

# Impact and Sustainability Report

September 2019  
to August 2022



CATOLICA  
LISBON  
BY BUSINESS & ECONOMICS

Achieve  
greatness



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September 2019  
to August 2022

CATÓLICA  
LISBON  
BUSINESS & ECONOMICS

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# 1.

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MESSAGE FROM  
THE DEAN

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## " It is a great pleasure to publish the impact and sustainability report of CATÓLICA-LISBON for the period of 2019-2022 "

This was a challenging period for the world economy and our society with a global pandemic, the in Europe, a growing climate crisis and the rise of global inflation.

For CATÓLICA-LISBON this period marks a growing commitment to sustainability and the pursuit of a research and education agenda increasingly aligned with the sustainable development goals.

In the period of 2019-2021 our moto was *We Stand United* and we developed a strong sense of community around knowledge and learning with an unprecedented level of community outreach that reached more than one hundred thousand people with relevant knowledge and actionable learning.

In the period of September 2021 onwards we adopted the moto *Achieve Greatness* as a call to action to all members of our community - faculty, staff, students and alumni, to surpass ourselves by achieving greatness in the impact that each one of us and our School is able to create for Society.

This was a strong calling, in particular for the year 2022 during which we celebrate our 50th anniversary. As a world-class business

and economics School in the top of the FT rankings for many of our programs, we believe we have a strong responsibility, not only in producing science-based knowledge and inspirational learning that impacts society, but also in being a convener of partnerships for impact, aligned with SDG 17, mobilizing companies and leaders to address some of the more important and neglected sustainability challenges that our society confronts.

We have always been a School focused on strong values and ethical leadership. Now, as this report describes, we are positioning as a hub for global talent, with a strong commitment to responsible leadership and sustainability, aligned with the principles and goals of the UN Global Compact and the PRME.

Enjoy the report and let's Achieve Greatness together by generating shared prosperity for all.



**FILIPE SANTOS**  
*Dean*



# 2.

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INTRODUCTION

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CATÓLICA-LISBON is excited to publish its Impact and Sustainability Report in the year we celebrate 50 years of history, having pioneered management higher education in Portugal since 1972.

THIS REPORT COVERS THE ACADEMIC YEARS OF 2019/2020, 2020/2021 AND 2021/2022.

Affirming CATÓLICA-LISBON's Leadership as a SCHOOL FOR IMPACT for its students and society at large, the school uses the universal language of the Sustainable Development Goals (SDGs) to report all its activities. Therefore, CATÓLICA-LISBON announces in a clear and objective way its contribution to the Global Agenda for Sustainable Development.

This report was developed by the Center for Responsible Business & Leadership team, in close coordination with the Dean's Office of the School and the Rectory of Universidade Católica Portuguesa. A deep analysis was conducted to map all of CATÓLICA-LISBON's initiatives, academic offers, events and activities for and with Students, Alumni, Staff and Faculty, as well as research initiatives and projects with direct societal impact.

CATÓLICA-LISBON's activities are organised into 6 main areas:



#### LEADERS OF TOMORROW

Initiatives aimed to impact the personal and professional development of our students.



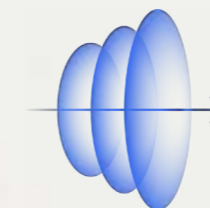
#### LEADERS OF TODAY

Initiatives dedicated to our executive education participants, managers and alumni.



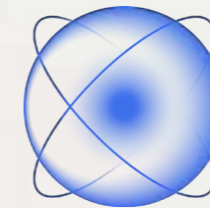
#### KNOWLEDGE CREATION

Scientific research, as well as applied research and consulting projects developed by the School faculty.



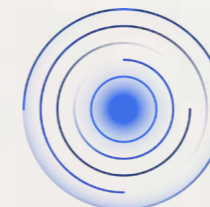
#### KNOWLEDGE DISSEMINATION

Initiatives of knowledge communication and dissemination, including conferences, events, and summits.



#### INSIDE CATÓLICA

Initiatives involving staff and faculty, to create a stronger culture and sense of community.



#### COMMUNITY OUTREACH

Initiatives aiming to impact society as a key stakeholder.

Our activities were thoroughly analysed and mapped according to the SDGs and the targets they are contributing to.

For Undergraduate, Masters, and Executive Education academic offers, we analyzed the contribution of every course to SDG targets, as explained in the respective sections of the Report.

## This Report includes 6 main sections:

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**SECTION 3** CATÓLICA-LISBON in numbers” presents a brief profile of the School and relevant numbers as of December, 2022.

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**SECTION 4** Then, "CATÓLICA-LISBON: Who We Are" presents the School and its positioning and institutional achievements.

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**SECTION 5** “Why a Sustainable Agenda in CATÓLICA-LISBON” aims to explain CATÓLICA-LISBON's position in a changing global context, and explains the growing focus on impact.

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**SECTION 6** Shows CATÓLICA-LISBON's alignment with the UN Global Compact 10 principles and the PRME principles.

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**SECTION 7** Presents CATÓLICA-LISBON's initiatives and activities, divided according to the school's 6 main areas of intervention, as described above.

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**SECTION 8** Elucidates CATÓLICA-LISBON's main ambition towards the future, including a highlight of the School commitments for 2025 and 2030.







3.

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CATÓLICA  
LISBON  
IN NUMBERS

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## A TOP EUROPEAN BUSINESS SCHOOL

1st Portuguese School  
Accredited With The  
Triple Crown

28th Best Masters  
In Management  
In The World

27th Top Business  
School In Europe

Top 19 Customized  
Executive Education  
In The World And  
Best In Portugal

50 Years  
Of Academic Excellence

Top 100 Executive  
MBA In The World

1st Undergraduate  
Program In Business  
In Portugal In 1972

17th Best Master  
In Finance In  
The World

# 50.000

Alumni Worldwide, Including Executive Education

# 40%

International Full-Time Faculty

# 70

Different student nationalities  
on campus

# 75%

International students in our  
master classes

# 147

University partnerships  
around the world

# 100%

Master students' employability  
in 6 months

# 99%

Undergraduate students employability  
in 6 months



# 4.

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CATÓLICA-LISBON  
WHO WE ARE

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## CATÓLICA LISBON SCHOOL OF BUSINESS & ECONOMICS

This is CATÓLICA-LISBON: a European top 30 Business school and the Portuguese reference school in management research and teaching. Católica Lisbon School of Business & Economics is one of the most preeminent business and economics Schools in Europe, ranked 27th in The Financial Times Top European Business Schools ranking.



The first undergraduate program in management at CATÓLICA-LISBON was established in 1972, two years before the Carnation Revolution. Since that time, we've known that our mission would be to be part of a unique community of integral human beings, excellent professionals, and active citizens who above all want and can change the world.

CATÓLICA-LISBON was the first Portuguese School to be ranked amongst the top European Business Schools according to the Financial Times. These prestigious rankings represent the international recognition of our programs' academic excellence, ensuring that our students meet the most demanding international standards.

In 50 years of existence, we have built from the ground-up the top Portuguese business school and became an international reference. We couldn't be prouder of the path that we all have walked.

We have achieved this position by combining important factors, such as: world-class international students and faculty, strong and diverse academic programs in the world's top 30, Innovative learning initiatives, and unique partnerships with prestigious international Schools. We also have a close relationship with the business world, with an executive education offering in the top 25 in the world. At CATÓLICA-LISBON, we are committed to quality and impact in everything we do. We generate original, world-class research and use it to have a strong impact on society by providing practical guidance to managers and decision makers. This intellectual leadership is the basis for shaping outstanding professionals, and establishing a differentiating learning environment, capable of responding to the educational needs that arise during the professional career of our students. Together we're stronger and make the world a better place. We pride ourselves on the caliber of our students: from their strong intellectual abilities to their constant initiative and entrepreneurial spirit. We are also inspired by the success of our alumni who hold leadership positions in some of the most prestigious and dynamic national and international companies. Our achievements also result from our strong and cohesive academic community, guided by the rigor, ethics and integrity that have always differentiated our teaching and research. We are proud to be CATÓLICA-LISBON!

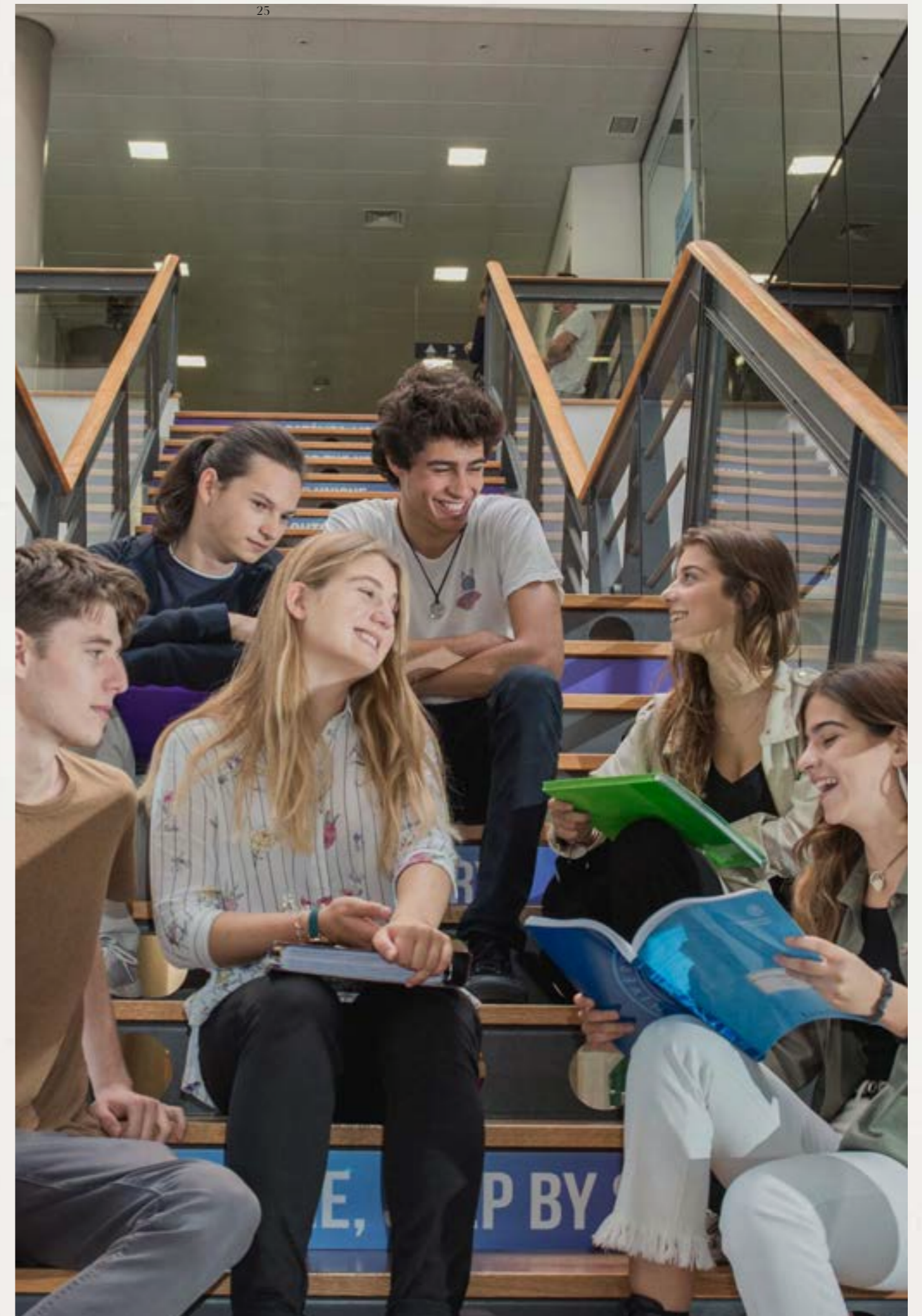
During the next decade, CATÓLICA-LISBON aims to be recognized as a tier 1 European Business School, at the top of the FT Rankings, with a strong commitment to cutting-edge knowledge, exceptional talent, and societal impact.

CATÓLICA-LISBON was the first Portuguese School to be amongst the elite group of schools holding the coveted Triple Crown status and we want to continue with this proud journey. Only 1% of Business Schools worldwide are accredited by the three most prestigious management education accreditation agencies – Association to Advance Collegiate Schools of Business (AACSB), European Foundation for Management Development (EFMD), Association for MBA's (AMBA)

The three accreditations certify that CATÓLICA-LISBON programs are of the highest quality and in line with the most stringent international standards. The Triple Crown status also enhances CATÓLICA-LISBON's capacity to attract and retain some of the brightest minds and most coveted global partners, and ensures it plays a relevant role in defining the international corporate agenda.

CATÓLICA-LISBON is also the only CFA® Program Partner in Portugal. This notable achievement reflects our strong reputation in teaching and research. The CFA® Institute uses the CFA® University Affiliation Program designation to recognize Finance degree programs that are academically rigorous and closely aligned to professional practice.

Our responsibility is to continue this journey to Greatness, by developing knowledge and talent for a more prosperous world.



CATÓLICA-LISBON has 50 full-time faculty plus 20 other researchers working in 8 research centres, initiatives and chairs, working alongside 150 adjunct and visiting faculty.

CATÓLICA-LISBON is committed to serve its students, executives, faculty, staff and community, knowing that the presence of knowledge and excellence in everything CATÓLICA-LISBON does is its best contribution to the world.

The school is a catalyst for new initiatives and a promoter of partnerships for positive social impact, aligned with the UN's sustainable development agenda.

## VISION

A purpose-driven community that creates rigorous knowledge in business and economics and nurtures talent that transforms the world.

## MISSION

Through a deep and engaging learning experience and a strong focus on innovation and human-centered knowledge creation, we educate and empower leaders who make a difference by positively impacting business & society.

## VALUES

Our Values are our Voice to the World – the inspiration and foundation of our work and how we express ourselves to contribute to society:

- V — **VIRTUE:** we act with integrity, with the collective interest always in our mind, upholding an humanistic view inspired by Christian values.
- O — **OPEN-MINDEDNESS:** we value independence as a School, autonomy for our faculty, promote a culture of critical thinking and leverage curiosity as a guide to our knowledge creation process.
- I — **INNOVATION:** we are ambitious in the impact we want to achieve and pioneers leading the change in our field.
- C — **COMMUNITY:** we promote collaboration and peer support to better serve society, while dedicating personalized attention to our members to promote their well-being, building a life-long community.
- E — **EXCELLENCE:** we nurture a culture of quality, recognizing merit and giving opportunity for everyone to excel.

## RANKINGS AND ACCREDITATIONS

In 2008 CATÓLICA-LISBON became the first Portuguese Business School to be a member of the elite group of schools holding the coveted Triple Crown status.

This exceptional achievement means that CATÓLICA-LISBON is among the top 1% of Business Schools worldwide to be accredited by the three most prestigious management education accreditation agencies:



CATÓLICA-LISBON is a worldwide recognized Business School with outstanding results in the Financial Times Global Rankings, being annually distinguished as one of the best European Business Schools. A recognition confirmed since 2007 by the Financial Times.

## Ranked #27 In European Business School Rankings 2022

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## Ranked #17 In Masters In Finance Worldwide 2022 And #15 In Europe

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## Ranked #28 In Masters In Management 2022

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## Ranked #19 Worldwide In Executive Education Custom Programs 2022

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## Ranked #25 Worldwide In Executive Education 2022

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## Ranked #40 Best Executive MBA in Europe (The Lisbon MBA International 2021)

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The trust of the corporate employers in CATÓLICA- LISBON's graduates is a mark of high honour. This is evidenced in unique employability levels – 95% of the master students placed in the national and international employment markets in less than 3 months, as well as the world-class levels of international career progression within 3 years, which makes the School a strong contributor to the success of its graduates.

CATÓLICA-LISBON is also the most international school in Portugal in terms of diversity of faculty and students.



Times Higher Education: THE recognizes the Universidade Católica Portuguesa (UCP) as the #1 University in Portugal, and CATÓLICA-LISBON as a top business school in Europe for the third consecutive year.

## COVID-19: WE STAND UNITED!



The difficult times raised by the pandemic, from 2019 to 2021, signalled the urgency of bringing the CATÓLICA-LISBON community even closer together.

CATÓLICA-LISBON prepared a set of free online initiatives, the Knowledge Digital Conferences, aiming to provide the best tools for the students and professionals so they could better understand some of the challenges society was facing.

“WE STAND UNITED” was the motto to bring alumni and the school’s community together, on a weekly basis, in a virtual context, to learn and share concerns, experiences, and best practices under the CATÓLICA-LISBON community spirit.

Moreover, Católica Lisbon School Business & Economics has received the COVID SAFE certification by APCER, and the COVID OUT certification by ISQ. The double certification validated the safety and hygiene measures adopted by the Universidade Católica Portuguesa and CATÓLICA-LISBON to prevent the risk of contagion at Covid-19.

In addition to health certifications, CATÓLICA-LISBON adopted online and hybrid teaching, where the presence of students on campus was done alternately. To guarantee quality conditions for the new education system, CATÓLICA-LISBON also equipped all classrooms with high-quality cameras and microphones.







5.

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WHY A  
SUSTAINABILITY  
AGENDA AT  
CATÓLICA-LISBON?

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## WHY A SUSTAINABILITY AGENDA AT CATÓLICA-LISBON?

### A Need And A Trend

The world is under an unprecedented and systemic environmental, social and economic crisis. We live in times of extreme VUCA (volatility, uncertainty, complexity and ambiguity), so the solutions we need to develop to address our common challenges demand collective action and active cross-sector collaborations. As a Business School, with a community of students, future managers, scholars, and executives, CATÓLICA-LISBON knows that its role is to advance an agenda of rigorous knowledge and strong action where the private initiative of companies and citizens is leveraged

and becomes the engine of positive change in society. An agenda capable of making businesses role models on how to create value for diverse stakeholders and society. The Sustainable Development Goals (SDGs) are the most powerful, global and transformational agenda the world has ever seen to put this ambition into practice. As a Business School that aims to research and educate for the good of society, CATÓLICA-LISBON believes this is a strong framework to guide its actions and its stakeholders into a future where the School wants to contribute, promoting prosperity and fulfilling humankind's aspirations.

## SUSTAINABLE DEVELOPMENT GOALS



## A Changing Business Environment

The last decades of the 20th century were influenced by the belief that the role of businesses was to make profits, in order to serve the shareholders' interest.

This line of thought was deeply influenced by Milton Friedman's vision that the only social responsibility of companies is to increase their profits" (Friedman, 1970). While not totally wrong, this vision brought companies towards a short-term orientation and a narrow-sighted vision of their contribution to society, which often prevented not only their long-term performance but also societal value creation.

After four decades of shareholder orientation, society is realizing that this focus on short-term profits and shareholder value needs to change. The world is experiencing social inequality, environmental degradation and distortion of the role of business in society. Corporations may be partly to blame but corporations are also a key part of the solution.

Considering these new trends, business practitioners and scholars already understand that we need a new model to bring a renovated capitalist system to the centre of value creation, for business and society alike. This way, we need new business models that integrate social, economic and environmental value creation and that bring this holistic view of sustainability to the core of companies' strategies.

*If business wants to prosper in the future, their only possible strategy is to align with societal prosperity. CATÓLICA-LISBON finds no better framework to align companies' purpose with global societal positive ambitions than the SDGs.*

SDG's seem to be the best agenda to bring companies, government and civil society into the same table to work together for what the world needs to accomplish. They trigger the governance, systemic and strategic dimensions needed in a post-COVID world to bring the prosperity and well-being that we all need as a society.

Companies, be they small or big, can strategically contribute to a better world if they orient their core business decisions with the lens of the sustainable agenda because they join the efforts governments, multinationals and civil society are also undertaking. By bringing all the players together, the SDGs are the tipping point for the systemic transformation the 21st century needs. They can also show companies the way ahead and the trends that will support the development of strong strategies and sustained competitive advantages. More than shared value creation, SDGs bring exponential value

creation, because the sum of the parts is indeed much bigger than its apparent arithmetic result.

*As a Top Business School, CATÓLICA-LISBON needs to lead the way. It needs to bring sustainability and impact to the centre of all activities it develops.*

## Positioning And Commitment

CATÓLICA-LISBON is committed to an agenda in alignment with the Sustainable Development Goals. It wants to inspire its students, alumni, partners, employees and the community to be positive agents of change through leveraging the positive power of business for society.

The School wants to bring this impact to everything it does:

**EDUCATION** – Incorporating the sustainable development agenda in the curriculum for Undergraduate, Masters and Executive education students and participants. This way, building the foundations to forge the leaders of today and nurture the leaders of tomorrow as responsible managers guided by strong values at the service of society.

### RESEARCH AND KNOWLEDGE

**DEVELOPMENT** – By aligning the School's world-class research community and new

project development with some of the world's most important challenges. The United Nations alerts us that the world is not on track to achieve any of its targets by 2030. This raises the need for "increased cooperation between science, policy and society to ensure that research results are both rigorous and relevant and are translated into concrete action". CATÓLICA-LISBON wants to lead the way attracting top talent to do high-quality research that serves the most prominent society needs.

**PARTNERSHIPS** – The sustainable agenda can only be achieved through active cooperation between all stakeholders involved. CATÓLICA-LISBON aims to be a proactive agent of change promoting partnerships with all its stakeholders in the advancement of this agenda, mainly on the SDGs that most represent the School core Purpose: **4, 8, 9, 12, 13, 17**. Thus, CATÓLICA-LISBON wants to position itself as SDG ambassador across its community of stakeholders.

### INTERNAL OPERATIONS

**AND EMPLOYEES** – Finally, internal operations cannot be forgotten. In the Schools' relationship with its Faculty and Staff, in the way the buildings are managed, in the communication, in the products the School buys and the internal services it provides, CATÓLICA-LISBON wants to be an example of positive practices. It aims to be a Business School where everyone is aligned with impact goals and feels inspired and part of the change the School wants to operate.

## Our Stakeholder Involvement





# 6.

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ENGAGEMENT  
WITH THE UN  
GLOBAL COMPACT  
10 PRINCIPLES

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In September 2020, in the midst of a profound COVID crisis, Universidade Católica Portuguesa (UCP) officially integrated the UN Global Compact Network.

CATÓLICA-LISBON, in particular, as a facilitator and main executor of the Agenda 2030 in the University, is fully aligned with the UN Global Compact 10 principles and with the objectives of:

1. ALIGN COMPANIES' STRATEGIES AND OPERATIONS WITH TEN PRINCIPLES ON HUMAN RIGHTS, LABOUR, ENVIRONMENT AND ANTI-CORRUPTION;
2. TAKE STRATEGIC ACTIONS TO ADVANCE BROADER SOCIETAL GOALS, SUCH AS THE UN SUSTAINABLE DEVELOPMENT GOALS, WITH AN EMPHASIS ON COLLABORATION AND INNOVATION.

Universidade Católica Portuguesa positions itself as an SDG ambassador, and knows this is an ambitious agenda. Notwithstanding, the School commitment towards sustainable development agenda, is clear: play its role in advancing the SDG's as a strategic tool and help executives place Responsible Leadership at the service of a better world, where companies prosper and no one is left behind.

The alignment with the ten Principles is evident in the School organisational culture. CATÓLICA-LISBON subscribes entirely to each of these principles as can be illustrated across this Report on the relationship established with its stakeholders: employees, community, students, the academic community, partners and many others. For CATÓLICA-LISBON, respecting values like human rights, fighting against corruption,

equal opportunities for all, dignity at work, and environmental protection is crucial and is part of its identity and organisational values.

Moreover in 2019 UCP signed the anti-corruption letter of the UN Global Compact, committing itself, together with other companies, to fighting corruption by strengthening its policies, laws, and internal mechanisms encouraging anti-corruption, including fighting extortion and bribery.

Universidade Católica Portuguesa became the only Portuguese university to sign and make part of the group of 66 Portuguese organisations that subscribed to anti-corruption call-to-action and received the Anti-corruption seal. The fight against corruption is one of the highest priorities of the UN 2030 Agenda and is expressly identified in SDG 16 - Peace, Justice and Strong Institutions. Furthermore, CATÓLICA-LISBON has joined the Principles for Responsible Management Education (PRME), as detailed in the next section.

### THE 10 PRINCIPLES OF THE UNITE NATIONS GLOBAL COMPACT



# 6.1

## CATÓLICA-LISBON ALIGNMENT WITH THE PRME PRINCIPLES

As a Business School for Impact, CATÓLICA-LISBON reaffirms its commitment to transform business and management education through research and responsible leadership. This way CATÓLICA-LISBON is a signatory of the PMRE 6 principles, in alignment with the Sustainable Development Agenda.

The School has been committed to work on the development of an enriched curriculum and activities so that its students, executives, staff and faculty can engage in Responsible Leadership and contribute to the positive impact the world most needs.

### Six Principles

As institutions of higher education involved in the development of current and future managers, we declare our willingness to progress in the implementation, within our institution, of the following Principles, starting

with those that are more relevant to our capacities and mission. We will report on progress to all our stakeholders and exchange effective practices related to these Principles with other academic institutions:



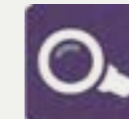
**Principle 1 | Purpose:** We will develop the capabilities of students to be future generators of sustainable value for business and society at large and to work for an inclusive and sustainable global economy.



**Principle 2 | Values:** We will incorporate into our academic activities, curricula, and organizational practices the values of global social responsibility as portrayed in international initiatives such as the United Nations Global Compact.



**Principle 3 | Method:** We will create educational frameworks, materials, processes and environments that enable effective learning experiences for responsible leadership.



**Principle 4 | Research:** We will engage in conceptual and empirical research that advances our understanding about the role, dynamics, and impact of corporations in the creation of sustainable social, environmental and economic value.

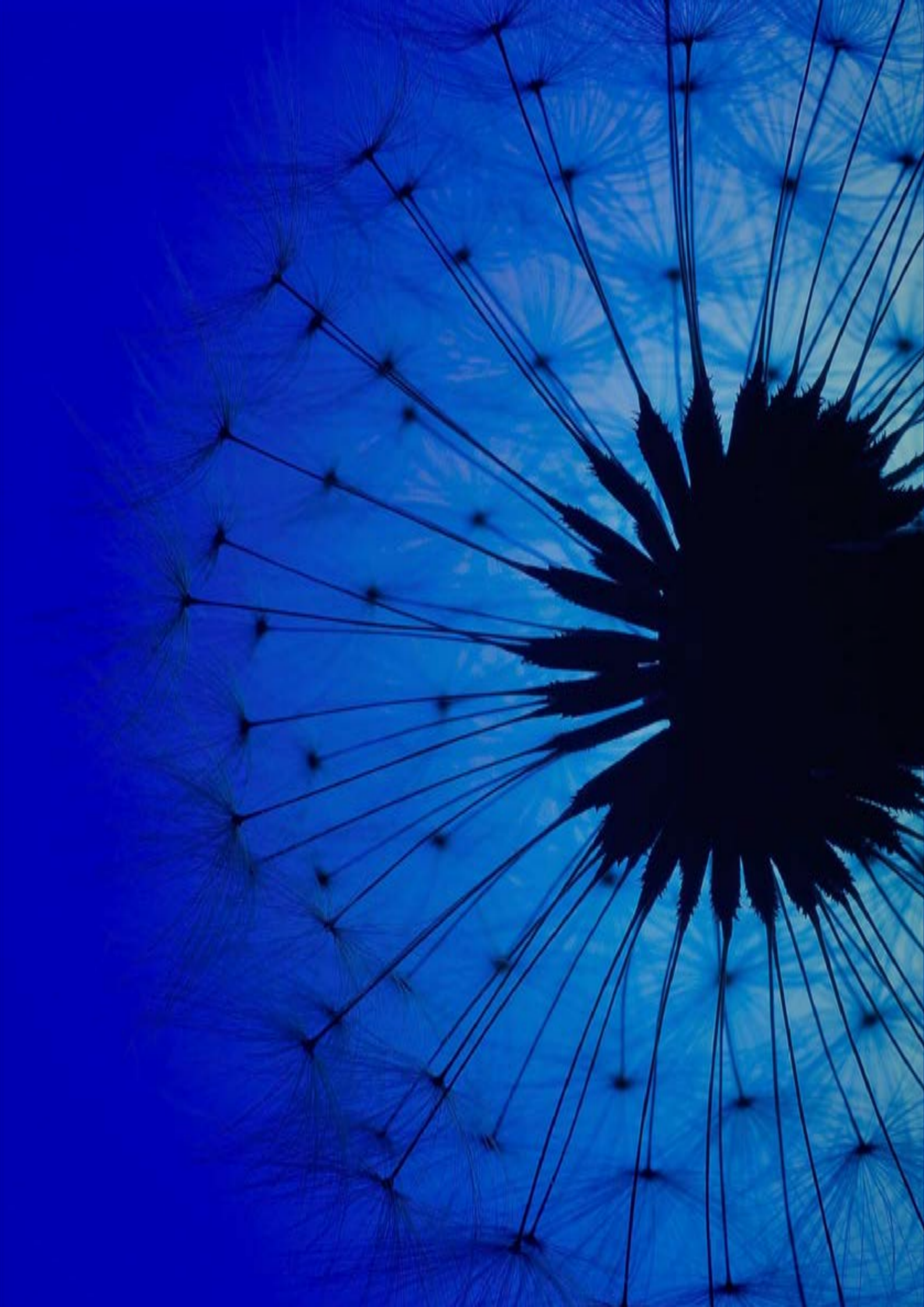


**Principle 5 | Partnership:** We will interact with managers of business corporations to extend our knowledge of their challenges in meeting social and environmental responsibilities and to explore jointly effective approaches to meeting these challenges.



**Principle 6 | Dialogue:** We will facilitate and support dialog and debate among educators, students, business, government, consumers, media, civil society organizations and other interested groups and stakeholders on critical issues related to global social responsibility and sustainability.

We understand that our own organizational practices should serve as example of the values and attitudes we convey to our students.



# 7.

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## INITIATIVES AND ACTIVITIES

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This section aims to cover CATÓLICA-LISBON activities and initiatives and present its alignment with the SDGs. For that, the School activities are divided into 6 main groups:

For each group of activities, some numbers will be presented, followed by a brief description of the initiatives and a report on what CATÓLICA-LISBON does to impact the SDG Agenda. In the image below are presented the main SDGs the School contributes for in each group of activities.



Detailed Analysis Of The SDG'S



# 7.1

## LEADERS OF TOMORROW



“ Universidade Católica Portuguesa and Católica Lisbon School of Business & Economics, in particular, have had a major impact in the Portuguese society and university system in the last 50 years. ”

“ Both have contributed to set higher standards at the university level, pioneering several major initiatives and benchmarking themselves with the best universities in the world.

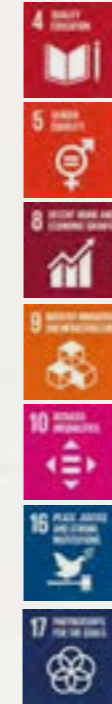
Believing that each person has a unique, irreplaceable value and can make a difference in the world, they have contributed to the development of thousands of hard-working, merit driven, competent graduates who help to shape our society. They have a crucial role in the creation and sharing of unique knowledge. They are the alma mater of many leaders that have a major impact in the world.

More recently, in the last 15 years, they have been expanding their reach with a large and increasing number of international graduates, who spread their impact over a diversified number of settings and societies. As knowledge and impact are constantly evolving, they are a major partner of

several corporations and they have a crucial role in life-long learning of executives from a wide range of sectors and countries. ”



**GUILHERME ALMEIDA E BRITO**  
*Dean For Academic Affairs*



## Leaders Of Tomorrow

CATÓLICA-LISBON students are the Leaders of Tomorrow! They are the reason for the School's existence and the main driver of its actions.

This section presents the CATÓLICA-LISBON's initiatives developed with the aim to impact the personal and professional development of its students (PRME principle#2).

This includes information on the academic offer to students and on the result of their research activities during their studies. CATÓLICA-LISBON students' engagement with classes and research is the School first priority, so CATÓLICA-LISBON makes sure that they are heard and contribute actively to a better academic offer targeted to their needs and purpose (PRME principle#3).

Moreover, this section will also elucidate on the events organised by the School's Student Office to promote the welcoming, integration, engagement, and development of the students as change agents in their lives and in their professional endeavours. In the Leaders of Tomorrow's Initiatives, the report sheds light on some of the projects CATÓLICA-LISBON students are developing as changemakers for a better world. (PRME principle#1)

The section ends with a presentation of the large variety of professional Student Clubs that CATÓLICA-LISBON supports and promotes. These student-driven organisations are a vital part of the academic experience provided by the School. They empower students to create clubs in their areas of interest with the purpose of organising events or activities that foster networking and contact between the CATÓLICA-LISBON's students and the business world.

CATÓLICA-LISBON believes its students are unique and a valuable part of The Community, and that at the end of the day they all will have contributed toward the continued recognition of the School as one of Excellence.

In the next pages of this report we share our activities and initiatives for the Leaders of Tomorrow and their results.



PRME PRINCIPLE 1  
PURPOSE



PRME PRINCIPLE 2  
VALUES



PRME PRINCIPLE 3  
METHOD

# TOMORROW'S LEADERS: OVERVIEW

More Than 800 Career & Network  
Events Featuring 180 Partner  
Companies

270 Workshops & Challenges  
Promoted By Partner Companies

18 Student Clubs & Associations



# 1147

Master Students

# 54%

Female Students

# 983

Undergraduate Students

# 46%

Male Students

# 75%

International Master Students

# 68

Nationalities

# EMPLOYABILITY

PERCENTAGE  
OF STUDENTS  
THAT WERE  
EMPLOYED IN 2021

WITHIN 3 MONTHS  
AFTER GRADUATION:

85%

Bachelors

95%

Masters

3 TO 6 MONTHS  
AFTER GRADUATION:

99%

Bachelors

100%

Masters



## PROMOTING ACCESS TO HIGH-QUALITY EDUCATION

### Financial Aid Scholarships

CATÓLICA-LISBON is committed to provide high-quality education and ensure inclusive and equitable access.

Quality education and learning opportunities are essential to promote a fulfilling and productive life. When individuals are prevented from developing their competencies and skills, they are more likely to face difficulties entering the job market and achieving sustainable living standards, among several other social and economic challenges.

To facilitate access to educational opportunities, CATÓLICA-LISBON grants financial aid scholarships to young people who want to pursue their educational path within the University.



 FUNDAÇÃO AMÉLIA DE MELLO desde 1964

SOCIAL SUPPORT SCHOLARSHIPS

22.180 €

2021/2022 – 52 students

21.574 €

2020/2021 – 70 students

20.222 €

2019/2020 – 42 students

MERIT SCHOLARSHIPS

1,6 Million €

2019/2020 – 205 students

2,1 Million €

2020/2021 – 301 students

2 Million €

2021/2022 – 264 students

## Professor Jacinto Nunes AWARD



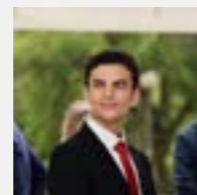
Yearly, Banco de Portugal awards the Professor Jacinto Nunes award to the best student in the Economics Bachelor's degree from several Portuguese universities.



In the academic year of 2019/2020, Rahim Richard Jiva Lila received the award.



For the academic year of 2020/2021, the winner was Pedro Afonso Ferreira Zambujo.



And for the academic year of 2021/2022, Daniel Vela de Oliveira Gorjão da Mata won.

Prémio  
**Jacinto  
Nunes**



## José Lopes Da Silva AWARD



The prestigious José da Silva Lopes Award, awarded by Banco de Portugal in partnership with the Francisco Manuel dos Santos Foundation, highlights the best Master's thesis in the field of economics.

In 2020, student Tiago Teixeira, from CATÓLICA-LISBON's Master of Economics, was among the five finalists, in second place in the Country. His thesis "The Burden of the Minimum Wage: Evidence for Portugal", oriented by Professor Joana Silva, analyses the changes in the minimum wage in Portugal to estimate the effects of its increase in employment, wages, and margins of companies.



In 2022, four of the five finalists were from CATÓLICA-LISBON: Rahim Jiva Lila, Martim Leitão, Francisca de Novais e Silva e Madalena Gaspar. The winner was Martim Leitão, with the thesis "And Yet, They Last: The Employment And Productivity Effects Of Crises On Firms In Portugal"

## Primus Inter Pares AWARD



Our undergraduate alumna from the 2018 Class - Catarina Adegas Ferreira - won the prestigious Primus inter Pares award for the highest leadership potential recent graduate in Economics, Finance, Management and Engineering in the 2019/2020 edition.

