the *Mental Health in the Workplace Summit* took place at EDP, on the 25th and 26th of October. The Summit featured several speakers invited by companies of the Pact and was sponsored by Abreu Advogados, Ageas Group, GrupoBel, bp, EDP, Monliz • Portugal e VdA Vieira de Almeida.

Special guests included:

Carla Barros – EDP

Cassiana Tavares – Organisational Psychologist Specialist

Filipe Santos – Católica Lisbon School of Business and Economics

Frederico Fezas-Vital – Católica Lisbon School of Business and Economics

Gustavo Jesus – PIN - Partners in Neuroscience

James Mackie – bp

João Pedro Estanqueiro – EDP

Jorge de Oliveira – Fidelidade

Katia Almeida – Beyond Fear®

Mariana Ribeiro Ferreira – GRACE - Empresas Responsáveis

Marta de Matos Belo – EDP Global Solutions

Marta Rebelo – Mental health Activist and Consultant

Nuno Moreira da Cruz – Católica Lisbon School of Business and Economics

Pedro Caldeira da Silva – Unidade Local de Saúde São José

Tiago Pereira – Ordem dos Psicólogos Portugueses



Mental Health Summit



Strengthening our relationships with the students

Our approach to education goes beyond the classroom: we complement our learning activities by engaging with the students through different activities to enhance their knowledge and motivate them to pursue impactful and purposeful careers.

The CRB worked closely with the Careers and Talents Office (CTO) at CLSBE to offer curricula-adapted workshops to enhance their knowledge and engagement around Sustainability topics.

Sustainability Talks: The path to working in the sector

Debate panel with professionals from PwC, Nestlé and Siemens, who shared their insights and knowledge of what it means to work with sustainability.

Interactive session with Q&A, moderated by Professor Nuno Moreira da Cruz.

90 students participated in this session



Rock in Rio: Sustainability Challenge

Hands-on workshop that challenged students to solve a sustainable issue associated with Portugal's biggest festivals! At the end of the workshop, the students presented their ideas for the Sustainability Director of the festival and had the opportunity to receive feedback on their ideas.

30 students participated in this session



2tonnes Workshop

Immersive hands-on workshop challenges participants to discover individual and collective actions to limit individual CO2 emissions and transition to a low-carbon society.

6 students participated in this session



Paving The Way To The Pact of The Future Conference

The CRB was represented by its Executive Director, Nuno Moreira da Cruz, in the conference **Paving The Way To The Pact of The Future**, promoted by the Sustainable Development Solutions Network (SDSN) and SDSN Portugal. The event mobilized worldwide experts, the higher education and innovation sector, as well as Portuguese society in general, towards the urgency and opportunities of sustainable development. The Conference also marked the launch of the **2024 Sustainable Development Report**, developed by the UN SDSN.



Interview with Paul Polman

After getting acquaintance in the APED Retail Summit, Nuno invited Paul Polman for an online interview in which the former CEO of Unilever acknowledged the work the Center has been doing and shared his insights about Sustainable Development and the importance of Purposeful Leaders. The video has been used in some of the classes the CRB taught over the past year.



Discussion on "European Elections – Scenarios and Key Issues"

The CRB co-organized an event with BP to promote a reflection on the opportunities and challenges that companies, citizens, and institutions face in this new chapter of European history. The session counted with the presence of Simon Worthington, Vice President for External Affairs, BP, and was moderated by Nuno Moreira da Cruz, Executive Director of the Center.





