



CATÓLICA-LISBON

CENTER FOR RESPONSIBLE
BUSINESS & LEADERSHIP

Activity Report

2019-2020



**CATÓLICA
LISBON**
BUSINESS & ECONOMICS



We gratefully acknowledge the support to the Centre provided by BP Portugal and Efacec.

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Introduction



The Center for Responsible Business and Leadership (CRB) was launched in June 2019 -with the support of our founding partners BP and Efacec- as part of the strategic ambition of CATÓLICA-LISBON to become a school for IMPACT creation, through knowledge development and innovation, in order to place responsible business at the core of corporate strategy.

"WE BELIEVE THAT CORPORATIONS ABLE TO ACT AS A RESPONSIBLE BUSINESS, INTEGRATING ALL ITS DIMENSIONS INTO THEIR STRATEGIES AND CULTURE, WILL BE THE LEADING COMPANIES OF THE FUTURE."

Responsible Business (RB) is becoming an essential part of corporate strategies and the CRB aspires to develop critical knowledge among students and executives to face the sustainability trends as opportunities. Our aim is to contribute to CATÓLICA-LISBON's mission to be a top business school and create a position of intellectual leadership, while finding the right answers for the world's toughest challenges.

After our 1st year of activities, this report summarizes what we have developed, our achievements and future ambitions.

I hope you enjoy reading it.

A handwritten signature in black ink, appearing to read 'Nuno Moreira da Cruz'.

Nuno Moreira da Cruz
Executive Director of the CRB

Establishing the Center

01

CATÓLICA-LISBON is a top business school in Europe, that is internationally accredited by several authorities. Our school has over 40.000 alumni and therefore a great global network. In order to accomplish the mission of CATÓLICA-LISBON to become a Top 10 European Business School, CATÓLICA-LISBON aims to invest in Knowledge, Learning and Impact.

With this perspective in mind, the CRB was launched in June 2019, to be a catalyst for IMPACT creation and to bring intellectual leadership, world class thinking, research in key areas and innovation through new programs, projects and partnerships.

We understand RB as Companies that have sustainability at the core of their business strategies, always embracing an integrated view of the relevant stakeholders' interests, sharing the same broader purpose, in order to advance society's well-being. We believe that corporations able to act as RB, integrating all its dimensions into their strategies and culture, will be the leading companies of the future.

In the following paragraphs, we will describe the steps that were taken to establish the CRB.

1) DEFINING THE FRAMEWORK OF THE CENTER: ITS PURPOSE, MISSION, VISION, AND VALUES

In order to establish the framework of our Center, we established the following starting points:

Purpose: Contributing for Sustainability and Responsible Leadership to become part of the “way we do things in our organizations and life”;

Vision: To become a European reference in knowledge development and learning in corporate sustainability, acting as a catalyst for change;

Mission: Through research, teaching and consulting, our mission is to prepare students and executives to fully understand the concept and practice of “Responsible Business” (RB) and make them realize its impact on corporate strategies;

Values: We value a sustainable world (Planet, People, Profit); we value corporations ready to integrate social and environmental issues into their strategies and operations; we value companies that exist to create value for their stakeholders and for society. “Responsible Business” is about value creation, not just value capture; and We value “Responsible Leadership”.

2) RECRUITING NEW MEMBERS OF THE TEAM

To establish a solid base for the Center, in addition to the founding team (Academic Director Filipe Santos and Executive Director Nuno Moreira da Cruz), Filipa Pires de Almeida was recruited as a Research Fellow and Manon Blom-El Noyal as the manager for Marketing and Communications.

The Center also benefited from the collaboration of Professor Vera Herédia Colaço and Post-doctoral researcher Yan Bai.

3) DEFINING THE STRATEGIC OBJECTIVES

The team of the Center defined three strategic objectives:

- 1) Consolidate the Center as a catalyst for the accomplishment of CATÓLICA-LISBON's mission: Knowledge, Learning and Impact
- 2) Raise awareness of Responsible Business & Leadership and make evident the urge of the business case for impact, both for today's and tomorrow's leaders
- 3) Develop an engaging and innovative call to action aligned with UN's sustainable development agenda

All these objectives are to be achieved through strong partnerships for impact, able to leverage the sustainable development agenda. We selected SDG 4, 9 and 17 because they add to the core of our activities.



