

Nova SBE Road to Impact Report

2022





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Road to Impact Report

This is the 4th edition of the Nova SBE Road to Impact Report. To draw a holistic picture of our school's engagement, this is the 2nd edition where we merged the Impact Report and the Research Report in the Road to Impact & Research Report since one can't live without the other at Nova SBE. Why? Research & Knowledge is one of the four leavers of our impact, which has been in the school's research DNA since the very beginning, being our driver and our main force to contribute positively to society with applicable knowledge that can improve people's lives.





1. Executive Summary

PRME Principle 1 – Purpose

We will develop students' capabilities to be future generators of sustainable value for business and society at large and to work for an inclusive and sustainable global economy.

1. Executive Summary

The 4th edition of the *Road to Impact Report* highlights our sustainability progress according to the definition of Impact Nova SBE adopted and adapted from the United Nations Sustainable Development Group, as referred to in our last edition:

Impact describes an effect on identifiable population groups, produced directly or indirectly, intended or unintended, by an individual or an organization. As a multidimensional concept, these effects can be of various types, namely economic, socio-cultural, environmental, or technological. Particularly, positive impacts shall have a relationship to the Sustainable Development Goals - internationally-agreed development goals and commitments to international conventions and treaties. - UN Development Group, Nova SBE's adapted definition of impact

Accordingly to our definition of Impact, Nova SBE adopted the Sustainable Development Goals (SDGs) as our universal code regarding how our school addresses impact, not only due to their universal understanding but also due to our role in disseminating them. Therefore, the SDGs are the main language of our report.

The Road to Impact Report is organized according to the four major leavers of action of Nova SBE described in the Impact Model defined in 2021 - a framework that, inspired by PRME principles, embeds the principles and values of sustainability into these four areas, and measures our community's contribution

towards the SDGs and towards meaningful, inclusive, and sustainable solutions that can transform the world, developed upon the pursuit of achieving our mission for a better and sustainable future.

The report is also structured according to the PRME Principles, an initiative from the UN Global Compact that Nova SBE joined in 2013, which aims to promote knowledge sharing regarding good sustainable practices across business schools. Nova SBE is one of the two Portuguese business schools which have joined this initiative, expressing its conviction that higher education institutions integrating universal values into curriculum and research can contribute to a more sustainable and inclusive global economy and help build more prosperous societies.

Aligned with the PRME Principle of Purpose, "*We will develop the capabilities of students to be future generators of sustainable value for business and society at large and to work for an inclusive and sustainable global economy*", this year's edition describes our school's contribution towards sustainable development, which we define as the economic progress that is socially inclusive and environmentally sustainable. We've adopted our official Impact language, the SDGs, and evaluated our compliance to universal frameworks as the GRI Standards to map out this progress.

Contrary to previous editions, this is the first edition where the Road to Impact Report looks at the respective civil year (2022).



With over 40 years of existence, Nova SBE has a long journey as a school who continuously strives to be a School for a Better and Sustainable Future. This mission is twofold: we want our Community to critically reflect upon the future we are heading into, whilst honing the tools and skills to shape that road ahead both active and positively.

As we live through times where we approach dangerous tipping points and inequalities are on the rise, making a radical shift towards a sustainable development is ever more pressing. For that, we remain committed to playing our role in what is known as the Decade of Action. Not only as a university, but as each individual who sets foot at the Carcavelos campus.

To that end, we will continue working towards a more collaborative future, co-creating projects that address this century's challenges with local communities, CSOs, philanthropic entities, governmental bodies and corporations. At the same time, we remain committed to leveraging our academic programs, research, community engagement and operations to have sustainability at their core. Overall, to be an accelerator for a sustainable future: that is our role. Hopefully this report will encourage you to find yours.

DANIEL TRAÇA
Dean of Nova SBE



Sustainable Development is at the top of everyone's agendas: civil society, governments, public and private institutions, and corporations. And why? We need to have the conditions for ten billion people living in 2050, to be carbon neutral in the same year and grow sustainably. As such, the move towards a collaborative society is gaining ground due to increasing legislation backed by decades of scientific research and activism, emerging markets and business opportunities. As an academic institution with a pivotal role in the education of future leaders, it is our responsibility to empower these different generations with tools and skills for active and impactful citizenship intertwined with a sustainable and future-proof career.

Leading by example, our school is committed to promoting sustainable development, having taken numerous steps over the past years to place sustainability at the core of our education, research, partnerships, and operations. We actively engage in different spaces and initiatives promoting sustainable development, such as the United Nations Global Compact, the Sustainable Development Goals, or the European

LUÍS VEIGA MARTINS

Associate Dean for Community Engagement & Sustainable Impact

Alliance for Sustainable Universities. Aiming to create a ripple effect within our community and beyond, we continue to be an active signatory of the United Nations' Principles for Responsible Management Education (PRME), represented by our sustainable impact department. Therefore, this report is a source of pride and a unique monitoring tool. It allows us to track how our campus and its different stakeholders are evolving to reach our sustainability targets and our ability to foster dialogue and knowledge on the topic, inspiring our community to understand their role to play.

The solid inner culture of being an open community allows Nova SBE to generate this knowledge and momentum from our external partnerships and mainly from our faculty, staff, and students, whose active engagement and critical minds push the school's standards and ambition toward ever-increasing levels.

We are entirely motivated to continue this journey for and with our community – because we all have a role to play.



1.1. Our commitment to the world

NOVA SBE: A COMMUNITY WITH A ROLE TO PLAY AND AN IMPACT-DRIVEN SCHOOL INSPIRING AND CONTRIBUTING TO SUSTAINABLE DEVELOPMENT AND RESPONSIBLE MANAGEMENT

A SCHOOL OF BUSINESS AND ECONOMICS... AND MUCH MORE.

Nova SBE is on a mission to be a community dedicated to the development of talent and knowledge that impacts the world. We understood our role from the very beginning of our journey. And for the past 40 years, we have committed to participating in the positive transformation of our world by fostering dialogue and action, disseminating knowledge, launching innovative projects, supporting organizations' transformation, and leading by example, as responsible citizens. This is our way of being at the forefront of change.

Being committed to our role to play towards a better and sustainable future means embracing sustainability at its core, providing a blueprint for our future leaders to reach for peace, prosperity, and a human-ecosystem equilibrium now and into the future.

SUSTAINABILITY AT NOVA SBE

Sustainable Development was, in 2022, under the supervision of the Associate Dean for Community Engagement & Sustainable Impact, and it was implemented by its Sustainability and Impact team. This is also the team managing PRME and other commitments toward sustainable development. The interdisciplinarity of the area naturally activates synergies with numerous Nova SBE areas, from Pre-experience to Executive Education & Business Transformation, from Corporate & Alumni to Careers @ Nova SBE, and from People & Culture to Faculty Affairs.



Sustainable impact as a mission

Our mission is to be a community dedicated to the development of talent and knowledge that impacts the world.

Our vision is to build a School for a Better and More Sustainable Future.

Our action is the product of our activity levers and our community engagement, the driving force for impact and tangible change.

Our impact is to address the challenges of humanity, framed in the Sustainable Development Goals.

As PRME and UN Global Compact members, we shall naturally integrate its principles in this language of impact.

Nova SBE developed its own **Impact Model**.

Our values reflect how positive change is important for the school, being directly related to being an active member of our global community:

- **Rigor** - Excellence in all school activities, from students' admissions to academic analysis, research, and school management.
- **Impact** - Commitment to transform the world in responsible and inclusive ways.

- **Worldliness** - Eager to work with everyone who strives for positive change and to create cross-cultural synergies. An open attitude that enhances diversity in all of its dimensions.



SDG Journey

Sustainability has always been in the school's DNA. When the school moved to the new campus, Nova SBE started the SDG Journey to deliver the 2030 promise and to make sure that its efforts in delivering meaningful positive impact have a significant contribution. The first steps of the journey, developed between 2020 and 2021, included - actions that the school continues to perform:

- Provide SDG-training workshops for our staff;
- Organize specific activities and surveys related to the SDGs during the welcoming weeks for Bachelor's and Master's students;
- Map the syllabi from all academic levels to see which were raising awareness on at least one SDG. This led to the inclusion of a specific section highlighted "course-impact relation" in each course syllabus;
- Map our Faculty's research in relation to the SDG Agenda;
- Develop our Impact Model to which we are accountable and measure our contribution to sustainable development;
- Launch our biggest call to action - the Role to Play.

In 2022 the school continued its SDG Journey through the launch of new courses and other school offerings 100% related to the Sustainable Development Goals, continuing to generate relevant and purpose knowledge through our outstanding faculty and researchers and by keeping educating our internal and external community towards a more sustainable way of life through active dialogue and other community projects as inspiring examples.





Walk the Talk

The school has embedded Walk the Talk into its strategy, which reflects our actions towards the Planet, People, and Governance. A description of established procedures at Nova SBE until 2021 can be found on our [Sustainability page on our website](#) and in the previous report's edition. This year's initiatives focused on establishing strong governance through reporting, transparency, and monitoring of the well-being of our people and on preparing our roadmap for carbon neutrality with the calculus of our baseline. These actions are described in the report but are more concentrated in the last chapter, "Organizational Sustainability".



Community engagement on sustainability

Whether to inspire, teach or involve, we are all together for sustainable development. That is why Nova SBE develops projects with students, staff, or external institutions to be active members of sustainable development.

In 2022 we started new projects and programs such as Girls 4 Girls, a mentoring program that teaches successful women in their professional careers how to be a mentor for younger girls/women. This program was developed at Harvard, and it was implemented in Portugal for the first time this year at Nova SBE. We also launched the SDG Ambassadors' Program as an incentive for students to be active citizens toward

the SDGs. This is also a way to hear our students and realize what is most important for them regarding sustainability issues. Other projects with civil society will be shared during the report.



Partnerships

Together, our impact is greater, and we grow from the partnerships we establish. In 2022, Nova SBE strengthened its commitment to:

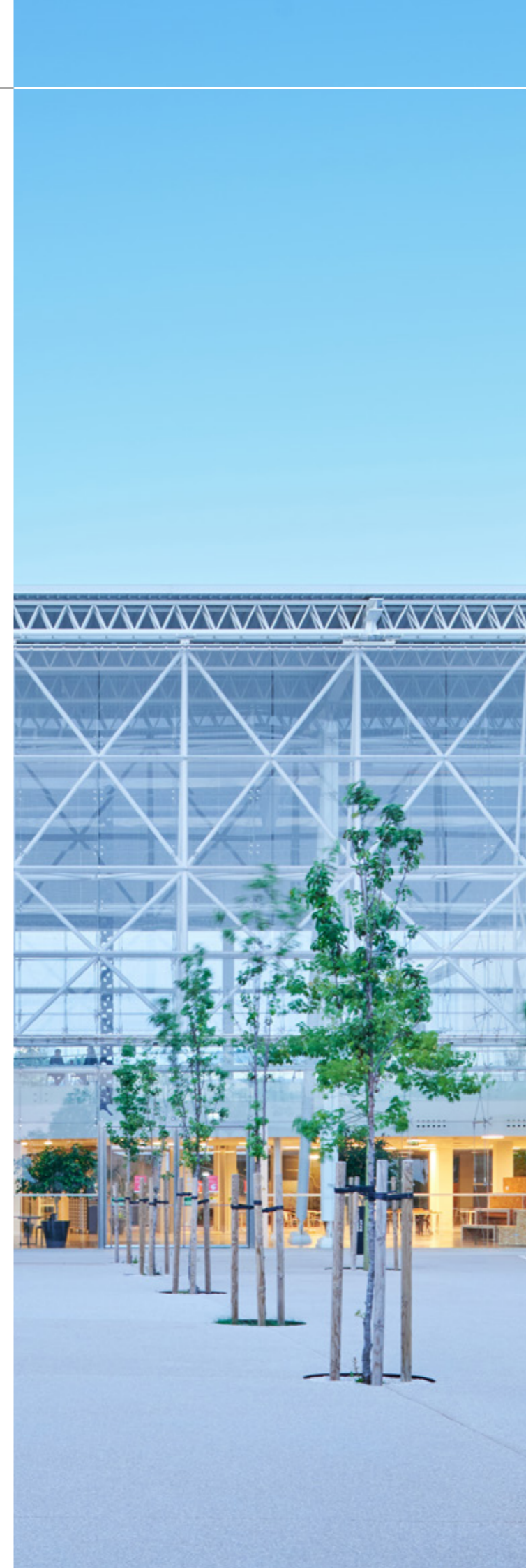
- PRME, leading the way in implementing a 2022-2025 strategic plan;
- GRACE, by joining another impactful cluster, helping create and sharing knowledge regarding volunteer and impactful activities;
- Ellen MacArthur Foundation, to improve and contribute to a circular economy as one of the profiled Universities;
- PIR, the Positive Impact Rating that Nova SBE joined in 2022 and that reflects the student's perspective of sustainability at Nova SBE;
- United Nations Global Compact (UNGC), having performed an individual assessment to diagnose Nova SBE's point of situation according to the four areas UNGC values the most.



Dialogue

With the goal of empowering future and current leaders, part of the school's culture is to foster discussion and knowledge dissemination and share relevant global topics. Hence, in 2022 the school hosted important events on the hot topics of sustainability and impact, such as:

- Nova SBE Well-being Week, in February, where the school promoted well-being among the Nova SBE community – staff, faculty, and students - by providing, through a diverse program, important information and tools for a healthy lifestyle and sustainable mental health;
- Sustainability Journey, in June, a set of different initiatives and sessions for Nova SBE's internal community to learn more about how to be active on these matters and to be aware of how the school is contributing;
- Estoril Conferences, in September, with well-known global speakers from more than 30 nationalities around the world;
- Green Fest, in September, focused on Regenerative Circular Economy;
- Inclusive Talks, in October, where the Inclusive Community Forum presented the latest advancements in employability and education;
- SingularityU Portugal Summit: Supermassive, in October, being a starting point to a transformational journey, where leaders and decision-makers got inspired by internationally renowned speakers to shift to an exponential mindset and hack the future.



1.2. Lifelong Learning

PRME PRINCIPLE: METHOD

Nova SBE is focused on delivering education of excellence to all of our stakeholders and is simultaneously contributing to SDG 4.7, ensuring that all learners acquire the knowledge and skills needed to promote sustainable development.

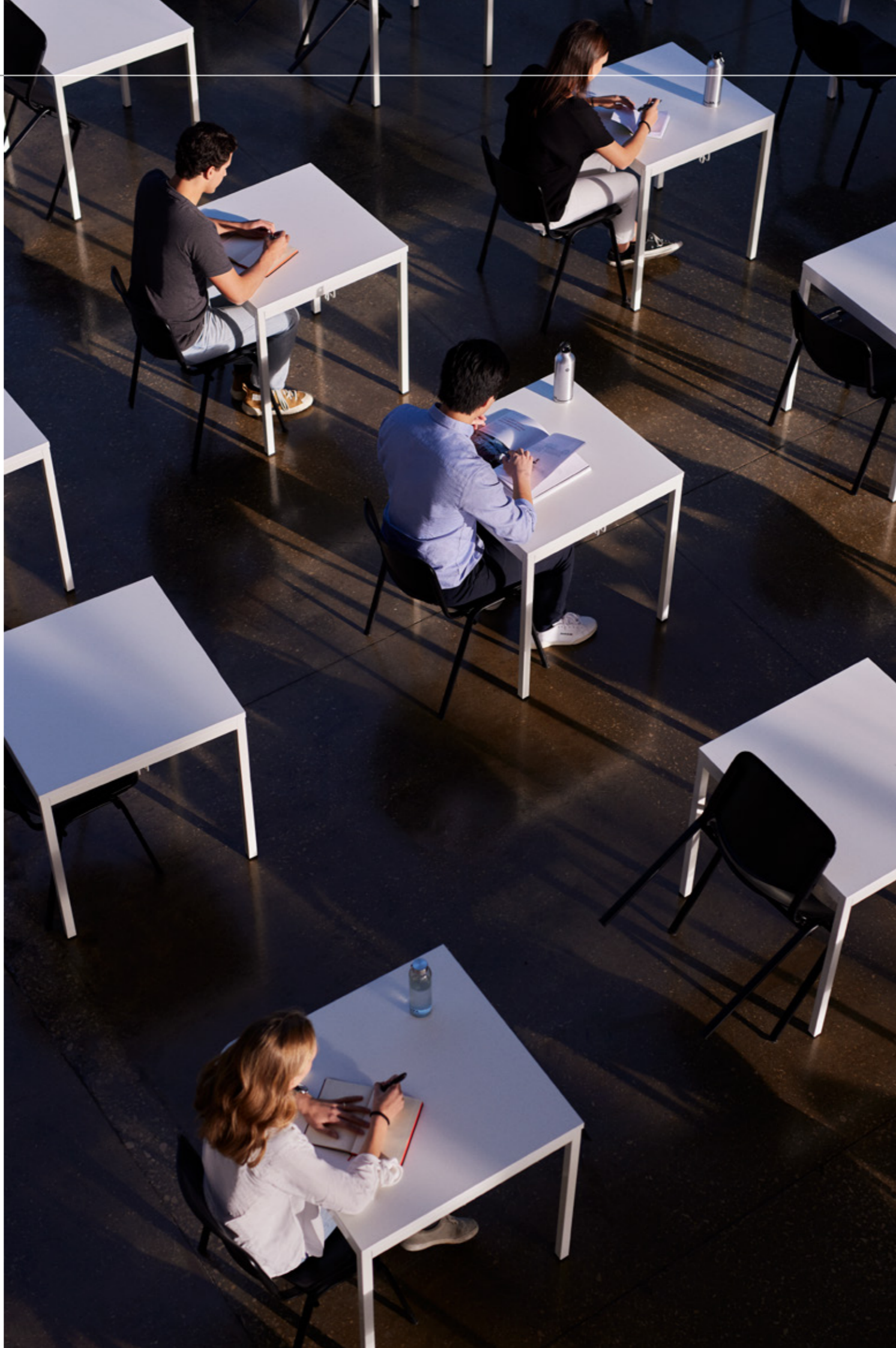
OUR AMBITION TO IMPACT

To inspire learners through knowledge and experience to pursue careers that contribute to sustainable development.

WHAT IS BEING DONE

Nova SBE offers Bachelor's, Master's, and PhD Programs and Executive Education courses, leading in the fields of Business Analytics, Economics, Finance Impact, Entrepreneurship & Innovation, International Development & Public Policy, and Management. Recently, Nova SBE launched its first generation of Executive Master's programs, aligned with today's needed competencies – Advanced in Management, Finance & Financial Markets, Innovation & Entrepreneurship, Leadership, and Marketing & Strategy.

Since 2020, Nova SBE has been applying the SDGs as our universal language, not only as an awareness strategy but also as a way to communicate how the school educates toward sustainable development. As part of this strategy, the school has been mapping all SDG-related curricula, including on the syllabus how courses are contributing to sustainable development (in the "Course Impact Related" section) and creating new courses or educational initiatives 100% focused on disseminating knowledge and results toward the SDGs.



At Nova SBE, we aim to develop global and responsible citizens with the skills of the future that the world demands – not only rigorous and analytical but also empathetic and servant – which is reflected in our offer to students.

SDG across the curriculum

BACHELOR'S:

21 SDG-related courses (out of 41 analyzed courses)

- SDG 4.4 – 3 courses
- SDG 8 – 10 courses
- SDG 1, 3, 9, 13 – 2 courses
- SDG 10 – 4 courses
- SDG 16 – 8 courses
- SDG 17 – 7 courses
- SDG 2, 5, 6, 7, 11, 12, 15 – 1 courses
- All – 2 courses

1 new course covering all SDGs

Relevant examples include:

- Careers with Impact (**new!**)
- Communication, Leadership, and Ethics
- Entrepreneurship
- Global Business Environment
- Managing Impactful Projects
- Organizational Behavior

MASTER'S:

96 SDG-related courses (out of 195 analyzed courses)

- SDG 1, 4, 7, 11 - 4 courses
- SDG 2, 6 - 2 courses
- SDG 4.4 - 3 courses
- SDG 5 - 5 courses
- SDG 3, 13 - 6 courses
- SDG 8 - 29 courses
- SDG 9, 16 - 21 courses
- SDG 10 - 10 courses
- SDG 12 - 7 courses
- SDG 14, 15 - 1 courses
- SDG 17 - 20 courses
- All - 15 courses

10 new courses covering SDGs:

- SDG 3 - 2 courses
- SDG 5 - 1 courses
- SDG 7 - 1 courses
- SDG 8 - 3 courses

- SDG 9 – 2 courses
- SDG 10 - 1 courses
- SDG 11 – 1 courses
- SDG 12 - 1 courses
- SDG 13 - 2 courses
- All – 3 courses

Relevant examples include:

- Applied Sustainable and Responsible Finance
- Advanced Topics in Human Resources Management
- Applied Social Entrepreneurship
- Better Marketing for Consumer Well-being **(new!)**
- Business Models for Sustainability
- Circular Economy: Eliminate, Circulate, and Regenerate **(new!)**
- Corporate Social Responsibility
- Cross-cultural issues for marketing
- Data Science and Innovation for Impact **(new!)**
- Design Thinking for Social Innovation **(new!)**
- Diversity and Inclusion **(new!)**
- Economics of Health & Health Care
- Energy and Climate Change **(new!)**
- Entrepreneurship with Impact
- Environmental Policy
- Evidence-based practices for well-being
- Fundamentals on Environment and Sustainability **(new!)**
- Impact Makers **(new!)**
- International Migration
- Leadership and Change Management
- Leadership Insights & Paradoxes
- Leading social enterprises with an impact on international development
- Management of Non-Profit organizations
- Organizing for Good in the digital age **(new!)**
- Sustainable Finance
- Sustainable International Business
- Sustainable Operations
- Sustainable Smart Mobility
- Talent Development
- Wicked Global Leadership
- Work and Family **(new!)**

PHD:

- 9 SDG-related courses (out of 24 analyzed courses) covering SDGs:
- SDG 3, 4, 5, 6, 7, 10 - 1 courses
 - SDG 4.4 - 3 courses
 - SDG 8 - 2 courses
 - SDG 13 - 2 courses
 - SDG 16 - 2 courses
 - SDG 17 - 3 courses

Relevant examples include:

- Advanced topics in economics (development)
- Advanced topics in economics (environmental)
- Advanced topics in economics (labor)
- Advanced topics in economics (macro)
- Corporate Finance
- Econometrics II
- Exemplary research
- Macroeconomics / Microeconomics
- Organizational Theory
- Social Behavior

EXECUTIVE EDUCATION

- 39 SDG-related programs (out of 56 analyzed programs) 10 new programs covering SDGs:
- SDG 2 and 12 – 1 program
 - SDG 4 – 1 program
 - SDG 8 - 7 programs
 - SDG 9 – 4 programs
 - SDG 17 - 1 program
 - All – 2 programs

Relevant examples include:

- Postgraduate program in Data for Business **(new!)**
- Servant leadership **(new!)**
- Postgraduate on sustainable development **(new!)**
- Agribusiness **(new!)**
- Executive Master's in Leadership **(new!)**
- Executive Master's in Innovation & Entrepreneurship **(new!)**
- Adam's Choice
- Effective Leadership

- Paradigm Shift
- Postgraduate program in Talent & People Management
- Sustainable Finance
- Women's Leadership Program

SPECIAL OFFERINGS

As a pioneer school that aims to provide an education of excellence to its community, the school has delivered and developed different opportunities for knowledge construction and for students to develop complementary skills through practical and real challenges of the working sphere. In 2022 most of these offers were focused on global challenges developed to generate and strengthen the future impact leaders of tomorrow.



Examples of these are modules and challenges with companies and social organizations, which in 2022 concerned SDGs 4, 8, 9, 10, 12, 13, and 17.



Access to education

In 2022 the school increased the number of scholarships given to students, with a total of 380+ attributed scholarships.



Alumni network

2022 was also a year focused on internationalization and network maximization. Being an open community, Nova SBE has always involved its Alumni in the school's strategy. However, after the global pandemic, 2022 was crucial to boost and maximize the Alumni's network through the launch of the Alumni chapters, events for

knowledge-sharing, networking, and dissemination of opportunities for Alumni.



Nova SBE Role To Play and Certificate of Active Citizenship

In 2020 Nova SBE launched the Role To Play platform, whose main goals are:

- Communicate how the Nova SBE community is contributing to Sustainable Development;
- To motivate others to join these initiatives;
- To inspire and educate on how we can contribute to social impact and sustainable development.

In 2022, the platform collected the following:

- 43 Impactful Stories
- 31 Interviews
- 130 Opinion Articles
- 18 Podcasts
- 106 Projects
- 135 Research Insights
- 27 Webinars

In 2022, this platform launched the Role To Play - Get Involved, which intends to generate active contributions for everyone's "role to play", offering a bank of initiatives where community members can find and register to participate in current projects or propose their own.

Being mandatory for Bachelor's students (and open to all Nova SBE's community), since this platform was launched, it monitors all the volunteer activity of each member, so at the end of each academic year, participants get their Global Commitment CV, with their measured contribution to the UN SDG. Moreover, through this platform, the Certification of Active Citizenship is attributed to those who accomplish a given number of volunteer hours.

In 2022, 160 Bachelor's students and 125 Master's students received this certification.

1.3. Research & Knowledge

PRME Principle: Research

To Nova SBE, academic knowledge is fundamental for a well-managed transition to sustainable development. Our school seeks to provide research and analysis in the fields of business and economics that offer public and private organizations actionable solutions and cutting-edge thinking to address humanity's challenges.

OUR AMBITION TO IMPACT

We aim for our research to provide innovative insight into sustainable challenges for the academic community, policymakers, and managers.

WHAT IS BEING DONE

Nova SBE integrates the three basic disciplinary areas of the School – Economics, Finance, and Management – and all its researchers into a single Research Unit with a cross-disciplinary orientation.

Research Highlights, in 2022, we showcase:

- “The global impact of coastal water contamination on economic development” by **Alex Armand**, professor at Nova SBE, which brought to Portugal the first grant from the **European Research Council (ERC) in Economics**.
- The **EQUALNovaERA** project is Nova SBE's most recent ERA Chair, which will position our school as a European reference in research on Inequality.
- Fundação "la Caixa", BPI, and Nova SBE renewed the **Social Equity Initiative** partnership until 2024. This 2.2 million euros project was created in 2019 to boost the social economy sector in Portugal through research and training developed by specialized academic teams.

Our 2022 research touched on 7 of the 17 Sustainable Development Goals (SDGs). We are proud of our achievement.

The Nova SBE Knowledge Centers' main activities focus on developing research, helping cross-fertilize applied and fundamental research, academic programs, and executive education. Our research Labs support faculty in their research and enhance knowledge co-production. This Report showcases that most of the outputs produced across the nine Nova SBE Knowledge Centers and one Nova SBE Research Lab are contributing to sustainable impact in each area of expertise.

Some examples include:



From January to June 2022, the **Nova SBE Data Science Knowledge Center** offered a series of free workshops to foster the knowledge of Social Impact Organization on how to leverage their data for decision-making.



The **Nova SBE Economics for Policy Knowledge Center** published the “Climate Policy in an Unequal World: Assessing the Cost of Risk on Vulnerable Households” (Pedro Brinca).



The **Nova SBE Economics of Education Knowledge Center** studied the indicators that show how socioeconomic inequalities translate into inequalities in school results, identifying and evaluating the importance of several factors in explaining the differences between municipalities. “From social inequalities to school inequalities in Portuguese municipalities”.



In 2022, the **Nova SBE Environmental Economics Knowledge Center** communicated the future launch, with other partners, of the Ocean's School, an educational program that will be focused on the development of a sustainable blue economy.



The **Nova SBE Finance Knowledge Center** continues to work on its project of Finance for All, a financial literacy program that contributes to increasing levels of financial literacy in Portugal, supporting families and the development of the country.





The **Nova SBE Health Economics & Management Knowledge Center** developed a research project focused on Community Mental Health Teams, which is expected to modify the way mental health is provided in the Portuguese health system, namely for patients with SMI.



The **Nova SBE Open & User Innovation Knowledge Center** was created in 2022, and it brings together leading researchers and practitioners to produce and disseminate research-based knowledge in innovation management and, more specifically, open, user, and patient innovation and entrepreneurship. It contributes to the Patient Innovation Bootcamp, an acceleration program that aims at supporting patients, informal caregivers, and collaborators so that they can implement and scale up their innovative solutions developed by themselves to help them cope with their health conditions.



The **Inclusive Community Forum** is an initiative led by the **Nova SBE Leadership for Impact Knowledge Center**, dedicated to the lives of people with disabilities to promote a more inclusive community, focusing on two main topics: the employability and education of people with disabilities. In 2022, it started the implementation of providing parking spaces for people with disabilities in the Campus surroundings and installing new automatic doors.



The **Nova SBE NOVAFRICA Knowledge Center** developed a research project that intended to analyze the global impact of coastal water contamination on economic development (Alex Armand).

Nova SBE offers solid advanced training and a vibrant research environment for doctoral students.

PhD Programmes are in Economics & Finance, Management, and Tropical Knowledge and Management.

In 2022, it was clear how research is aligned with the challenges of sustainability.



1.4. Societal Transformation

PRME Principle: Partnership and Dialogue

It is part of the school's DNA to have systematic engagement with its surrounding community, having a strategy for stakeholder engagement and partnership management process. Starting with the students' clubs which represent the will of our students to be active members of our society, or the school's Institutes, which focus on strategic areas that contribute to community development, followed by the relations we develop with different entities of the civil society to support them as well as their mission, Nova SBE is keen on acting as a meeting point for societal forces.

OUR AMBITION TO IMPACT

Long-term success is when we activate multi-stakeholder engagement for the sustainable development of our territory and worldwide.

WHAT IS BEING DONE

Beyond Knowledge Centers, several groups come together to work towards a common purpose, whether they are institutes, forums, hubs, labs, student clubs, or initiatives. Nova SBE's role is also to empower its community to join and launch those, providing the resources available for its success.



STUDENT CLUBS

55% of student clubs reported sustainability-related initiatives in this report. These include 40+ pro-bono consulting projects for non-profits and hybrids and over 50+ initiatives launched to our community, including opinion articles, events, and podcasts.

INSTITUTES

NOVA SBE | HADDAD ENTREPRENEURSHIP INSTITUTE



The **Nova SBE Haddad Entrepreneurship Institute** is responsible for further developing education, research, and support for the entrepreneurial ecosystem. In 2022, more than 120 start-ups engaged with new initiatives launched, including opening the Institute's coworking space, a meeting point between students, startups, mentors, researchers, investors, and all the startup ecosystem actors.

NOVA SBE | WESTMONT INSTITUTE OF TOURISM & HOSPITALITY



The **Nova SBE Westmont Institute of Tourism & Hospitality** leads the development and promotion of management education in hospitality, tourism, and all service management-based industries. In 2022, 59 students joined the Master's in Management area of expertise in Hospitality and Service Management. In 2022, the Institute was a finalist in the Hospitality Education Awards 2022 in the category of Best Educational Project, a Forum Turismo initiative.

ACADEMIC PARTNERSHIPS



The **Calouste Gulbenkian Foundation** partnership in the impact field creates several opportunities for long-term organizational transformation – examples include the executive program to encourage leaders from different activity sectors to bring sustainability to the core of organizational dialogue and action (Paradigm Shift), the launch of a new Master's in Impact Entrepreneurship & Innovation, the development of academic research, and the offering of scholarships to students, SMEs, and social organizations.

NOVA SBE INNOVATION ECOSYSTEM



The **Nova SBE Innovation Ecosystem** is a meeting point to forge partnerships with a shared vision on five verticals: sustainable finance, smart cities & communities, health & well-being, space, green & blue economy, hospitality & customer journeys.



DIALOGUE

At Nova SBE, we believe in disruption as the driver for educating new generations of socially responsible

leaders and as an opportunity to reimagine the future. Our community is committed to fostering dialogue, disseminating knowledge, launching innovative projects, supporting organizations' transformation, and co-leading the action.

Some examples of events hosted at Nova SBE

Estoril Conferences

- 2000+ in-person participants
- 2000+ online attendees
- 50+ purpose-driven partners
- 100+ impactful speakers
- 4 parallel events at other CEMS Business Schools

Nova SBE Sustainability Journey

- 1500+ participants
- 50+ initiatives
- 50+ speakers
- 4 International events
- 3 Different journeys
- 8 Knowledge Centers

Green Fest

- Partners involved: Over 1500
- Number of days on campus: 3



SDG AMBASSADORS' PROGRAM

As an attempt to empower our students to listen and to learn from them, in 2022, Nova SBE launched the SDGs Ambassadors' Program, through which groups of students implement initiatives at the school towards specific SDGs. An example of projects' launched was the one concerning SDGs 3 and 5, through which feminine hygiene products are offered at the school (in four female bathrooms), aiming for more gender equality and well-being of the girls and women at our school.

1.5. Organizational Sustainability

PRME Principle: Values

The school has been investing in developing mechanisms to disseminate policies, guidelines, procedures, or criteria for sustainability or social responsibility for faculty, researchers, and staff.

OUR AMBITION TO IMPACT

To foster a sustainability-driven culture and operations, promoting accountability to our community.

WHAT IS BEING DONE

Nova SBE is focused on contributing to SDG 4.7, ensuring that all learners acquire the knowledge and skills needed to promote sustainable development. By educating by example, the school is focused on fighting for its vision of a sustainable and better future by walking the talk and improving its sustainability blueprint as an organization, considering the ESG factors.



Strong Governance

That is why in 2022, the school invested in transparency and reporting, joined the Positive Impact Rating (with a classification of 4 in 5), realized a UNGC assessment with the support of their Self Assessment Tool to diagnose our performance across Human Rights, Labor, Environment and Anti-Corruption, and started developing our impact dashboard to easily measure sustainability and impact indicators.

The school has also embedded the SDG language in its communication – internally, in all its newsletters, and externally in the sustainability segment on social media, website, press releases, and social media posts.

Additionally, the school partnered with Girls 4 Girls and intensified its contributions to the PRME agenda for 2022 – 2025, as well as its presence in GRACE's cluster, to work on impactful topics for the sustainable development of our society.



Our People

Our students, staff, faculty, and researchers are at the center of everything we do. As such, the school develops many initiatives to improve their satisfaction and well-being.

In 2022, Nova SBE focused on improving the well-being of staff with initiatives regarding recruitment, onboarding, international mobility, feedback and evaluation, training and development, and many others. This year's initiatives were developed accordingly to the staff's feedback collected at the end of 2021.

2022 was also a year dedicated to Diversity & Inclusion at our school, and that is reflected in students now being able to choose to be addressed by their preferred name.



Our Planet

Due to the localization of our campus, we are focused on reducing the emissions and negative impact on the planet caused by our community. In 2022, we prepared our roadmap into carbon neutrality through different initiatives (for instance, baseline calculus, emission monitoring, coastal cleaning, microgreens kits, and others). In the context of Cascais Smart Pole, we also started to prepare Bairro São Gonçalo to contribute to the decentralization of energy production and improve the % of energy autonomy due to renewable energy.



2. Lifelong Learning

PRME Principle 3 - Methods

We will create educational frameworks, materials, processes, and environments that enable effective learning experiences for responsible leadership.

2. Lifelong Learning



Nova SBE's continuous path towards providing a holistic education for responsible leaders of the future mobilizes the joint efforts of faculty, practitioners, companies and NGOs, students, and different areas of the school's operations to create a community where the major issues the world is facing today are studied, discussed and acted upon.

To capture these issues, such as environmental sustainability, poverty, migrations, diversity, equity, and inclusion, a truly multidisciplinary approach is offered, including faculty and

practitioners from economics, finance, environmental engineering, marketing, operations, data analytics, strategy, and people management. Students can customize their academic curricula to fit their professional and personal goals and therefore be fully aligned with a purposeful and ethical life that impacts the world.

Our Bachelor's and Master's programs are the embodiment of our journey toward a Better and Sustainable Future, and I am extremely grateful to all that coordinate it and make it real.

RITA CUNHA
Associate Dean for Pre-Experience Studies



Nova SBE aims to be a community dedicated to developing talent and knowledge that impacts the world. Nova SBE Executive Education also wants to establish a culture of impact for a more equitable, sustainable, and peaceful world. Our massive transformative purpose is to impact a million people's lives through outstanding applied lifelong learning to accelerate a better and sustainable future.

To achieve this, we have adapted our portfolio to accommodate topics related to the Sustainable Development Goals, which guide our vision. We have developed two programs dedicated to

MARTA PIMENTEL
Executive Education Director

diversity and women's leadership – Promova and WLP –, a Post-Graduation program on Sustainable Development and an intensive program on Sustainable Finance.

Our purpose is to spread our mission and commitment to sustainability to our community and the rest of the world. We want to give executives the most updated knowledge and the best learning experiences on the topics that can really impact their companies and society. All and all, we are walking towards making this school an open ground for a new way of learning, sharing, and growing together.

2.1. SDG across the curricula

Nova SBE is in a unique position to reach thousands of learners in different stages of their lives. Thus, it is our duty to support as many learners within our sphere of influence with the knowledge, skills, and mindsets to address the SDG through their current or future roles.

Our commitment to map the contribution of academic programs to the SDG Agenda has represented a step forward in this direction. This process has been fundamental to tracking our efforts in integrating the SDGs across the curricula and promoting systematic reporting and accountability at all academic levels.

The numbers below represent the cumulative results of our mapping process, reflecting the number of courses across all academic levels – including Bachelor's, Master's, PhD, and Executive Education – that promote understanding and raise awareness for the SDGs. Overall, 166 courses have been classified according to their SDG contribution out of 317 courses analyzed. It is important to note that, as a higher education institution, all courses are inherently related to SDG 4, specifically target 4.4– “substantially increase the number of youth and adults who have relevant skills, including technical and vocational skills, for employment, decent jobs, and entrepreneurship”. However, these specific courses are also ensuring that the knowledge and skills developed are aligned with the specific competencies needed to promote sustainable development (target 4.7).

To demonstrate these results, we started the process of adding a new section in the Syllabi Template entitled “Course Impact Relation”, including a statement on the SDGs. Two years later, we found that nearly 55% of Faculty members are integrating this section in the courses’ Syllabi. In fact, around 25% of these already include their own assessment and statement reflecting the contribution of their courses to the sustainable development Agenda. In the future, we intend to continue supporting our faculty in incorporating more SDG-related examples into the curricula and promoting continuous monitoring and reporting of their contributions to the SDGs.



Below, we present an overview of key performance indicators – namely the number of total and new SDG-related courses, the percentage of Faculty incorporating SDG reporting into courses’ Syllabus, and the percentage of existing courses promoting knowledge and understanding for the SDGs or developing foundational skills – across the different academic levels and programs. Moreover, a detailed description of these courses and the respective SDGs impacted will be presented. This analysis aims to provide a more granular view of the programs contributing to the sustainable development Agenda and will serve as the basis for providing targeted recommendations and tracking our progress in future editions.



BUSINESS HISTORY

The course challenges students to reflect, discuss and explore the evolution of the modern enterprise and its societal importance, including its relationship with the State, from a historical perspective.

BUSINESS SEMINAR

The course challenges students to reflect, discuss and deepen their understanding of different challenges presented in the SDG Agenda – such as sustainable cities, energy transition, sustainable production, IoT, or emerging markets development.

CAREERS WITH IMPACT (NEW!)

A compulsory practical course that recognizes the value of community engagement activities and sustainability, complementing students' formal education. It is divided into 4 modules with a variety of activities such as career and impact-driven workshops, events, talks, and real-life challenges. The courses' main goals are to help each student choose/design a meaningful career whilst fostering individual growth by addressing society's biggest challenges. It is skill-development oriented with no single instructor but a variety of guest speakers, and it is to be completed over the 3 years rather than in 1 semester.

On going Students

205 Students

596 Students



COMMUNICATION LEADERSHIP & ETHICS

The course challenges students with hands-on learning for effective leadership roles over their personal and professional lives, covering topics such as day-to-day ethics, interpersonal and oral communication, servant leadership, constructive feedback, and body language.

DEVELOPMENT ECONOMICS

This course equips today's learners with an understanding of the most pressing challenges in development economics, such as poverty reduction, environmental preservation, gender equality, the quality of education and health, and the causes of conflicts.

ECONOMIC HISTORY

The course challenges students to reflect, discuss and deepen their understanding of topics such as the role of the government, the emergence of social policies and security systems, or the design of economic growth policies from a historical perspective.

204 Students

59 Students

30 Students



EUROPEAN LAW

The course challenges students to reflect, discuss and explore the historical development of the EU and its institutions and the structure and nature of European Law as a supranational body of law.

ENTREPRENEURSHIP

This course aims to equip students with the broad range of skills and perspectives required to pursue a career in entrepreneurship or to apply entrepreneurship thinking processes to their careers, applicable to solving challenges across the SDG Agenda.

GLOBAL BUSINESS ENVIRONMENT

The course challenges students to reflect, discuss, and deepen their understanding of topics such as the role of global institutions and governance, the determinants of economic development, or national differences in cultures.

82 Students

136 Students

206 Students



GLOBAL ECONOMICS I

The course challenges students to reflect, discuss, and deepen their understanding of topics such as international migration, FDI, or international agreements.

INFORMATION SYSTEMS

The course challenges students to reflect, discuss and deepen their understanding of how IS/ technology can be used as a lever to promote the business from a global perspective, and ethical and social issues of information systems are brought into class.

INTERNATIONAL MANAGEMENT

The course challenges students to reflect, discuss, and deepen their understanding of topics such as national cultures and management, cross-national institutional diversity, corporate governance, or work motivation across countries.

115 Students

39 Students

120 Students



INTRODUCTION TO MODERN AND CONTEMPORARY HISTORY

The course challenges students to reflect, discuss and deepen their understanding of its applications across the SDG Agenda – on topics such as the nature of wealth and poverty, the rise of inequality, or the challenges to modern political and economic inclusive institutions.

441
Students



LAW IN ECONOMICS AND BUSINESS

The course challenges students to reflect, discuss and deepen their understanding of the basic structure of legal thinking in the Western Legal Tradition and explore topics such as the General Data Protection Regulation and the future of Law.

248
Students



MACROECONOMIC POLICIES

The course challenges students to reflect, discuss, and deepen their understanding of macroeconomic problems and the scope for government intervention to promote macroeconomic stability and long-term growth.

29
Students



PRINCIPLES OF MACROECONOMICS / PRINCIPLES OF MICROECONOMICS

Both courses equip students with foundational skills that will enable them to develop further understanding in future courses directly related to the SDG Agenda. Principles of Microeconomics covers topics such as unemployment and scarcity, while Principles of Macroeconomics focuses on the central effects of macroeconomic policies, both in the short and long term.

1447
Students



PUBLIC ECONOMICS

The course challenges students to reflect, discuss and deepen their understanding of exploring government intervention in the economy, covering topics such as externalities and public goods, collective decision-making, unemployment insurance, and poverty-alleviation programs or health insurance.

77
Students



SEMINAR IN EUROPEAN ECONOMICS

This is an applied course where students are challenged to reflect, discuss and deepen their understanding of the intersection between economic theory and current European developments by taking a critical view of past and current development and actively engaging in in-class discussions.

168
Students



MACROECONOMICS / MICROECONOMICS

Both courses equip students with foundational skills that will enable them to develop further understanding in future courses directly related to the SDG Agenda. Microeconomics covers topics such as scarcity or social interactions, while Macroeconomics explores economic growth and income distribution.

1310
Students



MANAGING IMPACTFUL PROJECTS

The course challenges students to engage with an external organization to co-create sustainable solutions that tackle existing problems and foster organizational contribution to the 2030 Agenda.

287
Students



ORGANIZATIONAL BEHAVIOR

The course presents the major topics of work psychology in a managerial approach and challenges students to reflect, discuss and deepen their understanding of topics such as leadership process, working in teams, social exchanges, organizational culture, and human behavior.

407
Students



MASTER'S

96

SDG-related courses

(out of 195 analyzed courses)
 SDG 1, 4, 7, 11 - 4 courses
 SDG 2, 6 - 2 courses
 SDG 4.4 - 3 courses
 SDG 5 - 5 courses
 SDG 3, 13 - 6 courses
 SDG 8 - 29 courses
 SDG 9, 16 - 21 courses
 SDG 10 - 10 courses
 SDG 12 - 7 courses
 SDG 14, 15 - 1 courses
 SDG 17 - 20 courses
 All - 15 courses

10

New courses

covering SDGs:
 SDG 3 - 2 courses
 SDG 5 - 1 courses
 SDG 7 - 1 courses
 SDG 8 - 3 courses
 SDG 9 - 2 courses
 SDG 10 - 1 courses
 SDG 11 - 1 courses
 SDG 12 - 1 courses
 SDG 13 - 2 courses
 All - 2 courses

49%

Faculty reporting on the SDGs



ADVANCED BEHAVIORAL ECONOMICS

This course introduces students to behavioral economics theory, challenging them to reflect, discuss, and deepen their understanding of topics such as decision making under uncertainty, consumption behavior, or public good settings.

24
Students



ADVANCED PROGRAMMING FOR DATA SCIENCE

The course equips students with advanced programming skills that can be applied to solve a variety of challenges directly related to the SDG Agenda. Projects to be developed by students focus on energy mixes in EU countries.

73
Students



ADVANCED TOPICS IN HUMAN RESOURCES MANAGEMENT

This course challenges students to reflect, discuss and deepen their understanding of the implications of globalization and digitalization on the nature, design, and future of managing people in organizations, work, careers, and organizational and individual well-being.

485
Students



ALGORITHMIC GOVERNANCE

This course enables students to understand the fundamental principles of governance and how it is impacted by algorithmic decision-making, covering topics such as machine learning in Public Administration and Fairness and Bias in decision-making systems.

108
Students



APPLIED SOCIAL ENTREPRENEURSHIP

Students are challenged to engage in the social entrepreneurship process actively, experiencing the theoretical understanding of the course through a hands-on approach. Moreover, as commercial solutions can be designed to tackle various societal problems, students ought to have a broader perspective of different challenges across the SDG Agenda.

105
Students



APPLIED SUSTAINABLE AND RESPONSIBLE FINANCE

This course is designed for students who seek to understand how market participants, from banks and investors to corporates, are incorporating ESG factors into decision-making processes, providing them with the tools to understand how every company can utilize these factors to improve its strategy and drive change towards a more sustainable future.

32
Students



ASSET MANAGEMENT

AUDITING

BANKING

In this course, students are challenged to reflect, discuss and deepen their understanding of the SDG Agenda by covering topics on Responsible Investing concerning ESG factors in investment processes.

In this course, students are challenged to reflect, discuss and deepen their understanding of SDG 16, as topics such as professional ethics and the risk of fraud are discussed.

This course provides students with an understanding of the management and regulation of banking firms, covering topics such as bank crisis and contagion, banking regulation, and the future of banking.

208
Students

178
Students

134
Students



CIRCULAR ECONOMY: ELIMINATE, CIRCULATE, AND REGENERATE (NEW!)

CONSUMER AND MANAGERIAL DECISION MAKING

The course aims to provide students with a rich understanding of the merits and challenges of transitioning to a more resource-efficient and circular economy. The transition to a circular economy represents a fundamental shift in the development of business and economic opportunities. The course gives an overview of the definition of circular economy and the concepts behind it: regeneration, disruption and closing the loop. It clearly demonstrates the potential that this new economy brings in terms of value generation, job creation, new green jobs, and contribution to the climate action agenda. In addition, students will learn how to: The urgency to move from a linear to a circular economic model. The importance of a political willingness to make this transition happen. The potential for innovation and the creation of new business models.

In this course, students are challenged to reflect, discuss and deepen their understanding of SDG 16. Topics such as ethics in decision-making and behavioral biases are brought into class.

29
Students

210
Students



BEHAVIORAL ECONOMICS AND FINANCE

BETTER MARKETING FOR CONSUMER WELLBEING (NEW!)

BUSINESS MODELS FOR SUSTAINABILITY

This course provides a broad overview of the fields of behavioral economics and finance. The course's focus will be on introducing and studying biases in decision-making within economic and financial contexts, drawing on insights from psychology. The course raises awareness of gender bias as students are challenged to reflect, discuss, and deepen such real-case examples.

This is an elective course aimed at providing students with scientific knowledge on wellbeing and how consumption & marketing impact well-being positively or negatively. The course aims to answer 3 questions: 1) what factors contribute to human wellbeing? 2) how does consumption impact our wellbeing as consumers? 3) how can marketing become a catalyst for individual and social wellbeing?

Students are introduced to the SDG Agenda and challenged to reflect, discuss and deepen their understanding of sustainability's role in the business model, covering topics such as green economy, circular economy, ESG issues, and green finance.

76
Students

On going
Students

On going
Students



CONSUMER BEHAVIOUR

CORPORATE GOVERNANCE

CORPORATE SOCIAL RESPONSIBILITY

In this course, students are challenged to reflect, discuss, and deepen their understanding of SDG 12. Topics such as ethics and social responsibility in consumer behavior are brought into class.

In this course, students are challenged to reflect, discuss, and deepen their understanding of the main issues of Corporate Governance, apply them to concrete situations, and judge the quality of Corporate Governance in a variety of contexts.

This course equips today's learners with the knowledge and skills needed to further promote the integration of CSR in corporate strategies through an in-depth comprehension of the role of businesses in society while addressing the importance and challenges of ethical leadership in this context.

160
Students

154
Students

122
Students



CREDIT RISK

This course covers the main concepts and techniques required to manage the risk of portfolios of credit-sensitive assets, such as corporate bonds or loans. Students are also challenged to reflect, discuss, and deepen their understanding of SDG 7, as topics such as the value of solar energy as an asset class are brought into class.

31
Students



CROSS-CULTURAL ISSUES FOR MARKETING

The course challenges students to reflect, discuss, and deepen their understanding of the impact of cultural differences on international marketing decision-making, as well as how to promote cultural understanding and social cohesion through revitalizing global partnerships.

32
Students



DATA ECOSYSTEMS AND GOVERNANCE IN ORGANIZATIONS

The course challenges students to reflect, discuss, and deepen their understanding of relevant topics related to Data Ecosystems and Governance and the impact of General Data Protection Regulation on organizations and society.

113
Students



DATA SCIENCE AND INNOVATION FOR IMPACT (NEW!)

The course aims at understanding the multiple dimensions and perspectives on innovation (including incremental and radical, disruptive, revolutionary, open, user, collaborative, design-driven, service, process and product, etc.), as well as the different contexts where the innovations are developed, e.g., by firms as an instrument of competition, by non-profits organizations as an instrument for the improvement of their services or for reducing their costs, by users with the objective of being used.

78
Students



DESIGN THINKING FOR SOCIAL INNOVATION (NEW!)

At the end of the course, students will have learned the importance of human-centered design in creating social innovation and engaging with different stakeholders. They will also have experimented methods to (re-) frame problems and turn them into opportunities, generate and prototype ideas while having the opportunity to develop key skills for their future career: collaboration skills, project experience, and a portfolio of innovative techniques. Overall the course aims to provide participants with an environment to become creative and innovative thinkers and collaborators and be empowered students to lead social innovation, social entrepreneurship, and innovation movements.

38
Students



DEVELOPMENT ECONOMICS I

This course challenges students to reflect, discuss and deepen their understanding of a variety of topics related to development economics, such as natural resources, ethnic divisions, democracy and corruption, agriculture policy in developing countries, social programs devoted to health and education, access to formal banking and gender equality.

57
Students



DIGITAL MARKETING

Students are challenged to actively engage in the process of planning, implementing, and analyzing a real digital marketing campaign with an organization, including non-profit and hybrid, experiencing through a "hands-on" approach the theoretical understanding of the course.

79
Students



DIGITAL MARKETS

This course introduces students to the works of digital markets as topics such as privacy regulation, or the wider societal impact of technology and digitalization are brought into class.

120
Students



DIGITAL STRATEGY & TRANSFORMATION

This course challenges students to reflect, discuss, and deepen their understanding of the basic concepts and challenges of digital transformation facing companies and individuals and explore the biggest technological trends (such as AI, blockchain, and 3D printing) and the impact of Covid-19 in shaping our future.

44
Students



DIVERSITY & INCLUSION (NEW!)

In this course, students understand the current state of workplace diversity in organizations by viewing it through multiple theoretical and practical lenses. Students learn what the many barriers to diversity are, with attention to the individual, relational, organizational, and societal-level factors that shape attitudes and behaviors. And finally, students learn how to design inclusive organizations.

50
Students



DOING BUSINESS IN CHINA

This course aims at providing students with contemporary insight into the dynamics of doing business in China, as topics relating to the rise of China and its contemporary geo-political and geo-economic consequences are explored.

59
Students



DOING BUSINESS IN EMERGING MARKETS

This course aims at providing students with an understanding of different emerging markets, their economies, business practices, and political and legal frameworks and challenges.

28
Students



E-COMMERCE

The course aims to replicate the creation of an e-commerce company taking the class through the major aspects of the value chain, understanding the relationship between the different areas, and covering topics such as marketing analytics, legal aspects, or the future trends of retail.

24
Students



ECONOMICS OF EDUCATION

This course aims to apply economic concepts and tools to the analysis of current issues of Education Policy, with an emphasis placed on primary and secondary levels of education.

56
Students



ENTREPRENEURSHIP WITH IMPACT

This course aims to equip students with an impact entrepreneurship mindset required to pursue a career in entrepreneurship with impact/ hybrid organizations or apply impact entrepreneurship processes to their careers.

119
Students



ENVIRONMENTAL POLICY

This course provides an overview from the perspective of Economics of Environmental Policy, from setting goals to choosing alternative policy instruments.

25
Students



EUROPEAN ECONOMY

The course introduces students to the basics of European institutions and economic policies, including the major theoretical underpinnings allowing us to understand and critically assess their objectives and functioning.

30
Students



ECONOMICS OF HEALTH & HEALTH CARE

The course challenges students to reflect, discuss, and deepen their understanding of special features of the healthcare sector and main policy issues while learning how to conduct economic analysis.

119
Students



ENERGY AND CLIMATE CHANGE (NEW!)

The course will provide the students with knowledge and skills to understand (1) how and why climate change is impacting the natural and human systems that support the economy and our current way of living; and (2) how to tackle climate change causes and impacts, with a focus on energy systems, taking technological and economic aspects while considering sustainability issues.

56
Students



ENTREPRENEURIAL JOURNEY

This course aims to provide students with a 360° experience of an Entrepreneurial Journey by exploring the challenges involved in the entrepreneurship process. Discussions on the future of mobility and the business of space are also brought into class.

119
Students



EVIDENCE-BASED PRACTICES FOR WELL-BEING

This course provides students with scientific knowledge on well-being and exposes them to scientifically-backed practices that increase well-being; or explore, for instance, the relation between well-being and consumption.

43
Students



FAMILY BUSINESS

This course challenges students to reflect, discuss, and deepen their understanding of topics such as communication, conflict management, and governance in the context of family businesses.

113
Students



FINANCIAL CRISES IN HISTORY

This course challenges students to reflect, discuss, and deepen their understanding of financial crises by exploring policy and institutional responses to crises and ways to promote financial stability.

88
Students



FINANCIAL DISTRESS, BANKRUPTCY & RESTRUCTURING

This course challenges students to reflect, discuss, and deepen their understanding of financial distress and bankruptcy processes, covering topics such as corporate restructuring and governance in bankrupt firms.

76
Students



FINANCIAL INTERMEDIATION

Students are challenged to reflect, discuss, and deepen their understanding of banking regulation, the importance of banks following the Covid-19 outbreak, and the potential risks of climate change for banks.

8
Students



FINTECH VENTURES

This course challenges students to reflect, discuss, and deepen their understanding of the role of entrepreneurship in solving challenges facing the Financial Services industry by exploring topics such as regulatory and legal frameworks, blockchain and cryptocurrencies, digital identity, or artificial intelligence in finance.

156
Students



GLOBAL ENERGY MARKETS

The course challenges students to reflect, discuss, and deepen their understanding of topics such as climate change mitigation policies, the role of renewable energy sources, and the transition towards a less fossil fuel-dependent economy.

40
Students



GLOBAL TALENT MANAGEMENT

This course challenges students to reflect on their leadership potential and deepen their understanding of topics such as the impact of sustainability, AI, and data science on talent management practices.

29
Students



HOSPITALITY OPERATIONS

Students are challenged to reflect, discuss and deepen their understanding of the principles of hotel operations management and new value-adding hospitality concepts related to SDG 8 on the promotion of sustainable tourism.

46
Students



FUNDAMENTALS ON ENVIRONMENT AND SUSTAINABILITY (NEW!)

We are living under several crises: resource management, climate change, biodiversity, and pollution. Our ecological footprint surpassed the limits of the planet. In 2015, in the United Nations, all the countries approved 17 Sustainable Development Goals. This course will look at the main domains of a functional planet (earth, air, and water), and provide key tools and practices that are crucial to understand, assess, and report the efforts toward a greener planet.

52
Students



GEOECONOMICS AND INTERNATIONAL RELATIONS

This course equips students with an understanding of the current economic reality and prospects of doing business in different geographies by exploring the dynamics of modern geo-economics and geopolitics.

255
Students



HUMAN RESOURCES MANAGEMENT

Students are also challenged to reflect, discuss, and deepen their understanding of topics such as the impact of national cultures and international strategies on people management practices.

465
Students



IMPACT INVESTMENTS

Students will be able to understand the value proposition of impact investment, how the impact is a key economic opportunity being driven by major market forces – consumers, investors, and employees – and how it will shape capital allocation and the economy.

240
Students



IMPACT MAKERS (NEW!)

This course will provide you with experiences, tools, and an environment to explore what it takes to make a positive impact. At the end of the course, students have developed a clear purpose and how to lead with values, gained experience of the work required on the ground to implement a solution, developed a “design thinking” mindset: positive, collaborative, and experimental, created some impact in their community, have a story of impact to share.

25
Students



INNOVATION AND VALUE CREATION WHEEL

In this course, students learn how to apply the “VCW-Value Creation Wheel,” an innovation methodology that allows the integration of different tools and perspectives to provide overarching solutions for complex organizational challenges.

57
Students



INNOVATION MANAGEMENT

This course aims to provide students with a broader understanding of innovation management and equip them with the tools and knowledge required to plan and implement innovative programs.

45
Students



INTERNATIONAL MIGRATION

This course addresses international labor mobility issues, challenging students to understand the main theoretical frameworks to think about international migration and the determinants and consequences of international worker flows.

83
Students



LABOR ECONOMICS

The course challenges students to reflect, discuss and deepen their understanding of topics such as unemployment, wage inequality, discrimination, and gender quotas are explored.

24
Students



LEADERSHIP AND CHANGE MANAGEMENT

This course focuses on the relationship between organizations and change and where leadership emerges as a driver of change.

118
Students



LEADERSHIP INSIGHTS & PARADOXES

This course challenges students to reflect on the challenges and practices of leadership in highly complex situations by exploring different approaches to deal with ethical dilemmas, paradoxes, complex change, or crises.

On going
Students



INTERNATIONAL RELATIONS AND ORGANISATIONS

The course challenges students to reflect, discuss and deepen their understanding of the development of international institutions, their functioning, and the challenges influencing the pursuit of their objectives.

45
Students



INTRODUCTION TO HOSPITALITY & TOURISM INDUSTRY

This course introduces students to the fundamentals of the hospitality industry, exploring the trends and innovations shaping its future, thus contributing to SDG 8 on the promotion of sustainable tourism.

45
Students



ISLAMIC FINANCE

This course introduces students to key concepts of Islamic Finance by exploring topics such as the regulatory and legal environment of the Islamic financial market and the future of Islamic finance and governance in global markets.

78
Students



LEADING SOCIAL ENTERPRISES WITH AN IMPACT ON INTERNATIONAL DEVELOPMENT

This course is a deep-dive course on how private sector-minded entrepreneurs can drive sustainable global development at the intersection of international development (ID) and social entrepreneurship (SE).

84
Students



MACROECONOMICS OF FINANCIAL MARKETS

Students are challenged to reflect, discuss and deepen their understanding of topics such as the relationship between fiscal and monetary policy, sovereign debt crises, and financial crises.

135
Students



MANAGEMENT OF NON-PROFIT ORGANIZATIONS

This course challenges students to explore in detail the different tools and ideas around non-profit management by actively engaging with a third-sector organization.

90
Students



MICROECONOMETRICS

The course equips students with foundational skills that will enable them to develop further understanding in future courses directly related to the SDG Agenda, namely labor, education, or migration.

32
Students



METRICS THAT MATTER

This course challenges students to reflect upon the importance of measuring social impact through the application of different metrics and tools grounded on economic theory applied to social impact cases.

119
Students



OPEN INNOVATION

The course challenges students to reflect, discuss, and deepen their understanding of topics such as collaborative communities, the dynamics of crowdfunding, and the democratization of innovation.

61
Students



PERFORMANCE AND PROGRESS

This course aims to introduce the concepts underlining the balance of Performance and Progress in the corporate world that are key to understanding and successfully navigating the current sustainability trend intersecting society and business.

176
Students



PERSUASION AND NEGOTIATION

The course challenges students to reflect, discuss, and deepen their understanding of topics such as cross-cultural negotiation, effective conflict management, and multi-party negotiation are explored.

61
Students



POLICY ANALYSIS EXERCISE

The course equips students with foundational skills that will enable them to develop further understanding in future courses directly related to the SDG Agenda, namely labor, education, or migration.

80
Students



OPERATIONS STRATEGY

The course challenges students to reflect, discuss and deepen their understanding of topics such as Operations 4.0, Sustainable Agriculture, Energy, and Transport Operations.

47
Students



ORGANIZING FOR GOOD IN THE DIGITAL AGE (NEW!)

Most of us will spend a large portion of our lives contributing to organizations. The grand challenges of our time will demand that organizations contribute to these solutions. Organizing for Good in the Digital Age is designed as an interactive class in which we will develop together with students a concept of good organization and what it means to do good and how, and under what conditions organizations, teams, and individuals within organizations can and should focus on doing good.

On going
Students



POLICY APPRAISAL

The course equips students with knowledge and understanding of the economic tools used to evaluate and assess public investments and policies, covering practical examples of policy evaluation in governments and international institutions.

80
Students



POLICY EVALUATION

This course equips today's learners with the knowledge and skills needed to explore topics such as labor, employment, affordable housing, or poverty through an in-depth comprehension of policy evaluation.

20
Students



POLITICAL ECONOMY

Students are challenged to reflect, discuss and deepen their understanding needed to promote further developments in economic policy, covering topics such as growth, political systems, debt, and deficits.

33
Students



PUBLIC FINANCE

The course aims to equip students with the knowledge and skills needed to contribute to the public debate on tax reform and design by exploring policy issues such as the economic consequences of taxation or the distribution of tax burdens.

PUBLIC POLICY I

Students are challenged to reflect, discuss and deepen their understanding of tools for public policy design and the goals of government intervention, covering topics such as collective decision-making, social security, unemployment, health insurance, poverty-alleviation programs, or taxation.

RISK AND CRISIS MANAGEMENT

This course exposes students to the challenges of effective leadership in times of crisis by exploring best practices of communication, coordination, and decision-making in real-life crises faced by organizations.

On going Students

80 Students

87 Students



SCIENCE-BASED ENTREPRENEURSHIP AND INNOVATION

The course provides students with an understanding of the specificities of Innovation-driven Enterprises (IDEs) in areas such as biotech, biomedicine, cleantech, food tech, and nanotech by exploring the development of science-based value propositions.

SEMINAR ON CURRENT ECONOMIC AND FINANCIAL ISSUES

The main purpose of this seminar is to equip students with the knowledge and skills needed to explore today's economic issues, both national and international ones, through an in-depth comprehension of pressing economic and financial issues.

SMALL BUSINESS MANAGEMENT

This course provides students with an understanding of the specific challenges that small businesses with limited resources face and the tools to manage those challenges and explore topics of governance and ethics in small businesses.

87 Students

45 Students

65 Students



SOCIAL MARKETING

This course explores the planning and implementation of programs designed to bring about social/behavioral change using concepts and practices from commercial marketing as well as strategies to meet the unique marketing requirements of nonprofit and hybrid organizations.

SOVEREIGN ADVISORY

Students are challenged to reflect, discuss and deepen their understanding of the issues faced by policymakers in the context of sovereign advisory, covering topics such as sovereign debt management, monitoring state-owned enterprises, or promoting financial sector stability.

STRATEGIC FORESIGHT AND SCENARIO PLANNING

The course provides students with an understanding of the importance of Foresight, Scenario Planning & Thinking for long-term individual and collective thinking and action by addressing real challenges presented by external organizations. Exemplary topics include clean energy or new patterns of mobility.

45 Students

28 Students

171 Students



SUSTAINABLE FINANCE

The course provides an overview of the global sustainable finance market and explores how financial players (institutional investors, asset managers, wealth managers, and corporations) can manage capital and generate value through the Environmental, Social, and Governance (ESG) lens.

SUSTAINABLE INTERNATIONAL BUSINESS

This course is intended to provide future managers expecting to work in or with developing countries an understanding of these nations' current economic reality and prospects, covering topics such as global development, governance, poverty, child labor, and education.

SUSTAINABLE OPERATIONS

This course equips students with the knowledge and tools required to analyze and design sustainable operation processes and strategies to address challenges across the SDG Agenda, covering topics on poverty, climate change, sustainable agriculture, circular economies, and digital transformation.

51 Students

112 Students

183 Students



SUSTAINABLE SMART MOBILITY

The main goal of the course is to offer students relevant knowledge in the area of sustainable urban mobility with special emphasis on the main stakeholders involved, business models adopted, innovative technologies, and disruptive products and solutions in a smart connected digital city environment.

