



ANNUAL REPORT 2025

FUNDAÇÃO
FERNANDO
HENRIQUE
CARDOSO



Table of Contents

	PRESIDENT'S LETTER 4
	LETTER FROM THE EXECUTIVE DIRECTOR6
	CENTER FOR STUDIES AND DEBATES 8
	SEMINARS 10
	MINIDOCs16
	PUBLICATIONS.....20
	TIMELINES PROJECT24
	EDUCATION FOR CITIZENSHIP 26
	CENTER FOR MEMORY AND RESEARCH 28
	EXPANSION OF THE COLLECTION..... 30
	WORKSHOPS AND SEMINARS 32
	COLLECTION VOLUNTEER PROGRAM 33
	EXHIBITIONS 34
	EDUCATIONAL ACTIVITIES FOR YOUNG AUDIENCES 35
	MEDIA PRESENCE 36
	2025 IN NUMBERS..... 38
	ORGANIZATIONAL STRUCTURE40
	ACKNOWLEDGMENTS44



PRESIDENT'S LETTER

President Fernando Henrique Cardoso's trajectory has been marked by institution building. This was evident in the creation of the Centro Brasileiro de Análise e Planejamento (Cebrap), founded in 1969 under his leadership and by other professors expelled from the Universidade de São Paulo (USP) during the military regime. Notable for its contribution to Brazilian social sciences in the 1970s and 1980s, Cebrap remains active to this day, producing important research and knowledge to help understand Brazil's reality in relation to the world.

The same institutional drive characterized his Presidency of the Republic. Over eight years in office, he created institutions that ensured the success of the Plano Real, strengthened democracy, reintegrated Brazil into the international arena, and provided the Brazilian state with better tools to regulate the economy and reduce poverty. He pursued state policies rather than government policies, more concerned with the long-term legacy of his presidency for the country's development than with short-term popularity.

With its particular characteristics, Fundação FHC follows this same pattern and reflects President Fernando Henrique's concern with creating institutions that endure over time without losing vitality or the ability to adapt. Established in 2003 and inaugurated in 2004, initially as Instituto FHC, it gained its own identity by fulfilling the dual purpose for which it was conceived: to serve as a Centro de Estudos e Debates (Center for Studies and Debates) on Brazil's contemporary challenges and as a Centro de Memória e Pesquisa (Center for Memory and Research) on the period of Brazilian history in which Fernando Henrique Cardoso left a distinctive mark as an intellectual and political leader. Far from being separate spheres, these centers complement and reinforce one another.

No country can project itself into the future without engaging with its past. A certain understanding of where we come from and how we arrived at our present is indispensable for defining the direction we wish to give the nation. Dialogue among past, present, and future is essential to prevent Brazil from being driven by the hazards of chance.

In a time of profound transformations and great uncertainties such as the one we are experiencing, this exercise becomes even more indispensable. At Fundação FHC, it takes many forms, always involving different sectors of society and embracing the plurality of views about what is best for the country, within an environment that values knowledge and dialogue.

Many examples could be cited. One is the book 'O Brasil diante das turbulências internacionais' (Brazil amid international turmoil), published in September 2025. In it, nine specialists respond to the same set of questions about Brazil's place in the world amid the resurgence of great-power politics and the crisis of democracy and multilateralism. The result is a plural and rigorous reflection in which both convergences and differing emphases can be identified, as I note in the preface I wrote for the publication. It is a reflection produced at the fleeting meeting point between a past that is no longer and a future that has yet to take clear shape.

I highlight this book not only because I have devoted particular attention to international relations and Brazil's external identity, but also because it exemplifies Fundação FHC's way of acting—an approach reflected in the many other initiatives presented in this report. Taken together, these activities represent the continuity and renewal of President Fernando Henrique's legacy.

None of this would be possible without the support of individuals and organizations that contribute to Fundação FHC in different ways—through their knowledge, dedication, and/or resources. To all of them, I extend my sincere thanks on behalf of the institution.

Celso Lafer
PRESIDENT OF FUNDAÇÃO FHC





LETTER FROM THE EXECUTIVE DIRECTOR

Knowledge in the service of democracy. The phrase comes from a member of Fundação FHC's team. In my view, it defines well what we do and why we do it.

Democracy depends on a set of institutions, beginning with periodic, free, and competitive elections. But it also requires an informed, reflective citizenry committed to pursuing the public interest, capable of understanding the country's challenges in historical perspective and with a long-term vision, and open to the plurality of viewpoints that characterizes public debate in a democratic society.

Fundação FHC contributes in multiple ways to improving the quality of the process—always difficult and never complete—of defining the public interest. At our Centro de Estudos e Debates (Center for Studies and Debates), the seminar series 'O Brasil na Visão das Lideranças Públicas' (Brazil through the eyes of public leaders) provides a forum for discussion with nationally prominent leaders. It is open to representatives of all political forces, provided they are committed to democracy. The Journal of Democracy em Português, one of our leading publications, offers essays by major figures in political science and international relations on central issues in the study of democracy and geopolitics, always including at least one original article on Brazil.

Increasingly, we have also produced materials aimed at a broader audience. While formats and language may vary, the purpose remains the same: to generate knowledge for democracy, with special attention to educating younger generations. This commitment is reflected in our minidocumentaries, which deepen understanding of contemporary phenomena such as Generative Artificial Intelligence and its multiple impacts. It is also evident in the teaching guides and infographics for high school students based on the project 'Linhas do Tempo' (Timelines), which reconstructs the process of building rights in Brazil since redemocratization, including its contradictions and conflicts.

The educational series 'Corações e Mentes' (Hearts and Minds) connects contemporary themes of democracy, technological change, and social relations with the educational process. In 2025 alone, no fewer than 20,000 people downloaded the 'Corações e Mentes' e-book and the teaching guides and infographics from 'Linhas do Tempo'. Meanwhile, our minidocumentaries were viewed by more than 4 million people.

The extensive documentation housed at our Centro de Memória e Pesquisa (Center for Memory and Research)—comprising texts, photographs, objects, and videos—is likewise placed at the service of knowledge and the formation of an informed and reflective citizenry, capable of drawing on history to better understand the present and envision the future. This work takes shape in guided visits to the exhibition on the Plano Real, in workshops where high school students learn about the importance of historical documentation and how to use it, and in regular conversations with students who visit the Fundação to learn about its work and engage in dialogue with the Executive Director. From time to time, a critical question about the FHC administrations arises—an excellent sign that, in the environment we have created, no one hesitates to express their views.

This environment would not exist without the example set by President Fernando Henrique Cardoso, who made the appreciation of debate and respect for differing opinions, even when not aligned with his own, the hallmark of his political life. I learned this not only by reading what he wrote, but by working alongside him, and I strive to instill that same spirit in the Fundação that bears his name. None of this would be possible, however, without our team, to whom I express my gratitude for their commitment to excellence and for fostering interpersonal relationships grounded in respect and collaboration.

EXECUTIVE DIRECTOR
Sergio Fausto





Photo: Vinicius Doti/Fundação FHC



Photo: Fabio Galvani Furtado

CENTER FOR STUDIES AND DEBATES

The Centro de Estudos e Debates (Center for Studies and Debates) exists to contribute to public reflection, knowledge production, and the promotion of qualified dialogue on the challenges of democracy and sustainable socioeconomic development in Brazil and its relationship with the world. We believe that strengthening democracy depends both on the quality of debate among leaders and on society's capacity, especially that of younger generations, to participate in public life.

To achieve its goals, the Center convenes and brings together specialists, public officials, political leaders, private-sector representatives, and civil society activists. It values dialogue among diverse and often divergent perspectives and produces seminars, publications, and minidocumentaries that are offered free of charge. This work is strengthened by institutional partnerships in Brazil and abroad, expanding the reach, quality, and impact of our initiatives.

The Center also contributes to youth education in citizenship by making educational materials—such as minidocs, infographics, teaching guides, and educational texts—freely available for use in schools, civil society organizations, and other learning spaces. The aim is to promote knowledge of topics relevant to inclusive and sustainable development, strengthen democratic and humanist values, stimulate critical thinking, and encourage younger generations to engage in public life.



