

Activity Report

Jul 2025 – Jul 2026

Enable businesses to drive meaningful
and lasting value for society.

Center for Responsible Business & Leadership

Católica Lisbon School of Business & Economics

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Final Message



1.

Introduction

A message from our director

Writing this opening message is always one of the most meaningful moments of the year. After an intense and, at times, challenging period, marked by both achievements and setbacks, I can confidently say that 2025/2026 was a very positive year for our Center and for the stakeholders we serve. It was also a year of important transformation. We took the time to reflect, adapt, and make deliberate choices that have strengthened our ability to serve our students, Portuguese companies, and our partners with the rigor, relevance, and expertise that are expected from our Center. I believe we end this year better prepared than ever to fulfil this mission, as I hope you will discover in the pages that follow.

Although this is not always immediately visible the past year has reinforced a conviction that lies at the heart of the Center for Responsible Business & Leadership: sustainability is increasingly becoming the foundation upon which resilient, competitive, and future-ready organizations are built. In a world shaped by geopolitical uncertainty, technological disruption, a widening digital divide, and profound societal change, our mission has become even more relevant. However, it has also become more demanding: to bridge rigorous academic knowledge with practical action, enabling organizations to create meaningful and lasting value for both society and business.

Throughout the year, we continued to strengthen this bridge through research, education, and collaborative outreach. From award-winning teaching and innovative learning experiences to international conferences, executive dialogues, applied research, and the further development of projects such as the Observatory of the SDGs in Portuguese Companies, Impact Accounting, Corporate Purpose, and Responsible Leadership, alongside several sectoral initiatives, our work has remained focused on one central objective: helping leaders understand that responsible business is not only about responding to today's challenges, but also about developing the capabilities required to thrive in tomorrow's world.

At the same time, this year encouraged us to ask more fundamental questions. As we approach 2030, we have explored whether the main challenge lies not in the Sustainable Development Goals themselves, but in the rapidly changing world in which they are expected to be achieved. Through initiatives such as our *What Comes After 2030?* series and Lisbon Sustainability Week, we sought to move beyond implementation and stimulate a broader discussion about leadership, competitiveness, governance, and the conditions required for meaningful transformation. We believe that the future of responsible business will belong to those who have the courage not only to respond to change, but to actively shape it.

None of this would have been possible without the commitment of our faculty, researchers, students, corporate partners, public institutions, and the many organizations that continue to place their trust in our work. To all of them, I extend my sincere gratitude. As this report demonstrates, the Center continues to grow not only in the number of initiatives we deliver, but also in the ambition of the questions we seek to answer and the impact we aspire to create. We look forward to continuing this journey together, helping to develop the responsible leaders and organizations that our future increasingly demands.



Filipa Pires de Almeida
Executive Director



2.

Our Identity

Our Purpose

Enable businesses to drive meaningful and lasting value for society.

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

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

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

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

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

In addition to these pillars, we develop the **Observatory of the SDGs in Portuguese companies**.

Our mission

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

Our values

INTEGRITY · COLLABORATION · RIGOR · HUMANISM

Our pillars of action

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



1. Responsible Leadership

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

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

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

RESEARCH

Strategic questions CRBL will focus on answering over the next two years:

1. What is a Responsible Leader?
2. How does Responsible Leadership impact company performance?

2. Corporate Purpose

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

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

RESEARCH

Strategic questions CRBL will focus on answering over the next two years:

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

3. Strategy for Impact

3.1 Business Case for Action

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

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

RESEARCH

Strategic questions CRBL will focus on answering over the next two years:

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

3.2 Sustainability Strategy

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

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

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

RESEARCH

Strategic questions CRBL will focus on answering over the next two years:

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

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

Sustainable Development Goals

The Sustainable Development Goals (SDGs) offer a transformative framework for businesses. Integrating them into core operations unlocks business opportunities for positive impact. Strategic focus amplifies this impact, generating meaningful outcomes. While SDGs are losing the spotlight, our Center is also closely working with companies to understand what the right positioning is for companies now, and how to think about what is coming after 2030.

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

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

Strategic Objectives

- 01** Consolidate the Center as a catalyst for accomplishing Católica-Lisbon SBE's mission to educate and empower leaders who make a difference by positively impacting business & society.
- 02** Raise awareness of Responsible Business & Leadership and make evident the business case for impact, where today's and tomorrow's leaders clearly understand that value creation for their business and society is, in the end, a convergent goal.
- 03** Develop an engaging and innovative call to action for companies to deeply understand their reason for existence (Corporate Purpose) and accomplish their mission in society by aligning their strategic goals with a Global Sustainable Agenda.

These objectives are to be achieved through strong partnerships for impact, able to leverage value creation and prosperity both for business and society.



Our contribution to the Sustainable Development Goals

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

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

Our core goals:



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

4.3 By 2030, ensure equal access for all women and men to affordable and quality technical, vocational and tertiary education, including university
4.4 By 2030, substantially increase the number of youth and adults who have relevant skills, including technical and vocational skills, for employment, decent jobs, and entrepreneurship

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

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

Our contribution

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

9 INDUSTRY, INNOVATION AND INFRASTRUCTURE



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

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

Our contribution

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

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

17 PARTNERSHIPS FOR THE GOALS



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

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

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

Our contribution

The CRBL contributes to SDG 17 by fostering multi-stakeholder partnerships that mobilize knowledge, expertise, and resources for sustainable development. Through its research, educational programs, and close collaboration with companies and civil society, the CRBL

promotes effective public-private cooperation and helps integrate sustainability into core business strategy and leadership practices.

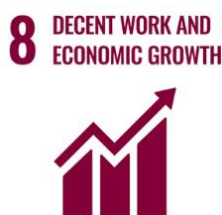
In parallel, the Center supports the development of public policies for sustainable development in Portugal, providing evidence-based insights and expert contributions to national discussions. As a partner of the United Nations Sustainable Development Solutions Network (SDSN), the CRBL also plays an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

Additional SDGs we contribute to



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

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



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

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



16.6 Develop effective, accountable and transparent institutions at all levels

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



3.

Our Activities

Our Activities

The CRBL develops its activities on our three different pillars. Each of them is designed to foster a comprehensive understanding of sustainability at the core of business action. Through these pillars, the CRBL actively contributes to closing the knowledge gap on the topics of Responsible Business and Leadership and delivering its Purpose of enabling businesses to drive meaningful and lasting value for society.

Education

The CRBL aims to support students and executives in understanding the impact of Responsible Business and its value creation in corporate strategies and in society as a whole. The educational efforts of the CRBL are developed through courses for the bachelor's and Master's Degree (including the coordination of the SDG Courses), modules and programs for the Executive Education (where we aim to include more pedagogical innovation), the development of workshops with companies, leadership Expeditions (hands on experiences such as short trips/study visits focused on practical case studies) and an online Academy to expand the reach of our training programs. These activities are directed to the Leaders of Tomorrow - bachelor's and master's students - and the leaders of today - the executive students.

Research

The CRBL research activities include projects, research notes, toolkits and applied frameworks for companies, teaching case studies, best practices, benchmarking studies, scientific articles, research projects, and research fellowships for students.

Outreach Activities

Outreach activities include a weekly newsletter (Have a Great and Impactful Week), also available in audio format. The Center also develops technological learning tools, such as simulations. Regular webinars on sustainability are organized for students and executives. Activities also include international events, an alumni club for knowledge exchange, and strong media presence, acting as opinion leaders in the field of Business and Sustainability. Additionally, real-world business challenges are brought to students to foster practical learning and engagement. The CRBL also offers consulting services: tailored solutions to organizations that want to leverage their impact and integrate social and environmental matters into their strategies and operations to become Responsible Businesses.



3.1.

Education

Leaders of Tomorrow

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

Throughout the academic year of 2025/26, the CRBL offered:

Responsible Business course – 58 students

Strategic Corporate Social Responsibility – 27 students

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

Business Ethics – 237 students

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

The SDGs: a Corporate Strategy from Micro to Macro Goals – 54 students

SDGs as Business Strategy – 48 students

Although built on different syllabi, these courses were created with the same goal: to allow undergraduate and master's students to understand the importance of the Sustainable Development Agenda for Humanity to prosper and for businesses to thrive. They explore why sustainability is important for businesses and sustainability can represent opportunities for growth and the development of competitive advantage. These courses aim to develop managerial, leadership, and critical analysis skills by creating a strategic implementation roadmap for companies to implement the SDGs in their strategy.

SDGs: Humanity's Great Challenges – 108 students

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

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

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

Throughout the academic year of 2025/26, four courses were offered, focusing on SDGs:



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

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



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

Católica Lisbon School of Business and Economics

Católica Porto Business School

Católica Global School of Law

Escola das Artes (Arts School)

Escola Superior de Biotecnologia (Biotechnology School)

Escola de Enfermagem do Porto (Nursing School)

Escola de Enfermagem de Lisboa (Nursing School)

Faculdade de Ciências Humanas (Faculty of Human Sciences)

Católica Porto Business School

Faculdade de Direito (Law School)

Faculdade de Educação e Psicologia (Education and Psychology School)

Faculdade de Filosofia e Ciências Sociais (Faculty of Philosophy and Social Sciences)

Faculdade de Medicina (Faculty of Medicine)

Faculdade de Medicina Dentária (Faculty of Dental Medicine)

Faculdade de Teologia de Braga (Faculty of Theology)

Instituto de Estudos Políticos (Institute of Political Studies)

Instituto de Gestão e Organizações da Saúde (Institute of Healthcare Management)

Presentation of SDG Course Projects to the Rectoral Team of Universidade Católica Portuguesa

Among the projects developed within the SDG 4, SDG 13, SDG 14, and SDG 16 courses, the best group project from each course was selected for a presentation to the Rectoral Team of Universidade Católica Portuguesa. Addressing specific SDG targets, these projects identified key sustainability challenges and proposed innovative, multidisciplinary, and actionable solutions.

The presentations highlighted the creativity, commitment, and critical thinking of the students involved, demonstrating how academic knowledge can be translated into meaningful contributions towards sustainable development. This new initiative was designed to reward excellence, encourage collaboration across campuses, and give students the opportunity to connect academic work with real-world decision-makers.