4) SETTING UP THE MARKETING AND COMMUNICATION

Several activities that created awareness for the center include:

- a) Building a website for the Center, including sign up pages for events;
- b) Creating and daily maintaining a LinkedIn page;
- c) Creating a podcast channel;
- d) Creating a YouTube channel.

02 The Leaders of Tomorrow

The first group we are focusing on are the students of Católica, or in other words: the leaders of tomorrow. Around 50% of the students comes from abroad, and 40% of faculty is non-Portuguese. This enables us to have a voice all over the globe and to influence people far beyond the Portuguese borders.

**"THE YOUTH OF TODAY ARE
THE LEADERS OF TOMORROW."**

NELSON MANDELA

The activities for the leaders of tomorrow included the following:

1) Let's Talk about Sustainability, an event recurring every 6-8 weeks, involving a Professor or Executive leader to talk about a different sustainability topic in each session in order to create an informal setting for students to learn about Sustainable Leadership. Editions thus far were hosted by:

4-2-'20: Nuno Moreira da Cruz, Executive Director of the Center, and Sérgio Ribeiro, CEO of Planetiers on *"Wat does Responsible Business really mean?"*

10-3-'20: Omar El Noyal, Strategy Professor at CATÓLICA-LISBON on *"Corporate Social Responsibility: Much ado about nothing?"*

13-5-'20: Miguel Setas, CEO and Executive Board Member of EDP Brazil on *"Responsible Business and COVID-19: the EDP experience"*

Sessions are organized online as of April 2020 due to the absence of physical meetings until further notice.

Number of participants: 120

2) Mapping the sustainability content of faculty in their syllabus and assist in courses that incorporate the topics of the center. The main classes we focused on are Social Entrepreneurship, CSR and Purpose Driven Consumption, Business Ethics and Social Responsibility, and Dissertations and Research seminars.

3) Involve staff departments, such as Marketing, the Alumni Office and CUBE to make clear to students what the sustainable development agenda of our School is.

4) SPARK, the students link of our Center and point of contact for our students. Several activities include contribute to the Equality in Business club at Católica, helping to establish the Sustainability Student Club, assisting in preparing students for the L'Oréal Brandstorm 2020 (of which our students won the national finals and ranked 3rd place in the Global finals.) and helping with other student initiatives such as organizing a TEDx event and beach cleanups.



5) Partnerships with other institutional centers, such as the Smart City Innovation Lab and the Equality in Business club at our school.

6) Degree courses

We have run a 18h course on “Corporate Social Responsibility” for the Masters’ degree (second edition) and launched a new elective 18h course for Undergraduates “Strategic CSR”, with 60 students (60% international) attending. Classes, group and individual work and exam focusing on one single message: “Responsible Business” is the only way forward for companies to operate, should be part of the core business strategy, the source of competitive advantage. “Go and practice!”

The Leaders of Today 03



The second group we are focusing on at the center are the leaders of today, meaning, the Senior Executives able to move forward the “Responsible Business” agenda within their organizations.

"WE CANNOT CHOOSE BETWEEN GROWTH AND SUSTAINABILITY – WE MUST HAVE BOTH."

**PAUL POLMAN
FORMER CEO OF UNILEVER**

1) Open course in “Responsible Business”

We have now gone through two editions of the Program with a total of 40 executives representing most of the key Companies operating in Portugal. The Course aims to provide a better understanding of the relevance of being a “responsible business” and prepare the participants to engage in internal discussions on how to integrate the notion of “responsible business” in their core business strategies. It covers: “How did we get here”, this is about Environment but “Much Beyond” Environment; What has been the journey so far for corporations? From philanthropy to risk management, to value creation, to the concept of “Responsible Business”; What does “Responsible Business” really mean today? What does it mean to be “sustainable” in the holistic sense of the concept? CSR Management: Integrating CSR into Corporate Strategy/Competitive Advantage/Driving Change/Managing Risk and Reputation; the role of the SDG (Sustainable Development Goals); Is there a Business Case for Action? Is the link sustainable strategy to bottom line established? Understand which are the Key Leadership Practices in this “new world”.

