Center for Responsible Business & Leadership

Católica Lisbon School of Business & Economics

Activity Report

July 2024 to June 2025

Index

CATÓLICA-LISBON
CENTER FOR RESPONSIBLE
BUSINESS & LEADERSHIP

CATÓLICA
LISBON
BVSINESS & ECONOMICS

1. Introduction

A message from our director

xxxx

2.

Our Identity

Between November 2024 and February 2025, the Center for Responsible Business and Leadership (CRBL) engaged in a strategic reflection process to revisit its positioning five years after its foundation.

This reflection emerged in a complex and demanding global context — marked by political, social, and economic instability — where remaining true to the principles of sustainability has, in many cases, become more difficult.

Societies face what has been called "Apocalypse Fatigue": por a state of emotional exhaustion triggered by constant exposure to climate crisis narratives, now compounded by the reality and threat of wars. The result is a growing sense of paralysis, where the space for positive action often feels diminished.

At the same time, companies — especially in certain sectors and among listed firms — are increasingly pressured by shareholders to refocus on short-term profits as a matter of survival. This has led to a worrying trend: the revision and reduction of once-ambitious sustainability goals in favor of immediate results.

This context poses a real threat to keeping sustainability at the heart of business strategy. However, it also reaffirms our conviction and purpose that now, more than ever, CRBL stands by its core belief: **Sustainability must be the Strategy**. It is not just an add-on or a communication tool, but the very foundation of long-term competitiveness and resilience.

It was with this sense of urgency and renewed purpose that we carried out and concluded our strategic reflection, which is presented in the next pages of this Report, through our renewed purpose, mission, values, and focuses of action.

OUR PURPOSE

Our purpose is to ***Enable businesses to drive meaningful and lasting value for society.***

The Center for Responsible Business & Leadership (CRBL) 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.

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 aim to be an international benchmark, from Portugal to the world, by bringing the most rigorous academic knowledge into business practice, supporting companies in placing Sustainability at the core of their Strategy.

To achieve this goal, we work across three pillars that are interconnected and mutually reinforcing: **Responsible Leadership, Corporate Purpose,** and **Strategy for Impact**.

These three pillars are continuously shaped by a changing world (organizational change), which impacts business operations, and by stakeholder engagement, which determines the success of value creation in a form of capitalism oriented toward shared and sustainable value.

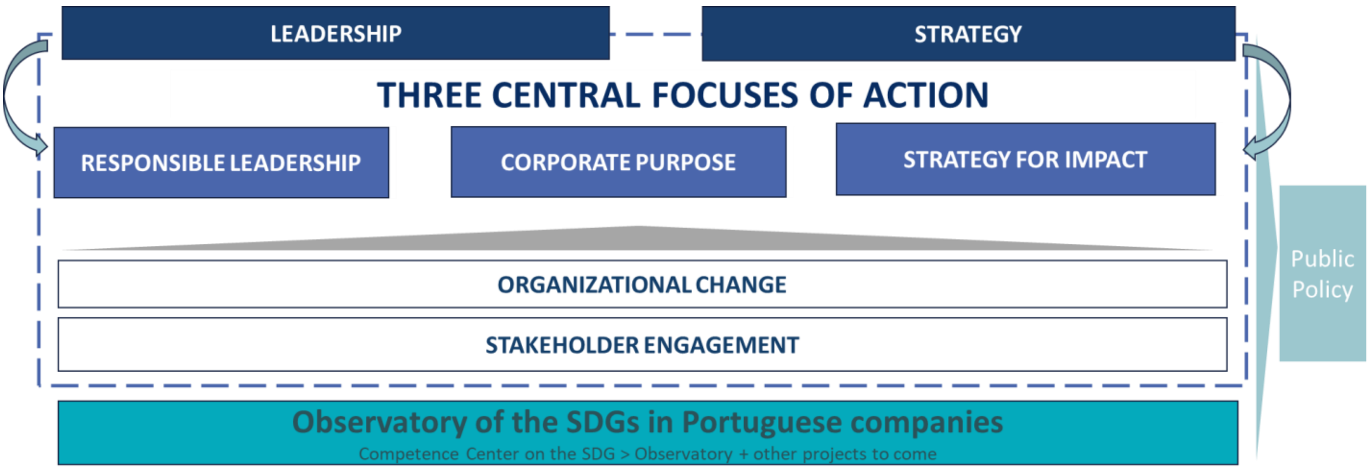
In addition to these pillars, we have a **Competence Center on the SDGs**, through which we develop the **Observatory of the SDGs in Portuguese companies** and other projects related to the 2030 Agenda.

Our mission

We bridge knowledge and action, empowering business leaders to integrate sustainability at the core of the strategy through research, education, and collaborative outreach.

Our values

Integrity
Collaboration
Rigor
Humanism



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Our pillars of action

Each pillar is operationalized through initiatives in Research, Learning, and Outreach activities.

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.

RESEARCH

Strategic Questions CRBL Will Focus on Answering Over the Next Three Years:

- What are the different concepts that associate Leadership with sustainability, and how do they intersect with the concept of Responsible Leadership?
- What are the main characteristics and skills that define a Responsible Leader?
- What is the relationship between Responsible Leadership and organizational performance?

Corporate Purpose

Corporate 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 illusionary 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.

RESEARCH
Strategic Questions CRBL Will Focus on Answering Over the Next Three Years:

- How can companies define their corporate purpose and operationalize it in strategy?
- Does corporate purpose lead companies and their leaders to have different ways of thinking, deciding, and creating value?

Strategy for Impact

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.

RESEARCH
Strategic Questions CRBL Will Focus on Answering Over the Next Three Years:

- Does the work of companies towards sustainability have a clear economic argument?
- Can we demonstrate this?

Sustainability Strategy

Sustainability Strategy means putting sustainability at the core of strategy—embedding environmental, social, and economic aspects into every business decision.

This approach enables companies to align long-term value creation with stakeholder expectations, anticipate risks, and unlock new growth opportunities. It turns sustainability from a compliance issue into a source of innovation, resilience, and competitive advantage.

By putting sustainability at the core, businesses position themselves to generate lasting value while actively shaping a more equitable and prosperous economy.

RESEARCH

Strategic Question CRBL Will Focus on Answering Over the Next Three Years:

- How can companies define a sustainability-aligned strategy and operationalize it?

By focusing on these three pillars, the Center will always consider global trends that may impact business strategy (**organizational change**) and value creation within what we refer to as stakeholder capitalism, where companies generate greater shared value by engaging with and considering the interests of all stakeholders (**stakeholder engagement**).

SDG Competence Center

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.

As a flagship initiative of the Center, with strong relevance and high potential for growth and expansion, the **Observatory of the SDGs in Portuguese companies** will be integrated into an **SDG Competence Center** — a satellite structure of CRBL's work. This Competence Center may encompass, in addition to the Observatory and the SDG related courses, other SDG-related projects developed by Universidade Católica Portuguesa.

The three pillars of the Center, along with adjacent areas, also contribute, whenever relevant, to **public policy development**, in partnership with key public and private institutions.

ANTIGO, VAMOS MANTER?

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.

INSERIR IMAGEM OU FOTO DA EQUIPA

Our contribution to the Sustainable Development Goals

The CRBL 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 CRBL 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, corporate 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 CRBL'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 who 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 CRBL 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.

CRBL 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.

The CRBL contributes to the Sustainable Development Goals by bridging rigorous scientific knowledge, people, and organizations to integrate sustainability at the core of business strategy through research, learning, and collaborative outreach to deliver meaningful and lasting value for society.

Three core goals entail most of our work, and we also contribute to three additional goals.

Our core goals:

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

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

4.7 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

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Our contribution

The CRBL contributes to these targets by promoting quality education to undergraduate, master, and executive students; by promoting the exchange of ideas and debates around different topics; and by focusing its efforts on promoting responsible business, responsible leadership, corporate 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.

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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 CRBL contributes to SDG 17 by fostering multi-stakeholder partnerships that mobilize knowledge, expertise, and resources for sustainable development. Through its research, educational programs, and close collaboration with companies and civil society, the CRBL promotes effective public-private cooperation and helps integrate sustainability into core business strategy and leadership practices.

In parallel, the Center supports the development of public policies for sustainable development in Portugal, providing evidence-based insights and expert contributions to national discussions. As a partner of the United Nations Sustainable Development Solutions Network (SDSN), the CRBL also plays an active role in international debates on the future of the 2030 Agenda, ensuring that academic and business perspectives are represented in shaping the next phase of global sustainability efforts.

Additional SDGs we contribute to

ODS 05 (incluir ícone)

5.5 Ensure women's full and effective participation and equal opportunities for leadership at all levels of decision-making in political, economic, and public life

CRBL contribute to this target by actively supporting the development of female leadership through the training programs we lead and participate in. By equipping women with the knowledge, skills, and tools to drive sustainable and responsible business, we help ensure their full and effective participation in decision-making across economic and public life. Our engagement in initiatives specifically focused on advancing women in leadership further reinforces our commitment to promoting equal opportunities at all levels.

ODS 08 (incluir ícone)

8.6 By 2020, substantially reduce the proportion of youth not in employment, education or training

We contribute to this target by engaging young people in education and capacity-building initiatives that prepare them for the future of work. Through academic programs, leadership development opportunities, and project-based learning focused on sustainability and responsible business, we help equip youth with the skills and experience needed to access meaningful employment. By connecting students with companies and real-world challenges, we also facilitate smoother transitions from education to the labor market.

