

ID Cover Page

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APPDA LISBOA SOCIAL IMPACT FIELD LAB, A TRANSITION TOWARDS A HYBRID ORGANISATION

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APPDA LISBOA SOCIAL IMPACT FIELD LAB,
A TRANSITION TOWARDS A HYBRID ORGANISATION

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Abstract

Autism Spectrum Disorder lies as a mystifying disturbance that impacts thousands of families. APPDA LISBOA embraces a mission to avail all these families in the search for a reassuring future. A series of events led the organisation to highly depend on external funding, endangering the provision of the four social services in its portfolio. Hence, the scope of the analysis consists of improving its single business unit financials by transitioning the Evaluation and Diagnosis therapists to full-time and constructing a new infrastructure, as well as the design of a go-to-market strategy for a new business unit, to increase APPDA LISBOA's financial independence.

Keywords

Autism Spectrum Disorder, Corporate Social Responsibility, Business Unit, Diversity, Hybrid Organisation, Inclusion, Feasibility, Financial Analysis, Financial Independence, Flexibility, Market Overview, Operational Efficiency, Social Impact, Social Organisation, Social Unit, Strategy Consulting.

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Abbreviations

ASD: *Autism Spectrum Disorder*

AFID: *Associação Nacional de Famílias para a Integração de Pessoa Deficiente*

APPCA: *Associação de Portuguesa para Proteção às Crianças Autistas*

APPDA LISBOA: *Associação de Portuguesa para Proteção aos Deficientes Autistas*

APSA: *Associação Portuguesa de Síndrome de Asperger*

AAMA: *Associação de Atividade Motora Adaptada*

BPT: *Battery Psychological Tests*

BU: *Business Unit*

CAA: *Centro de Apoio à Aprendizagem*

CACI: *Centro de Atividades e Capacitação para a Inclusão*

CAGR: *Compound Annual Growth Rate*

CAIDI: *Centro de Apoio e Intervenção no Desenvolvimento Infantil*

CCPFC: *Concelho Científico-Pedagógico da Formação Contínua*

CNE: *Conselho Nacional de Educação*

CRI: *Centro de Recursos para a Inclusão*

CSR: *Corporate Social Responsibility*

DGERT: *Direção-Geral do Emprego e das Relações de Trabalho*

EEE: *Estabelecimento de Educação Especial*

E&D: *Evaluation and Diagnosis*

E&Ds: *Evaluation and Diagnosis appointment(s)*

ESELx: *Escola Superior de Educação de Lisboa*

IPSS: *Instituição Particular de Solidariedade Social*

Kg: *Kilogram*

Km: *Kilometer*

KPIs: *Key Performance Indicators*

LMA: *Lisbon Metropolitan Area*

L&VT: *Lisboa e Vale do Tejo*

MTSSS: *Ministério do Trabalho, Solidariedade e Segurança Social*

NPV: *Net Present Value*

NWC: *Net Working Capital*

OT: *Occupational Therapy*

P&L: *Profit and Loss Statement*

PCY: *Psychiatry*

PGY: *Psychology*

PMTY: *Psychomotricity*

PPGY: *Psychopedagogy*

Q&A: *Questions and Answers*

Sqm: *Square Meter*

ST: *Speech Therapy*

UPCS: *Unidade Prestadora de Cuidados de Saúde*

YoY: *Year-on-year*

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1. Introduction

What is Autism Spectrum Disorder?

As it is known, each person has different ways to perceive their surroundings and communicate with the outside world; when considering people with autism spectrum disorder (ASD), such connection is seen to be extremely different and unique.

ASD is a mental disorder that does not allow one to build bridges with others, as communication can be a challenge, and dealing with the outside world is seen as something particularly difficult. Hence, people on the spectrum have developed a permanent clinical condition, one that impacted the development of their nervous system, leading to an atypical functioning of cognitive and social skill areas. Moreover, people with ASD can also have problems related to coordinating movement, emotional control toward specific moments, restricted attention, and interests, among others (National Institute of Mental Health 2022).

It was in 1987 when the scientific community traced the origins of such disorders; ASD was considered to be a disease whose origin is related to one's neurological development. As such disorder impacts each person in different ways and magnitudes, it was concluded that there are three levels to consider during a diagnosis (Bazyma, et al. 2022).

Level 1, formerly known as Asperger Syndrome, includes people that may fail to recognize social cues, and build and sustain personal connections. A youngster with level 1 may comprehend and talk in whole words but may struggle with back-and-forth dialogue. In level 2 of ASD, social communication and repetitive behaviours are more prevalent; a such group of people has difficulties with verbal and nonverbal communication, has limited or atypical reactions to social signals, and may struggle to cope with changes in their environment, which can lead to disruptive behaviour. Moreover, level 3 is distinguished by serious difficulties in social communication as well as excessively rigid conduct. The ability to initiate social

engagement and respond to others is severely reduced; at this stage, an individual may engage with people unnaturally and solely to fulfil immediate requirements. Also, adapting to changes in the routine is seen as an extreme challenge, as people with ASD level 3 have severe behavioural rigidity (The PlaceFor Children With Autism n.d.).

This neurological disorder can be developed as soon as a baby interacts with the outside world; studies indicate that between the first 6 to 12 months of age, the first signals appear (Bryson, et al. 2008). Nowadays, it is easier to detect at an earlier stage and to give better living conditions.

It is important to consider that there is no cure for people on the spectrum, only a continuous intervention made throughout time to ease relationships with others and help in perceiving the outside world. This intervention usually consists of regular appointments with a specialized therapist, mainly focused on the process of becoming independent and included in society.

Finally, it must be stressed that the last study regarding ASD in Portugal was published in 2005, with data retrieved from the year 2000. At that time, 0.09% of the Portuguese population had ASD; by 2020, it is believed that due to new medical improvements and a more pondered and detailed diagnosis, the percentage number may have increased to 0.5% of the total population (Martins, 50 mil portugueses têm perturbações do espectro do autismo 2020). When considering the prevalence of ASD worldwide, in 2022, it was found that 65 in 10,000 people have ASD, corresponding to a rate of 0.65% (Zeidan, et al. 2022). Moreover, recent studies share that the male gender is 4.2 times more common to be on the spectrum, when compared to the female one, thus for every 1 woman with ASD, there are 4 men (Autism Speaks 2022).

Overall, it must be highlighted that society is becoming more aware of mental disorders and their implications; however, it is undeniable that this community still faces many challenges, being the lack of inclusion the main one. Embrace and valuing each one's unique characteristics should be a top priority since strength lies in differences and not in similarities.

2. Context

What is APPDA LISBOA and how does it operate?

2.1. Introduction

In this section, the current position of APPDA LISBOA will be examined. To start with, aiming at understanding the organisation, a general overview will be undertaken, followed by an analysis of the social problem being addressed, the methods employed to effectively achieve its goals, and prospective market competitors. Furthermore, a financial analysis will be carried out, considering the historical evolution of APPDA LISBOA's performance, a liquidity analysis, and an assessment of the performance of each service provided by the organisation. Later, an organisational diagnosis will be presented, considering the present organisational structure and the influence that each social and business unit has on overall performance. Being a social organisation, it is essential to understand the impact it is generating on society, with the Theory of Change framework and data gathered from surveys shared with the relatives of those that are supported by the organisation. Finally, conclusions from all the previous analyses will be perceived in section 2.4. *Scope Definition*, with the purpose of understanding which are the main areas to address, as a way increase the organisation's wealth.

It must be shared that meetings with APPDA LISBOA, on-site inspections, external research, a top-down and bottom-up analysis, interviews and online surveys were used as methodology.

2.2. Overview

2.2.1. APPDA LISBOA and its mission

In 1971, a group of parents gathered to challenge society and created a solution for all children that suffered from ASD. The lack of available educational resources in Portugal, and the consequent exclusion of children on the spectrum, was what drove this group to create *Associação Portuguesa para Proteção às Crianças Autistas (APPCA)*.

In the following years, as awareness grew strong, teenage people and adults found APPCA to be the place to learn how to embrace their disability. Therefore, the name was updated to *Associação de Portuguesa para Proteção aos Deficientes Autistas* (APPDA) and decentralized, currently counting with nine independent APPDA branches from north to south of Portugal.

Nowadays, APPDA LISBOA aims to provide services not only to people on the spectrum, mainly focusing on people with ASD levels 2 and 3, but also to those related to them, promoting both the defence of their rights and the improvement of their life quality. In meetings, it was shared that the organisation aspires to be the name reference in terms of knowledge about ASD and stand out for the quality of all services provided to such community.

APPDA LISBOA currently has 104 collaborators that support 129 beneficiaries with ASD levels between 2 and 3, from all ages. Also, the organisation has four social initiatives and one business unit, all located in *Monsanto*, Lisbon.

2.2.2. PESTEL Analysis

A PESTEL analysis was developed to understand key external factors that may influence the organisation. The aim of considering all political, economic, social, technological, environmental, and legal factors, is to enable the organisation to have a more adequate and precise strategic decision-making process.

To start with, from a political side of view, the Portuguese Republic's Constitution included policies regarding the rights of individuals with ASD and their families. Also, the Government assists families by providing a special education subsidy to offset expenses for children with special needs. At the same time, it must be highlighted that there are recurrent changes in social security policies (Ribeiro 2017). All in all, Portuguese political factors positively impact the organisation since the well-being of the beneficiaries is a primer for the government.

From an economic perspective, there is a significant reliance on the Portuguese economy, Government, and subsidies, as well as a high dependency on social security subsidies. Besides, most ASD networks in Portugal are funded by charities and companies. Even though such factors do not benefit the organisation, they must be considered as monetization opportunities, such as private support and funding.

Regarding social factors in Portugal, there are some cultural barriers related to mental disorder issues, generating a strained relationship between society and people on the spectrum. Unfortunately, most people with ASD have a high dependency on caregivers, nevertheless, families benefit from the assistance provided by social organisations. Additionally, it is important to note the growing desire and need for companies to present themselves as inclusive and protective of minorities (Stevens 2020). Even though the overall situation is not ideal, the previous information suggests that it is feasible to further educate and promote involvement between people with ASD and society, to certify companies as being “ASD-Friendly”, and to provide contact between a company’s employees and a person that is on the spectrum.

When considering the Portuguese technological factors, it must be stressed how the rise of social media has helped to raise awareness and enlighten society about mental health concerns (Strano 2022). Moreover, due to the current overall reliance that is given to the internet, all companies and associations connect through online networks, which has facilitated the escalation of recruitment of workers and volunteers. Hence, this area enlightens many opportunities, such as the development of a marketing strategy for online platforms, leveraging it to influence viewers; collaboration with other organisations to expand the network; as well as the chance to reach more interested stakeholders.

When analysing environmental factors, it was concluded that due to the sensory disorders experienced by individuals with ASD, their surroundings are frequently not perceived in a typical way, often generating behavioural dysfunctions and difficulties when adapting to new

environments; therefore, it is stressed the need of free circulation spaces and continuous fresh air, among other characteristics (Fuld 2018). Indeed, the concerns mentioned can highly harm one with ASD, however, such can be perceived as an opportunity to highlight APPDA LISBOA's location, in the centre of Lisbon, as well as its open spaces, being a safe circulation zone.

Lastly, from a legal perspective, there are many challenges to face, due to a strict legal and financial framework for every *Instituição Particular de Solidariedade Social* (IPSS). Also, it is mandatory to comply with the operational rules outlined in the applicable legislation, which are monitored by the Social Security agencies, besides the obligation to communicate any alteration in an organisation, which further implies subjection to registration according to the perspective law (Decreto-Lei n.º 172-A/2014 2014). Consequently, the opportunity outlined is to improve the organisation and develop some KPIs, while complying with the quality control standards.

2.2.3. Operational Portfolio

To address issues related to ASD, both in terms of inclusion and education, the organisation has four social initiatives, mainly financed by donations and state funding, and one business unit, corresponding to a private service for the community.

Among the social initiatives, it is possible to find *Centro de Atividades e Capacitação para a Inclusão* (CACI). This unit provides activities for people with ASD that no longer belong to the compulsory Educational Program, promoting moments that stimulate the five senses, helping to cope better with their surroundings. Thus, activities related to the areas of sports, cooking, arts and crafts, music, among many others, may be present in the daily life of a beneficiary.

Centro de Recursos para a Inclusão (CRI) and *Estabelecimento de Educação Especial* (EEE), being both social units, aim to provide an answer for those who still belong to the compulsory education system and need support in their educational curriculum. Hence, CRI assists

educational methods given by schools, for students on the spectrum, often emphasizing the areas of psychology, psychomotricity, and speech therapy, among others. On the other hand, EEE's goal is to help students that need more adequate and personalized teaching methods, due to their behavioural profile and deficiency in communicational skills, by having a teacher entirely dedicated to helping the student with specific subjects, for example.

The Residential Services, being the fourth and last APPDA LISBOA social initiative, was created to aid all those families that are not able to provide the needed conditions for a person with ASD, accommodating beneficiaries in their facilities, and enabling them to have a proper and loving home.

Moreover, the current business unit is the *Unidade Prestadora de Cuidados de Saúde (UPCS)*, a service that offers medical appointments exclusively to those with ASD, regardless of being members or not of the organisation. With a team of eight professionals, the organisation is able to provide services in the areas of Evaluation and Diagnosis (E&D), therapies, and medical intervention.

2.2.4. Market Landscape

An overview of an organisation must always consider the market landscape. The aim is to identify market players and map their current offers, hence their characteristics and strengths when compared to others. It is important to highlight that it was considered as competitors those whose services are directly or indirectly related to supporting people with ASD.

To begin with, *Associação Nacional de Famílias para a Integração de Pessoa Deficiente (AFID)* was created in 1988 to assist every disabled person, aiming to create the means for one to have a quality life, focusing on issues like education, health, social inclusion, among others. Nowadays, the organisation counts many services to support this minority, such as AFID Kids, providing nursery and preschool services, AFID Senior which offers home support and a senior

residence, AFID Rehab which helps the community through home support and a residential home, a CRI and a Physical Medicine and Rehabilitation Centre. Moreover, the organisation also intervenes in the areas of professional training and provides a service of gardening, in which the personnel is disabled people.

In 2008, the *Associação de Atividade Motora Adaptada* (AAMA) was created to help children, young people, and adults with disabilities and other special needs through sports, therapy, recreation, education, and training. Currently, the organisation offers 12 distinctive programs, designed according to the needs and preferences of disabled people; including summer camps, competition swimming, speech therapy, and a variety of other activities. Indeed, AAMA successfully provides an answer in many areas to this community.

It was also considered *Centro de Desenvolvimento Infantil DIFERENÇAS*, also known as *Diferenças*, focusing on helping children with neurodevelopmental disorders. *Diferenças* provides medical appointments related to the areas of neurodevelopment, neuropsychiatry and genetics, mental health, and social concerns. Furthermore, this organisation offers services spread from north to south of Portugal, either in their own or in partners' facilities, counting a total of 40 locations.

CADin was the first Portuguese association whose efforts were dedicated to the treatment and study of neurodevelopmental disorders. Its mission is to promote the inclusion of children, young people, and adults with neurodevelopmental issues in society. Therefore, its portfolio consists of services related to medical appointments, training, research, and social intervention.

On the other hand, CAIDI, *Centro de Apoio e Intervenção no Desenvolvimento Infantil*, was created to meet every educational institution and families' needs. The organisation's main aim is to promote a healthy development of children, not only from a cognitive point of view but also from an emotional and social one. Nowadays, one can find services related to speech

therapy, psychology and neuropsychology, psychomotricity, and training and consulting Services.

Moreover, *Inovar Autismo* commits to helping society to accept differences as something “normal”, empowering people with disabilities. Focusing on ASD, *Inovar Autismo* has a *Centro de Inovação e Desenvolvimento para a Inclusão*, a space where people on the spectrum and their relatives have moments of participation, reflection, and training, and a *Centro de Apoio à Vida Independente*, with the purpose on aiding the disabled person to have an independent life, one with quality.

In 2003, a new social organisation dedicated to ASD was born, *Associação Portuguesa de Síndrome de Asperger* (APSA). Lead by the desire of enabling people on the spectrum to be integrated and valued in society, APSA has two areas of focus, families, and community. The first dimension offers a variety of moments where relatives and friends of people with ASD can integrate to share their experiences, challenges, and concerns. The organisation also considers educational and corporate entities that might be interested to embrace one with ASD in their environment, thus performing training, awareness sessions, and even certifying spaces. In fact, it was developed as “APSA In Work”, a service that assists every organisation that will welcome an employee that is on the spectrum, providing awareness sessions, training, and mentoring.

Finally, *Vencer Autismo* is a non-governmental organisation with the mission of reducing the negative stigma related to ASD, enabling it to be understood and accepted by all. Hence, *Vencer Autismo* offers a variety of services and moments related to the demystification and embracement of this neurological issue. Nowadays, there are 7 different activities one can select, always related to mentoring, motivational talks, workshops, and training. More recently, *Vencer Autismo* developed a project named *Autismo Realidade Virtual* that meets children at

school and allows them to experience how a child with ASD perceives the world, through a virtual reality headset.

Having all the information, a table was created to provide a general perspective on the current market offer of services that have direct and indirect action on neurological issues (Appendix 1).

As mentioned, the chosen organisations can provide services that positively impact the ASD community either directly or indirectly. Regarding the first dimension, it is said that an association represents a direct action if one offers services of the clinic, occupational therapy, physical therapy, residences, and school support, addressing all those that suffer from a neurological disease. On the other hand, when the service is related to professional training, investigation, coaching professors, organising motivational and demystification talks, consulting, and virtual reality, it is believed to have an indirect impact since it is dealing with the community surrounding the individual on the spectrum.

As it can be noted from the mentioned table, APPDA LISBOA only provides services that focus on having a direct impact, thus supporting one with ASD. However, there is a market opportunity to consider, highlighted as the “Future Game”, corresponding to indirect impact services – Training & Mentoring. It is believed that the organisation is capable of promoting both types of services: the traditional one, directly supporting every person with ASD; while simultaneously focusing on society, helping everyone to embrace and include people on the spectrum, thus having the mentioned indirect impact.

2.4. Scope Definition

Considering all the information previously shared regarding APPDA LISBOA, the next step would be to understand the possibility to improve each service provided and how they influence the organisation's social impact. After studying the potential of each service on the topics mentioned, it is important to understand the main areas to address as a way to increase the organisation's wealth.

Firstly, considering the services CACI, CRI, EEE, UPCS, Residential Services, and a new potential business unit, Training & Mentoring, a matrix was created with the two dimensions of adaptability and social impact. These two variables were chosen with the goal of defining two services that have the greatest social impact while being flexible enough to adapt to new environments and allow for changes in regular operation, and ultimately analysing these further.

Note that, as mentioned in section 2.2.4. *Market Landscape*, it was found a market opportunity that must be considered throughout this work project, Training & Mentoring. Due to the organisation's financial issues, having a new business unit to support such matter would be ideal. Hence, it would be interesting to assess the potential of the Training & Mentoring unit, together with the already provided services. Please consider Appendix 13, as it corresponds to the rationale behind the matrix development, and Appendix 14 for the Adaptability & Social Impact Matrix.

When considering the adaptability axis, several topics were taken into consideration and analysed, such as the ease of (1) changing the location of the service, (2) updating the prices currently practiced, (3) adapting the employees' schedules, (4) the possibility of aiding more people on the spectrum, (5) service's flexibility to adapt and meet the current demand requirements. It was given a number to each matter, varying between 1 (not flexible), 2 (little

flexible), 3 (flexible), and 4 (very flexible), and its assessment was based on logical thinking and information retrieved from meetings with APPDA LISBOA.

Regarding CRI's flexibility, it is concluded that it has a level of flexibility of 1.8/4.0; it is the support given to children in their school environment, sustained by governmental funding, so the personalization variable is the only one that could be somewhat altered. When considering CACI, it was given an average of 2.0 (little flexible); it is notable some room for change as this service can adapt activities according to beneficiaries' interests, and the service's team is known for being agile. Regarding EEE and Residential Services, both have a flexibility level of 1.8; the parameters that negatively stand out the most are the difficulties to increase vacancies and update prices, as these two services are financed by governmental funds. On the other hand, UPCS and Training & Mentoring scored "Very Flexible", since these two business units are independent of any financial support, being able to aid several people and meet every need. Therefore, the two services that stood out the most, both with the maximum flexibility to adapt to new environments, are UPCS and Training & Mentoring.

On the other hand, with the information gathered from the surveys, previously mentioned in section 2.3.3.2. *Surveys' Analysis*, one can evaluate the impact that each service has in the life of a person with ASD. The answers provided to the question "*How satisfied are you with the beneficiary's evolution in the following areas since being supported by APPDA LISBOA?*" were used to assess CRI, CACI, UPCS, EEE, and Residential Services. Regarding Training & Mentoring, conclusions were reached through meetings with *Vencer Autismo* and APSA, two social organisations whose core activities are aligned with the new service, and with Rosário Sá Pinto, the Deputy Director of the *Agrupamento de Escolas D. Maria II*, in Braga. It was considered four different levels of social impact: (1) No Impact; (2) Low Impact; (3) Moderate Impact; (4) High Impact.

When gathering the surveys' results relative to the social impact of each current APPDA LISBOA's services, UPCS stood out the most with an impact level of 3.6 out of 4.0. Moreover, CACI, EEE, and Residential Services share an average level of 3.2/4.0. CRI has the least social impact, having a level of 3.1/4.0. Finally, it was given the maximum level to Training & Mentoring, "High Impact", since both social organisations, as well as Rosário Sá Pinto, highlighted the importance of such service in society, and the necessity to help people embrace and respect everyone's differences. All in all, UPCS and Training & Mentoring services stand out as being the ones who generate the most social impact.

By gathering the results in the Adaptability & Social Impact Matrix, one can perceive that the UPCS and Training & Mentoring services are the most attractive to improve and develop, due to their high impact on society, followed by their high flexibility in adapting to new organisational needs and environments. Therefore, a detailed analysis will be made of both services in order to improve the overall performance of APPDA LISBOA.

3. Unidade Prestadora de Cuidados de Saúde (UPCS)

How to make UPCS more profitable in order to sustain the remaining branches of the organisation?

3.1. Introduction

The UPCS analysis was divided into four main points: UPCS's general overview, UPCS diagnostic, recommendations for the main problems identified, and the associated implementation plans. Furthermore, through an impact and feasibility matrix, two possible solutions were selected to develop and improve the performance of UPCS as a whole.

Regarding the first point, a detailed analysis of its internal part was carried out, both in terms of its structure and the different valences provided, and in terms of its financial health over the last four years in order to be able to have a more detailed view about this service offered by APPDA LISBOA. Subsequently, in order to study the performance of UPCS and after conducting several focus groups with the coordinators of the different services of APPDA LISBOA, three main problems were identified, mainly in terms of capacity.

Furthermore, the competition and the market in which UPCS operates were also analysed aiming at supporting future suggestions regarding the ideal price level to be applied to the different valences of UPCS, considering not only other social organisations but also private clinics that offer services to the same target audience as UPCS. In the last point of this section, a financial forecast for the next years was made in order to identify the best solution to be applied by UPCS, reducing the impact of the three main problems previously identified.

It should be noted that, throughout the analysis, the focus was on UPCS's external clients, since internal clients¹ are also followed by other services offered at APPDA LISBOA and are already

¹ Clients that attend other branches of the organisation.

taken for granted. Therefore, it was assumed that internal clients are irrelevant to this analysis since they will not change whatever decision is made.

3.2. Overview

In 2002, APPDA LISBOA created a Health Care Provider Unit (UPCS), which has been registered with the Health Regulatory Entity since 2017. The UPCS was created with the aim of providing complete follow-up and offering several health appointments to any external patient with ASD. In 2018, UPCS began to provide evaluation and diagnosis appointments. The main objective is not only to support patients from the moment of diagnosis and through lifelong intervention in the different areas in which the person with ASD presents difficulties, but also to provide guidance in the control of comorbidities in conjunction with other consultations and resources of the community.

Currently, UPCS has 109 external clients, of which 21 are children and adolescents (juniors) and 88 are adults. Furthermore, UPCS has a team of 8 highly experienced professionals in the field of ASD, providing a set of services at its headquarters, namely health appointments to any external patient (associates and non-associates).

3.2.1. Services Roadmap

Considering only external clients, UPCS focuses mainly on three major service areas: evaluation and diagnosis appointments (E&Ds), therapeutic, and medical intervention. It offers not only psychiatric medical consultations, but also multidisciplinary therapeutic follow-up and evaluation appointments, such as diagnostic, psychoeducational, developmental, cognitive, behavioral, and adaptive evaluations.

Regarding the first area, the E&Ds are related to the evaluation process for the diagnostic screening of ASD, which involves carrying out a clinical interview, the application of developmental and cognitive assessment instruments, as well as behavioural scales, according

to each client's age. With the setting of these results, it is possible to affirm or clarify the possible presence of ASD as well as the respective level. Subsequently, a clinical report is prepared, which always presupposes a discussion and validation by the clinical director. During this year, UPCS has already carried out 36 E&Ds. The therapists Ana Gouveia and Sandra Pinho are responsible not only for carrying out the appointment but also for preparing reports for juniors and adults, respectively.

Although there is no scientific evidence of a cure or treatment for ASD, any therapeutic and medical intervention should be initiated as early as possible, adopting a multidisciplinary approach, focused not only on training functional but also social, emotional, and communication skills, in order to stimulate the maximum development of autonomy skills. For this reason, a detailed analysis of the professionals of each service was made to prove that UPCS has a multidisciplinary team in the areas of clinical psychology, psychopedagogy, psychomotricity, speech therapy, and psychiatry. Currently, the occupational therapy service is only offered to internal clients and therefore it will not be considered for the analysis.

Firstly, clinical psychology aims to diagnose and guide possible changes in human behaviour. Currently, this service at UPCS has 11 clients, including 5 juniors and 6 adults, and 2 therapists, Ana Gouveia, and Sandra Pinho. Being specialized in assessment and intervention with children and adolescents with ASD, the therapist Ana Gouveia only carries out clinical and health psychology appointments with juniors at UPCS. On the other hand, the therapist Sandra Pinho specializes in psychotherapy for adults and therefore provides clinical and health psychology consultations to adults at UPCS.

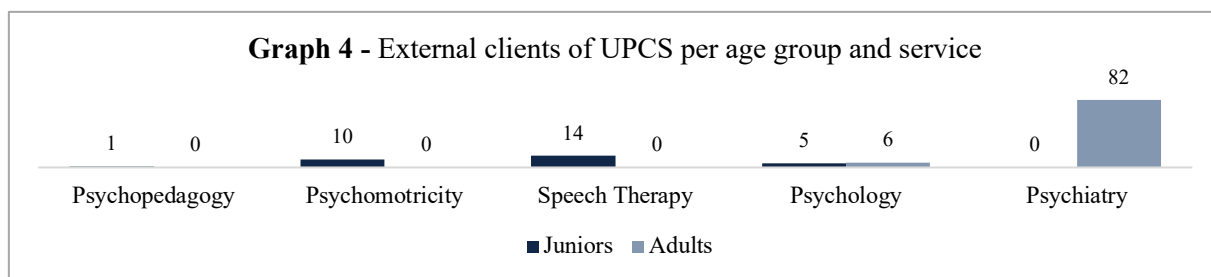
In relation to psychopedagogy, it is an area of psychology focused on learning difficulties both at a behavioral and social level. Currently, UPCS has 1 junior client, and one therapist, Sofia Pedrosa, who is specialized in pervasive developmental disorders and ASD.

Addressing other therapeutic intervention services, psychomotricity is important to improve not only body movements but also motor coordination and balance. Inês Neto and Inês Maria are the two therapists responsible for this type of appointment, both of whom have degrees in psychomotor rehabilitation. Currently, UPCS has 10 junior clients in this service.

Speech therapy is another key therapeutic service, presenting itself as the one with the highest demand at UPCS. Being the service that promotes the beneficiary's communicative effectiveness, it counts with 14 junior clients. Currently, UPCS has 2 therapists, Margarida Morgado, and Rita Silva. While the former specialized in orofacial motricity, the latter specialized in swallowing rehabilitation intervention.

Finally, regarding medical intervention, psychiatry aims to prevent the occurrence of potential human psychic disorders. *Prof. Dr.* Carlos Filipe, who specialized in clinical neurophysiology and psychiatry, is responsible for providing appointments to the current 82 clients. It should be noted that this service is only aimed at an adult audience at UPCS.

Therefore, it is possible to conclude that UPCS has a team specialized in the different areas of intervention, offering adequate and customized services to each client with ASD. Moreover, after analysing the age range of clients, the core of the services for juniors are therapies, while for adults it is the medical service of psychiatry. The total number of external clients, 109, does not correspond to the sum of the number of clients in each UPCS area, since a client can attend several areas at the same time. Currently, there are 19 clients attending only 1 therapeutic valence, 4 attending 2 combined therapeutic valences, and 3 clients attending 3 combined therapeutic valences (Graph 4).



Legend: The number of current external clients in each UPCS service reflects that the core services for juniors are therapies while for adults it is the psychiatry service.

3.2.2. External Clients' Journey

As a rule, UPCS external clients begin their process with an E&D, followed by one or several specific therapies, where they spend an average of two years².

There are two possible paths for an external client to take (Appendix 15). The most common path begins with an evaluation appointment, a respective diagnosis, and subsequent scheduling of the therapies indicated for its development and evolution. Currently, there are 17 E&Ds pending for juniors, and 11 pending for adults. The alternative path is intended for clients who have already had an E&D appointment and only need to contact UPCS to schedule a health appointment.

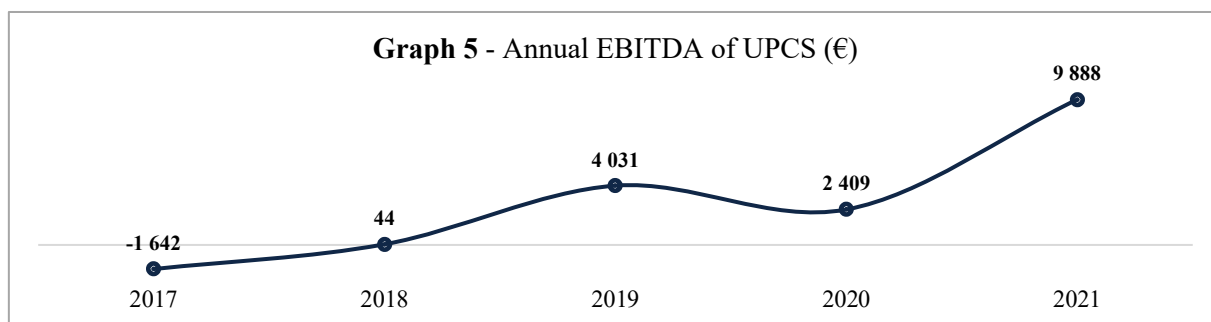
In summary, for juniors, after carrying out the E&D appointment by the therapist Ana Gouveia, they can only be allocated to psychology, psychopedagogy, psychomotricity, and speech therapy appointments. On the other hand, adults carrying out the E&D appointment by the therapist Sandra Pinho can only be allocated to psychology and psychiatry services.

3.2.3. Financial Performance

Regarding the financial performance of UPCS in the last four years, and considering only external clients, it presented significant growth in terms of EBITDA over the years, except for

² According to historical data, clients leave the UPCS after two years, on average.

the year 2020. Being the year that presented lower revenues and costs, 2020 registered a decrease of around 40% in UPCS's EBITDA while in 2021 there was a significant increase of approximately 310%. It should be noted that, due to the COVID-19 pandemic, UPCS suspended its activity between March and June 2020, which negatively impacted its financial performance that year (Graph 5).

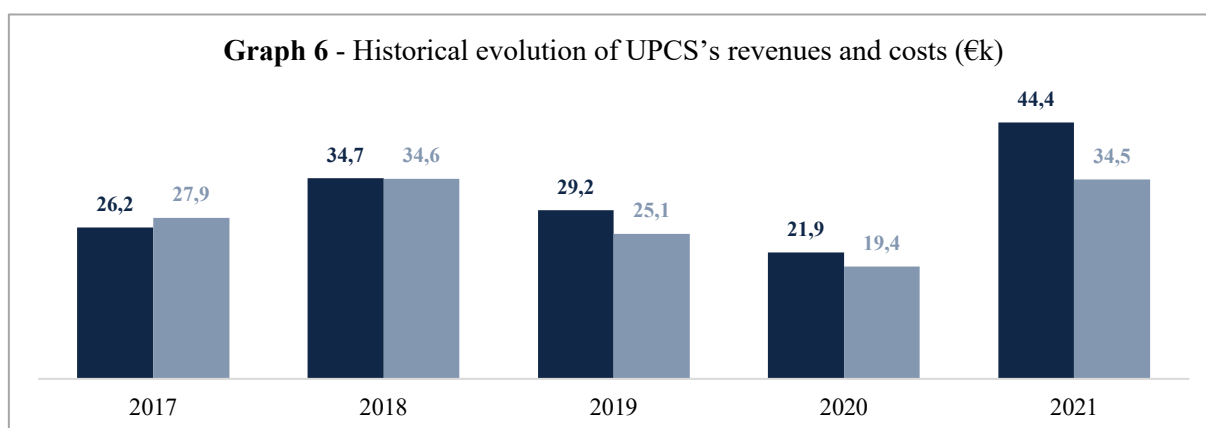


Legend: In the last four years, UPCS presented significant growth in terms of EBITDA, except for 2020.

According to the data provided by APPDA LISBOA, during the last four years, the expenditures comprise technical costs, fixed yearly expenses connected to external supplies and services, and an *Entidade Reguladora da Saúde* (ERS) yearly fee for carrying out the clinical activity. In terms of revenues, the value is determined by the number of appointments provided each year.

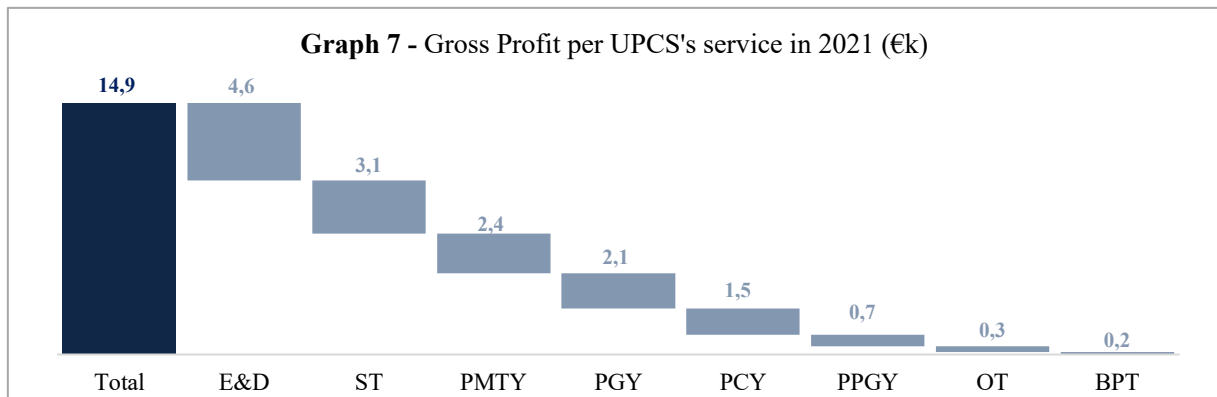
In-depth examination of the UPCS's expenses, the supply and external services expenditures in 2021 were 5,000€. Due to a lack of data and considering that this cost already incorporates space area (sqm) as a cost driver, since the UPCS space has not changed in the last four years, this value was assumed for previous years. Regarding the annual contribution of 25€ for the mandatory registration of the ERS (*Entidade Reguladora da Saúde* 2020), it is applied to all establishments that provide health care in Portugal and, that not only provide activities carried out by health professionals who are duly qualified and accredited for the purpose, but also that have prevention, as well as diagnosis, treatment, therapy, and rehabilitation, and which aim to achieve and guarantee a state of absence of disease and/or a state of physical and mental well-being.

A compound annual growth rate (CAGR) was computed to provide an annualized rate of change between the base year and the final year of the sample to analyse patterns connected not only to revenues but also to expenditures across the time frame under consideration. As a result, to calculate CAGR, it is important to assume that the indicators were fixed and reapplied in each period, while ignoring risk and volatility, in order to analyse profitability and, as a result, anticipate and track long-term future trends. Glancing at the previous four years, it is possible to verify that the UPCS total revenues present a CAGR of 14% and the total costs, a CAGR of 5.5%, indicating financial stability since they are increasing at a considerably faster rate than their overall costs (Graph 6).



Legend: In the last four years, UPCS has shown a significant increase in both revenues and costs.