Photo: Fabio Galvani Furtado

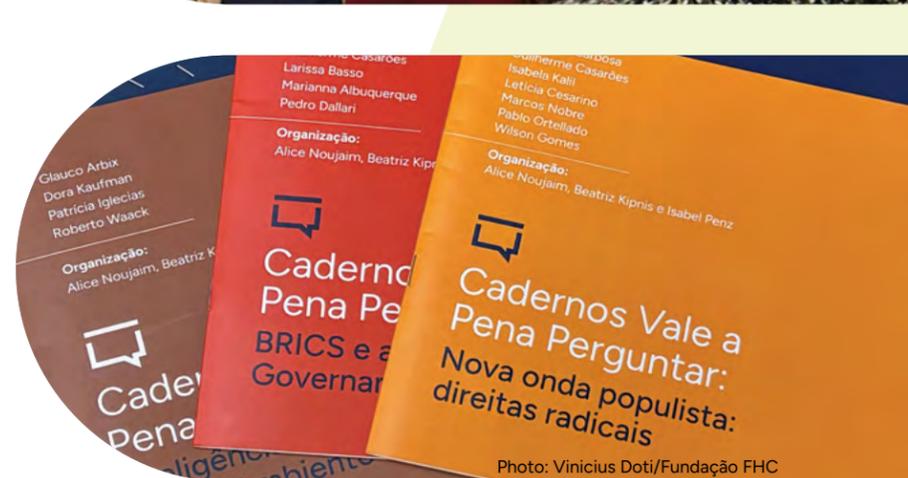


Photo: Vinicius Doti/Fundação FHC



SEMINARS

Fundação FHC's seminars, held both in person and online, bring together political, business, and third-sector leaders, government representatives, researchers, and experts in an environment of plural and nonpartisan dialogue.

97,4%

of participants said they left the debates with greater knowledge of the subject

88,6%

of participants said the debates contributed to their professional activities



Debates held in 2025

31

Brazil through the eyes of public leaders Debate Series

Since 2024, we have invited individuals serving in the Executive, Judicial, and Legislative branches to present their perspectives on Brazil's current and future challenges. In the case of political leaders, we have invited representatives from different parties, united by one common characteristic: an unequivocal commitment to democracy and the rule of law. In 2025, we held seven lectures featuring prominent public leaders at our headquarters in São Paulo.



"The better it will be for the country if the decisions of the Banco Central do Brasil depend more on the legal and institutional framework of monetary policy and less on who happens to be in the position."

Gabriel Galípolo, President of the Banco Central do Brasil



"The Supremo Tribunal Federal (STF) plays a crucial role in protecting the Constitution and containing authoritarian risks, but democratic vitality requires the Executive, the Legislative, political parties, the press, and civil society to act with restraint and within the rules."

Edson Fachin, President of the Supremo Tribunal Federal (STF) since September



"It is more than time to set aside political absurdities and begin debating a real agenda for Brazil. The way I have managed to overcome the polarization that paralyzes us is by focusing on concrete issues."

Tabata Amaral, a congresswoman from São Paulo and a member of the Partido Socialista Brasileiro (PSB, a center-left Brazilian Socialist Party)



"Today we have the most extreme poles, on the left and the right, and an excessively pragmatic centrão. There is room to grow programmatically, defending ideas and projects in the progressive field."

João Campos, Mayor of Recife



"There is fatigue with Manichaean politics, characterized by constant confrontation. In a democracy, no one owns the truth, and what the ballot determines must be respected."

Ronaldo Caiado, Governor of Goiás



"Whenever I say within the PT that we need to move beyond polarization, I am attacked by some party leaders, as if breaking with polarization meant retreating politically. It does not."

Edinho Silva, National President of the Partido dos Trabalhadores (PT, the major left-wing political party in Brazil)



"We have promising politicians today from several parties who are delivering—or have delivered—good administrations in city halls and state governments. We must overcome polarization and create space for the renewal of politics and democracy."

Gilberto Kassab, National President of the Partido Social Democrático (PSD, a centrist political party in Brazil)



Technology & Society Cycle – Artificial Intelligence Debate Series

Governments, companies, and universities must work to ensure that AI is not directed solely toward generating economic value, but also takes into account its impact on human beings and society. AI has the potential to enable major breakthroughs, including in addressing the climate crisis, but its transformation into a geopolitical weapon is a growing concern.

Brazil is not a leading actor in AI development, but it is rich in renewable energy sources and could attract data centers. Other key issues include striking the right balance between innovation and regulation and assessing AI's implications for work and healthcare. To explore these questions, Fundação FHC organized this four-event cycle.



“The State cannot merely offer incentives for the installation of data centers in Brazil. It must ensure that the country benefits from these investments by increasing its national capacity to process data with sovereignty, efficiency, and lower costs.”

Dora Kaufman, Professor at the Faculdade de Ciências e Tecnologia (PUC-SP)



“The genie is out of the bottle, and no one will put AI back in. But if we fail to consider human beings, we will worsen the ills we already face, such as inequality and poverty.”

Glaucio Arbix, Professor at the Universidade de São Paulo (USP)

Seminars in this cycle

- ▶ **How is AI redefining the future?**
Speakers: **Anna Helena Realí Costa**, researcher at the Centro de Inteligência Artificial da Universidade de São Paulo (USP) (C4AI); **Eduardo Saron**, President of Fundação Itaú; **Glaucio Arbix**, coordinator of C4AI (IBM-USP-FAPESP).
- ▶ **AI and the world of work**
Speakers: **Olívia Pasqualetto**, professor at FGV Direito SP; **Álvaro Comin**, researcher at C4AI; **Priscila Laham**, President of Microsoft Brasil.
- ▶ **National Data Centers Policy: a step in the right direction?**
Speakers: **Dora Kaufman**, professor at the Faculdade de Ciências e Tecnologia da Pontifícia Universidade Católica de São Paulo (PUC-SP); **Luciano Fialho**, Vice President of Scala Data Centers; **Renan Lima Alves**, President of the Associação Brasileira de Data Center; **Thiago Barral**, advisor to the Ministério de Minas e Energia (Brazil's Ministry of Mines and Energy).
- ▶ **AI in healthcare: where are we and what are the challenges?**
Speakers: **Antônio Britto**, Executive Director of the Associação Nacional de Hospitais Privados; **Cláudia Anania**, IT Director at Fundação Butantan; **Marco Bego**, Director of InovaHC (the innovation center of Hospital das Clínicas).



Photo: Adobe Stock / Zhao Dongfang

Environment & Development Cycle Debate Series

Brazil has advantages that could position it as a leader in the global climate agenda, but it faces major challenges, including preserving the Amazon and other biomes and reducing emissions by two-thirds by 2035, in line with commitments made under the UN Framework Convention on Climate Change.

At the same time, the possibility of large oil reserves along the Equatorial Margin of the Atlantic presents Brazil with a dilemma: should it consolidate its position as one of the world's leading oil producers, or forgo that path to set an example as a country committed to the global energy transition? Brazilian agribusiness plays an increasingly significant role in national development, yet many of its political representatives continue to resist the environmental agenda. These were among the topics addressed in this cycle.



“In Matopiba, 35% of farms are already experiencing crop losses due to climate change. By the end of the century, 80% will face water shortages. It will not become a savanna, but something even harsher than the caatinga.”

Ludmila Rattis, scientist at Instituto de Pesquisa Ambiental da Amazônia

Seminars in this cycle

- ▶ **Challenges for Brazil in advancing ecological restoration and reducing climate change**
Speakers: **Paulo Henrique Carneiro**, Director of the Instituto Chico Mendes de Conservação da Biodiversidade (ICMBio); **Priscila Matta**, Senior Sustainability Manager at Natura; **Ricardo Rodrigues**, professor at the Escola Superior de Agricultura Luiz de Queiroz at the Universidade de São Paulo (Esalq/USP).
- ▶ **Brazil in the energy transition and the role of oil**
Speakers: **David Zylbersztajn**, former Director-General of the Agência Nacional do Petróleo (ANP, the Brazilian National Petroleum Agency); **Flávia Guedes**, project analyst at Instituto Mapeguari; **Jean-Paul Prates**, former President of Petrobras; **Roberto Schaeffer**, professor at COPPE/UFRJ; **Shiguo Watanabe Jr.**, contributor to ClimalInfo.
- ▶ **Mining: socioenvironmental challenge and economic and geopolitical opportunity**
Speakers: **Beto Veríssimo**, coordinator of Amazônia 2030; **Camilla Lott**, Acting Executive Vice President for Sustainability at Vale; **Christianne Canavero**, Head of ESG at Companhia Brasileira de Metalurgia e Mineração; **Izabella Teixeira**, former Minister of the Environment of Brazil (2010–2016) and member of Fundação FHC's Board; **Lígia Pinto**, Vice President of Institutional Relations at Sigma Lithium; **Raul Jungmann**, President of Instituto Brasileiro de Mineração (IBRAM); **Márcio Santilli**, President of Instituto Socioambiental.
- ▶ **Five Years of the ‘Marco Legal do Saneamento’ (Brazil’s Water and Wastewater Utilities Regulatory Framework): how to accelerate investment?**
Speakers: **Jader Filho**, Brazil's Minister of Cities; **Verônica Sánchez**, Director-President of the Agência Nacional de Águas e Saneamento Básico (ANA, Brazil's National Water and Basic Sanitation Agency).
- ▶ **Agribusiness in the field and in Congress**
Speakers: **Caio Pompeia**, professor at Universidade Federal de Viçosa (UFV); **Ludmila Rattis**, scientist at Instituto de Pesquisa Ambiental da Amazônia; **Marcello Brito**, Executive Secretary of the Consórcio dos Estados da Amazônia Legal; **Maxiely Scaramussa Bergamin**, President of the Sindicato dos Produtores Rurais de Paragominas (Pará); **Mônica Sodré**, CEO of Meridiana.