ODS 16 (incluir ícone)

16.6 Develop effective, accountable and transparent institutions at all levels

We contribute to this target by promoting principles of accountability, transparency, and ethical leadership in all our educational and research activities. Through our programs, we help current and future leaders understand the importance of building effective and trustworthy institutions, particularly within the business and economic spheres. By fostering dialogue between academia, the private sector, and policymakers, we support the development of governance practices that strengthen institutional integrity and contribute to a more just and resilient society.

3.

Our Activities

Our Activities

The CRBL develops its activities on three different pillars (all of them applied in our central focuses of action). Each is designed to foster a comprehensive understanding of sustainability and its business case for action. Through these pillars, the CRBL actively contributes to closing the knowledge gap and delivering its vision.

Learning

The CRBL 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 CRBL 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 CRBL research activities include projects, research notes, teaching case studies, toolkits, 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

Outreach Activities

Consulting: The CRBL 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 CRBL 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.

Additional activities aimed at leveraging and expanding the reach of Research and Education initiatives.

3.1 Learning

Leaders of Tomorrow

CRBL 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 CRBL offers different courses for undergraduate and master's students, who can also write their dissertation thesis on topics covered by the Center.

Throughout the academic year of 2024/25, the CRBL offered:

Responsible Business course – 88 students

Strategic Corporate Social Responsibility – 40 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 – 149 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 a competitive advantage.

The SDGs: a Corporate Strategy from Micro to Macro Goals – 22 students

SDGs as Business Strategy – 17 students

Although built on different syllabi, these courses were created with the same goal: to allow undergraduate and master's 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 – 8 students

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

For the Impact Accounting topic, five students wrote their thesis in collaboration with the CRBL's impact accounting project.

Katharina Mößle submitted her thesis on December 29th, 2023, titled *"Developing a First Approach for Monetizing the Impact of Corporate In-Kind Donations on the Community."* The thesis proposed a standardized approach for Sonae MC to monetize the community impact of corporate in-kind donations, an area largely overlooked by traditional accounting systems, by determining their market value based on average retail prices, thereby enabling a more comprehensive understanding of value creation that extends beyond financial performance.

Franziska Rieger submitted her dissertation on December 30th, 2023, titled *"Implementing Impact Accounting: Measurement and Monetization of a Firm's Impact Using the Example of the Gender Pay Gap."* The study developed a framework for applying impact accounting within organizations, with a focus on defining, measuring, and monetizing the social impact of the gender pay gap. Using a mixed-method approach, combining a literature review, expert interviews, and a case study with the firm Sonae, the research confirmed the persistence of the gender pay gap and underscored the need for clear metrics and multi-perspective monetization, contributing valuable insights to the advancement of impact accounting in corporate contexts.

Jeremias de Biasi submitted his dissertation on January 3rd, 2024, titled "Impact Accounting at Corticeira Amorim: The Example of CO2 Emissions as a Key Environmental Indicator." The thesis explores how Corticeira Amorim can integrate CO2 emissions into impact accounting by focusing on measurement, transparent reporting, and monetization, while examining best practices from other industries, addressing implementation challenges, and contributing to the development of impact accounting as a tool for fostering a more sustainable form of capitalism.

Maria Fitz submitted her dissertation on May 31st, 2024, titled "Impact Accounting: Assessing and Monetizing a Firm's Impact through the Lens of Living Wage." The thesis developed a framework for implementing impact accounting with a focus on living wages, highlighting the absence of standardized calculation methods, the need for clear and consistent metrics, and the importance of impact measurement in advancing corporate social responsibility and fostering more sustainable and equitable economic systems.

Nuno Ferreira submitted his dissertation on June 2nd, 2025, titled "Implementing Impact Accounting: Current Practices and Recommendations for Adaptation." The thesis explored the emerging field of Impact Accounting as a method for measuring, valuing, and reporting social and environmental impacts in monetary terms, highlighting its potential to strengthen sustainability reporting, complement ESG frameworks, and support strategic decision-making, while also identifying key challenges such as data reliability and the need for internal engagement.

SDGs: Humanity's Great Challenges – 147 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's 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 2024/25, 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.

During this year, two other courses have been developed, about SDG 3: Good Health and Well-Being and SDG 10: Reduced Inequalities and will be available for the students in the following academic year.

Always seeking to innovate, the CRBL has proposed a new regulation to recognize and promote your best work within the SDG Courses.

At the end of the academic year, the two top projects from each SDG Chair will be invited to take part in a final intercampus session, held in late June. From these, two groups will be selected to present their proposals to a company, relevant institution, or governmental entity. The winner may also be invited to join a study visit to the European Parliament in Brussels.

This new initiative is designed to reward excellence, encourage collaboration across campuses, and give you the opportunity to connect your academic work with real-world decision-makers.

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 das Artes *(Arts School)*
Escola Superior de Biotecnologia (*Biotechnology School*) Faculdade de Ciências
Humanas (*Faculty of Human Sciences*)
Faculdade de Gestão *(Business School)*
Faculdade de Direito (*Law School*)
Faculdade de Educação e Psicologia *(Education and Psychology School)*
Faculdade de Filosofia e Ciências Sociais (*Faculty of Philosophy and Social Sciences*)
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 students' critical and analytical skills, featuring scenarios of real business challenges and opportunities.

To deepen the students' knowledge and provide them with practical experience, we go one step further in 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

Siemens
Deloitte
Veolia
Volkswagen
Salvador Caetano
The Navigator Company

Students from the SDG as Business Strategy course also had the opportunity to work closely with a company to develop their consulting projects. The companies chosen were: TAP, ANA, Leroy Merlin, Sumol+Compal+, Sonae MC.

"I would like to thank you for the initiative. It is with great satisfaction that we see these topics being addressed with such a high level of quality, and we will certainly incorporate several of the students' recommendations.

As a final note, I would like to say that I was very pleased with the development of the project between the initial presentation and the final outcome. It is a clear sign that you took your feedback on board – and did so effectively."

Dalila Ribeiro Martins, Sustainability Team

Summer Academy 2025

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 met with several inspiring leaders during the program, such as Rita Nabeiro

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.

Incluir feedback e foto

Leaders of Today

The CRBL 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 ATUALIZAR

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

Executive Master in Impact Management and Sustainability

The students had the opportunity to welcome Jose da Silva Almeida to discuss Sustainability, Purpose, and Leadership at Mota-Engil. José shared valuable insights with the students in the Corporate Responsibility and Sustainability module.

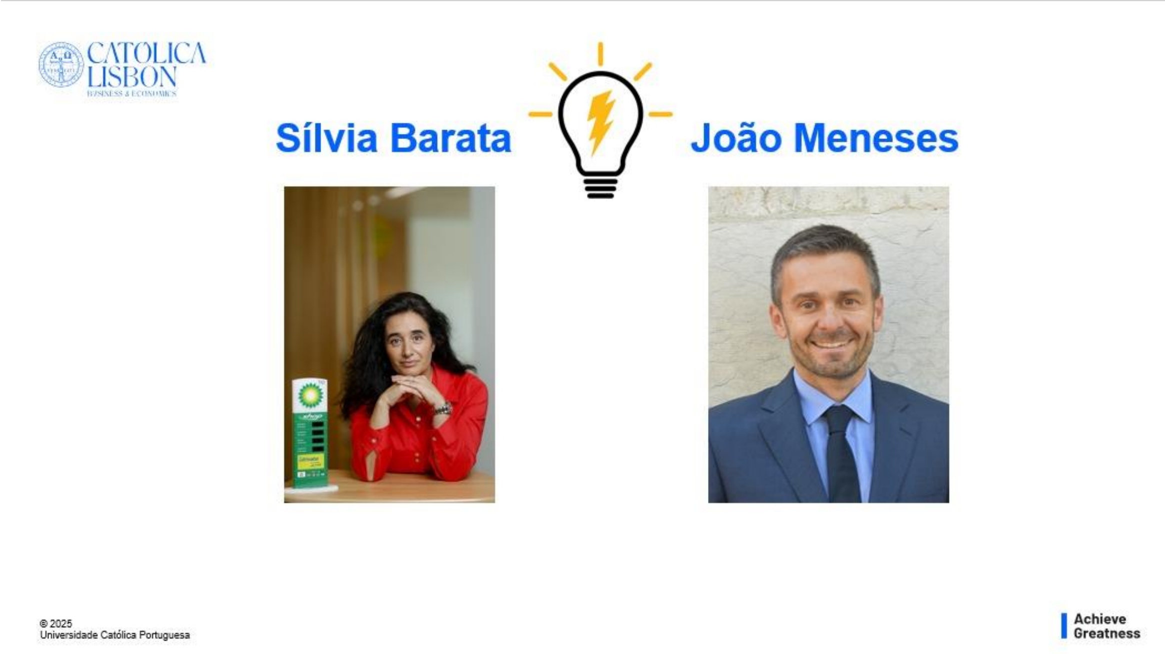
Center for Responsible Business and Leadership @ CATÓLI...
4.264 seguidores
3 m •

Last Friday, Filipa Pires de Almeida welcomed Jose da Silva Almeida to discuss Sustainability, Purpose, and Leadership at Mota-Engil with the students from the Executive Master in Impact Management and Sustainability.

José shared valuable insights with the students in the Corporate Responsibility and Sustainability module.🎯

💬 According to Alejandra, one of the students, "My favorite part of José's lesson was when he mentioned that each business area must act as a disseminator of sustainability and that sustainability literacy is fundamental to achieving this. This really made me reflect on how sustainability has often been managed as an isolated aspect in the companies I've worked for before and how necessary it is to make it a transversal pillar of each company."

