

Annual Report 2025



CALOUSTE GULBENKIAN
FOUNDATION



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Introduction

Message from the President

António M. Feijó

In 2025, the Foundation continued to pursue its activities in each of the four areas that its founder, Calouste Gulbenkian, considered to be central priorities: art, education, science and philanthropy. Much of what the Foundation does belongs to more than one of these areas. A few examples may serve to clarify how its different purposes are all interlinked.

The Foundation's programme of Merit Scholarships, which are awarded to university students with limited financial resources and high academic performance, displayed an increase of 500 scholarships, with the total number that were awarded exceeding two thousand at the end of the year. The Armenian Communities Department awarded 300 scholarships for study in 23 countries, in cities such as Beirut, Istanbul, Paris, Leipzig, Budapest and Oxford. Educational projects were developed for the initial cycles of study in the learning of the Western Armenian language, involving the creation of pedagogical materials, teacher training programmes and the creation of school curricula, as well as the annual summer school of language teaching in France, and highlighting the coherence of this distribution of the different supports provided.



Gulbenkian Choir and Orchestra in Cape Verde. © Grace Ribeiro

In the African countries with which it collaborates, the Foundation played an important role in the creation of a master's degree in the Teaching of Mathematics and the reform of the basic education system in Guinea-Bissau, while also lending its support to the creation of a laboratory of Pathological Anatomy in São Tomé and Príncipe. Furthermore, it initiated seven research projects in Health Sciences in Cape Verde, Guinea-Bissau and Mozambique and supported postgraduate courses at six universities, involving more than two hundred students. In Portugal, the Foundation supported the consolidation of the Gulbenkian Institute for Molecular Medicine, which attracted top international researchers and received the largest amount of support ever awarded to similar national institutions by the bodies that finance scientific research. For its part, the newly-created Gulbenkian Institute of Advanced Studies — an unprecedented initiative in Portugal — enjoyed far greater success than originally expected (the competition for the ten places available in the first cohort of resident researchers, who are due to arrive in Portugal in autumn 2026, attracted more than four hundred applicants from sixty-five countries).

In the areas of Equity and Sustainability, which are central axes of the strategic cycle set to end in 2027 — nineteen projects were developed in the area of children's mental health, and seventeen projects focused on providing home care to more than two thousand old people. The sixth edition of the Gulbenkian Prize for Humanity, as well as the funding of non-governmental organisations working in defence of biodiversity, and other projects developed under the scope of the “Gulbenkian Water” and “Climate Participation” programmes, were major initiatives in this field.

The Gulbenkian Museum underwent a major redevelopment programme in 2025, although it will, however, continue to display a sober appearance to its visitors. In 2025, it held an exhibition of some of its “great works”. It continued to pursue its programme of itinerant exhibitions, displaying its collection of Venetian paintings by Francesco Guardi at the Thyssen-Bornemisza Museum in Madrid (an exhibition that will continue at the Ca' Rezzonico Museum in Venice in 2026), and holding a joint exhibition at the Machado

de Castro Museum in Coimbra. The Centro de Arte Moderna Gulbenkian held several exhibitions that were greatly appreciated by critics and public alike. Some of the work that was shown at the centre was similar to what was displayed in the *complexo brasil* exhibition. A special issue of the *Colóquio* magazine, which had been subject to some editorial changes, also focused on contemporary Brazilian reality, showing how it is fractured, exuberant and full of life. This dialogue with countries with which Portugal has shared centuries of history enjoyed a particularly high moment in the concerts that the Gulbenkian Orchestra and Choir gave in Cape Verde, to mark the fiftieth anniversary of the country's independence. These were among the more than one hundred concerts given by the Gulbenkian Orchestra and Choir to a total audience of more than 100,000 listeners.

The nature of the Gulbenkian Foundation has been clearly outlined in this brief and partial account of its activities in 2025. In 2026, when the Foundation will be celebrating its seventieth anniversary, there will be a detailed exposition of its long and splendid historical legacy, of which these different activities are a major part.



On 18 July 2025, the Foundation staff celebrated Calouste Gulbenkian Day.
© Ricardo Oliveira Alves

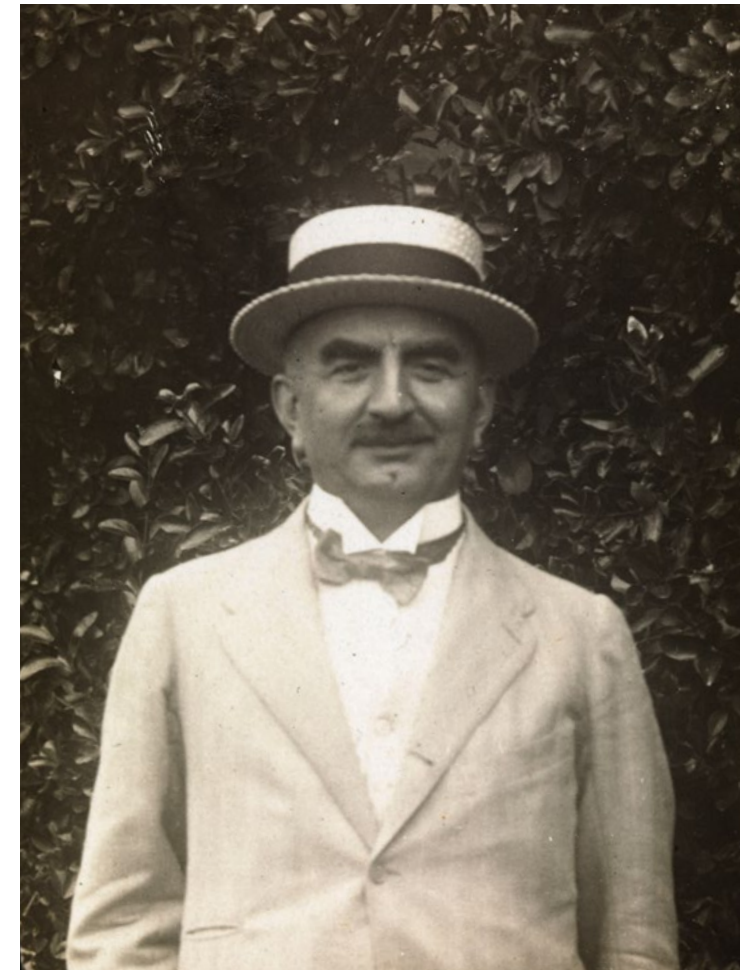
Calouste Sarkis Gulbenkian

A businessman, art collector and philanthropist of Armenian origin, Calouste Sarkis Gulbenkian (Uskudar, Istanbul, 1869 – Lisbon, 1955) was, above all, a “business architect”, with vision and a sense of balance of the interests at play in the first half of the 20th century.

His work as a mediator in international negotiations was fundamental to the exploitation of the oil reserves in what is now Iraqi territory, helping to build and develop the then emerging oil production and marketing industry, especially in the Middle East.

The crossing of the Eastern culture of his origins with that of the West in which he always lived (Paris, London, Lisbon) made him a singularly cultured man, a passionate lover of art who throughout his life gathered an eclectic and prestigious collection of artworks that can today be admired in the Calouste Gulbenkian Museum.

Lisbon was the city Calouste Gulbenkian chose to come to when he fled the war and where he lived the last 13 years of his life. In his will, he clearly stated that this was where he wanted to build the headquarters of an international foundation with his name, dedicated to charity, art, education and science, and for the benefit of all humanity.



Calouste Sarkis Gulbenkian. © Gulbenkian Archives

2025 in numbers



Art, knowledge and science in a fairer, more sustainable and diverse world

Established in 1956, the Calouste Gulbenkian Foundation boasts a large team of employees and partners who every day strive to fulfil its mission to build a fairer, more sustainable and diverse world, through a museum that houses founder Calouste Gulbenkian's private collection, the Centro de Arte Moderna Gulbenkian with the largest collection of modern and contemporary Portuguese art, an Orchestra and Choir, and an Art Library and Archives. It also implements innovative programmes and projects that provide support in the form of grants and subsidies to social institutions and organisations in Portugal, the United Kingdom and France (where it has delegations), as well as in Portuguese-speaking countries in Africa and Armenian communities. It focuses on science through its support for the Gulbenkian Institute for Advanced Studies (IGEA), the Gulbenkian Institute for Molecular Medicine (GIMM) and for other science-based projects.

The Calouste Gulbenkian Foundation combines financial and operational resources with a long-standing reputation and decades of experience, the ability to mobilise stakeholders, independence, flexibility, and the capacity to innovate and invest in long-term initiatives. These assets are used to fulfil its mission and vision, underpinning the achievement of its strategic objectives.

670 K+

Visits to the Museum, CAM
and Temporary Exhibitions
2 Art Collections
+ 22 Exhibitions and Showcases

169 K+

Spectators
220+ Concerts, Film Screenings
and Performing Arts events

140+

Conferences, Colloquiums
and Seminars

37

Publications

3,330+

Educational Activities
96,000+ participants

2

Prizes
Gulbenkian Prize for Humanity
Gulbenkian Patrimony – Maria Tereza
and Vasco Vilalva Award

560+

Grants awarded

2,800+

Scholarships awarded

311 K

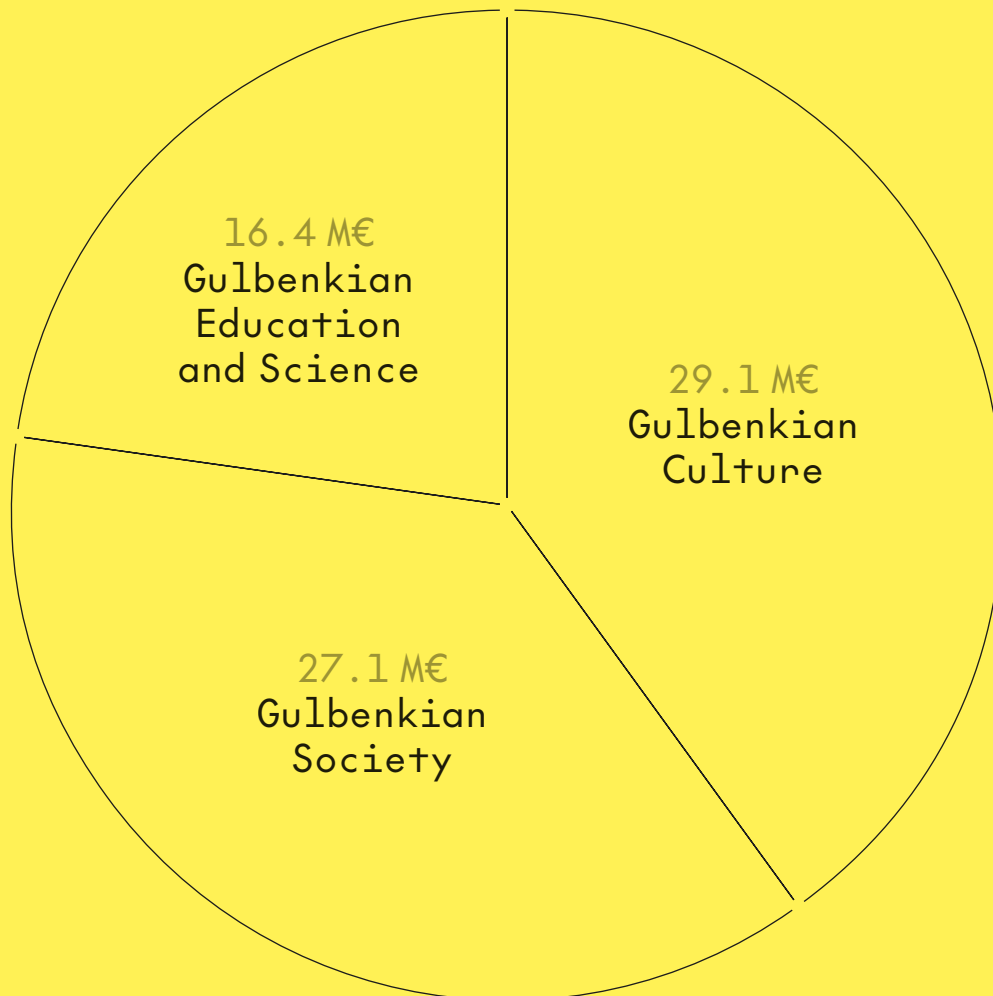
Subscriptions to the
Gulbenkian newsletters

5.5 M

Website visits

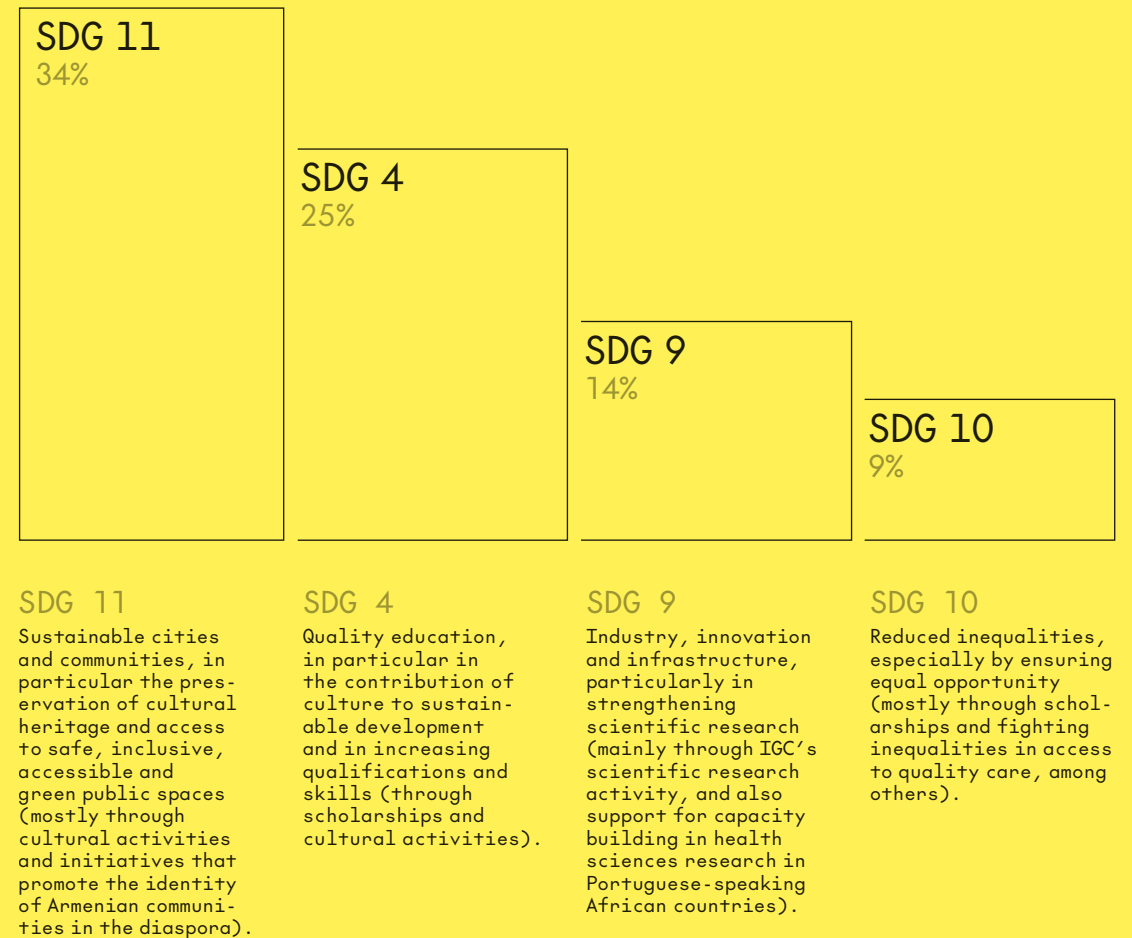
Total costs and investments in activities

72.6 M€



Sustainable Development Goals (SDG)

Around 80% of the costs and investment in the Foundation's activities are focused on four SDGs:



Activities



Gulbenkian Culture

Throughout 2025, the Foundation's artistic and cultural teams worked to consistently integrate the two overarching priorities of its strategy — sustainability and equity — across all activities. This included initiatives to broaden the Foundation's visitor base, sustained support for artists' careers, and the implementation of projects that incorporate more sustainable practices in how activities are produced.

In recent decades, the Museum has seen several smaller interventions, the most significant of which took place in 2000. In an effort to recover some of the defining qualities that established it as a benchmark in its field, the Museum closed to the public in March 2025 to upgrade its technical infrastructure and redesign its exhibition layout. The refurbishment, expected to take just over a year, aims to bring back the original design and spirit of the Museum. The exhibition *Gulbenkian Collection. Great Works* was on display at the headquarters building between April and August to respond to public demand, particularly from tourists visiting Lisbon to see the Gulbenkian Museum, featuring a new display of significant works collected by Calouste Gulbenkian throughout his lifetime.

The year also marked the first full year of programming at the CAM — Centro de Arte Moderna Gulbenkian, following its reopening to the public in September 2024. The CAM returned to a busy exhibition schedule, bringing together presentations from its Collection with shows by international artists (such as Zineb Sedira and Julianknxx) and younger artists (including Francisca Rocha Gonçalves, Diana Policarpo and Francisco Trêpa). During the year, after the major exhibition by Leonor Antunes came to an end, the CAM showcased a joint exhibition featuring Brazilian artist Adriana Varejão and Portuguese artist Paula Rego, which was warmly received by both the public and critics. In the final quarter of the year, Carlos Bunga took over the CAM's Grand Nave and Mezzanine with an exhibition of his work, in dialogue with pieces from the CAM Collection.

Public interest in the CAM Collection led to a new display concept: *Scheherazade, the Never-ending Collection of CAM*.

Drawing on many key works from the Collection, the exhibition spans more than a century of art in Portugal. At the same time, the programme of activities accompanying the exhibitions has taken on an increasingly central role at the CAM, with dozens of performances, concerts, film screenings and talks. This busy and varied programme is designed to attract a younger and more diverse audience.



Carlos Bunga. *Inhabit the Contradiction* exhibition. © Pedro Pina

In November, the Gulbenkian Culture Programme opened a major exhibition dedicated to Brazil (*complexo brasil*), which took over both temporary exhibition galleries at the Foundation's main building. In preparation since 2022 and curated by José Miguel Wisnik, the exhibition brought together artworks, artefacts, video

and music to explore the many dimensions that define Brazil, prompting lively public debate and attracting significant attention from both the general and specialised press.



complexo brasil exhibition. © Pedro Pina

Notably, in the national press's end-of-year reviews, the Foundation's exhibitions were widely recognised. The exhibitions by Carlos Bunga, Paula Rego and Adriana Varejão, along with *complexo brasil*, were named among the best of the year by Portuguese newspapers Expresso and Público. The Carlos Bunga exhibition also received a five-star review in the cultural pages of the Spanish newspaper ABC.

Beyond their own programming, in 2025 the Gulbenkian Museum, the CAM and the Art Library extended the reach of their collections through various loans to cultural institutions in Portugal and abroad.

At the same time, the collections continued to grow, with the Art Library and Archives (BAA) incorporating new works and collections from artists and researchers in modern and contemporary art. Also of note is the structuring role the BAA plays in arts research and education, offering unique resources.