New Global Geopolitics Cycle Debate Series

Even before Donald Trump's return to the White House, the geopolitical landscape was already a source of concern. Since January of this year, however, the situation has grown even more complex, with decisions that call into question the international order established after World War II. Through conversations with Brazilian and international experts, Fundação FHC sought to clarify what is at stake in power relations among countries and in global dynamics.



"Trump is obsessed with certain issues. In Latin America, there are three: combating illegal immigration by deporting thousands of Latinos to their countries of origin; curbing drug trafficking into the United States from countries in the region; and reducing China's influence."

Ricardo Zúñiga, former White House adviser on Latin America to President Obama

Seminars in this cycle

- ▶ **Trump's foreign policy: what is real and what is rhetoric?**
Speakers: Fernanda Magnotta, professor and coordinator of the International Relations Program at FAAP; Nicholas Zimmerman, former Director for Brazil and the Southern Cone at the U.S. National Security Council; Ricardo Zúñiga, former Senior Advisor for Latin America, the Caribbean, and Canada at the U.S. National Security Council.
- ▶ **The Atlantic Alliance crisis and the future of Europe**
Speakers: André Sapir, Emeritus Professor at Université Libre de Bruxelles; Rosa Balfour, Director of Carnegie Europe; Michael Leigh, former Director-General of the European Commission.
- ▶ **The rivalry between the United States and China, with Lanxin Xiang**
Speaker: Lanxin Xiang, Emeritus Professor at the Graduate Institute of International and Development Studies (Geneva).
- ▶ **The international economy and the future of the dollar**
Speakers: Otaviano Canuto, former Vice President of the World Bank and the Inter-American Development Bank; Luiz Awazu Pereira, former Vice President of the Bank for International Settlements.

"Place of speech is not about my individual experience as Djamila; it is about my social position as a Black woman, about experiences shared by people who start from the same structural position. Place of speech is about where one speaks from."

Djamila Ribeiro

Photo: Vinicius Doti/Fundação FHC

OTHER DEBATES

In 2025, we held four additional debates on relevant issues on the national agenda.

- ▶ **Is antiracism an identity-based struggle?**
Speaker: Djamila Ribeiro, professor, philosopher, writer, and activist in the Black movement.
- ▶ **Affirmative Action in Brazil: achievements and challenges**
Speakers: Andrea Lopes, (UNIRIO); Hélio Santos, activist and former coordinator of the Grupo de Trabalho Interministerial de Valorização da População Negra (Interministerial Working Group on the Advancement of the Black Population) under the FHC administration; Luiz Augusto Campos (IESP-UERJ); Márcia Lima (FFLCH-USP); Natalia Paiva, CEO of Movimento pela Equidade Racial; Orlando Silva, federal congressman for Partido Comunista do Brasil (PCdoB, left-wing political party) and rapporteur for PEC (Constitutional Amendment Proposal) n° 27/2024.
- ▶ **Education for Citizenship in Brazil: preparing a generation for democracy**
Speakers: Alexsandro Santos, Director of Policies and Guidelines for Basic Education at the Ministério da Educação (Brazil's Ministry of Education); Anna Penido, Director of the Centro Lemann de Liderança para Equidade na Educação; Humberto Dantas, President of Movimento Voto Consciente.
- ▶ **Conversations with business leaders**
In partnership with PwC Brasil, Fundação FHC held three meetings with Brazilian executives to discuss key national and global issues. To discuss economic issues, we invited Pérsio Arida, one of the architects of the Plano Real. On the energy transition, David Zylbersztajn, former Director-General of ANP (Brazil's National Petroleum Agency). On AI and the future of work, Álvaro Comin, researcher at C4AI.
- ▶ **Reform of the Civil Code: necessary update or legal risk?**
Speakers: Celso Lafer, Professor Emeritus at the Faculdade de Direito/USP and President of the Fundação FHC; Cristiano Zanetti, Professor of Civil Law at the Faculdade de Direito/USP; Judith Martins-Costa, Associate Professor of the Faculdade de Direito/USP; Paulo Doron, Professor of the FGV Direito SP.

OTHER INTERNATIONAL WEBINARS

In 2025, we held three online events focused on Latin America.



- ▶ **The struggle against Nicolás Maduro's dictatorship**
Speaker: María Corina Machado, leading Venezuelan opposition figure and 2025 Nobel Peace Prize laureate.



- ▶ **Prospects for the Milei government after Argentina's legislative elections**
Speakers: Carlos Pagni, Argentine journalist and host of the TV program Odissea Argentina; Sylvia Colombo, former Buenos Aires correspondent for Folha de S.Paulo.



- ▶ **A far-right government in Chile: what could it mean for democracy?**
Speakers: Ignacio Walker, former Senator and former Minister of Foreign Affairs of Chile; Loreto Fox, Assistant Professor at the Escuela de Gobierno de la Pontificia Universidad Católica de Chile.



MINIDOCS

Since 2022, Fundação FHC has produced minidocumentaries based on conversations with experts, made available free of charge on YouTube. The goal is to disseminate well-grounded knowledge to a broad audience on decisive issues for the future of democracy and Brazil's development, in its relationship with the world.

Minidocs views in 2025
+ 4 million
Ponto a Ponto and Vale a Pena Perguntar

Retention
+ 900,000
viewers watched the videos until the end

'Ponto a Ponto' (Point by Point) Series

Launched in 2024 and produced by Beatriz Kipnis and Isabel Penz, this series features two recognized experts in their fields in dialogue about their perspectives on how to address contemporary challenges. In 2025, seven original episodes were released.

Public Security and Democracy



Samira Bueno, Executive Director of the Fórum Brasileiro de Segurança Pública, and **Leandro Piquet**, Coordinator of the Escola de Segurança Multidimensional (Multidimensional Security School) at the Universidade de São Paulo (USP).

Transportation and Delivery Platforms



Clemente Ganz, Coordinator of the Fórum das Centrais Sindicais, and **André Porto**, Executive Director of the Associação Brasileira de Mobilidade e Tecnologia.

Oil and the Energy Transition

In collaboration with Instituto Arapyau



Clarissa Lins, founder of Catavento Consultoria, and **Natalie Unterstell**, founder and President of Instituto Talanoa.

Work Hours, Economic Growth, and Well-Being



Adriana Marcolino, Technical Director of Dieese (Inter-Union Department of Statistics and Socioeconomic Studies), and **Hélio Zylberstajn**, Professor at FEA-USP.

Evangelical Women and Democracy

In collaboration with Instituto de Estudos da Religião (ISER)



Aava Santiago, city councilor for Partido da Social Democracia Brasileira (PSDB, a center-right political party in Brazil) for Goiás, and **Keit Lima**, city councilor for Partido Socialismo e Liberdade (PSOL, left-wing political party in Brazil) in São Paulo.

Agribusiness, Climate, and Politics



Caio Pompeia, Professor at the Universidade Federal de Viçosa (UFV), and **Mônica Sodr e**, CEO of Meridiana.

Entrepreneurship, Religion, and Democracy

In collaboration with Instituto de Estudos da Religião (ISER)



Vladimir de Oliveira, pastor of Igreja Cristã Redenção Baixada, and **Antônio Cabrera**, former Brazil's Minister of Agriculture and founder of the channel Fé & Trabalho.

'Vale a Pena Perguntar' (It's Worth Asking) Series

Launched in 2022 and produced by Beatriz Kipnis, Isabel Penz, and Alice Noujaim, this original series addresses essential issues for the future of democracy and sustainable development in Brazil and globally. It consists of videos and edited interview publications, all made available free of charge. In 2025, three new seasons were released, bringing the total to eight.



Dora Kaufman

Glauco Arbix

Patr cia Iglecias

Roberto Waack

Composition: Fabio Furtado, Pedro Balmant and Est dio Kanno

Artificial Intelligence and the Environment

How can artificial intelligence help address climate change? What are the negative environmental impacts resulting from its use? What should be the government's role in regulating AI and preventing innovation from harming the environment? The sixth season of the series explores the relationship between AI and environmental issues.

