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Timeout

LISBOA

A city with scale

SCALE-UPS | COWORKS | RESTAURANTS | SHOPS | ART | BARS

THE EUROPEAN
CAPITAL OF
INNOVATION
AWARDS **23**

European
Innovation
Council



The European Capital
of Innovation

WINNER

LISBON

#iCapitalAwards



How to start and scale

LISBOA ECOSYSTEM GUIDE



Launching a new company - Raising funds - Community



lisboa
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capital®

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Published by Time Out Portugal

Owner: Time Out Portugal Unipessoal Lda.

Holder of 100% of the capital:

Time Out Group PLC.

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Legal Deposit No.: 264155/07

ERC: TOL 125225

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Inside

Scale us up!

The Unicorn Factory Lisboa is helping companies grow even into international expansion. These are no longer start-ups. They are scale-ups. Get to know them.

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Come together

Coworks feel like home, but they mean business. Lisbon has loads of stylish, creative and comfortable places to work around people from all over the world.

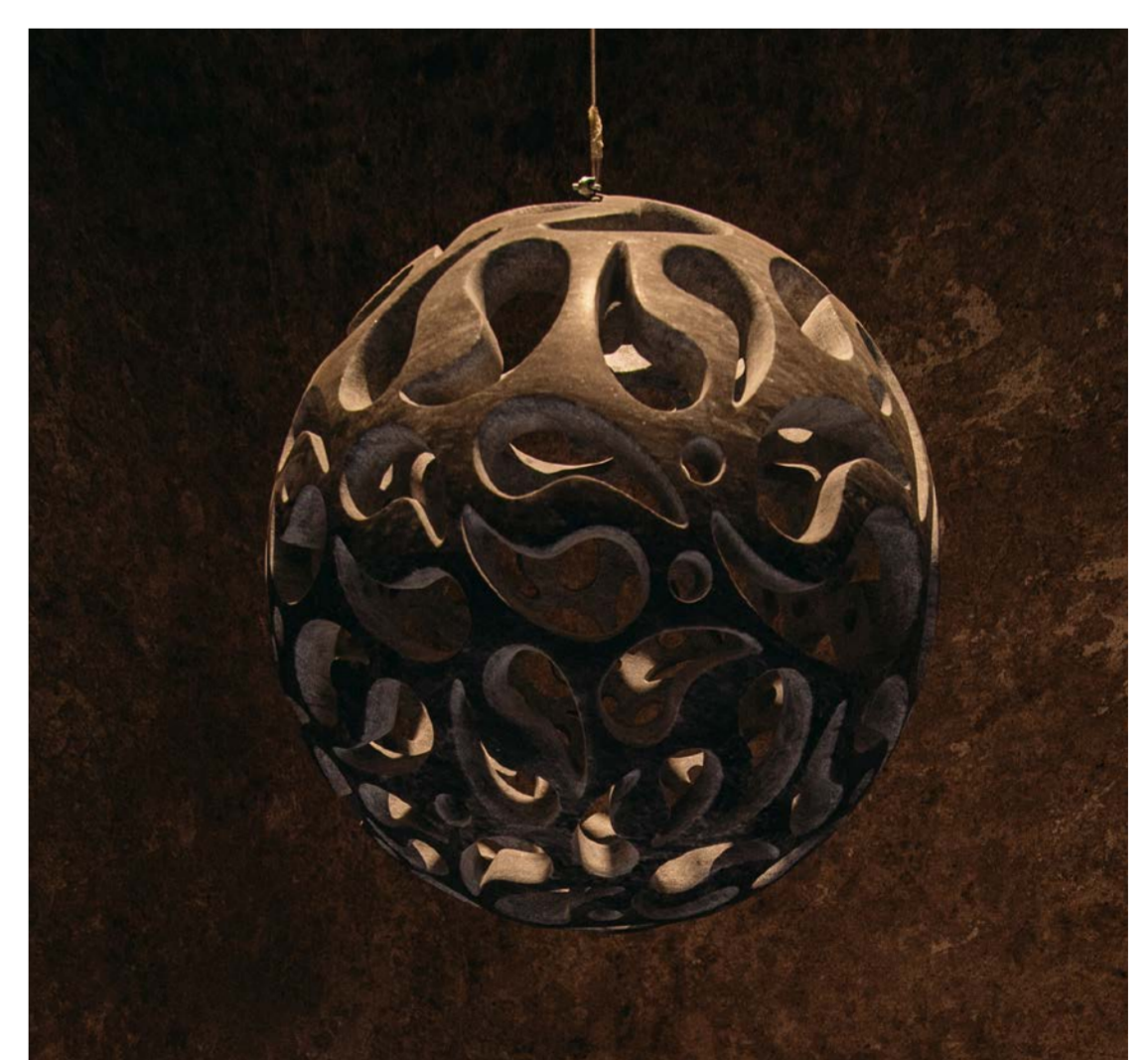
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Around town

Restaurants, shops, art galleries, concert halls and even padel courts. The trendiest venue in the city right now, 8 Marvila is the place to be.

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Out there

Beginner's survival guide

Forget the high heels, dodge the queues and pass by restaurants with pictures of food at the front door. Here are our best tips to avoid tourist traps. You're welcome.

Pay attention to the bill at the end of the trip

The years go by and the bad reputation of our taxi drivers lives on. The truth is, the windy trips with totally unnecessary detours made for the obvious inflation of the final bill are as real as the queue for pastéis de nata in Belém. If you still haven't registered on one of the many transportations apps available in Lisbon, just make sure you're not getting ripped off. In normal conditions, the trip from the airport to the centre of the city should cost about 15 euros. And follow this old trick: hail your taxi at departures instead of arrivals.

We speak English (and a bit of everything else)

Portuguese people are known for their linguistic abilities, not to mention their hospitality. You're very likely to find people who speak English better than average, and maybe even some French (especially in the older generations), or pretty good Spanish, but don't push your luck – no one expects us to speak Armenian.

Avoid the lines, top up your transport card in the metro

With a Viva card, you can choose the “zapping” option and travel across nine modes of public transportation with only one title. Top up any value you want at any automatic machine in the metro network, even if it's a train or an elevator you want to take – you'll avoid long lines this way.

No one will get mad if you arrive late

Though a lot has changed over the years, including the increased attention paid to schedules, Portuguese punctuality is still far from the British standard. The tolerance is usually up to half an hour (if not more), so don't be surprised if you're the first one there because you arrived at the time agreed upon, just like a Swiss clock.

Bring comfy shoes for the seven hills

Lisbon's beauty is unbeatable on Instagram, but remember that this is tricky terrain, with the city's famous seven hills and slippery Portuguese pavement that turn the walking experience (better to discover every nook and cranny) into a real challenge. On the one hand, your breathing capacity will be tested to the max, but on the bright side, this city is basically an open-air gym. Bring your comfiest sports

shoes or you'll regret it. And don't even think about heels.

Don't take risks: book a table

The recent boom of trendy spaces and experiences, particularly strong in the restaurant scene, has made Lisbon's gastronomy even more appetising, with a caveat: if you're not quick enough, you risk not being able to get a table in the majority of popular venues (and this is a risk every night of the week, by the way). Do your homework (meaning, read Time Out), and whatever you do, book a table.

Very typical? Think again

There's one trend you should pay particular attention to: the shops and restaurants that are supposedly really old, but not actually. Since 1872? Very typical? In some cases, the tradition has just been created for the benefit of tourists, so be aware, especially in the heart of the city, the most fertile grounds for these traps.

Choose your fado house carefully

Fado is Portugal's traditional music – nothing new here – and suddenly became cool again in recent years, but know that not every venue is worth it, especially the ones for tourists. We're here to help: in this edition you'll find a guide of the best sites to listen to fado. Just fast forward until you reach the Music section.

Beware of the pictures on the menu

It's a timeless and universal classic: the plague of menus full of photos of dishes, whether in a list format or posted on the door, is one we believe very strongly we can avoid, and yet how many times have we been caught, when on tourist mode? As a general rule, if the menu is actually good, it doesn't need to be paraded so much. Keep this in mind when walking around Baixa, Belém and other tourist hotspots.

Don't pay ridiculous amounts of money for pressed bay leaves

It's been sold all over Baixa for years. It's one of the most expensive seasonings you can get your hands on in the city. They'll tell you it's hashish, it'll really look like hashish, but it isn't hashish. Which isn't a problem, because you're not one to go around buying hashish. But if you were, we'd advise you not to accept these offers. They'd only serve to season your steak – at best. ■

MOBILITY

APPLY yourself to discovering Lisbon

Get the best out of your Lisbon experience with three apps that will make your mobility in the city much easier.

Moovit

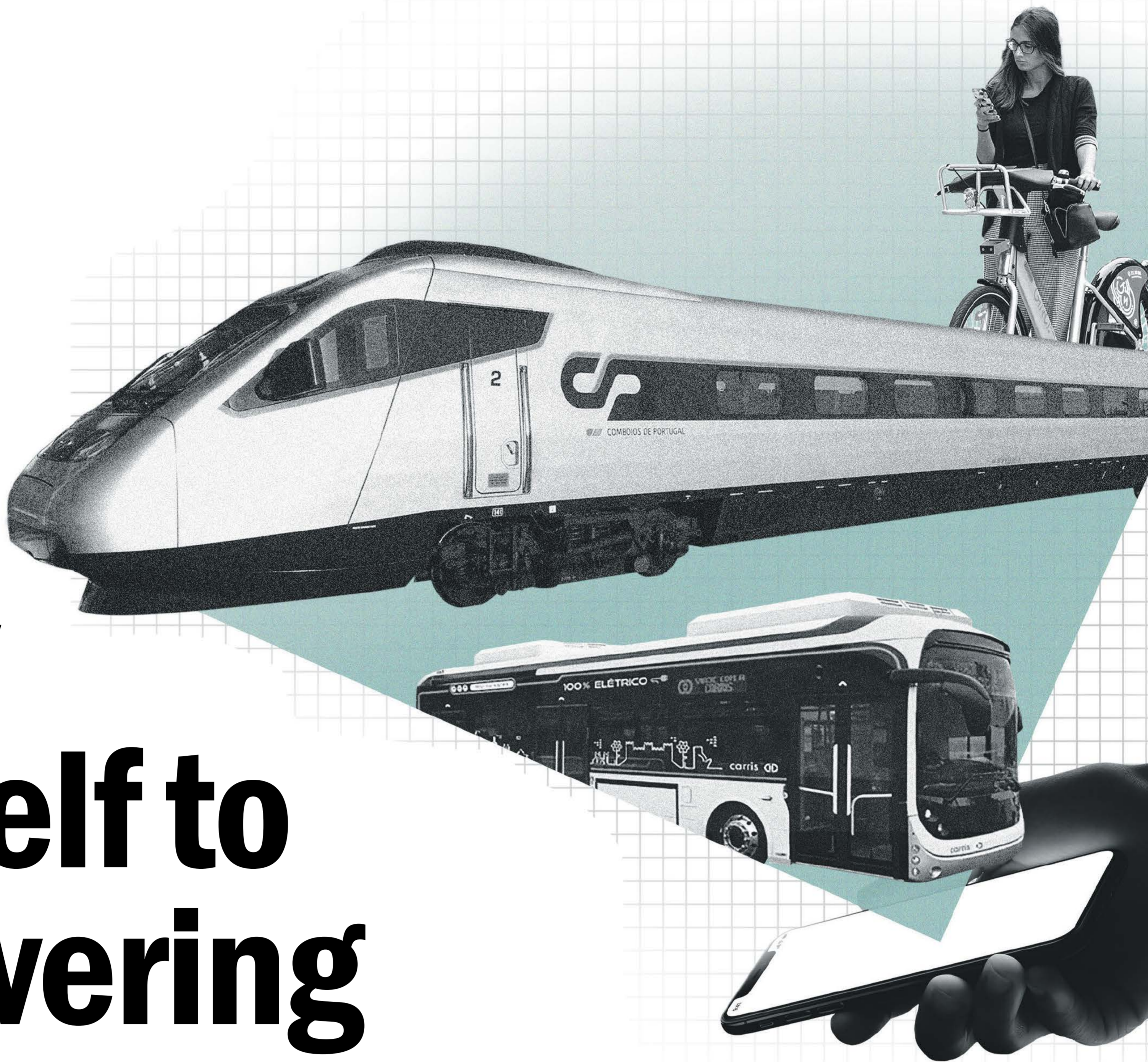
Operating in 112 cities worldwide, and very well-established in Lisbon, Moovit is known for guiding people's movement, regardless of the type of transport they are using. It works in partnership with Carris Metropolitana, Lisbon's new public transport brand that operates throughout the Lisbon Metropolitan Area. With Moovit, you can find the nearest bus stops, underground stations, ferry terminals or train stations, choose the best route between points A and B and know transport arrival times in real-time. It even provides warnings of strikes and workers' assemblies! There's also a games section to provide entertainment for the duration of your journey. → Available for Android and iOS. [Moovitapp.com](https://www.moovitapp.com)

Pick Hub

This app combines routes involving several types of transport in cities, with real-time updates. It even allows you to pre-book a route. But what is surprising is that it gives you the ability to charge public transport travel passes, such as Navegante in Lisbon. And how do you do it? After setting up a payment method, you just need to place your transport card against your phone camera for magic to happen. So long, never-ending queues! → Available for Android, iOS and Huawei. www.pick.ubirider.com

City Mapper

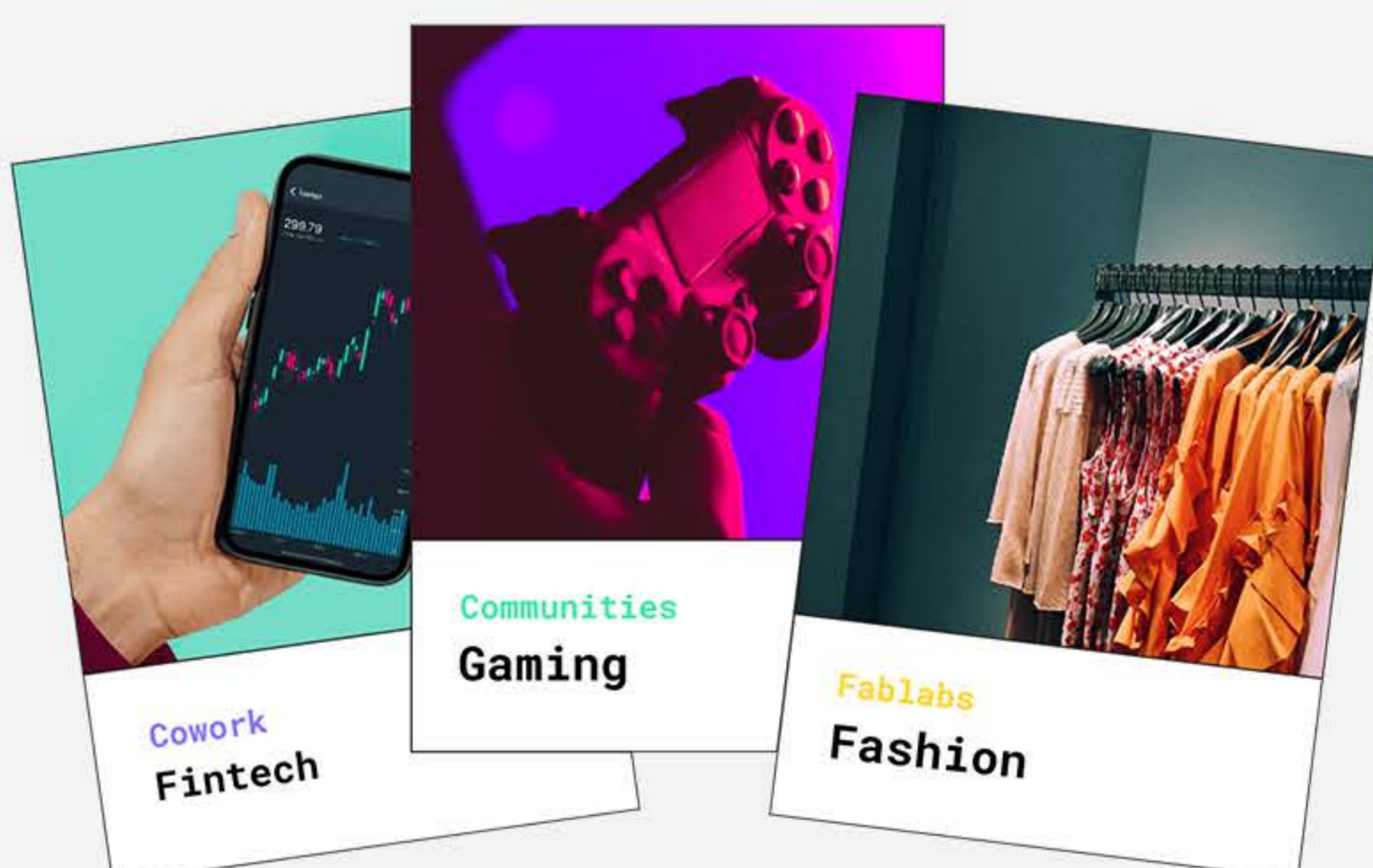
Did you know that you can burn 119 kcal by cycling between Restauradores and Campo Grande? It may not be much for those who are used to exercising, but calorie expenditure on journeys that call for the use of physical force is available on this app. It's available a bit all over the world and has a nice list of tools, providing information about timetables and public and private transport routes. Highlights include information on the number of bicycles available at each Gira station, the municipal bicycle network, and images of complete maps of the Lisbon subway network and its urban trains. → Available for Android and iOS. [citymapper.com](https://www.citymapper.com)



**Lisboa
unicorn
capital.**

Home of the Believers

Lisboa Unicorn Capital is Lisboa City Council's platform that defines the ambitious vision for the city and establishes it as a global hub for entrepreneurship, innovation and technology.