Acknowledgement is also due to the Rectoral Team for their engagement and valuable feedback, as well as to the faculty and staff who supported this initiative.



Impact in the classroom

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

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

As an essential component of our courses, we invite high-profile market leaders to share their business cases. In this academic year, we welcomed:



L'ORÉAL



SIEMENS



Deloitte.

Students from the SDG as Business Strategy course also had the opportunity to work closely with a company to develop their consulting projects. The companies chosen were: The

Navigator Company, L'Oreal, Bial, Teixeira Duarte, Bondalti, Teleformance, Sovena, Siemens, Galp, Deloitte, Nestlé and Decathlon.



Claudia Mendes Silva (Siemens) highlighted that it was a great opportunity to understand how the younger generation evaluates the company's sustainability efforts.

Joana Oom de Sousa (Sovena) shared that the group exceeded expectations and sparked important internal reflections within her team.

Cláudia Patrão Santiago (Galp) praised the innovative ideas proposed by the students, noting that the analysis will help identify areas for improvement.

Afonso Arnaldo (Deloitte) emphasized the students' high level of preparation and the insightful questions that prompted further reflection.

Carolina Veiga Simão (Decathlon) said it was a pleasure to work with the students.

Beatriz Lavrador Guimarães (Nestlé) appreciated the opportunity to see an analysis of the company at the Iberian level.

Pedagogical Innovation Award 2025



The course “SDGs as Business Strategy”, taught by Professor Filipa Pires de Almeida at the Católica Lisbon School of Business and Economics, received the Universidade Católica Portuguesa Pedagogical Innovation Award 2025.

This distinction recognized a teaching approach that challenges students to see sustainability not as a reporting exercise or abstract concept, but as a real strategic business issue.

Throughout the course, students work with real companies, analyse concrete trade-offs, and develop SDG-aligned strategies using applied business frameworks.

As Matilde de Sousa Marques, CATÓLICA-LISBON alumna, wrote:

“Integrating the SDGs into business strategy is not about perfection, but about direction and leadership.”

https://inovacaopedagogica.porto.ucp.pt/assets/Recursos/Ebook_Premio_2025.pdf

Student in the media

A student in the “SDGs as a Business Strategy” course was featured in the article “Trump Undermines ‘Cornerstone’ of U.S. Climate Law and Undermines Global Efforts,” published in the ECO - SAPO newspaper in the “Capital Verde” section.

The Endangerment Finding “is not merely a scientific opinion or a simple political statement,” “it is the legal cornerstone of federal climate regulation in the United States and, therefore, of the utmost importance,” says Tim Neumann, a master’s student at the Católica Lisbon School of Business and Economics, in collaboration with Filipa Pires de Almeida, professor and director of the Center for Responsible Business at the same university. By overturning the Endangerment Finding, “the specific legal trigger for regulating greenhouse gases disappears.”

<https://eco.sapo.pt/2026/03/18/trump-derruba-pedra-angular-da-lei-climatica-dos-eua-e-atinge-esforcos-globais/>

Strategic Corporate Social Responsibility

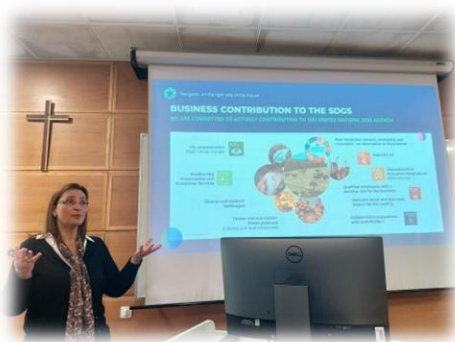


In the Strategic CSR course, we had the pleasure of welcoming PRIO for an inspiring session with our students.

Cristina Borges Correia and Tiago Soares shared how PRIO has been integrating sustainability into its corporate strategy, presenting concrete examples and best practices adopted by the company along its sustainability journey.

It was a highly insightful discussion that certainly challenged and motivated our students to reflect on the role of sustainability in strategic decision-making and business transformation.

The Sustainable Development Goals: A Corporate Strategy from Micro to Macro Goals



In the course “The Sustainable Development Goals: A Corporate Strategy from Micro to Macro Goals” (2025/2026), taught by Professor Filipa Pires de Almeida, students had the opportunity to explore how The Navigator Company integrates the SDGs into its corporate strategy.

We were pleased to welcome Paula Guimaraes, Sustainability Director, who shared with students the company’s approach to identifying its core, supportive, and local SDGs, as well as concrete examples of projects and initiatives contributing to these goals.

This session provided valuable insights into how sustainability can be embedded into strategic decision-making in a large organization.

Leaders of Today

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

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

1. Completed the “ESG Strategy and Reporting” training program: Eurobic/ABANCA Portugal



2. Held the 3rd edition of “Purpose - Driven Business” online in partnership with CITEVE



3. Project with CITEVE to provide training and consulting to SMEs in the textile sector (VERDEinMED)



Data: 15 de Janeiro de 2026

- 4.** ESG Training: Strategy and Sustainability in the Insurance Sector, developed for Zurich



- 5.** Participation in executive training with NÓS



- 6.** Inclusion of an ESG module for insurance in the open training program at Católica-Lisbon SBE (Innovation and Transformation for Insurance)

- 7.** Filipa Pires de Almeida was one of the instructors for the CEO Future Ready Academy | CATÓLICA-LISBON



- 8.** ESG Reporting training in partnership with Center for Sustainable Financing

- 9.** Open session – Programa Geral de Gestão REN



- 10.** Sustainability Report for SMEs with Center for Sustainable Financing

- 11.** Executive Master's in Applied Management - Corporate Responsibility and Sustainability

- 12.** Programa de Sustentabilidade BPI



Lisbon MBA

Our Executive Director Filipa Pires de Almeida had the opportunity to guide two MBA students of the Lisboa MBA in developing a project for Luz Saúde, working closely with a team led by their Sustainability Director, David Veloso.

The project aimed to align operational goals with sustainable best practices while identifying opportunities to enhance long-term value creation.



Executive Master in Sustainability and Impact

Throughout the programme, students engaged with leading practitioners who shared their experience of integrating sustainability into business strategy and leadership.

José da Silva Almeida, from Mota-Engil, joined the Corporate Responsibility and Sustainability module to discuss sustainability, corporate purpose and responsible leadership, offering valuable insights into how these principles are embedded within one of Portugal's leading international companies.

Students also participated in an engaging session with Silvia Barata, CEO of bp Portugal, who reflected on the perceived decline of ESG, the challenges surrounding its implementation, and why sustainability must remain a strategic business priority despite an increasingly complex global context.

Paula Guimarães, Sustainability Director at The Navigator Company, presented a practical case study illustrating how sustainability is translated into business decisions, operations and long-term value creation within the company.

The programme also welcomed Cláudia Coelho, Partner at PwC Portugal, and Filipe Santos, Dean of Católica-Lisbon SBE, who shared their perspectives on responsible business, leadership and the evolving role of organisations in creating sustainable value.

Caso Prático – Grupo Mota Engil



Caso Prático – The Navigator Company



Silvia Barata
(BP Portugal)



Cláudia Coelho
(PWC)



Filipe Santos
(CATÓLICA-LISBON)



© Católica Portuguesa

Achieve Greatness

Sustainable Finance

Practical Sustainability Guide for Companies – A Financial Perspective

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

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

Introduction to Corporate Sustainability – A Financial Perspective

The Center for Sustainable Finance at Católica Lisbon School of Business and Economics, in partnership with Católica Porto Business School and Fundação Santander, also launched a two-hour asynchronous online course titled "Introduction to Corporate Sustainability – A Financial Perspective."

The course focused on the importance of corporate financial sustainability and was designed for professionals across all sectors, requiring no prior experience in the field. Filipa Pires de Almeida contributed to the program as lecturer of Module 1 – Companies and Sustainability.

Other learning initiatives

Double Materiality Workshop for SME

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

40 executives participated in this session



SUSTAINABILITY AS STRATEGY: A Competitive Advantage for Global Challenges

A new offering from the Responsible Business Program for Executive Education, which will now be titled: SUSTAINABILITY AS STRATEGY: A Competitive Advantage for Global Challenges. The program, offered in a hybrid format, featured both national and international instructors. An edition is scheduled to October 2026.



This program is designed for leaders who want to go beyond rhetoric and make a real impact:

- Transform ESG risks and opportunities into concrete competitive advantages
- Strengthen the ability to influence senior management, boards, and investors

- Integrate sustainability into the core of the strategy, aligning impact, financial performance, and value creation
- Develop leadership skills for complex contexts and global decisions
- Build a solid business case for sustainable investments

With a practical and experiential approach, the program combines case studies, role-playing, leadership expeditions, and direct contact with business leaders and international experts, including John Elkington, creator of the Triple Bottom Line concept.

Throughout the program, participants develop a project tailored to their organization, ensuring that knowledge translates into tangible impact.

More than just training, it's a mindset:

becoming a leader capable of anticipating trends, influencing decisions, and driving sustainable transformation. Sustainability isn't an option. It's the strategy.

3.2.

Research



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

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

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

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

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

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

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

The Observatory was distinguished in 2023 by United Nations Academic Impact as one of the 25 best practices worldwide in the implementation of sustainable development goals in higher education institutions.

Throughout the past year, the Observatory:

Launched its [fourth Annual Report](#) at an event that took place on March 20th, 2026. This Report includes the conclusions of the fourth-year analysis and a comparison between the previous years' data.

The Report also contains:

- Updates about the SDG implementation in the world, in Europe, in Portugal, and in the Portuguese context;
- A legislative table that cross-references the SDGs with international and national legislation;
- A chapter about companies' good practices regarding SDG implementation;
- A chapter summarizing the three research notes produced throughout the year;
- A table articulating the OECD Guidelines for Multinational Companies with the SDGs.
- The new chapter “Why Incorporate the SDGs into Sustainability Reports within the Context of the CSRD”
- A new international benchmarking study of the banking and financial services sector

Collected data from 56 Large Companies and 121 SME. Interview 20 Large Companies and 10 SME.