Interviewed specialists:

Dora Kaufman, Professor at the Faculdade de Ci ncias e Tecnologia (PUC-SP); **Glauco Arbix**, Professor at FFLCH-USP and Coordinator of the Humanities area at the Centro de Intelig ncia Artificial (USP-Fapesp-IBM); **Patr cia Iglecias**, Professor at the Faculdade de Direito (USP); **Roberto Waack**, Chair of the Board of the Instituto Arapyau.



Publication with interviews

Episodes

- ▶ **Episode 1 - Artificial intelligence and climate change**
- ▶ **Episode 2 - Big Tech and environmental regulation**
- ▶ **Episode 3 - Environmental regulation of Artificial Intelligence**



Composition: Fabio Furtado, Pedro Balmant and Estúdio Kanno

BRICS and the new multipolar global order

This season addresses the role of BRICS in a global context marked by growing rivalry between the United States and China, Russian belligerence, and the dismantling of the post-World War II global order. It also examines the advantages and dilemmas of Brazil's participation in the bloc, against the backdrop of the 2025 BRICS Summit in Rio de Janeiro.

Interviewed specialists

Ana Garcia, Researcher at the BRICS Policy Center; Guilherme Casarões, Professor at Florida International University; Fernanda Magnotta, Professor and Coordinator of the International Relations program at FAAP; Larissa Basso, Researcher at IEA-USP; Marianna Albuquerque, Professor at the Instituto de Relações Internacionais e Defesa (UFRJ); Pedro Dallari, Full Professor of International Law at IRI-USP.



Publication with interviews

Episodes

- ▶ **Episode 1 - BRICS: a new multipolar global order?**
- ▶ **Episode 2 - Brazil in the BRICS: leadership and contradiction**
- ▶ **Episode 3 - BRICS Economic Power: de-dollarization and the New Development Bank**
- ▶ **Episode 4 - China's role in the BRICS: the power of the Global South**



Composition: Fabio Furtado, Pedro Balmant and Estúdio Kanno

New populist wave: radical right movements

The world is experiencing a wave of radical right-wing populism, and Brazil is no exception. The eighth season examines how the far right organizes itself within institutions, on the streets, on digital platforms, and in culture—and what risks it poses to democracy.

Interviewed specialists

Ana Laura Barbosa, Professor of Constitutional Law at Escola Superior de Propaganda e Marketing. Guilherme Casarões, Professor at Florida International University. Isabela Kalil, Professor at Fundação Escola de Sociologia e Política de São Paulo (FESPSP) and Coordinator of the Observatório da Extrema Direita. Letícia Cesarino, Professor at the Universidade Federal de Santa Catarina (UFSC). Marcos Nobre, Professor at the Universidade Estadual de Campinas (Unicamp) and researcher at Centro Brasileiro de Análise e Planejamento (Cebap). Pablo Ortellado, Professor at Escola de Artes, Ciências e Humanidades (EACH) at Universidade de São Paulo (USP). Wilson Gomes, Professor at the Universidade Federal da Bahia (UFBA).



Publication with interviews

Episodes

- ▶ **Episode 1 - New populist wave: radical right movements**
- ▶ **Episode 2 - Bolsonarismo and the radical right**
- ▶ **Episode 3 - Networks and streets: mobilization of the radical right**



PUBLICATIONS

Fundação FHC publishes books, articles, and periodicals in digital format, all available free of charge on our website.



STF: Responsibility for the Final Word

In 2025, Fundação FHC published a policy paper with proposals to improve the Supremo Tribunal Federal (STF, the Brazilian Federal Supreme Court), based on discussions with jurists and social scientists. All proposals can be implemented by decision of the Court itself, without legislative or constitutional changes. The document was coordinated by Oscar Vilhena Vieira, Ana Laura Barbosa, and Sergio Fausto.

“The STF played a fundamental role in defending democracy in recent years, but now the worst has passed and it is time for the Court itself to exercise self-restraint.”

Antonio Cezar Peluso, former President of the Supremo Tribunal Federal (STF) and one of the document’s signatories, in an interview on the program ‘Diálogos com Mario Sergio Conti’, aired on the Brazilian cable news channel Globonews.

Brazil amid international turmoil*

The book brings together contributions from nine specialists in international relations representing diverse intellectual and ideological perspectives on Brazil’s geopolitical challenges in defending its national interests and democratic values. Organized by Bernardo Sorj and Sergio Fausto, the volume includes a foreword by Celso Lafer. The co-authors are Adriana Abdenur, Antonio Ruy de Almeida Silva, Fernanda Magnotta, Gelson Fonseca, Guilherme Casarões, Maria Hermínia Tavares de Almeida, Maria Regina Soares de Lima, Marianna Albuquerque, and Rubens Ricupero.

*English version available on our website

Journal of Democracy in Portuguese

Since 2012, Plataforma Democrática—an initiative of Fundação FHC and Centro Edelstein de Pesquisas Sociais—has published a Portuguese-language edition of the Journal of Democracy, the leading international journal dedicated to analyses of democracy worldwide.

The journal includes translations and original articles by Brazilian authors. Since 2024, summaries have been disseminated through a partnership with the Brazilian news outlet ‘Canal Meio’, reaching approximately 200,000 people.

The Journal is published twice a year and is available free of charge on our website. In 2025, it recorded more than 24,000 downloads.

Latin America Connection

Published by Plataforma Democrática since 2022, this digital journal features original essays by Latin American authors on political, cultural, and socioeconomic changes and their impact on democracy in the region. In 2025, we published two issues, both available for free download on our website.



“Journal of Democracy em Português is one of those spaces that form part of the infrastructure enabling democracy to rethink itself, reinvent itself, and understand the challenges that lie ahead.”

Francisco Brito Cruz, Brazilian lawyer specializing in digital law





Photo Arquivo Ruth Cardoso:Acervo Pres. F. H. Cardoso

Solidary Community: Memory and Legacy – A Tribute to Ruth Cardoso

The book brings together testimonies from individuals who participated, to varying degrees, in the implementation of 'Comunidade Solidária' – a social initiative created by anthropologist and first lady Ruth Cardoso in the first month of the FHC administration aimed at mobilizing civil society to combat poverty and promote social inclusion. It also pays tribute to Ruth Cardoso (1930–2008), without whose gentle yet firm leadership the project would not have become a reality.

“Though not religious, Ruth had a profound faith in the possibility of mobilizing feelings and commitments of solidarity. And she did so in a radically democratic way.”

Rosiska Darcy de Oliveira, journalist, writer, and member of the Academia Brasileira de Letras



Hearts and Minds – Volume 4 Educating in Times of Artificial Intelligence*

What approaches and strategies should educators adopt in response to the growing presence of Artificial Intelligence in learning processes and in social interactions within schools? This question motivated the development of this e-book, designed for educators and featuring activities adaptable to different educational levels.

The first part, written by sociologist Bernardo Sorj, offers a broad overview of the “adventure of humanity” and discusses the challenges of the present. In light of the risks created by the rapid evolution of AI, the author proposes that schools seek to strengthen humanist and democratic values, creativity, and critical reflection.

The second part, developed by Alice Noujaim, Maura Marzocchi, and Renata Capovilla, includes an Activity Workbook to support teachers in addressing, in the classroom, the issues discussed in the first part of the book.

Launched in 2021, 'Corações e Mentes' (Hearts and Minds) is a collection of free digital books aimed at contributing to the consolidation of civic values and the practice of democracy.

*English version available on our website



The new governance of individuals – controls, beliefs, and hierarchies)

According to the Peruvian sociologist Danilo Martuccelli, professor at the Université Paris-Descartes, Sorbonne, societies are not homogeneous, nor is power capable of fully homogenizing them. On the contrary, actions that challenge esta-

ablished norms and structures are always possible. This elasticity is essential for understanding the ongoing effort of governing systems to control individuals and to limit the forms of resistance they offer to the imposition of order.



TIMELINES



In 2025, Fundação FHC launched two new products within the project 'Linhas do Tempo' (Timelines). The infographics and teaching guides are based on the Timelines published by the Fundação since 2020. They portray Brazil's social and political history since redemocratization across ten thematic axes, including racial issues, women's rights, Indigenous rights, the environment, health, education, and LGBTQ+ rights, among others.

The series of eleven **infographics** highlights key dynamics for understanding how democracy functions. Each page focuses on a specific theme, showing how different factors interact in this process—civil society participation and advocacy, relations among the three branches of government, international agreements, identity-related issues, budgetary constraints, and others. Available for free download on our website, the infographics—printable in both color and black-and-white versions—also include classroom activity proposals.

The **teaching guides**, developed in partnership with Porvir, a nonprofit organization dedicated to fostering innovation in education in Brazil, propose ways to use the Timelines in the classroom based on the Project-Based Learning (PBL) methodology. In 2025, we published seven new guides.

Understanding the past is also a way of imagining possible futures and reinforcing our commitment to democracy.