Discover all the **initiatives and opportunities** in Lisboa's entrepreneurial ecosystem and get in touch with those who are part of the community.



lisboaunicorncapital.com



Open
Innovation

Innovation
Ecosystem

Entrepreneurship

Lisboa Unicorn Capital

Lisboa has officially earned the title of the European Capital of Innovation 2023, a recognition of its work as a global, innovative, intelligent, and sustainable metropolis. Let's break down what Lisboa Unicorn Capital is all about

Lisboa Unicorn Capital is built upon a vision and an ambition. Throughout the recent years, the city grew from a startup to a scale up city. By integrating all the key players, associated with the municipality and the city's open ecosystem, Lisboa welcomes unicorns and pioneers from around the world. The local landscape offers all the ideal space to realize their dreams and entrepreneurial projects, being **Unicorn Factory Lisboa** its focal point. **Lisboa Unicorn Capital** is the "Home of the Believers", where

disruptive ideas can become true and grow. The city fosters and supports entrepreneurship, experimentation, diversity, sustainability and, at the same time, is working for its citizens. The challenge is 'how to apply innovation and creativity to change peoples lives for the better'? Unicorns and the innovative ecosystem can provide solutions to some of nowadays problems, like mobility, climate change or housing. The quest to find the answer has been the path that led Lisboa to apply for **I Capital – The European Capital of Innovation 2023**.

Sustainability Global + Local

The Unicorn Capital status is built on four pillars: technology, culture, science, and society.

→ Lisbon boasts three universities within the top 50 globally, as per the Financial Times. The future kicks off right here, with academia playing an integral role in our development.

As of 2022, Lisbon secured the 4th spot in popularity as a hub city. It's also firmly in the top 3 choices for digital nomads.

67%

Of Portugal's tech value is concentrated in Lisboa's startup ecosystem

21.4B€

Is the combined enterprise value of Lisboa's startup ecosystem

400M€

Raised in Lisboa based startups

+7M€


Raised by more than 30 impact startups in 2022





Ask the boss

Carlos Moedas answers the questions, doubts, and challenges from entrepreneurs about the future of innovation in Lisbon. The Lisbon Mayor says he wants to create satellites of the Unicorn Factory in various parts of the city.



With three groups and over 20 companies in the program, what's the score of this project?

Currently, the Unicorn Factory is already launching the fourth edition of the program. In 2023, 13 incubation and acceleration programs were held for companies at the project's headquarters in Beato, which received over 60 foreign delegations who came to learn more about how Lisbon is positioning itself as the most innovative city in Europe. The results of the Unicorn Factory reveal unprecedented success: in just two years, we doubled the investment in venture capital, set a new record for external investment with 54 new technological centres setting up in the city, announcing 10 thousand jobs. At the end of the year, the European Commission recognised these results by awarding Lisbon the European Capital of Innovation (iCapital) prize. We couldn't be prouder of what we've done so far and eager to do even more.

How are you going to keep the hype around Portuguese startups and scaleups?

The Unicorn Factory project, despite its already assured success, is still in its early stages. There is much room for growth. The strategy to consolidate Lisbon's position as the most innovative city in Europe involves developing technological hubs dedicated to specific industries and creating satellite units of the Unicorn Factory in various parts of the city. It's an essential step to creating specialization and promoting the competitiveness of the city in areas where we have both the skills and highly disruptive companies, such as Health and Well-being,

decentralized technologies (WEB3), or Artificial Intelligence. We have already begun implementing this strategy with the launch of the city's first Gaming Hub on Avenida da República. In 2024, new incubation and community development spaces for highly specialized innovators and entrepreneurs will be inaugurated.

How can we now enhance cooperation and growth among startups, scaleups, and the unicorns that have been enriching the Portuguese market?

The group of large companies – including unicorns, investment funds, and major tech companies – supporting the Unicorn Factory has been growing at a very rapid pace. Today, we have more than 60 partners, including companies like Amazon, Microsoft, and Google, with whom we create points of contact and collaboration with smaller companies that need support to grow. The Lisbon tech community is growing rapidly. On the other hand, it is necessary to open up this community to the rest of the city. The main investment that will be made with the iCapital award will be to create a platform through which entrepreneurs and tech sector employees can directly contribute to solving the city's major challenges, particularly in the social area. We will launch one of the largest social business incubation programs in Europe, mobilizing the creativity and skills of the sector to find new solutions for the people of Lisbon. Only in this way can we have a harmonious and tolerant city.



The strategy involves developing technological hubs dedicated to specific industries and creating satellite units of the Unicorn Factory in various parts of the city.

What incentives and connections can there be between companies at these different stages to promote a compound growth effect for the entire ecosystem?

Large companies have more difficulty innovating and disrupting the markets in which they operate. They need the freedom and agility of smaller companies to create truly differentiated products and services. On the other hand, small businesses need technical, financial support, and access to markets to succeed. This connection is therefore the key to technological progress and evolution. The Unicorn Factory was born precisely to promote this interdependence and create collaboration opportunities.

What do you think about using Unicorn Factory alumni to inspire and help other entrepreneurs and founders create projects and show that Lisbon is the “best pasture” for creating unicorns?

It's something we've already been doing. Today, we have dozens of events at the Unicorn Factory happening every month. These are moments when we invite our alumni to contribute to the wider Unicorn Factory community. The spirit of mutual help and solidarity is one of the project's hallmarks.

How can we contribute more to elevate Lisbon and consolidate the recent recognition the city has received?

In addition to contributing to helping other entrepreneurs settle in Lisbon and establish their businesses here, the “give back” component is increasingly important. One way to do this is to think about how the business can contribute positively to solving problems in the city and help those facing greater difficulties. Here, all ideas are valid, and the City of Lisbon is ready to work with the city's innovators to test and implement new solutions, especially in the social area.

Are we going to work together to provide family doctors to all Lisbon residents without a family doctor?

In 2022, we launched the Free Health Plan Lisbon 65+, which has great growth potential and addresses one of the biggest challenges today: access to healthcare. We are fully available to take this project further.

What is your opinion on the restaurant industry in Lisbon? What do you think of traditional methods (restaurants) versus innovation (delivery)?

It is important to respect and promote both traditional restaurants and more innovative businesses. We have programs dedicated to both: on the one hand, initiatives like “Lojas com História” (Stores with History) that preserve the cultural and commercial heritage of the city; and on the other hand, initiatives like “From Start to Table” where we invite young people to develop new ideas for the restaurant business. A city like Lisbon should promote this diversity, preserving our roots but investing in our future.

How do you see the future of blockchain and cryptocurrency technologies in the national ecosystem in the next two years?

It is a sector that has grown a lot in Lisbon. Certain neighbourhoods, such as Alvalade, have become true Web 3 districts, where several companies, co-working spaces, incubators, and other projects in this area have settled, many of which we support through the Unicorn Factory. The potential of decentralized technologies is enormous, and we are very excited to see what innovations it may bring in the future.

Where will the prize from the European City of Innovation finally be allocated?

The prize will be allocated to social innovation. We want to mobilize the creativity and skills of Lisbon's entrepreneurial community to help us solve the city's major social challenges. It is the best investment we can make: bringing technology closer to society. ■

Your dream raised to a billion.



SCALING UP

A growth stage program that gives scale ups the tools and connections to unlock their potential:

- Immersive upskilling
- Mentorship board
- Corporate Matching
- International Growth
- Community

unicorn

Factory
Lisboa

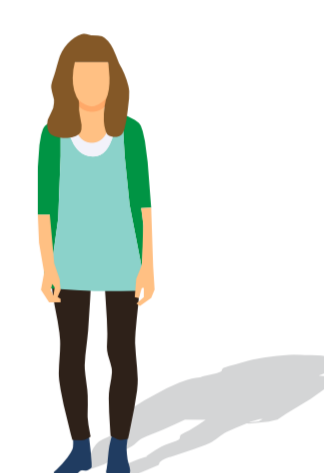


A SCALE-UP

LIFE IN

LISBON

In the more mature phase of companies, after taking a step beyond startups, there wasn't a program providing the necessary support for growth and international expansion. Enter Unicorn Factory Lisboa, a mentoring, modules, and hubs platform that serves as an essential guide on the increasingly demanding path of each project. With ten months under its belt, the program has already seen three editions (or cohorts), each with eight companies. How they've evolved, what they've gained from the unicorn factory, and their plans for the future: these are some success stories.







KNOK

JOSÉ BASTOS experienced the almost daily drama of any parent: children frequently falling ill, and the hours spent in the emergency room waiting for attention were many. João Magalhães, a doctor, believed that “the only way to bring quality healthcare to everyone was through technology,” explains the former.

From a challenge combined with determination, Knok was born, a telemedicine healthcare provider in Portugal, now with around 600 thousand consultations conducted and over a million uses of digital tools. The founders, José Bastos (who is also the CEO) and João Magalhães (CTO), currently oversee a team of more than 70 people, with insurers and hospitals as their main clients. The pandemic helped solidify the idea that

a trip to the hospital isn't always necessary; many things can be resolved online.

Knok was one of the main quick-response tools in the Covid-19 crisis. Furthermore, “the focus is on improving the patient experience and freeing up the administrative burden for medical teams,” say the founders. Since the “first consultation with a patient we didn't know in January 2016,” much has evolved, to the point of having an Artificial Intelligence avatar launched in partnership with Google in September of last year.

The near future involves expanding internationalization (beyond Portugal, they work with ten countries and 14 languages). In early 2024, they started working with the first client in the United Kingdom and, still in the first quarter, they will also have a client in Italy.



SHEERME

WHEN MIGUEL RIBEIRO first tested the service he had created as a user, he thought, “Wow, we did it!” He booked an appointment at a barber, paid with sheerME, and walked in and out without ever touching his wallet. “I felt we had created something fantastic with a feeling identical to what I experienced with Uber. I booked at the time I wanted, in 20 seconds, I arrived, got served, and it was already paid. Even better, I earned cashback to use on my next appointment.”

sheerME exists to enable consumers to find, schedule, and pay for well-being, beauty, and fitness services online. The idea had been simmering since 2015/2016, born out of frustration at not finding an immediate solution as a consumer.

“We felt that the booking process was terrible because we depended on whoever answered the phone, and then it was always a ‘battleship’ game to find time slots that fit our availability,” explains CEO Miguel Ribeiro.

The “leap,” as he likes to call it, happened in 2021. “We understood that our experience in creating digital marketplaces focused on the consumer could add value to the sector.”

The three founders had previously worked together at Zomato. Miguel Ribeiro, a marketing graduate, was even responsible for bringing the restaurant-aggregating platform to Portugal. He was joined by Karly Ribeiro, a psychology graduate and finance manager at Zomato, and Shakil Satar, a manager and head of growth in the previous project.

Currently, 35 sheerME employees are working in the markets of Portugal, Brazil, and Spain. “Right now, we’re creating playbooks to make the launches in new countries easier.” The Unicorn Factory has helped consolidate the demands of this phase. “For me, the most remarkable was an intense one-week module of the FundRaise Bootcamp. They helped us refine our pitch deck, deal with investors, and prepare to raise capital.”





RAUVA

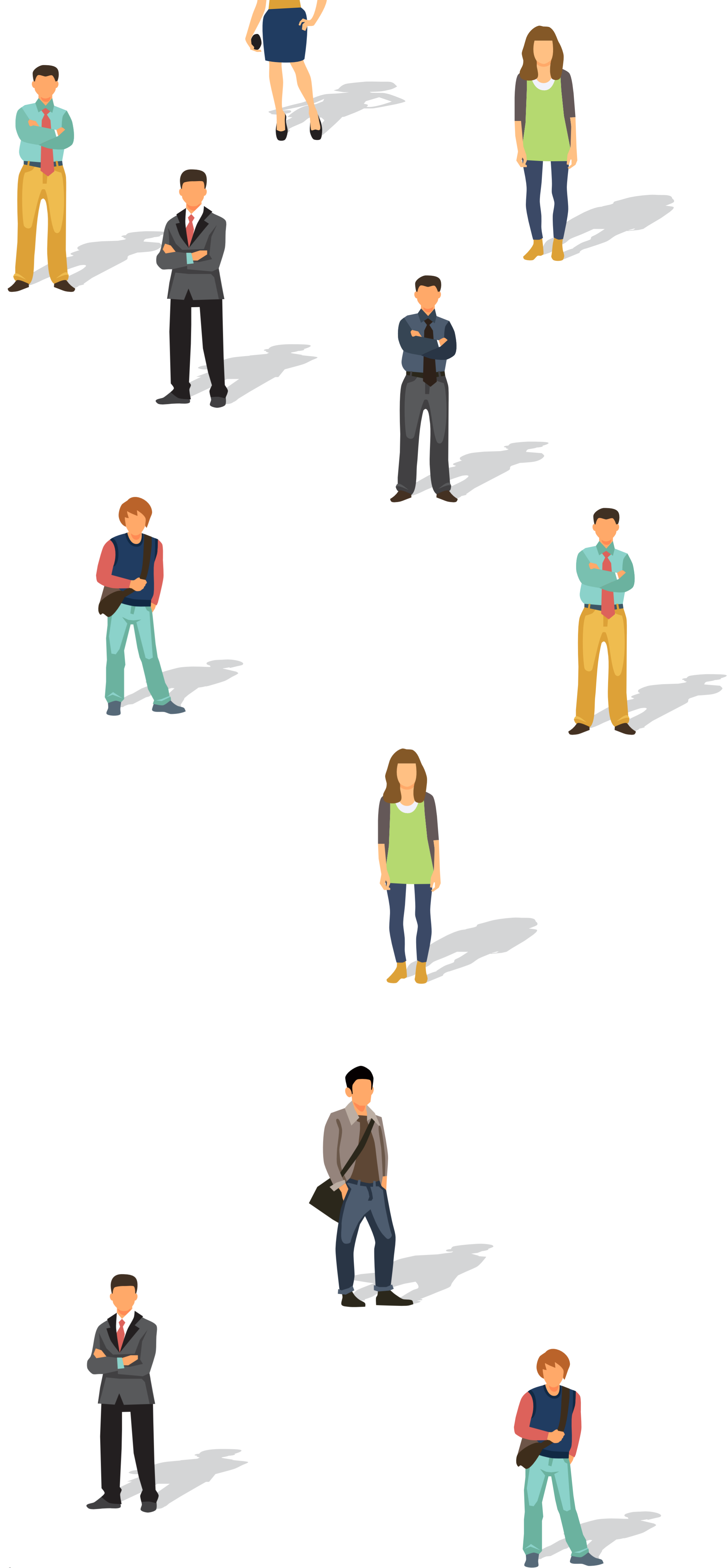
WHEN THE LAUNCH happened in April 2023, there was already a waiting list of 20 thousand people. The number is impressive, but the project's ambition goes much further. "Our goal in Portugal is the 1.4 million SMEs and 700 thousand freelancers registered in the Portuguese market and all those who will join this sector," explains Jon Fath, CEO, and co-founder of Rauva.