Moreover, considering the total revenue and operational costs of each UPCS service (excluding supply and external services and ERS), it is possible to conclude that the E&D service was the one that contributed the most to the total profit of UPCS in the last year, followed by speech therapy (Graph 7). This result was predicted since, in addition to being the service with the highest price per appointment, it is also the one that serves as the gateway to the remaining services offered by UPCS.



Legend: In 2021, the E&D service was the one that contributed the most to the total profit of UPCS.

3.2.4. Current Space Plan

In order to have a more detailed view of the UPCS space distribution, an analysis of its blueprint by service was carried out. Currently, the UPCS space consists of four shared medical offices, including three offices on floor 0 dedicated to E&D, psychology, psychopedagogy, and speech therapy appointments, one office on the first floor for psychiatric appointments; and one shared gym, where psychomotricity appointments take place (Appendix 16).

3.2.5. Key Pain Points of Each Service

Several focus groups were held with the head of the UPCS business unit, Ana Gouveia, in order to identify the main concerns in each service to improve both the experience of clients and workers. It was possible to conclude that there are some key points to improve in each of the therapeutic and medical services provided.

Regarding E&D, this service has a long waiting list at certain critical periods throughout the year, since both the evaluation and the creation of the related report take a considerable time.

In terms of psychology, there are only two therapists serving two distinct target audiences: juniors and adults. Both the space used and the constant noise present at APPDA LISBOA's headquarters derived from CACI activities are some of the main problems identified. This last problem was also identified in the psychopedagogy service, affecting its proper functioning.

Regarding the psychomotricity service, *"the organisation's common gym used is not the most*

suitable for children as it is larger than necessary”, according to Ana Gouveia. Although speech therapy is the most sought-after therapeutic service at UPCS, there is a problem in managing schedules since there is little availability of current therapists for later periods of the day. Finally, in psychiatry, the current doctor provides appointments to adults, simultaneously dealing with matters related to the secretariat, something that also needs to be improved.

3.3. Diagnostic

Taking into account the problems identified in each service offered by UPCS, it should be noted that the capacity of workers and the space’s environment affect the business in general. Currently, UPCS suffers not only from a great problem of space available for therapeutic and medical appointments, but also from a split in the demand for E&Ds, both throughout the year and during the day. Therefore, the three main problems that UPCS is currently facing are mainly focused on space, the high demand for therapeutic appointments in the afternoon, and the seasonality of E&Ds.

Therefore, it is clear that UPCS is not exploiting its potential capacity for E&Ds and, consequently, for therapeutic and medical consultations, reducing not only the number of potential clients but also its potential profit.

3.3.1. Space Conditions

The patient’s experience at the present APPDA LISBOA facility is marked by several flaws. To start with, the UPCS’s entry crosses with common internal client amenities such as the cafeteria, transition spaces, and CACI rooms. This is a problem since the external client may perceive that UPCS may be unprofessional and, since internal clients have a higher degree of ASD, the engagement with them may provoke concern on the UPCS’s external clients.

Regarding the UPCS space at the APPDA LISBOA headquarters, this is not the most appropriate since not only all offices are separated and on different floors, but also share the

same space with the other services provided by the association, not transmitting a stable environment. It should be noted that UPCS does not have a specific receptionist/secretary for this business unit, making the first contact of a potential client with UPCS less appealing.

Two questionnaires were carried out to both UPCS employees (Appendix 17), and its external clients (Appendix 18), in order to analyse, not only the perception of the quality of the current UPCS infrastructures, for both clients and workers, but also the contribution and current impact on the welfare of the beneficiaries to be able to maximize the services provided in the future. Therefore, a qualitative analysis was made of several indicators on a scale of 1 to 4, where 1 is “Very Unsatisfied” and 4 is “Very Satisfied”.

Regarding the UPCS employee questionnaire, it should be mentioned that each service had a representative that submitted the answers. Firstly, the construction quality of the UPCS space was rated at 2.7/4.0, and therefore, workers believe it may be an area for improvement in the future. The issue related to satisfaction in terms of maintenance of the UPCS space was rated at 2.7/4.0. As for the plant’s distribution, as mentioned above, the various clinical offices are located in different locations at APPDA LISBOA’s headquarters, which is something that the workers would like to see improved, rated at 2.2/4.0. Most workers agreed that the space and distribution of the current UPCS blueprint do not provide high efficiency in the clinical work developed. It was also reinforced that it would be beneficial to allow greater independence of the UPCS as opposed to the use of common spaces of CACI. Furthermore, workers are, on average, satisfied with the size of the offices for the provision of clinical services, having been rated at 2.9/4.0. As a final question, all workers stated that a change in the UPCS space would be beneficial in the short term, mainly at the level of space planning.

According to the results of the questionnaire made to UPCS external clients, it should be noted that all clients who answered the questionnaire are regularly monitored at UPCS, making weekly contact not only with the various therapists, but also with the current space of the UPCS.

The degree of client satisfaction regarding the conditions of UPCS is 3.1/4.0, indicating some room for improvement. Most clients said that the facilities should be upgraded and renovated to provide a better environment. As for the general satisfaction with the conditions and services provided at UPCS, this was evaluated at 3.4/4.0, which does not represent the maximum value due to the degree of customer dissatisfaction with the conditions of the facilities.

In summary, it is possible to verify some dissatisfaction not only in relation to the space used in the therapeutic and medical consultations but also in relation to the quality of the facilities, the environment, and the constant noise, affecting the good functioning of the several services. According to UPCS employees, poor infrastructure and space conditions undermine operational efficiency, hampering client experience.

3.3.2. Afternoon Demand

A detailed analysis was made, not only of the consultations given per week by each therapist but also of the total availability of each one, it was possible to improve the UPCS's weekly calendar for 2022 (Appendix 19). According to the UPCS coordinator and analysing the current schedule of each therapist, there is a much greater demand for therapeutic appointments in the afternoon, from 3 pm. It is normal to have higher demand in the afternoon, as both target audiences have classes, work and/or other activities during the rest of the day, making it incompatible for them to be available for appointments in the morning.

As mentioned, there is a greater demand for therapeutic consultations in the afternoon period, with workers being busier at the end of the day and freer in the morning. The psychiatry medical service is excluded since the doctor is only available in the morning and there is demand at that time. While only 4.5 hours of therapeutic consultations per week are occupied in the morning, 18.5 hours per week are occupied in the afternoon, with speech therapy being the service with the highest number of occupied 30-minute slots.

Currently, and considering the period between 3 pm and 7 pm for juniors, the psychology service has a weekly capacity of 4 hours, of which 2 hours are occupied. Moreover, of the 6 hours of weekly capacity, the psychopedagogy service has only 2 hours occupied. Regarding the psychomotricity service, it has a capacity of 12 hours per week, of which 4 hours are occupied. Finally, the speech therapy service has a weekly capacity of 10 hours, of which 8 hours are already occupied by current clients.

Furthermore, and considering the therapeutic service offered to adults, psychology not only has a capacity of 4 hours per week but also a current occupation of 4 hours, being not possible to receive any further requests for an appointment.

It should be noted that the services offered to the target audience of juniors are the services with the largest capacity, as they are also the services with the highest weekly demand.

In order to be able to estimate the current weekly demand for each service, taking into account the number of pending evaluations, entry rates were calculated after an E&D consultation for both juniors and adults. Furthermore, the allocation rate for each service was also calculated later. Therefore, data from all clinical consultations given in the last three years, from 2019 until 2021, at each service were analysed. Between this time range, 129 E&Ds were carried out, making an average of 43 per year. Through the elaboration of a pivot table, it was possible to have access not only to the consultations given to each client in the last 3 years but also to the respective therapist who performed them to segment the clients between juniors and adults. It should be noted that it was possible to segment the clients since the therapist Ana Gouveia only gives E&Ds to juniors while the therapist Sandra Pinho only consults adults. After this segmentation by age group, it was possible to conclude that the entry rate of juniors who underwent an E&D consultation and later scheduled a therapeutic consultation, only corresponds to 18%. On the other hand, the segment of adults who had an E&D appointment, and scheduled a therapeutic and/or medical appointment, has an entry rate of 42%.

Considering only the clients who underwent E&Ds and, subsequently scheduled a therapeutic and/or medical consultation, it was also possible to calculate the allocation rate to each UPCS clinical service based on statistical data. Therefore, between 2019 and 2021, of the 50 juniors who had at least one E&D, only 18% (9 clients) scheduled a therapeutic appointment, with 89% (8 clients), 44% (4 clients), 33% (3 clients) and 11% (1 client) allocated to speech therapy, psychomotricity, psychology, and psychopedagogy services, respectively. Furthermore, of the 79 adults who had at least one E&D appointment between 2019 and 2021, 42% (33 clients) scheduled a therapeutic and/or medical appointment, with 79% (26 clients) and 33% (11 clients) allocated to psychiatry and psychology services, respectively.

Knowing the number of current pending E&Ds for each target audience, the current number of clients in each service, the number of appointments performed per week by each client in each service, as well as the average time of each appointment, it was possible to estimate the current weekly demand. In relation to the current number of clients, psychology (juniors) has 5 clients, psychopedagogy has 1 client, psychomotricity has 10 clients, and speech therapy has 14 clients. Regarding the psychology service for adults, it has 6 clients, and psychiatry has 82 clients. Furthermore, currently, each client has an average of only 1 consultation per week for psychology, psychopedagogy, and psychomotricity services. On the other hand, for the speech therapy service, each client has an average of two consultations per week, while in the psychiatry service, each client has a consultation every three months, each having approximately 0.08 consultations per week. Finally, clinical consultations for all services have an average time of 30 minutes (Appendix 20).

Based on this data, it was not only possible to estimate the current weekly demand but also to compare it with the current weekly capacity of each service. Since almost all UPCS's clients are only available for appointments in the afternoon, it is necessary to compare the current demand with the capacity in the afternoon, considering the capacity in the morning as useless.

In addition to having a low allocation rate, psychology, psychomotricity, and psychopedagogy services are also the ones with the lowest number of clients. Therefore, these are the three services that do not present problems in terms of capacity for the respective weekly demand. On the other hand, speech therapy and psychiatry (capacity only in the morning) services are the ones with the greatest future concern as these do not have sufficient capacity to support the respective demand. The missing weekly capacity of speech therapy and psychiatry services is expected to be 7 hours and 0.4 hours, respectively (Table 1).

Table 1 – Spare capacity considering the number of pending E&Ds			
Service	Capacity (h/week)	Current Demand (h/week)	Spare Capacity (h/week)
Psychology (juniors)	4.0	3.0	1.0
Psychopedagogy	6.0	0.5	5.5
Psychomotricity	12.0	5.5	6.5
Speech Therapy	10.0	17.0	-7.0
Psychology (adults)	4.0	4.0	0.0
Psychiatry	3.0	3.4	-0.4

In summary, when comparing the estimated current demand with the “real and useful” (afternoon) capacity, it is possible to conclude that UPCS has a supply-side problem to satisfy the demand for appointments after the E&D phase. Therefore, due to the lack of ability to satisfy demand during this part of the day, many potential clients cannot join UPCS, reducing not only the number of clients but also the potential profit of UPCS.

3.3.3. Seasonality of E&Ds

In relation to the seasonality of the demand for E&Ds, there is a very pronounced seasonality in the requests, both for juniors and adults, from September until January. This peak is related to the increase in direct contact with more people and, consequently, there is a greater perception of certain typical characteristics of a person with ASD. Due to the lack of capacity during this period, UPCS can only meet demand at a later period, thus losing potential

consultation revenue. As E&Ds are the way to enter UPCS as a client, this problem is also blocking the potential demand for appointments in all other services provided.

Currently, for juniors, UPCS has 17 evaluations and diagnoses scheduled through March 2023 (3 for October 2022, 4 for November 2022, December 2022, and January 2023, 1 for February 2023, and 1 for March 2023). There is a clear capacity problem for E&Ds during the beginning of the academic year. Demand is most concentrated at this time, as this is when parents and tutors find difficulties for beneficiaries in their daily social environment (Appendix 21).

Furthermore, regarding the demand for E&Ds for adults, UPCS does not have the capacity to support demand in the month in which the client requests the consultation. So far, there are 11 pending consultations by the end of the year 2022, which corresponds to 1 per week. This problem is since, after the vacation period, people tend to resume their clinical services as they have more direct contact with other people, requiring more clinical support. Consequently, due to the postponement of several E&Ds, people try to find another, faster, and more effective solution by making an appointment with another clinical institution.

According to APPDA LISBOA, there is a high non-attendance rate in this type of consultation, which can be explained by several reasons. The fact that the appointment is scheduled for a much later date, leads clients to forget about it or even carry out the appointment at another institution without notifying UPCS. It may also be related to the lack of prior notice by UPCS since, currently, an e-mail is only sent to the client the day before, reminding the appointment.

It should be noted that external clients would like to have the E&D appointment in the month in which they contact UPCS. However, there is no capacity to meet this demand, being necessary to increase the availability of hours during this period, which can be attained by extending the hours of existing workers or by hiring new therapists (full-time E&Ds model).

3.5. Infrastructure Solutions

How can UPCS reach its full potential by overcoming the challenges its infrastructures impose?

Having analysed and developed a solution for the first two problems presented in the diagnostic of UPCS (seasonality of E&Ds and afternoon demand), now it is time to find possible solutions for the space problem introduced in the same section. According to the surveys made to both clients and therapists of UPCS, there is great dissatisfaction with the quality, organisation, and distribution of the current infrastructure among stakeholders, undermining both the quality and efficiency of work developed by UPCS and the customer experience at the clinic. Moreover, as explained in the operational model, in order to implement the transition to full-time, the current number of offices needs to be increased from five to six, otherwise, it will not be sustainable in the long run. Additionally, to be able to increase the current prices to the competition's level, UPCS must have a comparable infrastructure in terms of quality and conditions provided to clients. As such, in this part of the analysis, a set of possible solutions will be presented and then filtered according to a predefined criterion to study those final solutions in a deeper and more detailed way. Lastly, the mentioned solutions will be compared both within quantitative (objective) and qualitative (subjective) spectrums.

3.5.1. Solutions Scope

Firstly, in order to solve the infrastructure problem, a set of 5 possible solutions were gathered, believed to be fit for the case. The solutions are the following:

1. Execute New UPCS Project: Take advantage of the project already in place for a new UPCS to be constructed in APPDA LISBOA's current headquarters. The project is fully licensed, only missing financing to move forward.

2. Rent New Space: Rent a new suitable place for UPCS located as close as possible to the current demand, with all the conditions to welcome its services.
3. Change Current UPCS Blueprint: Re-organize the current UPCS blueprint in order to make the most out of the existing space and gain operational efficiency.
4. Buy New Infrastructure: Buy a new suitable place for UPCS located as close as possible to the current demand, with all the conditions to welcome its services.
5. Construction Works at Current Infrastructure: Engage in construction works at the current UPCS in order to optimize its space distribution and efficiency.

Secondly, as a way to focus the deep and detailed analysis only on the most important solutions, the set of five options were filtered through a criterion that encompasses two different fields: impact and feasibility. The indicators developed to evaluate the impact of these solutions (Appendix 36) were the following:

- A. Improvement in operational efficiency: Assess the degree of improvement in the day-to-day operational efficiency of therapists/doctors.
- B. Service quality improvement: Assess the degree of quality improvement of the services provided to UPCS customers.
- C. Improvement of customer experience: Assess the degree of improvement in customer experience when in contact with UPCS.
- D. Possible Financial Profitability: Assess the degree of possible financial profitability that the possible solution can generate.

Regarding feasibility, the indicators the team found to be the fittest to evaluate this field for the set of solutions were the following:

- E. Implementation without the investment required: Assess the degree of possibility of implementation without a significant investment.

- F. Ease of implementation: Assess how quickly and easily the possible solution can be implemented in the short-term.
- G. Alignment with employee motivation: Assess the degree of motivation of the employees in the implementation of the possible solution.
- H. Alignment with particularities inherent to UPCS operations: Assess the degree of alignment with particularities that impede UPCS operations.

Regarding indicator A, 5 points were given to option 1 since the project was designed considering all the feedback from doctors and clients for a more efficient space. For options 2 and 4, it was decided to rate them with 4 points since the choice of infrastructure would consider all aspects of work efficiency, however, it is not newly constructed and there are always going to be some small flaws. Moreover, option 3 was rated with 3 points, since editing the distribution of the blueprint would be helpful but there is not much room for change. Finally, 2 points were given to option 5 since there is no viable construction that would beneficiate the day-to-day efficiency of workers.

As for indicator B, 4 points were given to options 1, 2, and 4, since all these, despite not being revolutionary, would significantly improve the quality of the services provided with bigger and more appropriate spaces. Options 3 and 5, were allocated 3 points since the infrastructure in which they would be providing the services would be the same, only having some changes.

The improvement in customer experience, indicator C, would be much greater for the options that imply infrastructure out of APPDA LISBOA's headquarters (options 2 and 4), since families of clients of UPCS would not be crossing paths with clients attending other services of the organisation, being this the main problem in customer experience, earning 5 points for this indicator. Furthermore, 4 points were given to option 1 as, despite still sharing the entrance with other services in APPDA LISBOA headquarters, it would have its waiting room. Lastly, 3 points were given to option 5, since there is the possibility of making room for the construction

of a small space where clients can wait, and 2 points to option 3, due to the fact that changing the blueprint will not contribute to improving customer experience in any way.

Regarding indicator D, options 1, 2, and 4 were allocated 4 points since these represent deeper changes in UPCS activities boosting both workers' productivity and client satisfaction, possibly attracting more customers and increasing prices. Additionally, 3 points were allocated to options 3 and 5, which represent smaller changes that would impact less the current activities of UPCS, probably not impacting its revenues and cost drivers.

Considering the impact ratings given to the set of solutions, options 1, 2, and 3 were the ones that presented a higher average impact, with 4.25 points, while options 4 and 5 had an average impact of 2.75 points, falling behind the other 3.

Regarding indicator E, option 3 was given 5 points since reorganizing the blueprint of the current UPCS infrastructure does not require any investment. Furthermore, 3 points were given to options 2 and 5, due to the fact that renting, despite not being a very high cost, is perpetual, and constructing requires not only the payment of the works but also the loss of revenue while constructing, as it would be unusable during that time. Finally, options 1 and 4 were allocated 2 and 1 points, respectively, due to the fact that both require significant investment financed by loans or donations, with option 4 having a higher dimension than option 1.

As for indicator F, again, 5 points were given to option 3 since it is obviously the most feasible in the short term. Moreover, option 4 received 4 points, as renting is a very straightforward process without much room for obstacles. Additionally, options 1 and 5 were given 3 points due to the fact that buying and constructing properties are very bureaucratic processes. Lastly, 2 points were given to engaging in construction at the current infrastructure since it would have to stop almost all of the current operations, which is unsustainable.

The alignment with employees' motivations, indicator G, is very strong for the new UPCS project since they are very much looking forward to working in such a space, yielding this option 5 points. Also, options 2, 3, and 5 were allocated 3 points, since employees are not seeing these options with good eyes but would accept them if they had to be executed. Furthermore, according to talks with members of UPCS, buying a space is a very frowned upon option, as they find it a very expensive investment.

Lastly, regarding indicator H, option 1 has a high alignment with operational particularities of UPCS, such as the fact that it is still located in APPDA LISBOA's headquarters facilitating much logistics, freeing space for other association's services, since it will be located in an unused space, thus receiving 5 points. Moreover, option 2 and 4 also presents good alignment with some of UPCS's operational particularities it would free more space for other services of the association's headquarters, getting 4 points. Additionally, options 3 and 5 have lower alignment since they are very limited due to the other services of APPDA LISBOA that occupy most rooms in the headquarters, yielding them 2 points.

With the ratings allocated above for the field of feasibility, it is possible to infer options 1 and 3 are the most feasible ones with an average of 3.75 points, followed by option 2 with an average of 3.5 points, and ending with options 4 and 5, which yielded 2.5 of the average score (Appendix 37).

With the scores allocated and explained in the previous paragraphs, an impact and feasibility matrix was elaborated in order to understand which solutions yielded the best combination of these two fields. The matrix has feasibility on the horizontal axis, and impact on the vertical axis. In this matrix, the more feasible an option is, the more to the right it will be located, and the more impactful it is, the higher it will be located. As such, the best option will be the ones located in the first quadrant, where impact and feasibility are greater. According to this matrix,

it was verified that the execution of the new UPCS project and the renting of a new space were the solutions located in that area, as such the focus will be on these two options (Appendix 38).

3.5.2. New UPCS Project Solution

The new UPCS project, located at the current APPDA LISBOA headquarters, consists of 8 medical offices (physiotherapy, psychomotricity, speech therapy, psychology, psychopedagogy, psychiatry, nursing, and social service rooms), 1 room for meetings and training, and 1 waiting room (Appendix 39). According to the architect, a unit value of 650.0 €/sqm is estimated for the construction of the expansion of the new UPCS, requiring an initial investment of 177,833.50€ for the 273.50 sqm. In order to satisfy the target demand, and take into account the future of UPCS, the new project has 3 more therapeutic offices than necessary.

This project is fully licensed to advance for construction, however, there is a major obstacle that is holding back this initiative, which is financing the 177,833.50€. APPDA LISBOA has been trying to find ways to pay for the new UPCS project through fundraising and donations, however, it has been clearly unsuccessful. As such, another option to finance the project was taken into consideration. After careful research and putting networking into play, it was considered viable to divide the financing of the new UPCS project into two different, but complementary, branches.

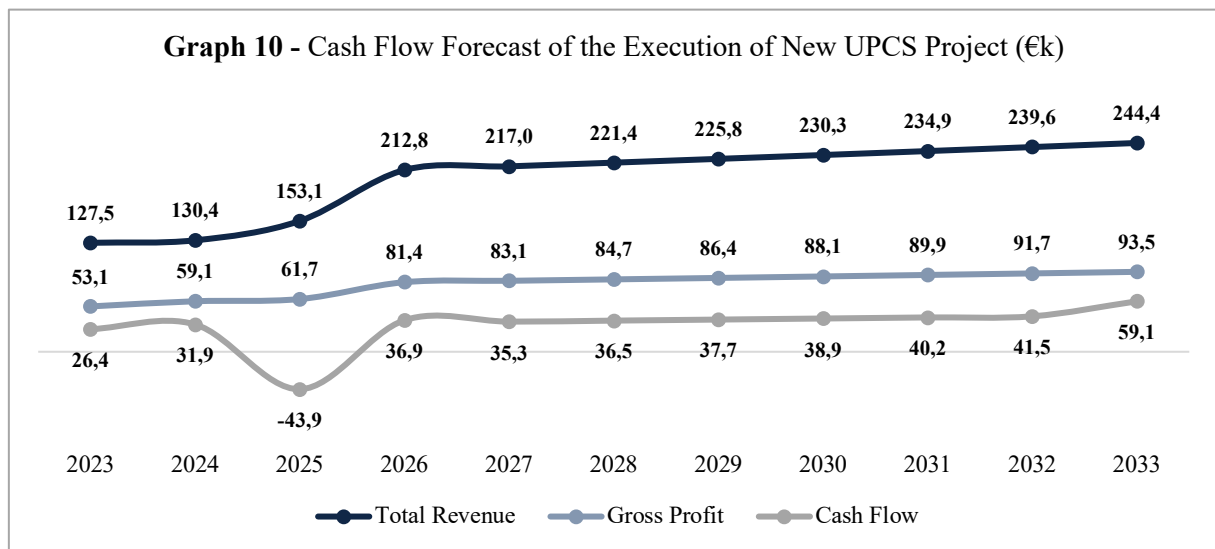
Firstly, APPDA LISBOA could use the *Linha de Crédito Social Investe*, a credit line specific to IPSS financing, provided by some of the major banks in Portugal in partnership. According to the regulation of this credit line, APPDA LISBOA would be eligible to receive a 100,000€ loan with a maturity of 7 years. Additionally, after engaging in talks with *Millennium BCP*, it was provided a detailed simulation of the schedule of this specific loan, with a principal of 100,000€, a nominal interest rate of 3.7% based on a 3-month EURIBOR of 1.7%, and a 2.0%

spread, yielding an annual effective rate of 6.1%. According to the simulation of *Millennium BCP*, the yearly instalment payments would sum up to 16,255€ (Appendix 40).

Nonetheless, having 100,000€ of financing, there is still a missing 78,000€, approximately, to complete the execution of the project. The best way to get the remaining amount is to delay the construction of the project until the clinic has sufficient cash generated by its activities. Given that, the cash flow of operations (without any investment considered) is expected to be 26,391€ in 2023, 31,927€ in 2024, and 33,953€ in 2025 (values explained more ahead), it could use 78,000€ out of these to pay for the project at the end of 2025. As such, considering that the new infrastructure takes one year to be constructed, the move to the new UPCS would take place at the end of 2026.

As a way to analyse whether this project is financially feasible, it was estimated the implied cash flow, using as a base the gross profit calculated in section 3.4.5. *Financial Model*. Moreover, to estimate the cash flow that comes with this project it is needed to understand the remaining operational costs that come after the gross profit. There are four generic operational costs, plus one associated with this scenario specifically. The first cost is supplies and external services, which include water, electricity, gas, etc. The estimation of this cost was based on the current supplies and external services costs of UPCS (5,000€), using the area of the infrastructures as a cost driver, adjusting that of the current UPCS (185 sqm) to that of the new project (274 sqm) proportionately (applied from 2026 onwards, which is when the move takes place). Secondly, there is the necessity of having a receptionist specific to the clinic which costs 13,956€ per year, paying the Portuguese current minimum wage and including social security (Appendix 41). In third place, there is the need for a marketing manager, which will be paid also a monthly salary amounting to 13,956€. This cost will be equally divided between the UPCS and the Training & Mentoring branch (analysed in section 4. *Training & Mentoring*), as such the clinic is allocated 6,978€ of the marketing cost. The fourth cost is the annual payment

to *Entidade Reguladora de Saúde*, amounting to 25€ per year. Note that the inflation rate was considered for these costs in the forecasted years. The last cost is the loan instalment which, as explained before, amounts to 16,255€ per year, according to *Millennium BCP*. Given that the loan will be issued at the end of 2025 with a 7-year maturity, the first payment will be in 2026 and the last in 2032. Subtracting all these costs from the gross profit, there is an estimated cash flow of 26,391€ in 2023, growing 29% until 2025, reaching 33,953€. However, this year, there is also an inflow of 100,000€ of the loan issue, and an outflow of 178,000€, on average, to pay for the infrastructure (100,000€ of the loan plus 78,000€ of cash from the previous years), thus making the final cash flow of 2025 equal to -43,880€. In 2026, the loan is starting to be repaid, incurring an additional cost of 16,255€, yielding a cash flow of 36,885€ in 2026, which will decrease in 2027 to 35,262€ (since in this year supplies and external services costs increase because the new clinic has a larger area), growing afterward at an inflation rate of 2% until 2032. After the last loan instalment, there is a cash flow growth of 42% in 2033, reaching 59,056€, starting to increase again at the long-term inflation rate of 2% (Graph 10).



Legend: Cash flow growth is estimated to stabilize in 2033 (when it reaches 59,056€), growing afterwards at the long-term inflation rate of 2%.

As a useful note, given that this project involves the construction of infrastructure, it implies depreciation specific to the clinic. As such, considering that the useful lifetime of the infrastructure is 50 years and its value is 177,834€, the annual depreciation value is 3,557€ per year (Ordem dos Contabilistas Certificados 2017). Consequently, this yields a net income for 2033 of 55,499€ (59,056€ minus 3,557€) since there are no taxes and no debt repayments, growing thereafter at an inflation rate of 2%.

3.5.3. Renting a New Space

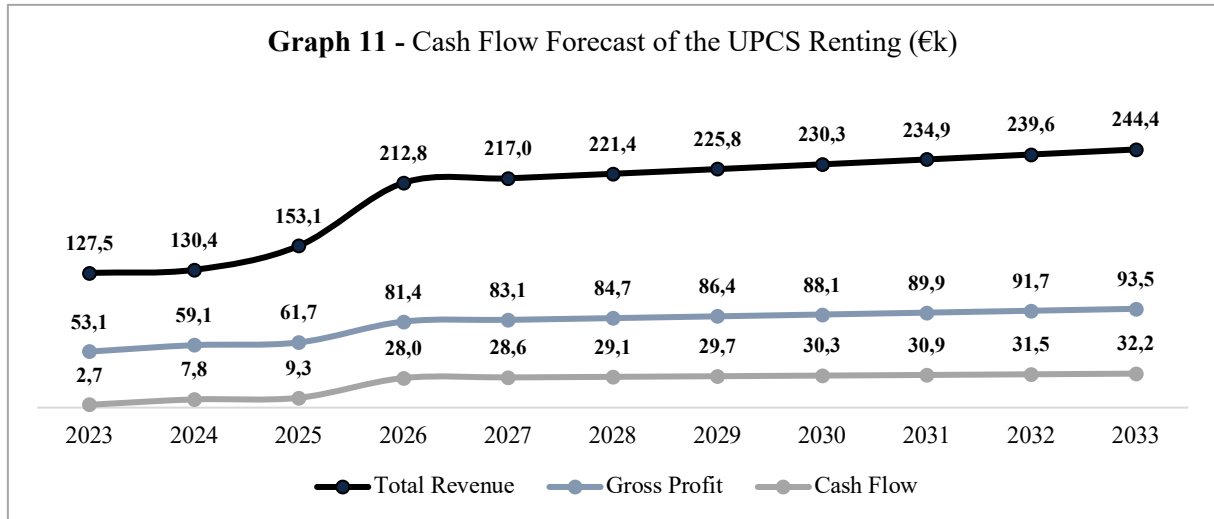
The main advantage of renting infrastructures for UPCS is that it is possible to choose the closest location to the current demand. As such, all the addresses from UPCS's current clients were collected to have visibility on their dispersion across the LMA (Appendix 42). After analysing the data, it was decided to build a map divided by each municipality in order to have a clear view of demand within the region. On the map, municipalities were pinned according to the percentage of demand detained, divided by 4 levels: lower than 5%, 5% to 15%, 15% to 25%, and greater than 25%. According to the results, most municipalities have less than 5%, except for Lisbon (greater than 25%), *Sintra* (15% to 25%), and *Oeiras* and *Loures* (both with 5% to 15%). By analysing the map, it is possible to perceive that there is a clear geographical circle of demand formed by these four municipalities, which make up more than 60% of UPCS's demand. As such, it makes sense that UPCS should be located in its middle section, *Odivelas* or *Amadora* (Appendix 43).

Having selected the areas in which the newly rented UPCS infrastructure should be located, the next step is to find possible options that fit into all the characteristics concluded so far. This way, the ideal space would have a reception, a waiting room, and 6 offices. After careful research, 3 possible options were found on the market (as of 2nd of December 2022). Firstly, there is an office at the Stern Building (Appendix 44), in *Alfragide* (Idealista 2022). This office has 421 sqm, 6 offices, a monthly rent of 4,000€ (9.5€/sqm) and is located 7 minutes by car

from APPDA LISBOA headquarters. The second option (Appendix 45) relates to an office in *Quinta dos Ulmeiros, Venteira*, which is 13 minutes by car from the organisation's headquarters (Imovirtual 2022). This asset has 216 sqm, 6 offices, and yields 8.6€/sqm, corresponding to a monthly rent of 1,850€. Finally, the third option (Appendix 46) is an office located in *Pombais, Odivelas*, having 11 offices within 310 sqm, with a rent priced at 1,800€ per month (5.8€/sqm), and a car distance of 15 minutes from the current headquarters (Idealista 2022).

The first option has one clear disadvantage, being its high monthly rent compared to others, reaching almost 50,000€ per year in rent not corresponding to a viable solution. As for the other two options, the third seems to be a much better solution since it has lower rent, more offices, and a larger area. However, the rent is only marginally lower, UPCS does not need more than 6 offices (thus not taking advantage of the remaining 5), and the quality of space of the asset located at *Quinta dos Ulmeiros* is much better than that of the third option. As such, the UPCS will be better served by the second option.

A forecast of the cash flow provided by this scenario was calculated, in order to analyse its financial feasibility. In this case, the same first four costs as in the scenario with the new UPCS project were considered, plus one type of cost specific to the renting of new infrastructure, which is the rent cost. The supplies and external services costs were calculated in the same way as before but considering a new area of 216 sqm and being charged from 2023 onwards (since the move is assumed to be made immediately). Regarding the rent, it is important to note that an immediate move to the new rented infrastructure was assumed, as such the 22,200€ cost with annual rent (1,850€ monthly) is started to be incurred from 2023 (first forecasted year) until perpetuity, considering the inflation rates of the respective forecasted years. Given the costs discriminated in this analysis, it was estimated a cash flow of 2,713€ in 2023, which will then be boosted by operational growth (and inflation as well) until 2026, reaching 28,013€. From this point onwards, the cash flow will grow at the long-term inflation rate of 2% (Graph 11).



Legend: Cash flow growth is estimated to stabilize in 2033 (when it reaches 32,178€), growing afterwards at the long-term inflation rate of 2%.

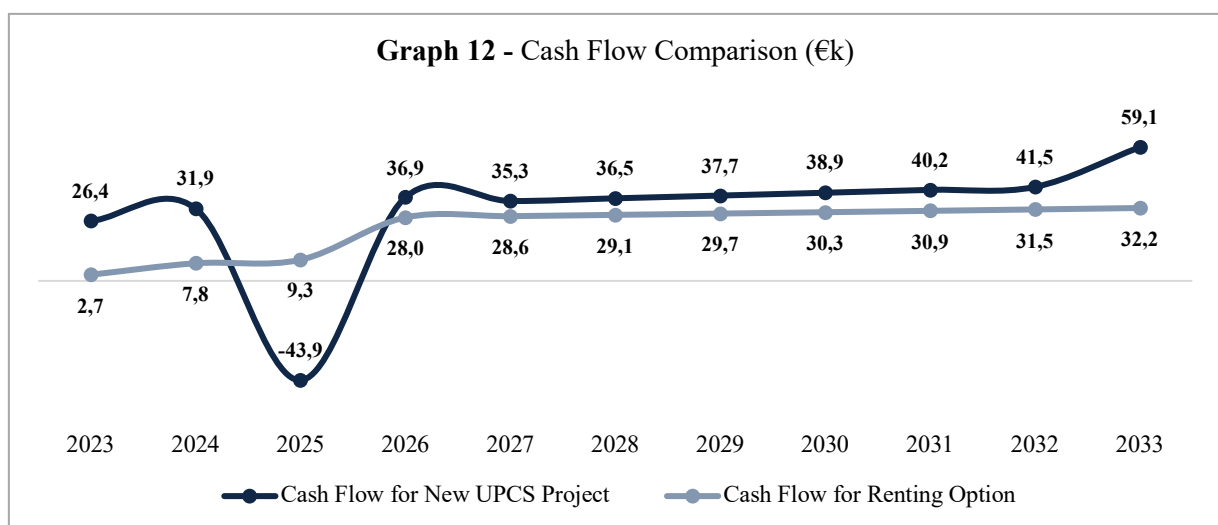
As a useful note, given that this does not involve any depreciation specific to the clinic and there are no taxes nor debt repayments, the net income is 32,178€, equal to the cash flow.

3.5.4. Solution Comparison

In order to decide which of the two scenarios, executing the new UPCS project or renting a space, would be most beneficial for the clinic, it is crucial to compare them across the quantitative and qualitative spectrums. The quantitative spectrum captures the comparison between the cash flow at the end of each forecasted period of each scenario, while the qualitative spectrum captures the comparison of all the relevant aspects that are non-financial, thus being more subjective. Both analyses are going to be conducted and complemented in order to give an informed and rational recommendation to UPCS.

There are several factors that create differences between the cash flow of these two scenarios. In the first two years of forecast (2023 and 2024), the main differentiator is the fact that the new UPCS project has yet no cost relative to infrastructure (since construction is being postponed for later) while in the renting project there are already rent payments (since the move takes place at the beginning of 2023), giving financial advantage to the first option relative to the

second. In 2025, the investment in the new UPCS project takes place (end of the year), and as such the cash flow of this option dip significantly (reaching -43,880€), while the renting option cash flow keeps benefitting from its increase driven by operational and inflation growth. As for 2026, this is the year that the first option starts its loan payments, which are lower than the rents paid in the second option, making the cash flows of the new UPCS project higher than the renting solution. In 2027, the year in which UPCS staff starts working on the new infrastructure for the first option, the supplies and external services costs increase (since the area is larger now), while the renting option sees its cash flow increasing at the inflation rate of 2%. As such, the gap between the two options decreases, but the cash flow of the first is still higher than the second. From 2027 until 2032, both options have their cash flows increasing only at the inflation rate, since there is no operational growth (ended in 2026) and no additional costs, keeping the gap constant. Nonetheless, the loan payments of the new UPCS project option end in 2032, as such its cash flow is estimated to increase in 2033 by the value of those payments (reaching 59,056€) with the renting option cash flow still increasing at the inflation rate (achieving 32,178€). From this point onwards, both options' cash flows will increase only at the inflation rate of 2% (Graph 12).