Among the 5 finalists for this award, chosen from more than one hundred applicants, there was also Bernardo Falcão, our graduate from the 2020 MSc in Finance.

This is a great honour for the finalists and for the winners who are truly Achieving Greatness in their careers and lives. Congratulations!



Catarina Adegas Ferreira  
2019/2020

## Adecco's Portugal "CEO for a Month" AWARD



In 2021, Miguel Toscano, graduated in management from the CATÓLICA-LISBON, won Adecco's Portugal "CEO for a Month" and, during four weeks, followed the work of the company's CEO, spurring his professional skills and career.



Miguel Toscano  
2021

## Partnership With Other Universities

CATÓLICA-LISBON has 147 partnerships with the most prestigious Economics and Business Schools Worldwide representing over 48 countries. All the School partners are amongst the best in the world in Business and Economics Education.

The School's internationalisation strategy is evident from its faculty recruiting policy, scientific research, double and joint degrees with other internationally renowned Universities, student exchange agreements with top Universities all over the world and the international placement of its graduates.

CATÓLICA-LISBON offers a rich learning environment where students have access to the highest teaching standards. The School's international standing is reflected in its worldwide program partnerships (145 options for Exchange Programs), offering Double Degrees, Joint-Degrees and even Tri-School Programs with:

AIX – MARSEILLE UNIVERSITÉ

ANTAI BUSINESS SCHOOL

ASTON BUSINESS SCHOOL

BI NORWEGIAN BUSINESS SCHOOL

BOCCONI UNIVERSITY

ESCP – EUROPE

FGV – EBAPE RIO DE JANEIRO

KOZMINSKI UNIVERSITY

SMITH SCHOOL OF BUSINESS

WHU – OTTO BEISHEIM SCHOOL OF MANAGEMENT

WU – VIENNA UNIVERSITY OF ECONOMICS AND BUSINESS

UNIVERSITÀ DEGLI STUDI DI NAPOLI FEDERICO II

UNIVERSITÉ CATHOLIQUE DE LOUVAIN

GRENOBLE ÉCOLE DE MANAGEMENT

MAASTRICHT UNIVERSITY

QUT – QUEENSLAND UNIVERSITY OF TECHNOLOGY

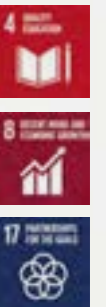
CITY UNIVERSITY OF HONG-KONG

HEC MONTRÉAL

At the level of Executive Education, CATÓLICA-LISBON has partnered with the Kellogg School of Management of Chicago. Started in 2010, the partnership with the school of reference that has been successively occupying the first place of the global ranking from Financial Times for Executive MBAs, translates in the Advanced Management Program (AMP), aimed for board members, involving an intensive training divided between Lisbon and Chicago.

CATÓLICA-LISBON's MBA Program – The Lisbon MBA – is a joint-venture between CATÓLICA-LISBON and NOVA SBE with the collaboration of MIT – Sloan School of Management.

CATÓLICA-LISBON also privileges deep relationships with international institutions, such as the HKUST Business School, Ashridge Business School, Maastricht School of Management, Fundação Dom Cabral, the Universidade Católica of Angola, the Universidade Católica of Mozambique and the Universidade de São José in Macau.



## Programs And Courses Overview

CATÓLICA-LISBON degree programs are designed to provide students with the best academic opportunities, preparing them not only for the market but also to develop essential soft skills throughout their lives.

CATÓLICA-LISBON offers four Undergraduate Programs and twelve Master Programs. Students can customise their Degree through the elective courses available and a large variety of international, professional, and extracurricular experiences available throughout the program. CATÓLICA-LISBON courses are

specifically developed to promote solid learning, engagement, and the enrichment of students' cognitive, soft and technical skills. The School's way of teaching incorporates a solid foundation in principles and practice, critical thinking, the spirit of service and aims to launch its Leaders of Tomorrow's career in the global business world.

UNDERGRADUATE PROGRAMS	SDG'S																
	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17
<b>MANAGEMENT</b>																	
UNDERGRADUATE PROGRAM IN BUSINESS ADMINISTRATION				x				x	x								
INTERNATIONAL UNDERGRADUATE PROGRAM IN BUSINESS ADMINISTRATION				x				x	x								x
<b>ECONOMICS</b>																	
UNDERGRADUATE PROGRAM IN ECONOMICS				x				x	x								
INTERNATIONAL UNDERGRADUATE PROGRAM IN ECONOMICS AND FINANCE				x				x	x								x
<b>MASTER PROGRAMS</b>																	
<b>MANAGEMENT</b>				x				x	x								x
INTERNATIONAL MSC MANAGEMENT				x				x	x								
MSC MANAGEMENT WITH SPECIALIZATION IN STRATEGIC MARKETING				x				x	x								
MSC MANAGEMENT WITH SPECIALIZATION IN STRATEGY, ENTREPRENEURSHIP AND IMPACT				x				x	x								
MSC IN BUSINESS																	
<b>ECONOMICS</b>								x	x								
MSC ECONOMICS WITH SPECIALIZATION IN ECONOMIC THEORY				x				x	x								
MSC ECONOMICS WITH SPECIALIZATION IN FINANCE AND BANKING				x				x	x								
MSC ECONOMICS WITH SPECIALIZATION IN APPLIED ECONOMICS				x				x	x								
MSC ECONOMICS WITH SPECIALIZATION IN MACROECONOMIC POLICY				x				x	x								
MSC ECONOMICS																	
<b>FINANCE</b>				x				x	x								
INTERNATIONAL MSC FINANCE				x				x	x								
MSC FINANCE																	
<b>DATA SCIENCE</b>				x				x	x								
MSC BUSINESS ANALYTICS																	

## Undergraduate Program

“ The topic of sustainability and SDGs is of great relevance for our school and in particular to the Undergraduate Programs. For several years we have been offering courses specifically addressing this issue due to its great relevance for businesses and the world. These are elective courses that any student, independently of their specialisation area, are free to enrol. For example, we offer one course on Corporate Social Responsibility and Purpose Driven Consumption where students are taught a set of skills to identify the opportunities and the challenges faced by marketers and public policy makers when implementing campaigns with a social and environmental purpose. On a corporate perspective we offer the course Strategic Corporate Social Responsibility, where students are taught about how to make a difference as managers and to think about the fundamental role companies can have to contribute to a better world. Moreover, another course on Strategic Management & Sustainability, explores sustainability from the perspective of strategic management, providing the theoretical tools necessary to understand, evaluate and critically analyse the challenges raised by sustainability for the strategic management of the firms.

More recently a course on the Great Challenges of Humanity- SDG 13-

Climate action, transversal to all the undergraduate programs of UCP, also started being offered in order to enhance students' knowledge regarding SDGs and in particular allow them to start thinking strategically how to develop better climate friendly policies. In line with our students we also developed a Sustainability Club which is specially devoted to develop and analyse measures that can contribute to a more sustainable world. At the Undergraduate Programs of Católica Lisbon we believe that together we can make a difference . “



**RITA COELHO DO VALE**  
*Associate Dean for Undergraduate Programs*

## Undergraduate Courses

To analyse the contribution of the courses to the SDGs, every course on the undergraduate programs offered in the academic years incorporated in this report was listed, resulting in a list of 123 courses.

Then each course's syllabus was thoroughly read and analysed by a team of researchers in order to assess which of the 169 targets, of the 17 Sustainable Development Goals was the course contributing to. A final revision, correction, and validation were made by the Professor responsible for the course.

Figure 1 shows the contribution of the courses to the SDGs.

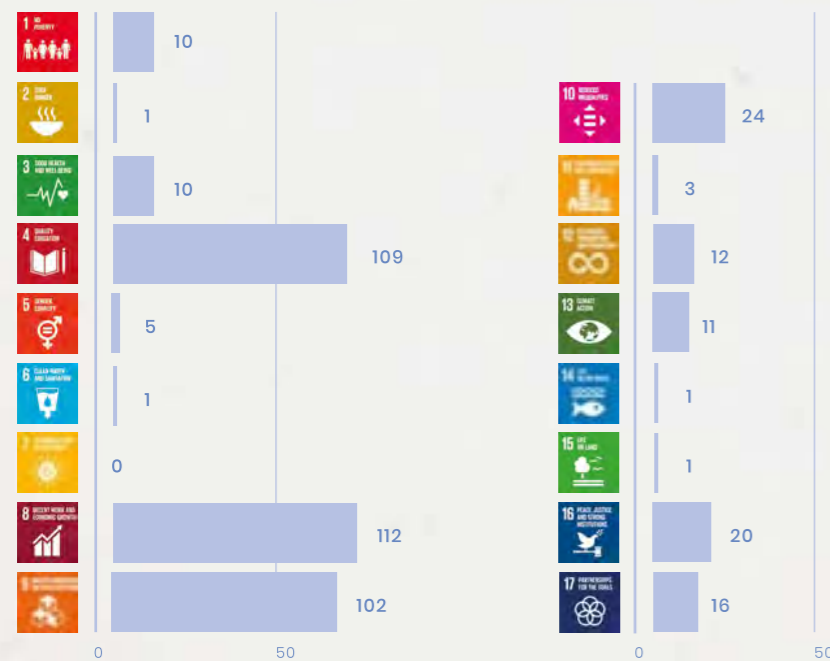


FIGURE 1

As can be seen SDGs 04 “Quality Education”, 08 “Decent Work and Economic Growth”, and 09 “Industry, Innovation and Infrastructure” are the ones most impacted by the curricular offer of CATÓLICA-LISBON.

The next most impacted SDGs are SDG 10 “Reduced Inequalities”, 16 “Peace, Justice and Strong Institutions” and 17 “Partnerships for the Goals”.

## Masters Programmes

Master Programs play a special role in the sustainability and development agenda. The students choose to pursue a Master degree to gain specialised knowledge and to advance in their chosen field of business and economics. On the other hand, companies increasingly view Master programs as a competitive source for talent acquisition and recruitment for positions with managerial growth potential.

In this context, Master programs not only serve as the launchpad for professional careers but also are the pivotal step in forming the worldview of future leaders. The curriculum design of the Master programs includes both mandatory and elective courses dedicated to the Sustainable Development agenda - Business Ethics and Social Responsibility, Responsible Business, Sustainable Finance, Managing Social Innovation, and Healthcare Transformation. The Intrapreneurship course focuses on developing an innovation skillset in a corporate context and how to become an agent of change in any organisation. Master students organize and build impactful initiatives through 180 Degrees Consulting, Equality in Business Club, CATÓLICAXLAB, and Global Innovation Challenge.

A unique contribution of our Master programs to the Sustainable Development Agenda is in Master dissertations. Our students develop original knowledge in all areas of management and economics. The areas of impact span a multitude of industries and perspectives in dissertation

seminars on Sustainable consumption, Social Responsibility and Responsible Business, Perceived Trust, Communicating Sustainability, Well-being Innovation, Healthcare Innovation, and The Future of Industries.

At CATÓLICA-LISBON Master Programs we are committed to making a positive impact through our graduates, who will confront the economic, social, and environmental challenges facing the world and lead others to achieve positive change.



**KYRYL LAKISHYK**  
*Associate Dean for Masters Programs*



## Masters Courses

To analyse the contribution of the Masters' courses to the SDG, every course on the master's programs offered in the academic years of 2019/2020, 2020/2021 and 2021/2022 was listed, resulting in a list of 162 courses. Then each course's syllabus was thoroughly read and analysed by a team of researchers in order to assess which of the 169 targets, of the 17 Sustainable Development Goals, the course was contributing to. A final revision, correction, and validation were made by the Professor responsible for the course.

Figure 3 and Figure 4 show the contribution of the courses to the SDGs.

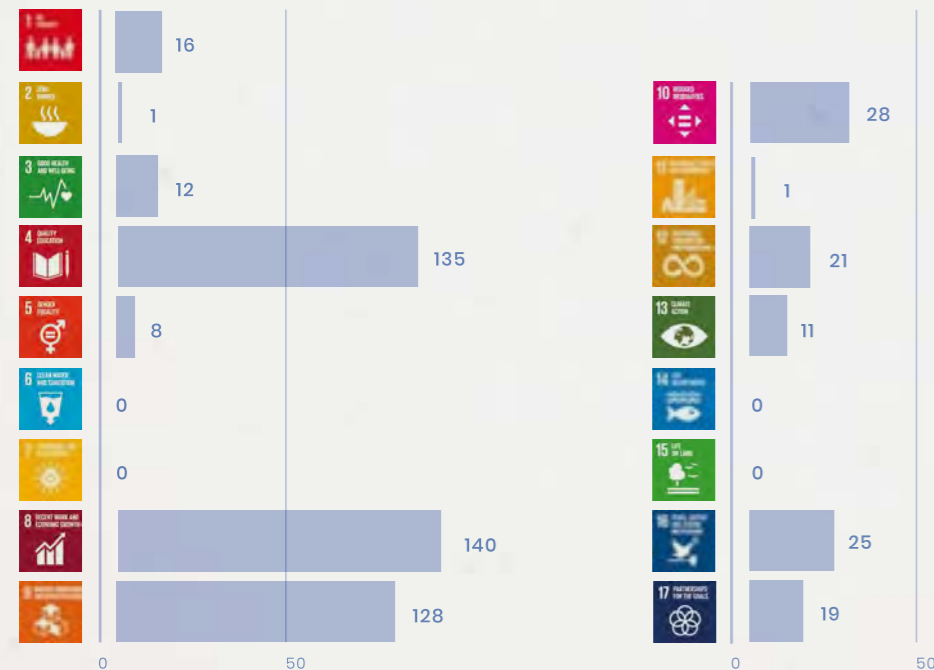


FIGURE 3 AND 4

As can be seen SDGs 08 “Decent Work and Economic Growth”, 04 “Quality Education”, and 09 “Industry, Innovation and Infrastructure” are the ones most impacted by the curricular offer of CATÓLICA-LISBON.

The next most impacted SDGs are SDG 10 “Reduced Inequalities”, 16 Peace, Justice and Strong Institutions” and 12 “Responsible Consumption and Production”.

## Courses Highlights

### BUSINESS ETHICS AND SOCIAL RESPONSIBILITY

Why does Ethics matter in business? What are the ethical responsibilities associated with being a manager, an accountant or a financial trader? What are the main commonalities and differences of recent corporate scandals and how is it possible to adopt individual and organisational strategies to prevent new ones? Why should business organisations behave in a socially responsible way? How can organisations develop a business strategy that integrates the generation of commercial and social value?

This course will assist students to answer such questions through the discussion of case studies concerning ethical issues and dilemmas faced by managers, financial professionals and entrepreneurs in different cultural, industrial and organisational contexts.

ON AVERAGE, 340 MASTER STUDENTS TAKE THIS COURSE PER SEMESTER.

### SOCIAL ENTREPRENEURSHIP: BUILDING IMPACT VENTURES

Social entrepreneurs are a driving force for societal change and business innovation, creating compelling ventures that align both profit and impact. What do social entrepreneurs do that is unique and why do they succeed in addressing profound societal problems in areas where governments, markets and charities are failing? How are impact ventures built? This course will place the students in the role of social entrepreneurs and help them learn in teams how to design and launch an impact venture. The course uses a hands-on approach through which the teams will, weekly, design and create their venture. This framework has been widely used worldwide and is codified in the book “The Social Entrepreneurs’ Guide to Changing the World.”

ON AVERAGE, 21 STUDENTS AND 42 UNDERGRADUATE STUDENTS TAKE THIS COURSE PER SEMESTER.



“Building Impact Ventures course provided me with valuable insights and solid knowledge on Social Entrepreneurship and Social- Driven Ventures. It helped me to develop a critical mindset to assess social challenges from a different perspective, understanding how organisations can create and transform processes to tackle them in a sustainable way. The framework used on the course allowed me and my team to work for 12 weeks to build our own socially driven business idea, further developing our knowledge and enhancing our ideas for designing creative solutions. It was definitely a highlight during my Master’s degree “



**NATÁLIA CATARINO**

*Master Student, 2019 / 2021*

## MANAGING SOCIAL INNOVATION

In the last years, social innovation has acquired centrality in the debates as it represents a “ray of hope” against social inequalities, poverty, human rights abuses, unemployment and environmental damages. Through social innovation, corporations and social enterprises can successfully tackle social problems while making a profit. Managing social innovation is extremely challenging because recomposing social value creation and wealth generation in a single venture requires the development of specific, complex skills, capabilities, and managerial practices. Yet, organisations that are capable of managing social innovation successfully can not only drive a positive change in society but also acquire a sustainable competitive advantage.

ON AVERAGE, 55 MASTER STUDENTS TAKE THIS COURSE PER SEMESTER.



## IMPACT INVESTING

The goal of this course is to introduce participants to the growing global phenomenon of Impact Investing, broadly defined as the purposeful allocation of financial resources to entrepreneurial projects or ventures that generate sustainable impact. Participants will be able to understand the value proposition of impact investment, for both investors and entrepreneurs, and how this new sector is positioned in the emergent impact economy, which lies at the intersection of the commercial, social and public sectors. Each session of the course focuses on an innovative financing mechanism that aims to generate impact. Each session will bring the latest trends, guest speakers from the investment and/or entrepreneurial sides, and lives cases for discussion.

ON AVERAGE, 53 MASTER STUDENTS TAKE THIS COURSE PER SEMESTER.



“Sustainability is increasingly becoming a necessity not only for corporations and investors but for all of us. Taking the *Impact Investing* course further sensitised me to the topic and its importance in corporate as well as daily life. The course provided the theoretical background of methods of impact investing while we gained valuable practical insights into impact ventures by analysing them and listening to their employees. For me personally, the class influenced my choice of further courses at CATÓLICA-LISBON and my exchange university CBS in Copenhagen as it is the most valuable course I got to attend during my whole master’s.”



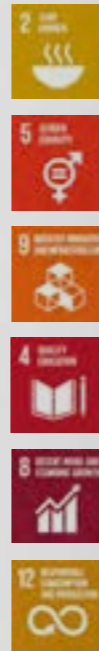
**ALICE MÜLLER**

*Master Student, 2019 / 2021*

## INTRAPRENEURSHIP

Intrapreneurs are highly valued by firms and the broader business culture. Intrapreneurship, or corporate entrepreneurship as it is also known, entails acting like an entrepreneur within a larger organisation. Intrapreneurship in corporate strategy allows companies to innovate from within to become more competitive and helps incumbent firms address the so-called “innovator’s dilemma” where established entities are displaced by upstarts. This class engages with the intrapreneurship terrain in both a practical and theoretical manner. Creativity, Innovation, and Entrepreneurship (CIE) is established notions in strategy, leadership, and management. Intrapreneurship is a distinctive domain that incorporates aspects of CIE but is not entirely the same thing.

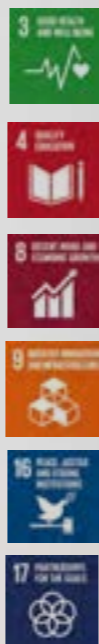
ON AVERAGE, 95 MASTER STUDENTS TAKE THIS COURSE PER SEMESTER.



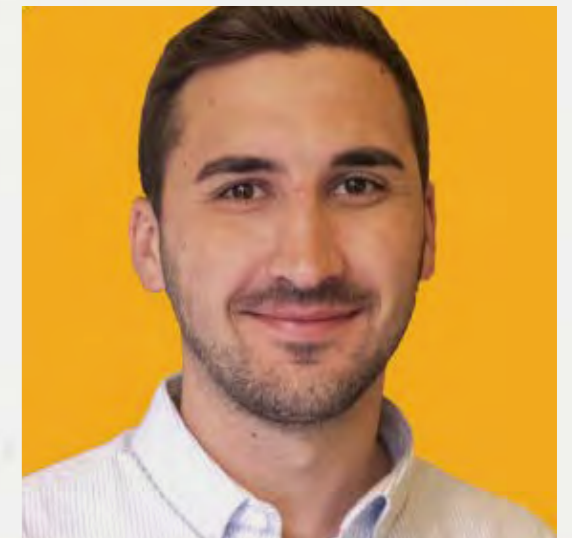
## HEALTHCARE TRANSFORMATION

Health is the most valuable human asset. Often healthcare is not delivering up to ageing population needs or everyday modern society consumption and service expectations. Healthcare can be transformed utilising technologies both digital and social. This course provides basic sectoral knowledge, language, and culture pointers to make you a credible partner in a consulting or otherwise related healthcare transformation project and/or the beginning of work in an organisation related to any parts of the complex healthcare supply chain much in need of young dynamic change agents.

ON AVERAGE, 21 MASTER STUDENTS TAKE THIS COURSE PER SEMESTER



*“ The Healthcare Transformation course helped me understand the complex world of healthcare better, especially how hospitals help patients with stigmatised diseases. Applying this knowledge, we discussed in class about offering foot massages for students, having a psychologist as the masseuse so that people could open up about their issues, if they want to, and get help without anyone knowing. I started wondering how it would be possible to scale this idea. I discussed it with some friends and conducted many interviews, from which the idea of an anonymous booking platform for mental health measures was derived. That’s how I founded my startup, Sisu Health. ”*



**LUDWIG BOLAY**  
Master Student, 2019 / 2021

## GLOBAL MARKETING MANAGEMENT

This course introduces the field of international marketing. It covers the complex and interesting environment of international marketing and its various dimensions such as cultural, economical, political. It then considers how these dimensions interact with marketing elements (e.g., branding, pricing, channels and distribution, communications, sales promotions, segmentation, targeting, and positioning) and how marketing managers could use them to obtain benefits for the firm and for society as a whole.

ON AVERAGE, 45 UNDERGRADUATE STUDENTS TAKE THIS COURSE PER SEMESTER.



## CORPORATE SOCIAL RESPONSIBILITY AND PURPOSE DRIVEN CONSUMPTION

This course aims to increase students' understanding of the context-specific link between CSR, branding and consumption and to provide them with skills to identify the opportunities and the challenges faced by marketers and public policymakers when implementing campaigns with a social and environmental purpose.

ON AVERAGE, 89 UNDERGRADUATE STUDENTS TAKE THIS COURSE PER SEMESTER

*"I had enrolled in the CSR and Purpose-Driven Consumption course without knowing clearly what it was about, however, as soon as it started, I realised I was in the right place to address the future. Rather than focusing on a particular functional area, this course exposed me to some of the practical issues and challenges faced by both start-ups and well-established organisations engaged in various facets of social enterprise. I deepened my understanding of some of the ways in which issues such as poverty, climate change, health, habitat destruction, gender inequality, and pollution are being addressed by non-profit and not-just-for-profit organisations. At the end of the semester, I knew and fully understood the nature of a social enterprise, which has changed my view of the world and motivated me to search for a company that has, simultaneously, a broader view of societal and environmental needs, as well as, opportunities to create value."*



**MARIA INÊS COUTINHO FIGUEIRA**  
*Undergraduate Student 2019/2021*



## RESPONSIBLE BUSINESS

This course provides master students with a holistic and systemic approach to the challenges facing businesses when it comes to acting as Responsible Business in the perspective of key players (Governments, Companies, Citizens) and key stakeholders (shareholders, employees, suppliers, customers, consumers, local communities, ONGs...). It aims to deliver a global and coherent understanding of what Responsible Business means and how to go about it.

ON AVERAGE, 50 MASTER STUDENTS TAKE THIS COURSE PER SEMESTER.

## SUSTAINABLE FINANCE

No forward-looking organisation can afford to operate without sustainability principles. Finance (both as an organisational function and industry) is positioned to play a significant role as a catalyst for sustainable economies. This course focuses on the sustainability perspective in finance functions and for financial players - banks, insurers, asset managers and strategic consultants. Students will learn from the most modern views of the European Commission to the challenges raised by the United Nations for public and private organisations - to adopt financial practices for a better world - more human, more transparent, environmentally and socially accountable.

ON AVERAGE, 25 MASTER STUDENTS TAKE THIS COURSE PER SEMESTER.

## CROSS CULTURAL MANAGEMENT

The world is becoming increasingly more global. From the emergence of multinational organisations to the rising numbers of international workers, new challenges and opportunities emerge for managers and employees. These challenges and opportunities can be best understood if cross-cultural factors are taken into consideration.

ON AVERAGE, 36 UNDERGRADUATE STUDENTS TAKE THIS COURSE PER SEMESTER.



## DEVELOPMENT ECONOMICS

What explains the contrasting experiences of success and failure in sustaining economic growth between countries? How can empirical evidence better inform the design of development-oriented public policies? This course explores the causes and consequences of economic (under) development, focusing on five different themes. It will also present key ideas and theoretical frameworks so that students understand how the debate on those topics has evolved over time and, especially, in the last 10 years and will mostly focus on applications of econometric tools and smart use of large datasets in development economics to answer questions and solve social problems.

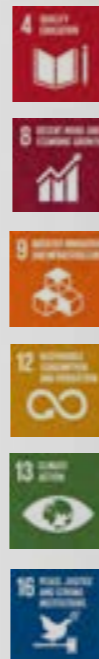
ON AVERAGE, 30 MASTER STUDENTS TAKE THIS COURSE PER SEMESTER.



## ETHICS FOR FINANCE

The purpose of this unit is to introduce the students to ethical reasoning in financial decisions. Participants must be able to identify ethical reasoning, as separate from a scientific or judicial approach. This approach is then applied to specific decisions in several aspects of the financial area. Several dimensions of the financial activity will be analysed, from the markets to specific services and corporate financial management.

ON AVERAGE, 71 MASTER STUDENTS TAKE THIS COURSE PER SEMESTER



## THE POLITICAL ECONOMY OF EUROPEAN INTEGRATION

The course takes a political economy approach to analyse the process of European integration. It discusses the evolution of European integration in terms of its various stages/levels, with emphasis on its regulatory character, notably the single market and EMU, and examines the question of an optimal size of the Union (incl. Brexit). It also looks at the creation of EU institutions, notably the building-up of EMU and economic governance. Departing from the global and Eurozone crisis, it assesses the various possible paths for completing and sustaining EMU and discusses the sustainability of the European Union in economic, financial and political terms.

ON AVERAGE, 31 UNDERGRADUATE STUDENTS TAKE THIS COURSE PER SEMESTER.



## SOCIAL ENTREPRENEURSHIP

Social entrepreneurs are a driving force for societal change and business innovation, creating compelling ventures that align both profit and impact. What do social entrepreneurs do that is unique and why do they succeed in addressing profound societal problems in areas where governments, markets and charities are failing? How are impact ventures built? This course will place you in the role of a social entrepreneur and help you learn in teams how to design and launch an impact venture.

During the Social Entrepreneurship course, the undergraduate students are challenged to develop their own impact venture idea. The course follows a step-by-step process presented at "The Social Entrepreneur's Guide to Changing the World", and requires students to work with their teams to deliver, weekly, a new part of their venture.

ON AVERAGE, 42 UNDERGRADUATE STUDENTS TAKE THIS COURSE PER SEMESTER.



## SOCIAL ENTREPRENEURSHIP PROJECTS

In 2020, a group of students developed the “Green Change”, an organisation that would focus on revolutionising education on the topic of climate change.

“Our vision is to live in a world in which people are completely aware of the consequences of their actions on the environment. We believe that teens are the ones who would be most likely to change their behaviour and develop a more sustainable lifestyle. Therefore, our mission is to reach out to students to inspire and implement solutions to the environmental crisis.”

“With our project, we will create engagement from teens to fight climate change and we will spread awareness of the consequences of ignoring this issue.”

### Silvija Budzejkait Undergraduate Student

*“I am very pleased to have had the opportunity to work on the climate change topic. Throughout the course, not only did we have to think about solutions to this problem and how to get young people interested in focusing on climate change, but at the same time, I (and probably other members of the team) learned a lot of new facts about climate change that I didn't even know before. If you want to build a social business, it is especially important to choose an area that you are confident in and that is close to you. It will be a great source of motivation. Thanks to this course, I learned what social entrepreneurship is (...) and understand its importance in society. It also encouraged me to look for opportunities and perhaps become a volunteer in organisations that fight climate change. In the last period, I discovered a new attitude that I don't want to live just for myself and for my own benefit, I want to help others and make an impact on their lives.”*

## APPLIED ECONOMICS

The course shows how analytical tools and data can be used by economists to address economic issues, including inequality, economic growth and innovation, and economic crises. Students will learn how to use economic analysis to reach reasoned conclusions about the drivers of these issues and the keys to anticipating, preventing, and managing disruptions. The course will explore how economics is used in professional, policy, and research settings. It will help students interpret economic news and economic data at a much deeper level while also forming their own opinions on economic issues and policy responses.

ON AVERAGE, 40 UNDERGRADUATE STUDENTS TAKE THIS COURSE PER SEMESTER.

## ETHICS AND SOCIAL RESPONSIBILITY

The aim of this course is to provide a series of conceptual and managerial tools for understanding and addressing the main ethical challenges faced by managers, entrepreneurs and professionals in a business environment. It will also provide tools to manage organisations in a more socially responsible way and, in this way, develop a distinctive value proposition and eventually gain a competitive advantage. The course combines lectures and case studies that apply theoretical frameworks in practical contexts.

ON AVERAGE, 23 UNDERGRADUATE STUDENTS TAKE THIS COURSE PER SEMESTER.



## THE BIG CHALLENGES OF HUMANITY: SDG 13

This is an 18 hours elective course for Undergraduate students which aims to introduce in their curriculum subjects specifically dedicated to the study and understanding of several SDGs. Almost 2000 UCP students were surveyed to share their interests and opinions on this project.

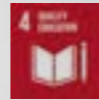
The first class took place in the second semester of the 2021/2022 academic year and focused on SDG 13 – Climate Action. There are two more courses planned for the academic year of 2022/2023: One focused on SDG 16 – Peace, Justice, and Strong Institutions and another one on SDG 14 – Life Below Water.

This initiative is a partnership that involves students and scholars from Católica Lisbon School of Business & Economics, Escola Superior de Biotecnologia, Faculdade de Direito and Faculdade de Teologia.

*“In this course, I learned that, through the SDGs, you could see that everything in nature is interconnected, like the human body, working in complete harmony. We must, therefore, be “aware” that in nature, nothing is lost, but all is transformed, and take good care of our “common home.” The urgent challenge of protecting the environment includes the concern to unite all humanity in the search for a sustainable and integral development because we know that things can change. Above all, young people demand change and the rise of a better future. If there is no difference between human and non-human, there is also no freedom. Because if there is no freedom, there is neither responsibility nor guilt. I am grateful for this opportunity and hope to be able to attend the following courses - and invite others to join as well.”*

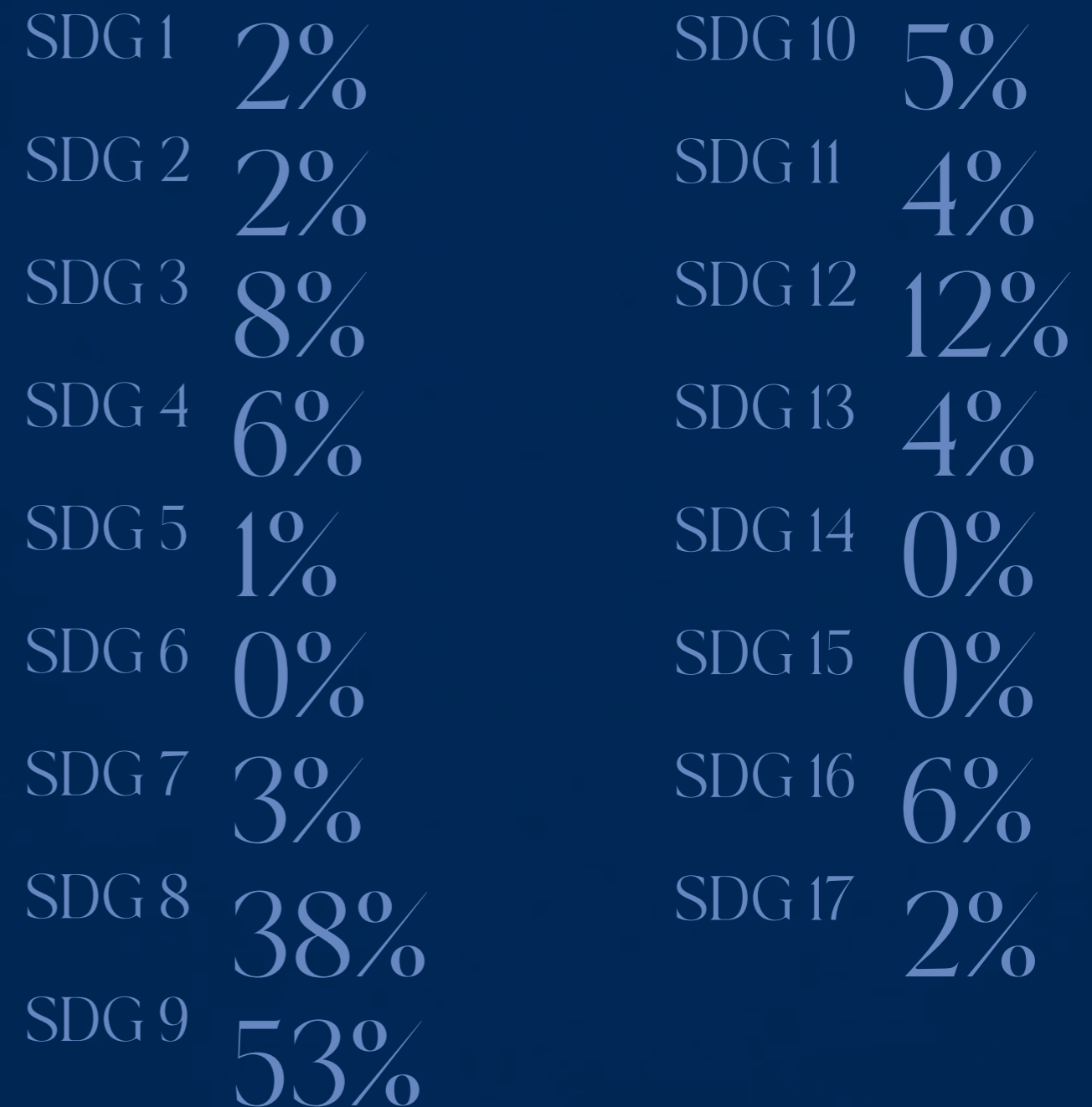


**FABIANO SACANUMBA SACALUCANGO**  
*Undergraduate Student*



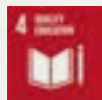
## MASTER THESIS

To assess the contribution of the Master thesis elaborated at CATÓLICA-LISBON over the years of 2019, 2020, 2021 e 2022, a group of researchers thoroughly read and examine the abstract of the 500 best ranked thesis with the goal of identifying which of the 17 SDGs it touched. The results can be seen below:



## Initiatives For The Leaders Of Tomorrow

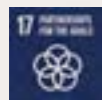
### CAREER FORUM



The Career Forum is the biggest recruitment fair of CATÓLICA-LISBON. The 2020 edition, under the theme “Unveil Your Talent!” received almost 70 companies, looking for talented young people for internship and graduate positions. This edition also held a debate with premium guests, on “Equality for all: How you can stand out by having a positive impact on your business environment”. Participants were also able to get to know the university students’ clubs and participate in the Recruitment Challenge, where companies can invite students for an interview on campus via email, phone, or during a stand visit.

The 2022 edition allowed students to meet companies in their stands and meet leaders from different sectors in a new “Inspirational Leadership Talk” event. Students could also participate in a Pitch challenge to pitch themselves to potential employers. The Career Forum is CATÓLICA-LISBON's biggest recruitment event and directly impacts the professional careers of its students.

### VOLUNTEER FAIR



During the Volunteer Fair, students have the opportunity to get to know relevant institutions in Lisbon and their volunteering offers, particularly aimed at university students.

THIS EVENT IS HELD YEARLY AND GATHER ALMOST 30 ORGANIZATION AND HUNDRED OF STUDENTS

### INTERNATIONAL CAREERS DAY



During this event, students have the opportunity to visit stands of several companies and get to know more about them and their job opportunities.