The Program is coordinated and taught by our Executive Director and also includes other key lectures from our Dean and Academic Director Filipe Santos (Social Innovation), João Cesar da Neves (Ethics) and Rene Bohnsak (Sustainable Business Models).

We were also able to reach a partnership with the Gulbenkian Foundation to sponsor the participation of ten entrepreneurs in the Program. This proved to be a significant value added to the class experience, with very different perspectives being shared.

2) KNOWLEDGE – Digital Conferences

At the time the Coronavirus pandemic hit Portugal and started to affect our everyday lives, CATÓLICA-LISBON adopted the mission 'We Stand UNITED'. The school considered it important in these times of distress to keep a cool head and give our best to each of the people around us and to society as a whole so that we can overcome this situation, always united. Therefore, the school prepared a set of free online initiatives, KNOWLEDGE - Digital Conferences, in order to provide the best tools to all students and professionals, to help them face and better understand some of the challenges we are experiencing.

The CRB contributed to this initiative by hosting two editions, reaching over 700 participants:

a. Responsible Business Leadership: Challenges of a Global Crisis (7th April)

A session hosted by Nuno Moreira da Cruz, highlighting the current challenges of leaders trying to navigate through the pandemic storm and sharing best practices of great leadership as well as bad examples of companies not responding in an acceptable way. The conference had the impactful presence of four senior executives who were able to share their experiences: Pedro Oliveira from BP, António Casanova from Unilever, André Themudo from BlackRock and Filipe de Botton from Logoplaste. More than 300 persons participated.

b. What sort of world do we want after COVID-19: the key role of the SDGs (5th May). In times profoundly affected by an unexpected global pandemic, the uncertainty about the future and the effects of global economic depression are raising alarm at the governmental, business and citizen level. The world post-COVID world needs to embrace the spirit of the SDGs and its noble mission of "leaving no one behind". More than 400 persons participated.

3) "Have a Great and Impactful Week!" – a weekly Sunday Message

Since the launch of the CRB, the Center and its team committed to a learning and insight service in which leaders get a head-start of their week on Sunday in which a sustainability topic is addressed. The Sunday Message is written weekly by a member of the Center, or an expert in the field, to serve as an informative message on current affairs bringing new insights on the world of corporate responsibility, sustainability and responsible leadership. "Have a Great and Impactful Week!" is sent out every Sunday at 5PM to around 1.200 subscribers. We have shared more than 50 insights messages so far.

The weekly Sunday Message was recently supplemented by a podcast, in which the “Have a Great and Impactful Week!” can be played in audio. We started the podcast in April 2020.

4) CRB had several other interventions with executives and the media, including:

- Executive Master: Master class on Sustainable Leadership (25 participants)
- Programa Avançado de Gestão (PAGE) – Module on Leadership with Purpose (35 participants)
- Coop Brasil Conference on Responsible Business (Belo Horizonte) – 1000 participants
- Trinity College – Master Class in Dublin (50 participants)
- Lisbon MBA Conference (100 participants)
- Jeronimo Martins/Grupo Mello/Logoplaste/Egon Zehden/Sodecia – Talks to senior managers (500 participants)
- Two articles in Observador
- Interview Dinheiro Vivo (Diario de Noticias)
- Conference “Human Resources”
- Interview Radio Renascença
- Interview with Planetiers on TVI

04 Research

The third pillar in our strategy entails Research, covered by Research Notes written by the Center as well as Dissertations conducted by our school's students.

1) Research Notes

a. "Responsible Leadership and the Path towards Purpose"

Over the past few decades, Responsible Business (RB) related issues have become increasingly prominent on the business agenda, shifting from a focus on philanthropy, compliance and reputation management to longer-term risk management and the creation of strategic competitive advantage.

This novel strategic positioning of RB in terms of corporate value creation has resulted in an extensive production of literature about how the concept and its practice should be embedded within companies.

This comes hand in hand with the need to incorporate sustainability in the core of the business strategy in its broadest sense. These practices and its positive results for businesses and society, have led to a clear learning for management practitioners and researchers: There are no sustainability strategies, sustainability is the strategy.