SYSTEM CHANGE

This course explores the concept of systems changes to solve complex, multi-stakeholder wicked problems across the SDG Agenda. Students are equipped with the knowledge and leadership skills required to tackle wicked problems collaboratively in a close-to-real management scenario.

TALENT DEVELOPMENT

This course aims to provide students with an understanding of the specific challenges of developing talent in organizations and explore the main trends shaping the future of organizational learning and development.

On going Students

50 Students

17 Students



VENTURE SIMULATION

This course aims to provide students with an understanding of the challenges faced by an entrepreneur developing and managing a new venture in a high-tech industry. Students are challenged to manage a start-up from seed to exit in a computer-simulated environment, following a "hands-on" approach.

WICKED GLOBAL LEADERSHIP

This course makes direct use of the SDG Agenda to explore wicked social problems. Students are challenged to reflect on the role of corporations in addressing these challenges while developing the leadership skills needed to tackle complex, multi-stakeholder problems.

WORK AND FAMILY (NEW!)

This course aims students to successfully apply evidence-based knowledge on work and family to their own organizations, their own careers, and their own family lives to make workplaces better and their families and themselves happier and more successful.

60 Students

60 Students

51 Students



TECHNOLOGY STRATEGY

This course provides students with an understanding of the range, scope, and complexity of technology management in the context of corporate strategic decision-making and a set of actionable tools. The best project developed by students and used as an example is related to solar panel technology.

TOURISM MARKETING

This course provides students with an understanding of the application of marketing concepts and frameworks to the tourism context, covering topics such as decision-making processes for tourism or the impact of responsible tourism.

VALUE-BASED HEALTH CARE

This course aims to provide students with an understanding of the key principles and practices of value-based health care (VBHC) and its application in the context of health care organizations to deliver improved, cost-efficient outcomes.

163 Students

45 Students

13 Students



WPP MASTERCLASS

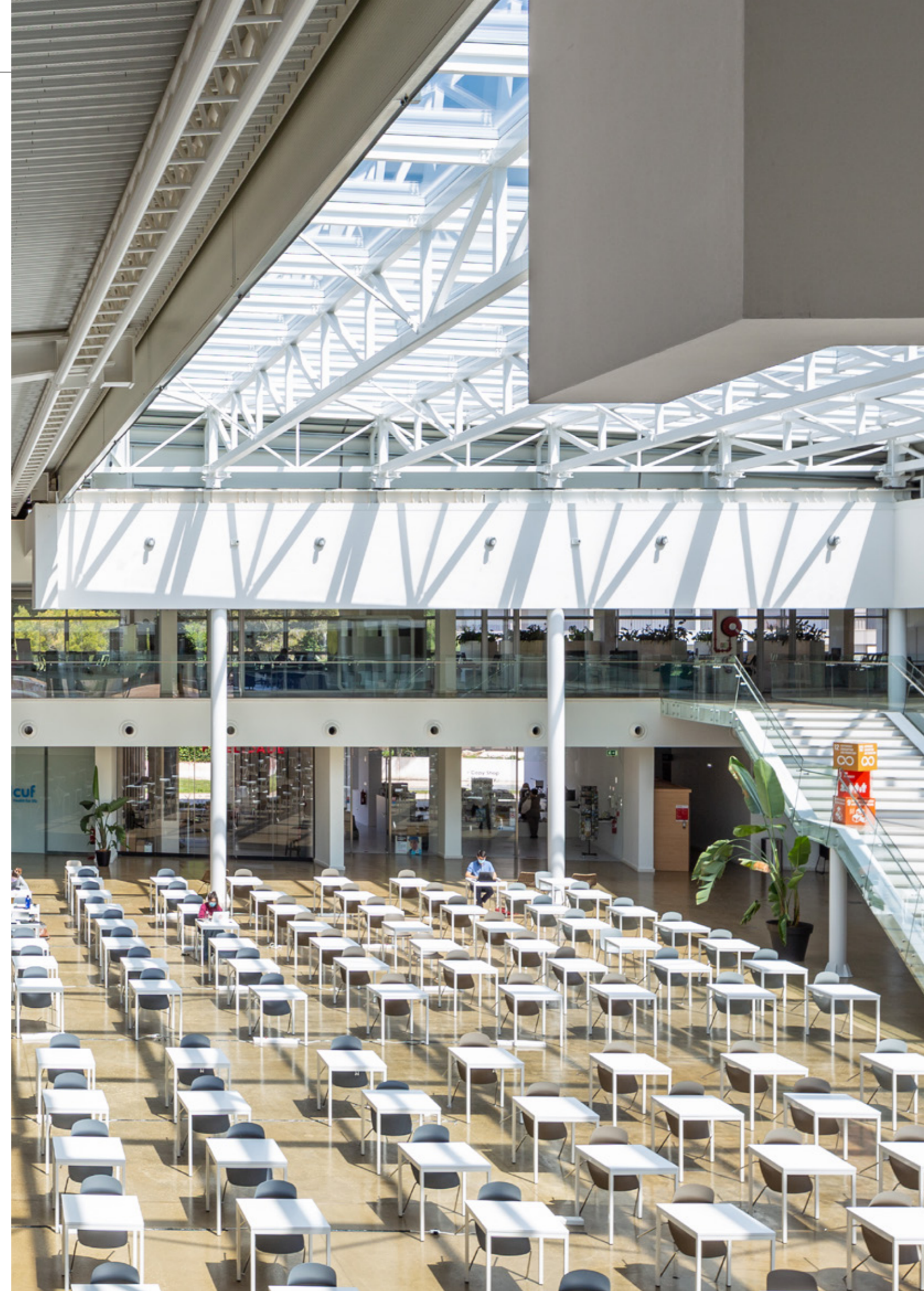
This course provides students with a broad understanding of communication from three complementary disciplines: marketing and communication with purpose, media with a purpose, reputation, and crisis management. It covers topics such as the balance between profit and purpose, the impact of technology on consumer behavior, and the role of media in society.

44 Students



2. Lifelong Learning

Module	SDG	#students
Business Ethics	All	158
Business for a Better World	All	On going
Corporate Social Responsibility - CSR	All	17
Distinctive Assets of the Portuguese Economy	8, 17	83
Environmental, Social and Governance (ESG) and Sustainability in Finance	All	On going
Ethics and Public Policy	All	75
Introduction to the Internet of Things (IoT)	9	112
Leadership Program	8	50
Mentoring Program	8	199
Mindfulness in Leadership	3	673
Networking - A matter of life and death	8	238
Politics in the 21st Century	17	99
Social Impact and Volunteering (new!)	All	98
Sustainability and Impact Assessment	All	On going
The new future of Tourism - Sustainable and tech tourism, a hands-on approach to tourism trends	8	On going
The Global Impact Mindset – The United Nations and the Sustainable Development Goals (new!)	All	348



PHD

9

SDG-related courses

- (out of 24 analyzed courses)
- SDG 3, 4, 5, 6, 7, 10 - 1 courses
- SDG 4.4 - 3 courses
- SDG 8 - 2 courses
- SDG 13 - 2 courses
- SDG 16 - 2 courses
- SDG 17 - 3 courses

38%

Faculty reporting on the SDGs



ADVANCED TOPICS IN ECONOMICS (DEVELOPMENT)

This course covers the main current topics in the development economics literature, focusing on developing countries. Students are challenged to reflect, discuss and deepen their understanding of governance, education, health, gender equality, or climate.

10 Students



ADVANCED TOPICS IN ECONOMICS (ENVIRONMENTAL)

The course challenges students to reflect, discuss and deepen their understanding of the field of Environmental Economics, covering environmental regulation, unintended policy consequences of environmental policies, and topics in water and energy economics.

10 Students



ADVANCED TOPICS IN ECONOMICS (LABOR)

The course equips students with the knowledge and skills needed to promote further developments in the field of labor economics through an in-depth comprehension of the existing literature and models.

4 Students



ADVANCED TOPICS IN ECONOMICS (MACRO)

The course equips students with the knowledge and skills needed to promote further developments in the field of fiscal and monetary policy through an in-depth comprehension of the existing literature and models.

4 Students



ECONOMETRICS II

This course introduces key topics in economics and finance and provides an in-depth understanding of economic analysis and empirical applications with real data. Topics of study include renewable energies and economic growth.

7 Students



EXEMPLARY RESEARCH

The course challenges students to reflect, discuss and deepen their understanding of ethics in publishing, considering research examples on themes such as today's consumer behavior.

5 Students



**MACROECONOMICS /
MICROECONOMICS**

These courses equip today's learners with the knowledge and skills needed to further promote macroeconomic/microeconomic developments through an in-depth comprehension of macroeconomic/microeconomic theory, extensions, and frontier research.

7
Students



ORGANIZATIONAL THEORY

This course challenges students to reflect, discuss and deepen their understanding of the main paradigms of organizational theory on topics such as agency theory, organizational change, institutional theory, and culture.

5
Students



SOCIAL BEHAVIOR

This course challenges students to reflect and discuss how individuals and groups operate, cognitive biases of stereotype formation, and the need to move away from a traditional 'one size fits all' approach to a more tailored perspective where one takes into account how different cultures, contexts, and conditions may shape behavior.

5
Students



EXECUTIVE EDUCATION

39
SDG-related courses
(out of 56 analyzed programs)

10
New programs
Covering SDGs:
SDG 2 and 12 - 1 program
SDG 4 - 1 program
SDG 8 - 7 programs
SDG 9 - 4 programs
SDG 17 - 1 program
All - 2 programs

70%
of programs reporting
on the SDGs



POSTGRADUATE PROGRAM IN DATA FOR BUSINESS (NEW!)

Includes strategic, organizational, and technological aspects of Big Data and its main challenges. Participants learn how to identify data problems and opportunities and how to structure, design and implement data-driven solutions that deliver value to their organizations, having the opportunity to discuss common strategic, organizational, and cultural challenges and best practices in data projects in companies by solving practical cases using data tools and technologies available on the market.

21
Students



SERVANT LEADERSHIP (NEW!)

This program was designed to support participants in clarifying and consolidating their purpose, to be fully aware of who they want to serve and why. As servant leaders, by clarifying their purpose, participants have a clear awareness of the contribution they want to make to those they serve as a leader, multiplying their ability to lead and generating more motivated, collaborative, and agile teams.

11
Students



WINE IS A NETWORK ENABLER (NEW!)

Purposeful and effective networking was never on the education agenda until now. With an innovative sense, Nova SBE Executive Education and Sogrape Wine Academy present a program that links the different identities and stories of people and wines, creating a unique blend of social skills resulting from the knowledge about the fascinating world of wine.

32
Students



POSTGRADUATE ON SUSTAINABLE DEVELOPMENT (NEW!)

The participants deepen their theoretical and practical knowledge of the fundamental principles of sustainable development - in its three dimensions: economic, environmental, and social - and how they relate to organizations (directly and indirectly).

16
Students



AGRIBUSINESS (NEW!)

Aims to prepare entrepreneurs and industry professionals, young farmers, and other entrepreneurs with management and organizational skills, involving them from the beginning with the most relevant players.

16
Students



EXECUTIVE MASTER'S IN LEADERSHIP (NEW!) **EXECUTIVE MASTER'S IN INNOVATION & ENTREPRENEURSHIP (NEW!)** **EXECUTIVE MASTER'S IN MARKETING & STRATEGY (NEW!)**

Focus on developing leadership relationships suited for different challenges in the organizations, including the challenges of attracting, developing, and retaining talent through motivating practices.

Aims to train managers and leaders capable of questioning, discovering, and creating, contributing to the development of their businesses and the economy.

It takes students to the frontier of knowledge by equipping them with a set of tools for analyzing the market and the competitive positioning of companies, clarifying their practical application, thus allowing them to master the "rules of the game" of competition and placing them in favor of the organization.

25 Students

22 Students

24 Students



EXECUTIVE MASTER'S IN ADVANCE MANAGEMENT (NEW!) **EXECUTIVE MASTER'S IN FINANCE AND FINANCIAL MARKETS (NEW!)** **ADAM'S CHOICE**

This Executive Master's course addresses knowledge related to the strategic vision of the future and leadership of organizations to empower students in a more polyvalent approach.

The program aims to provide highly motivated participants with high-quality and up-to-date training in the fields of financial markets and instruments, investments, valuation of financial instruments, derivative securities, and financial risk measurement and management.

Adam's Choice is an 8-month Executive Learning Experience with a 3-day immersion. This unprecedented Nova SBE and Mercer Portugal combined initiative aims at challenging executives to develop their decision-making methodology.

30 Students

11 Students

23 Students



BLOCKCHAIN & SMART CONTRACTS **COMMUNICATE WITH EFFICACY** **CORPORATE GOVERNANCE: BOARDS LEADERSHIP**

This program equips today's leaders with the knowledge and skills needed to understand the applications of Blockchain technology within the context of organizations. It challenges students to develop a Smart Contract through a "hands-on" approach while reflecting on the challenges and opportunities of doing business in a decentralized world.

This program equips today's leaders with the knowledge and skills needed to excel in communication strategies and have a clear pitch, leading to more engaged and motivated teams and consequently decreasing negative working climate and increasing productivity and performance—also leveraging positive organizational impact in complex crises.

This program provides students with an understanding of the specific challenges that board leadership faces and the tools to manage those specific challenges by exploring the best practices of governance and ethics.

45 Students

53 Students

68 Students



CORPORATE GOVERNANCE: BOARDS PERFORMANCE **DIGITAL TRANSFORMATION ROADMAP: FROM THOUGHT TO ACTION** **DOING DIGITAL**

This program equips today's learners with the tools to manage financial reporting, negotiation, and decision-making processes by developing effective, transparent, and ethical boards.

This program equips today's leaders with the knowledge and skills needed to map and materialize an organization's current or future digital transformation process through different hands-on learning methodologies, roadmap development, and associated barriers to implementation.

This program challenges today's learners to create a digital ecosystem that optimizes different touchpoints with the consumer, mapping the consumer journey, identifying key decision-making, and using digital as a mechanism to attract and retain clients.

68 Students

30 Students

48 Students



E-COMMERCE 360° MANAGEMENT

This program equips today's leaders with the knowledge and skills needed to understand e-commerce by exploring tools and platforms and topics such as digital transformation, organizational strategy, digital marketing, ECRM, or Big Data.

17
Students



EFFECTIVE LEADERSHIP

This program equips today's leaders with the knowledge and skills needed to explore the leadership journey from the micro (individual self) to the macro-level (organizational context). The aim is to increase productivity and performance and strengthen the organizational environment and team motivation.

59
Students



EXPONENTIAL BUSINESS ADMINISTRATION

This program equips today's leaders with the knowledge and skills needed to lead innovation and transformation processes in organizations, including an understanding of how to create an impact in a sustainable economy.

2007
Students



LEADERSHIP, AGILITY, AND ADAPTABILITY

This program challenges today's leaders to analyze the variables that influence organizational transformation in a changing context, promoting more agile decision-making processes, more aligned and motivated teams, and significant impacts on productivity, growth, and profitability.

35
Students



LEADER AS A COACH

This program provides today's learners with an understanding of coaching practices and how they can be applied in the context of organizations and in the development of leadership skills.

23
Students



LEADING DIGITAL TRANSFORMATION

This program equips today's leaders with the knowledge and skills needed to map and materialize the current or future digital transformation process through different hands-on learning methodologies customized to leaders' industries.

25
Students



HIGH-PERFORMANCE LEADERSHIP

In partnership with the Portugal Football School, this program equips today's learners with the knowledge and skills needed to lead and improve the performance of their teams by leveraging on best practices inspired by high-performance sports.

21
Students



HR JOURNEY

This program equips today's leaders with the knowledge and skills needed to understand the key challenges HR professionals face by exploring systems and tools to attract, retain, and manage talent in changing environments, focusing on remote contexts.

12
Students



HR STRATEGY & ORGANIZATIONAL CULTURE

This program provides today's learners with an understanding of the key trends and variables that influence the success of organizational changes and the role of HR Managers in facing today's organizational challenges – on topics such as Human data and the meaning of responsible organizations.

33
Students



MANAGING THE FAMILY BUSINESS

This program equips today's leaders with the knowledge and skills to deepen their understanding of family business management as a singular organizational paradigm. Topics such as governance and ethics, conflict management, leadership and culture, effective communication, and strategic thinking are explored.

23
Students



PARADIGM SHIFT

This joint program between Nova SBE and the Calouste Gulbenkian Foundation equips today's leaders with the knowledge and skills to deepen their understanding of organizational transformation through a sustainability lens. The sustainability journey of the organizations is explored, as well as best practices on global trends, sustainable finances, business models, operations, and leadership.

45
Students



POSTGRADUATE PROGRAM IN CORPORATE FINANCE

This program equips today's leaders with the knowledge and skills needed to gain an in-depth understanding of corporate finance while exploring the intersection between ethics and the society, market, and shareholders, as well as the mechanisms behind corporate governance (i.e., auditing, internal control, compensation, risk assessment).

22
Students



POSTGRADUATE PROGRAM IN GENERAL MANAGEMENT

This program equips today's leaders with the knowledge and skills needed to promote an integrative perspective of management principles that impact performance and productivity by exploring team leadership, talent retention, and employee development and motivation.

60
Students



POSTGRADUATE PROGRAM IN HEALTH MANAGEMENT

This program equips today's leaders with the knowledge and skills to deepen their understanding in areas of management focused on sustainable and effective health services. Leaders are challenged to analyze and develop flexible strategies that promote effective health policies, as well as how enhance organizational maturity and processes to deliver the best services to the beneficiaries. A related module on leadership and collaborative work is provided.

32
Students



POSTGRADUATE PROGRAM IN TALENT & PEOPLE MANAGEMENT

This program equips today's leaders with the knowledge and skills needed to deepen their understanding of talent and people management by exploring talent development strategies and new work methodologies adapted to different personal and organizational challenges.

32
Students



PROCUREMENT & GLOBAL SOURCING

This program provides today's learners with an understanding of procurement practices by exploring key concepts and trends of supply chain management. Topics such as supplier relationship management, public procurement, digital transformation, and artificial intelligence in procurement are explored.

17
Students



SOCIAL LEADERSHIP FOR MANAGERS

This program provides today's leaders with an understanding of the social sector, supporting them in finding non-executive positions in social organizations. Topics such as governance models, legal and fiscal regimes, impact measurement, and business models in the social sector are explored while challenging students to work directly with social organizations through a "hands-on" approach.

34
Students



POSTGRADUATE PROGRAM IN INNOVATION & ENTREPRENEURSHIP

This program provides today's learners with an understanding of how to leverage innovation processes in organizations, covering topics such as digital transformation, effective leadership, negotiation, and future challenges.

24
Students



POSTGRADUATE PROGRAM IN MARKETING, STRATEGY, AND INNOVATION

This program equips today's leaders with the knowledge and skills needed to deepen their understanding of marketing and strategy to explore digital transformation in businesses, create an innovative culture across organizations, and integrate global market trends and positive leadership.

22
Students



POSTGRADUATE PROGRAM IN SUPPLY CHAIN MANAGEMENT

This program equips today's leaders with the knowledge and skills to deepen their understanding of the supply chain, introduce new trends, and promote digital literacy across the business strategy. Topics such as sustainability and circular economy, eco-efficiency, decarbonization of supply chain, IoT, and machine learning in the supply chain are explored.

16
Students



SUSTAINABLE FINANCE

This program provides today's learners with an understanding of the global market of sustainable finance by exploring key trends and evidence on ESG investing, ESG data, and communication and reporting practices for financial organizations.

43
Students



WOMEN'S LEADERSHIP PROGRAM

This program aims to support female professionals in overcoming the main barriers women face in accessing leadership positions. It equips students with key technical and behavioral skills and provides a personalized mentoring journey to help them accelerate their professional development and achieve their goals.

924
Students



SPECIAL OFFERINGS: BACHELOR'S



The following initiatives were offered in 2022 to Bachelor's students as an alternative to participating in the course "Managing Impactful Projects". In this sense, these special offers aim to develop in students the same skills aspired for the course.

BCG CHALLENGE



A consulting project designed by BCG to solve a specific NGO's problem, in which Nova SBE students worked alongside BCG and the clients' teams for 10 weeks to develop concepts, analyses, and recommendations. This challenge allowed students to interact directly with BCG consultants while working and supporting a social cause.

30

Students

divided into 6 groups of 5

"My name is Fernando Ilharco, and in the summer of 2022, I spent 6 weeks in São Tomé and Príncipe under WACT. As part of the IPM course, we are presented with some possible alternatives, and when I saw this opportunity, I didn't think twice about going.

For one semester, I was developing a project with the NGO (WACT) that sought to combat some of the problems evident in the Sans Toméan society. Together with two colleagues, we tried to structure a talent factory in the Maianço community, located near the center of the island.

WACT "IMPACTO" PROGRAM



A project for students to become changemakers, learning how to build a social project according to their passions and skills and implement it in São Tomé e Príncipe.

To do this, we developed initial questionnaires to find out what potentials could be explored, found sponsors, and established a strong network of Sans Tomasense contacts that would make the implementation easier and more effective.

When I arrived, the "light-hearted" pace of life on the island was evident. In fact, this motto of life hindered the success of our project because the lack of commitment was a reality. The same motto made me a calmer, more thoughtful, and prepared person and helped me to value things that I took for granted when I was in Portugal.

To conclude, I would like to encourage you to have this experience, which was certainly one of the most enriching of my life. São Tomé e Príncipe is a friendly, challenging, beautiful country with immense potential. Even today, I still keep in touch with friends from São Tomé.

The biggest reason that made me embark on this experience was that I wanted to put into practice what I had learned throughout my life to serve others. WACT gives us independence and total support in the development of the project and its application. Additionally, it also offers several activities to get to know the stunning landscapes of the island. I can say that although I gave myself to São-tomé and the project was a success, I left there with much more than I gave. It was a unique experience on all levels, and I think it would be the same for you."

FERNANDO ILHARCO
Nova SBE Bachelor's Student

B4C: BATTLE4CAUSE



A 3-month competition where students gathered in teams of 4 to develop and create a prototype under a given theme. During the project, teams received assistance from associations and mentors who were familiar with the theme to facilitate the project's technical feasibility. Go to the Nova Tech Club section of this report to know more.

SPECIAL OFFERINGS: MASTER'S

MODULE: VOLUNTEERING AND SOCIAL IMPACT, WACT



117

Number of participants

Students had the opportunity to think deeply about different social problems, understanding that a non-welfarism volunteering intervention can have not only a social impact but a personal development too. Furthermore, a vision was explored where every student can be an agent of change in the context they are inserted, highlighting the needs of the communities.

MODULE: THE GLOBAL IMPACT MINDSET – THE UNITED NATIONS AND THE SUSTAINABLE DEVELOPMENT GOALS (NEW!)



100

Number of participants

In a tempt to tangibilize the abstract and theoretical ideas around the UN or the SDGs, during three consecutive days, students have the opportunity to know and hear global speakers working in the United Nations, national or local governments, companies, civil society, academic institutions, banks or in any related jobs who are directly working on the accomplishment of the SDGs at a global and/ or a national level. More than 10 global speakers share their experiences through live online sessions explaining how the UN is organized and how the global agenda is imposed, met, financed, and monitored by the UN and/or the countries. It is an opportunity for students to meet and be inspired by impactful careers.communities

HIGHLIGHTS SUMMER CAMPUS & SHORT COURSES



Nova SBE works hand in hand with the most demanding companies, educational institutions, and partners, listening to their needs and understanding their ambitions. Together, we create a unique learning experience that blends academic knowledge with business experience. Our targeted offers guarantee that all programs respond to the challenges of an ever-changing world, allowing students to excel and progress in a responsible way in the business world.

Our partners:

- Esade Ramon Llull University – Spain
- ESC Clermont Business School – France
- European Club Association (ECA) – Switzerland
- TCNJ | The College of New Jersey – USA
- The FBA - The Football Business Academy – Switzerland
- Warwick Business School – UK

PROGRAM HIGHLIGHT – THE FIFTH EDITION OF MAKE YOUR MARK – SHORT COURSE ON CIRCULAR ECONOMY



The fourth and fifth editions of Make Your Mark, a five-day-long immersion into the ecosystem for sustainability in Portugal with a total of 70 Master's students participating, took place. With a

Our Numbers:

6

customized short courses

3

faculty-led programs

430+

students

40+

nationalities

general focus on sustainability drawing attention to SDG 13 Climate Action and SDG 12 Sustainable Consumption and Production, and particular attention paid to issues related to the circular economy, students engaged in a problem-solving pedagogy designed to build on their experiences, offered solutions to real problems experienced by a business while acquiring new knowledge and a mindset for a sustainable future.

2.2. Project-based learning



“Project-based learning is a dynamic teaching methodology focused on the student, where learning is done in groups through the active exploration of challenges and real problems faced by companies and organizations.

Project-based learning is one of the differentiating vehicles to shape our School for a Better and Sustainable Future and help train the talents of tomorrow. Our students learn to work in teams, experiment with several ways of communication and different speakers, develop their creativity and critical thinking, and will be more prepared to be successful in an ever-changing world.”

The main idea of Project-based learning is that real problems or situations promote a bigger interest and involvement from students while developing their critical thinking as they acquire and apply new knowledge and competencies in a problem-solving context.

At Nova SBE, we have been integrating this methodology into our curricular offer. Last year we invested in building a team, context, processes, and tools to support faculty, our students, staff, and the Nova SBE community involved that potentiates the added value of Project-based learning.

JESSICA CARVALHO
Head of Project-Based Learning

2022 was the revolution of Project-based learning at Nova SBE. With all the efforts put together and with the help of the Nova SBE community, more than 270 Project-based learning initiatives were achieved during the year.

Main numbers:

250+
initiatives

965
students
participating

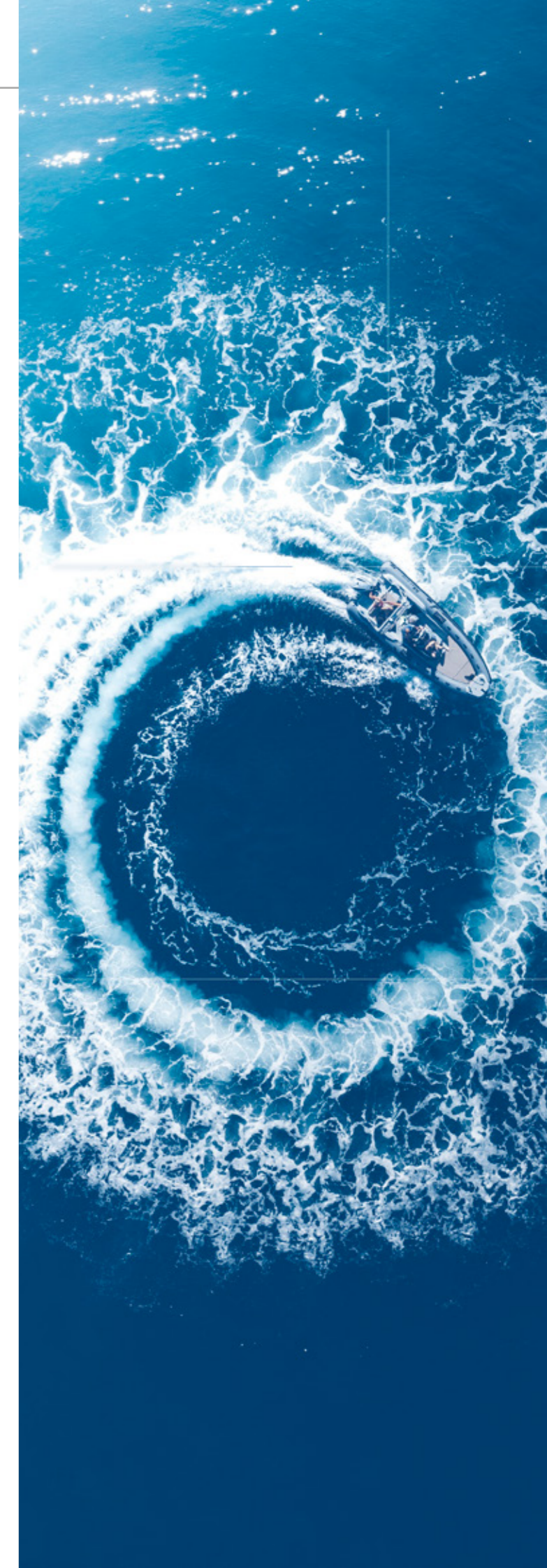
67
advisors
involved

50+
partners

Some of the projects that have been under development include:

- Study and deepening of loyalty systems, the strategic definition of growth opportunities in the lubricants sector, optimization of gas bottle stocks, and definition of guidelines for a new bottled gas business model.
- Development of a Corporate Social Responsibility strategy with Social Value
- Creating a Web Application to Enhance the Relationship between Individuals and Charitable Organizations
- Creating sports communities to foster healthy habits and prevent loneliness: Developing a mobile application to connect people to be active - Leveraging low-code solutions to promote community building

Other projects developed as part of the Master's in Business Analytics can be found under Working Projects in section 3.6.1 Nova SBE Data Science Knowledge Center.



2.3. Access to education



BACHELOR'S

BeNova Scholarship

The BeNova Scholarship Program was created in 2012 by three Nova SBE Alumni – Virgínia Lopes, Eduardo Marques, and José Portela – in collaboration with Nova SBE. It aims to award scholarships to Portuguese Bachelor's students with excellent academic results, and that show a big commitment and involvement in the school (volunteering activities, and club participation, among others). This program intends to guarantee that students with financial difficulties can continue their studies and invest in their future. Ten editions have already taken place.

No. of students supported: 35

1st Year

10 (4 Bachelor's in Management, 6 Bachelor's in Economics)

2nd Year

14 (9 Bachelor's in Management, 5 Bachelor's in Economics)

3rd Year

11 (10 Bachelor's in Management, 1 Bachelor's in Economics)

2022 marks the BeNova 10th anniversary. 10 years later, the program supported 147 students.

Santander Futuro Scholarship Program

This scholarship aims to help Bachelor's students who enrolled in the first Bachelor's academic year and are determined to pursue or complete their first cycle studies. The goal is to provide these students with financial aid to promote better academic performance.

No. of students: 22

Nova SBE - Santander Totta Excelência

Santander bank joins Nova SBE and awards merit by granting 30 scholarships to the 30 Nova SBE best students placed in the Economics and Management degrees in 2021/22. It awards students with the best entry GPA in the Bachelor's in Management and Bachelor's in Economics.

No. of students: 25 (12 Bachelor's in Management, 13 Bachelor's in Economics)

BACHELOR'S

Nova Junior Consulting Scholarship

A scholarship launched in 2021 offering a 33% fee reduction and also learning sessions, networking opportunities with the club's partners, and personalized help with their careers.

No. of students: 10 PT (5 Bachelor's in Management, 5 Bachelor's in Economics)

MASTER'S

Nova SBE Academic Merit

Nova SBE recognizes the importance of awarding students with scholarships based on their academic merit and talent. The Academic Merit Scholarship acknowledges the best students based on their academic achievements or demonstrated talent in athletics, arts, music, and other special interests. The Academic Merit Scholarship is an exemption from the first-year Master's Program tuition fee. The exemption can vary between 20% and 80%.

No. of students supported: 188, of which 27 were Portuguese and 161 Non-Portuguese.

17 Master's in Economics (6 PT, 4 NPT)
42 Master's in Finance (6 PT, 36 NPT)
81 Master's in Management (9 PT, 72 NPT)
14 International Master's in Management (1 PT, 13 NPT)
11 International Master's in Finance (3 PT, 8 NPT)
19 Master's Business Analytics (1 PT, 18 NPT)
6 Master's in International Development & Public Policy (1 PT, 5 NPT)
5 Masters in Impact Entrepreneurship & Innovation (5NPT)

André Sousa Bessa Scholarship

This scholarship was created in 2014 by Judite Sousa - a respected Portuguese journalist - in memory of her son, a former student of the Master's in Finance.

No. of students supported: 2

1 Master's in Finance (PT)
1 International Master's in Finance (PT)

Amélia de Mello Foundation Scholarship

Every academic year, the Amélia de Mello Foundation awards two scholarships that cover the tuition fee of two Nova SBE Master's students. The candidates' assessment is based both on their academic performance and financial needs.

No. of students supported: 6 Portuguese (1 Master's in Economics, 5 Master's in Management)

MASTER'S

Nova SBE Fellowship for Excellence

The Nova SBE Fellowship for Excellence identifies the most talented students and empowers them to change the world. This program has existed since 2017/18. The program includes exclusive networking opportunities, social impact experiences, a leadership program with business leaders as keynote speakers, and tuition fee support. This merit-based program is offered to students with demonstrated academic excellence, outstanding performance in sports and culture, and social engagement. For example, the program has a two-day social challenge to help civil society and motivate students to a sustainable professional development focused on impact and social responsibility. It prepares them to reach their full potential as students and world citizens. The award is sponsored by benefactors and corporations who want to empower high-achievement students with energy and aspiration.

Benefactors: Sonae, Lidl, Unipartner, McKinsey, KPMG, LG, Santander

No. of students: 51 (3 Master's in Economics, 17 Master's in Finance, 12 Master's in Management; 5 International Master's in Management; 10 International Master's in Finance; 3 Master's in Business Analytics, 1 Master's in International Dev. Public Policy)

Nova SBE Means-Tested Scholarship

Nova SBE recognizes the importance of awarding students scholarships based on their financial needs. Financial restrictions should never come in the way of access to higher education, which is why Nova SBE believes in providing opportunities for everyone. All students applying to a Nova SBE Master's Program with financial needs are considered eligible for a Means-tested Scholarship.

No. of students supported: 98, of which 73 are Portuguese (PT) and 25 Non-Portuguese (NPT)

- 4 Master's in Economics (4 PT)
- 30 Master's in Finance (24 PT, 6 NPT)
- 35 Master's in Management (1 PT, 3 NPT)
- 4 International Master's in Management (3 PT, 1 NPT)
- 4 International Master's in Finance (3 PT, 1 NPT)
- 10 Master's in Business Analytics (7 PT, 3 NPT)
- 7 Master's in International Development and Public Policy (4 PT, 3 NPT)
- 4 Master's in Impact Entrepreneurship and Innovation (4 NPT)

Calouste Gulbenkian Foundation Scholarship

Intended to annually support students with an above-average academic performance by promoting their talent and stimulating initiation into research.

The winners have the opportunity to participate in the scholarship's immersive talent enrichment program, which has specialized monitoring by a mentor and includes personal development sessions and moments of networking and sharing between fellows.

No. of students supported: 1 Portuguese

MASTER'S

José Neves Foundation

In 2020, Nova SBE and Fundação José Neves signed an agreement with José Neves Foundation that has already allowed 25 Portuguese Master's students (2020-22) to finance their full program. The José Neves Foundation aims to help transform Portugal into a knowledge society through education aligned with future needs. In this context, the Foundation launched the income share agreements (ISA) to enhance access to education - financial protection created with students' success in mind, with a commitment to lifelong learning. This innovative model aims to support Portuguese students in accessing training that enables them to acquire the skills for the future. The José Neves Foundation supports the total amount of the Master's programs tuition fees. The student does not need to provide guarantees to benefit from the program and will only reimburse the payment when one starts working and reaches the professional goals defined alongside the Foundation at the time of the ISA subscription. The future reimbursements will then finance new students' applications to the ISA.

No. of students: 1 Portuguese (Master's in Finance)

NOVAFRICA Merit Scholarships

The Nova SBE NOVAFRICA Knowledge Center has been promoting the NOVAFRICA Merit Scholarships Program since 2012. This scholarship is awarded to outstanding students from African countries who have been accepted at Nova SBE. It consists of a tuition waiver and an allowance to help with additional costs.

No. of students supported: 1 Non-Portuguese (Master's in International Development and Public Policy)

- 4 Master's in Economics (4 PT)
- 30 Master's in Finance (24 PT, 6 NPT)
- 35 Master's in Management (1 PT, 3 NPT)
- 4 International Master's in Management (3 PT, 1 NPT)
- 4 International Master's in Finance (3 PT, 1 NPT)
- 10 Master's in Business Analytics (7 PT, 3 NPT)
- 7 Master's in International Development and Public Policy (4 PT, 3 NPT)
- 4 Master's in Impact Entrepreneurship and Innovation (4 NPT)



OTHER AWARDS TO SHOWCASE

Kearny – Implemented in 2021

The Kearny Excellence Award is associated with the Finance course of both the Bachelor's in Economics and Management. All students enrolled in the Finance course are automatically considered, except those who are improving their grades. The winner will be selected according to their final grade. Awarded to the students with the highest GPA in the curricular unit of Finance.

No. of students: 2 Portuguese

(1 Bachelor's in Economics; 1 Bachelor's in Finance)

Ethics and ESG Award from the CFA Society Portugal – Implemented in 2021

Nova SBE joined CFA Society Portugal to help promote its Ethics and ESG award, which aims to reinforce the importance of ethics in the finance sector and the trust in financial brokers' behavior in Portugal. To help promote high ethical standards in the finance sector, CFA Society Portugal established the Ethics and ESG Award that incentivizes higher education students to develop research papers that actively contribute to more transparent and sustainable markets.

No. of students: 1 Non-Portuguese
(1 Master's in Finance)

AMBA Award

Believing that the leaders of tomorrow are crucial in building a more open and sustainable world, the MBA Alumni Association (AMBA) and Nova SBE came together to award, annually, the Award AMBA to undergraduate students who demonstrate the skills and commitment to make a difference as professionals and citizens of a global community.

No. of students: 3 Portuguese
(2 Master's in Finance; 1 International Master's in Finance)



2.4. Executive Education & Business Transformation

17

Partners Schools
(currently)

60

Partner Companies
(currently)

11.295

Students
International Students – 4888 (36 Nationalities)

127

Companies



1ST GENERATION OF EXECUTIVE MASTER'S



As reported in the last year's report, in 2020, Nova SBE launched the 2nd generation of Pre-Experience Master's to empower students with specialized knowledge and training to think systematically about major challenges. In 2021, Nova SBE stepped forward and launched the first generation of Executive Master's, whose classes started in October '22.

We aim to provide a lifelong learning journey for executives who have left university for at least five years to become better prepared to deal with the challenges of this millennium. Lifelong learning is a skill in high demand due to how rapidly the world is changing. People need to develop new skills to adapt to societal challenges.

EXECUTIVE MASTER'S IN LEADERSHIP

The Executive Master's in Leadership intends to contribute to the development of organizations through their talents to create lines of lasting leadership that strengthen management and people development. In all organizations, human capital is strategic per se, being one of the key sustainability factors of the business. This Master's program focuses on developing leadership relationships suited for different organizational challenges, including attracting, developing, and retaining talent through motivating practices.

EXECUTIVE MASTER'S IN INNOVATION & ENTREPRENEURSHIP

The Executive Master's in Innovation & Entrepreneurship aims to train managers and leaders capable of questioning, discovering, and creating, contributing to the development of their businesses and the economy. By taking advantage of the entire innovation ecosystem and existing entrepreneurship in Portugal and the position of Nova SBE, participants develop concepts and processes that will contribute to transforming practices in their companies.

EXECUTIVE MASTER'S IN MARKETING & STRATEGY

The Executive Master's in Marketing & Strategy is an integrated learning journey where students acquire knowledge and share their own experiences. This training aims to bridge the gap between knowledge and its application. It takes students to the frontier of knowledge by equipping them with tools for analyzing the market and companies' competitive positioning, clarifying their practical application, thus allowing them to master the "rules of the game" of competition and placing them in favor of the organization.

EXECUTIVE MASTER'S IN ADVANCE MANAGEMENT

This Executive Master's course addresses knowledge related to the strategic vision of the future and leadership of organizations to empower students in a more polyvalent approach. This program strengthens participants' existing skills and adds new ones, highlighting the construction and analysis of future scenarios and articulating external variables. Participants expand on their ability to lead ethically and in an environment of contradictory obligations and develop the ability to make choices that create value for organizations and their employees.

EXECUTIVE MASTER'S IN FINANCE AND FINANCIAL MARKETS

The Executive Master's in Finance and Financial Markets is transversally focused on understanding corporate value creation. Its approach combines a small set of theoretical foundation courses with a larger set of more practical-oriented ones to address real-life problems and situations. The program aims to provide highly motivated participants with high-quality and up-to-date training in the fields of financial markets and instruments, investments, valuation of financial instruments, derivative securities, and financial risk measurement and management.

INITIATIVES

PROMOVA PROJECT



CIP - Confederação Empresarial de Portugal has supported the third edition of the Promova Project in partnership with Nova SBE. This project aims to identify and develop female talent. This project targets women with more than 10 years of experience who already occupy a leadership role. The issue of gender equality in the decision-making bodies of companies is a top priority on every organization's agenda. Several studies support its relevance and momentum, revealing that companies with management teams with greater gender balance obtain better business results, growth, and higher profitability. Although in the last decade, the presence of women in the decision-making bodies of the largest listed companies has increased eight times, from 2.6% in 2008 to 21.6% in 2018, Portugal remains below the European average of 27%. With the sponsorship of Randstad, Ana Aeroportos, EDP, and Sonae, the Promova Project is an executive training program that has several complementary activities. It begins with a 360° leadership assessment. It has 96 hours of in-class sessions divided into four modules (each module is three-days-long, for eight hours each day). Each module begins with a mindfulness session. Simultaneously, participants have five coaching sessions and networking opportunities throughout the classes. In addition, participants have access to four cross-mentoring sessions. Promova's ultimate goal is to train participants with the knowledge and skills that will help them succeed in management and administrative roles.

- The third edition occurred in June 2022, with **35 women** from ANA Aeroportos, Deloitte, EPAL, Faurecia, Fidelidade, Galp, Jerónimo Martins, Leroy Merlin, Mazaars, Millennium BCP, Microsoft, Montepio, Nova SBE, Sonae, Whitestar asset solutions, and Worten.

SOCIAL LEADERSHIP FOR MANAGERS



Designed for those who still have little contact with the social sector, this program allows participants to acquire the necessary knowledge and the network toward the first steps into this sector. The program addresses topics such as the context and specificities of social organizations, governance models, tax regimes and legal, reporting and impact measurement, and business models. Participants acquire a knowledge base that gives them a 360° view of the sector to start their contribution.

This program rose in the context of Nova SBE's partnership with BPI "la Caixa" Foundation - Initiative for Social Equity - and has the co-coordination of the Nova SBE Leadership for Impact Nova SBE Knowledge Center.

In 2022 this program has trained 34 participants.

AGRIBUSINESS



Based on all challenges identified and in order to continue the growth of the agri-food sector in Portugal, placing it as a reference in the adoption of practices that reconcile productivity and sustainability, this program aims to prepare entrepreneurs and industry professionals, young farmers, and other entrepreneurs, with management and organizational skills, involving them from the beginning with the most relevant players. It includes an initial phase of understanding all external and internal factors as well as the national and international panorama, a second phase that aims to inspire participants through contact with innovative cases in the agricultural sector, and finally, a phase of application of all the knowledge acquired along the journey of learning.

It is a new program launched in 2022 with 16 participants.

WOMEN'S LEADERSHIP PROGRAM



The Women's Leadership Program (WLP) aims to leverage women's professional development – with protagonism and prominence – based on the challenges they face. With this program, we bring together self-awareness and soft and hard skills combined with a thriving community.

The WLP, with 924 participants, is a joint initiative by StartSe, an Edtech based in Silicon Valley with a Brazilian DNA, and Nova SBE to leverage women's professional development by addressing the specific challenges they face in achieving and remaining in strategic positions in different sectors and organizations.

The program was developed based on research about women's current challenges, empathy interviews, and conversations with experts on the subject. It combines technical and behavioral skills with a customized approach so we can support them in overcoming the barriers that usually block and/or delay their access to leadership positions. Through self-analysis tools, inspiring and informative asynchronous content, live meetings, peer mentoring sessions with other participants, support from more experienced and successful women in their fields, and support for the specific challenges of each woman, in just eight weeks, the program accelerates participants' next career steps towards the boldest goals they have.

- In order to make this happen, we bring together a myriad of brilliant women, such as *Randi Zuckerberg, Marta Pimentel, Angelica Blendstrupp, Paula Marques, Nicole Stott, and Sofia Tenreiro.*

INITIATIVES

GESTOR PME – FUNDAÇÃO LA CAIXA



Our school, in partnership with IAPMEI, Turismo de Portugal, and AICEP, has organized a training program in business management for managers of SMEs. This program aims to equip managers with tools to face the Portuguese and world business challenges, to ensure its application in real business, with an emphasis on the day-to-day business needs of a Portuguese SME, and to provide training in management skills that are fundamental to the economic recovery in the period post-pandemic. This program was launched in September 2022 under a special edition of Fundação La Caixa, which has sponsored this edition to study and evaluate the impact of this program on the development of the managers' skills and the performance of their companies.



OPINION ARTICLES

<p>Four steps to boost women's leadership Read More Leia Mais</p>	Marta Pimentel	
<p>Women's Leadership Program: "It will be 136 years before there is equality for women in the corporate world. That's a long time." Read More Leia Mais</p>	Interview Mafalda Chaves	
<p>Managing family businesses: a magic trick that's hard to replicate Read More Leia Mais</p>	Alexandre Dias da Cunha	
<p>Weza Bombo: "I'm looking forward to an emotional debate that inspires people" Read More Leia Mais</p>	Interview Weza Bombo	
<p>The future now: The managers we have and the managers we need Read More Leia Mais</p>	Filipa Castanheira	
<p>Tiago Godinho: "The State has a means of proximity in the digital" Read More Leia Mais</p>	Interview Tiago Godinho	
<p>How does burnout develop? Read More Leia Mais</p>	Ana Moniz	
<p>Thrive or survive? Read More Leia Mais</p>	Miguel Pina e Cunha	
<p>Nova SBE Sustainability Journey: "The future we create depends on the challenges we dare to take on today" Read More Leia Mais</p>	Nova SBE	

OPINION ARTICLES

Learning outdoors: why not?

[Read More](#)

[Leia Mais](#)

Gabriela Barranqueiro Leite



CEO Council brings together 50 leaders to debate the future challenges of organizations

[Read More](#)

[Leia Mais](#)

Nova SBE



Scenarios and the future of cyberspace - the cybersecurity challenge

[Read More](#)

[Leia Mais](#)

António Alvarenga

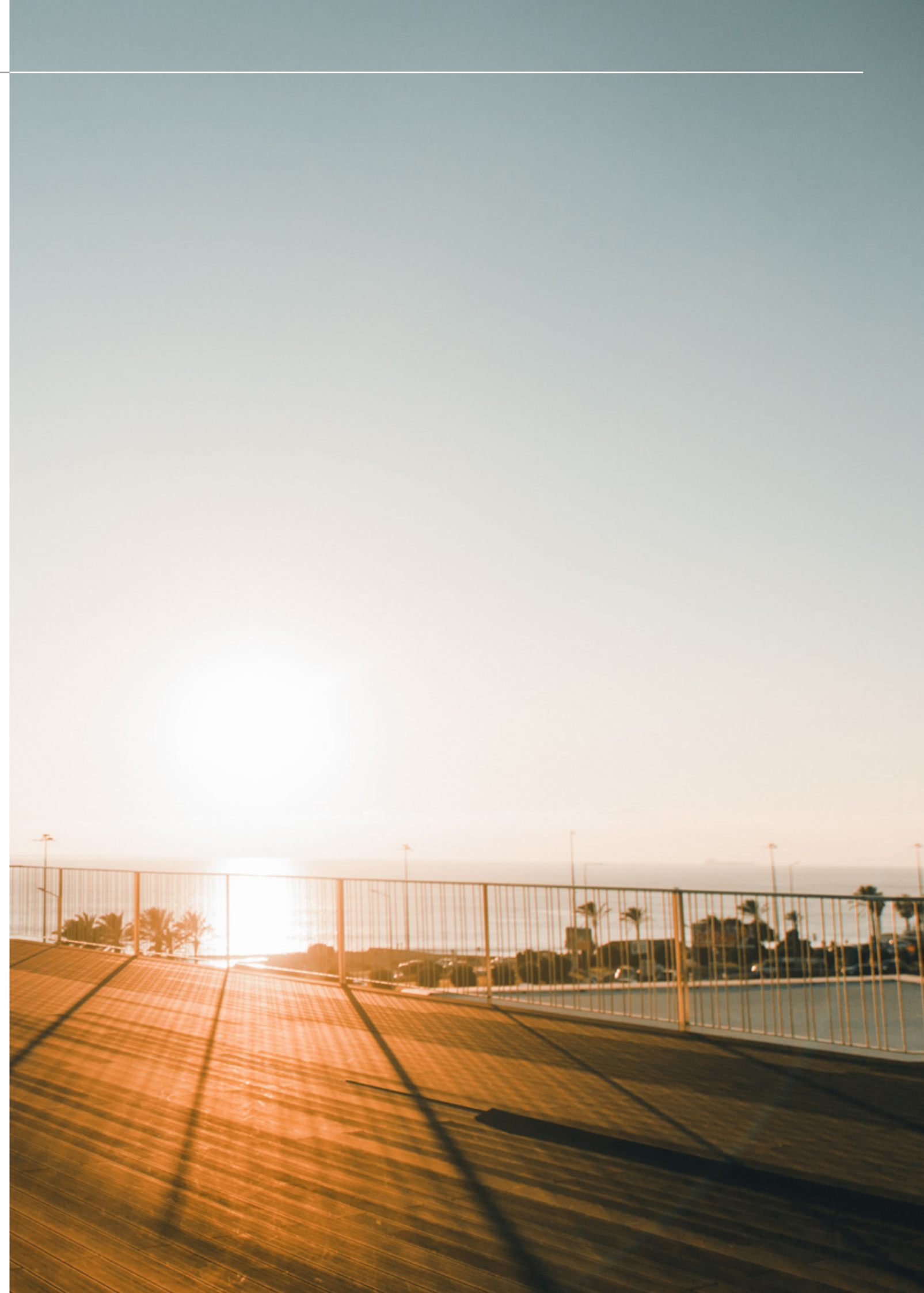


Hybrid or not hybrid, that is not the question

[Read More](#)

[Leia Mais](#)

Anne-Laure Fayard



2.5. Alumni: a network forged for impact

The Alumni Club has almost 20.000 graduates from more than 100 countries. These outstanding human beings that graduated from Nova SBE from 1978 until 2022 represent the longer-term impact of the school's work and the endurance of its inherent values that continue beyond our academic programs: rigor, impact, worldliness, vanguardism, and connectivity.

For this growing community, in 2022, the Alumni Relations office implemented the first year of an ambitious plan designed to meet the needs of our community from 20 to 90 years old, 46% women and 54% men, living in more than 700 cities worldwide.

Our value proposition is set on 3 pillars:

- Lifelong Learning & Professional Growth
- Engagement with Students & Access to Talent
- Community & Networking

Amongst the most impactful initiatives, we can highlight the following:



CATCH '22

Aiming to be considered as the educational partner of our Alumni continuously, we created an innovative executive learning program that takes on the most challenging subjects and relevant trends of upskilling of today's ever-evolving world into a carefully curated 1-year online course, exclusive to Nova SBE's Alumni community.

Topics:

- Leading in Uncertain Times with Professor Miguel Pina e Cunha
- Sustainability with Professor Rodrigo Tavares
- Future of Work with Professor Anne-Laure Fayard
- Innovation and Shaping the Future with Professor Nadim Habib

500+ participants
80% first-time in Executive Education
3000+ Lifelong Learners



MINT

Mentoring, Impact, Networking & Talent - To build meaningful relationships between Alumni and students is important for the strategic growth and advancement of higher education programs. Alumni have a significant role to play in students' lives. In 2022, we made significant efforts to engage Alumni and students: from teaching to mentoring, from speed networking to speaking opportunities, sharing their industry knowledge or as inspirational speakers, Alumni helped form the backbone of structuring the viewpoint of life situations, providing advice, guidance to make better career choices and to encourage academic development.

200+ Mentors

Launched 7 New Mentoring Programs, working with several teams, hubs, clubs, and institutes from Nova SBE – For start-ups, social organizations, LGBTQ+ Community, High school students, Executive Master's
180+ speakers in academic events and courses



GENEROUS ALUMNI WALL

We inaugurated the Generous Alumni Wall in one of the most iconic spaces of the school, recognizing the Alumni who most contributed to the construction of the Carcavelos Campus and inspiring all students that pass through it every day.

1500+ Alumni donors



ALUMNI AMBASSADOR NETWORK

In 2022, we continued to work closely with our Ambassadors. The Ambassadors have been key to the success of the Alumni Club and the development of the school. We have ambassadors from all classes from 1978 till now, willing to be an active part of the school's growth.

700+ willing to help
300+ active class Ambassadors



ALUMNI INTERNATIONAL CHAPTERS

Committed to strengthening the bond between Alumni and establishing an ongoing dialogue with the school, in 2022, we launched the Alumni International Chapters in some of the most represented cities in our community. The Nova SBE Alumni International Chapters act as geographically based hubs of activity led by a City Board of Nova SBE Ambassadors who live in the area. The objectives are wide-ranging and focused on creating networking opportunities for Alumni in the city, creating discussion forums, engaging with relevant corporate partners and prospective Nova SBE students, and supporting the advancement of Nova SBE in these markets.

Ten chapters launched: Madrid, Frankfurt, Munich, London, Milan, New York, São Paulo, Dublin, Paris, and Lisbon.

100+ city ambassadors
20+ afterworks in chapters and other cities: Amsterdam, Barcelona, Bogotá, Luanda, Zurich, Berlin, and S. Francisco.
1400+ actively engaged in our international network



ALUMNI PARTY & AWARDS

In 2022, we organized the first Alumni Party post covid that gathered 1000 Alumni from all over the world. At this party, we hosted the very first Alumni Gala Dinner to recognize the School's Alumni who have made significant contributions to society and whose accomplishments, affiliations, and careers have honored the legacy of impact and excellence of Nova SBE.



Outstanding Young Alumni Award

SDG 4, 8, 10 (the SDG refer to the area in which the Alumni has stood out and is receiving an award - applicable for the following awards)

The Outstanding Young Alumni Award recognizes young Alumni (35 years or younger) who are already making

2. Lifelong Learning

significant contributions to greater society through professional or philanthropic work. The award celebrates what younger Alumni have achieved in their shorter career span.

[Madalena Godinho Ramos](#), Bachelor's in Economics '09, Principal at Blackstone, was awarded the Outstanding Young Alumni Awards, as voted by the Alumni community, for her achievements, professional growth, and potential for impact.



Role To Play Award

The Role to Play Award recognizes Alumni who inspire the world around them through service to the community.

This award also seeks to recognize the significant involvement of our Alumni in projects that pursue the Sustainable Development Goals agenda and enrich local and international communities through activities such as volunteering, philanthropy, and service to the community.

[Sara Vicente Barreto](#), Bachelor's in Economics '99, Founder and CEO – Um Pequeno Gesto, Uma Grande Ajuda, won the first Nova SBE Alumni Role To Play Award for her outstanding accomplishments and service to the community.



Alumni of the Year Award

The Alumni of the Year Award recognizes Alumni who have had outstanding achievements this year, with demonstrated and sustained excellence in their field (professional, academic, research, or community). The award honors those Alumni whose accomplishments have brought distinction to themselves, credit to the school, and real benefit to their communities.

This is the overall Alumni achiever who has accomplished extraordinary success in their industry and outstanding leadership in different contexts such as volunteerism or community and professional work. The winner also

demonstrates global relevance and a commitment to Nova SBE and the community.

[Inês Caldeira](#), Bachelor's in Economics '97, Global Deputy General Manager at L'Oréal Paris, won the first Alumni of the Year Award, voted by the Alumni community for her outstanding path and achievements.



Alumni Ambassador Award

The Alumni Ambassador Award recognizes the extraordinary contributions of the Alumni who volunteer and give so much of their time, talent, and treasure to Nova SBE, and by doing so, allow this school to be one of the best in the world. Contributions to school initiatives as well as Alumni initiatives, national and international, are considered.

[Francisco Froes](#), MBA '80, President of the Nova SBE MBA Alumni Association, was awarded the first Alumni Ambassador Award for his dedication to Nova SBE and outstanding accomplishments in bringing the Alumni community closer to each other and the school.



Lifetime Achievement Award

The Lifetime Achievement Alumni Award is given in recognition of exceptional career accomplishments and philanthropic efforts to the community, as well as generous contributions and service to the advancement of Nova SBE. The award recognizes a lifetime of exceptional involvement and service in the philanthropic field, demonstrated and sustained significant leadership, and continued engagement and contribution to Nova SBE's mission.

João Talone, MBA '83, and [Raul Galamba](#), MBA '89, were awarded the Lifetime Achievement Award for their vision, dedication, and commitment to the school, and also for the achievements and significant contributions to society that honor their fellow Alumni and are an important part of Nova SBE's legacy of impact and excellence.



IMPACTFUL ALUMNI

Together with the Role To Play Impactful Alumni initiative, the school has identified from its Alumni network who has been developing an impactful career with results in the social area. The ones described below were invited to share their stories in Role To Play's rubric of "Impactful Careers" in 2022.



Sara Vicente Barreto

Bachelor's in Economics '99
 Founder and CEO – Um Pequeno Gesto, Uma Grande Ajuda

Won the first Nova SBE Alumni Role To Play Award for her outstanding work with her organization that aims to promote and improve the living conditions of underprivileged children and their families in Mozambique.



Bárbara Leão

Bachelor's in Management '02
 Master's in Management '06
 Current PhD Student at Nova SBE

Founder of Biovilla, a cooperative for sustainable development education and seeks to inspire people to learn about regeneration and sustainability.



Vitorino Mello Oliveira

Bachelor's in Economics '10
 Master's in Management '13
 Teaching Assistant at Nova SBE

Portuguese Diplomat at United Nations created and launched a new Master's Module at Nova SBE on the Sustainable Development Goals Agenda.



Rita Casimiro

Master's Management '13
 Partner and Head of Acceleration at MAZE Impact

Where accelerate and invest in solutions that deliver impactful outcomes. Maze inspires organizations to find solutions for social and environmental challenges



Diego Tremiterrra

Bachelor's in Management '13
 Co-founder at Lykeion

A financial platform and newsletter with weekly explorations covering the Intersection of Business, Finance & Geopolitics. It is read by hedge fund managers in New York & digital nomads in Costa Rica.



Constança Santos Silva

Bachelor's in Management '19
 President and Co-founder Thirst Project Portugal

Interviewed by Forbes Portugal about this project that aims to bring potable water to everyone and has already helped 663 million people.



Antonia Schein

International Master's in Management CEMS '18
 Co-Founder of Codary
 Nominated for Outstanding Young Alumni Award 2022
 Forbes 30 under 30

Antonia founded Codary and was awarded Forbes 30 under 30 in 2022. Codary's mission is to establish programming as a hobby for teens. In weekly online video, Codary's coaches teach teenagers relevant programming languages such as Python in a playful and application-oriented way.

[Read more.](#)



Inês Maria Gonçalves

Bachelor's in Management '13
 Girls Vision Consultant at Malala Fund

Ines is a youth engagement expert in the education and girls' rights sector. Inês served as a youth delegate in the UN Commission on the Status of Women while leading the policy and influence work of the largest movement dedicated to girls in the world. In her most recent role, she is building a vision for girls' education that is shaped and led by young women at Malala Fund.



Bennet Barth

Master's in Economics '15
 Nominated for Role To Play Alumni Award 2022
 Managing Director at RESPOND

RESPOND program works with entrepreneurs across the globe and accelerate sustainable business models, drive innovation, and empower responsible leadership. They work with Venture Capital firms with dedicated impact and sustainability theses.



Gudrun Drexler

International Master's in Management '19
 Senior Communications Coordinator at B Lab Europe

Gudrun works as Senior Communications Manager at B Lab Europe, a non-profit organization that is rethinking the way business is done to create a more inclusive, equitable, and regenerative economic system for all.

[Read more.](#)



João Rafael Brites

Bachelor's in Economics '08
 Master's in Economics CEMS '12
 Nominated for Role To Play Alumni Award 2022

Director of Growth & Innovation at HowGood, a SaaS data platform with the world's largest database on food and personal care product sustainability. João has been working in sustainability for more than 10 years now, and he is also the Co-Founder and CEO of Transformers, which aims to solve the problem of lack of civic and social involvement by civil society in Portugal.



Mafalda Rebordão

Bachelor's in Economics '15
 Master's in Management CEMS '18
 Co-Founded Ponto Zero

The first Podcast in Portugal that invites Portuguese women role models to share their lessons learned & empower both women and young professionals to discuss topics around career development, productivity, and growth mindset by democratizing mentorship sessions (the role models' episodes)

2.6. Role To Play



NOVA SBE ROLE TO PLAY “MONTRA DE IMPACTO”

Our community is committed to fostering dialogue and action by disseminating knowledge, launching innovative projects, supporting organizations' transformation, and leading by example as responsible citizens. In 2020 Nova SBE launched the Nova SBE Role To Play platform to share what Nova SBE's community was doing regarding Sustainable Development - through projects, initiatives, research topics, opinion articles, or impactful careers. The main goals of this platform are:

- Communicate how the Nova SBE community is contributing to Sustainable Development;
- To motivate others to join these initiatives;
- To inspire and educate on how we can contribute to social impact and sustainable development.

In 2022, the platform collected the following:

43 Impactful Stories
31 Interviews
130 Opinion Articles
18 Podcasts
106 Projects
135 Research Insights
27 Webinars

NOVA SBE ROLE TO PLAY GET INVOLVED AND CERTIFICATION OF ACTIVE CITIZENSHIP

The Nova SBE Role To Play Get Involved was launched in September 2022, whose enrollment is mandatory for Bachelor's students. This platform is part of the Nova SBE Role To Play platform, and it intends to generate active contributions for everyone's role to play, offering a bank of initiatives where community members can find and register to participate in current projects and volunteering initiatives - and propose their own.

Being mandatory for Bachelor's students (and open to all Nova SBE's community), it centralizes all information about different impact-related initiatives occurring at Nova SBE or outside (promoted by external parties) to accelerate our students' journey towards helping achieve the Global Goals.

Since this platform was launched, it has monitored all the volunteer activity of all Nova SBE members, so at the end of each academic year, participants get their Global Commitment CV with their measured contribution to the UN SDG. Moreover, it is through this platform that the Certification of Active Citizenship is attributed to those who accomplish a given number of volunteer hours.

In 2022, 160 Bachelor's students and 125 Master's students received this certification.

Some examples of initiatives in the Nova SBE Role To Play Get Involved Platform



Internships with Impact, AGEAS

The Internships with Impact program was founded to give CSOs the opportunity to have a Nova SBE student as an intern, financially supported by Fundação AGEAS. During three months, interns are expected to help implement the recommendations previously done to that CSO on Nova SBE academic thesis or consulting projects from our Student Clubs. The intern will also count on the valuable guidance of a Fundação AGEAS mentor, who will use their expertise in the specific internship area to support the implementation efforts.

In 2022, this program included the following:

3 editions
Total of 20 interns
Total of 18 CSOs (namely, Ajuda de Mãe, CRESCER, Centro Social Soutelo, Pedalar sem Idade, PWF Association, Fundação O Século, Biovilla, Associação Pão-a-Pão, Vila com Vida, EDUPA, ARIA, ARCIL, Associação Coração Amarelo, SEMEAR, Academia dos Champs)
Total of 18 mentors



Campus's accessibility

On November 16, 2022, 8 students dedicated one hour each to the mapping and testing of accessibility of the surrounding areas of our campus. This was done as part of the accessibility mapping efforts from **Map4Accessibility**, whose aim is to develop an app that provides information on the accessibility of public spaces across Europe. **The project engaged students via service learning, allowing them to reflect and proactively address a community-identified concern.**



3. Research & Knowledge

PRME Principle 4 – Research

We will engage in conceptual and empirical research that advances our understanding of the role, dynamics, and impact of corporations in the creation of sustainable social, environmental, and economic value.

3. Research & Knowledge



Nova SBE is at the forefront of research impact among top European schools in business, economics, and finance. Our goal is to produce world-class research that can be recognized by our peers and published in the leading academic outlets in the World. But for us, research is much more than that. We want to promote research with an impact that can contribute to addressing some of the most critical challenges to society in Portugal and the World. Many of our research projects aim to provide scientific-based evidence about solutions and policies that can improve everyone's quality of life and promote social inclusion, particularly for those living in poverty. And we don't just test policies in our offices and computers; we do actual interventions in the field in Portugal and Africa with people and companies to understand how to help them better, making the most of limited resources. 2022 was another year of growth and impact at Nova SBE. Two large and prestigious European research grants were awarded to the school. An

ERA Chair to develop a research team devoted to studying the causes and consequences of inequalities in our society, such as gender and social inequalities. And a European Research Council (ERC) to develop research on the effects of pollution, particularly sea contamination, on human and economic development. These unique projects also aim to produce scientific-based evidence to inform policy-makers on the actions needed to prevent inequalities and develop better environmental protection policies to protect our planet.

Nova SBE has achieved new milestones in terms of the reputation and impact of its researchers in 2022. The school was ranked [5th in Europe in research productivity](#) (per capita) in the top three finance journals (according to the University of Texas-Dallas). The [top 2% of most cited scientists in the World](#) (published by Elsevier/Stanford University) included four Nova SBE researchers and the top 30 of the most cited Portuguese researchers in Economics in

the last 20 years (according to the article "[The state of Portuguese research in economics: 20 years after](#)" published by Springer) included four Nova SBE researchers, including the most cited researcher overall. We have achieved high-quality academic standards with 18 articles published in top academic journals and 20 articles already accepted for publication among top journals as considered by the Association of Business Schools ranking (rating 4 or 4*) of the Financial Times' top 50 journal list. We highlight the publications in the Academy of Management Review, Journal of International Business Studies, Management Science, MIS Quarterly, Review of Economic Studies, and Review of Financial Studies, reflecting our commitment to producing high-quality and impactful research. Science outreach is vital to the school's communication strategy. We have launched new dissemination initiatives, including videos and podcasts based on our research. Media frequently showcased our researchers with

more than 1000 mentions in 2022, including international media such as the Financial Times, CNBC, Deutschlandfunk, Le Monde, La Repubblica, ZDF, and Wall Street Journal, which shows our commitment to producing knowledge with an impact on society.