Legend: The cash flow of the new UPCS project option is always greater than the renting option's, except for the year of investment of the first option, in which its cash flow dips significantly.

To make this financial comparison as complete as possible, the net present values of both solutions were calculated. To compute this indicator, it was considered the incremental cash flow, which corresponds to the difference between the forecasted cash flow for each year and the current cash flow of the clinic (adjusted to the price level of each year in order to capture operational increase only). It is also important to note that the current cash flow of UPCS is equal to its current EBITDA (9,888€) since the tax rate is 0% and there is no debt nor depreciation specific to the clinic in current times. Moreover, a discount rate was computed using an unlevered beta of the healthcare industry from *Damodaran* (0.77) website, which was then levered (1.17) according to APPDA LISBOA's capital structure. The levered beta calculated in the previous step was then used for the calculation of the cost of equity (15.40%) through the CAPM model, assuming the 30-year Portuguese government bond yield (3.65%) as the risk-free and annual return of *PSI20* index as market return 13.7%. Finally, using the weighted average cost of capital formula with the cost of debt provided by *Millennium BCP* (6.10%), the cost of equity calculated in the previous step, and a tax rate of 0%, which is common across IPSS organisations, a cost of capital of 12.22% was achieved. This discount rate yields NPVs for the new UPCS project solution and the renting solution of 221,709€ and 109,717€, respectively. As such, the time value of money indicates that the first solution is more attractive.

By looking at the financial comparison, it seems clear that the most advantageous option is to execute the new UPCS project since its cash flows yield a higher net present value. However, it is important to include in the decision-making analysis some important factors that might influence the final recommendation, changing the perception taken from the financial analysis. As such, some pros and cons of both alternatives were elaborated.

The new UPCS project has some strong cons, being them the fact that APPDA LISBOA would be investing in a real estate asset that will probably increase its value in the future, also it will

keep simple logistics since UPCS will remain at APPDA LISBOA's headquarters, and this scenario implies a brand-new space adapted from its root to provide the best workspace and customer experience. Despite having such advantages there are some relevant cons to consider, such as the risk that is being incurred since a loan is being issued, becoming highly vulnerable to weaker bottom-line years than expected. Other disadvantages are the fact that the cash used in the first three years will all be used for the execution of the project eliminating all the leeway for those years, the postponement of the move to new infrastructure since UPCS will have to wait until having cash to pay for the infrastructure, and finally, the UPCS project is located at APPDA LISBOA's headquarters, meaning that they would still be sharing the entrance with all the other services of APPDA LISBOA, not improving as much the customer experience.

For the space renting alternative, the advantages associated with it are the fact that it provides services closer to demand since location is chosen according to it, no initial investment must be taken hence implying a much lower risk compared to the other alternative, and also it does not share the entrance and reception with other services anymore. Nonetheless, this comes with several disadvantages, being the fact that the rent payments are money spent and not invested, not a brand-new space being only superficially adapted, and lastly, harder logistics as it will no longer be at APPDA LISBOA's headquarters (8 minutes by car).

Considering the pros and cons analysis developed above, the best solution is to execute the new UPCS project. The main reason is that all the advantages of this option in comparison to renting a space, more than offset the risk that is being taken by issuing a loan. Moreover, there is always the option to postpone the move to the new clinic until the UPCS management team feels comfortable enough with its cash flows to ask for the credit. The construction of this new UPCS will be revolutionary to its workers, clients, and for their positioning within the market, as a modern and innovative clinic.

3.6. Implementation Plan

In order to build the bridge between theory and practice, an implementation plan was developed, which describes all the steps to put this solution into practice. In this section, it is assumed that the kick-off is in January 2023. However, it is important to note that the timings of these steps are all relative to the timing of the beginning of this implementation plan.

The first step of the plan is to make the transition of E&D workers to full-time. In other words, these workers would have to stop working at other branches of APPDA LISBOA and focus their availability only on UPCS during the months with the highest demand, September to January. Therefore, it will be possible to increase the capacity for E&D appointments.

Secondly, UPCS has to develop and engage in a marketing plan, by hiring a qualified professional, and following the measures suggested above. This step is meant to improve its positioning within the market in order to boost demand.

Thirdly, the UPCS management needs to be paying attention to its staff needs from 2023 until 2026, to hire new therapists when the demand for a service is greater than its capacity.

In the fourth place, at the end of 2025, APPDA LISBOA should issue the 100,000€ loan at *Millennium BCP*, take the cash earned during 2023, 2024, and 2025, and execute the project.

Lastly, assuming that the construction takes approximately 1 year, the UPCS team should move to the new clinic at the end of 2026 and start developing its activities there. Moreover, this year, UPCS should also hire a receptionist in order to improve both client service and experience.

This way, APPDA LISBOA will be able to increase the profitability of the UPCS in order to sustain the social units of the organisation (Appendix 47). After making sure that APPDA LISBOA is making the most out of its single business unit, it is time to search for new ones in the industry. As such, a new opportunity for Training & Mentoring was analysed, assessing its feasibility and impact on the organisation.

4. Training & Mentoring

How can APPDA LISBOA exploit the future game by launching a new business unit?

4.1. Introduction

In this section, the full go-to-market strategy for a new business unit will be depicted, discriminating the market potential, segmentation, target to approach the market, positioning, marketing mix, and finally, the corresponding implementation and financial plans.

As described before, some of the peer associations are already deviating from the “traditional game”, which is highly focused on conventional support services (therapeutic services, special education, and residential services), to the “future game” with a light and flexible cost structure, not focusing essentially on ASD patients but on the surrounding community (training professors, parents, companies). APPDA LISBOA has all the internal capabilities that allow the organisation to offer a hybrid approach, supporting ASD patients and the community, being able to be present in the “traditional” and “future” games.

Thus, together with the Pedagogical Director, Inês Neto, the organisation’s interest in a training and mentoring service launch was assessed. Moreover, Inês referred, that they had received requests for this type of service but had never developed a structured idea to respond to the demand. Later reinforced that *“The main obstacle to inclusion happens not only due to lack of preparation of spaces but also from people. (...) External entities are looking for us. (...) We know that there are associations already starting to explore this market. (...) Companies are an interesting market to explore. However, we do not want to stop here. We want to train all the places where a person with ASD can go from schools to universities, even other services.”*.

After ensuring the alignment with APPDA LISBOA and assessing the interest in supporting schools and companies, the analysis for potential markets was immediately divided into two key clusters, educational and business community, which will be explored in this section.

4.3. Go-to-Market Strategy

4.3.1. General Goal

The starting point for the development and implementation of a successful service is to identify the target needs that are not being fulfilled by market players. Considering the market trends previously analysed for the educational and corporate atmospheres, the necessities, and desires of each one become clear.

Regarding the educational community, it is possible to highlight their need for Training & Mentoring related to the operationalization of inclusive education, so that they can respond favourably to educational support, including for students with ASD. As mentioned during the analysis, teachers who are knowledgeable about inclusivity are more likely to adapt the educational program to its students and create a more positive environment. Concerning the desire to improve its social responsibility image while meeting governmental quotas without harming its performance. Fostering innovation and productivity in specific tasks is also considered a key point, aside from, understanding special needs, and ensuring to adapt the current offer and capture more people.

In order to create a service that surpasses the regular market offer, brainstorming meetings with APPDA LISBOA were conducted. Various key points were discussed as they are crucial during the next steps, such as the past experiences in training sessions provided by the association, desired goals, the current workforce to implement the service, as well as the current financial situation and expected outcome. Therefore, the solution was developed and sustained by three pillars: professionalism, personalisation and proactiveness. The first pillar, professionalism, is due to the vast expertise and knowledge of APPDA LISBOA and its workers, regarding ASD and supportive techniques. The second one, personalisation, hence customer centricity focusing on each client's profile and needs to provide a customized package; and lastly, proactiveness,

as APPDA LISBOA will take the initiative to make the first contact with potential clients, anticipating the customer's needs with the most suitable service options.

4.3.2. Marketing Mix

4.3.2.1. Product

The service *curiosaMENTE* has the mission of supporting the educational and corporate environments on their journey towards inclusiveness and diversity, by removing the barrier of social ignorance and lack of awareness. To have a wider range of customers, the primary focus will be on inclusion and diversity, giving an emphasis on ASD.

The name *curiosaMENTE* stands for *curiously* and is inspired by how a person on the spectrum perceives the world, and how their brain is unique (Appendix 56). APPDA LISBOA has shared many times the wish to have every service name inspired by people on the spectrum, as well as, in Portuguese.

As the three pillars of *curiosaMENTE* are professionalism, personalisation, and proactiveness, the service will be composed of theoretical and practical moments, including (1) personalised theoretical training, according to each client's necessities and interests, (2) group dynamics that put into practice every strategy approached, (3) mentoring sessions with the aim to help with challenges faced on the months after the session.

In terms of the theoretical training, it is suggested an awareness talk, a session that aims to emphasize inclusion and diversity issues. As many topics will be approached, there will be an introduction to the concept of inclusion and diversity, as it is a topic that is interesting for the current market. Moreover, to properly embrace these issues, strategies must be considered and shared; later, it will be given a more accurate perspective on ASD, APPDA LISBOA's specialized area. To make the talk more interactive, the trailer of *The Ziguais* Documentary, a documentary produced by APPDA LISBOA, should be presented to the audience, followed by

the topic “*What is it like being on the spectrum?*” and some strategies concerning this neurological disorder. Lastly, a Questions & Answers moment will be promoted, allowing, and encouraging the audience to open up and question unsolved concerns. Furthermore, every awareness talk will be adapted to each client’s reality, this is meant the topics approached, the time dedicated to this session, as well as the number of people in the audience.

After the theoretical part, it is recommended to have a more dynamic moment, to testify all topics and strategies mentioned in the awareness talk. For the educational community, students should have a special moment with children on the spectrum, by promoting a sensational activity to help everyone embrace the challenges that people with ASD may face in their everyday life, such as the difficulty in ignoring sounds or other stimuli when trying to perform a task. Ideally, this moment would occur during a physical education class, as children on the spectrum are known to enjoy moments related to sports, being more prompt to participate; also, to ensure its success and due to time constraints, such activity can only happen for a maximum of 30 students.

On the other side, as corporate entities’ audience is more mature, activities should be held in different methods. If the company desires a deeper experience related to inclusion and diversity, then, in groups of five, people are invited to meet APPDA LISBOA’s facilities and have a moment with those that are on the spectrum; the main purpose is to have a more personal and unique experience with some beneficiaries while understanding their interests. Hence, the organisation will suggest either participating in (1) *Desafiar Limites* (Appendix 57), a program already developed with great success that aims to promote sports activities and physical challenges, or (2) having a pottery class, an occupational activity already performed in CACI (Appendix 58).

If a company has an employee with ASD or intends to in a near future, so propose the activity of team building. To ensure the best experience, this session must include those who deal

directly with the person with ASD, being suggested a group of a maximum number of 15 people, where many strategies are put into practice and the main goal is to tear down every barrier related with communication and bonding, or other matters that might be relevant.

Furthermore, when a client is dealing with topics related to inclusion and diversity, it corresponds to an ongoing path, with many challenges to face; hence, *curiosaMENTE* will also provide a mentoring session for a maximum of 20 people, on a quarterly basis. In other words, this moment aims to focus on sharing struggles that the client may be facing, together with advice from the organisation on how to ease such challenges.

To complement the service, a certificate of participation will be given in order to confirm the presence of the attendees.

4.3.2.2. Price

As mentioned previously, *curiosaMENTE* prioritizes the personalization aspect, so the price strategy should reflect such characteristics. During the implementation stage, prices proposed can be further negotiated, as it is crucial to be able to adapt the service and its price to clients' needs, guaranteeing that the organisation is able to retain them.

Competition-based pricing strategy will be adopted once the price to practice will be based on the competitors' benchmarking; such strategy will be key to giving clients the perception that APPDA LISBOA's service quality is similar to those offered by competitors. Moreover, the price bundling strategy will also be applied, meaning that if two or more activities are chosen, they will be offered a lower price than if the same product was sold separately; thus, attracting clients to opt for an Awareness Talk and Team Building for example.

It is important to note that there must be a different pricing approach for the educational and business community (Appendix 59). Regarding the price charged for schools, in harmony with competitors, it is considered a price of 5€ per person, per hour given; it must be stressed that,

for a 2.30-hour session, it is expected 29 people to attend, meaning a total revenue of 363€. On the other hand, for corporate clients, it will be proposed several pricing ranges, according to the audience size; the prices per person vary from 30€ to 10€, when dealing with a group of people from 30 to more than 100 employees, respectively.

4.3.2.3. Place

When considering the placement strategy in marketing-mix, it is essential to bear in mind that meeting the client in their facilities will always be preferred, however, not all activities allow such a thing. Hence, the awareness talk, team buildings, and mentoring sessions are possible to be at the client's amenities, while the activities previously mentioned of *Desafiar Limites* and pottery class must take place at APPDA LISBOA, in Monsanto. Given the current times, it is always given the chance for the awareness talk, team building, and mentoring sessions to be conducted via Zoom or Teams calls.

4.3.2.4. Promotion

This section aims to analyse advertising actions that will connect *curiosaMENTE* with the targeted audience.

To better understand all efforts and challenges that social organisations have to face in order to attract clients for a new service; a meeting with *Just a Change* became crucial to enlighten key concepts to consider, as it is the one of the most engaging social organisations in Portugal. (Diário de Notícias 2022) In discussions with José Afonso, Partnerships Director of *Just a Change*, it was highlighted the idea of not existing one perfect strategy to apply, but a set of measures that should be considered, as well as the need to trust the process, as results may be slow to appear. “*Nowadays, having a great product is not enough, the association must master communication.*” (Afonso 2022). Therefore, the promotion will be one of the most important areas to focus every effort on, dividing it into two moments.

During the initial stage, *curiosaMENTE* must prioritize the need to create a strong brand image, developing a positive impression. Regarding channels, APPDA LISBOA currently presented their services details and information on its website and shares events and activities on its Instagram and Facebook accounts. In order to introduce *curiosaMENTE*, a new separator on the website must be developed, presenting all important information about the service: main goal, the personalised and hybrid approach with theoretical and practical activities, the budget request process and other relevant information (Appendix 60). In terms of promotion through social media, a coherent strategy must be adopted. It is important that Instagram and Facebook convey expertise and familiarity to visitors. Therefore, in order to use these networks for the professional benefit of the association, the type of published content must be changed. Concerning *curiosaMENTE* the posts suggested should be (1) to present the service and its main pillars; (2) to share moments of sessions with companies to demonstrate work done, as well as to thank the client; (3) to highlight the necessity of these types of approaches (Appendix 61 and Appendix 62). However, because the corporate community is highly present in the social network LinkedIn, it is suggested that *curiosaMENTE* to have an individual page and use it to coherently promote their service, as well as to network with companies and associations relevant to their performance (Appendix 63).

Moreover, as suggested by the Partnership Director of *Just a Change*, networking is important and mandatory to enrich the client's scope. *GRACE* is an organisation that should be approached, due to its reach network of companies and other associations. Having the opportunity to connect with the corporate world through *GRACE* would be remarkable and generate many opportunities to perform training and mentoring services. In order to create a relationship with this organisation, José Afonso shared the strategy of *Just A Change*, which is to be present at social events with the aim of creating awareness. Therefore, it is suggested that

APPDA LISBOA should be present at these events either with a promoting bench or giving a talk regarding ASD.

In terms of a direct commercial approach with the clients, active prospection is recommended throughout e-mail marketing. APPDA LISBOA should approach these companies according to the target previously defined.

4.3.3. Implementation

4.3.3.1. Preparation for the Implementation

In the preparation phase for project implementation, it is necessary to consider and define milestones in terms of human resources, session materials, processes, and sales.

Regarding human resources, the first important step is to gather three professionals to proceed with the project. The first person is to provide training, with extensive knowledge of the legal requirements relating to support for students with ASD, and with expertise and practical experience of techniques to be put into practice. The second professional must have psychotherapeutic experience; this person accompanies and assists the trainer in deeper knowledge regarding the brain functioning of people with ASD, during the training sessions. Finally, the third person mentioned is entirely responsible for developing engaging and creative multimedia content, with the aim of promoting and raising the profile of *curiosaMENTE*, as well as connecting with stakeholders in order to produce sales. It is advised that this professional has a relevant degree in the area of Marketing and Communications. Experience in developing engaging social media content, as well as data analytics to optimize the channels, is an advantage. A desirable plus skill is experience and passion for working for a social association. Taking into consideration the UPCS Marketing human resources need, analysed in the section *3.4.3. Marketing Analysis*, this new employee will work for both business units.

Regarding the availability of APPDA LISBOA in terms of human resources, and in order to minimize hiring costs, it is advised that Inês Neto, the current Pedagogical Director, should be the speaker as she has the necessary experience and has carried out the training required for the association until today. The tasks required for the speaker assistant can be carried out by a current psychologist of the APPDA LISBOA, as they do not have their morning full capacity met according to the analysis in section 3.3.2. *Afternoon Demand*. The skills and availability required by the marketing and sales specialist are not currently available in the association, so it will have to recruit during this preparation phase.

In terms of the session materials, an important milestone is the planning of the training, including the subjects to be covered, content, and dynamics. Although each session will be personalized to the unique client, broad subjects, as suggested in the section 4.3.2. *Marketing Mix*, will be addressed and are essential to be further developed. The trainer and assistant will do this preparation in order to include practical knowledge of teaching techniques as well as psychotherapeutic scientific content. Another milestone to be considered in this sector is the accreditation of the training session in order to convey credibility and security. Because the service is present in both the educational and business ecosystems, it is critical to be recognized in both contexts. For the educational service, it is recommended to be accredited by *Conselho Científico-Pedagógico da Formação Contínua* (CCPFC). Following Decree-Laws 207/96 and 2/11, which establish the legal requirements for continuous teacher training, CCPFC, instituted by *Ministério da Educação*, is responsible for accrediting specialized training courses and providing a platform with all training entities available for this purpose. For the corporate service, accreditation by the *Direção-Geral do Emprego e das Relações de Trabalho* (DGERT) is recommended, which is a service of the *Ministério do Trabalho, Solidariedade e Segurança Social* (MTSSS). Among the attributions and competencies foreseen in Regulatory Decree

nº40/2021, DGERT is responsible for the certification of training entities. Both accreditation requests can be submitted online.

In relation to processes, it is an important milestone to arrange all the organisational documentation for this project, more specifically databases with a list of companies and educational institutions that will be approached, ordered according to priority mentioned in both educational and corporate segments analysis, as well as the status of the process with each one of them. It must be highlighted that the mentioned database was developed and later shared with the organisation.

In terms of commercial prospecting and sales, it is essential to position *curiosaMENTE* on important social networks, as mentioned in the section 4.3.2.4. *Promotion*, being scheduling and attending events important milestones. Regarding the contact with the educational and corporate entities, the beginning of recommended active prospecting should begin, to connect with the first set of clients for the pilot phase.

4.3.3.2. Pilot Stage

After the preparation to launch the service and doing the preliminary prospection and communication to attract new clients, APPDA LISBOA is recommended to enter the pilot stage. This stage should be held over the remaining civil year of 2023. It will be paramount not only to make a good first impression with clients, to generate traction but also to collect feedback from the first clients and APPDA LISBOA's collaborators, to improve *curiosaMENTE*.

Regarding the service on offer during the pilot stage, it should be flexible and tailored, thus the first step will be to adjust the standardized service offer to the specific client needs. Special requirements due to time or space constraints are expected to be common, thus the pilot will be

key to adapting the content of the sessions for different timespans and the practical component for different spaces.

The collection of feedback should be performed in two main ways. First, APPDA LISBOA should talk with the client after the session to ask about overall satisfaction and suggestions. After that, it is key to hold a more formal feedback moment, where the organisation should have a short feedback form, to be filled out by the client after the provision of the service to assess the quality of the session, the main pain points, and lastly a space for suggestions.

Regarding goals, in the pilot stage, for the educational community, APPDA LISBOA should aim at having an agreement with 4 schools, following the list offered, giving one school per three months. Considering the business community, in the pilot stage, the goal is to arrange a large agreement with one of the top 20 companies in the segment previously defined to potentiate image benefits from the track record (Appendix 52). Moreover, the organisation is expected to keep answering the service requests that happened before, companies contacted APPDA LISBOA to ask for the service already, making a SMART³ goal to achieve 5 medium-to-big sized company agreements and a large corporate contract adding to the 4 schools previously stated.

Lastly, in the pilot stage, new partnerships should be fostered to attract new clients, Municipality halls should be key to penetrating the educational community. Regarding companies, the nurturing of the relationship with *GRACE* institution and *Sair da Casca* combined with the increasing participation in socially responsible networking events will be crucial to increase visibility over the pilot stage as a preparation to scale up the service in the following years.

³ SMART goal: Specific, measurable, achievable, relevant, and time bound.

4.3.3.3. Impact Assessment and Service Adjustments

Over the transition from the pilot stage and the scale-up, the impact assessment and strategy adjustments may not be overlooked. Thus, the 3rd implementation phase consists of the different feedback moments analysis during the previous year as well as the consequent adjustments.

Regarding *curiosaMENTE* there are 4 key points to assess at the end of the pilot stage: commercial process, communication plan, internal capabilities, and service attractiveness.

For the commercial process, it will be key to control how the sourcing of clients occurred over the first year of operations. APPDA LISBOA should register in the client control excel file the type of segment each new client fits in and how did the contact happen. In this stage, it is recommended the revision the approach towards the most efficient courses of action (in-presence events, mass e-mailing, known contacts, etc.) and focus on new segments that organically searched for the service (specific industries that requested over the pilot stage).

Regarding the communication plan, it will be crucial to quantify the reach over the different digital media platforms, the control over the campaigns with the most interactions will allow APPDA LISBOA to focus on the most attractive content and target customers. Moreover, by analysing the performance of followers, interactions, and likes over the different platforms APPDA LISBOA will know how to use the most efficient communication channels.

The third factor regards internal capabilities. The organisation will only successfully implement the new service if the team that provides the service has the knowledge, availability, and motivation to do it. In this case, as important pieces will be moved from other APPDA LISBOA business units, it is crucial that the quality standards are met in the new service as well as in the other services. Additionally, it might be adequate to assess at this stage the possibility of providing the team with learning tools and exchange sessions with other social organisations such as *Vencer Autismo* or APSA to potentiate the performance of the team.

Lastly, APPDA LISBOA should review the feedback of the sessions and withdraw conclusions from the several sessions in the pilot stage in order to develop a service that perfectly fits the client's needs. Prices were defined as a function of peer organisations, but they should be revised as a consequence of the first-year demand together with forecasts for the following years, guaranteeing that APPDA LISBOA maximizes the potential of the service.

4.3.3.4. Scale-Up Phase

The last stage of the implementation starts from 2024 onwards and regards the scale-up of *curiosaMENTE*. After performing the necessary adjustments predicted in the last stage, the goal for APPDA LISBOA is to reach at least 15 corporate clients and 10 schools in 2025. For goal-setting reference, their peer APSA achieved the milestone of 24 corporate clients after 3 years of launching the service but had already established corporate relations through other services previously. The focus in this stage is based on finding and consolidating important partnerships, more specifically with company networks that allow a large and rapid penetration across different companies in a wide range of industries.

4.4. Financial Plan

In this section, the financial plan for *curiosaMENTE* will be depicted, including the breakdown of the forecasted revenues and costs, the main assumptions behind the plan, the calculation of the WACC considered in the DCF model, and finally two of the main investment performance indicators (NPV, and Payback Period) and their corresponding analysis (Appendix 64).

First, concerning revenues, the target number of clients in each stage of the implementation plan was reused for this financial plan, while prices were previously predicted in the solution pricing model (Appendix 59). Having the number of clients and respective prices, the yearly revenues were computed, always considering the predicted inflation rate for the respective year. This step-by-step approach allowed for a more accurate forecast as different stages over the

implementation plan illustrate different growth rates, with the scale-up stage (between 2023 and 2025) representing the major share of client-base growth (CAGR of 45% over this period).

As seen before, prices depend on the number of participants per session. Thus, for the corporate segment, the size of the sessions was distributed by the probability of occurrence. Different clients request different-sized audiences. Sessions with up to 30 participants are predicted to be the most frequent ones (50% of occurrence), followed by sessions with 30 to 50 participants (17.5% of occurrence), sessions with 50 to 75 participants (17.5% of occurrence), sessions with 75 to 100 participants (10% of occurrence), and sessions with more than 100 participants (5% of occurrence). Regarding schools, the price per person does not vary and equals 12.5€ (5€/hour for 2.5h), thus for an average of 29 participants, the total price per session yields 363€.

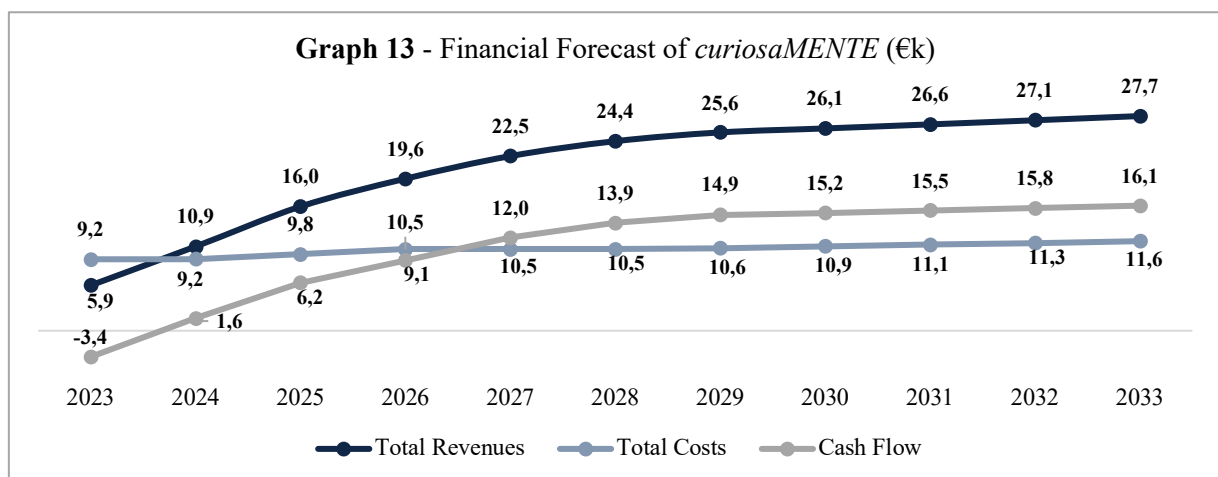
Concerning total clients, the slow start is explained by the second stage of the implementation plan, the pilot stage, in which the focus is not on building a large customer base but on developing a good brand image and attracting key target clients. This strategy explains the consequent growth in revenues over the scale-up stage.

In the first year, total costs are estimated to be 9,216€, concentrated in the marketing manager which composes approximately 78% of the total costs, other advertising costs include flyers and online ads. Moreover, the strategy for investment in marketing will move together with each stage in the implementation plan. Therefore, to support the scale-up, the online ads and flyers are assumed to grow at a 20% YoY rate until 2026 from a base investment of 960€ in 2023. The base value was determined by analysing the average spending by small companies on social media ads and the base service package for google ads (Appendix 64). After this stage, when *curiosaMENTE* number of clients stabilizes, APPDA LISBOA is recommended to focus on maintaining the relations with clients, therefore a reduction of 10% YoY in online marketing spending was assumed.

Furthermore, the only variable costs existing in the service correspond to material costs for the teambuilding activity and transportation costs. Regarding materials, it was determined together with APPDA LISBOA that the activity would have 5 participants and the only cost would be clay, thus it was estimated to be 1kg with an approximate cost of 2€ per participant (Note 2022). Concerning transportation, from APPDA LISBOA a circle with a radius of 15km covers *Sintra*, *Loures*, and *Cascais*, this way it was defined as 15km the average distance to clients in the first year, however, average distance grows as new clients are expected to be located farther away (Appendix 50).

Contrarily to revenues, costs are almost steady as they are not highly correlated with the number of clients. The movements are explained by slight changes in marketing investment policy, the anticipated growth in salaries for the marketing manager, and minor changes in transportation costs due to the increasing number of trips with new clients and coverage of a larger area.

After understanding the cost and revenue structure of *curiosaMENTE*, expected profits can be explained. The first-year loss of 3,366€ is consistent with a medium-term strategy that supports the service as large profits are expected to be later collected by APPDA LISBOA (Graph 13).



Legend: After the first year of losses within the curiosaMENTE pilot stage, it is expected rapid growth in the following 3 years over the scale-up stage, with an expected cash flow of 16,132€ in 2033.

Nonetheless, the organisation will benefit from an average of 15,000€ in profits each year (approximately) from 2027 onwards which does not include potential synergies with the other services, as brand image, and reputation potentiated by *curiosaMENTE* can be leveraged to attract investors and new clients, supporting the predicted increase in demand for UPCS.

Lastly, after forecasting the operating model for *curiosaMENTE*, the free cash flows were discounted using the WACC method. To define the WACC, it was used the unlevered beta for the education sector (Damodaran 2022) and then derived the levered beta from the APPDA LISBOA 0.52 D/E ratio resulting in a leveraged BETA of 1.23. Regarding market return (13.7%) the *PSI20* annual return was used, and for the risk-free, the Portuguese 30-year Portuguese Government bond yield was assumed as a proxy, 3.65%. Lastly, the cost of debt (6.1%) was derived from the *Millennium BCP* credit line for IPSS which illustrates the associated risk with investing in APPDA LISBOA. Having a cost of equity of 15.97% and a cost of debt of 6.1%, the WACC was derived, being 12.6%.

By discounting the free cash flows with a cost of capital of 12.6%, it was finally possible to envision the potential of the service, and the challenges APPDA LISBOA will need to overcome to succeed. This business unit experiences positive cumulative cash flows after the first trimester of the second year, more specifically after 2 years and 5 months. Although this is a reasonable payback period given that the scaling-up only happens after 2 years, it raises a window of losses over more than one year which will need to be controlled to keep the overall APPDA LISBOA's accounts balanced.

Overall, the NPV of 90,741€ points towards a clear opportunity to embrace, with APPDA LISBOA being able to withdraw an immense value added from the new service, diversifying the portfolio of business units, and consequently paving the way to financial sustainability. Moreover, the low investment needs and the consecutive profitable years after overcoming the first year, reinforce the attractiveness of launching the new business unit *curiosaMENTE*.

5. Overall Impact

In this last section, a qualitative analysis was made of the several suggestions to be implemented both in UPCS and in the new Training & Mentoring business unit. Furthermore, the financial impact was evaluated to quantify the predicted improvements in the financial performance of APPDA LISBOA that will support the remaining branches of the association.

Regarding UPCS, the current problems were transformed into strengths and opportunities for the organisation through the analysis of six recommendations in order to make it healthier both financially and operationally. Currently, UPCS suffers from three main problems, not only in terms of the current space and the conditions offered to both workers and clients but also in terms of daily and annual seasonality.

Firstly, for the problem of excess afternoon demand (daily seasonality), it was suggested to implement a more flexible timetable only in the afternoon for external clients (from 3 pm to 7 pm) in order to make it compatible with the availability of clients and, consequently, improve the experience and satisfaction of them at the time of scheduling an appointment.

In terms of the second major problem, the annual seasonality was resolved with the implementation of a full-time model of E&Ds, a scenario in which the two current E&D therapists work full-time from September to January and part-time in the remaining months of the year. The implementation of this model means that there is no blocking of the potential demand for appointments in all other services provided by UPCS, improving the satisfaction of potential clients. Furthermore, with the aim of creating a higher connection with clients and attracting new ones, the implementation of a new marketing strategy was suggested, mainly focused on hiring an expert in the field and improving the UPCS online channels, having a greater impact on clients. By improving the quality of the service offered, it was also

recommended to adjust the prices of appointments in relation to the market in which UPCS operates, not exceeding competitive prices and, therefore, not jeopardizing client satisfaction.

Regarding the last problem identified, there is great dissatisfaction in terms of the quality of the conditions of the current space, affecting the proper functioning of the various services and, consequently, the client experience. Therefore, it is recommended not only to build the new UPCS project, requesting credit through *Linha de Crédito Social Investe*, but also to hire a receptionist just for UPCS in order to receive and guide the clients. These implementations will have a high impact both on employees and on increasing new clients and retaining current ones.

After exploiting the potential operational improvements in UPCS, it became nitid that for APPDA LISBOA to leapfrog it was paramount the design of a new business unit that together with UPCS could sustain the organisation. Hence, it was outlined a full-go-to-market strategy for a new Training & Mentoring service that aimed at positioning APPDA LISBOA in the front line of *the future game*. A service that goes beyond the boundaries of the beneficiary with ASD, focusing on preparing the surrounding community to embrace the challenges that ASD imposes.

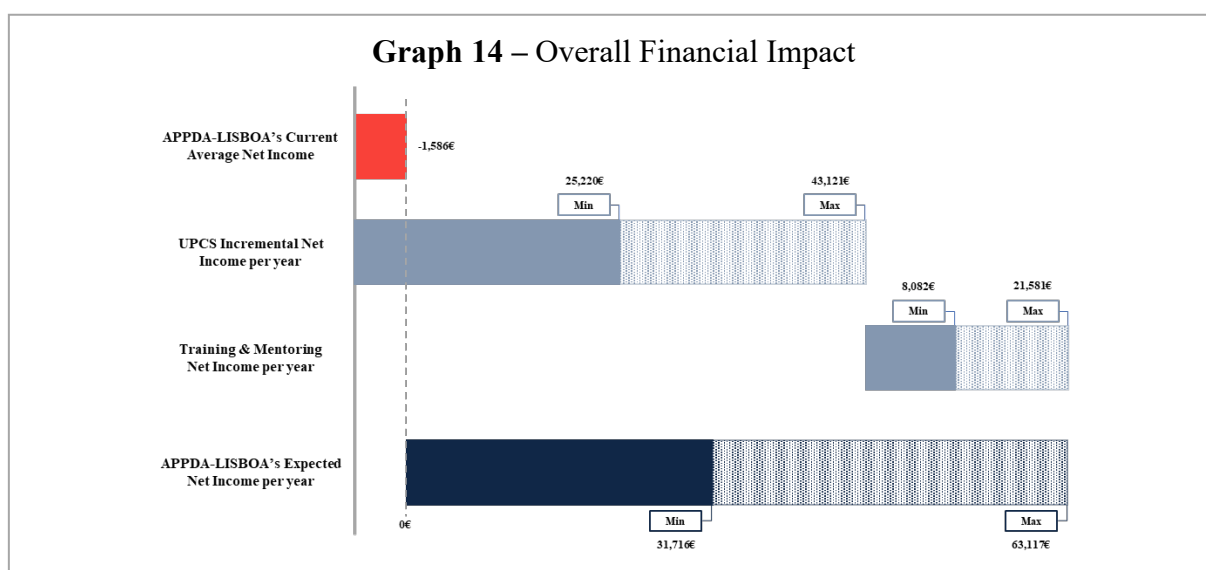
The versatility encompassed in the newly created service named *curiosaMENTE* allows for a tailored response to the needs of both schools and companies by training professors and employees to deal with ASD in its quotidian, either with students, co-workers, or ultimately clients. Thus, this service goes in line with APPDA LISBOA's vision to become a reference regarding ASD knowledge and the quality of the services provided as the organisation reinforces its position together with the present and future generations.

Also, it is important to mention that the potential impact of the service was never detached from the practicality and feasibility of the recommendations, therefore the alignment with the organisation was always ensured, leading *curiosaMENTE* to be on the verge of being launched in the first trimester of 2023. Moreover, the service has exhibited early promising signals, after

passing with distinction, on the 10th of December, the first of a three-stage application for external funding, within a program that awards 50,000€ to the top 10 projects.

All in all, combining the several recommendations, the two business units can generate a potential yearly increase in net income⁴ from 33,302€ in the worst-case scenario up to 64,702€ in the optimistic scenario. These scenarios were computed assuming deviations of 20%⁵ in demand for UPCS's services while 30% for *curiosaMENTE* as the new service launch is associated with higher forecast volatility.

Hereby APPDA LISBOA can experience growth through realistic and balanced recommendations that not only increase the financial independence of the organisation, moving from negative profits to an overall expected yearly net income of 57,667€ but also enlarge its reach of the action, being closer to driving change in the Portuguese ASD landscape.