Based on a systematic review of the main RB and sustainability practices, this research note aims to shed light on the importance of businesses to act as Responsible Businesses and to understand what sort of Leadership should be expected from corporate leaders.

The Research Note is divided in four parts: 1. History of the concept and a proposed definition of Responsible Business; 2. The kind of responsible leadership that businesses seem to be in need of; 3. Recent Leadership examples from the Coronavirus crisis; 4. The business case for action.

The full Research Note can be found [here](#).

b. "The Impact of Covid-19 on the Sustainable Development Agenda"

In times profoundly affected by an unexpected global pandemic, the uncertainty about the future and the effects of global economic depression are raising alarm at the governmental, business and citizen level. The crisis is pushing millions into poverty, unemployment and worrying health conditions. The United Nations (UN) already declared that the Global Agenda - the Sustainable Development Goals (SDGs) for 2030 - is under stress and we need to act together to accelerate a quick recovery.

Governments are deeply committed to act decisively in this crisis and to raise their debt level significantly to save lives and recover the economy. However, the speed of the economic upturn depends on a globally concerted action, where the private sector plays a critical role. Companies' ability to act quickly and efficiently will be decisive to achieve the desired human and economic recovery. Moreover, "the way companies respond to this crisis is a defining moment that will be remembered for decades".

The SDGs emerge, as never before, as a guiding light for the companies' safer path towards an uncertain future, where one thing is certain: the well-being of our society is crucial for business success. SDGs are, as mentioned by UN General Secretary, able "to lead to a different economy more equal, inclusive and sustainable, to be more resilient to pandemics, climate change, and other global challenges", where business can succeed hand in hand with society.

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

In the first chapter we summarize what the SDGs are and cover where the world was in terms of SDGs progress pre-COVID-19. Chapter (2) highlights the colossal negative impact that COVID-19 is having on the global economy, and chapter (3) discusses whether the role of SDGs may change or, more than ever, they will emerge as a unifying agenda to overcome the difficult times ahead.

The full Research Note can be found [here](#).

We are currently working on a third Research Note that we are aiming to publish in September 2020. The title of this Research Note is "Purpose Driven Business and Consumption : Fad or the ultimate sustainable competitive advantage?" and the content will cover the following:

The role of Purpose has never been more prominent in the business agenda. Despite the increasing interest in the concept of Purpose from scholars and business professionals in the recent decades, numerous definitions have been advanced on the subject without a unifying concept. This research note (RN) intends to bridge this gap by offering a comprehensive definition of What Purpose is based on a set of five principles – reason for existence, decision-making guide, unifying factor, sustainable competitive advantage, beyond profit.

2) Dissertations

We have oriented six dissertations of which three will be defended in July and three in September. These themes were:

- a. What makes a Purpose-Driven Company?
- b. Sustainability consumers perception in Oil & Gas: BP example
- c. Waste Management Process
- d. Electric bikes: consumer perception (California vs Lisbon)
- e. Hospitality: Does it pay to be a "responsible" hotel chain?
- f. How "green" is Amazon?

Projects and Partnerships

05

In order to reach the common goals of the Center and our School, we have established several partnerships with parties that share our vision and goals. Also, we have developed several projects in order to disseminate our mission to the wider public.

**"ALONE WE CAN DO SO LITTLE;
TOGETHER WE CAN DO SO MUCH."**

HELEN KELLER

1) Water Summit on 25 and 26 June 2020

The entire world runs on water – clean, reliable water supplies are vital for industry, agriculture and energy production. With three billion people joining the global consumer class over the next two decades, the demand for natural resources is naturally expected to boost. Furthermore, affordable access to water is increasingly under stress due to the confluence of population growth, urbanization, and climate change. Therefore, it is no surprise that the UN included clean water and sanitation for all around the globe in their SDG 6 – Clean water and sanitation for all people.

With this in mind, the Center for Responsible Business and Leadership (CRB) organized an online Water Summit on 25 & 26 June 2020. The CRB aimed to provide the attendees with an understanding of water and its intrinsic dependencies across businesses, involving the entire value chain of Sourcing, Production and Consumption.