We are committed to continuing to develop our research capabilities with stronger research groups, new partnerships with international schools, and new initiatives with the corporate, social, and public sectors. As a result, we are confident that Nova SBE will reach new milestones in research impact in 2023, strengthening our position among elite schools in the World.

MIGUEL FERREIRA
President of the Scientific Council

3.1. Research Projects Highlights

PORTUGAL WINS FOR THE FIRST TIME AN ERC IN ECONOMICS



“The global impact of coastal water contamination on economic development” was the project of **Alex Armand**, professor at Nova SBE, which brought to Portugal the first grant from the **European Research Council (ERC) in Economics**. This is 1.4 million euros of European funding for a period of 60 months.

With this project, the also resident researcher at the **Nova SBE NOVAFRICA Knowledge Center**, the research center for Economic Development in Africa of our school, will evaluate, for five years, the effect of the contamination of coastal waters on economic development, producing new knowledge that will allow the redesign of the environmental protection policies.

For Alex Armand, “this ERC grant will allow a team to work on a global issue: the contamination of coastal waters. This project will not only respond to the need to produce scientific knowledge about the consequences of pollution for human development but will also contribute to inform policy decisions as international organizations recognize the need for urgent global action to prevent all types of pollution. The ERC grant will help to understand and quantify the local and global mechanisms associated with pollution, provide new tools for research in this field and focus on predicting future impacts so that better environmental protection policies can be created.”

EQUALNOVAERA PROJECT IS NOVA SBE'S MOST RECENT ERA CHAIR



The **EQUALNovaERA** project is Nova SBE's most recent ERA Chair, which will position our school as a European reference in research on Inequality. The amount of funding provided by the European Commission is 2.5 million euros which will allow promoting research activities on inequalities.

Transferring knowledge to society and contributing to the production of well-informed public policies based on science is the main objective of the EQUALNovaERA project, which intends to contribute to a more egalitarian and fair society through research, education, and community involvement.

EQUALNovaERA is part of Nova SBE's mission: “To be a community dedicated to the development of talent and knowledge that impacts the world”. As a result of EQUALNovaERA, Nova SBE will become a European reference in the area of Inequality, whether through research and education or the involvement of the local and European community. In addition to increasing the country's R&D competitiveness, the project will contribute to deepening the European Research Area and to achieving the United Nations Sustainable Development Goals.

SOCIAL EQUITY INITIATIVE PARTNERSHIP RENEWED UNTIL 2024



Fundação “la Caixa”, BPI, and Nova SBE renewed the Social Equity Initiative partnership until 2024. This 2.2 million euros project was created in 2019 to boost the social economy sector in Portugal through research and training developed by specialized academic teams.

With the renewal of the partnership, two of the most important projects of the Social Equity Initiative are reinforced: Portugal, Social Report, which will now include, in addition to the annual report on Portugal's social situation, two interim notes on specific topics related to the poverty and social exclusion, and the Social Leapfrog program, which aims to promote the capacity building of social institutions, including the creation of case studies, research support, and impact measurement. The Social Leadership training program for Managers in 2023 will also be available at Católica Porto Business School. The four previous editions of this program were held only at Nova SBE, in Carcavelos, and had the participation of 85 managers, who are currently present on 17 advisory boards of social organizations. The replication in other Portuguese schools, starting with the Católica Porto Business School, is intended to increase the program's national impact, providing social organizations with professional managers' support and experience.

Intending to draw a picture of the social sector in our country and develop research and training programs to support social organizations, the Social Equity Initiative currently encompasses six projects and two chairs (**Annual Social Balance Report : Nova SBE Economics for Policy Knowledge Center; Social Data Base: Nova SBE Data Science Knowledge Center; Leapfrog Social Program: Nova SBE Leadership for Impact Knowledge Center; Social Leadership Program for Managers: Nova SBE Leadership for Impact Knowledge Center; “Data for Change”**: Nova SBE **Data Science Knowledge Center; Evaluation of the impact of the BPI Awards** - Fundação “la Caixa” – editions 2021, 2022 and 2023: Nova SBE **NOVAFRICA Knowledge Center; BPI Chair | Fundação “la Caixa” in Health Economics** - Attributed to Pedro Pita Barros and **BPI Chair | Fundação “la Caixa” in Responsible Finance** - Attributed to Miguel Ferreira).



3.2. Research Unit

STATISTICS ABOUT THE RESEARCH UNIT

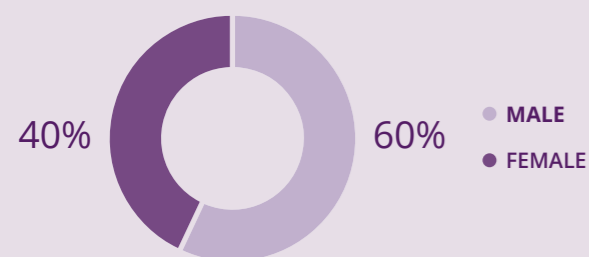


191 researchers working in three areas of research



Our research unit brings together researchers from more than **25** Countries

Gender



RESEARCH OUTPUT

PUBLICATIONS



SPREADING KNOWLEDGE





Zorina, A., Bélanger, F., Kumar, N., & Clegg, S. (2021). [Watchers, watched and watching in the digital age: Reconceptualization of information technology monitoring as complex action nets](#). *Organization Science*, 32(6), 1571-1596.



Corsetti, G., Duarte, J. B., & Mann, S. (2022). [One money, many markets](#). *Journal Of The European Economic Association*, 20(1), 513-548.



Duan, W., & Martins, P. S. (2022). [Rent sharing in China: Magnitude, heterogeneity and drivers](#). *British Journal of Industrial Relations*, 60(1), 176-219.



Demetrescu, M., & Rodrigues, P. M. M. (2022). [Residual-augmented IVX predictive regression](#). *Journal of Econometrics*, 227(2), 429-460.



Cuyppers, I. R. P., Patel, C., Ertug, G., Li, J., & Cuyppers, Y. (2022). [Top management teams in international business research: A review and suggestions for future research](#). *Journal Of International Business Studies*, 53, 481-515.

Demetrescu, M., Georgiev, I., Rodrigues, P. M. M., & Taylor, A. M. R. (2022). [Testing for episodic predictability in stock returns](#). *Journal of Econometrics*, 227(1), 85-113.



Seremani, T. W., Farias, C., & Clegg, S. (2022). [New order and old Institutions: South Africa and the institutional work of the Truth and Reconciliation Commission](#). *Organization Studies*, 43(4), 573-593.



Santos, C. D., Costa, L. F., & Brito, P. B. (2022). [Demand, supply and markup fluctuations](#). *Economic Journal*, 132(644), 1620-1645.



Belo, R., & Ferreira, P. (2022). [Free riding in products with positive network externalities: Empirical evidence from a large mobile network](#). *MIS Quarterly: Management Information Systems*, 46(1), 401-430.



Demirci, I., Ferreira, M. A., Matos, P., & Sialm, C. (2022). [How global is your mutual fund? International diversification from multinationals](#). *Review of Financial Studies*, 35(7), 3337-3372.



Queiro, F. (2022). [Entrepreneurial human capital and firm dynamics](#). *Review of Economic Studies*, 89(4), 2061-2100.



Clegg, S., Cunha, M. P. E., & Berti, M. (2022). [Research movements and theorizing dynamics in management and organization studies](#). *Academy of Management Review*, 47(3), 382-401.

Cunha, I., Ferreira, M. A., & Silva, R. C. (2022). [Do credit rating agencies influence elections?](#) *Review Of Finance*, 26(4), 937-969.



Vendrell-Herrero, F., Darko, C. K., Gomes, E., & Lehman, D. W. (2022). [Home-market economic development as a moderator of the self-selection and learning-by-exporting effects](#). *Journal of International Business Studies*, 53, 1519-1535.



Castanheira, F. V. D. S., Sguera, F., & Story, J. (2022). [Organizational politics and its impact on performance and deviance through authenticity and emotional exhaustion](#). *British Journal of Management*, 33(4), 1887-1904.

Valle e Azevedo, J., Ritto, J., & Teles, P. (2022). [The neutrality of nominal rates: How long is the long run?](#) *International Economic Review*, 63(4), 1745-1777.

FUNDING

14
PROJECTS

€ 3,085,000.00
TOTAL NEW FUNDS

10 FCT

2 European Commission, 1 being an ERC

2 Others, such as the University of Chicago or the Belmiro de Azevedo Foundation

SDGS COUNTER

As researchers, our goal is to impact the world we live in positively. We are committed to fostering dialogue and action by disseminating knowledge, launching innovative projects, supporting the transformation of organizations, and leading by example as responsible citizens.

Our 2022 research touched on 7 of the 17 Sustainable Development Goals (SDGs). We are proud of our achievement.

TOTAL: 81%



1



1



10



1



1



1



1

This work was funded by Fundação para a Ciência e a Tecnologia (UID/ECO/00124/2019, UIDB/00124/2020, UIDP/00124/2020 and Social Sciences DataLab, PINFRA/22209/2016), POR Lisboa and POR Norte (Social Sciences DataLab, PINFRA/22209/2016).



3.3. Chairs

The endowed chair is recognized as the most prestigious honor a university can bestow on an accomplished faculty member.



Melissa Prado
Novo Banco Chair Professor in Entrepreneurship & Technology



The NOVO BANCO Entrepreneurship & Technology Chair has the objective of promoting and developing knowledge intersecting the areas of finance, entrepreneurship, and technology.



Miguel Pina e Cunha
Fundação Amélia de Melo Chair Professor in Leadership



The Fundação Amélia de Melo Chair in Leadership supports the emergent study of a new social and organizational model as a consequence of confluent forces in technology, demography, organization, and leadership. These forces present a challenge to traditional management practices and stimulate the creation of new social and business organization models, the outlines of which are still to be defined.



Miguel Ferreira
Fundação “la Caixa” Chair Professor in Responsible Finance



The BPI | Fundação “la Caixa” Chair in Responsible Finance aims to develop research and education on finance's important role in societal progress and how a competitive and inclusive financial system can contribute to economic development.



Pedro Oliveira
Fundação Calouste Gulbenkian Chair Professor in Impact Economy



The Fundação Calouste Gulbenkian Chair in Impact Economy aims to prospect the field of Impact Economy in Portugal through research in areas such as User Innovation, Leadership for Impact, Entrepreneurial Learning, and System Change



Pedro Pita Barros
Fundação “la Caixa” Chair Professor in Health Economics



The BPI | Fundação “la Caixa” Chair in Health Economics aims to develop research to analyze new trends and challenges in the health sector through impact measurement, studies, and analyses on subjects such as Access to Healthcare Services, Human Resources, and Aging Population.



Rui Silva
Haddad Chair in Entrepreneurship



The Haddad Chair in Entrepreneurship mission is developing three pillars: Research, Teaching, and Knowledge Transmission to win entrepreneurship for society in general. The objective of Nova SBE and the Haddad Foundation with this chair is to train, prepare and equip all students with the necessary tools to become better entrepreneurs, building a dynamic community together with start-ups, partners, and society.



Anne-Laure Fayard
ERA Chair



The Era Chair aims to improve the quality of teaching programs in Social Innovation and to develop internal processes that contribute to the consolidation of research excellence and the expansion of the school's international research networks. It will also make a strong contribution to building the European Research Area and foresees the co-creation of a Social Innovation area in partnership with the Nova SBE Leadership for Impact Knowledge Center.



3.4. New Faculty

Paolo Vincenzo Leone	Assistant Professor	Management	Research	PhD McGill University
Alison Emma Holm	Assistant Professor	Management	Research	PhD Copenhagen Business School
Debtanu Lahiri	Assistant Professor	Management	Research	PhD HEC Paris
Arash Laghaie	Assistant Professor	Management	Research	PhD Goethe University Frankfurt
Jennifer Marie Hoobler	Full Professor	Management	Research	Full professor at University of Pretoria
Nikita Melnikov	Assistant Researcher	Economics	Research	PhD Princeton University
António Marinho Dias Torres Neto	Associate Professor	Management	Teaching	Nova SBE Adjunct Associate Professor
João Nuno Lopes de Castro	Associate Professor	Management	Teaching	Nova SBE Adjunct Associate Professor
Luciano Manuel Santos Moura Henriques do Amaral	Associate Professor	Management	Teaching	Nova SBE Adjunct Associate Professor
Maria João Quintão Braga	Assistant Professor	Economics	Teaching	Nova SBE and ISCTE Adjunct Assistant Professor
Paulo Miguel Del-negro Pamplona Corte-real	Associate Professor	Economics	Teaching	Nova SBE Adjunct Associate Professor



3.5. Highlighted research

ONE MONEY, MANY MARKETS

Published in the *Journal of The European Economic Association*

DOI: [Read more.](#)



The authors use a dynamic factor model and high-frequency identification to study heterogeneity in the transmission of monetary shocks across euro-area (EA) countries. Deploying a novel methodology to assess the degree of heterogeneity, they find it to be low in financial variables and output but significant in consumption, consumer prices, and variables related to local housing and labor markets. They show that a large proportion of the variation in the responses to monetary shocks can be accounted for by differences in some characteristics of these markets across EA member countries: the share of adjustable mortgage contracts, homeownership rates, shares of hand-to-mouth and wealthy hand-to-mouth consumers, as well as wage rigidity.

By Giancarlo Corsetti (University of Cambridge, UK), João Duarte (Nova SBE), Samuel Mann (International Monetary Fund, USA)

FREE RIDING IN PRODUCTS WITH POSITIVE NETWORK EXTERNALITIES: EMPIRICAL EVIDENCE FROM A LARGE MOBILE NETWORK

Published in *MIS Quarterly: Management Information Systems*

DOI: [Read more.](#)



This paper studies the effect of peer influence on products that exhibit positive network externalities to non-adopters, i.e., products that benefit adopters' friends even if they do not adopt. Contrary to products that exhibit positive network externalities upon adoption, this structure of incentives likely results in negative peer influence: the more friends that adopted the product, the smaller the incentives to adopt. The authors measure this effect empirically by using observational data from a large mobile carrier serving 5.7 million users. They estimate the effect of peer influence across five different products of this type. A naive approach to do so results in a positive estimate of peer influence due to unobserved homophily. They follow two approaches to address this issue. First, they suggest using the number of friends that end up adopting the product as a proxy for unobserved user-fixed effects. Second, they control for homophily by applying a shuffle test, i.e., the researchers compare the effect of peer influence from the original data with the effect obtained from comparable randomly generated data without peer influence. They get negative estimates from both approaches, which provides robustness to our findings. Finally, they show that even for these products, the effect of peer influence associated with the first friends that adopt the product is positive, which arises because they still convey useful information about reducing uncertainty. The negative effect of peer influence arises only for the subsequent friends that adopt the product. These friends are unlikely to convey new information about the product, but each of them decreases the economic incentive to adopt, resulting in a negative aggregate effect of peer influence.

By Rodrigo Belo (Nova SBE) e Pedro Ferreira (Nova SBE)

HOW GLOBAL IS YOUR MUTUAL FUND? INTERNATIONAL DIVERSIFICATION FROM MULTINATIONALS

Published in the *Review of Financial Studies*

DOI: [Read more.](#)



This work shows that mutual funds worldwide provide substantial international exposure through their domestic holdings of multinationals. The international exposure of domestic funds increases, on average, by 32 percentage points when authors consider international corporate diversification. They find that funds with higher indirect international exposure perform better in both the cross-section and the time series. This effect is primarily driven by the fund manager's ability to invest in multinationals rather than the performance of those multinationals. The findings support the hypothesis that international diversification from multinationals reduces the transaction and information costs of investing abroad.

By Irem Demirci (Nova SBE), Miguel Ferreira (Nova SBE, CEPR, ECGI), Pedro Matos (Darden School of Business, University of Virginia), Clemens Sialm (University of Texas at Austin and NBER).

ENTREPRENEURIAL HUMAN CAPITAL AND FIRM DYNAMICS

Published in the *Review of Economic Studies*

DOI: [Read more.](#)



This article shows that entrepreneurial human capital is a key driver of firm dynamics using administrative panel data on the universe of firms and workers in Portugal. Firms started by more educated entrepreneurs are larger at entry and exhibit higher life cycle growth. Consistent with an effect on growth, the thickness of the right tail of the size distribution increases with entrepreneur schooling. The evidence points to several underlying mechanisms, with technology adoption playing the most important part. I develop and estimate a model of firm dynamics that can parsimoniously account for these findings and use it to draw aggregate implications. Accounting for the effect of entrepreneurial human capital on firm dynamics can substantially increase aggregate returns to schooling and the fraction of cross-country income differences explained by human and physical capital.

By Francisco Queiró (Nova SBE).

**RESEARCH MOVEMENTS AND THEORIZING DYNAMICS
IN MANAGEMENT AND ORGANIZATION STUDIES**

Published in the *Academy of Management Review*
DOI: [Read more.](#)

In this article, it is proposed a conceptual model of the processes that regulate theory selection and retention in management and organization studies. Considering the many sources of theoretical variety that characterize our field, what requires explanation is both the proliferation of theories as well as the decline of some schools of thought. The authors argue that research programs (ordered sequences of theories) lose momentum when the research movements that develop and maintain their fail to attend to some organizing priorities. By conceptualizing theorizing as a form of organizing, it is described how research movements dynamically arrange socio-material elements (grammar, thought styles, material artifacts, and empirical craft), arguing that their sustainability depends on their capacity effectively to navigate the paradoxical tensions that derive from these organizing efforts.

By Stewart Clegg (University of Technology Sydney), Miguel Pina e Cunha (Nova SBE), and Marco Berti (University of Technology Sydney)

**HOME-MARKET ECONOMIC DEVELOPMENT AS A
MODERATOR OF THE SELF-SELECTION AND LEARNING-
BY-EXPORTING EFFECTS**

Published in the *Journal of International Business
Studies*
DOI: [Read more.](#)



Prior research suggests that firm productivity and export activity are mutually reinforcing. Highly productive firms are more likely to enter the export market (i.e., self-selection) and, upon doing so, achieve greater productivity levels over time (i.e., learning-by-exporting). The researchers consider how a critical yet unexamined factor impacts this relationship: the economic development of a firm's home market. Drawing on institution-based theories, they hypothesize that self-selection effects will be strongest among firms in more developed economies. Drawing on knowledge-based theories, they hypothesize that learning-by-exporting effects will be strongest among firms in less developed economies. Taken together, the authors posit that firm productivity and export activity indeed reinforce one another; however, the strength of each direction of the relationship will be amplified, at least in part, by the presence of the opposite home-market economic conditions. Analysis of longitudinal data from the World Bank Enterprise Surveys composed of responses from 3431 manufacturing firms across 63 countries from 2006 to 2017 supports the proposed hypotheses.

By Ferran Vendrell-Herrero, University of Birmingham, Christian K. Darko, University of Birmingham, Emanuel Gomes (Nova SBE), David W. Lehman (University of Virginia)



3.6. PhD Programs

STATISTICS ABOUT PHD

Nova SBE offers solid advanced training and a vibrant research environment for doctoral students. In 2022, the school offered three programs:

- **Economics and Finance**, directed by André Silva (until August 2022) | Alex Armand and Irem Demirci (from September 2022)

- **Management**, directed by Filipa Castanheira (until August 2022) | Irene Consiglio (from September 2022)

82 Students
4 Graduates

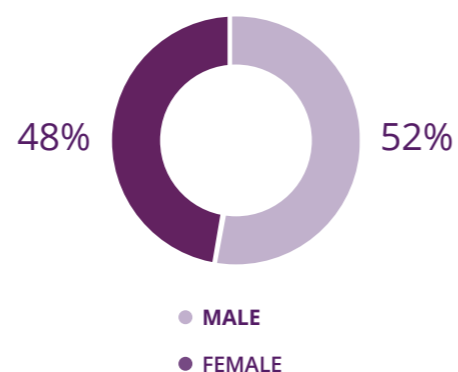
Economics and Finance



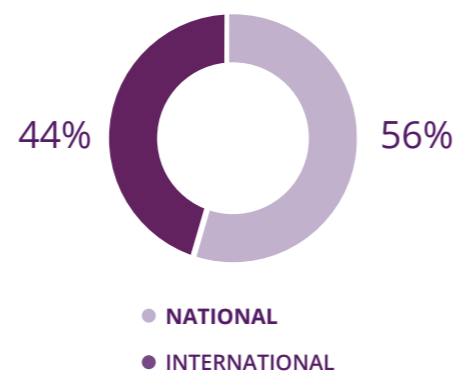
Management



Gender



Nationality



INTAKE

Intake for PhD in Economics and Finance

N. of application	71
N. of offers	32
N. of students accepting our offer	7

Intake for PhD in Management

N. of application	31
N. of offers	7
N. of students accepting our offer	5

PHD IN TROPICAL KNOWLEDGE AND MANAGEMENT



The Nova SBE PhD in Tropical Knowledge and Management (TropikMan) came to an end in 2022. It started in 2015 with 20 fellowships for students from PALOP and Timor, and it gave a chance to these students to have a PhD with a management focus in partnership with IHMT and ISA.

The program successfully trained and graduated 17 candidates into highly skilled professionals who are bringing their competencies to countries of the tropical

region, with a high impact factor when it comes to the contribution of education to improve the lives of developing countries.

These are students that are now applying their research projects in local communities and working as faculty in the African schools in their localities:

Name	Thesis	Year Graduation
Aducabe Mendonça Bancessi	A water treatment strategy using moringa oleifera lam to prevent waterborne diseases in Guinea-Bissau.	2022
Alberto Bento Charrua	Value, management, and sustainable use of biodiversity from Sofala Province in Mozambique.	2022
Ana Maria Figueira Gomes	Characterizing Central Mozambican Cowpea (<i>Vigna unguiculata</i> (L.) Walp.) Landraces: an integrated morphological, genetic, and physiological approach.	2022
Anyse Sofia Fernandes Pereira	Cabo Verde's flora as a source of gene resilience to climate changes and relevant bioactive compounds: a genomic and chemical approach.	2022
Cátia Lucinda Silva Macaringue Salamandane	Cryptosporidium and Giardia in commercial vegetables in the city of Maputo, Mozambique: is it a public health concern?	2022
Cátia Marisa Rocha Gonçalves Afonso	Strategic management for digital technologies shaping the future of global health in Sao Tome and Principe.	2022
Crimildo Teles Cassamo	Coffee crop sustainability in Mozambique and quality under agroforestry system on Gorongosa mountain.	2022
Cristino Mandinga Bonfim Da Fonseca	The role of value chain analysis in the agricultural sector. The case of pepper value chains in São Tomé e Príncipe.	2022
Danilson Mascarenhas Varela	Impacts of present and future climatic constraints on Cabo Verde woodlands and agricultural sector: an ecological and socioeconomic approach.	2022
Fátima Jamal Ismael	Improvement of fertilization strategies in Mozambican rice production: reconciling environmental sustainability and equitable socioeconomic development.	2022
João Domingos Valentim Chunga	Use of Stochastic Frontier Analysis for poultry value chain performance evaluation: The case of Maputo region in Mozambique	2022
Lara Maria Aquino Guterres	Agroforestry system and cashew cultivation: strategy for sustainable development in East Timor.	2021
Ivete Sandra Alberto Maquia	Biodiversity dynamics of two priority legume tree species from miombo (<i>brachystegia boehmii</i> taub.) and mopane (<i>colophospermum mopane</i> (j. Kirk ex benth) j. Léonard) woodlands in Mozambique.	2021
Pascoal Jeremias Chiambo	Characterization of Rice Production in Terms of the Value Chain in Kamacupa and Catabola Municipalities Province of Bié in Angola.	2021
Gefra Gustavo Fulane	Barriers to the uptake of screening for cervical cancer in Mozambique: three essays on value creation, institutional logics, and emotions.	2021
Paulo Guilherme	Technology Transfer in Rice Crop in Mozambique: From Research to Farmers.	2020
Aires Afonso Mbanze	Conservation By Local People In The Niassa National Reserve: Money Or In-Kind Payments To Adopt Conservation-Friendly Practices.	2020

NETWORKS

EUTOPIA – a European University bringing together 10 European Universities

Global Alliance in Management Education (CEMS)

PLACEMENTS

PhD student	University of Placement	Position
Joana Cardim Dias (Economics)	Education Policy Institute (UK)	Senior Researcher
João dos Santos (Economics)	Leibniz Institute for Economic Research (Germany)	Assistant Professor
Madhuri Agarwal (Economics)	London School of Economics (UK)	LSE Fellow
Sara de Almeida (Economics)	Imperial College London (UK)	Postdoc
Sharmin Sazedj (Economics)	Bank of Portugal (Portugal)	Economist



PRIZES

2 BEST PHD DISSERTATION AWARD

awarded by Fundação Amélia de Mello

PhD Economics and Finance

Joana Cardim Dias | Essays in economics of education and development

PhD Management

Cátia Alves | Advertising. From Creation to Dissemination.

2 BEST PHD STUDENT (CURRICULAR PART)

awarded by Fundação Amélia de Mello

PhD Economics and Finance

João Vaz Pato

PhD Management

Isabel Lopo

2 HADDAD FELLOWSHIPS

Awarded to students starting their PhD journey at Nova SBE.

- Márcia Pereira, PhD in Economics and Finance
- Rodrigo Barreia, PhD in Economics and Finance

PHD THESES

Alexandre Carvalho.

Hospital management - patient-centered care, CEO appointments and their impact

[Read more.](#)

Joana Cardim Dias.

Essays in Economics of Education and Development

[Read more.](#)

João Henrique Barata Gouveia De Oliveira.

Essays on Macroeconomic Policy

João Gama.

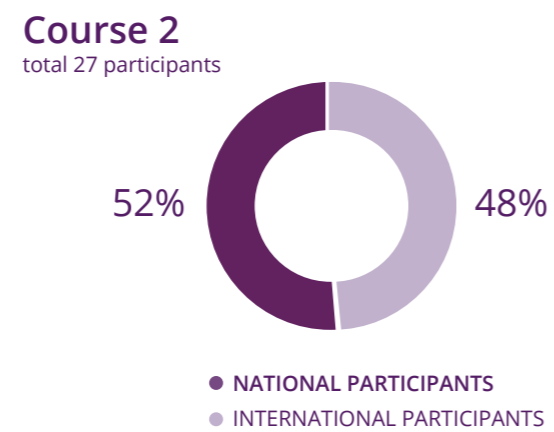
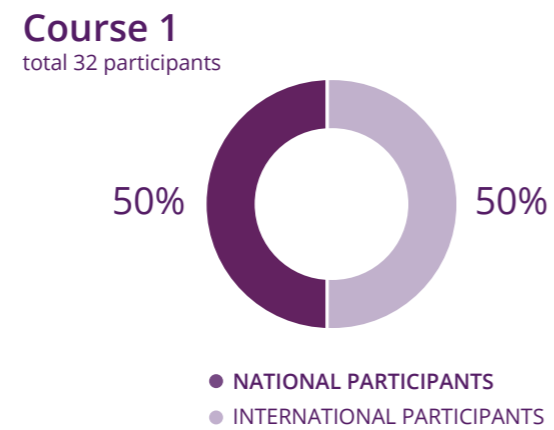
Essays in Macroeconomic Policy and Monetary Policy

PHD SUMMER SCHOOL

Nova SBE offered the PhD Summer School on Development Economics to students and professionals who wish to advance their curriculum and knowledge.

Course 1: Practical issues in designing and analyzing field experiments, June 27- 30, 2022, taught by David McKenzie, the World Bank

Course: 2: Political economy and development, July 4 -7, 2022, taught by Claudio Ferraz, Professor at the University of British Columbia



3.7. Knowledge Centers

Please acknowledge that this is a representative sample of the articles published, working papers, and research projects during the year 2022. A complete list and in-depth information can be found in the Research Reports produced by Nova SBE. Also, it is important to highlight that one of the centers' main activities consists of producing research projects. Contrary to academic research papers, research projects are funded by private companies or public entities that look for a consultancy product made with academic expertise and rigor. Here, you will find domestic and non-domestic projects – the latter in partnership with non-Portuguese entities. This allows our centers to provide academic advice and quality control in larger and international projects. Research projects can be spread across multiple years, and thus, in this report, you will find a list that shows currently active projects which might

have started in previous academic years. In general, the production of research and knowledge dissemination is intimately related to SDG targets, such as 17.13, enhance global macroeconomic stability, including through policy coordination and policy coherence; 17.14, enhance policy coherence for sustainable development; 17.19, build on existing initiatives to develop measurements of progress on sustainable development. Through the examples presented, these are transversal. We will identify other(s) SDG target(s) that go beyond this assumption of providing increased understanding for decision-making.

Nova SBE Data Science Knowledge Center



The Nova SBE Data Science Knowledge Center has the ambition to become one of the leading European institutions in advancing theoretical and applied knowledge about data science and data-driven decision-making in our society. As the world increases its dependence on data and machines for decision-making, new capabilities are unlocked that allow us to achieve unprecedented efficiency and quality of service. But these new capabilities must be carefully developed. Our mission is to lead the way in developing these capabilities, making sure that we ethically and responsibly use data for value creation and social impact.

"Six months ago, I started my journey at the Nova SBE Data Science Knowledge Center as a junior data consultant. Despite it being a part-time job and doing it at the same time as writing my thesis, I was able to learn a lot. While here, I had the chance to apply the concepts and ideas I developed and learned during my undergraduate and master's degrees. In addition, I was able to develop skills I would never have imagined, such as time management, to balance the deadlines for my thesis and project. It was, without a doubt, a very enriching experience both in terms of learning and through the exchange of experiences with colleagues. In addition, it allowed me to acquire knowledge that will be indispensable in my professional life."

MARIA JOANA VASSALO

Junior Data Consultant at the Nova SBE Data Science Knowledge Center, Master's in Finance student.

[For more information, please visit our website.](#)



RESEARCH PROJECTS

ANA - INTRA-MUNICIPALITY MOBILITY INDICATORS TO FIGHT COVID-19



The project "Study for the knowledge of fraud in the structural funds in Portugal" was proposed in the context of the Think Tank on "Fraud Risk, Financial Resources of the European Union", created by the Prosecutor General's Office, with the aim of knowing the reality, assess the risk and define strategies for fraud prevention. The study aims to understand the reality of irregularities and fraud in the structural funds in Portugal.

It is being developed in partnership with ISCTE - IUL, by a team with experience in the areas of Data Analysis, Machine Learning, and Data Visualization. The project aims to collect information to treat, systematize and analyze the data regarding Portuguese structural funds to draw conclusions that allow a characterization of this reality at different levels.

Who is participating?

Principal Investigators: Rodrigo Belo (Nova SBE) and Elsa Cardoso (ISCTE)

Team: Lénia Mestrinho, Bruna Riboldi, Sofia Apolinário and Maria Chaves (Nova SBE); Ana Almeida, Luís Nunes (ISCTE)

Partners - ISCTE - IUL, Procuradoria-Geral da República, Agência para o Desenvolvimento e Coesão (ADC), Instituto de Financiamento da Agricultura e Pescas (IFAP), Inspeção-Geral de Finanças (IGF)

Funding organizations - The study is funded by the Technical Assistance Operational Program - POAT (Project number POAT-01-6177-FEDER- 000126)

MD2TRUST - TRUSTWORTHY DATA SCIENCE FOR IMPROVING HEALTHCARE EFFICIENCY: THE CASE OF THE MEDICAL REFERRAL PROCESS



This project aims to develop a recommender system for the referral of specialist care doctors to be used by primary care doctors that is compatible with current referral practice and can transparently encourage organizational change towards more effective patient-centric healthcare management.

Who is participating?

• **Principal Investigator:** Qiwei Han

• **Team:** Lénia Mestrinho, Alice Caetano, Alessandro Gambetti, Qi Shi

• **Partners:** Nova FCT - NOVA School of Science and Technology (PT), Carnegie Mellon University (USA)

• **Funding Organizations:** FCT - Fundação para a Ciência e a Tecnologia

IDENTIFYING PRIORITY STUDENTS IN THE PREVENTION OF ORAL HEALTH PROBLEMS



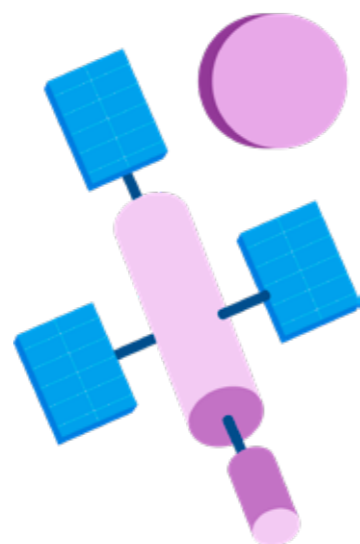
This project is the winner of the fourth edition of the Data for Change competition. It is being developed in partnership with Associação Portuguesa Promotora de Saúde e Higiene Oral - APPSHO. It aims to identify students with worse oral health based on easy-to-collect, self-reported variables such as students' oral hygiene habits and beliefs and nutrition and sports behaviors.

By using such variables, we aim to develop a low-cost, scalable tool that can be easily applied to prioritize high-need students in accessing oral health resources, minimizing barriers to accessing such care and suggesting behavioral changes to students.

The project is being advised by an experts' board, which includes members from municipalities in the Lisbon metropolitan area, researchers in health and health economics, oral health professionals, and a school director.

Who is participating?

- **Principal Investigator:** Leid Zejnilovic
- **Team:** Susana Lavado, Pedro Penedos, Niclas Sturm, Johannes Tafferner and Lénia Mestrinho
- **Partners:** Associação Portuguesa Promotora de Saúde e Higiene Oral (APPSHO)
- **Funding Organizations:** "la Caixa" Foundation and BPI (Social Equity Initiative)



CONSULTING PROJECTS

EPSILON - EUROPEAN PLATFORM FOR DATA SCIENCE: INCUBATION, LEARNING, OPERATIONS AND NETWORK



The transnational project EPSILON with partners from Germany, Portugal, Cyprus, and Lithuania, addresses the needs of European Data for Good initiatives and higher education institutions with degrees in Data Science. As a first step, the project team will design tailored workflows and tools for European Data for Good initiatives. Based on this, EPSILON will set up a European Knowledge Platform and establish a new Data for Good initiative in Lithuania. The gained experience and knowledge will be transformed into target group-specific learning material for students, university teachers, and Data Science enthusiasts.

Who is participating?

- **Principal Investigator:** Leid Zejnilovic
- **Team:** Lénia Mestrinho, Bruna Riboldi, Maria Joana Vassalo and Maria Chaves
- **Partners:** Hochschule Harz (Germany), Vilnius University (Lithuania), University of Cyprus (Cyprus)
- **Funding organizations:** The EPSILON project is funded by the Erasmus+, Cooperation Partnership (Project number: 2021-1-DE01-KA220-HED-000029711)

ONGOING PROJECTS

DATALAB



DataLab is a Nova SBE research infrastructure that provides free access to a complete range of services that are relevant for conducting research in the Social Sciences. These services include free-of-charge access to data (including datasets from Ministério da Educação, Ministério do Trabalho, da Solidariedade e Segurança Social, E-REDES and SHARE - Survey of Health, Ageing, and Retirement in Europe), data processing and storage, and data management support.

In 2022, DataLab established two new data partnerships, with E-REDES and Mapidea, bridging the gap between different industries and Academia. Through E-REDES' recently launched Open Data Portal, users can now access information related to 'Operation and Quality of Service', 'Electrical Networks', 'Consumption and Energy', 'Electric Mobility', and more! Mapidea, on the other hand, allows users to extract reliable spatial insights from geolocation data using map visualizations and to explore data from the Portuguese Census (2011), Local Accommodation in Portugal, and healthcare-related datasets from Portugal.

Also, in 2022, DataLab made available a new GPU processing service on its servers, which can be used by the entire Nova SBE Community, together with its already-known data processing and storage services.

Don't miss out, and start using DataLab's services to support your research! More information on the [DataLab website](#) and with alice.caetano@novasbe.pt

Since 2017, DataLab has facilitated the work of an average of 240 researchers per year and the development of 2484 Master's Thesis, 444 published articles, 70 working papers, and 43 PhD Thesis.

- **Principal Investigator** – Miguel Ferreira
- **Partners** – Ministério da Educação, Ministério do Trabalho, da Solidariedade e Segurança Social, E-REDES, Universidade do Minho, Mapidea.
- WiTH Africa
- Social Sector Database
- IOM
- Data Science PBL (4 projects)
- Data Squads (5 projects)

EDUCATION

ELEMENTS OF AI



Nova SBE has launched, through the Nova SBE Data Science Knowledge Center, a unique opportunity in partnership with the University of Helsinki and MinnaLearn: the course Elements of AI!

This course is available in 29 languages, online and free of charge, for everyone who wants to know more about Artificial Intelligence, with no requirements of advanced knowledge in mathematics or programming, and with practical examples of the applicability of AI in various areas of knowledge.

Since the course was launched in Portugal in March 2021, more than 4600 Portuguese students have enrolled, joining more than 780.000 students from 170+ countries.

[Learn more.](#)

POSTGRADUATE IN DATA FOR BUSINESS



Professor Rodrigo Belo and Professor Lénia Mestrinho have designed the new Postgraduate program in Data for Business and are currently coordinating the first edition in partnership with Nova SBE Executive Education. This postgraduate program includes strategic, organizational, and technological aspects of Big Data and its main challenges. Deepens the fundamentals of Data Science, including data preparation and modeling and model evaluation and implementation. During their learning journey, participants will learn how to identify data problems and opportunities and how to structure, design and implement data-driven solutions that deliver value to their organizations. They will also have the opportunity to discuss common strategic, organizational, and cultural challenges and best practices in data projects in companies. Participants will have hands-on experience in solving practical cases using data tools and technologies available on the market.

SICSS - SUMMER INSTITUTE FOR COMPUTATIONAL SOCIAL SCIENCE



From June 19 to June 29, 2022, Nova SBE and the Russell Sage Foundation sponsored SICSS - Summer Institute in Computational Social Science, which was held on the Nova SBE Campus. The purpose of the Summer Institute was to bring together graduate students, postdoctoral researchers, and beginning faculty interested in computational social science.

The Summer Institute takes place annually in different locations and is aimed at both social scientists (broadly conceived) and data scientists (broadly conceived). The instructional program involves lectures, group problem sets, and participant-led research projects. This year about 20 participants were invited to fully attend and participate in the program.

DATA WORKSHOPS FOR SOCIAL IMPACT ORGANIZATIONS, UNDER THE “SOCIAL SECTOR DATABASE” PROJECT



From January to June 2022, the Nova SBE Data Science Knowledge Center offered a series of free workshops to foster the knowledge of Social Impact Organization on how to leverage their data for decision-making. The workshops focus on various topics related to data management, such as Fundraising Digital, Data Visualization, and Case Management Software, among others, and were specifically customized to these organizations.

The Social Sector Database (Base de Dados Social) was launched at the end of 2020 under the Social Equity Initiative – a partnership between the “la Caixa” Foundation, BPI, and Nova SBE. This platform aims to make available, in a simple, intuitive, and fair way, complete and quality information about all social and environmental impact organizations in Portugal.

EVENTS

CONFERENCE “EUROPEAN FUNDS AND ECONOMIC, SOCIAL AND CULTURAL DEVELOPMENT”



The project “POAT – Study for the knowledge of fraud in the structural funds in Portugal” was presented at this conference, promoted by the Procuradoria-Geral da República’s Think Tank, which addresses fraud risk in the European Funds. At the event, we had the opportunity to share a brief video presenting the study we are developing in partnership with ISCTE - Instituto Universitário de Lisboa, with the objective of characterizing irregularities and fraud in the Structural Funds in Portugal.

“ART, AI, & BLOCKCHAIN”, BY NOVA SBE DATA SCIENCE KNOWLEDGE CENTER WITH THE SPECIAL PARTICIPATION OF ALAGRAPHY



A series of events about the new forms of creating Art with artificial intelligence, the market for digital creative work, and the world of blockchain and tokens.

We’ve started with an exhibition from March 5-8 of one of the latest AI-generated art by ALAgrApHY, an award-winning artist and scientist. With his early work in 2016, ALAgrApHY is considered the one who started the Generative Adversarial Networks AI-Art movement using algorithms to teach machines how to make art. Since then, this artist (painter, photographer, and filmmaker), scientist (PhD in complex systems, Data Scientist, and expert in artificial intelligence), TED speaker, and pioneer in AI-generated art has held numerous exhibitions globally, obtaining numerous awards.

On March 7, we had the premier event, a panel with artists, entrepreneurs, curators, and scholars, to discuss how digital transformation enriches art by creating a world stage and new opportunities for artists and those who love art.

This is the first event of its kind at Nova SBE and represents the statement of the school’s interest in understanding the new affordances of technology and its leadership in bringing that understanding to all segments of society. Art embodies our creativity, imagination, and the capacity to think and express ourselves in different ways. Today, when culture is pushed aside by the necessity to survive, broadening the views of what art is and how we are evolving about the means to create art and appropriate the value of those creations is even more important.

On March 8, we held a hands-on tutorial for creating non-fungible tokens, led by ALAgrApHY, an experienced digital artist who creates and sells digital art.

LAUNCH EVENT OF THE “WITH AFRICA” PROJECT



The Nova SBE Westmont Institute of Tourism & Hospitality and the Nova SBE Data Science Knowledge Center kindly officially launched the WiTH Africa Platform on March 31, 2022!

WiTH Africa is a knowledge management platform that aims to empower African Tourism through Data, supporting sustainable tourism in Africa as a vital component of economic growth in the continent.

Present at the ceremony were the Mangalji Family, funders of the project through the Westmont Hospitality Group, representatives of the World Tourism Organization, and various representatives of African diplomatic structures, in addition to Portuguese businesses with a presence on the African Continent.

DSPA INSIGHTS 2022



One of the most important Data Science & AI-related events in Portugal brings the community the debate on the real challenges the ecosystem faces and embraces. Professor Leid Zejnilovic and Professor Lénia Mestrinho joined the panel on “New Education Models”. In the paradoxical world, where information and knowledge are present in abundance but where we are facing a shortage of skilled labor, how we educate and do that at scale becomes increasingly important. This session was about initiatives in the traditional educational system and beyond.

HIGHLIGHTS

PUBLICATIONS



Belo, R., & Ferreira, P. M. (2022). Free-Riding in Products with Positive Network Externalities: Empirical Evidence from a Large Mobile Network. *MIS Quarterly*, 46(1), 401-430.

[Learn more.](#)

Gambetti, A., Han, Q. (2022). Camera eats first: exploring food aesthetics portrayed on social media using deep learning, *International Journal of Contemporary Hospitality Management*, 34(9):3300-3331.



Zejnilovic L., Campos P. (Forthcoming 2022) “Project-based learning with a social impact: how data movements are making an impact on the society and the academic education”, in J. Ridgway (ed.). *Statistics for Empowerment and Social Engagement – teaching Civic Statistics to develop informed citizens*. Springer.

WORKING PAPERS

Pedro Gardete: Multiattribute Search: Empirical Evidence and Information Design

Rodrigo Belo: Effects of Explicit Sponsorship Disclosure on User Engagement in Social Media Influencer Marketing, with Zike Cao (third-round revision at MIS Quarterly)



Optimal Electricity Imbalance Pricing for the Emerging Penetration of Renewable and Low-Cost Technologies, with Yashar Ghiassi, Mohammed Reza, and Derek Bunn (third-round revision at MSOM)

Algorithmic Explanations and Human Decision-Making: A Randomized Field Experiment, with Charles Wan and Leid Zejnilovic.



MASTER THESES

Aguiar, E. (2022) Hyperml and deep interest network to build a recommender system: data privacy for federated learning. (Nova SBE; Adviser: Prof. Qiwei Han)



Bellon, D. (2022) Identifying key features for ESG score improvement in the EU market: a machine learning approach. (Nova SBE; Adviser: Prof. Qiwei Han)



Berndt, L. (2022) Optimization of retail operations at Jeronimo Martins: Demand planning for ultra-fresh products. (Nova SBE; Adviser: Prof. Qiwei Han)



Bilro, A.R. (2022) Creating a product to segment donors and predict donor churn - AI ethics in NGOs: implications of biased or unfair machine learning in the non-profit sector.

Fleer, J. (2022) VOIDS: development of a data science application using agile methodology. (Nova SBE; Adviser: Prof. Qiwei Han)

Freches, R. (2022) Toward the expansion to the upcoming cities: a clustering approach for Luggit



Fugardo, K. (2022) Understanding ESG communication for sustainability reports: a topic modeling approach. (Nova SBE; Adviser: Prof. Qiwei Han)



Kruse, T. (2022) A ML-based customer reference recommendation system to optimize the sales process at a B2B software company. (Nova SBE; Adviser: Prof. Qiwei Han)



Lind, J. (2022) Optimization of retail operations at Jeronimo Martins: a semi-supervised approach for anomaly detection in lot ovens. (Nova SBE; Adviser: Prof. Qiwei Han)



Link, S. (2022) Optimization of retail operations at Jeronimo Martins: a cluster-based approach to market basket analysis. (Nova SBE; Adviser: Prof. Qiwei Han)

Lucas, C. (2022) Hyperml and deep interest network to build a recommender system: measuring the effectiveness of targeting users with new offers. (Nova SBE; Adviser: Prof. Qiwei Han)

Macedo, P. (2022) Hyperml and deep interest network bo build a recommender system: targeting customers for campaign offers in a two-sided market. (Nova SBE; Adviser: Prof. Qiwei Han)



Paleckyte, I., Esteves, F.A.C., Labarca, I.M.M. (2022). Medical referral networks in the U.S. (Nova SBE; Adviser: Prof. Qiwei Han)

Raimundo, J. (2022) Optimization of retail operations from the entry to the exit: a Pingo Doce & Go Nova customer journey analysis. (Nova SBE; Adviser: Prof. Qiwei Han)



Schmitz, S. (2022) Applying machine learning techniques to identify companies at higher risk of ESG controversy. (Nova SBE; Adviser: Prof. Qiwei Han)

Semmelhaack, J. (2022) VOIDS: impact of demand forecasting accuracy improvement on shareholder value creation. (Nova SBE; Adviser: Prof. Qiwei Han)



Simoes, A. (2022) Creating a product to segment donors and predict donor churn for the non-profit sector: the impact of paid social media advertising on financial revenues for non-profits. (Nova SBE; Adviser: Prof. Qiwei Han)



Veiga, J.M.C. (2022). Understanding the referral mechanism between general practitioners and specialists in private healthcare using network science. (Nova SBE; Adviser: Prof. Qiwei Han)



Von Haugwitz, F., Petry, H., Tumbragel, T.S. (2022). A systematic design and implementation for symptom checker for medical referral. (Nova SBE; Adviser: Prof. Qiwei Han)

Wandersleb, T. (2022) VOIDS: demand forecasting for consumer electronic goods - a transformer-based deep learning approach. (Nova SBE; Adviser: Prof. Qiwei Han)



Wawers, A. (2022) An analysis of the impact of ESG on corporate financial performance in Europe. (Nova SBE; Adviser: Prof. Qiwei Han)



Wegener, W. (2022) The influence of ESG in the job market: a qualitative analysis on the impact of ESG factors on perceived employer attractiveness. (Nova SBE; Adviser: Prof. Qiwei Han)

Wu, Z. (2022) Hyperml and deep interest network bo build a recommender system: data privacy with GAN. (Nova SBE; Adviser: Prof. Qiwei Han)

Schnülle, T. (2022). Algorithmic trading with cryptocurrencies - does twitter sentiment impact short-term price fluctuations in bitcoin? Master's in Finance (Nova SBE; Adviser: Prof. Leid Zejnilovic). [Learn more.](#)

Sturm, N. (2022). Quantifying implicit political intentions in parliamentary discourse - an integrated approach using semi-supervised learning and vector space information retrieval. Master's in Business Analytics (Nova SBE; Adviser: Prof. Leid Zejnilovic. Maastricht University Faculty of Economics and Business Administration). [Learn more.](#)

Nolden, J. (2022). Algorithmic trading with cryptocurrencies - what is the optimal modeling design for bitcoin price and trend prediction? Master's in Management (Nova SBE; Adviser: Prof. Leid Zejnilovic). [Learn more.](#)

Baltazar, D. (2022). Automated AI trading system. Master's in Finance (Nova SBE; Adviser: Prof. Leid Zejnilovic). [Learn more.](#)

Ribeiro, J. (2022). Planning and prototyping aggregation and storage of job vacancies over time. Master's in Finance (Nova SBE; Adviser: Prof. Leid Zejnilovic). [Learn more.](#)

Bohrer, A. (2022). An evaluation of predictive customer segmentation for a German grocery retailer. Master's in Management (Nova SBE; Adviser: Prof. Leid Zejnilovic). [Learn more.](#)

Roo, M. (2022). The use of blockchain in higher education & its implementation in Nova Sbe. Master's in Management (Nova SBE; Adviser: Prof. Leid Zejnilovic). [Learn more.](#)

Cruz, B. (2022). Skills-based recommender system: a conceptual diagram and empirical validation. Master's in Data Science and Advanced Analytics (Nova SBE; Adviser: Prof. Leid Zejnilovic. Nova IMS; Adviser: Leonardo Vanneschi). [Learn more.](#)

OTHER PROJECTS

DATA SCIENCE PROJECTS WITH MASTER'S STUDENTS (PROJECT-BASED LEARNING) – EN



The Data Science Project-Based Learning is an exclusive and unique opportunity that matches Organizations with data challenges with Master's in Business Analytics students.

Students will be part of an interdisciplinary team and assigned to a specific real-world data challenge, in which the team will work throughout the course of their Master's program. Each team is supported by a Data Science Mentor and a Business & Management Mentor.

The Data Science Project-Based Learning allows students to:

- Immerse in the data science sector.
- Develop a real-world data science project.
- Learn from their peers, partners, and mentors.
- Connect with data science professionals and Organizations to:
 - Develop their team's knowledge through learning by doing.
 - Get access to an excellent pool of talent to solve the business challenges of their company.
 - Promote their company and improve brand perception.
 - Retain their talent and boost their enthusiasm at work.

Some examples of projects already developed under the Data Science Project-Based Learning include:

- Predicting the new mobility patterns in the post-Covid19 period (Brisa)
- Develop a dynamic recommendation pricing system for the after-market car industry (tips4y)
- Defining a Sustainability Customer ID for Commercial Banking (CGD)
- Optimizing food production for a social take-away (Cozinha com Alma)
- Creating a Product to Segment Donors and Predict Donor Churn for the Non-Profit Sector (AMI Foundation)
- Predicting demand of luxury fashion businesses (Stockedge)

Video: Summary of Data Science Project-Based Learning experience for Students and Clients 2021

Video: Summary of Data Science Project-Based Learning experience for Students and Clients 2022

DATA SQUADS



The Nova SBE Data Science Knowledge Center Data Squads are research projects that connect students interested in having practical experiences in Data Science to Nova SBE Faculty and Staff members who need an extra set of hands to develop data projects and research within the field of Data Science.

These projects are implemented by Nova SBE students with the supervision of Data Squad leaders (Nova SBE Faculty and Staff) and the support of the Nova SBE Data Science Knowledge Center. The Data Squads started in 2020 and are currently on their third edition, with 25 students and 10 new Nova SBE data projects.



Nova SBE Economics for Policy Knowledge Center



The Nova SBE Economics for Policy Knowledge Center is dedicated to applying fundamental tools from economics to relevant issues in business and public policy. The center brings together scientific coherence and real-world experience to analyze key challenges facing private and public sector organizations. It aims to produce conceptual and quantitative assessments relevant to organizations, companies, and the public at large. The Nova SBE Economics for Policy Knowledge Center has produced research projects in 2021 for the European Commission, the Gulbenkian Foundation, the FFMS.

“Working for the Nova SBE Economics for Policy Knowledge Center has been a great experience. You get to apply the academic tools to real-life policies and societal challenges. The team is supportive, and the environment fosters intellectual debate.”

MARLON FRANCISCO
PhD candidate

For more information, please visit our website.

RESEARCH PROJECTS

FCG - METODOLOGIA DE AVALIAÇÃO DO IMPACTO INTERGERACIONAL DE POLÍTICAS PÚBLICAS [METHODOLOGY FOR EVALUATING THE INTERGENERATIONAL IMPACT OF PUBLIC POLICIES]



Objective: improving the Evaluation of Public Policies on Different Generations

Method: Policies that are fair to all generations;

Allow people of all ages to meet their needs;

Meet the needs of the present without compromising the ability of future generations to meet their own needs.

A methodology that includes five flexible stages:

Diagnostics: Captures key information about the policy, evaluates its fairness, and builds a timeline of short, medium, and long-term effects.

Impacts: Explores chains of intended and unintended impacts on generations over time, using available quantitative data.

Scenarios: Tests the baseline evaluation against alternative scenarios.

Process: Examines how the policy was designed and enacted, namely, if intergenerational issues were considered.

Conclusions: Summarise the findings and recommendations.



ONGOING PROJECTS



- La Caixa Social State of the Country Report

This report is an annual initiative in partnership with the La Caixa Foundation. It uses several databases, with an emphasis on the European Union Survey on Income and Living Conditions, to characterize the situation of Portuguese households. The report is produced annually and focuses on income distribution, poverty, and material deprivation indicators. It also includes social cohesion indicators from the European Social Survey.



- Norwegian Research Council – Project 302661 Immigration, Inequality, and the Welfare State: A Modern Macro
- Multiple Framework Contracts for the procurement of economic studies and Better Regulation analyses (DG GROW)
- 4-ACIBEV - Impacto Económico do Setor dos Vinhos



- FCG – Metodologia de avaliação do impacto Intergeracional de políticas públicas

CONSULTING PROJECTS

- Prio - Pronúncia sobre a Proposta de Regulamento de Supervisão do Sistema Petrolífero Nacional [Pronouncement on the Proposed Regulation for the Supervision of the National Petroleum System]
- ACIBEV - Impacto Económico do Setor dos Vinhos [Economic Impact of the Wine Sector]
- Impacto Económico da Indústria dos Cruzeiros [Economic Impact of the Cruise Industry]

EVENTS

HEAVY-TAILS AND ROBUST ESTIMATION IN ECONOMICS AND FINANCE CONFERENCE WAS HELD ON MAY 24 AND 25 AT NOVA SBE IN CARCAVELOS, PORTUGAL.

Many of the methods of analysis in finance and economics developed over the past decades rest upon the assumption that the data is normally distributed. But this assumption is frequently not empirically supported. Frequently it is found that data exhibit, among other things, excess kurtosis, i.e., heavy tails. Hence, the need arises to re-examine the distributional features of many financial variables carefully and to move away from the normality assumption in the direction of distributions with heavier tails. These results motivate the development and application of robust inference approaches under heavy tails, heterogeneity, and observation dependence.

This conference aims to discuss recent econometric developments that address important features typically found in economic and financial data.

LISBON MEETING 2022

The Lisbon Meeting on Economics and Political Science aims to bring together young and experienced scholars who share methodologies and research topics in these two fields. It is a joint organization of the Nova School of Business and Economics (Nova SBE-UNL), the Institute of Social Sciences (ICS-UL), and the Lisbon School of Economics and Management (ISEG-UL).

HIGHLIGHTS

PUBLICATIONS

Pedro Brinca
[Learn more.](#)



2022 – “Climate Policy in an Unequal World: Assessing the Cost of Risk on Vulnerable Households”

Joao Duarte

The Effect of Monetary Policy on Household Consumption Expenditures in Portugal: A Decomposition of the Transmission Channel
(with Nuno Pereira), Portuguese Economic Journal, 2022

One Money, Many Markets
(with Giancarlo Corsetti and Samuel Mann), Journal of the European Economic Association, 2022

Paulo Rodrigues

Carneiro, Anabela, Portugal, Pedro, Raposo, Pedro, Rodrigues, Paulo M.M. (2022). **The persistence of wages.** (Accepted/In press) Journal of Econometrics.

Demetrescu, Matei, Georgiev, Iliyan, Rodrigues, Paulo M.M., Taylor, A. M.Robert (2022). **Extensions to IVX methods of inference for return predictability.** (Accepted/In press) Journal of Econometrics.

Demetrescu, Matei, Rodrigues, Paulo M.M. (2022). **Residual-augmented IVX predictive regression. Journal of Econometrics, 227 (2), 429-460.**

Demetrescu, Matei, Georgiev, Iliyan, Rodrigues, Paulo M.M., Taylor, A. M.Robert (2022). **Testing for episodic predictability in stock returns. Journal of Econometrics, 227 (1), 85-113.**

Demetrescu, Matei, Rodrigues, Paulo M.M., Taylor, A. M.Robert (2022). **Transformed regression-based long-horizon predictability tests.** (Accepted/In press) Journal of Econometrics.

Hill, Robert A., Rodrigues, Paulo M.M. (2022). **Forgetting approaches to improve forecasting.** Journal Of Forecasting, 41 (7), 1356-1371.

Martins, Luis F., Rodrigues, Paulo M.M. (2022). Tests for segmented cointegration: **An application to US governments budgets.** Empirical Economics, 63 (2), 567-600.



Nicolau, João, Raposo, Pedro, Rodrigues, Paulo M.M. (2022). **Measuring wage inequality under right censoring.** (Accepted/In press) Economic Inquiry.

Susana Peralta

Batalha, Mafalda, Gonçalves, Duarte, Peralta, Susana, Pereira dos Santos, João (2022). **The virus that devastated tourism: The impact of covid-19 on the housing market.** Regional Science and Urban Economics, 95.



Carvalho, Bruno P., Peralta, Susana, Pereira dos Santos, João (2022). **Regional and sectorial impacts of the Covid-19 crisis: Evidence from electronic payments.** Journal of Regional Science, 62 (3), 757-798.

Pedro Martins

'Rent Sharing in China: Magnitude, Heterogeneity and Drivers', with Wenjing Duan. British Journal of Industrial Relations, 60(1), 176-219, 2022 (Blog: English; Chinese)

OTHER PROJECTS

Luis Catela Nunes



Otrachshenko, Vladimir, Nunes, Luís Catela (2022). **Fire takes no vacation: Impact of fires on tourism.** Environment and Development Economics, 27 (1), 86-101.



Short paper by students of the Nova Economics Club on inflation: **“The sources of Inflation in the United States: a comparison between the 1970s and now”**



Nova SBE Economics of Education Knowledge Center



At the Nova SBE Economics of Education Knowledge Center, we cover a wide range of questions in the area of economics of education from basic to higher levels of education. Our aim is to develop research activities and promote research with institutions worldwide, facilitating the debate and contributing to the development of data-driven education policies.

“As the world becomes more complex and uncertain, I believe that scientific research is key to promoting better educational policies that aim at providing individuals with the opportunity of a better life. This is the main motivation behind my work at the Nova SBE Economics of Education Knowledge Center.”

LUÍS CATELA NUNES
Full Professor and Scientific Director of the Economics of Education Knowledge Center

“The fact that better school systems and educational policies have the potential to improve many individual and social outcomes is undoubted. However, there is an irreplaceable need for evidence-based discussion of educational policies in order to achieve such objectives. The Nova SBE Economics of Education Knowledge Center has been conducting fascinating research on these themes, mainly through the use of high-quality administrative data on Portuguese schools, which I believe have contributed to a more rigorous analysis of educational policies. As a PhD student, I have been analyzing the effects of the increase of the compulsory schooling leaving age in Portugal from 15 to 18 years old, as well as working with a team of researchers on the impact evaluation of different educational policies”.

AFONSO CÂMARA LEME
PhD Student in Economics

For more information, please visit our website.

RESEARCH PROJECTS

FROM SOCIAL INEQUALITIES TO SCHOOL INEQUALITIES IN PORTUGUESE MUNICIPALITIES



In Portugal, just like in many other countries, inequalities in school results are strongly connected to differences in the socioeconomic status of students' families. This study aims to calculate the indicators showing how socioeconomic inequalities translate into school results. Besides students' results on national exams, other indicators will be considered, such as reaching or finishing 12th grade or opting between a scientific-humanistic vs. a professional course. The indicators will be calculated for each municipality so that it is possible to identify the municipalities where socioeconomic inequalities generate school inequalities.

Another purpose of this study is to identify and evaluate the importance of several factors in explaining the differences between municipalities. For instance, the importance of residential or school segregation, working conditions, and income will be analyzed.

Coordinator: Luís Catela Nunes

Team: Luís Catela Nunes, Pedro Carneiro, Pedro Freitas, Miguel Nunes, Alice Chaves, Sara Cal

Duration: 2022-2023

Sponsor: **EDULOG** – Fundação Belmiro de Azevedo

[Read more.](#)

ONGOING PROJECTS

THE IMPACT OF DIFFERENT ASSESSMENT METHODS ON ACADEMIC ACHIEVEMENT AND INEQUALITY



Educational systems have the potential to break the cycle of poverty, enabling children from low socio-economic backgrounds to move up in the distribution of income, reducing the intergenerational correlation in income, and decreasing inequality. Assessment methods affect students' learning process and academic progression and, thus, have an important role in this process. Using a difference-in-differences approach, we aim to study the impact on learning, high-school graduation rates, and access to higher education of different choices regarding assessment methodologies. Also, we want to study how the impact of these choices



depends on students' gender, socio-economic status (SES), or being an immigrant. A highly debated policy regarding students' assessment is the existence of national standardized exams. We exploit a policy reform that introduced, for a short period of 4 years, national exams at the end of the 6th grade in Portugal, studying how this changed teacher grading standards and evaluating how this policy impacted students' learning and the likelihood that students fail a given school year.

Coordinator: Ana Balcão Reis

Team: Ana Balcão Reis, Luís Catela Nunes, Pedro Freitas, Catarina Angelo, Gonçalo Lima,

Afonso Câmara Leme, João Firmino

Duration: 2022 – 2024

Sponsor: [Fundação para a Ciência e Tecnologia](#)



THE ROLE OF INFORMATION IN STUDENT MIGRATION – AN EXPERIMENTAL EVALUATION IN CAPE VERDE

The objective of this study is to test whether reducing information frictions about college returns in a host country impacts high school students' willingness to migrate to study in that country. We investigate this hypothesis in the context of migration flows of high school graduates from the Republic of Cabo Verde (Cape Verde) – a small, developing African country – to Portugal, the most common destination of outmigration from the country. We conducted a randomized controlled trial (RCT). The intervention consists of an information campaign. Students in treated schools are shown an informational video on the challenges and opportunities of studying in Portugal, including a comparison of college returns to Cape Verdeans in both countries. The main outcome of interest of the RCT is whether students applied to college in Portugal. We also collect measures of willingness to study and migrate prior to the treatment, support networks in the host country, risk aversion, and measures of socioeconomic status, applying a survey to all 12th-grade students in public schools in Cape Verde. With a sample of these students, we will conduct a lab-on-the-field experiment to extract measures of willingness to migrate and risk aversion in the context of student migration. The intervention is implemented in cooperation with the Ministry of Education of Cape Verde.

Coordinators: Gonçalo Gameiro, David Costa

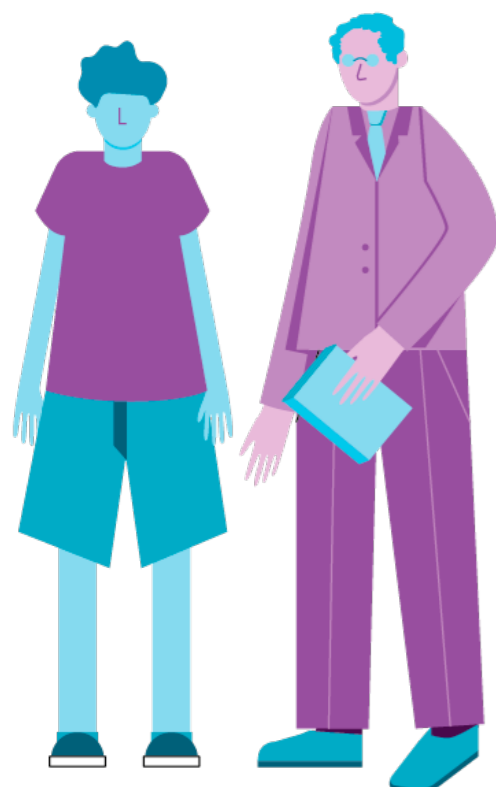
Team: Cátia Batista, Ana Balcão Reis, Pedro Freitas, Gonçalo Lima

Duration: 2022 – 2024

Sponsors: [Fundo para o Asilo, a Migração e a Integração \(FAMI\)](#)

[Fundação para a Ciência e a Tecnologia \(FCT\)](#) & Aga Khan Development

[Network \(AKDN\)](#)



RAISING EDUCATIONAL ASPIRATIONS – AN EXPERIMENTAL EVALUATION

The number of students from disadvantaged socioeconomic backgrounds completing higher education in Portugal is low. A possible reason for these low numbers is these students' lack of educational aspirations who have limited contact with college graduates in their daily lives. This project implements a randomized controlled trial to test the hypothesis that an intervention as simple as a one-day visit to a university campus can increase disadvantaged students' educational aspirations and academic performance. This type of campus visit is common internationally but has not yet been investigated in the context of educational decision-making. This low-cost intervention is easy to replicate on a large scale and can potentially contribute to reducing the problem of educational inequality in countries with significant immigrant, ethnic and linguistic minorities in contexts that undermine educational aspirations.