Music remains central to the Foundation's activities, as reflected in the high attendance at concerts by the Gulbenkian



The Gulbenkian Orchestra and Choir in the Grand Auditorium. © Jorge Carmona

Orchestra and Choir and, more generally, across the Season's programme. From the Piano Cycle and the Great Performers series to live broadcasts from the Metropolitan Opera, commissions to contemporary composers and the World Music cycle, this wide-ranging programme appeals both to a regular community of subscribers and to increasingly younger audiences. Concerts for families and school groups, as well as free performances by Gulbenkian Orchestra soloists, are designed to bring a universal repertoire to as many people as possible. These efforts also include tours by the Orchestra and Choir, continuing a long tradition of bringing music to different parts of the country and, occasionally, abroad. Particularly noteworthy in 2025 was the Gulbenkian Orchestra's participation in the celebrations marking the fiftieth anniversary of Cape Verde's independence, performing two concerts in the city of Praia with musician Mário Lúcio.

In June and July, another edition of *Jardim de Verão* (Summer Garden) was held, serving as a unique platform for music from the many communities that make up the Lisbon region. This annual event has drawn thousands of devoted audiences to the musical programme curated by Dino D'Santiago, alongside film screenings

and talks taking place across the Foundation's various spaces.

On another front, in 2025 support for artists at different stages of their professional careers remained one of the Foundation's key areas of action. Extending across the visual arts, cinema, music, theatre, dance and interdisciplinary practices, this effort unfolded in multiple ways, including scholarships supporting advanced artistic training, the acquisition and commissioning of artworks and original musical compositions, and calls for artistic creation and international engagement (with participation in exhibitions, festivals and residencies), as well as exhibitions in cultural institutions in France, Belgium and Switzerland, proposed by the France Delegation.

In 2025, this Delegation celebrated its sixtieth anniversary with a specially curated programme to mark the occasion. The Foundation worked in partnership with several major cultural institutions in France, including the Festival d'Avignon, the Théâtre de la Ville, the Collection Yvon Lambert, the Centre Pompidou, La Gaîté Lyrique and the Cité internationale des arts, among others. Activities in France reflect a sustained commitment to collaboration with local institutions wherever possible, thereby enhancing the international visibility of supported artists. This effort is further complemented by the work of the Bibliothèque Gulbenkian.

As part of its broad approach, the Foundation also continued its educational activities through the *Descobrir* initiative. More than 3,300 activities took place in 2025, involving close to 100,000 participants of all ages. These included visits, workshops and other educational initiatives at the CAM, the Museum, in the Garden, Music and the Foundation's buildings for schools, families, children, young people, people with specific needs, and many other audiences.

Gulbenkian Collection. Great Works



Gulbenkian
Collection.
Great Works
exhibition.
© Pedro Pina

While closed for refurbishment, the Calouste Gulbenkian Museum opened a window into its collection, telling the story of the major works gathered by Calouste Sarkis Gulbenkian over his lifetime through an exhibition jointly curated by the Museum's curatorial team.

Out of the more than one thousand works that typically form part of the permanent display, just over three hundred were exhibited, including rarely seen items such as the Art Deco lift door from Calouste Gulbenkian's home

on Avenue d'Iéna in Paris, the *Dunand* screen and jewels from the collector's safe, most of them presented to the public for the first time.

The Lower Gallery was adapted to improve presentation of the works in a space with no natural light and limited size, with the display of smaller pieces and the use of creative exhibition and lighting solutions, including modules that explain the story behind the works.

This exhibition offered an *amuse-bouche* of key works from the Collection, while challenging established display conventions. Smaller works, such as coins, gems and medallions took centre stage.

Opened on the seventieth anniversary of Gulbenkian's death, the exhibition partly reflects the personal and intimate way in which our Founder collected and displayed the works in his home. Presented along an unusual chronological route, the exhibition creates unexpected connections between different periods through subtle plays of transparency in its display.

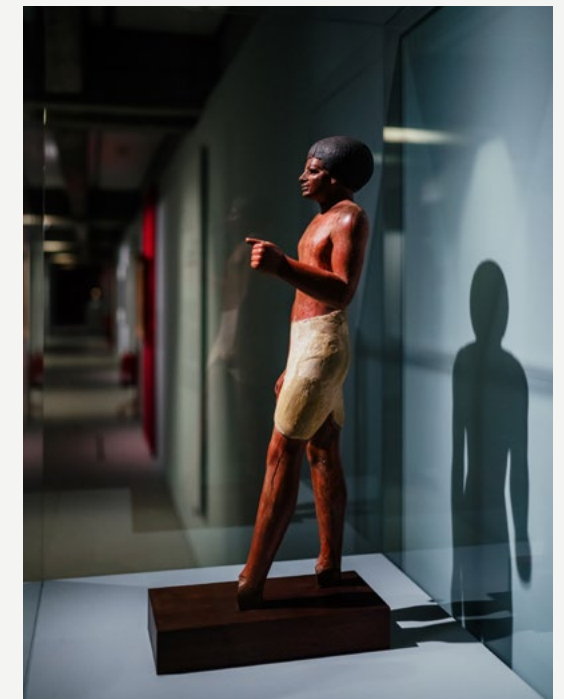
The exhibition opened in the twentieth century before travelling back in time to Ancient Egypt, creating unexpected dialogue between the Lalique collection and Japan, Ancient Egypt and Art Deco, and East and West through porcelain, textiles and other decorative arts.

The experience saw around 37,000 visitors (an average of 2,130 each week) and, at the same time, functioned as an experimental platform for the future Museum. Labels will be clearer and more inclusive and tactile stations will allow visitors to explore objects in three dimensions,

opening up the experience both to blind and partially-sighted visitors and making art more accessible to a wider audience.

All are welcome to visit the renovated Museum and discover these and other new ways of exploring the Gulbenkian Collection.

Gulbenkian Collection.
Great Works exhibition.
© Pedro Pina



Paula Rego and Adriana Varejão. *Between Your Teeth*



Paula Rego
and Adriana
Varejão.
*Between
Your Teeth*
exhibition.
© Pedro Pina

Adriana Varejão and Paula Rego first collaborated in a joint exhibition at the Fortes D'Aloia & Gabriel gallery in Rio de Janeiro in 2017. Having discovered Rego's work, the Brazilian artist invited her into this dialogue, recognising affinities, shared sensibilities and distinctive qualities in their practices. They valued the experience so highly that they planned to revisit it at a later stage. However, Paula Rego died in 2022. Varejão nevertheless continued to pursue

the idea, which was eventually embraced by CAM – Centro de Arte Moderna Gulbenkian.

From there, a dialogue was woven between the two artists, of different generations yet following parallel paths that at times intersect, revealing points of connection where divergent lines intertwine to create "points of light", as Helena de Freitas writes in the exhibition catalogue.

The exhibition was curated by Adriana Varejão, Helena de Freitas (an expert on Paula Rego's works) and Vítor Gorgulho. It is based on a verse by Brazilian poet Hilda Hilst, from *Poemas aos homens do nosso tempo* (*Poems for the men of our time*): "What do you know of the souls of men? Gold, conquest, profit, deceit. And our bones. And the blood of the people. And the lives of men between your teeth."

The exhibition, designed by Daniela Thomas, transformed the CAM's large nave into 13 rooms, intended to be explored freely, creating a labyrinth of openings and sightlines and a tension between the white outer walls and the dynamic sequence of smaller, more intimate interior galleries, like an architectural body whose surface hides what lies beneath.

The exhibition was named one of the best of the year by *Expresso* and also generated enthusiastic coverage in the international press, along with strong engagement on social media, contributing to its success. With more than 88,000 visitors – including pop star Madonna – it became the most visited exhibition of the year.

With this exhibition, the CAM continued its commitment to diversifying its audiences, strengthening its international reach, and engaging new visitors. As a notice at the entrance warned that "some content may not be suitable for all visitors", efforts were made to engage younger audiences, introducing the Portuguese artist to children through the book *Virar o Medo ao Contrário, como a Paula Rego, (Turning Fear Upside Down, Like Paula Rego)*, by illustrator Catarina Sobral (ed. Tinta-da-China/CAM). This is the third title in the series dedicated to women artists *Heroínas das Artes*.

Paula Rego and Adriana
Varejão. *Between Your
Teeth* exhibition.
© Pedro Pina



Gulbenkian Choir and Orchestra in Cape Verde



The Gulbenkian Orchestra and Choir performed in Cape Verde for the first time on 25 and 26 July 2025, in a programme dedicated to the music of poet, composer, musician and former Minister for Culture Mário Lúcio.

In 2022, Mário Lúcio had performed with the Orchestra and Choir at the Foundation's Grand Auditorium, in a concert that led to the album *Cretcheu*, released in 2024.

Gulbenkian Choir and
Orchestra in Cape Verde.
© Grace Ribeiro

It was therefore no surprise that two concerts were held at the National Assembly of Cape Verde to mark the fiftieth anniversary of the country's independence.

In a setting where music education focuses mainly on popular and traditional music, this was the first time a double bass had been brought to the islands. The logistical complexity of transporting around 50 instruments – violins, violas, cellos, double bass, flutes, oboes, clarinets, bassoons, horns, trumpet and percussion – by boat to the venue speaks for itself.

In the middle of the Atlantic, the Orchestra and Choir, conducted by Rui Pinheiro, performed an a cappella choral piece led by Inês Tavares Lopes and accompanied by Mário Lúcio, who was joined by two percussionists, two guitarists and additional singers, including two former vocalists from the group Simentera.

The programme opened with *Ó Serpa* by Eurico Carrapatoso, followed by works from the Cape Verdean songbook, including well-known pieces such as *Ilha de Santiago* and *Hino à Gratidão* by Mário Lúcio, as well as *Morgadinha*, *Oh Linda*, *Sorriso de Nha Cretcheu*, *Força de Cretcheu* and *Doce Guerra* by other composers, performed with the participation of the approximately 850 audience members present at each concert.

The Gulbenkian Foundation's relationship with Cape Verde extends well beyond the cultural sphere, encompassing sustained support for mathematics across nearly all age groups and at all levels of education – from primary to higher and postgraduate education – as well as through projects in health, research and the arts.

During the visit, the Foundation's delegation visited the Tarrafal concentration camp, located in the town where Mário Lúcio was born, a site that, during the years of the *Estado Novo*, before Cape Verde's independence, marked the history of both countries.

complexo brasil

The exhibition *complexo brasil* brought Brazil to the Calouste Gulbenkian Foundation, a multifaceted project with the ambition of opening up dialogue between Portugal and Brazil, often disrupted by misunderstandings and periods of "silence" between the two countries.

Although the two nations appear close because of their shared language, there are important differences between them. Music and popular culture help create a sense of familiarity, but this is often one-sided. The exhibition brought together different communities and groups in both Brazil and Portugal, using art to present a strong conceptual and curatorial approach.

Curated by José Miguel Wisnik, Guilherme Wisnik and Milena Brito, the exhibition was developed over three and a half years from 2022, bringing together around 200 works by 97 artists, displayed across nearly 2,000 square metres of exhibition space designed by Daniela Thomas. Five original videos were also created for the exhibition, using around 500 public and private archival sources.

complexo brasil
exhibition.
© Pedro Pina





The process involved negotiations with multiple rights holders and resulted in the presentation of unique works from Brazil's cultural heritage, including the Tupinambá Mantle, the Presentation Mantle by Arthur Bispo do Rosário, and Hélio Oiticica's *Parangolés*.

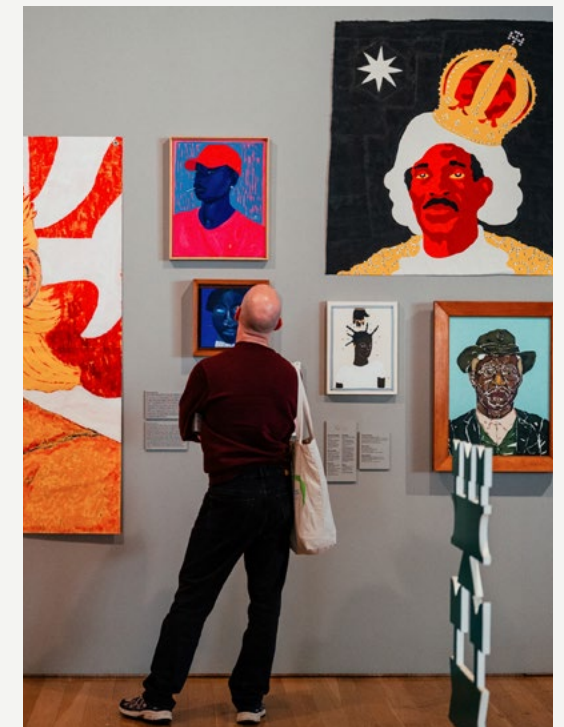
complexo brasil is different from other exhibitions. It was not simply a display of objects, but a multisensory experience, with a soundscape that filled the space, moving images that invited visitors to stop, watch and listen, and a combination of artworks, videos, music and historical documents.

complexo brasil
exhibition. © Pedro Pina

The exhibition brought together works, videos and archival material in a fluid, open layout, aligned with an ambitious curatorial approach that spans different periods, artistic movements and geographies. In the curators' words, it was "an invitation to an experience of crossings, shaped by friction and risk, by admiration and wonder, by horror and fascination", inspired by the *faveleira* flower, echoed in the exhibition design – a flower that pricks, seductive and abrasive, beautiful yet dangerous, both poison and remedy.

The vastness of the many "Brazils", a country described as "a powerful racial and cultural mosaic", was captured across the exhibition's two floors, yet extended beyond them in a catalogue that departs from conventional formats. A book (co-published with Companhia das Letras) featuring essays by the curators and contributions from invited thinkers and writers, produced in dialogue with the exhibition. A programme of accompanying activities, including concerts, performances, guided tours, talks and film screenings, was developed to further amplify the Brazil explored in this project.

complexo brasil
exhibition. © Pedro Pina



60th anniversary of the France Delegation

The celebrations marking the sixtieth anniversary of the Calouste Gulbenkian Foundation's delegation in France began at Les Enclos, the large estate acquired by Calouste Sarkis Gulbenkian in 1937 in Normandy. On this remarkable 33-hectare site, he created his dream garden with the help of landscape architect Achille Duchêne, a personal retreat. Although the park was donated to the city of Deauville in 1973, it was here that the anniversary celebrations began.

The festival Les Jardins d'Avenir built on this link to the past, bringing dance, installations, films and workshops to the park gardens and attracting around 500 people over a June weekend.

The programme, created especially for the celebration, aimed to encourage reflection on ecological issues in a place whose history resonates with the environmental concerns of today.

In this return to its roots, set between a grove of conifers and the vast meadow that crowns the park, the programme brought together works by choreographers



Figures (spacial), by Ola Maciejewska. © Marc Domage

Ola Maciejewska and Vera Mantero, a participatory performance by Ana Rita Teodoro and Alina Folini, visual works by Christodoulos Panayiotou and Elsa Sahal, gardening and beekeeping workshops, and open-air screenings of films by Jorge Jácome and Ana Vaz, among other offerings.

The France Delegation has a rich history, and the celebrations reflected the diversity of its activities. In 2025, partnerships with French cultural institutions were further strengthened, including the Festival d'Avignon, directed by Portuguese actor Tiago Rodrigues, the Théâtre de la Ville – where, among other events, the Festival des Places connected the Delegation's anniversary with the fiftieth anniversaries of the independence of Lusophone countries – and the Festival d'Automne. An ambitious new residency programme was launched, offering tangible opportunities and greater visibility in France for artists and curators from the Portuguese art scene. The Library – the largest Portuguese-language library outside Portugal and Brazil – also celebrated its sixtieth anniversary with an extensive programme of activities, culminating in a gathering that brought together different generations of researchers and readers.

Several projects also received exceptional support as part of the celebrations, including the funding of a new French translation of *Les Nouvelles Lettres Portugaises* (Novas Cartas Portuguesas, by Maria Isabel Barreno, Maria Teresa Horta and Maria Velho da Costa), as well as

a partnership with the Orchestre de Paris. As part of the Music and Health programme, small concerts were held for children in long-term hospital care.

Also noteworthy was the Lisboa Nu Bai Paris festival, curated by Dino D'Santiago in partnership with La Gaîté Lyrique, a major event celebrating music from diaspora communities, in particular urban and electronic genres.

Figures (spacial), by Ola Maciejewska. © Marc Domage



Collection of the Foundation's architectural drawings



Drawings of the Baghdad Stadium in Iraq; of the Foundation's Main and Museum buildings in Lisbon; of the Municipal Museum of Óbidos; of Calouste Gulbenkian's house in Paris; of the São João de Deus Children's Hospital in Montemor-o-Novo; of student residences for the secondary schools of Bragança, Castelo Branco and Guarda; and of studies and projects for equipping and converting Citroën and Ford vehicles into the Foundation's travelling libraries – these and

Main Building and Museum drawings. Entrance hall staircase. José Sommer Ribeiro and Luís Filipe Alves. Projects and Works Department

many other originals form part of a collection of more than 20,000 architectural drawings from the Foundation's former Projects and Works Department, which the Art Library and Archives today is, quite literally, bringing to light. An important part of the Foundation's architectural history is progressively being revealed: drawings that had been poorly stored and were in need of care, conservation and organisation.

The Projects and Works Department, active between 1956 and 1992, played a key role in creating the Gulbenkian Park in Lisbon and was also involved in many other projects in Portugal and abroad. In some cases, such as in Iraq, the Foundation fully funded the construction of buildings and infrastructure.

This sustained activity gradually led to a substantial body of drawings, forming a collection typical of an architectural practice, spanning architecture, landscape architecture, engineering and design, and including works by Ruy Athouguia, Pedro Cid, Alberto Pessoa, Keil do Amaral, Formosinho Sanches, Carlos Manuel Ramos, Leslie Martin, Gonçalo Ribeiro Telles and Daciano da Costa, among many others. Drawings were

produced using mechanical and photomechanical techniques, on paper or translucent materials, and were repeatedly reproduced to complete the different parts of each project. This led to the creation of collections of master drawings, including hand-drawn sketches in graphite or ink, as well as heliographic copies.

In 2025, the collection was organised and processed to help reconstruct architecture projects from a large number of individual drawings. Each document was catalogued by title, building, project type, stage, architect and location.

The drawings will be digitised in 2026, making them accessible in digital format while preserving the original documents.

Gulbenkian Education and Science

In 2025, the activities of the Gulbenkian Scholarships Department and the Science Department were brought together into a single organisational unit – the Education and Science Department – unlocking new synergies and revitalising two of the Foundation's core statutory areas. The objectives of this new Department are guided by five priorities: improving access to education, promoting talent, supporting education and research in the arts and humanities, advancing science, and creating an institute for advanced studies.

To improve access to education, Gulbenkian Study Centres were opened in 2025 in three disadvantaged neighbourhoods in the Greater Lisbon area. The Gulbenkian Merit Scholarships continued to grow, with 500 new scholarships, following the trend of the past three years. In total, 2,169 higher education students with strong potential and limited financial resources were supported, including 127 who received extra funding to study abroad. With the rising cost of living, housing and tuition fees, financial support has become even more important for students. The Gulbenkian Merit Scholarships help ensure that financial difficulties do not prevent students from continuing their studies.

Two new initiatives were also launched under the Equity and Sustainability Programme: *Gulbenkian Aprender* and *Gulbenkian Empregar*.

Gulbenkian Aprender aims to promote equal opportunities in access to higher education by supporting children and young people who excel at school and are from socioeconomically vulnerable backgrounds. Currently in a pilot phase across 38 school clusters in 11 municipalities in the Tâmega e Sousa region, the initiative began with 150 pupils and is expected to reach around 400 from 2027.



Presentation, at the Foundation, of the Gulbenkian Study Centres.
© Francisco Quera Gomes

Gulbenkian Aprender offers continuous support from Year 5 to Year 12, focusing on strengthening core and transversal skills, mentoring and cultural enrichment activities, and providing programmes and financial support for families, in collaboration with a wide network of local partners. As for the *Gulbenkian Empregar* initiative, the aim is to promote the skills development and employability of young people not in education, employment or training (NEET). In 2025, a total of 14 innovative projects were selected, supporting the integration of 1,166 young people across the Lisbon and Porto metropolitan areas, the Algarve and the Azores.