Keynote speakers included Catarina de Albuquerque, CEO of UN Sanitation and Water for All, João Pedro Matos Fernandes, Minister of Environment and Climate Action of Portugal, Lesley Pories, Manager of Sector Strategy at Water.org and Prof. Filipe Santos, Dean of CATÓLICA-LISBON. Panel participants are from L'Oréal, Tintex, Pingo Doce, Veolia, Águas de Portugal, Toyota, Microsoft, Super Bock, LNEC, Esporão, Pestana Hotel Group, Water.org, Bial, LIS-Water and Sugal.



2) Planetiers World Gathering on 21, 22 and 23 October 2020

Católica Lisbon and the CRB are the Academic partner of the Planetiers World Gathering that was supposed to take place in April 2020. This partnership includes our knowledge contribution to the success of the event, the participation of CATÓLICA-LISBON's Dean as a keynote speaker on the event and a constant cooperation on the event success and reach, with the invitation of world-class speakers, executives, Professors and students. The CRB Executive Director is also contributing as a speaker on the event and on the Planetiers TV program in one of the Portuguese news broadcasting channels.



3) House of Beautiful Business

The CRB and the House of Beautiful Business (HBB) are on a close cooperation in order to activate: a) activities with students that would allow them to develop new skills and a new vision on the purpose of business on society; b) contribution of the CRB for the curation of a moment on the Great Wave event for the House 2020; c) HBB contribution on CRB weekly newsletter (Have a great and Impactful week!).



4) Global Compact Portugal

CATÓLICA-LISBON together with Universidade Católica Portuguesa are on the first steps to join as member and develop a closer cooperation with Global Compact Network. This is a natural step on CRB alignment on the adoption of the Sustainable Development Agenda set by UN in 2015.



5) Partnership for the creation of the Yunus Social Business Centre

Triggered by the initiative of Joana Paredes Alves, the CRB led the process onto signing a partnership with Yunus Social Business Centre. CATÓLICA-LISBON intends with this partnership with the Yunus Centre to develop knowledge, education and innovative projects in the area of social business and work for a fairer, more inclusive and impact-oriented system of capitalism. Achieving this objective involves training programs in Social Business and social innovation for young people in secondary education, university students, entrepreneurs and executives, an accelerator to support the development of new social businesses that help solve the challenges of European society and the development of partnerships for inter-sectoral impact that contribute to sustainable development.



6) The definition of the Impact Model for the CRB

The Center for Responsible and Leadership considers to be of major importance to define and measure the Impact of its activities. For that reason, we are involving our closest partners in a co-creation process where we are defining what is the intended Impact of the CRB in the academic community and society as a whole for the next years. This process implies to establish our goals and KPIs in order to measure and report our progress. With this objective in mind, in the second semester of 2020, the CRB will communicate its Impact model to all its stakeholders, that will be objective to regular progress monitoring.

06 Team

EXECUTIVE TEAM



Filipe Santos



Nuno Moreira da Cruz



Manon Blom



Filipa Pires de Almeida

ADVISORY BOARD



Filipe Santos
Academic director



Nuno Moreira da Cruz
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Building Global
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Margarida Couto
Vieira de Almeida
Legal Partners



Pedro Neves
Global Solutions



Diogo Lopes Pereira
UCP

07 Conclusion

Annual reports have the great advantage of making those writing them reflect on everything that has been achieved and also consider all that is left to do.

Our team is proud of what has been done this year but also convinced that the search for Impact is a never-ending path, driven by aspiration and purpose.

We are facing tremendous societal challenges in Portugal and the world and our energy needs to be devoted to the urgent and important things that our society is asking each and all of us - citizens, academics, executives, public officials - to deliver: a sustainable global home where the economy, environment and social dimensions are addressed in a synergistic and convergent way to promote the well-being of all.

We believe that a top business school focused on sustainable development such as CATÓLICA-LISBON is the ideal convener of the knowledge, learning and impact initiatives that will contribute to creating a better world.

With the never denied support of our key stakeholders (founding partners, students, executives, faculty and staff) we will pursue that path, with boldness, purpose and ambition.



Professor Filipe Santos
Dean of CATÓLICA-LISBON
Academic Director of the CRB