The idea arose from experiences with entrepreneurs and co-founders of other companies. "I realized the growing number of people who want to become entrepreneurs or freelancers." The problem: there was a lack of support to manage the bureaucracy and

needs at the beginning of a project.

After ten months of development, the company was born, and it only took another five to sign an agreement with Banco Montepio Empresas. In between, they racked up several distinctions and important milestones: recognized by the "Portugal Fintech Report 2022" (an achievement they were able to repeat in 2023); selected to participate in the Portugal FinLab program and the second edition of the Scale-Up Program at Unicorn Factory Lisboa; winner of the "Portugal Tech Innovator 2023" by KPMG.

Jon Fath co-founded Rauva with the Canadian entrepreneur Sam Mizrahi.



The former, CEO, has a background in the technology sector. The latter, chairman, in real estate development. They are now joined by 40 employees.

The scale-up phase presents different challenges for a startup: “Ensuring that our technological infrastructure is stable and running at 100% is a constant priority, to be prepared for the increase in both transactions and users on our platform.”

Rauva’s role in the market is very clear: “We want to be the platform where entrepreneurs can find everything they need in a single solution, eliminating the need to search and manage services from different lawyers, accountants, and banks to guide their businesses.”





SENSEI

“**IMAGINE THE MAGIC** of walking into a store, picking up the items you desire, and simply leaving without dealing with a queue. That’s the experience we’ve created at Sensei.”

The simple and concise explanation comes from CEO Vasco Portugal. In practice, using technologies like computer vision, artificial intelligence algorithms, and the fusion of multiple sensors, it’s possible to “accurately track all products in a store in real-time while customers shop and, with this data, eliminate the need for traditional checkout processes.”

The idea was born in 2017 with the ambition to digitize the physical world of retail. The goal was to bring together the best of both worlds: “The excitement of the shopping experience in a physical store and the efficiency of having all operations interconnected in a digital store.”

At that time, four friends and colleagues shared a common dream: “Recover the countless hours people lose weekly in checkout lines.” This is how Joana Rafael, connected to the retail sector with the “ability to make the impossible happen,” Paulo Carreira, IST professor, and “extremely methodical,” and Nuno Moutinho, a Ph.D. in computer vision, one of the company’s core technologies, who “brought with him the knowledge from a previous startup with fantastic technology that failed because it emerged ahead of its time”, joined forces with Vasco Portugal.

Everything is happening at the right time here. The team has grown, now with 60 employees, and constant innovation is a priority. More stores, better spaces, new countries—that’s the path they’re taking.





Time Out & Lisboa Unicorn Capital present



Innovation Lab City

Innovation and development become easier and more democratic with the symbiosis between academia, businesses, and citizens.

LISBOA'S JOURNEY to becoming the European Capital of Innovation is made up of invisible work for the average citizen, but positions it as Lisboa Unicorn Capital, an innovative city, based on investment from entrepreneurs and the retention of new talents. The Lisboa City Council, through Lisboa Unicorn Capital, actively promotes connections between

academia, businesses, and citizens, serving as a link between universities, research centres, and polytechnic institutes. The open innovation network allows start-up challenges to be collaboratively solved, with students and researchers contributing theoretically or practically to enable evolution, resolution, and experimentation.



Fab Lab

The starting point for the innovation network was the FabLab, created by the Lisboa City Council in 2013, which rehabilitated the former slaughterhouse of the Forno do Tijolo Market. Since its opening until last year, the Fab Lab has averaged over 400 users per year, annually promoting about 100 open days. These spaces feature cutting-edge industrial tools and machinery, allowing testing, creation, and realisation. As a technological laboratory, it fosters collaboration among the entire community: entrepreneurs, innovators, researchers, students, or even the curious can visit and test their creativity, creating prototypes and making customised productions.

Within the Fab Lab, a special project stands out: the Plastic Lab, resulting from a winning proposal from Lisboa's Participatory Budgeting, contributes to the sustainability aspect by exploring plastic recycling and reuse, channelling them for experiments or prototypes.

Hotspots

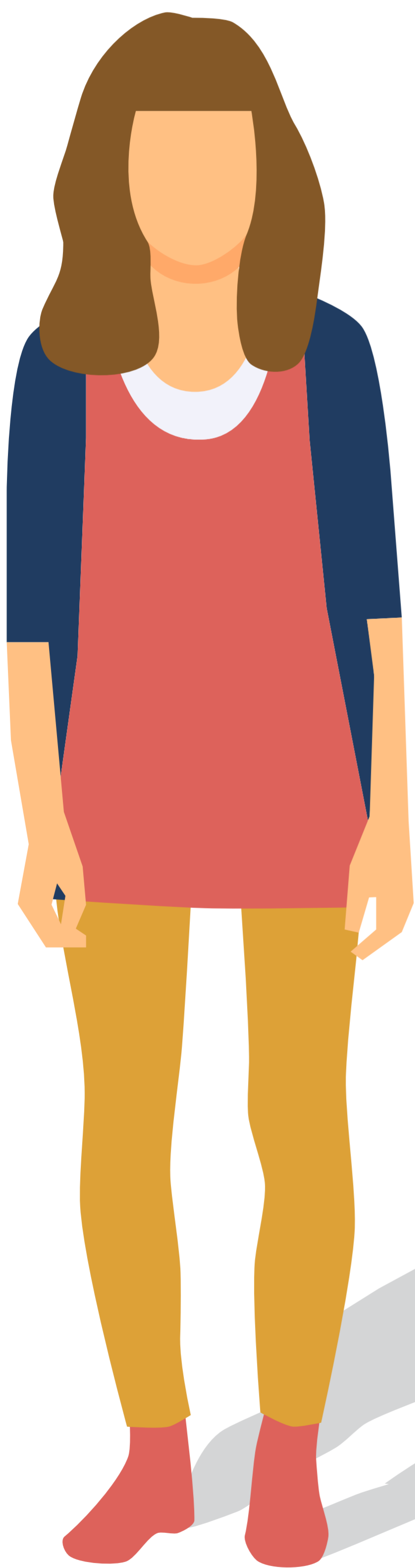
Also in the experimentation area, since 2017, the City Council has been promoting a network of municipal or private HOTSPOTS. The innovative character of this network lies in the city providing spaces and equipment that, having been created with another initial purpose, allow researchers/entrepreneurs to use them to test their products in a real but controlled environment. These spaces, both indoor and outdoor, are used to test new products. Examples of these hotspots include a large water reservoir for irrigation, landfills, fire stations, and a space at a university.

BioLab Lisboa

Founded in 2022, it is an experimentation laboratory that complements the FabLab and connects companies, universities, and citizens in the use of biotechnological potential. It allows creating new concepts in the community and exploring the city's natural spaces, inhabitants, and organic waste. BioLab Lisboa was created in partnership between the Lisboa City Council and the Universidade de Lisboa, and has three well-defined objectives: to create an innovative and inclusive community, to put it on the map as more competitive and resilient, and to become an international reference.

Mouraria Innovation Hub

In 2015, the Lisboa City Council invested in the Mouraria Innovation Hub. This project is pioneering as an incubator in the areas of design, media, fashion, music, and other creative domains. At this Hub, there is personalised training, mentoring programs, support for commercialization, and financing solutions. With a strong focus on the creative and cultural scope, the Mouraria Innovation Hub has already incubated 52 projects and provided the creation of 80 jobs in the community.



ZHARTA

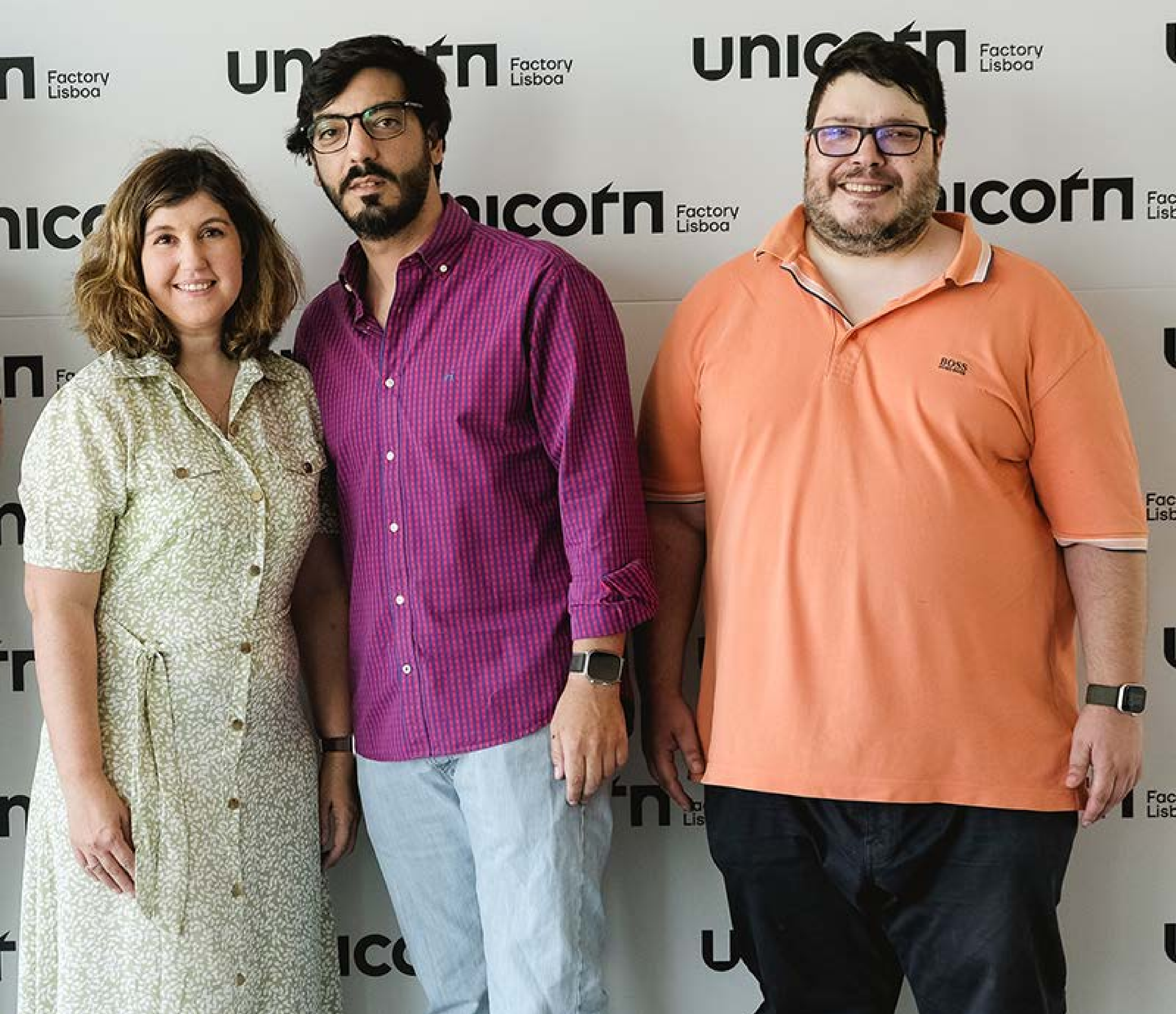
A SUCCESSFUL company is born more or less like this: sometime in early 2022, Nuno Cortesão (then the blockchain leader at Accenture) had a conversation about using stocks as collateral for bank loans. He realized the idea could be replicated to fill a gap in the financial infrastructure of NFTs (Non-Fungible Tokens) and called Diogo Pires (then the blockchain leader at Mercedes-Benz.io). Nuno and Diogo regularly discussed blockchain ideas that were typically vetoed by Diogo due to a lack of a business plan. However, on that day, Diogo fell silent for tens of seconds, and both realized they had something with great potential in their hands. Later, Nuno called Pedro Granate to settle a bet made back in college: if one quit to start a startup, the other had to join. The next

chapter of Zharta unfolds through a journey that currently involves 18 employees working in Portugal, France, Germany, India, and Brazil.

Zharta enables unlocking the value of digital objects through smart contracts. In everyday Portuguese, “users can request instant, automated loans, receiving funds in seconds and using digital assets as collateral,” explains CEO Nuno Cortesão. At Unicorn Factory, they’ve found “other founders who share the same pains and challenges.” Mentoring and networking have been crucial to the company’s growth.

Behind them, an incredible milestone: “The record loan of \$300,000 against a rare Fidenza.” Ahead, an ambitious goal: “The launch of a digital asset rental solution.”





SPLINK

DURING THE PANDEMIC, stadiums closed their doors and suddenly found themselves forced to open a window. That's exactly where Splink stepped in. "In 2020, teams had to continue communicating with fans and didn't quite know how," says Dulce Guarda, CGO (Chief Growth Officer) of the company. She spent entire days on video calls presenting the idea. And what was the idea? To create engagement with football fans by offering them a collectable product, official but cheaper than the jersey (the best-selling but also the most expensive item).

After some adjustments, the My Jersey project hit the market in the summer of 2022 (available online, in official club stores, and major retailers like Worten). It's a replica of a club or national team jersey, about 9 cm in height and 9 cm in width, printed using a mould and painted to replicate all the details of the kits. The product also includes a virtual experience, with "visits to stadiums and the

possibility of taking photos with players in augmented reality."

There are legendary players (like Eusébio) or current athletes (Benfica, Sporting, FC Porto, and Estrela da Amadora are partner clubs, but the goal is to expand to the rest of the Football League). The best-selling? Cristiano Ronaldo, of course.

None of the three founders (besides Dulce, CEO Ivan Braz, and CTO Hugo Matinho) came from the football world. "But we all had startups before and failures. The first one can go well, but it's rare; it mainly works as a learning experience."

Growth has also been happening at Unicorn Factory, where Splink is part of a cohesive group that constantly exchanges ideas and challenges. For now, the 12-person team is also preparing for a giant leap. "We are now closing contracts for the next season. We are entering the UK market and reaching the French, German, and South American markets, starting with Brazil."



PLEEZ

DURING THE PANDEMIC, there was an explosion in the demand for food delivery services in the restaurant industry. Therefore, it was the ideal time for Pleez to transition from an idea to a real project. The food tech company helps optimize the presence and sales of restaurants on home delivery platforms (such as Uber Eats or Glovo), facilitating interaction between the two. Although its founders, Afonso Pinheiro and Vasco Sampaio, had no experience in the area, they surrounded themselves with people who already knew the market well.

Just over two years and 36 employees later, they are now in three countries. “In September, we reached the UK, and at the moment, Spain provides most of the profit. But the team remains predominantly Portuguese,” says Paco Rodriguez, head of growth at Pleez.

When he joined the team in 2022, there were only two people in the office in Spain. Suddenly, he was making “presentations to major international clients and getting immediate positive feedback.”

At Unicorn Factory Lisboa, the most interesting aspect for the Portuguese company has been “learning together, workshops, and networking.” The plan for the future is clear: “To be the largest database for delivery in the world.” And the gamble seems to be taking on increasingly real contours: Pleez has just secured a €2 million investment.