These interventions cover core and vocational skills development, guidance, internships and local employability networks, and are implemented through partnerships between social

organisations, companies and public institutions. To promote talent, the *Novos Talentos no Ensino Superior* (New Talents in Higher Education) programme supported 87 new students, introducing them to scientific research. School Olympiads were also supported as part of a wider effort to build an ecosystem for nurturing talent, linking programmes, methodologies and opportunities to identify, support and develop students' potential throughout their educational journey. From among the Olympiad finalists and winners, 20 exceptional secondary school students were selected for the Gulbenkian *Explora Talento* (Explore Talent) programme, launched in 2025.

The Foundation also continued to award scholarships in Arts and Humanities education and research, supporting 46 students in academic and technical training abroad in Visual Arts, Dance, Theatre, Music and Cinema.



Gulbenkian New Talent Scholarships. © Francisco Quera Gomes

Projects in the Humanities also continued to be developed, with three grants awarded to Portuguese higher education institutions to host visiting professors from international universities with distinguished academic credentials and recognised expertise, under the *Professores Visitantes nas Humanidades* (Visiting Professors in

the Humanities) programme. Five additional research grants were also awarded to non-Portuguese professors and researchers based abroad to carry out research, in Portugal, on Portuguese culture in the fields of History, Literature and Art History.

The two top students in the Humanities from the New Talents programme also received doctoral scholarships, allowing them to begin their PhDs at universities outside Portugal after completing their master's degrees.

Within the Gulbenkian Scholars Network, the Foundation hosted a major gathering on 22 and 23 February, bringing together 1,300 current scholarship recipients, to foster a sense of belonging and networking, while enriching their academic journeys with content in science, culture and well-being.

This was also the year in which the Foundation consolidated its grant support model in Science. With the aim of making a meaningful and transformative contribution to the national scientific system, support for the GIMM Foundation continued, marking its first full year of activity and a period defined by the strengthening of its institutional structure, the stabilisation of its teams and the emergence of a distinct scientific identity. At the same time, innovative projects were identified with leading Portuguese universities to help translate academic knowledge into societal impact and to strengthen or create technological and multidisciplinary structures supporting strategic research. In addition to the three projects approved in 2024 and supported from early 2025, another project was selected: LUMIRing, from ISCTE, which received €900,000 in funding to implement a multi-core optical fibre testing platform on the Yellow Line of the Lisbon Metro, allowing the technology to be tested in real-world conditions.

The year also saw the creation of the Gulbenkian Institute for Advanced Studies (IGEA), designed to enable leading international academics to carry out independent research in a stimulating intellectual environment. Under an agreement with the Municipality of Oeiras, the Institute will be based in the historic centre of Oeiras, in an 18th century palace that will be restored and adapted. The Institute is expected to move to its permanent

premises in autumn 2028. The call received 459 applications from 65 countries, covering many different fields. The candidates will be assessed by the Institute's Advisory Board, comprising six international members. These figures are encouraging and reflect the international reach expected of an institute of this kind. The final list of fellows for 2026–2027 will be announced by mid-April 2026.



IGEA Advisory Board. © Diana Tinoco

Gulbenkian Study Centres



Gulbenkian
Study Center
of Zambujal.
© Márcia Lessa

In the neighbourhoods of Padre Cruz in Lisbon, Zambujal in Amadora, and Vale da Amoreira in Moita, school failure and dropout rates are higher than the national average. Many families in these areas face socioeconomic difficulties and struggle to support their children's educational progress, including helping with the learning process and homework, and to encourage the value of school, education and reading. In response, the first Gulbenkian Study Centres were opened in 2025 to help improve

academic success and reduce educational inequalities in more vulnerable communities.

These pilot projects, implemented with the support of established local organisations, offer 75 Year 4 to Year 12 pupils high-quality learning opportunities, extracurricular activities, mentoring, field trips and cultural activities. The initiative is designed for students often described as "invisible" – children and young people who are not at risk of failing and therefore do not qualify for additional school support, but who are also not included in programmes promoting high academic excellence. They thus receive specialised support, close guidance and encouragement to nurture their academic ambitions, highlighting the potential that exists within these communities.

These children and young people are offered support in Portuguese, Mathematics and English (an important skill for their future careers), while Humanities students also receive support in History and Philosophy. Each student is also matched with a role model (mentor) from the Gulbenkian Scholars Network.

The three partner organisations – the National Street Football Association (Bairro Padre Cruz), Cooperactiva Cooperative (Bairro do Zambujal) and CRIVA (Vale da Amoreira) – have decades of experience working within these communities. Because they are close to children and young people and connect schools, families and communities, they are able to identify problems early, help overcome difficulties and create a supportive environment for learning and motivation.

This programme goes beyond traditional tutoring. It includes concerts, visits for pupils and parents and, at the end of the 2025-2026 school year, a trip to Madrid. It aims to broaden horizons, serving as a springboard for future opportunities.

Gulbenkian Institute for Advanced Studies



At the new Gulbenkian Institute for Advanced Studies (IGEA), fellows need little more than a pencil, paper and a willingness to exchange ideas.

Founded in 2025 by the Calouste Gulbenkian Foundation, the Institute has no predetermined fields of study and allows leading international academics to carry out independent research for periods of three to nine months,

Future home of the IGEA located in the historic centre of Oeiras.
© Diana Tinoco

in a stimulating environment with minimal formal requirements.

From the outset, the goal was to set IGEA apart from similar institutions worldwide, by selecting applicants that best embody the pencil-paper-conversation triad, that is, no laboratory constraints or application-driven requirements, or the need for similar research interests.

The first 15 selected fellows include historians, philosophers, linguists, literature specialists, classicists, archaeologists, art historians, musicologists, practising artists and a psychiatrist. Most also expressed, in their applications, an interest in areas beyond their primary field of expertise, suggesting the likelihood of highly fruitful exchanges.

Until completion of the works on its future home in the former Oeiras City Hall building, IGEA fellows will be based at the Foundation's headquarters. Besides access to the Gulbenkian Art Library, they will also have full access to the libraries of the University of Lisbon's Faculty of Arts and Humanities and the Institute of Social Sciences, as well as the Catholic University of Portugal.

By the October 2025 application deadline, 459 proposals had been received from 65 countries across five continents for the first ten fellowships for the 2026-2027 academic year.

Most applicants – including both early-career and well-established professionals – are from the United States (18%), followed by Brazil (15%), Portugal (10%), Italy and the United Kingdom (5% each). Many applicants are also from Asia (including India and Japan), Africa (especially Mozambique and Nigeria) and Australia.

Gulbenkian Society

In 2025, the world faced an unstable geopolitical landscape, rapid technological change, the widespread use of Artificial Intelligence, a worsening climate crisis, ongoing conflicts and increasing distrust in democratic institutions, especially among younger people. These challenges underscore the need for informed and resilient citizens who can adapt to change, engage in public life and strengthen civil society.

One of the core purposes of the Calouste Gulbenkian Foundation, notably through its grant-making activities, is to support the development of individuals and institutions, promoting greater participation by citizens and civil society in building more equitable and sustainable communities. In 2025, the Foundation, through its Democracy and Civil Society, Equity and Sustainability, and Partnerships with Africa programmes, as well as the Armenian Communities Department and the UK Branch, continued to pursue its mission, focusing on areas that strengthen citizen autonomy and reinforce the capacity of civil society institutions.

The *Cidadãos Ativ@s* (Active Citizens) Programme concluded its 2018–2024 cycle, with its final report approved and its key learnings consolidated. As this was a transition year before a new EEA Grants application, the Foundation introduced a bridge funding scheme, supporting 19 organisations and testing more flexible funding models.

As part of its experimental work, new methodologies were developed to strengthen civic participation, including a bootcamp on technology and democracy in partnership with the OECD, a Summer School for young people, and the replication of the game *Democracy* in Portugal.

An internal volunteering initiative, Side by Side, was also launched in partnership with the Human Resources Department, bringing Foundation staff closer to civil society organisations.

To mark the fiftieth anniversary of the first democratic legislative elections, the Democracy and Civil Society Programme contributed to reflection on the Foundation's role in democratisation in the documentary *Haverá Eleições! (There Will Be Elections!)* and the *Inovações Democráticas em Portugal (1974–2024)* (Democratic Innovations in Portugal (1974–2024)) study, conducted by the University of Lisbon's Institute of Social Sciences.

At the end of the year, the Foundation approved the joint management of the 2025–2032 Civil Society Fund with the Bissaya Barreto Foundation, mobilising €11.3 million. It also joined the CIVITATES pooled fund, reinforcing its commitment to the integrity of liberal democracy.

The year also saw the European Media and Information Fund (EMIF) consolidate its role as a key instrument in tackling disinformation, with 185 applications received. Amid growing threats to journalists and researchers, the SAFE initiative was launched to enable a swift response to situations of risk. The EMIF also contributed to strengthening media literacy, supported studies on the impact of Artificial Intelligence on journalism, and began evaluating the impact of the 121 projects supported across 28 European countries.



"Music and Motherhood" project under the Growing Minds initiative.
© Márcia Lessa

In another area, the Equity and Sustainability Programme aims to promote social inclusion and reduce inequalities, both in access to care and in cultural participation in Portugal, while also addressing the impacts of climate change and biodiversity loss.



Smiles at Home, a project supported by the Gulbenkian Home Care initiative.
© Calouste Gulbenkian Foundation

To achieve these goals, work in the area of ageing continued through the Gulbenkian Home Care 2.0 initiative, which supported 17 projects across Portugal focused on improving home care services, reaching more than 2,000 older people. The Growing Minds initiative also supported 20 projects focused on perinatal mental health, attachment and reducing childhood adversity, and helped replicate the most promising projects, benefiting more than 33,000 children and families.

In 2025, a total of 15 participatory arts projects were supported to improve access to culture, and another ten were selected to receive funding over the next two years through the PARTIS & Art for Change initiative, in partnership with the "la Caixa" Foundation. In 2025, the Alliance for Socially Engaged Arts was launched in partnership with ten European foundations, and is currently supporting 15 leaders of participatory arts organisations from across Europe.

As regards sustainability, the 6th Gulbenkian Prize for Humanity was awarded to the Antarctic and Southern Ocean Coalition (ASOC) for its work protecting one of the world's most fragile regions. ASOC was selected by an independent jury from among 212 nominations from 115 countries – the highest number to date.



Award Ceremony of the Gulbenkian Prize for Humanity 2025. © Pedro Pina

Efforts to promote water resource management in agriculture continued with the second edition of the Gulbenkian Water initiative, with grants awarded to four new projects, underscoring the link between more sustainable water use and soil management. In 2025, a feasibility study was carried out as part of the Gulbenkian Blue Carbon initiative to assess the conditions and resources required to implement a pilot project for the ecological restoration of marine ecosystems in the Samouco Salt Pans.

Within the field of research, the study *Clima de Mudança – Perceções sobre os desafios ambientais* (Climate of Change – Perceptions of environmental challenges in Portugal), was presented in May, seeking to better understand citizens' attitudes and behaviours toward climate challenges and learn more about the NGOs working in this field.

To strengthen the capacity of Environmental Non-Governmental Organisations (ENGOS), a call for proposals was launched to provide core funding, leading to the selection of eight organisations working on biodiversity protection.

The Partnerships with Africa Programme continued its work in Portuguese-speaking African countries, supporting the strengthening of critical thinking and the autonomous development of these countries, with a focus on knowledge in Science, Technology, Engineering and Mathematics (STEM), research, health sciences and the arts.

This support for STEM included new master's scholarships awarded to 19 young people, support for institutions to develop new postgraduate courses, and the continuation of two master's programmes and one doctoral programme in Mathematics. Four research projects in Mathematics in Cape Verde and Angola were also supported. At the same time, initiatives to improve learning and foster a stronger interest in mathematics among young people continued, including support for the first master's programme in mathematics education in Guinea-Bissau, networked training through teacher-training colleges, training for secondary school math teachers in São Tomé and Príncipe, and the Gulbenkian Mathematics Camps in Cape Verde.

With the aim of strengthening local leadership in health sciences research, support was approved for seven new research projects at different career stages, alongside continued incentives for oncology research linked to improvements in diagnosis and treatment in Cape Verde, Mozambique and São Tomé and Príncipe. Support was also provided for seven postgraduate courses in areas relevant to health research, along with the continuation of short online courses in cross-cutting research skills, helping to build an innovation-friendly ecosystem.

Expanding opportunities for the professional development of artists from the Portuguese-speaking African countries (PALOP), particularly emerging artists, remained a priority in the Foundation's work in the Arts. This was reflected in the funding of local organisations to deliver eight performing arts

masterclasses and five visual arts residencies, under the *Curadoria para o Desenvolvimento* (Curatorship for Development) project, in partnership with Camões, I.P. and the Catholic University of Portugal, and continued support for the international mobility of artists. As part of this work, the Foundation hosted the third PROCULTURA Resident Artists' Showcase, with six dancers and offering two curatorial placements at the CAM for participants from PALOP countries.

The Armenian Communities Department also continued its activities, focusing on two of its core strategic pillars: promoting



Third PROCULTURA Resident Artists' Showcase, at the Foundation.
© Maria Abranches



Conversation with the 2021 Nobel Laureate in Physiology or Medicine, Ardem Patapoutian. © Maria Bicker

Western Armenian language and culture and implementing scholarship programmes, particularly for Armenian diaspora communities.

In 2025, around 300 individuals were supported through 226 new scholarships and 56 renewals, reaching beneficiaries in 23 countries. The programme covered a wide range of areas, including advanced Armenian Studies (17 master's, PhD and postdoctoral scholarships), undergraduate studies in developing countries across different fields (85 scholarships), short-term scholarships in Armenia and in Armenian Studies (172), as well as opportunities for Armenian students at universities in Portugal. Two notable moments illustrated the impact of this initiative: a lecture at the Foundation in May 2025 by Ardem Patapoutian, Nobel Laureate in Physiology or Medicine (2021), and a donation by Hrag Bakarian, which enabled the award of an additional scholarship in Lebanon.

At the same time, academic and research work was strengthened through the creation of a new research group, Global

Armenia/ns, based in Leipzig and developed in partnership with the Leibniz Institute for the History and Culture of Eastern Europe (GWZO). The think tank *Diasporan Perspectives* – The Gulbenkian Initiative on Armenian Issues was also launched, dedicated to exploring issues concerning the diaspora and Armenia. Academic works on the 2023 war were also published and essential books on social sciences and trauma studies were translated into Armenian.

In the field of research and community engagement, a new study on the Meghri region was initiated, focusing on local perceptions within a particularly sensitive geopolitical context. A creative programme for young people in Lebanon, INSPARK/Hosanki Metch, was also launched, bringing together artistic expression and civic participation.

Work to promote Western Armenian language and culture continued through programmes such as Zarmanazan, Yertik, OosHartag and the Zndoog platform. The In View/Art Yevs cultural programme awarded ten new scholarships, a new partnership was established with the Hindawi Foundation to translate 100 children's books, support was provided for the updating of the Nayiri.com online dictionary, and the development of a new technology strategy centred on Artificial Intelligence was initiated.

Finally, as part of inclusion and identity projects, the KarDes app project, focusing on the sites, stories and histories of non-Muslim minorities in Turkey, was renewed.

Through these initiatives, the Armenian Communities Department consolidated a broad and diverse set of actions, simultaneously reinforcing cultural preservation, academic development and the cohesion of Armenian communities in different parts of the world.

Finally, the United Kingdom Delegation undertook a strategic review of its activities, with a view to strengthening its contribution and enhancing collaboration with the Foundation's various areas of work. The new strategy focuses on fostering collaboration between Portugal and the United Kingdom, particularly with regard to strengthening civil society, the internationalisation of art

and culture, and the impacts of climate change on health. Although it will only come into force in 2026, it was possible to launch some activities in 2025, notably support for the creation of an installation by the artist Mónica de Miranda at Somerset House, in collaboration with CAM, and the launch of the think tank *Diasporan Perspectives*, promoted by the Armenian Communities Service at the Foundation's premises in London.



"New Thought, New Translation" Book Forum, in Yerevan, Armenia. © Newmag

Growing Minds



"Music and Motherhood" project under the Growing Minds initiative.
© Márcia Lessa

Mental health is a key component of well-being, yet global figures remain concerning: between 8% and 14% of children and adolescents experience mental health disorders, and half of chronic mental health conditions in adults begin before the age of 14. The most effective window for preventing future problems is during the first 1,000 days of life.

To promote mental health and childhood development by empowering institutions, professionals and carers, the Calouste Gulbenkian Foundation has implemented the Growing Minds initiative, making child mental health a priority area of action.

Three key strands have been defined to support innovative, high-impact projects while safeguarding family well-being, particularly for those in vulnerable situations.

The first focuses on maternal and infant health, supporting screening and care for mothers during pregnancy and after birth, while the second helps build secure attachments between parents and children, which are essential for healthy development. The third underscores the role of artistic practices as key tools in addressing adverse childhood experiences.

The initiative includes a portfolio of 20 projects, developed by universities, research centres, healthcare centres and social sector organisations.

For instance, the "Be a Mom" project to improve maternal mental health and prevent postpartum depression through a digital screening platform, which is currently being tested in four pilot Local Healthcare Centres, covering 20 family health units and hospital obstetrics wards across the country. The goal is to expand the programme to cover the entire National Health Service. Meanwhile, the *Capacitar Pais Adotivos* (Empowering Adoptive Parents) project supports the post-adoption phase by promoting emotional regulation and strengthening parent-child relationships, while helping to reduce parental stress through

a digital platform accessible nationwide. The Music and Motherhood project aims to reduce postpartum depression using music as an intervention for mothers in vulnerable situations.

The initiative has already shown strong results in the United Kingdom, and early outcomes in Portugal are promising.

In partnership with public sector bodies in these areas of action, the Foundation aims to support projects with the greatest potential for integration into public policy, while promoting good practices so that these approaches can be expanded across the country.

In 2025, all projects were fully operational. Five reached completion, with their evaluation now nearing its final stage. The remaining projects are expected to conclude between 2026 and 2027.

Alliance for Socially Engaged Arts



Alliance for Socially Engaged Arts residential meeting in Turin, Italy.
© Andrea Guerman

The Alliance for Socially Engaged Arts brings together 11 European foundations to promote participation, change perspectives and inspire action through artistic practices.

It was created at a time when Europe and the world face major challenges, including inequality, social division and polarisation. Against this backdrop, participatory arts reveal their civic potential: they bring people together, creating space for listening and dialogue, building

trust between communities and strengthening the collective imagination.

This vision has guided the Alliance since it was created and launched publicly in January 2025. From the beginning, the Alliance has been co-designed with the sector, ensuring its activities respond to the needs identified by organisations and professionals: stronger networks, more sustainable and flexible funding, enhanced capacity-building, and greater

opportunities for transnational learning and collaboration.

In this regard, the Alliance launched its first fellowship programme, designed to support the professional development of innovative leaders of community-engaged arts organisations, fostering peer collaboration across Europe and strengthening a transnational community of practice.

The programme is supporting 15 fellows over 18 months, selected from 836 applications. Among those selected is Marta Silva, Artistic and Executive Director of Largo Residências (Portugal).

Largo Residências is a community-based cultural centre located in the Jardins do Bombarda gardens, in Lisbon. It focuses on strengthening community ties, engaging both local and international audiences, and promoting social integration by creating employment opportunities for vulnerable groups in the surrounding area.