3.5

Sharing knowledge

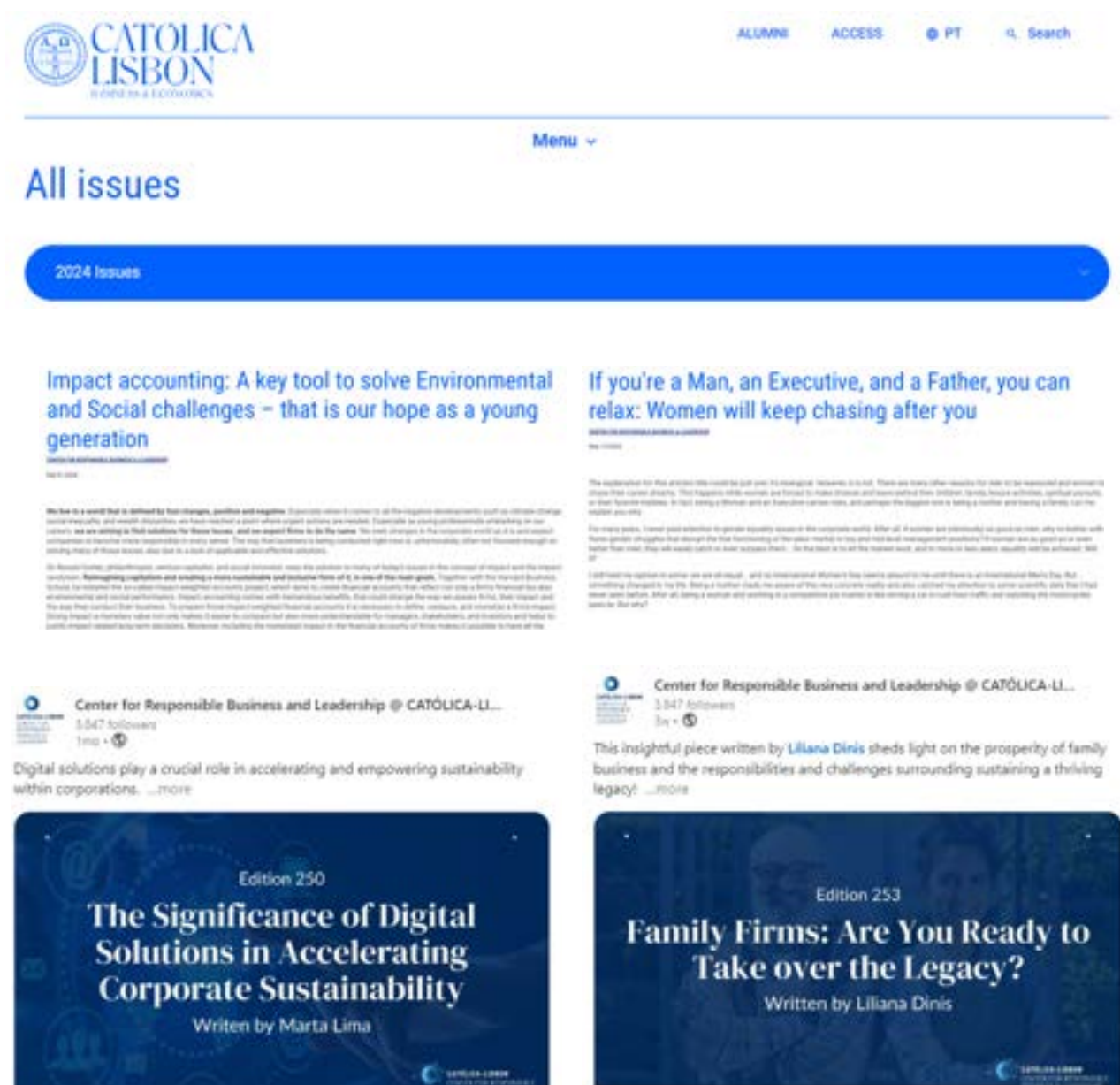
Communication Strategy

Have a Great and Impactful Week is our weekly newsletter, that has recently reached edition number 250!

This newsletter aims to inform and inspire our audience about the topics that are part of the Center's DNA. The newsletter is written weekly by a member of the Center or an invited guest expert in the field.

HAGIWI serves as an informative message for leaders and students on current affairs bringing new insights on the world of corporate responsibility, sustainability, and responsible leadership.

We have, on average, 900 readers per week.



Communication Strategy

Over the year, the CRB team has appeared in several media outlets, spreading the CRB's reach to a new audience.

These articles and podcasts episodes serve to inspire and raise reflection on different themes correlated to CRB's work, such as Sustainable Development, Purpose, Responsible Leadership, among others.

NEGÓCIOS COM IMPACTO

Católica Lisbon quer uma sociedade de negócios responsáveis. "Sustentabilidade é a estratégia"

30 Jul 2024 - Filipa Ribeiro

Depois de 25 anos a trabalhar no estrangeiro, Nuno Moreira da Cruz director executivo do Center for Responsible Business & Leadership da Católica Lisbon, defende que a sustentabilidade deve ser o foco de todas as empresas. "Não acredito em estratégias de sustentabilidade, porque a sustentabilidade é a estratégia e se não for visto assim andamos a brincar à sustentabilidade", diz. No Negócios com Impacto desta semana explica ainda de que forma as multinacionais podem ajudar as pequenas e médias empresas no caminho da sustentabilidade.