ON AVERAGE, 300 STUDENTS PARTICIPATE IN THIS EVENT, THAT HAPPENS EVERY YEAR AND ALLOW PARTICIPANTS TO MEET OVER 30 DIFFERENT COMPANIES

### CLUB FAIR



During the Club Fair, students have the opportunity to interact with the students’ clubs and associations at CATÓLICA-LISBON. The goal of this event is to encourage students to actively participate in a Student Club, as this is a unique opportunity for students to participate in many activities, take on new roles, and develop their skills. Club roles and participation provide a valuable experience, give a sense of community, and foster leadership development.

### INFO SESSION FOR MSC STUDENTS



The “info session” is an event for the master students in which the Academic Directors share details about their programs, and current and also former students of each program are invited to share their experience. The objective is to publicise the training offer of pre-experience Masters and the experience of being a CATÓLICA-LISBON student, involving the community.



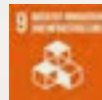
## WELCOME MSC



Reception activity to welcome the new national and international master students. After the opening session, with the speech of the Dean and the Academic Director, the students made a peddy paper around Lisbon, organised by an external supplier, to get to know the city, while also learning curiosities about the school. The goal of this event is to welcome new students in the CATÓLICA- LISBON community, showing the school's structure, environment, services, and colleagues who will share this journey, while also having the opportunity to get to know the city where they will live in the next 2 years.

IT INVOLVED 370 PARTICIPANTS IN AUGUST 2020.

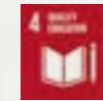
## WELCOME DAY - UNDERGRADUATE STUDENTS



On this first day of classes, new Undergraduate students have a day full of activities. Besides the welcome session and the first class, new students have the opportunity to feel the School's academic spirit, also thanks to the several activities organised by the Students' Union. In the 2022 Welcome Day, the catering was from the Damn Doughnuts, a vegan brand that takes in consideration the fight against food waste in the production of the products.



## GRADUATION CEREMONY



The graduation ceremony is an annual event to deliver the diplomas and merit nominations to the graduates in each academic year. This ceremony dedicated to our graduates, their families, our faculty and staff, and special guests, takes place in a large pavilion, with academic garments, memorable speeches, audio-visual effects, live music, and individual attention to each graduate receiving the diploma.

THE AVERAGE ATTENDANCE IS AROUND 1,200 PAX.



## WELCOME WEEK



First-year students had the opportunity of walking through the typical streets of Lisbon while learning about its story and interesting curiosities. Along with discovering the most interesting points of Lisbon, they had to complete different tasks as a team. The 2022 Treasure Hunt integrated questions and challenges related to the Sustainable Development Goals (SDGs), allowing students to be more aware of this important theme.



120 STUDENTS PARTICIPATED IN THIS EVENT.

## FRESHMAN WEEKEND



The “Freshman Weekend” is a CATÓLICA-LISBON tradition that has been going on now for 16 years and it consists of different induction activities promoted by CATÓLICA-LISBON at the beginning of the academic year for its new undergraduate students.



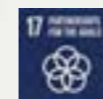
During three days, new undergraduate students from CATÓLICA-LISBON have the opportunity to do outdoor activities, adventure walks along the mountain trails, and, at the same time, to interact with other students. This interaction among students helps them develop a sense of team spirit and camaraderie.

250 STUDENTS ATTENDED THE LAST EVENT.

## WELCOME WEEK ACTIVITIES FOR EXCHANGE INCOMING STUDENTS



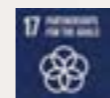
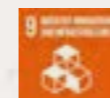
The International Relations Office organises two Welcome Weeks for Exchange Incoming students, one per semester. The goal of these events is to provide students with the opportunity to discover a different culture, make new friends, learn a foreign language, foster integration to the university and the city, and increase intercultural awareness through group activities (such as team building and intercultural workshops), outdoor activities, and visits to cultural heritage cities and monuments. In the Fall of 2019/2020, students visited Sintra, Cabo da Roca, Oporto, and Óbidos. In the spring of 2019/2020, the students did a Lisbon city tour, visited Oporto Wine Cellars, and had dinner with traditional Portuguese dishes.



## NETWORK SESSIONS



The network events are exclusive opportunities for students to get to know CATÓLICA-LISBON’s Alumni and other representatives from companies. The sessions are held at CATÓLICA and allow students to have interactive moments with representatives from different areas and organisations.



PER YEAR, THERE ARE, ON AVERAGE, 40 NETWORKING EVENTS AT CATÓLICA-LISBON.

## SUMMER ACADEMY

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In 2022, the School launched a new program, the "Summer Academy", an experience for Undergraduate / Bachelor students and recent graduate students from all over the world who wish to acquire the latest management concepts and trends at one of the 30 best Business Schools in Europe.

EACH EDITION HAD 30 PARTICIPANTS.

## COMPANY SESSIONS

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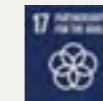


The company sessions are unique opportunities for students to gain insights about companies and enhance their network. This initiative encompasses sessions held by partner companies at CATÓLICA- LISBON and company experiences when students visit the companies' offices to enhance their knowledge about it. It also includes study trips the students did to visit companies in foreign countries such as Spain, Luxembourg, The Netherlands, and Ireland.

THROUGH THE YEARS OF 2019 AND 2022 THERE WERE MORE THAN 250 EVENTS OF THIS TYPE, INVOLVING MORE THAN 100 PARTNER COMPANIES

## STUDENTS WORKSHOPS PROMOTED BY PARTNER COMPANIES

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A series of different workshops designed to develop students' personal and professional skills as part of their curriculum at CLSBE. These workshops covered different themes and were conducted by 06 partner companies.

THROUGH THE YEARS OF 2019 AND 2022, THERE WERE MORE THAN 80 WORKSHOPS, SUMMING UP TO 2400 PARTICIPANTS AND MORE THAN 40 PARTNER COMPANIES

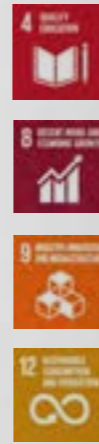
## STUDENT CHALLENGES PROMOTED BY PARTNER COMPANIES

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These challenges are a series of different hands- on activities for students promoted to support the development of innovative solutions and their own personal and professional skills. It includes activities such as "crack the case", which aims to enhance students' performance in future recruitment processes, among others.

# L'Oréal BRANDSTORM CHALLENGE



Every year, L'Oréal organises an international contest, the L'Oréal Brandstorm, a marketing challenge for university students from around the world to take on the role of leaders of the international brand.

The challenge of the 2020 edition of the L'Oréal Brandstorm contest was to build a future without plastic in the beauty industry by creating an innovation that reduces or eliminates the use of plastic through new circular business solutions while changing the consumer behavior of the middle class.

In the national final that took place on May 5, three of the four finalist teams were from CATÓLICA- LISBON, one of which was chosen to represent Portugal in the final of the international contest.

The Greensleeves, team of the students Francesca Elena Di Majo, José Pedro Saraiva, and Jonas Benedikt Strunk, mentored by Professor Kyryl Lakishyk, won the national final with the idea of reusing waste from the processing of oranges in Brazil that, through the extraction of the orange peel and its oxidation and mixing with CO<sub>2</sub>, in a negative carbon process, creates a bioplastic which will be used for the production of sustainable products and packaging.

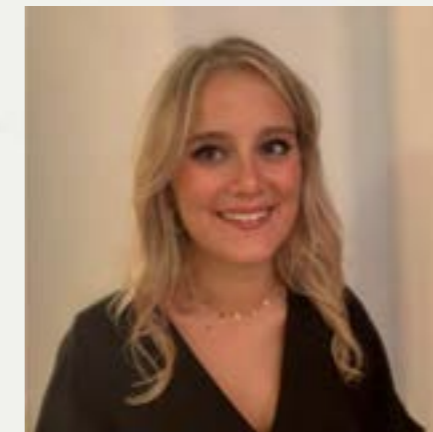
“The L'Oréal Brandstorm was a once-in-a-lifetime experience. Together with my great team members Francesca and José, we made it to third place out of over 10,000 teams. Despite all the joy, the “A Plastic-less future” theme also showed us that sustainable production in many industries is incredibly complex and a huge opportunity at the same time.”

— JONAS STRUNK



**JONAS STRUNK**

*Master Student*



**FRANCESCA ELENA  
DI MAJO**

*Master Student*



**JOSÉ PEDRO SARAIVA**

*Master Student*

## Mentoring Program

The Mentoring Program is an initiative of great value in the personal development of undergraduate and master students, through contact with a former student of CATÓLICA LISBON – their Mentor.

With this program, students can complement their academic training at CATÓLICA-LISBOA, getting to know more closely the economic and business reality they will work in. With the Mentor the student has the opportunity to discuss their academic progress and career prospects, thus benefiting from a recognized professional experience.

This is also an enriching experience for the mentor, for the satisfaction of helping new students with the sharing of their knowledge, for contacting the new generation, and even for refining their coaching and leadership skills. The Mentoring program takes place in person or remotely, so the mentor can be located in any country.

One of the secrets of the Mentoring Program's success is the care with which mentors are allocated. It is sought that there is a correspondence between the professional and personal interests of mentors and mentees, in order to facilitate the relationship and empathy between both.

The Mentoring Program started in 2007, covering 80 students at the time. Currently, we have on average 300 to 400 students annually in the program, between undergraduate and master's degrees.

The program starts in September and ends at the end of the academic year of completion of the student's degree. In each academic year, two evaluations of the program are carried out at the end of each semester, either by the mentor or by the mentee, in order to be able to provide help if necessary and with a view to continuous improvement of the Program.

Since It's  
Creation In 2007,  
More Than 2700  
Students And  
900 Mentors  
Have Taken Part  
In The Program.

## Mentoring Program Testimonials

“The Mentoring Program is an opportunity for both students and mentors. In the first case, the possibility of receiving advice and guidance from people with proven management experience and in the second, the contact with young people full of ideas and with up-to-date skills and knowledge, has an indisputable value and allows a win-win sharing that reinforces the spirit that unites those of the CATÓLICA-LISBON. It is a privilege for me to be able to participate in this Program that has allowed me to establish contact and relationships with high potential students from whom I have learned a lot.”



**MARIA ISABEL JONET**

*President of the Portuguese Federation of Food Banks Against Hunger, Alumni & Mentor*



**MAFALDA LUÍS**

*Business Analyst at Jerónimo Martins Alumni & Mentee*

“The mentoring program is a clear added value and a differentiating factor for CATÓLICA-LISBON. It is an opportunity to share knowledge, expectations, and experiences that allow us to discuss our ideal career path with someone experienced and with a successful track record. During the academic career at CATÓLICA-LISBON, having the possibility of being accompanied by a former student, who knows our training in-depth and with a successful professional career, contributes to our training being an enriching and more complete experience.”



### MARIA DA CONCEIÇÃO LUCAS

*Chairman of the Board of Directors at Banco Atlântico Europa, Alumni & Mentor*

"When CATÓLICA-LISBON decided to launch a Mentoring Program, I immediately thought it would be a highly commendable initiative. Through it, students can establish a connection to company management staff in Portugal, get answers to practical questions about the reality of today's companies and their management, trends in national and international markets, the evolution of their professional career and, even, about the balance between professional life and personal and family life. In short, it is a differentiating initiative, of great success, certainly, and which will allow the academic path of future economists and managers trained in this school to take place with great visibility and awareness of the real."

"The mentoring program at CATÓLICA-LISBON provided me the opportunity to receive valuable personal insights into the career of my mentor Anna. Besides the professional advice she also helped me with personal suggestions regarding career and life planning. The mentoring team did a great job in choosing the mentor based on my individual situation and preferences. Anna founded a startup herself and I had the chance to consult her before important decisions while working on my own startup. Our meetings were determined by great trust and a strong focus. I am happy to say we are still in contact.



### NIKLAS LINSS

*Co-Founder Clay Germany Alumni & Mentee*

## Students Clubs

Professional Student Clubs are a vital part of the academic experience provided by CATÓLICA-LISBON. Students create Clubs within their areas of interest with the purpose of organising events or activities that foster networking and contact between the CATÓLICA-LISBON students and the business world.

The Clubs are responsible for arranging an array of events such as workshops and conferences with well-known speakers and open days at several companies. The Clubs are supported by the Careers & Talent Office and may also collaborate with school departments on specific projects.

**CATÓLICA-LISBON**  
has 15 student  
clubs and 3 student  
associations:

CATÓLICA-LISBON ECONOMICS CLUB

CATÓLICA-LISBON MARKETING CLUB

CATÓLICA DEBATING SOCIETY

BET CATÓLICA-LISBON (BRING ENTREPRENEURS TOGETHER)

EQUALITY IN BUSINESS CLUB

VCC - VENTURE CAPITAL CLUB

REC - REAL ESTATE CLUB

CATÓLICAxLAB CLUB

TECH@CATÓLICA CLUB

180 DEGREES CONSULTING

CASE PREP PARTNERS

C&CL - CATÓLICA & CONSULTING LINKED CLUB

CLIP - CATÓLICA LISBON INVESTMENT PARTNERS

BCC - BUSINESS COMPETENCIES CLUB

CATÓLICA 4FUTURE

AE CATÓLICA LISBON BUSINESS & ECONOMICS

MOVE

AIESEC



## CATÓLICA MARKETING CLUB



Católica Marketing Club aims to provide up-to date knowledge on marketing and relevant competencies such as interpersonal skills, creativity, negotiation, organisation and teamwork to its participants. In order to make this happen, the club is divided into three departments who work closely together. The Communication department creates regular marketing related content to educate and engage with the academic community and promotes the events above mentioned. The Events department arranges workshops and talks with experts in the field of Marketing in order to facilitate the contact between companies and students both from Undergraduate and Master's programs. Lastly, the new Brand Management department is in charge of the magazine (Marketing Mix) where the club shares opinions on trending marketing topics; the production of the podcast (Now It's Viral) and the in-house consulting project, where it focuses on understanding the club's strengths and what are its improvement opportunities in order to create a better strategy.

33 STUDENTS ARE PART OF THIS CLUB



## CATÓLICA DEBATING CLUB



The Católica Debating Society enforces and promotes diversity and inclusion so that everyone can have a platform to learn and understand different viewpoints and enhance one's horizon. The club organises weekly debates on various topics, ranging from current events, such as the US election in 2019, to philosophical questions. It has also organised events in partnerships with other student clubs to create more engagement between students. In order to include all participants and to enhance everyone's argumentation skills, it uses the British Parliament Debating Style.

28 STUDENTS ARE PART OF THIS CLUB



## CATÓLICA-LISBON ECONOMICS CLUB



CATÓLICA-LISBON Economics Club aims to promote economic science around the student community, with the support of Católica Lisbon School of Business and Economics expertise. The club hopes to foster a stronger interest in economics and to help students develop a critical opinion on relevant economic topics. The CATÓLICA-LISBON Economics Club publishes its quarterly Magazine with articles written by the club members that provide analysis and opinions regarding trending economic topics. It also publishes semi-monthly

Podcasts in which it interviews people related to the economics field and a weekly outlook covering the most important economic developments of the week. Furthermore, the Club organises events (conferences and debates) about National and International issues covering the economic part and other fields of study.

28 STUDENTS ARE PART OF THIS CLUB



## EQUALITY IN BUSINESS

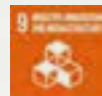


The Equality in Business club wants to create awareness about equality in the business world by actively engaging students about relevant topics in a professional manner. Its activities include events designed to create interest in relevant topics related to the core of the club and on creating and publishing podcasts with relevant content and partners.

21 STUDENTS ARE PART OF THIS CLUB

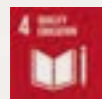


## VENTURE CAPITAL CLUB



The Venture Capital Club was founded in 2020 with the mission to provide a community for exchange and knowledge transfer for interested students in venture capital by using the outstanding network and startup environment of Lisbon and creating a win-win-win situation for Católica, the startup hub ecosystem in Lisbon, and of course for students. The VCC contributes to the personal development of Católica's students and especially every member of the club by providing and maintaining a network within the Venture Capital Industry. The VCC supports every student by extensively creating industry-specific content and events and sharing knowledge within the club. By offering research projects for external partners, VCC's members get the chance to gain hands-on practical experiences.

THE CLUB HAS 6 MEMBERS.



## REAL ESTATE CLUB



The Real Estate Club is a recently launched student club that aims to be the first Real Estate student's club in Portugal. Its mission is to explore the real estate and investment world, promoting the enrichment of knowledge and skills through the publication of regular articles and the organisation of workshops or conferences with experts in the field.

18 STUDENTS ARE PART OF THIS CLUB



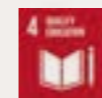
## CATÓLICAxLAB

CATÓLICAxLAB is a club dedicated to fostering knowledge, innovation, and motivation. The club aims to encourage and inspire all members of the CATÓLICA-LISBON community to think outside-the-box and work on their own "ideas worth spreading". Every year, the club organises a TEDx event at the University and plan related workshops on campus to develop new ideas on topics that matter, with the goal of creating a students hub to inspire thinkers to spark interesting discussions, shows different perspectives, and help the CATÓLICA-LISBON community to think in new ways. Yearly, 20 students join the club.

CATÓLICAxLAB promoted 2 editions of the TEDxCatólicaLisbonSBE between 2019 and 2020. The 2019 event had 100 participants on CLSBE campus. In 2020, the event was held online under the theme "Break The Rules" and reunited more than 250 participants, reaching thousands through the online transmission of the videos in the following months.



20 STUDENTS ARE PART OF THIS CLUB



## TECH@CATÓLICA



Tech@Católica's mission is to advance tech education and coding skills, enabling students to explore the technological landscape of the business world and fostering a brave culture of value creation, risk-taking, and positive impact. The club promotes two different types of events for its members and community: the Tech Lunches, where partners are invited to share their knowledge with the club community, and the Hackathons (or Hack@Home), events where participants are challenged to solve a proposed problem and develop their data science skills.

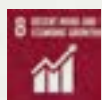
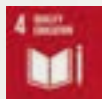
29 STUDENTS ARE PART OF THIS CLUB







## 180 DEGREES CONSULTING



180 Degrees Consulting is the world's largest student-led consultancy organisation. Its mission is to meet the demand of socially-driven organisations for high-quality, affordable consulting services that will enable them to reach their full potential. Besides its projects, it also develops internal activities such as mentoring sessions and workshops for its members and events for the general public, such as the Social Conferences, to engage and promote topics related to its core.

32 STUDENTS ARE PART OF THIS CLUB

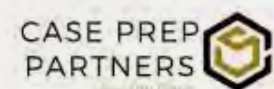


## CASE PREP PARTNERS



Case Prep Partners' purpose is to prepare students for case interviews they will face during the assessment processes to get recruited by companies. The club promotes workshops and provides students with case-solving strategies, frameworks, and tools to enhance their abilities and develop a talented community:

- COLLECTION OF CASES
- FRAMEWORKS FOR POPULAR CASES
- PRACTICE PARTNERS TO INCREASE YOUR EXPERIENCE
- SUPPORT FROM OUR ACADEMIC CATÓLICA MENTOR
- ALIGNMENT WITH CAREERS & TALENT OFFICE
- COMMUNITY BUILDING



50 STUDENTS ARE PART OF THIS CLUB



## CATÓLICA & CONSULTING LINKED

CATÓLICA-LISBON's first Junior Initiative, an association that operates on the model of a professional consultancy firm and aims to respond to the problems of the various players in economic life. At CCL, students have the opportunity to work on real consulting projects, counting with the support and supervision of reputable professors from the academic and business worlds, focusing on providing consulting services on Strategy, Marketing, Digital Transformation, and Corporate Social Responsibility. CCL also provides training and workshops with partner companies for its members to capacitate them to perform and deliver high-quality projects. The club has developed 13 consulting projects in 2020.



43 STUDENTS ARE PART OF THIS CLUB



## BET

BET believes in organisations where initiative and entrepreneurship are valued in the highest terms, promoting an entrepreneurial mindset in everything people do. The club provides all the necessary mindset tools, networking, expertise, and opportunities for university students' envisioned projects in real life, by matching them with investors, partners, and financially and strategically mentoring them and their startup. Yearly, BET holds several events and challenges for students, as the BIT "Bring Ideas Together", a challenge for entrepreneurs with new ideas to work in their business models with the help of mentors; the "Leadership Academy", focused on shaping new leaders by developing various soft skills; and the "Bet 24", in which 4 different challenges are launched at the same time. This event also reunites several guest speakers to share their success stories and inspire the participants and promote workshops to develop the participants' skills and improve their projects. The 2020 events reunited around 100 participants.



23 STUDENTS ARE PART OF THIS CLUB



## CLIP CATÓLICA LISBON INVESTMENT PARTNERS



Católica-Lisbon Investment Partners believes that knowledge and financial awareness are the keys to the professional success of the 21st century's individual. That is why its members are committed to demystify and promote the financial world's issues among the academic community. The club is primarily focused on enriching financial literacy, by publishing updated financial information on the fields of Financial Markets and Investment Banking, as well as endorsing contact with companies and recruiters, by organising conferences and networking events. CLIP awards its members with exclusive opportunities to enhance their skills in broad financial areas and empowers them to shape their future in the professional world. Its vision is to be the leading source of financial information and counselling in the university context.

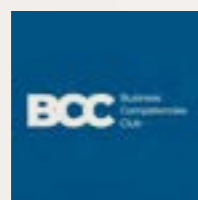


36 STUDENTS ARE PART OF THIS CLUB



## BUSINESS COMPETENCIES CLUB

BCC is a student-led organisation that aims to nurture and develop core business skills and train the managers of tomorrow. In today's fast-moving and challenging business environment it is more important than ever to have a suitable set of competencies for sustainable value creation. BCC believes that its members and students can develop and improve these skills – together – by learning from peers and professionals, to be the ones influencing and outperforming the future. The club offers a structured set of Events and Social Activities, with the goal to deepen and train the learned knowledge and to prepare its members perfectly for the Final Case Weekend – a real-life situation, hosted by leading companies.



20 STUDENTS ARE PART OF THIS CLUB



## CATÓLICA 4FUTURE



Católica4Future aims to create positive awareness towards a more sustainable environment. The club promotes events such as summits, conferences, and beach clean-ups to engage students and enable more sustainable practices.

33 STUDENTS ARE PART OF THIS CLUB



## CATÓLICA LISBON STUDENT'S UNION'S



CATÓLICA-LISBON Students' Union's role is to represent the students, prioritising their interests and individual or collective needs. The club promotes a different range of activities and events to provide the students the most complete experience during their Bachelor's or Master's. Between 2019 and 2020, its activities included a Freshman's weekend in Serra da Estrela, where they held several activities for the new students to start to bond with each other and create friendships, and have also promoted volunteer nights, trash pickup at the beach, and events like "Unleash Yourself" where all our students can develop other skills that will be important in their lives.

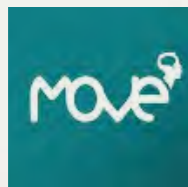
30 STUDENTS ARE PART OF THE STUDENT UNION BOARD

## MOVE



MOVE is an NGO that sees entrepreneurship as the means to empower young people, families and communities in developing, peripheral or less autonomous or productive areas of the world. The NGO was founded in 2009 by CLSBE students as a students association, and is now an independent organisation with a special partnership relationship with the University. Through consultancy projects, MOVE “credits hope” by empowering local communities with the essential features and tools that will allow them to shape and build a more sustainable future. Twice a year, teams of 5 to 6 volunteers depart to Sao Tome and Principe, Timor-Leste, and Sao Miguel, in the Azores, where they stay for 6 months. The sharing of management knowledge, from ethics to marketing, the brainstorming of ideas, and the development of soft skills build a solid and ambitious future for both individuals and the surrounding community.

MOVE’s work on the field seeks to create and strengthen future leaders by encouraging critical and entrepreneurial spirit. MOVE believes that good leaders generate better businesses and that better businesses lead to stronger and more sustainable living conditions, and that the key to this formula is young people who are eager to put what they have learned in life and in the classroom to the service of others.



## AIESEC



AIESEC is a global network of young leaders under the age of 30 who strive to better themselves and the communities around them, being passionate about world issues, leadership development, cultural understanding, and experiential learning. The organisation spans 126 countries and territories and every aspect of AIESEC’s operations is managed by students and recent graduates. AIESEC’s purpose is to strive for peace and the fulfilment of Humankind’s potential. The organisation does it by developing leadership in young people through cross-cultural experiences, that include:

Global Volunteer, an international volunteering experience, working with an ONG in another country for 6 to 8 weeks; Global Entrepreneur, an international internship experience, working in a startup in another country for 6 to 12 weeks; Global Talent, an international internship experience, working in a company in another country for 6 months to 1 year.



# STUDENT INITIATIVES



## Maria Project



Created in the Master's course, the Maria project that promotes the development of emotional and social skills among all those who support someone who has a mental illness by an online community of family and friends of people with mental illness.



Maria is an initiative supported by the Social Investment Fund +PLUS of Casa do Impacto da Santa Casa da Misericórdia de Lisboa.



## Impact Pre-Accelerator Called Gaia Academy



GAIAs goal is to inspire students and support them in their career to create a positive impact. It is a physical space that uses open innovation and a multi-stakeholder practice to create a strong student impact community consisting of diverse backgrounds which eventually develops strong ideas to tackle global issues.



## FollowTheVote



"Informed. Engaged. Empowered" Under this motto, master students Maren Heinz and Frank Lehmann founded, in 2020, FollowTheVote - a creative and innovative app that makes politics simple, factual, and fun again. Young citizens are encouraged to learn about politics and motivated to get involved socially and politically.

FollowTheVote is a social impact startup committed to strengthening democracy, peace, and freedom for the next generations.



Together with 13 volunteers, they are working on the design and development of an app that reinvents the way we inform ourselves politically in the 21st century.



**FRANK LEHMANN**  
*Master Student*



**MAREN HEINZ**  
*Master Student*



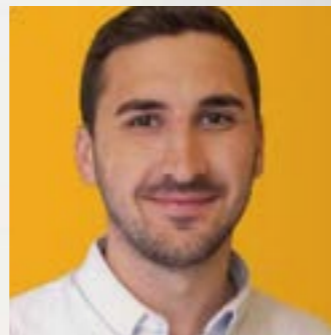
## Sisu Health



Sisu Health is a B2B on-demand service platform that lets employees book courses and sessions anonymously by a variety of providers to improve their mental health and prevent burn-out.



The company was founded in July 2020 by CATÓLICA-LISBON master student Ludwig Bolay and his co-founders after taking the course Healthcare Transformation.



**LUDWIG BOWLAY**  
*Master Student*



## mangoUP

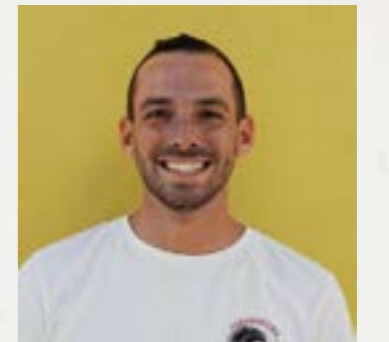
mangoUP's mission is to empower the next generation of change-makers by providing access to a gamified startup program backed by a peer-to-peer learning experience in a collaborative workspace. mangoUP aims to help early-stage founders, by enabling them to go from a simple business idea to a product.

Their self-paced and action-oriented program is adapted to the new generation, and they've built an online community of young founders, which already counts over 150 members from 20+ countries.

mangoUP was born during the Lean Entrepreneurship Project course at CATÓLICA-LISBON in March 2020 and since then the founders Nicolas, Marie and Raquel have been passionately working on enabling other young people to make a positive impact and bring change.



**RAQUEL SANTOS**  
*Master Student*



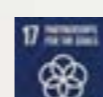
**NICOLAS ALBER**  
*Master Student*



**MARIE SCHMIDTSDORF**  
*Master Student*

# 7.2

## LEADERS OF TODAY



### Leaders of Today

The Leaders of Today are all the Executives the School contacts within its path: from Executive Education to Alumni.

This section presents all CATÓLICA-LISBON initiatives developed with the aim to impact the personal and professional development of the Executives CATÓLICA-LISBON touches, through the School programs and activities.

That includes information on the academic offer to Executives (PRME principle#3): Open and Customised Executive Programs, The Lisbon MBA and Executive Masters, as well as the activities organised by CATÓLICA-LISBON's Alumni Office. It is the School's priority to form Executives as Responsible Leaders, able to lead their organisations on a path towards a successful future. For that, it is very important to keep open communication with companies, to listen about their needs, and to work in collaboration with executives on the ground to exponentiate the purpose of

the organisations they work for (PRME principle#5).

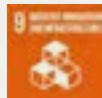
You will find in the next pages a brief introduction to the School's Executive Programs and Executive Masters. CATÓLICA-LISBON aimed to make sure the voice of its Leaders is heard, so it collected some reflections of its partners and students in Executive Education to let them talk about their experience.



PRME PRINCIPLE 3 METHOD



PRME PRINCIPLE 5 PARTNERSHIP



Moreover, it also highlights some important information on the School Alumni Network, which nowadays represents a Family of more than 50.000 people around the world, committed to transform the world with the knowledge and values they received from CATÓLICA-LISBON. It is for CATÓLICA-LISBON an honour to share with you its Alumni achievements and how they keep representing CATÓLICA-LISBON all over the world. The School believes the Leaders of Today are the ones paving the way for the future! They are Executives, CEOs, Economists, Activities, Entrepreneurs changing the world and they are also a flagship of the School's excellence everywhere they are.

During 2019 and 2020 the “get together events” were moved online due to the Pandemic status; nevertheless, the School is proud of its alumni achievements and happy to share a bit more on the next pages of this report.

## EVENTS PARTICIPANTS

More Than 1100  
Alumni Participated  
On The Get Together

More Than 450 Events  
Were Held For Our  
Executive Students

At Least 4 Events Focused  
Exclusively On The Alumni

## Executive Education

CATÓLICA-LISBON Executive Education contributes to the Impact of the School in many different ways:

1. It was the first School to offer two programs in the area of sustainability (Responsible Business and Purpose-driven Organisation).
2. It trains company employees to prepare them for their current and future career and as such impacts the organisations in which they work as well as the world at large.
3. It transmits cutting edge knowledge developed by researchers and professors to company executives and as such leads the knowledge and innovation diffusion to a broad range of people.
4. It brings best practices in the non-profit sector.



**CÉLINE ABECASSIS-MOEDAS**  
*Dean for Executive Education*

I have chosen to be an educator, a researcher, and an academic because of the impact that we have on a daily basis on the life of people (students, participants...). I love to re-encounter former students/participants, even years later, who tell me about their work, their career, and how the teaching made a difference. I would not change profession! It is with great pleasure that we share with you our latest activities with executives at our School. Hope you enjoy!

## Open Programs

CATÓLICA-LISBON Executive Education has been the partner chosen by managers looking for innovative training solutions to contribute to their personal development and career, and by companies that recognize that the development of its employees is crucial to the sustained growth of the business and its competitiveness.

	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17
<b>FINANCE</b>																	
CONTABILIDADE E FINANÇA				x				x	x								x
FISCALIDADE INTERNACIONAL				x				x	x								x
PERFORMANCE E CONTROLO DE GESTÃO				x				x	x								
<b>LEADERSHIP, HR AND SOFT SKILLS</b>																	
LEADING AND ENERGIZING TEAMS FOR PERFORMANCE				x				x	x								
ESPECIALIZAÇÃO EM NEGOCIAÇÃO				x				x	x								x
PROGRAMA AVANÇADO EM GESTÃO DE RECURSOS HUMANOS				x	x			x	x								
LIDERANÇA ORIENTADA PARA RESULTADOS				x	x			x	x								x
<b>MARKETING &amp; SALES MANAGEMENT</b>																	
MARKETING TOOLS IN A DIGITAL WORLD				x				x	x								
ESPECIALIZAÇÃO EM E-COMMERCE				x				x	x								
STRATEGIC MARKETING ADVANCED PROGRAM				x				x	x								
PROGRAMA DE GESTÃO EM MARKETING DIGITAL				x				x	x								
GESTÃO COMERCIAL E DE VENDAS				x				x	x								
<b>MANAGEMENT</b>																	
PURPOSE DRIVEN BUSINESS - SUPPORTED BY THE CALOUSTE GULBENKIAN FOUNDATION				x				x	x			x					x
PROGRAMA AVANÇADO DE GESTÃO PARA EXECUTIVOS				x				x	x								x
PROGRAMA GERAL DE GESTÃO				x				x	x								x
PROGRAMA AVANÇADO DE GESTÃO E AVALIAÇÃO DE PROJETOS				x				x	x								
RESPONSIBLE BUSINESS - SUPPORTED BY THE CALOUSTE GULBENKIAN FOUNDATION				x				x	x			x					x
<b>DIGITAL</b>																	
DIGITAL PRODUCT MANAGEMENT - IN PARTNERSHIP WITH PRODUCTIZED				x				x	x								
BLOCKCHAIN AND SMARTCONTRACTS - IN PARTNERSHIP WITH TÉCNICO+				x				x	x								
ADVANCED TRAINING FROM INSTITUTIO SUPERIOR TÉCNICO				x				x	x								
CIBERSEGURANÇA PARA EMPRESAS - IN PARTNERSHIP WITH TÉCNICO+, ADVANCED TRAINING FROM INSTITUTIO SUPERIOR TÉCNICO				x				x	x								
BUSINESS AUTOMATION FOR THE FUTURE OF WORK - IN PARTNERSHIP WITH EDP				x				x	x								
DIGITAL TRANSFORMATION - POWERED BY MICROSOFT				x				x	x								
PROGRAMA DE GESTÃO EM MARKETING DIGITAL				x				x	x								
BIG DATA: DATA SCIENCE AND BUSINESS ANALYTICS				x				x	x								
REGULAMENTAÇÃO GERAL DE PROTEÇÃO DE DADOS - IN PARTNERSHIP WITH THE LISBON LAW SCHOOL OF UCP				x				x	x								x
<b>INNOVATION</b>																	
PROGRAMA AVANÇADO EM EMPREENDEDORISMO E GESTÃO DA INOVAÇÃO				x				x	x								
DESIGN THINKING FOR BUSINESS				x				x	x			x					
<b>HEALTHCARE</b>																	
HEALTHCARE MANAGEMENT PROGRAM				x	x			x	x								
YOUNG MEDICAL LEADERS PROGRAM				x	x			x	x								
LEADING PHARMA: GESTÃO PARA A INDÚSTRIA FARMACÉUTICA - IN COLLABORATION WITH HMR				x	x			x	x			x					
YOUNG PHARMACISTS MANAGEMENT PROGRAM				x	x			x	x								
<b>INDUSTRY SPECIFIC PROGRAMS</b>																	
GESTÃO DE TURISMO - SUPPORTED BY PORTUGAL TURISMO AND CONFEDERAÇÃO DE TURISMO DE PORTUGAL				x	x			x	x								x
INTERNATIONAL WINE BUSINESS				x	x			x	x			x					
PROGRAMA EXECUTIVO DE GESTÃO DO LUXO				x	x			x	x			x					
STRATEGIC AGRIBUSINESS MANAGEMENT				x	x			x	x			x					x



## Testimonials From Participants of The Executive Programs

Executive Programs are meaningless without CATÓLICA-LISBON's students, so the School works hard to meet their expectations, make them learn in a professional and exciting way, and bring their insights to the core of what is taught.

It is with gratification that the School shares their opinions on the programs they have enrolled in. Their high evaluations are an important criteria for the world class FT ranking of CATÓLICA-LISBON Executive Education, ranked the 25th best in the world and top 19 best customized program, besides being the best one in Portugal.



## Testimonials From Católica-Lisbon Students On Executive Programs

### FINTECH DISRUPTION PROGRAM

The Fintech Program has endowed me with solid knowledge and mental frameworks on the 'state-of-the-art' of technological disruption in the financial markets, covering a wide range of topics, from regulation to Artificial Intelligence, through cryptocurrencies and Blockchain.