PROGROW

FOR THOSE SEEKING intelligent software capable of monitoring and improving their company's production processes in real time, proGrow may have the answer. It optimizes equipment and workstation production. The idea arose, as it often does, out of necessity. Marco Tschan Carvalho realised that "there was no modern and agile tool to have a digital view of production areas and processes that would result in performance indicators and collaboration tools promoting continuous improvement initiatives." Therefore, he created it, knowing it would be useful in small businesses and multinational corporations, from food to automotive industries. A decade later, operating in seven markets, the company knows exactly what path to follow: "Current challenges involve replicating successful cases and scaling the business to other geographies," explains the founder.

However, it wasn't always so clear-cut. The pandemic shook and scrambled all the certainties that were laid out. "Perhaps our biggest challenge was the first year of the pandemic, which caught us in a growth phase and forced us to rethink the strategy and the product's focus, given the uncertainty in the market," recalls Marco Tschan Carvalho.

proGrow has since renewed and grown, now with 25 employees (to reach 30 soon). In the Unicorn Factory, it found mentoring and training, a factor that has helped boost the brand. "We've been able to access a type of specialised know-how. Topics like attracting the attention of venture capital investors, dealing with rapid human resource growth while maintaining the desire to grow, or the challenges of making a product or solution global for our market." ■





Culture

is more than a point of view



Lisboa is Culture

Sena Stackable Chair, António Sena da Silva, co-authored with Leonor Álvares de Oliveira, 1962–1972
MUDE Collection, MUDE.P.0813

MUDE – Design Museum building reopens its doors this year

lisboa.pt

Beato - Innovation District

Where the headquarters of Unicorn Factory Lisboa stands today, there is a district of creativity, technology, and innovation that thrives in the city, hosting numerous companies, startups, and projects that propel Lisboa directly into the future. Discover all the vibrancy that exists – and is anticipated!

Claranet

The multinational recognized in the cybersecurity field has its headquarters here since 2023.

MicroHarvest

Biotechnology startup where bacteria are transformed into protein.

Web Summit

WebSummit, the annual event that brings speakers and visitors from around the world, has an office here.

**€100
MILLION**

Total estimated investment

60,000 M²

Estimated total construction area

13

Number of projects
to be installed

35,000 M²

Land area

18

Total number
of buildings

3,000

Estimated number of
people working when the
project is completed

A Praça

A dining space where
around 200 micro and
small producers can
exhibit and sell their
products, in a space
open to the public.

SIXT

The company's
innovation department
develops some of
its most important
technology here.

Interactive Technologies Institute

A research center resulting
from the partnership between
the Instituto Superior Técnico
and Carnegie Mellon University,
exploring the connections
between humans and digital
technologies.

Factory Lisbon

An innovation
building that used
to be a cookie and
noodle factory
, back in 1973.
Now, it hosts some
of the innovation
companies.

UPCOMING

Browsers Beato

A space promoting creative
industries and a craft
brewery.

CoRepair

A project focused
on circularity and
sustainability.

Casa do Capitão

A cultural-focused project
that will bring events,
exhibitions, and artists,
making it an innovative city
within the city.



WHAT MAKES A UNICORN: LUCK OR SKILL?

In the business world, a unicorn is a startup valued at over a billion dollars. Portugal has seen eight of them born: they were created here, but have already taken the leap – and even a few tumbles.



Farfetch

Founded by José Neves in 2007, Farfetch achieved notable milestones: not only was it the first startup with Portuguese DNA to become a unicorn in 2015, but also the first Portuguese technology company to enter the New York Stock Exchange in 2018. The luxury e-commerce platform seemed to have everything going for it, but by the end of 2023, it was on the brink of insolvency. It couldn't withstand the post-pandemic online sales slump or the criticism of its lack of transparency. Or perhaps the problem was its acquisition strategy, which unbalanced the books. Meanwhile, the South Korean company Coupang announced the acquisition of Farfetch for around 460 million euros, a direct capital injection that saved it from bankruptcy, but not the shareholders, who ended up with their stocks worth zero.

OutSystems

There wasn't much talk about startups at the time Paulo Rosado and Rui Pereira founded OutSystems, in 2001. The technology company – which provides tools for developing, implementing, and managing apps easily, quickly, and efficiently – took more than a decade to convince the market, nearly went bankrupt twice, and only became a unicorn in 2018. To this day, it's a success story. The secret? Not putting the cart before the horse, says Rosado, who often swapped the thirst for investment for the will to survive. With global offices and prominent partnerships, the company announced in 2023 the Morpheus Project, a solution in partnership with Microsoft, using generative artificial intelligence, standing out as the 30th largest private cloud company in the world, according to *Forbes*.

Talkdesk

Founded in 2011 by Tiago Paiva and Cristina Fonseca, Talkdesk – which provides cloud call centre solutions, allowing organizations to manage customer interactions efficiently – started with very few resources and involved a lot of programming and sleepless nights. The unicorn status only arrived in 2018, after the company closed a 100 million investment round. In that year, the expectation was that, by 2020, they would reach a thousand workers: they reached 2000 and, a year later, Talkdesk was valued at over 10 billion dollars. But it wasn't immune to the pandemic or the economic crisis and has already seen three waves of layoffs in just over a year. The future is still to be written.

Feedzai

Feedzai is the only 100% national unicorn, being the only one headquartered in Portugal. Founded in 2009 by Nuno Sebastião, Pedro Bizarro, and Paulo Marques, the Coimbra-based fintech – using artificial intelligence and machine learning mechanisms to prevent and detect financial cyber crimes – joined the unicorn club in 2021, amid the pandemic, when they weren't even looking

for capital. Three years earlier, in 2018, *Forbes* had already considered it one of the 50 most promising companies in financial technology, and it didn't even require leaving the country it was born in. Whenever he's asked about it, CEO Nuno Sebastião justifies the phenomenon with the ability to execute well, having the power to say no, and, of course, not moving too fast.

Remote

The pandemic was still far from taking over Portugal when, in January 2019, the Dutchman Job van der Voort and the Portuguese Marcelo Lebre founded Remote, a telecommuting human resources management platform. A stroke of genius, or a stroke of luck, the truth is that the timing was almost perfect and, in 2021, the startup marked its entry into the unicorn club. But being valued at over a billion dollars isn't the same as having that amount. Sometimes, to move forward, you need to step back first. In 2022, Remote initiated a layoff process for a hundred workers, including the elimination of 8% of jobs in Portugal, representing 1% of the global team. The decision was justified in light of the current "economic uncertainty" and to ensure the long-term sustainability of the company. Seeing is believing.

Sword Health

Founded in 2015 by Virgílio Bento, Sword Health was born in Porto as a digital medical assistance platform to predict, prevent, and treat musculoskeletal pathologies, combining artificial intelligence with state-of-the-art sensors. In 2021, it achieved unicorn status. Three years later, experts

point to it as the fastest-growing technology company in Portugal, where it has made a point of reinforcing its team - the Lisbon office opened in 2023. In clear contrast to the technology sector, the company claims to have had "unparalleled growth" in the past year and almost tripled its revenue. Focus on innovation and patent registration - there are already more than 30 - has ensured their competitive edge.

Anchorage Digital

The first institutional cryptocurrency bank in the world - and in history - was founded in 2017 by Diogo Mónica and Nathan McCauley. In 2021, it became a unicorn and today is valued at over three billion dollars. In 2023, in a time of crisis in the crypto assets industry, Anchorage nearly doubled its deposits. For Diogo Mónica, success lies in "staying flexible in the short term," while maintaining focus on the global and future vision, but having the quality seal of the US Department of the Treasury certainly helps. After all, the banking license awarded in the USA equates it to a traditional bank, and tighter control by authorities reassures its clients, including a mining giant like Marathon.



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A tailored program to help international businesses move and scale in Lisbon and beyond:

- Immersive sessions about Portugal
- Curated support & networking
- Temporary office space
- Administrative and legal helpdesk

unicorn

Factory
Lisboa



Guided tour through the world of Vertical Hubs

Unicorn Factory Lisboa isn't a new idea in the city: startups in the know already have a front-row seat with a view. But it seems like every day brings new concepts that are hard to keep up with.

If the city were a building, these would be the floors you'd absolutely have to visit. We'll explain, floor by floor, why. You don't even need to ring the bell: we'll open the door to the building that leads you to innovation. Let's start on the ground floor.

What is a Hub?

It's a space - physical or virtual - where companies can work and develop. So, the question arises: if you can work anywhere, what sets a hub apart from an office like any other? They're fertile environments for creativity, with a strong focus on networking and collaborative work to stimulate the development of companies and communities. A team excited by its atmosphere will want to produce much more - it's a win-win situation here. After this visit, step into the elevator and head up to the 1st floor.

The Artificial Intelligence Hub

A hot topic, gaining more and more ground and interest from a development and investment perspective. Artificial Intelligence is a set of technologies that give computers the ability to do things similar to humans without being human. No, they're not robots that will dominate us. They're tools that can create effective algorithms, analyze data much faster - and save time -, write texts on specific subjects on demand, and create images of

things that don't exist.

In hub format, the mission is to promote the constant creation and use of this set of technologies that can ultimately facilitate mundane processes. At Web Summit, Unicorn Factory Lisboa has partnered with major players in this sector to create this hub and take it to its full potential. From Altice to Ai.pt and the Center for Responsible AI, led by Unbabel: together they promise to make artificial intelligence a pillar of Lisboa innovation. Let's move on to the 2nd floor.

The Web3 Hub

A puzzle for the family of complicated and recent concepts. We already know what the Web is, but what is Web to the power of three? Put simply, the 3 represents the third phase of the internet - the second occurring with the emergence of user-generated content and the first being its original form. In this case, it's important to know that they care about greater data security and privacy for those browsing online. They also seek to disperse the power of big tech companies and make this space more inclusive for the majority. Through collaboration with Poolside, CVLabs, Cuatrecasas, and RealFevr, Unicorn Factory Lisboa Hub can reach its full potential and elevate Web3 even further. Got the cube-level cybersecurity understood? Let's move on to the 3rd.

The Gaming Hub

Perhaps one of the easiest concepts in this technology center guide, but still not without explanation. Gaming is the world of video games - from creation to investment, to playing and even evaluating them -, which has evolved exponentially in recent years. As the first Hub of Unicorn Factory Lisboa, it sets its sights on the future and thinks about its potential growth. How? With the support of Fortis Games, driving the creation of idea incubator programs for the gaming community, Maleo, a company managing office spaces, and APVP, representing Portuguese companies in the sector. To end on a high note, go explore the 4th.

The XR Cluster

This is the simplest lesson ever: XR stands for extended reality, and the name alone promises a cinema-like afternoon. But you've probably seen this movie before, without realizing it, with app filters that add 3D effects to your face or games that project a reality onto the street that isn't there - in essence, it's visual elements and the real world walking hand in hand. The development of these technologies brings society closer and closer to the metaverse, this alternative reality of truly immersive experience. To support this Cluster on Unicorn Factory Lisboa journey to an alternative universe, NOS and PwC are aligned. With their help, the metaverse can go from Lisboa to the world.

In this metaphorical creative building, the desire is to press all the elevator buttons. You don't need to rush: technology really lives in Lisboa and opens the doors to the future for everyone, door after door.



A modern, bright coworking space with large windows, wooden floors, and people working at desks. The room features a high ceiling with three decorative pendant lights, a patterned rug, and several potted plants. Three people are seated at desks, working on laptops. The overall atmosphere is creative and professional.

WHENEVER AND WHEREVER YOU WANT

If you'd rather work surrounded by creative minds, with the comfort of home and without the formality of an office, Lisbon has no shortage of stylish coworking spaces.

← Yayem

The first Yayem house is nestled in the heart of Sintra, between the Sintra-Cascais natural park and Guincho. Having established its presence in numerous global locations, it reached Portugal in 2021 with the goal of creating a multifunctional space where work and well-being seamlessly coexist within the same environment. Open to a community of members, this house is an option for those who want to work while incorporating other priorities into their routine. Daily programming includes sports activities and direct access to the pool. Monthly pass prices range from €65 to €250. → Rua dos 4 Moinhos, 375. Mon-Fri 08:00 AM - 08:00 PM, Sat 10:00 AM - 06:00 PM. hello@yayem.co

hALL

Forget the typical office hours spent in front of a computer. Here, it's all about aprons, buckets, and brushes. Diana Marques opened hALL just before the pandemic forced everyone indoors. Post-lockdown, the first tenants arrived eager to get their hands dirty and craving a workspace away from home. Ceramists, designers, painters, and architects populate the space. Some come full-time, while others choose to drop by only a few days a month. Together, they make this a versatile haven. Monthly fees are available upon request, but a day costs €25 for up to 8 hours and €15 for up to four. → Rua Ferreira Chaves, 5A. Mon-Fri 10:00AM - 06:00 PM (by appointment). 93 632 6604. hello@hallatelier.com

sítio

There are ten of them scattered across Lisbon, but the network – envisioned by a team of architects – is much larger, reaching Setúbal, Porto, Aveiro, and Guimarães. At the Alto de São João location, for instance, there are lofts capable of accommodating nine to ten people, not to mention the mezzanine that can be used as a dining area or meeting space. Members also have priority access to all facilities, such as business lounges and common areas, including a terrace, café, kitchen, and even showers if you fancy freshening up in the middle of the day. However, if you prefer, you can also purchase daily or bundled access. Prices vary depending

on the option and start at €15 for a flexible spot, €200 (+VAT) for a fixed desk, and €220 (+VAT) for a private office. → Parada Alto de São João, Warehouse 17A, Door E. 96 017 9556. welcomer@sitio.pt

↓ The Base

To achieve success, you've got to start from the base – or at The Base. This coworking space in the city centre opened its doors in 2019 to help businesses grow. Since most of its members work with international companies in different time zones, it's open every day, 24 hours a day. Prices vary depending on the chosen option but always include a range of amenities, such as complimentary drinks and snacks, partnerships with gyms, and showers, for example. Rotating desks cost €159 per month (+VAT). If you opt for a fixed desk, the price goes up to €249 per month (+VAT). Meanwhile, an office for four people costs €599 per month (+VAT). → Travessa do Fala Só, 13B. Reception: Mon-Fri 09:00 AM - 06:00 PM. info@basel Lisbon.com





Eli&Co

Ever come across those inspiring workspace images online and thought they were too good to be true? Well, Eli&Co turned that utopian imagery into reality by opening a coworking space with private offices, modular workspaces, two meeting rooms, and other communal areas like a kitchen and balcony. Taking inspiration from the hospitality industry, they offer concierge services ensuring total and personalized support for business expansion. Memberships start at €100 per month (+VAT), and meeting room bookings are available at €15/hour (+VAT). Daily and weekly passes are also offered at €9 and €40 (+VAT), respectively. For private rooms or studios, monthly rentals are available upon inquiry. → Rua Engenheiro Fernando Vicente Mendes, 7B/G. 91 318 05 23. info@eliandcolifestyle.com

Work Avenida

Next to the former *Diário de Notícias* building stands another from 1908 with a surprise on the ground floor – Work Avenida. Positioned as a premium space, residents come from various work areas, fostering a collaborative environment and creative atmosphere. In addition to coworking spaces, there's a business lounge – perfect for events – and several fully-equipped meeting rooms, a kitchen, and a pantry. Offices for two to four people or four to six start from €800 per month, including a package for printing/scanning, cleaning, and

maintenance. Meeting rooms can be rented at €20/hour (+VAT) for resident members or €40 for non-residents. → Av. da Liberdade. 26 221 608 19 71. info@workavenida.com

Resvés

The dream of opening a hostel may have faltered twice, but António Mesquita wasn't ready to give up on his entrepreneurial spirit. Out of that determination, Resvés was born. A pet-friendly space with lounge areas and additional amenities such as a well-being program, printing services, and mail reception. It aims to be a hub for cultural dynamism and networking in the city. Three modalities are offered: hot desk starting from €22/day (Mon-Fri, 09:00 AM - 06:00 PM), dedicated desk for €290/month (24/7 access), team spaces with prices upon request, and private offices for up to 26 people starting from €1200/month. → Rua Saraiva de Carvalho, 1C. 93 203 49 39. hello@resvescowork.pt