Students also had the opportunity to engage in enriching discussions with Silvia Barata, CEO of bp, and João Meneses, PhD candidate and author of the book *O Desafio da Sustentabilidade*, in a session focused on the perceived decline of ESG, the associated challenges, and the strategic need for its practical implementation in business.



In another inspiring class, Paula Guimarães, Sustainability Director at The Navigator Company, shared a practical case study from the company.

Sustainable Finance

Practical Sustainability Guide for Companies – A Financial Perspective

In March 2025, Filipa Pires de Almeida was one of the lecturers in a series of four workshops forming the course *"Practical Sustainability Guide for Companies – A Financial Perspective"*, promoted by AICEP through the Center for Sustainable Finance, in partnership with Católica Porto Business School and Fundação Santander.

Each workshop lasted six hours and was held in person, after working hours, at the campus of Universidade Católica Portuguesa. The course followed a hands-on approach, focusing on the study and application of real case studies from Portuguese SMEs, and on the practical integration of sustainability strategies within financial management.

Fonte da imagem: https://www.portugalglobal.pt/noticias/2025/fevereiro/guia-de-sustentabilidade-para-empresas-perspetiva-financeira/

Introduction to Corporate Sustainability – A Financial Perspective

The Center for Sustainable Finance at Católica Lisbon School of Business and Economics, in partnership with Católica Porto Business School and Fundação Santander, also launched a two-hour asynchronous online course titled *"Introduction to Corporate Sustainability – A Financial Perspective."*
The course focused on the importance of corporate financial sustainability and was designed for professionals across all sectors, requiring no prior experience in the field. Filipa Pires de Almeida contributed to the program as lecturer of Module 1 – *Companies and Sustainability*.

Fonte da imagem: https://www.oroc.pt/formacao/curso-online---introducao-a-sustentabilidade-nas-empresas---perspetiva-financeira/

Master's in Law and Management

Students of the Master's in Law and Management at Católica's Lisbon School of Law — a program that combines solid legal knowledge with key tools for business management and analysis — attended a course on Responsible Business taught by the Director of the Center for Responsible Business & Leadership (CRBL), Filipa Pires de Almeida.

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ESCOLA DE LISBOA

ESG: Reporting and Due Diligence

On May 21st, Filipa Pires de Almeida, Director of the Center for Responsible Business & Leadership (CRBL), delivered a session on corporate purpose as part of the 'G – Governance' segment of the ESG module at NOVA School of Law.
This course was designed to help participants navigate the complex regulatory landscape of ESG, with a particular focus on sustainability reporting and due diligence obligations in the areas of environment, human rights, and governance.

ESG Consultancy

In this course, Lisbon MBA students had the unique opportunity to act as consultants for a company and develop an ESG implementation plan. This year, students worked with Luz Saúde and presented their proposals directly to the company.

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

The SDGs as a Strategic Management Tool for Foundations

A 120 minutes online session offered in partnership with Fundação Santander and Centro de Fundações Portuguesas for foundations that aim to align its strategy with the SDGs.

120 participants in this session

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 third Annual Report at an event that took place on November 13th, 2024.
This Report includes the conclusions of the third-year analysis and a comparison between the previous years' 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 summarizing the three research notes produced throughout the year;
- A table articulating the OECD Guidelines for Multinational Companies with the SDGs.

Collected data from 58 Large Companies and 132 SMEs.
Interview 18 Large Companies and 10 SMEs.

Here are the seven main conclusions of this year's work:

1. The strategic alignment of companies and the SDGs increased
2. This increase is particularly evident in Large companies, resulting in a larger gap between Large Companies and SMEs;
3. In the case of Large Companies, the gap between their intentions to implement the SDGs and the effective implementation decreased to almost zero. This shows a high implementation. However, this gap remains for SMEs.
4. Companies keep aligning with the same kind of SDGs, not changing in relevant ways their sustainability ambitions for the social, economic, and environmental objectives of the last year.
5. The most important barriers to implementing the SDGs are lack of knowledge of the SDGs and lack of knowledge on how to implement the Goals, but also their (distant) language for business (for Large companies) and lack of resources (in the case of SMEs).
6. Economic motivations to implement the SDG agenda increased. Talent caption and retention became the major motivation for SMEs.
7. Sustainability Reporting and SDG reporting increased.

Assessed Sustainability reports from 53 Large Companies.

40 practical cases published from 32 companies participating in the Observatory

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

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

Provided personalized feedback to 20 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.

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:

EY

Deloitte.

pwc

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:

BCSD PORTUGAL Empresas pela Sustentabilidade

IAPMEI

PLANAPP PLANEAMENTO | POLÍTICAS | PROSPETIVA

REPÚBLICA PORTUGUESA Direção - Geral das Atividades Económicas

REPÚBLICA PORTUGUESA NEGÓCIOS ESTRANGEIROS

AICEP Agência para o Investimento e Comércio Externo de Portugal

The Observatory - Year 4

As in previous editions, the Observatory continues to enhance its scope by introducing a new feature each year, in addition to the longitudinal analysis of SDG implementation by Portuguese companies.

In Year 4, the Report will address two highly relevant themes: sustainable finance and the Corporate Sustainability Reporting Directive (CSRD). One of the main innovations will be an international benchmarking exercise focused on the *Banking and Financial Services* sector. We will analyze the Sustainability Reports of the world's largest financial institutions, as well as the leading players in Europe. Portuguese financial institutions will gain access to a series of practical case studies designed to inspire and support the advancement of their own sustainability strategies.

Another key addition to this year's Report is a study conducted by the CRBL team on the intersection between the Sustainable Development Goals (SDGs) and the European Sustainability Reporting Standards (ESRS). The study seeks to clarify how companies can continue to report on the SDGs within the framework of the CSRD, in alignment with ESRS requirements. Its ultimate objective is to propose a model that enables companies to effectively align the SDGs with the ESRS framework, and to demonstrate their social, environmental, and economic impact in a clear and transparent way — fully aligned with the universal language of the 2030 Agenda.

Through these initiatives, we reaffirm our commitment to robust data, critical insight, and meaningful contributions to public policy and effective corporate strategy.

The Observatory in the future

Impact Accounting

On June 3rd, the **1st conference on Impact Accounting** was launched in Portugal at CATÓLICA-LISBON, organized by the Center. The event brought together academics, business leaders, and international experts to reflect on the transition from traditional non-financial reporting to the Impact Accounting methodology, which allows for the monetization of the social and environmental impacts of organizations.

The event echoed a clear call for continued collaboration between companies, academia, and regulators, with the purpose of making social and environmental impacts measurable, comparable, and truly integrated into business strategies.

As a token of appreciation, the Center also shared a short Research Note during the conference, outlining key insights on the current state of non-financial reporting and impact accounting. The full Research Note is available here: [https://lnkd.in/dMXtbBGN.]

The project is developed in partnership with PwC and aims at implementing the Impact Accounting Methodology developed by the International Foundation for Valuing Impacts (IFVI) and Value Balancing Alliance (VBA) in portuguese companies.

The next steps of this project will involve master students interested in developing their thesis on the implementation of an indicator of impact accounting in multinational companies operating in Portugal. This will count with the methodological support of the Value Balancing Alliance (https://www.value-balancing.com/), the international reference in this area.


CATÓLICA-LISBON
CENTER FOR RESPONSIBLE
BUSINESS & LEADERSHIP

State of the art of non-financial reporting and impact accounting

Lisbon, June 3, 2025

Center for Responsible Business and Leadership at CLSBE

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This Research Note was developed by the team of the Centre for Responsible Business & Leadership.
We gratefully acknowledge the support to this project by PwC Portugal.


Roundtable
Impact Accounting: From Ambition to Action


Today's Agenda


Non-financial Reporting and Impact Accounting
Sofia Conde
Research Fellow at CATÓLICA-LISBON


Benefits of Impact Accounting
1. Be front-runner and thought-leader in sustainability
2. Generate high level, easy to understand report
3. Enhance relevance and comparability of data
4. Complement ESG information
5. Introduce valuable insights to inform business decisions


Key applications of impact accounting in corporate decision-making

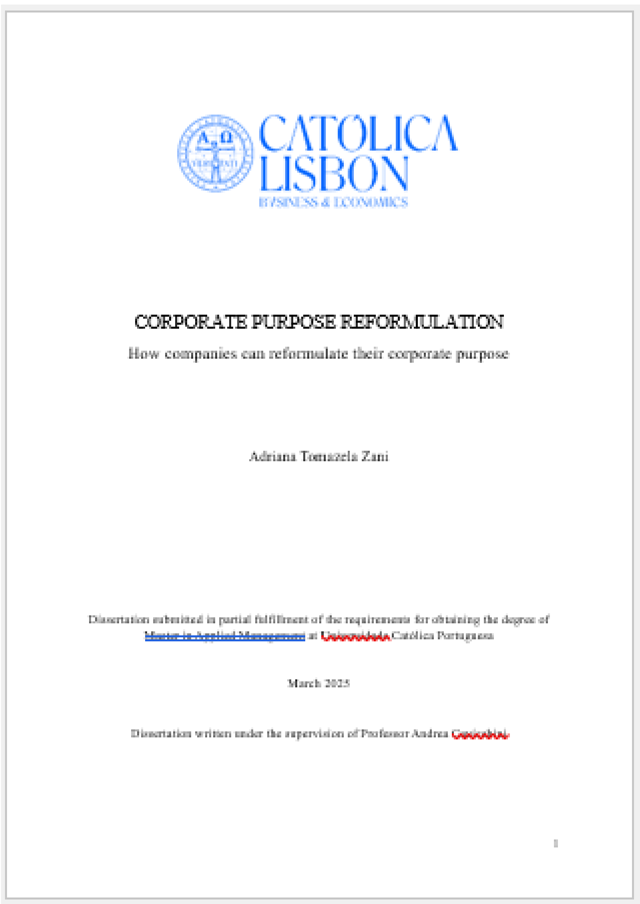

Roundtable
Impact Accounting: From Ambition to Action

Corporate Purpose

This research project, developed in partnership with two major Portuguese companies, seeks to understand how organizations define and articulate their corporate purpose, taking into account their history, core values, and stakeholder expectations. Its goal is to generate practical knowledge on how purpose can guide strategy, culture, and decision-making across the organization.