**ANDRÉ FILIPE MORAIS**  
*Lawyer at CCA ONTIER*



### RESPONSIBLE BUSINESS: NEXT SOURCE OF COMPETITIVE ADVANTAGE PROGRAM

“ The Responsible Business course, which is relevant to all business sectors and functions, demonstrates how responsible performance is the way to ensure business competitiveness and create value generation. ”

**SANDRA POMBO**  
*Global Brand & Communications  
Director at Efacec*

## PURPOSE-DRIVEN BUSINESS PROGRAM

“ An excellent course, very well organized and with a very high quality of content. Excellent support materials and a very successful interactive platform. Very useful and a huge help to our efforts to promote greater awareness about the Purpose Driven agenda. “



**PAULA GOMES FREIRE**  
*Managing Partner at Vieira de Almeida Advogados- VdA*



**SARA PIRES**  
*Senior Consultant at Gfi Portugal*

## GERAL MANAGEMENT PROGRAM

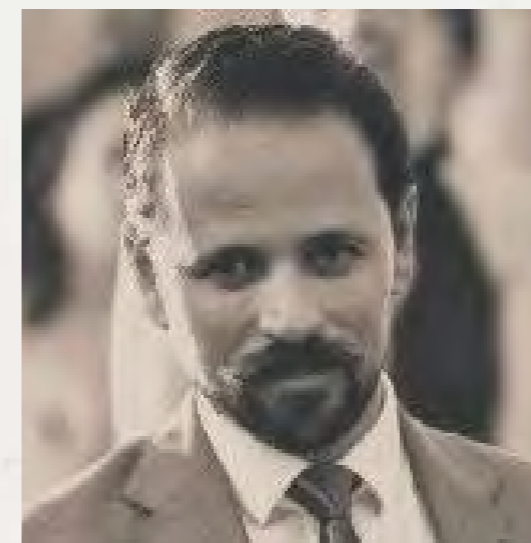
“ This program is not just a knowledge sharing platform, focused on the formal assessment of skills acquisition and content assimilation. It is above all an opportunity to share ideas, to network, and to get in touch with other realities, other sectors and new knowledge. “

## GENERAL DATA PROTECTION REGULATION PROGRAM

“ I selected this program based on its practical and ‘business oriented’ view, the effective experience of the faculty and the applicability of the curriculum to reality. It was undoubtedly an asset for the exercise of my functions as a DPO. “



**JOÃO BORDA D'ÁGUA**  
*Compliance Officer at Zurich Insurance*



**ANDRÉ RESENDE**  
*Administrator at Hello Park*

## DESIGN THINKING FOR BUSINESS INNOVATION PROGRAM

“ There is a difference between what we think we are solving and what consumers want to see resolved and the course helps us to see these differences.”

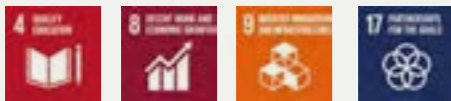
## EXECUTIVE MASTERS

CATÓLICA-LISBON offers 5 Executive Masters on the Executive Education Programs segment.



### Masters in Finance

Executive Master in Management with a Specialisation in Leadership Development



Executive Master in Management with a specialisation in Strategic Marketing



Executive Master in Management with a specialisation in Digital Innovation



Executive Master in Management with a specialisation in Finance and Control



## Partners In Executive Education

As the TOP School in Portugal in regards to customised Executive Education, CATÓLICA-LISBON is very proud to serve its partners with the highest quality Education and to be a School of Leaders, with a close engagement with the School corporate client's needs.

The School aims to keep long lasting relationships with companies aligned with its sense of excellence, and its ethical

values. This is CATÓLICA-LISBON's best approach to bring Impact for the Business world and be an instrument of positive change. Among many of the companies the School has the honour to work with on a regular basis, Inetum and Jerónimo Martins are very glad to share their impressions on what has been their experience with CATÓLICA-LISBON.

“Our partnership with CATÓLICA-LISBON was essential. We worked together to customize the content to our needs and then refined it along the way. We particularly liked the methodologies used: simulator, projects, role plays CATÓLICA-LISBON offered an amazing support.”



**BRUNO DA SOLA**  
*Group Human Resources Director, Inetum*

“CATÓLICA-LISBON has been a long-term partner in the development and growth of the managers at Jerónimo Martins, namely through our “Strategic Management Program CATÓLICA | Kellogg”. The challenge of thinking differently, the restlessness in embracing new knowledge, and a multidimensional analysis in the approach to problems, have been a constant stimulus and a motivating factor for our teams. Our partnership in this program is clearly a bet win and an investment in the future.”

## Jerónimo Martins



**MARTA MAIA**  
*Chief People Officer, Jerónimo Martins*

## SIT Impact Bootcamp 2019 and 2022

### SCALING IMPACT EXECUTIVE PROGRAM



In 2019 the program took place at IRIS, Regional Incubator for Social Innovation, born as part of the partnership between the EIB Institute and the Amarante City Council. In 2022, the edition of SIT Impact Bootcamp, took place at CATÓLICA-LISBON with the same characteristics as in 2019.



In 2022, the program had 28 social entrepreneurs with impact projects coming from 7 European countries. The projects were:

ACTIV'ACTION  
(EMPLOYMENT)  
FRANCE

ADVITOS  
(HEALTHCARE)  
GERMANY

ANGIODROID  
(HEALTHCARE)  
ITALY

LIFEED  
(EMPLOYMENT)  
ITALY

LIXEA  
(PRODUCTION  
AND INDUSTRY)  
ESTONIA

MAGRID  
(EDUCATION AND YOUTH)  
LUXEMBOURG

MAPIE  
(EDUCATION AND YOUTH)  
PORTUGAL

MIWA TECHNOLOGIES  
(WASTE REDUCTION)  
CZECH REPUBLIC

PLASTICFRI  
(CLIMATE AND  
ENVIRONMENT)  
SWEDEN

SKILLAB  
(EMPLOYMENT)  
NETHERLANDS

THE NEWSROOM  
(DEMOCRACY AND  
CITIZEN  
EMPOWERMENT)  
PORTUGAL



# THE LISBON MBA

The Lisbon MBA Católica | Nova is a joint venture between the two top European business schools based in the Lisbon region: CATÓLICA-LISBON and Nova SBE.



The Lisbon MBA is the only MBA program in Europe that offers an Immersion Program at the MIT Sloan School of Management, with a special focus on entrepreneurship, intrapreneurship, digital business transformation and technological innovation.

The Lisbon MBA is committed to

developing students full potential to become principled global leaders, capable of having a meaningful impact on business and society, and contributing to a better world, by providing them with a unique life-changing experience in an entrepreneurial and international environment.

## Programs

### INTERNATIONAL MBA

An intensive 12-month full-time program aimed at high potential professionals with an average of 8 years of experience (minimum of 3), who want to accelerate or change their careers through a unique transformational experience in the development of management and leadership skills.

### EXECUTIVE MBA

A 22-month part-time program, aimed at more senior professionals, with an average of 13 years of experience (minimum of 5), who wish to progress to top management positions in their organisations or change careers, with a minimum disruption to their professional and personal life.

### CREDENTIALS INTERNATIONAL MBA

In The Top 100 MBAs By The Financial Times 2022 Ranking And The Economist

### TOP MBA IN PORTUGAL

### 47th EXECUTIVE MBA IN EUROPE

### 84th EXECUTIVE MBA IN THE WORLD

### 41th FULL-TIME MBA IN EUROPE

\* FINANCIAL TIMES EXECUTIVE MBA RANKING 2022



# INTERNATIONAL MBA

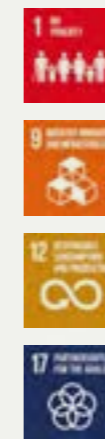
	2019	2020	2021	2022
STUDENTS	31	35	34	34
FEMALE	29%	31%	26%	26%
MALE	71%	69%	74%	74%
INTERNATIONAL	49%	66%	62%	62%

# EXECUTIVE MBA

	2019	2020	2021	2022
STUDENTS	50	50	56	N.A
FEMALE	34%	28%	34%	N.A
MALE	66%	72%	66%	N.A
INTERNATIONAL	20%	18%	17%	N.A

## Courses Highlights

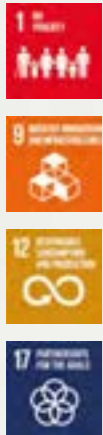
### BUSINESS ETHICS AND SUSTAINABILITY



Taught by Prof. Milton de Sousa, the main purpose of this course is to allow participants to develop an in-depth and personal understanding of ethics and sustainability in a business context by engaging in a multi-stakeholder simulation, experiencing ethical and sustainability dilemmas through action learning. This forms a basis for participants to be more self-aware and to develop leadership skills in a complex and uncertain context while understanding the application of essential theories and models for ethics and sustainability.



## SEMINAR ON GLOBAL COMPLIANCE AND ETHICAL ISSUES



Taught by Prof. Leigh Hafrey within the syllabus of The Lisbon MBA - MIT Immersion Program. In this seminar, participants discuss the way we must lead today in politics, business, and civil society, starting with their input on the nature of principled leadership today, the seminar promotes the discussion on dominant issues in government, corporations, and the larger culture, to identify cross-sector frameworks for successful, ethical decision-making.



## Testimonials From Our Students From The Lisbon MBA

### THE LISBON MBA EXECUTIVE PROGRAM

Cristina Campos, joined The Lisbon MBA in 2007 and met a much bigger world than she imagined, allowing her to develop her technical and human skills in a wider way – the size of what her sight could reach. Perhaps this is why today, her main purpose is to give back to people all the good things life has brought her, such as being invited to lead Novartis Group in Portugal, a position she held from 2012 to 2021, when she assumed global responsibilities for Novartis.



**CRISTINA CAMPOS**  
*Country Manager at Novartis Portugal*

### THE LISBON MBA INTERNATIONAL PROGRAM

“The excellence of teaching from three top Business Schools allied to the outstanding position in the Financial Times ranking and the experience in MIT Sloan School of Management were some of the arguments that helped me to make my choice of The Lisbon MBA. I expected results, and I got them. My career perspective changed entirely, achieving my goals working first in consulting, at Sumol+Compal in Shanghai, then A.T. Kearney, and finally at Uber.”



**SERGIO LAVALLE**  
*Sub-Director Strategy & Operations at Credijusto.com Mexico*



## THE LISBON MBA INTERNATIONAL PROGRAM

"The Lisbon MBA students also play hard as much as they work hard. Supporting this class is a solid cast of faculty and staff. When The Lisbon MBA says that we are taught by the very best Europe has to offer, they were not exaggerating. And we are constantly exposed to the business world, with CEO talks, company visits and networking events."



**ELIZER VARIAS**

*Chief Financial Officer  
at Villarreal Drywall Inc*



# CATÓLICA-LISBON ALUMNI

## Alumni

CATÓLICA-LISBON Alumni are a global community with around 50.000 successful professionals across more than 60 countries from 66 different nationalities. They encompass 12.400 students from the Degree Programs (Bachelor and Masters degrees) and around 40.000 from Executive Education Programs.

The School's alumni network is a far-reaching network of world-class professionals that bring CATÓLICA-LISBON values everywhere they are. Some of them are junior professionals, others are entrepreneurs and activists, and some others world-renowned leaders with jobs that impact the lives of millions around the world.

The CATÓLICA-LISBON Alumni Relations office organises many activities that count on the participation of the School alumni, including the Mentoring Program, "FUNDO ALUMNI CATÓLICA" for Scholarships, annual class celebration gatherings and many events throughout the year.

In the following pages, you'll get acquainted with a non-exhaustive list of alumni in leading positions, both in Portugal and abroad, a few individual testimonials, as well as CATÓLICA-LISBON's Alumni Relations key initiatives.



# SELECTED ALUMNI

In Leading Positions  
2019/2022



FILIPA MARTINS

BACHELOR'S  
DEGREE BUSINESS  
ADMINISTRATION  
1993 - 1999

*CEO Edenred Portugal*



RICARDO PARREIRA

MBA  
MARKETING  
1994 - 1996

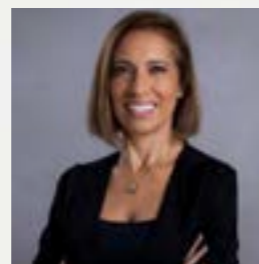
*CEO at PHC Software*



LILIANA LAPORTE BARBOSA

BACHELOR'S  
DEGREE BUSINESS  
ADMINISTRATION  
1991 - 1996

*VP, Channel Sales EMEA  
em Sony Interactive  
Entertainment (PlayStation)*



TERESA VIRGÍNIA

BACHELOR'S  
DEGREE  
ECONOMICS  
1989 - 2005

*Smal, Medium and Corporate  
Marketing Lead na Microsoft  
Western Europe*



NUNO SANTOS

BACHELOR'S DEGREE  
ECONOMICS | 1994 - 2000  
THE LISBON MBA CATÓLICA  
NOVA | 2007 - 2009

*Partner Development Director,  
Microsoft Western Europe*



ANTÓNIO LUCENA DE FARIA

BACHELOR'S  
DEGREE  
ECONOMICS  
1978 - 1983

*Presidente da MTDS, SGPS*



MARIANA CARREIRA

BACHELOR'S  
DEGREE BUSINESS  
ADMINISTRATION  
1988 - 1994

*Ceo Make-A-Wish Portugal*



EMÍDIO PINHEIRO

BACHELOR'S  
DEGREE BUSINESS  
ECONOMICS  
1978 - 1983

*Presidente do Conselho  
de Administração Mota-Engil  
Ambiente e Serviços, SA  
Presidente do Conselho  
de Administração & CEO  
EGF - Environmental Global Services*



ISABEL UCHA

BACHELOR'S  
DEGREE  
ECONOMICS  
1982 - 1988

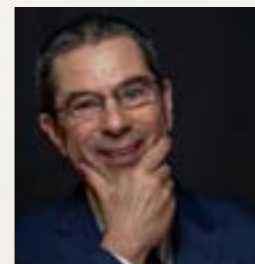
*CEO da Euronext Lisbon  
& Managing Board Member  
da Euronext NV*



LUÍS CABRAL

BACHELOR'S  
DEGREE  
ECONOMICS  
1978 - 1983

*Paganelli-Bull Professor  
of Economics NYU Stern  
School of Business*



VICTOR GASPAR

BACHELOR'S  
DEGREE  
ECONOMICS  
1977 - 1982

*Director of the Fiscal Affairs  
Department of the International  
Monetary Fund in Washington, DC*



MARIA CARAPETO

BACHELOR'S  
DEGREE ECONOMICS  
1984 - 1988 | MBA  
INTERNATIONAL  
MANAGEMENT  
1992 - 1994

*Dean at the London Institute  
of Banking and Finance*



JOHN ALVES

BACHELOR'S  
DEGREE BUSINESS  
ADMINISTRATION  
1990 - 1996

*Chief Marketing Officer & Corporate  
VP, International Operated Markets  
at McDonald's*



MIGUEL COSTA-GOMES

BACHELOR'S  
DEGREE ECONOMICS  
1984 - 1990

*Deputy Head of the School  
of Economics and Finance  
University of St. Andrews*



MIGUEL VILLAS-BOAS

BACHELOR'S DEGREE ECONOMICS 1979 - 1984

*J. Gary Shansby Professor of Marketing Strategy University of California, Berkeley*



SUSANA MOURATO

BACHELOR'S DEGREE ECONOMICS 1981 - 1987

*Pro-Director (research) & Professor of Environmental Economics of The London School of Economics and Political Science*



SÉRGIO REBELO

BACHELOR'S DEGREE ECONOMICS 1976 - 1981

*MUFG Bank Distinguished Professor of International Finance Kellogg School of Management at Northwestern University*



ANTÓNIO REDONDO

MBA BUSINESS ADMINISTRATION 1996-1998

*CEO at The Navigator Company*

CATÓLICA-LISBON is proud of its close and fruitful relationship with Alumni. Some of them were very happy to share how their experiences in CATÓLICA-LISBON shaped their lives as professionals and human beings. The School is humbled to share these testimonials.

## LILIANA LAPORTE BACHELOR'S DEGREE BUSINESS ADMINISTRATION 1991-1996

" To have attended the course of Business Administration and Management at CATÓLICA-LISBON was determinant for the person I am today, both personally and professionally. Not only for the acquired skills, especially in strategic management, but above all for the faculty's tremendous focus on promoting creative problem solving and in sharing the values of exigency and search for excellence that are the pillars of this institution. It was also in CATÓLICA-LISBON where many great friendships that have remained for life were born, and that I had the opportunity to cement in the various moments when our professional paths crossed. "



*Vp, Channel Sales Emea Em Sony Interactive Entertainment (PlayStation)*

## NUNO PINHO DE TELES BACHELOR'S DEGREE BUSINESS ADMINISTRATION 1988-1994

"There's no better evidence of CATÓLICA-LISBON's higher education quality than the track record of the Alumni and the fact that many hold CEO or Executive Board positions around the world. The CATÓLICA-LISBON education quality is quintessential for the graduates to embrace the continuous challenges that the business and economic world presents. Having well prepared graduates that embrace life with a continuous learning mindset and a genuine desire to improve the organisations they will lead across the world is a competitive advantage of CATÓLICA-LISBON."



*Managing Director Diageo GB*

## LUÍS PALHA BACHELOR'S DEGREE BUSINESS ADMINISTRATION 1976 - 1981

" I always had the feeling that the vocation to the themes of economics and management eagerly born with us and, on the contrary, tends to develop during the academic career and at the beginning of our professional life; and the more alive, close and the examples that come to us are exciting, the more clinging we will stay. Since I taught at Universidade Católica Portuguesa that has always been a reason for me of great happiness to be able to attract new members for the beauty and pleasure of the profession. Our Mentoring Program, in addition to all the other merits, selfishly, is one more opportunity to use the most curious cases and didactic aspects of my career for the benefit of new generations of managers."



*Chairman and CEO Pharol*

## FILIPE DE BOTTON BACHELOR'S DEGREE BUSINESS ADMINISTRATION 1976-1981

" In addition to being an excellent university, Universidade Católica Portuguesa is a school that trains people and transmits values. Increasingly, what differentiates in our professional day to day is "being" in a human way and with enormous respect to everyone we live with. Universidade Católica Portuguesa transmits to us culture, relations of friendship – network, but above all creates in us a true purpose of life! Having the privilege of studying at CATÓLICA-LISBON has, in my opinion, the associated cost of give-back", of give-back to our Family, in the face of current Students, to Society but above all with the Universidade Católica Portuguese itself!"



*Presidente Logoplaste*

## LUÍS AMARAL BACHELOR'S DEGREE BUSINESS ADMINISTRATION 1979-1984

" When I finished the course I started my career in Marketing, few years then it evolved into general management inside and outside Portugal and finally I became an entrepreneur. CATÓLICA-LISBON was extremely important in my career because it gave me a system of values to think about and decide. It has taught me that we have to consider all interests around us, that under no circumstances Ethics is negotiable and that everything just depends on us. These were the main tools I used throughout my career (and personal life) that allowed to be proud of what I built in different industries and in different countries. "



*CEO – Eurocash*

## JOSÉ THEOTÓNIO BACHELOR'S DEGREE BUSINESS ADMINISTRATION 1981-1987

" I arrived at Universidade Católica Portuguesa, coming from Beja, in October 1981, I had just turned 17, to attend the Year 0 (zero) of the Business Management course. I came to live alone for the first time and I remember that the first test I had was computer science, subject that in the high school I attended didn't exist. I had a 4 on a scale of 1 to 20, but the teachers only told me that the grade was weak and that I needed to study more... they were afraid that I would return to Beja. From this episode I learned the first lesson: if I wanted to have LIFE I needed to strive and to fight for it. Another important



*CEO- Pestana Hotel Group*

aspect was coming from a completely different world, I didn't know a single colleague or teacher, and it was necessary for me learn to "fit in" and deal with moments where the only company is ourselves. Looking back, it was at Universidade Católica Portuguesa that I grew up and I turned into a Man. I learned to deal with the demand and with different ways of seeing the world, what me made me more tolerant and more resilient, characteristics as or more important than knowledge and the study of subjects. This one is also important because the faculty was great and very connoisseur of the business world not only Portuguese but also at international level. "

## ALEXANDRE RELVAS BACHELOR'S DEGREE BUSINESS ADMINISTRATION 1976-1981

" I have in relation to Universidade Católica Portuguesa a deep gratitude. In a time of politicization and disorganization of public universities, CATÓLICA-LISBON gave me the possibility to take a high-quality management course that on multiple occasions I felt that it was decisive for my life as an entrepreneur. The odd number of CATÓLICA-LISBON alumni with high responsibilities in major companies of the country and in the highest offices of the State attests to the quality of CATÓLICA-LISBON teaching over the years. The "we" network those of the Universidade Católica Portuguesa can be a great help throughout professional lives. In addition to the location in Lisbon, the quality of the faculty and teaching, the number of international students and the prestigious position in international rankings among the best European universities are a reflection, the spirit of tolerance and openness and the values cultures, yesterday as today, make the Universidade Católica Portuguesa a unique opportunity to those who want to study management in Portugal. "



*CEO Logoplaste*

## SPECIAL ALUMNI DISTINCTION

# Forbes

CATÓLICA-LISBON's Alumni António Horta Osório was distinguished by FORBES in 2019. He is the very first Portuguese in this List of the World's 50 Greatest Leaders rank.



Horta Osório was in the 41st position and was distinguished for his experience as Lloyds Banking Group CEO, with a highlight for his contribution to demystifying mental health issues.

In 2011, eight months after becoming CEO, Horta Osório stepped away to seek help for stress. He went public to describe how restoring Lloyds Banking Group's fortunes "almost shattered" his mental health.

Horta Osório has become a prominent campaigner for employers to support their employees with mental health challenges and so shrug off its stigma.

Today he's giving his colleagues tools to help themselves while openly talking about his own crisis. Lloyds provides its staff with mindfulness tools and psychological analysis so they can better process anxiety.

António Horta Osório is Chairman of the Board of Directors of the pharmaceutical company BIAL in Porto, Portugal. He is also a non-executive director of PartnerRe, a subsidiary of Exor, where he also chairs the Investment Committee, at the Champalimaud Foundation and at Stichting/Enable INPAR. He has a Bachelor's Degree in Business Administration from CATÓLICA-LISBON (1981-1987)

In 2021, he was decorated by Queen Elizabeth II for his work in financial services, as well as in voluntary mental health and cultural services.

Won Euromoney's award for the best banker in 2013. In 2018 he was granted the Freedom of the City of London and in 2019 was a recipient of the Foreign Policy Association Medal, British American Business Corporate Citizenship Award In the same year (2018) he received the INSEAD Alumni Achievement Award.

He was also awarded honorary doctorates by the University of Edinburgh in June 2011, the University of Bath in July 2012, the University of Warwick in 2015 and the University of Birmingham in 2019.

# WHO ARE OUR ALUMNI?

Alumni from Bachelors and Masters Degree 12400

Male 56% Female 44%

From Portugal 92%

From Other Countries 8%

Entrepreneurs 1%

BACHELOR DEGREE 8163 Alumni / 70%

## GENDER

55%

Male

45%

Female

## PROGRAM

67%

Management

31%

Economics

2%

International Management

0,4%

International Economics

## AGE

20-30 23%

30-40 17%

40-50 27%

50-60 23%

60-70 10%

How many did their masters at CATÓLICA-LISBON?

700 | 23%

## NATIONALITY

99% PORTUGUESES  
1% OTHER COUNTRIES

30 DIFFERENT NATIONALITIES

TOP 5  
GERMANY, ANGOLA,  
BRAZIL, SPAIN,  
MOZAMBIQUE

## WHERE THEY WORK

99% EM PORTUGAL  
12% OTHER COUNTRIES

48 DIFFERENT COUNTRIES

TOP 5  
BRAZIL, SPAIN, USA,  
UNITED KINGDOM,  
SWITZERLAND



# MASTERS

# 2687 Alumni / 23%

## GENDER

**53%** **47%**

Male

Female

## PROGRAM

**78%** **13%** **9%**

MSc

EMM

MIF

## AGE

**20-30** **49%**  
**30-40** **42%**  
**40-50** **7%**  
**50-60** **2%**  
**60-70** **0%**

## NATIONALITY

66% PORTUGUESE  
 34% OTHER COUNTRIES

56 DIFFERENT NATIONALITIES

TOP 5  
 GERMANY, AUSTRIA,  
 BRAZIL, FRANCE, ITALY

## WHERE THEY WORK

79% PORTUGAL  
 21% OTHER COUNTRIES

41 DIFFERENT COUNTRIES

TOP 5  
 GERMANY, SPAIN, ITALY,  
 UNITED KINGDOM,  
 SWITZERLAND

## MBA

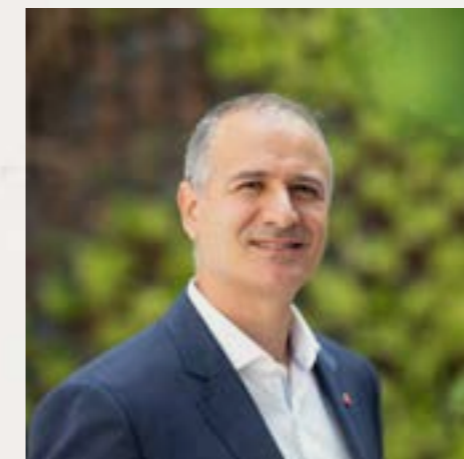
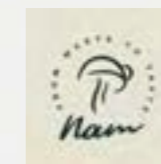
**630 Alumni | 7%**

## Our Community Works Together For A Better World

Natan and Rui are working together to foster the circular economy in Portugal



Natan Jacquemin is a social entrepreneur and founder of Nãm Mushroom. He holds a Master's Degree in Management with Specialization in Entrepreneurship from CATÓLICA-LISBON (2016 - 2017).



Rui Nabeiro is CEO at Delta Cafés and holds a Bachelor's Degree in Business Administration (1997-2002) and a Master's Degree in Business Administration (2014- 2015) from CATÓLICA-LISBON.





Natan Jacquemin is a Belgian impact entrepreneur. Enthusiastic about the circular economy, Natan wanted to create a business that was able to reconcile economy and ecology.

He decided to write his Master's thesis on "Mushroom farming: a new business model and economical approach" and dared to bring his vision to reality in 2018 when he launched Nãm.

Nãm aims to minimize waste food and promote the circular economy by turning coffee grounds into mushrooms in Lisbon's first urban farm. The project directly contributes to the progress of SDGs 12 and 2 and creates value by closing the loop of coffee beans, the reasoning for the strategic partnership with Delta Cafés.



## Maria Isabel Jonet is President of the Portuguese Federation of Food Banks Against Hunger and Founder and President of ENTRAJUDA. She holds a Bachelor's Degree in Economics from CATÓLICA-LISBON (1977-1982)

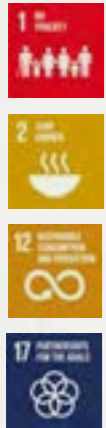


Isabel Jonet is one of the most well-known personalities in Portuguese society, for her unrelenting dedication to serve the cause of famine in the country.

She has been recognized in Portugal and abroad for her valuable work to combat poverty and inequalities. In 2006, she received the first Career Award from CATÓLICA-LISBON.

The Food Bank aims to fight against the waste of food products, recovering food surpluses and distributing them, for free, for the ones in need. It mobilises people and companies, who voluntarily join this cause.





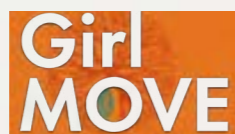
The 21 Food Banks in operation collect and distribute several thousands of tons of products and support institutions in Portugal throughout the year. In turn, the institutions distribute cooked meals and food baskets to people who are proven to be in need, with the total distribution already covering more than 390,000 people.

Founded in 2004, ENTRAJUDA is an innovative project in the area of social solidarity, which aims to provide institutions of social solidarity with management and organisational tools and resources that can increase the efficiency of their means and the effectiveness of their results.

Luís Amaral is President of Eurocash Group and co-Founder of the Girl MOVE Academy. He holds a Bachelor's Degree in Business Administration from CATÓLICA-LISBON (1979-1984).



Luís Amaral, former CEO and now President of the Eurocash Group, was awarded with CATÓLICA-LISBON "Career Award" in 2016, and more recently, with Girl MOVE Academy, received UNESCO 2021 Award for the Education of Girls and Women.



After working for Unilever and Jerónimo Martins, in the 2000's he became the CEO of the Eurocash group, present in the "Wig 20", the main index of Varsove's stock exchange, with an approximate value of 1.500 million euros and nearly 12.000 employees.

Luís Amaral is also the founder and major shareholder in the online Portuguese newspaper "Observador".

He is also the co-founder of the Girl MOVE Foundation, a Leadership Academy that supports female empowerment through education, offering programs for girls and young women in Mozambique. CATÓLICA- LISBON maintains close contact with Luís and the Girl MOVE, cooperating with the objectives of this project.

Throughout his career, Luís Amaral has been distinguished with many prizes, including "Leader Polski Business" in 2012 by Forbes Magazine in Poland.

Luís Amaral has also been awarded the "Personality in the Retail Business for the last 30 years" award by European Conferences United, organiser of the Poland & CEE Retail Summit, and announced by Leszek Balcerowicz, President of the Foundation.





## Initiatives Alumni



### FUNDO ALUMNI CATÓLICA FOR SCHOLARSHIPS



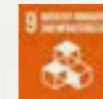
The "FUNDO ALUMNI CATÓLICA" for Scholarships was created by initiative of the alumni of Católica Lisbon School of Business and Economics, with support from the Dean's Office.



This fund is financed with grants from Alumni who aim to contribute actively to the quality of education of the new generations, supporting several CATÓLICA-LISBON's Undergraduate and Master students who experience financial difficulties.



## GET TOGETHER



The "Get Together" is a reunion for CATÓLICA-LISBON Alumni that takes place in different places to reunite the alumni living there. The event consists of a conference followed by a cocktail or a dinner. It is an important network event, where whenever possible Executive Search companies and the HR directors of some companies are invited. Representatives of CATÓLICA-LISBON CTO and Executive Education are also normally present. Between 2019 and 2020, there were several events, including the "Alumni Club Germany Get Together online", "Alumni Club Spain Get Together-Madrid", "Alumni Club Switzerland Get Together-Geneve", "Alumni Club UK Get Together-London", "Alumni Club Spain Get Together-Barcelona" and the "Alumni General Conference".



THERE WERE 450 PARTICIPANTS IN THESE EVENTS. DURING 2021 AND 2022, THESE EVENTS WERE POSTPONED DUE TO THE PANDEMIC.

## ALUMNI TRIBUTE TO PE. JOÃO SEABRA



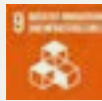
In February 2019, the Alumni Offices of Católica Lisbon School of Business and Economics and School of Law organised a ceremony as a tribute to his former Chaplain Pe. João Seabra. It was a mess followed by dinner at Estufa Fria. The speakers were Prof. João César das Neves and Tiago Neto and Henrique Mota founder and director of Principia Publisher.



THE EVENT HAD MORE THAN 300 ATTENDEES.

## BACK TO SCHOOL

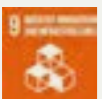
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"Back to School" is an initiative, which is held every 5-year course anniversary, and that allows the alumni of CATÓLICA-LISBON to re-live good memories, giving them the opportunity to sit back in a classroom side by side with their classmates, followed by a cocktail and a dinner. The alumni of CATÓLICA-LISBON are also involved in this initiative as volunteers, helping the Alumni Office to establish contact with their colleagues, thus ensuring a higher rate of participation. Between 2021 and 2022, 14 Back to School events have already been held, with a total of 648 participants, of which 294 attended in person. In this event we had several speakers, including Prof. Sérgio Rebelo, Proj. João César das Neves, Prof. Jorge Braga de Macedo, Prof. Filipe Santos, amongst others.

## INTERNATIONAL CHRISTMAS BREAKFAST

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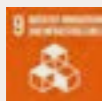
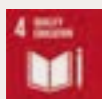


This is an annual event for alumni working abroad. The School takes advantage of their trip to Portugal for Christmas time and makes a reunion of its diaspora.

THE 2019 EDITION HAD 120 PARTICIPANTS.

## BREAKFAST "FINTECH DISRUPTION PROGRAM"

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Breakfast with an invited speaker, for all the alumni of the Fintech Program, where Fintech topics were debated.

THE EVENT HAD 15 PARTICIPANTS.

## WORKSHOP "TECNOLOGIAS EMERGENTES EM DIGITAL TRANSFORMATION: IOT"

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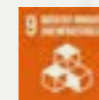
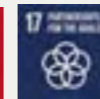


Event designed for the alumni of the Digital Transformation program, where the new tendencies in this field were analysed.

THE EVENT HAD 20 PARTICIPANTS

## DIGITAL CONFERENCE "PROJECT MANAGEMENT OF HOTEL OPENING PROCESSES"

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Event with the CEO of Make-A-Wish as a speaker, for all PAGE alumni, where the topic of "how to align social impact with daily business" was analysed.

THE EVENT HAD MORE THAN 30 ATTENDEES.

## ALUMNI BUSINESS HUB

The ALUMNI BUSINESS HUB arises from the purpose of giving visibility to the businesses created by CATÓLICA-LISBON's alumni and, simultaneously, granting exclusive benefits to the entire community.

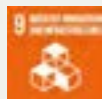
CURRENTLY 49 BUSINESSES FROM VARIOUS SECTORS ARE PRESENT IN THE HUB.



### Career Award



The Career Award ceremony is held within the scope of the CATÓLICA-LISBON Day, a yearly initiative organised by the Dean's Office, with the support of the Alumni Office.



Each recipient of the Career Award is chosen by a panel of independent personalities, from a list of candidates suggested by the alumni.

The first edition of the Career Award took place in 2006. Since then, this distinction has been awarded to different alumni, among which – Isabel Jonet (2006), Sérgio Rebelo (2007), António Horta Osório (2008), Alexandre Relvas and Filipe de Botton (2011) and Luís Amaral (2016).

## NEWSLETTER



As a result of the alumni feedback survey that was carried out in 2021, a monthly newsletter was created – the CATÓLICA-LISBON Alumni News. This new initiative has as main purpose to share the School's news and achievements, events, relevant articles of the School's academic community, alumni interviews, as well as spreading the best of what is done in terms of research at CATÓLICA-LISBON. The newsletter goes out on the first Thursday of every month and already has five editions, posting an average open rate of 50%.

## MENTORS TRAINING SESSION



In 2021-2022 two mentor training sessions were held, to support the active mentors during the academic year. These events were held via zoom. They allowed a very enriching sharing of experiences involving around 100 mentors and counted on Angela Gaehtgens, Miguel Figueiredo and Cristina Viegas e Costa as guest speakers.

## LEVERAGE YOUR STRENGTHS AND MASTER YOUR STORIES SESSIONS



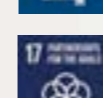
These sessions were intended for alumni who recently graduated in the MSc programs at CATÓLICA-LISBON and were designed to help them build essential skills for inspiring careers. Both sessions were supported by the Careers & Talent Office and had as guest speakers, the alumni Ricardo Parreira (CEO of PHC) and Tomás Varela Pinto.

# 7.3

## KNOWLEDGE CREATION



PRME PRINCIPLE 4  
RESEARCH



### Knowledge Creation

Knowledge creation refers to the research activities CATÓLICA-LISBON develops as the Top Business School in Management Research in the country, and TOP30 in Europe.

CATÓLICA-LISBON strongly values the quality of its Scientific contribution, so it promotes high-quality research projects through its Knowledge and Research centers. Moreover, it also supports its Researchers and Faculty with the best possible conditions so they can develop their work with the excellence the academic community and society demands (PRME principle #4).

This section presents all CATÓLICA-LISBON's initiatives developed with the aim to impact the Scientific community through the production of high-level knowledge.

In the next pages, you will find information about CATÓLICA-LISBON's Research Unit in Business and Economics (CUBE), its Research Projects, Awards, and Publications in the period of 2019 to August 2022. Knowledge Centers their

activities as well as some highlights on the Research during this three-year period are also presented.

CATÓLICA-LISBON is thrilled to share the strong achievements of its Researchers and Professors during this period. Together, and at the service of the School scientific community, they produced world-class research articles that make the School honoured for their contribution.