↑ Heden

Founded by László Varga and Manuel Bastos in 2018, Heden currently occupies over 6500 square meters in Lisbon, providing a total of 900 workstations for companies in the technology and creative sectors, as well as freelancers. With four coworking spaces across the city – in Chiado, Rossio, Graça, and Santa Apolónia – monthly fees range from €250

(flexible desk) to €330 (fixed desk). Women and companies founded by women receive a discount equivalent to the gender pay gap in Portugal, a measure aimed at promoting equality. → Multiple locations. 93 330 33 04. info@heden.co

Unicorn Workspaces

After making a debut in Berlin, Germany, Unicorn Workspaces decided to expand internationally and landed in Lisbon, where they already have spaces in Marquês de Pombal, Restauradores, and Avenidas Novas. The size may vary, but the amenities are more or less the same, including 24/7 access. Prices start at €300 per month, per person, for private offices for teams ranging from four to 18 or 40 people, depending on the chosen location. → Multiple locations. 21 583 30 84. geral@unicornportugal.pt

Ateliers da Penha

Happy marriages sometimes result from the most unlikely matches – this is the case with Ateliers da Penha, a coworking space paired

with production and creation workshops. Located in Penha de França, it opens its doors to architects, designers, sculptors, carpenters, craftsmen, and artists. For general use, there's a multipurpose room, which even includes a ping-pong table. Adjacent to this is a smaller space with communal desks and chairs: individual workspaces at a shared table – the true essence of coworking, with 24/7 access, for €100 (+VAT/month). There are also workshops with desks and storage for €260 (+VAT/month), and studios with or without production space, ranging from €400 to €500 (+VAT/month). → Alto do Varejão, 10A. 96 314 43 55. c4a.cooperativa@gmail.com

↓ LACS

The Lisbon Art Center & Studios at Conde de Óbidos is not just another coworking space. It's also a creative hub open to the public with cultural programming and a rooftop boasting a 360-degree view of Lisbon and the Tagus River, featuring the Okah restaurant. The concept is to offer resources to maximize cultural consumption while supporting production. Various plans are available: shared desks





(from €120 +VAT/month), fixed seats (from €90 +VAT/month), studios (from €250 +VAT/month), and private studios for up to four people (from €250 +VAT/month per person). If you prefer other locations, LACS has two more spaces in Lisbon, in Anjos and Santos, and one in Cascais. → Rocha Conde d'Óbidos. 21 053 91 76 | 96 710 22 22. joana.castro@lacs.pt

Ávila Spaces

In the most awarded coworking space in Portugal, there are always events, themed breakfasts, or workshops happening. Amidst all this, work takes place comfortably in Avenida da República, Parque das Nações, or Edifício Atrium Saldanha, in a sophisticated and modern environment. All members have access to the kitchen and free networking events and workshops, but prices vary depending on the plan, ranging from the basic one (€200-€220 +VAT/month) with a workstation in the lounge, to the premium option (€400-€440 +VAT/month) with a desk, drawer unit, locker, and additional amenities like a dedicated phone line, meeting rooms, and a logo at the entrance. → Multiple locations. 21 330 3723 | 91 048 4468. info@avilaspaces.com

↑ Lisbon WorkHub

In the former and legendary wine warehouses of Abel Pereira da Fonseca, entrepreneurs, freelancers, and nomads from various fields come together. Flexible desks for rent start at €120 +VAT/month, providing access to amenities like the kitchen and lounge. If you want a fixed spot, it costs €189 +VAT/month and includes five free hours per month in

meeting rooms (usually priced at €20/hour), as well as mail reception. Daily and hourly passes are also available (€19-€20). → Praceta da Tabaqueira, A2. Mon-Fri 09:00 AM - 06:00 PM. 91 987 74 99. lisbon@workhub.pt

↑ Second Home

The London-based creative industries incubator made its way from London to Lisbon, setting up shop in the Time Out Market. Believe us when we say you'll feel like you are working in a kind of botanical garden with computers, and even get free organic tea and coffee while at it. In addition to shared spaces (from €250 +VAT/month), there's a cultural agenda, including conferences, community events, and well-being activities like parties and yoga classes, for example. → Time Out Market Lisboa, Floor 1. 21 249 35 63. ola.lisboa@secondhome.io

Hood

In this creative neighbourhood created by the marketing agency comOn, the coworking space has all the amenities you need and more, including a community library. There's also an open square with a bar called Bot'Abaixo. Prices are available upon request. → Altejo Building, Rua da Matinha, 3. 21 89 8 81 60 | 21 898 81 69. hello@hood.pt

IDEA Spaces

With four locations in the city – Palácio Sottomayor, Saldanha, Parque das Nações, and São Sebastião – IDEA Spaces members have access to all of them. Just choose a



flexible desk plan, available during the week from 09:00 AM to 06:00 PM, or a fixed desk with 24/7 access. Members also have access to a lounge area for relaxation or socializing, over 80 events per year and, hold on to your hat, happy hours. Prices are available upon inquiry, but you can schedule a visit before making any decisions. → **Multiple locations.** 210 12 65 65.

↑ **Fábrica Moderna**

“A space for residents where ideas turn into products.” That’s how Fábrica Moderna in Marvila presents itself. If you want to be part of it, besides having an exclusive space, you get access to a workshop with shared benches and tools, as well as digital manufacturing equipment (like 3D printing) and a ceramic kiln, among others. Pet-friendly and open 24/7 for members, it also offers a workshop program, personalized training plans, or one-to-one practical mentoring. Prices are available upon inquiry. → **Rua Pereira Henriques, 5.** letstalk@fabricamoderna.com

Selina Secret Garden & Cowork

In Lisbon, Selina Secret Garden is a meeting point thanks to its rooftop bar with a view of the city, open to non-guests. But there’s another identity to this hotel: a coworking space with shared desks, a brainstorming room, and a kitchen with free tea, coffee, and fruit. Three working modalities are available: a hot desk (from €10/day), a dedicated desk (from €240/month), and a meeting room (from €300/day). The schedule is always filled with yoga classes, DJ sets, and workshops. Members have

access to the pool and outdoor cinema. → **Beco do Carrasco, 1.** 93 753 25 38. reception.secretgarden@selina.com

Lobo Cowork

It was in 2019 when the first Lobo Cowork space appeared in Estoril, a five-minute walk from Poça Beach and the train station – a year later, a second one was inaugurated, also in Estoril, 15 minutes from Azarujinha Beach. In addition to long desks where you can work side by side with other digital nomads, there’s a lounge area and a terrace to enjoy the sunny hours while having coffee or during meals. With 24/7 access, the membership fee (starting from €130) includes fixed spots and lockers. → **Rua da Escola, 4E and Rua General Manuel Diogo Neto, 179A (Estoril).** 24/7. 96 646 78 42. lobocowork@gmail.com

↑ **Impact Hub**

Workspaces, events, training, and even programs and consultancy services. Impact Hub engages hundreds of key figures from civil society interested in fostering a sustainable reality. In Lisbon, they have coworking spaces in two locations: Baixa and Penha de França. In addition to basic amenities, members are entitled to free coffee and tea, access to events, mail reception services, and an international passport that allows the use of hubs in other countries. Prices range from €75/once a week or €150/twice a week for a shared desk, to €250/five times a week for an exclusive spot. → **Travessa Pedras Negras, 1, 1.º Dto. (Baixa Chiado) and Rua Neves Ferreira, 13, 3.º Andar (Penha de França).** 92 477 44 15. lisbon@impacthub.net

What is the future of work?

Lisboa is growing in innovation and also in employability potential. Its privileged location, diverse offerings, and the proliferation of opportunities make the city an ideal destination for attracting and retaining talent.

How can a city be prepared for the future in a constantly changing world? How can new forms and areas be accommodated without compromising the dynamics of a city? How can a transition – or transformation – be made to accommodate more people and multiple generations? There's a lot of questions, but Lisboa has set itself up as a city of the future, that systematically and collectively thinks about embracing new forms of work in the current paradigm.

An initiative for tomorrow

Recent events, such as technological (r) evolutions and the Covid-19 pandemic, have brought a new paradigm in the way we work. Small, medium, and large companies have embraced new dynamics. Today, remote work is a possibility that broadens employability opportunities, and opportunities no longer have borders. A city like Lisboa, a technological and innovative city, is attractive for retaining national talent and attracting



foreign talent. The focus is on absorbing new forms of work without leaving anyone behind. Generational balance and the constant changes are the focus of the Future of Work initiative, which originated in a partnership between the Lisboa City Council, the World Economic Forum, and the Institute of Economics and Management at the Universidade de Lisboa. The goal is to provide the capital with mechanisms that prepare it for change and anticipate challenges.

The future of work

The Future of Work initiative focuses on various challenges, but also on effective and applicable solutions. Looking at the global landscape provides insight into future work trends and allows for anticipating needs, shaping public policies and defining strategies to embrace them in Lisboa. Looking at new work models, such as remote or hybrid models, evaluating new skills and possible new professions, rethinking the organisation of workspaces, and valuing new talents with programs that empower them,

are some of the focuses of the initiative that annually impacts around 5000 people, with various projects and strategic partnerships.

Step by Step, Step by Tech

Evolution occurs gradually but consistently. One of the programs of the Future of Work initiative is Step by Tech. It's a free program in three phases: In the first phase, 500 participants had the opportunity to get started in the world of programming, with workshops and lectures on technology and this increasingly necessary profession. In the second phase, 50 participants focused on JavaScript programming. In the third and final phase, five participants had the opportunity to integrate into an intensive web development boot camp at a code school, thus preparing for integration into the job market.



A French Bulldog is the central focus, wearing a light blue and yellow floral patterned shirt and a beaded necklace. The dog is sitting in a tropical-themed environment with large, illuminated letters in the background and warm, ambient lighting. The overall mood is relaxed and stylish.

PETS AT WORK

More and more spaces in Lisbon are welcoming places for pets. We patted some of the city's best PR representatives.



PHOTOGRAPHY: GABRIEL VIEIRA

PETS ARE INCREASINGLY coming out of their shells. Or rather, out of the house. Especially dogs, who often join their owners at work, even in businesses that are open to the public. Whether at a café or a shop with floor-to-ceiling tiles, our four-legged friends can be a true example of good behaviour, after a little TLC - training, love and care. We visited some of the spaces in Lisbon that are more than pet-friendly: where the hosts are dogs that will melt the hardest of hearts. These are just a few examples of how habits have changed when it comes to letting animals into our enclosed public spaces.

← OZUNA

Not only does The Whisk Café allow pets, it also has one on staff to prove the only thing that changes with their presence is the levels of cuteness. In this case, thanks to Ozuna, the cuteness breaks the scale. An 18 kg French bulldog (yes, that's big for the breed) with a laid-back outlook, calm demeanour and a wardrobe for every occasion. At this retro industrial café that was opened in September 2020 by Catarina Goulart and Ricardo Palhares, he greeted us while wearing a Hawaiian shirt. "We used to have Boris, another Frenchie, who we'd take with us to all kinds of places, but we always had to sit outside on the terrace. Sometimes it was a bit cold, so that made it difficult to go out to eat, and because he is part of the family, we didn't want to leave him at home. So we decided that whenever we got our own space it would be pet-friendly, so he could be with us, and people like us who have four-legged friends could also bring them along," says the lady of the house. Sadly, Boris died in April 2021, but Ozuna helped them get over the loss, and there are plans to adopt another in the future to keep him company. "He loves being stroked. People always ask first, because they don't know if he's friendly or not. He's always been a sociable dog, used to being with people and other animals, so he enjoys the contact. He's never reacted badly when someone walks in with a dog: he just wants to play," she says. The only no-no is eating customers' food, though he might Hoover up a stray chip or two off the floor at the end of the day. → Rua do Sol ao Rato, 9 D (Rato). Mon-Sun 10am-6pm (Thu until 11pm)



↑ ALMA, OLÍMPIA AND ADÃO

The expression “bull in a china shop” doesn’t apply to dogs at Solar Antiques, the world’s largest and oldest shop specialising in original tiles. Besides being one of the most trusted locations at which you can buy tiles, it is also a safe place to bring your pet. Verónica Leitão, third-generation owner of the family business, leads by example: she has three schnauzers, and takes turns bringing one at a time, on alternate days, to the shop, which Verónica dubs her “only child day”. An exception was made on the day of our visit, and Adão, Alma and Olímpia were treated to a family day (as we like to call it), although this is not your typical family. Eight-year-old Olímpia, the smallest of the bunch, is actually mother to four-year-old Adão and Alma. “I think they need a little more attention because there are three of them, although they love being together. I try to bring them less often during the summer, and they don’t like it, so it’s not worth it. Now it’s working out just fine always having them with me, and today is an extra-special day; three at once is like the mafia versus the world,” jokes

Verónica. The fact is that in a shop full of tiles they have never broken a single thing. “They can play, jump and roll around, and until now none of them has broken anything. I always bring them to make sure they can socialise. In a way, it forces them to react, to socialise with children and know how to approach people. The only thing I stop is if they start jumping up at people: that I won’t tolerate, and I tell them no. Otherwise I try to do the best for them and my customers who come here, because I cannot force a dog on anyone,” says Verónica, who also welcomes other dogs and always has water and biscuits at hand. “We have to get past the myth that dogs are wild animals. It’s not the dog who’s wild, it’s more likely to be the owner. If the owner doesn’t lay down the law, then the animals are a lost cause from the beginning,” says this staunch supporter of canine training. Apart from that, get ready for a warm, well-behaved and furry welcome, straight out of the handbook of good manners. Just don’t expect them to use a knife and fork. → Rua D. Pedro V, 70 (Príncipe Real). Mon-Fri 10am-7pm, Sat 10am-1pm

PHOTOGRAPHY: GABRIEL VIEIRA

↓ BARTY

Manobras d'Arte, a styling studio for cinema, television and theatre, has made its home on Calçada da Estrela for more than two decades now, while also being a beauty, hair and makeup salon. Kátia and Sérgio Alxerado's business gained a new friend in 2021: Barty, a young labrador pup they adopted at just two months old, who offers one of the warmest welcomes in Lisbon. If you're an unconditional animal lover, a sincere "hello" will earn you licks on your hands, neck, ears and nose. But if you prefer admiring animals from afar, Barty of the honey eyes is also capable of keeping a distance, for two reasons: he was born with an easy-going personality and he's very well trained. "That's exactly how he was at two months old when we got him: very playful. He picked up how to behave right away," explains his owner, who never once thought of leaving him home alone every day. Other animals are also welcome at

Manobras d'Arte, but there is always concern for customers who may be afraid of dogs. "I make sure he likes people and to let people know they have no reason to be afraid. Just yesterday a customer came with her 14-year-old daughter. The girl has been a customer for many years, but I didn't know she was afraid of dogs. She was a bit hesitant, so I made him go over there [by his bed] and he didn't make a fuss. She wasn't afraid, and he did not get too excited. We managed to find a compromise and before long she was over there stroking him," explains Kátia, who always asks customers if they'd prefer she put Barty on his leash. "But 99% say no. When people don't mind, I'm there working and he'll come sit by us too. He's already ended up with his fur bleached: highlights on his ears," she laughs. It's an occupational hazard. ■ → Calçada da Estrela, 17-19 (São Bento). Mon-Fri 10am to 1pm/ 3pm to 7pm



PHOTOGRAPHY: GABRIEL VIEIRA



Around Town

A brave new world to discover in Marvila

It's called 8 Marvila, spans 22 thousand square meters, and aims to be a new hub for culture and entertainment in the city. Here's what you absolutely can't miss in the East.