By connecting leaders and organisations from different countries, the programme fosters a sense of belonging to a wider European ecosystem, one that highlights the value of participatory arts and amplifies their collective impact.

Alongside the Calouste Gulbenkian Foundation, the Alliance in 2025 included the following foundations: Allianz Foundation (Germany), Fondazione Cariplo (Italy), Compagnia di San Paolo (Italy), Fondation Daniel and Nina Carasso (France and Spain), European Cultural Foundation (the Netherlands), Hilti Foundation (Liechtenstein), King Baudouin Foundation (Belgium), "la Caixa" Foundation (Spain and Portugal), Moleskine Foundation (Italy) and Stiftung Mercator Schweiz (Switzerland).

By bringing together European foundations around a shared vision, the Alliance aims to show that transnational philanthropic collaboration is essential for increasing the visibility, scale and sustainability of participatory arts. At a time of uncertainty, it also committed to greater recognition of the work that artists and communities carry out every day across Europe.

Gulbenkian Prize for Humanity



Despite its crucial role in the global climate system, the vast and remote territory of Antarctica faces growing threats. Over recent decades, the Antarctic and Southern Ocean Coalition (ASOC) has been actively working to protect this ecosystem, one of the most important and fragile on the planet. In 2025, this work was recognised with the Gulbenkian Prize for Humanity.

The only continent beyond the jurisdiction of any single nation, Antarctica has, since the signing of the Antarctic Treaty in

The Antarctic and Southern Ocean Coalition (ASOC) has been actively working to protect the Antarctic ecosystem © John Weller

1959, been governed through a collaborative international model, with countries working together to preserve it as a reserve dedicated to peace and scientific research.

ASOC has played a key role as a coalition of civil society organisations actively involved in the governance and protection of one of the regions most vulnerable to climate change.

Recognised by an independent jury chaired by former German Chancellor Angela Merkel, ASOC's work stands as a powerful example of the importance of sustained international collaboration, science-based action and responsible environmental stewardship in securing a sustainable future for all.

The Prize has enabled ASOC to enhance its advocacy work, particularly in advancing the creation of marine protected areas in the Southern Ocean – which covers around 10% of the global ocean and is home to nearly 10,000 unique species – thereby supporting the regulation of fishing and tourism and protecting ecosystems vital to global climate stability.

Created in 2020, the Gulbenkian Prize for Humanity supports individuals and organisations driving climate action for the benefit of the planet and society.

Since its inception, it has recognised diverse approaches, from youth mobilisation and coalition-building to local solutions and scientific research.

The Prize has helped to strengthen communities affected by climate change, enabling them to build resilience and overcome adversity. It supports scalable solutions with meaningful impact at both national and international levels.

As one of the most significant incentives in the field of sustainable development, the Gulbenkian Prize for Humanity generates tangible benefits for the environment, nature and the communities most affected by climate change.

Established in 2021 by Efanor Investimentos SGPS and the Calouste Gulbenkian Foundation, Antarr («forest» in Armenian) is a social enterprise dedicated to impact investment in biodiverse productive forests. Aimed at generating environmental, social and economic value by enhancing natural capital, Antarr approved a set of sustainability and biodiversity policies in 2025 to address the degradation of rural landscapes and their ecosystems.

Increasing rural desertification and frequent wildfires in Portugal contribute to this degradation. In response, Antarr has been developing long-term solutions by promoting interventions on common land and private properties in different parts of the country.

To this end, the company uses a range of landscape planning tools, complementing the existing legal framework with FSC certification guidelines for Forest Management and Ecosystem Services, its own Natural Values Management Plan, and contributions from the scientific community. The plan addresses environmental concerns related to the fauna and flora of these areas, working with local communities to promote



Antarr intervention to halt degradation of rural landscapes and their ecosystems. © Antarr

the restoration and protection of their ecosystems.

Antarr currently manages 29 land areas (27 under concession agreements on common land, one under a rural lease, and one owned property) spanning a total of 10,500 hectares.

By the end of 2025, nineteen of these common land areas had been licensed with a Forest Management Plan and in accordance with the Portuguese legal framework for afforestation and reforestation (RJAAR). Licensing for the remaining eight is currently in progress.

One of Antarr's key achievements in 2025 was the confirmation of its FSC® certification, first obtained in 2024 and now valid until 2029, with annual audits. This Forest Stewardship Council certification is an international label ensuring that forest-based products come from responsibly managed forests.

In 2025, more than half a million trees were planted across 470 hectares, bringing the total to around one million trees.

The year was also marked by a roadshow held between September and December to attract new investors and expand the target area from 15,000 to 50,000 hectares; the acquisition of Vale de Mouro (708 ha) in the Alentejo region; and the preparation and planting of multiple common land sites, including Lúzio, Monção; Riódouro, Cabeceiras de Basto; Ribeirinha, Vila Pouca de Aguiar (March); Roussas, Melgaço (April); Vales, Vila Pouca de Aguiar (May); Sarzedo, Covilhã (November); Carvas, Murça, and Penso, Melgaço (December).

The company also held several meetings with local communities to negotiate each common land area. Its social impact is further reflected in the funding of two forest worker teams in Riódouro and Vale de Mouro, which carry out fire prevention and surveillance in the summer and provide forestry services throughout the year, creating jobs for local communities.

Environment

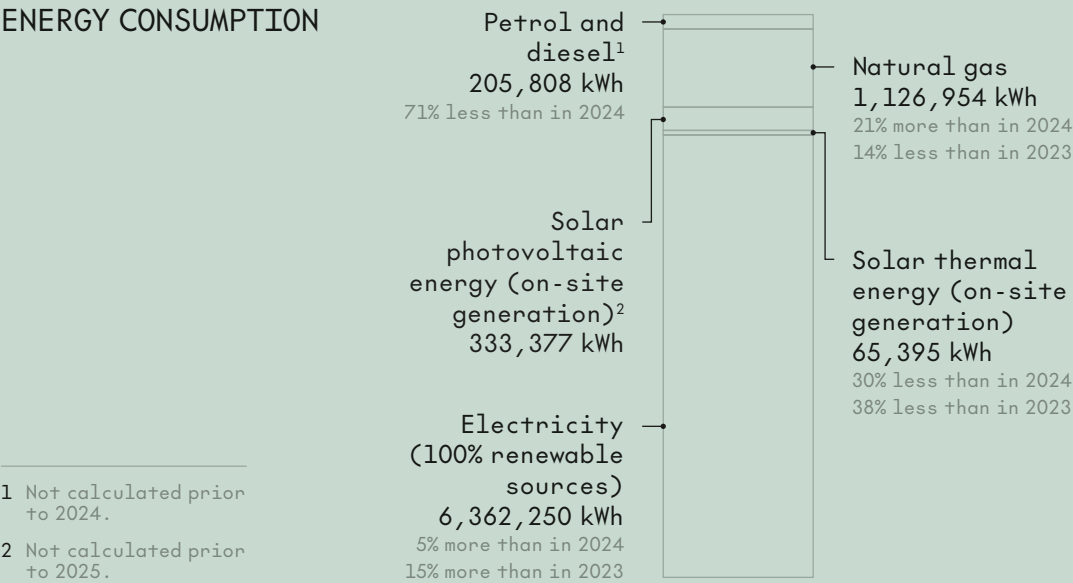


The Calouste Gulbenkian Foundation continues to strengthen sustainability by improving environmental performance in the management of its buildings, the Garden and its activities. In 2025, this effort was reflected in the renovation of the Calouste Gulbenkian Museum to improve energy efficiency and reduce resource consumption, the installation of photovoltaic panels, the development and implementation of a reusable modular exhibition system at the CAM, and the renewal of the Foundation’s ISO 14001 certification.

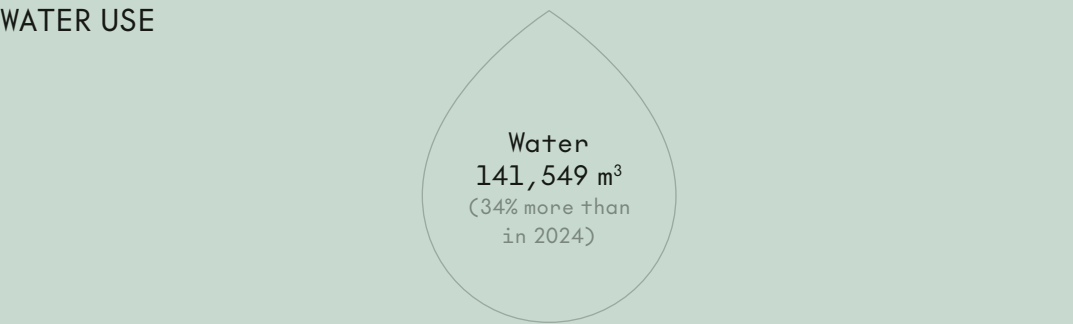
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Environment

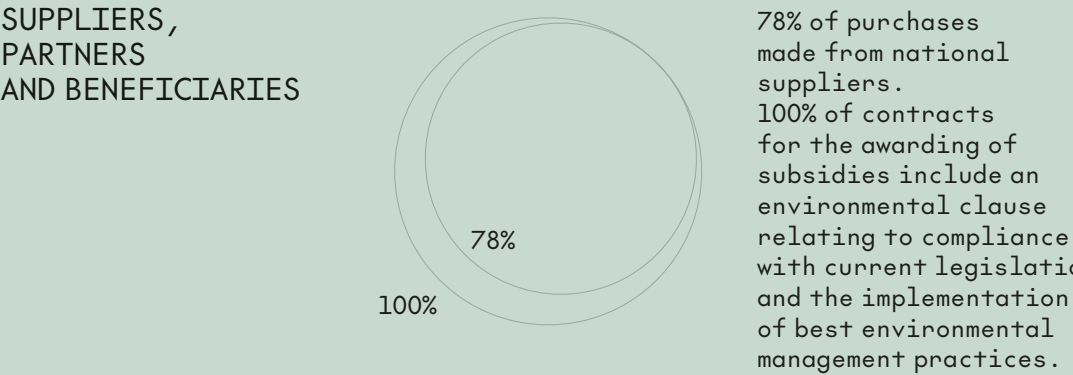
ENERGY CONSUMPTION



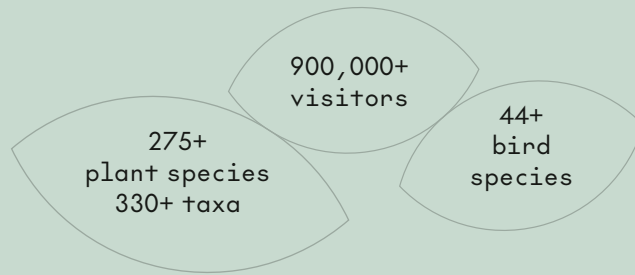
WATER USE



SUPPLIERS, PARTNERS AND BENEFICIARIES



GARDEN



Home to hundreds of insect species, including 13 of the 64 species of dragonflies and damselflies found in mainland Portugal, a remarkable diversity of flower flies and bees, and a unique species of bee not found in any other urban population.

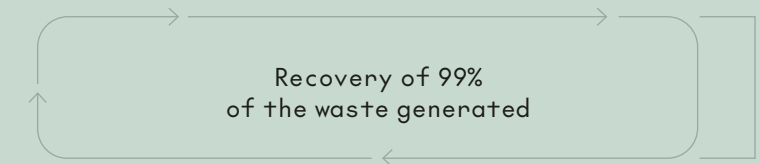
A stopping point for intercontinental migrations, the Gulbenkian Garden reproduces ecosystem functioning in Portuguese landscapes and has attracted a growing biodiversity over the years. Boasting a wide variety of native tree, shrub and herbaceous species, the Garden offers food resources and a habitat for a large number of animal species in the heart of Lisbon, including resident, migrant and visiting birds, insects, and other fauna. In terms of flora, biodiversity has also grown with the inclusion of increasingly more native species.

The Garden is classified as Exceptional according to the Floristic Quality Index.

MOBILITY



CIRCULARITY

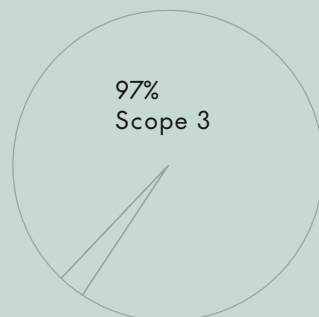


The Foundation is committed to applying the principles of circularity in the management of its resources and in the design of its services and products. This includes the continuous reuse of materials, such as exhibition walls designed for future use, canvases repurposed into shop items and office supplies.

In 2025, this commitment was reflected in the design and implementation of a flexible, reusable modular exhibition system at the CAM that can be adapted to different exhibitions while significantly reducing costs and material waste.

Calculating the Calouste Gulbenkian Foundation's carbon footprint in 2025

TOTAL CARBON FOOTPRINT
TOTAL:
9,651.01 tCO₂e



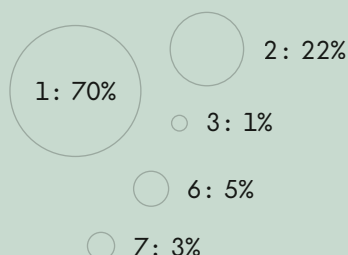
3%
Scope 1

Scope 1
292.60 tCO₂e
– 31% compared to 2024
– 23% compared to 2023

Scope 2
0 tCO₂e
the same as in 2024
the same as in 2023

Scope 3³
9,358.41 tCO₂e

SCOPE 3



Category 1: 6,511 tCO₂e
– 9% compared to 2024

Category 2: 2,025 tCO₂e⁴

Category 3: 51 tCO₂e
– 29% compared to 2024

Category 5: 2 tCO₂e
– 32% compared to 2024

Category 6: 472 tCO₂e
– 34% compared to 2024

Category 7: 297 tCO₂e
– 10% compared to 2024

In 2025, Scope 1 and 2 emissions were reduced by 87% compared to the 2021 baseline, far exceeding the 30% reduction target set for 2030. This reduction, similar to the one recorded in 2024, stems from the use of electricity from 100% renewable sources and a 53% reduction in natural gas consumption.

³ As a new category (capital goods) was added to the Scope 3 calculation, a comparison of total greenhouse gas emissions with the previous year is not presented. However, comparisons by category are reported relative to 2024. No comparison is provided for 2023, due to the introduction of several improvements in data collection, methodology and emission factors.

⁴ Category 2 was included in the calculations for the first time in 2025.

SCOPE

Emissions were calculated for the sources identified in the different scopes of the Greenhouse Gas inventory. Scope 1 covers direct emissions from sources under the Foundation's operational control, Scope 2 includes indirect emissions from purchased electricity, and Scope 3 includes other indirect emissions, such as those linked to purchased goods and services (Category 1), capital goods (Category 2), fuel and energy-related activities (Category 3), waste generated in operations (Category 5), business travel (Category 6) and employee commuting (Category 7).

METHODOLOGY

The methodological approach used to calculate emissions follows the GHG Protocol Corporate Accounting and Reporting Standard and the Corporate Value Chain (Scope 3) Accounting and Reporting Standard. The first standard establishes principles and requirements for the quantification and reporting of greenhouse gas emissions at organisational level, covering direct emissions (Scope 1) and indirect emissions from purchased energy (Scope 2). The second standard provides guidance for identifying, calculating and reporting other indirect emissions throughout the value chain (Scope 3). Wherever

possible, the emission factors used are consistent with the guidance of these standards, considering their recency, source-specificity, and country of emission.

DATA COLLECTION

All relevant teams and departments contributed to collecting the data needed to estimate emissions associated with the Foundation's activities in 2025. Given the complexity and diversity of the activities, this process also identified ways to improve how results are presented in the future.

ORGANISATIONAL BOUNDARIES

The carbon footprint associated with the Foundation's activities was calculated for 2025 and is limited to operations at its headquarters in Lisbon. All activities carried out at this location were considered. Accordingly, the following are included: headquarters building, the Museum, the CAM, the Garden, the Art Library and Archives, and the Open-Air Amphitheatre.

EXCLUSIONS

The France Delegation, the UK Branch, and the Gonçalo Ribeiro Telles Interpretative Centre were excluded.

New Civil Society Fund



The new EEA Grants Civil Society Fund was created to support non-governmental organisations that promote democratic values, human rights and equality, thereby contributing to the strengthening of civil society in Portugal.

Managed by the Calouste Gulbenkian Foundation in partnership with the Bissaya Barreto Foundation, the Fund will run from 2026 to 2032 and is structured around three key areas of intervention.

Civil Society Fund launch meeting in Brussels, with the EEA Grants team. © DR

The first area focuses on democratic values and strengthening the rule of law. It aims to strengthen civic participation, increase citizens' involvement in decisions that affect them and foster engagement with non-governmental organisations; to address issues of information integrity, particularly combating disinformation; and to promote media literacy and advocacy, empowering citizens to influence decision-making processes.

The second area focuses on strengthening human rights, including tackling discrimination and social injustice, promoting gender equality, ending domestic and gender-based violence, and supporting the integration of migrants and refugees. It also encompasses sexual and reproductive rights, LGBTQ+ rights and climate action, reflecting a wide and evolving human rights agenda on which NGOs will be invited to respond through their proposals.

The third area of intervention is dedicated to strengthening organisations themselves, through capacity-building initiatives, institutional support, needs assessments and tailored training plans.

The Fund will provide approximately €11.3 million to support around 150 projects. A further €3.6 million will be contributed by the two foundations, bringing the total to nearly €15 million, to be distributed through calls for proposals over the lifetime of the Fund.

The consortium also plans to create an NGO Academy and advance an advocacy process to review the Volunteering Law – at a time when participation is declining in Portugal – and support its revitalisation.

Selected in 2025, the two foundations build on a strong track record of programmes aimed at strengthening civil society, including *Cidadania Ativa* (Active Citizenship, 2013–2016), managed by the Gulbenkian Foundation, and *Cidadãos Ativos* (Active Citizens, 2018–2024), implemented in partnership with the Bissaya Barreto Foundation.

The EEA Grants are the financial mechanism through which Iceland, Liechtenstein and Norway support EU Member States facing greater economic and social challenges.

Pinocchio at School

Two students from Carlos Amarante Secondary School in Braga turned leaflets filled with hate, misinformation and disinformation into a project titled «1,143 Reasons to Be Sceptical». Students from the Francisco Franco Secondary School, in Funchal, the Almeida Garrett Secondary School in Vila Nova de Gaia, and also from the private Catholic school Externato Marista in Lisbon explored similar issues, challenging myths, prejudices and falsehoods in projects such as *A desinformação da emigração* («Disinformation on Emigration»), *Imigração, problema ou oportunidade?* («Immigration: Problem or Opportunity?») and *Fake não é Fact!* («Fake is not Fact!»).

In Entroncamento, students from the Gustave Eiffel Vocational School focused on a local story about unusually large vegetables, debunking a narrative popularised by a local journalist who embellished accounts and minor events to promote the region. A parent shared an article in a WhatsApp group claiming that lemon had healing powers. This «sour falsehood» was later debunked by students from Lousada Norte – Lustosa Primary and Secondary School, while students from Serpa Secondary School



Pinocchio at School
roadshow session. © DR

turned their attention to the impact of influencers on mental health, exposing misleading and potentially harmful advice in *Desinformação também adoece!* («Disinformation Also Does Harm!»).

These were the seven winning projects selected from 47 teams in the nationwide competition held under the media literacy initiative *Pinóquio na Escola* (Pinocchio at School). Led by the Calouste Gulbenkian Foundation, in partnership with fact-checking newspaper *Polígrafo* and supported by the European Union and the Directorate-General for Education, the initiative was piloted in the 2024–2025 school year.