Legend: Combining all the recommendations, APPDA LISBOA can generate a potential increase in yearly net income from 33,302€ in the worst-case scenario up to 64,702€ in the optimistic scenario.

⁴ Yearly net income is assumed when growth stabilizes at an inflation rate of 2%.

⁵ For the UPCS financial forecast computation, it was assumed APPDA LISBOA would have the demand to cover its full UPCS E&D capacity. Therefore, the optimistic scenario coincides with the base-case scenario, being the 20% deviation in demand only accounted for in the worst-case scenario.

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7. Appendixes

Appendix 1 – Market Landscape

Market Landscape									
	APPDA-LISBOA	AFID	AAMA	Diferenças	CAIDI	CADin	Inovar Autismo	APSA	Vencer Autismo
Clinic	✓	✓	✓	✓	✓	✓	✗	✗	✗
Occupational Ther.	✓	✓	✗	✗	✗	✗	✓	✗	✗
Physical Ther.	✓	✗	✓	✗	✗	✗	✗	✓	✗
Residences	✓	✓	✗	✗	✗	✗	✗	✗	✗
School Support	✓	✗	✓	✗	✗	✗	✗	✗	✗
Professional Train	✗	✓	✗	✗	✗	✗	✗	✗	✗
Investigation	✗	✗	✗	✓	✓	✓	✗	✗	✗
Coach Professors	✗	✗	✗	✗	✓	✓	✗	✓	✓
Talks to Motivate	✗	✗	✗	✗	✗	✗	✓	✓	✓
Talks to Demystify	✗	✗	✗	✗	✓	✓	✓	✓	✓
Consulting	✗	✗	✗	✗	✓	✗	✗	✓	✓
Virtual Reality	✗	✗	✗	✗	✗	✗	✗	✗	✓

Legend: Direct Action (Dark Blue), Indirect Action (Light Blue)

Future Game

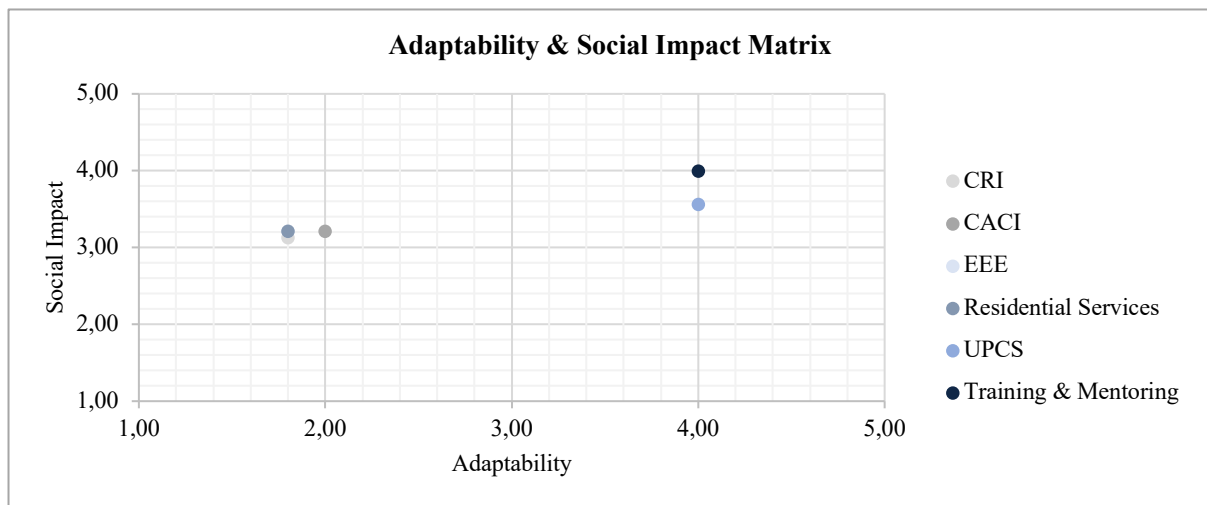
Legend: APPDA LISBOA competes with different market players. Some organisations play a key role in aiding one with ASD, as well as helping society with tools on how to embrace people on the spectrum – Future Game.

Appendix 13 – Adaptability & Social Impact Assessment

Adaptability Assessment								
		CRI	CACI	EEE	Residential Services	UPCS	Training & Mentoring	Average
Ease to adapt when	Changing Location	1	2	2	2	4	4	2.50
	Updating Prices	1	2	1	1	4	4	2.17
	Adapting Employers Schedule	2	2	2	3	4	4	2.83
	Increasing Vacancies	2	1	1	1	4	4	2.17
	Meeting Demand Requirements	3	3	3	2	4	4	3.17
	Average	1.80	2.00	1.80	1.80	4.00	4.00	2.57

Social Impact Assessment								
		CRI	CACI	EEE	Residential Services	UPCS	Training & Mentoring	Average
Impact in matters of	Behavioural Adaptation	3.15	3.21	3.21	3.21	3.33	-	3.22
	Acquisition of New Skills	3.08	3.23	3.23	3.23	3.67	-	3.29
	Physical Well-Being	3.27	3.33	3.33	3.33	3.75	-	3.40
	Social Interaction	3.08	3.15	3.15	3.15	3.44	-	3.20
	Communication	3.08	3.21	3.21	3.21	3.67	-	3.27
	Happiness and Personal Satisfaction	3.27	3.33	3.33	3.33	3.78	-	3.41
	Autonomy in Daily Living Activities	3.04	3.05	3.05	3.05	3.33	-	3.11
	Average	3.14	3.22	3.22	3.22	3.57	4.00	3.39

Appendix 14 – Adaptability & Social Impact Matrix



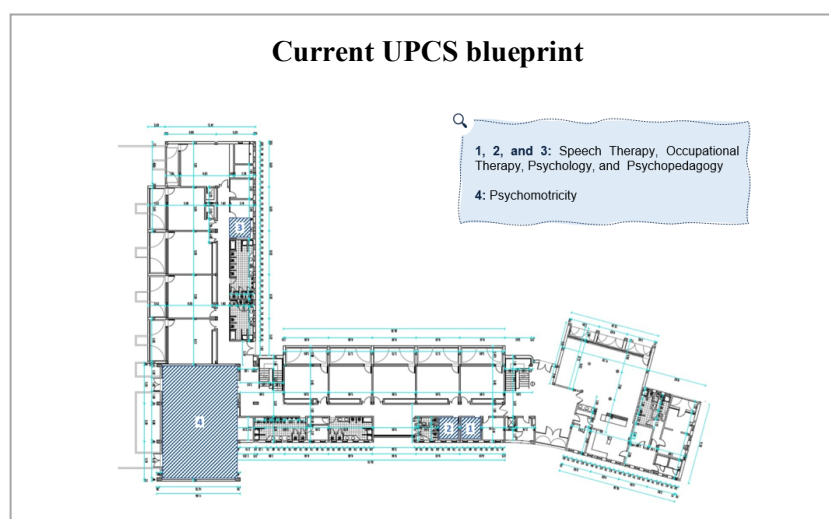
Legend: The Adaptability & Social Impact Matrix illustrates the two services have the highest impact on society, highest flexibility in adapting to new organisational needs and environments.

Appendix 15 – External Clients’ Journey



Legend: There are two possible paths an external client can take, whether or not they make an evaluation and diagnosis appointment.

Appendix 16 – Current UPCS Blueprint



Legend: UPCS space consists of four shared offices and one gym.

Appendix 17 – Questionnaire made to UPCS employees

Answers to the questionnaire made to UPCS employees				
Answer	Which UPCS service are you part of?	How satisfied are you with the quality of construction of the UPCS space?	How satisfied are you with the maintenance of the UPCS space?	How satisfied are you with the distribution of the UPCS plant?
1	Psychomotricity	Satisfied	Satisfied	Dissatisfied
2	Psychology	Dissatisfied	Dissatisfied	Dissatisfied
3	Occupational Therapy	Satisfied	Very Unsatisfied	Satisfied
4	Psychopedagogy	Dissatisfied	Satisfied	Very Unsatisfied
5	Speech Therapy	Dissatisfied	Dissatisfied	Dissatisfied
6	Psychology	Satisfied	Satisfied	Dissatisfied
7	Psychomotricity	Satisfied	Very Satisfied	Satisfied
8	Speech Therapy	Satisfied	Satisfied	Dissatisfied
9	Psychiatry	Satisfied	Satisfied	Satisfied
Answer	How satisfied are you with the size of the UPCS offices?	Do you consider that the current space and layout of the UPCS provide work efficiency?	Do you consider that a change in the space of the UPCS would be beneficial?	
1	Satisfied	No	Of course, yes	
2	Satisfied	No	Yes	
3	Satisfied	No	Yes	
4	Satisfied	No	Yes	

5	Satisfied	No	Yes
6	Dissatisfied	No	Yes
7	Satisfied	Yes	No
8	Satisfied	No	Yes
9	Satisfied	Yes	Of course, yes
Answer	Other comments you consider relevant.		
1	<i>Enable greater independence of the UPCS in opposition to the use of common spaces of the CACI.</i>		
2	<i>The change in space would be more at the level of the plan and not the associated space.</i>		
3	-		
4	-		
5	-		
6	<i>The space would benefit from having larger offices, with sofas, and in a place where the evaluations would not be affected by the noise of the CACI operation.</i>		
7	-		
8	-		
9	-		

Appendix 18 – Questionnaire made to UPCS external clients

Answers to the questionnaire made to UPCS external clients			
Answer	How often does the beneficiary attend appointments/sessions at APPDA LISBOA?	How satisfied are you with the conditions of the facilities?	Brief justification.
1	Weekly	Satisfied	<i>The facilities should be better presented.</i>
2	Weekly	Very Unsatisfied	-
3	Weekly	Satisfied	-
4	Weekly	Satisfied	<i>The facilities already warranted some improvements.</i>
5	Weekly	Satisfied	-
6	Weekly	Very Satisfied	-
7	Weekly	Very Satisfied	<i>The location is great! It is very well located, beautiful, clean, cosy, and with a home feeling. We feel very good at APPDA LISBOA.</i>
8	Weekly	Satisfied	<i>The facilities need some renovation.</i>
9	Weekly	Very Satisfied	<i>Very good response to situations.</i>

Appendix 19 – UPCS weekly calendar (2022)

	Monday	Tuesday	Wednesday	Thursday	Friday
08:00					Psychology - AG
08:30			Psychomotricity - JN		Speech Therapy - MH
09:00	Speech Therapy - MH		Speech Therapy - MH		
09:30					
10:00	Speech Therapy - MH	Speech Therapy - MH		Speech Therapy - MH	Speech Therapy - MH
10:30		Education & Support - AG	Speech Therapy - MH		
11:00					
11:30			Speech Therapy - MH		
12:00	Psychiatry - AG (Lunch break 12:00-12:30)				
12:30					
13:00					
13:30					
14:00					
14:30					
15:00					Speech Therapy - MH
15:30					Speech Therapy - MH
16:00	Psychomotricity - AG		Psychomotricity - AG	Psychomotricity - AG	
16:30	Psychology - AG	Psychomotricity - AG	Psychology - AG	Psychology - AG	Speech Therapy - MH
17:00	Speech Therapy - MH	Psychology - AG	Psychology - AG	Psychology - AG	Psychology - AG
17:30	Psychology - AG	Psychopedagogy - AG	Psychopedagogy - AG	Psychopedagogy - AG	Psychomotricity - AG
18:00	Psychomotricity - AG	Psychomotricity - AG	Psychomotricity - AG	Psychomotricity - AG	
18:30					
19:00					

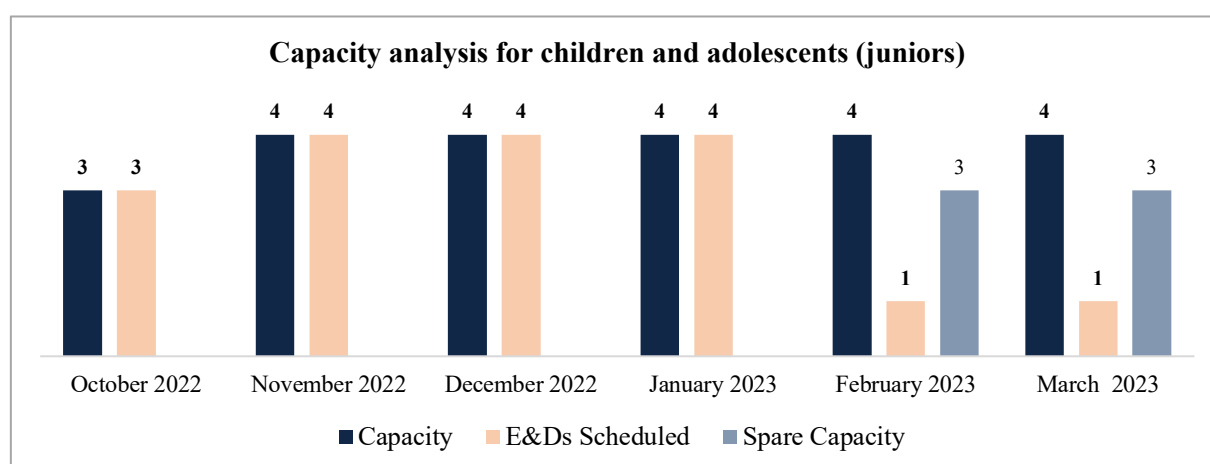
Busy slots
Available slots

Legend: In the current schedule of each therapist, there is a much greater demand for therapeutic appointments in the afternoon, from 3 pm.

Appendix 20 – Current demand considering the number of pending E&Ds

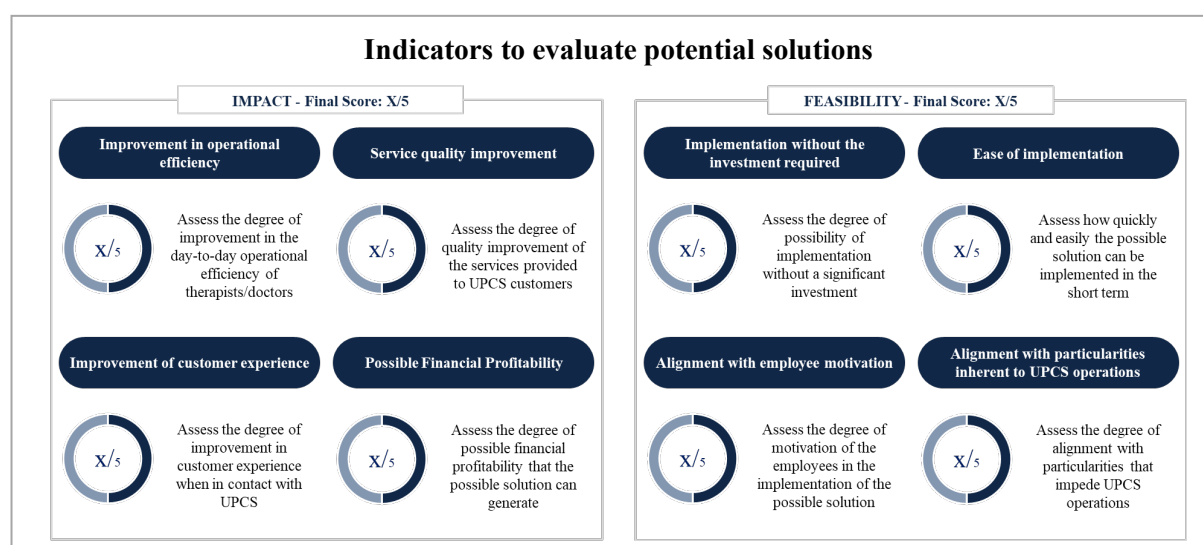
Current demand considering the number of pending E&Ds						
Service	Current Clients	Allocation Rate	# External Clients	# Appointments per client	Time per appointment (h)	Current Demand (h/week)
Psychology (juniors)	5	33%	6	1	0.5	3.0
Psychopedagogy	1	11%	1	1	0.5	0.5
Psychomotricity	10	44%	11	1	0.5	5.5
Speech Therapy	14	89%	17	2	0.5	17.0
Psychology (adults)	6	33%	8	1	0.5	4.0
Psychiatry	82	79%	86	0.08	0.5	3.4

Appendix 21 – Capacity Analysis for children and adolescents



Legend: There is a clear capacity problem for E&Ds during the beginning of the academic year (September to January).

Appendix 36 – Indicators to evaluate potential solutions

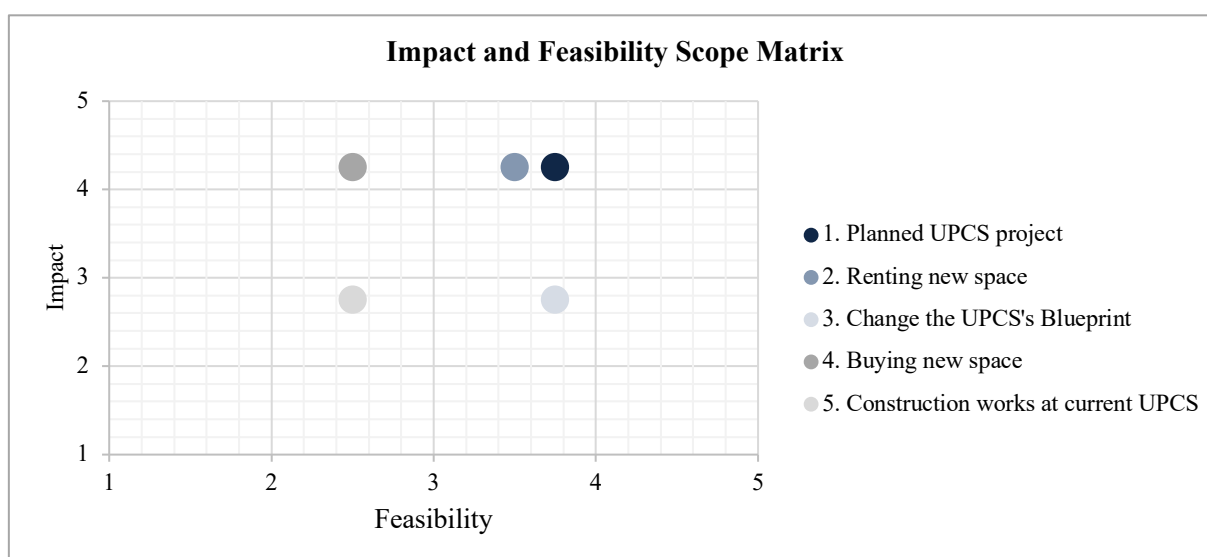


Legend: In order to evaluate the potential options, indicators in the fields of impact and feasibility were used.

Appendix 37 – Indicators to evaluate infrastructure solutions

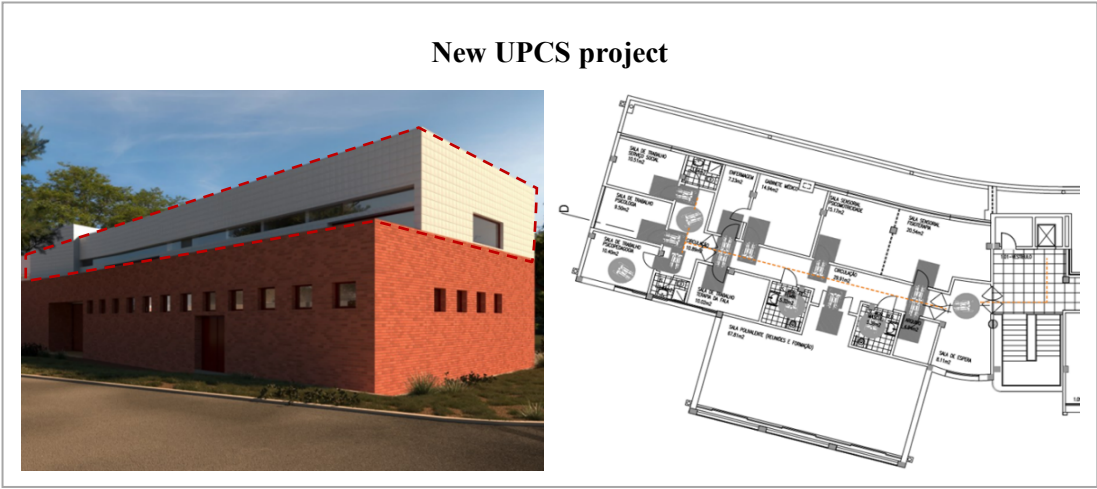
Indicators to evaluate infrastructure solutions										
Choices	Impact				Average Impact	Feasibility				Average Feasibility
	A	B	C	D		E	F	G	H	
1. Planned UPCS project	5	4	4	4	4.25	2	3	5	5	3.75
2. Renting new space	4	4	5	4	4.25	3	4	3	4	3.5
3. Change the UPCS's Blueprint	3	3	2	3	2.75	5	5	3	2	3.75
4. Buying new space	4	4	5	4	4.25	1	3	2	4	2.5
5. Construction works at current UPCS	2	3	3	3	2.75	3	2	3	2	2.5

Appendix 38 – Impact & Feasibility Scope Matrix



Legend: As a consequence of the ratings given to the indicators regarding impact and feasibility, options 1 and 2 are the ones that lie on the first quadrant where impact and feasibility are greater.

Appendix 39 – New UPCS Project



Legend: The first image is a projection of how the construction of the new UPCS project will look like (corresponds to the white building). The second image is the blueprint of the new UPCS project, comprising 9 cabinets and 274 sqm in total.

Appendix 40 – Credit Loan Millennium BCP

Credit Loan Millennium BCP

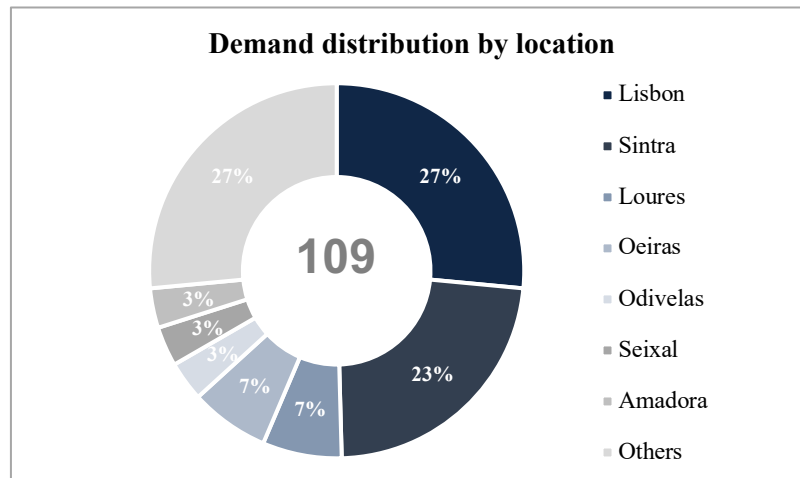
Millennium bcp Millennium FEI Social Nome: INSTITUICAO SOCIAL Número de Simulação: 23472929 / x992169 Data de Impressão: 07-11-2022 10:56 Resumo <table><tr><td></td><td>Apóio investimento</td></tr><tr><td>Prestação</td><td>1.354,58 EUR mensal</td></tr><tr><td>Comissão De Gestão (anual) (Acresce Imposto do Selo à Taxa em vigor)</td><td>1.000,00 EUR</td></tr><tr><td>Comissão de Processamento (mensal) (Acresce Imposto do Selo à Taxa em vigor)</td><td>3,00 EUR</td></tr></table> Dados da Simulação <table><tr><td>Montante</td><td>100.000,00 EUR</td></tr><tr><td>Produto</td><td>Millennium FEI Social</td></tr><tr><td>Objetivo</td><td>Outros</td></tr><tr><td></td><td>Apóio investimento</td></tr><tr><td>Montante Solicitado</td><td>100.000,00 EUR</td></tr><tr><td>Prazo</td><td>94 Meses</td></tr><tr><td>Spread</td><td>2,000%</td></tr><tr><td>Taxa Indexante</td><td>Euribor 3 meses</td></tr><tr><td>Valor Indexante</td><td>1,732%</td></tr><tr><td>Taxa Nominal</td><td>3,732%</td></tr><tr><td>Taxa Anual Efetiva</td><td>6,098%</td></tr></table> Comissões Iniciais <table><tr><td>Comissão de Organização</td><td>1.000,00 EUR (Acresce Imposto do Selo à Taxa em vigor)</td></tr></table> Comissões Eventuais <table><tr><td>Comissão de Recuperação de Valores em Dívida</td><td>150,00 EUR (Acresce Imposto do Selo à Taxa em vigor)</td></tr><tr><td>Penalização por amortização (total ou parcial) antecipada</td><td>2,5% (Min. 150,00 EUR)</td></tr><tr><td>Comissão de Prorrogação/ Reestruturação</td><td>0,9% (Min. 350,00 EUR)</td></tr><tr><td>Comissão de alteração contratual</td><td>300,00 EUR (Acresce Imposto do Selo à Taxa em vigor)</td></tr></table> Custos Estimados <table><tr><td>Imposto do Selo</td><td>600,00 EUR</td></tr></table> DRG-BENFICA NEGOCIOS / 07-11-2022 10:56 / c73ca0be-25ac-4738-9395-3ab7ec449da Página 1 de 2		Apóio investimento	Prestação	1.354,58 EUR mensal	Comissão De Gestão (anual) (Acresce Imposto do Selo à Taxa em vigor)	1.000,00 EUR	Comissão de Processamento (mensal) (Acresce Imposto do Selo à Taxa em vigor)	3,00 EUR	Montante	100.000,00 EUR	Produto	Millennium FEI Social	Objetivo	Outros		Apóio investimento	Montante Solicitado	100.000,00 EUR	Prazo	94 Meses	Spread	2,000%	Taxa Indexante	Euribor 3 meses	Valor Indexante	1,732%	Taxa Nominal	3,732%	Taxa Anual Efetiva	6,098%	Comissão de Organização	1.000,00 EUR (Acresce Imposto do Selo à Taxa em vigor)	Comissão de Recuperação de Valores em Dívida	150,00 EUR (Acresce Imposto do Selo à Taxa em vigor)	Penalização por amortização (total ou parcial) antecipada	2,5% (Min. 150,00 EUR)	Comissão de Prorrogação/ Reestruturação	0,9% (Min. 350,00 EUR)	Comissão de alteração contratual	300,00 EUR (Acresce Imposto do Selo à Taxa em vigor)	Imposto do Selo	600,00 EUR	Millennium bcp Millennium FEI Social Notas Complementares Esta simulação é válida para a data, valores e condições indicadas, não constituindo garantia da concessão de crédito. DRG-BENFICA NEGOCIOS / 07-11-2022 10:56 / c73ca0be-25ac-4738-9395-3ab7ec449da Página 2 de 2
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Imposto do Selo	600,00 EUR																																										

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Appendix 41 – Salary of the receptionist and marketing department worker (2022)

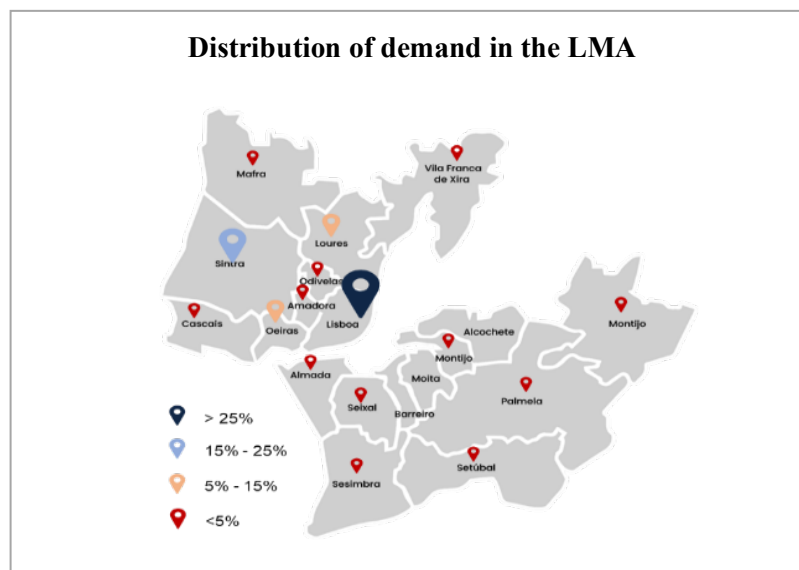
88

Appendix 42 – Demand Distribution by Location



Legend: This graph shows that Lisbon, Sintra, Oeiras, and Odivelas are the locations where there is more demand, representing 27%, 23%, 7%, and 7%, respectively.

Appendix 43 – Distribution of Demand in the Lisbon Metropolitan Area



Legend: This image shows that Lisbon, Sintra, Oeiras and Odivelas are the locations where there is more demand, forming a clear circle around the locations of Amadora and Odivelas.

Appendix 44 – Option 1: Stern Building



Legend: This image shows the Stern Building in which our new space proposal is located, having 421 sqm, 6 cabinets and a monthly rent of 4,000€.

Appendix 45 – Option 2: Quinta dos Ulmeiros



Legend: This image shows the doors of our new space proposal, which has 216 sqm, 6 cabinets and a monthly rent of 1,850€.

Appendix 46 – Option 3: Pombais



Legend: This image shows the Building in Pombais in which our new space proposal is located, having 310 sqm, 11 cabinets and a monthly rent of 1,800€.

Appendix 47 – Financial Plan new UPCS Project

Clients	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033
Psychology (Juniors)	9	9	9	9	9	9	9	9	9	9	9
Psychopedagogy	2	3	3	3	3	3	3	3	3	3	3
Psychomotricity	15	13	12	20	20	20	20	20	20	20	20
Speech therapy	24	25	24	35	35	35	35	35	35	35	35
Psychology (Adults)	15	21	21	25	25	25	25	25	25	25	25
Psychiatry	103	62	49	114	114	114	114	114	114	114	114
Hours of service	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033
E&D (Juniors)	74	74	74	74	74	74	74	74	74	74	74
Psychology (Juniors)	177	189	231	231	231	231	231	231	231	231	231
Psychopedagogy	42	59	77	77	77	77	77	77	77	77	77
Psychomotricity	323	269	308	517	517	517	517	517	517	517	517
Speech therapy	981	1013	1232	1816	1816	1816	1816	1816	1816	1816	1816
E&Ds (Adults)	74	74	74	74	74	74	74	74	74	74	74
Psychology (Adults)	266	266	537	662	662	662	662	662	662	662	662
Psychiatry	184	103	98	229	229	229	229	229	229	229	229
Revenues	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033
E&D (Juniors)	14,060 €	14,341 €	14,628 €	14,920 €	15,219 €	15,523 €	15,833 €	16,150 €	16,473 €	16,803 €	17,139 €
Psychology (Juniors)	7,286 €	7,903 €	9,876 €	10,073 €	10,275 €	10,480 €	10,690 €	10,904 €	11,122 €	11,344 €	11,571 €
Psychopedagogy	2,229 €	3,235 €	4,279 €	4,365 €	4,452 €	4,541 €	4,632 €	4,725 €	4,819 €	4,916 €	5,014 €
Psychomotricity	13,285 €	11,266 €	13,168 €	22,524 €	22,974 €	23,434 €	23,902 €	24,380 €	24,868 €	25,365 €	25,872 €
Speech therapy	40,287 €	42,441 €	52,671 €	79,183 €	80,767 €	82,382 €	84,030 €	85,710 €	87,425 €	89,173 €	90,957 €
E&D (Adults)	14,440 €	14,728 €	15,023 €	15,323 €	15,630 €	15,943 €	16,261 €	16,587 €	16,918 €	17,257 €	17,602 €
Psychology (Adults)	14,332 €	22,510 €	30,139 €	37,902 €	38,660 €	39,433 €	40,222 €	41,026 €	41,847 €	42,683 €	43,537 €
Psychiatry	15,045 €	8,460 €	8,295 €	19,855 €	20,252 €	20,657 €	21,071 €	21,492 €	21,922 €	22,360 €	22,808 €
Membership fees	6,586 €	5,560 €	5,048 €	8,614 €	8,786 €	8,962 €	9,141 €	9,324 €	9,510 €	9,700 €	9,894 €
Total Revenue	127,550 €	130,446 €	153,125 €	212,759 €	217,014 €	221,355 €	225,782 €	230,297 €	234,903 €	239,601 €	244,393 €
Technical Costs	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033
E&D (Juniors)	0 €	0 €	0 €	0 €	0 €	0 €	0 €	0 €	0 €	0 €	0 €
Psychology (Juniors)	5,465 €	5,927 €	7,407 €	7,555 €	7,706 €	7,860 €	8,017 €	8,178 €	8,341 €	8,508 €	8,678 €
Psychopedagogy	1,286 €	1,867 €	2,469 €	2,518 €	2,569 €	2,620 €	2,672 €	2,726 €	2,780 €	2,836 €	2,893 €
Psychomotricity	9,964 €	8,449 €	9,876 €	16,893 €	17,231 €	17,575 €	17,927 €	18,285 €	18,651 €	19,024 €	19,404 €
Speech therapy	30,215 €	31,831 €	39,503 €	59,387 €	60,575 €	61,787 €	63,022 €	64,283 €	65,568 €	66,880 €	68,217 €
E&D (Adults)	8,740 €	8,915 €	9,093 €	9,275 €	9,460 €	9,649 €	9,842 €	10,039 €	10,240 €	10,445 €	10,654 €
Psychology (Adults)	8,190 €	8,354 €	17,222 €	21,658 €	22,091 €	22,533 €	22,984 €	23,443 €	23,912 €	24,391 €	24,878 €
Psychiatry	10,640 €	5,983 €	5,866 €	14,041 €	14,322 €	14,609 €	14,901 €	15,199 €	15,503 €	15,813 €	16,129 €
Total Costs	74,499 €	71,325 €	91,435 €	131,327 €	133,954 €	136,633 €	139,366 €	142,153 €	144,996 €	147,896 €	150,854 €
Gross Profit	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033
E&D (Juniors)	14,060 €	14,341 €	14,628 €	14,920 €	15,219 €	15,523 €	15,833 €	16,150 €	16,473 €	16,803 €	17,139 €
Psychology (Juniors)	1,822 €	1,976 €	2,469 €	2,518 €	2,569 €	2,620 €	2,672 €	2,726 €	2,780 €	2,836 €	2,893 €
Psychopedagogy	943 €	1,369 €	1,811 €	1,847 €	1,884 €	1,921 €	1,960 €	1,999 €	2,039 €	2,080 €	2,121 €
Psychomotricity	3,321 €	2,816 €	3,292 €	5,631 €	5,744 €	5,858 €	5,976 €	6,095 €	6,217 €	6,341 €	6,468 €
Speech therapy	10,072 €	10,610 €	13,168 €	19,796 €	20,192 €	20,596 €	21,007 €	21,428 €	21,856 €	22,293 €	22,739 €
E&D (Adults)	5,700 €	5,814 €	5,930 €	6,049 €	6,170 €	6,293 €	6,419 €	6,547 €	6,678 €	6,812 €	6,948 €
Psychology (Adults)	6,142 €	14,157 €	12,917 €	16,244 €	16,568 €	16,900 €	17,238 €	17,583 €	17,934 €	18,293 €	18,659 €
Psychiatry	4,405 €	2,477 €	2,429 €	5,814 €	5,930 €	6,049 €	6,170 €	6,293 €	6,419 €	6,548 €	6,678 €
Membership fees	6,586 €	5,560 €	5,048 €	8,614 €	8,786 €	8,962 €	9,141 €	9,324 €	9,510 €	9,700 €	9,894 €
Gross Profit	53,051 €	59,121 €	61,690 €	81,432 €	83,060 €	84,722 €	86,416 €	88,144 €	89,907 €	91,705 €	93,539 €
Cash flow of new UPCS project	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033
FSEs	5,135 €	5,238 €	5,342 €	5,449 €	8,244 €	8,244 €	8,244 €	8,244 €	8,244 €	8,244 €	8,244 €
Receptionist	14,333 €	14,619 €	14,912 €	15,210 €	15,514 €	15,825 €	16,141 €	16,464 €	16,793 €	17,129 €	17,472 €
Marketing	7,166 €	7,310 €	7,456 €	7,605 €	7,757 €	7,912 €	8,071 €	8,232 €	8,397 €	8,565 €	8,736 €
Entidade Reguladora de Saúde	26 €	26 €	27 €	27 €	28 €	28 €	29 €	29 €	30 €	31 €	31 €
Loan principal inflow	0 €	0 €	-100,000 €	0 €	0 €	0 €	0 €	0 €	0 €	0 €	0 €
Loan installments	0 €	0 €	0 €	16,255 €	16,255 €	16,255 €	16,255 €	16,255 €	16,255 €	16,255 €	0 €
Investment	0 €	0 €	177,834 €	0 €	0 €	0 €	0 €	0 €	0 €	0 €	0 €
Cash flow	26,391 €	31,927 €	-43,880 €	36,885 €	35,262 €	36,457 €	37,676 €	38,920 €	40,188 €	41,482 €	59,056 €
NPV of new UPCS project	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033
Incremental Cash flows	16,236 €	21,569 €	-54,445 €	26,109 €	24,270 €	25,245 €	26,240 €	27,255 €	28,290 €	29,346 €	46,677 €
Discounted	14,468 €	17,126 €	-38,521 €	16,460 €	13,634 €	12,637 €	11,705 €	10,833 €	10,020 €	9,261 €	13,127 €
Terminal Value	130,958 €	-	-	-	-	-	-	-	-	-	-
NPV	221,709 €	-	-	-	-	-	-	-	-	-	-