ART

Because Art Matters

From Lisbon to the world and now headquartered in Marvila. Because Art Matters was born in 2018 and since 2020 has represented a collective of artists in

the visual arts. At the helm of the project is Gonçalo Magalhães, the man who exchanged marketing and communication for the role of mediator between artists, collectors, companies, and curious individuals. In the space – a long and compartmentalized gallery with two floors, it displays the crown jewels.



Because Art Matters

We're talking about pieces by Portuguese artists like Mário Belém, Jacqueline de Montaigne, Ram, Binau, or Kruella d'Enfer, but also international artists like Alegria del Prado, L7 Matrix, and Matthias Contzen. In a more accessible segment, Because Art Matters sells limited edition prints for €150. When we move on to canvases and sculptures, prices can reach five digits. The artistic promotion platform arrived in Marvila in December, featuring 26 authors. Gonçalo now wants to continue holding pop-up exhibitions in other areas of the country and continue to introduce new artists.

Luísa Pereira da Fonseca

The surname is no coincidence – Luísa is the great-granddaughter of Abel Pereira da Fonseca, the founder of the winemaking company that once operated in these warehouses. Now, she returns on behalf of the family but in a completely different way: contemporary art. More than a gallery, she wanted the space where she now exhibits her

PHOTO: ARLEI LIMA

latest works to resemble a living room, where comfortable armchairs, a stack of bedside books, and a hyperactive record player help create a homely atmosphere. On the walls, there are huge canvases. The abstract line is invariably black, on the white of paper and fabric. For the coming months, the artist promises more color. After all, this Pereira da Fonseca has just arrived in Marvila.

Elisa Rezende

Elisa Rezende arrived at 8 Marvila in October and was one of the first tenants of the large artistic and cultural endeavor. She now occupies two of the old wine tanks – on one side with a tattoo studio, on the other with a small art gallery. Two aspects of the work of the Portuguese artist, who dedicated herself to advertising for five years, united by the same visual language. “I started in digital art, and only later did tattooing come. Last year, I decided that I wanted to play on both sides.” Black and red are the colors she uses when drawing on the skin, but female figures,



Anjos70 Art & Fleamarket

This project is not just about stores. The Anjos70 Art & Fleamarket, once located in Anjos, now wanders around the city. Often, it parks around these parts, with dozens of stalls. There are new brands and independent projects to discover, not forgetting vintage and second-hand fashion. Bring company, even if it's four-legged – 8 Marvila is dog-friendly. Feb 17-18, 11:00 AM-7:00 PM. Free entry

eyes, and tears are common elements in both forms of art. Here, in her workspace but also an exhibition space, the line is also everywhere, even on the walls.

SHOPPING

Marshall

From the grand stages and studios of the world to Marvila, Marshall has a space right at the entrance. And a unique one at that. Marshall's representatives in Portugal wanted to have it here, in an old warehouse where the peeling walls and raw floor harken back to the brand's origins in the London garages of the 1960s. Here, you'll find everything this universe includes – professional amplifiers, home speakers, headphones, merchandise, and a small selection of vinyl records.

Napo Runa

If you're seeking a touch of the exotic, this tenant surely has something to share with you. Napo Runa specializes in importing Indonesian and Moroccan pieces to Europe. After leaving its mark on the decor of the central square of 8 Marvila, it opened its own space – a kind of showroom – right at the entrance of the building. Here, you'll find some out-of-this-world pieces, such as a colossal bathtub carved directly from a rock, lamps that once served as fishing baskets, or old wooden counters used in traditional stamping methods. Step inside to discover the story behind each object.

The Lisbon Frame

Beatriz Teodoro opened the first store in Alfama in 2019. More recently, she opened the second space in Marvila, at the invitation

of José Filipe Rebelo Pinto. More than a store dedicated to analog photography – where antique cameras, various types of film (including the less commercialized ones), and all kinds of accessories abound – it's a place to “stop, take a pause, and share the passion for photography,” in the words of the owner. Developments in all formats and then some happen here, along with the imminent launch of an agenda featuring photography workshops and tours of the neighborhood. To get a taste of what can be captured in this area, there's a small exhibition of photos taken by Beatriz when the building was still completely abandoned, right outside The Lisbon Frame.

RO Archive

From fashion to art, each commercial space in 8 Marvila occupies one of the old wine tanks. RO Archive, the brand of Rodrigo Ramalho, is no exception. Here, there is a connection between fashion and space – the irregular and structured silhouettes of the young designer converse with the raw walls and ceiling, creating a shopping experience practically unique in the city. Behind this label, Rodrigo



Black Mamba



Planta Livre for Home

embraces sustainable practices such as producing unique pieces, using remnants of stock, and textile recycling. Following the store, the brand's studio is also about to move to the large Marvila complex. From tailoring to streetwear, including the creation of their own prints, this will soon be a workspace and a hub of creativity.

Anomaly

More than a conventional store, Anomaly is a "space where people can come to discover vintage and second-hand clothing." That's how it's described by Joana Matos, who has delved deep into the ins and outs of buying and selling this type of fashion in Europe in recent years. Here, the secret lies in curation. Instead of following trends, the owner carefully chooses pieces – not only based on quality but also on design, which tends to be more classic and timeless, favoring key pieces for any wardrobe. The proposal is a journey through the 1970s to the 1990s, in a small space that tries to escape the usual configuration of specialty stores. In the air,

there's a carefully chosen perfume, and the service is as personalized as possible. In the middle, there's always a guest exhibitor – the idea is to receive a new project related to sustainability or a social cause every month.

Black Mamba

From a third floor in Amoreiras to an old wine tank in Marvila – Black Mamba went from a small cultural project, a hobby of Carlota Capitão de Sousa and Filipe Barata, to a vintage and second-hand fashion store. What sets it apart from others? Firstly, the kitsch decoration found inside, where walls, floor, and ceiling are painted turquoise, and a red curtain (open) signals the door. On the shelves, finds from other eras – carefully chosen clothing and accessories, side by side with furniture from an old medical office, including an old X-ray frame.

Planta Livre for Home

The name Planta Livre has long been on everyone's lips. It has existed since 2006 and now occupies an area of about 40

FOTOGRAFIE LIMA

THINGS TO DO

The Cosmic Collective

Here's a space different from anything else inside 8 Marvila. The Cosmic Collective positions itself as a mystical and holistic hub and arrives through the hands of three partners, who in turn open the doors to therapists and specialists in different areas such as astrology, reiki, or reflexology. Residents take turns occupying the space – Susana Baptista Dias arrives with family constellations, Rita Morgado will do astrological readings, while Cláudia Brito (one of the founders) will do nighttime readings of cards and oracles for those who want to combine astrology with a drink at the end of the day, among other attractions. The Cosmic Collective is also home to the Mimpí project, which is dedicated to organizing retreats and personalized trips to Bali.

Nave Padel

Not only does 8 Marvila live on shopping and art. On the other side of this warehouse complex (with entrance on Rua do Açúcar), there's Nave Padel. It is a specially restored pavilion with eight paddle tennis courts and the first covered pickleball court in Lisbon – the latter being a sport that mixes tennis, badminton, and table tennis. Renting a paddle tennis court ranges from €7 (one hour) to €12 (90 minutes), but there's also the possibility of renting equipment (€3) and even an academy. Trial classes start at €12.50 (adults) and €8.50 (children).

Outra Cena

Weekend nights have never been so lively around these parts. In recent months, Outra Cena has been a meeting point for all night owls, particularly electronic music enthusiasts. The lineup is generally well-stocked. The list of DJs who have played here is extensive and includes many international names. All of this in a super-industrial setting, worthy of the biggest raves in Berlin.



hectares around Sintra, with nurseries and direct plant sales to the public. But more recently, Planta Livre has come to the city. Inside 8 Marvila, it opened a store, a kind of paradise for all plant lovers, especially those who never miss an opportunity to add another plant to their home clan. Indoor plants are one of the strong points, but here you can find everything. Large specimens for outdoor use, gardening accessories and tools, ceramic pots, and decoration and stationery items – all inspired by botany. There are also games for the little ones and a small collection of clothing with illustrations by the artist Kruella d'Enfer. But Planta Livre for Home hides a secret: a separate space from everything else, where there are eight types of soil and substrate for bulk sale. In the future, this is also where workshops and courses will take place. The rest is soup and rest. In fact, donuts and rest, because Scoop n Dough opened a small cafe inside the plant store. And, of course, it's all vegan. ■

Sustainable Lisboa: yesterday, today, and tomorrow

Sustainability might not be a new trend, but it's also not a passing fad. It's here to stay and endure. Companies that don't keep up with the trend and incorporate it into their work model will inevitably fall behind.

Gaining increasingly more ground and importance worldwide, Lisboa does not disappoint in its participation in the movement for a more sustainable world that actively combats climate change. Leading the way in the capital - with 284 participating companies and organisations, and always adding more - the Sustainable Lisboa Companies Platform helps to achieve the objectives and is aligned with Lisboa Unicorn Capital.

A corporate world attentive to environmental, social, and governance challenges

The name doesn't deceive: Sustainable Lisboa Companies Platform is about making the capital increasingly sustainable, with the intervention and support of the city's business fabric. The creation of a platform - where companies can register - shows how to adopt greener measures in every space. The platform includes events, workshops, and informative sessions, ensuring that the tools to make each company more sustainable are always available.

Why a platform exclusively for companies and organisations? Because of their size, which translates into a greater impact both in responsibility for the climate emergency and in possible changes. The footprint of each individual may be less significant - although necessary - in changes, but a corporate footprint impacts more immediately and significantly. One by one, learn about the areas of intervention.

Energy

The basic principle advised in households also applies to businesses: equipping buildings with LED lighting increases energy efficiency - in consumption and ecological footprint. Other measures, such as tree planting or the installation of photovoltaic panels, are also good indicators of a greener company.



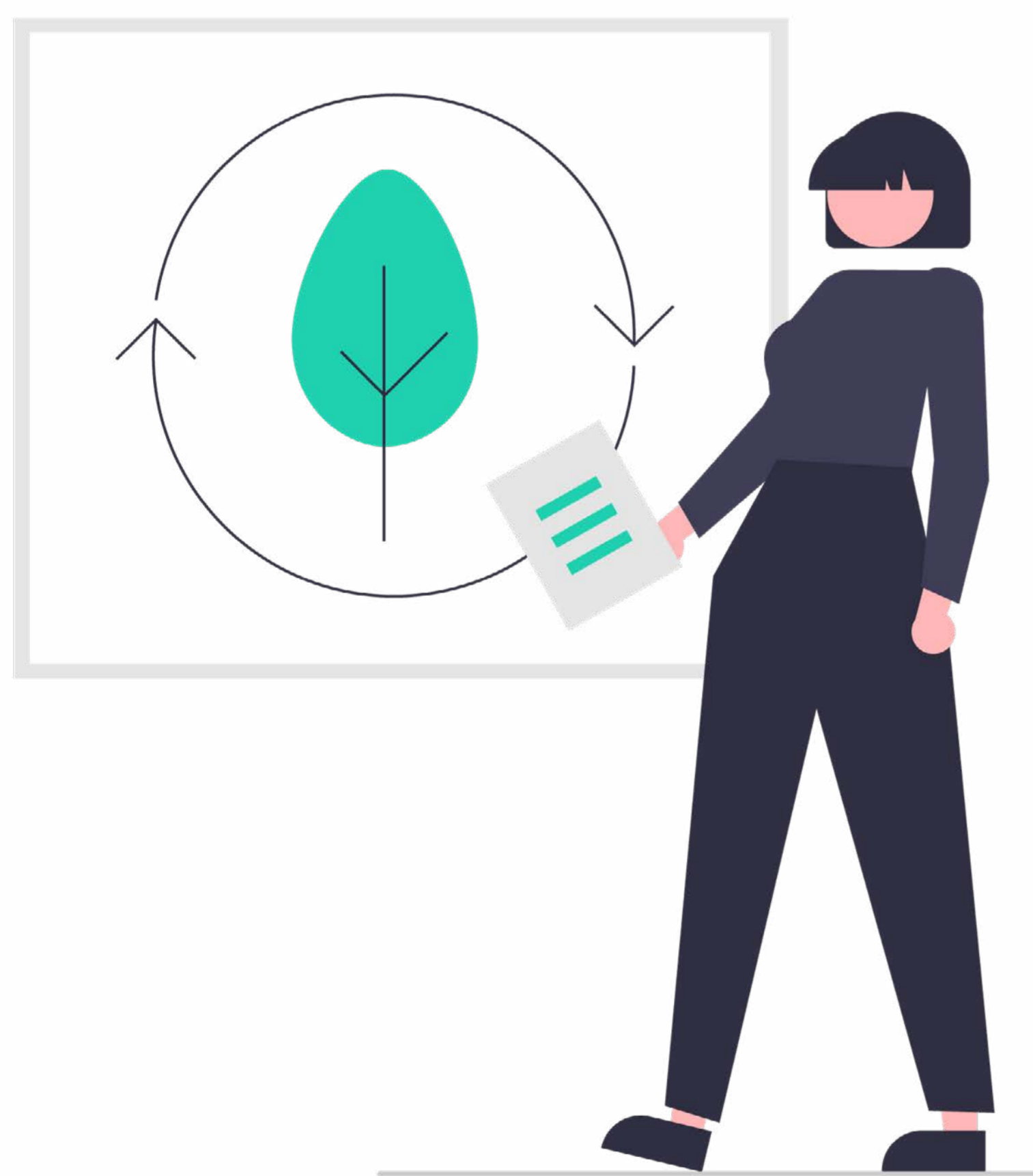
Mobility

The pollution caused by cars in the city is motivated by everyone, individually and collectively, but companies have a fundamental role in its reduction. Promoting the use of public transport or greener means of transportation, contributing to the provision of free passes, or promoting teleworking and fleet electrification are measures that will have a significant impact as a community.



Water

Especially in large companies, it is easy to lose track of water expenses. The use of water-saving equipment or devices is the ideal solution to reduce waste. Water reuse is also an indicator of environmental concern that is easy to achieve.



Citizenship and Participation

Between lectures, leaflets, workshops, there is sensitization. It is a fundamental step to spread the word about sustainability both within each company and among companies. After the measure is implemented, in the area of Citizenship and Participation, its success is analysed through the number of times that sustainability-related materials are disseminated through the company's internal channels. The platform's programming is already live, and the measures for a greener Lisboa are just a membership away. The expectation is that many other companies will join the 284 companies seeking to keep up with the greener evolution of the Unicorn Capital.

Circular Economy

Here, the focus is on reducing single-use plastics. An effort that must be made by each company with process changes. But there are other, equally simple and important points that we also learn for home: waste reduction, recycling, and sustainable consumption are some of the daily points that companies should be attentive to. Sustainable construction is also a reality.



Shopping



Lapa United

Mónica has transformed an old local shopping centre into a home for new brands and culinary ideas. You can find everything here, from fashion to décor. We went to explore the hidden corners of Lapa 71.

THERE'S A NEW home décor store on the corner of Rua Garcia de Orta and Rua de São Domingos. New, in a manner of speaking. Poeira has been part of Lisbon's landscape for more than 40 years and, after several stops,

it has finally parked itself here, where Tram No 25 turns the corner – and where the shop windows are so far out into the street it looks like the yellow streetcar is about to come inside. Fear not. For the time being, the only



thing that comes through these windows in abundance is light. “I’d been looking for a bigger place for years. Suddenly, I’ve ended up here. I knew about this little store on the corner, but they told me straight away: ‘No, no – this is the store, but it’s part of a shopping centre with 14 retail units downstairs,’” says Mónica Penaguião, founder of Poeira Design and now owner of the whole store complex that goes by the name of Lapa 71.

The information took time for her to digest. The shop had been abandoned for 15 years, but the interior designer decided to take it on. “I was terrified, I came here about ten times. But then I got carried away and stuck with it. I started to fix it up, gave it a clean, something a bit industrial, a bit kitsch too, and look how beautiful it is. I’m in the middle of Lisbon, the shape of it is beautiful, you can see the river, it

has a vibe,” she continues.