Alongside the competition, a roadshow toured the country throughout the year, focusing on media literacy and the importance of fact-checking. This travelling initiative against disinformation visited ten schools across seven regions of mainland Portugal and the islands, engaging around 1,100 students and teachers, as well as invited journalists, doctors and researchers.

In its second edition (2025–2026), the initiative maintained its core theme but introduced some changes. It broadened its reach beyond secondary and vocational education to include students in lower secondary education, and strengthened the role of teachers, who now act as ambassadors for the initiative with enhanced support.

The roadshow for this new edition is already travelling across the country's 26 intermunicipal communities. Young people will once again be encouraged to take part in the nationwide competition, creating original content to challenge misleading narratives circulating, or that have circulated, in the European public sphere.

«I had no idea how false fake news could be,» said Carolina, one of the first edition's winners. That's why Pinocchio will keep visiting schools.

Postgraduate training in Mathematics in PALOP countries

Promoting postgraduate training in Mathematics in the PALOP countries as part of the Partnerships with Africa programme, is a priority area of action.

It is a gradual and integrated effort, like a puzzle that slowly begins to take shape, as advanced training cannot be fostered without first cultivating an interest in Mathematics among students in secondary and higher education.

In developing countries facing vulnerability, with fragile systems but increasingly modern challenges, the Foundation aims to place Mathematics at the centre of national priorities, helping to develop a new generation with skills for the digital economy.

The Foundation's approach varies by country, adapting to local contexts. Its strategy combines open calls with direct invitations to local partners, particularly universities, which often collaborate with Portuguese and international institutions.



Signature of the memorandum of understanding for the Regional Doctoral Programme in Mathematics.
© UNICV – University of Cape Verde (Praia)

The outcomes reflect the gradual consolidation of this strategy. A decade later, and for the first time, the University of Cape Verde filled all available places in its Mathematics undergraduate programme in the first phase of admissions, an outcome also supported by efforts to promote the subject among secondary school students through the Gulbenkian Mathematics Camps. In the 2025–2026 academic year, the country also saw the launch of the first postgraduate programme fully designed and delivered by a local university.

Over the three intake rounds completed to date, 165 students have completed postgraduate programmes in Mathematics and related fields, including Data Science, Cybersecurity, and Applied Mathematics in areas such as Health Sciences and Agriculture.

The intervention also includes master's degrees, a doctoral programme and advanced scientific internships (ASI). The regional doctoral programme in Mathematics brings together the University of Cape Verde, Agostinho Neto University (Angola) and the University of Coimbra (Portugal), and currently supports eight doctoral candidates working on their theses. The ASIs in Mathematics have enabled 52 early-career university lecturers from the PALOP countries to undertake periods of training and research in Portugal, strengthening their scientific and teaching skills.

More recently, the first postdoctoral research projects in Mathematics have begun, with four projects hosted by universities in the PALOP countries.

Over a six-to eight-year horizon, this intervention is expected to generate significant impact by training future university lecturers, researchers and Mathematics teacher trainers, ensuring a lasting contribution to the educational and scientific systems of the PALOP countries.

One project that offers young Armenians in Lebanon a rare space for reflection, invention and cultural authorship, through writing and painting workshops and a hybrid exhibition model. Another is dedicated to preserving Armenian embroidery and its often overlooked related crafts, including motif design and textile printing. Alongside these, a series of short videos, filmed in authentic community settings, uses humour, imperfection and everyday moments to portray culture as a lived experience, featuring members of the Lebanese-Armenian community.

These are some of the projects selected under the INSPARK programme by the Gulbenkian Foundation's Armenian Communities Department. The initiative focuses on engaging the Armenian community in Lebanon, especially young people (as a strategic priority), inviting them on a creative journey of discovery and critical thinking.



Lilit Megrian,
"Դաւաճապար" (Badahapan) – still from a series of short videos filmed in Lebanon.
© Hnarti Cultural Platform

In 2025, the programme supported ten young creators between the ages of 21 and 40, adopting an approach that looks both to the past and the future. One project explores Armenian food and language to reflect on belonging and the transfer of knowledge. Another takes the form of a video installation combining documentary, performance and experimental cinema, exploring the boundaries between art and life, creation and erosion, preservation and dissolution.

This diversity is highly valued by the Armenian Communities Department, as young Armenians in Lebanon have shown creativity and commitment in engaging with their community, understanding its multiple layers and rich social fabric, and helping to shape its future as a contemporary, globally connected community.

It is noteworthy that, despite not being a prerequisite for applying to INSPARK, all applicants organically incorporated Western Armenian as a means of communication, underscoring the language's enduring role as an integral part of the Lebanese-Armenian community.

The Armenian community in Lebanon is especially important, as it is one of the main centres of Western Armenian language and culture in the diaspora.

Classified by UNESCO as «definitely endangered», the revitalisation and preservation of the language are therefore a priority for the Foundation.



Internal Structure



The Foundation's activities are guided by principles and practices that ensure transparency, accountability and effectiveness in fulfilling its mission, with particular emphasis on governance and Human Resources management.

This chapter opens with an overview of the governance model, including the composition and responsibilities of the Board of Trustees. To safeguard the integrity of the Foundation's work, the Board is supported by several structures that provide support for management and decision-making, including committees and monitoring bodies that oversee investments, remuneration and cybersecurity. The Governance Model also includes internal policies, stakeholder engagement and consultation procedures, and active participation in national and international philanthropic networks.

The fulfilment of the Foundation's mission also depends to a large extent on its human capital. The second part of this chapter provides a snapshot of the Foundation's workforce, based on data relating to age, gender and professional category, and takes a closer look at all the aspects that underpin effective talent attraction and retention – from personal and professional development opportunities to health promotion and other forms of compensation and benefits.

Governance Model



© Pedro Pina

GRI 2-12
GRI 2-28
GRI 2-29

GRI 3-1
GRI 3-2
GRI 3-3

The Gulbenkian Foundation's governing structure, shaped by its statutes and founding documents and guided by the Founder's wishes, is designed to build a more equitable and sustainable society.

The structure currently comprises a Board of Trustees (BT) – which has the broadest powers to represent the Foundation, administer and dispose of its assets, and to pursue the goals for which it was founded – and an Executive Board (EB), which is responsible for the day-to-day management and achievement of the organisation's objectives.

The Board of Trustees is made up of a minimum of three and a maximum of nine members (executive and non-executive directors), elected by co-option under a secret ballot for a five-year term, renewable for the same period, one of whom is appointed Chair. The Board of Trustees meet five times a year and may also be convened by the Chair or at the behest of two trustees. The Executive Board comprises only executive directors, who meet formally each week and whenever summoned by the president. The President chairs both boards.

The Foundation's governing structure includes an Accounts Revision Commission, an Audit Committee, a Remuneration Committee, an Investment Committee, an Operational Investment Committee, a Privacy Committee, and a Cybersecurity Committee.

Board of Trustees¹

António Feijó President
03.05.2027

Pedro Norton
15.10.2028

Graça Andresen Guimarães
26.04.2028

António Cruz Serra
12.05.2027

Cristina Casalinho
01.02.2029

Jorge Vasconcelos²
12.12.2030

Isabel Capelo Gil
14.12.2028

Margarida Couto³
12.12.2030

Executive Board

António Feijó President
António Cruz Serra
Cristina Casalinho
Jorge Vasconcelos

Senior Advisors

Persons of recognised merit appointed to support the activity of the Board of Trustees. Their term lasts five years and may be renewed for an equal period.

Emílio Rui Vilar⁴
Marika Hedin⁵

Secretary-General

Coordinates support for the BT and its committees, as well as the EB, and coordinates and monitors working groups formed by the BT or delegated by the President.

Rui Esgaio

Accounts Revision Commission⁶

The Accounts Revision Commission is the statutory body responsible for auditing the Foundation's accounts by 30 April each year. It is made up of representatives of entities external to the Foundation.

Alberto Reaes Pinto
(National Academy of Fine Arts)

João Manuel Grossinho
Gonçalves
(Director General for Social Security)

Manuel Lopes Porto
(Lisbon Academy of Sciences)

Vitor Jaime Pereira Alves
(Director-General of the Budgetary Authority, Ministry of Finance),
Rapporteur

BT Committees

Audit Committee

Oversees internal and external auditing functions and is responsible for receiving and handling complaints concerning the Foundation's activities. It is made up of the non-executive directors, one of whom is appointed chair by the Board of Trustees (Graça Andresen Guimarães).

Operational Investment Committee

Oversees and monitors the implementation of the Foundation's investment strategy. It comprises five trustees (four executive and one non-executive) and is chaired by the President of the Board of Trustees.

Remuneration Committee

Responsible for setting the remuneration policy and objectives of the Foundation's various governing bodies. It is made up of non-executive trustees, one of whom serves as Chair, appointed by the BT (Isabel Capelo Gil).

Investment Committee

Advises the BT and the EB on investment-related matters. It comprises one non-executive trustee, who serves as Chair (Pedro Norton), and three to five independent individuals of recognised standing and integrity.

Other Committees

Privacy Committee

Monitors and oversees matters concerning privacy and personal data protection. It is currently made up of six members drawn from the Foundation's directors.

Cybersecurity Committee

Oversees, monitors and addresses cybersecurity matters. It includes members drawn from the Foundation's directors.

-
- | | |
|---|--|
| 1 | Guilherme d'Oliveira Martins stepped down from his role as Executive Director on 16 November 2025. |
| 2 | Completed his term as a Non-Executive Trustee on 11 December 2025 and assumed the role of Executive Trustee on 12 December 2025. |
| 3 | Began her term as Non-Executive Trustee on 12 December 2025. |
| 4 | Since 3 May 2022. |
| 5 | Since 23 November 2023. |
| 6 | Manuel Maçaroco Candeias (Banco de Portugal) was part of the Audit Committee until October 2025. |

Action priorities

The Calouste Gulbenkian Foundation is a philanthropic institution that promotes the development of people and organisations through the arts, science, education and philanthropy, helping to build a more equitable and sustainable society.

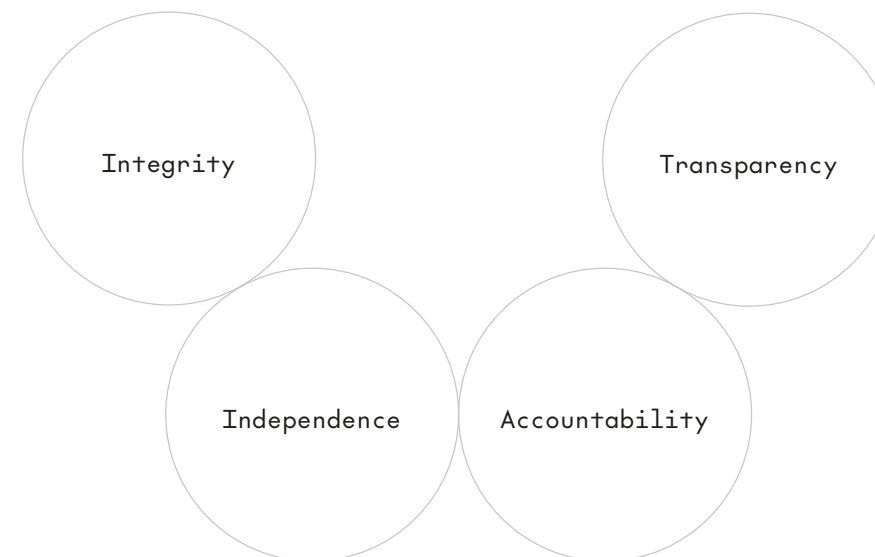
The Board of Trustees sets the Foundation's priorities for action over a five-year period, taking into account the nature of the institution, its statutory purposes, strategic direction, and the potential impacts associated with managing its spaces and activities.

The priorities for the current strategic cycle were informed by the conclusions of a consultation process carried out in 2022, reflecting input from more than 800 stakeholders, including beneficiaries, partners, employees, researchers and other experts.

Foundation standards and policies

The Foundation follows international best management practices, supported by a set of appropriate, efficient and effective rules, procedures and control mechanisms that guide the actions of the organisation as a whole and those of each of the individuals who represent it. These rules and procedures ensure that the Foundation's values, principles and objectives are incorporated into all its activities, from the awarding of grants and scholarships to the management of art collections and shop offerings, including compliance and cybersecurity-related and other activities.

Values



The Foundation pursues its activities with integrity, transparency, independence and accountability.

The Foundation has established a set of guidelines as a way of encouraging employees and other stakeholders to adopt behaviours aligned with these values and with the principles and objectives of the organisation. These guidelines include an employee code of conduct, a code of good practice for preventing and combating workplace harassment, a policy for preventing sexual exploitation and abuse, a plan for the prevention of corruption risks and related offences, a whistleblowing channel, a quality policy, a supplier code of conduct, and a set of policies on privacy and data protection.

Concerns about the organisation's (potential and actual) negative impacts on stakeholders, communicated through reporting mechanism, are reported to the Board of Trustees. In 2025, no critical concerns were reported.

Internal control system

The Board of Trustees is responsible for implementing the internal control system, which covers the entire organisation and aims to provide a reasonable degree of confidence in the achievement of the following objectives:

-
- Effectiveness of the outcomes achieved.
-
- Efficient resource use.
-
- Reliability of information.
-
- Compliance with laws and regulations.

The implemented system is aligned with the IIA's Three Lines Model:

-
- First line roles are assigned to each of the Organisational Units.
-
- Second line roles are assigned to the Organisational Units that have overarching functions.
-
- The third line involves the internal audit function, which is carried out independently and objectively by the Audit and Risk Management Department.

Responsible investment policy

The Calouste Gulbenkian Foundation's commitment to sustainability is reflected in the management of its portfolio investments, balancing responsible investment practices with the financial performance required to ensure the Foundation's perpetuity.

This investment strategy is based on the following principles:

-
- Prioritise responsible investment with exposure to companies employing practices that are consistent with the objectives of a more sustainable, more inclusive and fairer society.
-
- Scrutinise investment portfolio managers in relation to environmental, social and governance (ESG) criteria, on the basis of their current positioning and future developments in the investment of their funds. The Foundation does not invest in portfolios that, given their exposure, undermine its mission, nor in funds run by managers who show no intention to pursue ongoing improvement on ESG criteria.
-
- Invest directly, and progressively, in funds with a markedly sustainable agenda. Part of the portfolio is reserved for impact investments aimed, in addition to financial return, at having effective positive and measurable repercussions on society or the environment.
-
- Avoid any investment that breaches the rules of good conduct through tax evasion, money laundering and transactions with organisations that fail to comply with the guidelines set out in the United Nations Global Compact.

Working with stakeholders

Engaging with external stakeholders is a core part of the Foundation's work. It enables open dialogue with civil society and helps guide activities and decision-making, drawing on the best available knowledge and reflecting stakeholders' concerns.

These consultation processes, which incorporate input from external consultants and advisers, involve a diverse range of stakeholders (NGOs, sectoral associations, universities and R&D centres, technical experts, among other stakeholders), particularly at key strategic moments, such as the design of new programme cycles or the development of new projects.

The Foundation also works closely with its partners, including international networks of foundations, think tanks and other organisations, as well as with the scientific community and beneficiaries, to better understand which priorities to pursue and which projects can maximise the positive impact of its activities.

Main stakeholder groups and types of engagement

Employees

Consultation surveys
Internal agenda
Intranet
Emails
Discussion sessions
Events for employees
(e.g. guided exhibition tours)

Beneficiary organisations

Consultation surveys
Meetings
Website

Suppliers

Tours and audits
Consultation surveys

Public entities

Annual Report
Website
Email
Meetings

Partners (co-organisers)

Consultation surveys
Meetings
Website
Gulbenkian Videos

Patrons

Meetings
Website
Evaluation form, for the events held by patrons at the Foundation

Civil society

Website
Newsletters
Community engagement projects
Open Days
Events
Podcasts
Gulbenkian Videos

Visitors

Website
Satisfaction surveys
Garden
Events

Scholarships

Consultation surveys
Meetings
Website
Activities led by the Scholarship Holders' Network

Media

Conferences
Interviews
News articles
Feature articles
Podcasts
Videos

Networking with philanthropic partners and international organisations

The Calouste Gulbenkian Foundation participates in national and international networks and projects that pursue similar or related goals and activities. This participation enables the Foundation to collaborate, influence and contribute to global initiatives, expanding the reach and impact of its work.

From 2 to 5 June 2025, the Gulbenkian Foundation hosted the Philea Forum 2025, the annual meeting of Europe's leading philanthropy foundations and their national associations. Under the theme "Power and Equality: A Balancing Act", the Forum brought together around 850 participants from 44 countries and international organisations, including representatives of philanthropic organisations, NGOs, think tanks and European and multilateral institutions. The first edition of the Call for Proposals to Strengthen the European Project was also held, aimed at supporting projects by European think tanks that contribute to strengthening European integration and the role of the European Union in a changing global context. Under this call, eight projects were selected from among the 73 applications submitted.

Alliance for Socially Engaged Arts

Since 2024 | International

An alliance of 11 European foundations, the creation of which was spearheaded by the Gulbenkian Foundation, aimed at achieving greater recognition and support for participatory arts in Europe, influencing public policies and investment.

Ariadne Network

Since 2018 | International

A European network of organisations that support social change and human rights, helping those who use private resources for the public good to achieve more together than individually, connecting them with other funders and providing them with practical tools to make that support effective.

Portuguese Foundation Centre

Since 1993 | National

An organisation that represents the foundation sector in Portugal. It brings together Portuguese foundations from all over the country. It is characterised by great diversity of location, size and areas of intervention. The Gulbenkian Foundation is one of its board members.

Network of European Foundations

Since 2005 | International

A network of 12 foundations and Philea, committed to strengthening philanthropic cooperation and strategic collaboration, seeking to increase its philanthropic impact by implementing projects and/or initiatives related to Europe and its role in the world.

Impact Europe

Since 2018 | International

A network that develops an ecosystem of strategic philanthropy in Europe, through training, advocacy and networking of its members in new philanthropic practices, particularly impact investment.

Philea

Since 2022 | International

Philea is the result of the merger between Dafne - Donors and Foundations Networks in Europe (established in 2015 with the aim of providing a platform for sharing knowledge and learning from best practices) and the European Foundation Centre (created in 1989 with the aim of being the voice of institutional philanthropy in Europe). Besides being a member of one of Philea's governing bodies, for almost three decades the Gulbenkian Foundation has participated (together with the founding organisations) in several of its working groups, particularly those related to the arts and culture, investment, and communication. In 2025, the Annual Philea Forum was held in Portugal, at the Calouste Gulbenkian Foundation from 2 to 5 June.

European Programme for Integration and Migration (EPIM)

Since 2018 | International

Created in 2005, this is one of the most relevant collaborative re-granting programmes between European foundations. It combines the resources and expertise of foundations to strengthen the role of civil society in building inclusive communities and developing humane and sustainable responses to migration, based on Europe's commitment to universal human rights and social justice.

The Hague Club

Since 1971 | International

An association of individuals linked to the foundation sector (foundation presidents and trustees) that acts as an informal platform for discussing important issues for the management of private foundations at an international level, in particular the role of philanthropy in contemporary society.

Civitates

Since 2025 | International

A European democracy fund, hosted by the Network of European Foundations, supporting independent media and civil society organisations across Europe. Its objective is to promote open and free public debate, combat online disinformation and uphold democratic principles. It operates as a collaborative philanthropic fund and encourages other donors to support democracy, grounded in principles of solidarity, collaboration and openness.