Appendix 50 – Action List of Public Schools

Action List of Public Schools

Priority	District	County	School Group	Diretor	Main School from the Group	Address	Postal Code	Distance to APPDA LISBOA (Km)	Mobile	E-mail	Former UEE	CRI APPDA-LISBOA
1	Lisboa	Lisboa	Escolas do Restelo, Lisboa	Júlio Dias dos Santos	Escola Secundária do Restelo, Lisboa	R. António Gonçalves	1400-015 LISBOA	2	213016528	geral@aeres-telo.pt	Yes	No
2	Lisboa	Oeiras	Escolas de Carnaxide - Portela, Oeiras	Teresa Paula Fonseca da Silva	Escola Básica Sophia de Mello Breyner, Portela, Oeiras	Rua Pedro Homem de Melo	2794-053 CARNAXIDE	5	214241610	acpsmb@gmail.com	No	No
3	Lisboa	Oeiras	Escolas de Carnaxide, Oeiras	António de Jesus Seixas	Escola Secundária Camilo Castelo Branco, Carnaxide, Oeiras	Rua Luz Veloso	2790-096 CARNAXIDE	6	214254400	director@ecarnaxide.pt	No	No
4	Lisboa	Oeiras	Escolas de Miraflores, Oeiras	Maria de Fátima dos Santos Rodrigues	Escola Básica do Alto de Algés, Oeiras	R. Victor Duarte Pedroso	1495-126 ALGÉS	6	214123540	semiraflores@gmail.com	Yes	No
5	Lisboa	Oeiras	Escolas de Santa Catarina, Oeiras	Hernâni Mealha Pinho	Escola Básica e Secundária Amélia Rey Colaço, Linda-a-Velha, Oeiras	Rua Manuel Ferreira - Alto de Santa Catarina	2799-550 LINDA A VELHA	6	214146240	director@searc.pt	Yes	No
-	Lisboa	Laranjeiras	Escolas das Laranjeiras	Amílcar Francisco Albuquerque dos Santos	Escola Primária das Laranjeiras	Rua Virgílio Correia Nº. 30.	1600-136 Lisboa	7	21 724 60 60	direcao@ae-lisboa.pt	Yes	Yes
6	Lisboa	Lisboa	Escolas Luis de Camões, Lisboa	Rosa Maria Ramalho Martins Ralo	Escola Básica O Leão de Arrolas, Lisboa	Lg. do Leão	1000-188 LISBOA	8	218429540	celuiscamoes@gmail.com	No	No
7	Lisboa	Lisboa	Escolas Quinta de Marrocos, Lisboa	Ana Cristina Sérgio Neves	Escola Básica da Quinta de Marrocos, Lisboa	Estrada de Benfica, 549	1549-017 LISBOA	8	217112330	acqmarrocos@gmail.com	No	No
-	Lisboa	Lisboa	Escolas Vergílio Ferreira, Lisboa	Anselmo Florêncio Jorge	Escola Secundária Vergílio Ferreira, Lisboa	R. do Seminário-Qt. dos Inglesinhos	1600-764 LISBOA	8	217122020	esvff@esvff.pt	Yes	Yes
8	Lisboa	Odivelas	Escola Profissional Agrícola D. Dinis - Paia, Odivelas	Irina das Neves Gonçalves Vinhas	Escola Profissional Agrícola D. Dinis - Paia, Odivelas	Rua Pedro Álvares Cabral - 1679-003 Pontinha	1679-003 PONTINHA	8	214788840	director.escolas@cpadd-paia.pt	No	No
9	Lisboa	Odivelas	Escolas Braamcamp Freire - Pontinha, Odivelas	Jorge Manuel da Conceição Nunes	Escola Secundária Braamcamp Freire, Pontinha, Odivelas	R. Dr. Gama Barros	1679-002 PONTINHA	8	214788440	geral@aebf.pt	No	No
10	Lisboa	Sintra	Escolas de Queluz- Belas Sintra	José Dídio Monteiro de Andrade Benício	Escola Básica e Secundária Padre Alberto Neto, Queluz, Sintra	Avenida Paiva Couceiro	2745-190 QUELUZ	8	214343200	secretaria@espan.edu.pt	No	No
-	Amadora	Alfornelos	Escolas de Alfornelos	Zélia Pereira Betes	Escolas Básica de Alfornelos	Av. Jorge Sampaio, 18, Brandão	2650-363 Amadora	8	214741034	geral@aealfornelos.cce-mus.pt	Yes	Yes
11	Lisboa	Lisboa	Escolas Marquesa de Alorna, Lisboa	Pedro Frazão de Faria	Escola Básica Mestre Arnaldo Louro de Almeida, Lisboa	Pç. Nuno Gonçalves	1600-170 LISBOA	9	213870992	agrupamentomarquesa-alorna@gmail.com	No	No
12	Lisboa	Oeiras	Escolas Linda-a-Velha e Queijas, Oeiras	Rui Nobre	Escola Básica Professor Noronha Feio, Queijas, Oeiras	Rua António Lopes Ribeiro	2790-457 QUEIJAS	9	214191472	direcao@aelavq.net	No	No
13	Lisboa	Amadora	Escolas Cardoso Lopes, Amadora	Maria da Conceição Martins Valério Dias Mateus	Escola Básica Aprigio Gomes, Mina, Amadora	Av. Canto e Castro - Urbanização Casal de Vila Chã	2700-782 AMADORA	10	214986560	direcao@cardosolopes.net	No	No
14	Lisboa	Lisboa	Escolas Gil Vicente, Lisboa	Ana Cristina Nunes Duarte	Escola Básica Santa Clara(Convento do Desagravo), Lisboa	Campo de Santa Clara 200	1100-471 LISBOA	10	218860041	direcao@ae-gv.pt	No	No
15	Lisboa	Lisboa	Escolas Nuno Gonçalves, Lisboa	Lourinda Maria Diogo Pereira	Escola Básica Nuno Gonçalves, Lisboa	Avenida General Rocaças nº 40	1170-163 LISBOA	10	218150086	lourinda.pereira@seennogoncalves.com	No	No
16	Lisboa	Oeiras	Escolas de São Bruno, Oeiras	Isabel Cristina Gomes dos Santos Silva Lourenço	Escola Básica de São Bruno, Caxias, Oeiras	Rua Dona Simoa Godinho, Laveiras	2760-187 CAXIAS	10	214467610	geral@saobruno.pt	No	No
17	Lisboa	Sintra	Escolas Miguel Torga, Sintra	José Carlos Morais da Cruz	Escola Básica D. Pedro IV, Monte Abrão, Sintra	R. da Tascão nº 2	2745-002 QUELUZ	10	214376314	direcao.miguelorga@gmail.com	No	No

18	Lisboa	Lisboa	Escolas Patrício Prazeres, Lisboa	Artur Ferreira	Escola Básica Patrício Prazeres, Lisboa	Alto do Varelho - Qº das Comendadeiras	1900-057 LISBOA	11	218140564	direcao.aep.p@gmail.com	Yes	No
19	Lisboa	Lisboa	Escolas Professor Lindley Cintra - Lumiar, Lisboa	João da Silva Martins	Escola Secundária do Lumiar, Lisboa	R. Mário Sampaio Ribeiro - Ql. dos Frades	1600-488 LISBOA	11	217540747	aclindleycintra@gmail.com	Yes	No
20	Lisboa	Odivelas	Escolas Vasco Santana, Odivelas	Maria de Fátima Alcarpe Valente da Silva	Escola Básica Vasco Santana, Ramada, Odivelas	R. 25 de Agosto - Bons Dias	2675-000 ODIVELAS	11	219347670	maria.silva@vasco-santana.edu.pt	Yes	No
-	Lisboa	Odivelas	Escolas Adelaide Cabete, Odivelas	Rui Manuel Marques Almeida	Escola Secundária de Odivelas	Avenida Prof. Dr. Augusto Abreu Lopes	2675-300 ODIVELAS	12	219348280	geral@cs-odivelas.pt	No	Yes
21	Lisboa	Oeiras	Escolas Aquilino Ribeiro, Oeiras	Isabel Maria Gonçalves Marques	Escola Básica de Porto Salvo, Oeiras	Av. Santa Casa da Misericórdia de Oeiras	2740-281 PORTO SALVO	12	214228850	sandra.neta@aeasribeiro.edu.pt	No	No
22	Lisboa	Oeiras	Escolas de Paço de Arcos, Oeiras	João Carlos Gomes Nunes	Escola Básica de Paço de Arcos(Dr. Joaquim de Barros), Oeiras	Avenida Elvira Velez	2770-053 PAÇO DE ARCOS	12	214425049	info@aeapa.pt	No	No
23	Setúbal	Almada	Escolas António Gedeão, Almada	José Manuel Vasques Godinho	Escola Básica n.º 3 do Laranjeiro, Almada	R. José Afonso	2810-237 ALMADA	12	212509540	diretor@ageantoniogedea.pt	Yes	No
24	Setúbal	Almada	Escolas Romeu Correia, Almada	António Manuel Mesquita Mateus	Escola Secundária Romeu Correia, Feijó, Almada	R. Afonso de Paiva - Feijó	2814-501 ALMADA	12	212592241	agr.romeu@correia@gmail.com	No	No
25	Lisboa	Loures	Escola Secundária de Camarate, Loures	Teresa Maria Ricardo da Graça	Escola Secundária de Camarate, Loures	R. Heróis de Múrcia - Bairro de Angola	2685-458 CAMARAT E	13	219479493	geral@escacamarate.pt	No	No
26	Lisboa	Sintra	Escola Secundária Ferreira Dias, Agualva, Sintra	Lina Maria da Rosa Pacheco Alves	Escola Secundária Ferreira Dias, Agualva, Sintra	R. António Nunes Sequeira, n.º 1	2735-058 AGUALVA-CACEM	13	219129330	direcao@ferreiradias.pt	No	No
27	Setúbal	Almada	Escolas Anselmo de Andrade, Almada	Carlos Filipe Pacheco Lopes Calvário de Almeida	Escola Básica Feliciano Oleiro, Almada	R. Leonel Duarte Ferreira	2800-138 ALMADA	13	212723590	diretor@anselmocandrade.pt	No	No
28	Setúbal	Almada	Escolas Elias Garcia, Almada	Catarina Manuela Serra Bernardo	Escola Básica Elias Garcia, Sobreda, Almada	R. Manuel Parada	2819-505 SOBRED A	13	212947060	aveiliagarcia@gmail.com	No	No
29	Setúbal	Almada	Escolas Emídio Navarro, Almada	António José Pinho Gaspar Neves	Escola Básica do Cataventos da Paz, Cacilhas, Almada	R. Irene Lisboa	2800-600 ALMADA	13	212721210	diretor@accn.pt	Yes	No
30	Setúbal	Almada	Escolas Francisco Simões, Almada	Augusta Maria Leocádia de Oliveira Fernandes Delgado	Escola Básica e Secundária Francisco Simões, Laranjeiro, Almada	Rua Jorge Pereira	2810-235 ALMADA	13	212509530	agrup@esfrsimoes.eda.pt	No	No
31	Setúbal	Almada	Escolas Professor Ruy Luís Gomes, Almada	Alípio António do Couto Barros Cardoso	Escola Básica Alexandre Castanheira, Laranjeiro, Almada	Terreiro João de Barros	2810-232 ALMADA	13	212530759	direcao@ruyluisgomes.org	Yes	No
32	Lisboa	Lisboa	Escolas Piscinas - Olivais, Lisboa	Nuno Manuel Salvado de Brito	Escola Básica Paulino Montez, Lisboa	Alameda da Encarnação	1800-362 LISBOA	14	218517080	eb23-piscinas@mail.telepac.pt	No	No
33	Lisboa	Odivelas	Escolas de Caneças, Odivelas	Fernando Jorge Jesus Nunes da Costa	Escola Secundária de Caneças, Odivelas	Rua Major Rosa Bastos	1685-801 FAMÕES	14	219809630	dir@accaneas.com	No	No
34	Lisboa	Oeiras	Escolas de São Julião da Barra, Oeiras	Domingos Ferreira Pereira dos Santos	Escola Secundária Sebastião e Silva, Oeiras	R. do Liceu, S/N	2780-051 OEIRAS	14	214406990	director@acsjb.edu.pt	No	No
35	Setúbal	Almada	Escolas do Monte da Caparica, Almada	Maria Inês Machado Albuquerque e Castro	Escola Básica n.º 1 de Monte da Caparica, Almada	Raposo de Cima	2825-099 CAPARICA	14	212949700	eb23mcap@mail.telepac.pt	No	No
-	Lisboa	Alta de Lisboa	Escolas Pintor Almada Negreiros	Rui Paulo Rodrigues	Escola Primária Pintor Almada Negreiros	Rua Vasco da Gama Fernandes	1750-443	14	#####	agrup@eb23almadanegreiros@gmail.com	Yes	Yes
36	Lisboa	Loures	Escolas de Camarate - D. Nuno Álvares Pereira, Loures	Marilisa Filomena Tudela Pena dos Santos Cambraia	Escola Básica de Camarate, Loures	Rua Deficientes das Forças Armadas n.º 4, 2680-120 Camarate	2680-113 CAMARAT E	15	219488920	dir@acc.edu.pt	No	No
37	Lisboa	Loures	Escolas de Portela e Moscavide, Loures	Nuno Filipe Santos Reis	Escola Secundária do Arco-Íris, Portela, Loures	Avenida das Escolas n.º 20	2685-202 PORTELA LRS	15	219428980 / 1/2/3	direcao@agppm.pt	Yes	No

38	Setúbal	Almada	Escolas Miradouro de Alfazina, Almada	Sónia Gancho	Escola Básica do Miradouro de Alfazina, Monte de Caparica, Almada	Rua do Miradouro de Alfazina	2825-015 CAPARICA 1	15	212945510	miradouroalfazina2@gmail.com	No	No
39	Lisboa	Loures	Escolas de Catujal - Unhos, Loures	João António Nunes Carvalho	Escola Básica de Unhos, Catujal, Loures	Rotunda Projectada à Rua José Ferreira	2685-024 SACAVÉM	16	219404430	secatujal@gmail.com	No	No
40	Lisboa	Loures	Escolas Maria Keil, Loures	Nuno Jorge Queiroz Correia	Escola Básica de Apelação, Loures	Rua das Escolas	2680-321 APELAÇÃO	16	219487520	director@comariakeil.pt	Yes	No
41	Lisboa	Odivelas	Escolas de Caneças, Odivelas	Fernando Jorge Jesus Nunes da Costa	Escola Básica de Castanheiros, Caneças, Odivelas	R. Olivença	1685-590 CANEÇAS	16	219809630	dir@acaneças.com	No	No
42	Lisboa	Odivelas	Escolas Pedro Alexandrino - Póvoa de Santo Adrião, Odivelas	Maria do Rosário Ferreira	Escola Básica Carlos Paredes, Póvoa de Santo Adrião, Odivelas	R. Marechal Craveiro Lopes	2675-157 PÓVOA DE SANTO ADRIÃO	16	219380310	secretaria.aepa@espa.edu.pt	Yes	No
43	Lisboa	Odivelas	Escolas Pedro Alexandrino - Póvoa de Santo Adrião, Odivelas	Maria do Rosário Ferreira	Escola Secundária Pedro Alexandrino, Póvoa de Santo Adrião, Odivelas	R. Aquilino Ribeiro - Bairro de S. José	2620-182 PÓVOA DE SANTO ADRIÃO	16	219380310	secretaria.aepa@espa.edu.pt	No	No
44	Lisboa	Oeiras	Escola Secundária da Quinta do Marquês, Oeiras	Júlia Maria Costa Fernandes Duarte Tainha	Escola Secundária da Quinta do Marquês, Oeiras	R. das Escolas - Quinta do Marquês	2780-102 OEIRAS	16	214571351	direcao@esqm.pt	No	No
45	Lisboa	Oeiras	Escolas Conde de Oeiras, Oeiras	Carlos Manuel Calhães Figueira	Escola Básica Conde de Oeiras, Oeiras	R. das Escolas - Quinta do Marquês	2780-102 OEIRAS	16	214560129	condеоeiras.direcao@gmail.com	Yes	No
46	Lisboa	Sintra	Escolas D. João II, Sintra	Paulo Ricardo Freitas Campos	Escola Básica Rainha D. Leonor de Leucaste, São Marcos, Sintra	Rua Cidade Rio de Janeiro, n.º 20 e 20-A, Urbanização de S. Marcos	2735-659 AGUALVA-CACÉM	16	214263146 / 8	ebdrl@gnail.com	Yes	No
47	Lisboa	Sintra	Escolas Leal da Câmara, Sintra	Jorge Gabriel Moniz Lopes	Escola Básica Padre Alberto Neto, Rio de Mouro, Sintra	Av. Pedro Nunes, 3	2635-317 RIO DE MOURO	16	219169310	director@aerim.pt	Yes	No
48	Setúbal	Almada	Escolas Carlos Gargaté, Charneca da Caparica, Almada	Maria da Graça Castro e Quadros Dinis Carvalho	Escola Básica Carlos Gargaté, Charneca de Caparica, Almada	Praceta Frederico de Freitas	2819-504 CHARNECA DA CAPARICA	16	212979660	executivo.cb123cc@gmail.com	No	No
49	Setúbal	Almada	Escolas da Trafaria, Almada	Sandro Batista Gonçalves	Escola Básica da Trafaria, Almada	S. Pedro da Trafaria	2825-851 TRAFARIA	16	212918220	direcao@ae Trafaria.pt	No	No
-	Lisboa	Lisboa	Escolas Sta. Maria dos Olivais	Jesúnia Maria Silva Miranda Pereira	Escola Básica Sta. Maria dos Olivais	Av. Dr. Francisco Luís Gomes	1800-178 LISBOA	16	218536433	secretaria@aoolivais.pt	Yes	Yes
50	Lisboa	Cascais	Escolas Frei Gonçalo de Azevedo, Cascais	David Carlos da Rocha Sousa	Escola Básica e Secundária Frei Gonçalo de Azevedo, São Domingos de Rana, Cascais	Rua 1.º de Maio - Bairro Massapés - Tires	2785-260 SÃO DOMINGOS DE RANA	17	214480760	director@esfga.pt	No	No
51	Lisboa	Loures	Escolas Eduardo Gageiro, Loures	Carlos Luis da Fonseca Candeias	Escola Secundária de Sacavém, Loures	Av. Sport Grupo Sacavenense - Q.º do Património	2685-011 SACAVÉM	17	219499800	director@cduga.pt	No	No
52	Lisboa	Loures	Escolas General Humberto Delgado, Loures	António Mendes	Escola Básica General Humberto Delgado, Santo António dos Cavaleiros, Loures	R. António Sérgio - Cidade Nova	2660-228 SANTO ANTÓNIO CAVALEIROS	17	219897740	esjcp.cavaleiro@gmail.com	No	No
53	Lisboa	Cascais	Escolas de Carcavelos, Cascais	Maria da Graça Oliveira	Escola Básica de Lombos, Carcavelos, Cascais	Rua Principal - Alto dos Lombos	2775-676 CARCAVELOS	18	214530350	directora@aecarcavelos.com	No	No
54	Lisboa	Cascais	Escolas de Parede, Cascais	José da Conceição Bentes Guerreiro	Escola Secundária Fernando Lopes Graça, Parede, Cascais	Av. Comandante Gilberto Duarte e Duarte, 470	2775-200 PAREDE	18	214548450	conselho.executivo@ae Parede.edu.pt	No	No
55	Lisboa	Cascais	Escolas Matilde Rosa Araújo, Cascais	Maria Hélia Albuquerque da Silva Rodrigues	Escola Básica e Secundária Matilde Rosa Araújo, Matarraque, Cascais	Rua de Matarraque, n.º 399-399 A	2785-438 SÃO DOMINGOS DE RANA	18	214528340	directora@aagmra.pt	No	No
56	Lisboa	Sintra	Escolas de Mem Martins, Sintra	João Pedro de Jesus Caravaca	Escola Básica Maria Alberta Menêres, Tapada das Mercês, Sintra	Algueirão	2725-531 MEM MARTINS	18	219229500	de@aememmartins.pt	Yes	No

57	Setúbal	Almada	Escolas da Caparica, Almada	Isabel Santos	Escola Básica n.º 2 da Costa da Caparica, Almada	Praça dos Apóstolos	2825-294 COSTA DE CAPARICA	18	212946120	aecaparica@gmail.com	No	No
58	Lisboa	Loures	Escolas José Afonso, Loures	Maria Irene Tomé Louro	Escola Básica Maria Veleza, Loures	Avenida Conde de Avranches	2660-236 SANTO ANTÓNIO CAVALEIRO	19	219827110	esjaloures@gmail.com	No	No
59	Lisboa	Loures	Escolas Luís de Sítua Monteiro, Loures	Maria Manuel Murtia da Conceição Freire de Andrade	Escola Básica Luís de Sítua Monteiro, Loures	R. Guilherme H.Soromenho	2670-430 LOURES	19	219838330	luissitua Monteiro@sapo.pt	No	No
60	Setúbal	Almada	Escolas Daniel Sampaio, Almada	Sara Cristina Vaz Ribeiro da Silva Moura	Escola Básica de Marco Cabaco, Charneca de Caparica, Almada	R. Sebastião da Gama	2820-210 CHARNECA DA CAPARICA	19	212945650	direcao@acdanielcampairo.pt	Yes	No
-	Lisboa	Mem Martins	escolas ferreira de castro	Ilda Maria Gomes Ferreira	Escola Básica de Ferreira de Castro	Rua Ferreira de Castro, N.º 13. Ouressa Algueirão-Mem Martins	2725-311 MEM MARTINS	19	21 922 20 20	secretaria.aef@efcastro.pt	Yes	Yes
62	Lisboa	Loures	Escolas 4 de Outubro, Loures	Maria Amélia Arrais Moodas	Escola Secundária Dr. António Carvalho Figueiredo, Loures	R. 25 de Abril	2670-482 LOURES	20	219835156	direcao@escc-acf.pt	No	No
-	Lisboa	Loures	Escolas João Villaret, Loures	José Manuel Corceiro de Oliveira	Escola Básica João Villaret, Loures	Rua das Lezírias n.ºs 15 e 15A Infatado 2670 Loures	2670-424 LOURES	20	219833241	acjvillaret@gmail.com	Yes	Yes
-	Lisboa	Loures	Escolas da Bobadela, Loures	Fernanda Maria Cola de Jesus Pereira de Almeida	Escola Básica da Bobadela, Loures	Bairro Manuel Dinis - Praceta Miguel Torga	2695-008 BOBADELA	21	219550017	ce.adjdirecao.bobadela@gmail.com	Yes	Yes
61	Setúbal	Seixal	Escola Secundária Alfredo dos Reis Silveira, Cavadas, Seixal	Arnaldo Paulo Serra da Silva	Escola Secundária Alfredo dos Reis Silveira, Cavadas, Seixal	Avenida 25 de Abril	2840-400 SEIXAL	21	212276360	direcao@esars.pt	Yes	No
62	Setúbal	Seixal	Escolas Paulo da Gama, Seixal	Paula Alexandra Monteiro dos Santos e Sousa Campos	Escola Básica Paulo da Gama, Amora, Seixal	R. Ana de Castro Osório	2845-360 AMORA	21	212211672	secpgamma1@gmail.com	No	No
63	Setúbal	Seixal	Escolas Pedro Eanes Lobato, Seixal	Célia Barão Guerreiro de Almeida	Escola Básica Pedro Eanes Lobato, Amora, Seixal	Praceta Joaquim Pinto Malta	2845-481 AMORA	21	212211020	pedroeaneslobato@gmail.com	Yes	No
64	Lisboa	Cascais	Escolas de São João do Estoril, Cascais	Fernando Manuel Freire da Silva Ramos	Escola Secundária de São João do Estoril, Cascais	Rua Brito Camacho	2769-501 ESTORIL	22	214658440	direcao.aesje@gmail.com	No	No
65	Setúbal	Seixal	Escola Secundária da Amora, Seixal	João Alberto Godinho	Escola Secundária da Amora, Seixal	R. Mário Sacramento	2845-122 AMORA	22	212268000	jso.godinho@esec-amora.pt	No	No
-	Seixal	Amora	Escolas Pedro Eanes Lobato	Célia Almeida	Escola Primária Pedro Eanes Lobato	Praceta Joaquim Pinto Malta - Amora	2845-481 AMORA	22	#####	pedroeaneslobato@gmail.com	Yes	Yes
67	Lisboa	Cascais	Escolas da Alapraia, Cascais	Luís Malta	Escola Básica de Alapraia, Cascais	Estrada Principal de Alapraia	2765-013 ESTORIL	23	214674121	direcao@alapraia.edu.pt	Yes	No
68	Lisboa	Loures	Escolas de São João da Talha, Loures	Isabel Rodrigues	Escola Secundária de São João da Talha, Loures	R. Deputado Pedro Botelho Neves	2695-722 SÃO JOÃO DA TALHA	23	219947410	direcao@aesjl.pt	No	No
69	Lisboa	Sintra	Escolas D. Carlos I, Sintra	Joana Henriques de Oliveira	Escola Básica D. Carlos I, Sintra	Rua do Alecrim	2710-348 SINTRA	23	219239290	adcarlosi@adcarlosi.pt	No	No
70	Lisboa	Loures	Escolas de Santa Iria de Azóia, Loures	António Manuel Lopes Marcelino	Escola Básica de Santa Iria de Azóia, Loures	R. D. Pedro V. Pirescoxe	2695-247 SANTA IRIA DE AZOIA	24	219533260	direcao@aesiasia.pt	No	No
71	Santarém	Abrantes	Escola Profissional de Desenvolvimento Rural de Abrantes, Mouriscas, Abrantes	João Manuel Fernandes Quinas	Escola Profissional de Desenvolvimento Rural de Abrantes, Mouriscas, Abrantes	Herdade da Murteira	2200-681 MOURISCAS	24	241870020	geral@epdr-a.pt	No	No
72	Setúbal	Seixal	Escola Secundária Dr. José Afonso, Arrentela, Seixal	Armando Maria Fernandes Pina	Escola Secundária Dr. José Afonso, Arrentela, Seixal	Avenida José Afonso - Bº das Cavaquinhas	2840-268 SEIXAL	24	212276600	esjafonso@gmail.com	No	No
73	Lisboa	Cascais	Escolas de Alcabideche, Cascais	António Tecedor Gomes	Escola Básica do Alto da Peça, Alcabideche, Cascais	Praceta Dr. António Gonçalves Amaral 75 A	2645-130 ALCABIDE CHE	25	215811861	dex.eba@gmail.com	Yes	No

74	Lisboa	Cascais	Escolas de Alvilde, Cascais	Luís Soares	Escola Básica e Secundária de Alvilde, Cascais	R. das Padarias, 195	2755-062 ALCABIDE CHE	25	214824240	direcao@e salvide.edu. pt	No	No
75	Lisboa	Cascais	Escolas de Cascais	Maria Inês de Muller e Sousa Pinto Batista Albuquerque e Cortez	Escola Secundária de Cascais	Bairro do Rosário	2754-513 CASCAIS	25	214865435	presidente.c ap@aecasc ais.pt	Yes	No
76	Lisboa	Cascais	Escolas Ibn Mucana, Cascais	Maria Teresa de Matos Lopes	Escola Básica e Secundária Ibn Mucana, Alcabideche, Cascais	R. do Pombal	2645-074 ALCABIDE CHE	26	214607700	teresa.lopes @ibn- mucana.co m	No	No
77	Lisboa	Vila Franca de Xira	Escolas Póvoa de Santa Iria, Vila Franca de Xira	Pedro Miguel Soares Ferreira	Escola Básica de Póvoa de Santa Iria Norte, Vila Franca de Xira	Póvoa de Santa Iria	2625-000 PÓVOA DE SANTA IRIA	26	219533270	geral@aept .pt	No	No
78	Lisboa	Cascais	Escolas da Cidadela, Cascais	José João Osório Gonçalves	Escola Básica e Secundária da Cidadela, Cascais	R. Dr.Fernando Batista M.F.Batista Viegas	2750-503 CASCAIS	27	214864080	direcao.cida dela@gmail .com	No	No
79	Lisboa	Sintra	Escolas Alto dos Moinhos, Sintra	Maria Luísa Gadanho de Oliveira	Escola Básica do Alto dos Moinhos, Terrugem, Sintra	Rua Alto dos Moinhos	2705-844 TERRUGEM SNT	28	219608920	altodosmoin hos.direcc ao@gmail.co m	No	No
80	Lisboa	Vila Franca de Xira	Escolas de Vialonga, Vila Franca de Xira	Nuno Carlos Vieira dos Santos	Escola Básica n.º 3 de Vialonga (Quinta das Índias), Vila Franca de Xira	Rua Maria Pia - Urbanização Quinta das Índias	2625-706 VIALONGA	29	219528290	info@aeavial onga.edu.pt	No	No
81	Lisboa	Vila Franca de Xira	Escolas do Bom Sucesso, Vila Franca de Xira	Carlos Jorge Pimenta dos Reis	Escola Básica do Bom Sucesso, Alverca do Ribatejo, Vila Franca de Xira	Rua Casal do Moledo nº 19, Bom Sucesso, 2619 Alverca do Ribatejo	2619-507 ALVERCA DO RIBATEJO	31	219573243	direcao@ae bomsucesso .com	No	No
82	Lisboa	Vila Franca de Xira	Escolas Pedro Jacques de Magalhães, Vila Franca de Xira	Ana Cristina Nunes da Silva Pereira	Escola Básica de Alverca - Malva Rosa, Alverca do Ribatejo, Vila Franca de Xira	Urbanização Malva Rosa	2615-001 ALVERCA DO RIBATEJO	31	219937820	agrup.pedro jacques@ mail.telepac .pt	No	No
83	Setúbal	Sesimbra	Escolas Boa Água, Sesimbra	Nuno Mantas	Escola Básica da Boa Água, Quinta do Conde, Sesimbra	Rua Serra de Monchique	2975-174 QUINTA DO CONDE	31	212110460	direcao.aeba @gmail.co m	No	No
84	Setúbal	Sesimbra	Escolas da Quinta do Conde, Sesimbra	Luís Jorge Nunes Pereira Pacheco	Escola Básica da Quinta do Conde, Sesimbra	Rua António José de Almeida - Quinta do Conde	2975-316 QUINTA DO CONDE	31	212106361	aeq.ebi.cs @gmail.co m	Yes	No
85	Lisboa	Vila Franca de Xira	Escolas do Forte da Casa, Vila Franca de Xira	José Alberto da Silva	Escola Básica Professor Romeu Gil, Forte da Casa, Vila Franca de Xira	R. da Escola	2625-452 FORTE DA CASA	32	219568830	oficial@ae f.c.edu.pt	No	No
86	Setúbal	Sesimbra	Escolas Michel Giacometti, Sesimbra	Eduardo Jorge Pato Cruz	Escola Básica n.º 3 da Quinta do Conde, Sesimbra	Rua Camilo Castelo Branco, Conde I	2975-260 QUINTA DO CONDE	33	212109840	escolasmich elgiacomett i@gmail.co m	No	No
87	Lisboa	Mafra	Escolas de Venda do Pinheiro, Mafra	Filipa Mª Aujos Carvalho	Escola Básica da Venda do Pinheiro, Mafra	Quinta do Mucharro	2665-569 VENDA DO PINHEIRO	34	219663060	acvp@acvp. net	Yes	No
88	Setúbal	Setúbal	Escolas de Azeitão, Setúbal	Maria Clara dos Santos Marques Félix	Escola Básica de Azeitão, Vila Nogueira de Azeitão, Setúbal	R. António Mª Oliveira Parrreira	2925-507 AZEITÃO	34	212197170	aveazeitao @gmail.co m	No	No
89	Setúbal	Barreiro	Escolas de Santo António, Barreiro	Maria Manuela Espadinha Cunha da Luz	Escola Básica e Secundária de Santo António, Barreiro	Rua António Aleixo 2835-511 Cidade Sol António da Charneca	2835-511 SANTO ANTÓNIO DA CHARNECA	35	212150072	peessoal@es colasdestant onio.edu.pt	No	No
90	Lisboa	Mafra	Escolas Professor Armando Lucena, Mafra	Mário Gomes	Escola Básica Professor Armando de Lucena, Malveira, Mafra	Bairro Escolar	2665-226 MALVEIRA	36	219862631	diretor.neal ucena@gma il.com	Yes	No
91	Setúbal	Moita	Escolas Mouzinho da Silveira, Moita	Elizabete do Sacramento do Rosário Pereira Racha Pacheco	Escola Básica n.º 1 da Baixa da Banheira, Moita	R. Augusto Gil	2835-066 BAIXA DA BANHEIRA	37	212026622	info@aems. pt	Yes	No
92	Setúbal	Sesimbra	Escolas de Sampaio, Sesimbra	Rui António Costa Marques do Bem	Escola Básica de Sampaio, Sesimbra	Rua Conde Ferreira, n.º 4	2970-585 SESIMBRA	37	212688160	direcao@es ec- sampaio.net	Yes	No