As part of the project, two in-depth case studies are currently under development: the first focuses on the formulation of corporate purpose, while the second explores the challenges of implementing that purpose at different organizational levels. An upcoming Research Note will also be shared, which will include toolkits with practical tools to support companies in both the formulation and implementation of their purpose. These resources will offer actionable guidance to help align strategy, culture, and operations with a clear and mobilizing purpose.

The project has also supported academic research, including a Master’s thesis entitled "Corporate Purpose Reformulation – How companies can reformulate their corporate purpose." Based on a qualitative analysis of two multinational companies—drawing on institutional documents and interviews with internal and external stakeholders—the thesis introduces the Purpose Reformulation Framework: a structured model outlining the motivations behind reformulation, the internal and external drivers that influence the framing of the new purpose statement, and the key characteristics this statement should embody. The framework also highlights how purpose reformulation can lead to a broader revision of a company’s values, mission, vision, and narrative. By bridging academic theory and business practice, this research contributes to the evolving field of corporate purpose and provides concrete guidance for companies seeking to become more purpose-driven and create a positive impact for society and the planet.


CATÓLICA LISBON
BUSINESS & ECONOMICS

CORPORATE PURPOSE REFORMULATION

How companies can reformulate their corporate purpose

Adriana Tomazela Zani

Dissertation submitted in partial fulfillment of the requirements for obtaining the degree of Master in Applied Management at Universidade Católica Portuguesa

March 2025

Dissertation written under the supervision of Professor Andrea

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The second phase of the project will begin in 2025, involving new companies and expanding into complementary lines of research.

Forum Oceano

In partnership with Fórum Oceano, the CRBL is developing a strategic study to demonstrate the potential for business case development related to the Blue Economy, aligned with European guidelines on sustainability and corporate impact. This study includes a mapping of how companies contribute to the achievement of SDG 14 targets.

The ongoing analysis conducted by the Observatory of the SDGs shows that Portuguese companies still face significant challenges in adopting practices that address this Sustainable Development Goal. The main challenges related to SDG 14 involve reducing marine pollution, ensuring the sustainable management of fisheries, promoting the Blue Economy, and financing innovative solutions to protect ocean ecosystems.

FÓRUM OCEANO
CLUSTER DA ECONOMIA DO MAR

Omnibus Package

To support understanding of the Omnibus proposal, our team created a summary table in Portuguese based on the article by Filipa Pires de Almeida. This resource was shared on our social media channels, where it received wide recognition. (You can read it at: https://lnkd.in/gyifZhMm).

The Omnibus proposals aim to simplify ESG reporting requirements and promote greater de-bureaucratization and competitiveness in Europe.

Despite the significant proposed changes, mainly related to narrowing the scope of the legislation, delaying its implementation, and simplifying the reporting requirements, the key differentiating factor of the European obligation remains: the double materiality.

Compared to reporting obligations imposed on companies in other economic blocs, this factor is truly distinctive, as it requires companies not only to assess and report their financial materiality (how ESG factors affect their financial performance) but also their impact materiality (how their operations affect society across environmental, social, and governance factors).

Thus, companies in the EU will continue to evaluate, address, and communicate their impact with transparency and responsibility. This remains unchanged under the new proposal and continues to set Europe apart from the rest of the world.

Although reducing the scope of the legislative measures may become a reality—limiting companies' ability to demand data from their business partners—the spillover effect across the value chain will not disappear. It is worth noting that some companies are already concerned about the efforts they have undertaken to comply with this legislation.

Moreover, it is common knowledge that long-term economic prosperity and the survival of humankind depend on companies integrating environmental and social factors into their strategies. We firmly believe that the future will undoubtedly involve the increasing incorporation of sustainability data into business strategy and reporting. Thus, despite this short-term slowdown, the long-term sustainability trend remains strong.

This means that companies that adopt sustainable business practices now will be better positioned to gain a competitive advantage in the future.

After all, sustainability and digitalization are the biggest business cases of the future—but without sustainability, there will be nothing else.

The key question for companies is not merely how to comply with the law or whether the law is more or less restrictive.

The real question is: Beyond compliance, how will companies seize this future trend—sustainability—and turn it into a business advantage?

Alterações propostas pela Comissão Europeia no âmbito do Pacto Omnibus (que incorpora a CSRD, CSDDD, Taxonomia europeia e CBAM)			
	Elemento	**Regras em vigor atualmente**	**Proposta de mudança com Omnibus**
Corporate Sustainability Reporting Directive (CSRD)	**Dimensão da Empresa CSRD**	Aplica-se a grandes empresas (<250 trabalhadores, >€50M de Volume de Negócios, ou >€25M de Balanço)	**Obrigatoriedade limitada para empresas com >1000 trabalhadores e com >€50M de Volume de Negócios, ou >€25M de Balanço**. Menos 80% de empresas abrangidas.
	Número de empresas abrangidas CSRD	>50,000	**<7,000**
	Empresas de países terceiros - fora da UE (ex., empresas-mãe não europeias) CSRD	€150M de Volume de Negócios	**€450M de Volume de Negócios na UE nos últimos 2 anos consecutivos**
	Reporte de Cadeia de Valor CSRD	Empresas têm de obter informação de todos os fornecedores onde seja possível e razoável [1]	**Empresas não têm de obter informação de empresas que não estejam ao abrigo da CSRD.** Há limitações para pedidos para PMEs ligadas ao reporte voluntário (Standards PME)
	Garantia CSRD	Obrigatório garantia limitada, planos para transição para garantia razoável	Mantém-se garantia limitada e é **eliminada a garantia razoável**
	Prazo de reporte CSRD	Empresas pertencentes à Fase de Implementação 2 (2025, Grandes Empresas, >250 trabalhadores) deveriam começar a reportar informações de sustentabilidade a partir de 1 de Janeiro de 2025 com o primeiro relatório a ser apresentado em 2026, referente ao ano fiscal de 2025. Empresas pertencentes à Fase de Implementação 3 (2026, PMEs cotadas em bolsa, Instituições de crédito de pequena dimensão e não complexas e empresas de seguros cativas) deveriam iniciar o reporte a partir de 1 de Janeiro de 2026, com o primeiro relatório a ser apresentado em 2027, referente ao ano fiscal de 2026.	**Adiado por 2 anos** para empresas da Fase de Implementação 2 e da Fase de Implementação 3. Obrigação apenas imposta a partir de 2028
	PMEs & Reporte Voluntário	PMEs não listadas não estão abrangidas na obrigatoriedade de seguimento dos critérios da CSRD, mas são muitas vezes sujeitas a pedidos de grandes empresas	**Exclusão de obrigatoriedade de reporte de PMEs** cotadas na bolsa no âmbito de **CSRD.** Para **empresas com <1000 trabalhadores,** a Comissão propõe a introdução de **critérios de reporte voluntário** (tal como os standards das PMEs), que vão ser desenvolvidos pelo EFRAG. As empresas abrangidas só poderão solicitar às PME um conjunto limitado de informações, alinhando com critérios de reporte voluntário para PME.
	Dupla Materialidade	Obrigatório (materialidade financeira e de impacto)	Continua obrigatório (materialidade financeira e de impacto)
	Standards ESRS específicos para setores	Normas obrigatórias por setor a serem introduzidas	**Rejeitada a opção de normas obrigatórias por setor**
	Standards ESRS	Critérios ESRS complexos com vários dados obrigatórios a reportar	**Simplificação dos ESRS:** Redução do número de dados obrigatórios, remoção de dados considerados menos importantes para propósitos de reporte de sustentabilidade; priorização de dados quantitativos em detrimento das descrições qualitativas/de narrativa, distinção entre dados obrigatórios e voluntários. Os ESRS revistos devem ser publicados nos primeiros seis meses após a revisão da CSRD para que possam ser aplicados pelas empresas a partir de 2027.