European Council on Foreign Relations

Since 2012 | International

Comprising a wide range of former policy makers, academics and activists, the ECFR's main aims are the independent production of knowledge in the areas of security, defence and European foreign policy, as well as the creation of spaces for dialogue between different stakeholders.



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People



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The Calouste Gulbenkian Foundation is committed to supporting the professional development, continuous learning, satisfaction and well-being of its employees. It offers programmes and initiatives for personal and professional growth, such as training, coaching, study support and performance appraisals, while also promoting health and well-being through occupational health and safety and health insurance. Employees also benefit from a range of additional measures, including remote working, gym access, childcare facilities, a pension plan, and access to exhibitions and performances. The Gulbenkian Foundation also organises informal sessions for sharing and discussion on topics related to its work and wider issues of public interest, encouraging employee learning, engagement and civic participation.

In 2025, key initiatives included the pilot corporate volunteering project Side by Side, with 28 volunteers contributing 364 hours to 16 civil society organisations; three lunch-time learning sessions with experts on topics such as artificial intelligence, democracy, and food and health; and a series of organised visits for staff to exhibitions and the Garden.

GRI 2-7	GRI 403-2	GRI 404-1
GRI 202-1	GRI 403-3	GRI 404-3
GRI 401-1	GRI 403-6	GRI 405-1
GRI 401-2	GRI 403-8	GRI 405-2
GRI 403-1	GRI 403-9	

418

Employees
19 less than in 2024

47

Average age
the same as in 2024

51%

Women
1 p.p. less than in 2024

49%

Men
1 p.p. more than in 2024

89%

With a permanent contract
3 p.p. more than in 2024

83%

University graduates
3 p.p. more than in 2024

17%

Turnover rate
26 p.p. less than in 2024

Personal and professional
development

92% employees
received training
1 p.p. more than in 2024

€272,602 in
training costs
12% more than in 2024

7,280 hours of training
1,598 hours more than in 2024

Health

The Foundation supports and promotes the physical and nutritional well-being of its employees. It does so through a Clinical Centre that provides both curative medicine and occupational health services, covering primary, secondary and tertiary prevention.

The Clinical Centre is responsible for managing occupational health and safety for all employees, and is certified and audited in accordance with Portuguese law. The Centre provides occupational health consultations, including pre-employment, regular and return-to-work health assessments, as well as curative care consultations (by appointment or in cases of acute illness). It also runs health education programmes, offers travel health appointments, vaccination programmes, and assesses workplace conditions and safety, implementing any necessary improvements.

The Foundation also has a gym which offers services and classes for employees, pensioners and their spouses and children.

OCCUPATIONAL MEDICINE

73 visits to workplaces
13 less than in 2024

282 health assessments
carried out (on admis-
sion, periodic, and
upon return to work)
107 more than in 2024

CURATIVE MEDICINE

1,066 consultations¹
761 less than in 2024

146 employees,
pensioners and
family members use
the Foundation's gym
6 more than in 2024

NURSING ACTIVITIES

886 nursing
consultations
188 more than in 2024

782 health education
consultations
323 more than in 2024

8 stop smoking
consultations
4 more than in 2024

158 vaccination
appointments
24 more than in 2024

Work-related accidents²

	2023	2024	2025
Work-related accidents ²	4	9	2

1 Comprehensive health assessments are carried out every two years. The most recent assessment took place in 2024, which explains this variation.

2 The figures for work-related accidents in 2023 and 2024 have been revised following changes to how the data is calculated and reported.

Other benefits and compensation

The Foundation is committed to promoting quality of life for its employees and their families, providing services such as childcare, a kindergarten, and leisure activities. It also encourages and supports employees and their children in continuing their studies. In 2025, a total of 228 children of employees received study support allowance for the 2025–2026 school year, and 45 children and grand-children of current and former employees attended the Staff Association's childcare centre.

A better work-life balance is ensured through flexible working policies, including the option of working remotely once a week and having different working hours on Fridays.

Diversity and equality

Composition of the Board of Trustees, by gender

Description	2023	2024	2025
Women	33%	38%	50%
Men	67%	62%	50%

Composition of the Board of Trustees, by age group

Description	2023	2024	2025
>50 years old	100%	100%	100%

Percentage of employees by professional category and age group

Professional category	Gender	2023	2024	2025
Directors	Women	36%	30%	30%
	Men	64%	70%	70%
Technical staff	Women	60%	58%	56%
	Men	40%	42%	44%
Administrative and operational staff	Women	39%	39%	47%
	Men	61%	61%	53%

Categorisation of employees by professional category and age group

Professional category	Age group	2023	2024	2025
Directors	< 30 years old	-	-	-
	30-50 years old	42%	35%	36%
	> 50 years old	58%	65%	64%
Technical staff	< 30 years old	11%	11%	6%
	30-50 years old	57%	53%	59%
	> 50 years old	32%	36%	35%
Administrative and operational staff	< 30 years old	4%	5%	18%
	30-50 years old	9%	25%	28%
	> 50 years old	87%	70%	54%

Gender pay ratio by category³

Category	2023	2024	2025
Directors	80%	89%	86%
Technical staff	87%	90%	95%
Administrative and operational staff	106%	104%	102%

Variation in the ratio between entry-level salary, by gender, and local minimum wage

Category	Gender	2023	2024	2025
Ratio between the entry-level salary and the local minimum wage (%)	Women	143%	147%	171%
	Men	144%	176%	156%

³ The gender pay ratio expresses the average pay of women as a percentage of that of men, with 100% indicating full pay parity.



Additional Information

Patrons and Other Support

Many national and foreign companies, institutions and entities, both public and private, have supported the Calouste Gulbenkian Foundation's activities, thereby contributing to the fulfilment of its mission.¹

Amigos do Museu Nacional do Azulejo	Fundação PLMJ	PLMJ
Associação de Turismo de Lisboa	Fundação ProHelvetia	PwC –
Banco Bankinter	Fundação Ramón Areces	PricewaterhouseCoopers
Banco BPI	Generali Tranquilidade	Ricardo Alves Mouro Simões
BFF Banking Group	Google	Richemont Iberia, S.L.
Brisa – Autoestradas de Portugal	Hrag Bakarian	Sadler's Wells
Camões – Instituto da Cooperação e da Língua, I.P.	Institut Français du Portugal	Sociedade Ponto Verde
Dansehallerne	Instituto Superior Técnico – Centro de Química Estrutural	Stone (MRN Invest)
Embaixada de Espanha	Joint Adventures	Tanzquartier Wien
Embaixada do Brasil	José Carlos Sequeira Mateus	TAP Portugal
European Concert Hall Organisation (ECHO)	KPMG Advisory	UBS Portugal
Fidelity (FIL Luxembourg)	KVS	United Nations Children's Fund (Unicef)
Fondazione Fabbrica Europa per le arti contemporanee ETS	Lusíadas, S. A.	Universidade Católica de Lisboa
Fundação "la Caixa"	Maison de la Danse	Vanguardaeagle Asset Management
Fundação Kees Eijrond	Marília Figueiredo Martins Gameira	VdA – Vieira de Almeida e Associados
	MEO	VIC Management
	Mercat de les Flors	

¹ Includes funding partners, sponsorships and philanthropic contributions.

GRI Content Summary (Global Reporting Initiative)

The information published in the appendix GRI Content Summary (Global Reporting Initiative) refers to the period of activity from 1 January to 31 December 2025 of the Calouste Gulbenkian Foundation, namely of its headquarters in Lisbon.

The information reported considers a total of 418 employees, excluding the Foundation employees of the Delegations in France and the United Kingdom, for a more standardised reading of social indicators.

The information published in the appendix GRI Content Summary complements the information reported in the chapters “Activities” and “Internal Structure”.

General disclosures

2.1 Organisation and reporting practices

2-1	Organisation details Calouste Gulbenkian Foundation A Portuguese foundation registered as a public service entity governed by private law, as established by Decree-Law No. 40690 of 18 July 1956, approving its respective Statutes. Headquarters: Av. de Berna, 45A, 1067-001 Lisbon The Foundation has operations in Portugal, the United Kingdom, and France.
2-2	Entities included in the organisation's sustainability report This report contains only information related to the Calouste Gulbenkian Foundation. The Foundation does not report consolidated financial statements. Antarr Sustainable Productive Forest is recognised in the accounts using the equity method.
2-3	Reporting period, frequency and contact This report covers the period from 1 January to 31 December 2025. Sustainability information is reported annually. Queries about the report or related information can be sent to sustentabilidade@gulbenkian.pt.
2-4	Restatement of information As part of this reporting cycle, certain disclosures from prior reporting periods were restated. These relate to: 201-4 (2023 and 2024), 204-1 (2023), 302-3 (2023 and 2024), 303-3 (2023 and 2024), 403-9 (2023 and 2024), 404-3 (2023 and 2024). Disclosures 201-4 and 204-1 were restated to ensure consistency with figures finalised at a later stage. Regarding 302-3, the total area occupied by the organisation now includes the gross floor areas of the Headquarters Building and the CAM, as well as the garden area. In line with GRI guidance, disclosure 303-3 was amended to incorporate both direct water withdrawal and withdrawal by third parties. For 403-9, the number of recordable work-related injuries was restated following revisions to the calculation methodology and to the data reported to the Authority for Working Conditions (ACT). For 404-3, a new calculation methodology was introduced, comparing the number of employees assessed against the total number eligible for assessment at the time of performance review.
2-5	External review The sustainability indicators have not been reviewed by an external entity.

2.2 Activities and employees

2-6	Activities, value chain and other business relations					
	See chapter “2025 in numbers”. The Calouste Gulbenkian Foundation’s supply chain is structured around nine “procurement families”: (i) Consultancy and technical support. (ii) Travel, transport and fleet. (iii) Facilities and equipment. (iv) IT and communications. (v) Books, content production and document processing. (vi) Organisation of exhibitions, concerts, conferences and events. (vii) Other materials, services and miscellaneous costs. (viii) Advertising and publicity. (ix) Utilities. The Foundation outsources specific activities that require specialised technical and professional qualifications for services provided on a continuous basis within the Foundation’s premises. These include services such as catering (including the concession of cafeterias and the canteen), surveillance and security, electro-mechanical repair and maintenance, cleaning, mail and courier services, audiovisual support, internal removals and relocations, garden maintenance, and IT services.					
2-7	Employees					
	The scope of the reported data is limited to employees at the Foundation’s headquarters in Lisbon. It does not include the two delegations, in France and the United Kingdom, as including these would affect the reliability of certain social indicators.					
	Employees by contract type and gender	Contract	Gender	2023	2024	2025
		Temporary employment contract	Women	96	37	24
			Men	63	26	20
		Permanent employment contract	Women	216	189	191
			Men	190	185	183
	Total		565	437	418	
	Part-time and full-time employees, by gender	Employment	Gender	2023	2024	2025
		Part-time	Women	0	5	2
			Men	2	3	5
		Full-time	Women	312	221	213
Men			251	208	198	
Total		565	437	418		

2.2 Activities and employees

2-8	Employees with no contractual ties to the organisation				
	In 2025, a total of 378 service providers, with no contractual ties to the organisation, worked at the Foundation, in areas such as security, cleaning and catering.				

2.3 Governance

2-9	Board meetings and composition				
	See chapter “Internal Structure/Governance Model”.				
2-10	Nomination and selection of the members of the Board of Trustees				
	See chapter “Internal Structure/Governance Model”. The co-option of executive members and the renewal of their terms of office may not take place if the persons concerned are aged 70 or older. Trustees do not participate in decisions regarding the renewal of their own terms of office. Diversity, particularly gender diversity, is a priority for the Foundation. Accordingly, the Board of Trustees comprises an equal number of women and men.				
2-11	Chair of the Board of Trustees				
	The Chair represents the Board of Trustees and the Executive Board before judicial and extrajudicial bodies. The President coordinates the activities of the Board of Trustees and those of the Executive Board, and calls and presides over meetings, planning the respective agendas. Assigns responsibilities to the members of the Executive Board, after consulting the Trustees. The President also retains direct responsibility for specific areas, thereby performing an executive role.				
2-12	Role of the Board of Trustees in overseeing impact management				
	See chapter “Internal Structure/Governance Model”.				
2-13	Delegation of responsibility for managing impacts				
	See chapter “Internal Structure/Governance Model”.				

2.3 Governance

2-14	Role of the Board of Trustees in sustainability reporting
	The Board of Trustees examines and approves all the information contained in the Annual Report and financial statements, defines the Foundation's broad strategic guidelines, and approves the annual activity plan. See chapter "Internal Structure/Governance Model".
2-15	Conflicts of interest
	Every year, the Secretary-General obtains a declaration of interests from the members of the Board of Trustees, which allows real or potential conflicts of interest among its members to be identified. A police clearance certificate is also requested from each member. The Code of Conduct for Foundation Employees and the Conduct Duties of the Board of Trustees contain provisions aimed at preventing conflicts of interest. The members of selection panels (e.g. for awarding grants and subsidies) are required to sign a declaration of commitment undertaking to disclose any situations that could give rise to a conflict of interest. Internal procedures are also in place to improve knowledge of the Foundation's partners (suppliers, beneficiaries, donors, etc.) and their beneficial owners. These procedures include collecting identification details and beneficial owner declarations, which also help prevent potential conflicts of interest.
2-16	Communication of critical concerns
	See chapter "Internal Structure/Governance Model".
2-17	Collective knowledge of the Board of Trustees
	In 2025, no specific measures were taken to develop the collective knowledge, skills and experience of the Board of Trustees on sustainable development.
2-18	Review of the performance of the Board of Trustees
	The evaluation of the Board of Trustee's performance encompasses oversight of the management of the organisation's impacts on the economy, the environment and people, reflecting their alignment with the Foundation's purpose. This process, while regularly supported by an external entity, is not an independent evaluation.
2-19	Remuneration policies
	Fixed remuneration.

2.3 Governance

2-20	Process for determining remuneration			
	The Remuneration Committee is the body in charge of defining the policy and objectives as regards the remuneration of the members of the Foundation’s governing bodies. It also determines their remuneration and sets the maximum level of any compensation payable upon termination of duties, in line with applicable law and, where relevant, the remuneration policy in force. The Committee oversees any external disclosure relating to the remuneration and remuneration policies of the Foundation’s governing bodies and monitors contractual changes affecting mandates that may impact remuneration, including suspension or termination. It also adopts and reviews, on an annual basis, the general principles of the remuneration policy and ensures ongoing compliance with all applicable legal and regulatory requirements. To support its work, the Committee engages independent consultants to conduct benchmarking and prepare studies on remuneration policies.			
2-21	Annual total compensation ratio			
	Compensation ratios	2023	2024	2025
	Ratio between the annual total compensation of the highest-paid employee and the median total annual compensation of all employees	7.11	6.35	6.35
	Ratio between the percentage increase in the total annual compensation of the highest-paid employee and the median percentage increase in the total annual compensation of all employees	0	0	1

2.4 Strategy, policies and practices

2-22	Statement on the sustainable development strategy
	See chapter "Introduction/Message from the President".
2-23	Policy commitments
	See chapter "Internal Structure/Governance Model".

2.4 Strategy, policies and practices

2-24	Mainstreaming policies and commitments for responsible organisational conduct See chapter “Internal Structure/Governance Model”.
2-25	Process for remedying negative impacts In addition to complying with the different applicable legal frameworks, in particular the Legal Framework for Foundations, the Calouste Gulbenkian Foundation has been implementing a rigorous self-regulation process, aimed not only at preventing negative impacts and enhancing compliance with the applicable rules, but also at establishing the highest standards of integrity, discipline and quality in the pursuit of its activities. The Foundation has a set of internal rules (policies, regulations, guidelines, procedures, and other documents) related to its mission and strategy, governance model, ethics and conduct, management, human resources, internal audits and risk, investments and data protection. Of note among the 246 existing procedures within the Foundation are the handling of reports of wrongdoing concerning the Foundation’s activity; procurement; selection and evaluation of suppliers; internal audits of the Quality Management System; and review of the Quality Management System. Improvement of the whistleblowing channel saw the incorporation of complaints and suggestions made by stakeholders. The Audit Committee is responsible for receiving and handling reports of wrongdoing concerning the Foundation’s activities, which can be reported by stakeholders via the whistleblowing channel.
2-26	Mechanisms for seeking advice and raising concerns The Foundation provides a whistleblowing channel on its Intranet and on its website (https://gulbenkian.pt/en/prevention-policies/), through which any stakeholder (employee, supplier, general public, etc.) may report any wrongdoing, or express concerns regarding the Foundation’s activities by filling in a form online, and do so completely anonymously. The Audit Committee is responsible for managing internal and external reports of wrongdoing, investigating them, and making recommendations for the implementation of any mitigation measures, supported by the Triage Committee. It may also involve the internal departments it considers relevant in each situation. The Legal Department also has an internal platform for managing requests for legal support, through which any questions regarding the organisation’s policies can be asked.
2-27	Compliance with laws and regulations There have been no significant instances of non-compliance involving the organisation, that is, situations of non-compliance leading to reputational damage and/or that implied large fines or other consequences affecting the pursuit of its activities.

2.4 Strategy, policies and practices

2-28	Affiliation with associations See chapter “Internal Structure/Governance Model”.
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2.5 Stakeholder engagement

2-29	Approach to stakeholder engagement See chapter “Internal Structure/Governance Model”.
2-30	Collective bargaining agreements The Calouste Gulbenkian Foundation's employees are not covered by a collective labour agreement.

Material Topics

3: Material topics

3.1	Process to determine material topics		
	The material topics identified reflect the Foundation's statutory objectives, the areas where its activities generate the greatest impacts, and those considered most relevant for internal management. The key social and environmental impact areas were identified through a structured stakeholder consultation process conducted in 2022, involving over 800 institutional partners, beneficiaries, experts, employees and other relevant stakeholders. Topics most relevant to internal management and operations were identified through internal assessment. While the Foundation has not yet carried out a double materiality assessment, it plans to further develop its approach to identifying material topics in line with sustainability reporting best practices.		
3.2	List of material topics		
	Material Topic	SDG	Material GRI indicators
	Climate action	13	201-2; 302-1; 302-2; 302-3; 302-4; 305-1; 305-2; 305-3; 305-4; 305-5; 305-6; 305-7; 306-1; 306-2; 306-3; 306-4; 306-5
	Supporting local communities	11	2-6; 203-1; 203-2; 413-1
	Quality education and health	3; 4	2-6; 203-2; 401-2; 404-1; 404-2
	Cutting-edge scientific research	9	2-6; 201-1; 203-1; 203-2
	Organisation's governance model	8	2-7; 2-9; 2-10; 2-11; 2-12; 2-13; 2-14; 2-15; 2-16; 2-17; 2-18; 2-19; 2-20; 2-21; 2-22; 2-23; 2-24; 2-25; 2-26; 2-27; 2-28; 2-29; 2-30; 205-1; 205-2; 205-3; 206-1; 207-1; 207-2; 207-3; 207-4; 308-1; 308-2; 414-1; 414-2
	Promotion of culture and the arts	4; 11	2-6; 415-1; 416-2; 417-1; 417-2; 417-3; 418-1
	Protecting the most vulnerable	1; 10	2-6
	Efficient use of resources	11; 13	301-2; 303-1; 303-2; 303-3; 303-4; 303-5
	Valuing employees	8	201-3; 202-1; 202-2; 401-1; 401-2; 401-3; 402-1; 403-1; 403-2; 403-3; 403-4; 403-5; 403-6; 403-7; 403-8; 403-9; 403-10; 404-1; 404-2; 404-3
3.3	Management of material topics		
	This report identifies the most significant social, environmental and economic impacts resulting from the Foundation's activities. The impacts of activities related to the arts and culture, science, and supporting civil society are covered in the chapter "Activities". The impacts resulting from day-to-day operations are detailed in the chapter "Internal Structure".		