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

- 1.** Companies view sustainability as a business opportunity, regard the SDGs as strategic, and incorporate them into their operations
- 2.** Closing the gap between the importance and implementation of the SDGs in GE
- 3.** The main barrier to implementing the SDGs remains the difficulty in operationalizing them
- 4.** SDG reporting has evolved, despite the introduction of the CSRD
- 5.** The SDGs considered a priority remain in line with the business

Assessed Sustainability reports from 55 Large Companies.

37 practical cases published from 22 companies participating in the Observatory and 24 international practical cases published from 15 international companies

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

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

Promoted the online training "Double Materiality Workshop for SME", an online session offered to the SME that participated in the data collection of the study to support their knowledge development about the SDGs.

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

These interviews were conducted with representatives from:



Global Compact
Network Portugal



4 years driving impact through the SDGs

Over the past four years, the SDG Observatory for Portuguese Companies has played a key role in supporting organizations in Portugal on their sustainability journey.

By bridging the gap between academia and the business world, the Observatory has helped companies understand, implement, and integrate the SDGs into their strategies and operations, turning ambition into action.

This work has also been recognized internationally. The Observatory was honored by the United Nations as one of the 25 best global practices developed by academic institutions, highlighting its contribution to accelerating sustainable development.

Looking ahead, the mission remains clear: to continue supporting companies in transforming commitments into measurable impact.

Learn more about this journey here: <https://www.youtube.com/watch?v=AfCVcPgTplg>



Sustainability is no longer a side conversation, it's a test of credibility

In a powerful video message, Paul Polman shares a compelling perspective on the role of business in today's critical moment.

While acknowledging the progress made by Portuguese companies, he highlights a key shift: sustainability is no longer just about ambition, it has become a core driver of competitiveness and resilience in an increasingly volatile global context.

The message is clear: businesses that lead on sustainability will be the ones that build trust, adapt faster, and thrive long-term.

Watch the full video below and reflect on what this means for your organization: https://www.youtube.com/watch?v=O_Db-ryg43s



Finalist in the 2026 Forbes Green ESG Awards

The Observatory was a finalist in the 2026 Forbes Green ESG Awards, an initiative by Forbes Portugal that recognizes leading projects in the areas of sustainability and ESG. This nomination recognizes the project's contribution to knowledge generation and to promoting the integration of ESG principles in the Portuguese business sector. Filipa Pires de Almeida, Executive Director of the Center for Responsible Business and Leadership, also served on the jury for this edition, reinforcing the Center's role in fostering debate and disseminating best practices in sustainability.

The Observatory of the SDGs Enters a New Phase

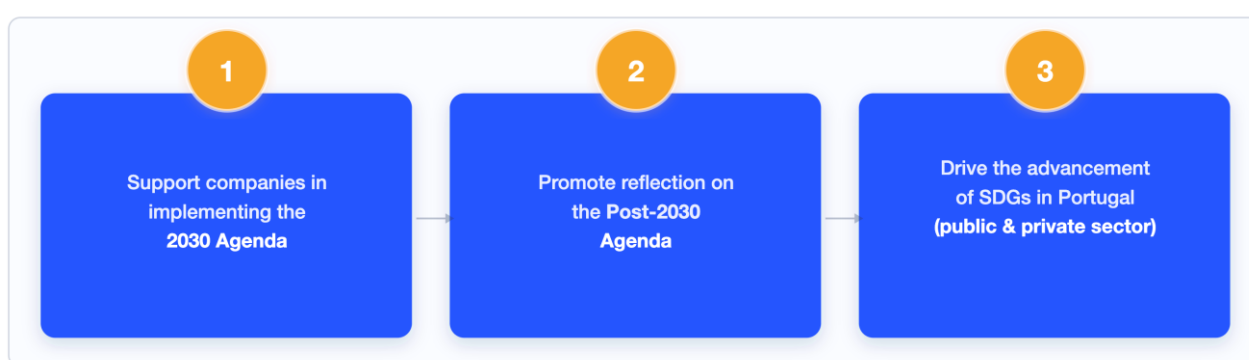
The Observatory of the SDGs in Portuguese Companies enters a new phase. After four years of research, engagement and collaboration with the Portuguese business sector, **the Observatory launched its second cycle**, reinforcing its commitment to supporting companies in turning sustainability ambitions into concrete action.

This new four-year cycle emerges at a decisive moment for the future of the 2030 Agenda. While sustainability has become increasingly embedded in business discussions, the challenge facing organizations today is no longer awareness, but integration and acceleration. The gap between commitments and implementation remains significant, both globally and nationally. In this context, the role of businesses becomes even more critical.

The second cycle of the Observatory will focus on three main priorities. First, supporting companies in the operational implementation of the SDGs, helping organizations translate commitments into measurable progress over the next four years. The objective is not only to discuss sustainability, but to accelerate the achievement of relevant targets before 2030.

Second, promoting strategic reflection on the Post-2030 Development Agenda. As discussions about the future of global sustainability governance intensify, it is essential that the private sector actively contributes to shaping a new agenda that is both ambitious and realistic from a business perspective. In this context, the Observatory also aims to help bring the voice and experience of the Portuguese business sector into international discussions, including debates within the United Nations regarding the Post-2030 Agenda.

Third, contributing to the advancement of the SDGs in Portugal through stronger collaboration between the public and private sectors. Many sustainability challenges cannot be addressed by a single actor alone. The next phase of implementation will require more partnerships, greater coordination and a stronger alignment between public policy and business action.



To support these objectives, the Observatory will **reinforce its data collection and longitudinal analysis, one of the project's main differentiating factors since its launch.** The second cycle will maintain the sample of companies participating in the first cycle, while also inviting new organizations that have joined the group of the largest companies operating in Portugal. **A new, shorter and more accessible questionnaire** will be introduced, designed not only to facilitate participation but also to function as a self-assessment tool for companies to evaluate their level of SDG implementation. The continued engagement of both Large Companies and SME will remain essential to the success and long-term impact of the project.

At the same time, the Observatory will strengthen the production of knowledge through **sectoral studies, international benchmarking and publications on emerging themes**, including the Post-2030 Agenda. Capacity- building initiatives, workshops, webinars and collaborative events will continue to play a central role in fostering knowledge-sharing and practical action among different stakeholders.



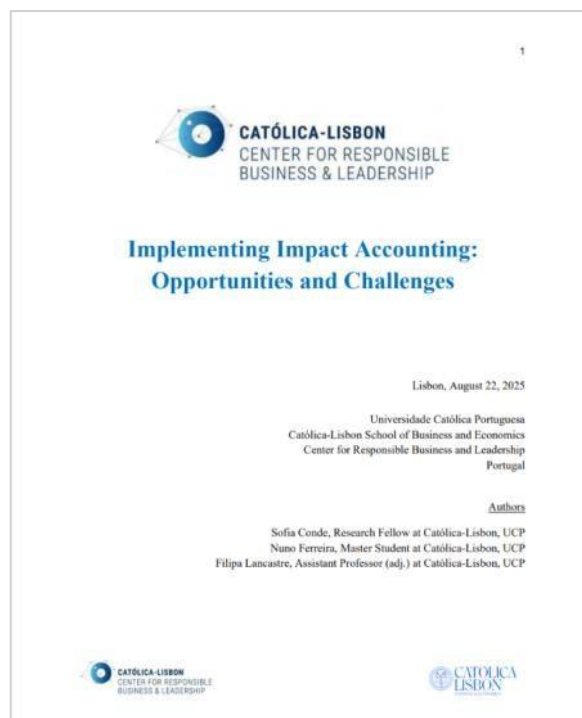
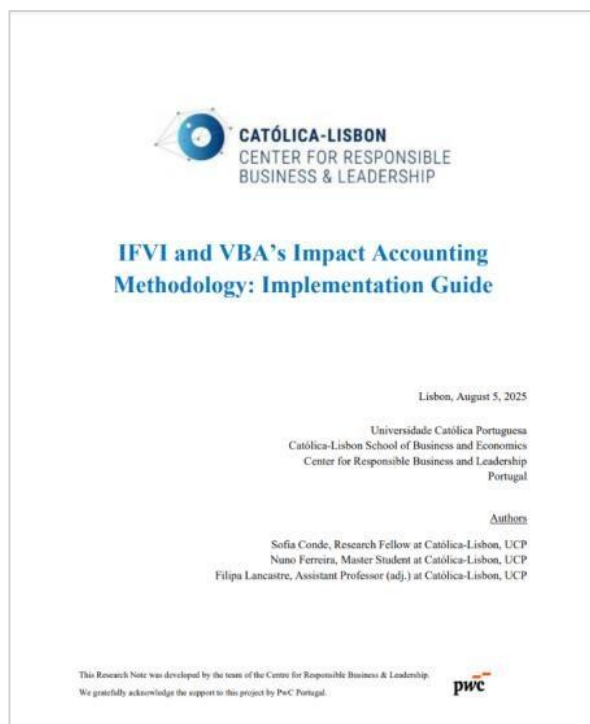
The first cycle demonstrated that Portuguese companies are increasingly engaging with the SDGs. The challenge now is not awareness, but the ability to integrate sustainability more deeply into business strategy and accelerate implementation in the years leading to 2030.

Impact Accounting

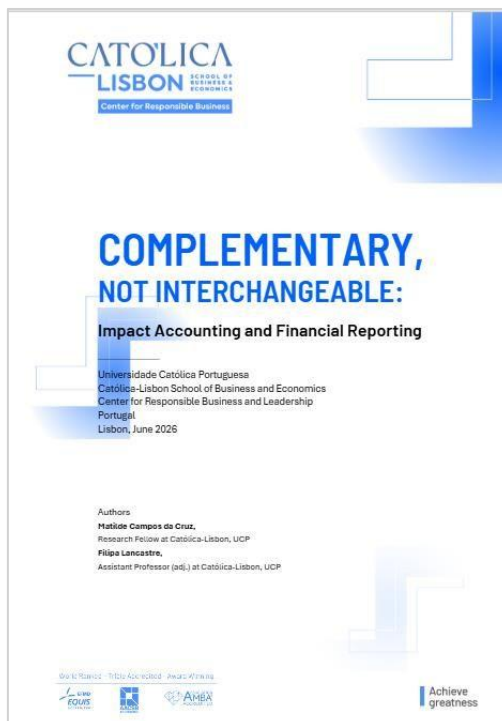


Since the 1st Conference on Impact Accounting, held in June 2025 at Católica- Lisbon, the Center has continued to develop its Impact Accounting research and implementation project.