The vibe is especially noticeable on the lower ground floor. The atrium functions as an informal co-working space – clearly with a few regulars already – decorated by Mónica, with a photography exhibition by Paula Guimarães filling some of the walls, and sculptural arrangements by the Kokuga Flower Studio. In the future, the landlady wants the “little square” (a habit of those who have lived in Brazil for 30 years) to have its own agenda, its own dynamic of temporary exhibitions, concerts and pop-ups. Basically, any engaging action that complements the cast of characters arranged by Mónica (the “cool group” that has gathered here) to occupy each of the stores.

One of the first to arrive was Luís Borges. He started out wanting an office, but when he entered the building with its high ceilings and mezzanine, he realized that he wouldn’t be badly served with a store either. “I walked in and said: ‘I want this store’. It made perfect sense, not least because the customers had been asking for a place where they could see and try on the clothes. It’s been a success,” says the store manager. Call Me Gorgeous occupied a store with white walls and a blue rug. The earrings and necklaces, produced in Portugal, shine as brightly as the neon on the door. People who come here can expect two things: to find new product launches and to meet the designers themselves. You feel at home here.

C.R.T.D. owned by Miguel Marques da Costa is just next door. The basics are the brand’s best-sellers these days, but the young entrepreneur has also made room for his latest venture into the world of clothing, One and Another, dedicated to men’s swimwear. Just opposite is Opar, the perfume atelier owned by Karolina Oledzka from Poland and Canadian Tanya Reda. Inside, it promises an intimate atmosphere with a laboratory feel. Which turns out to be the case. Behind the blue façade, they make eaux de toilette tailored to each individual order. An olfactory profile is drawn up based on a questionnaire before the notes are acted upon by the perfumer on duty.

Businesses are mushrooming. The Leme Atelier, a gallery run by Brazilian artist Paula Paes, brings the colour that was missing from this renovated neighbourhood shopping centre. Further along, we wander into 20.02 Beauty Space. Ukrainian Daria Bonya’s other store, which opened in Saldanha, is already



thriving. On one side is a beauty salon, for nails (her strong suit and an art she has mastered) and a make-up service, and on the other, a hairdresser. Her next and final opening will be a shop dedicated to natural cosmetics.

The enterprise is already attracting neighbours and clients from other parts of the city, with a generous slice of foreign custom to boot. For Mónica Penaguião, occupying some of the units with restaurants was, from the outset, essential to the project's success. The first to arrive was Robinho, who set up the Mude cafeteria just next to the entrance. While the speciality coffee is a constant throughout the year, especially the popular cappuccino, there are also stomach-fillers based on light

meals such as chicken salad, tuna tataki or Tex-Mex toasties. Opposite is Bondi Bowls, the restaurant where Frenchman Alexandre Jeannot serves healthy dishes, including vegetarian bowls, bursting with flavours from around the world. The trio is completed by Omakase Ri, a Japanese joint that traded Alcântara for Lapa, but has kept the cosy atmosphere it already offered from day one. With seating for just ten, the sushi-tasting menu happens at the counter, courtesy of chef William Vargas.

On the ground floor, Mónica has taken over two of the spaces – on one side a showroom where she receives customers, a place full of fabric samples, and on the other the shop where she curates. “We mix things up, but in a good way.. It makes all the difference to have these things made by us and then one or two different items,” says the designer. Among the vintage pieces she collects are textiles embroidered in Portugal, cult books and iconic objects signed by names such as Gaetano Pesce and Carlo Scarpa. The store synthesises the Poeira spirit. “Otherwise everything would be the same,” she points out.

Say pop

There's one space left that's also bathed in natural light. Mónica reserved one small shop, next door to her own, for pop-up projects. The Peruvian entrepreneur Lucia Picasso was the first to occupy it with Cuerpo, a multi-brand shop dedicated to beauty and well-being. ■ → Rua Garcia de Orta, 71C. Monday-Saturday 10AM-10PM



UM
TEATRO
EM CADA
BAIRRO

Culture around the corner

Um Teatro em Cada Bairro
is a network of proximity cultural
venues in the city of Lisbon.

Lisboa is Culture



Eat & Drink



A Portuguese Tour

In Lisbon, the country is discovered at the table. Whether a panful or overflowing plate, Portugal offers itself up without having to look far for it. From local *tascas* to chef-run restaurants, it's as easy to reach the Minho as it is the Alentejo or Algarve (or even the islands). This is a gastronomic journey that is short in kilometres but rich in flavours.

Trás-Os-Montes

PLANO

No one lives and breathes his part of the country as much as Vítor Adão. The chef left Chaves a few years back, but that doesn't mean he has forgotten his roots. On the contrary, Plano, the fine-dining restaurant tucked away in the Dona Graça guesthouse,

is a showcase for many of its local producers. Its dishes tell us the stories of his homeland and its people, interpreting them and giving them an identity, always with the utmost respect for tradition. The tasting menu (€75/six courses, €95/nine courses) is a journey that, in truth, takes in the entire country. Rua da Bela Vista à Graça 126 (Graça). 933 404 461. → Mon-Thu 7pm to midnight, Fri-Sun 12.30pm to 3.30pm, 7pm to midnight



Imperial de Campo de Ourique

Minho

PICA-PAU

Pica-Pau, in Príncipe Real, is not a Minho restaurant, but rather a traditional eatery that takes its cue from the recipes of Maria de Lourdes Modesto (1930-2022), a great name in Portuguese cooking. Every Friday there is *cabidela* rice (€12), a Minho classic also known as “pica no chão”, chef Luís Gaspar’s favourite dish. It’s best to just tuck in without any preconceptions, but if you want to know what’s in it, it’s simply rice and chicken cooked in its blood. Any other day, you can familiarise yourself with yet more classics of Portuguese cuisine. → **Rua da Escola Politécnica 27 (Príncipe Real). 21 269 8509. Mon-Thu 12 noon to 4pm, 7pm to midnight; Fri-Sat 12 noon to 1am; Sun 12 noon to midnight**

OS COURENSES

Paredes de Coura is in the heart of Alto Minho (northern Portugal), but you can also make the journey north by dining at Os

Courenses, a popular restaurant of Minho origin facing onto a small garden. The *cozido à portuguesa* stew is one of the most popular dishes in the house and is served on Thursdays and Saturdays, but there are always dishes of the day, which include roast kid or octopus fillets. The food is the lure, but Manuel Braga, one of the partners, insists that another secret of the restaurant’s success is the employees who have been there many years and “know everybody”, he says, referring to the regular clientele. → **Rua José Duro 27D (Alvalade). 21 847 3619. Mon-Fri 12 noon to 3.30pm, 7pm to 10pm. Sat 12 noon to 3.30pm**

IMPERIAL DE CAMPO DE OURIQUE

While decent, tasty food is what has made the place’s name, it’s Sr. João always asking us back like we’re family which makes it truly magical – both for regular customers and first-timers. We feel right at home taking a seat at this *tasca*, a typical Minho restaurant where there’s always room for one more around the table and enough food for everyone. The traditional Portuguese dishes on the menu vary according to the day of the week, and there is always bacalhau (cod) Minho-style (the owners are from Ponte da Barca, after all). When the time comes, around February, this is the place to eat lamprey, a rather ugly-looking critter. → **Rua Correia Teles 67 (Campo de Ourique). 21 388 6096. Mon-Sat 8am to 7pm**

MERENDINHA DO ARCO BANDEIRA

It was a Galician who opened this restaurant on Rossio, the heart of the city, at a time when there were still wagons passing by. For 14 years now, it’s been managed by David Castro, but it’s his wife, Fátima, the person behind their great dishes and snacks. The *tasca* atmosphere is all there, from the aluminium counter to the carboys hanging on the wall. For a quick meal, take a seat on the counter and try the *moelas* or the *pataniscas*. For a longer one at the table, try the *cozido à portuguesa* stew, served every Thursday. → **Rua dos Sapateiros, 230 (Rossio). 21 342 5135. Mon-Fri 12 noon to 8pm, Sat 12 noon to 3pm**

Eat & Drink

Douro

O VELHO MACEDO

Under its Minho owners, O Velho Macedo serves *francesinhas* which seems a little out of place. Depending on the day, this is a place for big portions, from *cozido à portuguesa* stew to pork shank or tripe Porto-style. The *francesinha*, a speciality from Porto, or from Matosinhos to be more precise, is something José Barbosa only makes to order. Either it's done right, with quality ingredients, or it's not worth doing at all, he says. The sauce has to be spicy with no frills, the bread lightly toasted, the *linguiça* sausage tasty, the steak tender and the cheese in just the right quantity. Then the egg goes on top. The homemade chips are finely sliced. It is undoubtedly one of the best (if not the best) *francesinha* in the city. →Rua da Madalena, 117 (Baixa). 21 887 3003. Mon-Sat 12 noon to 4.30pm / 7pm to 11.30pm, Sun 7pm to 11.30pm

Beiras

MAÇÃ VERDE

This is many a chef's choice for lunch or dinner when it's their day off, a safe bet for good traditional food at prices that are now hard to find in Lisbon. The grilled dishes never disappoint, whether it's fish or meat. But the *chanfana*, a dish of which Miranda do Corvo, in the district of Coimbra, is said to be its spiritual home, is one of those that keeps customers coming back for more. It is slow cooked, as tradition dictates, so that the mature goat meat yields up its flavours. It's not always on the meat menu but is usually served between Monday and Wednesday every fortnight. →Rua Caminhos de Ferro 1100 (Santa Apolónia). 965 512 266. Mon-Fri 12 noon to 3pm, 7pm to 11pm. Sat 12 noon to 3pm

A BOMBA DO JÚLIO

On Saturdays, in this tasca in Chelas, they serve *maranho*, a delicacy that is hard to find in Lisbon, traditionally from the Beira Baixa region. It is so special that the fact it has *maranho* is more prominently displayed outside than the name of the restaurant itself. It is served on Saturdays, and comes from Oleiros, Castelo Branco. A few words

of explanation: it's a goat's (or sometimes sheep's) stomach stuffed with meats, sausages, rice and a mixture of aromatic herbs, in particular mint. →Estrada de Chelas 207 (Chelas). 21 868 1874. Mon-Sat 9am to 11pm

Alentejo

SOLAR DOS NUNES

Named European restaurant of the year by the European Oenogastronomic Brotherhoods Council, a non-profit organisation that seeks to highlight quality dining within the European Union, Solar dos Nunes is a classic in this fair city. It was not by chance that Madonna used to come here for dinner after she decided to move to Lisbon in 2017. Open for business since 1988, the restaurant owes its name (and fame) to the Nunes family, of Alentejo origin. The reputation of its dishes, such as the braised partridge or cod *açorda*, comes, therefore, as no surprise. There is an entire section of game dishes on the menu, and egg



PHOTOS: JOÃO FERRAZ; INÉS FELIX



Eat & Drink

and sugar-based desserts include *sericaia* with Elvas plums, *encharcada* from Mourão and a *fidalgo real*. → Rua dos Lusíadas 68 (Alcântara). 21 364 7359 Mon-Sat 12 noon to 3pm, 7pm to 1am

ZÉ VARUNCA

Originally two restaurants, one in the Bairro Alto and the other in Santo Amaro de Oeiras, Zé Varunca has become a single establishment in Paço de Arcos, larger and more modern but still with Alentejo airs and graces: plates on the walls, farming tools here and there, colourful flower-patterned tablecloths, farmhouse chairs and earthenware. Customers are lured inside by the huge board of starters, including various typical salads, such as chickpea with cod or pig's ear. Then there's the dogfish soup, Alentejan chickpea stew, lamb stew Alentejo-style, tomato soup with chouriço and fried bacon or Alentejan migas with rib steak in

a bread roll – all in generous portions. The dishes vary depending on the day. → Avenida Eng. Bonneville Franco 22, Paço de Arcos (Oeiras). 21 441 1839. Mon-Sat 12 noon to 3pm, 7.30pm to 10.30pm

Algarve

TABERNA ALBARICOQUE

Bertílio Gomes is not unknown in the Lisbon restaurant trade. This tavern opened in 2019, traditional at heart, but with a lot of contemporary touches. Inspired by his family roots, he threw himself into Algarvian cuisine. No frills, with tradition as the bottom line. The menu changes regularly, depending on market supply. Not surprisingly, there are more fish and seafood dishes than there are meat. *Xerém*, for example, is an old faithful, but sources of protein vary. It may be squid and prawn, clams, ray or whatever Bertílio has on hand

Taberna Albaricoque



that day. →Rua Caminhos de Ferro, 98 (Santa Apolónia). 963 491 581. Tue 7pm to 10.30pm. Wed-Sat 12 noon to 3pm, 7pm to 10.30pm

Madeira

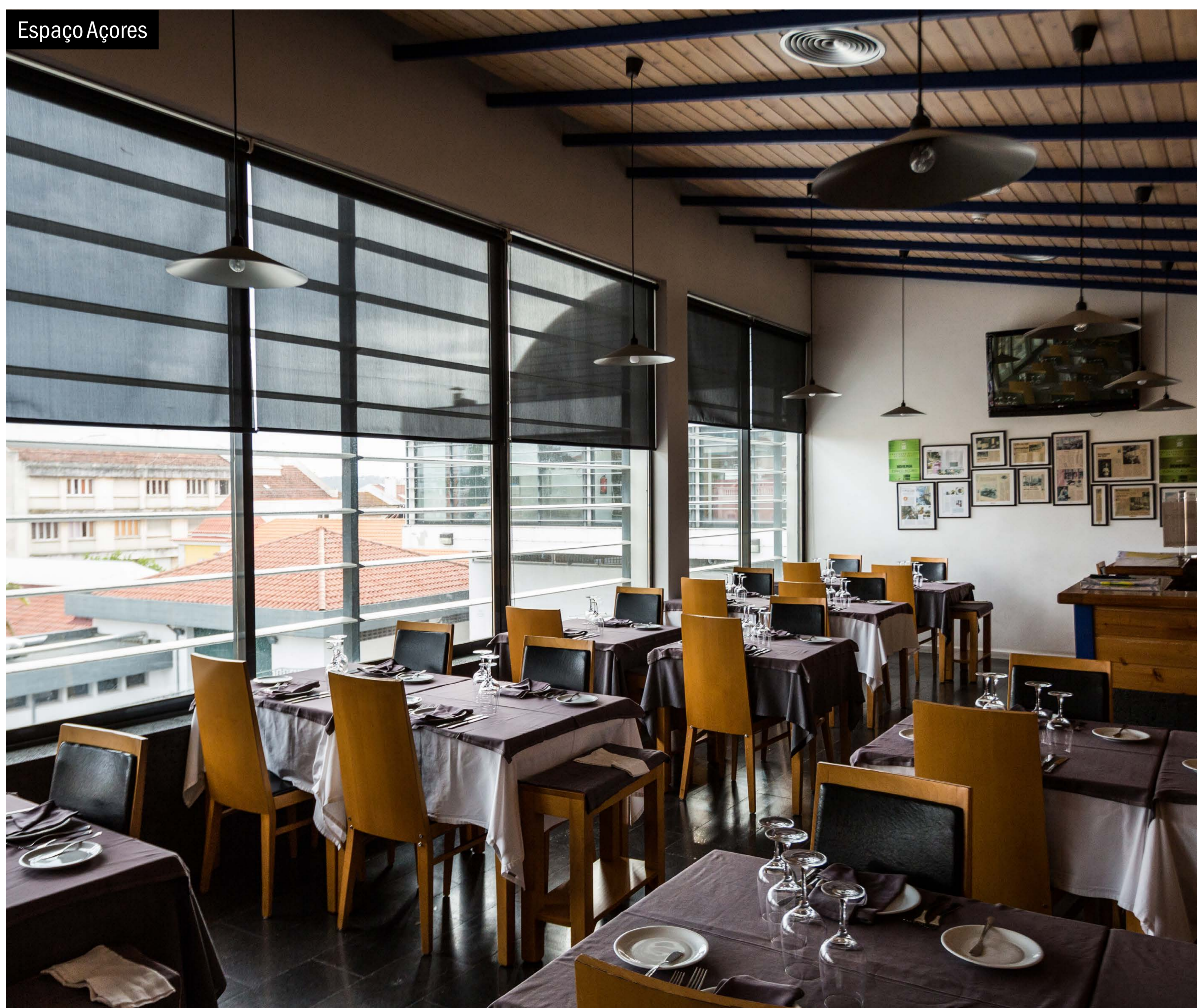
ILHA DA MADEIRA

Fried corn, black scabbard fish, laurel wood kebabs, limpets, *bolo do caco* muffin, banana, passion fruit and an endless supply of fruit you've probably never heard of. Madeira is probably one of the best Portuguese regions for eating well and the sheer variety of goodies that make it to the plate is immense. The good news is that you can find these flavours on the mainland, thanks to Madeiran who makes a living here. That is exactly what's happened in this hidden-away restaurant in Campo de Ourique. →Rua Campo de Ourique, 33. 21 386 6453 Tues-Sun 12 noon to 4pm / 7.30pm to 12 midnight