Coordinators: Cátia Batista

Team: Ana Balcão Reis, Cátia Batista, Pedro Freitas, Wayne Sandholtz, José Tavares, Vitor Cavalcante

Duration: 2021-2022

Partners: [Nova SBE NOVAFRICA Knowledge Center](#) & [Economics for Policy Knowledge Center](#)

Sponsor: [Fundação para a Ciência e Tecnologia](#)



MENTORING FOR SUCCESS

This project aims to implement a randomized impact evaluation of the mentoring intervention that promotes a better adaptation and success of students from the Países Africanos de Língua Oficial Portuguesa (PALOP) into Portuguese higher education institutions. The project will inform public policies promoting investment in human capital and the productive integration of immigrants – issues that are becoming more and more relevant, particularly in contexts of an aging population.

Coordinators: Ana Balcão Reis, Cátia Batista

Team: Ana Balcão Reis, Cátia Batista, Gonçalo Lima, João Firmino, Márcia Serra, Pedro Freitas, Diogo Sá, Gonçalo Gameiro

Partners: [Nova SBE NOVAFRICA Knowledge Center](#)

Sponsor: Asylum, Migration and Integration Fund (AMIF), Ministry of Internal

[Administration](#)



PORTUGAL'S EDUCATIONAL SYSTEM: A COMPARISON BETWEEN TEACHERS FROM THE PUBLIC AND PRIVATE SECTOR

The current challenges that education faces, particularly in the follow-up of multiple Covid-19 lockdowns, motivate a deeper understanding of the differences between public vs. private teachers. Such understanding is for sure crucial in developing policies that can target the identified issues and improve the Portuguese educational system, based on our findings. Thus, in this study, we have compared multiple variables in order to analyze the differences between the public and private sector teachers from 2006 to 2016 in Portugal. Overall, our results have always been according to the literature, something relevant since it adds strength to the data. We compare private and public school teachers regarding gender, age, qualifications, turnover, tenure, type of contract, working hours, and wages. It is most important to be aware of these statistics in order to implement well thought and efficient policies.

Coordinator: Ana Balcão Reis, Luís Catela Nunes

Team (Nova SBE Economics of Education Knowledge Center): Pedro Freitas

Team (Nova Economics Club): Ana Marques, Daniel Silva, Henrique Santos, João Carvalho, Adriana Lopes, Tomás Duarte

Duration: 2020-2022

Partner: [Nova Economics Club](#)



GPS4SUCCESS: EARLY IDENTIFICATION OF STUDENTS AT RISK OF SCHOOL SUCCESS/FAILURE IN THE 1ST CYCLE OF BASIC EDUCATION

Educational institutions aim to define specific strategic plans and interventions that intend to promote success and prevent failure, which requires the necessary information to identify the students needing these types of interventions. Unfortunately, throughout the years, the educational system has been resorting exclusively to the feedback that is given by the teachers, which has been proven to be inefficient since the identification of these students has been performed in a late stage of the learning process. Taking this into account, this research aims to contribute a better comprehension of the success and failure phenomena in primary schooling from a longitudinal perspective. This project intended to identify the factors that better explain school failure. Moreover, it will also be proposed an approach based on Data Mining techniques that aim to facilitate the identification and prioritization of the students that are more prone to fail. This identification is, thereafter, followed by the promotion of opportunities to intentionally and prematurely act on these cases, which will promote success and prevent school failure. The final results aim to clearly identify the success and failure profiles, validated at an empirical level and conceptual level, and create a support system for the teachers' and school managers' decisions.

Coordinator: Ana Balcão Reis

Team: Ana Balcão Reis, Luís Catela Nunes, Patrícia Xufre, António José Rodrigues (Faculty of Sciences of the University of Lisbon), Catarina Angelo

Duration: 2018-2023

Partner: [Centre for Research in Higher Education Policies](#)

Sponsor: [EDULOG](#)

CONSULTING PROJECT HIGHLIGHTS



ISA (INCOME SHARE AGREEMENT) ASSESSMENT

This project aims to monitor and measure the results from the implementation of the ISA FJN, a conditional loan program that finances long and short-term academic degrees. This assessment is made through surveys to candidate beneficiaries of this support. It will also involve a benchmarking exercise against similar international programs.

Coordinator: Ana Balcão Reis

Team: Ana Balcão Reis, Pedro Freitas, Francisco Vale, Bernardo Marques Vedor

Duration: 2020-2022

Sponsor: [Fundação José Neves](#)



EVENTS

2022 LESE: LISBON ECONOMICS AND STATISTICS OF EDUCATION

The 6th Lisbon Research Workshop on Economics, Statistics, and Econometrics of Education took place at Nova SBE on January 20 and 21. It got together researchers, students, and education analysts who presented methodological and applied research and discussed quantitative results on education analysis. It included lectures by invited speakers, organized thematic debates, contributed parallel sessions, poster discussions, and, for the first time, a short course on large-scale international assessments.

INTERNAL SEMINARS ON ECONOMICS OF EDUCATION 2021/2022

Biweekly meetings among members of the Economics of Education Knowledge Center consisting of a presentation of a paper followed by a discussion (Q&A). There were six of these meetings in 2022.

HIGHLIGHTS

PUBLICATIONS

ANA BALCÃO REIS (2022) "EDUCATION POLICIES" – BOOK CHAPTER IN "THE OXFORD HANDBOOK OF PORTUGUESE POLITICS", EDITED BY JORGE M. FERNANDES; PEDRO C. MAGALHÃES; ANTÓNIO COSTA PINTO. OXFORD, UNITED KINGDOM: OXFORD UNIVERSITY PRESS



The last 45 years in Portugal witnessed a huge expansion of enrolment rates in secondary and higher education. Simultaneously, participation in international assessments like PISA since 2000 shows an improvement in Portuguese results. Until 2015 there was a trend to extend external evaluation from secondary to lower levels of education, which contributed to stronger school accountability, namely through the publication of school rankings. In 2015 some national exams were eliminated, and the future evolution is uncertain. Teachers' training, evaluation, and remuneration have probably been the main factor of dispute in the political arena regarding the educational system. The renewal of the teaching personnel that will be needed in the next decade is one of the major challenges facing the educational system and will depend a lot on the redefinition of these policies.

SÍLVIA DE ALMEIDA, JOÃO FIRMINO, JOSÉ MESQUITA GABRIEL, MARIA JOÃO HORTAS, LUÍS CATELA NUNES (2022). STUDENTS WITH AN IMMIGRANT BACKGROUND IN THE LISBON METROPOLITAN AREA – EVIDENCE AT THE MUNICIPAL, SCHOOL, AND CLASS LEVELS.



This paper focuses on the territorial distribution of students, in Lisbon Metropolitan Area (LMA), with an immigrant background enrolling in the 3rd cycle of basic education in Portugal and on the differences in the academic performance of students attending the last year of this cycle, considering their birthplace. Differences are examined by estimating several linear regression models using as dependent variables two performance indicators – students' results in the 9th-grade national exams in the Maths and Portuguese Language subjects; and a binary indicator of a successful academic record during the 3rd cycle.

The results confirm significant differences in the students' school performance depending on their birthplace: students from Brazil and Portuguese-speaking African countries (PALOP) have the most significant differences compared to students from Portugal. A substantial part of these differences is already present at the end of the 2nd cycle and subsist when accounting for students' socioeconomic characteristics.

Our results show that a considerable part of the differences is explained by factors inherent to the school and the class, and not so much to the municipality, which might reveal the existence of some types of segregation experienced by these students, either at intra-municipality level (by the different schools) or intra-school level (by the different classes).

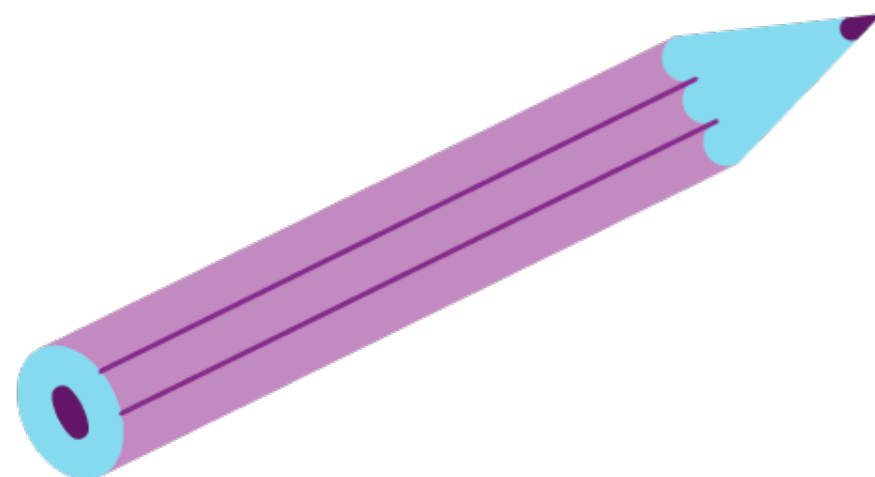
[Learn more.](#)

LUÍS CATELA NUNES, ANA BALCÃO REIS, PEDRO FREITAS, E DIOGO CONCEIÇÃO (2022). TEACHER TURNOVER IN PORTUGUESE PUBLIC SCHOOLS: POLICY BRIEF.



In this Policy Brief, we analyze the turnover of teachers between groups of public schools in mainland Portugal between the academic years 2008/09 and 2017/18. We also investigated whether these movements are associated with the characteristics of the groups and the composition of their teaching staff, for example, in terms of the type of contract and the level of education. In the current context of teacher shortages in Portugal, where stability is a determining factor in attracting teachers to the career, it is particularly important to know the degree of turnover of current teachers in different types of schools. This work intends to contribute to a more detailed knowledge of the turnover of teachers and, in this way, to support public policies that lead to greater stability of teachers in schools.

[Learn more.](#)



NUNES, LUÍS CATELA, ANA BALCÃO REIS, PEDRO FREITAS, E DIOGO CONCEIÇÃO (2022). EDUCATIONAL MEASURES IN THE CURRENT CONTEXT OF LACK OF TEACHERS: POLICY BRIEF.



In this Policy Brief, we frame the future recruitment needs for new teachers and some characteristics of the current teachers compared with other education systems. We also present some summary statistics on the recent evolution of Portuguese students' achievement, which should be present in the moment of defining educational policies to recruit new teachers. Finally, we list several education policies that have been presented and considered to mitigate the lack of teachers. We also identify in the scientific literature past studies about similar policies implemented in other education systems, pointing out the evidence of their impact on the recruitment of teachers and student achievement.

[Learn more.](#)

MASTER'S THESIS HIGHLIGHTS



Ana Carolina Alves Martins (January 2022). *"The Impact of the Evaluation Scheme on Students' Achievement"*.

Advisor: Ana Balcão Reis, Catarina Angelo



Beatriz Casaca César (January 2022). *"Sources of Inequality in Portugal's Educational Achievement"*.

Advisors: Ana Balcão Reis, Pedro Freitas, Ricardo Colaço



Greta Schnaack. (January 2022). *"The educational impacts of a major school infrastructure program: Causal evidence from Portugal"*

Advisors: Pedro Freitas, Susana Peralta



Gonçalo Ferreira Amaro (May 2022). *"The Effect of a School Library Network on Student Achievement: Evidence from Portugal"*.

Advisors: Ana Balcão Reis, Luís Catela Nunes, Pedro Freitas

André Pereira Guilherme (June 2022). *"Effects of school closures in Portugal: the termination of public-funded private school contracts"*.

Advisors: Luís Catela Nunes, Afonso Câmara Leme, João Firmino



Pedro Salvador (June 2022). *"The impact of the COVID-19 pandemic in higher education_ the case of Nova SBE undergraduate students"*.

Advisors: Ana Balcão Reis, João Firmino



Pedro Barahona de Lemos (September 2022). *"Different Assessment Methods and Parents' Education"*

Advisors: Ana Balcão Reis, Catarina Angelo

NEW WORKING PAPERS

GENDER GAPS IN DIFFERENT ASSESSMENT SYSTEMS: THE ROLE OF TEACHER GENDER (2022)



Authors: Catarina Angelo, Ana Balcão Reis

Previous research has identified a gender gap in the difference between teacher grading and scores on national exams at the end of secondary school. We go a step further and look at how teacher characteristics may influence this gender gap. We find that exams are relatively more favorable for boys, regardless of the teacher's gender or gender matching. Results suggest that having a male teacher tends to increase the assessment gap for all students through a greater decrease in teacher grades to exam scores, with less impact on boys.

[Nova SBE Working Paper Series No. 640](#)

OTHER PROJECTS

**NOTAS INTERNAS NO ENSINO SECUNDÁRIO:
O IMPACTO DA COMPARAÇÃO ENTRE ALUNOS**



Researcher: Pedro Freitas

When teachers assess their students, do they do it solely based on students' knowledge, or does teacher assessment depend on the average student level in a school or class? For example, would two students with similar knowledge, enrolled in schools and classes with very different performance levels, have the same teacher scores?

Here is the research question tackled by this paper: in what way do teacher scores depend on comparisons with peers enrolled in the same school or class?

Using data on Portuguese students in Portuguese and Mathematics courses between 2007 and 2018, we conclude that the average peer performance at school and class level impacts the distribution of the scores granted by teachers. This effect is particularly strong in Mathematics.

**EDUCATION
LEADERSHIP FOR TEACHERS TRAINING**



Accredited training is offered by Nova SBE's Executive Education to teachers who work in schools from the Cascais Municipality. Researchers from the Economics of Education Knowledge Center teach four of its seven modules, covering the following themes: Rankings, PISA Results, Evaluation, Retention Policies, Classroom Size, and Composition.

Instructors: Ana Balcão Reis, Catarina Angelo, Ricardo Colaço, Pedro Martins, Afonso Leme, João Firmino, Pedro Freitas, Luís Catela Nunes

Partners: Câmara Municipal de Cascais and Nova SBE Executive Education



Nova SBE Environmental Economics Knowledge Center



The Nova SBE Environmental Economics Knowledge Center develops interdisciplinary applied research providing advice in environmental and natural resource economics for sustainable public policy purposes.

MISSION

To produce high-quality, interdisciplinary research by fostering cooperation between natural and social scientists. We develop knowledge and expertise in our fields to assist public policy decision-making for sustainable development.

VISION

To be recognized as a leading European interdisciplinary research center in environmental and natural resource economics.

“Working at the Nova SBE Environmental Economics Knowledge Center is a challenging and stimulating experience. It provides the opportunity to work with experts and partners from different fields, leading to innovative approaches to be applied in the context of the different environmental issues studied.”

MARGARIDA ORTIGÃO

PhD Student and Researcher



For more information, please visit our website.

RESEARCH PROJECT HIGHLIGHTS

A-AAGORA

Blueprint for Atlantic-Arctic Agora on cross-sectoral cooperation for restoration of marine and coastal ecosystems and increased climate resilience through transformative innovation



HORIZON-MISS-2021-OCEAN-02 – A-Agora

This European consortium, developed under the Horizon Europe Mission “Recovering our ocean, seas, and waters until 2030”, is led by the University of Aveiro and includes 30 European partners, including the Nova SBE Environmental Knowledge Center, leader of WP4, and co-leader in others.

A-Agora project started on December 1, 2022, will last for 38 months and aims to develop a methodology for a coordinated approach to the co-development of implementable Nature-based solutions in coastal areas. To this end, the project will identify synergies in the context of the Atlantic and Arctic basin “lighthouse” by promoting a deliberative democracy process, setting a Community of Practice, and developing a digital knowledge system.

Nova SBE team: Maria Antonieta Cunha e Sá, Renato Rosa, Postdoc already selected (beginning April 1st, 2023), Ana Rodrigues.

Led by: University of Aveiro.

Funding: HORIZON-EUROPE.

OCEANSCHOOL



Human capital is crucial for the successful development of a sustainable blue economy. There is currently a lack of education programs in economics devoted to that topic. The OceanSchool fills that gap by developing an innovative course stream in blue growth for master’s students at NovaSBE and NHH. To that end, OceanSchool put together a multidisciplinary team of Environmental and Resource economists from those schools and experienced natural scientists and practitioners from recognized non-academic institutions, such as IPMA. By explicitly integrating knowledge from complementary fields, the OceanSchool will provide students from both Schools with an innovative experience where research on timely real-world challenges and more traditional learning goals are integrated.

Building upon the extant master’s programs offered by the two schools, mandatory course units will be offered to provide students with an adequate background in Blue Growth from an economics perspective.

OceanSchool was designed to endow students with the necessary competence and skills to develop economic and public policy analysis on maritime topics, delivering the first specialized breed of economists and practitioners on Blue Growth in Portugal.

Nova SBE team: Maria Antonieta Cunha e Sá, Renato Rosa, Catarina Frazão Santos, Ana Rodrigues.

Partners: Instituto Português do Mar e da Atmosfera (IPMA), Norwegian School of Economics | (NHH).

Funding: Mecanismo Financeiro do Espaço Económico Europeu (MFEEE/EEA-Grants).

ONGOING PROJECTS

BLUEFORESTS

Seaforests for blue carbon – natural capital from nature-based solutions



BlueForests seek to advance science and test technological innovations to rebuild Portuguese marine forests and value their ecosystem services to contribute to building a sustainable blue economy based on resilient and abundant marine natural capitals. New technologies to restore Portuguese marine forests, including the models to reveal the best locations for seaforestation and novel techniques of planting, will be developed, tested, and optimized. The contribution of Portuguese marine forests to blue carbon sequestration and, thus, climate mitigation will also be quantified, as well as the economic value of the ecosystem services delivered by them.

The main task of the Nova SBE Environmental Economics Knowledge Center is to estimate the economic value of ecosystem services provided by seaforests to inform cost-benefit analysis for policy purposes.

Nova SBE team: Maria Antonieta Cunha e Sá, Renato Rosa, Carina Silva (until May 2022), João Seixo (RA), Miguel Fernandes (RA), Ana Rodrigues

Led by: Centro de Ciências do Mar (CMAR).

Partners: Colab +Atlantic; SINTEF; Casulo; Centro Interdisciplinar de Investigação Marinha e Ambiental (CIIMAR); Wavec.

Funding: EEA Grants.

[More information.](#)

MOZAMBES

Payments for mangrove ecosystem services in Mozambique



This project aims to contribute to improving the well-being of communities in Sofala Province in Mozambique, which are highly vulnerable to climate change and highly dependent on natural resources for their survival, by promoting the sustainable management of urban/perurban mangrove ecosystems. The objective of the project is to implement a payment mechanism for mangrove services to promote the sustainable management of this ecosystem in the region.

For sustainable development, we first estimate the economic value of mangrove Ecosystem Services and then implement a Payments for Ecosystem Services (PES) scheme at a selected site targeting natural resource conservation/restoration and socioeconomic goals. Multiple benefits are expected, not only in biodiversity, carbon sequestration, and water quality but also in protecting human lives and assets against storms. Additional social benefits can also be obtained from improved rural cohesion, rural employment, and knowledge/skills transfer to local communities. By fostering human development locally, the PES is expected to increase income generation, gender equality, and food security, contributing to a decrease in undernourishment and infant and child mortality. Thus, this project can be taken as a timely contribution to improve the quality of life of those populations and is expected to provide long-lasting beneficial outcomes.

Nova SBE team: Renato Rosa, Maria Antonieta Cunha e Sá, Luísa Nobre (since November 2022), Carina Silva (until May 2022), Catarina Frazão Santos, Ana Rodrigues.

Partners: Nova Information Management School, [Calouste Gulbenkian Foundation](#), Eduardo Mondlane University, Maputo, Mozambique.

Funding: FCT & Aga Khan.

[Site.](#)

NGANDU

The importance of shark populations and sustainable ocean use for human well-being in Cape Verde and São Tomé and Príncipe, West Africa



Marine biodiversity is under increasing menace at a global scale, primarily due to overfishing, pollution, and climate change. Sharks have a higher intrinsic risk of extinction compared to other fish, and the spatial distribution of threatened shark species under the World Conservation Union (IUCN) Red List criteria are clustered in five major global regions. Western Africa is one of them. Large pelagic sharks, including blue, mako, threshers, great whites, and hammerhead sharks, have declined more than 75% in the North Atlantic since 1986. Direct fishing mortality has driven these declines, even though some smaller fisheries persist without associated declines. Small island nations, like Cabo Verde (CV) and Sao Tome and Principe (STP), usually



show high reliance on marine food resources (including sharks), and related changes may dictate severe impacts on the well-being of local human populations. Within this context, the NGANDU project entails Collaborative Research between 15 partners from academia, governmental agencies, and NGOs to understand how shark populations are being affected by human pressures in CV and STP and their importance as key-stone species for human communities' well-being and subsistence. These topics of research will be investigated under the QOL concept, including food security and biodiversity.

Nova SBE team: Renato Rosa, Maria Antonieta Cunha e Sá, Carina Silva, Catarina Frazão Santos.

Led by: Fciências.ID - Associação para a Investigação e Desenvolvimento de Ciências.

Partners: Universidade de Cabo Verde; BIOS; Direcção das Pescas; Fundação Príncipe; Universidade de São Tomé; Oikos - Cooperação e Desenvolvimento; CIBIO - Centro de Investigação em Biodiversidade e Recursos Genéticos; Universidade Nova de Lisboa, Nova School of Business and Economics; Direcção Geral dos Recursos Marinhos; Mar Ambiente Pesca Artesanal (MARAPA); AIMM - Marine Environment Research Association; Direcção do Ambiente; University of Exeter; Universidade Federal de Santa Catarina.

Funding: FCT & Aga Khan.

SARDINHA2020
An Ecosystem approach to sardine fisheries management



This project combines the efforts of a large group of scientists with the final aim of delivering a management plan for the Portuguese purse-seiner fishery. The Nova SBE Environmental Economics Knowledge Center team will develop a bioeconomic model for this fleet. Building upon the project's results, the model will account for interactions between species and environmental impacts on targeted fish stocks. The project will thus contribute to integrating economics into fishery policy advice and foster an ecosystem approach to fisheries management.

Nova SBE team: Renato Rosa, Gonçalo Araújo.

Led by: IPMA.

Funding: MAR 2020.

OPTIMUS PRIME (ENDED SEPTEMBER 2022)
Optimal Greening of Irrigated Farmland to achieve a Prime Environment



The project aims to quantify the ecosystem services provided by irrigated croplands to ecological focus areas (EFA) such as field margins, hedges, trees, fallow land, landscape features, biotopes, buffer strips, and afforested areas, and the habitat configurations serving the maximum capacity of services. The project will also simulate water and habitat delivery of biodiversity services for different climate change scenarios and agriculture storylines in the future. Economic costs and agro-policy environmental trade-offs will be analyzed, and an EFA calculator will be produced at the farm level. The project develops over two case studies and collects information in situ and remotely, and the results will receive input and testing from the farmers during the project lifespan.

Nova SBE team: Renato Rosa, João Vaz Pato.

Partners: Faculdade de Ciências da Universidade de Lisboa, Agrotejo - União agrícola do norte do Vale do Tejo, Associação de regantes e beneficiários do vale do Sorraia.

Funding: FCT.

[More information.](#)

ASEBIO (ENDED SEPTEMBER 2022)
Assessment of the Ecosystem Services, Biodiversity and Well-Being in Portugal



This project aims to assess the provision of ecosystem services under different policy scenarios affecting land cover change in Portugal. ASEBIO's innovative approach is of great interest to the Institute for the Conservation of Nature and Forests (ICNF) mission by contributing to the achievement of target 2 of the European Union Strategy on Biodiversity 2020 – Maintain and restore ecosystems and their services. ASEBIO will support ICNF's call for action on mapping and assessing the state of ecosystems and their services in national territory, assess the economic value of such services, and promote the integration of these values into accounting and reporting systems. These should also contribute to relevant targets of National Biodiversity, National Strategy, and several sustainable targets of the UN Agenda on Sustainable development 2030. The role of Nova SBE Environmental Economics Knowledge Center is to develop a spatially explicit approach to estimate the costs of land-cover changes on ecosystem services for policy purposes.

Nova SBE team: Maria Antonieta Cunha e Sá, Luis Catela Nunes, Carina Silva (until May 2022), João Seixo (RA), Jeffrey Peart (RA).

Led by: Nova Information Management School.

Funding: FCT.

[More information.](#)

IREC (ended June 2022)

Innovation on Recycling (In cooperation with Nova SBE Sustainability Hub)



The collection and adequate treatment of disposable beverage containers and their recovery through recycling is a fundamental component of waste management, contributing to the pursuit of a Green Economy. Besides reducing the transportation of these residues to waterways and the environmental challenges this entails, recycling can also prevent them from being deposited at landfills, preventing air, soil, and water pollution. Additionally, the use of recycled materials in production brings about benefits in terms of lower production costs, energy savings, and lower emissions, and contributes to an economy based on circularity principles. iREC will address the challenges mentioned above through an innovative approach to the management of single-use containers, bringing together, towards that end, an experienced team of retailers, collection services, research centers, and companies in the waste sector.

Nova SBE team: Renato Rosa, Maria Antonieta Cunha e Sá, Margarida Ortigão, Luis Veiga Martins, Carina Silva (until May 2022), Ana Rodrigues.

Led by: Cascais Ambiente.

Funding: Mecanismo Financeiro do Espaço Económico Europeu (MFEEE/EEA-Grants), Programa Ambiente.

[More information.](#)

LANDUSE (ended September 2022)

Land Use Change in the Urban-Rural-Forest Interface: A Portuguese Case Study



The loss of land to development at the urban-rural/forest interface is of particular concern to policymakers, as the irreversibility that it entails threatens the ecological and socioeconomic value of agricultural and forestlands. This project aims to model private agents' decisions about whether and when to convert their lands either to reversible or irreversible uses for policy purposes based on an empirical application to a Portuguese study site. Additionally, policy implications will be derived based on scenario analysis, reflecting policy-relevant contexts associated with changes in the regulatory context.

Nova SBE team: Maria Antonieta Cunha e Sá, Sofia Franco, Luis Catela Nunes, Carina Silva (until May 2022), Renato Rosa, João Vaz Patto (RA), David Draper Munt (Post-doc), Zheng Hou (Post-doc), Berfu Güley Gören Soares (Post-doc).

Partner: Nova Information Management School.

Funding: FCT.

OTHER PROJECT HIGHLIGHT

ASSESSMENT OF ECOSYSTEM SERVICES, BIODIVERSITY AND WELL-BEING IN PORTUGAL



Researcher: Carina Vieira da Silva

The research project ASEBIO (Assessment of Ecosystem Services, Biodiversity and Well-Being in Portugal) aims to identify, together with key stakeholders, the main ecosystem services (ES) and threats to their provision and to carry out a biophysical assessment in continental Portugal, at national and regional levels, based on CORINE (land use/land cover map), as well as to assess the vulnerability of ES and biodiversity to the main threats identified. Based on land cover change models, it intends to estimate in a systematic way the consequences of the provision of the different ES (provision, regulation, and cultural) on biodiversity and on the well-being of populations estimating the economic costs in space and time, resulting from this change for different future scenarios, where territorial policies in the context of climate change will play a relevant role.

This methodology allows, for example, to estimate the economic costs of extreme events, being possible to obtain an estimate of the cost associated with the reduction of carbon sequestration capacity in the area burned in Pedrogão in 2017, as well as discuss the consequences of the interaction between mitigation and adaptation policies for the provision of the different ES in the context of the energy transition.

OCEANPLAN (ended September 2022)

Marine spatial planning under global climate change



OceanPlan investigates how marine spatial planning (MSP) can both be affected by and adapt to global climate change. MSP is being developed and implemented worldwide to foster sustainability in ocean management and use. On top of the many challenges MSP already faces (political, socioeconomic, environmental), in the near-future, it will need to deal with a changing climate. Properly incorporating climate change into the MSP framework will allow for better preparedness, improved response capacity, and, ultimately, a reduced vulnerability of marine socio-ecological systems.

Nova SBE team: Catarina Frazão Santos, Renato Rosa, Antonieta Cunha e Sá, Carina Silva (until may 2022).

Led by: Marine and Environmental Sciences Centre.

Partners: Fundação Gaspar Frutuoso (Universidade dos Açores).

Funding: FCT.

[More information.](#)

EDUCATION

In this area, the Nova SBE Environment Economics Knowledge Center has developed innovative initiatives in partnership with other schools, national and foreign, namely in the context of sustainable blue growth.

INTEGRATED MASTER WITH NOVA SCHOOL OF LAW: THE MASTER'S IN LAW AND ECONOMICS Ocean Governance



In the current academic year, 2022-23, this program became an integrated Master's degree with the Nova SBE Master's degrees. Thus, students from both schools can take courses in their respective Master's degrees, complementing their education in this area of knowledge.

[More information.](#)

OCEAN BACHELOR'S DEGREE *(under evaluation)*



Nova SBE, the Nova SBE Environmental Economics Knowledge Center, NOVA School of Law, and other NOVA University Lisbon schools, together with the Universities of Évora and Algarve, have developed a totally innovative 1st cycle program, intrinsically multidisciplinary, entirely dedicated to Ocean issues. Thus, in the current academic year, 2022-23, the MDEM became an integrated Master's degree with the Nova SBE Master's degrees. Thus, students from both schools can take courses in their respective Master's degrees, complementing their education in this area of knowledge. This program is currently being evaluated by the Accreditation Agency A3Es and was presented for the first time at the UN Conference held in June 2022 in Lisbon, having been enthusiastically received by the community.

OCEANSCHOOL



Investing in human capital is crucial for sustainable development. In the context of blue economic growth, however, there are no education programs dedicated to it. OceanSchool fills this gap by developing an innovative course in blue economic growth for students at Nova SBE and the Norwegian School of Economics.

OceanSchool is designed to equip students with the skills to develop rigorous economic analysis to help better inform decision-making in the context of public policy, thus training the first generation of economists and professionals specializing in blue growth in Portugal.



HIGHLIGHTS

PUBLICATIONS



Patto, J. V., & Rosa, R. (2022). Adapting to frequent fires: optimal forest management revisited. *Journal of Environmental Economics and Management*, 111, [102570].

[Learn more.](#)



Rosa, R., Costa, T. and Mota, R., (2022). Incorporating economics into fishery policies: Developing integrated ecological-economics harvest control rules. *Ecological Economics*, Volume 196, 2022, 107418, ISSN0921-8009.

[Learn more.](#)



Fernandes M., Vieira da Silva C. and Frazão Santos C. (2022) Climate-Related Vulnerability and Risk Assessment of Main Ocean Uses: An Overview. *Front. Mar. Sci.* 9:787882.

[Learn more.](#)



Palacios-Abrantes, J., Badhe, R., Bamford, A., Cheung, W. W., Foden, W., Frazão Santos, C., ... & Pereira, L. M. (2022). Managing biodiversity in the Anthropocene: discussing the Nature Futures Framework as a tool for adaptive decision-making for nature under climate change. *Sustainability Science*, 1-17.

[Learn more.](#)



Frazão Santos, C., Agardy, T., Allison, E. H., Bennett, N. J., Blythe, J. L., Calado, H., ... Vieira da Silva, C. Villasante, S. & Wedding, L. (2022). A sustainable ocean for all. *npj Ocean Sustainability*, 1(1), 1-2.

[Learn more.](#)



Gissi, E., Maes, F., Kyriazi, Z., Ruiz-Frau, A., Santos, C. F., Neumann, B., ... & Unger, S. (2022). Data about marine area-based management tools to assess their contribution to the UN sustainable development goals. *Data in brief*, 40, 107704.

[Read the full article.](#)



Gissi, E., Maes, F., Kyriazi, Z., Ruiz-Frau, A., Santos, C. F., Neumann, B., ... & Unger, S. (2022). Contributions of marine area-based management tools to the UN sustainable development goals. *Journal of Cleaner Production*, 330, 129910.

[Read the full article.](#)

WORKING PAPERS

Authors: Mariia Murasheva, [Maria A. Cunha e Sa](#)



Title: The Impact of Industrial Pollution Exposure on Hospital Admissions: Evidence from a Cement Plant in Russia

Abstract: The effect of individual-level daily silicon dust exposure from cement production on the probability of hospital admissions for respiratory-related reasons is examined. The dataset was collected at the cement plant in the Bryanskii region, Russia. We use an aerodynamic dispersion model to calculate pollutants' exposure. We find a significant impact of silicon dust on hospitalizations for children and elderly adults. We identify a non-linear response of the individual probability of hospital admissions to the average daily inhaled concentrations in the city area where exposure is higher. Our findings contribute to better inform policymakers aiming at reducing industrial air pollution exposure in Russia.

[Read the full article.](#)

Authors: [João Seixo](#), [Carina Vieira da Silva](#), [Felipe S. Campos](#), [Pedro Cabral](#), [Luis C. Nunes](#), [Maria A. Cunha-e-Sa](#)



Title: The economic value of land-based ecosystem services in Portugal: a spatially explicit approach

Abstract: This study estimates the economic value of seven land-based ecosystem services for mainland Portugal in 2018. The estimated services are Climate Regulation, Drought Regulation, and Erosion Prevention, using the market price methodology, and Food Supply, Pollination, Recreation, and Water Purification using a meta-analytic benefit transfer function. By estimating a unique meta-analytic benefit transfer function for each service, the commodity consistency condition is addressed. Different welfare measures were not pooled together, and methodological variables are not included in the vector of explanatory variables. The results are spatially explicit at the hectare level providing the benchmark to which the consequences of land-use changes to the value of ecosystem services and, therefore, to the welfare of local populations can be adequately assessed.

[Read the full article.](#)

EVENTS

HIGHLIGHTS MASTER'S THESIS

Master's in Economics (DRE):

- Eurico José Gonçalves Afonso (#31893)
- Rui Manuel Crua Neves Magriço (#32168)
- Manuel Paiva Bento Nery (#41319)
- Joana Carolina Veloso Matias (#31093)
- Joana Matos Anjinho Fontes de Melo (#32044)

Master's in International Development & Public Policy:

- Anna Clara Paranhos Botto Maia (#48926) (DR)
- Anna Lena Mayer (#51239)
- Luca Aceto (#50856)
- Elisabeth Maria Tyszkiewicz (#48702)
- Dennis Seifert (#48833)
- Giuliana Sarcina (#48933)
- Andrea Pace (#49378)

- Environmental Economics Knowledge Center Workshop, November 29, 2022
- Webinar AERNA-DURHAM Seminar Series: Presentation Title: Crowdfunding vs. Taxes: Does the payment vehicle influence WTP for Ecosystem Services Protection? by Antonieta Cunha e Sá, May 18, 2022
- The Stanford Initiative on Business and Environmental Sustainability Research Conference Series, hosted by Stanford Graduate School of Business and the Stanford Doerr School of Sustainability on Harnessing Data and Tech for Ocean Health and Sustainability, Presentation Title: Investigating purse seiners fishery spatiotemporal activities footprint based on georeferenced data, João Vaz Patto and Gonçalo Araújo, 18-19 November 2022
- 26th EAERE Conference in Rimini, Italy, June 2022 (Maria Antonieta Cunha-e-Sá, member of scientific committee)
- X AERNA Conference, Renato Rosa (member of scientific committee Barcelona, September 2022)
- Conferência iRec-Inovar a Reciclagem (as organization member)
- 20^o Encontro da Associação Portuguesa de Engenharia Sanitária e Ambiental (APESB) (Maria Antonieta Cunha e Sá, November 2022, NovaSBE, President of the Scientific Council)

AWARDS

GONÇALO ARAÚJO WON THE BEST PRESENTATION AWARD IN PICES-2022

The presentation by Goncalo Araujo was an investigation of Portugal's mainland purse seine fishery spatiotemporal activities footprint based on georeferenced data. Satellite data and machine learning (ML) algorithms were combined to allow the identification of the fleet's fishing grounds and economic value attribution. Trips were defined by using Automatic Identification System (AIS) data and high-resolution spatial polygons to extract vessel positions at specific locations. Using observer data, supervised ML algorithms were trained to classify the vessel's trip operations. These trips were matched to corresponding landings, with volume and revenue estimated by species and commercial size. Preliminary results indicate similar spatial patterns for vessel groups with similar technical characteristics and targeted species. While some fishing grounds face consistent, focused pressure over time, other areas show a broader range of activity, suggesting different strategies between the vessel groups.

[See more.](#)

[See more.](#)

Nova SBE Finance Knowledge Center



The goal of the Nova SBE Finance Knowledge Center is to develop and disseminate state-of-the-art research and education graduate programs in Finance. Working closely with faculty, students, Alumni, and corporate partners, we develop applied research, organize events, and help to prepare students to face the future challenges of the finance industry. In many of our academic programs and events, student participation is highly encouraged, allowing for a stronger engagement with our community and allowing students to learn from invited renowned speakers. In addition, partnerships with our clients allow for the development of several activities such as Work Projects (that connect students to real-life challenges with the support of an assigned Finance Professor), Academic Conferences, Lectures, and Seminars (that bring relevant players together – industry, students, faculty).

"... the discussion afterward was good quality. The coaches helped me understand limitations; I would recommend it as it's always valuable to expose in-progress research to seasoned academics outside one's own institution."

AHMED GUECIOEUR
INSEAD, regrading participation in the PhD Pitch Perfect

For more information, please visit our website.

RESEARCH PROJECT HIGHLIGHTS (ONGOING)

DELTA-GAMMA VALUE AT RISK MODEL FOR DERIVATIVES

Coordinator: Daniele D'Arienzo

Our client is a Bank offering investment solutions for their customers. The offering includes products on equities, equity indices, interest and exchange rates, and exchange-traded funds. The products issued by the Bank are managed internally, within its own Portfolio (Options Book). This means that the Bank assumes the risk of the remuneration to be paid for the products, whereby the correct hedging of this risk is extremely important in order to preserve the margin estimated for the products. The book's management objective is hedging the risk, that is, to have a result as close as possible to zero, ensuring that the expected cost of funding is not prejudiced. The main goal of this working project is to develop a Delta-Gamma Value-at-Risk (Var) model for our client derivatives portfolio, which complements the current stress tests performed. The students will develop and provide the Bank with Python notebooks that i) implement Monte Carlo risk-neutral valuation of such derivatives given the bank's historical portfolio data; ii) implement a Delta-Gamma Value-at-Risk (Var) analysis of their portfolio; and iii) provide recommendations for the Bank's derivative portfolio.

DIGITAL ASSETS



Coordinator: Emanuele Rizzo

This paper aims to determine whether there is a risk premium captured by the digital asset ecosystem and how it affects the performance of BPI GA (or "the client") equity funds. We found significant evidence of the influence of the digital asset space over BPI GA funds' performance. Our findings also suggest that cryptocurrency is driven by macroeconomic factors, such as stock market volatility and exchange rates.



CONSULTING PROJECTS

ONGOING PROJECTS

- Client:** INCM
- Project:** Bullion Coins
- Coordinator:** Miguel Ferreira
- Professors:** Gonçalo Sommer Ribeiro, Afonso Eça

- Client:** ASF
- Project:** Protection Gap Study
- Coordinator:** Miguel Ferreira
- Professor:** Gonçalo Vieira da Luz

- Client:** BPI
- Project:** Factors delaying Investment Decisions
- Coordinator:** Melissa Prado
- Professor:** Daniele D'Arienzo

- Client:** Banco Invest Credit VAR model
- Coordinator:** Miguel Ferreira
- Professor:** João Pereira

CREDIT RISK MODEL ASSESSMENT



Client: Banco Invest
Team: Miguel Ferreira, João Pereira

This project aimed to evaluate the credit risk management model used by Banco Invest. In particular, to assess whether the model used is suitable for calculating internal capital requirements. The process required validation of the model's inputs and parameters, as well as the calculations performed and the final results produced by the software.

The final outputs were a written opinion on whether or not the model used by Banco Invest fulfills its intended purposes, with an additional separate document outlining possible recommendations for improving the existing model.

BULLION COINS



Client INCM, Team: Miguel Ferreira, Gonçalo Sommer Ribeiro, Afonso Eça; Analysis of the economic viability of Bullion Coins emission.

Protection Gap Study; Client ASF, Team: Miguel Ferreira, Gonçalo Vieira da Luz

OTHER PROJECTS

The effect of business training on manager skills and SME performance



Researcher: Francisco Queiró

This study uses a randomized experiment to assess the impact of a business training program on managers' decisions and outcomes across Portugal. Many factors are thought to feed into a company's success, including technical knowledge, business acumen, leadership skills, professional and entrepreneurial networks, and market conditions. Our goal is to identify what are the main drivers of entrepreneurial success.

The training intervention will consist of an Accelerated Management Program typically delivered by a top European business school, including financial management, strategy, marketing, and leadership modules. This training will be tailored to business managers of SMEs who already have experience running their businesses (all firms included in the study have been operating for at least three years).

In this study, top managers of SMEs in Portugal are randomly offered the opportunity to participate in different types of educational interventions between September 2022 and January 2023, while the remainder do not receive the opportunity to attend the program. Specifically, managers will be randomized at the individual level into four treatment groups:

1. Group 1 will receive training on "Marketing and Strategy".
2. Group 2 will receive training on "Operations and Finance".
3. Group 3 will receive training on "Leadership".
4. Group 4 will not be given any training.

Follow-up surveys will be run starting in June 2023.

EDUCATION

FINANCE FOR ALL



Finance for All is a financial literacy program created by the Nova SBE Finance Knowledge Center with the aim of contributing to increasing levels of financial literacy in Portugal, supporting families, and the development of the country.

The Finance for All program was born out of the deep conviction that Universities have a fundamental role in providing services to civil society, particularly regarding gaps in knowledge and information in relevant areas, such as the financial area.

In pursuit of these objectives and through joint work between the Nova SBE Finance Knowledge Center, Nova SBE students, and the CFA Society Portugal, with the support of Fidelidade, this financial literacy program offers free training sessions and provides a line of telephone support to the community to clarify doubts about finances.

EVENTS

February 2022: PhD Pitch Perfect

May 2022: ESG Conference with Banco Invest

May 2022: Climate Finance Workshop with BPI/ Fundação La Caixa

June 2022: Euronext Techshare

September 2022: PhD Final Countdown

HIGHLIGHTS

PUBLICATIONS

How Global is Your Mutual Fund? International Diversification from Multinationals, with Irem Demirci, Pedro Matos and Clemens Sialm, *Review of Financial Studies* 35 (2022), 3337-3372.



Entrepreneurial human capital and firm dynamics. Queiro, Francisco (2022). *Review of Economic Studies*, 89 (4), 2061-2100.



Do credit markets respond to macroeconomic shocks? The case for reverse causality. (Accepted/ In press) *Journal of Finance*. Boons, Martijn, Ottonello, Giorgio, Valkanov, Rossen (2022).

Trade Credit and the Transmission of Unconventional Monetary Policy, with Manuel Adelino, Mariassunta Giannetti, and Pedro Pires, *Review of Financial Studies*, forthcoming.



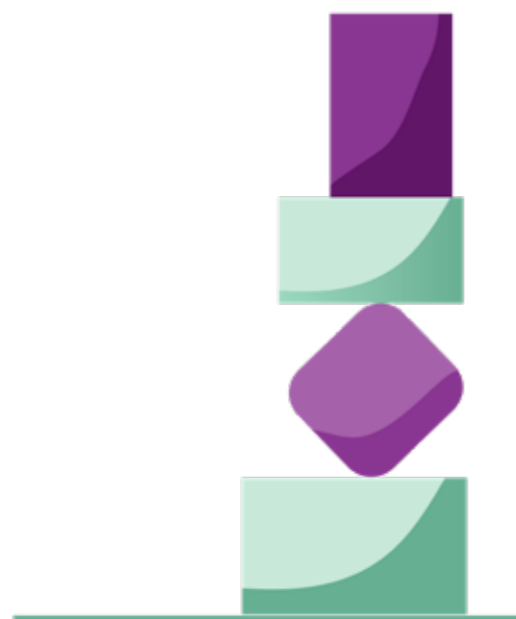
Can Credit Rating Agencies Affect Election Outcomes? with Igor Cunha and Rui Silva, *Review of Finance* 26 (2022), 937-969.

Regulation, asset complexity, and the informativeness of credit ratings. (Accepted/ In press) *The Review of Corporate Finance Studies*. Jankowitsch, Rainer, Ottonello, Giorgio, Subrahmanyam, Marti G (2022).

Inventory-constrained underwriters and corporate bond offerings. *The Review of Asset Pricing Studies*, 12 (3), 639-666. Nagler, Florian, Ottonello, Giorgio (2022).

Capital commitment and performance: The role of mutual fund charges. (Accepted/In press) *Journal of Financial and Quantitative Analysis*. Gómez, Juan Pedro, Prado, Melissa Porras, Zambrana, Rafael (2022).

Do municipal bond dealers give their customers 'fair and reasonable' pricing? (Accepted/In press) *Journal of Finance*. Griffin, John M., Hirschey, Nicholas H., Kruger, Samuel (2022).



WORKING PAPERS



Evans, Richard B., Porras Prado, Melissa, Rizzo, Antonino Emanuele, Zambrana, Rafael (Feb 2022), 67 p., (SSRN Electronic Journal), The performance of diverse teams: Evidence from U.S. Mutual Funds.

Hiding in Plain Sight: The Global Implications of Manager Disclosure, with Richard Evans, Pedro Matos, and Michael Young, 2021.

Sovereign-Bank Diabolic Loop: The Government Procurement Channel, with Diana Bonfim, Francisco Queiro, and Sujiao (Emma) Zhao, 2021.



The Real Effects of FinTech Lending on SMEs: Evidence from Loan Applications, with Afonso Eca, Melissa Prado, and Emanuele Rizzo, 2021.



How Does Climate Change Affect Firm Sales? Identifying Supply Effects, with Claudia Custodio, Emilia Garcia-Appendini, and Adrian Lam, 2021.

How Do Firms Respond to Demand Shocks? Evidence from the European Sovereign Debt Crisis, with Manuel Adelino, Paulo Fagandini, and Francisco Queiro, 2019.



Which Entrepreneurs Are Financially Constrained? with Marta Lopes, Francisco Queiro, and Hugo Reis, 2019.

Do Cash Windfalls Affect Entrepreneurship? Evidence from the Spanish Christmas Lottery, with Vicente Bermejo, Daniel Wolfenzon, and Rafael Zambrana, 2019.



Indirect Costs of Financial Distress, with Claudia Custodio and Emilia Garcia-Appendini, 2019.



Collateral Value and Entrepreneurship: Evidence from a Property Tax Reform, with João P. Santos and Ana Venancio, 2019.

MASTER'S THESIS HIGHLIGHTS



ECoordinator: Melissa Prado;

Students: Joana Fialho Vicente, Afonso Botelho, Rita Vasconcelos;

We examine macroeconomic and microeconomic factors that influence investment decisions taken by Portuguese SMEs. We find, from a macroeconomic perspective, the EPU index, interest rate, and inflation to be statistically significant and to drive down the investment rate, whereas the GDP growth rate has a positive impact. From a microeconomic perspective, we find lagged investment, EBITDA margin, lagged retention ratio, long-term debt, tangible collateralizable assets, and firm size to be statistically significant factors positively influencing investment, whereas lagged effective tax rate and financing costs have a negative effect. In addition, motivated by the statistical relevance of collateralizable assets in explaining investments, we explore how bank financing can evolve within the context of a digital economy. Finally, we perform three sectorial analyses: agriculture, manufacturing industry, and hospitality. We find that different factors affect investment in these sectors.

PUBLICATIONS BY GRADUATE STUDENTS AFFILIATED WITH THE NOVA SBE FINANCE KNOWLEDGE CENTER

Fahiz Baba-Yara, Martijn Boons, and Andrea Tamoni March 2021 Review of Finance Value Return Predictability Across Asset Classes and Commonalities in Risk Premia

OTHER PROJECTS

FINANCE TALKS

Monthly seminars are organized for students within a partnership between the Nova SBE Finance Knowledge Center and Nova Investment Club. Speakers are invited following a survey amongst students about the subjects that would be of greater interest to them.

FINANCE SEMINARS

Hosted weekly for Faculty and PhD students; external speakers are invited to present a paper, and a whole-day schedule is set up with various one-to-one meetings with the Finance Faculty.

Nova SBE Health Economics & Management Knowledge Center



The Nova SBE Health Economics & Management Knowledge Center research is conceptual (theory) or data-driven, and it aims to provide answers that can be integrated into public policy and used by the healthcare sector. They wish for a society that ensures healthy lives and promotes well-being for all at all ages.

MISSION

Their mission is to help people live longer and better lives.

“The Nova SBE Health Economics & Management Knowledge Center is an interdisciplinary group composed of researchers from different areas related to health and health services. Together we produce high-level research crucial to inform public policy at national and international levels. This center not only provided me with tireless support during the PhD but also gave me the opportunity to engage in new and challenging projects, always with a great team spirit.”

SARA ALMEIDA

PhD in Economics and Finance Alumna (graduated Nov 2021) Research Associate at Global Health & Development Group · Imperial College London



For more information, please visit our website.

ONGOING PROJECTS

EUROPEAN COVID SURVEY – ECOS “2 YEARS OF THE PANDEMIC AND ITS IMPACT”



The latest results clearly show that the pandemic has had a somewhat greater impact on the mental health of the respondents. Every third person reports negative effects, women more often than men. The pandemic had the greatest impact on social participation. For almost every second person (44 percent), it was more difficult to maintain friendships or participate in social life in the past two years. This is particularly pronounced in the 55+ age group. Financially, the pandemic had no or even positive effects on the majority (68 percent). However, the data also show that Corona has led to a greater financial burden, especially for low-income earners and women. Full result analysis, including evolution over several survey waves, can be [found here](#).



(Kick-off) Access to medicines – the patients’ way

Pharmaceutical costs represent a major part of out-of-pocket expenditures in Portugal, especially among low-income families. Also, they account for the largest cost item in outpatient visits to the National Health Service. In sum, adequate use of pharmaceuticals is essential to promote health, well-being, and the financial sustainability of health systems.

This work will address two interlinked aspects of adequate use of pharmaceuticals, considering individuals’ decisions in outpatient settings: (1) motivations and determinants of self-medication and (2) medication adherence in the context of the COVID-19 pandemic.

Coordination: Pedro Pita Barros.

Team: Joana Gomes da Costa, Judite Gonçalves, Marisa Miraldo.

Funding: Programmatic Funding (FCT) 2020-2023.

CONSULTING PROJECTS

(ONGOING) COMMUNITY MENTAL HEALTH TEAMS



Health systems have been transforming themselves to improve mental health support, namely in what concerns the deinstitutionalization of patients with the most severe forms of disease and the shift of care towards being community-based. In Portugal, the implementation of community-based mental health teams (CMHT) is expected to modify the way mental health is provided in the Portuguese health system, namely for patients with SMI. A proper assessment of its impact is fundamental to provide empirical evidence of the potential impacts of the model. The report outlines the expected impacts of this new model based on existing international evidence. However, the actual impact of the model will heavily depend on the characteristics of the model and on how the model is implemented. The work aims at providing guidance on how to define intervention and control groups, on which data to collect, and how to collect it so that the impact of CMHT can be correctly estimated for the Portuguese reality. The evaluation of these CMHT teams along the lines established in this work will allow us to successfully estimate the short-run impacts of this new mental health care provision model.

Coordination: Pedro Pita Barros and Eduardo Costa.

Project Team: Joana Pestana, Diogo Nogueira Leite (Faculty of Medicine of the University of Porto), Filipa Santos Martins (Psychiatry Resident at Centro Hospitalar Universitário de São João), Francisca Vargas Lopes (Public Health Department of the Erasmus Medical Center, Rotterdam), João Vasco Santos (Public Health Unit - ACES Grande Porto V - Porto Occidental Northern Region Health Administration), Maria Ana Matias (Centre for Health Economics, University of York), Julian Perelman (Escola Nacional de Saúde Pública).

Partner: DGS – Direção Geral da Saúde).

(FINISHED) ECONOMIC IMPACT OF CANNABIS LEGALIZATION



The debate about the legalization of the production and commercial sale of cannabis for adult use was rekindled by the legalization in some U.S. states, Canada, and Uruguay, over the last decade. The purpose of this study was to provide projections of key economic variables related to the market for adult use of cannabis, considering the scenario of its legalization in Portugal.

Coordination: Filipe Correia (Assistant Professor of Finance at the University of Georgia) and Susana Peralta.

Project Team: António Melo (Université Paris-Dauphine), Alexandre Mendonça (Stockholm School of Economics), Filipe Caires (European University Institute), Pedro Rosado (Stockholm School of Economics), Mariana Esteves, Diogo Conceição.

Partner: GAT - Grupo de Ativistas em Tratamentos.

ONGOING PROJECTS



- European COvid Survey – ECOS
- Access to medicines – the patients’ way
- Community Mental Health Teams
- *(closing deal)* Revision of the Azores Region Finance law – Public Finance Sustainability in Health
- *(just awarded)* Participant in HI-PRIX - Health Innovation Next Generation Payment & Pricing Models (HORIZON-HLTH-2022-IND-13-03)
- *(just awarded)* Participant in PREVENTABLE - Cancer Prevention vs. Cancer Treatment: The Rare Tumour Risk Syndromes Battle (HORIZON-HLTH-2022-CARE-08)



EDUCATION

NOVA SBE COURSES

Pedro Pita Barros
Principles of Microeconomics of Microeconomics
Economics of Health and Health Care
Economics of Health Systems

Eduardo Costa
Global Economics

João Marques Gomes
Value-Based Health Care

Filipa Breia da Fonseca
Principles of Management
Business Seminar
Operations Management

EXECUTIVE EDUCATION

Filipa Breia da Fonseca
Scientific Coordination: Healthcare Management (Postgraduate Program)
Professor: Operations Management; Organizational Safety

Filipe Costa
Operations Management: Value-Based Healthcare

(External)
Eduardo Costa
Health Policy & Efficiency Analysis, Nova Medical School Executive Education Health Systems, APEF
Pharmacoeconomics and market access, 4US Consulting

Iryna Sabat
Teaching Principles and Practices for Economics, CERGE-EI Foundation (New York, USA)

Carolina Santos
Competition and Regulation in the Pharmaceutical Market, Nova Medical School Executive Education

Alexandre Lourenço
Contracting and Payment Models, ISEG Executive Education Management and Finances; Health Financing, Catolica Lisbon SBE – Executive Training



Independent Knowledge Center Sponsored Scholarships

Health Economics & Management KC Scholarship for Ukrainian Refugees. Our Knowledge Center joined the community efforts in supporting displaced Ukrainian citizens and provided its own funds to support a PhD student for one year.

Student benefiting from the financial aid: Domenika Uskova

Original studies:

PhD Program for the specialty of International Economic Relations, Kyiv National University, named after Vadym Hetman, UA.

Informally hosted in our Knowledge Center since March 2022.

Joined Nova SBE's PhD Program in Management starting on the 2022/23 intake cohort, "Globalization of international trade in conditions of digital innovation inequality," supervised by Emanuel Gomes and Aman Asija.

PhD thesis hosted in the Nova SBE Health Economics & Management Knowledge Center



- (Graduated) "Hospital management: patient-centered care, CEO appointments, and their impact", Alexandre Lourenço Carvalho Defense date: January 31, 2022.



- "Quality of Care in Primary Care", Joana Pestana



- "Impact of the economic crisis on health, quality of care and demand", Iryna Sabat



- "Essays on Health Economics", Glauca Motta



- "Competition and Regulation in the Pharmaceutical Market", Carolina Santos

- "Value-Based Healthcare- From theory to reality-based approach", Filipe Costa

- "Bringing translational research discoveries to the market", Constança Roquette



- "An apple a day doesn't keep the doctor away: The recurrent postponement", Mariana Videira

EVENTS

HIGHLIGHTS

(org.) Lançamento do Livro "Inovação em Saúde por Quem a Pratica"

(org.) HIV360 Presentation

Organization

- EuHEA Conference 2022 "Health economics for sustainable welfare systems" | Oslo, Norway Pedro Pita Barros- Chair for the Scientific Committee
- APES 9th Health Economics and Policy Workshop, Nazaré, Portugal
- Book Launch
- Human Resources in Healthcare, November 2022 | NHEM Workshop Series – Designing the Future in Healthcare
- Sessão de discussão aberta "O lugar da Saúde no Orçamento de Estado 2023 output from BPI | "la Caixa" Foundation Chair in Health Economic
- Year in Review 21/22 | Health Economics & Management KC – July 2022
- NOVA-Lancaster Seminar Series: Health Economics & Policy NOVA-Lancaster for Sustainability Partnership | Judite Gonçalves – NOVA Champion for Health Sessions in 2022:
- 23 June "Glyphosate Use in Agriculture and Birth Outcomes of Surrounding Populations" Dr Rudi Rocha (Sao Paulo School of Business Administration, Brazil);

9 June "Characteristics of developed alternative payment models for innovative single or short-term gene therapies with curative properties targeting monogenic disorders" Sebastian Lechner (PhD candidate in Health Economics and Policy, Lancaster University, UK);

2 June "Projecting Shortages and Surpluses of Doctors and Nurses in the OECD: What Looms Ahead" Professor Richard Scheffler (School of Public Health, University of California, Berkeley, USA);

12 May "Gender-based health inequalities and social determinants of health" Luís Roxo (PhD candidate, National School of Public Health, Nova University, PT);

7 April "The Long-term Health Effects of Parental Unemployment" Mario Martinez Jimenez (Lancaster PhD student in Health Research, UK);

24 March title not available Dr. Laure de Preux (Imperial College Business School, UK);

10 March "Uncovering Competitive Forces in Prescription Drug Markets Evidence from Statins" Carolina Santos (PhD candidate in Economics, Nova SBE, PT);

24 February "CHEERS 2022 – Reporting Guidance for Health Economic Evaluation: What It Is and How to Use It" Prof Stavros Petrou (Nuffield Department of Primary Care Health Sciences, University of Oxford, UK);

10 February "Public Preferences for Safe Consumption Sites for Opioid Use: A Discrete Choice Experiment" Patrick Berrigan (Lancaster PhD student in Health Economics and Policy, UK);

27 January "The impact of domestic violence on the health and educational attainment of children" Prof Mireia Jofre-Bonet (Office of Health Economics, UK);

KC Monthly Research Meetings Together with Escola Nacional de Saúde Pública and Nova Medical School, our KC monthly organizes multidisciplinary research meetings.

HIGHLIGHTS

PUBLICATIONS

Books



• Filipa Breia da Fonseca, Pedro Pita Barros, António Bensabat Rendas “Inovação em Saúde por Quem a Pratica” ISBN: 978-9-89400-291-8 Support: Health Cluster Portugal; BPI | “la caixa”



• “Advocacia da cidadania de saúde: manual para associações de doentes e outros advogados” Authors internal to the KC: Carolina Santos, Constança Roquette ISBN: 978-972-685-322-0

Papers



• André Hajek, Iryna Sabat, Sebastian Neumann-Böhme, Jonas Schreyögg, Pedro Pita Barros, Tom Stargardt, Hans-Helmut König. [Prevalence and determinants of probable depression and anxiety during the COVID-19 pandemic in seven countries: Longitudinal evidence from the European COvid Survey \(ECOS\)](#). Journal of Affective Disorders 299 (2022) doi: 10.1016/j.jad.2021.12.029



Jeannette Brodbeck, Sofia Jacinto, Afonso Gouveia, Nuno Mendonça, Sarah Madörin, Lena Brandl, Lotte Schokking, Ana Maria Rodrigues, Judite Gonçalves, Bettina Mooser, Marta M. Marques, Joana Isaac, Vasco Nogueira, Ana Matos Pires, Lex van Velsen. **A Web-Based Self-help Intervention for Coping With the Loss of a Partner: Protocol for Randomized Controlled Trials in 3 Countries**. MIR Research Protocols, 11 (2022) doi: 10.2196/37827



• Pedro Pita Barros. **Quality decreases from introducing patient choice in a National Health Service**. Portuguese Economic Journal 21, 351–381 (2022) doi: 10.1007/s10258-022-00223-0



• Anna García-Altés, Martin McKee, Luigi Siciliani, Pedro Pita Barros, Lasse Lehtonen, Heather Rogers, Dionne Kringos, Jelka Zaletel, Jan De Maeseneer. **Understanding public procurement within the health sector: a priority in a post-COVID-19 world**. Health Econ Policy Law 27;1-14 (2022) doi: 10.1017/S1744133122000184



• Luís Filipe, Sara V de Almeida, Eduardo Costa, Joana Gomes da Costa, Francisca V Lopes, João V Santos **Trade-offs during the COVID-19 pandemic: A discrete choice experiment about policy preferences in Portugal**. PLoS ONE 17(12): e0278526 (2022). doi: 10.1371/journal.pone.0278526



• Joana Lucas, Eduardo Costa, Ana Subtil, Rita Sequeira, Adalberto Campos Fernandes, António Robalo Nunes & Paulo Sousa (2022) **Clinical, economical and safety impact of ferric carboxymaltose use in Patient Blood Management program in Portuguese National Health Service hospitals**. Scientific Reports 12, 19335 (2022). doi: 10.1038/s41598-022-21929-3



• Eduardo Costa. **The unintended consequences of Hospital Strikes**. Health Economics 31 (2022). doi: 10.1002/hec.4576

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• João Vasco Santos, Joana Gomes da Costa, Eduardo Costa, Sara V. Almeida, Joana Cima, Pedro Pita Barros. **Factors associated with non-pharmaceutical interventions compliance during COVID-19 pandemic: a Portuguese cross-sectional survey**. Journal of Public Health (2022). doi: 10.1093/pubmed/fdac001



Joost J. Enzing, Frédérique C. W. van Krugten, Iryna Sabat, Sebastian Neumann-Böhme, Bert Boer, Saskia Knies, Werner B. F. Brouwer [Psychometric evaluation of the Mental Health Quality of Life \(MHQoL\) instrument in seven European countries](#). Health and Quality of Life Outcomes 20, (2022) doi: 10.1186/s12955-022-02041-6



• André Hajek, Sebastian Neumann-Böhme, Iryna Sabat, Aleksandra Torbica, Jonas Schreyögg, Pedro Pita Barros, Tom Stargardt, Hans-Helmut König. **Depression and anxiety in later COVID-19 waves across Europe: New evidence from the European COvid Survey (ECOS)**. Psychiatry Research 317 (2022) doi: 10.1016/j.psychres.2022.114902



• Marco AC Paschoalotto, José EF Lopes, Pedro H de Oliveira, Pedro Pita Barros. **Performance of subnational governments in the COVID-19 pandemic: An analysis of the public and private health services in Brazil**. BAR - Brazilian Administration Review, 19-4 (2022) doi: 10.1590/1807-7692bar2022220034



• Julian Perelman, Miguel Xavier, Pedro Pita Barros. **How do European mature adults and elderly perceive SARS-COV-2 and associated control measures? A cross-country analysis of mental health symptoms in June and July 2020**. Int J Public Health 67 (2022) doi: 10.3389/ijph.2022.1604218

WORKING PAPERS

MASTER'S THESIS HIGHLIGHTS

Loneliness Pandemic: Evidence from Europe

Author: M^a da Piedade Pereira Dos Santos



Risk communication during COVID-19: A descriptive study on familiarity with, adherence to, and trust in the WHO preventive measures, Nirosha Elsem Varghese, Iryna Sabat, Sebastian Neumann-Böhme, Jonas Schreyögg, Tom Stargardt, Aleksandra Torbica, Job van Exel, Pedro Pita Barros, Werner Brouwer, Plos one 16 (4), e0250872

Cartel Prosecution: The larger the tip, the smaller the iceberg

Author: Ruben Gonçalo G Bento



• Blood donation in times of crisis: Early insight into the impact of COVID-19 on blood donors and their motivation to donate across European countries, Torsten Chandler, Sebastian Neumann-Böhme, Iryna Sabat, Pedro Pita Barros, Werner Brouwer, Job van Exel, Jonas Schreyögg, Aleksandra Torbica, Tom Stargardt, Vox Sanguinis



• The Financial Sustainability of the Portuguese Health System, E Costa, R Santos, PP Barros, The Sustainability of Health Care Systems in Europe

• Simplified Mathematical Modelling of Uncertainty: Cost-Effectiveness of COVID-19 Vaccines in Spain, Julio Emilio Marco-Franco, Pedro Pita-Barros, Silvia González-de-Julián, Iryna Sabat, David VivasConsuelo, Mathematics 9 (5), 566



• COVID-19, Fake News, and Vaccines: Should Regulation Be Implemented?, Julio Emilio Marco-Franco, Pedro Pita-Barros, David Vivas-Orts, Silvia González-de-Julián, David Vivas-Consuelo, International Journal of Environmental Research and Public Health 18 (2), 744



• Concerns and adjustments: How the Portuguese population met COVID-19, S Valente de Almeida, E Costa, FV Lopes, JV Santos, P Pita Barros, PloS one 15 (10), e0240500



• Battling the infodemics: health communication effectiveness during COVID-19, I Sabat, NE Varghese, S Neuman-Böhme, PP Barros, W Brouwer, J van Exel, J Schreyögg, T Stargardt, European Journal of Public Health 30 (Supplement_5), ckaa166. 072

• Countering COVID-19: A European survey on acceptability of and commitment to preventive measures, I Sabat, N Elsem Varghese, S Neuman-Böhme, P Pita Barros, W Brouwer, J van Exel, J Schreyögg, T Stargardt, European Journal of Public Health 30 (Supplement_5), ckaa166. 619



• United but divided: Policy responses and people's perceptions in the EU during the COVID-19 outbreak, Iryna Sabat, Sebastian Neuman-Böhme, Nirosha Elsem Varghese, Pedro Pita Barros, Werner Brouwer, Job van Exel, Jonas Schreyögg, Tom Stargardt, Health Policy 124 (9), 909-918



Nova SBE Leadership for Impact Knowledge Center



As social and environmental problems become more evident, we feel the urge to put a stop to this and challenge the way of doing things and doing business. We envision a safer, more socially inclusive, and eco-friendlier world. Our mission is to contribute to societal progress and organizational performance by pairing on-the-ground projects and academic understanding.