Two research notes were published over the past year - [*Implementing Impact Accounting: Barriers and Opportunities*](#) and [*State of the Art of Non-Financial and Reporting and Impact Accounting*](#) - offering an overview of current practices of the opportunities and challenges organizations face when adopting Impact Accounting.



Most recently, a [research note](#) on the potential inclusion of Impact Accounting in financial reporting was published, reflecting the challenges posed by this integration.



The project also supported four master's theses: one on methodology consolidation, focused on refining the training value factor used in corporate impact valuation, and three on implementation pilot projects, examining social indicators at Imprensa Nacional Casa da Moeda (INCM), and environmental ones at TAP Portugal.

In December, the Center held its "Turning Impact into Strategy" webinar, bringing together practitioners to discuss the integration of ESG reporting into corporate decision-making.

Throughout the year, the team also contributed regularly to the Center's "Have a Great and Impactful Week!" newsletter and to national media outlets, helping to bring Impact Accounting into the broader sustainability conversation in Portugal.

Successful conclusion of pilot implementation thesis – TAP Portugal



The successful conclusion of a consulting-based Master's thesis is highlighted, demonstrating the value of collaboration between academia and industry in advancing sustainable business practices.

The work developed by Catalina Ladino Arias, focused on the implementation of environmental indicators at TAP, was carried out with contributions from the Center for Responsible Business and Leadership and illustrates how rigorous research can help organizations better understand, measure, and manage their impact.

Recognition is due to Catalina for this significant achievement, as well as to TAP Air Portugal for their partnership, engagement, and commitment throughout the project. Acknowledgement is also extended to Professor Filipa Lancastre and Professor Rute Xavier for their guidance and support.

Projects of this kind showcase the potential of research-driven solutions to generate meaningful impact and support organizations on their sustainability journeys.

Corporate Purpose

This research project, developed in partnership with two major Portuguese companies, seeks to understand how organizations define and articulate their corporate purpose, taking into account their history, core values, and stakeholder expectations. Its goal is to

generate practical knowledge on how purpose can guide strategy, culture, and decision-making across the organization.

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

Fórum Oceano



[The Blue Economy Business Case project](#) was developed by the Center for Responsible Business and Leadership at CATÓLICA-LISBON, in partnership with Hub Azul – Fórum Oceano, to explore how Portuguese companies can contribute to the sustainable development and regeneration of the ocean while strengthening their competitiveness, resilience and capacity for innovation. The study assessed the current state of the Blue Economy in Portugal, the country's progress towards SDG 14 – Life Below Water, and the main structural challenges affecting ocean-based activities. Building on the extensive ecosystem-mapping work previously developed by Hub Azul, complemented by stakeholder engagement and further analysis, **the project consolidated a broad set of challenges into 25 strategic business cases, with 123 practical**

cases, covering areas such as aquaculture, fisheries, offshore renewable energy, ports and shipping, blue biotechnology, ocean observation, tourism, natural capital and qualified blue employment.

The project demonstrated that ocean-related challenges can be translated into concrete opportunities for companies to reduce costs and risks, increase prices and market share, and create new products, services and business models. Each business case combined its contribution to SDG 14 with practical examples, relevant sustainability indicators and potential actions for the private sector. A practical toolkit was also developed to support organisations in identifying, selecting and implementing ocean-positive business opportunities. Overall, the project positioned ocean sustainability not merely as a compliance or environmental responsibility, but as a strategic driver of innovation, long-

term value creation and the transition towards a more competitive, resilient and regenerative Portuguese Blue Economy.

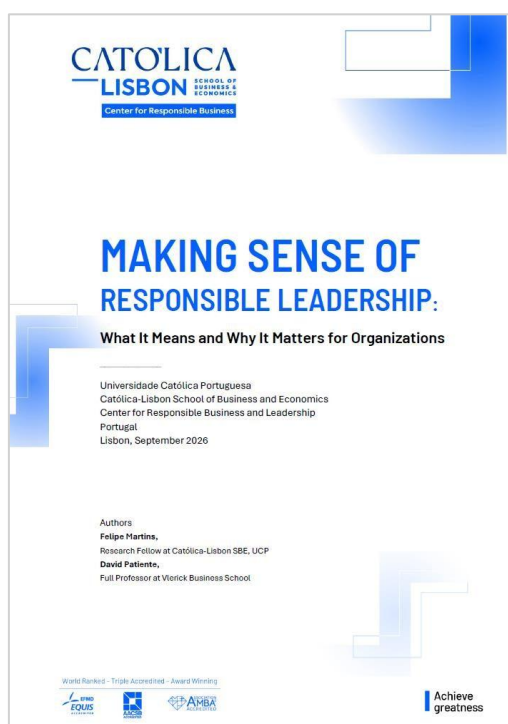
Responsible Leadership

Over the past year, the Center has continued to develop its Responsible Leadership Research Project, which aims to strengthen the understanding of how Responsible Leadership is defined, practiced, and implemented within organizations.

The project is led by Felipe Martins, Principal Investigator from the Center for Responsible Business and Leadership and is being developed in collaboration with Professor David Patient, Scientific Advisor to the project and Full Professor of Leadership at Vlerick Business School. Their contributions have supported the development of the literature review, the refinement of the research questions, and the definition of the methodological approach for the next phase of the project.

The first phase of the project was concluded and consisted of a comprehensive review of the academic literature on Responsible Leadership. The review examined the main conceptual definitions, theoretical perspectives, measurement approaches, antecedents, outcomes, and implementation challenges discussed in previous research.

Based on this work, the Center developed a research note synthesizing the main findings of the literature review and outlining their implications for both research and organizational practice. The research note is scheduled for publication in September 2026 and will provide the conceptual and methodological foundation for the next phase of the project.



This initial phase also assessed the existing empirical evidence on the relationship between Responsible Leadership and organizational outcomes. The review identified several limitations in the current literature, including the limited use of widely validated measurement instruments, the predominance of cross-sectional and single-source studies, and the tendency to focus primarily on positive organizational outcomes.

The literature review further highlighted that Responsible Leadership should not be understood only as a leadership style associated with improved organizational performance. It should also be examined as an organizational practice that requires leaders to respond to different, and sometimes competing, stakeholder expectations.

Particular attention was therefore given to the tensions, trade-offs, and constraints that may arise when organizations attempt to balance economic, social, environmental, and ethical responsibilities. These findings informed a revision of the project's initial research focus and supported the adoption of a more practice-oriented approach.

The project now seeks to answer **three central questions: 1. What Responsible Leadership means in organizational contexts; 2. How leaders and managers navigate tensions between different stakeholders when enacting Responsible Leadership; and 3. How organizations can adopt and embed Responsible Leadership in practice.**

The review also showed that existing research frequently concentrates on CEOs and other senior executives, providing limited insight into how Responsible Leadership is translated across organizational levels. For this reason, the next phase will include both senior leaders and middle managers, recognizing the important role of middle management in interpreting strategic priorities, managing operational constraints, and translating leadership principles into everyday decisions and practices.

The second phase of the project will begin in September 2026 and will adopt a qualitative comparative multiple-case-study methodology. The immediate next steps will be to finalize the case-selection criteria, select the companies that will participate in the study, and define the data-collection plan for each case. The selected organizations will operate in different sectors and face distinct combinations of competitive, financial, regulatory, and institutional pressures.

Data collection will primarily involve interviews with senior leaders, middle managers, and other relevant organizational actors. Where possible, the interviews will be complemented by organizational documents and other contextual information to support a richer understanding of how Responsible Leadership is enacted within each organization.

The comparative analysis will explore how stakeholder tensions are identified and managed, how leadership expectations are transmitted across organizational levels, and which individual and organizational factors facilitate or constrain the implementation of Responsible Leadership. It will also examine the mechanisms through which leadership principles are translated into routines, decisions, and organizational practices.

The project is expected to contribute to the academic discussion on Responsible Leadership while also generating practical knowledge for organizations. Its findings will support the development of case studies, research outputs, and actionable recommendations for companies seeking to integrate Responsible Leadership into their governance structures, leadership practices, and decision-making processes.

Top 100 economies

During the reporting period, the Center developed the research project “[Top 100 Economies: The New Map of Global Economic Power](#),” which examined the relative economic scale of the world’s largest national governments and corporations. The project updated and replicated the comparative approach used by Global Justice Now and Oxfam in 2016, when 69 corporations and 31 countries were identified among the world’s 100 largest economic entities by revenue. The goal was to assess whether this structure had changed over the following decade and to explore what the resulting ranking reveals about the contemporary distribution of economic power and corporate responsibility.

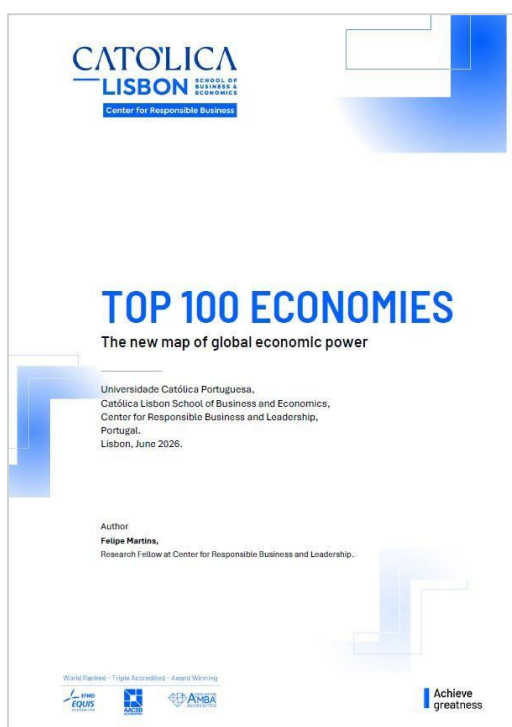
The research involved the construction of a new global ranking that placed countries and companies on a common revenue-based scale. Company revenues were obtained from the Fortune Global 500, while country revenues were calculated using the IMF World Revenue Longitudinal Database.