93	Setúbal	Barreiro	Escolas Augusto Cabrita, Barreiro	Mariana Horteiga Alves	Escola Secundária Augusto Cabrita, Barreiro	Rua Maria Lamas - Alto do Seixalinho	2830-088 BARREIRO	38	212059220	direcao@esaugustocabrita.edu.pt	No	No
94	Setúbal	Barreiro	Escolas de Alvaro Velho, Barreiro	Luís Miguel Miranda Lata	Escola Básica Alvaro Velho, Lavradio, Barreiro	Avenida das Nacionalizações	2835-461 LAVRADIO	38	212059230	velho.alvaro@gmail.com	Yes	No
95	Setúbal	Barreiro	Escolas de Santo André, Barreiro	Maria Arlete Pereira da Cruz	Escola Secundária de Santo André, Barreiro	Av. Escola dos Fuzileiros Naveais - Q da Lomba	2830-148 BARREIRO	38	212170670	diretora@esa.edu.pt	No	No
96	Setúbal	Moita	Escolas D. João I, Moita	António Mamel Lourenço Dias	Escola Básica n.º 5 da Baixa da Banheira, Moita	Av José Gomes Ferreira	2835-133 BAIXA DA BANHEIRA	38	212059390	directordjoi@gmail.com	No	No
97	Setúbal	Moita	Escolas da Baixa da Banheira, Vale da Amoreira, Moita	Maria Luísa da Fonseca Antunes	Escola Básica n.º 1 de Vale da Amoreira, Moita	R. António Botto	2835-230 VALE DA AMOREIRA	38	212059280	geral.aveva@gmail.com	Yes	No
98	Setúbal	Moita	Escolas José Afonso, Moita	Marco António Ramos dos Santos	Escola Básica n.º 2 de Alhos Vedros, Moita	Rua Parque dos Pinheiros - Urbanização Vila Rosa	2860-014 ALHOS VEDROS	38	212059240	geral@acjosafonso.pt	No	No
99	Lisboa	Vila Franca de Xira	Escolas Alves Redol, Vila Franca de Xira	Isabel Marques Gomes Veiga	Escola Básica Dr. Vasco Moniz, Vila Franca de Xira	Rua Camilo Castelo Branco	2600-030 VILA FRANCA DE XIRA	39	263200460	direcao@esar.edu.pt	No	No
100	Lisboa	Vila Franca de Xira	Escolas de Alhandra, Sobralinho e São João dos Montes, Vila Franca de Xira	Isabel Maria Alves Esteves	Escola Básica do Sobralinho, Vila Franca de Xira	Rua Ernesto dos Reis	2615-664 SOBRALINHO	39	219518210	escolasoeiro@gmail.com	No	No
101	Lisboa	Vila Franca de Xira	Escolas Professor Reynaldo dos Santos, Vila Franca de Xira	Eurico José Ladeira Valente	Escola Básica n.º 1 do Bom Retiro, Vila Franca de Xira	Rua 28 de Março - Bom Retiro	2600-053 VILA FRANCA DE XIRA	39	263276149	ce.reynaldo@mail.telepac.pt	Yes	No
102	Setúbal	Barreiro	Escolas de Casquilhos, Barreiro	Luís Miguel Mota Rino	Escola Básica da Quinta Nova da Telha, Alto do Seixalinho, Barreiro	R. Bento da Silva Fernandes	2830-041 BARREIRO	39	212148370	direcao@aecasquilhos.pt	Yes	No
103	Setúbal	Barreiro	Escolas do Barreiro	Felicidade Maria Fragozo Alves	Escola Básica D. Luís de Mendonça Furtado, Barreiro	Rua Ferrer Trindade - Urbanização da Escavadeira	2830-067 BARREIRO	39	212039590	eb23mfurtado@aebarreiro.pt	No	No
104	Setúbal	Moita	Escolas da Moita	Subdiretor - João Carlos Lopes Manuel Galveira Borges (Cessa funções a 15-07-2019)	Escola Básica n.º 2 da Moita	R. António Sérgio	2860-436 MOITA	39	212899910	esec.moita@mail.telepac.pt	No	No
105	Setúbal	Montijo	Escolas Poeta Joaquim Serra, Montijo	Paula Póvoas	Escola Básica de Areias, Montijo	R. Antero de Quental	2870-254 MONTIJO	39	212326670	espjs@mail.telepac.pt	Yes	No
106	Setúbal	Sesimbra	Escolas Navegador Rodrigues Soromenho, Sesimbra	Ana Paula da Silva Neto	Escola Básica Navegador Rodrigues Soromenho, Sesimbra	R. Conselheiro Ramada Curto	2970-726 SESIMBRA	39	212233600	agrupamento.escp@gmail.com	No	No
107	Setúbal	Barreiro	Escolas Alfredo da Silva, Barreiro	Ana Paula Ramos Costa	Escola Básica e Secundária Alfredo da Silva, Barreiro	Praça de Bento Jesus Caraça	2830-322 BARREIRO	40	212064700	direcaoebssa@gmail.com	No	No
108	Setúbal	Moita	Escolas Fragata do Tejo, Moita	Manuel João Belém Veva	Escola Básica n.º 1 da Moita	R. Bartolomeu Dias	2860-438 MOITA	40	212897662	fragatatejo@mail.telepac.pt	No	No
109	Setúbal	Sesimbra	Escolas da Quinta do Conde, Sesimbra	Luís Jorge Nunes Pereira Pacheco	Escola Básica do Casal do Sapo (Fontainhas), Sesimbra	R. da Cidade	2970-000 SESIMBRA	41	212106361	aocp.ebi.es@gmail.com	Yes	No
110	Setúbal	Montijo	Escolas do Montijo	Alexandra Isabel da Silva Santana	Escola Básica de Caneira, Montijo	Rua 8 de Março	2870-000 MONTIJO	42	212326160	agrupamento.escolas@gmail.com	No	No
111	Lisboa	Arruda dos Vinhos	Escolas de Arruda dos Vinhos	António Morgado Raposo Cruz Moreira	Escola Básica de Arruda dos Vinhos	R. Luís de Camões, 36	2630-253 ARRUDA DOS VINHOS	43	263978085	acjia.direcao@gmail.com	Yes	No
112	Lisboa	Mafra	Escolas de Mafra	Maria de Jesus Azevedo dos Santos Roxo Geraldês Pires	Escola Básica de Mafra	Rua Santa Casa da Misericórdia, n.º 7, 2640-528 Mafra	2640-528 MAFRA	43	261 815 468	info@aemafra.edu.pt	Yes	No
113	Setúbal	Alcochete	Escolas de Alcochete	Cristina Paula Vinagre Alves	Escola Básica da Restauração, Alcochete	Av. da Restauração	2890-012 ALCOCHETE	43	212349620	direcao@aealcochete.edu.pt	No	No

114	Setúbal	Palmela	Escola Secundária de Palmela	Isabel Maria Mendonça Ribeiro Ramada	Escola Secundária de Palmela	Avenida Palmelense Futebol Club	2950-288 PALMELA	43	212336840	direcao@es.palmela.net	No	No
115	Setúbal	Palmela	Escolas de Palmela	ana Indovina calção serra	Escola Básica Hermenegildo Capelo, Palmela	Rua da Esc. Prep. Hermenegildo Capelo, 2	2950-000 PALMELA	43	212338160	eb2.3p.pt@gmail.com	No	No
116	Setúbal	Palmela	Escolas José Maria dos Santos, Palmela	Carlos Manuel R. Vilas	Escola Básica José Maria dos Santos, Pinhal Novo, Palmela	Rua Infante D. Henrique	2955-196 PINHAL NOVO	43	212388630	aejms.direcao@gmail.com	Yes	No
117	Lisboa	Vila Franca de Xira	Escolas D. António de Ataíde, Vila Franca de Xira	Helena Isabel Tristão Pereira	Escola Básica D. António de Ataíde, Castanheira do Ribatejo, Vila Franca de Xira	Rua Vila de Avintes Quinta de S. José do Marco	2600-686 CASTANHEIRA DO RIBATEJO	45	263287230	direcao@aea.pt	No	No
118	Lisboa	Alenquer	Escolas do Carregado, Alenquer	Alberto Luis Seco	Escola Básica do Carregado, Alenquer	Estrada da Mcirinha	2580-510 CARREGADO	46	263860070	director@acarregado.cdu.pt	No	No
119	Setúbal	Setúbal	Escolas Luísa Todt, Setúbal	António Manuel Baptista Dias	Escola Básica Luísa Todt, Setúbal	R. Adriano Correia de Oliveira	2910-373 SETÚBAL	48	265790300	geral@avelt.org	Yes	No
120	Setúbal	Setúbal	Escolas Sebastião da Gama, Setúbal	Maria Fernanda Resende Correia da Silva Oliveira	Escola Básica de Azeda, Setúbal	Av. Coração de Maria Bairro da Azeda	2910-031 SETÚBAL	48	265523170	direcao_aesgama@aesgama.pt	Yes	No
121	Setúbal	Palmela	Escola Secundária de Pinhal Novo, Palmela	Maria Celeste Paulo José de Oliveira	Escola Secundária de Pinhal Novo, Palmela	R. Professor Henrique de Barros	2955-090 PINHAL NOVO	49	212363340	espno.sae@mail.selpac.pt	No	No
122	Setúbal	Setúbal	Escolas Barbosa du Bocage, Setúbal	António Carlos Correia Caetano	Escola Básica Barbosa du Bocage, Setúbal	Av. de Angola - Qt. do Paraíso	2900-052 SETÚBAL	49	265547120	director@avebocage.net	Yes	No
123	Setúbal	Setúbal	Escolas Ordem de Santiago, Setúbal	Pedro Miguel Pereira Florêncio	Escola Básica e Secundária Ordem de Santiago, Setúbal	Avenida da Bela Vista	2910-421 SETÚBAL	49	265739703	avesbelavia@gmail.com	No	No
124	Lisboa	Alenquer	Escolas Damião de Goes, Alenquer	Fernando Jorge Morais de Almeida	Escola Básica de Paredes, Alenquer	Rua Orlando Jorge Pereira	2580-355 ALENQUER	50	263731200	direcao@damiaodegoes.pt	Yes	No
125	Lisboa	Sobral de Monte Agraço	Escolas Joaquim Inácio da Cruz Sobral, Sobral de Monte Agraço	Joaquim da Costa Martins Ferreira Lourenço	Escola Básica e Secundária Joaquim Inácio da Cruz Sobral, Sobral de Monte Agraço	Avenida 1º de Maio	2590-001 SOBRAL DE MONTE AGRACO	50	261940350	direcao@ejic@gmail.com	Yes	No
126	Santarém	Benavente	Escolas de Samora Correia, Benavente	Luísa Maria Rodrigues de Carvalho	Escola Básica Professor João Fernandes Pratas, Samora Correia, Benavente	Bairro das Acácias	2135-236 SAMORA CORREIA	50	263654324	aescdexecutiva@gmail.com	Yes	No
127	Setúbal	Setúbal	Escolas Lima de Freitas, Setúbal	Dina Teresa Mestre Fernandes	Escola Básica e Secundária Lima de Freitas, Setúbal	R. Batalha do Viso	2904-510 SETÚBAL	50	265541110	eslimafreitas@gmail.com	No	No
128	Lisboa	Mafra	Escolas da Ericeira, Mafra	Alfredo Coelho de Carvalho	Escola Básica António Bento Franco, Ericeira, Mafra	R. Casal da Camacha	2655-250 ERICEIRA	52	261860050	ebantoniobenfroanaco@ericeira.net	Yes	No
129	Lisboa	Torres Vedras	Escolas Madeira Torres, Torres Vedras	Rita João de Maya Gomes Sammer	Escola Secundária Madeira Torres, Torres Vedras	Pç. Dr. Francisco Sá Carneiro	2560-295 TORRES VEDRAS	52	261334180	geral@madeiratorres.com	Yes	No
130	Lisboa	Torres Vedras	Escolas de São Gonçalo, Torres Vedras	Victor Manuel Teodoro dos Santos	Escola Básica São Gonçalo, Torres Vedras	Estrada da Serra da Vila	2560-581 TORRES VEDRAS	53	261315003	direcao@agsg.net	Yes	No
131	Lisboa	Torres Vedras	Escolas Henriques Nogueira, Torres Vedras	Maria da Conceição Monteiro Milheiro	Escola Secundária Henriques Nogueira, Torres Vedras	Rua Henriques Nogueira	2560-341 TORRES VEDRAS	54	261330310	geral@aehtn.net	No	No
132	Lisboa	Azambuja	Escolas da Azambuja	Maria Madalena Miranda Javarez	Escola Secundária da Azambuja	R. das Lavadeiras - Apartado 72	2050-358 AZAMBUJA	57	263409330	pce.esazb@mail.telepac.pt	No	No
133	Lisboa	Torres Vedras	Escolas Padre Vitor Melícias, Torres Vedras	Joaquim Pinto Gonçalves	Escola Básica Padre Vitor Melícias, Torres Vedras	Torres Vedras	2560-278 TORRES VEDRAS	58	261334200	direcao@apvm.net	No	No
134	Lisboa	Alenquer	Escolas da Abridada, Alenquer	Luís Martins	Escola Básica de Abridada, Alenquer	Avenida General Humberto Delgado, 2	2580-024 ABRIGADA	61	263798180	executivoabridada@sapo.pt	No	No
135	Lisboa	Azambuja	Escolas Vale Azeiras, Azambuja	António Jorge Gonçalves da Conceição Pedro	Escola Básica Vale Azeiras, Azeiras de Cima, Azambuja	R. do Carrasco nº 1	2050-095 AVEIRAS DE CIMA	63	263470170	geral@valeazeiras.pt	Yes	No

136	Santarém	Benavente	Escolas de Benavente	Mário Rui Filipe Santos	Escola Secundária de Benavente	Rua Álvaro Rodrigues de Azevedo	2130-014 BENAVEN TE	64	263519420	direcao@ae benavente. pt	No	No
137	Santarém	Cartaxo	Escolas D. Sancho I Pontével, Cartaxo	Luís Bruno da Cunha Lourenço	Escola Básica D. Sancho I, Pontével, Cartaxo	R. Do Moimho Grande	2070-416 PONTÉVEL	69	243700320	eb23pontev el@gmail.c o m	No	No
138	Santarém	Salvaterra de Magos	Escolas de Salvaterra de Magos	Alberto Luís Magalhães Sequeira Correia	Escola Básica de Salvaterra de Magos	Rua 1.º de Maio	2120-096 SALVATER RA DE MAGOS	70	263500310	directoracsm @ae- salvaterra.pt	No	No
139	Serúbal	Palmela	Escolas José Saramago, Palmela	Maria Guilhermin a Tavares Morgado	Escola Básica José Saramago, Póceirão, Palmela	Rua do Povo Unido	2965-315 POCEIRÃO	70	265988026	direcao@aej s.pt	No	No
140	Lisboa	Alenquer	Escolas Visconde de Chancelheiros, Alenquer	Maria Rute Ferreira dos Santos Miguel	Escola Básica Visconde de Chancelheiros, Merceana, Alenquer	Merceana	2580-087 ALDEIA GALFEGA DA MERCEANA	71	263760606	secretaria@ agvchancel eiros.pt	No	No
141	Lisboa	Lourinhã	Escolas D. Lourenço Vicente, Lourinhã	Pedro Damião	Escola Básica da Lourinhã	Rua António Maria Roque Delgado	2530-132 LOURINHÃ	71	261422059	gestao@aed lv.org	No	No
142	Santarém	Cartaxo	Escolas Marcelino Mesquita do Cartaxo	Jorge Manuel da Luz Tavares	Escola Básica Marcelino Mesquita, Cartaxo	Travessa do Vale Mosqueiro	2070-147 CARTAXO	73	243701010	seccartaxo @mail.telep ac.pt	Yes	No
143	Serúbal	Montijo	Escolas de Pegões, Canha e Santo Isidro, Montijo	Jorge Manuel Polaco Nunes Romão	Escola Básica de Pegões, Canha e Santo Isidro, Montijo	R. Humberto Cardoso	2985-213 PEGÕES	75	265898820	eb2.3pegoes @gmail.co m	No	No
144	Leiria	Bombarral	Escolas de Fernão do Pó, Bombarral	Emanuel José dos Anjos Vilaca	Escola Básica n.º 1 do Bombarral	Rua Fernão do Pó	2540-093 BOMBARR AL	77	262609136	geral@aejb pt	No	No
145	Lisboa	Azambuja	Escolas do Alto da Azambuja	Silvia Carla Pereira Rei Lobo da Purificação	Escola Básica de Manique do Intendente, Azambuja	Manique do Intendente	2065-328 MANIQUE DO INTENDEN TE	77	263485366	silviapurific acao@aveac a.pt	No	No
146	Lisboa	Cadaval	Escolas do Cadaval	Luís Manuel Martins Mendes	Escola Básica n.º 1 do Cadaval	Rua Dr Duarte Ribeiro de Macedo	2550-101 CADAVAL	77	262699230	geral@agru pcadaval.co m	Yes	No
147	Santarém	Salvaterra de Magos	Escolas de Marinhais, Salvaterra de Magos	Isidora Maria Hipólito Bernardo Saramago	Escola Básica n.º 1 de Marinhais, Salvaterra de Magos	Estrada Militar, n.º 132	2125-135 MARINHAI S	80	263590080	director.ae marinhais@ g mail.coa	No	No
148	Santarém	Santarém	Escolas Sá da Bandeira, Santarém	Maria Adélia Fontes Cadete Esteves	Escola Básica D. João II, Santarém	R. Cidade de Agen - Jardim de Baixo	2005-503 SANTARÉ M	87	243304010	geral@agru pamentosa b andeira.pt	No	No
149	Santarém	Rio Maior	Escolas Marinhais do Sal, Rio Maior	Carlos Alberto Lucas Ribeiro	Escola Básica de Marinhais do Sal, Rio Maior	Estradas das Marinhais	2040-133 RIO MAIOR	88	243909710	aems@ae marinhaisdo sal.com	Yes	No
150	Santarém	Santarém	Escolas Alexandre Herculano, Santarém	Margarida Maria Pimentel Miranda da Fraga José	Escola Básica São Domingos, Santarém	Rua Gonçalo Mendes da Maia	2005-161 SANTARÉ M	88	243309420	direcao@ae aherculano. pt	No	No
151	Leiria	Óbidos	Escolas Josefa de Óbidos Óbidos	Fernando da Silva de Sousa Santos	Escola Básica e Secundária Josefa de Óbidos, Óbidos	Rua das Artes	2510-042 ÓBIDOS	89	262955330	executivo@ escolasobid os.net	No	No
152	Santarém	Rio Maior	Escolas Fernando Casimiro Pereira da Silva, Rio Maior	Paulo Jacinto Correia de Almeida	Escola Básica Fernando Casimiro Pereira da Silva, Rio Maior	Urbanização Pá Ribeira - I	2040-227 RIO MAIOR	89	243999180	avfcp@gm ail.com	Yes	No
153	Santarém	Santarém	Escolas Dr. Ginstal Machado, Santarém	António Pina Braz	Escola Básica n.º 7 de Santarém - Leões, Santarém	R. Colégio Militar	2000-230 SANTARÉ M	89	243309650	esccsec.gmac hado@mail telepac.pt	Yes	No
154	Santarém	Santarém	Escolas Dr. Ginstal Machado, Santarém	António Pina Braz	Escola Secundária Dr. Ginstal Machado, Santarém	Pet.º Bento de Jesus Caraça	2000-201 SANTARÉ M	92	243309650	esccsec.gmac hado@mail telepac.pt	No	No
155	Leiria	Caldas da Rainha	Escolas Raul Proença, Caldas da Rainha	João José Bernardes e Silva	Escola Básica de Santo Onofre, Caldas da Rainha	Bairro das Morenas	2500-205 CALDAS DA RAINHA	96	262840560	direcao@ae rp.pt	Yes	No
156	Leiria	Caldas da Rainha	Escolas D. João II, Caldas da Rainha	Jorge Manuel Martins Graça	Escola Básica D. João II, Caldas da Rainha	R. Dr. Artur Figueiró Rego	2500-000 CALDAS DA RAINHA	97	262870700	director@ag djoao.org	Yes	No
157	Leiria	Caldas da Rainha	Escolas Rafael Bordalo Pinheiro, Caldas da Rainha	Maria do Ceu Inácio dos Santos	Escola Secundária Rafael Bordalo Pinheiro, Caldas da Rainha	Rua Almirante Gago Coutinho	2500-207 CALDAS DA RAINHA	97	262870070	esrbp@esrb p.pt	No	No

158	Santarém	Alpiarça	Escolas José Relvas, Alpiarça	Isabel Maria Fernandes da Silva	Escola Básica e Secundária José Relvas, Alpiarça	Av. da Casa do Povo	2090-000 ALPIARÇA	99	243559240	dejosercelvas@gmail.com	Yes	No
159	Leiria	Peniche	Escolas de Atouguia da Baleia, Peniche	Deolinda Sara Gomes Andrade e Guardado, da Silva	Escola Básica de Atouguia da Baleia, Peniche	Rua Victor Baltazar	2525-079 ATOUGUIA DA BALEIA	101	262757270	atouguiahaleia@ath23.net	No	No
160	Santarém	Almeirim	Escolas de Almeirim	José Manuel Batista Carreira	Escola Básica dos Charcos, Almeirim	Rua da Casa do Povo - Urbanização de S. Roque	2080-222 ALMEIRIM	101	243594250	geral.agrupamento@ac.almeirim.pt	Yes	No
161	Santarém	Coruche	Escolas de Coruche	Isabel Maria de Oliveira Cordeiro	Escola Básica n.º 1 de Coruche	Av. Capitão Salgueiro Maia	2100-405 SÃO JOSÉ DA LAMAROS A	103	243617553	esecoruche@mail.telepac.pt	No	No
162	Santarém	Almeirim	Escolas de Fazendas de Almeirim, Almeirim	Maria da Conceição de Magalhães Pereira	Escola Básica n.º 1 de Fazendas de Almeirim, Almeirim	Rua de São Bento	2080-587 FAZENDAS DE ALMEIRIM	104	243570920	eb23.fazendas@gmail.com	No	No
163	Santarém	Santarém	Escolas D. Afonso Henriques, Santarém	Maria Helena Soares Carreira Vieira	Escola Básica de Alcanede, Santarém	Rua Feira de Alcanede - Apartado 22 2025-999 Alcanede	2025-000 ALCANED E	106	243400350	eb23alcanede.dah@gmail.com	Yes	No
164	Leiria	Peniche	Escolas D. Luís de Ataíde, Peniche	Rui Manuel Oliveira Cinto	Escola Básica D. Luís de Ataíde, Peniche	R. Arqº Paulino Montez	2520-294 PENICHE	107	262790210	direcao@aeluisdetaide.pt	No	No
165	Leiria	Peniche	Escolas de Peniche	Alexandra Isabel Amador Grazina Marones	Escola Básica de Peniche	Rua Miguel Torga	2520-000 PENICHE	108	262780020	direcao@escolaspeniche.com	No	No
166	Santarém	Chamusca	Escolas da Chamusca	Fernando José Brito Miranda	Escola Básica da Chamusca	R. Heróis R. Anti-Fascista	2140-000 CHAMUSCA	115	249769070	direcao@ac.chamusca.pt	Yes	No
167	Santarém	Alcanena	Escolas de Alcanena	Ana Cláudia Cohen Gonzaga Borges Caseiro Garcia Domingos	Escola Básica de Minde, Alcanena	Rua António Roque Gumeiro, Nº 205 Apartado 141	2395-138 MINDE	119	249887390	aca.direcao@mail.telepac.pt	No	No
168	Santarém	Alcanena	Escolas de Alcanena	Ana Cláudia Cohen Gonzaga Borges Caseiro Garcia Domingos	Escola Secundária de Alcanena	Av. Marques de Pombal - Apartado 58	2380-000 ALCANENA	119	249887390	aca.direcao@mail.telepac.pt	No	No
169	Leiria	Alcobaça	Escolas da Benedita, Alcobaça	Marco Lemos	Escola Básica da Benedita, Alcobaça	Rua Frei António Brandão	2475-111 BENEDITA	121	262925010	sebenedita@acbenedita.pt	No	No
170	Santarém	Torres Novas	Escolas Artur Gonçalves, Torres Novas	Adécio Coelho Neto	Escola Básica e Secundária Artur Gonçalves, Torres Novas	Avenida Sá Carneiro	2350-536 TORRES NOVAS	122	249830690	esagtm@esagtm.com	No	No
171	Santarém	Torres Novas	Escolas Gil Paes, Torres Novas	Isilda Maria do Nascimento Pereira	Escola Básica Manuel Figueiredo, Torres Novas	Av. Manuel Figueiredo	2350-771 TORRES NOVAS	122	249839120	direcao.agilpaes@agilpaes.pt	Yes	No
172	Leiria	Alcobaça	Escolas São Martinho do Porto, Alcobaça	Lúcia Maria Picado da Nais Sardo	Escola Básica e Secundária de São Martinho do Porto, Alcobaça	R. dos Bombeiros Voluntários	2460-654 SÃO MARTINHO DO PORTO	125	262985090	agrupamento@aesmporto.com	No	No
173	Leiria	Alcobaça	Escolas de Cister de Alcobaça, Alcobaça	Gasper da Silva Fernandes Vaz	Escola Secundária D. Inês de Castro, Alcobaça	Rua Costa Veiga	2460-028 ALCOBACA	126	262505170	esac@accister.pt	Yes	No
174	Leiria	Nazaré	Escolas da Nazaré	João José Ribeiro Magueta	Jardim de Infância do Bairro dos Pescadores, Nazaré	Bairro dos Pescadores	2450-115 NAZARÉ	126	262550040	geral@acn.pt	No	No
175	Leiria	Nazaré	Escolas da Nazaré	João José Ribeiro Magueta	Escola Básica e Secundária Amadeu Gaudêncio, Nazaré	Estrada do Sítio Areal Apart. 99	2450-138 NAZARÉ	128	262550040	geral@acn.pt	Yes	No
176	Santarém	Entroncamento	Escolas Cidade do Entroncamento	Maria Amélia Gomes Barreiros Marques Vitorino	Escola Básica do Bonito, Entroncamento	R. João Henriques	2330-137 ENTRONCAMENTO	133	249726472	ese_direcao@mail.telepac.pt	Yes	No
177	Santarém	Vila Nova da Barquinha	Escolas de Vila Nova da Barquinha	Paulo Alexandre da Cunha Tavares	Jardim de Infância de Vila Nova da Barquinha	Rua Marechal Carmona	2260-438 VILA NOVA DA BARQUINHA	133	249720220	agrupamento@escolasbarquinha.pt	No	No
178	Santarém	Ourém	Escolas de Ourém	Sandra Margarida dos Santos Rodrigues Pimentel	Escola Básica Beato Nuno, Fátima, Ourém	Rua das Covinhas	2495-420 FÁTIMA	134	249540570	agrupamento.escolas.ourém@gmail.com	Yes	No

179	Santarém	Constância	Escolas de Constância	Olga Manuela Barata Dias Antunes	Escola Básica e Secundária Luís de Camões, Constância	Rua Moimho de Vento Apartado 14	2250-000 CONSTÂNCIA	137	249730290	directao@aeconstancia.edu.pt	Yes	No
180	Santarém	Golegã	Escolas da Golegã, Azinhaga e Pombalinho, Golegã	Maria de Lurdes Jeitocira Pires Marques	Escola Básica e Secundária Mestre Martins Correia, Golegã	R. Luís de Camões - Apartado 40	2150-202 GOLEGÃ	137	249979040	director@agrupamentoe-gap.pt	No	No
181	Santarém	Tomar	Escolas Nuno de Santa Maria, Tomar	Maria Celeste Gouveias Simões de Sousa	Escola Básica Raul Lopes, Tomar	R. Coronel Garcês Teixeira	2300-461 TOMAR	142	249328360	geral@aensm.pt	Yes	No
182	Santarém	Tomar	Escolas Templários, Tomar	Paulo Jorge da Encarnação Silva Bacelar de Macedo	Escola Básica Templários, Tomar	Rua Coronel Luís Aparicio	2300-588 TOMAR	142	249310050	esjr@mail.tlepac.pt	No	No
183	Santarém	Tomar	Escolas Templários, Tomar	Paulo Jorge da Encarnação Silva Bacelar de Macedo	Escola Secundária Jacome Ratton, Tomar	Avenida D. Maria II	2300-435 TOMAR	142	249310050	esjr@mail.tlepac.pt	No	No
184	Santarém	Ourém	Escolas Conde de Ourém, Ourém	Sandra Margarida Pimentel	Escola Básica da Caridade, Ourém	Rua Campo de Futebol	2490-838 OURÉM	145	249540780	agrupamentoo@escolascondenourm.edu.pt	No	No
185	Santarém	Abrantes	Escolas Nº 2 de Abrantes	Alcino José Brás Herminio	Escola Básica António Torrado, Abrantes	R. de São Tomé e Príncipe - Encosta da Barata	2200-189 ABRANTES	150	241360880	esb3.dmfernandes@escolas-min-edu.pt	Yes	No
186	Santarém	Abrantes	Escolas Nº 1 de Abrantes	Jorge Fernando Almeida Ferreira da Costa	Escola Básica Maria Lucília Moita, Abrantes	Rua Professor Doutor Raimundo Mota	2200-024 ABRANTES	154	241360000	aelabranes@gmail.com	Yes	No
187	Santarém	Ourém	Escolas do Cônego Dr. Manuel Lopes Perdigão, Ourém	Cláudia Maria Pereira Campos	Escola Básica Cônego Dr. Manuel Lopes Perdigão, Caxarias, Ourém	Av. 21 de Junho	2435-087 CAXARIAS	155	249570050	ce@acmlp.pt	No	No
188	Santarém	Ferreira do Zêzere	Escolas de Ferreira do Zêzere	Maria Isabel Saúde Ferreira da Silva	Escola Básica de Ferreira do Zêzere	R. Dr. António Baílo	2240-347 FERREIRA DO ZÊZERE	158	249360010	directao@aezezere.edu.pt	No	No
189	Santarém	Sardoal	Escolas do Sardoal	Ana Paula Faustino Sardinha	Escola Básica e Secundária Dr.ª Judite Andrade, Sardoal	Tapada da Torre	2230-161 SARDOAL	158	241850110	director@escolasardoal.com	Yes	No
190	Santarém	Ourém	Escolas de Ourém	Sandra Margarida dos Santos Rodrigues Pimentel	Escola Básica de Freixianda, Ourém	Rua Padre Feliciano de Oliveira	2435-284 FREIXIANDA	163	249540570	agrupamentoo.escolasourm@gmail.com	Yes	No
191	Santarém	Mação	Escolas Verde Horizonte, Mação	José António dos Santos Almeida	Escola Básica e Secundária de Mação	Av. Dr. Sá Carneiro	6120-724 MAÇÃO	173	241519030	agrupamentoverdehorizonte@gmail.com	No	No

Appendix 52 – Five-Variable Filter Model Data

5-Variable Filter Model Data							
Priority	Company	Industry	Employees	Revenues	ESG Rating	Social Ranking	Presence in workshops
1	MANUEL RUI AZINHAIS NABEIRO	Food, Beverages, and Tobacco	1395	230,336,847 €	10000	1	1
2	MODELO CONTINENTE HIPERMERCADOS	Consumption and Associated Services	24992	4,344,041,820 €	8314	3	1
3	SONAE ARAUCO PORTUGAL	Consumption and Associated Services	756	187,629,086 €	8314	3	1
4	SONAE MC - SERVIÇOS PARTILHADOS	Consumption and Associated Services	810	187,629,086 €	8314	3	1
5	EDP COMERCIAL	Energy and Resources	388	3,006,214,000 €	7544	4	1
6	EDP - ENERGIAS DE PORTUGAL	Energy and Resources	581	2,863,316,000 €	7544	4	1
7	EDP - GESTÃO DA PRODUÇÃO DE ENERGIA	Energy and Resources	804	1,385,323,000 €	7544	4	1
8	EDP DISTRIBUIÇÃO	Energy and Resources	3086	297,989,000 €	7544	4	1
9	EDP GAS.COM - COMÉRCIO DE GÁS NATURAL	Energy and Resources	400	122,878,592 €	7544	4	1
10	EDP RENOVÁVEIS PORTUGAL	Energy and Resources	450	3,006,214,000 €	7544	4	1
11	PINGO DOCE	Consumption and Associated Services	26559	4,153,127,932 €	7385	2	1

12	GALP - GAS NATURAL	Energy and Resources	8	1,365,226,766 €	7242	7	1
13	GALP POWER	Energy and Resources	1	460,311,176 €	7242	7	1
14	GALP ENERGIA	Energy and Resources	515	147,212,068 €	7242	7	1
15	GALP MADEIRA	Energy and Resources	10	92,897,153 €	7242	7	1
16	GALP AÇORES	Energy and Resources	9	80,337,621 €	7242	7	1
17	IKEA INDUSTRY PORTUGAL	Base Materials	1558	164,266,592 €	6949	5	1
18	MICROSOFT	Technology, Media, and Telecommunications	1100	52,000,000 €	6678	6	1
19	LIDL	Food, Beverages, and Tobacco	8200	89,879,000 €	6387	8	1
20	VODAFONE PORTUGAL	Technology, Media, and Telecommunications	1401	1,082,754,647 €	6318	11	0
21	CONTINENTE HIPERMERCADOS	Consumption and Associated Services	4324	769,632,529 €	6291	10	1
22	NESTLÉ PORTUGAL	Food, Beverages, and Tobacco	1872	550,726,764 €	6255	9	0
23	GOOGLE	Technology, Media, and Telecommunications	0	252,258,908 €	6135	12	0
24	AMORIM CORK	Base Materials	868	279,133,732 €	5749	21	1
25	AMORIM FLORESTAL	Base Materials	433	140,622,278 €	5749	21	1
26	AMORIM CORK COMPOSITES	Base Materials	483	75,904,963 €	5749	21	1
27	SAMSUNG - ELECTRÓNICA PORTUGUESA	Technology, Media, and Telecommunications	85	367,351,529 €	5737	22	0
28	PESTANA HOTEL GROUP	Tourism, Catering, and Leisure	5500	489,976,975 €	5522	14	1
29	DANONE PORTUGAL	Food, Beverages, and Tobacco	78	107,221,867 €	5492	35	1
30	SUPER BOCK BEBIDAS	Food, Beverages, and Tobacco	846	332,960,377 €	5474	18	1
31	INDITEX	Technology, Media, and Telecommunications	5000	252,258,908 €	5466	23	1
32	NOS COMUNICAÇÕES	Technology, Media, and Telecommunications	936	1,270,671,901 €	5449	27	0
33	HUAWEI TECH PORTUGAL	Technology, Media, and Telecommunications	141	200,014,131 €	5448	51	0
34	AUCHAN RETAIL PORTUGAL	Consumption and Associated Services	8740	1,447,605,991 €	5432	16	1
35	RÁDIO COMERCIAL	Technology, Media, and Telecommunications	0	252,258,908 €	5304	13	0
36	SONY	Technology, Media, and Telecommunications	0	252,258,908 €	5260	33	0
37	VOLKSWAGEN AUTOEUROPA	Automotive	5641	2,833,211,414 €	5242	17	0
38	BIAL - PORTELA & CA.	Health	426	241,509,570 €	5210	20	0
39	EL CORTE INCLÉS - GRANDES ARMAZÉNS	Consumption and Associated Services	3236	379,023,847 €	5193	31	1
40	CAETANO - BAVIERA	Automotive	649	236,017,272 €	5173	19	0
41	APPLE	Technology, Media, and Telecommunications	381	252,258,908 €	5143	28	0
Priority	Company	Industry	Employees	Revenues	ESG Rating	Social Ranking	Presence in workshops
42	FNAC PORTUGAL	Consumption and Associated Services	1648	310,344,418 €	5138	32	0
43	SIC - SOC. IND. DE COMUNICAÇÃO	Technology, Media, and Telecommunications	554	149,931,019 €	5077	15	0
44	MEO	Technology, Media, and Telecommunications	6617	2,044,864,386 €	5070	29	0
45	SANTANDER	Bank	5980	252,258,908 €	5015	34	1
46	BMW PORTUGAL	Automotive	57	432,152,059 €	4986	45	0
47	CAIXA GERAL DE DEPÓSITOS	Bank	6085	252,258,908 €	4939	25	1
48	RENOVA - FÁBRICA DE PAPEL DO ALMONDA	Base Materials	605	147,455,644 €	4902	36	0
49	PORTO EDITORA	Technology, Media, and Telecommunications	244	157,530,885 €	4879	46	1
50	SIBS FORWARD PAYMENT SOLUTIONS	Technology, Media, and Telecommunications	429	121,720,462 €	4877	52	1
51	WORTEN	Consumption and Associated Services	3849	960,303,311 €	4868	26	0
52	NAVIGATOR PAPER SETÚBAL	Base Materials	451	483,664,978 €	4844	50	0
53	RÁDIO RENASCENÇA	Technology, Media, and Telecommunications	381	252,258,908 €	4832	38	0
54	LEROY MERLIN	Consumption and Associated Services	381	252,258,908 €	4824	30	0
55	BP PORTUGAL	Energy and Resources	109	1,084,009,099 €	4816	53	1