# SDG ALIGNMENT

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37 Research Projects

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121 Articles Published

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3 Research Units

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8 Knowledge Centers

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11 International Awards And  
Recognitions Of Our Articles

## Knowledge And Research Centers

RESEARCH UNIT  
IN BUSINESS AND  
ECONOMICS | CUBE

CENTER FOR APPLIED  
STUDIES | CEA

BEHAVIORAL INSIGHTS  
UNIT – BIU

CATÓLICA LISBON FORECASTING  
LAB – NECEP

CENTER OF ECONOMICS FOR  
PROSPERITY – PROSPER

OPPP – PUBLIC-PRIVATE  
PARTNERSHIP OBSERVATORY  
FOR PORTUGAL

SMART CITY INNOVATION  
LAB – SCIL

BUSINESS MODEL DESIGN  
LAB – BMDL

CHAIR IN SOCIAL  
INNOVATION

CENTER FOR CONSUMER  
WELL-BEING RETAIL  
INNOVATION – CORE

CENTER FOR  
TECHNOLOGICAL  
INNOVATION &  
ENTREPRENEURSHIP – CTIE

CENTER FOR RESPONSIBLE  
BUSINESS & LEADERSHIP – CRB





## Research Unit in Business and Economics | CUBE

" CATÓLICA-LISBON's Business and Economics Research Unit, CUBE, was created in 1997. CUBE has 61 Ph.D. members, most of whom are research faculty at CATÓLICA-LISBON, working on the major areas of Management and Economics.

The research unit includes researchers with Ph.D.'s from MIT, Columbia, INSEAD, Northwestern, Washington University St. Louis, Bocconi University, University of British Columbia, IESE, Ecole Polytechnique Paris, Tilburg University, RSM Erasmus, London School of Economics, Carnegie Mellon, Stanford University, Cass Business School, and Yale University.

The researchers come from diverse countries, including Italy, Brazil, Germany, Egypt, Canada, Turkey, Colombia, China, France, and Australia. CUBE members are now organised in five research areas, each focused on producing and disseminating original and impactful knowledge in its field. "



**FERNANDO MACHADO**  
*CUBE Executive Director*

### AREAS

**ECONOMICS AND POLICY**

**STRATEGY, ORGANIZATIONS AND ENTREPRENEURSHIP**

**FINANCE AND ACCOUNTING**

**MARKETING AND CONSUMER BEHAVIOR**

**OPERATIONS AND DATA SCIENCE**



## Cube Is The Best Management Research Unit In Portugal

In 2019, CATÓLICA-LISBON's CUBE research unit has once again received from the FCT - Portugal's Foundation for Science and Technology- the highest rating, of "Excellent".

In FCT's most recent evaluation, CUBE received the highest rating of any research units in the domain of "Management", with a score of 14 out of 15 by a panel of international experts.

The evaluation report from the international panel concluded that the work done within the CUBE research unit was exceptional in several regards, including: "the increasing stream of high quality research papers", as well as "the largely interdisciplinary nature of these papers, the steady increase in international collaboration, an ability to fund research projects from a variety of academic and commercial sources, and the dynamic and evolutionary nature of the research output".

With this evaluation, CUBE maintains its track record of having always received the highest rating, "Excellent", in every FCT evaluation since it was founded in 1997.

## Knowledge Dissemination Initiatives



### ACADEMIC CONFERENCES

CUBE hosted several academic conferences through the years of 2019 to 2022, including:

DIGITAL ECONOMY WORKSHOP:  
MARCH 28-30, 2019

2019 LISBON ACCOUNTING  
CONFERENCE: JUNE 17, 2019

THIRD WORKSHOP ON  
RESPONSIBILITY, SUSTAINABILITY,  
AND SOCIAL ENTREPRENEURSHIP:  
JULY 1, 2019

EAWOP SMALL GROUP MEETING:  
TEAM WORKING VIRTUALLY:  
BUSINESS AS USUAL?: JULY 22-24,  
2019

3RD COOK AND HEALTH  
CONFERENCE: OCTOBER 17- 18, 2019

1ST SYMPOSIUM ON THE EFFECTS  
OF SUSTAINABILITY AND SOCIALLY  
RESPONSIBLE PRACTICES ON  
SOCIETY: NOVEMBER 28TH, 2019

GRONEN 2020: ALL SYSTEMS GO!?! -  
SUSTAINABILITY IN THE DIGITAL  
AGE: JUNE 17-19, 2020

18TH INTERNATIONAL SOCIETY  
FOR JUSTICE RESEARCH (ISJR)  
CONFERENCE: JULY 7-10, 2021  
2022 LISBON ACCOUNTING  
CONFERENCE: JUNE 14, 2022  
HARVARD BUSINESS SCHOOL

THE EFFECTS OF WELFARE  
PROGRAMS ON FORMAL LABOUR  
MARKETS: EVIDENCE FROM  
CONDITIONAL CASH TRANSFER IN  
BRAZIL - JOANA SILVA, WORLD BANK

INCOME INEQUALITY, MORTGAGE  
DEBT AND HOUSE



### RESEARCH SEMINARS

In 2021, 21 research seminars were held. A few examples are:

HERDING IN PROBABILISTIC  
FORECASTS - *VILLE SATOPÄÄ,*  
*INSEAD*

CORRUPTION IN CUSTOMS - *ANA  
MARGARIDA FERNANDES,*  
*WORLD BANK*

PRINCIPLES OF SUSTAINABLE  
BUSINESS: HOW TO ENHANCE  
CORPORATE VALUE CREATION IN  
A VUCA WORLD - *ROB VAN TULDER,*  
*RSM ERASMUS UNIVERSITY*

In 2021, 21 research seminars were held. A few examples are:

BIG DATA BIASES - *JOACHIM  
VOSGERAU, BOCCONI UNIVERSITY*

REGULATION AND SERVICE  
PROVISION IN DYNAMIC  
OLIGOPOLY: EVIDENCE FROM  
MOBILE TELECOMMUNICATIONS -  
*JOÃO GRANJA, UNIVERSITY  
OF PENNSYLVANIA*

TAKE THE GOODS AND RUN:  
CONTRACTING FRICTIONS  
AND MARKET POWER IN SUPPLY  
CHAINS - *FELIPE BRUGUÉS,*  
*BROWN UNIVERSITY*

In 2019, 36 research seminars were held in 2020, from schools including Sciences Po, Columbia University, and Northwestern University. The series was halted due to Covid-19. A few examples:

**COMING OUT IN AMERICA: AIDS, POLITICS, AND CULTURAL CHANGE - RAQUEL FERNÁNDEZ, NEW YORK UNIVERSITY**

**HOUSING BOOMS AND THE U.S. PRODUCTIVITY PUZZLE - JOSE CARRENO, NORTHWESTERN UNIVERSITY**

**SURGE OF INEQUALITY: HOW DIFFERENT NEIGHBOURHOODS REACT TO FLOODING - ANA VARELA, COLUMBIA UNIVERSITY**

In 2019, 36 research seminars were held, from a variety of top schools around the world. A few examples are:

**HOW ORGANISATIONAL FACTORS SHAPE EMPLOYEES' TIME STRESS AND HAPPINESS - ASHLEY V. WHILLANS, HARVARD BUSINESS SCHOOL**

**THE EFFECTS OF WELFARE PROGRAMS ON FORMAL LABOUR MARKETS: EVIDENCE FROM CONDITIONAL CASH TRANSFER IN BRAZIL - JOANA SILVA, WORLD BANK**

**INCOME INEQUALITY, MORTGAGE DEBT AND HOUSE PRICES - SEVIM KOSEM, LONDON SCHOOL OF ECONOMICS**

**GUIDING CONSUMERS THROUGH LEMONS AND PEACHES: A DYNAMIC MODEL OF SEARCH OVER MULTIPLE CHARACTERISTICS - PEDRO GARDETE, STANFORD UNIVERSITY**

## Knowledge Centers

### BEHAVIORAL INSIGHTS UNIT - BIU

The Behavioral Insights Unit from CATÓLICA-LISBON has the mission to develop and promote knowledge in the areas of behavioural research. This unit comprises several research tools that foster both academic and applied research, such as the Online Research Panel (PEO), the Laboratory for Experimental Research in Economics and Management (LERNE) and the Observatory of Portuguese Society (OSP).

#### THIS UNIT AIMS TO:

Develop customised solutions for internal and external researchers/clients through the conception and design of studies in the consumer behaviour & retailing area

Offer innovative and rigorous approaches to data collection, executing quantitative and qualitative data collection, through the Online Research Panel (PEO) and the Laboratory for Experimental Research in Economics and Management (LERNE), allowing the collection of representative samples of the population.

Study Portuguese society, producing semi-annual reports that enable the monitorization of several



**RITA COELHO DO VALE**  
*Director*

variables such as general happiness, life satisfaction, quality of life, health perception and economic confidence, as well as specific phenomena of interest measured sporadically.



**CATÓLICA-LISBON**  
BEHAVIORAL INSIGHTS UNIT

## BIU Initiatives

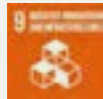
### LERNE- LABORATORY OF EXPERIMENTAL RESEARCH IN ECONOMICS AND MANAGEMENT



The Laboratory for Experimental Research in Economics and Management is an innovative laboratory that allows the implementation of studies of experimental nature in the domains of economics, management and behavioural science.



LERNE was created in 2013 and is composed of two distinct areas: the Research Lab, equipped with individual work stations, for the collection of individual and psychological data; and the Retail Lab, which consists of a supermarket area where a retail environment is recreated, for the collection of data in a controlled shopping/ purchasing environment.

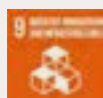


The Retail Lab layout is fully transformable, enabling the use of the space for different types of studies, such as experimental group studies, focus groups or interviews.

### OBSERVATORY OF PORTUGUESE SOCIETY (OSP)



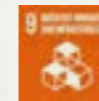
The Observatory of Portuguese Society, founded in 2015, performs studies periodically that aim to characterise the Portuguese population, through indicators such as general happiness, life satisfaction, quality of life, health perception and economic confidence. The OSP has actively exercised this monitoring of society since October 2015.



### ONLINE RESEARCH PANEL (PEO)



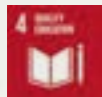
Funded in 2015, the Online Research Panel comprises a large sample of participants (>16,000) allowing the implementation of online and on-site studies in multiple domains: not only in Economics and Management, but also studies in the areas of sociology and psychology that aim to measure individual's perceptions, opinions or behavioural intentions.



PEO allows the implementation of several types of projects, being at the service of internal projects, such as the Observatory of Portuguese Society or Centro de Sondagens (CESOP), and at the service of external projects, such as data collection for research projects, and consulting projects for companies and institutions.



## PROSPER - CENTER OF ECONOMICS FOR PROSPERITY



PROSPER - Center of Economics for Prosperity is a research center that uses cutting-edge research methods to answer important questions on pressing economic issues that matter for prosperity. The Center's goal is to improve policy design and evaluation and increase its contribution to the SDGs. In addition to knowledge production and dissemination, the Center also trains and provides work experience to the next generation so that they can design better policies and make better, data driven, decisions on economic issues.

PROSPER has the goal of improving public debate on the Portuguese and European economies. The Center aims to contribute toward helping private and public agents in their response to the main economic challenges, through scientific research, by producing new and relevant analyses, using the wealth of existing microdata to understand the workings of the Portuguese economy. To achieve this goal, it is crucial for the Center to be independent, an independence that will be built on an academic reputation based on rigorous and transparent scientific research.



**JOANA SILVA**

*Scientific Director*

The Center analyses economic topics such as employment, innovation and economic growth, poverty, inequality and social mobility, and the economics of education and health. The analyses focus on the causes that characterise each of these issues, all of them crucial to the collective prosperity and well-being of all citizens - putting the economy at the service of people.



## PROSPER Initiatives

1. PROSPER RESEARCH LAB: PRODUCE HIGH-QUALITY AND POLICY-RELEVANT RESEARCH AT THE ACADEMIC STANDARDS

2. PROSPER KNOWLEDGE CORNER: DISSEMINATE RESEARCH AND COMMUNICATE WITH STAKEHOLDERS

3. PROSPER POLICY BOOTCAMP: TRAIN THE NEW GENERATION OF ECONOMISTS TO ANSWER POLICY-RELEVANT QUESTIONS

## FUNDED PROJECTS



After the creation of PROSPER on June 4th 2020, the Center was awarded several research grants in international competitions financed by the Fundação para a Ciência e a Tecnologia, Fundação La Caixa, Fundação Mais Liberdade and Fundação Calouste Gulbenkian.

— "Adjusting to Crises: Impacts, Channels, and Policies" Funding Awarded by the FCT

— "Designing a Methodology to Evaluate Public Policies in Portugal: Framework and Indicators" Funding Awarded by Fundação La Caixa

— "Inequality In Portugal: Trends, Causes and Policies" Funding Awarded by Fundação Mais Liberdade

— "Measuring The Poverty And Inequality Impact of COVID-19 And The Cushioning Effect Of Policies" Funding Awarded by Fundação la Caixa

— Policy Brief: "Finanças Públicas: Uma Perspetiva Intergeracional" Funding Awarded by Fundação Calouste Gulbenkian

— "(The Lack Of) Social Mobility: Trends, Drivers and Policies" Second round, ongoing, Fundação La Caixa

— "TRACE: The Role of ACcountability and Efficiency: Information with Impact" Second round, ongoing, Fundação La Caixa

## STUDIES AND REPORTS

PROSPER develops regular studies and reports on the topics it explores. It also promotes webinars and other talks devoted to disseminating its research.

## REPORT: WHO WILL BEAR THE COSTS OF COVID-19 ?



The "Who Will Bear the Costs of COVID-19? Analysis of Jobs at Risk in Portugal" report provides a comprehensive assessment of the extent to which different jobs are vulnerable, in economic terms, to the crisis associated with the Covid-19 pandemic. Its three main objectives are to: (i) offer empirical evidence on the share of total employment in the most affected sectors and the size of the overall employment effects of the reduction in output in these sectors; (ii) evaluate which and how many jobs are most at risk (in the short and medium term), using four measures of exposure/ vulnerability: jobs that cannot be done at home, jobs that require intensive face-to-face interaction, jobs that are not deemed essential, and jobs that are more amenable to automation; and (iii) assess how the potential employment effects differ across workers within the country and contrast the policy response with the labour market dimension of the crisis.

The webinar "Who Will Bear the Costs of COVID- 19? Analysis of Jobs at Risk in Portugal" encompassed by the Knowledge@CatólicaLisbon initiative, marked the launch of the PROSPER with the presentation of the Study.

It had the presence of Professor Filipe Santos, Professor Joana Silva, comments by the President of the National Statistical Institute (INE), Professor Francisco Lima, and closing remarks by the Rector of Universidade Católica Portuguesa, Professor Isabel Capelo Gil.

1400 PEOPLE WATCHED THE SEMINAR.



## ANALYSIS OF THE PORTUGUESE ECONOMY IN TIMES OF COVID-19



The COVID-19 pandemic poses large challenges to the Portuguese economy and to economic and policy decision makers. CATÓLICA-LISBON has been developing, from the start of the pandemic, a series of initiatives including polls, data analysis, policy proposals and digital events, which we are disseminating through this webpage. These initiatives generate knowledge, share experiences, and demonstrate new relevant evidence towards citizens', companies' and institutions' economic decisions. The page is curated by Professor Joana Silva, director of the CATÓLICA-LISBON Center of Economics for Prosperity (PROSPER), and it relies on contributions from the economists and researchers at CATÓLICA-LISBON.

## RESEARCH LAB

PROSPER has produced the following papers that will be presented at international conferences and seminars and were (or will be in 2021) submitted to peer review journals.

**TRUST IN STATE CAPACITY AND SUPPORT FOR REDISTRIBUTION"**  
BERNARD, A., MORGANDI, M., LEVIN, V., SILVA, J. (2021)

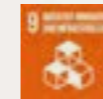
**"THE EFFECT OF FIRM HETEROGENEITY ON EARNINGS INEQUALITY DYNAMICS"**  
SILVA, J., ESPIGA, F. (2021)

**"IN OR OUT? CROWDING EFFECTS IN PUBLIC GOODS WITH PRIVATE GIFTS: EVIDENCE FROM CROWDFUNDING"**  
BERNARD, A., GAZEL, M. (2021)

**"TWENTY YEARS OF WAGE INEQUALITY IN LATIN AMERICA" SILVA, J. AND MESSINA, J. (2020); WORLD BANK ECONOMIC REVIEW, 35(1), 117-147, 2021**

**"CHANGES IN THE MINIMUM WAGE: DISTRIBUTIONAL EFFECTS IN GOOD AND IN BAD TIMES" SILVA, J., TEIXEIRA, T. (2021)**

**"THE EFFECTS OF WELFARE PROGRAMS ON FORMAL LABOR MARKETS: EVIDENCE FROM CONDITIONAL CASH TRANSFERS IN BRAZIL" GERARD, F., NARITOMI, J., SILVA, J., T. (2021)**



## THE SMART CITY INNOVATION LAB

The Smart City Innovation Lab (SCIL) develops and disseminates knowledge related to urban technologies on a firm, consumer and policy level. We believe that smart city technologies include, but are not limited to, sustainable technologies, disruptive technologies, and service innovations and that these aspects combined allow such smart city systems to thrive effectively and create well-being for their citizens.

Its interdisciplinary research team unites the fields of business model innovation, behavioural change mechanisms, market strategies and national and international policy analysis in order to optimise the performance and benefits obtained from urban systems and the technologies they are composed of.

SCIL produces scholarly knowledge on the highest level, engages in national and trans-national applied research projects, and informs policy and practice via courses, consulting and position papers. several variables such as general happiness, life satisfaction, quality of life, health perception and economic confidence, as well as specific phenomena of interest measured sporadically.

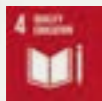


**RENÉ BOHNSACK**  
*Executive Director*



## SCIL Initiatives

### GRONEN 2020 CONFERENCE



In 2020, the SCIL research team hosted GRONEN's first virtual conference under the theme "Sustainability in the Digital Age". Together with researchers from the University of Queensland in Brisbane, Australia, SCIL was responsible for building a 3D world for participants to attend the conference, using a VR headset.



Instead of using a simple webinar platform to host the sessions, the organising committee wanted to set up a hub for people to meet and mingle online, creating the social experience of attending the event. Since they couldn't find a conference-hosting platform with the functionalities they wanted, they devised their own: ichair.org. During the event, attendees could enter a virtual plaza where they were greeted by a chatbot and could find an event hub with the program overview, in which they could see which sessions were currently live and who else was online. They could also post on a message board, replay sessions, and share presentations, literature recommendations, and other materials in a central repository.



GRONEN had 113 participants, 52 synchronous paper presentations, 58 hours live-stream, and 8 virtual bars and socials. Hosting this event online saved about 65t of CO2 (580 kg of CO2 x 113 participants), 678 hours of travel, and almost 130.000 € in resources.

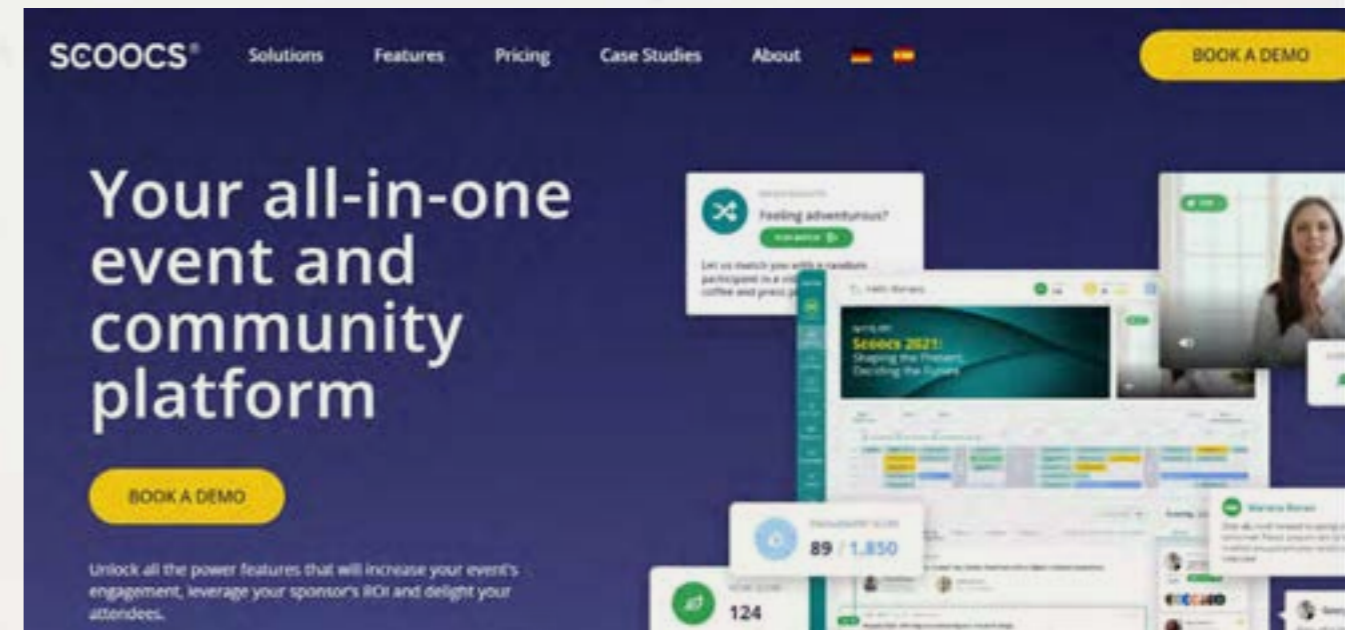
## SPIN OFF: SCOPCS



The SCIL spin-off SCOPCS is an online event platform to create immersive virtual and hybrid event experiences and communities.



SCOPCS empowers event hosts to achieve the same goals as their traditional offline events and to set new goals by jumping into the digital world with a scalable and customizable event platform. The mission is to reduce CO2 emissions from events and foster inclusiveness. This is stimulated via an in-built CO2 calculator and non-profit support schemes.





## CARBON FOOTPRINT CHALLENGE



In July 2020, Henriette Närgler and René Bohnsack presented the Carbon Footprint Challenge as finalists of the 'Innovationspreis der Landeshauptstadt München'.



The Carbon Footprint Challenge is a gamified survey application to motivate and teach users how to improve their carbon footprint, developed by CATÓLICA-LISBON master student Mariana Nunes.



With the contest, the city of Munich, Germany, is leading the way to support the sustainable behaviour of employees with innovative and gamified formats. Smart apps and solutions such as the Carbon Footprint Challenge are not only relevant to encourage more climate-friendly behaviour at work but also for encouraging responsible citizenship in general.



SCIL was honoured to have the opportunity to contribute to the important discussion on how we can implement such digital solutions.



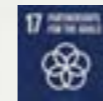
## SUSDEE



SCIL started a brand new joint initiative with researchers from MIT called susdee.com with the goal to make corporate culture and sustainability measurable.



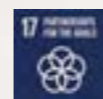
<https://www.susdee.com/>



## DRIVING APPLIED RESEARCH IN THE CONTEXT OF SMART CITIES



On September 27th, 2021, the SCIL team had the pleasure to welcome seven representatives from Zdunska Wola's City council. Zdunska Wola is a small industrial city in Poland built in the sixteenth century. Famous for their beers and textile industry, they are now on the path to implement digital technologies to develop the city. They constantly work with start-ups and incubators to create innovative solutions to achieve their goals. Under the theme "driving applied research in the context of smart cities", the current projects carried out by scil were presented, aiming to provide insightful ideas on how they can develop their city, by taking advantage of new and emergent technologies, innovative business models and sustainable values.

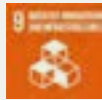


## SMART CITY SOLUTIONS' WORKSHOP

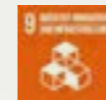


On December 2nd, 2021, the SCIL team received several mayors from Turkey, and members of the Union of Municipalities of Turkey for a Smart City workshop. The main goal of this session was to share Lab's best practices and present unique multi-stakeholder business modelling methodology for the development of smart city solutions.

## INNOVATIVE UK EDGE VISIT



As part of Innovative UK EDGE's participation in the Eureka Global Innovation Summit, SCIL had the pleasure to welcome a committee at SCIL on June 21st. During the visit, they introduced the main projects the Center is currently working on by highlighting their main outcomes which are directly related to innovative and green solutions.



## THE BUSINESS MODEL DESIGN LAB (BMDL)

The Business Model Design Lab (BMDL) is a multi-disciplinary research group founded in 2019 by René Bohnsack, Director of the SCIL, that researches business model design in the context of digital transformation, sustainability, and internationalisation.

The Business Model Design Lab's mission is to empower businesses to capitalise on business model innovation in the context of digital transformation, sustainability, and internationalisation.

Its research focuses on business model patterns, integrates new methods such as machine learning, and feeds into its research platform, the Smart Business Modeler.

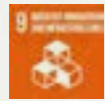


**RENÉ BOHNSACK**  
*Executive Director*



## BMDL Initiatives

### VENTURELY



Venturely.io is an award-winning business modelling and venture creation platform that aims to empower anyone to successfully bring their ideas to market. Its goal #1 is to make the knowledge of how to start ventures globally accessible. The platform provides step-by-step guidance, practical templates, and business modelling tools to collaboratively work on developing business ideas online.



## DIGITAL CONFERENCE KNOWLEDGE @ CATÓLICA-LISBON



In 2020, Prof. Bohnsack hosted the webinar Innovation in times of COVID, with Rita Romão, from AKA Group.



The Coronavirus crisis has dramatically forced consumers to change their habits and has led society to a standstill. However, the human spirit cannot be confined and several interesting innovations have been born out of necessity.



In this conference Professor René Bohnsack presented the CATÓLICA-LISBON'S Business Model Design Lab, that aims to empower businesses to capitalise on business model innovation, and invited guest Rita Romão, partner of AKA Group – a Strategy and Branding Consulting company – presented some of the most creative companies and solutions that were born out of the COVID-19 crisis.



## SUSTAINABLE DEVELOPMENT GOAL-BASED BUSINESS MODELING GAME: PITCH!©



With the aim of empowering players to become future leaders in furthering the UN 2030 SDGs agenda, the BMDL created PITCH!©, an SDG-based business modelling serious game in a hybrid-learning format that equips business educators with an experiential, immersive, and learner-centred SDG-based business modelling experience that is easy to implement and quick to start.



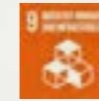
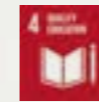
PITCH!© is a sandbox for designing viable and scalable business models for sustainable solutions, where players are guided through a research-based

business modelling journey by a dedicated mentor bot, the "Smart Bot".

Smart Bot introduces players to real-world problems, solutions, and business models, providing them with the opportunity to actively engage with them. Then, Smart Bot tailors players' learning journey to answering each one's specific questions and interests throughout the game. Finally, Smart Bot fosters critical thinking about business models, business model patterns, and the sustainable development goals, allowing players to make meaning of these concepts and to create their own knowledge.

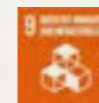
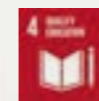


## SANTANDER'S BUSINESS MODEL INNOVATION WORKSHOP



On January 20th and 27th, 2022, the SCIL team had the pleasure to conduct a workshop on business model innovation with two excited teams from Santander. The main goal of these two days' workshop was to guide both teams in the development of innovative business models. During the workshop, they were working on the elaboration of new ideas, where several stages in the innovation process were considered. Since the detailing of their initial ideas, developing the value propositions, accordingly, proposing innovative business models, and exploring new monetization and go to market strategies. The major outcome was the presentation of their final pitches.

## INTRODUCING VENTURELY.IO TO THE MASTER STUDENTS FROM IULM UNIVERSITY, MILAN, ITALY



On April 28th, 2022, SCIL had the pleasure to welcome a group of master students from International Marketing and Sales Communication from IULM, Milan. During the talk, the center presented its business modelling and venture creation platform that enables anyone to bring ideas successfully on the market. The students had the chance to know in detail the step-by-step process, the templates and activities needed to perform the overall process.



## THE CHAIR IN SOCIAL INNOVATION

The Chair in Social Innovation, created at the end of 2016, is a strategic initiative that aims to affirm CATÓLICA-LISBON as one of the leading business schools in Europe in the areas of sustainability, innovation and impact.

The Chair has developed a set of important international partnerships (European Investment Bank and European Venture Philanthropy Association) that led to the development of advanced training programs that were pioneers worldwide in Scaling Impact. It has also deepened the training of CATÓLICA-LISBON students through the creation of innovative courses in social entrepreneurship and impact investing for undergraduate and masters programs, also contributing to the national ecosystem of social innovation and to the development of Girl Move Academy.

Research within the Chair focuses on the challenges of scaling impact ventures and innovation in financing models, creating the scientific and practice basis for a model of capitalism that promotes social impact and inclusion. The theme of cross-sector partnerships is also explored, as well as a focus on how companies can deepen social innovation and how Foundations



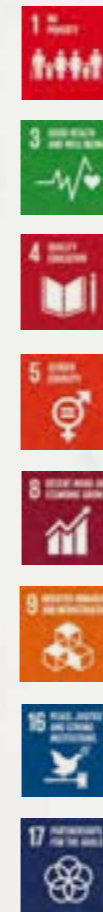
**FILIPE SANTOS**  
*Academic Director*

can develop social investment and philanthropic impact activities. The Chair in Social Innovation supports initiatives driven by societal concerns and the creation of positive social impact.

Of particular importance is the development, with the EIB Institute, of the Scaling Impact Executive Program, now in its 6th edition. This six day executive training focuses on helping impact entrepreneurs develop a scaling plan adapted to the needs of their initiatives, fine-tune their strategy of engagement with key shareholders, develop their marketing and communication plans, prepare an investment case for financing the plan, and prepare to pitch their scaling plan to an audience of investors at the EVPA annual conference. Close to 150 impact entrepreneurs from more 50 impact ventures have been trained.

## Chair In Social Innovation Initiatives

### PARTNERSHIP WITH THE GIRL MOVE ACADEMY



The Girl MOVE is a non-profit organisation whose mission is to create a living, supporting, and empowering movement for women through the education of young girls and women in Mozambique and the creation of intergenerational and international human networks and peer cooperation.

It has a structured, empirical, continuous, and inspiring focus on education to create change agents which echo within families, communities, and their countries, to fight and reverse the cycle of poverty.



## Initiatives Developed With The Girl Move Academy

### LEADERS TO TRANSFORM THE WORLD



In October 2019, CATÓLICA-LISBON and the Girl MOVE Academy challenged the master's students from Universidade Católica Portuguesa to participate in a unique event that gathered 102 women under the theme "Leaders to Transform the World".



The group of women - composed of 34 CATÓLICA-LISBON students, 34 distinguished leaders from the Portuguese business sector, and the 34 girl movers - Mozambican young women that are part of the Girl MOVE's educational program for leadership and self-development -, were divided into 17 groups, where they worked together to think of innovative solutions to solve the challenges associated with one SDG.



## DIFFERENT STORIES COMING TOGETHER AS ONE



In November 2019, CATÓLICA-LISBON was the stage for the event "Different Stories Coming Together as One". The event broadcasted the Girl MOVERS - the participants of the self-development and leadership program of the Girl MOVE Foundation - and national and international change-makers that have been working together with them to develop their impact projects to impact our world. Through the event, the audience had the opportunity to hear about how adversity, the difference, and the charisma of each one can be intertwined to give life and voice to a larger story. A story of change and humanity, where each one of us is a protagonist.



The speakers included Honorina Ilka Saida, João Miguel Tavares, Tânia Beque, Thato Kgatlhanye, Raquel Gaspar, Claudia Machaieie, Jorge Pina, Roda Mbuluco, Marcelo de Andrade, among others.

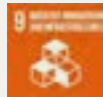


## Chair In Social Innovation Initiatives

### WEBINAR SERIES ON SOCIAL INNOVATION, SCALING AND IMPACT



In 2019, CATÓLICA-LISBON and the European Investment Bank Institute launched a series of webinars for social entrepreneurs, the "Social Innovation, Scaling and Impact", developed by CATÓLICA-LISBON and sponsored by EIB Institute for the Social Innovation Tournament Alumni.



The program is curated by Professor Filipe Santos and featured the following topics:



**THE FUTURE OF SOCIAL INNOVATION AND IMPACT INVESTING IN PORTUGAL AND EUROPE, BY PROFESSOR FILIPE SANTOS AND FILIPE ALMEIDA, PRESIDENT OF PORTUGAL INOVAÇÃO SOCIAL.**

**THE POWER OF WORDS: HOW BEST TO PERSUADE INVESTORS WITH LANGUAGE, BY PROFESSOR JOÃO COTTER SALVADO**

**LEADING SYSTEMIC CHANGE, BY FREDERICO FEZAS VITAL**

**RESPONSIBLE BUSINESS & LEADERSHIP: NOW IS THE TIME, BY PROFESSOR NUNO MOREIRA DA CRUZ**

**LEADING TEAMS FOR SOCIAL INNOVATION, BY KÁTIA ALMEIDA, DIRECTOR OF PROGRAMS AT THE GIRL MOVE**

**SOCIAL INNOVATION Q&A WEBINAR, BY PROFESSOR FILIPE SANTOS**

**BUSINESS MODEL INNOVATIONS FOR IMPACT, BY JOÃO SANTOS - INVESTMENT PRINCIPAL AT MAZE**

**DIGITAL MARKETING, BY FREDERICO FEZAS VITAL AND RAFIC DAUD - CO-FOUNDER AND EXECUTIVE DIRECTOR OF UNDANDY**

**MISTAKES IN WIN-WIN NEGOTIATIONS, BY NUNO DELICADO, NEGOTIATIONS CONSULTANT AND PROFESSOR (INSEAD, LKYSPP, UCP, IES-SBS), SOCIAL ENTREPRENEUR, FOUNDER OF PLURIS AND SPORTIMPACT**

**LEARNING FROM FAILURES, BY FREDERICO FEZAS VITAL AND JOE SANTOS, SOCIAL ENTREPRENEUR AND FOUNDER OF VENCER AUTISMO. FINANCING INSTRUMENTS FOR IMPACT, WITH PROFESSOR FILIPE SANTOS**

**CREATIVE LEADERSHIP, BY KÁTIA ALMEIDA, DIRECTOR OF PROGRAMS AT THE GIRL MOVE**

**SOCIAL FRANCHISING, BY PROFESSOR FILIPE SANTOS INTERVIEWS HUGO AGUIAR, CEO OF SPEAK**

During 2022, the team of the Chair in Social Innovation supported the development of the Yunus Social Innovation Center at CATÓLICA-LISBON, to spearhead the efforts to make the School a leader and major contributor to the social innovation sector in Portugal and Europe.



# CATÓLICA-LISBON signed a partnership with the Nobel Peace Prize Muhammad Yunus for the creation of the Yunus Social Business Center



This partnership foresees the constitution of the Yunus Social Innovation Center (YSIC) of CATÓLICA-LISBON, whose main goal is to work in the resolution of social and environmental problems through the implementation of the concept of Social Business.