"The Timelines made it possible to hold a debate and present students with a new perspective on how these rights were—and continue to be—claimed by civil society."

Gabriel Sant'anna, educator at Instituto Lima Barreto



Timelines Project Page



INFOGRAPHICS

'Histórias da Democracia' (Stories of Democracy) is a series of infographics that highlight key dynamics for understanding how democracy functions in practice.

Environment



People with Disabilities



Transparency and Oversight



Agrarian Reform



Indigenous Peoples



Women



LGBT+ Rights



Education



Racial Equity



Health





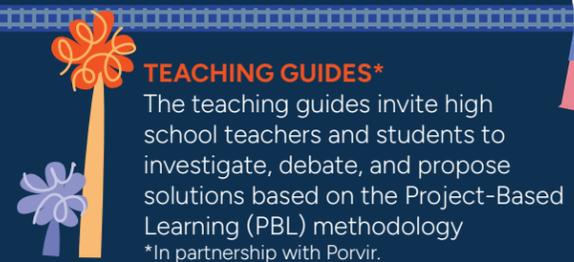
EDUCATION FOR CITIZENSHIP

At the Fundação FHC, we believe that a strong democracy is built by well-informed, critical, and engaged citizens. For this reason, we produce free content for educators, students, and all those seeking to better understand the world they live in.



TIMELINES
The timelines depict the political and social history of rights in Brazil since redemocratization.



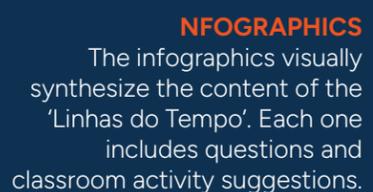


TEACHING GUIDES*
The teaching guides invite high school teachers and students to investigate, debate, and propose solutions based on the Project-Based Learning (PBL) methodology
*In partnership with Porvir.



THE PLANO REAL: THE HISTORY OF BRAZIL'S ECONOMIC STABILIZATION
Through games, documents, and videos, the exhibition presents the challenges of high inflation and the changes brought about by economic stabilization. Admission is free at our headquarters, and virtual guided mediation is also available.



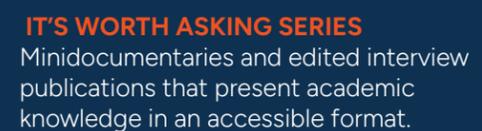



NFOGRAPHICS
The infographics visually synthesize the content of the 'Linhas do Tempo'. Each one includes questions and classroom activity suggestions.




VIRTUAL EXHIBITIONS
The virtual exhibitions are produced with photographs and documents from the Presidential Collection of Fernando Henrique Cardoso.





IT'S WORTH ASKING SERIES
Minidocumentaries and edited interview publications that present academic knowledge in an accessible format.




KEEPING AN EYE ON THE DOCUMENT
In-person activities designed to explore and interpret a variety of documents and to understand their historical and cultural value.




HEARTS AND MINDS COLLECTION
E-books for educators seeking to strengthen democratic values in schools, with activities designed for both elementary and high school levels

Estúdio Kanno



Photo: Vinicius Doti/Fundação FHC

CENTER FOR MEMORY AND RESEARCH

The Centro de Memória e Pesquisa (Center for Memory and Research) of Fundação FHC serves as the institutional hub for activities related to the preservation, management, and long-term safeguarding of documentary heritage, scholarly research, professional training, and institutional cooperation in the custody, processing, and use of archival and bibliographic collections, as well as for the dissemination of the Presidential Collection of Fernando Henrique Cardoso to researchers and the general public.

These three pillars guide both the Fundação's institutional policy and the specific projects developed by each department, reaffirming its commitment to memory preservation, knowledge production, and strengthening democratic culture.

Located on the 5th and 6th floors of Edifício CBI-Esplanada, in downtown São Paulo, the Center houses the Library, the archival storage

facilities, research service areas, exhibition spaces, and environments dedicated to educational activities, making it a unique cultural institution in Brazil. Under its institutional custody are personal archives of recognized historical value, composed of textual, audiovisual, iconographic, sound, and bibliographic records, as well as objects, forming a reference archival corpus for the study of Brazil's political, economic, and social history in the twentieth and twenty-first centuries.

We also contribute to the area of Educação para a Cidadania (Education for Citizenship)—a cross-cutting program of the Fundação—through educational activities, both in person and online. Drawing on the extensive documentation of the Collection and the Library, these initiatives aim to support the training and professional development of specialists in the field and to help young students gain a deeper understanding of Brazil's recent history.

Presidential Collection of Fernando Henrique Cardoso

The custody, preservation, and public access of the Presidential Collection of Fernando Henrique Cardoso are supported by Law nº 8.394, of December 30, 1991, which recognizes it as being of public interest and as an integral part of Brazil's cultural heritage.

The Fundação's Library, constituted from the personal collections of Fernando Henrique Cardoso and Ruth Cardoso, comprises more than 14,000 titles in the humanities and social sciences, as well as works in philosophy, literature, history, and the arts. Through the Collection Portal, it is possible to consult the complete corpus of authored works by both.

We also house the personal archives of Leonidas Cardoso and Joaquim Ignácio Baptista Cardoso, FHC's father and grandfather, as well as those of former collaborators of his presidential administration.

Bringing together multiple personal archives under a single institutional custodial framework allows for comparative readings, interdisciplinary approaches, and expanded social uses of these documents, linking academic research, public reflection, and memory policies.

Currently, the Collection Portal provides **135,000** archival documents available for universal, online, and free access

In 2025, **5,612** new documents were made available



Photo: Vinicius Doti/Fundação FHC



Photo: Vinicius Doti/Fundação FHC



Photo: Vinicius Doti/Fundação FHC



EXPANSION OF THE COLLECTION

In 2025, the Centro de Memória e Pesquisa (Center for Memory and Research) received five highly significant donations of personal collections, which expand and conceptually reinforce the existing Presidential Collection. Together, these collections form a substantial body of materials that deepens understanding of key processes in Brazil's recent republican history, including redemocratization, economic stabilization, state reform, and the formulation of social policies during the Fernando Henrique Cardoso administrations.

In the coming years, we intend to acquire additional personal archives whenever they contribute to strengthening and ensuring the intellectual coherence and historical consistency of the collection under institutional custody.

Donation of Gustavo Franco

The economist Gustavo Franco, former President of the Banco Central do Brasil (BC, the Central Bank of Brazil) during the FHC administration, donated his personal archive to the Fundação. The archive comprises 326 archival folders containing notes, clippings and copies of newspapers and magazines, official correspondence, draft regulations, formal legal opinions, and contracts. The documents cover his tenure at the Ministério da Fazenda (Brazilian Ministry of Finance) and at the Banco Central do Brasil (1993-1999) and are of great relevance for understanding the country's recent economic history.

Donation of Clóvis Carvalho

Clóvis Carvalho, former Chief of Staff of the Casa Civil da Presidência da República (Chief of Staff's Office of the Presidency of Brazil) and a trusted collaborator of Fernando Henrique during his two terms in office, donated his personal archive to the Fundação. It consists of notes, articles, manuals, reports, and other documents that contribute to understanding the political and economic context of the FHC years.

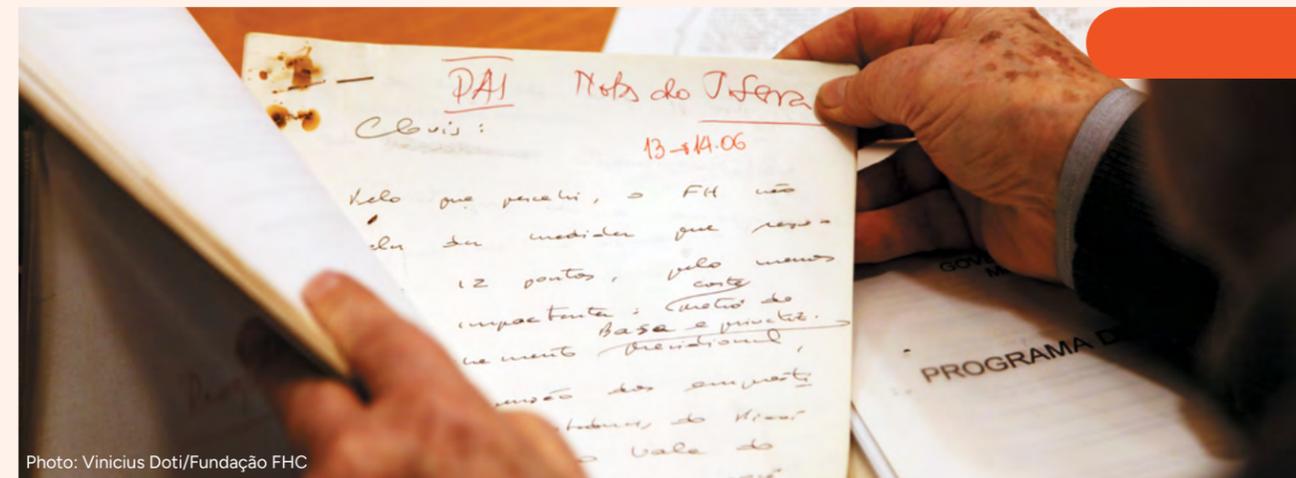


Photo: Vinicius Doti/Fundação FHC

Donation of José Serra

José Serra's intellectual and political trajectory developed in parallel with that of FHC. At various moments, they joined forces in the service of the country. In 2025, Serra donated his personal archive to the Fundação. It comprises certificates, research materials, articles, books, photographs, and videos documenting his work as President of the União Nacional dos Estudantes (UNE, the National Union of Students of Brazil), as an academic, congressman, senator, Mayor, and Governor of São Paulo, with particular emphasis on his tenure as Brazil's Minister of Health (1998–2002).