“In 2022, the Nova SBE Leadership for Impact Knowledge Center continued its mission of developing leadership to create more prosperous societies with better leaders and organizations. The team has been strengthened academically, notably with the aim of making Nova SBE a center of excellence in leadership and social innovation. We have organized the Business Association of Latin American Schools (BALAS) conference and published our research in some of the world’s best journals.”

MIGUEL PINA E CUNHA
Academic Director of the Nova SBE Leadership for Impact Knowledge Center

“The Nova SBE Leadership for Impact Knowledge Center is always a source of inspiration because of the energy and passion of its team and members. Last year, I had the opportunity to do a deep dive into the Peer-to-Peer program, one of the projects run by the Inclusive Community Forum. Our qualitative study uncovers the transformational journey all stakeholders involved in the program – students, youth with disabilities, but also faculty and professionals from companies – went through. Peer-to-Peer is a great model of experiential learning for impact and suggests directions for how higher educational institutions can nurture inclusive mindsets and shape desirable futures.”

ANNE-LAURE FAYARD
ERA Chair Professor in Social Innovation

For more information, please visit our website.

RESEARCH PROJECTS



The Future of Work Initiative was created in 2021 as a partnership between Nova SBE and Grupo Ageas Portugal. Its ambition is to develop future-proof capabilities for sustainable value creation for individuals, organizations, and society. The initiative has developed an initial diagnosis and a nationwide study on the topic, investigating what are the key competences and organizational tensions in the future of work.



In 2022, in terms of research, the Inclusive Community Forum was co-creating a case study on building a systemic agenda: the inclusive community forum with Silvia Herrero; and participating in a study of the peer-to-peer program with Anne-Laure Fayard, Rita Nascimento, and Filipa Lancastre. The ‘Peer-to-Peer Program is an initiative where

students and candidates (youth with disabilities) work together to prepare them for their job search and to create connections between the two groups of beneficiaries. This program provides students and youth with disabilities an opportunity to reimagine the boundaries between abilities and disabilities by creating a safe space that generates a transformative experience. To the best of our knowledge, this is a unique case of using the peer-to-peer methodology for the inclusion of people with disabilities.



Development of 2 teaching case studies about Social Leapfrog Program organizations: Crescer: Transforming a Non-profit with Commercial Projects (Members involved: Professor Carmen Lages; Isabel Lopo), Café Joyeux Lisbon (Members involved: Professor Miguel Pina e Cunha; Isabel Lopo)



RESEARCH PROJECTS



A research project titled “Choosing a business model in the social entrepreneurship context: a typology of current practices and the influence of the social entrepreneur’s background”. The aim of the project is to clarify the multitude of business models typically employed and investigate which are chosen in certain situations and why. If, on the one hand, social entrepreneurs may benefit from a wider choice of business model elements than entrepreneurs in traditional sectors, on the other hand, they may unconsciously constrain their choice based on previous personal, academic, or professional experience, limiting options and potential value creation. Started 01-01-2022 and will finish 31-06-2023. Participants: Principal Investigator (PI): Professor Carmen Lages (Nova SBE); Co-PI: Professor Luis Lages (Nova SBE); Researcher: Professor Filipa Lancastre; Research Assistant: Leonor Teruszkin Matias (Nova SBE). Funding Organizations: FCT – Fundação para a Ciência e Tecnologia.



A research project titled “Journey of an entrepreneurship student”. An analysis of Individual Journals from our Entrepreneurship and Innovation master’s written during their first semester and the “Entrepreneurship with Impact” course at Nova SBE. Challenges faced, strategies deployed, and the entrepreneurial learning process. Participants: Eva Katharina Peters (main researcher and PhD student from Singapore Management University), Tomé Salgueiro, and Miguel Alves Martins. Number of Bachelor’s or Master’s students involved: 120 students from the Master’s program.

THE INCLUSIVE COMMUNITY FORUM



An initiative dedicated to the lives of people with disabilities, with the goal of promoting a more inclusive community. Read more about it in section 3.7.8.1.

THE SOCIAL LEAPFROG PROGRAM



It is a pioneer reflection and capacitation program that aims to promote a space for reflection and knowledge transfer for hybrid organizations over the course of three years. It counts on the support of Nova SBE’s wider community (students, Alumni, faculty, and partners). It includes a varied range of activities, such as the traditional educational format (Master’s courses and executive education programs), mentoring and coaching programs, projects with students (Master’s theses, student clubs, and pro bono internships), workshops with faculty from the school, among others. The program’s ultimate goal is to make these organizations leapfrog in terms of impact (i.e., reach more beneficiaries or improve the current ones) and financial sustainability (i.e., being more self-sustainable).

Program results:

- More than 300 hours of capacitation, including executive education, Master’s classes, workshops, and others;
- 20 consulting projects with students, developed through student clubs, Master’s thesis, and CEMS business projects;
- More than 500 people are involved in the program.

This program is part of the Social Equity Initiative, a partnership between “la Caixa” Foundation, BPI, and Nova SBE.

THE SOCIAL LEADERSHIP FOR MANAGERS PROGRAM



Started in 2020 as part of the Social Equity Initiative, a partnership between Nova SBE, the “la Caixa” Foundation, and BPI, a partnership that aims to boost the social sector in Portugal. This program trains and places professionals with experience in management that want to contribute pro bono to organizations in the social sector. The program aims to contribute to the development and sustainability of the Social Economy sector by adding management and leadership talent via advisory boards in social organizations. In 2022 the 4th and 5th editions took place at Nova SBE. Until now, the program has achieved the following:

- 48 advisors participated in 17 social organizations.
- 17 advisory boards established.
- 16 faculty members and speakers, including Vieira de Almeida, NOVA School of Law, and Grupo CUF.

THE LEADERSHIP AND WELL-BEING OBSERVATORY



It aims to develop evidence-based research to inform organization leaders and policymakers on topics such as leadership, managing change in the workplace, and flexible workplace arrangements, amongst others. In 2022, our research team, together with the participation of several Nova SBE Master’s students, released this report on Technostress (in Portuguese only), which was widely disseminated in many Portuguese media outlets.

CENTER OF PARADOX AND PLURALISM – EUROPEAN FORUM ON PARADOX AND PLURALISM



The mission of the Center is to advance and transfer paradox and plurality knowledge, not only to organizations but to society at large, to protect pluralism, diversity, and democracy against divisive forces that polarize and impede dialogue. This project has received funding from the European Union’s Horizon 2020 research and innovation program.

In 2022 this funding was extended for six extra months to allow for exchange missions that were delayed due to the pandemic. These missions took place later this year and allowed for productive encounters among PhD students and paradox scholars from the partnering schools of Nova SBE, Bayes London, Université de Genève, Luiss – Carlo Guido, and Rotterdam School of Management.

Read more about the Program and its activities [here](#).

GULBENKIAN CHAIR IN IMPACT ECONOMY



Nova SBE & Calouste Gulbenkian Foundation signed a partnership in 2018 in the Impact Economy field, aiming to prospect the field of Impact Economy in Portugal through research in areas such as User Innovation, Leadership for Impact, Entrepreneurial Learning, and System Change.

Through this partnership and with the involvement of different external stakeholders, we have strengthened our research capacity and developed problem-based and action-oriented programs in the social impact and entrepreneurship fields, with an impact on both organizations and individuals.

Namely, by:

- Offering three editions of an executive education program that aims to encourage leaders from different activity sectors to bring sustainability to the core of organizational dialogue and action – Paradigm Shift. In June 2022, we welcomed the 3rd edition of the program with 45 participants from 20 companies. It was a 3-day intensive program with in-house and international speakers that aimed to help the organizations to identify challenges, risks, and possible paths in their transformational journey towards sustainability. It also allowed leaders to understand global trends, learn best-case practices and create a network of sustainability leaders.
- Launch a Graduation program - Master's in Impact Entrepreneurship & Innovation - for individuals moved by social impact who want to implement their ideas to solve societal problems. The 2nd edition of the Master's started in September 2022. Our cohort for 2022/23 has a total of 120 students, gender equal: 48% German, 8% Portuguese, and the remaining 44% from different nationalities, namely Italian, Austrian, French, Belgian, Chinese, Norwegian, Finnish, Brazilian, Swiss, Angolan, Americans, Nigeriens, Lebanese, Polish, Ukrainian, Swedish, Egyptians, Belarusians and Luxembourgers.
- Develop research and invest in knowledge dissemination of new academic content in fields such as leadership for impact, social and user innovation, and entrepreneurship. The research has resulted in many publications in referred journals, book chapters, conferences, webinars, bootcamps, and other activities developed that aim to translate the research outcomes to the "society at large". Additionally, the Gulbenkian Foundation believes that everyone should have access to education, regardless of whether they have the financial means. For this reason, the Gulbenkian Foundation offers scholarships to students selected to do the Master's program in Impact Entrepreneurship & Innovation and to SMEs, start-ups, and social organizations for their participation in the Paradigm Shift Program.

ERA CHAIR IN SOCIAL INNOVATION



The ERA Chair in Social Innovation at Nova SBE is a research center funded by the European Research Agency. Its three pillars are Research – producing high-level academic knowledge and applied knowledge; Education – through formal and informal teaching; Community Engagement – with the Design for Social Innovation and Sustainability (DESIS) Lab. In 2022, the center promoted two editions of the Social Innovator in Residence, invited three top scholars for research seminars, ran the first edition of the Design Jam for Impact and several workshops related to design thinking for social innovation, organized the Qualitative Methods Workshop (with five top international experts in qualitative methods), launched nine episodes of the Design Thinking Roundtable podcasts with different experts from creative strategists to an emergency physician as guests. Also, among other research projects ongoing, the study of the 'peer-to-peer program' started in January, and assistant professors Alison Holm and Paolo Leone joined the team in September. Find out more in [Era Chair in Social Innovation](#)

THE NOVA SBE LEADERSHIP FOR IMPACT STUDENT CLUB



It is a group of multidisciplinary students powered by the Nova SBE Leadership for Impact Knowledge Center and focused on creating an impact on the civil society sector through the knowledge and skills developed at Nova SBE. In 2022, the club developed six projects.

If you wish to know more about the activities of our center, you can read our latest report [here](#).

CONSULTING PROJECTS HIGHLIGHTS

PUBLIC-PRIVATE SOCIAL PARTNERSHIP INVESTMENTS



The project aimed to analyze the new financing instruments for social organizations. In full harmony with the vision of European public policy for the Social Economy sector, the project discovered a positive conceptual recommendation regarding the creation of a credit line aligned with the transversal priorities of European and national public policy. Members involved: Filipe Alfaiate; João Sàágua; Teresa Franco.

EDUCATION MARKET STUDY



We conducted a study about the education sector in Portugal to better understand the aspirations, necessities, and requirements of teachers, future teachers, and parents with children from pre-primary to secondary levels across different school curriculums (Portuguese and International) in Portugal for the years to come. Members involved: José Miguel Pita; Rita Aragão Ramos; Teresa Franco

FIA-TE – A SOLUTION TO HELP MIGRANTS RENT A HOUSE



The Russian invasion of Ukraine has increased the influx of refugees in Portugal, bringing to light the long-lasting problem of overcoming the conventional rent guarantor. As a result, millions of refugees who are forced to leave their country to escape war, persecution, or natural disasters, usually find

themselves unable to rent a house in the accepting country. In partnership with Associação Pão a Pão, JRS Portugal - Serviço Jesuíta aos Refugiados, CRESCER - Associação de Intervenção Comunitária, Lisbon Project, VdA – Vieira de Almeida, Sociedade de Advogados, our team is contributing to the FIA-TE project to help find an alternative mechanism to the conventional rent guarantor for refugees and immigrants who have a job or source of income in Portugal. Members involved: José Miguel Pita; Teresa Franco.

EDUCATION

- Paradigm Shift Executive Program (Gulbenkian)
- Masters in impact entrepreneurship & innovation
- The Social Leadership for Managers program



OTHERS

QUALITATIVE RESEARCH METHODS



It brings us closer to the organizations and the social action that we study. Using these methods, scholars can develop rich, relevant, and interesting contributions to organizational theory. Anne-Laure Fayard, along with four other international experts in qualitative methods, Beth Bechky (NYU / UC Davis), Ruthanne Huising (EM Lyon), Melissa Mazmanian (UC Irvine), and Hila Lifshitz-Assaf (Harvard / Warwick), offered an intensive 4-day experiential workshop in qualitative research methods at NOVA SBE.

The goal of this workshop, open to doctoral students, post-doctoral fellows, and early-career faculty, was to provide project-based, interactive training in qualitative research methods and build community and networks across qualitative researchers. We hosted 30 participants from top international schools: Harvard, MIT, UCLA, NYU, McGill, Oxford, Cambridge, ESSEC, VU, etc.

NOVA VISTA



A program created by the DESIS Lab @ Nova SBE and the ERA Chair in Social Innovation with the support of Nova SBE. It promotes community engagement through art and design with a focus on social impact and sustainable development. Our first edition took place in September 2022 at Nova SBE. It included workshops developed in collaboration with Largo Residências, a Lisbon-based organization that contributes to local development through art and culture. The art and craft workshops were led by artists and refugees and offered to the Nova SBE community and the larger public.

SOCIAL INNOVATION AND REFLECTIVE LEADERSHIP



A one-week Executive Study Tour with 18 Warwick MBA students. The program was meant to add value to participants' entrepreneurial mindset and to promote reflective leadership. The main goal was to motivate participants to become true enablers of social entrepreneurship within their businesses and to contribute to a broader understanding of the social sphere. October 2022. Faculty involved: Ricardo Zózimo; Milton Sousa; António Pedro de Sá Leal; Catarina Soares.

-Mastering Conscious Capitalism. A one-week Executive Study Tour. Adopting an active pedagogy, 40 MBA Warwick students enriched their knowledge and skill sets by experiencing different facets of sustainability in Portugal. The active pedagogy was developed around a central question about the possibilities and limitations of Conscious Capitalism. In its essence, it seeks to develop an advanced understanding of the overarching contribution of businesses to society. October 2022

EVENTS

BALAS (Business Association of Latin American Studies) has organized conferences since 1998, and since then, they have grown in reputation worldwide, especially in their focus which is Latin America. In 2022, for the first time in 10 years, the conference was held in Europe and with a special theme of Embracing Paradoxes - organizational performance and societal progress. During the month of June, 145 participants from 31 countries joined the conference at Nova SBE. More about the event [here](#).

Renewal of Social Equity Initiative: On September 28, the renewal of 3 more years of the Social Equity Initiative was celebrated. The commemoration promoted a reflection on "How we are contributing to the transformation of the social sector in Portugal. The partnership between the "la Caixa" Foundation, BPI, and Nova SBE has seven projects and two Chairs that aim to draw a portrait of this sector in our country and develop research and capacity-building programs to support social organizations. Learn more [here](#).

Inclusive Talks Annual Edition. In October, the Inclusive Community Forum organized the Annual Inclusive Talks at Nova SBE, attended by around 300 people. In this event, people from the community shared their inspiring stories and testimonies that showed the impact ICF has been creating over the first five years of activity and which boosted ICF's next activity cycle. Learn more [here](#).

Bootcamp for refugee integration: The Nova SBE Leadership for Impact Knowledge Center, in partnership with IES Social Business School and the Municipality of Cascais, organized a boot camp for refugee integration on July 5-7, 2022. The event engaged beneficiaries and stakeholders that together co-created solutions to the integration needs of Ukrainian refugees in Portugal. The boot camp involved understanding the roots of the problem, pitches of the five solutions created, and a special guest speaker. [Here](#).

Paradox & Pluralism Summer School, 13-16 June 2022, Nova SBE.

Miguel Pina e Cunha, Marco Berti.

Paradox & Pluralism Annual Meeting, 17-18 June 2022, Nova SBE.

Miguel Pina e Cunha, Milton Sousa, Rob van Tulder, Fons Trompenaars, Alex Bennet, Charles Hampden Turner, Eva Rood.

Paradox & Healthcare, 17-Nov-22, Nova SBE.

Miguel Pina e Cunha, Harald Tuckerman, Wendy Smith, Pedro Oliveira, Glooma, António Rendas, Pedro Pita Barros.

ERA Chair in Social Innovation, 10-Apr-22, Design Jam for Impact, Nova SBE. Anne-Laure Fayard.

ERA Chair in Social Innovation, 29 June - 2 July 2022, Qualitative Methods Workshop Nova SBE.

Anne-Laure Fayard; Beth Becky; Melissa Mazmanian; Hila Lifshitz; Ruthane Huising.

ERA Chair in Social Innovation, 1-Jun-22, Research Seminar, Nova SBE. Jürgen Howald.

ERA Chair in Social Innovation, 1-Oct-22, Research Seminar, Nova SBE. Shaz Ansari.

ERA Chair in Social Innovation, 1-Nov-22, Research Seminar, Nova SBE. Wendy Smith.

ERA Chair in Social Innovation, 1-Mar-22, Climate corps for equity and resiliency in cities, Casa do Impacto. Lisbeth Shepherd.

ERA Chair in Social Innovation, Nov-22, Future leaders are impact leaders: let's talk about it, Nova SBE. Graça Fonseca.

ERA Chair in Social Innovation, Sep-22, Design x Impact: A Personal and Professional Journey, Nova SBE. Karine Sarkissian.

MIEI, Sep-22, Kick off 2nd edition, Nova SBE. Pedro Oliveira (with Master's team).

HIGHLIGHTS

Estoril Conferences, September, "Hospitality for Social Sustainability – People as the Drivers", Nova SBE.

Luís Araújo, President Turismo de Portugal & European Travel Commission; Roundtable: Joana Castro e Costa; Marta Pires.

[Learn more.](#)

Social Leapfrog Program, 4-Mar, Kick off 3rd edition, Nova SBE.

Academia Ten, AMUT, APPDA, ATNP, Cadin, CDI Portugal, CJSJ, Comunidade de Vida e Paz, Prevenir, Vitamimos.

Social Leapfrog Program, 7-Mar, Frog Tank 1st edition, Nova SBE.

MAZE, Grosvenor, Touriga Capital Partners, Fundação Millennium BCP, Fundação C&A and Fundação Vasco Vieira de Almeida.

Social Leapfrog Program, 17-Mar, 1st edition Graduation, Nova SBE.

A Barragem, Alzheimer Portugal, Associação Pão a Pão, Ajuda de Mãe, Biovilla, CERCICA, Semear.

PUBLICATIONS

PARADOXES OF MANAGEMENT AND ORGANIZATION



Paradoxes are everywhere and demand an open mind to face unsolvable problems. Management scholars have joined efforts at the European Forum on Paradox & Plurality to bring several case studies that will promote much richer discussion in the classroom.

Miguel Pina e Cunha, Aníbal López, Pedro Neves, Ricardo Zózimo, Miguel Alves Martins, Milton de Sousa and Liliana Dinis. Learn more about the project [here](#).

THE HANDBOOK "SOCIAL INNOVATION AND SOCIAL ENTERPRISE"



It brings together contributions of the most established social innovation and entrepreneurship researchers, among which Anne-Laure Fayard, Miguel Pina e Cunha, Miguel Alves Martins, and Ricardo Zózimo. Beyond defining concepts, the handbook critically analyzes the challenges and opportunities associated with social enterprises and innovation.



• Cunha, M. P. E., Soares Leitão, M. J., Clegg, S., Hernández-Linares, R., Moasa, H., Randerson, K., Rego, A. (2022). Cognition, emotion, and action: Persistent sources of parent-offspring paradoxes in the family business. *Journal of Family Business Management*. 12(4): 729-749.

• Hoang, D., Kousi, S., Martinez, L. F. (2022). Online customer engagement in the post-pandemic scenario: A hybrid thematic analysis of the luxury fashion industry. *Electronic Commerce Research*



• Silva, Á. F. D., Neves, P. (2022) The paradox of nationality: Foreign investment in Portuguese Africa (1890–1974). *Business History*. 64(9): 1623-1647

• e Cunha, M. P., Rego, A., Simpson, A. V.(2022). Team ground rules: Their nature and functions. *Organizational Dynamics*. 51 (4).



• Velez, M. J., Neves, P. (2022). A followership approach to leadership: The interplay between leadership, context, and follower behaviors. *Journal of Personnel Psychology*. 21: 161-174



• Castanheira, F. V. D. S., Sguera, F., Story, J. (2022) Organizational politics and its impact on performance and deviance through authenticity and emotional exhaustion. *British Journal of Management*. 33(4): 1887-1904



• López, A., Neves, P., González-Morales, M. G. (2022) What does it take to start a business? Constraint appraisal as predictor of taking entrepreneurial action among nascent entrepreneurs. *Applied Psychology*. 71(4): 1275-1303



• Oliveira, P., Cennamo, C., Zejnilovic, L. (2022) Unlocking innovation in healthcare: The case of the patient innovation platform. *California Management Review*. 64 (4): 47-77

• Gaim, M., Clegg, S., Cunha, M. P. E. (2022) In praise of paradox persistence: Evidence from the Sydney Opera House project. *Project Management Journal*. 53 (4): 397-415



• Cunha, M. P. E., Clegg, S., Rego, A., Giustiniano, L., Abrantes, A. C. M., Miner, A. S., Simpson, A. V. (2022) Myopia during emergency improvisation: Lessons from a catastrophic wildfire. *Management Decision*. 60 (7): 2019-2041

• Clegg, S., Cunha, M. P. E., Berti, M. (2022) Research movements and theorizing dynamics in management and organization studies. *Academy of Management Review*47(3): 382-401



• Pache, A., Fayard, A., Rocha Galo, M. A. (2022). How can cross-sector collaborations foster social innovations: A review. 62

• Clegg, S., Cunha, M. P. E., Rego, A., Berti, M. (2022) Speaking truth to power: The academic as jester stimulating management learning. *Management Learning*. 53 (3): 547-565

• Paquelet Moreira, B. F., Davel, E., Cunha, M. P. E. (2022). Embodying improvisational education for managers: Learning from theater. *Culture And Organization*. 28 (3-4): 296-312



• Fragoso, P., Chambel, M. J., Castanheira, F. (2022) High-performance work systems (HPWS) and individual performance: The mediating role of commitment. *Military Psychology*. 34 (4): 15

• Bicho, M., Nikolaeva, R., Ferreira, F. A. F., Lages, C. (2022) Perceived success of hybrid microorganizations

in a contested category. *Journal of Small Business Management*. 60 (4): 859-891

• Sousa, M., Cunha, M. P. E., Simpson, A. V., Giustiniano, L., Rego, A., Clegg, S. (2022). Servus or pater? How paradoxical intent can qualify leadership: inductions from the Kingdom of Bhutan. *Journal of Change Management*. 22 (3): 321-353

• Cunha, M. P. E., Martins, M. A., Rego, A., Zózimo, R. (2022) Spirituality and the social enterprise: A paradox lens. Springer, Cham. 62: 109-135



• Hoang, D., Kousi, S., Martinez, L. F. Online customer engagement in the aftermath of COVID-19: Opportunities for the luxury industry. 259-266

• Abrantes, A. C. M., Passos, A. M., Cunha, M. P. E., Santos, C. M. (2022). Getting the knack for teamimprovised adaptation: The role of reflexivity and team mental model similarity. *Journal of Applied Behavioral Science*. 58 (2): 281-315

• Simpson, A. V., Rego, A., Berti, M., Clegg, S., Cunha, M. P. E. (2022). Theorizing compassionate leadership from the case of Jacinda Ardern: Legitimacy, paradox and resource conservation. *Leadership*. 18(3): 337-358

• Rego, A., Cunha, M. P. E. (2022). Putin. *Edições Sílabo, Lda*. 171

• Rosales, V., Gaim, M., Berti, M., Cunha, M. P. E. (2022). The rubber band effect: Managing the stability-change paradox in routines. *Scandinavian Journal of Management*. 38 (2)



• Cunha, M. P. E., Rego, A. (2022). *Ágil: A transformação organizacional para o digital*. Principia Editora. 261

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MASTER'S THESIS HIGHLIGHTS

With the Social Leapfrog program:

G2M: U.Purpose & Crescer com Consciência

Team: Isabel Lopes Leite de Faria, Francisca Gomes Monteiro Sanhudo, Reddy Malapati, Chloe Stephanie Tavener, Sanad Salah Abourgegha, Bernardo Manuel Franco Madeira Alfaró Cardoso

APPDA-Lisboa: A Transition Towards a Hybrid Organization

Team: João Maria Dantas Machado Rosa Vaz, João Maria N.R. Oliveira Monteiro, Mafalda Gonçalves Simões Franco Afonso, Maria Pilar Moreira Dias Resende Teixeira, Marta Miguel Santos Almeida

How can Once Upon a Time help ATNP become financially sustainable?

Team: Paloma Rosamonte, Martina Pia Giuliani, Inês Coelho Ferreira

How can apps for good implement market penetration strategies to increase their revenues and sustainable growth?

Team: Emery Kash, Alessandro Decanis, Beatriz Faria Sousa, Ana Rita Frazão, Maria Ribeiro Teles

How can the financial sustainability of CJSJ be improved & what organizational shifts are required for its successful implementation?

Team: Sofia Gordillo Grau, Nina Dubois, Francisco Maria Lopes Martins Ferreira, Mariia Leva

Is Prevenir able to become more financially sustainable by leveraging its existing BUs?

Team: Madalena Caiano, Mariana Pedro, Maria Isabel Cordeiro de Sousa, Debora Pereira

With the Inclusive Community Forum:

Beyond value creation: exploring the importance of capturing the value of inclusion along different dimensions

Catarina Belmar da Costa

How to better include people with disabilities in organizations?

Genevieve Aubin

With the Center of Paradox and Organization:

Profit and Sustainability paradox in the tourism sector

Deborah Fanti



WORKING PAPERS

Corporate commitments to stakeholder allegations of human rights misconduct: the role of third-party and issue characteristics. Author: Alison E. Holm

“Navigation Without Drift: The Role of Congruence Between Means and Ends in Hybrid Organizations”

– Our paper was accepted at the 19th Annual Conference of Social Entrepreneurship that took place in November 2022 in Los Angeles (USC Marshall School of Business). Also, at the Academy of Management Journal Writing Workshop that took place in October in Rome (LUISS Business School). Tomé Salgueiro, Ricardo Zozimo, Miguel Pina e Cunha

“The Legal Infrastructure for Hybrid Organization: The Case of Portugal, 1990-2019”

in the Academy of Management Proceedings. Tomé Salgueiro, Stephen Mezas, Ricardo Zozimo and Miguel Alves Martins [here](#).

Revise and Resubmit to the Journal of Business Ethics of the paper titled **“Social entrepreneurship: a family resemblance concept with distinct underlying ethical views”**. Carmen Lages

“Choosing a business model in the social entrepreneurship context: typology of current practices and the influence of the social entrepreneur's background”. Carmen Lages e Filipa Lancaster

Gazdag, Brooke A. (Univ of Amsterdam), Chiu, Chad (Adelaide Univ), & Hoobler, Jenny M. **What we think of networkers and why it matters:** Attributed networking motives and career outcomes.

Title “Corporate well-being programs and employee perceptions of organizational support” Funding:

This work used infrastructure and resources funded by Fundação para a Ciência e a Tecnologia (UID/ECO/00124/2013, UID/ECO/00124/2019 and Social Sciences DataLab, Project 22209), POR Lisboa (LISBOA-01-0145-FEDER-007722 and Social Sciences DataLab, Project 22209) and POR Norte (Social Sciences DataLab,

Project 22209). Samantha Sim, Sofia Kousi and Sophie Rabel- Presented in the European Positive Psychology conference in Iceland in June 2022

The idée fixe schema as a force for change in international business models: lessons from a niche all-world leader. Pedro Sena-Dias, Miguel Pina e Cunha, and Antonio Majocchi (Luiss). Financed by FTC: SFRH/BD/118928/2016

Uppsala model as a process of business model adaptation: a comparative case study of world-class born globals. Pedro Sena-Dias and Miguel Pina e Cunha. Financed by FTC: SFRH/BD/118928/2016

OTHER PROJECT HIGHLIGHTS

Research seminar: Prof. Dr. Jürgen Howaldt (TU Dortmund University) presented “Social Innovation – International Trends and Challenges”.

Research seminar: Prof. Shaz Ansari (University of Cambridge) presented “Experiencing time like groundhog day? Uncovering the morality of time and temporarily in end-of-life care”.

Research seminar: Wendy Smith (University of Delaware) presented “Navigating Paradox is Paradoxical”.

[ERA Chair] The Design Thinking Roundtable podcast is a collaboration between the DESIS Lab @ Nova SBE and the Design Lab @ NYU MakerSpace. Originally conceived by Harshita Nedunuri and Anne-Laure Fayard, then co-created with Priyanka Vora. Since the Fall of 2019, it has been conceived and produced by AL Fayard. Audio production and sound design (in various episodes): Guilhem Tamisier; Blake Rook; John Klima; Claudio Silva. Covert Art: Guilhem Tamisier. Through conversations with passionate and mindful designers, The Design Thinking Podcast Roundtable explores various aspects of design and how it can create change and social impact.



NOVA SBE INCLUSIVE COMMUNITY FORUM



The **Inclusive Community Forum** is an initiative led by the Nova SBE Leadership for Impact Knowledge Center, dedicated to the lives of people with disabilities, with the goal of promoting a more inclusive community, focusing on two main topics: the employability and education of people with disabilities.

In 2022, the Inclusive Community Forum concluded the impact evaluation of its first five years of activity conducted by Stone Soup Consulting. This report focused on the direct beneficiaries of the Inclusive Community Forum's activity: people with disabilities, university students, education institutions, and companies. Know more about this impact assessment [here](#).

In October, the Inclusive Community Forum organized the Annual Inclusive Talks at Nova SBE, attended by around 300 people.

In this event, people from the community shared their inspiring stories and testimonies that showed the impact the Inclusive Community Forum has been creating over the first 5 years of activity and which boosted the Inclusive Community Forum's next activity cycle.



MAIN MILESTONES OF EMPLOYABILITY IN 2022

JOURNEY TO INCLUSION

The Inclusive Community Forum challenged the companies already committed to renewing their Commitment to Inclusion and new companies to Commit themselves for the first time. There are now 45 companies that the Inclusive Community Forum follows up in their Journey to Inclusion – [see the 45 companies here](#);

The Inclusive Community Forum organized awareness-raising sessions for Human Resources teams and for Leaders in seven of these companies. In these sessions, the Inclusive Community Forum reflects on the most common myths related to hiring people with disabilities and the different adaptations and paths that companies can follow to adopt inclusive recruitment.

PEER2PEER

2 National Coordinators were nominated for Peer2Peer, with the responsibility of expanding the project to new Higher Education Institutions and coordinating the Project Managers of the different editions;

Peer2Peer grew! Besides the fourth edition at Nova SBE, there were the first Peer2Peer editions at 3 new Higher Education Institutions: at NOVA School of Law, at NOVA Medical School, and at the Psychology Faculty of Universidade de Lisboa.

MAIN MILESTONES OF EDUCATION IN 2022

JOURNEY TO EMPOWERMENT

- The projects continued to be developed:
- Learning While Teaching (Ensinar Aprendendo) empowered four professors from primary school to prepare their students with disabilities for an active life;
- ComPIT has a new website! In 2022, through ComPIT, four vocational experiences in the scope of the Individual Transition Plan (PIT) were conducted;
- Empower to Employ (Capacitar para Empregar) allowed +100 people with disabilities and social

organization technicians to benefit from social skills training taught by Accenture and Millennium BCP;

- Empowering in Higher Education (Capacitar no Ensino Superior) implemented 3 clarification and awareness-raising sessions at two different Higher Education Institutions: at Nova SBE and at the Sciences Faculty of Universidade de Lisboa.

IN 2022 ICF GOT INVOLVED WITH THE COMMUNITY

INCLUSIVE CAMPUS

The Inclusive Campus is a Nova SBE multidisciplinary informal work group promoted by the Inclusive Community Forum that aims to prepare Nova SBE to be more inclusive of people with disabilities. Along this year, the main milestones were:

- Providing a parking space for people with disabilities in the Campus surroundings;
- Installing new automatic doors;
- Contributing to the development of two editions of the Teach to Include workshop (a project that aims to train higher education professors to teach students with disabilities), reaching a total number of 25 faculty members (Professors and Teaching Assistants), organized in collaboration with the student development and well-being team (SDW), from Nova SBE.

EVENTS

300+ participants at the Inclusive Talks Annual Edition
55+ participants at the Council of Families and at the Council of Institutions

IN 2022, IN TERMS OF RESEARCH, ICF WAS:

CO-CREATING:

A Case Study on *Building a Systemic Agenda: the Inclusive Community Forum*, with Silvia Herrero;

PARTICIPATING IN:

A social innovation project focusing on the *peer2peer model to help create inclusive employment practices*, with Anne-Laure Fayard and Filipa Lancastre.

Nova SBE NOVAFRICA Knowledge Center

NOVA SBE NOVAFRICA

Nova SBE NOVAFRICA Knowledge Center uses pioneering social experimentation methods with data collection on the field and in proximity to local communities to assess the impact of policies that promote sustainable development in Africa and around the world. A particular focus is on the Portuguese-speaking African countries, i.e., Angola, Cape Verde, Guinea-Bissau, Mozambique, and Sao Tome and Principe.

"I am deeply grateful to the Nova SBE NOVAFRICA Knowledge Center for their support in my research on natural disasters and the resilience of vulnerable communities. With their help, I completed a randomized experiment in Mozambique, which showed that providing information on flood risk increases the implementation of suggested mitigation strategies. The projects' findings demonstrate the vital role of information provision in the adaptation to increasing climate risks.

Not only did the Nova SBE NOVAFRICA Knowledge Center support the successful completion of this project, but they also played a crucial role in my personal and professional development. The guidance and encouragement of the Nova SBE NOVAFRICA Knowledge Center's community have been invaluable to me, and I am grateful for the opportunity to work with such a dedicated and supportive organization. Thank you, Nova SBE NOVAFRICA Knowledge Center, for your continued support and helping me impact the world positively."

STEFAN LEFFERS

Nova SBE NOVAFRICA Knowledge Center | Job Market Candidate

For more information, please visit our website.

ONGOING RESEARCH PROJECTS

THE GLOBAL IMPACT OF COASTAL WATER CONTAMINATION ON ECONOMIC DEVELOPMENT



Researcher: Alex Armand (Nova SBE)
Funding: European Research Council (ERC)
[Learn more.](#)

INFORMATION GAPS AND IRREGULAR MIGRATION TO EUROPE

Researcher: Tijan L Bah (U Navarra and U Gambia); Cátia Batista (Nova SBE); Flore Gubert (IRD Paris); David McKenzie (World Bank)
Country: Gambia
Funding: European Union
[Learn more.](#)

BELIEF SYSTEMS AND HEALTH BEHAVIORS IN GUINEA-BISSAU



Researchers: Alexander Coutts (Nova SBE), Teresa Molina (Nova SBE), Pedro Vicente (Nova SBE)
Country: Guinea Bissau
Funding: Fundação para a Ciência e a Tecnologia (FCT)
[Learn more.](#)

COUNTERING ISLAMIC RADICALIZATION IN NORTHERN MOZAMBIQUE: RADIO CAMPAIGNING AND ADOLESCENT SENSITIZATION IN RELIGIOUS SCHOOLS

Researchers: Alex Armand (Nova SBE), Flavio Cunha (Rice University) Pedro C. Vicente (Nova SBE), Inês Vilela (Royal Holloway-University of London)
Country: Mozambique
Funding: IGC and UNU-WIDER
[Learn more.](#)



INTEGRATION OF REFUGEES IN NORTHERN MOZAMBIQUE



Researchers: Catia Batista (Nova SBE), Sandra Sequeira (LSE), Theresa Beltramo (UNHCR)
Country: Mozambique
Funding: United Nations High Commissioner for Refugees (UNHCR)
[Learn more.](#)

A FIELD EXPERIMENT ON INTEGRATING RURAL MIGRANTS IN CITIES – MAPPING THE CITY OF QUELIMANE



Researchers: Pedro C. Vicente, Alex Armand, Wayne Sandholtz, Frederica Mendonça
Country: Mozambique
Funding: IGC - International Growth Center

PREPARING FOR URBAN FLOODING: THE IMPACT OF RISK MITIGATION INFORMATION



Researchers: Stefan Leffers, Pedro C. Vicente
Country: Mozambique
Funding: IGC - International Growth Center

VULNERABILITIES AND SOLUTIONS FOR MOZAMBIKAN ENTERPRISES IN THE FACE OF THE COVID-19 CRISIS



Researchers: Brais Pereira, Egas Daniel, Simão Paiva, Vitor Cavalcante, Yonesse Paris
Country: Mozambique
Funding: IGC - International Growth Center

PREVENTING ISLAMIC RADICALIZATION IN MOZAMBIQUE: THROUGH FAITH OR EMPLOYMENT?

Researchers: Pedro C. Vicente (Nova SBE), Inês Vilela (Nova SBE).
Country: Mozambique
Funding: IGC - International Growth Center

COUNTERACTING THE EARLY STAGES OF ISLAMIC RADICALIZATION WITH ADOLESCENT SENSITIZATION IN RELIGIOUS SCHOOLS

Researchers: Pedro C. Vicente (Nova SBE), Flávio Cunha (Rice University) Inês Vilela (Royal Holloway, University of London)
Country: Mozambique
Funding: IGC - International Growth Center

TAX COMPLIANCE AND LOCAL GOVERNMENT AUTONOMY: EXPERIMENTAL EVIDENCE FROM MOZAMBIQUE



Researchers: Wayne Sandholtz (Nova SBE), Lenka Fiala (University of Bergen), Kizito Omala (Makerere University)
Country: Mozambique
Funding: IGC - International Growth Center

INFANT MATERNAL HEALTH I & II



Country: Guinea Bissau

INTEGRATING IMMIGRANTS AS A TOOL FOR BROAD DEVELOPMENT: EXPERIMENT EVIDENCE FOR PORTUGAL AND CAPE VERDE



Researchers: Cátia Batista (Nova SBE), Sónia Dias (ENSP), Jules Gazeaud (Nova SBE), Julia Seither (U Chicago and UCEMA)
Countries: Portugal and Cape Verde
Funding: Fundação para a Ciência e a Tecnologia (FCT)

HIGHER FUTURE – THE ROLE OF INFORMATION ON STUDENT MIGRATION FROM CAPE VERDE

Researchers: Cátia Batista (Nova SBE), Ana Balcão Reis (Nova SBE) Pedro Freitas (Nova SBE), Gonçalo Lima (EUI)
Countries: Portugal and Cape Verde
[Learn more.](#)

REDUCING MATERNAL AND INFANT MORTALITY IN GUINEA-BISSAU



Researchers: Alexander Coutts (Schulich School of Business), Teresa Molina-Millán (University of Alicante), Brais Alvarez Pereira (Nova SBE), Pedro Vicente (Nova SBE)
Country: Guinea Bissau
Funding: Aga Khan Development Network (AKDN)
[Learn more.](#)

ENTREPRENEURSHIP AS A SOCIAL MOBILITY AND INCLUSION STRATEGY



Researchers: Cátia Batista (Nova SBE), Miguel A. Ferreira (Nova SBE), Francisco Queiró (Nova SBE)
Country: Portugal
Funding: La Caixa Foundation
[Learn more.](#)

RAISING EDUCATIONAL ASPIRATIONS – AN EXPERIMENTAL EVALUATION

Researchers: Catia Batista (Nova SBE), Pedro Freitas (Nova SBE) Ana Balcão Reis (Nova SBE), Wayne Sandholtz (Nova SBE), José Tavares (Nova SBE)
Country: Portugal
Funding: Fundação para a Ciência e a Tecnologia (FCT)
[Learn more.](#)

SALIENCE AND ACCESSIBILITY OF DISASTER RISK INFORMATION IN MOZAMBIQU



Researcher: Stefan Leffers (Nova SBE)
Country: Mozambique
[Learn more.](#)

MENTORING SUCCESS OF IMMIGRANT COLLEGE STUDENTS



Researchers: Cátia Batista (Nova SBE), Pedro Freitas (Nova SBE), Gonçalo Lima (EUI), Ana Reis (Nova SBE)
Country: Portugal
Funding: Asylum, Migration, and Integration Fund (AMIF)
[Learn more.](#)

HEALTH, EDUCATION AND ECONOMIC INTERVENTIONS FOR ORPHANS AND VULNERABLE CHILDREN IN MOZAMBIQUE



FARMER PARTICIPATORY EXPERIMENTATION IN MOZAMBIQUE

Researchers: Cátia Batista (Nova SBE), Gharad Bryan (LSE), Dean Karlan (Yale University)
Country: Mozambique
Funding: Islamic Development Bank (IDB) and International Growth Center (IGC)
[Learn more.](#)

PREPARING FOR URBAN FLOODING: THE IMPACT OF RISK MITIGATION INFORMATION



THE ROLE OF TECHNOLOGY, FINANCIAL RESOURCES, AND BUSINESS SKILLS IN MICROENTERPRISE DEVELOPMENT IN MOZAMBIQUE



Researchers: Cátia Batista (Nova SBE), Sandra Sequeira (LSE), Pedro Vicente (Nova SBE)
Country: Mozambique
Funding: International Growth Center (IGC), United States Agency for International Development (USAID)
[Learn more.](#)

PROFUTURO: EVALUATING THE IMPACT OF THE TECHNOLOGY-BASED PROGRAM AULA DIGITAL IN PRIMARY SCHOOLS



Researchers: Pedro Vicente (Nova SBE), Teresa Molina (Nova SBE), Joana Cardim (Nova SBE)
Country: Angola
Funding: Telefónica Foundation and La Caixa Foundation
[Learn more.](#)

INCENTIVES OF COMMUNITY HEALTH AGENTS IN GUINEA-BISSAU



Researchers: Pedro Vicente (Nova SBE), Teresa Molina (Nova SBE) Mattia Fracchia (Nova SBE), Country: Guinea Bissau
[Learn more.](#)

AN IMPACT EVALUATION OF THE FUNDO DE APOIO SOCIAL (SOCIAL SUPPORT FUND) OF THE GOVERNMENT OF ANGOLA



Researchers: Vincenzo di Maro (Nova SBE), Pedro Vicente (Nova SBE), Stefan Leeffers (Nova SBE)
Country: Angola
Funding: International Growth Center (IGC), United States Agency for International Development (USAI)
[Learn more.](#)

AGRICULTURAL INTERVENTION: THE IMPACT ON LIVELIHOODS AND SOCIAL CAPITAL OF SUBSISTENCE FARMERS IN GUINEA-BISSAU

Researchers: Pedro Vicente (Nova SBE), Rute Martins Caeiro (Nova SBE)
Country: Guinea Bissau
Funding: União Europeia e Camões – Instituto da Cooperação e da Língua
[Learn more.](#)

RETURNS TO COLLEGE IN UGANDA

Researchers: Wayne Sandholtz (Nova SBE), Lenka Fiala (University of Bergen), Kizito Omala (Makerere University)
Country: Uganda

WINDOWS OF PEACE AS A PROJECT



Alex Armand (Nova SBE)
Funding: UNU-WIDER

DISSEMINATING MARKET INFORMATION VIA MOBILE PHONES TO CASHEW PRODUCERS, AN IMPACT EVALUATION IN GUINEA-BISSAU



Researchers: Brais Álvarez Pereira (Nova SBE), Giulio Schinaia, Dayvikson Tavares, Adewusi Mendonça, Sebastian Schaber
Country: Guinea Bissau
Funding: Partnership for Economic Policy (PEP), PEDL, and Ministry of Finance of Guinea-Bissau
[Learn more.](#)

EVALUATING THE IMPACT OF A SUPPORT HOTLINE FOR CASHEW PRODUCERS IN GUINEA-BISSAU

Researchers: Brais Álvarez Pereira (Nova SBE), Giulio Schinaia, Matilde Grácio (Nova SBE), Mattia Fracchia (Nova SBE)
Country: Guinea Bissau
Funding: Partnership for Economic Policy (PEP)

TEAM SIZE AND PERFORMANCE

Researchers: Brais Álvarez Pereira (Nova SBE), Shan Aman-Rana, Alexia Delfino
Country: Guinea Bissau
Funding: Self-funded

GENDER AND CHOICE OVER CO-WORKERS: EXPERIMENTAL EVIDENCE



Researchers: Shan Aman-Rana, Clement Minaudier, Brais Álvarez Pereira (Nova SBE), Shamyla Chaudry
Country: Pakistan
Funding: University of Virginia
[Learn more.](#)

PREVENTING MALARIA IN GUINEA-BISSAU (PRELIMINARY TITLE)



Researchers: Brais Álvarez Pereira (Nova SBE), Mattia Fracchia (Nova SBE), Pedro Vicente (Nova SBE), TBC
Country: Guinea Bissau
Funding: UNDP

CONSULTING PROJECT HIGHLIGHTS

BELIEFS AND BEHAVIOURS AROUND COVID-19 IN MOZAMBIQUE



Pedro C. Vicente (Nova SBE)
 Mattia Fracchia (Nova SBE)
Funding: International Growth Centre (IGC)
[Learn more.](#)

SEXUAL VIOLENCE AS A WEAPON OF WAR



Maleke Fourati
 Victoire Girard (Nova SBE)
 Jérémy Laurent-Lucchetti

Artisanal mining in Africa
 Victoire Girard (Nova SBE)
 Teresa Molina
 Guillaume Vic

THE REAL EFFECTS OF ESG CAPITAL



Victoire Girard (Nova SBE)
 Mehdi Lehlali
 Melissa Porrás-Prado (Nova SBE)



SOCIAL IMPACT EVALUATION OF BPI / LA CAIXA PRIZES



FINTECH AFRICA REPORT



SALT PAY REPORT ON DIGITAL PAYMENT SYSTEMS



EDUCATION

TWO SUMMER SCHOOLS

1. Professor David McKenzie from the World Bank taught a course on Practical issues in designing and analyzing field experiments;
2. Professor Claudio Ferraz, from the Vancouver School of Economics and PUC, taught a course on Political Economy and Development.

EVENTS

"THE 2022 NOVAFRICA CONFERENCE ON ECONOMIC DEVELOPMENT"

Two days of knowledge sharing with 200 people from all over the world to discuss 100 studies on different aspects of economic development.

Mushfiq Mobarak from Yale University and Jakob Svensson from Stockholm University were the Keynote speakers.

One of the highlights of the event was a policy roundtable on "Closing Gender Gaps" with Catia Batista from Nova SBE and the Nova SBE NOVAFRICA Knowledge Center, Magda Robalo Silva from Women in Global Health, Esselina Macome from Financial Sector Deepening Mozambique, and Wendy Teleki from the World Bank.

"THE 15TH INTERNATIONAL CONFERENCE ON MIGRATION AND DEVELOPMENT"

The conference was co-organized with the Agence Française de Développement and The World Bank and was devoted to investigating the multiple ways through which international migration affects economic and social change in developing countries. More than 100 researchers presented and discussed papers. Frédéric Docquier from the Luxembourg Institute of Socio-Economic Research (LISER) and Anna Maria Mayda from Georgetown University were the Keynote Speakers.

A NATIONAL CONFERENCE CO-ORGANIZED BY THE NOVA SBE NOVAFRICA KNOWLEDGE CENTER AND THE PORTUGAL-ANGOLA CHAMBER OF COMMERCE AND INDUSTRY: "THE NEW CYCLE OF THE ANGOLAN ECONOMY".

Organized by the Nova SBE NOVAFRICA Knowledge Center and the Portugal-Angola Chamber of

Commerce and Industry at the Nova SBE campus, this conference had as keynote speaker the Governor of the Central Bank of Angola, José de Lima Massano. Faculty, students, and private sector representatives discussed the financial reforms and the future of Angola in the current geopolitical context.

THE NOVA SBE NOVAFRICA KNOWLEDGE CENTER TOOK PART IN THE ESTORIL CONFERENCES, CONTRIBUTING TO THE DISCUSSION OF SOME OF THE GLOBAL CHALLENGES OF TODAY

Catia Batista, scientific director of the Nova SBE NOVAFRICA Knowledge Center, had a conversation with José Ulisses Correia da Silva, Prime Minister of Cape Verde, about democracy in developing countries.

The Nova SBE NOVAFRICA Knowledge Center also organized a session dedicated to the discussion of topics related to natural resources and conflict in the developing world and to the challenges and policy responses to risky irregular migration from Africa to Europe.

THE NOVA SBE NOVAFRICA KNOWLEDGE CENTER ORGANIZED A WELCOME CEREMONY FOR THE 2022 NOVA SBE NOVAFRICA KNOWLEDGE CENTER FELLOWS AT NOVA SBE

A fantastic group of bright current and former students from sub-Saharan Africa shared experiences and knowledge. The event was also attended by the Nova SBE NOVAFRICA Knowledge Center directors and representatives of the different student services of Nova SBE.

PHD SUMMER SCHOOL COURSES ON ECONOMIC DEVELOPMENT WITH PROFESSOR CLAUDIO FERRAZ

From Vancouver School of Economics and PUC, taught a course on "Political Economy and Development

PHD SUMMER SCHOOL COURSES ON ECONOMIC DEVELOPMENT WITH PROFESSOR DAVID MCKENZIE

From the World Bank taught a course on "Practical issues in designing and analyzing field experiments".

THE NOVA SBE NOVAFRICA KNOWLEDGE CENTER SPECIAL LECTURE BY PROFESSOR DAVID MCKENZIE

From the University of British Columbia on "When Democracies Refuse to Die: Evaluating a Training Program for New Politicians".

THE NOVA SBE NOVAFRICA KNOWLEDGE CENTER SPECIAL LECTURE BY PROFESSOR DEAN KARLAN

From Northwestern University on "Does Poverty Change Labor Supply? Evidence from Multiple Income Effects and 115,579 Bags".

List of Invitations to governmental or other agencies/organizations:

CPLP - Comunidade de Países de Língua Oficial Portuguesa

OECD - Organisation for Economic Co-operation and Development

United Nations - UN

Agence Française de Développement - AFD

World Bank - WB

European Union

Ministry of Sport of The Gambia



HIGHLIGHTS

PUBLICATIONS



“Closing the Gender Profit Gap”

Batista, Catia, Sandra Sequeira, and Pedro C. Vicente, in Management Science. Vol. 68, No. 12
Policy Report on Irregular Migration



“Measuring Corruption in the Field Using Behavioral Games”

Armand, Alex, Alexander Coutts, Pedro C. Vicente, and Inês Vilela, in Journal of Public Economics, forthcoming.



Policy Report summarizing the policy lessons from the research project “Information Gaps and Irregular Migration to Europe”.

A project which evaluated the impact of policies to deter risky irregular migration to Europe through the sea and provide livelihood alternatives to potential migrants from West Africa.

“Natural Resources and the Salience of Ethnic Identities”

Berman, Nicolas, Mathieu Couttenier, and Victoire Girard, in Economic Journal, forthcoming.

“Is Mobile Money Changing Rural Africa? Evidence from a Field Experiment”

Batista, Catia, and Pedro C. Vicente, in Review of Economics and Statistics, forthcoming.

“Keep It Simple: A field experiment on information sharing among strangers”

Batista, Catia, Marcel Fafchamps, and Pedro C. Vicente, in World Bank Economic Review. Volume 36, Issue 4, November 2022, Pages 857–888.



“How has COVID-19 affected the intention to migrate via the backway to Europe and to a neighboring African country? Survey evidence and a salience experiment in The Gambia”

Batista, Catia, Tijah Bah, Flore Gubert, and David McKenzie, in Journal of African Economies, forthcoming.

WORKING PAPERS

Bah, Tijan, Cátia Batista, Flore Gubert, and David McKenzie. "Can Information and Alternatives to Irregular Migration Reduce “Backway” Migration from The Gambia?".
(Nova SBE NOVAFRICA Knowledge Center Working Paper 2203)



Batista, Catia, Jules Gazeaud, and Julia Seither. "Integrating Immigrants as a Tool for Broad Development".
(Nova SBE NOVAFRICA Knowledge Center Working Paper 2205)



Batista, Catia, and Rita Neves. "Social Networks And Mental Health: The Experience Of Cape-Verdean Migrants In Portugal".
(Nova SBE NOVAFRICA Knowledge Center Working Paper 2204)



Caeiro, Rute, Alexander Coutts, Teresa Molina-Millán and Pedro C. Vicente. "Follow the Leader: Community-based Health Insurance in West Africa".
(Nova SBE NOVAFRICA Knowledge Center Working Paper 2206)

Coutts, Alexander, Teresa Molina-Millán, and Pedro C. Vicente. "Belief Systems and Health Behaviors in Guinea-Bissau
Girard, Victoire, Teresa Molina-Millán, and Guillaume Vic. "Artisanal mining in Africa".
(Nova SBE NOVAFRICA Knowledge Center Working Paper 2201)

Sandholtz, Wayne. "The politics of policy reform: Experimental evidence from Liberia".
(Nova SBE NOVAFRICA Knowledge Center Working Paper 2202)

Nova SBE Open & User Innovation Knowledge Center



The Nova SBE Open & User Innovation Knowledge Center brings together leading researchers and practitioners to produce and disseminate research-based knowledge in innovation management and, more specifically, open, user, and patient innovation and entrepreneurship.

The center is anchored in the research faculty at Nova SBE and complemented by leading affiliate researchers from renowned institutions. Its mission is to produce high-quality multidisciplinary research by fostering cooperation between management, scientists, and professionals of diverse backgrounds. Its ambition is to become a leading center in its areas of expertise.

Key research topics include:

- Open and User Innovation
- Innovation Diffusion
- User Entrepreneurship
- Multi-sided Platforms for Innovation Management
- Patient Innovation and Patient Entrepreneurship
- Open Social Innovation
- Crowdsourcing and Distributed Problem Solving
- Crowdfunding
- Technological Change
- Lead users, Toolkits, and User Identification.
- Institutions, Innovation Law, and Policy

For more information, please visit our website.

The center collaborates closely with the Nova SBE Innovation Ecosystem and produces distinctive expertise on the business and economic development of new ventures based on open innovation and/or new solutions developed by users with a focus on real social and economic impact.

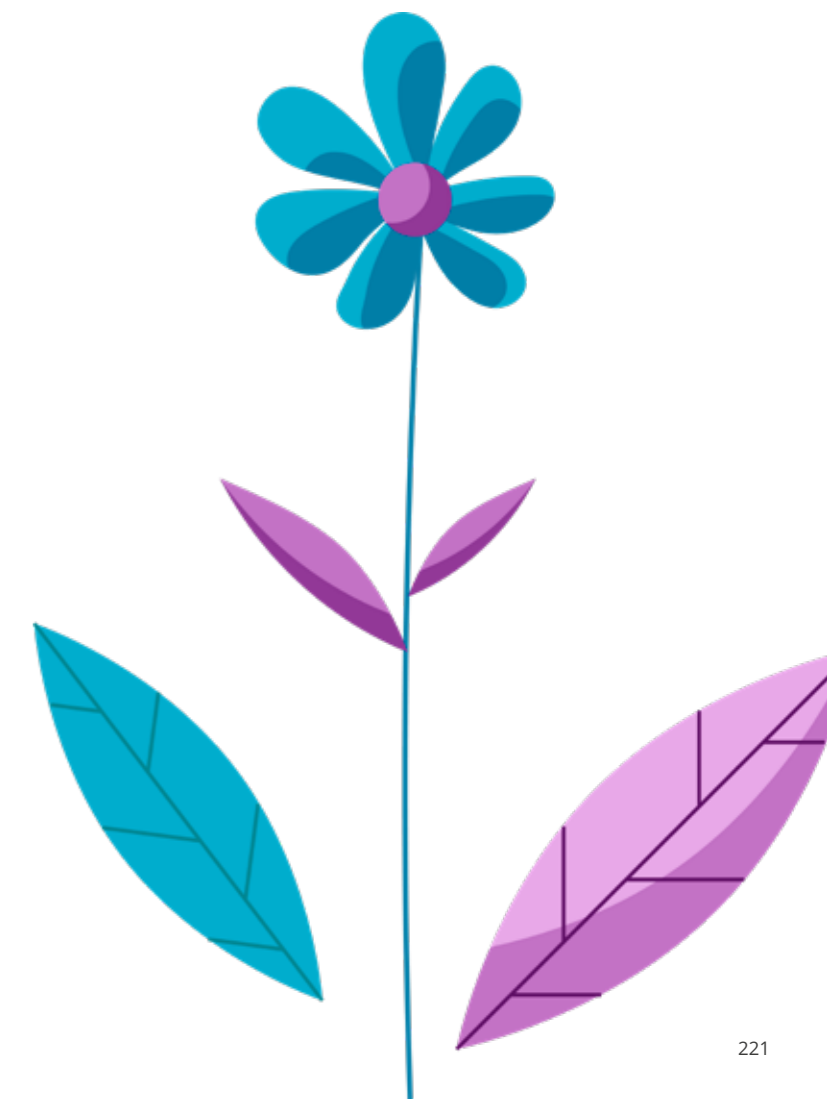
“Lucky to meet fantastic individuals committed to help innovators design and produce the healthcare products and solutions of tomorrow. Their insights are so valuable.”

CHRIS BRUCKER

Diabmate founder, Patient Innovation Bootcamp 2022 Alumni

EVENTS

- April 1st, 2022 – Maria João Jacinto and Carolina Piedade @ Tec2Med – FCT, UNL - “Patient Innovation project”
- June 30th, 2022 – Maria João Jacinto @ Fórum Nacional Álcool e Saúde - Loures, Portugal - ‘Patient Innovation project’
- July 1st, 2022 – Maria João Jacinto and Carolina Piedade @ How Human-centric digital solutions are revolutionizing the future of healthcare – FCT, UNL
- August 29th to October 14th – Patient Innovation Bootcamp – Lisbon, “Barcelona” (online) and Copenhagen - Nova SBE and Copenhagen Business School campus
- September 14th, 2022 – Maria João Jacinto @ Nova Sustainability Week – UNL - Sustentabilidade como fator de competitividade na inovação.
- September 27th, 2022 - Leid Zejnilovic and Maria João Jacinto @ Annual Knowledge Center meeting - Haddad Entrepreneurship Institute at Nova SBE
- September 28th, 2022 – Maria João Jacinto @ Smart Health Summit 2022, Dublin Patient experience management, Giving patients greater control over their care
- September 30th, 2022 – Maria João Jacinto and Carolina Piedade @ Noite Europeia dos Investigadores 2022 - Fundação Champalimaud, Lisboa
- October 6th, 2022 – Pedro Oliveira @ The Gago Conferences on European Science Policy, German Cancer Research Center DKFH, Heidelberg, Germany - Cancer research: Society at the Frontiers of knowledge
- October 13th, 2022 – Maria João Jacinto @ FIC.A - Revolucionando a saúde: soluções criadas por doentes e cuidadores
- November 2nd, 2022 – Pedro Oliveira @ 3rd Comprehensive Health Research
- Center (CHRC) Summit, NMS Lisbon – When innovators springs outside the lab November 10th, 2022 – Pedro Oliveira @ Associação Portuguesa de Farmácias Hospitalares (APFH) Annual Meeting, Lisbon, Portugal
- November 17th, 2022 – Pedro Oliveira @ Paradoxes & Healthcare, Center of Paradox and Organization, NovaSBE, Carcavelos, Portugal
- November 23rd, 2022 – Maria João Jacinto @ EMPIR Project – MeDDII - End users and their role in the drug delivery devices innovation chain, online
- December 9th, 2022 – Maria João Jacinto @ WHO European Region: OpenQuality webinar – Patient Innovation project, online



RESEARCH PROJECTS / ONGOING PROJECTS

Citizens4Health project, supported by FCT. In this project, we focus on healthcare and investigate the factors that influence the decision of patient/caregiver innovators to develop their own ventures and become entrepreneurs. Apart from product/market-related dimensions, we also investigate some innovator-related factors, such as how the innovator opportunity costs influence the decision of patient/caregiver innovators to move forward with their ventures. To sum it up, the project Citizens4Health has the ambition to build a resilient, bottom-up, crowd-based (i.e., from the people/users/households) and high-impact system of innovation that can help address emerging health-related needs.



The HealthEConnect project is our newest European project that has recently been approved. It is a project in partnership with Universidade Nova de Lisboa, Copenhagen Business School, the Startup Europe Regions Network, and the BioInnovation Institute. The HealthEConnect aims to strengthen the cooperation between two innovation ecosystems: the HealthTech innovation ecosystem of the Lisbon region (PT) and the one of Hovedstaden (DK), to support the rise and growth of next-generation HealthTech companies through a co-designed, user-centered, and entrepreneurial-driven Healthtech innovation and entrepreneurship educational offer launched in Lisbon capitalizing on best practices and platforms to sustain collaboration and resource flows between ecosystem members.



Releasing the power of users – articulating user interests to accelerate new innovative pathways in the digital health and welfare sector, supported by Norwegian Research Council.

PUBLICATIONS



Jacinto, M. J., Oliveira, P., Rodrigues, A. M., & Canhão, H. (2022). Editorial: Innovation in Rheumatic Diseases. *Frontiers in Medicine*, 8 [801515]

[Learn more.](#)



Catarina Santos, Pedro Oliveira, Maria João Jacinto, Helena Canhão (2022). A plataforma Patient Innovation: a necessidade e a invenção, em *Advocacia da Cidadania de Saúde - Manual para associações de doentes e outros advogados*, Editora Petrony.



Cennamo, C., Oliveira, P., & Zejnilovic, L. (2022). Unlocking Innovation in Healthcare: The Case of the Patient Innovation Platform. *California Management Review*, 64(4), 47–77.

[Learn more.](#)

WORKING PAPERS



User Innovation In Pediatrics: Analysis To A Pool Of Solutions Developed By Patients And Informal Caregivers For Their Own Needs, Maria João Jacinto, Carolina Piedade, Pedro Oliveira, Helena Canhão.

EDUCATION

PATIENT INNOVATION BOOTCAMP



The Patient Innovation Bootcamp is an acceleration program supported by EIT Health since 2020, aimed at supporting patients, informal caregivers, and collaborators so that they can implement and scale up their innovative solutions developed by themselves to help them cope with their health conditions. The ultimate goal of this boot camp is to help the participating teams scale their solutions from ideas to prototypes and ultimately prepare them to be market launched. The program has a blended format, given that it combines in-person training with online.

This project enrolls renamed European partners as Copenhagen Business School, IESE, Biocat, Glintt, and Patient Innovation Association.

MASTER'S IN IMPACT ENTREPRENEURSHIP & INNOVATION



The Master's in Impact Entrepreneurship & Innovation was designed to equip students, future leaders, and entrepreneurs with the tools they need to help tackle social and environmental problems through the companies for which they come to work or their future business ventures. The program is sponsored by the Calouste Gulbenkian Foundation.

Modules:



Medicina 4.0: Entrepreneurship in 4.0 Medical Industry and Patient-Centered Innovation – Master's in Medicine – Nova Medical School. (2022 – present)



Practical digital health workshops - Digital Health Executive Course - Escola Nacional de Saúde Pública – (2022 – present)



Saúde Digital - Health, Technologies and Well-being Sciences PhD program – University of Évora, Nova Medical School, National School of Public Health (2022 – present)

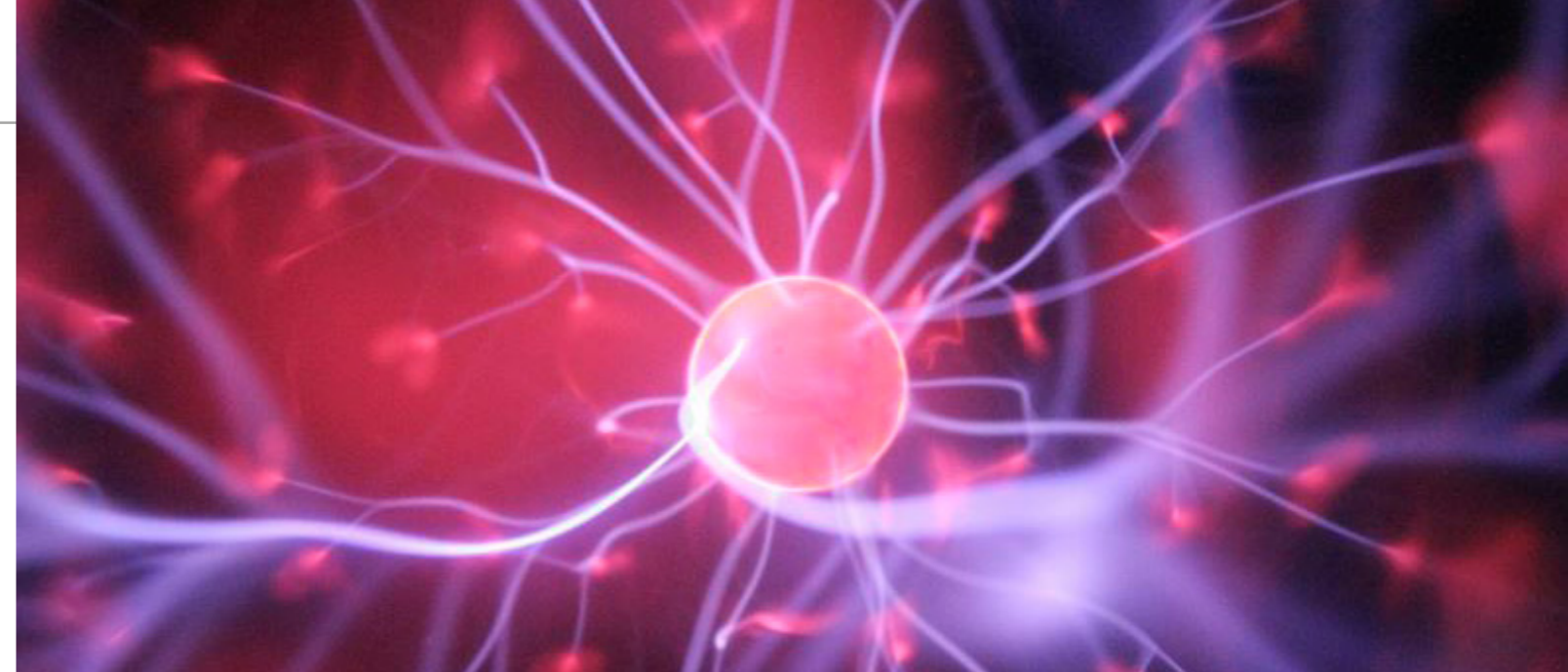
MASTER'S THESIS HIGHLIGHTS



"From a user innovator perspective: designing new wayfinding system for blind and visually impaired people for an ophthalmological unit", Raquel Marques, Mestrado em Design para a Saúde e Bem-Estar IPLeiria. Advisor: Prof. Cláudia Pernencar (IPL), co-advisor: Maria João Jacinto (NSBE)



"Optimization and customization of low-cost upper limb prostheses", Maria Gonçalves, Mestrado em Engenharia Biomédica e Biofísica FCUL. Advisor: Prof. Nuno Matela (FCUL), co-advisor: Maria João Jacinto (NSBE)



3.8. Research Labs

Nova SBE Behavioral Lab



The Nova SBE Behavioral Lab is an innovative interdisciplinary research facility focused on understanding human behavior in organizations (managers and employees) and markets (consumers and societies) through cutting-edge scientific methods. Nova SBE Behavioral Lab users produce studies on a wide range of management, marketing, and economics topics, with particular emphasis on individuals' well-being and policy recommendations.