This partnership represents another step in CATÓLICA-LISBON's commitment to be an engine in the pursuit of the United Nations' sustainable development goals and in the construction of a more impact-oriented economy. This partnership aims to develop

knowledge, training, and innovative projects in the area of social business and work for a fairer, more inclusive, and impact-oriented economic model. Achieving this objective involves training programs in Social Business and social innovation for young people in secondary education, university students, entrepreneurs, and executives, an accelerator to support the development of new social businesses that help solve the challenges of European society and the development of partnerships for an intersectoral

impact that contribute to sustainable development

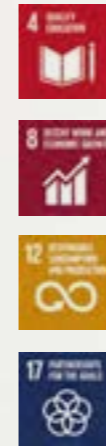
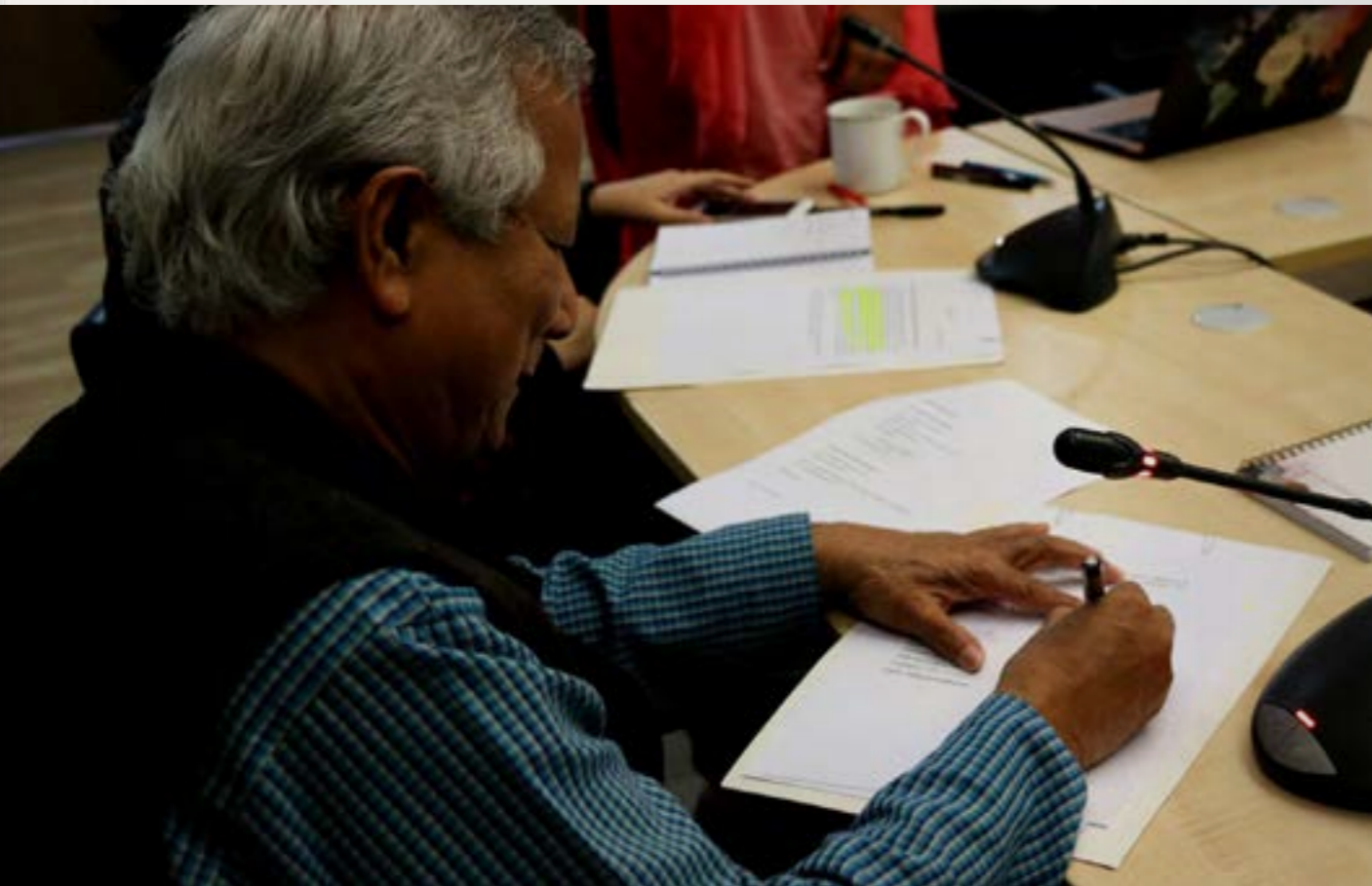
Nobel Peace Prize winner and economist Muhammad Yunus is internationally recognized for his revolutionary microcredit system that helped millions of people escape poverty, and for promoting the concept of social business, both economically viable and oriented towards social impact, serving the most disadvantaged populations and communities. Professor Yunus is a member of the board of the United Nations Foundation and has received numerous international awards for his humanitarian efforts.

CATÓLICA-LISBON's Yunus Social Innovation Center is a pioneer initiative in Portugal.

"This partnership is aligned with the sense of purpose that we pursue in our institution, based on three essential ideas: knowledge, learning, and impact. Business schools have a responsibility to promote knowledge that can materialize into positive instruments for the progress of society: the responsibility to train ethical and responsible leaders, able to make the best use of the resources and talents they have available, and the responsibility to focus their knowledge and human talent assets on the issues that most challenge companies and society."

FILIPE SANTOS  
Dean of CATÓLICA-LISBON





## CORE- CENTER FOR CONSUMER WELLBEING & RETAIL INNOVATION

CORE - Center for Consumer Well-being & Retail Innovation has the goal of contributing towards consumer well-being and retail sector prosperity, by developing and sharing knowledge with companies in a relationship of synergy and co-building.

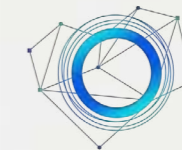
Its vision entails becoming a reference across Europe in the development of knowledge, teaching and dissemination of the promotion of consumer well-being and retail innovation.

CORE is committed to developing research and insights about behaviours and practices that will increase consumers' quality of life, bring fresh perspectives to retail innovation, and reinforce the synergetic connection between the two.

The center intend to deepen both new and emerging strategies towards sustainable consumption and retail innovation, by keeping up with topics such as digitization, micro-segmentation and specialisation, sustainable consumption, value chain optimization, and, in food, health and organic, by increasing the relationship with the consumer and their loyalty.



**MARIA ESTARREJA**  
*Executive Director*



**CORE**  
CENTER FOR CONSUMER WELL-BEING  
AND RETAIL INNOVATION  
CATÓLICA-LISBON



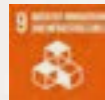
## Initiatives at CORE

CORE aims to contribute to the promotion of consumer well-being and prosperity of the retail sector, through the development of knowledge and sharing with companies in a relationship of synergy and co-construction.

### BEHAVIORAL INSIGHTS UNIT STUDIES FOR CORE

CORE Studies by the Behavioral Insights Unit at CATÓLICA-LISBON School of Business & Economics on consumer behavior (November 2021 and July 2022), framed in the panel at the Portuguese Society Observatory, intended to determine which are the preferences and trends in consumer behavior, as well as which factors that influence the well-being of consumers, through a sample of more than 1000 people.

### CORE KNOWLEDGE EVENTS:



December 2021: "Are consumers willing to pay more for sustainable products?" – with the participation of Antonio Casanova (CEO Unilever FIMA) and Rita Pinho Rodrigues (Head of Public Affairs & Media Relations Deco Proteste), the elasticity of purchasing power of consumers in Portugal was discussed, assessing their degree of willingness to pay a premium price for products known as sustainable.



## CORE KNOWLEDGE EVENTS



April 2022: "Achieving Consumer Well-being – what matters the most?" – The latest study authored by CORE – Center for Consumer Well-Being and Retail Innovation, in partnership with the Behavioral Insights Unit assessed the levels of well-being, consumption habits and perceptions about retail stores in the Portuguese society. In that study were identified the main priorities in different aspects of well-being of portuguese consumers. In this session we got to know what brands are doing to promote consumers' emotional well-being, by Prof. Wilson Bastos, Marketing Associate Professor at CATÓLICA-LISBON. We gained a vision of what companies are implementing in terms of product innovation to meet the functional well-being of the consumer, with the example of Delta through the testimony from Business Unit Director Delta-Q, Rita Tomé Duarte. We also had a perspective of how several companies have developed initiatives to promote the financial well-being of consumers, with the intervention by the Vice President – Financial Services lead at Accenture, Luis Pedro Duarte. This event also launched the CORE Sustainable Production Corporate Awards and the CORE Sustainable Consumption Master Thesis Awards.

## CORE WEEKLY INSIGHTS

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Sharing of the main news of the week, related to the consumer well-being & retail Innovation issues.



## CORE MONTHLY NEWSLETTER

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First edition launched in July 2022, marking the first anniversary of CORE: digital publication, which brings together opinion articles and case studies on central themes of CORE.



## CORE AWARDS

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The trends for companies to develop sustainable operations, and the growing need to create models that enable the protection of the Biosphere through the efficient use of resources, make it essential to implement projects that promote Sustainable Production.



CORE launched the CORE Sustainable Production & Consumption Corporate Award to reward national and international companies operating in Portugal for implementing projects with strategic interest for sustainable corporate development and the country.





## CTIE - CENTER FOR TECHNOLOGICAL INNOVATION AND ENTREPRENEURSHIP

The Center for Technological Innovation & Entrepreneurship (CTIE) builds upon the deep and broad School faculty expertise in the domains of innovation, technology management, and entrepreneurship to answer the high level of interest from students, corporations, the entrepreneurship, and innovation ecosystem, and the society at large. CTIE activities are built around three pillars in the area of Technological Innovation & Entrepreneurship:

— Excellence in research through the program of faculty fellowships, research papers publications, and academic conferences - The CTIE also promotes the visibility of its members' research in Portugal and internationally.

— Leadership in education for undergraduates, graduates, and executive education - CTIE fosters innovative teaching methods and contents.

— Dissemination of academic knowledge to the society at large through institutional communication (trade-related magazines, books, articles) and events (conferences that bring together scholars and practitioners with students).



**CÉLINE ABECASSIS-MOEDAS**  
*Academic Director*

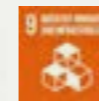


**PIERRE GEIN**  
*Executive Director*



## CTIE Initiatives

### WOMEN ENTREPRENEURSHIP AWARD



In 2019, CTIE launched the Women Entrepreneurship Award (WEA), with the goal of stimulating women entrepreneurship. The WEA recognizes a Portuguese female Founder and CEO of a venture created in Portugal who stands out for her achievements and vision of the future. The WEA winner receives an Executive Education program from the Católica Lisbon School of Business and Economics of her choice, a personalised media training program, mentoring by one of the members of the jury and visibility in the media.

Joana Rafael, Co-Founder of Sensei. Winner 2019

Marta Palmeiro, Co-Founder of Student Finance Winner 2020

Joana Paiva, Co-Founder and CTO of il.of. and Sónia Ferreira, Founder and CEO of BestHealth4U. Winner 2021

Daniela Seixas, Founder and CEO of TonicApp. Winner 2022



## BEST MASTER THESIS AWARD

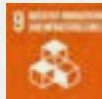
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The Best Master Thesis Award is an initiative promoted by CTIE since 2019 that aims to acknowledge the best thesis written in the area of Entrepreneurship.



The 2019 winner was Sophia Kuther with the thesis "A proven formula to attract investors? An empirical analysis on how the entrepreneurs' pitch influences the decision-making of angel investors".



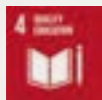
In 2020, the winner was Max Florian Jonas, who conducted an econometric analysis of the effect of Cloud Computing on the productivity of firms in the Portuguese market.

The 2021 Best Master Thesis Award winner was Louisa Aldag, who conducted her research on "The Influence of Culture on Women's Entrepreneurial Intentions".

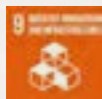
In 2022, Simão Nogueira won the award with the thesis "Winning the startup game".

## BEST ENTREPRENEURSHIP PROJECT AWARD

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CATÓLICA-LISBON provides a number of courses for students interested in entrepreneurship and starting their new venture. In the past, some of these projects that were started at the school, have caught the attention of the investors and have grown into full-blown companies. Also, every year, CTIE wants to echo this reality and identify the most promising students' ventures to give them visibility and support and a 1500€ prize money.



The Best Entrepreneurship Project Award is an initiative from the CTIE. From 10 projects recommended by the professors teaching in the various entrepreneurship classes (Lean Entrepreneurship, New Value Creation, etc...) the CTIE jury identified 3 that pitched their project live during the "Best Entrepreneurship Project Award" event.

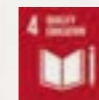
The winner of 2019 was TRYALL, a solution to keep employees (especially millennials) motivated at the workplace.

In 2020, out of the 3 finalists, the winner was the project MangoUp, the first online platform for student entrepreneurs, that connects students with complementary skills and offers a gamified step-by-step journey to set up a business. mangoUP is about skills, community and inspiration.

2021 winner was JUNTO and the 2022, Moveasy.

## FORWARD! PRE-ACCELERATION PROGRAM

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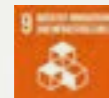
Forward is a free pre-acceleration program for students and alumni of CATÓLICA-LISBON who are at the beginning of their entrepreneurship journey. The program received the application of 24 teams and we selected 10. These 10 teams went through 5 sessions over 4 months with the participation of more than 20 mentors from the ecosystem. In 2021, the winner was Glooma, a startup that aims to commercialise a glove for the early detection of breast cancer and won 1000€ in cash prize from the CTIE and additional mentoring support. In 2022, the winner was Crowdify.



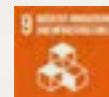
The CTIE works closely together with two student clubs - Tech@Católica and BET. Over the past years, the Center has supported several events promoted in close collaboration with the clubs, such as:



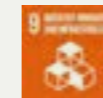
The BET24 event is the major and older students' led event on entrepreneurship in Portugal. It was created by Católica Lisbon students back in 2012 and has been organised since then every year. This event is for entrepreneurs/students (overall more than 500 people participated) that are interested in getting feedback on their startup/idea through mentorship and workshops. Yearly, the CTIE works in close collaboration with BET (Bring Entrepreneurs Together) student's club to provide support for the organisation of the event. The event had, on average, 200 participants per edition.



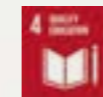
Co-organization of the Techlunch@Catolica: In October 2019, CTIE launched with the Tech@Catolica students' club, the tech lunch series with the participation of Mercedes.IO stressing the importance of data and how business students can apply to some of their openings. The welcome note was made by Celine Abecassis-Moedas, followed by a keynote from Alexandre Vaz, the Managing Director and a very interesting Q&A session with the participants.



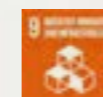
Co-organization of the Hackathon with tech@católica: CTIE co-organized with Tech@Católica students club a Hackaton event that got together 60 participants trying to predict with their own algorithm who would survive the sinking of the Titanic based on the passengers' list. The winners have been the ones with the algorithm's result closer to the actual survivors' list. The success was such that two more editions were hosted in 2020, the "Hackathome event (Hack from home)". The goal of these events was to touch a new audience of students, with no coding background and, use the quarantine stay at home to learn the basics of a new language - Python. The events got together 150 participants.

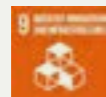


In December 2019, CTIE and BET (Bring Entrepreneurs Together) students' club organised a 2 days event named "The Leadership Academy" to provide students with a number of activities and speakers to discover their own leadership style. This event was a great success by bringing together people with different backgrounds with their own perspective of leadership (Army, sports, social enterprise, etc...).

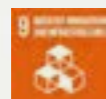


In April 2020, the CTIE was the main sponsor and organiser of BET19 (Named after COVID-19), the largest online students' entrepreneurship event with mentorship, activities and pitches. Besides mentorship and a pitch competition, which provided complementary workshops such as Stress Management and Work Remotely.

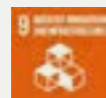




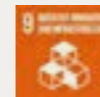
In September 2020, CTIE was the main sponsor of the first “International event” of the students’ club BET (Bring Entrepreneurs Together) co-organized with AWS (Amazon Web Services). In this one full day event, 12 early-stage startups (8 from Portugal and 4 from France) received mentorship and guidance and ultimately a prize money and AWS credits for the winner | The winning startup aims to reduce cycling accidents using AI on Google maps.



In April 2019, CTIE got closer to the students’ club by identifying synergies such as an event, content, etc... For this event, the CTIE joined forces with the school’s Coding Club and the Consulting Club with a partner LeWagon to provide HTML and CSS skills to our business students



In 2019 and 2020, CTIE was a sponsor of the TEDxCatólicaLisbonSBE. The 2019 edition took place on campus with 100 participants under the theme “Tik Tok - Time is ticking”. The 2020 edition happened online under the theme “Break the Rules”. The talks were focused on the fear that characterises humans when they face uncertainty and have/want to do something that has not been done before.



The CTIE also offers office hours to the community to support the entrepreneurship community. There are on average 3 to 5 new projects per month, and slots can be schedule at:

<https://calendly.com/pierre-gein/getting-started-or-keeping-going-ctie>

The CTIE is currently supporting the following startups:

**ZHARTA: A PORTUGUESE STARTUP THAT TRANSFORMS NFTS INTO LOANS**

[HTTPS://WWW.ZHARTA.IO/#ABOUT](https://www.zharta.io/#about)

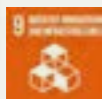
**WONDASWIM, A SUSTAINABLE SWIMWEAR BRAND MADE FROM RECYCLED OCEAN PLASTIC FOCUSED ON FINDING A BIKINI SET THAT PERFECTLY FITS DIFFERENT BODY TYPES.**

[HTTPS://WONDASWIM.COM/](https://wondaswim.com/)

**NINEBARC, A DIGITAL PLATFORM FOR PREVENTION AND INHERITANCE.**

[HTTPS://WWW.NINEBARC.COM/](https://www.ninebarc.com/)

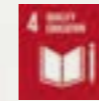
## MEETING THE ENTREPRENEURSHIP ECOSYSTEM



Through its partnership with Startup Lisbon, CTIE promotes meetings between CATÓLICA-LISBON students and the Lisbon entrepreneurship ecosystem. In the "Welcome Week 2019", CTIE shared facts about entrepreneurship and the Lisbon ecosystem with the students through the main incubators/accelerators and their programs, Business Angels and VCs. 200 students participated in this event. In 2020, CTIE took 25 Master students from the Management & Entrepreneurship major on a visit of the Lisbon ecosystem with a focus on Startup Lisboa followed by a Q&A session with startups from different growth stage.



## LAUNCH THE PODCAST SERIES "TALK ABOUT"



The COVID-19 pandemic pushed every organisation to assess themselves and gauge their impact on their customers/ community. It became clear after a few weeks of working from home that a lot of content was available but nothing about the Portuguese reality with a deep focus on each subject. Thus, CTIE decided to launch the "Talk About" podcast series with curated content from pundits so that its community can have access to analysis and arguments over various podcast channels to support them in their journey.

## MEDIA APPEARANCE AND CONTENT CREATION



Through 2019 and 2020, CTIE has created different content such as videos and articles in partnership with the ecosystem, such as "Being an entrepreneur", "How to do your best pitch?", "What is Fintech?", "Let's talk about failure" and the article "Are we illiterate in today's digital environment?"

Prof. Celine Abecassis-Moedas also wrote an opinion article on "Diversity in Entrepreneurship" for Dinheiro Vivo journal and two articles for the Portuguese press on "Fighting the Pink Recession" and "We need more female entrepreneurs". Prof. Abecassis-Moedas also did an Interview on "What will be the future of retail" for the APICCAPS that aired on the national Portuguese TV in the RTP program "What's up - Olhar a Moda".



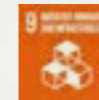
## BOARD MEMBER OF STARTUPLISBOA



In November 2019, CATÓLICA-LISBON, through the CTIE, officially became part of the board of Startup Lisboa, represented by Celine Abecassis- Moedas. This was the logical step forward after signing a partnership in 2018 and working closely together since. Since its inception, the CTIE has had the objective to partner with the best of the Lisbon ecosystem and Startup Lisboa has been recognized as the best accelerator in town since its inception in 2012. This brings additional stamina to CATÓLICA-LISBON students willing to push their projects forward through joint initiatives and mentorship.



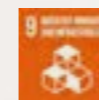
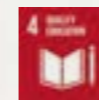
## MENTOR AND JURY OF THE "FROM START TO TABLE" PROGRAM



Since 2019, CTIE has been a mentor and jury of the "From Start to Table Program", a 9 weeks accelerator program of reference in Portugal in 3 categories i) Restaurant Technology ii) New restaurant concepts and iii) Innovative Food & Beverage products. The CTIE has been a partner of this initiative since the first edition by providing mentorship to the startups, specific sessions on Business models and value proposition. In this second edition, prof. Celine Abecassis-Moedas was one of the jury members with key players on the field.

**THE EVENT HAD 100 PARTICIPANTS.**

## PARTICIPATION IN THE SESSION "THE FUTURE OF WORK IN LISBON"



In 2019, CTIE was invited to the "Future of Work in Lisbon" working session organised by the Lisbon City innovation department. The goal of this one- day session was to gather in room key players of the Lisbon ecosystem and use as a starting point the 8 scenarios from the World Economic Forum and brainstorm as groups to identify what it means for Lisbon in terms of people, spaces, etc... One of the main outcomes was the role of education in all these scenarios from primary schools to universities and if educational content should be dictated by the needs of hard skills or if soft skills should be the answer to a fast-changing world.

**THE EVENT HAD 100 PARTICIPANTS.**

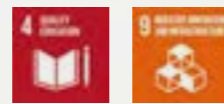
## PARTICIPATION AS KEYNOTE SPEAKER IN VARIOUS EVENTS

Through the years of 2019 and 2022, Professor Céline Abecassis-Moedas participated in various events representing the CTIE.

Prof. Abecassis-Moedas was a facilitator and keynote for the Women4Climate program organised by the Lisbon municipality on "FASHION WITH A PURPOSE"



Prof. Celine Abecassis-Moedas also participated in the Forum Expresso XXI and shared with the audience insights on Education and Innovation in terms of the challenges and opportunities.



### LAUNCH OF THE BOOK "O PAPEL DO DESIGN NA INOVAÇÃO"

In 2019, professor Celine Abecassis-Moedas launched the book "O Papel do design na inovação" (The role of design in innovation). Afterward, a round table moderated by prof. Abecassis-Moedas with designers of physical products (Nabeiro group), spaces (p06 atelier), and digital products (WY group) took place followed by a Q&A session from the audience.



Prof. Abecassis-Moedas was also a keynote in the online event co-organized with the Portuguese Women in Tech, with the winners of the 2020 awards.



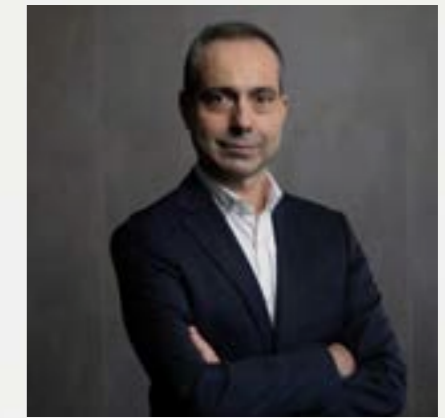
## CRB - CENTER FOR RESPONSIBLE BUSINESS & LEADERSHIP

The Center for Responsible Business & Leadership (CRB) was created in 2019 as a strategic initiative in CATÓLICA-LISBON's ambition to be a catalyst for impact creation, through knowledge development and innovation, in order to place Responsible Business at the core of the corporate strategy.

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

CRB believes that corporations able to act as a Responsible Business, integrating all its dimensions into their strategies and culture, will be the leading companies of the future. Its purpose is to "Contribute to a society where we only have Responsible Businesses led by Responsible Leaders" and its mission is to become a European reference in corporate sustainability knowledge through research, teaching, and consulting, acting as an agent of change amongst students and executives, helping them to understand the impact of Responsible Business and its value creation in corporate strategies.

The CRB activities are developed in four areas: Learning, Research, Partnerships & Projects and Consulting.



**FILIPE SANTOS**  
*Academic Director*



**NUNO MOREIRA DA CRUZ**  
*Executive Director*

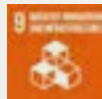




## DIGITAL CONFERENCES KNOWLEDGE @ CATÓLICA-LISBON



In its efforts to promote knowledge dissemination, the CRB hosted several Digital Conferences within the initiative Knowledge@CatolicaLisbon, including:



### RESPONSIBLE BUSINESS & LEADERSHIP: CHALLENGES OF A GLOBAL CRISIS:

Had the participation of Unilever, Logoplaste, Danone, BP, and BlackRock to discuss with Nuno Moreira da Cruz the main Responsible Business Leadership competencies that the world needs to face the challenges of the future

### WHAT SORT OF WORLD DO WE WANT AFTER COVID-19 | THE ROLE OF THE SDGS:

Professor Nuno Moreira da Cruz discussed the importance of the post-COVID world to embrace the spirit of the SDGs and its noble mission of "leaving no one behind".

### THE PURPOSE DRIVEN CORPORATION

Featured Professor Filipe Santos, Professor Nuno Moreira da Cruz and special guest Dr. António Casanova – Executive Vice-President of Unilever, one of the pioneering global companies in adopting a purpose-driven agenda to discuss why and how an agenda for the purpose be implemented. What are the managerial challenges for purpose-driven businesses? What is the future for capitalism centred on purpose?

### PURPOSE DRIVEN CONSUMPTION

Had a panel of three relevant retail companies (IKEA, L'Oréal, and Sogrape) sharing the importance of Purpose in their relationship with customers.

### PURPOSE DRIVEN BUSINESS: THE CHALLENGES OF IMPLEMENTATION FEBRUARY 17TH, 2021

This session featured Professor Filipe Santos, Professor Nuno Moreira da Cruz, Filipa Pires de Almeida, and special guests José Melo Bandeira, from Veolia Portugal, Gonçalo Amorim, from startup accelerator BGi, and Paula Gomes Freire, from Vieira de Almeida Advogados (VdA), to discuss about the practical experience of implementing "Purpose" in their organisations.

### WATER: A KEY RESOURCE FOR BUSINESS SUCCESS ABRIL 22ND, 2021

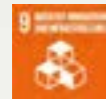
This conference marked the launch of the CRB's fifth research note, "Water: A Key-Value Driver for Sustainable Growth" and the announcement of the Pacto para Gestão da Água. It brought to discussion the importance of the role of water for business in its value-chain, emphasising how efficient water management can become a source of competitive advantage. It had the participation of Professor Filipe Santos, Professor Nuno Moreira da Cruz, Filipa Pires de Almeida, and special guests that presented their companies best practices in water management: José Roquette, from Esporão, Fernando Ventura, from Jerónimo Martins and José Melo Bandeira, from Veolia.

THE EVENTS HAD 970 PARTICIPANTS.

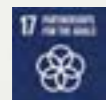
## "HAVE A GREAT AND IMPACTFUL WEEK" WEEKLY NEWSLETTER



Since the launch of the CRB, the Center and its team committed to a learning and insight service in which leaders get a head-start of their week on Sunday in which a sustainability topic is addressed.



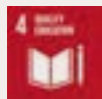
The Sunday Message is written weekly by a member of the Center, or an expert in the field, to serve as an informative message on current affairs bringing new insights on the world of corporate responsibility, responsible leadership, sustainability, and sustainable development.



Since 2019, more than 175 messages were written and shared with a database of two thousand readers, and several business leaders.



## WATER SUMMIT AND THE LAUNCH OF THE WATER PACT



In June 2020, the CRB organised the Water Summit. The event aimed to provide the attendees with an understanding of water and its intrinsic dependencies across businesses, involving the entire value chain of Sourcing, Production and Consumption.



Keynote speakers included:

- Catarina de Albuquerque, CEO of UN Sanitation and Water for All
- João Pedro Matos Fernandes, Minister of Environment and Climate Action of Portugal
- Lesley Pories, Manager of Sector Strategy at Water.org
- Filipe Santos, Dean of CATÓLICA-LISBON.

The panel of participants included several organisations such as Águas de Portugal, Beta-i, BGI, Bial, Câmara Municipal Lisboa, Esporão, Gulbenkian Foundation, Heaboo, LIS-Water, LNEC, L'Óreal, Microsoft, Pestana Hotel Group, Pingo Doce, Scubic, SEAentia, Sugal, Super Bock, Tintex, Toyota, Trigger Systems and Veolia.

As a result of this event, a coalition of private and public players, including the CRB as the main facilitator, was formed to coordinate and structure these efforts into a Water Pact, an endeavour that aims to put the water theme at the center of the Portuguese national agenda. The entities that are part of this initiative assume their responsibility to adopt measures to contribute to more sustainable water management, ensuring the effective response that the challenges referred to require.

Pacto para Gestão da Água - Water Management Pact - is an initiative formalized in April 2021 that aims to place the topic of "Water" at the center of the Portuguese national agenda. The Pact's main goal is to promote greater awareness, deepening of knowledge, and dissemination of good practices in the following areas:

- Water as a resource of value in the ecological transformation of the country and the impact on health, the economy, and Society
- The need for adaptation and acceleration of mitigation measures in the context of climate change (risks of scarcity and pollution)
- The importance of reusing water in the sustainable development of industry and cities
- Fostering best practices for sustainable water management
- Integration strategy and cooperation between the public and private sectors and the authorities (the Green Deal vision).

The initiative was created in cooperation between CATÓLICA-LISBON and 13 other institutions. The Pact now has over 30 members that are taking responsibility for adopting more sustainable strategies to contribute to more efficient management of water as a resource.

The Pact was co-founded by





## COURSES



One of the main pillars of the CRB is the Learning activities. In that sense, the CRB is responsible for the following programs:



STRATEGIC CORPORATE SOCIAL RESPONSIBILITY, ETHICS AND SOCIAL RESPONSIBILITY, and THE BIG CHALLENGES OF HUMANITY, for undergraduate students.

RESPONSIBLE BUSINESS Masters' students.

ON EXECUTIVE EDUCATION, THE CRB OFFERS TWO PROGRAMS:

1. PURPOSE DRIVEN BUSINESS, an online course that aims to provide participants with the tools which will allow them to define their best strategies to build a Purpose Driven Business.

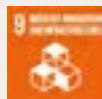
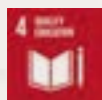
2. RESPONSIBLE BUSINESS: Next Source of Competitive Advantage, which presents the concept and trends on Responsible Business and aims to introduce to the processes and tools that can lead to the definition of these strategies.

One of CRB's goals is to enhance the knowledge of CATÓLICA-LISBON's undergraduate and master's students. To achieve that, the Center has expanded its activities outside the classroom and engage in meaningful relationships with the students.

To strengthen its relationships with the students and be relevant during their academic years, CRB's has

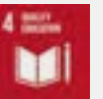
become a mentor for some of CATÓLICA-LISBON students clubs, with whom it had maintained a close relationship

The CRB has supported and promoted different sets of activities of Católica4Future, Equality in Business and 180 Degrees Consulting.



## SDG WEEK

The SDG Week, promoted by the Center for Responsible Business and Leadership in September 2021, was a week-long event with different interactive sessions that aimed to promote awareness and engagement about the Sustainable Development Goals and discuss their importance, challenges, and business opportunities for the private sector.



The event gathered, online and on-campus, 265 participants, mostly students. It encompassed 6 sessions: 1. Opening Plenary with high-profile guest speakers; 25 2. Screening of the documentary "The Decade of Action", followed by a discussion with its creators; 3. 3 cluster workshops – Biosphere, Social and Economic – with 9 invited companies to share best practices. Co-organized with 3 student clubs. Sustainability Challenge. The winning team got a trip to Brazil to see, in practice, the implementation of sustainable practices in a bio-dynamic farm. The event featured 16 guest speakers, including: Filipe Santos, Dean at CATÓLICA LISBON Selwin Hart,

Special Adviser and Assistant Secretary-General for the Climate Action at the United Nations Mette Morsing, Head of Principles for Responsible Management Education, UN Global Compact Pia Heidenmark Cook, Senior Advisor at Ingka Group (IKEA) Wim Vermeulen, Director of The Decade of Action Prof. Dr. Johan Rockström, Director of the Potsdam Institute for Climate Impact Research Prof. Ioannis Ioannou, Associate Professor of Strategy and Entrepreneurship at London Business School And 9 companies: 26 Águas do Tejo Atlântico BP Deloitte Delta Cafés Efacec Grupo Ageas Portugal Jerónimo Martins McKinsey Microsoft.



In 2022, the SDG Week took place throughout different sessions during the whole month of September. The students had a presentation on Sustainable Development and Responsible Business on the Welcome Week and challenges associated with the Sustainable Development Goals. Afterwards, they had the opportunity to engage with Bain & Company, WYZE Mobility and Siemens to understand the importance of strategically incorporating the SDGs into the organisation.



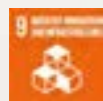
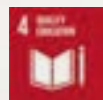
## Research Notes From The CRB

### RESEARCH NOTE #1: RESPONSIBLE BUSINESS LEADERSHIP AND THE PATH TOWARDS PURPOSE



Based on a systematic review of the main Responsible Business practices, this research note aims to shed light on the importance of businesses to act as Responsible Businesses and to understand what sort of Leadership should be expected from corporate leaders. If its relevance has always been undisputable, now, more than ever, the concepts need to be fully incorporated in every leader's agenda.

### RESEARCH NOTE #2: THE IMPACT OF COVID-19 ON THE SUSTAINABLE DEVELOPMENT AGENDA. A BUSINESS OPPORTUNITY TO REFRAME SUCCESS.



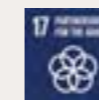
This research note aims to analyse the impact of Covid-19 on the sustainable development agenda and the risks and challenges ahead for business and humanity. It also highlights the immense opportunity Covid-19 represents as a reset moment for the world and as a chance for the Corporate sector to take leadership and definitely embrace sustainability as a strategy for its own success and globally shared prosperity.

### RESEARCH NOTE #3: PURPOSE DRIVEN BUSINESS: LATEST FAD OR THE ULTIMATE SUSTAINABLE COMPETITIVE ADVANTAGE?



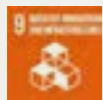
This Research Note aims to contribute to a stronger conceptualization and implementation of Purpose. It offers a comprehensive definition of what Purpose is, based on a set of five principles: 1) reason for existence, 2) decision-making guide, 3) unifying factor, 4) sustainable competitive advantage, 5) ecosystem approach. We also review the existing evidence on the value creation potential of adopting a purpose-driven strategy and propose a process framework to enable purpose-centric organisations. To make the concept of purpose powerful, it is fundamental to make it real. The authors hope this Research Note proves to be a valuable resource for executives looking to better understand the concept of purpose and aiming to apply it at the core of their business strategy and organisational practice.

### RESEARCH NOTE #4: PURPOSE DRIVEN CONSUMPTION - SHIFTING THE DIALOGUE BETWEEN COMPANIES AND CONSUMERS



This research note integrates the rise of sustainable consumption into the concept of Purpose-driven Consumption and Purpose-driven Brands. Consumers as decision-makers are important players in the business ecosystem and are critical to the success of companies and associated brands. This engagement can be long-lasting and represents a source of competitive advantage to companies that share the same values with their customers. Igniting the dialogue about the role of Purpose between companies and consumers is the goal of the current research note.

## RESEARCH NOTE #5 WATER: A KEY-VALUE DRIVER FOR SUSTAINABLE GROWTH



This Research Note aims to analyse the water-stress problem in a clear and concise way, exposing how critical it is for companies to act on this problem that is affecting their entire value chain and, consequently, their bottom line and licence to operate. It also highlights what water-related risks should companies take into consideration in the definition of their business strategies, as they try to achieve a competitive advantage, and proposes a Water Stewardship approach for companies to actively engage in water management strategies through their core operations, using efficiency, re-use, and awareness mechanisms

## RESEARCH NOTE #6: MENTAL HEALTH IN THE WORKPLACE: A STATE OF ART AND GUIDELINES FOR ACTION



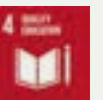
The Research Note on Mental Health at work aims to contribute to the literature by exploring the historical evolution of the problem, how it affects individual and organisational performance and bottom line, and providing a business case for action that mobilises organisations around a shared purpose of better workplace health and wellbeing.

The research note starts with the definition of mental health, followed by a section in which the authors explore some of the main dimensions that have an impact on mental health at work, as well as highlighting the costs related to stress, psychosocial risks and burnout. The following section focuses on the data from the world and from Portugal, adding more detail on the relevant impact that poor mental

health has on the economy. Additionally, it provides further data collected from a survey of Portuguese CEOs carried out under the scope of the Research Note. In the last section, the authors propose an approach through which companies can develop their own well-being strategy or complement the initiatives that already have in place.

## OBSERVATORY OF SDGS IN PORTUGUESE COMPANIES

The creation of an Observatory of Sustainable Development Goals (SDGs) in Portuguese companies comes at a crucial time for the implementation of this agenda in the country and in the world. We live in the so-called “Decade of Action”, as named by the Secretary General of the United Nations, António Guterres





A decade to accelerate the achievement of the SDGs and reach their goals in 2030. In this sense, and taking into account the crucial role of the private sector in fulfilling this agenda, it is imperative to understand the adoption of the Sustainable Development Agenda by Portuguese companies, in order to identify potential barriers to action and opportunities for improvement. Therefore, and following this commitment, CATÓLICA-LISBON, in partnership with BPI Fundação “la Caixa”, and Fundação Francisco Manuel dos Santos launched this project, which, due to its novelty, promises to be a landmark in the study of this topic in Portugal and in the world.