Donation of Danielle Ardaillon

The anthropologist Danielle Ardaillon, who headed the Secretaria de Documentação Histórica do Gabinete Pessoal do Presidente FHC (Historical Documentation Secretariat of the President FHC's Personal Cabinet), donated her bibliographic collection to the Library, consisting of more than 240 items, with emphasis on anthropology, sociology, and psychology. From 2004 to 2018, Danielle served as curator of the Presidential Collection, whose establishment and consolidation owe much to her rigorous and dedicated work.

Donation of the collection of Dulcídio do Espírito Santo Cardoso

The personal archive of Dulcídio do Espírito Santo Cardoso, FHC's cousin, was donated to the Fundação by his grandson, filmmaker Ivan Cardoso. Dulcídio was a military officer who held various positions in the government of former Brazilian president Getúlio Vargas and served as Mayor of the Distrito Federal (the Federal District of Brazil, which at that time encompassed the city of Rio de Janeiro) between 1952 and 1954. Articulated with the archives of other members of the Cardoso family, this collection contributes to a deeper understanding of central political and administrative processes in Brazilian republican history in the 20th century.

Processing of the new collections

At present, the five collections are undergoing preventive conservation, archival processing, description, and digitization. Once this work is completed, the documents will be available for free consultation through the Collection Portal or in person, by prior appointment.



Photo: Vinicius Doti/Fundação FHC



Photo: Vinicius Doti/Fundação FHC



WORKSHOPS AND SEMINARS

In 2025, we held several events aimed at archival professionals and the general public, with particular emphasis on students.

Workshops



Photo: Vinicius Doti/Fundação FHC

► Document reproduction for preservation: paths, experiences, and challenges

(Online format, with Brazilian Sign Language–Libras interpretation and audio description)

Organized by Fundação FHC and the Associação de Arquivistas de São Paulo (ARQ-SP), this workshop was organized around the question: “How are you ensuring the preservation and long-term access to your holdings?” Four document reproduction techniques were covered: photocopying, photography, microfilming, and digitization. The session also presented Fundação FHC’s experience in the digitization process of its collection.

Speakers: Ana Célia Navarro de Andrade, President of the Associação de Arquivistas de São Paulo (ARQ-SP); Alexandre de Almeida, historian and member of the team at Grifo Projetos Históricos/Fundação FHC; Camilla Campoi, Curator of the Presidential Collection of Fernando Henrique Cardoso.

► Artificial intelligence applied to collection management

(Online format, with Brazilian Sign Language–Libras interpretation and audio description)

The workshop examined the possibilities of using artificial intelligence in archival activities, such as automated classification, descriptive enrichment, information retrieval, and semantic search across digital collections.

Speakers: Dmitry Bayakhchev, economist, CEO and co-founder of the digital strategy and innovation agency Sintrópika; Mateus Petratti, advertising professional and head of development at Sintrópika; Rogério Acquadro, professional involved in the implementation of IT systems and the digitization of Fundação FHC’s Collection; Raphael de Souza Novaes, historian, archivist, and project manager at Grifo Projetos Históricos e Editoriais.



Assembly: Sintrópika

“Sharing knowledge through the workshops and lectures organized by Fundação FHC strengthens and encourages initiatives in the field of records management. Congratulations!”

Participant in the workshop ‘Artificial Intelligence applied to collection management’

International Seminar



Photo: Vinicius Doti/Fundação FHC

► The artifact as document: practices, challenges, and possible paths

(Online format, with simultaneous interpretation, Brazilian Sign Language–Libras interpretation, and audio description)

With the participation of archive and museum experts from Brazil and abroad, the four panels covered topics such as legal and regulatory aspects related to the preservation and access of presidential collections, best practices for the archival description and treatment of objects as archival materials, and the challenges of terminological standardization, identification of documentary types, and long-term preservation of these materials across different institutions.

Speakers: Alessandra Barbosa, Coordinator of the Laboratório de Conservação e Restauro do Centro de Memória (the Conservation and Restoration Laboratory of the Memory Center) at the Universidade Estadual de Campinas (Unicamp); Ana Carolina Delgado Vieira, Conservator at the Museu de Arqueologia e Etnologia (Museum of Archaeology and Ethnology) at the Universidade de São Paulo (USP); Bruno Delmas, Emeritus Professor of Archival Science, Diplomats, and Institutional History at the École nationale des chartes (Paris); Camilla Campoi, Curator of the Presidential Collection of Fernando Henrique Cardoso; Carlos Ari Sunfeld, Professor at FGV Direito SP and President of Sociedade Brasileira de Direito Público (Brazilian Society of Public Law); Felipe Andrade Batista, Researcher at Sesc Memórias; Flávia Vidal, Chief Conservator at the Museu Brasileiro da Escultura e Ecologia (MuBE, the Brazilian Museum of Sculpture and Ecology, in São Paulo, Brazil); Giselle Peixe, museologist trained at the Instituto de Museologia (Institute of Museology) of the Fundação Escola de Sociologia e Política de São Paulo (FESPSP); Lucile Suire, Head of the Digital Uses Project at the Archives Départementales du Calvados (Caen, France); Paulo de Freitas Costa, Curator at the Casa Museu Ema Klabin; Paulo Elian dos Santos, Researcher at the Departamento de Arquivo e Documentação (Department of Archives and Documentation) of Casa de Oswaldo Cruz/Fundação Oswaldo Cruz; Renato de Mattos, Professor in the Graduate Program in Information Science at the Universidade Federal Fluminense (UFF); Sergio Fausto, Executive Director of Fundação FHC; Silvana Goulart, Consultant to Fundação FHC and partner at Grifo Projetos Históricos e Editoriais.



Photo: Vinicius Doti/Fundação FHC

COLLECTION VOLUNTEER PROGRAM

From September to December 2025, Fundação FHC held the first edition of the ‘Programa de Voluntariado do Acervo’ (Collection Volunteer Program). Following a selection process, volunteers participated in a training program that included both theoretical and practical classes covering foundational principles of archival science, records management, the technical processing and description methodologies adopted for the Collection, and preservation procedures tailored to different documentary formats. The program serves as a space for introductory professional training, as well as for raising awareness about the importance of preserving Brazil’s political and cultural memory. New editions are planned for 2026 and the years that follow.



EXHIBITIONS



The Centro de Memória e Pesquisa (Center for Memory and Research) organizes virtual and in-person exhibitions with thematic focuses to promote access to and public engagement with the documentation under its custody, contributing to the preservation and activation of the country's memory.



Photo: Vinicius Doti/Fundação FHC

Permanent Exhibition

► A real plan: the history of Brazil's economic stabilization (In person)

Located on the 5th floor of the Fundação FHC's headquarters, the exhibition presents, in an interactive format, the process of controlling inflation and stabilizing the currency, from Brazil's redemocratization in 1984 to the implementation of the Plano Real ten years later. Through an illustrated timeline, interactive games, and digitally reproduced archival documents, visitors learn about the main events of this important period in Brazilian history. In 2026, the exhibition will feature a new attraction.

The exhibition receives visits from schools and other groups, accompanied by an educator. Appointments can be scheduled through the Fundação FHC's website.

In 2025,
the virtual exhibitions
recorded

130,000
visits

Virtual Exhibitions

In 2020, when the Covid-19 pandemic spread worldwide, Fundação FHC created an online exhibition platform, which now features 19 virtual exhibitions. Developed from documents in the Collection, they can be visited free of charge on our website. In 2025, two new exhibitions were launched.