Our goal is to support all Nova SBE researchers who study individual behavior by providing a physical lab space and a student subject pool and

[For more information, please visit our website.](#)

allowing students to participate in meaningful research studies. In our Lab, course instructors, students, and researchers work together as a research community to improve our scientific understanding of human behavior.

In 2022, our valuable student participants from 16 courses took part in one or more of our 1500+ research sessions. We are grateful to them and their course instructors for their contribution to science. The Nova SBE Behavioral Lab is run by Professor Irene Consiglio and Professor Samantha Sim, with the support of lab admins: Priya Krishnan and Leonor Leão.

A message from the Nova SBE Behavioral Lab director, Samantha Sim:

"The Nova SBE Behavioral Lab has added tremendous value to the community of researchers at Nova SBE by giving them data. We can also assist you with many aspects of your research and running your experiment: We look forward to hosting you at the Nova SBE Behavioral Lab."



Our student participants find our studies meaningful and impactful. They love opportunities for self-reflection, learning about research, and being recognized as valuable members of Nova SBE's community. 98% of students rated their experience as positive, and 98.6% would recommend participating in Nova SBE Behavioral Lab's research:

Meaningful and Impactful studies

"I think Nova SBE Behavioral Lab's research is really important to improve social equality and inclusion."

"I am intrigued. (...) I am very interested in the outcome of Nova SBE Behavioral Lab's studies. They could have big implications in the business world."

"I think Nova SBE Behavioral Lab's research covers very interesting and important topics. It really gave me some new insights and made me reflect! Thank you for this eye-opener!"

Opportunities for self-reflection

"My session was super nice and also helpful to understand myself. I would have actually loved to spend more time in the Nova SBE Behavioral Lab."

"I find Nova SBE Behavioral Lab's research extremely relevant. I love learning more about myself, what drives me, understanding how I feel and what I think."

Learning something new

"I really enjoyed the experience. It is very useful to have the opportunity to participate—I could learn something. Thank you a lot!"

"It was very interesting because you get insights and learn something new. I liked that."

"Very interesting to see how research can be structured. As a student, I have to conduct research, so this represents a good opportunity to see how a professional structures it."

Community value

"I think I've contributed to help the Nova SBE's researchers community!"

"I feel valuable when participating in these sessions."

"I really like to support researchers' work. The session was a lot of fun."

"Every member of our Nova SBE community should value these efforts and participate in order to help the university and researchers."

RESEARCH PROJECT HIGHLIGHT

Title: Brand abuse

By: Irene Consiglio (Nova SBE), Gaetano Miceli (University of Calabria), and Stijn M.J. van Osselaer (Cornell University).

We document that consumers often feel abused by brands. A qualitative study employing multiple data sets in different cultures explored brand abuse as emerging by consumers' own narratives of their negative experiences with products and services. In some studies, we did not explicitly ask about abuse; in others, we asked consumers to describe: 1) what would constitute brand abuse, from their point of view; 2) if they ever felt abused, and if they did – if they really felt abused or were using the term abuse loosely (and that therefore it is not strictly accurate to say that they were abused). The latter data revealed that 75.5% of consumers could describe a situation that would constitute real abuse. Moreover, 49% of participants felt abused at least once and provided extensive accounts of a critical incident. Altogether, the data consistently shows that brand abuse is widespread and different from mere cases of extreme dissatisfaction. Instead, brand abuse is a pattern of brand behavior that is perceived as intentionally harming. It is marked by a powerful, cruel, and distant brand with malicious intent, and that instills in consumers a deep-felt sense of powerlessness and helplessness, as well as overwhelming, long-lasting negative emotions (such as fear and anguish) and psychological pain. This research is the first to extensively document that brand abuse exists and that consumers do not use abuse as a metaphor but feel abused in the marketplace. We are currently creating a measure of brand abuse based on the findings from our qualitative investigation. We are also collecting experiments to identify the core characteristics of brand abuse and establish the causality of its antecedents and consequences.

From a practical point of view, this research provides significant contributions. In some industries, abuse is common, indicating the need for stricter policy

intervention. Indeed, whilst it is possible to find protection from some legally defined abuses, such as scams, frauds, and certain unfair marketing practices, consumers feel abused by brands in more diverse occasions not yet contemplated by law. This research unveiled systematic practices that have escaped policymakers' attention so far. Finally, companies often do not mean to be abusive, even though consumers perceive them as such. By knowing the determinants of brand abuse, companies caring about their relationship with their customers can better manage consumers' perceptions, reactions, and emotions.

ONGOING PROJECTS

SELECTED RESEARCH IN PROGRESS

TRANSFORMATIVE MAKEUP BREAKS SOCIAL NORMS

members: Natalie Truong Faust (Nova SBE), Irene Consiglio (Nova SBE), Jennifer Argo (University of Alberta, Canada)
Professors Natalie Truong Faust and Irene Consiglio explore if wearing make-up can lead to substantial downstream consequences such as breaking social norms.

THE POWER OF CONTROVERSY

members: Lucas Franieck and Irene Consiglio (both Nova SBE)
PhD candidate Lucas Franieck explores under which conditions brands are punished or rewarded for taking a stand on a controversial public topic.



MEDITATION AFFECTS INTERPERSONAL INTERACTIONS

members: Samantha Sim (Nova SBE)
Professor Samantha Sim examines whether meditations, such as mindfulness breath meditations and loving-kindness meditations, can affect how we make decisions and interact with each other.

SUSTAINABLE PROJECTS IN GREEN SPACES

members: Chananan Dechadilok, Irene Consiglio, Natalie Truong, Luis Martinez (all Nova SBE)
Citizens are often opposed to large-scale projects in their local areas. We propose an exception to this phenomenon, driven by a subtle psychological process. When citizens perceive an aesthetic and conceptual match between a project and its location (e.g., a large-scale project for green energy in a pristine green area), they react more favorably.

PERSON OR PRODUCT? PARADOXICAL CONSEQUENCES OF K-POP CELEBRITIES' OBJECTIFICATION.

Due to several perceived managerial strategies, fans perceive a K-Pop celebrity as a person and a product simultaneously. These strategies make audiences appreciate the product part of the celebrity's identity that is tailored to their needs.

DUMB MUSCLE: WHEN PHYSICAL STRENGTH INCREASES OR DECREASES PERSUADABILITY.

Margaret C. Campbell (UC Riverside), Irene Consiglio (Nova SBE), Stijn M.J. van Osselaer (Cornell University)
The majority of people believe that it is easier to persuade a weaker person, but we found the opposite: people who feel weaker (vs. stronger) tend to be persuaded less. So we propose that feeling weak makes people more defensive and discount advice more.



SPOTTING PREY: AUTOMATIC PROCESSES DRIVING ELDERLY FRAUD VICTIMIZATION.

Margaret C. Campbell (UC Riverside), Irene Consiglio (Nova SBE), Stijn M.J. van Osselaer.
Are older people more likely to be chosen as targets of fraud? And are they, in fact, more likely to succumb to fraud if targeted? Preliminary results show that elderly people are perceived as easier persuasion targets and are more likely to be targeted; surprisingly, though, younger people tend to be more persuadable than older people in the same persuasion context.

HIGHLIGHTS

CREATIVES' BRAND ATTITUDES AFFECT THE TYPE OF ADS THEY PRODUCE

Project by: Catia Alves (University of Vienna), Irene Consiglio, Luis Martinez (both Nova SBE)
Research overlooked the impact of brand attitudes on creatives' work. We propose that creatives who dislike (vs. like) a brand believe that their attitudes impact their work negatively and correct for this by staying rational and suppressing emotions. Thus, they produce more functional and less emotional ads for that brand.

CREATIVES' BRAND ATTITUDES AFFECT CREATIVES' FORECASTING ACCURACY

Project by: Catia Alves (University of Vienna), Irene Consiglio, Luis Martinez (both Nova SBE)
Creatives need to propose their best ideas to clients, and they select these ideas by forecasting consumers' responses to their work. Despite current research suggesting that creatives overestimate how much consumers will like their work, we show that this forecasting bias is not inevitable. Specifically, we propose that creatives with negative brand attitudes more accurately predict the extent to which consumers will like the commercials they have created for that brand compared to creatives with positive brand attitudes.

THE DEBIASING EFFECTS OF VIDEO-TRAINING INTERVENTIONS ARE EXPERIMENTAL ARTIFACTS.

Sofia Kousi, Irene Consiglio, (both Nova SBE) and Anne-Laure Sellier (HEC Paris)
We present the first valid test of a one-shot video-training intervention aimed at reducing confirmation bias. Results suggest that procedure-driven artifacts are a possible explanation for the effects of confirmation bias and consequential measures in the short term. We call the validity of previous conclusions on video-training interventions' effectiveness into question and recommend being wary of specific design choices when testing debiasing effects in the lab and in the field.

PUBLICATION HIGHLIGHTS

Consiglio, I., and van Osselaer, S.M.J., (2022). The Effects of Consumption on Self-esteem. *Current opinion in psychology*, *46*, 101341.
[Learn more.](#)

Research on the effect of consumption on self-esteem is relatively scarce, and related evidence is fragmented. We review articles from the literature on consumption, advertising, materialism, mass media, and social media as they relate - directly or indirectly - to consumer self-esteem. We introduce a taxonomy of eight types of processes through which consumption affects self-esteem. Based on this taxonomy, we highlight consumption domains and recent consumer trends that impact self-esteem. Moreover, we suggest priorities for further research.

PUBLICATIONS/OUTPUTS

[Hoang, D., Kousi, S., Martinez, L. F., \(2022\), **Online customer engagement in the post-pandemic scenario: A hybrid thematic analysis of the luxury fashion industry.** *Electronic Commerce Research* \(in press\).](#)

[Hoang, D., Kousi, S. & Martinez, L. F., \(2022\), **Online customer engagement in the aftermath of COVID-19: Opportunities for the luxury industry**](#)

Advances in Digital Marketing and eCommerce. Martínez-López, F. J. & Martinez, L. F. (eds.). Cham: [Springer, Cham](#), p. 259-266

[Faust, N. T., Hong, Y. Y., Gains, N. & Christopoulos, G. I., 2022, **The effect of implicit theories of human beauty and perceived pressure on cosmetic consumption.** *Psychology of Aesthetics, Creativity, and the Arts* \(in press\).](#)

LIST OF WORKING PAPERS

This refers only to manuscripts that are ready for submission but have not been published yet. For other ongoing projects, please see the ongoing projects list.

TITLE: DEBIASING EFFECTS OF VIDEO-TRAINING INTERVENTIONS ARE EXPERIMENTAL ARTIFACTS.

Sofia Kousi, Irene Consiglio, (both Nova SBE) and Anne-Laure Sellier (HEC Paris)

We present the first valid test of a one-shot video-training intervention aimed at reducing confirmation bias. Results suggest that procedure-driven artifacts are a possible explanation for the effects of confirmation bias and consequential measures in the short term. We call the validity of previous conclusions on video-training interventions' effectiveness into question and recommend being wary of specific design choices when testing debiasing effects in the lab and in the field.

PUBLICATIONS BY PHD STUDENTS

[Hoang, D., Kousi, S., Martinez, L. F., \(2022\), **Online customer engagement in the post-pandemic scenario: A hybrid thematic analysis of the luxury fashion industry.** *Electronic Commerce Research* \(in press\).](#)

EDUCATION

MASTER'S THESIS HIGHLIGHT

Leif Louis Kuemmel (2022). The Power of Controversy - the Role of Competitiveness

“Experimental methods and analysis” by Prof. Irene Consiglio

Offered to: Masters’s students at Nova SBE participating in Consumer Behavior Field Labs

EVENTS

Alves, C., and Consiglio, I. (2022). Creatives’ Brand Attitudes Affect Forecasting Accuracy. European Marketing Association (EMAC), Budapest

Consiglio, I., Truong, N., Argo, J. (2022). The transformative make-up effect. Association for Consumer Research Conference, Denver.

Dechadilok, C., Martinez, L. F., Truong, N. (2022). Person or Product? K-Pop Celebrities as Products. Association for Consumer Research Conference, Denver

Franieck, L., and Consiglio, I. (2022). The Dark Side of Speaking up. European Marketing Academy Conference Doctoral Colloquium, Budapest.

OTHER PROJECTS

CONSUMER INSIGHTS ON BRAND LEADERS THAT SPARK CONTROVERSY

Researcher: Lucas Franieck

3.9. Recognition & Awards

AWARDS



Qiwei Han won a call from the **Carnegie Mellon Portugal Program, competition for Exploratory Projects, project – Trustworthy data science for improving healthcare efficiency: the case of the medical referral process.**



Pedro Pita Barros and **Nova SBE Health Economics & Management Knowledge Center** associate members **Manuel Marques da Cruz, Diogo Nogueira Leite and João Miguel Alves** won the 1st Edition of the **Prémio Professora Amélia Leitão** (Associação Nacional Médicos de Saúde Pública), project “Rastreo de contactos de casos confirmados de infeção SARS-CoV-2 como indicador de necessidade de avaliação da situação pandémica”.

Alex Armand, with the project “Short and long-run effects of mass media on family planning: evidence from radio campaigns in Malawi”, won a scoping grant funded by The Weiss Fund for Research in Development Economics.



The global impact of coastal water contamination on economic development is the project of **Alex Armand** won a grant from the European Research Council (ERC) in Economics.



Anne_Laure Fayard was selected to be featured in the Euclid Network (EN) Top 100 Women in Social Enterprise 2022 list.

Jorge Braga de Macedo, Doutoramento Honoris Causa pela Universidade de Évora.



The 2021 Nova SBE PhD Summer School was selected by INOMICS, a research career site for economists, as part of the top 20 Summer school organizers' notable mentions for the TOP INOMICS Award 2022



One - Impact Seekers - of the four Nova SBE Master's teams from Anne-Laure Fayard's **Design Thinking for Social Innovation class** (an experiential project-based course in the Master's in Impact Entrepreneur & Innovation which introduces students to the value of the design thinking process to tackle complex societal issues) that came to phase 2 of the **Team up for Climate challenge** was selected as a finalist (3rd prize).



Three teams of Nova SBE students, mentored by **Irene Consiglio, Catherine da Silveira, and Lena**

Kemna, PhD student, and teaching assistant, will take part in the first semifinal of [L'Oréal Brandstorm 2022](#). The three Nova SBE teams will be among the finalists presenting their projects to an international jury in the semi-final that takes place in Spain.



Nova SBE Data Science Knowledge Center project "Identifying Deviant Behaviour Patterns on the First Sale of Seafood", honorable mention at the prize-giving ceremony of Prémios Verdes, by Revista Visão and AdP - Águas de Portugal.

Daniele d'Arienzo and Giorgio Ottonello presented their research papers to the 57th Annual Conference of the Western Finance Association (WFA).



Eduardo Costa won the first prize in the Role to Play Awards in the “PhD Student Thesis” category. The award was delivered during the Nova SBE Sustainability Journey and the Role to Play Awards

The paper from **Liliana Dinis, Pedro Neves**, and Alfredo De Massis (Free University of Bozen) *The Brightness of the founder's shadow: Not an oxymoron!* was nominated for this year's Best Qualitative Family Business Paper Award at EURAM 2022 in Winterthur.

The Fundação Amélia de Mello awarded PhD for best thesis and best student.

PhD in Economics and Finance:

- Best PhD Dissertation Award: **Fahiz Mohammed Baba Yara**, thesis *Essays in Empirical Asset Pricing*
- Best PhD Student: **Rodrigo Barrela**

PhD in Management:



• Best PhD Dissertation Award: **Filipa Lancastre Serpa Pinto**, thesis *Exploring social entrepreneurship phenomena: Establishing conceptual and operational foundations and uncovering strategies to design innovative business models*

- Best PhD Student: Lena Celine Kemna

Miguel Pina e Cunha and **Stewart Clegg** had two books - [Paradoxes of Power and Leadership, Routledge 2021 \(Miguel Pina e Cunha, Stewart R. Clegg, Arménio Rego, Marco Berti\)](#) and [Elgar Introductions to Management and Organization Theory series \(Marco Berti, Ace Simpson, Miguel Pina e Cunha, Stewart R. Clegg\)](#) - finalists in the latest edition of **Euram best book award**. They both also had the paper “[Open Purpose: Embracing Organizations as Expressive Systems](#)” shortlisted for the [2022 James G. March Prize](#).

Valter Nóbrega (Teaching Assistant and PhD Candidate at **Nova SBE**) won the **Consultaccount Award for the best paper presented by a PhD student at the 15th Annual Meeting of Portuguese Economic Journal**, paper: *Asset Liquidity and the Welfare Costs of Business Cycles*.



Pedro Martins won the award for the best paper published in Labour Economics in 2021, paper “Employee Training and Firm Performance: Evidence from ESF grant applications.”

Luís Filipe Lages' paper, with other authors, “Value creation in space business and commercialization of Earth Observation Services: the case of an EU H2020 project”, won the **Best Competitive Paper Award at the “5th Global Conference on Creating Value.”**

Nova SBE made it to the 'Top 2% Most Cited Scientists - 2021' list, Coordinated by Stanford University and published by Elsevier. Miguel Pina e Cunha is included in the list of citations throughout his career and also on the list referring to the impact throughout 2021, where are also Pedro Pita Barros, Miguel Ferreira, and Pedro Neves.



The **Master's in Law and Economics of the Sea – Ocean Governance** won 1st place for the Master's in the Eduniversal International Ranking in Maritime Management.



Nova SBE is among the **Top 25 best Business Schools in Europe**, occupying **24th place** in the Financial Times ranking. It's the **first Portuguese business school in the TOP 15 worldwide** with its **International Master's in Finance (11th worldwide and 9th in Europe)** and **International Master's in Management (15th worldwide and which represented an improvement of 8 positions).**

Stewart Clegg's paper **Watchers, Watched, and Watching in the Digital Age: Reconceptualization of IT Monitoring as Complex Action Nets**, with other authors, published in the Organization Science journal, received a nomination for the **AIS Network College (AISWN) Best Paper Award.**

3.10. Teresa e Alexandre Soares dos Santos Library



OPEN SCIENCE SUPPORT

Open science is a priority for the Teresa e Alexandre Soares dos Santos Library and is one of the strategic pillars for the coming years. Universality and reproducibility are fundamental science principles and the main goals of open science and open access to research outputs.

The Library helps researchers navigate through topics such as open access publication, article processing costs (APCs), preprints, and more. The Teresa e Alexandre Soares dos Santos Library manages and validates open-access publications under the transformative agreements signed by the Foundation for Science and Technology (FCT).

The Library's website has a portal with tools to help with open access-related questions, how to comply with funding agency mandates through Green Open Access, and how to avoid high costs with publication fees, but the team is also available to aid with specific information regarding Open Science and its pillars such as open access to data, open research and open publication (preprints).

Following up on this topic and guaranteeing that our researchers have the tools needed to comply with open data requirements from funding agencies and journals, the library is also setting up its data repository on Figshare.

NOVA'S INSTITUTIONAL REPOSITORY

Open access mandates are achieved by publication in repositories, and the Teresa e Alexandre Soares dos Santos Library manages and curates the Nova SBE collection in NOVA's Institutional Repository – RUN. By ensuring that the school's research outputs added to Pure are complemented by a publisher's approved version for open access, the library contributes to the compliance of funding mandates. Green open access is the recommended form of open access. It results in immediate availability at no additional costs for authors and institutions. Therefore, authors are encouraged to submit accepted versions of their works to be deposited in institutional repositories, guaranteeing open access to research and compliance with funding agencies.

COLLECTION

In its efforts to support researchers and students, the library provides access to the collection and resources on campus and off-campus, always improving discoverability. Via NOVA Discovery, the user has access to all the resources subscribed by Nova SBE and a set of collections shared by other organizational units of NOVA University Lisbon. Nova Discovery works as a centralized access point for all the information that Teresa e Alexandre Soares dos Santos Library provides.



4. Societal Transformation

PRME Principle 5 - Partnerships

We will interact with managers of corporations to extend our knowledge of their challenges in meeting social and environmental responsibilities and to explore jointly effective approaches to meeting these challenges.

PRME Principle 6 - Dialogue

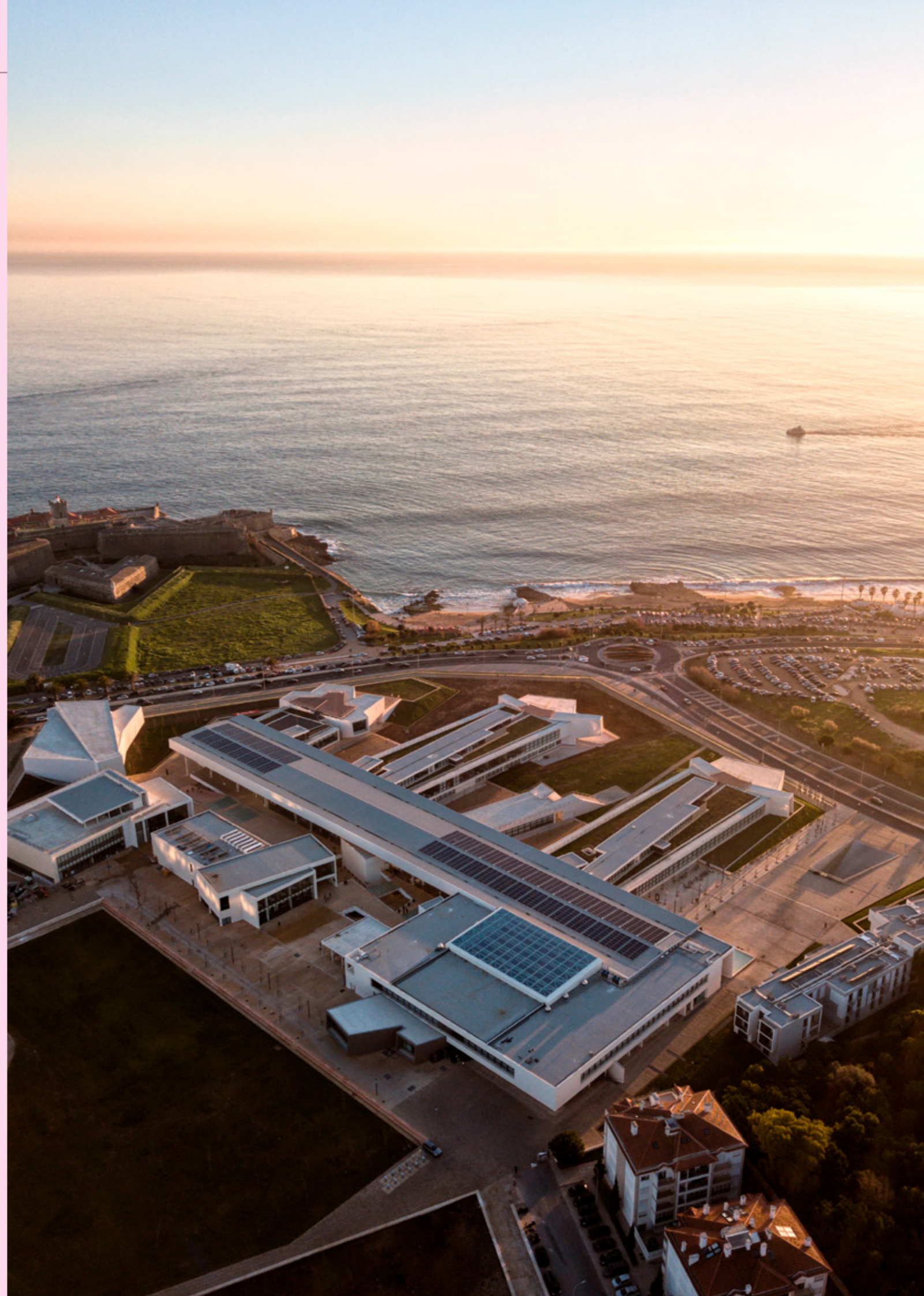
We will facilitate and support dialog and debate among educators, students, businesses, government, consumers, media, civil society, organizations, and other interested groups and stakeholders on critical global social responsibility and sustainability issues.

4. Societal Transformation

As a school with a mission of being a community dedicated to the development of talent and knowledge that impacts the world, Nova SBE is systematically engaging with its surrounding community. We are an **open community** focused on developing and co-creating innovative projects, a meeting point for societal forces worldwide. In the past years, we have been developing ourselves to become an open community of insight and enterprise dedicated to the creation of inspiring talent and meaningful solutions to improve and transform the world. Our institutions, student clubs, and initiatives that include both internal and external

players (from private and public entities and/or organizations from civil society) are part of this strategy. Hence, stakeholders and partnerships engagement have been part of our school from the beginning (the new campus is living proof of it, as well as our staff and students' culture), and we have been using this network to work on sustainability and other relevant topics for the community where we belong.

We are a *Nova* kind of School, a space for people, dialogue, and opportunity – where students, institutes, and external partners are part of the school.



4.1. Students clubs

In parallel, students and staff at Nova SBE often go beyond their traditional role to boost student involvement and campus interaction. Clubs emerge when students mobilize around a professional goal, a common interest, or an innovative idea. These groups can foster networking and create experiences that go way beyond the walls of the classrooms. Today, there are 36 student clubs at Nova SBE, ranging from specialized fields to cultural and sports-oriented. Nova SBE will continue to support such efforts in any way possible, as we are true believers that these enact a number of rewarding benefits. For the students, it acts as a catalyst for deeper engagement experiences. For the local community, the opportunity to welcome

highly motivated students keen to explore their fields of interest and add effective societal value. In fact, we have a long tradition of delivering students who showcase active citizenship through volunteering a Certificate that demonstrates the number of hours and organizations they have worked at during their studies. In this academic year, we awarded the Certificate of Active Citizenship to 160 Bachelor's students and 125 Master's students. As a matter of an aggregated case study, we showcase below a few examples of initiatives promoted by some student clubs.

36 student clubs in total, from which at least 16 are related to the SDGs.



CEMS CLUB



CEMS CLUB LISBON – CSR DEPARTMENT

CEMS Club Lisbon brings together CEMS students with the Nova SBE faculty, the corporate world, NGOs, our Alumni, other study programs, and CEMS Clubs all around the globe to create a vibrant community around the Master's in International Management CEMS program at Nova SBE.

The purpose of the CSR Department of the CEMS Club is to raise awareness amongst CEMS students of future CSR challenges to incorporate as future global leaders - to familiarise students with these issues, but also to give them the tools to become environmental and social leaders.

- Currently, the club has 47 active student members

Projects, initiatives, or events launched in 2022 that are related somehow to Sustainability, Impact, or the Sustainable Development Goals

CLOTHING SWAP



An afternoon when people could bring old clothes, they were not wearing anymore and had the opportunity to exchange them for clothes brought by others. The event took place at a bar nearby Nova SBE. This was mainly organized by four members of the Club.

- Opening talk by Professor Cátia Batista
- Introduction by Stephen Karingi, Director, Regional Integration and Trade Division of the Economic Commission for Africa.
- Panel I: End poverty in all forms, everywhere.

B CORP AWARENESS



During a Trip to Porto, organized by the CEMS Club, the CSR Team organized a visit to a Port Wine Distillery from the Symington Family Estate. This family company is a B Corp, and this activity's goal was to introduce the B Corp movement to students. This was organized by two members of the Club.

Additionally, and throughout the semester, the club has also been in contact with B Corp Portugal to organize events with them and potentially start a social partnership with them. Short of time, the club has not been able to organize a formal meet-up, but further events should be organized with them in 2023. The CEMS Students have also taken part in a Career Fair with B Corps to be introduced to careers with impact.



NOMA MARKETING CONSULTING STUDENT CLUB



NOMA
Marketing Consulting
Nova SBE Student Club

NOMA Marketing Consulting is a Junior Initiative and student club that provides marketing and strategy consulting services to clients ranging from national NGOs (like Just a Change, Vila com Vida) to international companies (like BNI and Porsche). NOMA also provides workshops both to their members and externally (sometimes partnering with companies like Siemens, Google, and KARMA) regarding their marketing and strategy focus, also having a yearly event, the Marketing Wave, to share their knowledge and passion on the subjects and evolve marketing knowledge on campus and among professionals.

- Currently, the club has 65 active student members

Projects, initiatives, or events launched in 2022 that are related somehow to Sustainability, Impact, or the Sustainable Development Goals

Pro bono consulting projects that involved overall marketing plans, communication strategies, event planning, funding strategies, internal communication strategies, and digital marketing strategies, among others!

ZERO WASTE INITIATIVES



A member of the team has also been looking into implementing zero-waste initiatives at Nova SBE. She has found that there was an opportunity for reusable coffee cups to be introduced in the Nova SBE merchandising store and at the Padaria. This project is still being looked into at the moment.

SUSTAINABILITY TIPS



The club has also promoted Sustainability Tips through the CEMS Club Instagram page. These consisted of weekly tips on how to improve individual carbon footprint.

a. Spring 2022:



1. ARIA (ARIA Jardins) (6 participants)



2. (Anonymous) (6 participants)



3. Zero Desperdício (5 participants)

b. Fall 2022:



1. Associação Jorge Pina (6 participants)



2. Centro Social de Soutelo (7 participants)



3. Vila com Vida (6 participants)



NOMA also partnered in the development and communication of E'IMPACT – Planet Changers Gathering, a summit that brought together companies, NGOs, and students passionate about making impactful actions, encouraging us all to start acting - today!

NOVA CREATIVE HUB



NOVA CREATIVE HUB

Nova Creative Hub provides Nova SBE students with the right tools to develop creative skills, maximizing their potential while learning to develop creative solutions in their future personal and professional lives. The club faces the challenge that students often lack a broader perspective on a diverse range of interdisciplinary topics and creative confidence due to their studies' specialized nature and focus.

- Currently, the club has 16 active student members

Projects, initiatives, or events launched in 2022 that are related somehow to Sustainability, Impact, or the Sustainable Development Goals

CONSULTING PROJECTS DEPARTMENT



This new department was created in the first semester of the 2022/23 academic year to contribute to an organization's creative problems during a consulting project. This is a way to push the club's boundaries further and offer our members new challenges. This first semester was dedicated to the development of the department and the beginning of a project with "Phunk", a hard seltzer beverage company.

EMOTIONAL FITNESS WORKSHOP



Workshop hosted by Bert Ohnemüller (founder of Neuromerchandising group), Susana Santos (neuroscientist and mindfulness instructor), and Radek Oros (co-founder of Consciously App), where they talk us through their way of approaching the business life while acknowledging their psychological well-being and what it is to be "heart leader", finishing the day off with calming Yoga Session.

CINEMATIC CREATIVITY



Workshop with Francisco Pereira Coutinho, a Portuguese film director, and Nova SBE Alumni, to discover the creative filmmaking process. Throughout this event, Francisco showcased short films that have obtained prestigious awards in Los Angeles and Hollywood and have been screened in the United States, Portugal, Italy, Canada, and Spain.

MUSEUM SUNDAYS



Internal activities happen every Sunday of each month, such as visiting a museum, exploring street art, and enjoying a fado concert to promote cultural enrichment and diversification.



NOVA DEBATE CLUB



Nova Debate SBE is a student-run club that aims to be Nova SBE'S forum of discussion by delivering quality debates and conferences at Nova SBE and enhancing our community's ability to engage and develop critical thinking. The mission is to provide a discussion forum inside Nova SBE's community, organize debates for our community to intervene, create content for discussion and informative purposes, and host conferences with prominent figures to discuss various topics.

- Currently, the club has 18 active student members

Projects, initiatives, or events launched in 2022 that are related somehow to Sustainability, Impact, or the Sustainable Development Goals

IT IS BY DEBATING THAT WE UNDERSTAND EACH OTHER!



This brand-new initiative aims at developing members' skills in content creation. Members can synthesize and explore recent topics across different themes (social, political, economic, etc.). Most content is selected and posted on communication channels to share these insights and informative synthesis with our community.

REGULAR DEBATES



Every two weeks, the Nova Debate Club hosts debates from student to student. Every student is encouraged to participate, moderate, or attend the debate. The goal is to give a chance to every student to debate, retrieve and/or apply knowledge through a critical approach, evaluate their peers, and enhance/learn argumentative skills.

"BEER TALKS"



A special event hosted with the chance to foster experience sharing, discussion, and social gathering moments to include new and younger students within the existing dynamic community at Nova SBE. The event counted with the presence of Alumni as speakers and a small sunset gathering with further experience sharing, new student integration, and some "speed debating" (a form of an informal debate match).

Stakeholders involved: Sociedade Central de Cervejas

"THE IRANIAN SITUATION"



Co-hosted with Nova Politics Club, Nova Debate SBE organized an informal information session about the recent happening in Iran. The main goal was to create awareness of the social matters in question and to foster the protection of human rights.

Stakeholders involved: Nova Politics Club

"BELIEVING AGAIN"



Starring the Vice-President of the Cascais Municipality, Miguel Pinto Luz, the Nova Debate Club hosted an event about believing in politics and institutions again. Following the rapid rise of uncertainty, misbelief in democratic institutions, and the rise of far-right and far-left parties, Miguel Pinto Luz delivered a brand-new speech directly targeted at students and young adults to empower them with the necessary motivation to fight for democracy and strong institutions.

Stakeholders involved: Cascais City Hall

NOVA ECONOMICS CLUB



Nova Economics Club is the Economics club at Nova SBE. It focuses on producing economic research and providing research assistance whilst promoting economic discussions and fostering the debate on key societal issues through events, articles, and our podcast.

- There are 34 active members and 38 in total.

Projects, initiatives, or events launched in 2022 that are related somehow to Sustainability, Impact, or the Sustainable Development Goals



Estoril Conferences parallel session on inflation with Susana Peralta and Mário Centeno, moderated by José Maria Pimentel (around 100 people have participated)



Trip to the Portuguese Parliament guided by Nova SBE alumnus Miguel Costa Matos – A guided tour through the Portuguese Parliament to understand the history and importance of the justice system and the democracy of the country throughout the years (43 people present)



Crack the case and get to know the institution – Frontier Economics. Students had the chance to network with economic consultants in competition policy, public policy, behavioral economics, and climate change. (41 students were present)



Multiple articles, magazines, podcasts, and research projects from various branches of economics were published regularly throughout every month, developed by all members of the club and available on [Nova Economics Club's website](#).



The club has created the Social Impact department this year, focusing on creating a positive impact for the community surrounding Nova SBE and Nova SBE Economics Club. The biggest project we'll be doing is to create a program to teach economic and financial literacy in schools in the Lisbon Metropolitan Area. Our objective is to have Nova SBE, Nova SBE Economics of Education Knowledge Center, and Cascais Municipality as partners in this project.



NOVA INVESTMENT CLUB UD



The Nova Investment Club - Undergraduate Division's objective is to stimulate students' interest and understanding of financial markets and to bridge the gap between the corporate and academic worlds.

At NIC-UD, the sum of parts culminates entirely with the personal development of each member. Seeking the most ambitious and finance-minded Nova SBE undergraduate students is both an attempt to ensure the best possible background for personal and professional development as well as an attempt to guarantee the quality of support necessary for each of those driven members.

- Currently, the club has 28 active student members

Projects, initiatives, or events launched in 2022 that are related somehow to Sustainability, Impact, or the Sustainable Development Goals

QUARTERLY SHAREHOLDERS REPORT



Goal: More than informing the shareholders regarding important metrics of the fund, this report aims to make quality information available to the public regarding relevant macroeconomic topics, including any related to Sustainable Finance.

Value-added: Readers will be able to inform themselves regarding trending macroeconomic topics, apart from getting exclusive insights into the fund and financial knowledge.

Target: Shareholders, all students, and other individuals interested.

Online/in-person: Online, published on our website and social media quarterly.

NOVA INVESTMENT CLUB UNDERGRAD REVIEW



Goal: The first student-run magazine in Portugal makes quality information readily available to interested readers.

Value-added: Our newsletter provides readers with a wide variety of content, such as an overview of Iberian markets, in-depth articles covering topics related to Geopolitics & Economics, Financial Markets, and Corporate Finance, along with extra articles bringing detailed knowledge about financial topics, a deep business dive, and the monthly performance of the fund.

Target: All students and other individuals interested.

Online/in-person: Online, published on our website and social media monthly.

NIC-DINNER & GATHERING



Goal: Unite members, Alumni, and Corporate Partners at a rooftop in Lisboa to share their experiences knowledge, and get to know each other more, and celebrate the achievements of the Club.

Value-Added: The event brought value to all of those who were present in different ways. Members were able to connect with more experienced professionals, which in turn, shared knowledge, life advice, and opinions regarding diverse, relevant topics.

Target: 40+ Members and Alumni of the Nova Investment Club - UD, along with Corporate Partners.

Online/in-person: In-person, at Carmo Rooftop in Lisboa.

Partners: Iberis Capital, Nordea Asset Management, Magnify Partners, Indico Capital, Haitong Bank, BiG, BCG.

WOMEN IN FINANCE - RECRUITMENT



Goal: Increase the proportion of women students with interests and knowledge in Corporate Finance and the Financial Market in the Club by increasing efforts to attract their interest in the recruitment phase.

Value-added: Provide more opportunities to talented women discouraged from applying to a student club and make efforts for them to step up in their finance-related careers.

Target: Women students interested in a career in Banking.

NIC-UD Fund



Goal: The NIC-UD Fund is an investment fund run by our members. During their weekly meetings, members present a stock pitch of a company that they find could add value to their portfolio by also fulfilling ESG criteria in each analysis.

Value-added: Members better understand equity research and important investment strategies.

Target: Members of Nova Investment Club - UD

Online/in-person: In-person, at Nova SBE, every week.

NOVA INVESTMENT CLUB



The goal of the Nova Investment Club is to allow students to engage in on and off-campus activities and connect academics to the professional environment. Taking into account each one's preferences, the club allocates its members across two core divisions: Financial Markets and Investment Banking. Both groups interact in regular meetings to enable broader and more comprehensive analyses, the development of critical thinking, and debates on ongoing macroeconomic events. Above all, promoting the students' financial knowledge through various events is a key driver that keeps Nova Investment Club's members passionate. Nova Investment Club's members are the club's greatest asset, meaning that they are the ones who turn the club into something unique, being well known for helping each other in any situation, even when all are competing for the same professional positions. By fostering a relationship with the extensive Nova SBE Alumni network and corporate partners, all members aspire to enhance Nova SBE's overall impact during the recruitment processes.

- Currently, the club has 16 active student members

Projects, initiatives, or events launched in 2022 that are related somehow to Sustainability, Impact, or the Sustainable Development Goals

NOVA INVESTMENT CLUB MONTHLY NEWSLETTER



Goal: In the Financial Markets Division, they screen recent market trends across all asset classes and publish investment proposals for a virtual portfolio

monthly. The Investment Banking Division covers current M&A deals and sheds light on fundamentals, valuation issues, and the latest industry news. Value-added: The newsletter provides readers with the latest insights into the financial markets and the investment banking industry. They also show the performance of the virtual fund here.

Target: All students and other individuals with interest in finance.

Online/in-person: Online, published on our website and social media monthly.

Partners: Bloomberg, KPMG, Jornal de Negócios, Atrium, Nordea Asset Management, Activo Bank, Academic Partners – Careers @ Nova SBE, and Nova SBE Finance Knowledge Center.

One article per month is dedicated to Sustainability related topics, produced in alliance with Nordea Asset Management.

LONDON FIELD TRIP SDG



Goal: Each year, the Nova Investment Club organizes a field trip (in the latest years has taken place online) to London in September with its most promising members to visit the leading financial institutions, so its members can better understand the specifics of each company.

Value-added: This trip provides relevant contacts and increases the network of the members so that they are better prepared to enter the job market.

Target: Nova Investment Club's members with an interest in a career in Banking (open to Nova Investment Club's members only).

Partners: BlackRock, NatWest Markets, Morgan Stanley, Credit Suisse, Nomura, Nordea Asset Management.

NOVA FINANCE WEEK



Goal: Nova Finance Week aims to promote, create and share financial knowledge among Nova SBE's community.

Value-added: It is an event that aims to shrink the gap between what students learn inside the classroom and the real financial world by mobilizing the most brilliant minds in the industry as speakers.

Target: The Nova SBE community, being the students, Alumni, and professors (external - open to the community). Partners: Nordea Asset Management, BNP Paribas, Alantra, KPMG, Iberis Capital, Academic Partner – Nova SBE.

NOVA FINANCE TALKS IN PARTNERSHIP WITH THE NOVA SBE FINANCE KNOWLEDGE CENTER



Goal: Finding a relevant topic for the current environment that students can discuss informally with a speaker with relevant experience in the topic.

Value-added: This trip provides relevant contacts and increases the network of the members so that they are better prepared to enter the job market.

Target: Individuals with an interest in finance-related topics (external - open to the community). Partners: Nova SBE Finance Knowledge Center and external invited speakers.

NIC ASSET MANAGEMENT COMPETITION



Goal: Event dedicated to every university student with a passion for financial markets to apply and develop their portfolio management skills by building their virtual portfolio. The winner wins a prize to be confirmed and will be mentioned on Nova Investment Club's website and social media.

Value-added: Spread the word of the club, engage with the external community, and provide the participants with an opportunity to improve their knowledge of financial markets and portfolio management.

Target: University students (external - open to the community).

Partners: Minerva Investment Management Society, ESCP HEC Finance Club, Sigma Investments, Nordea Asset Management, and Deutsche Bank.

NOVA JUNIOR CONSULTING



Nova Junior Consulting is Nova SBE's student-run consulting firm. They specialize in providing consulting services by offering their clients the knowledge and skills they develop at Nova SBE.

- Currently, the club has 46 active student members

Projects, initiatives, or events launched in 2022 that are related somehow to Sustainability, Impact, or the Sustainable Development Goals

CONSULTING PROJECTS

EXPANSION STRATEGY FOR PORTUGUESE SME



Drafting of an expansion strategy for a company in the landscape business, currently operating in the Algarve, that was looking for new geographies to expand its business.

MARKET RESEARCH IN REAL ESTATE



Market research to identify the future outlook of the housing market in a region of Portugal for a company in the tourism sector that is considering investing in the area, followed by strategic recommendations.

CORPORATE ENGAGEMENT OF NOVA SBE



Development of account management portfolios with Nova SBE's Corporate Management & Fundraising team. The portfolios included major players in the Portuguese business tissue, together with a strategic analysis of key industries of the Portuguese economy.

SOCIAL LEAPFROG 3.0



Strategic diagnosis of hybrid social organizations pertaining to crucial management and organizational areas, with the ultimate goal of providing actionable recommendations and assisting in the selection of the organization to enter the program.

GO-TO-MARKET STRATEGY IN REAL ESTATE



Development of a Go-to-Market strategy for a new service in the real estate sector. Perform market research to determine the main opportunities in the sector, followed by strategic recommendations.

INTERNATIONALISATION PLAN OF INSURANCE COMPANY



Draft the internationalization plan of a Portuguese insurance company. Assess opportunities in different countries considering key aspects of the industry. Recommend the client on how to proceed with the internationalization.

AMUT



One of the organization's branches which offers healthcare services, is experiencing financial issues endangering its continuity. The project goal was to assess the financial viability of the clinic and define key areas to modify in the current business model.

LAUNCH OF NEW SERVICE IN THE EDUCATION SECTOR



Define the characteristics and perks of a new service in the education sector. Segment the market and define ways to reach potential clients in. Design the full road-to-market plan to launch the service.

NOVA SBE SCHOLARSHIPS



Understand younger generations' main pain points and tastes for scholarships and help Nova SBE develop a new system that maximizes the satisfaction levels of students.

ACADEMIC DRIVEN INITIATIVES



NJC CONSULTING DAYS 2022

3-day event to close the gap between the academic community and the consulting industry, counting with the participation of consulting firms from MBB to the Big 4 and other types of consulting.

Stakeholders involved: Nova SBE, Mckinsey Germany, Bain & Company, Deloitte, KPMG, PwC, Mastercard Advisors, Kaizen Institute, Capgemini

Attendees: 350 +

NJC SCHOLARSHIP

The Nova Junior Consulting Scholarship is aimed at providing accreditation to first-year students that early in their Bachelor's program, can demonstrate excellent academic and extracurricular performance, as well as professional ambition. Such students will benefit not only from financial aid (33% reduction of tuition fee) during their first year but also from valuable learning experiences and networking opportunities. In the semester of Spring 2022, Nova Junior Consulting awarded ten scholarships and expects to award then more in the Spring 2023 semester. In Collaboration with the Corporate Engagement & Fundraising Team, Careers @ Nova SBE Team, and Brand, Communication & Marketing team at Nova SBE.

NOVA NUDGE CLUB



NOVA Nudge helps organizations achieve Behavioral Change for good. They create an internal student-run behavioral science practice (following a nudge unit structure) at Nova SBE to accelerate the field's growth and provide social impact.

- Currently, the club has 31 active student members

Projects, initiatives, or events launched in 2022 that are related somehow to Sustainability, Impact, or the Sustainable Development Goals.



The Nudge Unit worked on a consulting project along with DCG labs that aimed at raising donations for a German non-profit organization focused on the protection of children all over the world.



During that time, it also published six articles produced by its content team on topics like freedom of speech, pink tax, and the ethics of behavioral sciences.



It organized an event with DCG labs with the topic "window on Neuro-fundraising" with guest speakers Olav Bouman, Clair Bouman, and Omid Asgari (SDG 10). Furthermore, it had a webinar on the topic of Behavioural Compliance together with CLOO (SDG 12). A networking event was also organized with Professor Francisco Froes.



It started a project with the knowledge centers and clubs at Nova SBE and finished the first stage of problem analysis. This project is to be continued and finished during the Spring semester of 2023. The aim is to increase non-mandatory attendance at events organized.



Its Content team published six articles covering topics such as health, Libertarian Paternalism, and sports.

NOVA SBE LEADERSHIP FOR IMPACT STUDENT CLUB



Nova SBE Leadership for Impact Student Club

The Nova SBE Leadership for Impact Student Club is a group of multidisciplinary students focused on creating an impact on the social sector through the knowledge and skills developed at Nova SBE. Their focus is to promote the sustainable development of knowledge in the social sector and reduce social inequity by stimulating initiatives that inspire the creation of more articulated and efficient responses to societal issues. They intend to reinforce the level of cooperation and professionalization within the civil society sector, leading to active and integrated action for a better world.

- Currently, the club has 35 active student members

Projects, initiatives, or events launched in 2022 that are related somehow to Sustainability, Impact, or the Sustainable Development Goals.

ASSOCIAÇÃO SALVADOR



During the Spring Semester, it had a project with Associação Salvador to use the knowledge students acquired at Nova SBE to benefit this important association, which promotes the inclusion of people with disabilities.

BALAS CONFERENCE 2022 AT NOVA SBE



Event organization that promotes the creation of knowledge about different areas of expertise with the final goal of making a positive impact in our world.

“BECOMING BLUE”



During the Fall Semester, it has started to develop a future event about the blue economy, “Becoming Blue” that will occur in 2023 in partnership with the Nova SBE Innovation Ecosystem. The main goal will be to make awareness about this important topic and promote the creation of deeper insights and knowledge involving other entities, such as other student clubs, in this common issue.



Additionally, the Nova SBE Leadership for Impact Student Club had an internal project concerning the sustainability of Nova SBE's community during this semester. Deep insights were found to put them to use in the upcoming year.

NOVA SBE LUXURY SOCIETY STUDENT CLUB



The mission of the Nova SBE Luxury Society Student Club is to bring together students with a passion for the luxury industry, its value, and the wider business area. It builds on these passions while learning from professionals within the industry and benefits from their insights through talks and networking events. Moreover, its members can access exclusive opportunities and insights to enrich their professional lives and broaden their horizons.

The Nova SBE Luxury Society Student Club is composed of less than 20 members to allow them to do exclusive activities in collaboration with luxury brands.

“LUXURY TALKS”



The event lasted the entire day and was hosted on November 18. The event was comprised of five different events given by professionals who are currently working in various areas of the luxury industry. In total, 270 tickets were sold. The great majority of attendees were students, with the exception of some external people interested in the topics of the events.

NOVA STARTUP CLUB



The Nova Startup Club’s main mission is to foster an entrepreneurial spirit within the Nova SBE community by organizing events, offering acceleration services to startups, and more.

- Currently, the club has 55 active student members

Projects, initiatives, or events launched in 2022 that are related somehow to Sustainability, Impact, or the Sustainable Development Goals

ACCELERATION PROJECTS



The Nova Startup Club provides pro-bono acceleration services to startups. For twelve weeks, a group of four students worked together to solve a startup’s specific challenge. The main goal of the Acceleration projects is to have a positive impact on the development and success of participating startups, their missions, and ultimately the world.

In 2022 the Nova Startup Club provided acceleration services to ten startups. Many of those projects covered sustainable goals. We’d like to highlight five of them. Louise, Byewaste, Preflet, Wyze Mobility, and Go Bananas together cover five Sustainable Development Goals. Namely Quality Education (4; Louise), Reduced Inequalities (10; Louise), Sustainable Cities and Communities (11; Wyze Mobility), Responsible Consumption and Production (12; Go Bananas, Byewaste), and Climate Action (13; Byewaste, Preflet).

(Note: 10 projects with 4 consultants each, meaning 40 students involved;

5 projects with sustainable startups, 4 students each, a total of 20 students)

EVENTS



With its events, it envisions representing the club externally by organizing insightful and useful events. By doing that, it created synergies within Nova SBE, Lisbon, Portugal, and internationally – ultimately building, growing, and maintaining our club’s network.

In 2022, it organized six events in total.

Our “Meet the Founder” events, which we organized four times, give successful founders a stage to tell their stories – ultimately inspiring students interested in entrepreneurship and helping students who already have their own startups. We welcome around 50 students each time, resulting in around 150 “Meet the Founder” attendees this year.

The “Startup Summit” in the spring semester featured workshops, a startup career fair, keynote speakers, panel discussion sessions, and many networking opportunities. The event attracted around 400 students, including students from other universities.

This fall, we organized the “Pitch Day”. It featured an inspirational talk, workshops, networking opportunities, mentoring sessions for student founders, and a pitch contest. The winner of the pitch contest “Loop” won participation in Demium’s “AllStartup Weekend”. We welcomed around 120 interested students.

OTHER INFORMATION



This year, the club started supporting our members in finding suitable mentors within our own Alumni network. The members are then advised to follow Nova SBE’s mentorship program.

Additionally, the Nova Startup Club encourages diversity. Starting with recruiting, we value and foster a diverse environment. We believe that this will contribute to the long-term success of our club.

NOVA SBE MINDSPACE STUDENT CLUB



Mindspace stand for Inclusiveness & Well-being, Mindfulness & Curiosity, Community & Collaboration. The club believes a healthy mind and body are fundamental to ensure a balanced and successful life and career. Therefore, it wants to raise awareness of the importance of health and well-being among students by organizing activities supporting their physical and mental health.

- Currently, the club has 32 active student members

Projects, initiatives, or events launched in 2022 that are related somehow to Sustainability, Impact, or the Sustainable Development Goals

ACTIVITIES BIOVILLA RETREAT



(organized three times this year: April 15-17; September 16-18; October 21-23): Sustainable retreat at an off-grid organic farm for mindful activities such as Yoga, community building workshop, and experience of nature, therefore, fostering a weekend for well-being.

MERCHANDISE



To offer products to our community inspired by our visions, such as a digital planner. Vegan Cooking Workshop: Cooking workshops with sustainable, vegan ingredients to foster healthy nutrition and teach our community new recipes with great impact.

WEEKLY YOGA AND WORKOUT CLASSES

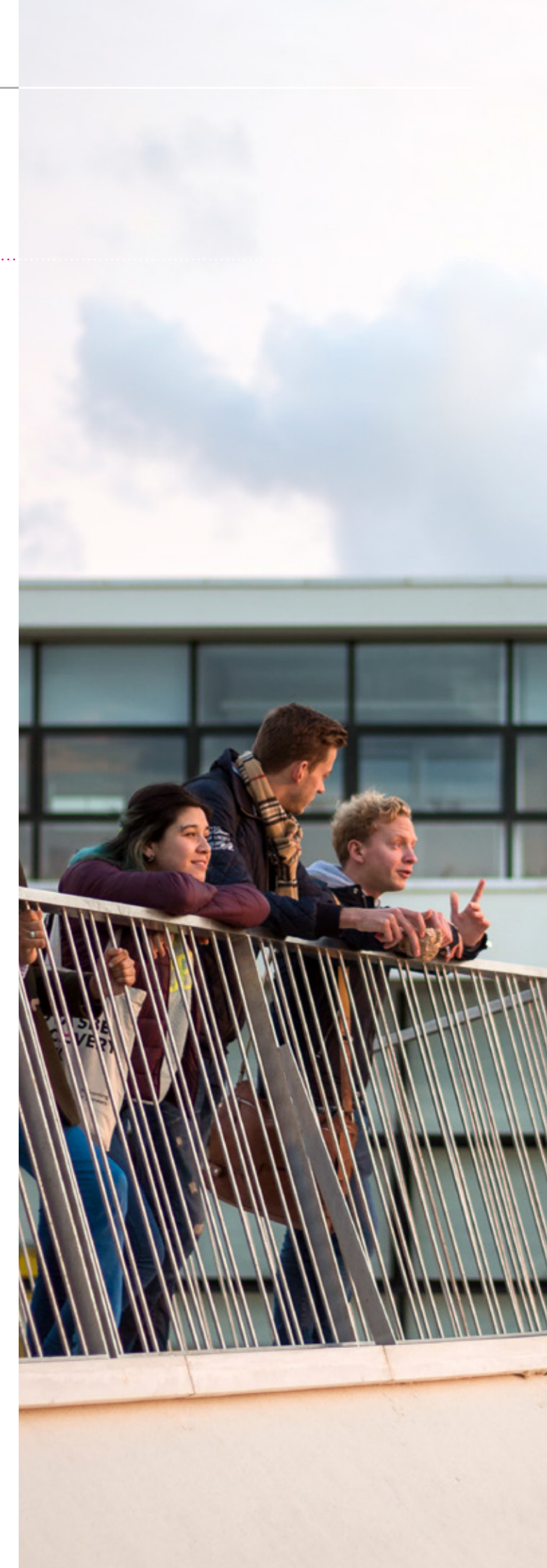


Community Well-being and activities to support physical and mental health.

COLLABORATION WITH NOVA SOCIAL CONSULTING



Event with Katrin Heuser from the Little Yoga Space talking about resilience in stressful times and the importance of well-being Instagram appearance: Self-care Sunday tips, restaurant tips offering healthy food, aspirations to engage the community in the importance of self-care.



NOVA SBE PRIDE ASSOCIATION STUDENT CLUB



Nova SBE Pride Association
Student Club

Nova SBE Pride Association Student Club focuses on making Nova SBE more colorful by fostering a culture of awareness and inclusion for everyone. We strive to establish a robust understanding of diversity and inclusion and foster impactful inclusion around diversity and equity at Nova SBE and beyond.

It is structured to promote education and social projects to create a sense of community. We host both educational and career-oriented workshops through which it often partners with other University stakeholders and corporations. It participates in panel discussions that involve themes pertaining to gender and sexuality, often in collaboration with other student groups. Furthermore, it also organizes social events in which LGBTQIA+ students and allies can come together, thus providing a well-rounded sense of community and a safe space for queer students to enjoy themselves.

Each semester NPA has around 20 active members.

Projects, initiatives, or events launched in 2022 that are related somehow to Sustainability, Impact, or the Sustainable Development Goals

TRUST INBOX



The Trust Inbox is an initiative of the Nova Pride Association, which aims to support the Nova SBE community with everything that might arise in connection to LGBTQI+ issues. Be it that Nova SBE affiliates are questioning their sexuality or gender identity - or even, unfortunately, experience anti-LGBTQI+ behavior or abuse. The Nova SBE Pride Association Student Club is committed to being there for everyone who is seeking help. Through the Trust Inbox, anyone can receive 100% confidential support from one of two dedicated club members.

COLOR CODED PODCAST



The podcast launched by NPA explores LGBTQI+ topics and aims to deepen the listener's understanding of the queer community not only through the lens of their struggles but through the lens of their triumph and celebrations. Color Coded released five episodes in 2022, covering topics such as LGBTQI+ experiences in different countries, the experience of women in the Surfing industry, transgender activism, and also Sexual health awareness. Set up conversationally, it hopes

this podcast can invite people into a dialogue they perhaps wouldn't have been otherwise. By including various LGBTQI+-related topics, the club seeks to demystify certain concepts, raise awareness within the Nova SBE community, and, most importantly, make the LGBTQI+ community of Nova SBE feel seen.

EDUCATION DEPARTMENT ARTICLES



The Education department of the Nova SBE Pride Association Student Club regularly writes articles on relevant topics concerning LGBTQI+ issues. In 2022 some of the contributions were: an article written by Akil Mambuque for the Nova SBE library website on the topic of Gender Equality in Sports [here](#) and an article written by Raquel Feliciano for SPEAK Social on the importance of Halloween for the LGBTQI+ community [here](#).

THE PRIDE ASSOCIATION COMMUNITY



The Pride Association Community is an initiative of the Nova SBE Pride Association Student Club, which now has more than 130 members within the Nova SBE community. This includes students and Alumni, as well as Faculty and Staff members. Anyone who is either LGBTQI+ or is supportive of LGBTQI+ issues and wants to learn more is welcome to join the club community. Members get access to exclusive events, workshops, and networking opportunities.

All this with the mission of giving members from the LGBTQI+ community and allies the opportunity to build friendships and have a shared safe space where everyone is wanted, respected, and accepted - a place to feel at home.

Social events promoted by the Student Affairs Department

The Student Affairs Department hosts around campus or in Lisbon, organized for the general Nova SBE community. These events are created to generate fun experiences for people in a space where they feel safe, protected, and seen. In 2022 the Students Affairs Department hosted the following:

- The Elite Party, a party held at Associação ILGA Portugal, with 90 tickets sold.
- Student Pride Lisbon, a party in June to celebrate Pride Month held at Rive Rouge, with 150 tickets sold.
- The Elite Party, an end-of-semester party held at Associação ILGA Portugal, with 80 tickets sold.

CAREER EVENTS



The Career Development department at NPA bridges a gap between student life and the corporate world by creating synergies with companies with an inclusive mindset. The department often hosts panel discussions on themes surrounding LGBTQIA+ inclusion in the corporate world, given by knowledgeable speakers in their respective areas. The panel's objective is to create a space where panelists share experiences, challenges, fears,

and hopes surrounding the themes while bringing awareness to the importance of these topics. It also hosts company-specific workshops around Diversity & Inclusion policies and other initiatives taken by the invited company. The workshops allow networking opportunities for both the companies and the participants.

In 2022 the Career Development Department hosted the LGBTQIA+ in Business Panel and the Meet Kraft Heinz Recruitment Workshop.

LIBRARY DIALOGUES



Monthly dialogues are hosted in the Teresa e Alexandre Soares dos Santos Library, where various topics surrounding Gender Equality are brought into the conversation across spaces of sports, healthcare, politics, and more. This project includes the production of articles for the Role To Play platform and in-person events and is aligned with the Color Coded Podcast. In 2022, Nova SBE Pride Association Student Club hosted two library dialogues.

NOVA SBE PRIDE ASSOCIATION MENTORING PROGRAM



A mentoring program that aims to give students practical experience of the working environment and how it differs from their academic careers. Our differentiation from other programs comes from our offer of a vetted international safe space, where social justice and LGBTQIA+ topics need no introduction, assumption, or explanation.

NOVA SOCIAL CONSULTING



Nova Social Consulting has been providing pro-bono consulting services for actors in the Portuguese social & environmental sector for over a decade, powered by a dedicated community of high-profile students from Nova SBE.

Students involved in Nova Social Consulting work closely for approximately 12 weeks with

NGOs and not-for-profit initiatives to support their challenges: bringing in the business skills and acumen

from their academic and professional experience, consultants aim to upskill the members of the organization and provide them with actionable tools to scale their impact.

- Currently, the club has 53 active student members

Projects, initiatives, or events launched in 2022 that are related somehow to Sustainability, Impact, or the Sustainable Development Goals

PRO-BONO CONSULTING PROJECTS

ARIA
Fundraising Strategy and Stakeholder Communication Strategy



Associação Coração Amarelo
Fundraising and partnership strategy



Associação Pão a Pão
Business and corporate development



Bios
Market Research



Biovilla
Fundraising strategy



CADIn
Fundraising Strategy and Stakeholder Communication Strategy



CDI Portugal
Business strategy



CDI Portugal
Fundraising Strategy



Comunidade Vida e Paz
Operating Strategy



PRO-BONO CONSULTING PROJECTS

EU SOU DIGITAL
Impact measurement



Fundação AMI
Talent Acquisition and Retention Strategy



Fundação Infantil Ronald MC
Marketing and communication strategy



Quatro Patas e Focinhos
Marketing and communication strategy



Refugees Welcome Portugal
Partnership Management



SEMEAR
Market research



Social Leapfrog
Expansion Strategy



Sopa para Todos
Business and communication strategy



Trash4Goods
Business and communication strategy



VilaComVida
Fundraising strategy



IN 2022 NOVA SOCIAL CONSULTING'S PROJECTS ADDRESSED SGD 1, 2, 3, 4, 8, 9, 10, 11, 12, 13, 15, 16, 17



2022:

- 53 students
- 19 pro-bono projects
- 9 business areas

NOVA TECH CLUB



Nova Tech Club
Nova SBE Student Club

Nova Tech Club was established in October 2015 upon students' aspirations for technological literacy and the need to keep business students in pace with the ever-accelerating technological advancements that have shaped our digital world.

Inspired by the entrepreneurial uprising of Lisbon's tech-scene, Nova Tech Club provides an alternative perspective on student career paths and traditional branches. Their goal is to equip students with a digital mindset by creating an interface between the worlds of business and technology.

The club aims to bridge the gap between business and technology by creating new opportunities for members to develop their interest in technology. These opportunities range from participating in internal projects focusing on web development, consulting, and digital transformation to creating proximity with the digital ecosystem at Nova and corporate partners in the digital world.

It brings value to the community not only through the synergies with other clubs in some projects but also with the output from internal projects that aim to better the Nova SBE community through a more digital experience while studying here or providing a closer relationship with the corporate partners and enabling students to work at these companies.

Thus, their moto is: "Bridging the gap between business and technology."

- Currently, the club has 25 active student members

Projects, initiatives, or events launched in 2022 that are related somehow to Sustainability, Impact, or the Sustainable Development Goals

BATTLE4CAUSE (COMPETITION)



It's a 3-month competition hosted by Nova Tech Club, which aims for participants to create a positive impact through innovation. This Nova SBE Course (Managing Impactful Projects – Bachelor's course waiver) incentivizes entrepreneurship and tech education through innovative challenges. During the project, the teams receive assistance from associations familiar with the theme and mentors to facilitate the project's technical feasibility. Furthermore, workshops are offered to the participants to improve their hard and soft skills. At the final event, all teams pitch their idea to a panel of judges and investors.

2022 DATA HIGHLIGHTS:

Theme: Combating waste – searching for a circular economy

Sponsors: Jeronimo Martins; Galp

Associations: ami, nam, Refood, biovilla and amal

23 candidates accepted, 5 teams, and the winning team is now working towards applying their project in the real world (PSARI)

Due to very good presentations and ideas, all participants passed the course!

STUDY TRIP TO TELEPERFORMANCE LISBON



On April 28, Nova Tech Club and Nova IMS SU offered students an office tour of Teleperformance in Parque das Nações. 25 students registered and got the opportunity to network, learn more about this are of tech, and get a hands-on experience with the actual tasks of TP’s employees.

September 22 in the Main Deck. The player with the most points at the end of the session was offered a workshop in 3D Printing powered by the Nova SBE Digital Experience Lab.