Alterações propostas pela Comissão Europeia no âmbito do Pacto Omnibus (que incorpora a CSRD, CSDDD, Taxonomia europeia e CBAM)

	Elemento	Regras em vigor atualmente	Proposta de mudança com Omnibus
Corporate Sustainability Due Diligence Directive (CSDDD)	**Âmbito CSDDD e obrigações**	Cobre cadeia de valor na totalidade	**Limitada a fornecedores diretos. Eliminação da obrigação de terminar contratos como último recurso, em alternativa as empresas devem suspender a relação comercial e tentar resolver o problema com o parceiro em causa**
	Avaliação de risco do fornecedor CSDDD	Avaliação inclui fornecedores indiretos	**Avaliação só para fornecedores diretos,** excetuando casos em que a informação plausível sugira risco
	Monitorização do fornecedor CSDDD	Monitorização anual	Extensão de prazo para rever medidas de deligência devida de 1 para 5 anos
	Responsabilidade Civil CSDDD	Os Estados-Membros são obrigados a 1) estabelecer um regime uniforme de responsabilidade civil em toda a UE para casos de incumprimento; 2) permitir que ONGs e sindicatos intentem ações em representação dos visados; 3) aplicar a legislação nacional (europeia) independentemente do local onde ocorreu o dano.	**Redução substancial dos riscos para as empresas**. Estados-Membros deixam de ter a obrigatoriedade 1), 2), 3) das regras em vigor. As legislações nacionais devem garantir que indivíduos que sofram danos por incumprimento das obrigações de deligência devida por parte da empresa têm direito a uma compensação
	Planos de Transição Climática CSDDD	Implementação obrigatória do plano de transição climática	**As empresas apenas precisam de adotar planos de transição, não sendo explícita a obrigatoriedade de os implementar**
	Penalidades CSDDD	>= 5% do volume de negócios global	**Removidas penalizações**
	Harmonização CSDDD	Estados membros podem impôr requisitos mais rigorosos em certas áreas	**Obrigações de deligência** mais rigorosas a nível nacional **deixam de ser permitidas** em determinadas áreas como a **avaliação de risco, deligência de cadeia de valor e penalidades**. Tentativa de assegurar maior harmonização entre estados membros da UE, limitando flexibilidade
	Prazos para CSDDD	Transposição em Julho de 2026, aplicação em Julho 2027.	**Adiado por 1 ano: Transposição para Julho 2027 e aplicação para Julho 2028**
Taxonomia da UE	**Regulamentação da Taxonomia**	Reporte obrigatório para todas as empresas em regras de taxonomia	**Apenas para empresas >1,000 trabalhadores. Restrição de obrigatoriedade de reporte para empresas com >450M de Volume de Negócios. Voluntário para empresas com <€450M de Volume de Negócios**
	Relato de alinhamento parcial de taxonomia	Não foi previamente especificado	**Empresas podem relatar alinhamento parcial da taxonomia**
	Índice de Ativos Verdes (GAR)	Os bancos devem incluir todas as exposições no denominador GAR	**Bancos podem excluir empresas fora do âmbito da CSRD no denominador GAR**
	Taxonomia DNSH/Princípio de Não Causar Dano Significativo	Critério DNSH rigoroso	**Simplificação** de templates de reporte: **menos 70% de dados obrigatórios. Limiar de materialidade financeira**: isenção de reporte de atividades elegíveis para a taxonomia se representarem menos de 10 % do seu negócio

Alterações propostas pela Comissão Europeia no âmbito do Pacto Omnibus (que incorpora a CSRD, CSDDD, Taxonomia europeia e CBAM)			
	Elemento	Regras em vigor atualmente	Proposta de mudança com Omnibus
Carbon Border Adjustment Mechanism (CBAM)	**Limiar de importação CBAM**	Aplicada a todos os importadores	**Nova isenção anual de 50 toneladas.** removendo as obrigações do CBAM para 90% dos importadores
	Data de implementação CBAM	2026	**Adiada para 2027**
	Cobertura do Produto CBAM	Aplicada a ferro, metal, cimento, fertilizantes, alumínio, hidrogénio e eletricidade	Sem expansão por enquanto, mas **possível expansão para setores RCLE, emissões indiretas e bens a jusante** (downstream goods) e**m 2026**
	Processo de rastreamento de emissões	Requisitos detalhados de rastreamento de emissões	Processo simplificado, **redução da complexidade de compliance**

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Referências

Post David Carlin da D. A. Carlin and Company

Accountancy Europe

Post Philip Petry no linkedin (CSRD Under the Omnibus Package: What's Changing and When?)

Newsletter CRBL

Notas de rodapé

[1] **Garantia Limitada**: Nível moderado de segurança fornecido por auditores, baseado em análises e revisões, sem testes detalhados. A conclusão é expressa de forma negativa, indicando que não foram identificadas distorções materiais, mas sem certeza absoluta (https://shorturl.at/BU3i4)

Garantia Razoável: Nível elevado, mas não absoluto, de segurança, baseado em testes detalhados e evidências robustas. A conclusão é positiva, indicando que as informações são confiáveis e apresentam uma visão justa (https://shorturl.at/BU3i4)

[2] **Alinhamento parcial da taxonomia da UE:** pode não atender integralmente a todos os critérios técnicos exigidos para os seis objetivos ambientais da taxonomia, pode não cumprir todos os requisitos de verificação, pode atender apenas parcialmente aos critérios sociais e de governança.

[3] Os setores **RCLE** referem-se às indústrias já abrangidas pelo RCLE-UE (Regime de Comércio de Licenças de Emissão da União Europeia, ou EU ETS - Emissions Trading System). Esses setores são caracterizados por altas emissões de carbono e risco de vazamento de carbono, ou seja, a transferência de produção para países com regras ambientais menos rigorosas.

Top 100 economies

A recent analysis by the Center for Responsible Business and Leadership (CRBL) highlights the growing economic power of corporations in the global landscape. While countries continue to hold political influence, companies increasingly dominate in terms of financial, human, and technical resources. In March 2025, CRBL found that **74 of the world's 100 largest economic entities by revenue were companies, compared to just 26 countries** — a trend that has strengthened since 2016. Corporations such as Walmart, Amazon, and Saudi Aramco now generate more revenue than countries like Spain, Brazil, or Canada, underscoring their central role in shaping global development.

This comparison reveals more than a statistical trend — it reflects a shift in global dynamics, where the private sector emerges not just as a participant, but as a key protagonist in driving sustainable change. With such influence comes responsibility. The success of the 2030 Agenda and its successor will depend on the ability to strategically align the efforts of companies and governments around the Global Goals. Only through this alignment can economic value creation be paired with social, environmental, and democratic value — essential pillars of truly sustainable development.

You can read more here.

Rank	Country/Company	Revenue (U$ M)
1	United States	4 758 667
2	China	2 671 437
3	France	1 321 316
4	Germany	1 280 659
5	United Kingdom	1 211 910
6	Italy	910 908
7	Walmart	648 125
8	Amazon	574 785
9	Brazil	555 907
10	Russian Federation	552 017
11	Korea, Rep.	548 165
12	Saudi Aramco	494 890
13	Spain	482 901
14	Australia	452 838
15	Netherlands	437 923
16	Sinopec Group	429 700
17	Canada	427 264
18	China National Petroleum	421 714
19	Apple	383 285
20	UnitedHealth Group	371 622
21	Berkshire Hathaway	364 482
22	CVS Health	357 776
23	Volkswagen	348 408
24	Exxon Mobil	344 582
25	Mexico	342 490
26	India	324 295
27	Shell	323 183
28	China State Construction Engineering	320 431
29	Toyota Motor	312 018
30	McKesson	308 951
31	Alphabet	307 394
32	Turkiye	288 047
33	Norway	273 454
34	Poland	273 353
35	Cencora	262 173
36	Trafigura Group	244 280
37	Costco Wholesale	242 290
38	Belgium	239 454
39	JPMorgan Chase	239 425
40	Austria	227 619
41	Industrial & Commercial Bank of China	222 484
42	TotalEnergies	218 945
43	Glencore	217 829
44	BP	213 032
45	Microsoft	211 915
46	Indonesia	207 636
47	Cardinal Health	205 012
48	Stellantis	204 908
49	Chevron	200 949
50	China Construction Bank	199 826
51	Samsung Electronics	198 257
52	Hon Hai Precision Industry	197 876
53	Cigna Group	195 265
54	Sweden	194 729
55	Agricultural Bank of China	192 398
56	China Railway Engineering Group	178 563
57	Ford Motor	176 191
58	Bank of China	172 328
59	Bank of America	171 912
60	General Motors	171 842
61	Elevance Health	171 340
62	Israel	170 464
63	BMW	168 103
64	Mercedes-Benz Group	165 638
65	China Railway Construction	160 847
66	China Baowu Steel Group	157 216
67	Citigroup	156 820
68	Centene	153 999
69	Switzerland	153 926
70	JD.com	153 217
71	Home Depot	152 669
72	Electricité de France	151 040
73	Marathon Petroleum	150 307
74	Kroger	150 039
75	Phillips 66	149 890
76	Denmark	147 631
77	Seychelles	147 330
78	Ping An Insurance	145 759
79	Sinochem Holdings	143 240
80	China Mobile Communications	142 832
81	China National Offshore Oil	141 732
82	Honda Motor	141 349
83	Fannie Mae	141 240
84	China Life Insurance	139 616
85	Walgreens Boots Alliance	139 081
86	Valero Energy	139 001
87	Banco Santander	137 245
88	China Communications Construction	136 671
89	BNP Paribas	136 076
90	Mitsubishi Corporation	135 390
91	Meta Platforms	134 902
92	HSBC Holdings	134 901
93	Verizon Communications	133 974
94	China Minmetals	132 020
95	Alibaba Group Holding	131 338
96	CITIC Group	131 242
97	China Resources	126 170
98	Hyundai Motor	124 577
99	AT&T	122 428
100	Shandong Energy Group	122 383

Developed by: CATÓLICA-LISBON CENTER FOR RESPONSIBLE BUSINESS & LEADERSHIP

Author: Patrícia Beltrão

Sources:
Country GDP source (pulled 03/2023): https://data.worldbank.org/indicator/NY.GDP.MKTP.CD?view=chart
Country revenue (% of GDP) source (pulled 03/2023): https://data.worldbank.org/indicator/GC.REV.XGRT.GD.ZS?view=chart
Company value source (pulled 03/2023): Fortune Global 500 List 2024

3.3 Outreach activities

Portuguese Water Management Pact

PACTO PARA GESTÃO DA ÁGUA

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

In this context, the CRBL has organized, coordinated, and promoted various activities to disseminate its message and showcase the best practices of its members.