Assembly: Sintrópika

► Two Collections, Two Perspectives: the objects of FHC and Ema Klabin

In this unique encounter, the worlds of Ema Gordon Klabin (1907–1994), businesswoman and patron of the arts in São Paulo, and Fernando Henrique Cardoso (born in 1931), sociologist and former President of the Republic, intertwine through objects that reflect their trajectories and sensibilities. This exhibition was organized in partnership with the Casa Museu Ema Klabin.



Assembly: Sintrópika

► Looking good in the picture

The exhibition highlights photographs from the Collection that portray, at various moments, the daily life of President Fernando Henrique, but from a distinctive perspective: on one side, the approach of photographers from the Presidência da República (Presidency of the Republic of Brazil); on the other, the viewpoint of members of the national press.

To explore other virtual exhibitions, visit the Fundação FHC website.

EDUCATIONAL ACTIVITIES FOR YOUNG AUDIENCES



The Educational Department of the Fundação FHC works in an integrated and interdisciplinary manner with the Collection and Library departments and is responsible for transforming documentary heritage into formative, critical and cultural learning experiences.

These initiatives are part of the Programa de Educação para a Cidadania (Education for Citizenship Program), which brings together, in a cross-cutting manner, the educational initiatives of the Centro de Memória e Pesquisa (Center for Memory and Research) and the Centro de Estudos e Debates (Center for Studies and Debates). By articulating the preservation, interpretation, and dissemination of documentary heritage, Fundação FHC plays a central role in educating young people about Brazil's history, particularly in the 20th and 21st centuries, and encourages reflection on the importance of consolidating democracy, citizens' rights, and the political participation of society as a whole.

Workshops

► Keeping an eye on the document

(Weekly, in person)

What secrets are hidden in the archives? How should documents be interpreted within the historical, social, and institutional contexts of their production? What can we learn from these sources in the process of historical and cultural research? Held weekly at Fundação FHC's headquarters, this workshop invites young people aged 14 and older to explore the contents of the Collection.

► Conversations with the Executive Director (In person)

In this activity, high school and college students have the opportunity to engage in dialogue with political scientist Sergio Fausto, Executive Director of the Fundação, about issues of relevance to Brazil and the challenges facing their generation. Students also visit the Library, FHC's office, and the exhibition 'Arquivos Pessoais, Interesse Público' (Personal Archives, Public Interest).

Appointments

educativo@fundacaofhc.org.br



Photo: Vinicius Doti/Fundação FHC



Photo: Vinicius Doti/Fundação FHC

"I found it very different to delve into a subject we rarely have the opportunity to explore."

"It was very special to learn about archival science."

Testimonials from students at Instituto Porto

MEDIA PRESENCE

In 2025, seminars, publications, and video series produced by Fundação FHC received broad coverage on broadcast and cable television, as well as in newspapers, websites, and opinion columns. Below is a selection of published reports.



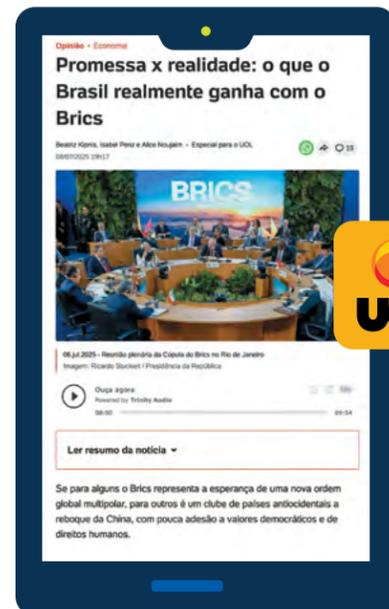
► **JORNAL NACIONAL**
Fachin: The United States sets a “very bad example of interference”

At an event held at Fundação FHC, Supreme Court Justice Edson Fachin criticized the financial sanctions imposed by US President Donald Trump on Justice Alexandre de Moraes and argued that the Supremo Tribunal Federal (STF) should exercise self-restraint and adopt a code of conduct.



► **GLOBONews**
Political scientist Sergio Fausto appears on GloboNews Internacional

Journalists Guga Chacra and Marcelo Lins spoke with the Fundação FHC’s Executive Director, one of the organizers of the e-book ‘O Brasil diante das Turbulências Internacionais’ (Brazil amid international turmoil), about the direction of Brazilian foreign policy in the era of Trump and amid profound geopolitical transformations.



► **UOL**
Centro de Estudos e Debates team publishes article on BRICS

An article published on the eve of the BRICS Summit brought together insights from the team based on interviews conducted for the seventh season of the ‘Vale a Pena Perguntar’ (It’s Worth Asking) series.



► **O GLOBO**
Newspaper publishes excerpts from FHC’s “exile letters”

Previously unpublished letters made available by Fundação FHC shed light on the significance of Fernando Henrique Cardoso’s exile in Chile in shaping his trajectory as a sociologist, professor, and later as senator and President of the Republic.



► **O ESTADO DE S. PAULO**
Editorial analyzes BC president’s presentation at the Fundação

In a lecture at Fundação FHC, economist Gabriel Galípolo defended the current interest rate policy and stated that, as President of the Banco Central do Brasil (BC, the Central Bank of Brazil), he must “know how to say no” to influential figures.



► **FOLHA DE S.PAULO**
Newspaper summarizes Fundação’s proposals to strengthen the STF

Under pressure for its role in safeguarding democracy, the Supremo Tribunal Federal must undertake internal reforms to strengthen its image and reputation, according to jurists and social scientists in a document organized by Fundação FHC.



► **CANAL MEIO**
Newsletter highlights new series on the far right

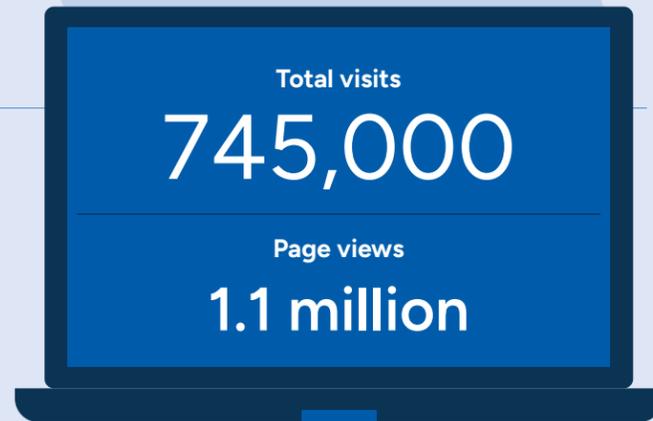
‘Nova Onda Populista: Direitas Radicais’ (New Populist Wave: Radical Right Movements), the new season of Fundação FHC’s minidoc series ‘Vale a Pena Perguntar’, seeks to understand, through conversations with specialists, how the far right operates in Brazil and around the world.

2025 IN NUMBERS

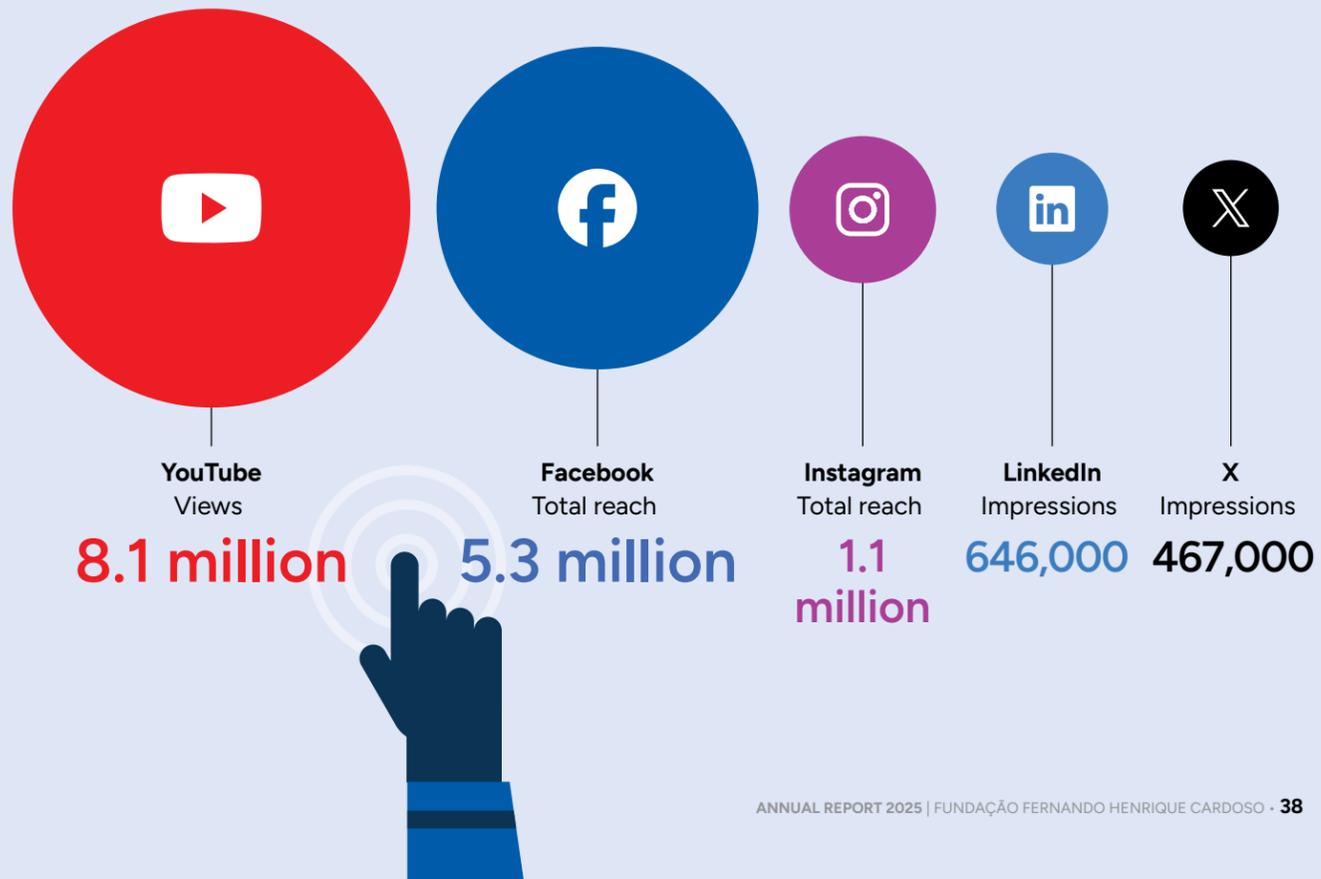
Digital performance on websites and social media