⏮ Ouça aqui o episódio curto: Nuno Moreira da Cruz "Sustentabilidade é a estratégia"



CATÓLICA LISBON

Jul 03 2024

Center for Responsible Business and Leadership de Nuno Moreira da Cruz – Creating responsibl...

[Read more >](#)



CATÓLICA LISBON

May 10 2024

ESG in the United States - American politics at its worst

[Read more >](#)



CATÓLICA LISBON

Jun 21 2024

The economic value of water in Portugal

[Read more >](#)



CATÓLICA LISBON

Apr 10 2024

SDG Meetings: "Fulfilling the SDGs requires urgency, pragmatism and a focus on..."

[Read more >](#)

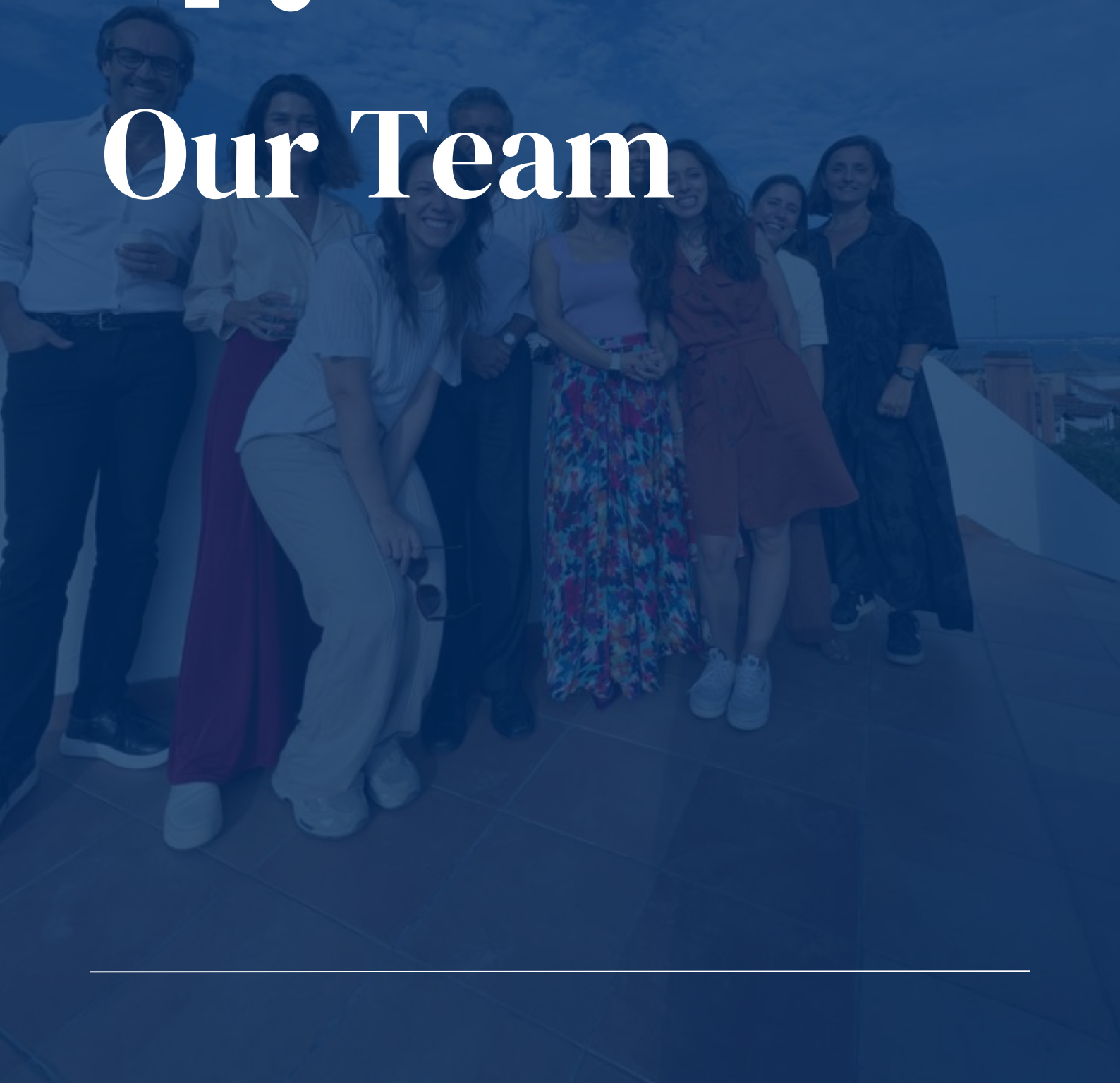
Communication Strategy

CRB has also partnered with VER and de fora a fora, two media outlets, to share its newsletters and reach a broader audience.



4.

Our Team



Our team



Filipe Santos
Academic Director



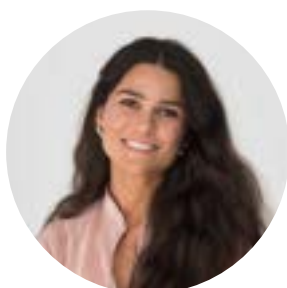
Nuno Moreira da Cruz
Executive Director



Filipa Pires de Almeida
Deputy Director



Adriana Zani
Researcher



Angela Lucas
Advisor



Mafalda Sarmento
Researcher
& Project Developer



Marta Lima
Executive Director of the *Portuguese
Water Management Pact*



Natália Cantarino
Researcher
& Project Developer



Nuno Neto
Executive in Residence



Patrícia Beltrão
Researcher



Sofia Conde
Researcher

Our Advisory Board

Filipe Santos – *Dean of CATÓLICA-LISBON*

Helena Tomázio – *Communications & External Affairs Advisor of bp*

João Pedro Tavares – *President of ACEGE*

José Melo Bandeira – *CEO of Veolia*

Margarida Couto – *Partner at Vieira de Almeida & Associados and President of GRACE - Empresas Responsáveis*

Pedro Neves – *Global Solutions 4U Founder and SDG Expert*

Rui Diniz – *CEO of CUF*

Sílvia Barata – *CEO of bp*

Sofia Fernandes – *Sales and Strategy Expert*

5.

Final Message



A message from our Dean

At CATÓLICA-LISBON we believe that businesses are a powerful force for good in society and are a key driver of economic and social progress. We also believe that many of the important sustainability and inclusion issues that our world faces can be better addressed with the active engagement of companies.