56	LUIS SIMÕES - LOGISTICA INTEGRADA	Transportation and Logistics	1156	122,801,162 €	4701	54	0
57	LUSÍADAS	Health	1705	166,383,225 €	4696	55	1
58	LUSÍADAS - PARCERIAS CASCAIS	Health	1164	79,178,266 €	4691	56	1
59	SIEMENS	Technology, Media, and Telecommunications	1802	276,695,508 €	4655	39	0
60	TRANQUILIDADE	Professional Services	0	252,258,908 €	4654	55	1
61	HOSPITAL DA LUZ	Health	1805	208,024,217 €	4650	44	1
62	MCDONALD'S PORTUGAL	Food, Beverages, and Tobacco	1313	102,839,963 €	4628	56	0
63	FARFETCH PORTUGAL	Technology, Media, and Telecommunications	2285	197,630,108 €	4625	43	0
64	SUMOL+COMPAL - MARCAS	Food, Beverages, and Tobacco	1264	214,883,878 €	4560	40	1
65	DECATHLON	Consumption and Associated Services	1800	252,258,908 €	4537	41	1
66	RTP	Technology, Media, and Telecommunications	1500	252,258,908 €	4520	24	1
67	FIDELIDADE	Professional Services	3299	252,258,908 €	4499	37	1
68	BAYER PORTUGAL	Health	182	130,091,220 €	4494	57	0
69	ADECCO RECURSOS HUMANOS	Professional Services	5595	71,373,081 €	4490	58	0
70	JOHNSON & JOHNSON	Consumption and Associated Services	381	252,258,908 €	4483	59	0
71	RENAULT PORTUGAL	Automotive	68	423,279,237 €	4480	60	0
72	VILA GALÉ - SOC. EMPREEND. TURISTICOS	Tourism, Catering and Leisure	1248	88,092,025 €	4411	61	0
73	LA ROCHE POSAY	Consumption and Associated Services	381	252,258,908 €	4398	62	1
74	ANA - AEROPORTOS DE PORTUGAL	Transportation and Logistics	1273	316,933,759 €	4389	63	1
75	BRISA - CONCESSÃO RODOVIÁRIA	Transportation and Logistics	1835	495,410,695 €	4375	64	1
76	BRISA - O&M	Transportation and Logistics	1835	123,258,819 €	4375	64	0
77	LIBERTY SEGUROS	Insurance	381	252,258,908 €	4374	65	1
78	PFIZER BIOFARMACEUTICA SOCIEDADE	Health	107	104,608,952 €	4347	48	0
79	COCA-COLA EUROPEAN PARTNERS PORTUGAL	Food, Beverages, and Tobacco	408	175,557,714 €	4341	66	0
80	VISTA ALEGRE ATLANTIS	Base Materials	1548	72,612,711 €	4334	67	0
81	MERCEDES-BENZ PORTUGAL	Automotive	185	527,949,984 €	4330	68	1
82	ACCENTURE - CONSULTORES DE GESTÃO	Professional Services	287	133,749,750 €	4324	69	0
83	ENDESA ENERGIA	Energy and Resources	19	1,071,810,022 €	4323	70	1
84	REPSOL PORTUGUESA	Energy and Resources	225	1,453,503,910 €	4292	49	1
Priority	Company	Industry	Employees	Revenues	ESG Rating	Social Ranking	Presence in workshops
85	REPSOL POLIMEROS	Base Materials	561	502,892,732 €	4292	49	1
86	REPSOL GAS PORTUGAL	Energy and Resources	55	85,378,403 €	4292	49	0
87	NOVARTIS FARMA	Health	374	211,767,484 €	4286	71	0
88	MILLENUM BCP	Bank	381	252,258,908 €	4280	72	1
89	IBM	Technology, Media, and Telecommunications	400	252,258,908 €	4249	73	0
90	SCC - SOC. CENT. CERVEJAS E BEBIDAS	Food, Beverages, and Tobacco	629	250,302,374 €	4226	74	0
91	LACTOGAL	Food, Beverages, and Tobacco	1485	590,694,472 €	4187	75	0
92	DHLEXPRESS PORTUGAL	Transportation and Logistics	627	134,583,466 €	4119	42	0
93	UNILEVER FIMA	Consumption and Associated Services	323	256,379,744 €	4084	76	0
94	CTT - CORREIOS DE PORTUGAL	Transportation and Logistics	10870	468,833,332 €	4081	47	0
95	CTT EXPRESSO	Transportation and Logistics	1148	190,970,673 €	4081	47	0
96	PROCTER & GAMBLE	Consumption and Associated Services	381	252,258,908 €	4020	77	0
97	SOGRAPE VINHOS	Food, Beverages, and Tobacco	638	137,319,429 €	3990	78	0
98	CP - COMBOIOS DE PORTUGAL	Transportation and Logistics	2645	171,333,641 €	3973	79	0

99	LOREAL PORTUGAL	Consumption and Associated Services	564	141,960,710 €	3930	80	1
100	BPI BANCO	Bank	4478	252,258,908 €	3894	81	0
101	MOTA-ENCIL - ENC. E CONST. ÁFRICA	Construction and Real Estate	8750	466,300,391 €	3877	82	0
102	MAPFRE		381	252,258,908 €	3866	83	0
103	DELOITTE TECHNOLOGY	Professional Services	1028	103,640,523 €	3803	84	0
104	EGOR		381	252,258,908 €	3799	85	0
105	FAURECIA - ASSENTOS DE AUTOMÓVEL	Automotive	1992	325,752,341 €	3649	86	0
106	REN - GASODUTOS	Energy and Resources	99	354,724,722 €	3562	87	0
107	OUTSYSTEMS	Technology, Media, and Telecommunications	381	252,258,908 €	3532	88	0
108	TRANSPORTES AÉREOS PORTUGUESES	Transportation and Logistics	8939	1,048,570,847 €	3449	89	0
109	ALTRI ABASTECIMENTO DE MADEIRA	Base Materials	381	270,783,106 €	3385	90	0
110	ERNST & YOUNG	Professional Services	381	252,258,908 €	3297	91	0
111	PSA SINES - TERMINAIS DE CONTENTORES	Transportation and Logistics	195	92,129,807 €	3286	92	0
112	METROPOLITANO DE LISBOA	Transportation and Logistics	1435	87,865,579 €	3207	93	0
113	HOVIONE FARMACIÊNCIA	Health	1096	155,542,902 €	3181	94	0
114	CONTINENTAL MABOR	Automotive	2261	746,715,710 €	3113	95	0
115	BSHG - ELECTRODOMÉSTICOS SOCIEDADE	Metal mechanics and Equipment	113	78,876,754 €	3110	96	0
116	LOGOPLASTE		381	252,258,908 €	3086	97	0
117	FEEDZAI		381	252,258,908 €	3051	98	0
118	CISCO		381	252,258,908 €	3011	99	0
119	PETROGAL	Energy and Resources	1588	6,348,118,705 €	3006	100	0
120	SU ELETRICIDADE	Energy and Resources	76	2,477,400,000 €	3001	101	1
121	BONDALTI CHEMICALS	Base Materials	248	213,821,569 €	3000	100	1
122	BONDALTI	Technology, Media, and Telecommunications	248	213,821,569 €	3000	100	0
123	THE NAVIGATOR COMPANY	Base Materials	594	1,886,063,068 €	2996	102	0
124	BOSCH CAR MULTIMÉDIA PORTUGAL	Technology, Media, and Telecommunications	3588	1,097,116,938 €	2991	103	1
125	CARCLASSE - COMÉRCIO DE AUTOMÓVEIS, S.A.	Automotive	481	190,393,889 €	2990	101	0
126	PRIO SUPPLY	Energy and Resources	35	704,348,876 €	2986	104	1
127	CARRIS	Transportation and Logistics	2375	76,210,327 €	2985	102	0
Priority	Company	Industry	Employees	Revenues	ESG Rating	Social Ranking	Presence in workshops
128	CEPSA	Energy and Resources	124	686,339,410 €	2981	105	1
129	CASAIS - ENGENHARIA E CONSTRUÇÃO	Construction and Real Estate	481	151,961,748 €	2980	103	0
130	RECHEIO - CASH & CARRY	Food, Beverages, and Tobacco	2031	778,365,842 €	2976	106	1
131	CASAIS - INDÚSTRIA DE PLÁSTICOS	Base Materials	316	127,790,237 €	2975	104	0
132	IBERDROLA CLIENTES PORTUGAL	Energy and Resources	53	880,000,000 €	2971	107	0
133	REAGRO	Food, Beverages, and Tobacco	62	803,103,870 €	2966	108	0
134	PEUGEOT CITROEN AUTOMÓVEIS PORTUGAL	Automotive	894	653,273,442 €	2961	109	0
135	ITMP ALIMENTAR	Consumption and Associated Services	218	840,585,686 €	2956	110	0
136	PRIO ENERGY	Energy and Resources	645	704,348,876 €	2951	111	0
137	MIDSID	Food, Beverages, and Tobacco	296	613,752,735 €	2946	112	0
138	ALLIANCE HEALTHCARE	Health	423	601,290,327 €	2941	113	0
139	DIA PORTUGAL	Consumption and Associated Services	3479	626,985,900 €	2936	114	0
140	OCP - PORTUGAL	Health	291	440,000,000 €	2931	115	0

141	ALCAPETRO	Energy and Resources	6	405,032,911 €	2926	116	0
142	NA - NETJETS AVIATION SOCIEDADE	Transportation and Logistics	210	450,000,000 €	2921	117	0
143	APTIVPORT SERVICES	Automotive	1514	522,648,732 €	2916	118	0
144	CENIBRA- INTERNACIONAL	Base Materials	1	389,018,157 €	2911	119	0
145	NAVIGATOR PULP FIGUEIRA	Base Materials	400	338,427,342 €	2906	120	0
146	CELULOSE BEIRA INDUSTRIAL (CEL81)	Base Materials	268	364,614,398 €	2901	121	0
147	SN SEIXAL - SIDERURGIA NACIONAL	Metal mechanics and Equipment	384	419,012,003 €	2896	122	0
148	SN MAIA - SIDERURGIA NACIONAL	Metal mechanics and Equipment	295	419,012,003 €	2891	123	0
149	NETJETS - TRANSPORTES AÉREOS	Transportation and Logistics	297	330,255,102 €	2886	124	0
150	LEASE PLAN PORTUGAL	Automotive	358	400,579,121 €	2881	125	0
151	SIVA	Automotive	208	338,686,177 €	2876	126	0
152	NAVIGATOR PAPER FIGUEIRA	Base Materials	324	383,804,643 €	2871	127	0
153	INDORAMA VENTURES PORTUCAL PTA	Base Materials	143	271,969,938 €	2866	128	0
154	C. HOSP. E UNIV DE COIMBRA	Health	7840	349,131,108 €	2861	129	0
155	MAKRO - CASH & CARRY PORTUGAL	Food, Beverages, and Tobacco	1014	220,000,000 €	2856	130	0
156	ZARA PORTUGAL - CONFECÇÕES	Textiles, Clothing, and Leather	2574	200,000,000 €	2851	131	0
157	TEIXEIRA DUARTE	Construction and Real Estate	3418	276,648,802 €	2846	132	0
158	TOYOTA CAETANO PORTUGAL	Automotive	519	292,720,184 €	2841	133	0
159	TABAQUEIRA II	Food, Beverages, and Tobacco	397	372,215,438 €	2836	134	0
160	EBERSPÄCHER EXHAUST TECH. PORTUGAL	Automotive	410	344,000,000 €	2831	135	0
161	REN - REDE ELÉCTRICA NACIONAL	Energy and Resources	210	354,724,722 €	2826	136	0
162	C. HOSP E UNIV LISBOA CENTRAL	Health	7941	300,000,000 €	2821	137	0
163	BENTELER	Automotive	262	247,200,812 €	2816	138	0
164	CPCDI	Technology, Media, and Telecommunications	189	319,415,486 €	2811	139	0
165	MOTA-ENGIL- ENGENHARIA ECONSTRUÇÃO	Construction and Real Estate	2164	312,770,930 €	2806	140	0
166	SOVENA OILSEEDS PORTUGAL	Food, Beverages, and Tobacco	121	297,766,927 €	2801	141	0
167	CESPOST	Energy and Resources	548	270,000,000 €	2796	142	0
168	BA GLASS PORTUGAL	Base Materials	1124	252,701,562 €	2791	143	0
169	SOVENA PORTUGAL - CONSUMER GOODS	Food, Beverages, and Tobacco	221	297,766,927 €	2786	144	0
Priority	Company	Industry	Employees	Revenues	ESG Rating	Social Ranking	Presence in workshops
170	COOPROFAR	Health	43	317,849,112 €	2781	145	0
171	TURBOGAS	Energy and Resources	1	234,163,094 €	2776	146	0
172	SOMINCOR	Base Materials	1226	223,408,654 €	2771	147	0
173	PREH PORTUGAL	Automotive	994	290,226,496 €	2766	148	0
174	ALDI PORTUGAL - SUPERMERCADOS	Consumption and Associated Services	1730	358,479,663 €	2761	149	0
175	LOJAS PRIMARK PORTUGAL	Textiles, Clothing, and Leather	2424	210,164,501 €	2756	150	0
176	RGVS IBÉRICA	Consumption and Associated Services	56	290,684,140 €	2751	151	0
177	ALVES BANDEIRA & CA.	Energy and Resources	507	241,145,256 €	2746	152	0
178	TELEPERFORMANCE PORTUGAL		8655	324,944,817 €	2741	153	0
179	FCA PORTUGAL	Automotive	63	199,000,000 €	2736	154	0
180	MECAÇO - PRODUTOS SIDERÚRGICOS	Base Materials	5	207,000,000 €	2731	155	0
181	NAVIGATOR PULP SETÚBAL	Base Materials	99	201,295,610 €	2726	156	0
182	AUTOMÓVEIS CITROEN	Automotive	162	165,434,031 €	2721	157	0
183	LFP -LOJAS FRANCAS DE PORTUGAL	Consumption and Associated Services	618	101,013,856 €	2716	158	0

184	SOHI MEAT SOLUTIONS	Food, Beverages, and Tobacco	466	285,604,981 €	2711	159	0
185	C. HOSP. E UNIV. DO PORTO	Health	4391	271,280,607 €	2706	160	0
186	NISSAN IBÉRIA	Automotive	25	224,750,337 €	2701	161	0
187	NOS TECHNOLOGY	Technology, Media, and Telecommunications	516	272,563,030 €	2696	162	0
188	OGMA	Transportation and Logistics	1846	252,360,563 €	2691	163	0
189	J.P.SA COUTO	Technology, Media, and Telecommunications	180	234,024,772 €	2686	164	0
190	SPDAD		1748	241,146,455 €	2681	165	0
191	BOSCH TERMOTECNOLOGIA		1069	209,203,731 €	2676	166	0
192	SAFE BAG		718	159,324,278 €	2671	167	0
193	MERCK SHARP & DOHME		264	226,088,620 €	2666	168	0
194	CAETANO AUTO		917	236,017,272 €	2661	169	0
195	SANER		247	204,857,191 €	2656	170	0
196	LOGISTA		63	204,857,191 €	2651	171	0
197	COFICAB PORTUGAL		618	198,018,283 €	2646	172	0
198	PLURAL - COOPERATIVA FARMACÊUTICA		290	294,208,387 €	2641	173	0
199	YAZAKI SALTANO DE OVAR		2277	200,000,000 €	2636	174	0
200	ILÍDIO MOTA - PETRÓLEOS E DERIVADOS		64	193,863,547 €	2631	175	0
201	LUSIAVES		1084	198,133,702 €	2626	176	0
202	SACOR MARÍTIMA		25	206,927,687 €	2621	177	0
203	SERVIÇO SAÚDE REG. AUT. MADEIRA		5397	214,542,866 €	2616	178	0
204	MITSUBISHI FUSO TRUCK EUROPE		387	151,692,407 €	2611	179	0
205	IBEROL		91	188,632,378 €	2606	180	0
206	CIMPOR		368	243,174,038 €	2601	181	0
207	FAURÉCIA		679	158,965,267 €	2596	182	0
208	LUSOSIDER - AÇOS PLANOS		228	215,283,378 €	2591	183	0
209	SANTOGAL L		248	173,560,897 €	2586	184	0
210	EFACEC ENERGIA		1235	97,774,338 €	2581	185	0
211	VASP		222	172,185,958 €	2576	186	0
212	RANDSTAD		11970	197,897,386 €	2571	187	0
213	PHARMACONTINENTE		1972	189,855,504 €	2566	188	0
214	JMR		2823	203,400,469 €	2561	189	0
Priority	Company	Industry	Employees	Revenues	ESG Rating	Social Ranking	Presence in workshops
215	FERPINTA		434	199,976,750 €	2556	190	0
216	EDA - ELECTRICIDADE DOS AÇORES		781	180,033,053 €	2551	191	0
217	RÁDIO POPULAR		977	216,755,528 €	2546	192	0
218	NAVIGATOR PULP AVEIRO		189	139,819,461 €	2541	193	0
219	FEPI - DISTRIBUIÇÃO		152	181,423,042 €	2536	194	0
220	EEM - EMP DE ELECT. DA MADEIRA		675	173,842,554 €	2531	195	0
221	C. HOSP. E UNIV. DE LISBOA OCIDENTAL		4213	177,941,557 €	2526	196	0
222	RAÇÕES VALOURO		144	172,689,226 €	2521	197	0
223	FORD LUSITANA		12	155,372,217 €	2516	198	0
224	SPORT TV PORTUGAL		151	188,331,485 €	2511	199	0
225	VANPRO - ASSENTOS		321	130,686,439 €	2506	200	0
226	PETROIBÉRICA		28	148,880,196 €	2501	201	0
227	C. HOSP. DE VILA NOVA DE GAIA/ESPINHO		3723	212,957,313 €	2496	202	0

228	DOCTRANS		2194	189,670,246 €	2491	203	0
229	BRASMAR		404	137,512,018 €	2486	204	0
230	GÁS NATURAL COMERCIALIZADORA		14	144,762,507 €	2481	205	0
231	FCA DEALER SERVICES PORTUGAL		5	127,259,656 €	2476	206	0
232	ADP FERTILIZANTES	Base Materials	284	164,200,079 €	2471	207	0
233	COINDU		2537	127,259,656 €	2466	208	0
234	RANDSTAD RECURSOS HUMANOS		13938	132,081,730 €	2461	209	0
235	BOTELHO & RODRIGUES		100	257,324,881 €	2456	210	0
236	GROHE PORTUGAL		660	172,593,580 €	2451	211	0
237	INSCO		1410	181,257,704 €	2446	212	1
238	GRUPO ANTOLIN LUSITÂNIA	Automotive	260	75,170,085 €	2446	212	0
239	HAVI LOGISTICS		151	137,195,436 €	2441	213	0
240	NOVADIS		605	126,999,046 €	2436	214	0
241	COMPANHIA I.B.M. PORTUGUESA		434	170,695,260 €	2431	215	0
242	POLIVOUGA		244	164,860,340 €	2426	216	0
243	BORGWARNER EMISS. SYST. PORTUGAL		713	156,253,889 €	2421	217	0
244	EMPIFARMA		117	196,542,630 €	2416	218	0
245	EPAL		659	161,197,713 €	2411	219	0
246	LIDO SOL II		1087	162,031,234 €	2406	220	0
247	C.SANTOS - VECULOS E PEÇAS		440	143,723,846 €	2401	221	0
248	SEAT PORTUGAL		29	104,819,099 €	2396	222	1
249	SECIL		277	188,632,378 €	2391	102	0
250	OPEL PORTUGAL		37	82,740,425 €	2391	223	0
251	DALPHI-METAL PORTUGAL		1027	118,606,332 €	2386	224	0
252	SOGENAVE		374	131,173,467 €	2381	225	0
253	SDSR - SPORTS DIVISION SR		1868	151,173,467 €	2376	226	0
254	GALLO WORLDWIDE		50	185,891,489 €	2371	227	0
255	LG ELECTRONICS PORTUGAL		69	156,144,317 €	2366	228	0
256	C. HOSP E UNIV. DO ALGARVE		4530	154,712,113 €	2361	229	0
257	SANTOGAL M	Automotive	226	128,161,253 €	2356	230	0
258	ACEMBEX - COMÉRCIO E SERVIÇOS	Food, Beverages, and Tobacco	16	145,317,024 €	2351	231	0
Priority	Company	Industry	Employees	Revenues	ESG Rating	Social Ranking	Presence in workshops
259	SATA INTERNACIONAL - AZORES AIRLINES	Transportation and Logistics	635	155,000,000 €	2346	232	0
260	LUSO FINSA	Base Materials	318	165,727,137 €	2341	233	0
261	DOMINGOS DA SILVA TEIXEIRA	Construction and Real Estate	565	211,907,815 €	2336	234	0
262	FINLOG	Automotive	91	175,000,000 €	2331	235	0
263	SANOFI - PRODUTOS FARMACÊUTICOS	Health	149	152,292,756 €	2326	236	0
264	SOCIEDADE COMERCIAL CSANTOS	Automotive	359	128,085,934 €	2321	237	0
265	HOSP. PROF. DOUTOR FERNANDO FONSECA	Health	3128	148,417,269 €	2316	238	0
266	NOVADELTA	Food, Beverages, and Tobacco	462	128,470,213 €	2311	239	0
267	UNIDADE LOCAL DE SAÚDE DO ALTO MINHO	Health	2694	163,734,099 €	2306	240	0
268	ESTORIL SOL III	Tourism, Catering, and Leisure	659	70,597,525 €	2301	241	0
269	SPDH	Transportation and Logistics	2710	106,798,686 €	2296	242	0
270	FROMAGERIES BEL PORTUGAL	Food, Beverages, and Tobacco	597	157,312,305 €	2291	243	0

271	AVILUDO	Food, Beverages, and Tobacco	386	97,485,586 €	2286	244	0
272	HOSPITAL GARCIA DE ORTA	Health	2772	208,024,217 €	2281	245	0
273	JAPRAC RENT A CAR	Automotive	548	109,773,253 €	2276	246	0
274	RIBERALVES	Food, Beverages, and Tobacco	440	154,296,170 €	2271	247	0
275	CIRES	Base Materials	114	171,000,000 €	2266	248	0
276	BOSCH SECURITY SYSTEMS	Technology, Media, and Telecommunications	789	171,826,981 €	2261	249	0
277	HPCP - COMPUTING AND PRINTING PORTUGAL	Technology, Media, and Telecommunications	43	123,841,780 €	2256	250	0
278	TEJO ENERGIA	Energy and Resources	10	117,105,444 €	2251	251	0
279	CONDURIL - ENGENHARIA	Construction and Real Estate	1609	110,964,706 €	2246	252	0
280	MAN TRUCK & BUS (PORTUGAL)	Automotive	93	117,782,966 €	2241	253	0
281	FAPRICELA - INDÚSTRIA DE TREFILARIA	Metal mechanics and Equipment	356	126,626,852 €	2236	254	0
282	MIBEPA	Base Materials	8	107,306,192 €	2231	255	0
283	AFÁVIAS - ENGENHARIA E CONSTRUÇÕES, S.A.	Construction and Real Estate	879	92,047,080 €	2226	256	0
284	SLEM - SOC. LIUSD ESPANHOLA DE METNS	Metal mechanics and Equipment	71	110,269,268 €	2221	257	0
285	COFEMEL - SOCIEDADE DE VESTUÁRIO	Textiles, Clothing and Leather	1283	104,802,785 €	2216	258	0
286	ASCENZA AGRO	Base Materials	470	136,053,895 €	2211	259	0
287	CONVARRI	Metal mechanics and Equipment	90	117,888,797 €	2206	260	0
288	KELLY SERVICES	Professional Services	10240	106,102,376 €	2201	261	0
289	SIMOLDES - PLÁSTICOS	Automotive	1296	96,662,661 €	2196	262	0
290	EXIDE TECHNOLOGIES	Technology, Media, and Telecommunications	466	133,663,914 €	2191	263	0
291	GESTAMP CERVEIRA	Automotive	450	120,554,000 €	2186	264	0
292	COOPLECNORTE	Food, Beverages, and Tobacco	144	122,098,997 €	2181	265	0
293	CELTEJO	Base Materials	211	125,098,997 €	2176	266	0
294	CONFORAMA PORTUGAL	Consumption and Associated Services	604	127,098,997 €	2171	267	0
295	COLEP PORTUGAL	Metal mechanics and Equipment	927	129,240,350 €	2166	268	0
296	ÂNCORALIDER	Energy and Resources	15	173,084,967 €	2161	269	0
297	LABESFAL - LABORATÓRIOS ALMIRO	Health	666	151,932,611 €	2156	270	0
298	SDT - DISTRIBUIÇÃO	Food, Beverages, and Tobacco	127	133,723,946 €	2151	271	0
299	HOSPITAL CUF DESCOBERTAS	Health	286	208,024,217 €	2146	272	0
300	UDIFAR II - DISTRIBUIÇÃO FARMACÊUTICA	Health	115	135,709,978 €	2141	273	0
Priority	Company	Industry	Employees	Revenues	ESG Rating	Social Ranking	Presence in workshops
301	CONTINENTAL TEVES PORTUGAL	Automotive	384	71,370,438 €	2136	274	0
302	FONT SALEM PORTUGAL	Food, Beverages, and Tobacco	236	155,991,768 €	2131	275	0
303	GESTAMP AVEIRO	Automotive	722	120,554,000 €	2126	276	0
304	ALMINA - MINAS DO ALENTEJO	Base Materials	326	136,544,683 €	2121	277	0
305	MONDELEZ PORTUGAL	Food, Beverages, and Tobacco	100	130,941,067 €	2116	278	0
306	CONSTRUÇÕES GABRIEL A.S.COUTO	Construction and Real Estate	378	102,948,860 €	2111	279	0
307	SANTOGAL P	Automotive	228	106,211,485 €	2106	280	0
308	BASF PORTUGUESA	Base Materials	35	116,274,488 €	2101	281	0
309	VICTOR GUEDES - INDÚSTRIA E COMERCIO	Food, Beverages, and Tobacco	104	158,253,566 €	2096	282	0
310	FUELCEST 24	Energy and Resources	172	95,306,517 €	2091	283	0
311	P&C - PERFUMES & COMPANHIA	Consumption and Associated Services	993	107,866,453 €	2086	284	0
312	ESCALA BRAGA	Health	1954	116,966,453 €	2081	285	0

313	RACENTRO	Food, Beverages, and Tobacco	76	129,161,275 €	2076	286	0
314	PLANOS FÉRRICOS PORTUGAL	Base Materials	0	112,658,847 €	2071	287	0
315	TMG	Automotive	583	114,717,866 €	2066	288	0
316	MONTE D'ALVA - ALIMENTAÇÃO	Food, Beverages, and Tobacco	742	130,019,179 €	2061	289	0
317	CHINA TRIUMPHINT. ENGINEERING CO.	Construction and Real Estate	0	121,997,766 €	2056	290	0
318	ALTICE LABS	Technology, Media, and Telecommunications	340	98,098,765 €	2051	291	0
319	CN.C.B. - C. N. COMERCIO BACALHAU	Food, Beverages, and Tobacco	84	107,675,624 €	2046	292	0
320	GERTAL	Tourism, Catering, and Leisure	3450	85,942,653 €	2041	293	0
321	HENNES & MAURITZ	Textiles, Clothing, and Leather	1384	84,370,159 €	2036	294	0
322	HOSPITAL CUF INFANTE SANTO	Health	290	208,024,217 €	2031	295	0
323	SANTOS BAROSA - VIDROS	Base Materials	381	112,493,607 €	2026	296	0
324	MEIGAL	Food, Beverages, and Tobacco	388	112,913,271 €	2021	297	0
325	MODALFA	Textiles, Clothing, and Leather	962	161,804,933 €	2016	298	0
326	ROCA	Construction and Real Estate	948	108,437,564 €	2011	299	0
327	C.M.E	Construction and Real Estate	1062	117,241,092 €	2006	300	0
328	EUROPCAR INTERNACIONAL	Automotive	355	119,876,968 €	2001	301	0
329	MYLAN	Health	173	118,133,758 €	1996	302	0
330	RNM - PRODUTOS QUIMICOS	Base Materials	107	78,151,406 €	1991	303	0
331	C. HOSP TONDELA-VISEU EPE (CHTV)	Health	2543	133,984,580 €	1986	304	0
332	SOLVERDE	Tourism, Catering and Leisure	1091	75,192,434 €	1981	305	0
333	AUGUSTO DUARTE REIS	Food, Beverages, and Tobacco	84	109,094,842 €	1976	306	0
334	CIN - CORPORAÇÃO INDUSTRIAL 00 NORTE	Base Materials	587	124,543,774 €	1971	307	1
335	AUTO INDUSTRIAL	Automotive	245	97,005,740 €	1971	307	0
336	PORTUGÁLIA - TRANSPORTES AÉREOS	Transportation and Logistics	698	82,546,207 €	1966	308	1
337	AUTO JÚLIO	Automotive	149	97,005,740 €	1966	308	0
338	MERCEDES-BENZ RETAIL	Automotive	176	89,927,808 €	1961	309	0
339	OMICLEAR C.C.	Professional Services	11	98,765,487 €	1956	310	0
340	EST - EMPRESA SENENSE DE TABACOS	Food, Beverages, and Tobacco	75	94,545,654 €	1951	311	0
341	J.H.ORNELAS & CA. SUCESSOR	Energy and Resources	213	97,043,737 €	1946	312	0
342	MJ.VENDEIRO	Energy and Resources	196	110,010,987 €	1941	313	0
343	EUGSTER & FRISMAG	Metal mechanics and Equipment	764	124,146,745 €	1936	314	0
344	RIA BLADES	Metal mechanics and Equipment	1294	104,798,611 €	1931	315	0
Priority	Company	Industry	Employees	Revenues	ESG Rating	Social Ranking	Presence in workshops
345	CEREALIS - PRODUTOS ALIMENTARES	Food, Beverages, and Tobacco	436	126,684,069 €	1926	316	0
346	VESAUTO - AUTOMOVEIS REPARAÇÕES	Automotive	172	77,212,075 €	1921	317	0
347	AUTO-SUECO PORTUGAL - VEIC. PESADOS	Automotive	305	96,490,007 €	1916	318	0
348	PROSEGUR - COMPANHIA OE SEGURANÇA	Professional Services	5616	89,051,795 €	1911	319	0
349	TECNIMEDE - SOC. TÉCNICO-MEDICINAL	Health	240	125,608,534 €	1906	320	0
350	SCANIA PORTUGAL	Automotive	172	90,715,928 €	1901	321	0
351	CLARANET II SOLUTIONS	Technology, Media, and Telecommunications	425	102,812,166 €	1896	322	0
352	PORTCOCERACÃO	Energy and Resources	0	87,390,240 €	1891	323	0
353	SUGAIL- ALIMENTOS	Food, Beverages, and Tobacco	381	89,787,687 €	1886	324	0
354	M.COUTO ALVES	Construction and Real Estate	95	82,434,555 €	1881	325	0
355	IBERUSA - HOTELARIA E RESTAURAÇÃO	Tourism, Catering and Leisure	2899	77,592,169 €	1876	326	0

356	ESTAMO - PARTICIPAÇÕES IMOBILIÁRIAS	Construction and Real Estate	17	76,872,112 €	1871	327	0
357	VERSALLIA	Base Materials	243	105,435,328 €	1866	328	0
358	TETRA PAK PORTUGAL	Food, Beverages, and Tobacco	63	95,988,944 €	1861	329	0
359	NOBRE AUMENTAÇÃO	Food, Beverages, and Tobacco	757	108,413,753 €	1856	330	0
360	SGHL - SOC. GEST. HOSPITAL DE LOURES	Health	1691	89,034,185 €	1851	331	0
361	SECURITAS	Professional Services	5248	102,114,577 €	1846	332	0
362	TRADE2C	Energy and Resources	1	107,564,236 €	1841	333	0
363	GOLD ENERGY	Energy and Resources	95	132,557,692 €	1836	334	0
364	R STAR PETRÓLEOS	Energy and Resources	35	110,592,055 €	1831	335	0
365	FERREIRA - CONSTRUÇÃO	Construction and Real Estate	175	104,803,298 €	1826	336	0
366	HYUNDAI PORTUGAL	Automotive	42	96,076,781 €	1821	337	0
367	CEREALIS - MOAGENS	Food, Beverages, and Tobacco	168	95,400,983 €	1816	338	0
368	MBP AUTOMÓVEIS PORTUGAL	Automotive	29	76,824,659 €	1811	339	0
369	FRUTAS PATRICIA PILAR	Food, Beverages, and Tobacco	328	114,149,578 €	1806	340	0
370	CSLINES - TRANSPORTES MARÍTIMOS	Transportation and Logistics	76	89,777,629 €	1801	341	0
371	JAPAUTOMOTIVE	Automotive	250	79,487,069 €	1796	342	0
372	MSFT	Technology, Media, and Telecommunications	606	115,836,567 €	1791	343	0
373	ITALCO - MODA ITALIANA	Textiles, Clothing and Leather	724	85,656,892 €	1786	344	0
374	MERCEDES-BENZ ALUGUER DE VEÍCULOS	Automotive	0	73,354,175 €	1781	345	0
375	AUTO-SUECO II AUTOMÓVEIS	Automotive	205	83,825,851 €	1776	346	0
376	NAVIGATOR BRANDS	Base Materials	582	115,836,567 €	1771	347	0
377	RAPEL - COMBUSTÍVEIS E LUBRIFICANTES	Energy and Resources	9	73,221,352 €	1766	348	0
378	S.P.L.A. - SOCIEDADE PORTUGUESA DE LEILÕES DE AUTOMÓVEIS, S.A.	Automotive	68	86,250,268 €	1761	349	0
379	INTRAPLÁS	Base Materials	297	92,706,248 €	1756	350	0
380	ITAU - INST TÉC. ALIMENTAÇÃO HUMANA	Tourism, Catering and Leisure	2765	98,917,166 €	1751	351	0
381	ALVES RIBEIRO	Construction and Real Estate	406	241,145,256 €	1746	352	0
382	AAPICO MAIA	Automotive	547	79,027,709 €	1741	353	0
383	SAICA PACK PORTUGAL	Base Materials	545	95,891,382 €	1736	354	0
384	ROBUSTAE - CONFECÇÕES	Textiles, Clothing and Leather	695	79,326,595 €	1731	355	0
385	IMPRESSA NACIONAL - CASA DA MOEDA	Technology, Media, and Telecommunications	701	75,139,076 €	1726	356	0
Priority	Company	Industry	Employees	Revenues	ESG Rating	Social Ranking	Presence in workshops
386	AGRUPALTO	Food, Beverages, and Tobacco	7	97,897,639 €	1721	357	0
387	MATRIZAUTO - COMÉRCIO DE AUTOMÓVEIS	Automotive	134	93,971,176 €	1716	358	1
388	ÁGUAS DO ALGARVE	Energy and Resources	162	116,777,929 €	1716	358	1
389	ÁGUAS DO NORTE	Energy and Resources	556	116,777,929 €	1711	359	0
390	GLAXOSMITHLINE	Health	121	98,987,767 €	1711	359	1
391	ÁGUAS DO VALE DO TEJO	Transportation and Logistics	200	103,892,105 €	1706	360	0
392	ECCO'LET (PORTUGAL) - FÁB. SAPATOS	Textiles, Clothing and Leather	1157	81,852,144 €	1706	360	0
393	LASO - TRANSPORTES	Transportation and Logistics	780	84,396,099 €	1701	361	0
394	CALZEDONIA PORTUGAL	Textiles, Clothing and Leather	999	91,123,254 €	1696	362	0
395	SYMINGTON FAMILY ESTATES - VIMIOS	Food, Beverages, and Tobacco	438	96,725,021 €	1691	363	0
396	CONTINENTAL - INDÚSTRIA TÊXTIL DO AVE	Automotive	242	82,760,192 €	1686	364	0

397	NATURGY IBERIA SUCURSAL EM PORTUGAL	Energy and Resources	14	95,400,231 €	1681	365	0
398	CAETANOBUS - FABR. DE CARROÇARIAS	Automotive	948	89,606,768 €	1676	366	0
399	EUROESTE	Food, Beverages, and Tobacco	174	93,517,229 €	1671	367	0
400	SREIDISTRI - DISTRIBUIÇÃO E LOGÍSTICA	Food, Beverages, and Tobacco	0	94,401,818 €	1666	368	0
401	BEYOND MOTORS CAR	Automotive	163	96,614,201 €	1661	369	0
402	UNISELF - SOC. REST. PÚBL. E PRIVADOS	Tourism, Catering, and Leisure	4394	73,499,140 €	1656	370	0
403	IRMÃOS VILA NOVA	Textiles, Clothing, and Leather	334	73,167,629 €	1651	371	0
404	C. HOSP DO TÂMIGA E SOUSA	Health	2108	105,946,242 €	1646	372	0
405	MODELO- DIST. MATERIAIS CONSTRUÇÃO	Construction and Real Estate	571	102,346,242 €	1641	373	0
406	SANTOGAL V	Automotive	189	112,966,218 €	1636	374	0
407	CONSTRUCTORA SAN JOSÉ (PONTEVEDRA)	Construction and Real Estate	176	99,594,452 €	1631	375	0
408	ALDRO ENERGIA Y SOLUCIONES S.L.U.	Energy and Resources	6	101,234,236 €	1626	376	0
409	PULL & BEAR (PORTUGAL) - CONFECÇÕES	Textiles, Clothing, and Leather	708	79,865,657 €	1621	377	0
410	POLOPIQUE	Textiles, Clothing, and Leather	240	78,721,087 €	1616	378	0
411	ARLÍQUIDO	Base Materials	186	82,870,154 €	1611	379	0
412	CABOPOL - POLYMER COMPOUNDS	Base Materials	178	82,692,661 €	1606	380	0
413	GASPE - COMBUSTÍVEIS	Energy and Resources	98	81,118,437 €	1601	381	0
414	WEST SEA - ESTALEIROS NAVAIS	Transportation and Logistics	348	114,199,942 €	1596	382	0
415	IVECO PORTUGAL - COM.DE VEÍC. INDUST.	Automotive	121	84,542,798 €	1591	383	0
416	PH ENERGIA	Energy and Resources	30	78,860,543 €	1586	384	0
417	KILOM	Food, Beverages, and Tobacco	274	83,119,123 €	1581	385	0
418	BERSHKA (PORTUGAL) - CONFECÇÕES	Textiles, Clothing, and Leather	808	80,233,262 €	1576	386	0
419	PATINTER	Transportation and Logistics	1004	81,243,104 €	1571	387	0
420	ALTRAN PORTUGAL	Technology, Media, and Telecommunications	2234	99,074,024 €	1566	388	0
421	METALOGALVA - IRMÃOS SILVAS	Metal mechanics and Equipment	520	101,699,705 €	1561	389	0
422	NOKIA SOLUT. AND NETWORKS PORTUGAL	Technology, Media, and Telecommunications	1521	90,540,123 €	1556	390	0
423	NAVIGATOR TISSUE RÓDAO	Base Materials	247	81,789,739 €	1551	391	0
424	OPUSOERA - MEIOS E PUBLICIDADE	Technology, Media, and Telecommunications	8	77,036,463 €	1546	392	0
425	BOMCAR - AUTOMÓVEIS	Automotive	142	74,324,367 €	1541	393	0
426	AQUINOS	Consumption and Associated Services	1471	73,415,256 €	1536	394	0
Priority	Company	Industry	Employees	Revenues	ESG Rating	Social Ranking	Presence in workshops
427	FIMA OLÁ - PRODUTOS ALIMENTARES	Food, Beverages, and Tobacco	440	91,885,163 €	1531	395	0
428	RIBEIROS - IND. E COM. CEREJAS IMP. EXP.	Food, Beverages, and Tobacco	77	104,679,937 €	1526	396	0
429	ASTRAZENECA - PROD. FARMACÊUTICOS	Health	51	101,955,624 €	1521	397	0
430	EVERTIS IBÉRICA	Food, Beverages, and Tobacco	235	84,221,798 €	1516	398	0
431	METALMARINHA	Base Materials	24	88,150,444 €	1511	399	0
432	ADIDAS PORTUGAL - ART. DE DESPORTO	Consumption and Associated Services	206	80,945,678 €	1506	400	0
433	IBER KING - RESTAURAÇÃO	Tourism, Catering, and Leisure	1923	83,536,672 €	1501	401	0
434	AMTROL-ALFA - METALMECÂNICA	Metal mechanics and Equipment	697	81,579,025 €	1496	402	0
435	HOSPOR - HOSPITAIS PORTUGUESES	Health	918	82,358,347 €	1491	403	0
436	SOPROPÉ - ORGANIZAÇÕES DE CALÇADO	Textiles, Clothing, and Leather	721	81,400,789 €	1486	404	0