WEBSITE TRAFFIC

Portals of Fundação FHC, 'Linhas do Tempo', 'Corações e Mentes', and Plataforma Democrática



SOCIAL MEDIA



MINIDOCS

29 videos released in 2025



DEBATES

Total number of debates

31



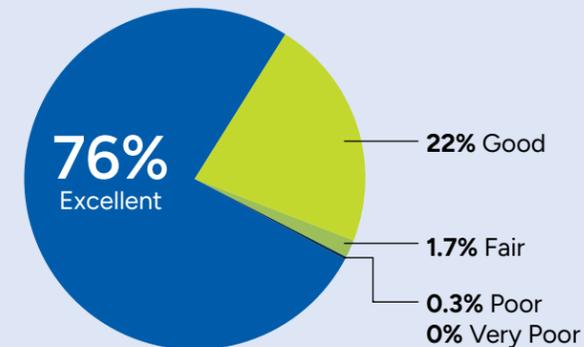
Total number of speakers

83

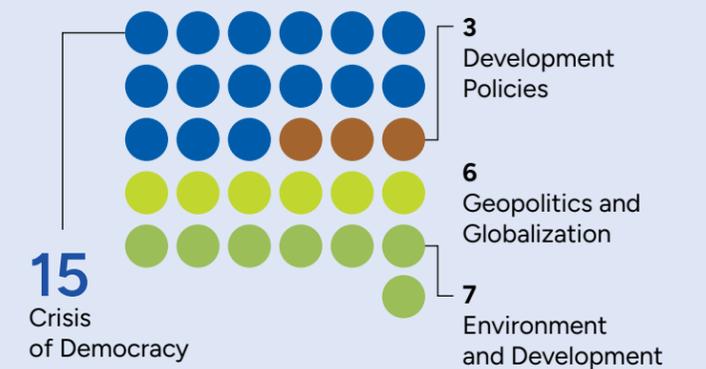
Total number of participants

2,025

Overall evaluation of the debates



Thematic breakdown of the debates



PUBLICATIONS





ORGANIZATIONAL STRUCTURE

HONORARY PRESIDENCY Fernando Henrique Cardoso

BOARDS AND EXECUTIVE LEADERSHIP

Board of Trustees

Lifetime Members
Fernando Henrique Cardoso
Beatriz Cardoso
Luciana Cardoso
Paulo Henrique Cardoso

Non-Lifetime Members
Celso Lafer – *Chair of the Board*
Andrea Calabi
Andrea Matarazzo
Arminio Fraga Neto
Elena Landau
Fernando K. Lottenberg
Henri Philippe Reichstul
Ilona Szabó de Carvalho
Izabella Mônica Vieira Teixeira
José Olympio da Veiga Pereira
Oscar Vilhena Vieira

Oversight Board
Everardo de Almeida Maciel
Fernando Freitas
José de Menezes Berenguer Neto

EXECUTIVE TEAM

Executive Director Sergio Fausto

Institutional Relations Ruth Goldberg – *Director*
Kluk Magri Neto – *Manager*

Legal Affairs José de Oliveira Costa

Chief of Staff José Luiz Sá de Castro Lima

Executive Assistant Marcya Lima



**CENTER FOR STUDIES
AND DEBATES**

Beatriz Kipnis – *Coordinator*
Alice Noujaim – *Analyst*
Isabel Penz – *Analyst*

Democratic Platform

Bernardo Sorj – *Director*

**CENTER FOR MEMORY
AND RESEARCH**

Camilla Campoi – *Curator*
Silvana Goulart – *Consultant*

Library

Jéssica Almeida – *Librarian*

Collection

Alexandre de Almeida – *Documentalist (until October 2025)*
Gabriely Momesso – *Conservation Analyst*
Laura Mollo – *Documentalist*
Renata Bassetto de Oliveira – *Documentalist*
Sarah Pontes – *Documentation Analyst*
Stela Martins – *Documentation Assistant*
Tatiana Fajardo – *Documentation Assistant (until February 2025)*
Tiana Cordeiro – *Documentalist*

Educational Department

Ana Paula Baptista Dias Moreira – *Educator*
João Marcelo de Lima dos Santos – *Intern*
Larissa Camargo – *Relationship Analyst*
Raquel Strelciuc Leoni – *Educator (until April 2025)*

Scenes of Redemocratization Project

Alexandre Machado – *Coordinator*
Flora Rouanet – *Assistant*

**INSTITUTIONAL
COMMUNICATIONS**

Benedito Sverberi – *Manager*
Felipe Martins – *Design, CRM, and Web*
Giovanna Tieghi – *Analyst*
Laíssa Emanuelle – *Analyst*
Maria Rafaela Monteiro – *Intern*
Otávio Dias – *Editor-in-Chief and Media Relations*
Vinicius Doti – *Analyst*

**ADMINISTRATION, FINANCE,
AND HUMAN RESOURCES**

Andres Llinares – *Coordinator*
Luiz Yamanaka – *Maintenance and General Support*
Raquel Janine da Silva – *Analyst*

Facilities

Ana Cristina Felipe Silva Batista
Gilmar Rocha dos Santos
Nair Barbosa de Oliveira



ACKNOWLEDGMENTS

SPONSORS



SPONSORS OF THE BIENNIAL PLAN



IMPLEMENTATION

FUNDAÇÃO
 FERNANDO
 HENRIQUE
 CARDOSO





FUNDAÇÃO FHC PATRONS*

- Alfredo Egydio Setúbal
- Antônio Luiz Seabra
- Arminio Fraga Neto
- Eduardo Vassimon
- Guilherme Peirão Leal
- Jayme Brasil Garfinkel
- Jorge Paulo Lemann
- José Luiz Egydio Setúbal
- Lucia Hauptman
- Maís Moreno e Floriano Peixoto de Azevedo Marques Neto
- Marcelo Fernandez Trindade
- Maria Alice Setubal
- Murilo Portugal Filho
- Pedro Luiz Barreiros Passos
- Pedro Moreira Salles
- Pedro Wongtschowski
- Tasso Ribeiro Jereissati
- Teresa Cristina Ralston Bracher e Candido Botelho Bracher

*donors for the 2025–26 cycle

PARTNERS

- Associação Brasileira das Escolas do Legislativo (ABEL)
- Casa Museu Ema Klabin
- Centro de Integração Empresa-Escola (CIEE)
- Fundação Casa de Rui Barbosa
- Grifo Projetos Históricos e Editoriais
- Grupo de Institutos, Fundações e Empresas (GIFE)
- Instituto Arapyau
- Instituto de Estudos da Religião (ISER)
- Instituto Lima Barreto
- Instituto Unibanco
- Pacto pela Democracia
- Rede Nacional de Educação Cidadã (RedeNEC)
- Universidade Federal Fluminense (UFF)

ENGLISH TRANSLATION

- Melissa Sabella Harkin, CT (Harkin Translations)

FUNDAÇÃO

FERNANDO
HENRIQUE
CARDOSO

fundacaofhc.org.br