In the updated ranking, 67 of the world’s top 100 economic entities were corporations and 33 were countries, compared with 69 corporations and 31 countries in 2016. At the same time, countries continued to dominate the highest positions: the first 12 places were occupied by national governments, with Walmart appearing as the first corporation in 13th position, followed by Amazon in 14th. The findings therefore point to a dual structure in the

global economy: states remain dominant at the very top of the hierarchy, while corporations dominate the top 100 numerically.

The findings were also communicated to a broader audience through an opinion article published in [Jornal de Negócios](#), which highlighted the main results of the research and their implications for the distribution of global economic power.

The output of the project was the research note “TOP 100 ECONOMIES: The New Map of Global Economic Power”. The note combined the full ranking with an analysis of geographic concentration, sectoral composition, methodological limitations, and implications for sustainability, resilience, accountability, and long-term public value.



Study “Sustainability Challenges in the Insurance Sector”

CRBL has launched the study “Sustainability Challenges in the Insurance Sector,” with the goal of identifying the sector’s main environmental and social challenges and opportunities, analysing international best practices, and contributing to the development of more effective approaches aligned with global trends. In the initial phase, we will gather input from leading companies in the insurance sector, seeking to understand the issues that will most influence the evolution of sustainability in the coming years, as well as the main implementation challenges and areas where opportunities for development remain.

The study will include individual interviews, focus groups with experts, and an analysis of international best practices, culminating in the preparation of a benchmark report for the sector. All contributions will be treated in aggregate and confidentially.

Participating companies confirmed so far:



3.3.

Outreach Activities

Documentary

When the Spotlight Fades is a documentary project developed to examine a critical and increasingly urgent question: what happens to the global sustainability agenda when political attention, media visibility and institutional commitment begin to decline? At a time of growing geopolitical instability, environmental deregulation, climate-related disruption and weakening confidence in multilateral cooperation, the documentary seeks to demonstrate why sustainability cannot be treated as a temporary trend or abandoned when it becomes politically or economically inconvenient. Through the perspectives of internationally recognised experts, the film will explore the consequences of inaction and highlight the leadership, collaboration and systemic transformation required to maintain momentum towards a more resilient and sustainable future.

The documentary is directed by Wim Vermeulen and has already secured contributions from leading sustainability voices, including Ioannis Ioannou, Johan Rockström and Sandrine Dixson-Declève, who have recorded video interventions for the project. Their participation reinforces the documentary's scientific credibility, international relevance and potential to influence business leaders, policymakers and wider society. The project is currently seeking funding to support the next stages of production, including additional interviews, filming, editing, post-production and international dissemination, with the ambition of creating a high-impact documentary capable of bringing renewed urgency and visibility to the sustainability agenda.



Responsible Business Champions network

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

Within the Responsible Business Champions community, CRBL organized one event with an insightful conversation between our Executive Director, Filipa Pires de Almeida, and John Elkington, followed by a panel moderated by Nuno Moreira da Cruz, featuring CEOs from leading Portuguese companies: Maria João Carioca (Galp), Antonio Pires de Lima (Brisa), and Rogerio Campos Henriques (Fidelidade).

Catalog of featured case studies

In partnership with BCSD Portugal, the Business Council for Sustainable Development, a [catalog of featured case studies](#) from BCSD members included in the publication of the Observatory's Year 4 Report on Portuguese Companies, developed by our Center, has been launched.



Strategic Partnerships

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



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



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



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



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



United Nations
Global Compact

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



an initiative of the



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

3.4.

Events



2030 Agenda: Past or Future? – March 20, 2026

On March 20, 2026, CATÓLICA- LISBON hosted the event “Agenda 2030 – Past or Future?”, a landmark moment for the Observatory of the SDGs in Portuguese Companies and for the debate on sustainability in Portugal.



Throughout the event, one central idea became clear: we are no longer in the awareness phase; we are now in the implementation phase.

From the opening remarks by Isabel Capelo Gil (Rector of the Universidade Católica Portuguesa), who reinforced the strategic commitment to sustainability, to the presentations by leaders such as Paul Polman (SDG Advocate and Ex-CEO of Unilever), Wim Vermeulen (Partner at Bubka. Expert in brand trust. Author. Documentary maker), and Jorge Moreira da Silva (Executive Director of United Nations Office for Project Services - UNOPS), the urgency of turning ambition into concrete action was emphasized.

The event also marked the launch of the Observatory's second cycle (2026– 2029), with a renewed ambition: to accelerate results; to contribute to the development of the Post-2030

Agenda; and to strengthen cooperation between the public and private sectors in support of the Sustainable Development Agenda.

Companies that are leading by example were also recognized, demonstrating that sustainability can (and should) be at the heart of business strategy.

One conclusion is clear: The coming years will not be about commitments; they will be about execution, leadership, and real impact.

The full report is available online: <https://www.observatorio-ods.com/relatorio-2025>





You can watch the video featuring highlights from the event “Agenda 2030: Past or Future?”, which took place on March 20 at CATÓLICA -LISBON.

Watch the full video here: <https://www.youtube.com/watch?v=66MvFZlefEE>

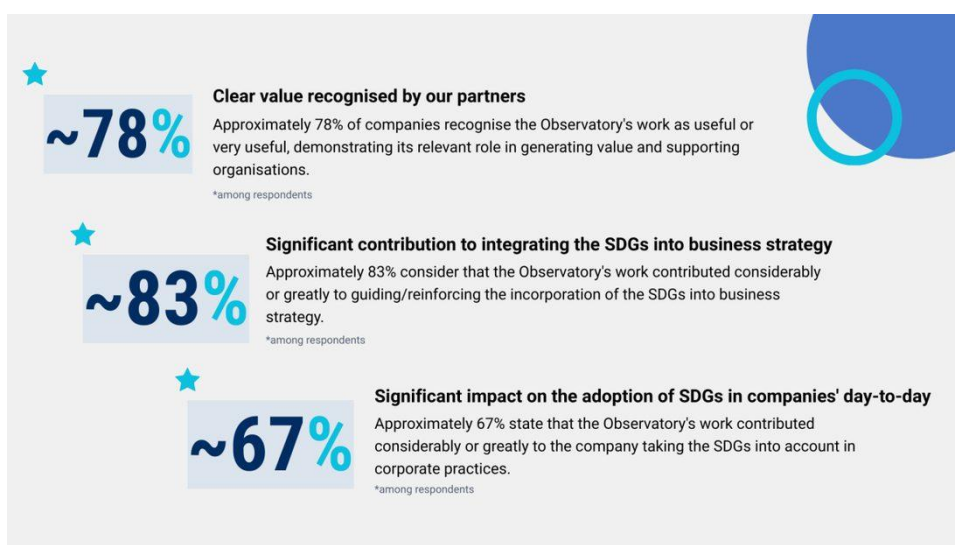
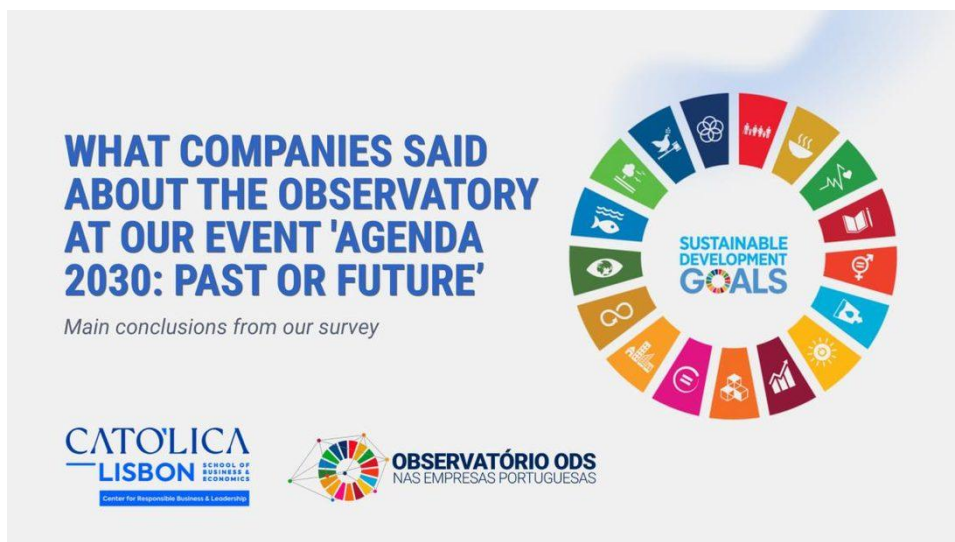
What do companies think about the Observatory?

We shared some insights gathered during our event “Agenda 2030: Past or Future.”

The results show a clear recognition of the value of the work carried out, as well as its contribution to integrating the SDGs into business strategy. Also noteworthy is its impact on the practical adoption of these goals and on promoting greater awareness within organizations.

These findings highlight our active role in sharing best practices and supporting the integration of sustainability into companies' day-to-day operations.

There is still a long way to go, but the direction is clear.



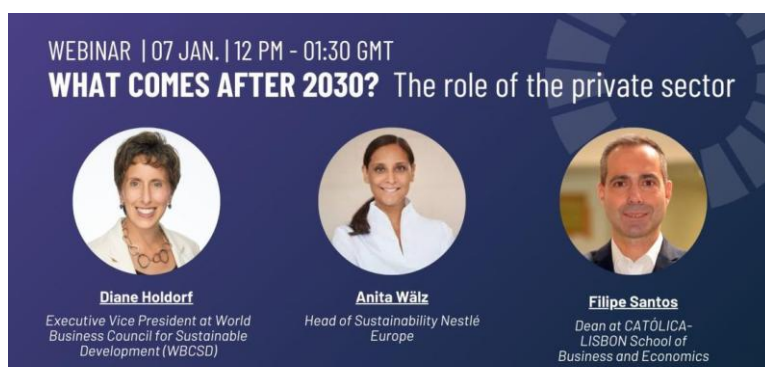
Webinars Serie: What Comes After 2030?

1st Webinar

The first session took place on July 10, 2025 and brought together business leaders, policymakers, and academics to reflect on what comes after 2030, particularly in light of the fact that 80% of the SDG targets remain off track.

The details for this section are included in the activity report covering July 24 through June 25

2nd Webinar



The second webinar in this three- part series focused on the private sector's contribution to advancing the SDGs and shaping the Post-2030 Agenda, an agenda that creates value for both businesses and society.