437	SIDUL AÇUCARES	Food, Beverages, and Tobacco	223	96,604,102 €	1481	405	0
438	EMIRATES SUCURSAL EM PORTUGAL	Transportation and Logistics	31	91,028,625 €	1476	406	0
439	MCKMOTORS	Automotive	28	75,689,223 €	1471	407	0
440	ANTÓNIO TEIXEIRA LOPES & FILHOS	Food, Beverages, and Tobacco	187	97,030,805 €	1466	408	0
441	SANTOGAL N	Automotive	154	72,022,432 €	1461	409	0
442	T.V.I. - TELEVISÃO INDEPENDENTE	Technology, Media, and Telecommunications	469	78,916,565 €	1456	410	0
443	C A C B - PRODUTOS ALIMENTARES	Food, Beverages, and Tobacco	8	81,572,020 €	1451	411	0
444	KIRCHHOFF AUTOMOTIVE PORTUGAL	Automotive	526	82,921,571 €	1446	412	0
445	LAMISION - SOCIEDADE DE TRANSPORTES	Transportation and Logistics	1044	89,599,253 €	1441	413	0
446	PRIO BIO	Energy and Resources	41	704,348,876 €	1436	414	0
447	GENERIS - FARMACÊUTICA	Health	299	86,900,220 €	1431	415	0
448	CONTINENTAL ADVANCED ANTENNA	Technology, Media, and Telecommunications	549	80,698,645 €	1426	416	0
449	STRADIVARIUS (PORTUGAL) - CONFECÇÕES	Textiles, Clothing and Leather	605	74,575,899 €	1421	417	0
450	NASAMOTOR - VEICULOS E PEÇAS	Automotive	214	91,842,793 €	1416	418	0
451	LUSOPONTE	Transportation and Logistics	137	81,202,844 €	1411	419	0
452	AVISABOR	Health	340	93,981,192 €	1406	420	0
453	RNE - REDE NACIONAL DE EXPRESSOS	Transportation and Logistics	65	85,090,324 €	1401	421	0
454	MANITOWOC CRANE GROUP PORTUGAL	Metal mechanics and Equipment	218	72,885,668 €	1396	422	0
455	GEFCO (PORTUGAL) - TRANSITÁRIOS	Transportation and Logistics	203	71,559,493 €	1391	423	0
456	BORGSTENA TEXTILE PORTUGAL	Automotive	573	72,346,362 €	1386	424	0
457	EFACEC - ENGENHARIA E SISTEMAS	Technology, Media, and Telecommunications	506	77,823,932 €	1381	425	0
458	UN. LOCAL SAÚDE DO NORTE ALENTEJANO	Health	1602	91,005,623 €	1376	426	0
459	SANTOGAL F	Automotive	112	72,022,432 €	1371	427	0
460	PORTWAY - HANDLING DE PORTUGAL	Transportation and Logistics	2132	81,738,936 €	1366	428	0
461	TEKA PORTUGAL	Metal mechanics and Equipment	375	82,156,899 €	1361	429	0
462	MUNDIFIOS	Textiles, Clothing, and Leather	40	78,373,872 €	1356	430	0
463	TORRESTIR	Transportation and Logistics	11	84,205,285 €	1351	431	0
464	TJA - TRANSPORTES J.AMARAL	Transportation and Logistics	1094	89,473,585 €	1346	432	0
465	SAMVARDHANA MOTHERSON PEGUFORM	Automotive	358	87,522,447 €	1341	433	0
466	JOINCO - IMPORTAÇÃO E EXPORTAÇÃO	Consumption and Associated Services	20	77,295,733 €	1336	434	0
Priority	Company	Industry	Employees	Revenues	ESG Rating	Social Ranking	Presence in workshops
467	GARCIA GARCIA	Construction and Real Estate	124	73,463,523 €	1331	435	0
468	LANKHORST EURONETE PORTUGAL	Metal mechanics and Equipment	875	70,119,846 €	1326	436	0
469	BROSE	Automotive	184	86,544,563 €	1321	437	0
470	CAMOBAR	Automotive	220	73,665,474 €	1316	438	0
471	SORGAL - SOCIEDADE DE ÓLEOS E RAÇÕES	Food, Beverages, and Tobacco	193	78,054,246 €	1311	439	0
472	UN. LOCAL SAÚDE DO BAIXO ALENTEJO	Health	1717	87,496,205 €	1306	440	0
473	MARTIFER - CONST. METALOMEC.	Metal mechanics and Equipment	733	83,578,234 €	1301	441	0
474	ZIPPY - COMÉRCIO E DISTRIBUIÇÃO	Textiles, Clothing and Leather	437	72,430,001 €	1296	442	0
475	FÁBRICA TORREJANA	Energy and Resources	60	82,799,409 €	1291	443	0
476	TABAQUEIRA - EMPR. INDUST. DE TABACOS	Food, Beverages, and Tobacco	499	86,088,362 €	1286	444	0
477	GUERIN - RENT-A-CAR (DOIS)	Automotive	297	82,683,758 €	1281	445	0
478	MEDTRONIC PORTUGAL	Health	131	80,406,584 €	1276	446	0

479	LENOVO (SPAM) S.L. SUCURSAL PORTUGAL	Technology, Media, and Telecommunications	8	89,514,938 €	1271	447	1
480	MEDWAY	Transportation and Logistics	522	76,565,096 €	1271	447	0
481	CAIMA - INDÚSTRIA DE CELULOSE	Base Materials	188	71,351,137 €	1266	448	0
482	MYCARCENTER	Automotive	222	83,572,000 €	1261	449	0
483	DACHSER PORTUGAL SOCIEDADE	Transportation and Logistics	191	74,864,942 €	1256	450	0
484	J.SOARES CORREIA - ARMAZÉNS DE FERRO	Base Materials	147	77,676,566 €	1251	451	0
485	GABOR PORTUGAL - INDÚSTRIA DE CALÇADO	Textiles, Clothing, and Leather	1302	90,289,036 €	1246	452	0
486	FLORÊNCIO AUGUSTO CHAGAS	Base Materials	258	82,933,405 €	1241	453	0
487	RAPORAL	Food, Beverages, and Tobacco	309	75,626,533 €	1236	454	0
488	M.CUNHA & COMPANHIA	Food, Beverages, and Tobacco	311	85,220,683 €	1231	455	0
489	LÚCIO DA SILVA AZEVEDO & FILHOS	Construction and Real Estate	280	78,829,368 €	1226	456	0
490	JMDB - REPRES. E DISTRIB DF MARCAS	Food, Beverages, and Tobacco	80	79,152,273 €	1221	457	0
491	UNIBETÃO - INDÚSI DE BETÃO PREPARADO	Base Materials	144	91,250,203 €	1216	458	0
492	DATABOX - INFORMÁTICA	Technology, Media, and Telecommunications	108	75,672,136 €	1211	459	0
493	NAVARRA - EXTRUSÃO DE ALÚMINIO	Metal mechanics and Equipment	468	74,157,226 €	1206	460	0
494	JAGUAR LAND ROVER PORTUGAL	Automotive	4	73,900,089 €	1201	461	0
495	ICM - INDÚSTRIAS DE CARNES DO MINHO	Food, Beverages, and Tobacco	387	79,330,634 €	1196	462	0
496	ALBERTO COUTO ALVES	Construction and Real Estate	583	70,582,854 €	1191	463	0
497	BETÃO LIZ	Base Materials	144	85,360,804 €	1186	464	0
498	HOSPITAL CUF PORTO	Health	46	72,403,544 €	1181	465	0
499	ESSILOR PORTUCAL	Health	392	76,527,532 €	1176	466	0
500	HUTCHINSON (PORTO)	Automotive	478	75,663,781 €	1171	467	0
501	FÁBRICA DE TABACO MICAELENSE	Food, Beverages, and Tobacco	97	73,869,522 €	1166	468	0
502	COTESI	Textiles, Clothing, and Leather	592	76,270,876 €	1161	469	0
503	DOIS LADOS - DISTR TABACOS E BEBIDAS	Food, Beverages, and Tobacco	58	71,326,727 €	1156	470	0
504	ENTREPOSTO LISBOA	Automotive	158	72,343,242 €	1151	471	0
505	COFINA MEDIA	Technology, Media, and Telecommunications	686	198,018,283 €	1146	472	0
506	UNILFARMA	Health	27	76,526,733 €	1141	473	0
507	SCHNEIDER ELECTRIC PORTUGAL	Metal mechanics and Equipment	205	71,462,532 €	1136	474	0
508	ARCOL	Food, Beverages, and Tobacco	222	83,955,426 €	1131	475	0
509	AUTO-ESTRADAS DO ATLÂNTICO	Transportation and Logistics	156	78,268,313 €	1126	476	0
510	UNICOL - COOPERATIVA AGRÍCOLA CRL.	Food, Beverages, and Tobacco	193	76,372,251 €	1121	477	0
Priority	Company	Industry	Employees	Revenues	ESG Rating	Social Ranking	Presence in workshops
511	SOLIDAL - CONDUTORES ELÉCTRICOS	Technology, Media, and Telecommunications	334	82,971,905 €	1116	478	0
512	EUROPEAN SEAFOOD INVEST PORTUGAL	Food, Beverages, and Tobacco	807	83,815,663 €	1111	479	0
513	J.PINTO LEITAO	Base Materials	126	75,675,357 €	1106	480	0
514	IBASIS NICS	Technology, Media, and Telecommunications	4	71,246,321 €	1101	481	0
515	RIOPELE - TÊXTEIS	Textiles, Clothing, and Leather	899	72,367,353 €	1096	482	0
516	HENKEL IBÉRICA PORTUGAL	Consumption and Associated Services	64	73,575,141 €	1091	483	0
517	FSM - INDÚSTRIA DE CONFECÇÕES	Textiles, Clothing, and Leather	163	78,368,939 €	1086	484	0
518	AKWEL PAREDES DE COURA (PORTUGAL)	Automotive	218	71,256,723 €	1081	485	0
519	K-LOG - LOGÍSTICA	Transportation and Logistics	152	74,382,557 €	1076	486	0
520	ÁREAS PORTUGAL - REST. E DISTRIBUIÇÃO	Tourism, Catering, and Leisure	847	72,347,631 €	1071	487	0
521	FASHION DIVISION	Textiles, Clothing, and Leather	82	77,627,863 €	1066	488	0

522	SOFRAPA - AUTOMÓVEIS	Automotive	346	82,136,316 €	1061	489	0
523	BEL DISTRIBUIÇÃO	Food, Beverages, and Tobacco	91	70,569,904 €	1056	490	0
524	AVIBOM - AVÍCOLA	Food, Beverages, and Tobacco	375	72,405,717 €	1051	491	0
525	WAYFIELD - TRADING INTERNACIONAL	Consumption and Associated Services	136	72,733,783 €	1046	492	0
526	PETRATX CONFECCOES		543	79,378,323 €	1041	493	0
527	ESCALA VILA FRANCA	Health	1336	71,247,637 €	1036	494	0
528	PESCANOVA PORTUGAL	Food, Beverages, and Tobacco	30	72,290,023 €	1031	495	0
529	ARVAL SERVICE LEASE	Automotive	80	74,772,825 €	1026	496	0
530	EMEF - EMP. MANCL EQUIP FERROVIARIO	Transportation and Logistics	1000	70,783,873 €	1021	497	0
531	DE HEUS - NUTRIÇÃO ANIMAL	Food, Beverages, and Tobacco	144	76,822,203 €	1016	498	

Appendix 53 – Sector Analysis for the Business Community Model

Sector Analysis for the Business Community Model				
Sector	Count of Sector	Presence in workshops	Ratio of Presence	Share of Presence
Bank	3	3	100%	4%
Base Materials	47	7	15%	10%
Car	69	4	6%	6%
Construction and Real Estate	20	1	5%	1%
Consumption and Associated Services	22	6	27%	9%
Energy and Resources	45	16	36%	24%
Food, Beverages, and Tobacco	66	5	8%	7%
Health	38	5	13%	7%
Metal mechanics and Equipment	17	0	0%	0%
Professional Services	9	3	33%	4%
Technology, Media, and Telecommunications	36	6	17%	9%
Textiles, Clothing and Leather	22	0	0%	0%
Tourism, Catering and Leisure	10	1	10%	1%
Transportation and Logistics	36	6	17%	9%
Others		4	6%	
<i>Grand Total</i>	<i>440</i>	<i>67</i>	<i>100%</i>	

Appendix 54 – Market Size for the Target Segment

Market Size for the Target Segment			
Element	Share of the previous	Share of the Total Revenues	Value
Total Revenues Companies in Portugal	100%		395,053,800,000 €
Total Revenues Large Companies in Portugal	42%	42.45%	167,694,000,000 €
Total Revenues Target	60%	25.60%	101,136,347,717 €
Element	Share of the previous	Share of the Operating Surplus	Value
Operating surplus Large Portuguese Companies	100%	100.00%	15,488,000,000 €
Operating Surplus for Target	60%	60.00%	9,292,800,000 €
CSR Budget	5%	3.00%	464,640,000 €
Budget for Diversity and Inclusion	20%	0.60%	92,928,000 €
Budget to reduce Disability-related inequalities	20%	0.12%	18,585,600 €
Budget to reduce ASD-related inequalities	3%	0.01%	929,280 €
Mentoring and Training	30%	0.00%	278,784 €

Appendix 55 – GRACE List

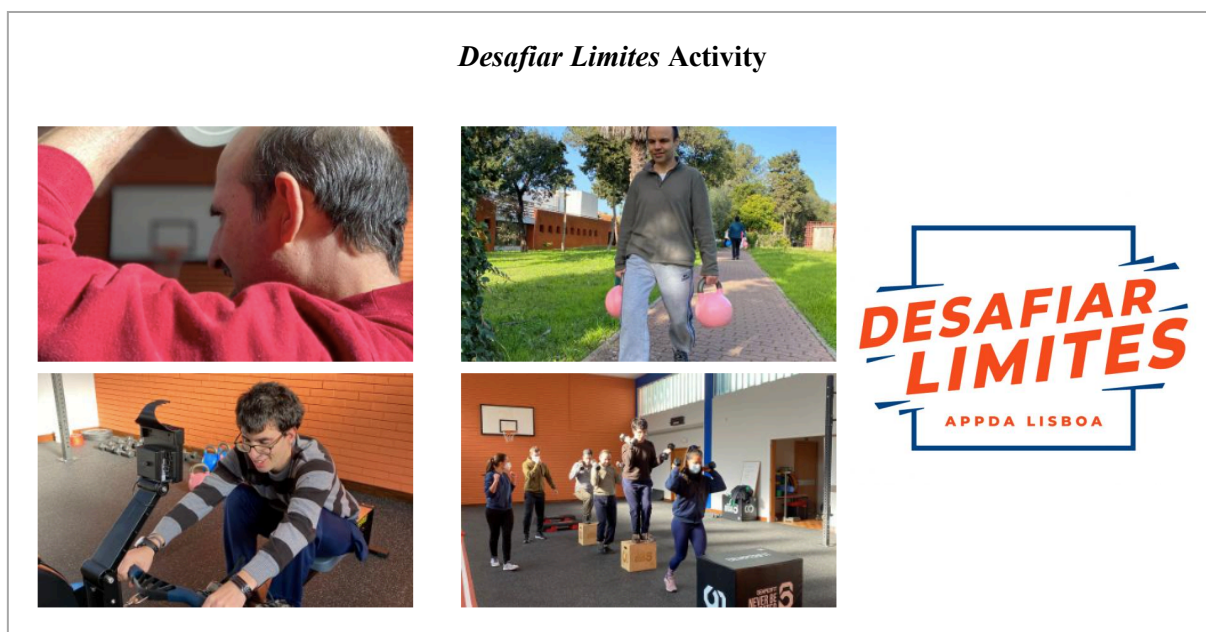
GRACE List			
Indaqua	A Silva Matos	Lipor	Banco Best
Informa D&B	Bondalti	Lionesa Investments	Banco BPI
Infraestruturas de Portugal	Mazaars	L'Oreal	Banco Português de Fomento
Inspira Santa Marta Hotel	LLYC Llorente & Cuenca	Lusiadas Saúde	Bayer
IPSOS APEME	A Silva Matos	Lusitânia	BB Douro
ISCTE-JUL	Accenture	Luz Saúde	BBVA
ISEG Exec Education	Agregavontades - REMAX	LYD SKILLS JOVEM	BEL
Janssen Cilag	Accenture	Manicómio	Biorumo - Consultores de gestão
Jerónimo Martins	Águas de Portugal, SGPS - ADP	Mainvision	BNP Paribas
JLL	Air Liquide	Makro	Brisa
Joana Horta e Costa Consultoria	Alberto Oculista	MCA Grupo	BP Portugal
K Social	ALFASIGMA	McDonald's	Call to Action
Klepierre	Almedina	Medway	CAOS
Kyndryl	ANA Aeroportos	Mercadona	Carglass
Laranja Mecânica	Antas da Cunha ECIJA	Microsoft	CARRIS
LCG Substratum	AON	Miranda	EDA, Eletricidade dos Açores
LeasePlan	ASSEDIUS	Mobilidade Positiva	Casais Engenharia&Construção SA
Lidl	Atlântica	Moneris	CCA Advogados
Lift World	Auchan Portugal Hipermercados, SA	Morais Leitão	Cellnex Portugal
Linklaters	Auto Ribeiro	MSD	Central Cervejas
Multicare	Cerâmicas Aleluia	Pfizer	EDENRED Portugal
MUSAMI	CGD	PLMJ	EDP - Energias de Portugal S.A
Neya Lisboa Hotel	Clarins	Porto Business School	EFEN - Hotelaria (FN Hotelaria)
Nhood	Clinica Médica e Dentária de Santa Madalena	PPLL	Egas Moniz
Nobre	Clinicas Leite	Press Forum	Eixo Norte Sul
Nova SBE	Cofina	Prio	El Corte Ingles
Novartis	ColorAdd	Pulso Europe CAPA	Escola Técnica Profissional da Moita
Novo Banco	Comunicatorium	PWC	Esegur
Novo Banco Açores	Comunilog	Quantinfor	Essilor
Novo Nordisk	CP	Quasar Human Capital	Eurest
NTT DATA Portugal	Credibom	Quintela & Reis Associados, Lda	Euroatla, Navegação e Trânsitos, Lda
Obo Bettermann	Cuatrecasas, Gonçalves Pereira e Associados,	Raisengo	Eversheds Sutherland FCB
OCP	CUF	REPSOL	F3M
Omnova	Danone Portugal	RTP	Farminvest (ANF)
Oneybank	Delta Cafés	Sair da Casca	Fidelidade
Opticália - Gropsun	DHL	Santander	Finerge
Outcome	Doce Convite /Confeitaria	SATA	FLAD
Ovosolutions	DuplaDP	Secil	Fundação Ageas
Pedra Base	Earthwatchers	SEG Automotive	Fundação Alice (PT)
Pequenos Nadas	Ecodeal	Servilusa	Fundação Galp
Servulo & Associados	Fundação La Caixa	Universidade Europeia	Grupo TMF
SHL Portugal	Fundação Manuel António da Mota	UPTEC	H Sarah Trading
SIBS	Fundação Montepio	Vale do Lobo Resort	H Tecnic - Construções, Lda.
SIPRP	Get2C	VdA	Hipogeslberia
SISCOG - Sistemas Cognitivos, SA	Gilead Science	VdA Fundação Vasco Vieira de Almeida VVDA	Casa Oliveira Guimarães
MC Sonae	Gingko (Greenfest)	Via directa OK TELESEGURO	HUF Portuguesa
Sovena	GMtel	Viatrix	IBM
SPEAK integração	Gomez Acebo & Pombo	Vodafone	Idea Ninja
SRS Legal	Gradiva Publicações	Whitestar	IGCP
STINMA	GRAFE	Widex	IIRH
Stravilla Sustainability Hub	GRANT THORNTON	WINICIO	Ilha Peixe
Super Bock Group - Unicer	GreenLab	Wisdom	INCM
Sustain Azores	Grosvenor	Wunderman Thompson	Imatch
Systemic	Grunenthal	Xerox	Impact Hub
Tabaqueira	Grupo BEL		
Timber Capital Portugal	Grupo Finançor		
Tranquilidade	Grupo CH Consulting		
Trivalor	Grupo Pestana Pousadas		
Turn Around	Grupo Sousa		
Universidade Católica Portuguesa	Grupo Future Healthcare		

Appendix 56 – *curiosaMENTE* Logo



Legend: It was designed a Logo for the new Training & Mentoring Service, inspired on APPDA LISBOA's current brand image.

Appendix 57 – *Desafiar Limites* Activity



Legend: A moment with great success that aims to promote sports activities and physical challenges.

Appendix 58 – Pottery Activity



Legend: Pottery Classes are one of the beneficiaries' favourite activities when in CACI.

Appendix 59 – Pricing for *curiosaMENTE*

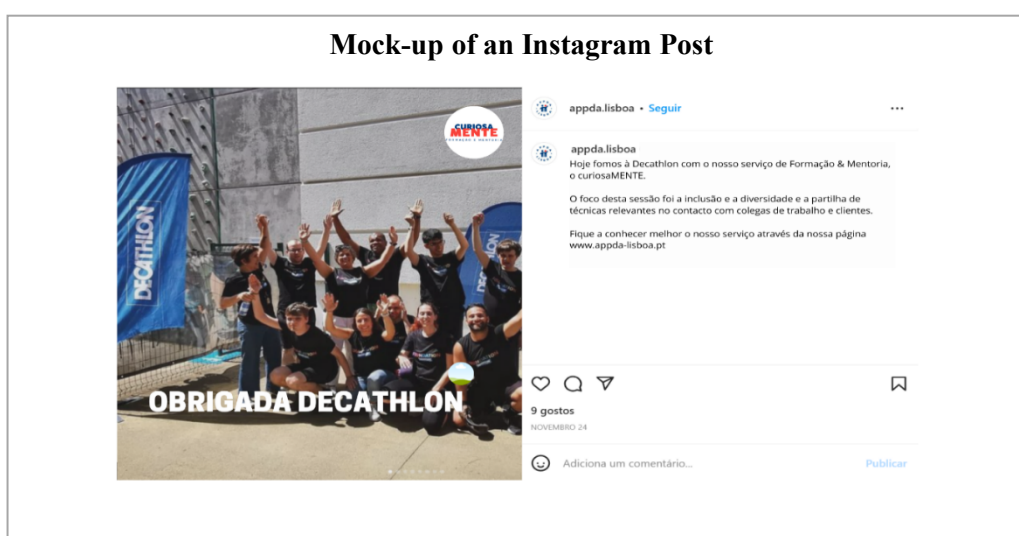
Pricing for <i>curiosaMENTE</i>						
Prices	Price for Educational Community	Price for Companies up to 30 attendees	Price for Companies from 30 up to 50 attendees	Price for Companies from 50 up to 75 attendees	Price for Companies from 75 up to 100 attendees	Price for Companies 100+ attendees
Price Total	363	600	700	900	1,000	1,200
Price per Person	5	30	18	14	11	10
Hours of Session	2.5h	3	3	3	3	3
AVG. Number Participants	29	20	40	65	90	120

Appendix 60 – Mock-up of the Training & Mentoring Web Page



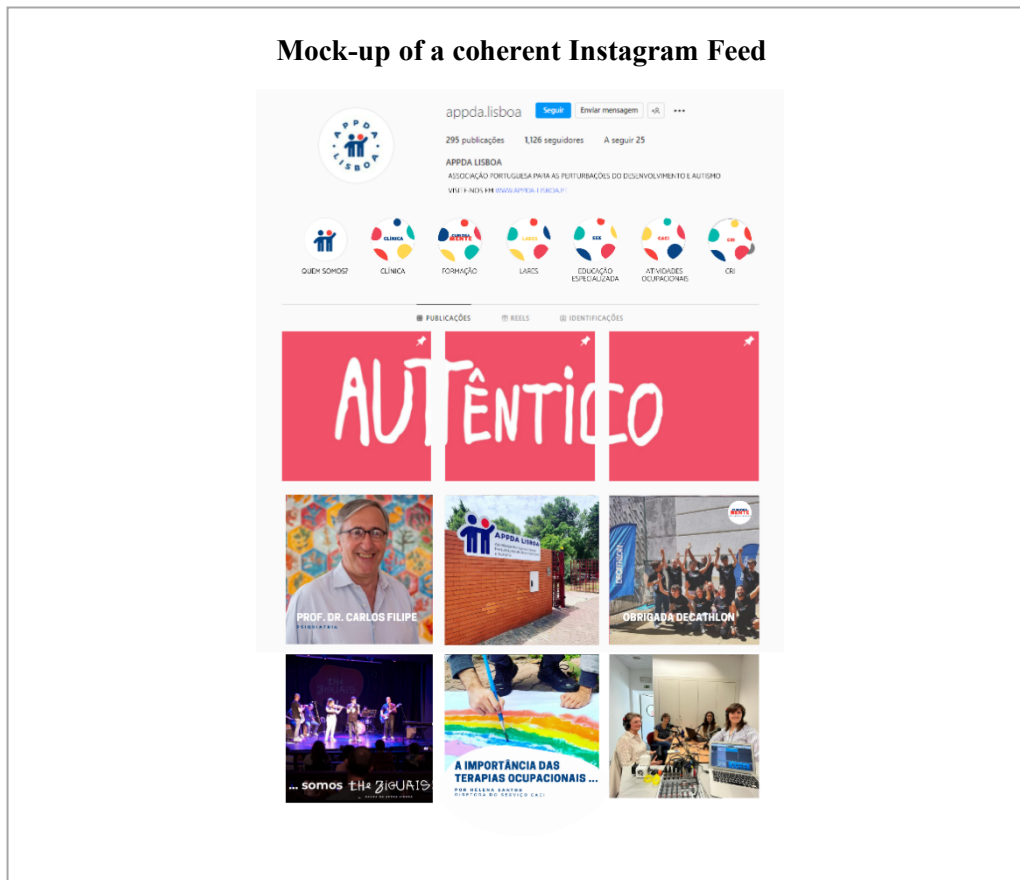
Legend: As it was suggested to create a section on the website of this service, a visual mock-up was created.

Appendix 61 – Mock-up of an Instagram Post related to *curiosaMENTE*



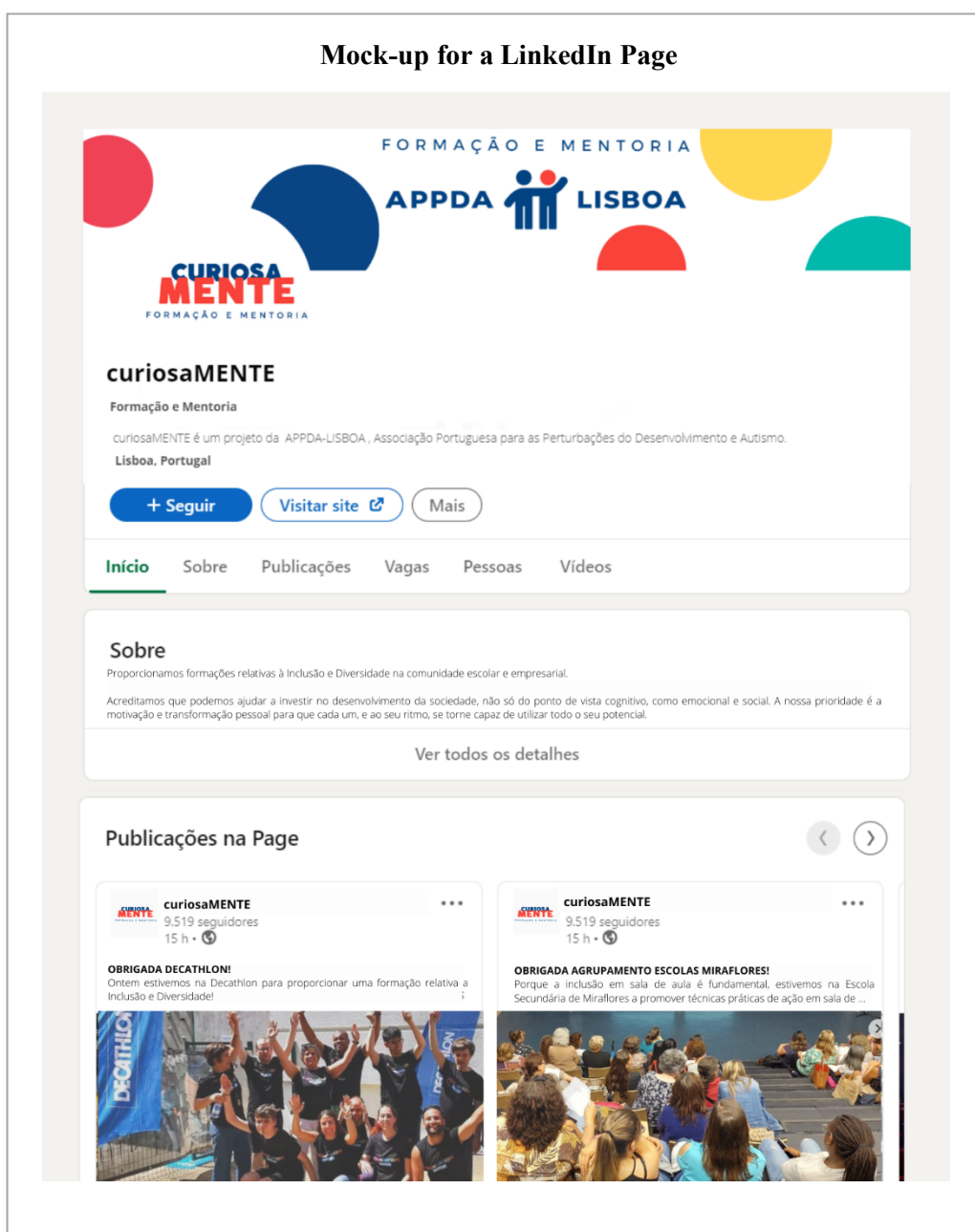
Legend: In order to promote the service on the social network Instagram, a mock-up of a post related to a potential session was created.

Appendix 62 – Mock-up of a coherent Instagram Feed



Legend: Because the lack of strategy on the current Instagram page was noted, a mock-up of a coherent page that conveys professionalism and familiarity was developed.

Appendix 63 – Mock-up for a LinkedIn Page



Legend: Because it was considered relevant to create a LinkedIn page to promote the service closer to companies, a prototype was created.

Appendix 64 – Financial Plan *curiosaMENTE*

Financial Plan <i>curiosa</i> MENTE											
Clients	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033
Educational Community	4	8	10	12	14	14	15	15	15	15	15
Companies up to 30 Employees	3	5	7	8	10	11	11	11	11	11	11
Companies from 30 up to 50 Employees	1	2	2	3	3	3	3	3	3	3	3
Companies from 50 up to 75 Employees	1	2	3	4	4	4	4	4	4	4	4
Companies from 75 up to 100 Employees	1	1	2	2	2	2	2	2	2	2	2
Companies 100+ Employees	0	1	2	2	2	2	2	2	2	2	2
Revenues	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033
Educational Community	1,450 €	2,958 €	3,922 €	4,801 €	5,387 €	5,769 €	6,002 €	6,122 €	6,245 €	6,370 €	6,497 €
Companies up to 30 Employees	1,800 €	2,754 €	4,214 €	5,157 €	6,313 €	7,083 €	7,514 €	7,664 €	7,817 €	7,973 €	8,133 €
Companies from 30 up to 50 Employees	700 €	1,071 €	1,639 €	2,006 €	2,250 €	2,410 €	2,508 €	2,558 €	2,609 €	2,661 €	2,714 €
Companies from 50 up to 75 Employees	900 €	1,836 €	2,809 €	3,438 €	3,858 €	4,132 €	4,299 €	4,385 €	4,472 €	4,562 €	4,653 €
Companies from 75 up to 100 Employees	1,000 €	1,020 €	1,561 €	1,910 €	2,143 €	2,295 €	2,388 €	2,436 €	2,485 €	2,534 €	2,585 €
Companies 100+ Employees	0 €	1,224 €	1,873 €	2,292 €	2,572 €	2,754 €	2,866 €	2,923 €	2,982 €	3,041 €	3,102 €
Total Revenues	5,850 €	10,863 €	16,017 €	19,605 €	22,523 €	24,444 €	25,576 €	26,087 €	26,609 €	27,141 €	27,684 €
Costs	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033
Marketing Manager Salary	7,166 €	7,310 €	7,456 €	7,605 €	7,757 €	7,912 €	8,071 €	8,232 €	8,397 €	8,565 €	8,736 €
Transportation	30 €	73 €	132 €	194 €	260 €	323 €	380 €	431 €	439 €	448 €	457 €
Km per trip	15 €	20 €	25 €	30 €	35 €	40 €	45 €	50 €	50 €	50 €	50 €
Cost per Km	0 €	0 €	0 €	0 €	0 €	0 €	0 €	0 €	0 €	0 €	0 €
Number of Trips (Clients x 2)	20 €	36 €	51 €	61 €	69 €	73 €	75 €	75 €	75 €	75 €	75 €
Flyers	500 €	600 €	720 €	864 €	778 €	700 €	714 €	728 €	743 €	758 €	773 €
Online Advertising Ads	960 €	1,152 €	1,382 €	1,659 €	1,493 €	1,344 €	1,209 €	1,234 €	1,258 €	1,283 €	1,309 €
Certification	500 €	0 €	0 €	0 €	0 €	0 €	0 €	0 €	0 €	0 €	0 €
Material for workshops	60 €	102 €	156 €	191 €	223 €	244 €	257 €	262 €	267 €	272 €	278 €
Total Costs	9,216 €	9,237 €	9,847 €	10,513 €	10,511 €	10,523 €	10,630 €	10,886 €	11,104 €	11,326 €	11,552 €
Cash Flows	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033
Total Revenues	5,850 €	10,863 €	16,017 €	19,605 €	22,523 €	24,444 €	25,576 €	26,087 €	26,609 €	27,141 €	27,684 €
Total Costs	9,216 €	9,237 €	9,847 €	10,513 €	10,511 €	10,523 €	10,630 €	10,886 €	11,104 €	11,326 €	11,552 €
Cash Flow	-3,366 €	1,626 €	6,170 €	9,092 €	12,012 €	13,921 €	14,945 €	15,201 €	15,505 €	15,815 €	16,132 €
Discounted Cash Flows	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033
Discounted Cash Flows	(2,990 €)	1,282 €	4,322 €	5,656 €	6,636 €	6,830 €	6,512 €	5,883 €	5,329 €	4,827 €	4,373 €
Terminal Value	42,079 €										
NPV	90,741 €										
Payback Period	2 years 5 months										