Economic disclosures

201: Economic performance

201-1	Direct economic value generated and distributed			
	See “Financial Statements and Accounts 2025”.			
201-2	Financial implications and other climate-related risks and opportunities			
	An assessment of climate-related risks and opportunities carried out during the reporting period concluded that climate change does not have a material impact on the Foundation’s activities, nor do these activities significantly impact climate change. Measures have nonetheless been implemented to enhance infrastructure resilience and mitigate environmental impacts, including the installation of photovoltaic panels (2025), renovation works at the Gulbenkian Museum, the transition to LED lighting, and lake waterproofing.			
201-3	Defined benefit plan obligations and other retirement plans			
	Employees with a retirement benefit plan	2023	2024	2025
	Percentage (%)	73.81%	86.50%	89.95%
	Estimated value of retirement plan liabilities	2023	2024	2025
	Retirement plan value (€)	211,857,000	216,260,000	236,602,000
201-4	Total assistance received from government			
	Total assistance received from the government (€)	2023	2024	2025
		5,617,872.33	4,605,728.45	2,128,550.00
	Note: €1,524,677 correspond to external funding received and earmarked for Gulbenkian Institute of Science (IGC) scientific research projects, which were transferred to the GIMM Foundation upon cessation of activity.			

202: Market presence

202-1	Ratios of standard entry-level wage by gender compared to the national minimum wage			
	See chapter “Internal Structure/People”.			
202-2	Proportion of senior management hired from the local community			
	Proportion of senior management of important operational sites hired in local communities (%)	2023	2024	2025
	Percentage (%)	100%	100%	50%
Methodology note: “Senior management” refers directors, deputy directors and assistant directors. “Local” means Portugal. “Important operational sites” means the organic units of the Calouste Gulbenkian Foundation.				

203: Indirect economic impacts

203-1	Infrastructure investments and services supported			
	See chapter “Activities”.			
203-2	Significant indirect economic impacts			
	See chapters “Introduction/2025 in numbers” and “Activities”.			

204: Procurement

204-1	Proportion of spending on local (national) suppliers			
	Purchases from suppliers	2023	2024	2025
	Percentage of purchases made from local suppliers (%)	82.76%	80.05%	77.96%

205: Anti-corruption

205-1	Activities assessed for risks related to corruption			
	Corruption assessment	2023	2024	2025
	Total number of activity areas assessed for corruption-related risks	N/A	N/A	14
	Percentage of activity areas assessed for corruption-related risks (%)	N/A	N/A	100%
Note: Corruption risks were assessed in 2022 in the preparation of the Foundation’s Plan for the Prevention of Corruption Risks and Related Offences, and were reassessed in 2025, as part of the triennial review cycle. The risk assessment conducted during this review concluded that, in light of the prevention measures and controls implemented by the Foundation, none of the identified risks exceed the established risk tolerance threshold. The Foundations Plan for the Prevention of Corruption Risks and Related Offences is available at gulbenkian.pt				
205-2	Communication and training on anti-corruption policies and procedures			
	The Plan for the Prevention of Corruption Risks and Related Offences and the changes to the Code of Conduct for Foundation employees, aimed at strengthening the anti-corruption mechanisms, were approved by the Board of Trustees and communicated to all employees through the internal communication channels. They were also made available on the Foundation's website and its Intranet. In addition, the Calouste Gulbenkian Foundation is registered on the Anti-Corruption Framework (RGPC) platform managed by the National Anti-Corruption Mechanism (MENAC). A mandatory e-learning training programme on anti-corruption was also implemented for all employees.			

205: Anti-corruption

205-3	Confirmed incidents of corruption and actions taken
	In 2025 no legal actions were initiated against the organisation or its employees related to corruption.

206: Anti-competitive behaviour

206-1	Legal actions for anti-competitive behaviour, anti-trust and monopoly practices
	In 2025, there were no pending and/or concluded legal actions in which the Foundation was identified as a party, in particular arising from anti-competitive, anti-trust and monopoly practices.

207: Tax

207-1	Approach to tax
	The Foundation's tax strategy is defined by the Board of Trustees, requiring strict compliance with tax obligations. The strategy also covers the tax obligations of related entities. In July 2025, the Board of Trustees approved the Foundation's Tax Policy, available on its institutional website.
207-2	Tax governance, control, and risk management
	The Tax Policy is defined by the Board of Trustees, with the support of the Legal Department and the Finance and Investment Department. While the Legal Department provides tax advice to all areas, the Finance and Investment Department is responsible for the precise implementation of the tax strategy. Where tax irregularities are identified, the Finance and Investment Department contacts the third party concerned and revises the tax return. Where necessary, the Finance and Investment Department can refer the matter to the Board of Trustees. Tax returns are completed by the Finance and Investment Department and confirmed internally.

207: Tax

207-3	Stakeholder engagement and management of tax-related concerns
	The Finance and Investment Department is the point of contact for the Tax Authority and is responsible for preparing tax returns, responding to requests from the Tax Authority, and for providing clarifications to auditors.
207-4	Country-by-country reporting
	See "Financial Statements and Accounts 2025".

Environmental disclosures

301: Materials

301-1	Materials used in the organisation's main products and services		
		2024	2025
	Weight of non-renewable materials used (t)	1,535.36	488.35
	Weight of renewable materials used (t)	1,039.33	40.28
	Total weight of materials used (t)	2,574.69	528.64
Methodology note: For the purposes of this report, the materials used in the organisation's main products and services refer to those used in the exhibitions held in 2025. The weight of each product/material was estimated using standard densities for each type of raw material, primarily sourced from the SI Metric database. Where materials consisted of mixed raw materials, typical proportions were assumed based on product type to determine an appropriate density and estimate the corresponding weight.			
301-2	Recycled input material used in the organisation's main products and services		
		2023	2024
	Percentage of recycled materials used (%)	18.61%	19.69%
Methodology note: For the purposes of this report, the materials used in the organisation's main products and services refer to those used in the exhibitions held in 2025.			
301-3	Reclaimed products and their packaging materials		
	Not applicable to the Foundation's activities.		

302: Energy

302-1	Energy consumption within the organisation		
	See chapter "Gulbenkian Society/Environment".		

302: Energy

302-2	Energy consumption outside the organisation			
	The Calouste Gulbenkian Foundation does not directly account for energy consumption outside the organisation. Scope 3 greenhouse gas (GHG) emissions are, however, calculated, including relevant value chain categories where energy consumption occurs outside its operational boundaries. Further details are provided under GRI 305-3 (expressed in tCO ₂ e).			
302-3	Energy intensity			
	Energy intensity per total area of the organisation's buildings (kWh/m ²)	2023	2024	2025
		91.45	102.96	106.82
	Note: The total occupied area reported for prior years was restated to include the "gross floor areas of buildings and the garden".			
302-4	Reduction of energy consumption			
	In 2025, energy consumption was reduced as a direct result of energy conservation and efficiency measures, including: — Replacement of stage lighting in the Grand Auditorium with more efficient LED solutions. — Completion of the installation and commissioning of photovoltaic panels.			
302-5	Reductions in the energy requirements of products and services			
	Not applicable to the Foundation's activities.			

303: Water and effluents

303-1	Interactions with water as a shared resource			
	The water used in the Foundation's buildings is supplied by utility company EPAL. The water used for irrigation is withdrawn from the lake, which is fed by EPAL, rainwater harvesting and surface drains.			
303-2	Management of effluent discharge-related impacts			
	All water is discharged into the public network, consisting mostly of domestic wastewater, and therefore has no significant impact.			

303: Water and effluents

303-3	Water withdrawal		
	In 2025, a total of 324 m ³ of water was withdrawn from the borehole in the CAM garden. The borehole in the Museum garden is under construction and expected to become operational in 2026, subject to the approval of an abstraction licence.		
			2025
	Total water withdrawal (groundwater) (ML)		0.32
	Total water withdrawal from third parties (EPAL) (ML)		141.23
303-4	Water discharge		
	All water is discharged into the public network.		
303-5	Water consumption		
	See chapter "Gulbenkian Society/Environment".		

304: Biodiversity

304-1	Operational sites owned, leased, managed in, or adjacent to, protected areas and areas of high biodiversity value located outside protected areas		
	The Calouste Gulbenkian Foundation has no operational sites owned, leased, managed in, or adjacent to, protected areas or areas of high biodiversity value located outside protected areas.		
304-2	Significant impacts of activities, products and services on biodiversity		
	Not applicable to the Foundation's activities.		
304-3	Habitats protected or restored		
	Not applicable to the Foundation's activities.		

304: Biodiversity

304-4	IUCN Red List species and national conservation list species with habitats in areas affected by operations
	Critically endangered: 0
	Endangered: 0
	Vulnerable: 2 (<i>Aesculus hippocastanum</i> ; <i>Prunus lusitanica</i>) Near threatened: 2 (<i>Apus apus</i> ; <i>Juniperus turbinata</i>).
	Least concern: 181 (<i>Acer monspessulanum</i> , <i>Acer pseudoplatanus</i> , <i>Achillea millefolium</i> , <i>Acrocephalus scirpaceus</i> , <i>Adiantum capillus-veneris</i> , <i>Aeshna mixta</i> , <i>Alcedo atthis</i> , <i>Allium triquetrum</i> , <i>Alnus cordata</i> , <i>Alnus glutinosa</i> , <i>Amegilla albigena</i> , <i>Anas platyrhynchos</i> , <i>Anax ephippiger</i> , <i>Anax imperator</i> , <i>Anax parthenope</i> , <i>Anthophora plumipes</i> , <i>Arbutus unedo</i> , <i>Ardea cinerea</i> , <i>Betula pubescens</i> , <i>Bombus pascuorum</i> , <i>Bombus terrestris</i> , <i>Buxus sempervirens</i> , <i>Cacyreus marshalli</i> , <i>Carduelis carduelis</i> , <i>Celastrina argiolus</i> , <i>Celtis australis</i> , <i>Ceratonia siliqua</i> , <i>Cercis siliquastrum</i> , <i>Certhia brachydactyla</i> , <i>Chamaerops humilis</i> , <i>Chloris chloris</i> , <i>Colias crocea</i> , <i>Columba livia</i> , <i>Columba palumbus</i> , <i>Corylus avellana</i> , <i>Cotinus coggygria</i> , <i>Crataegus monogyna</i> , <i>Crocothemis erythraea</i> , <i>Cupressus sempervirens</i> , <i>Cyanistes caeruleus</i> , <i>Delichon urbicum</i> , <i>Deroceras invadens</i> , <i>Digitalis purpurea</i> , <i>Episyrphus balteatus</i> , <i>Erithacus rubecula</i> , <i>Eriophorum angustifolium</i> , <i>Eristalinus taeniops</i> , <i>Eristalis tenax</i> , <i>Erythromma lindenii</i> , <i>Fagus sylvatica</i> , <i>Festuca ovina</i> , <i>Festuca rubra</i> , <i>Ficedula hypoleuca</i> , <i>Ficus carica</i> , <i>Fragaria vesca</i> , <i>Frangula alnus</i> , <i>Fraxinus angustifolia</i> , <i>Fraxinus ornus</i> , <i>Gallinula chloropus</i> , <i>Garrulus glandarius</i> , <i>Gnorimus nobilis</i> , <i>Gryllus bimaculatus</i> , <i>Hedera helix</i> , <i>Helichrysum italicum</i> , <i>Hirundo rustica</i> , <i>Hygromia cinctella</i> , <i>Ilex aquifolium</i> , <i>Iris pseudacorus</i> , <i>Ischnura graellsii</i> , <i>Ischnura pumilio</i> , <i>Juncus acutus</i> , <i>Juglans regia</i> , <i>Jynx torquilla</i> , <i>Lampides boeticus</i> , <i>Larus michahellis</i> , <i>Laurus nobilis</i> , <i>Lavandula angustifolia</i> , <i>Lestes viridis</i> , <i>Lolium perenne</i> , <i>Locustella naevia</i> , <i>Lysimachia ephemerum</i> , <i>Lysimachia nummularia</i> , <i>Melecta albifrons</i> , <i>Melissa officinalis</i> , <i>Mentha pulegium</i> , <i>Meliscaeva auricollis</i> , <i>Morella faya</i> , <i>Motacilla alba</i> , <i>Motacilla cinerea</i> , <i>Muscicapa striata</i> , <i>Myathropa florea</i> , <i>Myrtus communis</i> , <i>Nemobius sylvestris</i> , <i>Nerium oleander</i> , <i>Nuphar lutea</i> , <i>Nycticorax nycticorax</i> , <i>Ophrys apifera</i> , <i>Orthetrum brunneum</i> , <i>Orthetrum cancellatum</i> , <i>Oxychilus draparnaudi</i> , <i>Oxyloma elegans</i> , <i>Papilio machaon</i> , <i>Pararge aegeria</i> , <i>Paragus quadrifasciatus</i> , <i>Parus major</i> , <i>Pelophylax perezi</i> , <i>Periparus ater</i> , <i>Phaneroptera nana</i> , <i>Phillyrea latifolia</i> , <i>Phoenicurus ochruros</i> , <i>Phoenix canariensis</i> , <i>Phylloscopus collybita</i> , <i>Pieris brassicae</i> , <i>Pieris rapae</i> , <i>Pinus canariensis</i> , <i>Pinus halepensis</i> , <i>Pinus pinea</i> , <i>Pistacia lentiscus</i> , <i>Polypodium vulgare</i> , <i>Polyommatus icarus</i> , <i>Populus alba</i> , <i>Populus tremula</i> , <i>Prunus laurocerasus</i> , <i>Quercus coccifera</i> , <i>Quercus faginea</i> , <i>Quercus ilex</i> , <i>Quercus lusitanica</i> , <i>Quercus pyrenaica</i> , <i>Quercus robur</i> , <i>Quercus rotundifolia</i> , <i>Quercus suber</i> , <i>Rhamnus alaternus</i> , <i>Ranunculus repens</i> , <i>Regulus ignicapilla</i> , <i>Rosa canina</i> , <i>Rosmarinus officinalis</i> , <i>Ruscus aculeatus</i> , <i>Ruscus hypoglossum</i> , <i>Salix alba</i> , <i>Salix atrocinerea</i> , <i>Salix purpurea</i> , <i>Sambucus nigra</i> , <i>Serinus serinus</i> , <i>Smilax aspera</i> , <i>Sphaerophoria scripta</i> , <i>Spinus spinus</i> , <i>Sturnus unicolor</i> , <i>Sylvia atricapilla</i> , <i>Sympetrum fonscolombii</i> , <i>Sympetrum striolatum</i> , <i>Syritta pipiens</i> , <i>Syrphus vitripennis</i> , <i>Tamarix africana</i> , <i>Tamarix gallica</i> , <i>Taxus baccata</i> , <i>Tettigonia viridissima</i> , <i>Theba pisana</i> , <i>Thymus mastichina</i> , <i>Thymus serpyllum</i> ,

304: Biodiversity

304-4	Thymus vulgaris, Tilia cordata, Tilia tomentosa, Troglodytes troglodytes, Turdus merula, Turdus philomelos, Typha angustifolia, Typha latifolia, Ulex europaeus, Ulex minor, Vallonia costata, Vallonia pulchella, Vanessa atalanta, Vanessa cardui, Viburnum tinus, Viola odorata, Xanthogramma dives, Xylocopa violacea, Zizeeria knysna).
	Data deficient: 9 (<i>Andrena propinqua</i> ; <i>Andrena trimmerana</i> ; <i>Apis mellifera</i> ; <i>Betula celtiberica</i> ; <i>Olea europaea</i> ; <i>Populus nigra</i> ; <i>Prunus cerasifera</i> ; <i>Ulmus minor</i> ; <i>Vitex agnus-castus</i>).
	Note: Species conservation status was based on the European Red List and reflects a European-level classification, without replacing national or local classifications.

305: Emissions

305-1	Direct greenhouse gas emissions (scope 1)
	See chapter “Gulbenkian Society/Environment”.
305-2	Indirect greenhouse gas emissions (scope 2)
	See chapter “Gulbenkian Society/Environment”.
305-3	Other indirect greenhouse gas emissions (scope 3)
	See chapter “Gulbenkian Society/Environment”.

305: Emissions

305-4	Greenhouse gas emissions intensity			
	2023	2024	2025	
	GHG emissions intensity (scopes 1 and 2) per total area of the Foundation’s buildings (tCO ₂ e/m ²)	0.03	0.01	0.00
	GHG emissions intensity (scope 3) per total area of the Foundation’s buildings (tCO ₂ e/m ²)	0.15	0.11	0.12
	Methodology notes: – Scope 1 emissions cover fuel operations, fleet fuel and F-gases. – Scope 3 emissions cover the following categories: C1 – Purchased goods and services; C2 – Capital Goods; C3 – Fuel and energy-related activities; C5 – Waste generated in operations; C6 – Business Travel; and C7 – Employee commuting.			
305-5	Reductions of greenhouse gas emissions			
	%Δ 2021-2025	%Δ 2024-2025		
	Variation in direct and indirect greenhouse gas emissions – scopes 1 and 2	-86.93	-30.60	
	Variation in direct and indirect greenhouse gas emissions – scope 3	N/A	13.33	
	Methodology note: Reductions in Scope 1 and Scope 2 greenhouse gas (GHG) emissions are measured against the 2021 base year. A base year has not yet been established for Scope 3 emissions, as new categories have been progressively included in the assessment each year. The chapter “Gulbenkian Society/ Environment” provides a year-on-year comparison by category. When considering only the categories assessed in 2024, Scope 3 emissions decreased by 11% in 2025. In 2025, category C2 – Capital Goods was added, which explains the overall increase of 13.33%.			
305-6	Emissions of ozone-depleting substances			
	The Foundation's activity and buildings, within the scope of this report, do not present a risk of emitting substances that could damage the ozone layer.			

305: Emissions

305-7	Nitrous oxides (NO _x), sulfur oxides (SO _x) and other significant air emissions			
		2023	2024	2025
	Nitrogen/Nitrogen Oxides, NO _x (kg)	268.11	18.23	43.32
	Sulphur Oxides, SO _x (kg)	3.79	0.86	1.14
	Particulate Matter, PM (kg)	61.28	315.65	566.03
	Hazardous Air Pollutants, HAP (kg)	0.00	0.74	0.00
	Persistent Organic Pollutants, POP (kg)	0.00	0.00	0.00
	Volatile Organic Compounds, VOC (kg)	0.00	36.87	85.54
	Other pollutant categories (kg)	0.00	32.82	78.00
	Total air pollutant emissions (tonnes)	0.33	0.41	0.77
	Methodology notes: – Air pollutant emissions were calculated based on the consumption of natural gas and diesel used in a Foundation generator, petrol and diesel consumed by gardening equipment, and fuel consumption by the Foundation’s vehicle fleet in 2025. – Emission factors were obtained from the European Environment Agency (EEA), specifically the EMEP/EEA Air Pollutant Emission Inventory Guidebook 2023.			

306: Waste

306-1	Waste generation and significant waste-related impacts		
	The Foundation identifies the different types of waste generated by its activities and the qualified operators for transporting and delivering waste to a controlled destination. Hazardous waste is sent to a waste yard where it is kept until delivery to a controlled destination. Each delivery is subject to the issue of a waste tracking consignment note (GAR – <i>Guia de Acompanhamento de Resíduos</i>). Waste is accounted for annually according to the integrated waste registration system (MIRR – <i>Mapa Integrado de Registo de Resíduos</i>).		