The ODS Observatory in Portuguese companies monitors the implementation of the United Nations 2030 Agenda by a representative group of large and small and medium-sized Portuguese companies, in order to understand their context and the challenges they face in implementing the SDG agenda. The study presupposes a consistent follow-up over the years that will allow us to assess how Portuguese companies are evolving in adopting the SDG agenda. In Portugal, the fulfilment of the Sustainable Development Agenda has been advancing, but still below what is necessary for the fulfilment of the



2030 goals. In this sense, it is essential: The involvement of the private sector in fulfilling this agenda, with a clear perception of the benefits for all parties (companies, state and citizens). Understand in a deeper way the Portuguese context in the evolution of SDG compliance and the concrete role that companies can play. Understand how Portuguese companies are incorporating the SDGs into their activities from the most peripheral to the core of the business. Identify and disseminate good practices and show the way forward, in line with the priority objectives of Portugal and the United Nations in their Universal Agenda



## CROSS-KIC PROJECT ON CIRCULAR ECONOMY



The CRB worked in a coordinated and efficient collaboration with startup accelerator Building Global Innovators (BGI) and six Knowledge and Innovation Communities (KICs) to facilitate the transition of SMEs to a circular economy. The outcome of this work was the Cross-KIC Report entitled "Circular Economy Implementation In European SMEs".

# MENTAL HEALTH IN THE WORKPLACE SUMMIT



According to the Society of Psychiatry and Mental Health, Portugal has Europe's second-highest prevalence of psychiatric illnesses (22.9%).

In addition to this, further studies show that around 57% of the Portuguese population presents some psychological distress. Indeed, mental health disorders surpass oncological diseases in the country, accounting for 11.8% of identified disorders in Portugal. In our perspective, these were more than enough reasons to address this and to define

concrete lines of action to tackle some of the root causes of this societal problem with a global incidence across the world.

### THE INITIATIVE COMPRISED:

1 / A research note aimed to diagnose the state of art of mental health in the workplace in Portugal and across different geographies and to start drawing the lines of a business case for action together with companies and other organisations that want to allocate their resources and develop concrete answers under the call to action of SDG 17 – Partnerships for Impact. 21

2 / A Summit targeted to the companies and organisations that want to share, know more about the topic and start or accelerate specific activities and solutions for the challenges they have; The Summit gathered 200 participants at CATÓLICA-LISBON each day on 19-20 July and was highly appreciated by all the participants,

3 / A steady and firm compromise of companies to implement changes in their organisations towards a more healthy workplace based on the well-being of the employees with the inherent impact on the performance of the business, through a voluntarily subscribed "Pact for Mental Health in the Workplace" to be launched in September 2022.

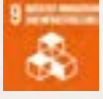


## RESPONSIBLE LEADERSHIP PROJECT



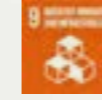
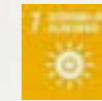
With the support of Fundação Magnum Gaudium and Fundação BPI "la Caixa", the CRB was launched the research "Responsible Leadership: what does it mean and the future for Portugal" in November 2022. The study is based on three distinct but interconnected parts: a systematic literature review, a questionnaire study (including two samples based in Portugal and a sample based in the United States of America), and a qualitative study (including 15 interviews with Portuguese leaders from different companies). The study concludes that, despite the barriers identified, responsible leadership is the most correct and viable way to ensure the long-term survival of the company. Companies without purpose and values, where the only concern is profitability, run the risk of failing in the long term unless they take the initiative to change the way they conduct their business.

## COLLABORATION BETWEEN EFACEC THE CRB



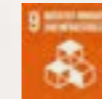
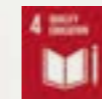
During the year 2021 and 2022, the close collaboration between Efacec the CRB was embodied by a hands-on the ground project, where the center advised this Portuguese company on its SDGs implementation strategy. The project followed 4 main steps: 1. Deep dive study on EFACEC's profile and strategic ambitions; 2. Alignment between the company mindset and value chain with the Sustainable Development Goals; 3. Strategy definition, where the company's SDGs were chosen at the company's highest level in a team work group with the company's CEO; 4. Implementation plan. This project ended with the publication of a case study. The CRB also supported Efacec's launch of the project by co-organizing an internal and an external event to make the case public.

## CASE STUDY ON THE STRATEGIC IMPLEMENTATION OF THE SUSTAINABLE DEVELOPMENT GOALS AT EFACEC



This case study consolidates the knowledge derived from the consulting project conducted by the CRB team for Efacec. It describes the projects' steps and elucidates the best practices that allow for the adoption of the SDGs by the private sector. It is also a learning tool for the classroom context and can eventually be used as a guide for other organisations that wish to align their strategy with the 2030 Agenda.

## WORKSHOP ON THE SUSTAINABLE DEVELOPMENT GOALS



In October 2020, the CRB held an interactive workshop around the UN's Sustainable Development Goals, in which they invite the Sustainability director of BNP Paribas, IKEA, and ALTICE Group as well as an SDG's expert and United Nations Consultant to shed a light on what the SDG's mean for their companies.

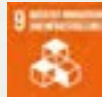
The event had a capacity of 40 attendees and was part of The Great Wave, the first-of-its-kind virtual and in-person business festival created by House of Beautiful Business, CATÓLICA-LISBON's partner, with the goal of connecting thousands of people around the world to explore how we can make humans more human and business more beautiful.



## CENTER FOR APPLIED STUDIES | CEA



The Center for Applied Research and Consulting (CEA) is the consulting unit of CATÓLICA-LISBON. Its mission is to provide a continuous bridge between the academic world and Portuguese companies, offering consulting services in the areas of economics and management to private, public, and social institutions.



These services are mainly driven by the application, to real-world situations, of several research topics investigated by CATÓLICA-LISBON faculty, in their expertise areas.

CATÓLICA-LISBON is recognized as a leading Management and Economics school, both in terms of research and teaching, and many of its faculty are recognized for their relevant professional experience.

The CEA has undertaken studies and consulting for private, public, and social institutions in several fields such as Public-Private Partnerships, Financial Economics, Regulatory Economics, Health Economics, Financial Management, Marketing Management, Specific industries research.

A specific consulting team is set up for each project, in line with the respective requirements. The consulting teams are composed of faculty members as well as other experts who are well-reputed practitioners. Teaching assistants and students are also part of the teams.



**RICARDO FERREIRA REIS**  
*CEA Director*



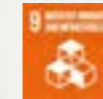
**RUTE XAVIER**  
*CEA Executive Director*

## CEA Initiatives

### OPPP - PUBLIC-PRIVATE PARTNERSHIP OBSERVATORY FOR PORTUGAL



OPPP carries out applied research on Public- Private Partnership in Portugal. It includes annual performance evaluation, public comparator, governance models, and legal studies.



It arose out of the need to develop a structured and structuring work on the PPP reality in Portugal in the light of the insufficient amount and poor quality of information available on this matter, as well as the lack of an aggregating and independent view without any conflict of interest that would diminish the rigour and the availability of the information, both essential for an effective analysis.

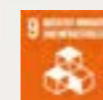


OPPP was launched in 2009 to develop applied research in this area, using both internal resources and individuals/ institutions participating in the observatory, providing thoroughly analysed information to its members, and also keeping them informed about relevant market developments.

### CATÓLICA INTERNATIONAL BUSINESS PLATFORM



The challenges of globalisation, sustainability and digital transformation, in a context of uncertainty and volatility accelerated by the Covid 19 pandemics, force leaders to rethink business models and talent management for internationalisation.



The Católica International Business Platform is a community of academics and business leaders with the common



objective of leveraging internationalisation and growth of Portuguese companies. It intends to be an impactful academic- corporate initiative to catalyse learning by sharing and business synergies.

Its mission is to develop skills and competences of current business leaders critical for internationalisation and organisational growth. Also, motivate the new generations of executives to embrace international careers in Portuguese companies.

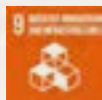
Call to Action: the initiative is built upon a collaborative model and shared decision-making in the best interest of the corporations invited to integrate the founding core group, and also benefiting the ecosystem of internationalisation.

The initiative founding partners are Sumol-Compal, Grupo Nabeiro and Grupo Technimed.

## CATÓLICA LISBON FORECASTING LAB | NECEP



NECEP is an applied research group, founded in 2005, that works within the Center of Applied Studies to monitor the short-term behaviour of the Portuguese economy. NECEP's activities are financed by its subscribers, who have access to all the work it produces. For the general public, NECEP releases quarterly forecasts on the Portuguese economy with a two-year horizon.



NECEP's main activity is the edition of a Quarterly Newsletter about the short-term behaviour of the Portuguese economy (FTC). Its executive summary is publicly available both on the CATÓLICA-LISBON website and in the press. Based on public data only, NECEP's FTC ("a Folha") presents forecasts for the main macroeconomic aggregates, including GDP. It also includes forecasts for the short and

mid-term (up to two years) of such variables and further analyses public finances, global markets, and the world economic climate. Additionally, NECEP produces Thematic Reports, in particular about the Government Budget for the following year (one report per year). NECEP issues a set of Quick Reading Sheets with an assessment of some relevant high-frequency statistics for the Portuguese economy (Economic Sentiment Indicator - ESI, car sales, registered unemployment, and national accounts). NECEP uses its own methodology in reading this data, whereby the new data is compared with benchmarks previously disclosed.

NECEP carries out projects, specific studies and presentations for subscribers upon request.

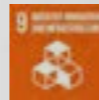
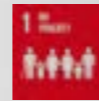
## OTHER CEA PROJECTS

In 2020, CEA launched the 1st Economic Impact Study, in partnership with ANO - National Opticians Association, with the objective of analysing the impact of the COVID-19 pandemic on the business fabric of retail Optics.

# CATÓLICA LISBON DISTINGUISHED

## Católica Lisbon Forecasting Lab (NECEP) distinguished with the worldwide Best Analyst Forecast Award 2020

The Católica Lisbon Forecasting Lab - NECEP, the economic forecasting unit of the Católica Lisbon School of Business and Economics, was distinguished with the world best Analyst Forecast Award Award 2020, in the category Gross Domestic Product (GDP) of Portugal, from Focus Economics one of the largest and most prestigious economic analysis and forecasting entities for 130 countries in Africa, Asia, Europe, and the Americas. This is the second year that NECEP is recognized worldwide for the quality of its forecasts.



This award means that Católica Lisbon Forecasting Lab - NECEP was the entity at the international level that presented the most accurate forecast for Portuguese GDP growth for 2019.

For Filipe Santos, Dean of CATÓLICA-LISBON “it is an honour for CATÓLICA-LISBON to obtain yet another recognition of the quality of its economists and of its economic forecasting nucleus, led by Professor João Borges de Assunção, whom I congratulate and all his team for this remarkable performance and for the excellent contribution they make to a greater knowledge of the Portuguese Economy ”.

“This recognition is a stimulus for our Subscribers, Scientific Commission and Collaborators, and increases our responsibility to effectively communicate our vision for the Portuguese economy in 2020 and 2021”.



**JOÃO BORGES DE ASSUNÇÃO**  
*Associate Professor and NECEP Director*

## Other Knowledge Initiatives

### SUSTAINABILITY AND CONSUMER WELL-BEING PROJECT



"How do companies' practices regarding responsibility and sustainability affect customers' adoption of this kind of behaviour? This is one of the focal points of Rita Coelho do Vale and Vera Herédia Colaço's research project "Well-Being & Sustainability".



The project received FCT funding in order to study "the impact of socially responsible strategies undertaken by companies on consumers' preferences towards their products, and on the potential spillover effect on consumers' adoption of similar sustainable and socially responsible behaviours".



Their "Well-Being & Sustainability" project aims to contribute to current literature on sustainability "by highlighting effects of socially responsible and sustainable strategies at the level of consumers' attitudes and perceptions towards the products, together with the identification of corporate social responsible behaviours that generate a greater spillover effect regarding consumers' embracement of sustainable behaviours."

### PATIENT INNOVATION PROJECT



The Patient Innovation project aims to create an international, multilingual, non-profit platform and social network to connect patients and caregivers and enable the sharing of their solutions. If not shared, these strategies, treatments, devices, and knowledge would probably remain unknown to many patients, not fulfilling the potential they encapsulate to change other people's lives.



This project is the result of an international cooperation effort that includes individual members and institutions committed to helping promote dissemination of innovation and knowledge and to add value to people's lives. It started at CATÓLICA- LISBON and was spun off, being now an independent initiative.



## Women Empowerment Initiative

### WOMEN EMPOWERMENT INITIATIVE



This initiative entails several activities developed at CATÓLICA-LISBON focused on SDG 5: Gender Equality. It aims to understand the perceptions, behaviours, stereotypes, and backlash uniquely faced by women and transform those empirical results into effective strategies and solutions.



This initiative wants to address what gets in the way of promoting competent women in the organisations, clearing the unconscious bias that women don't belong in senior-level positions, and preparing and encouraging women to assume those positions.



It's imperative that organisations leverage the unique perspective and strengths that women can provide and change the way they make hiring and promotion decisions and ensure that eligible women are given serious consideration.

## CODING SKILLS FOR WOMEN



The CTIE was key in co-organizing the We/Code event at CATÓLICA-LISBON, with Startup Lisboa and Ironhack.



The objective was to provide basic programming skills as well as award a full Boot Camp membership to the winner.

MORE THAN 120 WOMEN APPLIED.

## WOMEN ENTREPRENEURS @CATÓLICA-LISBON



The Program Women Entrepreneurs@Católica Lisbon, launched by the Center for Applied Studies and Universidade Católica Portuguesa, aims to support female entrepreneurship. It is a program open to all, aiming to fight economic inequality between genders. The goal is to empower women and the companies they manage with essential management tools they can use in their day-to-day activities.



The program has 2 major pillars of action. The first consists of TRAINING and materialises in offering free thematic workshops. It is intended that these workshops have a strong practical component since the main goal is that the participants learn something very concrete that is useful to them and that they can immediately put into practice. In the last edition of these workshops, we had around 200 women attending the sessions.

The second pillar consists of delivering CONSULTING PROJECTS. The consultancy program aims to support women entrepreneurs, by offering free consultancy projects carried out by



students and supervised by Professors at CATÓLICA-LISBON. Thus, all women who own or co-own a business are eligible to apply for projects in areas such as developing a Business Plan, defining an internationalisation strategy, designing a Marketing Plan, developing a communication strategy, or launching a new product. There are 2 phases of application for these projects annually (as they must coincide with the School academic semesters).

The projects once identified and selected, are then developed over a period of three and a half months.

THE 2019 EDITION HAD 60 PARTICIPANTS.

## WOMEN IN DATA SCIENCE (WIDS)



WiDS is a regional event, hosted by the Center for Applied Studies and SAP, in collaboration with the Women in Data Science Conference at Stanford University.



WiDS initiative happens all over the world and aims to inspire and educate data scientists worldwide, regardless of gender, and support women in the field.

In this WiDS Lisboa 2019, the intention was to promote an inspirational event, promote role- models and to involve more women in this area.

The event had the participation of women from IBM, Microsoft, Banco Único, and SAP. The model of the conference consists of small talks with subjects related to how data science was important to these women's careers, why it is important for women to get into data science, opportunities in the area, and what is the state of the art in this field and in academia.





## JOURNALS

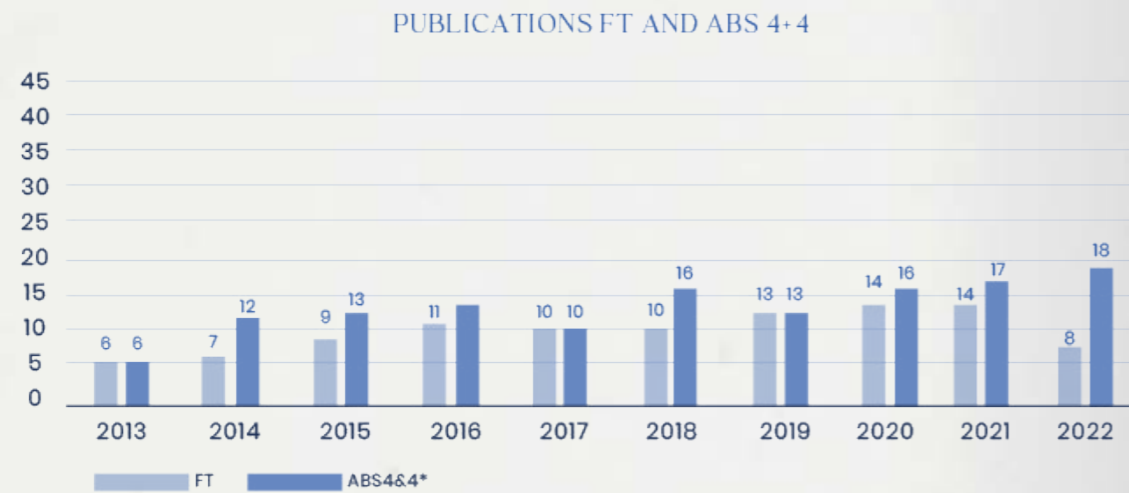
CUBE researchers from all fields published relevant and prominent research in important journals. Below is a list of the top-rated journals which published at least one article by a CUBE researcher.

JOURNAL	RANKING	N.O OF PUBLICATIONS
ACADEMY OF MANAGEMENT JOURNAL	A, FT 50 & ABS 4*	1
ACADEMY OF MANAGEMENT REVIEW	A, FT 50 & ABS 4*	1
BRITISH JOURNAL OF MANAGEMENT		1
EUROPEAN JOURNAL OF OPERATIONAL RESEARCH	ABS 4	3
HUMAN RELATIONS	FT 50 & ABS 4	3
INFORMATION SYSTEMS RESEARCH	A, FT 50, ABS 4*	3
INTERNATIONAL ECONOMIC REVIEW	ABS 4	1
JOURNAL OF APPLIED PSYCHOLOGY		1
JOURNAL OF BUSINESS ETHICS	FT 50	1
JOURNAL OF CONSUMER PSYCHOLOGY		1
JOURNAL OF ECONOMETRICS		1
JOURNAL OF FINANCIAL AND QUANTITATIVE ANALYSIS		1
JOURNAL OF FINANCIAL ECONOMICS		1
JOURNAL OF FINANCIAL INTERMEDIATION	ABS 4	2
JOURNAL OF INTERNATIONAL BUSINESS STUDIES	A, FT 50 & ABS 4*	1
JOURNAL OF MANAGEMENT	FT 50 + ABS 4*	2
JOURNAL OF MANAGEMENT INFORMATION SYSTEMS	FT 50 + ABS 4*	1
JOURNAL OF MANAGEMENT STUDIES	FT 50	2
JOURNAL OF MARKETING		1
JOURNAL OF MARKETING RESEARCH	A, FT 50 + ABS 4*	1
JOURNAL OF MONERATY ECONOMICS	A, ABS 4	2
JOURNAL OF OCCUPATIONAL AND ORGANIZATIONAL PSYCHOLOGY		1
JOURNAL OF ORGANIZATIONAL BEHAVIOR	ABS 4	2
JOURNAL OF POLITICAL ECONOMY		1
JOURNAL OF THE ACADEMY OF MARKETING SCIENCE	FT 50 + 4*	1
MANAGEMENT SCIENCE	A, FT 50 + ABS 4*	9
MANUFACTURING & SERVICE OPERATIONS MANAGEMENT	FT 50	2
MIS QUARTELY	A, FT 50 + ABS 4*	2
MIT SLOAN MANAGEMENT REVIEW	FT 50	1
OPERATIONS RESEARCH	A, FT 50, ABS 4*	1
ORGANIZATION SCIENCE	A, FT 50 + ABS 4*	1
ORGANIZATION STUDIES	FT 50 + ABS 4	1
ORGANIZATIONAL BEHAVIOR AND HUMAN DECISION PROCESSES	CLSBE A, FT 50, ABS A	1
PRODUCTION AND OPERATIONS MANAGEMENT		1
RESEARCH POLICY		2
REVIEW OF ECONOMIC STUDIES		1
REVIEW OF FINANCE	FT 50	2
REVIEW OF FINANCIAL STUDIES	A, FT 50 + ABS 4*	1
STRATEGIC MANAGEMENT JOURNAL	A, FT 50 + ABS 4*	1
THE REVIEW OF FINANCIAL STUDIES		1

# PUBLICATIONS 2019 TO 2022

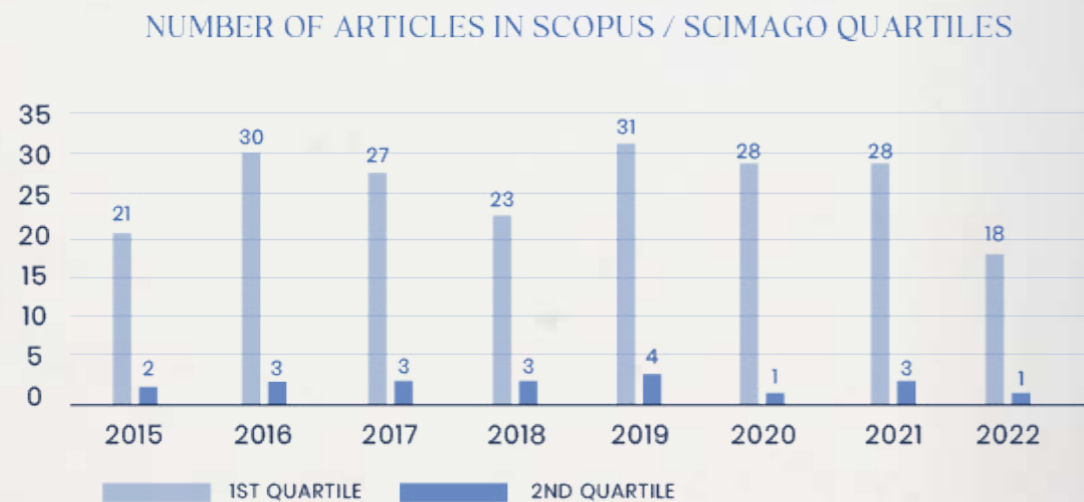
## Publications Since 2013

The following graph shows the evolution of CATÓLICA-LISBON Top Publications since 2013



## Web of Science and Scopus Quartiles

Starting in 2019, the rectory required research units to present their statistics on how many of their articles each year since 2015 had been published in journals belonging to the 1st and 2nd quartiles of the Scopus and the Web of Science journal lists.



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### Pedro Barroso

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SDG 4.8

### Pedro Barroso

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SDG 4.8

### Pedro Encarnação

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### Pedro Raposo

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### Pedro Raposo

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### Pedro Teles

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SDG 4.8

### Pedro Teles

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SDG 4.8.9.

### Pedro Teles

V.V.C. Chari, Juan Pablo Nicolini, Teles P. (2021) "Optimal Cooperative Taxation in the Global Economy", *Journal of Political Economy* (forthcoming).

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### René Bohnsack

Hanelt, A., Bohnsack, R., Marz, D. and Antunes Marante, C. (2021), "A Systematic Review of the Literature on Digital Transformation: Insights and Implications for Strategy and Organizational Change". *Journal of Management Studies*, Volume 58, Issue 5, Pages 1159-1197.

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### René Bohnsack

Bohnsack, R., Kurtz, H., Hanelt, A. (2021) "Re-Examining Path Dependence in the Digital Age: the Evolution of Connected Car Business Models", *Research Policy*, Vol 50, Issue 9.

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### René Bohnsack

Pinkse, J., Bohnsack, R., (2021) "Sustainable Product Innovation and Changing Consumer Behavior: Sustainability Affordances as Triggers of Adoption and Usage", *Business Strategy and the Environment*.

SDG 4.8.12

### Rita Coelho do Vale

Herédia-Colaço, V., Coelho do Vale, R. & Villas-Boas, S. "Does Fair Trade Breed Contempt? A Cross-Country Examination on the Moderating Role of Brand Familiarity and Consumer Expertise on Product Evaluation". *Journal of Business Ethics* (2019) Volume 156, Issue 3, pp 737-758.

SDG 4.8.12

### Rita Coelho do Vale

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### Samir Mamadehussene

Mamadehussene, S., (2019), "Price-Matching Guarantees as a Direct Signal of Low Prices", *Journal of Marketing Research*. Volume 56, Issue 2, pages 245-258.

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### Teresa Lloyd Braga

Bosi, S., Lloyd-Braga, T., Nishimura, K. (2021) "Externalities of human capital", *Mathematical Social Sciences*.

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### Teresa Lloyd Braga

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### Vera Herédia Colaço

Colaço, V., Rodrigues, H., (2021) Hosting in Turbulent Times: Hoteliers' Perceptions and Strategies Adopted To Recover From the Covid-19 Pandemic, *International Journal of Hospitality Management*.

SDG 4.8.9

### Wilson Bastos

Bastos, W., Moore, S., (2021) Making Word-of-Mouth Impactful: Why Consumers React More to WOM about Experiential than Material Purchases, *Journal of Business Research*.

SDG 4.8.12

### Zoe Venter

Venter Z. (2022) "Macroprudential Policy and Aggregate Demand", *International Journal of Central Banking*.

SDG 4.8

## AWARDS

Throughout the years of 2019, 2020, 2021 and 2022, several of CATÓLICA-LISBON's Researchers and Faculty received International Awards and Recognition.

### Daniel Fernandes

C. W. Park Award for Outstanding Contribution

AWARDING BODY: SOCIETY FOR CONSUMER PSYCHOLOGY

### Laura Wagner

Honorable Mention in the MSOM Practice-Based Research Competition

AWARDING BODY: MSOM ACADEMIC COMPETITION COMMITTEE (MANUFACTURING & SERVICE OPERATIONS MANAGEMENT / INFORMS PAPER)

### Francesco Sguera

MSR 2019 Best Papers

AWARDING BODY: MSR SCHOLARLY PROGRAM CHAIR OF THE MANAGEMENT, SPIRITUALITY AND RELIGION INTEREST GROUP

### Christina Bidmon & René Bohnsack

2019 Best Paper Award

AWARDING BODY: ONE DIVISION OF THE ACADEMY OF MANAGEMENT

### Filipe Santos

Social Innovation Thought Leader 2019 Award

AWARDING BODY: SCHWAB FOUNDATION FOR SOCIAL ENTREPRENEURSHIP (WORLD ECONOMIC FORUM)

### Miguel Godinho de Matos

AIS Early Career Award

AWARDING BODY: ASSOCIATION OF INFORMATION SYSTEMS

### Miguel Godinho de Matos

Sandy Slaughter Early Career Award

AWARDING BODY: INFORMS - INFORMATION SYSTEMS SOCIETY OF THE INSTITUTE FOR OPERATIONS RESEARCH AND MANAGEMENT SCIENCES

### Geraldo Cerqueiro & Diana Bonfim

Best policy-relevant research paper

AWARDING BODY: COPFIR

### Daniel Fernandes

Poets & Quants 2020 Best Undergraduate Business Professors

AWARDING BODY: POETS&QUANTS

### Céline Abecassis-Moedas

Prix académique de la Recherche en Management

AWARDING BODY: SYNTEC CONSEIL, FNEGE

### Filipe Santos

Decade Award for paper in the Academy of Management Review

AWARDING BODY: ACADEMY OF MANAGEMENT

## FACULTY HIGHLIGHTS

CATÓLICA-LISBON Faculty members have unmeasurable importance to the development of the School activities.

Without them, it would not be possible for CATÓLICA-LISBON to achieve its purpose and keep developing high-level knowledge and research. It is with gratification that the School shares a few highlights its faculty members accomplished over the years of 2019 to 2022.



Filipe Santos received international distinction as one of the most cited Business & Economics researchers in the world.

Professor Filipe Santos, Dean of CATÓLICA-LISBON, and a world specialist in entrepreneurship and social innovation, received an international distinction as the most highly cited Business & Economics professor in Portugal over the last 10 years and one of the top in the world.

The Web of Science group, which manages global databases of academic citations, made the announcement of its 2019 list of the most impactful scientists in the world in the prior decade in November 2019. Professor Santos is the only business & economics professor residing in Portugal featured in this list, which recognizes only 0.1% of the researchers worldwide.

Professor Santos' research has already received close to 12500 citations in Google Scholar and more than 3000 citations in the Web of Science databases. Professor Santos is best known for his work in the fields of Entrepreneurship, Organizations, and Social Innovation. His research is used by academics, entrepreneurs, managers, and policymakers worldwide. Professor Santos' work describes



how entrepreneurs with few resources are able to carve leadership positions in growing markets and how corporate leaders should define the boundaries and scope of their organisations to face dynamic and turbulent environments.

His seminal paper on the theory of social entrepreneurship explained why society needs social entrepreneurs as engines of positive transformation of the economic system. His papers on social enterprises describe how organisations on a path to sustainability can best balance their commercial and societal goals and develop innovative business models. These publications can be found here.

Professor Santos's research has been translated into strategic models for entrepreneurs and manuals for social entrepreneurs. It has been converted into innovative teaching formats, such as the social entrepreneurship boot camps and the scaling impact programs, and has been implemented in corporate strategy projects. It has also been used to design new public policies, such as the creation of Portugal Social Innovation and the Portuguese strategy for social investment. Professor Santos has also received the global award of Social Innovation Thought Leader from the Schwab Foundation.

“ I am delighted to receive this recognition which is evidence of the power of combining rigour and relevance in academic research and of the importance nowadays of helping companies balance the pursuit of profits with the search for purpose. I have been personally seeking this sense of purpose throughout my career and that is also a strategic differentiation point for Católica Lisbon School of Business & Economics, a school that hosts a group of outstanding international oriented researchers in areas such as consumer research, innovation, entrepreneurship, data science, economic policy, ethics, and sustainability, all topics of key importance to address societal challenges ”.



## Filipe Santos Joins The Investment Committee Of The Fund For Social Innovation

Professor Filipe Santos, holder of the Chair in Social Innovation at CATÓLICA-LISBON, is part of the Investment Committee of the Fund for Social Innovation, chaired by Ana Lehmann.

The Investment Committee is composed of three personalities with experience in the area of investment in social innovation and recognized capacity in the academic or professional fields.

This national fund is the first of its kind created with funds from the European Social Fund, with a total of 150 million euros for investment. It is a financial instrument integrated into the national public initiative Portugal Social Innovation, whose creation Filipe Santos led in 2015.



**FILIPE SANTOS**

*Dean at CATÓLICA-LISBON*



Portugal  
**INOVAÇÃO  
SOCIAL**



## Omar El Noyal nominated for Best Dissertation Award by the International Management Division of AOM

In 2020, Omar El Noyal, professor and researcher at CATÓLICA-LISBON, was distinguished by the International Management Division of the Academy of Management (AOM) as one of the nominees for the best doctoral dissertation award. This prestigious nomination was given by Professor El Noyal's dissertation at Erasmus University in Rotterdam, entitled "Firms and the state: An examination of corporate political activity and the business-Government interface."

Professor El Noyal's specialisation is the investigation of the links between politics and the business world. One of his recent articles, "Ties That Bind and Grind? Investor Reactions to Politician Appointments to Corporate Boards", was published in the Journal of Management and featured in the Portuguese press.



**OMAR EL NAYAL**

*Former Professor*





## Ilídio Barreto On The Editorial Board Of The Academy Of Management Journal

In 2019, Professor Ilídio Barreto accepted the invitation to join the Editorial Review Board of one of the most prestigious scientific publications in Management, the Academy of Management Journal (AMJ).

AMJ is a publication of the Academy of Management, the oldest and largest association of Management Professors in the world, with around 20,000 members from 120 countries. The members of the Editorial Review Board (ERB) are selected on the basis of their scientific research work and the quality of the technical advice they have issued in the past to evaluate third-party research work submitted to the AMJ. It is the responsibility of the members of the ERB to collaborate regularly with the editors in making publication decisions (or not) in relation to works submitted to this scientific journal.

Professor Ilídio Barreto is currently a member of the Editorial Boards of two other renowned international scientific



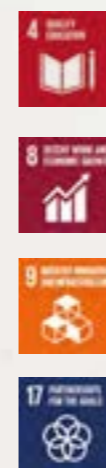
**ILÍDIO BARRETO**

*Associate Professor with aggregation*

journals in Management, the Journal of Business Venturing and the Journal of Management Studies.

His work on dynamic capabilities, a state-of-the-art topic in Strategic Management, at the end of 2018, was in the top 10 of the most cited and published scientific articles worldwide since 2010 (data from Google Scholar).

In August 2013, he won the JMS Best Paper Award, a prestigious international scientific research award in Management, for his article “Solving the entrepreneurial puzzle: The role of entrepreneurial interpretation in opportunity formation and related processes”.



## Luís Caeiro On The 2019 Hr Awards Jury

In 2019, the HR Awards - Merit and Excellence in People Management in Portugal, the first annual award to be awarded in Portugal in this sector, featured Professor Luís Caeiro, Program Director in the areas of Leadership and Human Resource Management in the Advanced Program in Human Resource Management (PARH) at CATÓLICA- LISBON, as a member of the jury.



**LUÍS CAEIRO**

*Invited Associate Professor*



## Celine Abecassis-Moedas Interviewed For The Special Edition Of Executiva "100 Prominent Women Executives On The National Scene"

To mark the 5th anniversary of its website, Executiva magazine launched a Best Of Edition with testimonials and interviews from 100 prominent executives on the national scene. Professor Celine Abecassis-Moedas, founder and academic director of CTIE, was one of the featured business women.

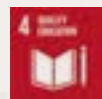


**CÉLINE ABECASSIS-MOEDAS**  
*Associate Professor*

Public Policy at Harvard University. The article was released under the Project Syndicate, in the main generalist newspapers in several countries.

Rogoff cites an article published by Isabel Horta Correia in the American Economic Review in 2010 which points out the effects of a transition from current tax systems that are still very dependent on income taxation to an ideal system in which the only tax would be on consumption, or on added value. In that work Isabel Horta Correia proves how this structural change in the tax system, together with a fixed transfer to each household (which has more recently appeared under various names, for example, universal basic income) leads to a very significant gain in the economy, being this gain relatively higher for the poorest families. In other words, the proposed transition increases efficiency and equity in the economy.

This quote is all the more important as it shows that this piece of research, with more than 10 years of elaboration, remains extremely current and helps to relaunch the debate on the North American taxation policy.



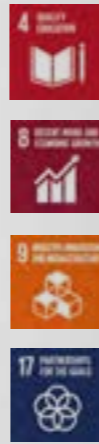
## Isabel Horta Correia named "leading Portuguese macroeconomist" by Ken Rogoff in article

Professor Isabel Horta Correia was quoted in an article by Kenneth Rogoff, who was chief economist at the IMF and is currently Professor of Economics and



**ISABEL HORTA CORREIA**  
*Full Professor*

# JOSÉ DE MELLO GROUP DONATED 12 MILLION EUROS TO UCP FOR THE NEW VERITATI CAMPUS



The donation was formalised in December 2020, at the University rectory, by Dr. Vasco de Mello and by the rector of the UCP, professor Dr. Isabel Capeloa Gil, in the presence of Cardinal Patriarch of Lisbon D. Manuel Clemente.

Professor Dr. Isabel Capeloa Gil highlights that this project “demonstrates the great alignment between the José de Mello family and UCP in the common purpose of contributing to the creation of value and affirming differentiating projects for the country, as is the case of the Católica Lisbon School of Business & Economics, a UCP school of world quality and reference”.

The José de Mello Group and the José de Mello family have always played a

very relevant role in supporting the UCP and the activities developed by this university, both in granting scholarships and in supporting research. Dr. Vasco de Mello says “Our support aims to reinforce the role of university institutions in the training of qualified young people, who can contribute to the development of Portugal.”

The Veritati Campus will be built at Avenida Lusíada, with a connection to CATÓLICA's current campus.

The project integrates a new building for CATÓLICA- LISBON's installation and a multifunction building, with a large auditorium, spaces for innovation and it is where the UCP Rectory will also be installed.

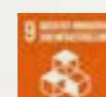
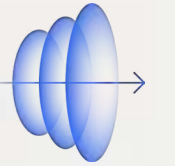
CATÓLICA-LISBON has been developing an ambitious educational project of international quality for 50 years years, which attracts students from all over the world, based on cutting-edge scientific knowledge and with a strong connection to the business world, promoting responsible leadership and social impact.

The Veritati Campus will not only allow the Business School to be equipped with modern spaces that allow it to develop, but it will also boost the growth of the other Schools of the University, which are also leaders in their scientific areas. The José de Mello Group and the José de Mello family consider the new Campus of paramount importance, intending to actively contribute to its realisation. Following this important donation, the new building will be renamed “Edifício José Manuel de Mello”.



# 7.4

## KNOWLEDGE DISSEMINATION



### Knowledge Dissemination

As CATÓLICA-LISBON creates new Knowledge, it cannot keep it just for itself.

As a Business School for Impact, it is its mission to share the its research and knowledge, not only with students, but also with managers, business leaders and the wider community. (PRME principle#6)

Accordingly, the School has decided to dedicate this section to communicate all the initiatives it promotes to make its knowledge public and widely accessible for all.