HOW TO APPLY AI IN BUSINESS (NTC X NOVA SBE DATA SCIENCE KNOWLEDGE CENTER – DSKC)



Exactly 21 students participated in this event on September 28 and got closer to the power of AI in the business sector. An interactive knowledge-sharing workshop designed for everyone interested in the future and included an introduction to the course "Elements of AI" that gives both Bachelor's and Master's students 2 ECTS.

NOVA TECH CLUB X DELOITTE – POWER BI WORKSHOP



On March 14, 35 students got the opportunity to learn step-by-step introductory concepts of the Power BI platform and real-case use.

TECH CAREERS WITH ELIZABETH SHIPEIO (NTC SERIES: FROM NOVA SBE TO THE WORLD OF TECH)



Elizabeth Shipeio is a Nova SBE alumna who works at Microsoft in Seattle. She accepted Nova Tech Club’s invitation to talk about her way from business to tech and focused on marketing careers too. 27 students watched her presentation and got the opportunity to ask her career-related questions.

VR SESSION (NTC X NOVA SBE DIGITAL EXPERIENCE LAB - DEL)



More than 30 students stopped by and got to try Virtual Reality (most of them for the first time) on

CELONIS X NOVA TECH CLUB WORKSHOP ON THEIR AUTOMATION SOFTWARE



Celonis and NTC united to give Nova SBE students an online and hand-on, step-by-step workshop about how to work with their automation and process mining software.

NOVA TECH CLUB PROJECTS: FEEDBACK PLATFORM, NGO CONSULTING, AND WEBSITE CONSULTING

Feedback Platform: students in the team (4 Nova Tech Club members) took this idea to the final steps. Nova Feedback Platform eases the process of choosing courses for students at Nova SBE by providing a centralized place to gather user-generated feedback on courses offered at Nova SBE quickly and in a standardized way, so future students find reliable information in one place and can easily make up their minds.

NGO Consulting: the Nova Tech Club consulting team (4 Nova Tech Club members) united with Social Leapfrog Program to help an NGO with their platform's UI/UX testing, design, and implementation!

Website Consulting: 2 Nova Tech Club members and their amazing website-creating skills consulted a Nova SBE Student club with their website (hosting, design, suggestions, and final implementation)

OTHER INFORMATION



Our lowest acceptance rate this last semester (Fall 2022) was conscious of promoting, among other club goals, diversity, inclusion, and especially gender equality.

This last semester had the biggest percentage of women in the club: 47% women and 53% men. There are also more women working on Nova Tech Club’s tech projects in 2022. This is a big achievement to mention since these positions would have been occupied by mostly men in the past. Leadership positions are more gender equal than ever (50% for both).

Diversity and inclusion were encouraged by team bonding activities (there are over 8 nationalities in this club) and by recommending attendance of Nova SBE Pride Association events and listening to their Color-Coded podcast, among other online resources.

Nova Tech Club recognizes that there is still a long journey of initiatives we can engage in and promote to contribute to a more diverse and inclusive club and society.

NOVAFRICA STUDENT'S GROUP



The NOVAFRICA Student Group was created in 2012 as the student branch of the Nova SBE NOVAFRICA Knowledge Center. Since its foundation, the NOVAFRICA Student Group has been the bridge between Nova SBE NOVAFRICA Knowledge Center and the students, sharing its activities, interests, and research intern positions. NOVAFRICA Student Group is powered and sustained by its members, that work to promote and support the Nova SBE NOVAFRICA Knowledge Center and its own student-led initiatives. Thus, its two main stakeholders are the Nova SBE NOVAFRICA Knowledge Center and NOVA SBE students passionate about development economics research, as without any of them, the student club loses its purpose.

- Currently, the club has 44 active student members

Projects, initiatives, or events launched in 2022 that are related somehow to Sustainability, Impact, or the Sustainable Development Goals.

PIZZA & TOPIC SESSIONS

April 27th, 2022

May 6th, 2022

"OUR NOVAFRICA INTERNSHIP EXPERIENCE."

"IMPLICATIONS OF FORESTRY COMPANIES' INVESTMENT IN AFRICA."

Testimonies of students that have taken part in the Nova SBE NOVAFRICA Knowledge Center internships in Angola, Guinea-Bissau, Mozambique, and Portugal, sharing their experiences as field coordinators/ assistants implementing Nova SBE NOVAFRICA Knowledge Center research projects.

Focus on the socio-economic impact of forestry plantation on the livelihood of rural residents and recommendations to mitigate possible negative effects, exemplified by households in the Sanga district of Niassa province, Mozambique.

19
Number of people

7
Number of people



May 26th, 2022

October 3rd, 2022

"WORK PROJECTS PRESENTATION."

"TECH TOOLS FOR DEVELOPMENT."

Students from the master's in economics present their current work projects on various development economics topics.

Challenges and future opportunities of technological change in developing countries while also focusing on three tech tools that aim to improve financial inclusion, health, and informal markets.

14
Number of people

31
Number of people



November 7th, 2022

“BARRIERS AND INCENTIVES FOR COMMUNITY HEALTH CARE WORKERS IN DEVELOPING COUNTRIES.”

Community Health Workers are stated as being part of the solution for the many barriers to healthcare services in developing countries. In this session, we will discuss different incentives to increase their retention and performance.

23
Number of people



December 22nd, 2022

“DEVELOPMENT MASTER THESIS REHEARSAL.”

Students from the Master’s in economics will present their current work projects on various development economics topics.

17
Number of people



SUSTAINABLE DEVELOPMENT TALKS - PODCASTS

EP 01, SEASON 04: “WOMEN LEADERS IMPROVE ENVIRONMENTAL OUTCOMES: EVIDENCE FROM CROP FIRES IN INDIA.”

In this episode, Lara Corrêa, Bachelor’s in Management, talks to professor Meera Mahadevan from the University of California (Irvine), about her paper on the impact of electing female leaders, instead of male ones, into effective pro-environmental policies. You can check the full abstract and [episode here!](#)



EP 02, SEASON 04: “REAL-LIFE EFFECTS OF HEALTH INTERVENTIONS IN GUINEA-BISSAU.”

In this episode, Ashlyn Osendorf, Master’s in Economics, talks to professor Ane Fisker about the effectiveness of health interventions being rolled out and scaled up across low-income countries, especially in reducing maternal and child mortality. You can check the full abstract and [episode here!](#)



EP 03, SEASON 04: “THE EFFECTS OF HEALTH BEHAVIORS DURING THE COVID-19 PANDEMIC.”

In this episode, Ashlyn Osendorf, Master’s in Economics, talks to professor Gabriella Conti about the intersection of biology and economics, focusing on her paper about the impact of self-isolation and social distancing on individuals’ well-being during the COVID-19 pandemic. You can check the full abstract and [episode here!](#)



EP 05, SEASON 04: “COMMUNITY EFFECTS OF ELECTRIFICATION: EVIDENCE FROM BURKINA FASO’S GRID EXTENSION.”

In this episode, Kasper Berthelsen, Master’s in Impact Entrepreneurship and Innovation, talks to professor Alexander Moradi about how electrification has positively impacted infant vaccination rates, electrified schools and drinking water provision on a community level, as well as ownership of electric appliances and an increase in bank patronage on a household level. You can check the full abstract and [episode here!](#)



EP 04, SEASON 04: “HUMAN CAPITAL, INTERNAL MIGRATION, AND STRUCTURAL TRANSFORMATION IN AFRICA.”

In this episode, Ashlyn Osendorf, Master’s in Economics, talks to professor Jorge Aguero about how schooling increases internal migration, especially to larger cities and with bigger effects for those born in rural areas, using the analysis of the impact of school reform in Zimbabwe. You can check the full abstract and [episode here!](#)



EP 06, SEASON 04: “THE EFFECT OF INFORMATION ON FLOOD PREPAREDNESS IN URBAN MOZAMBIQUE.”

Description: In this episode, Marta Botelho, Master’s in Economics, talks to PhD candidate Stefan Leeffers about his job market paper “It Will Rain: The Effect of Information on Flood Preparedness in Urban Mozambique,” which uses a large-scale experiment to test the effectiveness of information interventions in spread flood risk and mitigation strategies.

RESEARCH INTERNSHIPS

“INTEGRATING RURAL MIGRANTS IN CITIES – A FIELD EXPERIMENT IN MOZAMBIQUE.”

“RAISING EDUCATIONAL ASPIRATIONS – AN EXPERIMENTAL EVALUATION.”

Mozambique

Portugal

2 students

21 students



“HIGHER FUTURE – THE ROLE OF INFORMATION ON STUDENT MIGRATION FROM CAPE VERDE.”

“REDUCING MATERNAL AND INFANT MORTALITY IN GUINEA-BISSAU.”

Cape Verde

Guine-Bissau

2 students

7 students



“TAX COLLECTION IN MOZAMBIQUE, QUELIMANE.”

“INTEGRATING IMMIGRANTS AS A TOOL FOR BROAD DEVELOPMENT.”

Mozambique

Portugal

1 student

1 student



OIKOS LISBON



The club was originally founded as "GreenNova", the students' club for environment and sustainability. In order to grow and gain international visibility, the club adopted the name "oikos Lisbon" and joined "oikos International", a student-driven umbrella organization for sustainability in economics and management with more than 50 chapters around the globe. Their goal is to educate and promote behavioral change towards a greener future, turning Nova SBE into Portugal's greenest school. This describes the club at its best: the open-minded and visionary members are highly engaged in sustainability and environmental issues at Nova SBE and truly want to have an impact. The next steps are clear: sustainability must be a focus at the new campus from the beginning. From a composting station to the implementation of water fountains and reusable water bottles, the club is working on several projects to reach its goal. Who would not want to help them turn Nova SBE into a role model for Portugal or, who knows, even Europe and the world?

- Currently, the club has 55 active student members

Projects, initiatives, or events launched in 2022 that are related somehow to Sustainability, Impact, or the Sustainable Development Goals

EVENTS

FIRST IN-PERSON OIKTIONARY (20/04/2022)



The project consists of a brief quiz open to the whole community of Nova SBE. Each edition addresses a different topic related to sustainability to create discussion and raise awareness for multiple subjects interactively and engagingly. Participants competed with each other, and the winner got to receive a prize from our partners.

Number of participants: around 20

Partner: Chulé

Project main proposal/recommendations: The main proposal was for students to engage in a brief and interactive event that allowed them to discover more about key topics in the field of sustainability and suggest tips and simple actions to implement in their daily routines.

Members' testimonies:

“The project made me discover and deepen the topics of sustainability I am interested in and enlarge my knowledge about it.” - event organizer.

FLEA MARKET FT. NOVA STUDENTS' UNION (05/05/22)



The aim of the event is to create awareness and engage and present the community with more responsible options for consuming fashion by providing a space for people to bring their clothes and, in return, bring somebody else's second-hand clothes home.

Number of participants: around 100 people were engaged, and only three exchanged clothes.

Collaborating with Nova Students' Union

Project main proposal/recommendations: Contribute to a circular economy

Members' testimonies:

"The event allowed me to get rid of some items I wasn't even aware I didn't need just because I had the opportunity to exchange them." - event organizer

RUN FOR THE PLANET (31/05/2022)



The event consisted of organizing a solidarity run alongside the "Passeio Marítimo de Oeiras" in which all the community could participate.

Number of participants: 10

Members' testimonies:

"What a great opportunity to enjoy such wonderful weather here in Lisbon and this beautiful resource (the beach) that we tend to forget about."

MEAT FREE EVENT & COCKTAIL STYLE OIKTIONARY (24/11/2022)



The project consists of a brief online quiz open to Nova SBE students. Each edition addressed a different topic related to sustainability to raise awareness for multiple subjects in an interactive and engaging way. Participants competed with each other, and the winner got a prize from our partners. In this edition, it was possible to host the quiz on a big screen in the KPMG Gallery, to engage with more people, so we did it Cocktail Style, presenting the participants with various responsible options for food and snacks that our partners provided. The prize was also a basket of vegan, biological, and responsibly and sustainably produced goods, which goes hand in hand with our values in the way that we contributed to the promotion of these brands and showed that there are equally tasty and nutritive replacements to meat.

Number of participants: around 40

Number of partners: 4

- Asoka
- BeatRoot
- BioFrade
- MUKA

Project main proposal/recommendations: The main proposal was for students to engage in a brief and interactive event that allowed them to discover more about key topics in the field of sustainability.

Members' testimonies:

"The project made me discover and deepen the topics of sustainability I am interested in and enlarge my knowledge about it." - event organizer.

INTERNAL EVENTS: TEAM BUILDINGS

GAME NIGHT (29/03/2022)



Internal event to promote bonding with clubmates, playing board games

Number of participants: around 10

Project main proposal/recommendations: Promote building connections and amusement for club members

Members' testimonies:

"It was very great meeting so many international people moved by the same motivations and goals as me in this club" - member

PICNIC (06/10/2022)



Team building activities are promoted by oikos Lisbon every semester to enhance the bond between oikos members. Since the one thing we have in common is our dedication to having a healthy and sustainable lifestyle, the activities that we promote always take that into consideration.

Number of participants: around 15

Members' testimonies:

"I really enjoyed the team building events and how they were connected with the club's main message".

MARKETING

MEATLESS MONDAYS



The aim of Meatless Mondays is to share vegan recipes with the community in order to promote the diet while also educating people about its benefits.

Number of participants: 1 (content creator)

Members' testimonies:

"Meatless Mondays is about discovering funny, practical, and delicious ways to work the whole world of lacto-ovo vegetarian and pescatarian food! Making these videos substantially increased my creativity skills, and it gave me great pride when friends and colleagues reproduced the recipes and enjoyed it!" - member

ZERO DESPERDÍCIO AMBASSADOR PROGRAM



Collaborating with Zero Desperdício to raise awareness for textile and food waste and promote donations for the container on campus. The scope of the content targets the students of Nova SBE as future managers and economics, highlighting how they can make an impact when they enter the job market/in a company.

The last collection of the container has resulted in a donation of 309 pieces to the local church and 209 of clothing to recycle. In addition, 32 tons of CO₂ emissions were avoided, 9828 liters of water were saved, 1392kg of textile waste was avoided, and 14.184€ of economic value was generated.

Client: Zero Desperdício

Number of participants: 2

Project main proposal/recommendations: This semester, we took a different approach and created content around Zero Desperdício's core mission of reducing textile and food waste. For that reason, we created Instagram posts.

Testimony of the client:

"It is always a pleasure to work with Nova SBE students."

Members' testimonies:

"Working with Zero Desperdício was a good experience. From my point of view, the important themes explored with the partnership had an impact on how Nova SBE's students conduct their lifestyle. The brand was always ready to give feedback."

NOVA SBE SDG AMBASSADOR PROGRAM



Collaborating with Nova SBE and CEMS club to make posts about the SDGs. The main goal is to raise awareness about a plethora of different topics regarding that month's specific SDG goal.

Number of participants: All the Marketing members

Collaborating with Nova SBE

Project main proposal/recommendations: Continue to involve all members in the creation of the post. It's a great way to promote teamwork among members.

Testimony of the client:

"The OIKOS Lisbon club at Nova SBE has been working with the Sustainability & Impact Team on different projects, one of them being the awareness and promotion of the SDG within our Community."

Through what we call "the Sustainability post", the OIKOS Club is creating very informative weekly posts regarding the SDGs. Those focus on 1 or 2 related SDGs per month and are designed to share relevant data that touch the public, finishing with a call to action of daily initiatives our Community can implement to impact the world. The posts have been very interesting, professional, and updated, with a positive reaction from the audience. It has been a pleasure working with them!"

Members' testimonies:

"Being at a university that takes a sustainable position towards the community is a privilege! It was very enriching to develop these SDG posts, to learn about other realities, and to raise awareness about global issues and the role we all play in it."

"Regarding the SDG Ambassadors initiative, I had a positive experience. It was interesting to create content to share information in a more interactive way."

NOVA SECOND HAND COLLECTION



An Instagram page that works as a second-hand platform where the community can swap or sell different items. Although the initial scope was clothes, it has expanded to all items.

Number of participants: 1

Collaborating with Nova SBE

Project main proposal/recommendations: Buying second-hand is more sustainable, decreasing the impact on our environment and also overall waste. Members' testimonies: "Nova Second Hand Collection is a project that allows Nova students to give their clothes, items, and objects a new start. By selling unused goods, we are practicing sustainability,

reducing energy consumption and air pollution, keeping oceans cleaner, and promoting a green and healthy planet. The management of the Instagram account gave me a different view about how thrift shops work and gave me a great insight into all the advantages that a project like this can have regarding environmental improvements and impact!"

OIKOS NEWSLETTER



Number of participants: 1

Project main proposal/recommendations: The main proposal is to inform the community of ongoing activities.

SUSTAINABILITY NEWS



An Instagram series that aimed to get the Nova SBE community aware of what is happening in the world of sustainability.

Number of participants: 1

Project main proposal/recommendations: In being aware of what is going on in the world, the community is better equipped and more willing to make a change.

Members' testimonies:

"Joining oikos was a great decision mostly due to amazing team members, who are focused on spreading awareness of such an important topic for our future. Personally, being responsible for keeping the Nova SBE community updated with sustainability news around the world has been fulfilling and makes me feel thankful for this opportunity."

ALTERNATIVE SUSTAINABILITY



Posts that focus more on educating about social, economic, and political sustainability, as well as any other SDGs that aren't necessarily about the environment.

Number of participants: 1

Project main proposal/recommendations: Think out of the box about what sustainability really means.

Members' testimonies:

"Working with Alternative Sustainability was a bit challenging since sometimes it was hard to have the right inspiration to write about it, but overall it was a great experience that made me learn a lot while doing the research for the posts!"

OIKOS LISBON WEBSITE

Members will work on oikos Lisbon's official website, where visitors can access all the news articles written by the Environmental Education department, contact information, who we are, and what are our beliefs and mission.

Number of participants: 2

CONSULTING

INTERNAL CONSULTING: FRUIT AND VEGETABLE PROJECT



Tackling food waster by selling these too-ugly products to be sold at more affordable prices in our university. By taking advantage of the large consumer segment found between students and staff, we have the chance to combat this issue, positively impacting our community. How would the supply chain venture look? What suppliers could we bring to work with us? Concluding, how can we do this? The first step is to answer these questions by designing a plausible business plan, followed by an efficient and well-prepared implementation.

Number of participants: 2

Collaborating with Nova SBE

INTERNAL CONSULTING: REUSABLE COFFEE CUPS PROJECT



Implementation of a deposit system for coffee cups and dishes. Find suppliers and create an information deck. This project was in collaboration with Master's in Impact Impact Entrepreneurship & Innovation students.

Number of participants: 2

Collaborating with Nova SBE

EXTERNAL CONSULTING: EMMA SLEEP



7% of Emma's CO2 emissions come from marketing. How could this be decreased? Find out drivers for emissions, identify reduction levers, financial assessment of those levers, assessment regarding feasibility & impact on marketing efficiency

Number of participants: 5

Client: Emma Sleep

EXTERNAL CONSULTING: SHAECO



Follow-up project from the previous semester: Find distribution companies for PT->DE and PT->NO and individual agents that are working those markets as well.

Number of participants: 3

Client: Shaeco

EXTERNAL CONSULTING: MARTINELOVE



internationalization, especially in regard to the research and opportunity evaluation of international trade fairs

Number of participants: 3

Client: Martinelove

EXTERNAL CONSULTING: KIDS DIVE



An educational organization that works mainly with children. Organization modeling (what is the model of organization best fit to the future of the client?) and best options to find a main sponsor that can cover about 50% of the costs

Number of participants: 4

Client: Kids Dive

INTERNAL CONSULTING: IMPACT DASHBOARD



Needs assessment on external sustainability reporting. Benchmarking of KPIs and clustering according to process-related data collection logic respecting synergies with GRI Standards. Design of a to-be database in Excel.

Number of participants: 2

Collaborating with Nova SBE

ENVIRONMENTAL EDUCATION

ARTICLES



The articles published by the Environmental Education department of oikos Lisbon explore

subjects that are connected to business, entrepreneurship, and sustainability. Through the authors' knowledge, backgrounds, and interests, our articles create value for the community that is interested in these subjects. In addition, contemporary subjects related to the addressed fields are also dealt with.

Number of participants: 3

Project main proposal/recommendations: We developed a total of 6 articles: "Climate-smart culture"; "Who needs to take responsibility for the climate crisis?"; "Net-zero pledges"; "ESG investing"; "Can we ban plastic pollution?"

OIKOS TIPS



Every week, a sustainable tip was posted on the oikos Instagram, summing up to a total of 12 tips. Examples: washing clothes, replacing makeup wipes, and reusing ruined t-shirts, amongst many others.

Number of participants: 3

Project main proposal/recommendations: The main purpose is to suggest small things that people can easily implement daily to contribute to a healthier planet. Even if these habits don't seem to have a big impact, they are the beginning of more responsible behavior.

OIKOS INTERVIEWS



A series of 3 interviews were conducted. The interviewees were from companies that focus on sustainability.

Number of participants: 4

Project main proposal/recommendations: The objective was to record the interview and publish reels on our Instagram. In this way, we could educate our community and other interest individuals with the testimonial of people who have sustainable practices in their daily jobs.

CORPORATE RELATIONS (New Partnerships)

oiktionary

- Biofrade Parede
- Asoka
- Muka
- Beatroot

oikos Interviews

- Sapato Verde
- Goparity
- Rizoma

TUNA FORTUNA

Tuna ForTuna was created on February 1993 by a group of Nova SBE friends that wanted to be connected with music while studying. Members can be found at their weekly rehearsals and at their festival, which usually takes place at the beginning of the second semester. They can also be seen in other events: ForTuna has been invited to several festivals all throughout the country, from Braga to Faro, and not forgetting the beautiful islands of the Azores, and some of them even abroad. At ForTuna, a wide scope of instruments are played and can be learned, including traditional Portuguese ones, such as mandolin and cavaquinho.

- Currently, the club has 54 active student members

Projects, initiatives, or events launched in 2022 that are related somehow to Sustainability, Impact, or the Sustainable Development Goals



In 2022, ForTuna continued and enhanced its coalition with the Cascais Municipality by performing in schools, events, and festive occasions like April 25 and Christmas.



Moreover, by being a mixed Tuna, ForTuna fights for gender equality every year by accepting any student of Nova SBE in it, regardless of which gender they feel most comfortable with.



Finally, in all of the events held by ForTuna, reusable plastic cups were used.

OTHER INFORMATION

In 2022, we had our annual festival, inviting other tunas to NOVA SBE's campus. In the fall semester, we started the festivities of ForTuna's 30th anniversary. An event for the Nova SBE community and a "serenatas" competition for Tunas were some of the initiatives we held striving to create an impact in our community.

Additionally, this year we launched "Hino à Nova" (the faculty's hymn and Nova SBE students' favorite) on social media and made a video clip that counted with the presence of Dean Daniel Traça, various professors, staff, and important figures of our community.

4.2. Institutes

NOVA SBE HADDAD ENTREPRENEURSHIP INSTITUTE

NOVA SBE | HADDAD ENTREPRENEURSHIP INSTITUTE



The Nova SBE Haddad Entrepreneurship Institute aims to embed entrepreneurship in the DNA of the new generation. For that, the institute works daily with students, startups, professors, Alumni, and investors, aiming to connect, build, and support a flourishing environment for entrepreneurs to thrive.

The work of the institute is focused on three main verticals: Education and capacity building, aiming to provide the tools to develop entrepreneurial ventures and mindset by hosting several workshops, events, bootcamps, and courses; Acceleration and Incubation, currently incubating over 120 startups with whom we work every day to help businesses grow; and finally Research and Thought Leadership, we are working to develop world-class leadership and contribute to the development of the European startup and scaleup ecosystem.

PROJECTS

CHECK-IN OPEN INNOVATION PROGRAM

In 2022, After the success of the first edition, the second edition of the Check-in Open Innovation Program was launched in partnership with Turismo de Portugal to continue supporting the travel and tourism industry in preparing for the future. This is an Open Innovation program for B2B startups that aims to transform the tourism sector by co-developing solutions with SMEs from the sector. The second edition occurred from January to June 2022, and this time the program counted on ten startups, which co-developed 20 pilot projects with 18 partner SMEs. Of the 18 partners, 14 were also partners from the previous edition. The impact on both the SMEs and the startups was visible, with more than 85% of the SMEs willing to repeat the program in 2023.



MADEIRA STARTUP RETREAT 5TH EDITION

Startup Madeira, Turismo de Portugal, and NovaSBE have partnered for the 5th time to organize the fifth edition of Madeira Startup Retreat, which took place in Funchal from May to June. This unique program takes startups out of their daily routines and brings them for six weeks in Madeira to review their business strategies while enjoying the beauty of the island and the benefits of the close connection to the thrilling tourism sector. This time, 11 startups from 10 different countries took part in the program. More than 12 guests and mentors visited the program to challenge and support startups reviewing their strategy on different important components of the business: from the product to marketing, from sales to recruitment, KPIs, and investment strategy. To leverage the experience, each team has a local host, a local citizen, either a student, recent graduate or unemployed, that guarantees a full cultural and business experience for the startup teams in Madeira.

MAKERS IN THE MAKING YEAR 3

During 2022, Makers in the Making supported more than 150 students that wanted to build their own businesses. They have participated in 6 hands-on workshops that helped them start implementing their businesses, as well as two pitch events with ten pitches each that allowed these entrepreneurs to receive feedback and insights and increase and diversify their network.

STARTUP SUMMER EXPERIENCE 2ND EDITION

The second edition of the Summer Program, designed for students who want to have an early-stage startup experience, was launched over six weeks in June and July. Students worked in groups with startups to support them on specific challenges and/or goals to achieve. This represents a hands-on learning experience valued by both the students and startups. In 2022 we hosted the second edition, with a group of 30 students and ten startups that have worked together on different challenges to help startups grow while maximizing students- learning experience.

CREATION OF THE NOVA SBE HADDAD ENTREPRENEURSHIP INSTITUTE COWORKING SPACE

On April 20, the Nova SBE Haddad Entrepreneurship Institute coworking space was officially inaugurated.

The space was built to become a meeting point between students, startups, mentors, researchers, investors, and all startup ecosystem actors. It has the capacity to host 60 people working, and it also has a premium set for different types of events that promote entrepreneurship in different contexts, shapes, stages of development, approaches, targets, and goals.

ENTREPRENEURSHIP CASE STUDIES

During the year 2022, there were a total of 60 students developing work projects with the support of the Nova SBE Haddad Entrepreneurship Institute. From those, eight case studies were developed in order to provide the community with new and interesting sources of discussion and learning opportunities. These case studies will soon be public in the Nova SBE repository.

1ST INNOVATION & ENTREPRENEURSHIP SYMPOSIUM

The first Academic Conference hosted by the Nova SBE Haddad Entrepreneurship Institute had 30 attendees from Nova SBE and other international schools from around the globe. The event agenda was enriched by six international researchers presenting the latest advances in entrepreneurship research. These papers were discussed on stage with six invited discussants. This annual event aims to develop the role of the Institute as a thought leader on Entrepreneurship in Portugal and in Europe.

1ST ENTREPRENEURSHIP THROUGH ACQUISITION AND SEARCH FUNDS CONFERENCE IN PORTUGAL

This event brought on stage a topic that although not being new, brings a not so well known alternative to traditional entrepreneurship, where a “searcher” brings together a group of investors and during a maximum of 2 years tries to find the right company to acquire and become its’ CEO. In this conference, both “Searchers” and Investors shared their experiences and perspectives on this type of entrepreneurship, which is relevant to guarantee the continuity and future development of businesses.

The event had an audience of around 70 attendees, of which 30% were students, reinforcing, in the end, the topic's importance, relevance, and interest in their learning journey.

IMPACT PITCH BATTLE LSE VS. NOVASBE

An event where six entrepreneurial teams from Nova SBE and other six others from LSE got to Pitch and receive feedback from peers on their impact projects. In total, there were around 35 students sharing the impact projects they were building. This international connection brings a unique opportunity to diversify the feedback and the insights collected to develop projects ready to impact globally.

WESTMONT INSTITUTE OF TOURISM & HOSPITALITY MANAGEMENT

**NOVA SBE | WESTMONT
INSTITUTE OF
TOURISM & HOSPITALITY**



The Nova SBE Westmont Institute of Tourism & Hospitality is a result of the partnership between Nova SBE and the Westmont Hospitality Group aimed at leveraging management and leadership skills in the tourism and hospitality industry.

The logic of impact is one of the key things that we aim to deliver, and we genuinely believe that with this approach and partnership, we can transform this industry, introducing new leaders with new visions and a sustainable perspective on transforming the world into a better place.

Our two main strategic orientations:

- Leverage management and leadership skills Nova SBE's academic, innovative, and entrepreneurial framework in tourism and hospitality

- Lead and capitalize on hospitality customer-focused skills and principles for other industries

Mission: to inspire and prepare tomorrow's leaders to use a hospitality mindset and principles in all industries as an approach to provide service excellence

PROJECTS

- **Master's in management with an expertise area in Hospitality & Customer Experience** in partnership with the Westmont Hospitality Group. Within this area of expertise, students can develop and manage customer-focused organizations and develop new customer experience solutions and innovative new businesses based on the principles of hospitality.

- **Project-based Learning innovation program.** A complementary innovation program that will guide students on an entrepreneurial journey where they can develop their creativity and entrepreneurial skills, their projects, and even potentially start their businesses. Students are supported by the Nova SBE Westmont Institute of Tourism & Hospitality and Nova SBE Haddad Entrepreneurship Institute in developing their innovation projects through regular contact with relevant corporate partners.

- **WiTH Africa - Knowledge data Hub for Sustainable Tourism in Africa.** An interdisciplinary community endeavor aimed at improving the quality of tourism-related data in Africa, generating knowledge and insights, and fostering data-driven decision-making within the African tourism sector. WiTH Africa's core works as an online platform with comprehensive data and educational resources, enabling the study of tourism dynamics in Africa and supporting the industry's sustainable development, developed in partnership with Nova SBEs Data Science Knowledge Centre.

- **Lifelong Learning with Executive Education programs.** Within the Hospitality & Customer Experience vertical, the institute has been developing programs to boost its ecosystem by training industry leaders and imprinting a lifelong learning experience mindset in partnership with Nova SBE Executive Education.

HIGHLIGHTS

- **14 WiTH Talks** open to all community members, Tourism Leaders, CX Leaders, and entrepreneurs from other sectors, February - November 2022
- **WiTH Africa Launch**, March 2022
- **Keynote ADEE** | Association for the Economic and Enterprise Development - Aga Khan
- **Economic Planning Board**, on behalf of WiTH
- **International Advisory Board Meeting**, March 2022
- **Tourism Leaders Conference & Awards** +15 industry leaders, co-organized with TNews
- **Estoril Conference Session "Hospitality Mindset for Social Sustainability - People as the Drivers"**, September 2022
- **CEO Council Leading Tourism: Recovery & Reskilling "A Roadmap for ESG"**, November 2022
- **Hospitality Education Awards 2022 Finalist Category:** Best Educational Project, a Forum Turismo initiative

59 Students in 2022

- **27** Students Intake 21/22 – 37% international
- **32** Students Intake 22/23 – 35% international

12 Alumni

- 100% placement in industries such as Hospitality, Events, Sports, Technology, Banking, Start-up, and Consulting.





4.3. Academic Partnerships

CALOUSTE GULBENKIAN FOUNDATION



Through an established partnership in the impact economy field, the Calouste Gulbenkian Foundation and Nova SBE aim to create long-term organizational transformation and mindset change.

With the support from the Calouste Gulbenkian Foundation, we have been able to strengthen our research capacity and develop problem-based and action-oriented programs in the social impact and entrepreneurship fields, with impact on both organizations and individuals:

PARADIGM SHIFT

In June 2022, we welcomed the 3rd edition of the program with 45 participants from 20 companies. It was a 3-day intensive program with in-house and international speakers that aimed to help the organizations to identify challenges, risks, and possible paths in their transformational journey towards sustainability. It also allowed leaders to understand global trends, learn best-case practices and create a network of sustainability leaders.

MASTER'S IN IMPACT ENTREPRENEURSHIP & INNOVATION

The 2nd edition of the Master's started in September 2022. Our cohort for 2022/23 has a total of 120 students, gender equal: 48% German, 8% Portuguese, and the remaining 44% from different nationalities, namely Italian, Austrian, French, Belgian, Chinese, Norwegian, Finnish, Brazilian, Swiss, Angolan, Americans, Nigeriens, Lebanese, Polish, Ukrainian, Swedish, Egyptians, Belarusians and Luxembourgers. This Master's program is in partnership with Tthe Calouste Gulbenkian Foundation, managed by Nova SBE Leadership for Impact Knowledge Center.

SOCIAL EQUITY INITIATIVE



In 2019, "la Caixa" Foundation, BPI, and Nova SBE joined forces to launch the Social Equity Initiative, a partnership that aims to promote the social sector in Portugal in the long run, sketching a portrait of the sector and developing research and empowerment programs to support Portuguese social organizations.

Below is an updated list of the projects developed under this initiative.

PROJECT	KEY OUTPUTS 2022	KNOWLEDGE CENTER
Social Balance Portugal	<ol style="list-style-type: none"> The report "Poverty at work: The role of income and family situation" analyzes the situation of in-work poverty in Portugal with data from the Survey on Living Conditions and Income (ICOR) conducted in 2020. One in 10 Portuguese workers are poor; this study aims to characterize the income structure of these workers. The report shows that in-work poverty is not always associated with low income and highlights the importance of household composition. The role of social transfers in alleviating in-work poverty is discussed. Link here. 	Nova SBE Economics for Policy Knowledge Center
Database of the Social Sector in Portugal	<ol style="list-style-type: none"> https://basededadosocial.pt/ - public database of social impact organizations Newsletter for subscribers Facebook page Free data workshops Instagram page 	Nova SBE Data Science Knowledge Center
Data for Change	<ol style="list-style-type: none"> Completion of the project "Identifying Students at Risk of Failing at the End of the 9th Grade", winner of the 3rd edition of the Data for Change program; Project's public report is available here, and a short video is available here; Started the project "Identifying priority students in the prevention of oral health problems" in partnership with Associação Portuguesa Promotora de Saúde e Higiene Oral - APPSHO. This project was the winner of the 4th edition of the Data for Change competition. 	Nova SBE Data Science Knowledge Center
Social Leadership for Managers program	<ol style="list-style-type: none"> This program trains and places professionals with experience in management that want to contribute pro Bono to organizations of the social sector. The program aims to contribute to the development and sustainability of the Social Economy sector by adding management and leadership talent via advisory boards in social organizations. In 2022 the 4th and 5th editions took place at Nova SBE. 	Nova SBE Leadership for Impact Knowledge Center
Social Leapfrog Program	<ol style="list-style-type: none"> In March 2022, the third edition of the Social Leapfrog program began with ten social organizations pre-selected in the diagnosis stage. These were Academia Ten, AMUT, APPDA, ATNP, Cadin, CDI Portugal, CJSJ, Comunidade de Vida e Paz, Prevenir. 	Nova SBE Leadership for Impact Knowledge Center

4. Community Activation

Evaluation of the 9 years of Prémios BPI	1. On-going Impact Measurement Program	Nova SBE NOVAFRICA Knowledge Center
Project	1. Entrepreneurship as a Social Mobility and Inclusion Strategy - an experimental impact evaluation of an accelerated management training program targeting small businesses in Portugal. The program includes training in various areas of management that may be hampering firm performance, which will allow comparing the effectiveness of different training programs.	Nova SBE NOVAFRICA Knowledge Center
Chair in Health Economics	<ul style="list-style-type: none"> Health Spending Observatory December Private Health Insurance in the Portuguese Health System October 2022 - 2023 State Budget for the Health sector Short notes: Analysis of the Health Sector <p>December 2022 "COVID-19 and the evolution of trust in government's information"</p>	Nova SBE Health Economics & Management Knowledge Center
Chair in Responsible Finance	1. Video	Nova SBE Finance Knowledge Center
Climate Finance	1. Climate Finance Workshop with BPI/ Fundação La Caixa in May 2022	Nova SBE Finance Knowledge Center
Fintech Initiative	<p>1. It aims to develop research and education around FinTech and its impact on the financial services industry, such as commercial banking, investment banking, and asset management. It also aims to promote and disseminate information and knowledge about FinTech to society, namely its impact on financial literacy and inclusion.</p> <p>2. 2022 Iberian FinTech report here.</p>	Nova SBE Finance Knowledge Center



4.4. Nova SBE Innovation Ecosystem



A COMMUNITY OF INNOVATORS FOR THE FUTURE

The Nova SBE Innovation Ecosystem is an innovation meeting point to forge partnerships with a shared vision, blending generations, industries, cultures, and perspectives to breed new business models, products, and solutions. As a school of curious minds, here, you will be able to explore, fail, learn, improve, and turn ideas into solutions and solutions into results either by being a member of the resident corporate innovation team or by joining an innovation circle. Nova SBE seeks to double down its commitment and openness to the market through the Innovation Ecosystem in a contemporary collaboration model between Academy and the economic environment.

Academy has a role to play as a safe and controlled environment for experimentation, allowing a free movement of ideas to co-create with an integrated and entrepreneurial approach connected with organizations' systemic challenges. An open ground where innovation, entrepreneurship, education, and research live and grow together to promote sustainable development.

It aims to develop groundbreaking collaboration that:

- Ideates novel processes, products, and services;
- Accelerates and incubates start-ups;
- Generates insights, facts, and data for academic research;
- Develops future-proofed soft skills for students through project-based learning.

The Nova SBE Innovation Ecosystem connects several existing devices - such as the Nova SBE Haddad Entrepreneurship Institute, the Nova SBE Co.Innovation Lab, and the Nova SBE Digital Experience Lab - with new approaches and forms of collaborative work.

The Innovation Ecosystem empowers Nova SBE's vision of being an increasingly involved school committed to building a better sustainable future. Its ultimate goal is that Nova SBE is recognized, nationally and internationally, as the most vibrant, important, and impactful ecosystem of innovation in Portugal, as well as one of the most ambitious in Europe.

OUR CORPORATE INNOVATION MEMBERS

We now have resident corporate innovation teams from companies such as Ageas Portugal, CEiiA, INCM Lab, Jerónimo Martins - Pingo Doce, Morais Leitão, Oceano Fresco, Schröder Hyperion, and SIBS, who "dwell" on our campus, in addition to other corporate innovation members of our ecosystem, such as Activo Bank, Banco Primus, LTP Labs, and Nordea, all of them actively collaborating with Nova SBE reference business partners, students, faculty, researchers, knowledge centers and laboratories, or even with our start-ups.

- Activo Bank
- Ageas Portugal
- Banco Primus
- CEiiA
- INCM Lab
- Jerónimo Martins - Pingo Doce
- LTP Labs
- Morais Leitão
- Nordea
- Oceano Fresco
- Schröder Hyperion
- SIBS



THE INNOVATION CIRCLES

The **Innovation** Circles are active networks of corporate teams, startups, and innovation hubs, engaged with the specialized expertise of Nova SBE students, faculty, and Alumni aimed at creating an agenda of leading-edge collaboration and serendipity that fosters disruptive innovation in five main areas:

Financial Services & Sustainable Finance



- FinTech
- InsureTech
- ESG governance

Nova SBE's European-leading finance faculty, along with the extraordinary students from its top-ranked Master's in Finance, provide a unique pool of resources to generate new, disruptive ideas.

Smart Cities & Communities



- Smart Cities
- Mobility
- Smart Governance

As one of Europe's leading municipalities regarding the management of Smart-Cities, Cascais provides a unique lab to test the future. In addition, Nova SBE's partnership with CEiiA offers a unique academic footing for the effort.

Health & Wellbeing



- Smart Health
- Ageing
- Lifestyle

Nova SBE's expert faculty in Health Economics and Entrepreneurship, including one Nova SBE Knowledge Center and the award-winning Patient Innovation initiative, set the scene for supporting the transformation of an industry that will redefine the 21st century.

Space, Green & Blue Economy



- Renewable Energy
- Oceans and fisheries
- Space

Nova SBE's innovative "Space for Business" program alongside the Nova SBE Environmental Economics Knowledge Center, alongside the rising interest of its international students, is the perfect ecosystem to look into the sustainable recourse exploiting industries of the future: energy, oceans, and space.

Hospitality & Customer Journeys



- 3. Hospitality
- 4. Tourism
- 5. Retail

The unique expertise provided by the Nova SBE Westmont Institute of Tourism & Hospitality allows leveraging the insights from the Hospitality industry to create extraordinary online and offline customer journeys that will create opportunities for innovation.

EVENTS (NOT EXHAUSTIVE)

MEMBER | MORAIS LEITÃO | "CONFIANÇA E MEDO NO CIBERESPAÇO"

A session on Trust and Fear in Cyberspace - The prevention and reaction of organizations to cyber attacks.

participants: 80

Across Circles

TRANSFORMAÇÃO DIGITAL - AS HOT TRENDS QUE VÃO MARCAR 2022



Webinar where we addressed how digital transformation is impacting businesses and what trends would mark organizations in 2022.

participants: 86

Across Circles

SUSTAINABILITY JOURNEY | JUST PROVE IT: REAL CASES IN SUSTAINABLE DEVELOPMENT BUSINESSES



Better natural resources management, greener journey experiences, more inclusive cities and communities, and the shift from extractivism to regeneration. A learn and share SDBs in-the-making practices session.

participants: 80

Across Circles

SUSTAINABILITY JOURNEY | THEN WHAT? MINDSET COMMITMENTS TOWARDS ESG INVESTMENT



ESG-related stories of corporate investment, venture capital, and money raising that are bridging the gap between environmental & social impact and business profits.

DEL | EXTENDED REALITY



A VR showcase at the Nova SBE food court, where several students and executives had the chance to try the potential of this immersive technology.

participants: 80

Across Circles

TIE | DEL | BEYOND CYBER SECURITY FORUM

This event, powered by Nova SBE Digital Experience Lab, talked about cybersecurity challenges for business and management with corporate, Portuguese, and global perspectives. The event included a co-creation challenge where the participants discussed the most important topics in the Nova SBE CyberClub agenda.

participants: 46, Corporate

Across Circles

SIDE EVENT WEB SUMMIT | INNOVATION GET TOGETHER - BUILDING A SAFE ENVIRONMENT TO INNOVATE



A get-together with the most relevant innovation players, connect with corporates, startups, investors, universities, and other key stakeholders in the innovation scene.

participants: 130, Corporate & Start-Ups

Across Circles

DEL | WEB 3 TALK

A roundtable on Tokenization of Everything at the Lisbon Blockchain Conference 2.0, organized in partnership with the Nova Blockchain Club

participants: 150

Across Circles

KEY ACTIVITIES HIGHLIGHTS

OPEN INNOVATION WITH STUDENTS



PROJECT-BASED LEARNING: Development of projects within the students' curriculum aimed at enhancing students' skills and leveraging their insight to foster disruptive, future-focused Innovation.

In the context of educational activities, we have consolidated project-based learning with different

pedagogical methodologies, including Hackathons, Design Thinking Professional Modules, BOX Challenges, Corporate Startup Studios, Work Projects, Consulting Labs, and Data Science PBLs – working close to the real problems of society and business which allowed collaborative solutions to generate shared value.

- # of Project-based Learning: 71
- # Nova SBE students engaged: 270

OPEN INNOVATION WITH PEERS



NETWORKING AND DEVELOPMENT PROGRAM: Regular calendar of events on-campus to foster collaboration and opportunities to discover the frontier of knowledge.

The events targeting our internal and external Community of Innovators included namely the Fire Starting Innovation Circles sessions, Sustainability Journey Collision Talks, TIE - Technology, Innovation and Education, Close Encounters, Think Tanks, Websummit Side-Event, Masterclasses, Talks by international experts, and events co-created with our partners and corporate innovation members based on their areas of expertise.

- # of community engagement initiatives: 59
- # total participants: 2100+

NOVA SBE INNOVATION ECOSYSTEM

“One year of the Nova SBE Innovation Ecosystem: how collaboration is creating impact at Nova SBE

The role of universities in transforming the economy and generating well-being in society has typically been assumed by the responsibilities of education and research, the two fundamental dimensions that are at the core of the existence of a higher education system.

The truth is that universities have long since realized that their mission also extends beyond these two major responsibilities and that there is an additional duty to ensure that the knowledge and talent developed within the campus can be put at the service of major societal challenges and can contribute to generating impact.

Without prejudice to other vectors of this community service activity that we develop at Nova SBE, we believe that innovation is perhaps the most effective, impactful, and transformative way for schools to contribute to the harmonious, inclusive, sustainable, and prosperous development of our society. We truly believe that we have this duty, that we have a "role to play" both as a public school and as a center of knowledge and talent. We believe even more that this duty is associated with our vocation to be open to society, with our capacity to transcend our walls (which do not exist in the new Carcavelos campus), and to work collaboratively with companies, public entities, non-governmental organizations, and

citizens in general.

The creation of the Nova SBE Innovation Ecosystem a year ago sought to materialize this notion of purpose that we can and should be a school dedicated to building a sustainable and better future for all. And that the only way we can do this is through collaboration, openness to society, and an obsession with impactful innovation.

I was fortunate to be invited by Daniel Traça and Pedro Brito to lead this project, and I quickly realized that Nova SBE is a very special place - more than a place, an idea. They asked me to structure and systematize this collaboration with companies, public entities, and NGOs into a platform that could be more effective and efficient in generating impact and shared value. I was asked to move away from the "theater" and "fireworks" of innovation that often characterize the collaboration between universities and companies and to focus, discreetly but effectively, on experimenting with new forms of open and collaborative innovation, with new working models, new methodologies, and new models of "engagement" (and also new business models, in this relationship with companies) that effectively serve society, helping to generate new products, new services, new business models, new value propositions that contribute to strengthening the competitiveness of our economy. Even more: new value propositions that define competitiveness

from the construction of new "use cases" and new "business cases" for sustainability. We believe it is possible, and we will not rest until we achieve it.

But if, in the Nova SBE Innovation Ecosystem, we clearly have the purpose of serving society through innovation and the valorization of knowledge, the truth is that we also have a great responsibility towards the school itself: to generate from these innovation projects with companies, public entities, and NGOs, new learning spaces and new research spaces that also serve our students and our teachers and researchers.

These are truly our superheroes and our superpowers. And the way we believe in our teaching-learning model, which is based on a close relationship with companies - we assume our vocation as a business and economics school - motivates us to create new contexts and new learning circumstances that allow our students and our teachers to develop skills and knowledge oriented to practice, to the new challenges of disruption and with a strong orientation towards solutions. In other words, through the Nova SB Innovation Ecosystem, we are also "feeding" our primary missions: educating and researching. Basically, we establish innovation days with companies, public entities, and NGOs, involving students, teachers, start-ups, and peers in a community of innovators based on open and collaborative innovation dynamics, oriented towards impact and the creation of shared value.

This is one year of Nova SBE Innovation Ecosystem. And we are not satisfied at all. We can, and we must do more. We can, and we must be, more capable of mobilizing the Nova SBE

community, and we can, and we must be, more capable of attracting more external partners. Our obsession for generating impact, associated with the urgency and magnitude of the great societal challenges ahead, shows us that we have no time to lose and that we have to scale the capacity of the Nova SBE Innovation Ecosystem to become a great platform, a great "living lab" to experiment with products, services, business models and value propositions that will create a better, more sustainable, more inclusive and more prosperous world.

I strongly believe that the "university-as-a-platform" model will be profoundly capable of generating this quantum leap in impact and that from the Nova SBE, we will be able to co-create new and better disruptions.

Thank you to everyone who believed and believes in this idea, in this vision. To the different teams of the Nova SBE Innovation Ecosystem, who have been an example of perseverance and passion. Thank you to everyone in the school who has been directly and indirectly involved. Thank you to all the partners who have believed in this experience.

After one year, and at a time when the school is entering a new phase in its history, the Innovation Ecosystem is finally ready to start dreaming all over again.

RUI COUTINHO
Executive Director for the Nova SBE Innovation Ecosystem

You can also see a resume of our first's year's work [here](#), a short recap video on the occasion of the Nova SBE Innovation Ecosystem's first anniversary.

4.5. Dialogue

At Nova SBE, we believe in disruption as the driver for educating new generations of societal responsible leaders and as an opportunity to reimagine the future. Our community is committed to fostering dialogue, disseminating knowledge, launching innovative projects, supporting organizations' transformation, and co-leading the action.

As an academic institution that stands for excellence and with a duty to impact the community of which we are part, it is also our role to play to foster collaboration

and conversation on and off campus and develop global meetings and events where our community members can exchange points of view, discuss ideas and brainstorming together with all the different agents of society, such as experts, academics, practitioners, policymakers, and global leaders.

Only through dialogue can we advance in understanding today's most pressing challenges – and that is why Nova SBE boost and promotes discussion on relevant topics, such as sustainability and impact.

COMMUNITY ENGAGEMENT AND RECOGNITION WITH THE OUTER WORLD

Nova SBE is proud of the community members who inform knowledge and voice their scientific-based opinions to society. We are also proud of those who are recognized for their work and those who are behind the curtain allowing others to strive. This is a recap of some of those to whom we are proud.



JANUARY 2022

PARTICIPATION IN RELEVANT EVENTS



Plenary session at Secção Regional Norte da Ordem dos Médicos (Porto, Portugal): Eduardo Costa - "Quando custa a doença em Portugal?"



Health Economists' Study Group Winter 2022 (Leeds, UK): Eduardo Costa "The economic burden among carers of children with critical deterioration events in a tertiary children's hospital in the United Kingdom".

FEBRUARY 2022

NOMINATIONS & AWARDS

Alex Armand, with the project "Short and long-run effects of mass media on family planning: evidence from radio campaigns in Malawi", won a scoping grant funded by The Weiss Fund for Research in Development Economics.



The global impact of coastal water contamination on economic development is the project of **Alex Armand** won grant from the European Research Council (ERC) in Economics.

ONSTRATEGY: EMOTIONAL REPUTATION IN THE EDUCATION, UNIVERSITIES CATEGORY

Nova SBE is the higher education institution with the highest emotional reputation in Portugal, according to the results of RepScore, an annual study by the consulting firm OnStrategy that analyses the positioning and the emotional and rational level of over 2000 brands in Portugal. This distinction is awarded every three years to the brands and personas that stood out consistently. Its methodology is based on notoriety, relevance, trust, products and services, innovation, well-being, social responsibility, leadership, and vision

PARTICIPATION IN RELEVANT EVENTS



Seminar, IPMA, "Sustainable Public Policies for the Environment: An Economic Approach", Antonieta Cunha e Sá

MARCH 2022

NOMINATIONS & AWARDS



Anne_Laure Fayard was selected to be featured in [the Euclid Network \(EN\) Top 100 Women in Social Enterprise 2022 list](#).

Jorge Braga de Macedo, Doutoramento Honoris Causa pela Universidade de Évora

PARTICIPATION IN RELEVANT EVENTS



Intergenerational Fairness Project, Fundação Calouste Gulbenkian, Antonieta Cunha e Sá.



The Energy Transition: Economics and Policy, BSE Professional Course, Luisa Nobre

APRIL 2022

NOMINATIONS & AWARDS

The Fundação Amélia de Mello awarded PhD for best thesis and best student. Congratulations to the winners!

PhD in Economics and Finance:

- Best PhD Dissertation Award: **Fahiz Mohammed Baba Yara**, thesis *Essays in Empirical Asset Pricing*
- Best PhD Student: **Rodrigo Barrela**



PhD in Management:

- Best PhD Dissertation Award: **Filipa Lancastre Serpa Pinto**, thesis *Exploring social entrepreneurship phenomena: Establishing conceptual and operational foundations and uncovering strategies to design innovative business models*
- Best PhD Student: **Lena Celine Kemna**

PARTICIPATION IN RELEVANT EVENTS



IECO's participation in CUF's Embaixadores de Inovação



IECO's participation in SIBS' study of "Meios de pagamento & painel de inovação"

Tenth IAERE Annual Conference & First MED-IAERE Conference 21st - 23rd April 2022, Cagliari: Margarida Ortigão, João Seixo, Antonieta Cunha e Sá.

MAY 2022

NOMINATIONS & AWARDS



One - Impact Seekers - of the four NOVA master teams from Anne-Laure Fayard **Design Thinking for Social Innovation class** (an experiential project-based course in the Impact Entrepreneur and Innovation Master which introduces students to the value of the design thinking process to tackle complex societal issues) that came to phase 2 of the [Team up for Climate challenge](#) was selected as a finalist (3rd prize).

Luís Filipe Lages paper, with other authors, "Value creation in space business and commercialization of Earth Observation Services: the case of an EU H2020 project", won the **Best Competitive Paper Award at the "5th Global Conference on Creating Value"**.

PARTICIPATION IN RELEVANT EVENTS



Anne-Laure Fayard was invited to be part of the panel of Impact Hub Lisbon 5th anniversary, 'How to scale innovation from local to global?' The topic of discussion focused on how to foster collaboration between locally rooted entrepreneurs to achieve largescale change.



Anne-Laure Fayard discussed "Technology-as-Monster: a generative metaphor to explore artificial intelligence possibilities and risks" during the first R:ETRO webinar (Reputation: Ethics, Trust, and Relationships at Oxford) of Trinity term 2022.

JUNE 2022

NOMINATIONS & AWARDS



Three teams of Nova SBE students, mentored by **Irene Consiglio, Catherine da Silveira, and Lena Kemna**, PhD student and teaching assistant, will take part in the first semifinal of [L'Oréal Brandstorm 2022](#). The three Nova SBE teams will be among the finalists presenting their projects to an international jury in the semi-final that takes place in Spain.

Miguel Pina e Cunha and **Stewart Clegg** had two books - [Paradoxes of Power and Leadership, Routledge 2021 \(Miguel Pina e Cunha, Stewart R. Clegg, Arménio Rego, Marco Berti\)](#) and [Elgar Introductions to Management and Organization Theory series](#) (Marco Berti, Ace Simpson, Miguel Pina e Cunha, Stewart R. Clegg) - finalists in the latest edition of Euram best book award. They both had also the paper "[Open Purpose: Embracing Organizations as Expressive Systems](#)" shortlisted for the [2022 James G. March Prize](#).



PRÉMIOS MARKETEEER 2022, UNIVERSITIES AND EDUCATION INSTITUTIONS CATEGORY

Nova SBE was the bigger winner (for the third time in a row) of another edition of the Prémios Marketeer, which recognizes brands and professionals that made a difference in Portugal this year.



ONSTRATEGY: ENVIRONMENTAL, SOCIAL, AND GOVERNANCE (ESG) PERCEPTION IN PORTUGAL

Nova SBE is one of the brands with the best Environmental, Social, and Governance (ESG) perception in Portugal, according to the consulting firm OnStrategy, being one of the nine Portuguese brands with the best results regarding its commitment to transforming the world in responsible and inclusive ways.

JULY 2022

NOMINATIONS & AWARDS



The 2021 Nova SBE PhD Summer School was selected by INOMICS, a research career site for economists, as part of the top 20 Summer school organizers notable mentions for the TOP INOMICS Award 2022



Nova SBE Data Science Knowledge Center project "Identifying Deviant Behaviour Patterns on the First Sale of Seafood", honorable mention at the prize-giving ceremony of Prémios Verdes, by Revista Visão and AdP - Águas de Portugal.

The paper from **Liliana Dinis, Pedro Neves** and Alfredo De Massis (Free University of Bozen) *The Brightness of the founder's shadow: Not an oxymoron!* was nominated for this year's Best Qualitative Family Business Paper Award at EURAM 2022 in Winterthur.

PARTICIPATION IN RELEVANT EVENTS



IECO's participation in DEL's Cybersecurity's Conference



IECO's participation in Morais Leitão's Summer Retreat - An even-changing world



European Union Health Economics Association Biannual conference, Oslo, Norway, July 5-8, 2022, Mariia Murasheva.

PARTICIPATION IN RELEVANT EVENTS



Antonieta Cunha e Sá, Invited for the Forum *Economia: Discussant of Occasional Paper n.º1 de 2022, Alterações climáticas e economia: uma introdução*, Bernardino Adão, António Antunes, Miguel Gouveia, Nuno Lourenço and João Valle e Azevedo



INFER Annual Conference to present a paper entitled "The impact of wildfires on assets and employment" to be held between 2-4 July 2022, Inês Póvoa



American Association of Environmental and Resource Economics Summer Conference, Miami, Florida, USA, June 1 - 3, 2022, Mariia Murasheva



9th Atlantic Workshop on Energy and Environmental Economics, 23-24 June, Toxa, Spain, Luisa Nobre, Mariia Murasheva.



June 7, 2022, **Antonieta Cunha e Sá**, Invited for the Forum *Economia: Discussant of Occasional Paper n.º1 de 2022, Alterações climáticas e economia: uma introdução*, Bernardino Adão, António Antunes, Miguel Gouveia, Nuno Lourenço and João Valle e Azevedo.



June 30th, 2022 - Maria João Jacinto @ Fórum Nacional Álcool e Saúde - Loures, Portugal - 'Patient Innovation project'.



DETECT Study Dissemination Day (Liverpool, UK): Eduardo Costa "Using technology to reduce critical deterioration events: financial burden for families and inpatient care cost analysis for patients at a tertiary children's hospital in the United Kingdom".

AUGUST 2022



13th European Health Economics Association Conference (Oslo, Norway): Pedro Pita Barros - "Learning and congestion in the treatment of COVID-19: the first year of the Portuguese NHS" Carolina Santos - "Uncovering Competitive Forces in Prescription Drug Markets - Evidence from statins" Iryna



Sabat - "The Willingness to be vaccinated against COVID-19 and its determinants in seven European countries. Results from the ECOS study" Joana Pestana - "High antidepressant therapy prescription, do psychologists help? - Evidence from Portugal" Eduardo Costa "Modeling Health Spending Financial Sustainability"



Empirical Methods for the Analysis of the Energy Transition, BSE Summer School, Luisa Nobre

NOMINATIONS & AWARDS

Valter Nóbrega (Teaching Assistant and PhD Candidate at **Nova SBE**) won the **Consultaccount Award for the best paper presented by a PhD student at the 15th Annual Meeting of Portuguese Economic Journal**, paper: *Asset Liquidity and the Welfare Costs of Business Cycles*.

PARTICIPATION IN RELEVANT EVENTS



37th European Economic Association Conference, to present the paper entitled "The impact of wildfires on assets and employment", Inês Póvoa



2022 EMCC-VI: Econometric Models of Climate Change Conference, 25-26 August, Toulouse, Luisa Nobre.

SEPTEMBER 2022

NOMINATIONS & AWARDS



Eduardo Costa won the first prize in Role to Play Awards, in the "PhD Student Thesis" category. The award was delivered during the Nova SBE Sustainability Journey and the Role to Play Awards.

PARTICIPATION IN RELEVANT EVENTS



Stockholm Institute of Transition Economics, invited seminar presentation, Stockholm, Sweden, Mariia Murasheva



Annual CU Environmental and Resource Economics Workshop, Vail, Colorado - Mariia Murasheva.



X Conference of the Spanish-Portuguese Association of Natural and Environmental Resources Economics, 1-3 September, Barcelona, Luisa Nobre, Mariia Murasheva.



Alison E. Holm: Co-organizer of the conference "Strategies for Creating Sustainable and Responsible Practices", extension to the Strategic Management Society conference, Birmingham, September 16th. Invitation by Birmingham Business School.



Alison E. Holm: Chair of the panel "The Draft CSDDD, Climate Change and the Just Transition", Conference on "the draft Corporate Sustainability Due Diligence Directive (CSDDD)", Second Annual Conference of the Nova Centre on Business, Human Rights and the Environment, Nova School of Law. Invitation by Nova School of Law.

OCTOBER 2022

NOMINATIONS & AWARDS



Pedro Martins won the award for the best paper published in Labour Economics in 2021, paper "Employee Training and Firm Performance: Evidence from ESF grant applications"

Nova SBE made it to the 'Top 2% Most Cited Scientists - 2021' list, Coordinated by Stanford University and published by Elsevier. **Miguel Pina e Cunha** is included in the list of citations throughout the career and also on the list referring to the impact throughout 2021, where are also **Pedro Pita Barros, Miguel Ferreira and Pedro Neves**.

PARTICIPATION IN RELEVANT EVENTS



October 6th, 2022 – Pedro Oliveira @ The Gago Conferences on European Science Policy, German Cancer Research Center DKFH, Heidelberg, Germany - Cancer research: Society at the Frontiers of knowledge.



Joana Castro e Costa was invited to participate in the Seminário de Inovação Social organized by IASFA in 14th of October 2022 in the Centro de Apoio Social de Oeiras.

NOVEMBER 2022

NOMINATIONS & AWARDS



Qiwei Han won a call from the **Carnegie Mellon Portugal Program, competition for Exploratory Projects, project – Trustworthy data science for improving healthcare efficiency: the case of the medical referral process.**



Pedro Pita Barros and **Nova SBE Health Economics & Management Knowledge Center** associate members **Manuel Marques da Cruz, Diogo Nogueira Leite and João Miguel Alves** won the 1st Edition of the Prémio Professora Amélia Leitão (Associação Nacional Médicos de Saúde Pública), project “Rastreo de contactos de casos confirmados de infeção SARS-CoV-2 como indicador de necessidade de avaliação da situação pandémica”.



The [Master's in Law and Economics of the Sea – Ocean Governance](#), won 1st place for the Master's in the Eduniversal International Ranking, in Maritime Management.

SUPERBRANDS 2022, BRAND OF EXCELLENCE

Superbrands is an international organization that distinguishes the most relevant brands in each country from the consumers' perspective. Nova SBE was once again elected as one of the most relevant brands in the national market, as one of the 17 Portuguese brands that stood out the most in the market, having been the only education brand to receive this distinction.

PARTICIPATION IN RELEVANT EVENTS



IECO's participation in the Lisbon Blockchain Conference | Blockchain Club



Participation of Antonieta Cunha e Sá in the Public Discussion on the National Strategy for the Sea at the Nova School of Law by invitation of Professor Assunção Cristas.



Participation in the Public Discussion on the National Strategy for the Sea at the Nova School of Law by invitation of Professor Assunção Cristas on November 5, 2022, Antonieta Cunha e Sá.

Anemia Working Group Congress 2022 (Lisboa, Portugal) Eduardo Costa - "Economic Evaluation of Carboximaltose".

DECEMBER 2022

NOMINATIONS & AWARDS



Nova SBE is among the **Top 25 best Business Schools in Europe**, occupying the 24th place in the Financial Times ranking. **First Portuguese business school in the TOP 15 worldwide** with its **International Master's in Finance (11th worldwide and 9th in Europe)** and **International Master's in Management (15th worldwide and which represented an improvement of 8 positions).**

Stewart Clegg's paper [Watchers, Watched, and Watching in the Digital Age: Reconceptualization of IT Monitoring as Complex Action Nets](#), with other authors, published in the Organization Science journal, received a nomination for the **AIS Network College (AISWN) Best Paper Award.**



December 9th, 2022 – Maria João Jacinto @ WHO European Region: OpenQuality webinar – Patient Innovation project, online.

PARTICIPATION IN RELEVANT EVENTS



Portuguese Parliament joint hearing on the Learning Recovery Plan 21 | 23. Participants: Ana Balcão Reis, Pedro Freitas, Susana Peralta Presentation of the study “Learning loss during the pandemic: a recovery proposal” in a joint hearing in the context of the monitoring and evaluation of the Learning Recovery Plan 21 | 23.



Participation in DGEEC's Fórum Estatístico. Participants: Diogo Conceição, Luís Catela Nunes, Ana Balcão Reis, Pedro Freitas Presentation of the “Teacher Turnover in Portuguese Public Schools” policy brief.



Participation of Mariia Murasheva on the workshop about "The economics of air pollution", Stockholm Institute of Transition Economics, Stockholm, Sweden.

EVENTS ON CAMPUS

As part of our strategy to impact and educate our community towards relevant global issues and as a pioneer school contributing to more sustainable and impactful careers, it is our duty to be an example for our students and community to help them to be aware of why global sustainable actions matter and what can be our role to a more healthy, safe and happy world and community.

The following events were organized by Nova SBE in 2022 and reflected how the school is dedicated to boosting knowledge and actions within global matters. It is our commitment to systems, organizations, and leaders that are fundamentally the key actors of this change.

ESTORIL CONFERENCES



Driven by the willingness to be an educational project and a pedagogical tool to create an impact in society, the Estoril Conferences has always believed in the extraordinary role of people to change the course of history. Established in 2009, it has bi-annually brought to Portugal some of the most prestigious world and national leaders from politics, business, universities, and civil society levels, including several Nobel Prize Laureates and Heads of State, to discuss the main global challenges the world is facing, keeping an active role in finding actionable solutions for positive change. Hosted in Cascais, and with the support of DNA Cascais and the Institute for Strategic & International Studies, the previous editions were focused on one main overall theme: "Global Challenges, Local Answers", sharing different visions and perspectives on disruptive topics with thousands of spectators and participants from all over the world.

Nova SBE was the host and organizer of the 2022 Edition of Estoril Conferences, again fostering an open and disruptive dialogue on the current global situation and multiple overlapping crises the world continues to face. Under the main theme "Rebalancing our World: A call to the "Purpose Generation", all who are inspired and motivated by creating positive impact and change in the world, it was a two-day agenda focused on major global challenges for Planet, for People, for Peace, on September 1 and 2.

2000+ in-person participants

2000+ online attendees

50+ purpose-driven partners

100+ impactful speakers

4 parallel events at other CEMS Business Schools

Planet - The Planet is screaming for regeneration



Planet was the first major theme discussed at Estoril Conferences 2022 on September 1, having brought together several impactful speakers from all over the globe. Despite having different areas of expertise, visions, and experiences, they were all united by the same common mission: to inspire immediate action and commitment to our Planet.

18 contributors from 14 countries, 56% female, 44% male, 20-64 age range.