[See here.](#)

3rd Webinar





On 09 July 2026 it was the third session of our *What Comes After 2030?* webinar series, and it was one of our most thought-provoking yet.

As the 2030 Agenda approaches its final stretch, the big question on everyone's mind is: what comes next? This session brought together a truly exceptional panel to tackle exactly that.

We were honoured to open the session with welcoming remarks from the Vice- Rector for Sustainability of Universidade Católica Portuguesa setting the stage for a rich conversation with:

- Stephan Klingebiel (IDOS)
- Sherif H. Kamel (The American University in Cairo)
- Xueruo Ng (Monash Sustainable Development Institute)

Together, they explored the future of global sustainability governance, the evolving role of public institutions, the EU's positioning in a post 2030 world, and how businesses can help shape what's next. [Read more here.](#)

The session closed with an open Q&A directly to our speakers.

[See here.](#)

Sustainability Leadership Conference with the Executive Education



The CRBL, in partnership with our Executive Education, successfully hosted a high-level conference on May 26, exploring emerging discussions on sustainability and the state of the world.

The event opened with an insightful conversation between our Executive Director, Filipa Pires de Almeida, and John Elkington (Founder & Chief Pollinator at Volans), followed by a panel moderated by Nuno Moreira da Cruz, featuring CEOs from leading Portuguese companies: Maria João Carioca (Galp), Antonio Pires de Lima (Brisa), and Rogerio Campos Henriques (Fidelidade).

Key insights emerged from these discussions: the transition from “soft” to “hard” sustainability, and the growing relevance of sustainability on the business agenda, even

when it is less discussed publicly. **John Elkington** emphasized that a new wave of focus on sustainability may arise as it becomes embedded in business resilience, risk models, and core operations. The **CEO panel** concluded that sustainability is an imperative at the heart of business operations, whether framed as a strategic, business model, or moral priority.

By bringing these leaders together, the conference highlighted the pivotal role of responsible leadership in embedding sustainability into corporate strategy, operations, and decision-making.



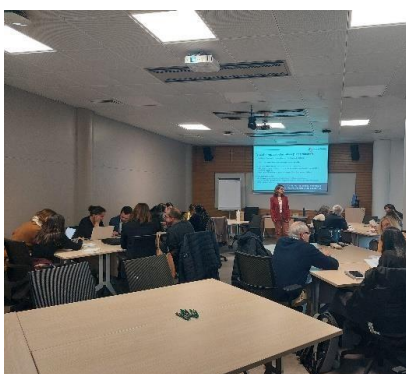
SDG Meetings

4th Edition



The 4th edition of SDG Meetings 2025, organized by Católica-Lisbon SBE's Observatory of the SDGs in Portuguese Companies, featured insightful presentations by Paula Guimaraes of The Navigator, Maria Rebelo of CTT, and Ana Aparício Vale of Introsys.

It was an inspiring morning, marked by in-depth discussions on the strategic role of the SDGs in the business context. In this edition, we reflected on a central question: why should companies integrate the SDGs into their reports and strategies, especially at a time when the CSRD is coming into effect and sustainability reporting is becoming increasingly demanding and complex.



5th Edition

The fifth edition of the SDG Meetings, held on 1 July, challenged participants with a fundamental question: what future are we building today, and **how can businesses prepare for the different futures that may emerge?**



These questions guided both the roundtable discussion and the workshop, encouraging participants to reflect on the role of organisations in a context of profound economic, social, environmental and geopolitical transformation.

In line with the mission of the Observatory of the SDGs in Portuguese Companies to strengthen collaboration between the public and private sectors in advancing sustainable development, the session brought together Sérgio Faria (PlanAPP), Carlos Carvalho (Statistics Portugal – INE), Cláudia Coelho (PwC) and Tiago Carrilho (BCSD Portugal).

Sérgio Faria presented the report [*Megatrends 2050 – A Changing World: Impacts on Portugal*](#), developed by REPLAN, highlighting the importance of megatrends in shaping public policy and long-term strategic planning. Carlos Carvalho explained the role of Statistics Portugal (INE) in monitoring the country's progress through official statistics, providing the evidence needed to support future decision-making. He also argued that the 2030 Agenda is likely to evolve beyond 2030 through the revision of its indicators and targets, while preserving its core principles and overall framework.

From a business perspective, the message of the SDG meetings was clear: 2050 starts with the decisions made today. Tiago Carrilho argued that companies should embrace this moment as an opportunity for strategic transformation, positioning sustainability as a driver of competitiveness. Cláudia Coelho reinforced this perspective, noting that many companies are already experiencing the financial impacts of megatrends and that the growing convergence between sustainability, regulation and financial sector expectations means that businesses contribute indirectly to the Sustainable Development Goals.



During the workshop, participants explored different future scenarios, identifying which sectors may thrive, the capabilities organisations need to develop today, and the role sustainability can play in strengthening long-term competitiveness. A clear conclusion emerged across all scenarios: education, data capabilities, innovation, strong management and strategic vision will be essential for organisations to succeed.

Lisbon Sustainability Week 2026

From June 30, 2026, through July 2, the Center for Responsible Business and Leadership (CRBL) and the Center for Sustainable Finance (CSF) co-organized the Lisbon Sustainability Week 2026. The first day, held at Santander, was a memorable opening session dedicated to a key question: How can sustainability become a true driver of competitiveness, resilience, and long-term value creation?

The day began with a warm welcome from Fundação Santander Portugal, setting the tone for a week built around collaboration, innovation and shared responsibility. This was followed by Isabel Capelo Gil, Rector of Universidade Católica Portuguesa, who reminded us the path Universidade Católica has been building, with continuity, hope, strong commitment and open doors to welcome, share, teach, learn and build partnerships.

John Elkington then guided us through the fundamentals of sustainability with the clarity of someone who has shaped this field for decades, but also with a remarkably balanced and hopeful vision of the future, grounded in action, responsibility and confidence in the next generations.

In the dialogue that followed, Dean Filipe Santos helped deepen some of the most relevant themes raised in the keynote. We then heard three outstanding flash cases from IKEA, Mota-Engil and Siemens, showing concrete and active business cases for sustainability. These were not abstract commitments or expected narratives, but practical examples of how sustainability is already transforming strategy, operations, innovation and value creation.

The fireside talk between Filipa Pires de Almeida, Executive Diretor of the Center for Responsible Business and Leadership, and Silvia Barata, CEO of BP Portugal, was one of those conversations that unsettles in the best possible way. It raised the right questions about leadership, strategy, purpose and the courage needed to navigate uncertainty without losing direction.



Wim Vermeulen then brought a truly disruptive moment, inviting us into the documentary project When the Spotlight Fades, developed by the Center for Responsible Business and Leadership, with a message that stayed with the room: Action leads to hope, and hope drives action.



The day concluded with the ECGI Wallenberg Lecture by Nobel Laureate Robert Engle, who highlighted that in a world of increasing volatility, organisations that understand, measure and integrate climate and

sustainability risks into decision-making will be better equipped to create value. Sustainability risk, ultimately, is financial risk.





Business Case for Blue Economy

As part of Lisbon Sustainability Week, the side session “Business Case for Blue Economy” focused on one specific but highly relevant dimension of the wider programme: how to translate Portugal’s blue economy challenges into concrete business opportunities and actionable pathways for companies.

The session opened with remarks from Filipa Pires de Almeida, representing CATÓLICA-LISBON, and Carlos Costa Pina, President of Fórum Oceano. Both reinforced the importance of the partnership between Fórum Oceano and CATÓLICA-LISBON, as well as the relevance of a study designed to help companies move from intention to action. At a time when the blue economy is increasingly recognised as a strategic field for Portugal’s competitiveness, sustainability and innovation, the study aims to transform concrete challenges within the Portuguese blue economy into business opportunities with practical relevance for companies.



Following the opening, Mafalda Sarmento, coordinator of the study, and Philippa Kulman, Master’s student at CATÓLICA -LISBON and co-author of the study, presented the global context of the blue economy, the Portuguese landscape, the purpose of the study, its

methodology and the criteria used to select the business cases. As a final output, the study presents 123 actionable practical examples across 25 business cases, each addressing a specific challenge, connecting it with SDG 14, mapping its relevance to the ESRS, and showing how companies can integrate these challenges into their business strategy through concrete value-creation mechanisms and real-world examples. The study also concludes with a practical implementation toolkit, designed to help companies establish this connection in a simple, structured and actionable way.



The roundtable highlighted a key point for the future of the blue economy: turning innovation into value requires moving from research to real-world application. The discussion underlined the importance of ecosystem collaboration, showing how platforms such as Hub Azul can help connect startups with market needs. It also highlighted the crucial interplay between venture capital — supporting the scale-up of ocean

tech solutions, as illustrated by Faber — and large companies such as PRIIO, which can act as pilot customers, industrial partners and buyers of innovation. Ultimately, the continued growth of the blue economy will depend on its ability to test solutions in real-world settings, validate them in the market and build the partnerships needed to scale.

The session closed with Ruben Eiras, who highlighted the role of Fórum Oceano within Portugal's blue economy ecosystem and the systemic impact already achieved through its work. He also emphasised the importance of this study as a practical contribution to the sector. Filipe Santos then closed the session by reinforcing the role of the university as a bridge between knowledge and action. Through this partnership with Fórum Oceano, CATÓLICA-LISBON can help guide companies in identifying practical ways to contribute positively to the blue economy and to SDG 14, an area where Portugal still needs to accelerate progress.

2nd Conference on Impact Accounting

On July 1st, the 2nd Conference on Impact Accounting took place in Lisbon, organized by the Center for Responsible Business and Leadership at CATÓLICA-LISBON, as part of Lisbon Sustainability Week. The event brought together academics, business leaders, and international experts to take stock of the project's progress and to discuss how Impact Accounting can move from methodology to practice in Portuguese companies.