As a leading business School in Europe and the pioneer in Portugal, we have a special responsibility in driving forward the agenda of responsible business and leadership, developing knowledge, educating leaders, and acting in partnership with companies in the pursuit of a better future.

The Centre for Responsible Business and Leadership, founded at CATÓLICA-LISBON in 2019, has been the initial force of our sustainability agenda. Inspired by SDG 17 of Partnerships for Impact and acting as catalysts for new projects and collaborative efforts, the Center's dedicated team has been an internal and external driver of innovations for sustainability.

Internally, the Centre has helped our School and University make progress in embedding sustainability in our key activities and operations, including improved practices, inspiring new courses and innovative research projects. Noteworthy is the leadership of the SDG Courses initiative of the University, which received international awards.

Externally, the Centre has made CATÓLICA-LISBON the leading business school in Portugal in working closely with companies to articulate the business case for sustainability and inspiring the practice of responsible leadership in the Portuguese corporate sector. Noteworthy is the Observatory for the SDGs in Portuguese Companies, considered by the UN one of the best academic projects in the world on SDGs.

And the Center continues to inspire a growing network of sustainability champions in Portuguese society with its curated weekly message, read by thousands of executives.

The important initiatives and projects developed by the Centre during the 23-24 academic year are synthesized in this report. I would like to thank the excellent team of the Centre, so well led by Nuno Moreira da Cruz and Filipa Pires de Almeida for their passion, dedication and engagement. I really look forward to the years ahead.

Filipe Santos

*Academic Director
Dean of CATÓLICA-LISBON*



Acknowledgements

We acknowledge the importance of developing and enhancing partnerships and thank our founding partners and sponsors for all the support given to our activities.

Founding Partners



Sponsors