On May 21, Mafalda Sarmento, Coordinator of the Pact, Researcher and Consultant at CRBL, presented the study *"The Economic Value of Water in Portugal"* at the 4th Portugal Nuts Congress — the annual event for the nut sector, held in Beja.

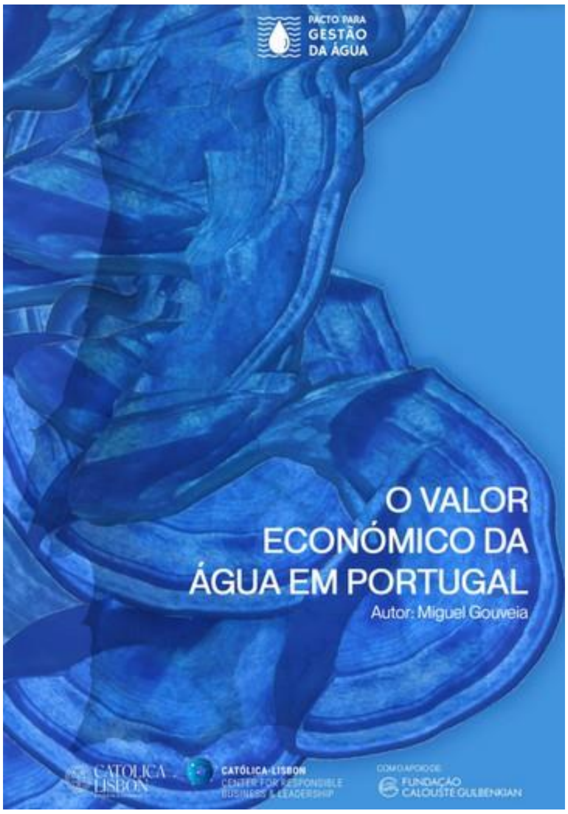
The study "The Economic Value of Water in Portugal," was led by Professor Miguel Gouveia.

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.

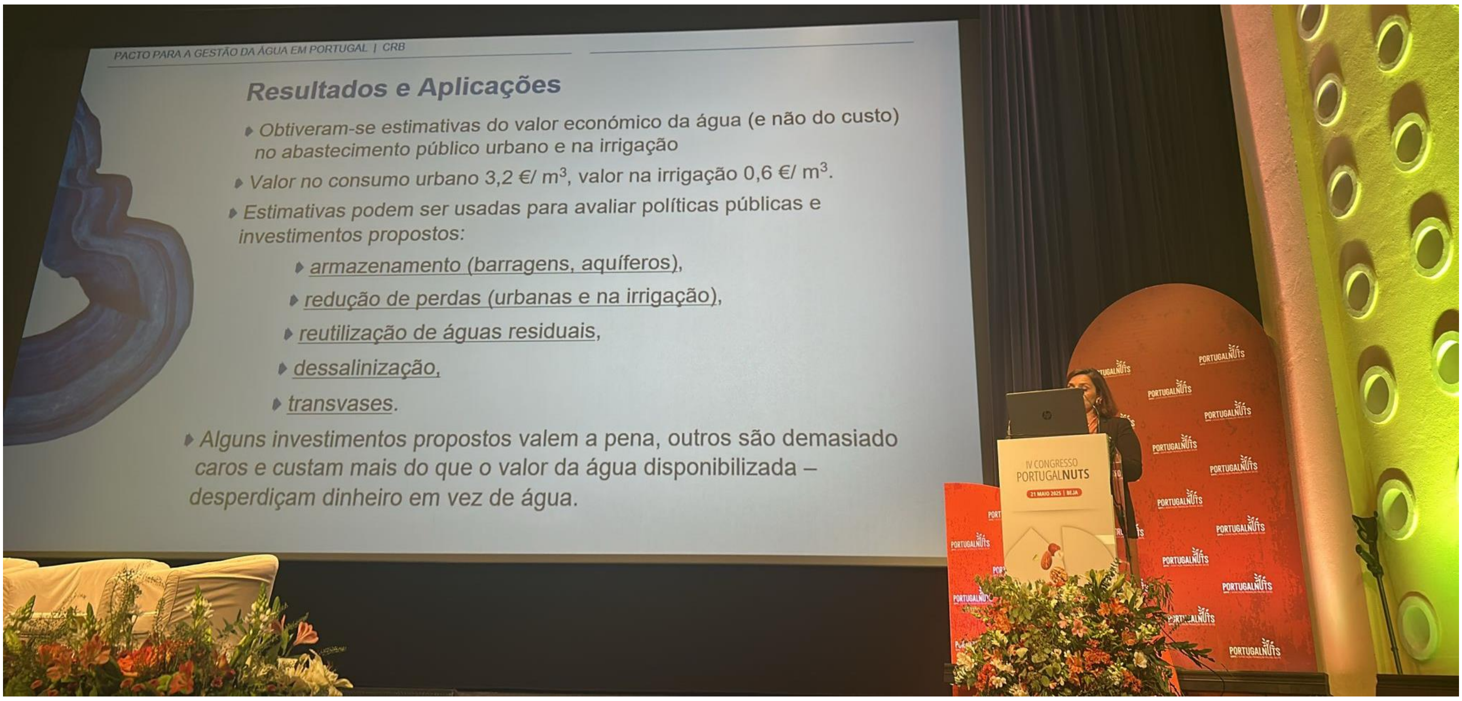
Supported by the Calouste Gulbenkian Foundation, The Economic Value of Water in Portugal seeks to build an integrated and collaborative strategy between different entities in the search for sustainable solutions for water management.

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 officialy launch in June 2024, in an event at the Calouste Gulbenkian Foundation.



Building on this research, in **2025**, the **Portuguese Water Management Pact** produced an **independent evaluation of the national water strategy "Água que Une"**, using the study's economic analysis as a baseline reference. This assessment critically examined the strategic alignment, ambition, and feasibility of the government's approach to water policy, highlighting gaps and opportunities for action in light of Portugal's water-related vulnerabilities.



The findings from both the study and the independent evaluation were presented in several public forums. On **May 21, 2025**, **Mafalda Sarmento**, Coordinator of the Pact and Researcher at the Center for Responsible Business and Leadership (CRB-Lisbon), presented the study at the **4th Portugal Nuts Congress**, the main annual gathering of the Portuguese nut sector, held in Beja. Subsequently, **Professor Miguel Gouveia** and **Mafalda Sarmento** jointly presented the study and the Pact's evaluation to the **Portuguese Parliament**, during a session of the **Working Group on Water**.

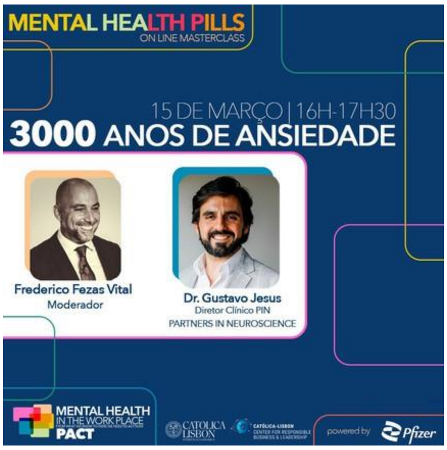
Mental Health in the Workplace Pact

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.



Both the **Water Management Pact** and the **Workplace Mental Health Pact** were originally conceived and launched within the **Center for Responsible Business and Leadership (CRB-Lisbon)** at CATÓLICA-LISBON. Over the past years, the CRB played a pivotal role as the driving force and catalyst behind these multi-stakeholder initiatives, fostering strategic dialogue, partnerships, and action in response to some of the most pressing sustainability challenges in Portugal.
As of 2025, both Pacts have transitioned to the newly established **Sustainability Office** of CATÓLICA-LISBON, a transversal structure designed to integrate sustainability more broadly across the School's governance, operations, research, and community engagement. This evolution reflects the growing institutional commitment to embedding sustainability across all dimensions of the School, enabling the Pacts to become even more cross-cutting and impactful within the broader academic and

societal ecosystem.

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 CRBL, eager to create impact wherever they are through a Responsible and Purpose Driven attitude.

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

Atualizar imagens

Strategic Partnerships

Following the previous years' path, the CRBL has continued to maintain and establish 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

3rd Year Results: Paths and Perspectives – November 13, 2024

On **13 November 2025**, the third edition of the *Annual Report of the Observatory of the SDGs in Portuguese Companies* was officially launched and presented at a public event. The session featured the presentation of the report's main findings, followed by a dynamic debate on the key insights emerging from the study.

The event was attended by distinguished guest speakers — Isabel Capeloa Gil, Mariana Ribeiro Ferreira, Tiago Carrilho, Cláudia Coelho, Nuno Gonçalves, Júlia Seixas and António Baldaque da Silva. They all made valuable contributions and thought-provoking reflections.