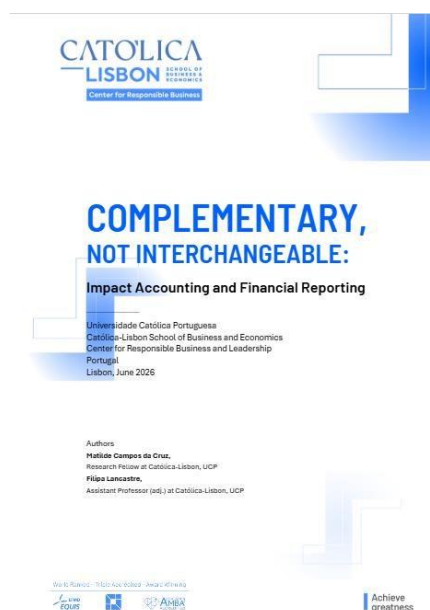
The session opened with an update on the project, followed by the presentation of a new Research Note, "[Complementary, not Interchangeable: Impact Accounting and Financial Reporting](#)," which examines whether Impact Accounting can be integrated into traditional financial reporting. The Research Note identifies key barriers to direct integration - measurement and valuation challenges, lack of standardization and comparability, and incompatibility with financial accounting principles - and concludes that, at least for now, Impact Accounting should be understood as a complement to financial reporting, not a substitute for it.



Christian Heller, CEO of the Value Balancing Alliance (VBA), presented the recently published VBA Playbook, drawing on six years of piloting across industries and regions. He noted that the greatest value of impact valuation lies not in

aggregating everything into a single number, but in the disaggregation between different monetized impacts, which allows for comparability and prioritization, positioning Impact Accounting as a complement to, rather than a replacement for, financial statements, and as a form of "social license to operate."

The conference closed with a roundtable on implementing Impact Accounting in Portuguese companies, featuring representatives from Fidelidade and Imprensa Nacional Casa da Moeda alongside academia and the VBA. Panelists agreed that companies increasingly see Impact Accounting as a way to equip board members with the information needed for decision-making, and to embed sustainability considerations across different parts of the organization. They also noted that the conversation has broadened significantly: where Impact Accounting was once the domain of sustainability directors, it now engages CSOs, CFOs, CEOs, statisticians, risk managers, and asset managers alike - a sign of its growing relevance across the business.



The project continues for another semester in partnership with PwC and aims at implementing the Impact Accounting methodology developed by the International Foundation for Valuing Impacts (IFVI) and the Value Balancing Alliance (VBA) in Portuguese companies, with the methodological support of the VBA, the international reference in this area.

Workshop TASSE

A 1-hour-and-30-minute workshop was held for 5th- and 6th-grade students, with the goal



of raising awareness about SDGs 3 (Good Health and Well-being), 4 (Quality Education), 5 (Gender Equality), and 10 (Reduced Inequalities).

The session was structured in an interactive way, including a brief introduction to the SDGs, an engaging quiz involving movement around the room, and a hands-on group activity. In

the latter, participants worked on “missions” based on real-life situations, reflecting on problems they face in their daily lives and proposing creative solutions.

Sustainability Week 2026 at Universidade Católica Portuguesa

Workshop “Behind the Music: Building Sustainable Festivals”, with 42 students

A hands-on workshop with Dora Palma, senior expert in sustainability for music events such as Rock in Rio and MEO Kalorama. Participants were invited to tackle a real sustainability challenge related to music festivals, exploring creative solutions to make large-scale cultural events more sustainable. This interactive session blended innovation, collaboration, and the energy of live music experiences.

Sustainability Talks: Impactful Driven Careers, with 126 students

A panel of sustainability experts shared insights and personal stories for those looking to build a career in this field. With a practical focus, this session highlights career paths, skills, and opportunities, while creating space for meaningful connections and networking. This session was attended by:

- José Almeida, Sustainability and SHEQ Director at Mota-Engil
- Beatriz Guimarães, Sustainability Leader at Nestlé

Sustainability Talks: Insights from Industry Leader, with 93 students

In this session, sustainability director discussed how she is embedding sustainability at the core of the business strategies. Participants gain first-hand perspectives from leaders shaping the future of their industries through sustainable practices. This session was attended by Paula Guimarães, Sustainability Director at The Navigator Company.

CRBL Presence in Key External Events

CSO Circle



Filipa Pires de Almeida contributed to the CSO Circle session organized by BCSD Portugal, the Business Council for Sustainable Development in Portugal, on leadership and corporate culture for sustainability.

Sociedade Civil



The RTP program, which aired on March 18, 2026, brought together a panel of prominent guests in the field of sustainability and social responsibility, fostering an in-depth discussion on the current challenges and opportunities facing organizations.

In the studio, the program featured Filipa Pires de Almeida, Inês Mota, and Ana Aparício Vale, as well as online appearances by Paula Guimaraes, Mariana Ribeiro Ferreira, and Bruno Almeida.

If you didn't get a chance to watch it live, you can now:

Watch the recording on RTP Play

[Listen to the episode as a podcast on Spotify](#)

Forbes Green ESG Awards 2026



Filipa Pires de Almeida was a member of the jury that evaluated the nominations for the 2nd edition of the Forbes Green ESG Awards, an initiative by Forbes Portugal and BCSD Portugal that recognizes companies, leaders, and initiatives that stand out for their commitment to environmental, social, and good governance practices.

VII Green Savers Conference — “ESG: the Superpower of Companies”





The poster for the VII Green Savers Conference is titled "ESG O SUPERPODER DAS EMPRESAS". It features a grid of icons representing various sustainability themes: CO2, recycling, solar, wind, water, and community. The event is scheduled for May 27th at the Auditório Carlos Paredes in Lisbon, from 09H to 13H. The program includes a welcome reception, a keynote by Filipa Pantaleão, and three panel discussions moderated by Marta Rangel.

PROGRAMA

09H10 RECEÇÃO E WELCOME COFFEE

09H20 BOAS-VINDAS GREEN SAVERS
Câmara Municipal de Lisboa
Rogério Junior, CEO, Green Savers

09H35 KEYNOTE SPEAKER
Filipa Pantaleão, Secretária-geral BCSD Portugal

10H00 MESA-DEBATE //
ESG E ECONOMIA CIRCULAR: DO COMPROMISSO À EXECUÇÃO
Paulo Praça, Presidente da Direção, ESGRA*
Marcos Sá, Diretor de Comunicação e Educação Ambiental da Epal*
Vanessa Romeu, Head of Corporate Affairs, Lidl
Moderação: Marta Rangel, Green Savers

10H45 COFFEE BREAK

11H20 MESA-DEBATE //
DA CIÊNCIA AO CAPITAL: COMO O ESG GANHA ESCALA
Filipa Pires de Almeida, Diretora Executiva do Center for Responsible Business & Leadership*
Luísa Magalhães, Diretora Executiva, Associação Smart Waste Portugal
Paulo Branco, Investigador do ISA e Diretor-executivo Laboratório Associado TERRA*
Moderação: Filipe Pimentel Rações, Green Savers

11H50 MESA-DEBATE //
DO COMPROMISSO À PRÁTICA: VISÕES CRUZADAS PARA UM FUTURO SUSTENTÁVEL
Carlos Gouveia, CEO, Scoring
Francisco Ferreira, Presidente, ZERO
Sílvia Machado, Executive Director for Sustainability, CIP
Moderação: Marta Rangel, Green Savers

12H25 SESSÃO DE ENCERRAMENTO
Mariana Ribeiro Ferreira, Vice-Presidente do GRACE

*Programa provisório sujeito a alterações.

Our Executive Director, Filipa Pires de Almeida, participated as a panelist at the VII Green Savers Conference — “ESG: the Superpower of Companies,” held on May 27 at the Auditório Carlos Paredes in Lisbon.

In a context of accelerating economic, social, and environmental transformation, ESG continues to emerge as a strategic driver for competitiveness, innovation, and long-term resilience.

Filipa shared some important data about the Observatory of the SDGs and announced the update of our study in the largest 100 economies in the world to be released in June 2026.

The Center for Responsible Business & Leadership shares this initiative, recognizing the importance of fostering debate and action around corporate sustainability.

Rethinking Pharma 2026



The Center for Responsible Business and Leadership at Católica Lisbon School of Business and Economics was pleased to see Filipa Pires de Almeida, Executive Director of the CRBL, participating in ReThinking Pharma 2026 Event.

At a time when the pharmaceutical sector is navigating major transformations, from innovation and regulation to resilience, sustainability, and long-term value creation, discussions that bring together

different perspectives have never been more relevant.

The event provided an important space for reflection on the future of healthcare, responsible business practices, and the role organizations can play in building more sustainable and resilient systems.

We are proud to contribute to these conversations and to continue strengthening the connection between academia, business, and society around the future of sustainable leadership.

CEMS Global Citizenship Seminar



Adriana Zani presented the Observatory of the SDGs at the CEMS Global Citizenship Seminar in February 2026

12º Encontro da Rede de Cooperação para a Inovação em ODS na Região de Lisboa e Vale do Tejo



Comissão de Coordenação e Desenvolvimento
Regional de Lisboa e Vale do Tejo, I.P.

Rede de Cooperação para a Inovação em ODS na Região de LVT

12.º Encontro | Universidade Católica Portuguesa - CESOP Local
9 de abril de 2026, 5ª feira, 14h15






Local: Sala de Exposições UCP Lisboa - Sede (2.º piso do Edifício da Biblioteca João Paulo II - Edifício nº 4 selecionado no mapa)

Morada: Universidade Católica Portuguesa, Palma de Cima, 1649-023 Lisboa

Transporte Público: Autocarros: 764, 755 e 768
Metro: Cidade Universitária, Laranjeiras e Jardim Zoológico
Comboio: Sete Rios
GPS: N 38° 44' 51,11"; W 9° 10' 1,84"
Estacionamento: tarifa aplicável
Contactos: E www.cesop-local.ucp.pt T 21 721 4040 / 91 976 1337

14h15 – 14h30 Acolhimento

14h30 – 14h40 Abertura | Em representação da Universidade Católica Portuguesa, Prof. João António, Diretor do Centro de Estudos e Sondagens de Opinião da Universidade Católica Portuguesa

14h40 – 15h20 Apresentação dos Observatórios ODS da Universidade Católica Portuguesa para a Administração Pública e para as Empresas Portuguesas, com partilha de resultados globais da Agenda 2030 na RLVT

- Observatório Autárquico para o Desenvolvimento Sustentável | Joana Abreu, Investigadora, Coordenadora do Observatório Autárquico CESOP-Local para os Territórios Sustentáveis e Professora Convidada no Instituto de Estudos Políticos**
DIVISÃO DE ECONOMIA, INOVAÇÃO E COOPERAÇÃO | 09 ABRIL 2026
- Observatório ODS nas Empresas Portuguesas | Adriana Zani, Project Manager do Observatório ODS, Operations Manager Researcher no Center for Responsible Business and Leadership CATÓLICA-LISBON**

15h20 – 15h40 Apresentação da Sustainable Development Goals (SDGs) and Governance, a common European framework- SDGs Go, Ponto de situação e feedback recolhido no âmbito dos workshops realizados | Dra. Dina Moreira, Chefe da Divisão para a Promoção do Desenvolvimento e Projetos Especiais da Câmara Municipal da Amadora

15h40 – 16h00 Coffee Break

16h00 – 17h15 Balanço da Rede dos ODS na RLVT, Momento de Cocriação Próximos Passos, novos projetos colaborativos a alavancar na Rede | Unidade de Planeamento e Desenvolvimento Regional da CCDR-LVT

Adriana Zani presented the Observatory at the 12th Meeting of the Cooperation Network for Innovation in the SDGs in the Lisbon and Vale do Tejo Region

ESG Week 2026



On April, at ESG WEEK 2026, a session dedicated to the role of reporting in the current context of increasing regulatory demands brought one of the most relevant topics in the ESG universe into the discussion.