9 SESSIONS:

• **Pioneering Spirit: The key to invent the future (Inspirational Talk)**

Bertrand Piccard, SWITZERLAND, Initiator & Chairman of the Solar Impulse Foundation Photo Credits: © Solar Impulse - "Push the governments to implement the solutions (...) We know the problems, what we need is to put hope on the solutions. You, we, all of us, have to shout solutions, solutions, solutions (...) and will have a result."

• **Handshake of Generations: How to say goodbye to a glacier? (Inspirational Talk)**

Andri Magnason, ICELAND, Writer & Documentary Film Director - "All your working life is about this (...) It is a challenge to be born today, but (...) we have already all the inventions, all the technology. It can be a very interesting time to be a generation that has to enter the workforce and change everything for 30 years."

• **The Earth is Speaking: Now or Never (Conversation)**

Helena Gualinga, ECUADOR, Environmental & Human Rights Activist from the Kichwa Sarayaku Community.

Xiye Bastida, MEXICO, Co-Founder of Re-Earth Initiative - "We are going to push you [current leaders] (...) You know how systems work, how to change them. But we will also help you steer that path because we need to go on (...) a faster direction. It cannot take us 100 years of paradigm shift."

Linh Do, AUSTRALIA, Director, Wattle Fellowship at the University of Melbourne & Estoril Conferences' Youth Ambassador.

Weza Bombo João, ANGOLA, Student at the University of St. Gallen & Estoril Conferences' Youth Ambassador.

• **Making systems change initiatives work for our planet (McKinsey expert session)**

Katharina Wagner, GERMANY, Associate Partner at McKinsey & Company - "(...) think systemically about the problem you are trying to solve. (...) Figure out where your organization can work with social entrepreneurs to scale their ideas. (...) how can you truly achieve societal level scale change."

• **Financial Capitalism & Sustainability (Conversation)**

Irene Heemskerk, THE NETHERLANDS, Head of European Central Bank of Climate Change Centre.

Luisa Gómez Bravo, SPAIN, Global Head of Corporate & Investment Banking BBVA - "We are at AHA moment. A stands for ambition. The H for Hope. Without hope, we will not succeed. We need it to fuel motivation and endurance. (...) A for action – measurable, effective, and concrete."

Mário Centeno, PORTUGAL, Governor of Banco de Portugal.

Stefan Grobe, BELGIUM, Brussels Correspondent for Euronews.

• **Business Sustainability: Seeing business in the big picture (Talk)**

Tima Bansal, CANADA, Professor at Ivey Business School & Head of Innovation North.

"Business does not need to be the problem. It can be and should be the solution. Sustainable development is not an elusive vision but an achievable aspiration, and I think we can do it."

• **Playing Offense in the Net-Zero Transition: a value creation opportunity (McKinsey Expert Session)**

Fehmi Yüksel, GERMANY, Associate Partner at McKinsey & Company.

"Today (...) is soon going to be the past. (...) the day we are going to look back to and judge our actions and decisions. (...) Let's make sure we have made the right decisions not

only in our personal lives but also in the businesses we run.”

• Scaling Up the Global Ambition: The journey to net-zero (Panel debate)

Peter Bakker, SWITZERLAND, President & CEO of World Business Council for Sustainable Development (WBCSD) - *“Make sure your education includes stories around environmental and social impacts of business. Do not fall into the trap of signing up for a shareholder value-centric education. (...) be a voice in the global debate.”*

António Simões, PORTUGAL, CEO of Santander Spain & Regional Head of Europe.

Vera Pinto Pereira, PORTUGAL, Executive Board Member at EDP, CEO EDP Comercial & President of the EDP Foundation.

Conducted by Tina Thörner, SWEDEN, Race Director for FIA Smart Driving Challenge.

• Digitalization as a driver of the circular economy (Talk)

Robin Teigland, USA – SWEDEN, Professor at Chalmers University of Technology & Co-Founder of Peniche Ocean Watch - *“Think about your networks. What do [they] look like beyond your first relationship? (...) Go out and build a bridge. (...) Meet someone you haven't met before. (...) This will be the only way that we can solve our global challenges.”*

People - People are struggling in their pursuit of happiness



People was the second major theme discussed at Estoril Conferences 2022 on September 1st, also counting with the presence of several inspiring speakers from

different parts of the world, who brought for discussion a global outlook on humanity and a critical reflection on how we can overcome the challenges we currently have at hands.

26 contributors from 22 countries, 65% female, 35% male, 22 – 61 age range.

10 SESSIONS

• Superpowers for thriving in constant change (Talk)

April Rinne, Futurist, Advisor & Author of “Flux”, USA - *“A world in flux opens up a new world of opportunity for how each of you lives, works, leads, and creates positive change. Rebalancing our world hinges on rebalancing ourselves.”*

• Diversity of Voices: A mirror of humanity (Talk)

Bodour Al Qasimi, President of the International Publishers Association, United Arab Emirates.

• Diversity, Inclusion, Equity & Belonging (McKinsey Expert session)

Luc Oster-Pecqueur, Manager at McKinsey & Company France - *“People in minorities, by definition, are often not that many (...) They may not be enough (...) to make their own workplace more inclusive, they need friends (...) to help them. Make them at ease. Make them feel they belong.”*

• Uniqueness in a diverse world (Panel debate)

Jana Degrott, Co-Founder of WeBelong Europe Luxembourg.

Paola Antonini, Influencer & Founder of Instituto Paola Antonini Brazil - *“We need to make sure everyone is heard, seen, included. (...) We usually expect to see the results really fast (...) [but it is like] doing little things every day.”*

Isabelle Christina Founder of Instituto Meninas Negras Brazil.

Shani Dhanda Award-winning Disability Specialist & Entrepreneur United Kingdom.

• The Human Endeavour to Break Current Vicious Cycles (Conversation)

Gonzalo Fanjul, SPAIN, Policy Director at Barcelona Institute of Global Health (ISGlobal), Head of Research & Co-founder at porCausa Foundation - *“We [need] to work together in trying to rebuild this conversation, trying to influence existing conversations and possibly open new ones that are relevant and transformative.”*

Princess Zahra Aga Khan, Member of the Board of Directors of the Aga Khan Development Network.

Nondumiso Hlophe, KINGDOM OF ESWATINI, Director - Global Shapers Mbabane.

• You, the Future of Mental Health (Talk)

Lee Crockford Social Impact Advisor Australia - *“You are the leaders of tomorrow. None of the things you will do will be as effective if you don't fundamentally understand your own and others' mental well-being.”*

• What to do now that we have the power to reach anyone, anytime, anywhere? (Panel debate)

Aashish Bergi, Co-Founder & CEO of Mash Project India.

Lester Vargas, Co-Founder & Co-CEO of FractalUp Peru.

Brigette Hyacinth, Bestselling Author on Leadership, HR, AI Trinidad & Tobago- *“We need to go back to what it is to be truly human. Being human is about connecting. It is about having treats, love, kindness, respect, and empathy. This is something (...) declining as technology continues to advance.”*

Gerd Leonhard Futurist, Humanist & Author Switzerland.

• Re-Imagining an Education with Purpose (McKinsey Session Expert)

Safia Tmiri, Associate Partner at McKinsey & Company Morocco - *“Only works if it starts with you (...). [Students] think about what is the new learning ethos (...) [Employers] think about the workplace as a learning powerhouse (...) [Parents] make sure you are part of this journey.”*

• The Future of Business Schools - For a Sustainable and Peaceful Future

António Alexandre CEMS Student Portugal.

Melissa Hermanns CEMS Student Germany.

Lars Strannegård, President of Stockholm School of Economics Sweden.

Catherine Duggan, Dean of the UCT - GSB South Africa.

Veneta Andonova, Dean of Universidad de Los Andes Bulgaria - *“You have to co-create your jobs for the future (...) [to be] more proactive, more entrepreneurial, more adventurous, instead of (...) hoping we pour all the skills and knowledge so that you can become successful.”*

Mette Morsing, Head of PRME USA.

• CEMS Video Challenge Competition

The CEMS Video Challenge Competition aimed to canvass the duality of the issues raised and explore practical resolutions, creating understanding and youth awareness about the Technology & Ethics field. The winning team personally attended the 2022 Edition of Estoril Conferences to present their work: a call-to-action video that takes a deep dive into the evolution of technology and how over time, it has shaped our perception of reality, from the creation of the first camera to the metaverse.

Peace - A severe peace crisis is at the top of the global agenda



Peace was the third major theme discussed at Estoril Conferences 2022 on September 2nd, gathering several former heads of state, entrepreneurs, and great scholars from all over the world for a dialogue on how we can contribute to a more peaceful global agenda to build a future of hope for all.

24 contributors from 12 countries, 42% female, 58% male, 31 – 7 age range.

9 SESSIONS

• Democracy in Developing Countries (Conversation)

José Ulisses Correia e Silva Associate Professor of Economics at Nova SBE Prime Minister of Cape Verde - "Political parties have the responsibility to be more open, to be more attractive, and to lead the way in representing the aspirations of young people. (...) [creating] a way for them to make progress and have functions within the parties."

Cátia Batista Associate Professor of Economics at Nova SBE Portugal.

• The Power of Media & Technology (Fireside chate)

Ricardo Costa Media SIC TV Editor-in-Chief Portugal.

Randi Zuckerberg, Founder & CEO of Zuckerberg Media, USA - "I think having the opportunity to really sit and think about these huge global challenges that are facing our world, you are the bright minds that will guide us and be thoughtful in this process and that that's very inspiring to me."

• Liberalism and Its Discontents (Conversation)

Vasco Rato Former President of FLAD, Portugal.

Francis Fukuyama Writer, Political Theorist & Professor of Political Science, USA.

"It is really easy if you live in a liberal society (...) to take that for granted. (...) but what we've seen with the Ukraine war is that you can't (...). We actually have to pay some attention to what is happening."

• Resisting Populism (Fireside chat)

Anne Applebaum, Staff Writer for "The Atlantic" & Pulitzer-prize winning historian USA - "Countries can change. They do change. They can change their institutions, and they can change the way their people think."

Paulo Portas Geopolitics Expert & Professor at Nova SBE Portugal.

• Global Cooperation For Peace (Panel debate)

Méabh Mc Mahon, Euronews European Affairs Correspondent Ireland.

Pedro Neto, Executive Director at Amnesty International Portugal.

Aya Chebbi, Founder & Chair of NALA Tunisia.

Oya Özarslan, Board Member of Transparency International Turkey - "The youth is a driver of change. They are the future leaders. (...) How they act is actually going to shape our future as humanity."

• Escaping from Hell (Conversation)

José Pedro Frazão, Journalist News Editor & Reporter at Rádio Renascença Portugal.

António Vitorino, Director General of the International Organization for Migration (IOM), Portugal, "Don't forget there are people (...) forced to move from the places where they were born, live and work because of climate change

(...) being an activist on climate change is also being an activist on humanitarian assistance."

Joséphine Goube, CEO at Sistech, France.

• Peace in Europe (Panel Debate)

Méabh Mc Mahon, Euronews European Affairs Correspondent, Ireland.

Aleksander Kwa Niewski, Former President of Poland, Poland - "Please remember that Europe united is not only stronger, but it is better. If Europe will be disintegrated, we have no chances in the 21st Century."

Kolinda Grabar-Kitarovi, Former President of Croatia, Croatia.

Hryhoriy Nemyria, First Deputy Chairman of the Foreign Affairs Committee of the Parliament of Ukraine, Ukraine.

Yulia Tymoshenko Former Prime Minister of Ukraine, Ukraine.

• Living Through Conflict (panel debate)

Roman Dobrokhotov, Founder & Editor-inChief of The Insider Russia.

Natalya Sindeyeva, Founder of the Dozhd Media Holding, Russia.

Vladimir Milov, Former Deputy Minister of Energy of Russia - "There is no easy fix. We got to prepare ourselves that the fight for Ukraine, the fight for freedom, the fight for a better world is probably a lengthy process. We have to be patient."

Anatoliy Aleksandrov, Head of International Cooperation Division at ESRU, Ukraine.

Shake up your role in society, find your voice, and speak out - More than ever, it needs concerted global action

Roberta Metsola, President of the European Parliament, Malta - "What you do, what you study, make sure it is applied, make sure it is not forgotten. Make sure that you encourage your friends to discuss more (...) to challenge the stereotypes and don't just take what politicians tell you for granted."

Carlo Alberto Frassinetto, CEMS Student & Co-Founder of Nova SBE Politics Club, Italy

Adriana Pomante, CEMS Student & Co-Founder of Nova SBE Politics Club Italy

The event included other relevant moments such as performative art and mindfulness sessions for participants and held other parallel events focused on educating towards actions of change and moments for networking (sunset, cocktails).

TESTIMONIALS FROM THE PURPOSE GENERATION .

“The opportunity to be amongst high-profile leadership at the business, political, academic, and civil society levels on an open and disruptive dialogue at the Estoril Conferences made me understand that a future of hope requires drastic changes worldwide. The agenda was able to build the required intergenerational bridge towards a purpose generation united by the goal of rebalancing our world. Learning side-by-side with likeminded people fuels a passion toward making a positive change in the world, and now that we are on the shoulder of giants, let us see what lies beyond.”

ANTÓNIO ALEXANDRE

CEMS Master's in Management Student at Nova SBE

“Experiencing the 7th edition of the Estoril Conferences felt like being part of a powerful movement, in which we, the Purpose Generation, were empowered by inspiring people who are using their voices to generate a positive impact on People, the Planet, and Peace. In a similar way to the pandemic bringing us closer as members of humankind, I left the Estoril Conferences with a renewed and stronger hope for the future.”

ADRIANA POMANTE

CEMS Master's in International Management Student & Co-Founder of the Nova SBE Politics Club

NOVA SBE SUSTAINABILITY JOURNEY, JUNE 20 - JULY 1



At Nova SBE, we aim positive impact towards a desirable future of planet centricity, a renovated vision for capitalism and liberal democracies. Within

this context, Nova SBE hosted a Sustainability Journey focused on our purpose of reimagining the principles of management science, economics, and politics, along with the institutional ecosystem that frames them.

The Nova SBE Sustainability Journey was full of moments that aimed to inspire and showcase the best practices and our role in reimagining the future, being our community's partner in this journey of transformation towards sustainability.

NOT ABOUT A CONFERENCE BUT ABOUT A NEW PERSPECTIVE ON NURTURING SUSTAINABILITY

1500+ PARTICIPANTS

50+ INITIATIVES

50+ SPEAKERS

4 INTERNATIONAL EVENTS

3 DIFFERENT JOURNEYS

8 KNOWLEDGE CENTERS

The main goal of this initiative was to inspire Nova SBE's community by showing case what Nova SBE's community is doing toward a more sustainable world. Through the invited guest speakers and by putting together all Nova SBE's impactful actors in one event, the Sustainability Journey promoted action by connecting relevant players and a community with the will to play a role.

Nova SBE showed its journey to achieve sustainability through an unprecedented collection of educational programs, events, conferences, debates, and cultural activities dedicated to sustainability for the entire Nova SBE Community – regarding Sustainable Innovation, Sustainable Finance, Sustainable Economics, and Sustainable Leadership.

In this event, dialogue was boosted, global issues were debated, and solutions were designed. Our students,

staff, faculty, and researchers were asked to think, care, and be active participants in this journey.

GREENFEST X NOVA SBE 2022



Greenfest is the largest sustainability festival in the country and celebrates the best economic, social, and environmental practices. On its 15th anniversary, the Greenfest was hosted by Nova SBE, this time as a hybrid event (having both in-person events as well as digital ones). The theme for the 2022 initiative was “The Regenerative Circular Economy and Nature-Based Solutions”, with sessions focused on Climate Change, Circular Economy, Green Houses, Going Healthier, Green Community, Green Food, Green Destinations, Green Entrepreneurs, Generosity, and Green Culture.

Partners involved: Over 1500

Number of days on campus: 3

GIRLS 4 GIRLS, OCTOBER 2022



Nova SBE was, in 2022, a partner of the Girls 4 Girls program, a program developed in Harvard that trains successful women in their careers to mentor other younger women (in this case, students).

This project, which promotes gender equality and the empowerment of women, was implemented for the first time in Portugal in 2022, at Nova SBE and with mentors from Nova SBE Staff and Faculty.

INCLUSIVE TALKS 2022: INCLUSIVE COMMUNITY FORUM PRESENTED THE LATEST ADVANCEMENTS ON EMPLOYABILITY AND EDUCATION



In the fourth edition of the Inclusive Community Forum's annual event, Inclusive Talks, more than 300 people attended, and companies, social organizations, and partners shared the role they have been playing and what has been accomplished so far on the employability and education of people with disabilities. The Inclusive Community Forum also presented the significant advancements reached in 2022 on the employability and education of people with disabilities, and people from the community shared their inspiring stories and testimonies that showed the impact the Inclusive Community Forum has been creating over the first 5 years of activity and which boosted the Inclusive Community Forum's next activity cycle.

Inclusive Talks are an important event in which all those who play a role in the co-creation of solutions for people with disabilities get together and publicly share all the work they have been developing on the topics at hand.

THE 2022 NOVA SBE WELL-BEING WEEK



From February 8 to February 11, the 2022 Nova SBE Well-being Week promoted well-being among the Nova SBE community – staff, faculty, and students - by providing, through a diverse program, important information and tools for a healthy lifestyle and sustainable mental health. This edition took place in person, and each day of the week was dedicated to a different main topic – Professional Well-being, Personal Well-being, Mental Well-being, and Physical Well-being.

Proving how it's possible to grow boldly, most activities involved part of the Nova SBE community in informative and highly interactive guided sessions. These focused on cultivating our peace of mind, staying focused in the here and now, reducing stress, increasing productivity, incentivizing community support and empathy in relation to mental health issues, relaxing and reenergizing in a ludic and sportive manner, and practicing weekly nutritious meal planning.

- 800+** Attendees
- 13** Speakers
- 8** Sponsors
- 7** Side events with speakers
- 8** Company group tickets
- 1** VIP lunch
- 1** live digital painting & music performance

SINGULARITYU PORTUGAL SUMMIT: SUPERMASSIVE - EBT



The SingularityU Portugal Summit: Supermassive took place at Nova SBE Carcavelos, Portugal, on October 27 and 28. This summit was the starting point for a transformational journey, where leaders and decision-makers got inspired by internationally renowned speakers to shift to an exponential mindset and hack the future.

The SingularityU Portugal Summit: Supermassive is a unique event designed with one objective: to support companies in their transformation processes. One of the biggest challenges of transformation is the sense of urgency that is inherent to it. It's hard for a leader or an organization to grasp the future without first understanding the need to act as a mobilizing agent for change.

Supermassive is a meeting for leaders, who need to understand the future of business, the future of work (and life), and how technology and its role will be increasingly crucial to the competitiveness of organizations, ensuring a differentiating role in the face of new models, new challenges and new realities. The urgency of a leader of the present is to understand and prepare for the challenges of the future

SDG AMBASSADOR'S PROGRAM



To empower our students to listen and learn from them, in 2022, Nova SBE launched the SDG Ambassador's Program, through which groups of students implemented initiatives at the school towards specific SDGs.

In 2022 we had more than 40 students (both Bachelor's and Master's) participating in this initiative, having all the 17 SDGs covered.

Some examples of the projects launched in 2022 are:

HYGIENE FEMININE PRODUCTS



At the end of 2022, Nova SBE started to have available in ladies' bathroom hygiene feminine products for free. This is an active initiative in other European schools that promotes gender equality, minimizing women's need for paying hygiene products.

INTERNATIONAL WOMEN'S DAY'S EVENT



In 2022, the first edition of the SDG Ambassador program, SDG 5, focused on two aspects: Immediate impact and long-term change. For immediate impact, on International Women's Day, they organized an event with the support of Nova SBE's People & Culture and Faculty Affairs Team, where they invited staff, faculty, and business leaders to speak, moderated by one of the student ambassadors. The entire community of Nova SBE was invited to participate. For long-term change, they began to collect data on the school's progress in terms of gender equality with the aim of producing a report that will be launched in March 2023.



5. Organizational Sustainability

PRME Principle 2 – Values

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

5. Organizational Sustainability



At Nova SBE, we are fully aligned with the United Nations Sustainable Development Goals, which are our world's call to action on the most pressing challenges and opportunities that humanity is facing. Being a leading European high education institution, we consider the SDGs as a path that we have to integrate into our everyday life in four interrelated ways: the research that our scholars undertake, the learning path of our students in different academic levels, the public engagement we undertake with all our different stakeholder's, and our daily operations. The COVID-19 pandemic has left behind consequences that we continue to address through the development of programs and actions directed at the community's health and productivity, and quality of life. We continue to reinforce our well-being programs designed and

adapted to the diverse realities of students, faculty, and staff. We also continue to invest in developing best practices that will keep us as a role model in sustainable operations that conserve resources and reduce waste and pollution. Our focus is kept on leading in the areas of climate change, community well-being, and inclusivity. We aim to reach the highest standards of transparency and accountability. In order to make it happen, we will continue to pursue global partnerships and develop global networks that will enable us to align and contribute to global sustainability efforts and global problem-solving. Nova SBE is a growing school with a global mindset and vision, and we will continue to work hard to integrate SDG as a common denominator of our culture, policies, and practices.

LEONOR COLAÇO
Executive Administrator

5.1. Walk the Talk

Climate change, poverty, the digital divide, access to education, and unemployment – only to name a few – are this century's challenges. Addressing the challenges requires a coalition of organizations from both private and public spheres. The Sustainable Development Goals propose an ambitious agenda for positive change on a global scale.

Universities are responsible for developing knowledge and talent that promote sustainable development around the world and using it as an organizing principle.

Aligned with the global agenda for the SDGs, Nova SBE must live up to its mission of impact and respond to the world's challenges. That is why in 2018, Nova SBE started its SDG journey and launched, in 2021, its Impact Model towards a more sustainable and active campus on global issues – and the Sustainable Development Goals had become a mission for the school and its community.

The image below reflects the SDG journey of the school whose initiatives have been described during the report. The Walk the Talk is divided into three main areas of Sustainability: Governance, People, and Planet.





5.1.1 Strong Governance

TRANSPARENCY AND MONITORIZATION



POSITIVE IMPACT RATING (PIR)

In 2022 Nova SBE joined PIR, an international ranking that positions business schools according to the students' perspective on the school's efforts to become a sustainable school with a positive impact.

The PIR was created by concerned business school experts together with global NGOs - WWF, Oxfam, UN Global Compact - and international student associations. It is supported by VIVA Idea and Fehr Advice. The PIR represents the first time that students around the world assess their business schools on their positive impact. The rating survey asks students 20 questions in seven relevant impact dimensions.

Both Bachelor's and Master's students are invited to participate, and according to the answers from more than 100 students, Nova SBE was ranked with "Level 4" (out of 5) as a Transforming School – a school with a positive impact culture, embedded in governance and systems, with visible results progress in many impact dimensions.

UNITED GLOBAL COMPACT ASSESSMENT

In order to help find the resources the school needs to take to achieve the next step on our sustainability journey and to inspire continuous improvement, in 2022, we performed the UNGC assessment with the support of their Self Assessment Tool. We diagnose our performance across all four issue areas – Human Rights, Labor, Environment, and Anti-Corruption. There were analyzed more than 100 actions within these topics, and the results are going to be applied in the 2023 action plan for the school.



DIVERSITY & INCLUSION POLICY

In 2022 we began to develop our Nova SBE's Diversity & Inclusion Policy, whose scope of application covers all activities integrally related to the school, transversal not only at the level of education, research, and partnerships formed, but also organizationally.

This Diversity & Inclusion Policy will establish a public commitment to diversity and inclusion, one of the Sustainable Development Principles defined as fundamental by Nova SBE, and will establish our impact mission and vision to be the school for a better and sustainable future aligned with the SDGs defined by the United Nations.

Parallel to the Diversity & Inclusion Policy, an Action Plan will be developed in the following year with a defined strategy to achieve the commitments outlined herein, as well as key performance indicators to be publicly monitored and reported, mirroring the School's contribution to the SDGs, specifically:

- SDG 3 - Target 3.4. By 2030, reduce one-third of premature mortality resulting from non-communicable diseases through the prevention, treatment, and promotion of mental health and well-being.
- SDG 4 - Target 4.5. By 2030, eliminate gender disparities in education and ensure equal access to all levels of education and vocational training for the most vulnerable, including persons with disabilities, indigenous peoples, and children in vulnerable situations;
- SDG 5 - Target 5.1. End all forms of discrimination against all women,
- SDG 5 - Target 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;
- SDG 8 - Target 8.5. By 2030, achieve full and productive employment and decent work for all women and men, including for youth and persons with disabilities, and equal pay for work of equal value;

- SDG 10 - Target 10.2. By 2030, empower and promote the social, economic, and political inclusion of all, regardless of age, gender, disability, race, ethnicity, origin, religion, economic or other status;
- SDG 16 - Target 16.7. Ensure accountable, inclusive, participatory, and representative decision-making at all levels.



IMPACT DASHBOARD

Accountability for Nova SBE's impact on society and the environment is fundamental to improving our actions toward a more sustainable institution and community. Therefore, rigor is required in the approach to identifying material impacts and overseeing their governance for sustainability reporting that meets the needs of all audiences. Therefore, Nova SBE started in 2022 the construction of its Impact Dashboard, together with two student clubs, oikos Lisbon and Data Squad, which will aim to provide easy and accessible visualization of the performance of the various areas of Nova SBE according to predefined sustainability indicators aligned with Nova SBE's strategy. The full version is predicted to be implemented in September 2023.

EMBEDDING THE SDG LANGUAGE IN OUR COMMUNICATION

The school's mission is to be a community dedicated to the development of talent and knowledge with an impact on the world. As such, our communication always includes content that does justice to it. Hence, all the different programs, projects, and initiatives are created to identify the school's contribution to the SDGs and how it responds - and wants its community to respond - to the SDGs Agenda and work towards a more collaborative, inclusive, inclusive, and sustainable social and economic reality.

We use our communication as a tool to inspire and educate, being by definition meaningful, relevant, and useful but also inspiring and challenging.

INTERNAL COMMUNICATION

NEWSLETTERS

By making the 17 Sustainable Development Goals Nova SBE's official language and by putting sustainability at the center of our impact model, we are making sure we deliver meaningful positive impact and that all pioneers have a significant contribution. That's why Brand, Communication & Marketing, People & Culture, and Life@Nova's newsletters (What's Up, People & Culture, and The *Nova way* of Life) list all events and opportunities according to the correspondent SDG.

INTERNAL AND EXTERNAL COMMUNICATION

SUSTAINABILITY SEGMENT ON SOCIAL MEDIA

By making the 17 Sustainable Development Goals Nova SBE's official language and by putting sustainability at the center of our impact model, we are making sure we deliver meaningful positive impact and that all pioneers have a significant contribution. That's why Nova SBE developed a sustainability section on Instagram published weekly through stories. It incorporates the 17 SDGs, addresses and explains the importance of SDGs and/ or associated initiatives, and makes the call to action for more information and/or contributions.

PRESS RELEASES

Aligned with the school's mission to adopt the SDGs as its language of impact, our external communication made sure it also reflected that.

In 2022, Nova SBE sent 78 Press Releases to national and international media with a graphic representation of one or more SDGs that applied to the topic at hand. Thus, contributing to other organizations possibly also adopting the SDGs as their language of impact, or at least being well-versed and understanding it.

AWARDS

Feb 2022

OnStrategy: Emotional Reputation in the Education, Universities Category

Nova SBE is the higher education institution with the highest emotional reputation in Portugal, according to the results of RepScore, an annual study by the consulting firm OnStrategy that analyses the positioning and the emotional and rational level of over 2000 brands in Portugal. This distinction is awarded every three years to the brands and personas that stand out consistently. Its methodology is based on notoriety, relevance, trust, products and services, innovation, well-being, social responsibility, leadership, and vision.

June 2022

Prémios Marketeer 2022, Universities and Education Institutions category

Nova SBE was the bigger winner (for the third time in a row) of another edition of the Prémios Marketeer, which recognizes brands and professionals that made a difference in Portugal this year. Marketeer magazine organized the third edition of its awards, and Nova SBE made the list of all the notable brands and professionals in Portugal once again, having been recognized with the Prémio Marketeer 2022 award in the Universities and Education Institutions category. In total, 32 categories were considered, aside from four awards that were awarded directly, which cover prominent areas such as Art and Culture, Fashion and Accessories, and Telecommunications. Nova SBE proudly receives this honor for the third time and upholds its determination to grow boldly, prepare the leaders of tomorrow and be a space where it's possible to learn more, do good, and be better.

OnStrategy: Environmental, Social, and Governance (ESG) perception in Portugal

Nova SBE is one of the brands with the best Environmental, Social, and Governance (ESG) perception in Portugal, according to the consulting firm OnStrategy, being one of the nine Portuguese brands with the best results regarding its commitment to transforming the world in responsible and inclusive ways. The study refers to the first five months of 2022 and analyzes the perception associated with ESG sustainability by sector on

a scale of 100 points. The study evaluated 24 indicators related to the environment, society, and governance and was conducted with a sample of 40,000 online citizens and over 10,000 surveyed in person or by phone.

Nova SBE is thus among renowned brands from different industries, such as Delta, IKEA, Nestlé, Cruz Vermelha, and Champalimaud Foundation, among others, being the only of its sector among the nine with the best score. This is an important recognition that reinforces the efforts Nova SBE is making to develop knowledge that impacts the world and supports projects that contribute to a more open, sustainable, and inclusive world.

November 2022

Superbrands 2022, Brand of Excellence

Superbrands is an international organization that distinguishes the most relevant brands in each country from the consumers' perspective. In 2022, the organization held a gala to award "top-of-mind" brands in the market. Nova SBE was once again elected as one of the most relevant brands in the national market, as one of the 17 Portuguese brands that stood out the most in the market, having been the only education brand to receive this distinction.

This is the second consecutive time that Nova SBE has been distinguished with this award, whose selection criteria identify brands whose performance levels are higher than their competitors and that offer a clear and differentiating factor from the consumer's perspective.

NEW PARTNERSHIPS & RECOGNITIONS



PRME CHAPTER IBERIA

Nova SBE has become the Chair of PRME Chapter Iberia, reengaging the network that has been dormant. Together with other Portuguese and Spanish signatories – UPF, IPVC, ISEG and ISCTE – has been formed a Steering Committee that has been working in the past semester on a Strategic Plan to be implemented in 2022. The preparation of this Strategic Plan included already an open survey to all existing signatories on their perceptions of why engaging with PRME and PRME Chapter Iberia, their status point in integrating, mapping, and reporting the PRME’s six principles and the SDG, and their perspective on how PRME Chapter Iberia could be of benefit for them in the future.

Nova SBE is Chair of the PRME Chapter Iberia, reinvigorating the network that was "dormant". Together with other Portuguese and Spanish signatories - UPF, IPVC, ISEG, and ISCTE - a Steering Committee was formed and has been working on the implementation of sustainability in business schools. In 2022, PRME Chapter Iberia launched an official newsletter to share SDG-related events among all signatories, as well as two series of webinars focused on the implementation of the challenges associated with the 6 PRME principles.

PRME Champion Cycle

Nova SBE is also a PRME Champion. The mission of the PRME Champions group is to contribute to thought and action leadership on responsible management education in the context of the United Nations sustainable development agenda.

In so doing, PRME Champions commit to the following:

- **Work collaboratively** to achieve higher levels of performance in transforming business and management education in five key areas: curricula, research, educational frameworks, sustainability-based partnerships, and thought leadership.

- **Serve the broader PRME community** through active engagement with existing PRME Chapters, PRME Working Groups, SIP Reporting, and other global opportunities, as well as support the broader and deeper implementation of sustainability principles in the institutional context of the PRME initiative.
- **Contribute to broader UN goals and issues**, particularly helping to realize the Sustainable Development Goal.

Participation in the Champions group enables Nova SBE to:

- **Be recognized as a thought and/or action leader** in the responsible management education community. Help to develop and implement “game-changing” projects and serve as a sounding board for PRME, Global Compact, and the UN on timely issues, such as the SDGs.
- **Be a role model and pioneer in sharing information on progress:** Co-develop the new model for sharing information on progress and contribute good examples of institutionalized and transformational sustainability practices.
- **Be recognized as an Ambassador for the PRME community:** Engage and support local businesses and peer institutions by playing a visible role in PRME Chapters, at PRME Regional Meetings, and/or with Global Compact Local Networks. Serve as a role model for the PRME community locally, regionally, and globally.
- **Be eligible to take leadership roles:** Engage in PRME Chapters and/or Working Groups and provide strategic advice to the PRME Secretariat.
- **Receive preferential access for students to UN Global Compact opportunities**, including internships and volunteer opportunities with the PRME Secretariat and the UN Global Compact, as well as PRME-related student competitions and events such as those hosted by PRME Global Students (PGS).

GRACE

Keeping the school’s commitment to the United Nation’s Sustainable Development Goals (SDGs), the school continues to be an active member of the “Responsible Companies Movement,” which gathers national companies that thus commit to incorporating sustainability and corporate social responsibility principles in their governance towards a healthier entrepreneurial network and a social economy.

Hence, Nova SBE continued to partner with GRACE, a non-profit business association acting in social responsibility and sustainability to promote a sustainable entrepreneurial culture through its association with national companies in their respective sector). In 2022 Nova SBE continued to be an active member of two of GRACE’s clusters related to Sustainable Finance and Gender equality. These are designed to foster synergies among companies in social corporate responsibility and sustainability. In 2022 Nova SBE also joined a third cluster focused on citizenship and volunteering.

GIRLS4GIRLS

Nova SBE was, in 2022, a partner in the Girls 4 Girls program, developed at Harvard University to prepare successful women in their professional careers to be mentors to other younger women (in this case, students). This project, which promotes gender equality and the empowerment of women, was implemented for the first time in Portugal in 2022, at Nova SBE and with mentors from Nova SBE’s Staff and Faculty.

It was launched in October with more than 30 students/mentees both from Bachelor’s and Master’s programs and from 10 different nationalities as Portuguese, Spanish, Brazilian, Angolan, German, Lebanese, Swiss, Luxembourgish, Italian, and Turkish.

ELLEN MCARTHUR FOUNDATION

After signing, in 2019, the “New Plastics Economy Global Commitment,” Nova SBE officially became part of the Ellen MacArthur Foundation community of profiled universities, recognizing all the projects and initiatives it has launched, its commitment to the Sustainable Development Goals, and the way it intends to participate in rebuilding the future alongside national and international stakeholders when it comes to a circular economy.

The Ellen MacArthur Foundation has been identifying the higher education institutions worldwide that are making noteworthy contributions to rethink and rebuild the future through a circular economy, thus acknowledging the fundamental role universities play in creating synergies and pushing the boundaries of knowledge towards a more just and sustainable world.

Nova SBE thus integrates a list of profiled universities that stand out for the great work they have been doing in five key driver areas of a circular economy – teaching, research, campus management, student-led projects, and influence and leadership.

QUALITY AT NOVA SBE



A3ES - NATIONAL ACCREDITATIONS

New Accreditation

Master's in Law and Economics of the Sea: Ocean Governance

New joint degree program with Nova School of Law
ECTS: 120
Admission places: 40

Reaccreditations

Bachelor's in Economics and Bachelor's in Management

ECTS: 180
Admission places: 375, respectively

The Bachelor's programs underwent a significant overhaul in their curricula, aimed at enhancing key skills, including technical and soft skills, and providing increased exposure to new experiences and contexts with an emphasis on impactful careers.

Master's in Economics and Master's in Management

ECTS: 90
Admission places: 120 and 600, respectively

The accreditation received by the school is a significant acknowledgment of the collective efforts of its entire community. Nova SBE's approach to teaching and research is demanding and rigorous. This approach supports its graduates' high employability level and the international recognition of its faculty and researcher's scholarly output. This is a testament to the school's commitment to providing its students with the highest quality education and fostering a supportive and productive environment for faculty and researchers.

CERTIFICATION OF INTERNAL QUALITY ASSURANCE SYSTEM (A3ES)

Within the framework of the school's internal quality assurance systems, known as Nova SIMAQ (NOVA's Internal Quality Monitoring and Evaluation System), Nova SBE has been committed to aligning its internal quality assurance processes with the changes instituted at the institutional level, with the ultimate objective of harmonizing policies, procedures, and processes across all UNL schools.

This is essential to attain recognition from the national accreditation agency (A3ES) for upholding the highest standards of internal quality assurance.

Successful achievement of a more robust integration and consolidation of two instrumental Quality Assurance processes:

Curricular Unit Reports

The Curricular Unit Reports, generated at the close of each semester, serves as a comprehensive evaluation tool for Course Instructors. They provide a clear picture of the outcomes derived from various sources, such as course and instructor evaluations and student performance. The ultimate goal is to promote continuous improvement and ensure the optimal functioning of the curricular unit.

Study Cycle Reports

The Annual Study Cycle Report, a comprehensive evaluation document tailored for each degree program, is created using data from the Curricular Unit Report and other key performance indicators. The report focuses on fostering a critical and forward-looking perspective on pedagogical issues, presenting a SWOT analysis. This in-depth examination provides valuable insights into areas that require improvement and outlines strategies

for overcoming the program's weaknesses and threats, ultimately enabling the program to reach new heights of success and excellence.

ASSURANCE OF LEARNING (AOL)

AOL holds a major significance in international accreditation processes, specifically those conducted by the AACSB and EFMD-EQUIS, and primarily focuses on evidence-based results to verify that students are achieving the learning outcomes that the program has committed to providing. This involves gathering data through both direct and indirect measures at set intervals to assess student learning and producing feedback reports that provide insight into the learning outcomes.

A customized information management solution to streamline and automate related processes has yet to be developed, but significant progress has been made through the implementation of a structured and systematic approach. This approach has produced end-of-semester assessment reports, providing valuable data and insights to both course instructors and academic directors. By establishing a more robust AOL system, we are able to assess our strengths and identify opportunities to build upon them for further improvement.

NUMBERS AT A GLANCE

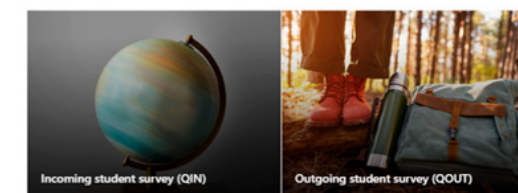
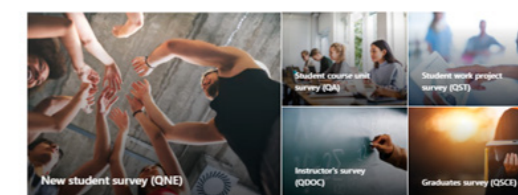
Link: <https://novasbe365.sharepoint.com/sites/NOVASTAT>

Dashboards

The school's interactive Power BI data catalog now incorporates data on Executive Master's and PhD students.

Nova SIMAQ Quality Indicators

Additionally, interactive PowerBI dashboard reports have been made available, featuring insights from comprehensive surveys conducted with students throughout their academic journey. These surveys include assessments of early integration experiences, course units, mobility programs, work projects, and post-graduation prospects. These reports offer a wealth of information that can help the School better understand and meet the needs of its students, improving the overall student experience.



Monitoring report

A monitoring report on the Admissions Process was conducted with the aim of evaluating the compliance of the School's admission processes with applicable laws and regulatory standards.

OUR COMMITMENTS

- Publish Human Rights and Green Procurement Policies
- Establish a D&I Area to implement the Action Plan and ensure D&I Policy's accountability
- Launch Nova SBE's Carbon Neutrality Roadmap.

5.1.2 Our People



OUR APPROACH

The year 2022 was marked by the focus on Nova SBE's culture.

A cultural consolidation project has been launched with the main objective of creating greater interaction between Faculty and Staff and maintaining the culture of Nova SBE alive and strong. Fourteen Moments that Matter were identified as moments, projects, or initiatives that have a strong cultural impact, such as Onboarding, Power Up, Teaching Days, and Graduations. Among other initiatives, a physical space of the campus was promoted for this purpose, exclusive to staff and faculty, as a way to promote an informal socializing place.

In early 2022, the Nova SBE choir of Nova SBE, A Nova Kind of Melody, was created with the aim of promoting greater interaction between Faculty and Staff through music and group spirit. A partnership was established with the music school Crescendo, and the rehearsals with a maestro are maintained weekly with the participation of several collaborators from different areas and teachers who risk acting on stage twice a year. One of these moments was reflected in the Concert for Peace in Ukraine last May, in which the Community of Nova SBE and several guests filled the Jerónimo Martins Auditorium.



OUR STAFF



Well-being

With the aim of promoting a greater culture of sport and well-being, following the same line of gathering Faculty and Staff, a Padel group was created with frequent games on the Tennis Court and Padel de Carcavelos. A dance group was also created in partnership with a Dance School, in which a weekly dance class with different styles (hip-hop, salsa, Latin dances) is available for any collaborator. Nova SBE has also partnered with a beauty center to provide manicure and massage services on campus twice a week.

Recognizing the importance of mental health and well-being, Nova SBE inaugurated a new space for psychology appointments on campus and increased the number of hours per week dedicated to free psychology appointments for faculty and staff members. Our faculty and staff have access to clinical psychologists and family therapists online and in person, free of charge.

In March, Nova SBE organized the Well-being week with the purpose of promoting a healthy lifestyle among the Nova SBE community – staff, faculty, and students – by providing tools and information that promote and support Mental Health. The topics addressed were: Well-being at home; Mental Health; Food and nutrition; Mind and body, and Well-being at work.

Also, at the end of the first semester, all Faculty and Staff received the psychosocial risk assessment questionnaire. The People & Culture team is working on an action plan to address the most unfavorable factors.

Finally, to create the best facilities and allow a better personal and professional balance, all mothers who are breastfeeding can now use a breastfeeding room on campus. It has all the necessary conditions, namely a highchair, a changing table, and electrical plugs to use pumps, among other necessities.



Simulacrum

The safety of everyone on campus is one of the fundamental aspects of the school, and, in that sense, the People & Culture team, the Facilities & Services team, and the Voluntary Firefighters of Carcavelos and S. Domingos de Rana joined forces to organize a Safety Week in 2022.

At the beginning of the academic year, training courses took place on Nova SBE's Emergency Plan for all Faculty and Staff, as well as equipping a group of employees with knowledge on how to act in an emergency, allowing their participation in the First Intervention teams (Evacuation of Buildings, Fire Fighting, First Aid). After the training courses, the first simulacrum happened.



Voice Survey

The second edition of the Voice Survey will be launched again in May 2023, and the expectation of results is high since the themes identified in the first edition as more critical have been worked out exhaustively: develop a culture of feedback, identify, and clarify internal career opportunities and establish moments of rest for energy recovery, promoting greater work-life balance.



Volunteering Policy

As stated in the last edition's Road to Impact Report, Nova SBE is committed to promoting active citizenship and volunteering throughout its community. With an already integrated volunteer program for students in 2022, we expanded it to all Nova SBE employees, defining and approving a Policy for this purpose, which allows any employee to dedicate sixteen hours a year (per calendar year) during labor hours to carry out volunteer activities in support of relevant causes with an impact on the community and for the SDGs. During this year, we promoted initiatives with the participation of Faculty and Staff members. An example is the cleaning and reforestation of Sintra Cascais natural park.



International Mobility

During 2022, Nova SBE had 14 outgoing International Mobilities (9 for Staff and 5 for Faculty) and 5 Incoming International Mobilities (Colombia, Morocco, Poland, and Austria). This is an extraordinary opportunity to work as a way to promote the professional development of our Faculty and Staff and help spread Nova SBE's footprint beyond Portugal. During this year, the International Mobility project had 14 Faculty and Staff members present in Cape Verde, Canada, Colombia; France; USA, Morocco; Egypt; Israel, and Tunisia.



Breakfast with the Dean:

4 editions with 38 participants
A unique moment when the Dean and Staff/Faculty get together for breakfast and informally share ideas relevant to Nova SBE. In 2022, there were 4 editions with about 38 participants and the themes were about the Culture of Nova SBE and the Leadership in the Nova SBE.



Recruitment

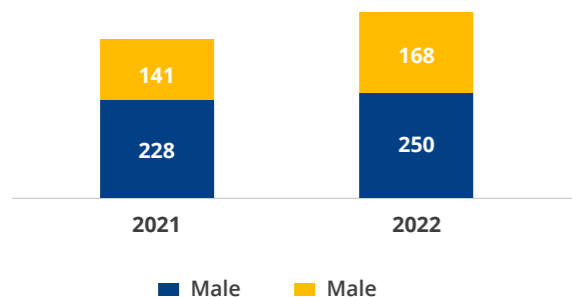
Recruitment is crucial to the schools' strategy. Having a team dedicated to recruitment allows a daily commitment to the sizing of teams, aiming to optimize processes and seeking to ensure the maximum responsibility of all its elements, avoiding overwork.

Nova SBE's structure had an increase of 39 employees (Staff only). The increase of the structure by more than 20%, in comparison with the previous year, confirms that the recruitment effort represents not only a commitment to the school but is also a very important step for the well-being of all our employees.

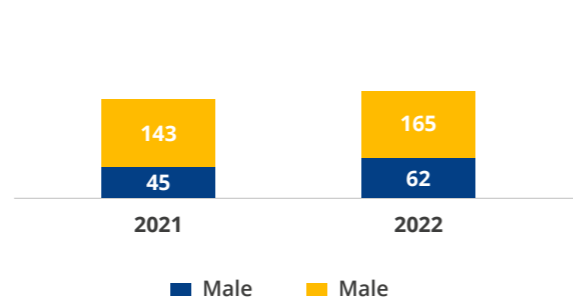
We remain focused on inclusive recruitment. In 2022 we renewed our commitment to the Inclusive Community Forum, and efforts are being made to substantially increase partnerships with institutions and associations that will help us achieve our goals in this field.

We continue to promote gender equality. Our executive board has a majority of female representation, contrasting with the national and European labor market. We maintain our ethical commitment to having an equitable organization regarding gender equality.

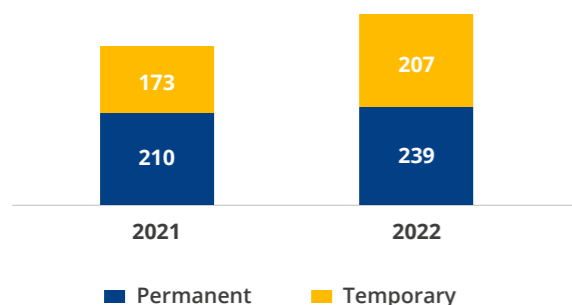
Total number of faculty, by Gender



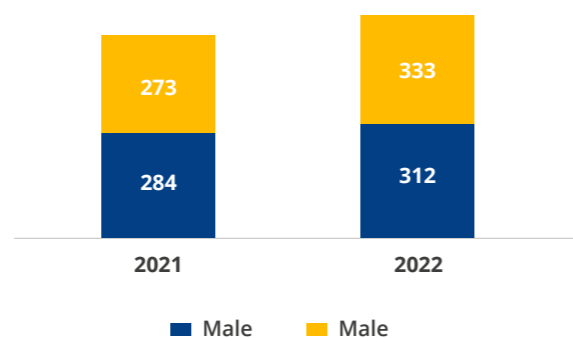
Total number of staff, by Gender



Total number of employees (FTE's), permanent and temporary



Total number of employees breakdown, by gender



Onboarding

Nova SBE is aware that organizations with strong onboarding processes increase new hire retention by 82% and improve productivity by 70%, and employees who attend a structured orientation program are more likely to remain at their new job. In 2022, Nova SBE was even more focused on improving the Faculty and Staff onboarding experience. The People & Culture team developed the Nova SBE Employee Guide, a guide provided to Nova SBE's newest talents in which the school, its campus, and its community are presented. The Nova SBE Employee Guide is sent to the newest members on their first day at Nova SBE, but it can also be read by those who have been part of this global community for longer. In September, for the first time in the history of the school, an onboarding session for Faculty and Staff, with formal sessions, a tour of the Campus, and an end-of-day Cocktail, took place. It was an amazing experience for all that were present. Since then, Nova SBE has promoted 11 welcome sessions for more than 70 participants.



Training & Development

As an open ground for a new way of learning, sharing, and growing together, Nova SBE promotes its staff members' talent. Proof of that is close to 8000 training hours given to Nova SBE staff since January 2022.

This year, and for the first time at Nova SBE, a specific 40-hour training program in Leadership was developed, named Bold: be an outstanding leader, for a total of 44 Team Leaders as a way to develop top talent.

Training sessions and number of students per session:

Management, Finance & Economics

- Formação SNC-AP: Contabilidade Orçamental [Training SNC-AP: Budget Accounting]: 17
- Caso Práticos de SNC-AP [Practical Cases of SNC-AP]: 9
- A localização das prestações de serviços em IVA - artº 6 CIVA [The location of the provision of services in VAT - article 6 CIVA]: 7
- Controlo de Gestão: Fundamentos [Management Control: Fundamentals]: 2
- Finanças para Não Financeiros [Finance for Non-Finance Professionals]: 2
- Pós-graduação em Gestão Aplicada [Postgraduate in Applied Management]: 2
- Pós-Graduação em Gestão e Controlo Financeiro [Postgraduate in Management and Financial Control]: 2
- Curso Geral de Gestao [General Management Course]: 1
- Sustainable Finance: 1
- XBA: Exponential Business Administration: 1

Communication

- Workshop como Dar e Receber Feedback [Workshop on Giving and Receiving Feedback]: 52
- Comunicar com Eficácia [Communicate Effectively]: 11
- Speaking with Full Presence: 6

Languages

- Inglês Empresarial [Business English]: 120
- Português para Estrangeiros [Portuguese for Foreigners]: 2

Leadership

- BOLD: be an outstanding leader: 44
- Liderança Eficaz [Effective Leadership]: 18
- Adam's Choice: 1
- Pós-Graduação em Gestão de Pessoas & Talento [Postgraduate in People & Talent Management]: 2
- Lider como Coach [Leader as a Coach]: 1
- Liderar a Transformação Digital [Leading Digital Transformation]: 1

Liderança Social para Gestores [Social Leadership for Managers]: 1
 Management Acceleration Program: 1
 Estratégia de RH e Cultura Organizacional [HR Strategy and Organizational Culture]: 1
 Pós-graduação em Coaching Executivo [Postgraduate Degree in Executive Coaching]: 1

IT & Digital Transformation

SIGES: Sistema Integrado de Gestão do Ensino Superior [SIGES: Integrated Higher Education Management System]: 59
 Portal de Gestão de Informação [Information Management Portal]: 30
 Power BI: 26
 Sistema de Gestão Documental GESDOC [Information Management Portal]: 18
 Fundamentos de Oracle SQL [Oracle SQL Fundamentals]: 17
 Exam AZ-104: Microsoft Azure Administrator: 3
 IBC 2022 - BACK AT THE RAI AMSTERDAM: 1
 Jornadas da Unidade FCC [FCC Unit Days]: 1

Procurement

Excelência Operacional [Operational Excellence]: 4
 Procurement and Global Sourcing: 2
 Conferência Nacional APCADEC: Desafios do procurement em tempos de mudança [APCADEC National Conference: Procurement challenges in times of change]: 2
 Blockchain and Smart Contracts: 1
 Pós-graduação em Gestão da Supply Chain [Postgraduate in Supply Chain Management]: 1

Inner Purpose

Workshop sobre Quais os Objetivos de Desenvolvimento Sustentável [Workshop on What are the Sustainable Development Goals]: 34
 Workshop Diversidade e Inclusão [Diversity and Inclusion Workshop]: 19

Governance procedures

Noções de Contratação Pública [Notions of Public Procurement]: 34
 Workshop sobre a Marca, Marketing e Comunicação da Nova SBE [Workshop on Nova SBE's Brand, Marketing and Communication]: 26
 ERP SINGAP: 22
 Data Protection Officer - Regulamento Geral de Proteção de Dados [Data Protection Officer - General Data Protection Regulation]: 3

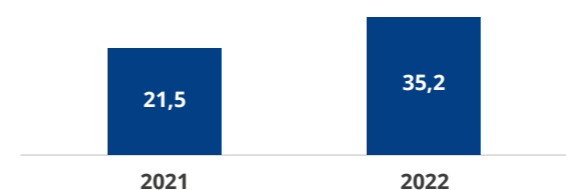
Health and Safety

Plano de Emergência [Emergency Plan]: 28
 Gestão de Tempo [Time Management]: 26
 Planning for a Better Life [Planning for a Better Life]: 26
 Suporte Básico de Vida e Desfibrilhação Automática Externa [Basic Life Support and Automated External Defibrillation]: 9
 The Well-being Project: 1

Others

Conferências de Recursos Humanos [Human Resources Conferences] : 4
 10º Congresso PIN de Farmacologia [10th PIN Congress of Pharmacology]: 3
 Pós-Graduação em Data for Business [Postgraduate in Data for Business]: 2
 Doing Digital: 1
 EFMD - Doctoral Programmes Conference: 1
 LEGO® Serious Play: 1
 Pós-Graduação em Inovação e Empreendedorismo [Postgraduate in Innovation and Entrepreneurship]: 1
 Pós-graduação em Marketing, Estratégia & Inovação [Postgraduate in Marketing, Strategy & Innovation]: 1
 Vendas e Prospecção com Impacto [Sales and Prospecting with Impact]: 1

Average hours of training that the organization's employees have undertaken during the reporting period (Staff Only)

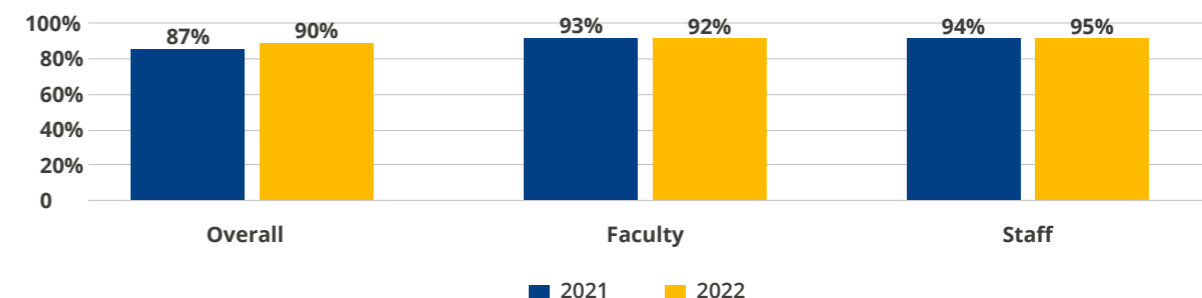


OUR COMMITMENTS

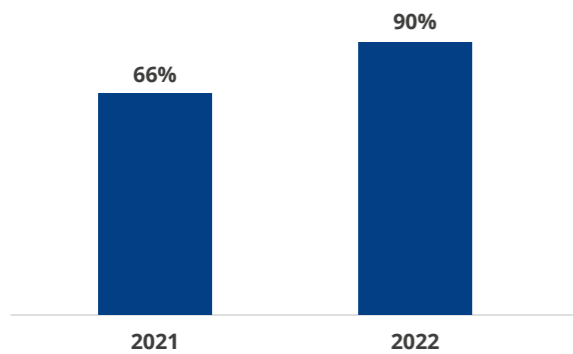
- Integrate explicitly Diversity & Inclusion related questions on Voice Survey, covering all the diversity dimensions explored in the soon-to-be-launched Diversity & Inclusion Policy
- Integrate Volunteering activities as a component of staff's yearly objectives

OTHER RELEVANT DATA

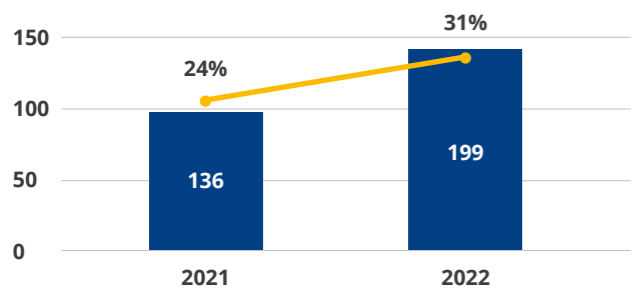
Ratio of basic salary and remuneration of women to men



Percentage of employees receiving regular performance and care development reviews (Staff Only)

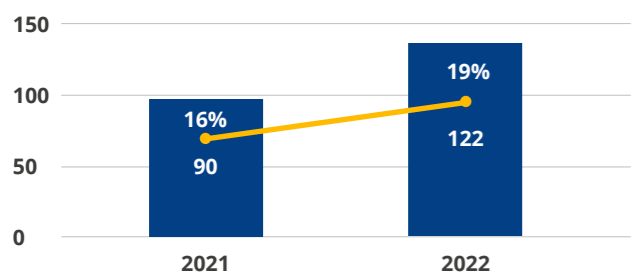


New Employee Hires



■ Total number of new employee hires
— Rate of new employee hires

Employee Turnover



■ Total number of new employee turnover
— Rate of new employee turnover



OUR STUDENTS



DIVERSITY AND INCLUSION IN THE ARRIVAL OF STUDENTS AT NOVA SBE

In 2022 and following feedback received by students and by Nova SBE's LGBTQ+ club, new Bachelor's and Master's students started to indicate their preferred name by which they choose to be addressed by Professors and peers in classes and in all school initiatives rather than automatically being referred to by their given name. Additionally, the school started to include more options for the Pronoun and removed the Gender's question in the students' admissions form.

through The Nova Way of Life newsletter in the "We Hear You" section.

All members of the student services teams have the Bachelor's and Master's student satisfaction indicators as the objective of their performance evaluation – a transversal to all global satisfaction teams and a specific one for the program/service to which they are dedicated. The intention is to align individual and team motivations and incentives with this strategic objective of improving the student experience:



ANNUAL SURVEY - INCLUSION

Overall student satisfaction with the Bachelor's and Master's Programs and the Nova SBE experience is measured annually by a survey launched to all active students and graduates in January of the same year. The survey covers the various dimensions of the student's experience from their first contact as candidates to the admission and integration phase, covering the entire academic component (satisfaction with the compulsory and optional subjects, with the forms of evaluation, the quality of teachers or theses), as well as satisfaction with the services and facilities;

The analysis of the results is segmented based on different attributes to allow for finer conclusions, producing specific reports for different stakeholders to hold teachers and services accountable and involve them in the improvement plan that may arise. The global results are communicated with the entire school – students, staff, and faculty.

Based on the results, a plan of improvement initiatives is outlined with priorities for action. As improvements are implemented, they are communicated to the community



86% (vs. 85% in 2021)
Satisfaction with Overall Experience at Nova SBE

86% (vs. 90% in 2021)
Likelihood to recommend a Nova SBE Program

* A reasonable accommodation is an adjustment made in a system to accommodate or make fair the same system for an individual based on a proven need.

70% of students are satisfied with overall student development and well-being support.

ANNUAL SURVEY - INCLUSION

Regarding the question "I felt welcome and integrated", 83% answered favorably (vs. 80% in 2021)

ANNUAL SURVEY – SCHOOL ENVIRONMENT

Regarding students' perception of the relationship among students and with faculty and staff, the results show that there is generally a sense of collaboration, friendship, and openness, despite being a demanding environment.

ANNUAL SURVEY - SUSTAINABILITY PERCEPTION OF SCHOOL'S EFFORTS

80% of students are overall satisfied with environmental concerns and practices (vs. 89% in 2021)

79% are aware of the UN Sustainable Development Goals when finishing the degree (vs. 77% in 2021)

82% of students are satisfied with overall student development and well-being support (vs. 70% in 2021)

- Sustainable development is something that Nova SBE should actively incorporate and promote: 80% (vs. 91% in 2021)
- Nova SBE has a greater responsibility to promote education on sustainable development: 89% (vs. 91% in 2021)
- Nova SBE helped me to learn how to make changes to my lifestyle to help the environment: 44% (vs. 53% in 2021)
- I would have liked to learn more about sustainable development: 67% (vs. 74% in 2021)
- Nova SBE helped me to learn how to celebrate diversity and understand how to be more inclusive: 54%



5.1.3 Our Planet



In this chapter, we will focus on the new initiatives implemented in 2022. However, all the actions described in the last year's report are still ongoing and regularly monitored and improved by the sustainability team. For time-saving purposes, they will not be mentioned again in this report.



CASCAIS SMART POLE - OUR JOURNEY TO CARBON NEUTRALITY THROUGH AN ENERGY COMMUNITY

Cascais Smart Pole by Nova SBE is a living lab resulting from a partnership between the Alfredo de Sousa Foundation, Nova SBE, Cascais Municipal Council, Cascais Ambiente, Get2C, CEiiA, PRIO BIO, Veolia and Avfallsteknisk Montasje AS (Norway). Located in Cascais, the living lab aims to lead the generation of change agents on the path of innovation combined with carbon neutrality, following the municipality's decarbonization goals and national goals set for 2050. It is implemented in a multifunctional area that integrates housing, commerce, equipment, and public areas, acquiring local identity through social and cultural interaction between residents, students, and visitors and covering an area of 4.2ha of green areas. The ambition to achieve carbon neutrality with the contribution of all stakeholders is the driver of this living lab.

As part of the Cascais Smart Pole by Nova SBE, a process was started to create an energy community in the S.Gonçalo neighborhood. The goal of this energy

community is to decentralize energy production (in order to contribute to decarbonization) by bringing together buildings on campus and in the S. Gonçalo neighborhood with photovoltaic panels and using them to produce energy for the entire community.



OTHER INITIATIVES UNDER CSP AND TOWARDS CARBON NEUTRALITY

INDOOR AIR QUALITY SYSTEM (IAQ)

Implementation of an indoor air quality monitoring system on campus, which can monitor CO, CO₂, humidity, and air temperature and incorporates a dynamic ventilation mechanism able to regulate the IAQ levels as a function of CO and/or CO₂ levels.



PLANTING AT THE CAMPUS

Voluntary action of planting native species on the campus of Nova SBE, where more than 7.900 plants of 20 different species were planted in the Navigator park at Nova SBE. It was an initiative that involved students, staff, and the surrounding community of the campus.

This action fits the Nova SBE goal of planting one tree per each four graduated students.



COASTAL CLEANING

Sustent'Arte is an initiative that transforms garbage collected from the sea and beaches into art, portraying some of the heroes that give voice to the fight against climate change

It is developed by Mar de Experiências and portrays six personalities worldwide recognized for their active role in combating climate change. The pieces in this itinerary are created with waste collected on the beach and on the banks of rivers and forests. Some of the waste used was collected on the beaches and coastline of Cascais through a coastal cleaning action organized by Cascais Smart Pole and in which Nova SBE has participated. Nova SBE hosts the six art pieces developed in the scope of this project – one of them being the famous British broadcaster, biologist, naturalist historian, and author David Attenborough.



EDUCATING THE SURROUNDING COMMUNITY TOWARDS SUSTAINABLE HABITS

Nova SBE has supported the launch of small-scale events destined to the surrounding community to educate on a new way of living in equilibrium with nature and the planet – reducing waste, eating healthier, or consuming local products.



MOBILITY (GET 2 C SURVEY)

With the support of GET 2 C, Nova SBE was able to monitor its emissions derived from some of the biggest events hosted by Nova SBE in 2022, having designed and started the plan to compensate them. The monitored events were Nova SBE Sustainability Journey, Estoril Conferences, and Post-Graduation on Sustainable Development.



OTHER RELEVANT INITIATIVES

Partnership with Águas de Cascais

In 2022 and due to the partnership with Águas de Cascais, the school had water fountains/drinking fountains installed on campus:

1. 3 units in the Main Deck;
2. 3 units in the Jerónimo Martins Grand Auditorium.

This initiative intends to promote reusable water bottles, minimizing single-use plastic bottles.



6. **A call to action**

6. A call to action

In the last few years, governments have enhanced their contribution to sustainable development by implementing new policies that promote the achievement of the 17 Sustainable Development Goals defined by the United Nations. This paradigm shift favored the identification of public strategies to mitigate the negative externalities of emerging topics such as climate change, social inequalities, and discrimination. In addition, many government project appraisals integrate sustainable and ethical principles. Contrary to the past, sustainable development has played a central role in social and economic debates.

However, the 2030 Agenda calls to facilitate the participation of all sectors of society, not only the public but also the private sector, civil society organizations, academia, and the general public at the local level. This “localization” calls for an inclusive approach that utilizes local knowledge to tailor the ambitious global-development agenda to specific local circumstances. Although the famous UN Agenda 21 slogan “think globally, act locally” tends to underestimate the need for global action, it stresses that local action holds the key to solving many of the global problems and challenges that have motivated the formulation of the SDGs. The slogan highlights that local action is a cornerstone for solving some of the most pressing problems of our time, which was also a central aspect of the UN’s strategic approach to implementing the SDGs.



At Nova SBE, and as a local (and global) actor with a role to play, we recognize the importance of educational institutions to educate responsible and active citizens and empower them to address humanity’s challenges by disseminating their role to play. And we do that by fostering dialogue and action, disseminating knowledge, launching innovative projects, supporting organizations’ transformation, and leading by example.

Nova SBE challenges everyone to have a significant contribution to the 17 SDGs and play a vital role in improving life in a sustainable manner for people, societies, and the planet. We aim to redouble our efforts to support local action and innovation, strengthen institutions, and strive for sustainable development by raising awareness of local and global challenges and promoting understanding by sharing know-how and practices.

Local actors have first-hand knowledge about concrete problems and challenges and the possible causal relationships between them, being crucial for securing the social embedding and adaption of the SDG goals and targets to local conditions.

**Every small action matters. Every actor matters.
Your voice, and your actions, can make a difference.**

Join us and help us inspire tangible change!

To learn more about Nova SBE, go to:
NOVASBE.UNL.PT
ROLETOPLAY.NOVASBE.PT

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