On Knowledge Dissemination are included all the Webinars, Digital Conferences, Events, Summits, Conferences, Workshops, and sharing moments CATÓLICA-LISBON opens for all the community of stakeholders, in an effort to contribute with the best Business Knowledge to a more informed Society.

The report also mentions some of partnerships established during this period with the objective to bring learning and sharing experiences to CATÓLICA-LISBON's broader community. (PRME principle #5)



PRME PRINCIPLE 5  
PARTNERSHIP



PRME PRINCIPLE 6  
DIALOGUE

# SDG ALIGNMENT

45 Digital  
Conferences  
And Webinars

6 Ceo's  
Breakfast Events

3 Conferences Hosted

## Knowledge Dissemination Initiatives

### KNOWLEDGE@CATÓLICALISBON



Knowledge@CatólicaLisbon is a vehicle of dissemination for the scientific knowledge produced in the school. The chosen themes bring together students and alumni, the academic and business worlds, the State and the society.



This initiative aims to raise awareness, guide and encourage economic, social, and political leaders to make informed and thoughtful decisions on the best ways to overcome the challenges that we face in our society.

Knowledge@CatólicaLisbon was launched in 2018 and had two editions in 2019:

– KNOWLEDGE@CatólicaLisbon | Fintech: The Future of Banking This conference featured a panel of speakers from some of the most relevant Portuguese Fintechs, such as Raize (Collaborative SME Financing), Drivit (Car Driving Monitoring), Bankconnect (Open Banking), Netinvoice (Invoice Financing) and Parcela Já (Point of Sale Credit).

– KNOWLEDGE@CatólicaLisbon | Launch of the Center for Responsible Business & Leadership Under the theme "Responsible Business: now is the time", the event featured keynote speaker Steven Serneels, CEO of the European Venture Philanthropy Association (EVPA), Professor Nuno Moreira da Cruz, Executive Director of the new Center, Pedro Oliveira (CEO of BP Portugal) and Ângelo Ramalho (CEO of Efacec).

## KNOWLEDGE@CATÓLICALISBON



To adapt to the challenges of COVID-19, in 2020 CATÓLICA-LISBON has launched a new series within the Knowledge@CatólicaLisbon initiative: the Digital Conferences, that entails a set of free online webinars that provides students and professionals with the best tools to help them face and better understand some of the current societal challenges.

There were 33 editions through the year 2020, involving more than 13.000 participants.

A few examples are:

- Economy in Times of Plague, by Professor João César das Neves
- COVID-19 and the Portuguese, with Professors Ricardo Reis and Filipe Santos
- Suddenly remote: Challenges and Opportunities in managing remote teams, by Professor Hugo Lopes,
- Economic Recovery for Portugal and Europe, with Manuel Rodrigues, Lecturer at King's College London
- Brands and Their Customers in a Changing World, with Maria do Rosário Pinto Correia, Professor Rita Coelho do Vale, Edla Pires (CUF), Marco Nanita (DELTA Cafés), Carlos Pedro Pereira (GALP), Maria Estarreja (SUPER BOCK Group) e Inês Drummond Borges (WORTEN).



## WEBINARS

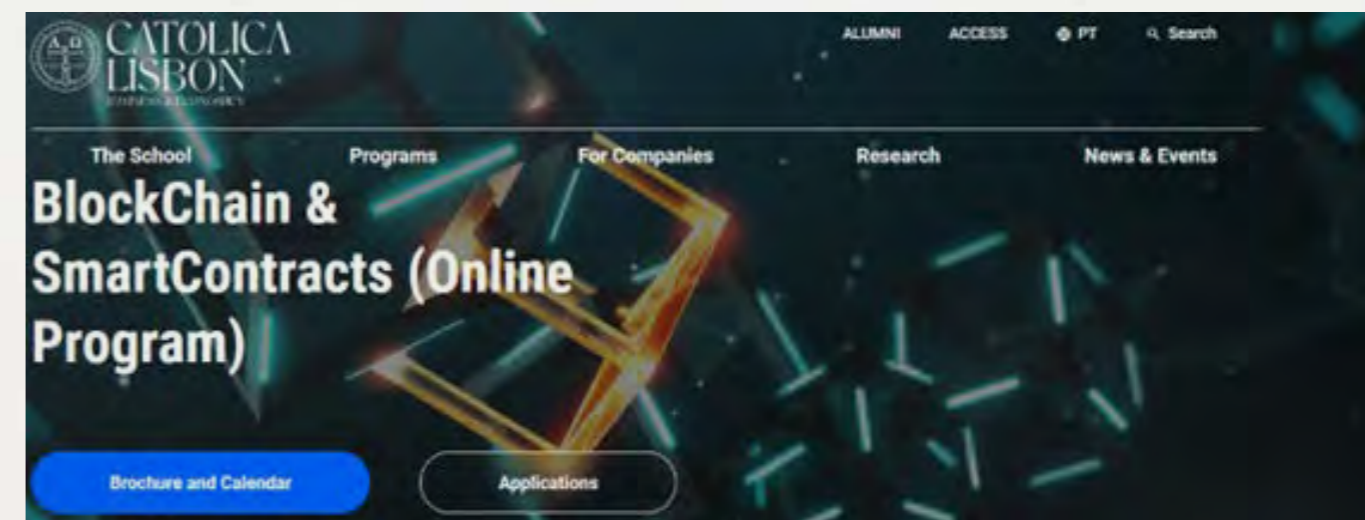


This initiative entails CATÓLICA-LISBON's webinars (online events), open for everyone interested, featuring the latest trend on several different topics.

In total, there were 10 events, featuring different participants, including Professors and invited guests, with 1280 attendees.

A few examples:

- Webinar “Blockchain and Smart Contracts: Opportunities and Challenges for Companies, with professor Paulo Cardoso do Amaral and Miguel Pupo Correia.
- The world after the Pandemic - Advanced Economies, by José Luis Alzola



## THE CEO'S BREAKFAST SERIES @CATÓLICALISBON



The "CEO's Breakfast Series @CatólicaLisbon", is an initiative that intends to bring together periodically a group of reputed CEO's around a table to have breakfast, while reflecting and sharing good practices, strengthening the link between the academic and corporate worlds, with the goal of creating a community of leaders.

In an informal environment and for approximately 90 minutes, relevant global themes and trends are discussed, presented by recognized experts in the field.

The event takes place in a face-to-face format and has an average participation of about 40 pax. Alternatively, sessions can also be held in digital format, by Zoom. In the case of a private event, the disclosure is made exclusively by invitation.



## DEAN'S SPEAKER SERIES



Hosted by CATÓLICA-LISBON Dean, the Dean's Speaker Series is a high-profile speaker series that brings in preeminent business leaders from both the private and public sectors.

This series provides insightful perspectives on effective leadership and the opportunity for thought-provoking discussions on current topics facing the business community and the world at large. The series aims to bring in speakers that reflect CATÓLICA-LISBON diverse community and the diverse world in which its students will be working and leading.

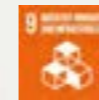
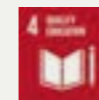
This initiative is sponsored by Fundação Amélia de Mello.



There were 3 editions through 2019 and 2020, involving 901 participants:

- Artificial Intelligence for the Earth, with Nuno Fernandes and Lucas Joppa, Chief Environmental Officer da Microsoft.
- Economic Recovery, with Filipe Santos and Carlos Moedas, Member of the Board of Directors of Calouste Gulbenkian Foundation.
- Democracy in Times of Pandemic, with Filipe Santos Professor Miguel Póiares Maduro, former Minister of Regional Development.

## WEB SUMMIT



The Web Summit is the largest and most important conference on technology, innovation and entrepreneurship in the world, where the connection between startups and companies with the entrepreneurial ecosystem of our city is promoted.

CATÓLICA-LISBON's participation in the Web Summit translates into brand activation, with a focus on brand awareness, and allows to strengthen networking and explore new business opportunities. In addition to the physical supports, the disclosure is made with all institutional and program mailing lists, the UCP community, social networks and the college and UCP website, as well as the press.



## PLANETIERS WORLD GATHERING



In 2020, CATÓLICA-LISBON was a partner of the Planetiers World Gathering, the world's biggest event for sustainable innovation.



The goal of the event was to connect the most innovative social and environmental impact startups, communities and cities, day-to-day sustainable solutions, and the most inspirational change-makers in the world.



CATÓLICA-LISBON's dean Filipe Santos participated in the conference with a talk on "Education with Social Impact"

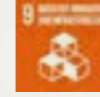
The event had more than 20.000 attendees, 200 speakers, involvement from 50 countries, and more than 100 companies.



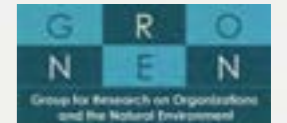
## GRONEN CONFERENCE



In 2020, the SCIL team, composed of René Bohnsack, Christina Bidmon, Alina Margolina, Cláudia Antunes Marante formed the organising committee of GRONEN conference, which took place under the theme "Sustainability in the Digital Age".



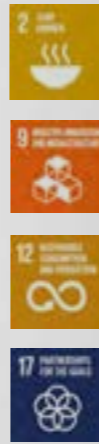
GRONEN conferences offer a unique opportunity to develop personal networks with scholars researching the natural environment, organisation, and management. The objectives of GRONEN conferences are to generate relevant and strong research and to encourage innovative thinking to develop transformative paths towards a sustainable future for business, society, and the environment. GRONEN systematically promotes personal interactions between international scholars to develop impact through a network of engaged scholars.



GRONEN 2020 had 113 participants, 52 synchronous paper presentations, 58 hours live-stream, and 8 virtual bars and socials. Hosting this event online saved about 65 t of CO2 (580 kg of CO2 x 113 participants), 678 hours of travel, and almost 130.000 € in resources.



# CATÓLICA-LISBON RECEIVES FIRST ROUND TABLE ON THE BEHAVIOR OF FOOD CONSUMPTION



In March 2019, CATÓLICA-LISBON was the proud host of an unprecedented meeting in Portugal among researchers who focus on Food Consumer Behavior.

Organised by researcher Ana Isabel Costa, with support from the CATÓLICA-LISBON research unit CUBE, the meeting brought together researchers from institutions all over Portugal to share their work on subjects related to food and consumer behaviour, in marketing, psychology, food science, nutrition and sociology, among other fields.

Researchers from institutions including ISCTE, Universidade de Lisboa's ICS, Évora's ICAM or Porto's FCNA, and Universidade Católica's FCH and Escola

Superior de Biotecnologia, as well as the from the company SenseTest, came together on Thursday, March 21st 2019, at CATÓLICA-LISBON, to present and discuss their work with colleagues.

Ana Isabel Costa, who put the meeting together, sees the initiative as an opportunity to get to know other people working in the same broad field of food consumer behaviour, and eventually to explore these connections as synergies for common projects. As funding for this

type of work becomes more and more competitive, especially internationally, a gathering that showcases the different types of work that have been done separately in Portugal in this field could help create new configurations and new teams for projects that require more resources and manpower.

On the European level, a select few research groups devoted to food consumer behaviour have dominated funding competitions for years. "This is a difficult league to break into", Ana Costa said to her colleagues as she gave the opening words to the event. "But I want us, as a country, to do it."

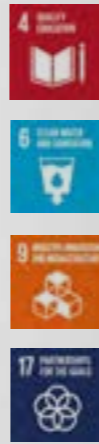
Sixteen researchers, out of the 22 participants, gave presentations on their recent scientific research and their goals and research questions, leading to lively debates that brought up new questions and avenues to explore.

CUBE researchers Ana Isabel Costa and Cláudia Simão gave presentations on their work, and Rita Coelho do Vale gave an overview of the work done in consumer behaviour at CUBE and the resources that it offers, including those of the LERNE and PEO labs. The meeting also included a presentation on funding from Daniela Guerra, a member of the CUBE management team, which included some pointers on funding opportunities in this area of research.

The event was such a success that two more editions of the "Cook and Health" conference were hosted at CATÓLICA-LISBON in 2019.



# CATÓLICA-LISBON HOLDS ITS FIRST "WATER SUMMIT" CONFERENCE



The entire world runs on water - clean, reliable water supplies are vital for industry, agriculture and energy production.

With three billion people joining the global consumer class over the next two decades, the demand for natural resources is naturally expected to boost. Furthermore, affordable access to water is increasingly under stress due to the confluence of population growth, urbanisation, and climate change. Therefore, it is no surprise that the UN included clean water and sanitation for all around the globe in their SDG 6 – Clean water and sanitation for all people.

With this in mind, the Center for Responsible Business and Leadership organised an online Water Summit in June 2020.

This initiative had the goal of providing the attendees with an understanding of water and its intrinsic dependencies across businesses, involving the entire value chain of Sourcing, Production and Consumption.

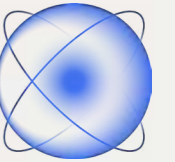
Keynote speakers included Catarina de Albuquerque, CEO of UN Sanitation and Water for All, João Pedro Matos Fernandes, Minister of Environment and Climate Action of Portugal, Lesley Pories, Manager of Sector Strategy at Water.org and Prof. Filipe Santos, Dean of CATÓLICA-LISBON.

The list of participants also included representatives of 22 other companies, that, through two days of event, engaged in debates and talks on sourcing, production and consumption of Water in different sectors of economy.

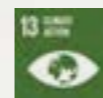
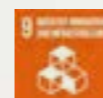


# 7.5

## INSIDE CATÓLICA



PRME PRINCIPLE 2  
VALUES



### Inside Católica

Inside Católica is the Section devoted to CATÓLICA-LISBON internal activities and everything it does with and for its collaborators: Staff and Faculty.

For this reason, this is a very important section of the Report. The moment to share with readers CATÓLICA-LISBON's internal efforts to be more sustainable as a School and a Community and to communicate all the initiatives it brings to life for the well-being of the ones that dedicate their professional life to the School mission. (PRME principle #2)

The section presents a first part dedicated to CATÓLICA-LISBON's Faculty and Staff, referring to Gender policy, employees' benefits, and the efforts to be a School where one feels happy to work.

The Second part highlights all the School's actions on the ambition to become an active member on the environment stewardship needed to put our Planet in line with 2030 Global ambitions for carbon neutrality and regenerative mindset.

CATÓLICA-LISBON knows a lot more has to be done in the struggle to fight inequalities, protect our Common House and bring to life the ambition of the Sustainable Agenda. Hopefully the next pages inspire you to walk with CATÓLICA-LISBON in this new path that humanity requires.

## SDG ALIGNMENT

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10 Special  
Benefits For  
Employees

---

16 Environmental  
Initiatives

---

43 % International  
Diversity

## INSIDE CATÓLICA OVERVIEW

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86 STAFF

15 % Male / 85% Female

---

26 RESEARCHERS

35 % Male / 65% Female

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244 FACULTY

58 % Male / 42% Female

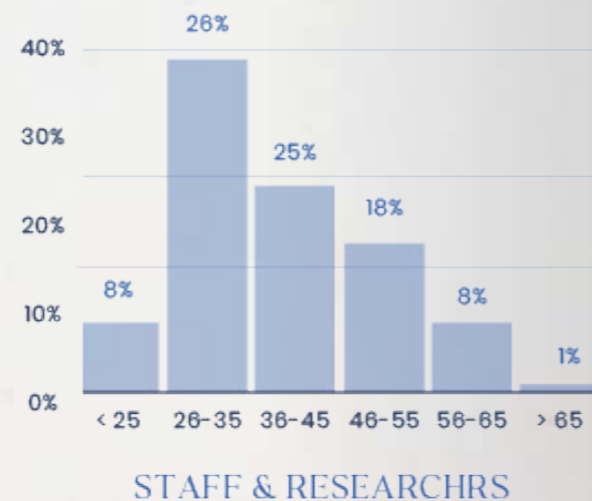
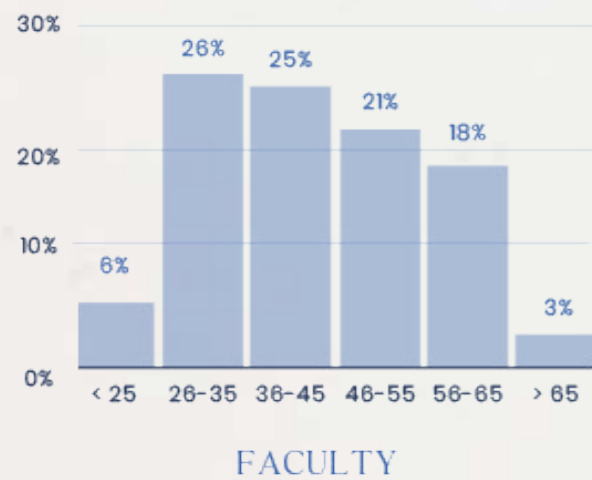
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46 % Of The  
Management Positions  
Are Held By Women

# 43% INTERNATIONAL FULL-TIME FACULTY

## FACULTY MEMBERS

## 50 FULL-TIME RESEARCH FACULTY



Being primarily responsible for choices associated with hiring, promotion and performance assessment of faculty members, the Faculty Management area of the Dean's Office contributes to the Impact of the School in different ways, both directly and indirectly. Directly it has an impact on work family balance, and on leveraging diversity, inclusion and equality in the workplace. Indirectly, it contributes to create the conditions for the School's faculty body to pursue research that is impactful and capable to contribute to more sustainable, human centred and inclusive societies, while also offering courses that can educate new generations of socially responsible and ethically oriented entrepreneurs, managers and business leaders.

" What does it mean to be a CATÓLICA-LISBON employee, and how to create a positive impact on students and society? I recall the journey and growth I have been making over almost 40 years at CATÓLICA-LISBON! In a nutshell, I am sure that I have learned something new or overcome another challenge at the end of each day. I have developed or perfected another competence that enriches my life. The close relationship with the students over these four decades has positively impacted my path, as it is becoming a vehicle for transmitting values in both directions. It is extremely gratifying to look back and feel that somehow, I have contributed to the growth and development of people who come to us like 'diamonds in the rough'. In terms of our students, I feel enormous pride in following the success they achieve and, additionally, the relevant roles they play in the growth and development of society in Portugal and abroad. To sum up, I feel fulfilled at the professional and personal level, and I am immensely proud to belong to CATÓLICA-LISBON and to be able to help in the growth and consolidation of this project. "



**LAURA PEDRO**  
*Students Affairs Office Coordinator*

## NON-DISCRIMINATORY AND SPECIAL ADMISSIONS



Universidade Católica Portuguesa has a non-discriminatory admissions policy based solely on merit procedure. There are also special admissions regime for specific groups, such as people with disabilities, elderly, students and foreign people



## CODE OF ETHICS AND CONDUCT



UCP and CLSBE have a well-defined Code of Ethics and Conduct against discrimination culture, gender, nationality, political or ideological promoting human dignity, justice, and integrity amongst all individuals. (Code Of Ethics and Conduct article 3 and 4, paragraph a) and b)). The university assumes the compromise to detect and prevent within its reach any form of violence against people especially minors and vulnerable adults by means of a zero-tolerance policy against mistreatment, harassment, discrimination, and abuse.



## ACCESSIBILITY



Universidade Católica Portuguesa has undertaken the necessary measures to provide increased accessibility to people with disabilities. Improvements, including enhanced outside and inside accessibility,



## KNOWLEDGE DISSEMINATION



Universidade Católica Portuguesa throughout its different schools offers, on a programmed basis, several courses, workshops, open events like summits and conferences of different disciplines to any collaborator/student in any area, since it considers to be very important the lifelong learning of its collaborators.



## Employee Benefits

### FLEXIBLE SCHEDULE

UCP allows its staff to adopt flexible scheduling, which permits them to arrive and leave work at different hours. While this doesn't change the commute length, it may drastically impact the time of commute as it allows travel when there is less traffic, which can greatly impact safety and stress.



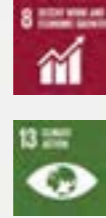
### WAGE

UCP pays a salary above the minimum wage to all its employees. Monthly, it pays 22 days of a lunch allowance for its staff. The value is higher than the average practiced in the market, and the payment is done through meal cards, which are tax-free.



## REMOTE WORKING

The University allows for remote working, enabling employees to skip the commute on the days they work remotely.



## INTERNAL TRAINING

UCP provides its employees with courses such as English, in addition to the Internal Training Plan in the several areas. It also promotes access to various courses within the scope of the Internal Training Plan and access to executive training courses in the various teaching units of the UCP.



## DISCOUNTS

UCP provides for its employees' discounts on the purchase of books in the UCP Bookstore, in the car park, a Galp Frota Business card, and in purchases on partner pharmacies.



## ADVANCE OF VALUES

UCP provides assistance for its employees in case of sick leave for more than 10 days, with the advance of payments on the first month. In cases of work accidents that result in an incapacity for work, UCP makes direct payments to the employee avoiding having to wait for reimbursement by the insurer.



## ACCUMULATED HOURS

The University allows for the use of accumulated hours of work to reduce the work weeks. It also provides the allocation of additional rest days for Easter and Christmas holidays.



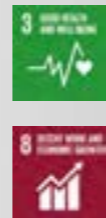
## SCHOOL BENEFITS

CATÓLICA-LISBON offers special conditions for access to UCP degree courses for the children of employees and faculty. It may also grant a reduction of tuition fees in master's degrees and doctorates to the employees when considered relevant for the exercise of the functions.



## HEALTH SUPPORT

The UCP promotes access to medical consultations at the request of the employee, with the possibility of prescribing medicines and auxiliary diagnostic tests through the SNS (Portuguese National Health Service).



## HEALTH INSURANCE

UCP provides optional membership insurance with special conditions, with the possibility of including the family member. The payment is conducted by the employee.



# Gender Equality

## EQUAL PAYMENT

UCP and CATÓLICA-LISBON have a policy of equal pay, paying the same to women and men in the different roles they perform inside the organization. The equality of rights between Men and Women is heavily regulated in Portugal, on a national level (Article 13 CRP and Article 4 Law no 60 2018).



The university also practices an equal wage philosophy regardless of gender, based on skills, competence and job rank. This is well defined in the university's Code Of Ethics and Conduct (Article 9 "Justice and Equality"). UCP should provide forms of assessment that recognize merit justly and transparently for all administrative staff and assure all members are treated equality.

## UNIVERSITY RESIDENCES

UCP provides affordable housing for employees and students at its property, "Residência Universitária Feminina" (Feminine University Residence).



Despite being an accommodation place for students, it is allowed for invited Academic staff to stay in the residence.

## WOMEN IN LEADERSHIP

CATÓLICA-LISBON aims to promote women's empowerment through the high- level education it provides and for hiring qualified women for its leadership positions.



50.1% of the undergraduate and master students are female. Lisbon MBA has, on average, 30% female students.

85% of the staff, 65% of the researchers and 42% of the faculty are women.

## Events

### BE TOGETHER



Initiative that aims to boost internal actions of engagement with the community, which reinforce the institution's identity and promote a healthier work environment, among students, faculty, and staff, stimulating motivation and preventing stress. In these actions, CLSBE works side by side with the student clubs and associations, who are involved in the organisation and implementation of these actions.

IT INVOLVED 347 PARTICIPANTS THROUGH 2019 AND 2022.

## HAPPINESS TALK



Periodic initiative open to the internal community of the School, lasting about 1h00. Its purpose is to share experiences and mindfulness tools, in a conference format. In addition to the physical support, the disclosure is made with all internal mailing lists (faculty, staff, and researchers).

IT INVOLVED 259 PARTICIPANTS THROUGH 2019 AND 2022.

## CHRISTMAS ACTIVITIES



This initiative aims to create proximity in the community, strengthening relationships between all the elements of the School.

Various activities have been carried out, such as the launch of the Christmas tree, solidarity campaigns, Christmas lunch, among others.

IT INVOLVED 200 PARTICIPANTS THROUGH 2019 AND 2022.





# Environmental Initiatives



CATÓLICA-LISBON is aligned with the commitments of the Paris Climate Agreement, the European Green Deal, and the United Nations Sustainable Development Goals' ambitions.

Universidade Católica Portuguesa has also signed the "Lisbon European Green Capital 2020 - Climate Action Lisbon 2030". Through this commitment, the University manifests its intention to adhere to this initiative and to implement a plan of action until 2030 to become more sustainable.

CATÓLICA-LISBON has already adopted several initiatives to enhance sustainability on its campus. The School is committed to keeping implementing sustainable practices and new processes to create an infrastructure that benefits not only its students and employees but also its community and its surroundings.

It also aims to create awareness on environmental issues and inspire everyone that comes to the campus to act in a responsible way, in alignment with the School's purpose and perspectives.

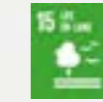
## PUBLIC ACCESS

Universidade Católica Portuguesa, in all its campuses, provides public access to its libraries, study areas, workshops, exhibits and lectures. Access is public to all buildings.



## SUSTAINABLE TRANSPORTATION

In the campus there are special areas for bicycle parking and storage facilities. The university promotes the use of alternative sustainable transportation.



## REUSABLE BOTTLES

CLSBE encourages the use of reusable bottles, making sure water is available in all buildings with the purpose of allowing students, visitors, and collaborators to refill their bottles



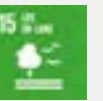
## ANIMAL ADOPTION

Católica is adopting some animals that were previously lost and taking care of them in the green spaces of the University.



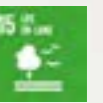
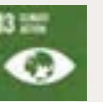
## AWARENESS CAMPAIGN

CATÓLICA-LISBON has promoted awareness campaigns on the usage of water, energy, paper and plastic on its Campus.



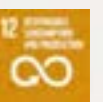
## OPEN CAMPUS

Universidade Católica Portuguesa is an open campus that encompasses several buildings and is surrounded by green areas. Access between buildings is made through pedestrian travel and the green spaces around the campus can be used by the public.

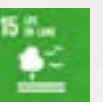
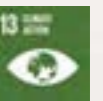


## WATER EFFICIENCY AND RE-USE

Implementation of efficiency and reuse initiatives, including the re-use of water on the sub terrain waters for gardening.



3% DECREASE IN M3 OF WATER CONSUMPTION IN A YEAR



## PLASTIC

Reduce on the usage of single use plastic materials.



94% DECREASE IN THE PROCUREMENT OF PLASTIC WATER BOTTLES



## RESPONSIBLE PROCUREMENT

Responsible procurement, giving preference to low carbon materials and biomaterials.



## WASTE PRODUCTION

5% DECREASE IN THE PRODUCTION OF WASTE IN A YEAR



## RECYCLING

5% INCREASE ON RECYCLING IN A YEAR



## TREE PLANTATION

Tree plantation around the buildings in order to get better environment/comfort for green spaces and for better temperature management.



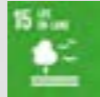
## LED LIGHTS

Installation of LED lights in all buildings.



## SOLAR PANNELS

Installation of solar panels to provide energy



## ENERGY EFFICIENCY

Optimization on the energy efficiency for light and air conditioning.



## ENERGY CONSUMPTION

2% DECREASE IN TOTAL KWH OF ELECTRICITY CONSUMED BETWEEN 2018 AND 2019



## ELECTRIC VEHICLES

Facilities are available for the re-charge of electric vehicles.



## WASTE COLLECTED IN A YEAR

**177,4 Tons**  
Of Undifferentiated Waste

Estimated Weight  
Of 2 Blue Whales

**23,7 Tons**  
Of Organic Waste

Estimated Weight  
Of 4 Orcas

**9,7 Tons**  
Of Glass Waste

Estimated Weight  
Of 2 Rhinoceroses

**5,9 Tons**  
Of Card / Paper

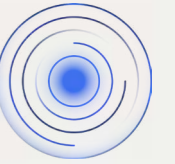
Estimated Weight  
Of 3 Hippopotamus

**3,2 Tons**  
Of Packages

Estimated Weight  
Of 2 Elephants

# 7.6

## COMMUNITY OUTREACH



### Community Outreach

With a mission to create innovative knowledge and impact, CATÓLICA-LISBON outreach has to be expanded far beyond its impact on students and academic members.

So we dedicate a section of this Report to CATÓLICA-LISBON's Community Outreach and all the initiatives it promotes to impact the society in a positive way. (PRME principle#5)

CATÓLICA-LISBON is delighted to share some of its undertakings in this area, starting from volunteering activities (performed by students and staff), initiatives dedicated to the community, using the School internal resources and knowledge, and some other programs that help CATÓLICA-LISBON reaffirm its values in the society it operate in (PRME principle#6)

Building this section was a very interesting and self-reflection module of this Report. CATÓLICA-LISBON pretends that its Community Outreach would be a reflection of everything the School does in its core activities and also a sign of its culture and mission.



PRME PRINCIPLE 5  
PARTNERSHIP



PRME PRINCIPLE 6  
DIALOGUE

## INCLUSION OF STUDENTS WITH SPECIAL EDUCATION NEEDS



Following the UCP special admission regime to provide access to high-quality education to different groups of people with specific needs, CATÓLICA-LISBON since 2019 provided support for an average of 30 students with special needs education per academic year.

## CATÓLICA VOLUNTEERING PROGRAM



Universidade Católica Portuguesa has several volunteering programs (internal and organised by the students) involving students from all schools, including CATÓLICA-LISBON.

60% OF UNDERGRADUATE STUDENTS ARE INVOLVED WITH VOLUNTEERING ACTIVITIES

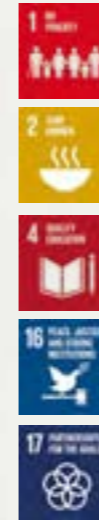
## OBJETIVO: EMPREGO



Due to the COVID-19 pandemic, many people face the reality of having to find a new job, reinvent themselves, transform their business and change their plans. With this initiative, CLSBE wants to reach all people who are looking for a job and who want to learn and improve, making a difference in the approach they will have to take to the labour market.

This initiative contemplates 6 webinars with simple and practical tips that cover the following topics: Job Searching Techniques, How to Build a CV with impact, How to Create a LinkedIn profile, Effective personal marketing, Explore market opportunities, Preparing for a job interview. More than 1800 pax participated in the online sessions.

## COMMUNITY DAY



In 2019, the undergraduate freshmen were invited to participate in the “Restolho” project, in Golegã. The project results from a partnership between AGROMAIS, Federação Portuguesa dos Bancos Alimentares contra a Fome, and ENTRAJUDA. The goal is to collect all vegetables that are left in the fields after the first harvest, working to fight food waste.

In 2019, CATÓLICA-LISBON’s freshmen managed to collect 4 tons of potatoes that were donated to Nonprofit Organizations. In 2020, 120 students joined the Banco Alimentar project in Alcântara, with the mission of helping people in need by sorting food, labelling packages, among other activities. In 2021, CATÓLICA-LISBON’s freshmen students collected 3 tons of potatoes, that were donated to Social

In 2022, more than 200 freshmen students returned to Golegã, to participate in another edition of the “Restolho” project. This year there were collected more than 2 tons of potatoes. Once again these were all donated to Nonprofit Organizations that distribute to families in need.



## MISSÃO PAÍS



Missão País is a Catholic project from - and for - university students that aims to inspire generations who live the Catholic faith. Missão País organises and develops University Missions - weeks of apostolate and social action - in various colleges in Portugal, promoting one week of change and volunteering per year in the Portuguese countryside.



## MAKE A WISH: CHRISTMAS CAMPAIGN



Make-A-Wish is a non-profit foundation whose mission is to help fulfil the wishes of thousands of children and young people who are in a weak medical condition, thus giving them the possibility to live their dreams and providing them with a unique moment of happiness.

In December 2019, CATÓLICA-LISBON joined forces with Make-A-Wish in this challenge and invited all its community to participate in this initiative by acquiring a star, whose value was fully reverted to the realisation of the children's dreams.

Together, the CATÓLICA-LISBON community gathered more than 2100 stars and fulfilled a child's wish.

## UCP LEADS ODS 16 IN PORTUGAL



The Universidade Católica Portuguesa reached the 1st national place in the Sustainable Development Goal 16 (SDG 16) - "Peace, Justice, and Effective Institutions" - of the Impact Ranking 2020 of Times Higher Education and being in 55th place worldwide

SDG 16 aims to promote a peaceful and inclusive society, with universal access to justice and the existence of effective, accountable and inclusive institutions at all levels. This objective is part of the group of 17 Sustainable Development Goals present in the United Nations Agenda 2030.

This positive result from Universidade Católica Portuguesa comes from policies and initiatives that have been developed between 2016 and 2019.

# 8.

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## COMMITMENTS TO 2030

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" The holistic notion of Sustainability includes a clear understanding of how the different dimensions (economic, environmental and social) interact. For any organisation these days, the need to act "responsibly" is certainly not a fad, but a core part of the strategy. "

It is no longer possible to avoid the fact that any action (and omission) from organisations will have a scrutinised impact in society, and relevant stakeholders will hold them responsible for it. Factors like globalisation, communication technology, rising awareness of consumers, local communities' engagement, high profile breaches of corporate ethics, have all led to a "place" where leaders can no longer act without taking in consideration the whole array of social and environment elements. Their credibility will depend on the ability to deal with these issues.

This is the context in which CATÓLICA-LISBON has set, as strategic ambition, to become a school for IMPACT creation.

The reading of this report certainly shows how strong the commitment is, and telling the story through the universal language of the Sustainable Development Goals provides the right framework to inspire

others to follow the same direction. The School has been creating meaningful impact to all relevant stakeholders (from students to Faculty, from executives to the society as a whole) but we are quite aware that this is a never-ending story, and a mission where complacency is not possible.

The challenges that our societies face today are quite significant and the sense of emergency is clear – the reason why we will never give up trying. Through our Learning and Research activities, we will inspire others to find the right direction in the path towards a more Sustainable society.

The Planet and the People do not expect less than that. And we will play our part.



**NUNO MOREIRA DA CRUZ**  
*Sustainability Director*

## Our Commitments To 2030

As a School and a Community of learning, CATÓLICA-LISBON feels very proud of its achievements so far.

The School ambition to contribute to a better society and to forge the Leaders of Today and Tomorrow is, nevertheless, a never ending story.

Having this in mind, CATÓLICA-LISBON commits to continue this journey with all stakeholders, pursuing the Purpose of being a School of Excellence and Impact.

For that, CATÓLICA-LISBON has decided to set bold ambitions for a more sustainable future.

Be the best business school in Portugal, recognized for its excellence, ethical values, and expertise in the fields of Business and Economics.



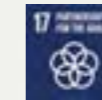
By impacting every participant in CATÓLICA-LISBON's Executive Education Programs, contribute to a society where Executives act as Responsible Leaders, making sure the SDGs are a core part of strategy.



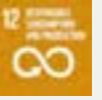
Prepare the Leaders of Tomorrow for a higher level of responsibility and ethics.



Promote at least 3 new partnerships for the SDG's in cross-sector partnerships with companies, the public sector, and society.



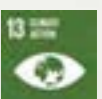
Supply the School with recyclable and biodegradable products instead of single used materials until 2025 SDG.



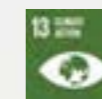
Move to a sustainable, environmentally friendly, and regenerative building and providing our students and collaborators with the most comfortable spaces by 2025.



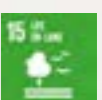
Eliminate 100% of single used plastics in our School by 2023.



Increase the green areas in of our Campus so we can be more carbon compliant and contribute to regenerative ecosystems.



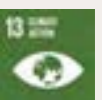
Organize an Eco-Challenge involving our students once a year.



Be more water-efficient, reducing water consumption, and better reuse our water until 2025.



Be more energy efficient in all our buildings until 2025.

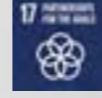




Reduce 5% year our waste by and increase 5% year the number of recyclable materials.



Engage with our Suppliers in helping them understand the Sustainability challenges of the 2030 Agenda.



Organize internal information sessions on Environmental and Social issues.



Achieve gender balance in management positions until 2025.



Develop, up to 2025, at least 6 SDG Courses to integrate degree Programs.



Ensure a human-centered culture providing a rewarding student experience and prepare our graduates to become responsible leaders



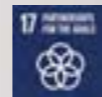
Guarantee that every student with merit can study in the school, regardless of her/his socio-economic background.



Develop a Sustainable Procurement Policy for Suppliers.



Engage with local communities to raise awareness of the 2030 Agenda.



Foster a truly international environment where diversity and inclusion are promoted.







Years of  
Greatness



CATOLICA  
LISBON  
BUSINESS & ECONOMICS