Adriana Tomazela Zani, project manager of the Observatory of the SDGs in Portuguese companies, was one of the panelists in the discussion, contributing to a reflection on how reporting can go beyond legal obligations and establish itself as a strategic tool.

Throughout the discussion, the potential of transparency to strengthen credibility, support decision-making, and drive value creation within organizations was highlighted.

The panel also featured Claudia Brites (Altri Group), Daniel Ribas Amaral (Forvis Mazars), and Susana Carvalho (Bondalti), with Marta Rézio (GSI Portugal) serving as moderator.



The discussion underscored the importance of viewing reporting as a driver of sustainability and resilience.

University of Groningen



university of
 groningen

Filipa Pires de Almeida introduced CRBL, and then, Adriana Zani presented the Observatory to students at the University of Groningen at an event organized by Católica-Lisbon SBE.

3.5.

Sharing Knowledge

Communication Strategy

01. Have a Great and Impactful Week! Newsletter

Have a Great and Impactful Week is our weekly newsletter, which has recently reached edition number 352!

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

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

We have on average, 2 836 readers.



<https://clsbe.lisboa.ucp.pt/center-responsible-business-leadership/newsletter>



CATÓLICA-LISBON
CENTER FOR RESPONSIBLE
BUSINESS & LEADERSHIP



Edition 334

Are Family SMEs More Sustainable? What the Evidence Really Says

Written by Liliana Dinis



CATÓLICA-LISBON
CENTER FOR RESPONSIBLE
BUSINESS & LEADERSHIP



Edition 342

Democracy Is Good Business – But It Needs Defending

Written by Matilde Campos da Cruz



CATÓLICA-LISBON
CENTER FOR RESPONSIBLE
BUSINESS & LEADERSHIP



Edition 345

The Sustainability debate has entered a new phase

Written by Filipa Pires de Almeida



Edition 348

Magnifica Humanitas and The Firm

Written by João César das Neves

02. National Media Outlets

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

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



Matilde Campos da Cruz [Ativar alertas](#)

Research Fellow no Center for Responsible Business and Leadership da Católica-Lisbon SBE

Do dizer ao fazer: a nova era da sustentabilidade

A sustentabilidade não pode, e não está, a ser tratada como agenda autónoma, mas como condição de contexto da atividade económica.

05 jun. 2026, 00:01



Felipe Martins - Head of Office and Consultant na CATÓLICA-LISBON, Research Fellow no Center for Responsible Business and Leadership.

20 de Junho de 2026 às 16:00

[Seguir](#)

O novo mapa do poder económico global

Quem define as prioridades coletivas quando parte crescente da capacidade de agir está fora das instituições democraticamente eleitas?

[Adicione como fonte preferencial no Google](#)

Uma reflexão sobre a concentração do poder corporativo, o eixo Estados Unidos-China e os desafios para a sustentabilidade, a Europa e a democracia.

Em 2016, a Oxfam, num estudo também divulgado pela Global Justice Now, "The world's top 100 economies", demonstrou a existência de uma concentração de poder económico entre as empresas mais ricas do mundo.



OPINIÃO DE ADRIANA ZANI

A sustentabilidade convenceu as empresas. Os ODS podem mobilizar as pessoas

16 mar, 2026 · Adriana Zani

VALORES ▾ ÉTICA ▾ RESPONSABILIDADE ▾

VER Valores, Ética e Responsabilidade

Líderes pelo bem comum

Um CEO não motivado pelo lucro é o que gera mais lucro: a ciência já o prova!

O verdadeiro ativismo empresarial nasce da autenticidade e da coerência entre aquilo que a empresa "diz" e "aquilo que faz"

Por **Filipe Pires de Almeida** - Out 17, 2025

Nos últimos anos, temos assistido a um fenómeno crescente: líderes empresariais a pronunciarem-se sobre questões sociais, ambientais ou políticas com grande visibilidade (alguns exemplos são **Larry Fink** da BlackRock, **Howard Schultz** da Starbucks, ou mesmo o português **António Horta-Osório**, do Lloyds Banking Group e Credit Suisse). Por um lado, esta tendência pode refletir um compromisso genuíno com valores éticos e responsabilidade social, por outro, o risco de transformar estas declarações em meras estratégias de marketing — conhecidas como *woke washing* — nunca foi tão evidente.

Muitas transformações dentro das empresas começam com algo simples: uma conversa depois de um evento.

Numa manhã, Pedro, gestor de operações numa empresa industrial portuguesa, sentou-se num auditório da **CATÓLICA-LISBON** para assistir a mais uma edição do SDG Meetings. Já ouvira falar dos **Objetivos de Desenvolvimento Sustentável (ODS)**, mas naquele dia algo lhe chamou a atenção: a ideia de que aqueles 17 objetivos globais podiam servir como um mapa para organizar muitas das iniciativas que a sua empresa já realizava, desde projetos de eficiência energética até programas de apoio às comunidades.

No regresso ao escritório, Pedro decidiu partilhar a ideia. Pediu alguns minutos numa reunião da Direção Executiva e apresentou os ODS como



4.

Our Team

Our team



Filipe Santos
Academic Director



Filipa Pires de Almeida
Executive Director



Adriana Zani
Operations Manager and Researcher



Matilde Campos da Cruz
Researcher



Mafalda Sarmiento
Researcher and Consultant



Malini Subhas
Communications Intern



Felipe Martins
Researcher



Philippa Kuhlmann
Research Intern



Angela Lucas
Advisor



João Cotter Salvado
Scientific Advisor



Nuno Neto
Executive in Residence



Maria João Teixeira
Consultant



Vasco Mano
Consultant



Filipa Lancastre
Research Associate



Nuno Matos
Research Associate

Our Advisory Board

Filipe Santos – Dean of Católica-Lisbon SBE

Nuno Moreira da Cruz - Católica-Lisbon SBE

João Cotter Salvado - Católica-Lisbon SBE

Silvia Barata – BP

Helena Tomázio – BP

José Pena do Amaral – Fundação la caixa

Ana Feijó – Fundação la caixa

Patrícia Liz - ACEGE

João Pedro Tavares

Nuno Gonçalves – IAPMEI

Cláudia Coelho – PwC

Rita Nabeiro – BCSD

Mariana Ribeiro Ferreira – GRACE

Luis Laginha de Sousa – CMVM

Margarida Couto

João Meneses

Our Sounding Board

Pedro Neves – Global Solutions

Sofia Fernandes – Evolution

Mario Parra da Silva – UN Global Compact

Paulo Câmara – UCP

5.

Final Message

A message from our Dean

At Católica-Lisbon SBE, we believe that businesses are a powerful force for good in society and a key driver of economic and social progress. We also believe that many of the important sustainability issues that our world faces can be more effectively addressed with the active engagement of companies. As a leading business School in Europe and a pioneer in sustainability and impact in Portugal, we have a special responsibility in driving forward the agenda of responsible business and leadership. We do so by developing knowledge, educating leaders, and acting in partnership with companies in the pursuit of a stronger, more sustainable, and more inclusive society.

The Center for Responsible Business and Leadership, launched at Católica-Lisbon SBE in 2019, has been driving our sustainability agenda. Inspired by SDG 17 of Partnerships for Impact and acting as catalysts for new projects and collaborative efforts, the Center's dedicated team has been an internal and external driver of innovations for sustainability.

Internally, the Center has helped our School and University make progress in embedding sustainability in our key activities and operations, including improved practices, inspiring new courses, and innovative research projects. Noteworthy is the leadership of the SDG Courses cross-school initiative of the University, which received international awards. Externally, the Center has made Católica-Lisbon the leading business school in Portugal by working closely with companies to articulate the business case for sustainability, inspiring the practice of responsible leadership in the Portuguese corporate sector. Noteworthy is the Observatory for the SDGs in Portuguese Companies, considered by the UN one of the best academic projects in the world on SDGs, with a strong focus on helping Portuguese companies advance their sustainability strategies.

The Center continues to drive an agenda of research on organizational purpose,

strategy for impact, and responsible leadership practices. And it continues to inspire a growing network of sustainability champions in Portuguese society, inspired by its curated weekly message "Have an Impactful Week", which is read by thousands of executives.

The important initiatives and projects developed by the Center during the 25-26 academic year are synthesized in this report. I would like to thank the extraordinary team of the Center, under the leadership of Filipa Pires de Almeida, for their passion, dedication, and engagement to make the world a better place and Católica-Lisbon a more impactful School. Also, a thank you to all the sponsors and partners of the Center for their commitment to sustainability and impact.

In the challenging geopolitical context we are living, it is critical to nurture an ecosystem of willing, courageous, and capable champions for positive change. This ecosystem needs to engage academia, corporations, the social sector, and innovators. The Centre is well-positioned to continue driving this agenda and ecosystem, advancing the quest of Católica-Lisbon SBE to Achieve Greatness.

With my best regards,



Filipe Santos

Academic Director, Dean of Católica Lisbon SBE

Acknowledgments

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

Founding Partners



Sponsors