We also wish to express our deep appreciation to all the companies that have been part of this study since its launch in 2021. Your continued collaboration motivates our team to keep generating knowledge and developing practical tools that help companies move forward in the implementation of the SDG Agenda.

The full report is available online. *(inserir link)*

Unpacking the UN Pact for the Future

On November 22, 2024, Universidade Católica Portuguesa hosted the event "Unpacking the UN Pact for the Future – What does it mean for a responsible agenda?", in collaboration with SDSN Portugal. The session featured a keynote address by Professor Jeffrey Sachs, Chair of the UN Sustainable Development Solutions Network (SDSN) and Director of the Center for Sustainable Development at Columbia University, focusing on the future of multilateralism in the context of the UN Pact for the Future.

The event also marked the one-year anniversary of SDSN Portugal, with opening remarks from Professor Júlia Seixas (Chair of SDSN Portugal) and Eng. Maria João Rauch (Manager at CEiiA). Contributions from young Portuguese participants in the UN Summit of the Future were presented by André Cardoso, President of the Portuguese Youth Council, and Mariana Gomes, founder of the NGO Último Recurso. A closing debate, moderated by journalist Aline Flor (Público), and remarks by Dr. Paulo Marcelo, State Secretary for the Presidency of the Council of Ministers, concluded the session.

The event gathered academics, policymakers, youth representatives and civil society actors to discuss the role of Portugal in shaping a responsible and forward-looking global agenda.

SDGs in Action: Shaping the Future Together

On June 5th, the Observatory team offered a 120-minute online session exclusively for companies that are part of the Observatory. The session gathered 50 participants. At a time when global challenges call for concrete and systemic responses, this session brought together Observatory member companies to share knowledge and build a common narrative around the role of the business sector in achieving the 2030 Agenda. It was a moment of interaction, focused on exploring the latest sustainability and SDG-related challenges and trends in today's uncertain context — creating space for dialogue and the exchange of practical experiences. The session also served as a collaborative opportunity to collect data, contributing to a more robust picture of corporate sustainability in Portugal and informing future priorities and decision-making.

Mental Health

xxxxx.

What Comes After 2030? Thinking about the Future of the SDGs

As 2030 draws closer, the global community has entered a pivotal moment. With less than five years remaining to achieve the Sustainable Development Goals (SDGs), questions about the future of the Agenda 2030 have become increasingly urgent.

To foster critical reflection on the legacy of the Agenda, the persistent challenges, and the priorities for the next phase of sustainable development, the Center for Responsible Business & Leadership at CATÓLICA-LISBON, in partnership with the Sustainable Development Solutions Network Portugal, launched a series of three world-class webinars.

This initiative marked the beginning of a broader effort to explore these pressing issues in depth and stimulate meaningful dialogue on the future of the Sustainable Development Agenda.

The first session took place on July 10 and brought together business leaders, policymakers, and academics to reflect on what comes after 2030—particularly in light of the fact that 80% of the SDG targets remain off track. The session concluded with a 45-minute open discussion with the audience, encouraging active participation and a dynamic exchange of ideas on the way forward for sustainable development.

Evento SDSN 10/07

Xxx

CRBL Presence in Key External Events

Events with the presence of Filipa Pires de Almeida:

Discussion on "SMEs on the Path to Sustainability"

Filipa Pires de Almeida, Executive Director of CRBL, took part in a panel during a session co-organized by APEE and IAPMEI, focused on the topic *"SMEs on the Path to Sustainability"*.

7th Edition of 'BORA Mulheres'

Coca-Cola Europacific Partners and Impact Hub Lisbon launched the 7th edition of 'BORA Mulheres', a free online training program designed to strengthen female entrepreneurship in Portugal.

The initiative kicked off with a bootcamp held on March 14 and 15, 2025.
Under the theme *"Entrepreneurship in Network: From Idea to Implementation"*, this edition focused on the power of partnerships and interactivity, featuring a panel of inspiring women and subject-matter experts who shared valuable insights and experiences.

CRBL was represented by its Executive Director, Filipa Pires de Almeida, who was one of the guest speakers, addressing the topic of Sustainable Business Models.

Green ESG Awards

BCSD Portugal, in partnership with Forbes Portugal, presented awards to recognize companies, initiatives, and leaders with a strong and effective commitment to ESG best practices.

With 10 award categories, the initiative featured a distinguished panel of judges, including Filipa Pires de Almeida, Executive Director of the CRBL.

AESE Business School: about ESG and Social Sector

Filipa Pires de Almeida, Executive Director of the CRBL, addressed the topic 'ESG: What Are We Really Talking About?', clarifying the key concepts and laying the groundwork for a debate with a common understanding among participants.

1st ESG Congress

On May 22, the 1st ESG Congress of Almedina Academy brought together leading experts in corporate sustainability to reflect on recent national and European developments in the field.

Key topics under discussion included the legislative changes introduced by the Omnibus package, the Corporate Sustainability Reporting Directive and Standards (CSRD/ESRS), the EU Taxonomy Regulation, the Corporate Sustainability Due Diligence Directive (CSDDD), the ESG Ratings Regulation, and the upcoming EU Regulation on Forced Labor, among other current ESG-related issues.
The presentations were organized into six thematic panels: i) General Topics; ii) Sustainability Reporting Duties (CSRD/ESRS); iii) Sustainable Governance; iv) Sustainable Finance; v) Due Diligence Obligations (CSDDD); and vi) ESG Liability and Litigation.

Angela Lucas, Advisor at CRBL, spoke on climate-related disclosures in the panel on Sustainability Reporting Duties (CSRD/ESRS), and Filipa Pires de Almeida, CRBL Director, served as Chair of the panel on Due Diligence Obligations (CSDDD).

Estoril Political Forum 2025 - The Future of Democracy in the Age of Artificial Intelligence

On June 5th, Filipa Pires de Almeida, Executive Director of the CRBL, participated as a discussant in the panel *"Competitiveness, Innovation, and Industrial Policy: Europe Facing New International Challenges"*, held as part of the *Estoril Political Forum 2025 – The Future of Democracy in the Age of Artificial Intelligence*. The panel was hosted by André Azevedo Alves (Vice-Director, IEP-Católica, Lisbon) and chaired by Miguel Morgado (IEP-Católica, Lisbon), with Vítor Bento (President of the Portuguese Banking Association; UCP) as the main speaker and Luís Leal de Faria (IEP-Católica, Lisbon) also joining as a discussant.

We@CATÓLICA-LISBON

We@Católica-Lisbon is a free, mandatory registration program from CATÓLICA-LISBON that aims to support and promote female entrepreneurship. This program is aimed at all women who have launched or are thinking about launching their own business and aims to combat economic inequality between genders and provide women entrepreneurs with the necessary tools for their professional success and the success of their businesses.

The June 6, 2025 edition at CATÓLICA-LISBON was attended by the Director of CRBL, Filipa Pires de Almeida.

SDGs at the CEMS Global Citizenship Seminar

CRBL was represented by Natália Cantarino, Operations Manager, who took part in a seminar for the Kolegium Gospodarki Światowej.

Sustainability – From Concept to Practice

AESE (formação para o Grupo ETE)

Events with the presence of Natália Cantarino:

Siemens Tech Day

Natália Cantarino, Operations Manager at CRBL, shared key insights at Siemens Tech

Day about CRBL's work in recent years. Her presentation highlighted how the Center has been actively collaborating with companies and students to better understand how to leverage sustainability practices and integrate them into business and educational contexts.

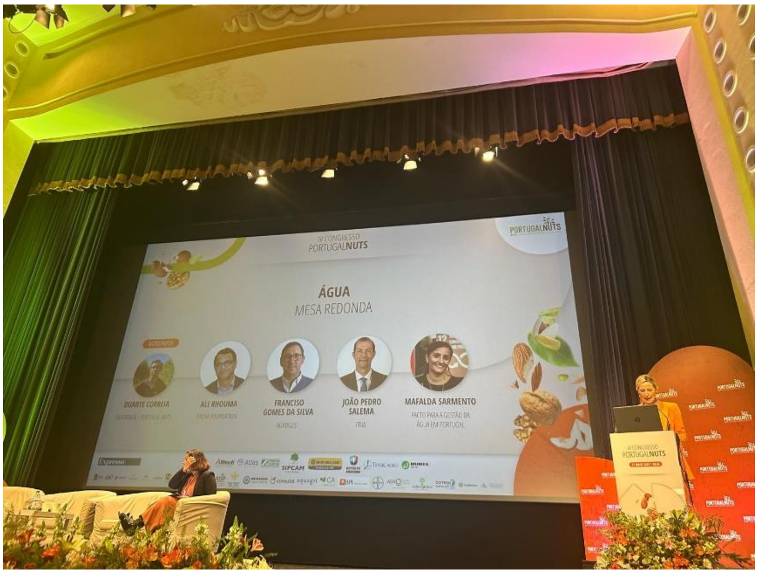
Events with the presence of Mafalda Sarmento:

Corporate Sustainability: Is the Future Circular?

On Sustainability Day 2025, during the same week as the Summit of the Future in New York, Mafalda Sarmento, researcher and consultant at CRBL, participated, at the invitation of Público and REN, in the final session of the *"Encontros Com Futuro"* series.

IV Portugal Nuts Congress

On May 21, Mafalda Sarmento, Researcher and Consultant at CRBL, presented the study *"The Economic Value of Water in Portugal"* at the 4th Portugal Nuts Congress — the annual event for the nut sector, held in Beja.