306: Waste

306-2	Management of significant waste-related impacts				
	The Foundation incorporates circular economy principles into the management of its resources and the design of its services and products. It continuously implements measures to reuse materials, such as exhibition walls (for future exhibitions), canvases (for the production of shop items) and reusing office supplies. In 2025, this commitment was reflected in the design and implementation of a flexible, reusable modular exhibition system at the CAM that can be adapted to different exhibitions while significantly reducing costs and material waste. Hazardous waste is quantified upon delivery to authorised operators. Municipal waste data are based on information provided by the waste management operator.				
306-3	Waste generated – hazardous and non-hazardous				
	Composition of waste in metric tonnes	Category	2023	2024	2025
		Hazardous waste (t)	5.50	5.30	9.41
		Non-hazardous waste (t)	347.70	53.36	145.35
		Total waste (t)	353.20	58.66	154.77

306: Waste

306-4	Waste generated by type and diverted from disposal				
	Hazardous waste in metric tonnes (t)	Category	2023	2024	2025
		Preparation for reuse	0	0	0
		Recycling	0	0	0
		Other recovery operations	5.40	1.55	8.67
		Total hazardous waste diverted from disposal	5.40	1.55	8.67
	Non-hazardous waste in metric tonnes (t)	Category	2023	2024	2025
		Preparation for reuse	0	0	0
		Recycling	0	0	0
		Other recovery operations	347.40	52.58	144.39
		Total non-hazardous waste diverted from disposal	347.40	52.58	144.39
	Percentage of waste diverted from disposal in relation to total waste generated (%)	Category	2023	2024	2025
		Waste diverted from disposal	99.89%	92.27%	98.90%
	Methodology note: Hazardous waste with an end-of-life destination that included R12 or R13 operations was considered to have been directed to recovery/recycling operations.				

306: Waste

306-5	Waste generated by type and directed to disposal					
	Hazardous waste in metric tonnes (t)	Category	2023	2024	2025	
		Incineration, with energy recovery	0	0	0	
		Incineration, without energy recovery	0	0	0	
		Landfill	0	0	0	
		Other disposal operations	0	3.75	0.75	
		Total waste directed to disposal	0	3.75	0.75	
	Non-hazardous waste in metric tonnes (t)	Category	2023	2024	2025	
		Incineration, with energy recovery	0	0	0	
		Incineration, without energy recovery	0	0	0	
		Landfill	0	0	0	
		Other disposal operations	0.40	0.79	0.96	
		Total waste directed to disposal	0.40	0.79	0.96	
	Percentage of waste directed to disposal in relation to total waste generated (%)	Category	2023	2024	2025	
		Waste directed to disposal	0.11%	7.73%	1.10%	
	Methodology note: Hazardous waste with an end-of-life destination that included D9, D13 and D15 operations was grouped in the category "Other disposal operations".					

308: Environmental assessment of suppliers

308-1	New suppliers that were screened using environmental criteria			
	Since 2022, new suppliers have been required to adhere to the principles set out in the Foundation's Supplier Code of Conduct, which includes, among other things, issues related to environmental protection.			
308-2	Negative environmental impacts in the supply chain and actions taken			
	Category	2023	2024	2025
	Potential significant negative environmental impacts identified in the supply chain	24	24	24
	Number of suppliers identified as causing potential negative environmental impacts	0	0	0
	Number of suppliers assessed for environmental impacts	0	0	0
	Proportion of suppliers identified as causing potential negative environmental impacts with whom improvements were agreed as a result of the assessment carried out (%)	N/A	0%	0%
	Proportion of suppliers identified as having significant potential negative environmental impacts with whom the organisation terminated the business relationship as a result of the assessment, and the reasons for such termination (%)	N/A	0%	0%
	Description of the potential significant negative impacts identified.	The Foundation carries out an annual assessment of potential environmental risks across all its activities, without assessing individual suppliers separately. The assessment identified 24 potential negative environmental impacts, including those related to the use of natural resources, land use and soil contamination, air emissions and noise. These impacts are associated with activities such as construction works, catering, cleaning services, exhibition installation, garden maintenance and electromechanical maintenance.		

Social disclosures

401: Employment

401-1	New employee hires and employee turnover								
	New hires, by age group and by gender	Age group	Gender	2023		2024		2025	
				No.	%	No.	%	No.	%
		< 30 years old	Women	26	4.60%	19	4.35%	13	3.11%
			Men	11	1.95%	12	2.75%	7	1.67%
		30–50 years old	Women	50	8.85%	26	5.95%	12	2.87%
			Men	30	5.31%	26	5.95%	20	4.78%
		> 30 years old	Women	4	0.71%	1	0.23%	2	0.48%
			Men	1	0.18%	4	0.92%	5	1.20%
		Total new hires		122	21.59%	88	20.14%	59	14.11%
	Exits from the organisation, by age group and by gender	Age group	Gender	2023		2024		2025	
				No.	%	No.	%	No.	%
		< 30 years old	Women	8	1.42%	22	5.03%	10	2.39%
			Men	3	0.53%	12	2.75%	4	0.96%
		30–50 years old	Women	26	4.60%	60	13.73%	16	3.35%
			Men	17	3.01%	39	8.92%	15	3.35%
		> 30 years old	Women	19	3.36%	31	7.09%	12	2.15%
			Men	17	3.01%	22	5.03%	21	4.31%
		Total exits		90	15.93%	186	42.56%	78	16.51%
	Employee turnover rate (%)	2023			2024			2025	
		15.93%			42.56%			16.51%	

401: Employment

401-2	Benefits provided to full-time employees that are not provided to temporary or part-time employees			
	2024		2025	
Operational benefits	Number of employees	%	Number of employees	%
Life insurance	281	64%	313	75%
Health care	437	100%	418	100%
Disability and invalidity coverage	N/A	N/A	N/A	N/A
Parental leave (maternity/paternity)	437	100%	418	100%
Retirement provision	375	86%	376	90%
Stock ownership plan	N/A	N/A	N/A	N/A
Other benefits	N/A	N/A	N/A	N/A
Note: Life insurance is provided to all employees covered by the 1997 Pension Plan and the 2004 Defined Contribution Pension Plan. Only permanent employees are eligible to be covered by pension plans.				

401: Employment

401-3	Parental leave			
	Gender	2023	2024	2025
Employees entitled to parental leave	Women	312	226	215
	Men	253	211	203
Employees who took parental leave	Women	12	12	3
	Men	8	7	8
Employees who should have returned to work in the same year after parental leave ended	Women	7	9	2
	Men	8	7	8
Employees who returned to work in the same year after parental leave ended	Women	7	9	1
	Men	8	7	8
Employees still employed 12 months after their return (from leave taken in the previous year)	Women	4	7	8
	Men	3	5	7
Rate of return (%)	Women	100%	100%	50%
	Men	100%	100%	100%
Retention rate (%)	Women	80.0%	100.0%	88.9%
	Men	75.0%	62.5%	100.0%

402: Labour relations

402-1	Minimum notice periods regarding operational changes
	There is no minimum notice period for operational changes. Within the scope of the Calouste Gulbenkian Foundation's activity, changes are not considered to be a critical or risk factor for labour relations.

403: Occupational health and safety

403-1	Health and Safety Management System
	See chapter “Internal Structure/People”.
403-2	Hazard identification, risk assessment, and incident investigation
	The Foundation carries out workplace visits to assess working conditions, identify hazards, assess accident risks and recommend preventive improvements. These visits are conducted by a Level 5 Occupational Health and Safety Officer, a nurse, or both, who define corrective actions. All recommendations are aligned with national legislation and relevant standards. During occupational health consultations, employees are asked about the conditions related to their workplace. After the physician has analysed the possible existence of work-related risks, the occupational safety officer and/or nurse is asked to visit the workplace to assess the conditions on site and make any necessary corrections to the workstation. Foundation employees receive training and information on occupational health and safety to help them prevent work-related risks and reduce the likelihood of work-related injuries and ill health. Training provided in 2025 covered: fire risk and use of first-response equipment (fire extinguishers) (all Foundation employees); risks related to working at height (stage crew, building maintenance staff and gardeners); risks associated with the use of dumpers (gardening team). Risks and incidents are assessed and verified using the Work-related Risk and Accident Assessment Method (MARAT – <i>Método para Avaliação dos Riscos e Acidentes de Trabalho</i>) and checklists during visits to workplaces. Proposals are informed by assessment findings during workplace visits.
403-3	Occupational health services
	The Occupational Health Unit of the Clinical Centre is responsible for identifying and eliminating hazards and minimising risks. See data published in GRI Indicator 403-2. The Clinical Centre issues an annual internal report outlining its activities. The Foundation also prepares an annual report for the public authorities (ACT – Authority for Working Conditions, and the Ministry of Labour) detailing the activities of the Occupational Health and Safety Department.
403-4	Worker participation, consultation, and communication on occupational health and safety
	See chapter “Internal Structure/People”.

403: Occupational health and safety

403-5	Worker training on occupational health and safety								
	The Foundation’s employees receive accredited training, during working hours, and information on occupational health and safety, with the appropriate frequency and in plain language, so that they can identify risks and protect themselves. Personal protective equipment (PPE) is allocated in accordance with job functions and associated risk exposure. PPE is inspected in accordance with legally defined intervals and replaced where it does not meet required standards. In 2025, PPE inspections covered Stage, Building Maintenance and Gardening teams.								
403-6	Promotion of worker health								
	See chapter “Internal Structure/People”.								
403-7	Prevention and mitigation of occupational health and safety impacts directly linked by business relations								
	<table> <tr> <td>Significant impacts on occupational health and safety</td><td>Work carried out by the gardeners Stage/Exhibit design Building maintenance Ergonomic risks of employees in the various departments</td></tr> <tr> <td>Hazards</td><td>Working at height Poor workplace posture</td></tr> <tr> <td>Risks</td><td>Falling from height Repetitive strain injuries Work-related musculoskeletal disorders</td></tr> <tr> <td>Description of the organisation's approach to preventing or mitigating impacts</td><td>Installation of Collective Protection Equipment (CPE) Distribution of Personal Protective Equipment (PPE) Regular training and information for all employees involved in these tasks Information on good practices (posture) in the workplace Site visits to adjust workstations</td></tr> </table>	Significant impacts on occupational health and safety	Work carried out by the gardeners Stage/Exhibit design Building maintenance Ergonomic risks of employees in the various departments	Hazards	Working at height Poor workplace posture	Risks	Falling from height Repetitive strain injuries Work-related musculoskeletal disorders	Description of the organisation's approach to preventing or mitigating impacts	Installation of Collective Protection Equipment (CPE) Distribution of Personal Protective Equipment (PPE) Regular training and information for all employees involved in these tasks Information on good practices (posture) in the workplace Site visits to adjust workstations
Significant impacts on occupational health and safety	Work carried out by the gardeners Stage/Exhibit design Building maintenance Ergonomic risks of employees in the various departments								
Hazards	Working at height Poor workplace posture								
Risks	Falling from height Repetitive strain injuries Work-related musculoskeletal disorders								
Description of the organisation's approach to preventing or mitigating impacts	Installation of Collective Protection Equipment (CPE) Distribution of Personal Protective Equipment (PPE) Regular training and information for all employees involved in these tasks Information on good practices (posture) in the workplace Site visits to adjust workstations								
403-8	Non-employee workers covered by an occupational health and safety management system								
	External workers are not covered by the Foundation’s occupational health and safety (OHS) management system, as they are already covered by the OHS systems of their respective organisations. All workers are required to comply with the Foundation’s OHS requirements.								

403: Occupational health and safety

403-9	Work-related injuries			
	Work-related injuries and fatalities – Foundation employees	2023	2024	2025
	Number of recordable work-related injuries	4	9	2
	Rate of recordable work-related injuries	4.48	13.02	3.02
	Number of high-consequence work-related injuries (excluding fatalities)	0	0	0
	Rate of high-consequence work-related injuries (excluding fatalities)	0	0	0
	Number of fatalities as a result of work-related injuries	0	0	0
	Rate of fatalities as a result of work-related injuries	0	0	0
	Methodology note: Two minor work-related accidents were recorded during the reporting period. No other work-related injuries were reported. Workplace visits are conducted throughout the year to ensure compliance with safety standards and to help prevent accidents.			

403: Occupational health and safety

403-10	Work-related ill health			
	Work-related ill health – Foundation employees	2023	2024	2025
	Fatalities	0	0	0
	Work-related ill health	1	0	0
	Work-related ill health – Non-employee workers	2023	2024	2025
	Fatalities	0	0	0
	Work-related ill health	0	0	0
	Note: In 2023, the work-related ill health recorded was related to musculoskeletal conditions.			

404: Training and education

404-1	Average hours of training per year per employee				
	Average hours of employee training, by gender (h)	Gender	2023	2024	2025
		Women	9.83	16.81	24.16
		Men	7.08	8.92	10.27
	Average hours of employee training, by employee category (h)	Employee category	2023	2024	2025
		Trustees	0	0	0
		Senior Managers	10.94	8.80	14.83
		Staff	6.54	15.99	15.73
		Administrative and operational staff	19.96	5.13	25.59

404: Training and education

404-2	Programmes for upgrading employee skills and transition assistance programmes				
	Every year a training catalogue is prepared and made available on a platform where employees can request the training courses they need. The heads of each organic unit may also use the platform to request training activities for their teams so that they may acquire or improve the skills needed to perform their duties.				
	Exit interviews are carried out in the event of termination of an employment contract to assess the experience of employees during their time at the Foundation and their reasons for leaving (where it was the employee who terminated the contract), with a view to identifying areas for improvement in order to retain talent.				
404-3	Percentage of employees receiving regular performance and career development reviews				
	Percentage of employees assessed, by gender	Gender	2023	2024	2025
		Women	94.08%	95.92%	95.73%
		Men	85.42%	90.54%	89.73%
	Percentage of employees assessed, by employee category	Employee category	2023	2024	2025
		Trustees	0.00%	0.00%	0.00%
		Senior Managers	0.00%	45.45%	50.00%
		Staff	100.00%	98.33%	98.05%
		Administrative and operational staff	100.00%	100.00%	100.00%
	Note: Figures are based on employees eligible for evaluation at the time of the performance review.				

405: Diversity and equal opportunity

405-1	Diversity and equal opportunity
	See chapter “Internal Structure/People”.
405-2	Ratio of base salary and total remuneration of women to men
	See chapter “Internal Structure/People”.

406: Non-discrimination

406-1	Incidents of discrimination and corrective actions taken			
	In 2025, the Foundation received five complaints related to discrimination, all of which were assessed by the Audit Committee. Three cases were closed with no further action; one resulted in corrective measures following the Committee’s recommendation; and one case is still under assessment.			
		2023	2024	2025
	Total number of incidents of discrimination	8	5	5

407: Freedom of association and collective bargaining

407-1	Freedom of association and collective bargaining
	Not applicable to the Foundation’s activities. The Supplier Code of Conduct requires the safeguarding of human rights and labour relations, including rules and principles relating to non-discrimination; the prohibition of child labour and forced or compulsory labour; the prevention and combating of harassment; the prevention of abuse and sexual exploitation; occupational health, safety and hygiene; fair working hours and pay; and respect for workers’ rights and ethical conduct.

408: Child labour

408-1	Child labour
	The Foundation's activities do not present a risk of child labour. See 407-1.

409: Forced or compulsory labour

409-1	Forced or compulsory labour
	The Foundation's activities do not present a risk of forced or compulsory labour. See 407-1.

410: Safety

410-1	Security personnel trained in Human Rights policies and procedures			
	Proportion of security personnel who have received formal training in the organisation's human rights policies and procedures and their application to security	2023	2024	2025
		0%	0%	0%
	Do the training requirements also apply to third-party organisations providing security personnel?	No		

411: Rights of Indigenous Peoples

411-1	Incidents involving the violation of the rights of Indigenous peoples
	0

413: Local communities

413-1	Operations with local community engagement, impact assessments and development programmes
	All operational sites implement projects for the local community, and carry out impact assessments. The Foundation's activities are aimed at creating value for society and do not have a negative impact on local communities.

414: Supplier social assessment

414-1	New suppliers that were screened using social criteria
	The Foundation does not currently carry out a systematic assessment to identify actual or potential negative social impacts within its supply chain. However, all suppliers are required to comply with the Supplier Policy in force, which includes social criteria and requirements, as well as recommendations on responsible practices.
414-2	Negative social impacts in the supply chain and actions taken
	No negative social impacts were identified or assessed in the supply chain.

415: Public policies

415-1	Political contributions
	The Foundation does not make contributions to political parties.

416: Consumer health and safety

416-1	Assessment of the health and safety impacts of product and service categories
	All significant product and service categories were assessed for improvement of health and safety impacts.
416-2	Incidents of non-compliance concerning the health and safety impacts of products and services
	During the reporting period, no incidents of non-compliance with applicable laws and/or voluntary codes were identified.

417: Marketing and labelling

417-1	Requirements for product and service information and labelling
	The labelling of the organisation's main products and services is not considered a material topic and is therefore not subject to specific procedures.
417-2	Incidents of non-compliance concerning product and service information and labelling
	No incidents of non-compliance concerning product and service information and labelling were recorded.
417-3	Incidents of non-compliance concerning marketing communications
	No incidents of non-compliance concerning marketing communications were recorded.

418: Customer privacy

418-1	Substantiated complaints concerning breaches of consumer privacy and losses of customer data
	In 2025, the Foundation did not receive any complaints relating to breaches of consumer privacy or the loss of customer data.

Useful Information

HEADQUARTERS

Av. de Berna, 45A
1067-001 Lisbon
tel: 21 782 3000 (main)
gulbenkian.pt

Administration, Services,
Auditoriums, Exhibition
Gallery and Congress Area,
Reception, Ticket Office,
Shop/Bookshop

CENTRO DE ARTE MODERNA GULBENKIAN

Rua Marquês da Fronteira, 2
1070-295 Lisboa
tel: 21 782 3000 (main)
cam@gulbenkian.pt

OPENING HOURS
Wednesday to Monday:
10.00 am to 6.00 pm. Closed on
Tuesdays, Easter Sunday, 1 May,
Christmas Eve, Christmas Day
and New Year's Day

DELEGATION IN FRANCE

54, Bd Raspail,
75006 Paris, France
tel. +33 (0) 1 40 48 63 68

gulbenkianparis@gulbenkian-
paris.org
gulbenkian.pt/paris/

TRANSPORTS

METRO: S. Sebastião
(blue and red lines)
and Praça de Espanha
(blue line)

BUS: 713, 716, 726, 742, 746,
756

CAR PARK
Parque Berna
(underground parking)

BICYCLE PARK
Av. de Berna, 45A
Rua Marquês da Fronteira, 2

ART LIBRARY

Av. de Berna, 45A
1067-001 Lisbon
tel: 21 782 3458
artlib@gulbenkian.pt

OPENING HOURS
Monday to Friday:
9.30 am to 7.00 pm
Between 15 July and 15
September, from 9.30 am to
5.30 pm
Closed on Saturdays, Sundays
and public holidays

UNITED KINGDOM BRANCH

49-50, Hoxton Square,
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CALOUSTE GULBENKIAN MUSEUM

Av. de Berna, 45A
1067-001 Lisbon
tel: 21 782 3000 (main)
museu@gulbenkian.pt

Museum, Shop, Cafeteria

Closed for renovation
Reopens in July 2026

GULBENKIAN GARDEN

Access for people with reduced
mobility is through the
east wing (Rua Marquês Sá da
Bandeira) and is connected
to the Headquarters building
and the Centro de Arte Moderna
Gulbenkian.

OPENING HOURS
Open daily, from sunrise
to sunset

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