Lisbon Sustainability Week

Acrescentar texto

Events with the presence of Angela Lucas:

“Floresta é Sustentabilidade” Award

On April 11, Angela Lucas participated in the “Floresta é Sustentabilidade” Award, joining the panel “Sustainability: a strategic asset in a changing world.” The award is an initiative by Biond – Forest Fibers from Portugal, in partnership with Correio da Manhã and Jornal de Negócios.

“Empresas com Visão: liderar a mudança”

On May 14, Angela Lucas, Advisor at the CRBL, took part in the annual conference of BCSD Portugal – “Empresas com Visão: liderar a mudança” – held at Casa da Música in Porto, where she served as moderator of the sectoral panel on “Finance and Insurance.”

Lisbon Sustainability Week

On June 17th, during the Lisbon Sustainability Week — an event promoted by the Center for Sustainable Finance — Angela Lucas had the honor of interviewing the keynote speaker, Sandrine Dixson-Declève. Sandrine currently serves as Honorary President and Global Ambassador of the Club of Rome, Executive Chair of Earth for All, and Co-Chair and Co-Founder of the System Transformation Hub.

On June 18th, Angela Lucas served as the host of the conference session *Sustainability Policy and Finance*, held as part of the Lisbon Sustainability Week.


lisbon
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week
Sustainability
Policy & Finance
Conference Session
18 jun - 14:00 - 17:00
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week

3.5 Sharing knowledge

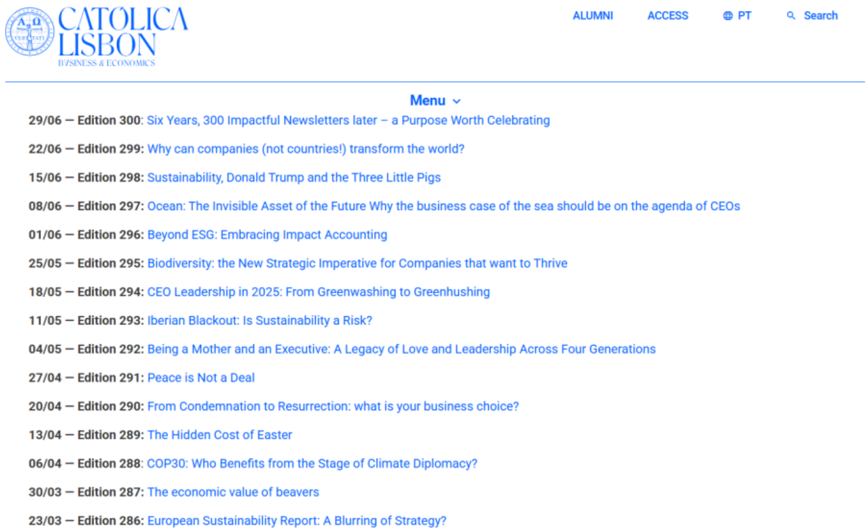
Communication Strategy

Have a Great and Impactful Week is our weekly newsletter, which has recently reached edition number 300!

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.

HAGIW 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, 2 000 readers per week.



CATÓLICA LISBON BUSINESS & ECONOMICS

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Menu

29/06 – Edition 300: Six Years, 300 Impactful Newsletters later – a Purpose Worth Celebrating
22/06 – Edition 299: Why can companies (not countries!) transform the world?
15/06 – Edition 298: Sustainability, Donald Trump and the Three Little Pigs
08/06 – Edition 297: Ocean: The Invisible Asset of the Future Why the business case of the sea should be on the agenda of CEOs
01/06 – Edition 296: Beyond ESG: Embracing Impact Accounting
25/05 – Edition 295: Biodiversity: the New Strategic Imperative for Companies that want to Thrive
18/05 – Edition 294: CEO Leadership in 2025: From Greenwashing to Greenhushing
11/05 – Edition 293: Iberian Blackout: Is Sustainability a Risk?
04/05 – Edition 292: Being a Mother and an Executive: A Legacy of Love and Leadership Across Four Generations
27/04 – Edition 291: Peace is Not a Deal
20/04 – Edition 290: From Condemnation to Resurrection: what is your business choice?
13/04 – Edition 289: The Hidden Cost of Easter
06/04 – Edition 288: COP30: Who Benefits from the Stage of Climate Diplomacy?
30/03 – Edition 287: The economic value of beavers
23/03 – Edition 286: European Sustainability Report: A Blurring of Strategy?

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Is sustainability, as imposed by European regulations, an advantage or a distraction from corporate strategy❓ ...mais

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11 • 1 comentário

Communication Strategy

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

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

Communication Strategy

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

Incluir mais imagens dos artigos no Jornal de Negócios, Observador, VER, De fora a fora

Início Ao Minuto Premium Cotações Economia Empresas Mercados O Poder de Fazer Acontecer Opinião Weekend Empresite ASSINE 3 MESES/3€

Filipe Santos - Dean da Católica Lisbon School of Business & Economics | Filipa Pires de Almeida - Executive Director – Center for Responsible Business and Leadership

11 de Janeiro de 2025 às 15:21

DEANS' CORNER • FILIPE SANTOS

2025: a sustentabilidade definirá o sucesso empresarial

Num mundo ameaçado pelas consequências das mudanças climáticas e pelo aumento das desigualdades, a sustentabilidade é fundamental para a prosperidade, não apenas das empresas e nações, mas também da Humanidade.

Dar destaque para este artigo – entretanto, quais dados temos para dar destaque a ele?

Renascença ÚLTIMAS VÍDEOS V+ OUVIR AS TRÊS DA MANHÃ

DIRETO INFORMAÇÃO NO AR Rádios Online

OPINIÃO CATÓLICA-LISBON

Aumenta o alinhamento estratégico das empresas portuguesas com os ODS

11 nov, 2024 • Natália Cantarino

OPINIÃO DE NATÁLIA CANTARINO

A+ / A-

O Observatório dos Objetivos de Desenvolvimento Sustentável (ODS) nas empresas portuguesas é um projeto de investigação da Católica Lisbon School of Business & Economics apoiado e financiamento pelo Banco BPI e pela Fundação "la Caixa". Este projeto visa monitorizar e acelerar a implementação da Agenda 2030 em Portugal, promovendo a adoção dos ODS pelas empresas portuguesas, de forma a fortalecer a sua capacidade, eficiência e contribuição para os objetivos

Gestão Tema ODS

ODS: Estamos Realmente a Caminho?

No cenário global, conforme o Sustainable Development Report 2024, apenas 16% das metas dos ODS se encontram no caminho para serem cumpridas até 2030

Por **Mafalda Sarmento** - Out 24, 2024 0

A integração dos Objetivos de Desenvolvimento Sustentável (ODS) nas estratégias empresariais tem mostrado uma abordagem eficaz para alinhar práticas corporativas com as necessidades globais de sustentabilidade, criando valor a longo prazo para as empresas e os seus stakeholders e shareholders. No entanto, os dados globais e nacionais mostram que, apesar de alguns avanços, há ainda um caminho longo e desafiador a ser percorrido

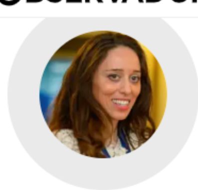
POR MAFALDA SARMENTO

Empresas portuguesas alinhadas com objetivos de desenvolvimento sustentável

As grandes empresas em Portugal demonstram uma "adoção crescente" da agenda dos Objetivos de Desenvolvimento Sustentável (ODS), registando-se ainda um "envolvimento progressivo" das pequenas e médias empresas (PME), segundo um relatório divulgado hoje pela Católica-Lisbon Business & Economics.

Communication Strategy

OBSERVADOR Assin



Filipa Pires de Almeida Ativar alertas

Executive Director – Center for Responsible Business and Leadership

Reporte Europeu de Sustentabilidade: um desfoque da estratégia?

Esta é a reflexão a ter: estará a minha empresa a abordar a sustentabilidade como uma obrigação ou como uma potencial vantagem de mercado, com impacto positivo no mundo?

4. Our Team

Our team *(1.incluir João, Filipa Lancastre e Andrea; 2. trocar a foto anterior da equipa para uma mais recente)*

Filipe Santos
Academic Director

Filipa Pires de Almeida
Executive Director

Angela Lucas
Advisor

Adriana Zani
Researcher

Mafalda Sarmento
Researcher
& Project Developer

Natália Cantarino
Operations Manager
& Researcher

Nuno Neto
Executive in Residence

Patrícia Beltrão
Researcher

Sofia Conde
Researcher

Our Advisory Board

Filipe Santos – *Dean of CATÓLICA-LISBON*

Nuno Moreira da Cruz - *CATÓLICA-LISBON*

João Cotter Salvado - CATÓLICA-LISBON

Silvia Barata – BP

Helena Tomázio – BP

José Pena do Amaral – Fundação la caixa

Ana Feijó – Fundação la caixa

José Melo Bandeira – Veolia

João Pedro Tavares – ACEGE

Nuno Gonçalves – IAPMEI

Cláudia Coelho – PwC

Rita Nabeiro – BCSD

Isabel Barros ou Mariana Ribeiro Ferreira – GRACE

Luis Laginha de Sousa – CMVM

Margarida Couto

João Meneses

Our Sounding Board

Pedro Neves – Global Solutions

Sofia Fernandes – Evolution

Mario Parra da Silva – UN Global Compact

Paulo Câmara - UCP

5. Final Message

A message from our Dean

xxxxx

Filipe Santos
Academic Diretor
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

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