Azores

ESPAÇO AÇORES

If one thing among many in the Azores is sure to raise an eyebrow, it's seeing cooking pots buried in the ground so that the heat from the thermal springs can work its magic. The taste is like nothing else. It's true that it can't be done in Lisbon, but even so, at the Espaço Açores, the stew is not so far removed from São Miguel. The technique cannot be explained simply, but it involves a chamber that simulates the seismic activity of one of those holes in the hot springs. It comes with sweet potato and yam, as it should be. Available on Friday and Sunday lunchtimes. Then there is the *cozido* stock soup, with all the stew ingredients finely sliced, and served daily. ■ →Largo da Boa-Hora à Ajuda 19 (Ajuda). 21 364 0881. Tue-Sat 12.30pm to 3pm, 7.30pm to 10pm Sun 12.30pm to 3pm



THE EAT LIST

*New restaurants you absolutely
have to check out*



Laranja Tigre

Laranja Tigre

Born in the place of the former Calcutá, Laranja Tigre is where Hugo Brito, chef of Boi-Cavalo, brings in the recipes from Goa, adding his own touch without too much fuss. The cuisine might be Goan, but you can't quite call it traditional. It's contemporary, just enough of the chef's own style. To arrive at the menu the restaurant presents today, the chef delved into Goan recipes, knowing that it's not his story, nor is it Afonso or Ricardo's, the owners. That's why Hugo Brito didn't want any constraints; he started from the books and added his twist. Take, for example, the roasted chicken samosa, made with chicken from Casa da Índia. Among the starters, the shrimp pakoras and Bulhão Pato or the sweet potato baji-puri from Aljezur stand out. As for the main courses, there are plenty of options, all perfect for sharing, from the soft-shell crab xec xec to the tiger prawn curry. The Azorean beef "pica-pau" à Cafreal and the Iberian pork neck vindaloo are out of the ordinary and already a hit. → Rua do Norte 17 (Bairro Alto). +351 21 346 1292. Tue-Sun 12.00 pm - 00.00 am

Black Trumpet

Winter was the perfect excuse for the owners of Casa Reia, in Costa da Caparica, to look away from the sea. The result is evident at number 31 on Calçada Ribeiro Santos. At Black Trumpet, all the attention is on mushrooms, even popping up in signature

cocktails like the black trumpet mezcalita, infused with black trumpet, the species that gives the place its name. "Everyone loves mushrooms. If you don't, it's because you haven't eaten them the right way yet," says Sacha Gielbaum, who aims to make the new restaurant a space for culinary innovation with regular cultural programming. In addition to live music nights, various events focused on the fascinating Fungi kingdom are planned, such as workshops with experts, special tastings, mycological walks, and movie sessions. → Calçada Ribeiro Santos, 31 (Santos). +351 91 505 586. Mon-Thu 06.00 pm - 00.00 am, Fri 06.00 pm - 01.00 am, Sat-Sun 09.00 am - 01.00 am (brunch from 09.00 am to 03.00 pm)

Áurea

Seaweed and acorns, two ingredients not typically seen on the table, at least according to our culinary traditions, don't scare Pedro Mendes, who has been making a name for himself with his very own cuisine. After a few years in the Algarve and a few more in the Alentejo, the chef is back in Lisbon with a restaurant where he aims to showcase his talents in full. At Áurea, in the city's new five-star hotel, Art Legacy, in the heart of Baixa, Pedro Mendes focused on seaweed to also tell Lisbon's story. On the menu or in the tasting menu, there isn't a dish without it. Although he says he's still at the beginning of this journey, in 2021 the chef released the book Algo com Algas (Something with Seaweed),

PHOTO: FRANCISCO ROMÃO PEREIRA

where he gathered 40 recipes, some of which are also featured at *Áurea*, like the Seaweed “Brás” with scallops. The tasting menu, with three options - vegetarian (€75), five (€85), or seven courses (€120) - is possibly the best way to experience the chef’s work. → *Rua Áurea, 175-191 (Baixa)*. +351 21 145 3090. Mon-Sun 12.00 am - 10.30 pm

Canalha

Going round the tables talking to people was never one of his favourite tasks. Despite the recognition, João Rodrigues has always spent more time in the kitchen. No one would suspect it looking at him today chatting amiably with his diners from behind the counter of *Canalha*, the restaurant he has just opened on *Rua da Junqueira*. The chef is happy, without great pretensions, dramas or concepts, as he makes a point of saying over and over again. The music is an eclectic Portuguese playlist, setting a tone that is lively enough. The service is quick but unhurried. “I wanted to have a space like this in Lisbon. It’s a restaurant for people to feel good in and to have fun,” says the chef who left the Michelin-starred *Altis Belém* in 2022 after being there for 13 years. At the entrance there’s a display case with the meat, fish and

seafood that will be prepared to your liking. But there is much more to order, from simpler starters like cod pastries to a shaved Alex Castani Simental beef *loin* – the suppliers are shown on the menu. There are grilled Alentejo lamb sweetbreads and open shrimp and onion tortillas. Also worthy of note is a classic João Rodrigues dish – the squid à la torneira with sheep butter. → *Rua da Junqueira 207 (Belém)*. +351 96 215 2742. Tue-Sat 12 pm to 3 pm/7 pm to 11 pm

La Villa

Vincent Farges has a Michelin star in Chiado, but he does not want to use this name to attract customers to *Aroeira*, in *Charneca da Caparica*, especially because, despite the demand, the cuisine here is far from the reality of *Epur*. “I want to remove the label that is attached to me, which says only that the chef has a Michelin star and is inaccessible. Here the aim is to offer generous, tasty food that is open to everyone.” It would be difficult to find a space like this in the capital – a beautiful house five minutes from the beach, with a terrace as large as an inside room. It also has a bar with a grill, a garden, a vegetable garden and space for another lounge. Divided between snacks



PHOTO: FRANCISCO ROMÃO PEREIRA

Canalha



Tasca Pete



Empanadas MQB

Empanadas MBQ

In a district full of Lisbon traditions a shop-cum-restaurant has emerged that invites you to go on a journey. Empanadas MBQ, an acronym that translates to “mi Buenos Aires querido” is not new to Lisbon – it already had a spot in the Colombo and Vasco da Gama shopping centres as well as a bakery (with take-away option) in Campolide – and now offers a more complete Argentine experience in the Graça. The recipe for the famous dough is a well-kept secret that was passed down from generation to generation until it reached Gaston Costa, one of the people responsible along with his wife, Carolina Cifuentes. Current options include caprese with mozzarella and tomato, mushrooms and cheese and the traditional Argentine empanada that also has meat. The Quilmes beer and San Telmo wine, both Argentinian, are stars on the menu. Mate tea is another typical Argentine drink, and it can be bought to take home, just like all the food and drink on offer. →Rua da Graça 67B (Graça). +351 92 402 3952. Mon-Sun 10am to 9pm

Tasca Pete

A Brit walks into Lisbon and decides to open a bar. In search of a location, he comes across an old tasca and changes plans, without changing much about the space. Word gets around and before you know it Tasca Pete becomes a little hotspot in the Penha de França neighbourhood. Its secret: great food, but also the good vibes. “The idea was to do

to share, starters, main courses and desserts, the menu combines dishes as different as chestnut cream with pheasant and foie gras and fish from the Azores with kefir and coriander oil as starters, or a conchiglioni with shellfish and lobster sauce as a main course. There is also the La Villa burger, which has also been making a name for itself. →Avenida do Mar, lote 145, Aroeira (Almada). +351 92 478 2922. Wed-Sun 5 pm to 11 pm

something different, nothing fancy and with affordable food,” says Peter Templeton, the man behind the space. The menu is pinned to the wall like in a traditional tasca, and there are dishes that are now permanent fixtures like the fried chicken with honey, jalapeños and pickles, focaccia with blue cheese and blueberries or the potato terrine. Others change “every three weeks”, more or less. “We try, within our capabilities, to keep everything seasonal,” explains Peter, saying that the idea is for the menu to evolve rather than change. “We want to keep improving our dishes.” Whether it’s a cured snapper with radish, a steak tartare or a lasagna with romanesco broccoli, mushrooms and goat cheese. All served with natural wines, from Portugal and abroad. →24A Rua Angelina Vidal (Penha de França). Wed-Sat 7pm to 12am

Sea Me Next Door

Ordering oysters and an aperitif, or even the baked sardine niguiiri, a house classic, is now easier at Sea Me Next Door, which opened a stone’s throw from Sea Me (the name is no fluke). If in the original space the idea is to go on a seafood voyage of discovery beyond the shell, in these new surroundings shellfish and small bites are the star. It’s perfect for quick meals at any hour of the day, as the kitchen never closes. The atmosphere is laid back, almost reminding us of a fisherman’s hut. Here too there’s a kind of market stall to choose from, but only with shellfish - not that the menu is any shorter. On the contrary. There are classics such as the aforementioned baked sardine niguiiri or the bass and clam gunkan, but also newbies such as the prawn donut, the octopus hot dog and the incomparable ocean charcuterie board, with tuna muxama, bacalhau and smoked swordfish. The chef, Elísio Bernardes, helms both restaurants, as well as Sea Me at Time Out Market. →59 Rua do Loreto (Bairro Alto). +351 21 259 0445. Mon-Sun 12.30pm to 12 am

Choclo

Ceviche is a main dish that has protein, carbohydrates, vegetables and is rich in vitamins. This is how it is viewed in several South American countries, including Peru, where it is king. However, according to Chilean Matías de Araujo, chef at Choclo - a ceviche restaurant in Bica that owes its name

to one of the many types of Peruvian corn - this is not something that happens regularly in Europe. “When I came here in 2014, I noticed that ceviche is considered a starter,” he says. This is corroborated by Matías’s Portuguese-German wife and business partner Katharina Goyke. “In Europe ceviche is very fancy and very expensive, and this is not how it should be.” From Peru they brought more than just ceviche and many of the ingredients that make it up. On the menu is the traditional ceviche, with white fish of the day (from the Ribeira Market in Cais do Sodré), tiger’s milk, Peruvian corn and sweet potatoes. There are also some of the chef’s creations, such as the Nikkei with its Asian touches, which includes tuna, yuzu-ponzu tiger’s milk, wakame algae, edamame beans, Japanese peanuts and avocado. →Rua da Bica de Duarte Belo, 29 (Bica). +351 96 893 4296. Tue-Sat 1pm to 5pm / 6pm to 11pm

Fauna & Flora Chiado

Fauna & Flora in Chiado is most commonly associated with brunch, as well as breakfast, lunch, and snacks, but it has gained a new lease of life by opening late and offering a dinner menu. This was one of the requirements of the venue, which previously housed José Avillez’s Mini Bar, located right next to the São Luiz Municipal Theatre. As is the case with the other Fauna & Flora establishments in Anjos, Santos and Estoril, the space is bright and decorated with plants, which is particularly surprising here given that



Choclo



Paraíso

the interior of the Mini Bar was very enclosed (it was part of the concept). Even the door in the inside room that provides direct access to the theatre has been restored. The new menu is only available from 7pm, with dishes that are not available at any of the other Fauna & Flora locations. This includes the spicy salami naan pizza, the matured beef burger and the roasted seabass with Jerusalem artichoke and sweet potato purée. The cocktail menu is also more extensive, designed for late afternoons that can stretch into the night, especially on the kiosk terrace that belongs to the restaurant

and serves as support to the service. → R. António Maria Cardoso 58 (Chiado). +351 927 595 438. Mon 9am-7pm, Tue-Sun 9am-12am

Ajitama Noodle Temple

If there's one thing Ajitama has been doing over the years, it is bringing us closer to Japan. As we know, the specialty is ramen, but the novelty is that it can also be enjoyed cold. To achieve this, António Carvalhão and João Azevedo Ferreira returned to Japan to discover the season's best recipes. They took a risk last year with a ramen, and this year they're back

PHOTO: ARLELIMA

with a fresh and surprising menu, which has more options this time. To the cold shio they introduced last summer they have added mazesoba, a dish of noodles in a broth consisting of vegetables, onsen tamago, and sous-vide-cooked chicken chashu. There is also the shibuya salad, made with cucumber noodles, kimchi-marinated chicken breast and sesame seeds. As for desserts, a classic has returned that perhaps only true enthusiasts will remember: the matcha bavaroise, which was originally served at the supper club in 2017. → Rua do Alecrim, 47 (Cais do Sodré). +351 96 526 8635. Tue-Sat 12.30pm to 12am

The Busan Table BBQ

The Busan Table BBQ is open on the bustling Avenida Fontes Pereira de Melo, offering an extensive menu focusing on Korean barbecue for those more leisurely dinners. If you want to up your protein intake (and wow others on social media), it's best to go for the "giant wheel" (roda gigante - €48), which includes squid, lamb, shrimp, beef tongue, chicken, black pepper steak, beef breast and pork neck, among other delicacies. → 3E Avenida Fontes Pereira de Melo. +351 21 353 0584. Tue-Sun 12pm to 3pm, 6.30pm to 10.30pm

Paraíso

The erotic paintings by Diogo Muñoz inspired by Made in Heaven, a series of photographs and sculptures by Jeff Koons with the adult film actress Cicciolina, still decorate the walls. Everything else has changed, though, including the name and the concept. Paraíso took the place of MEL (Lisbon Erotic Museum), replacing it with a bar dedicated to signature cocktails, and, without giving much away, a sushi bar with only eight seats. It is a small space. There is no noise, only the Japanese chef Kousuke Saito, who focuses on his service. The menu is up on the wall and there's not much to know. There are two menus, a larger one with 17 courses (€98) and a shorter one with 12 (€68). The ingredients are local, the technique is traditional and the style is Edomae. The bar on the other side of the curtain focuses on gastronomic cocktails. The Mr Kong is made with Nikka whisky from the barrel, cherry, chocolate, bread, and salt; the Appletini contains Martin Miller gin, apple

PHOTO: ARLE LIMA



Mona Verde

and lime. These are just two examples from a continually changing menu. → Rua de São Paulo 18 (Cais do Sodré). +351 96 602 8229. Bar Tue-Sat 6pm to 2am. Sushi Bar 7.30pm to 11pm

Mona Verde

On arrival at Rua Castilho 14, near Avenida, we are compelled to check the address again. From the outside, there's nothing to indicate that the top floor of the building that houses the Danish embassy hides a lively rooftop restaurant and bar. The entrance is monochromatic, the sign is discreet and it contrasts with what awaits us upstairs – a tropical-inspired decor featuring green palms and a view like few others. The starters include such dishes as roasted mushrooms with egg yolk, guanciale and herb salad and white fish ceviche with red onion, chili and sweet potato purée. There are a number of main course options, such as the charcoal-grilled catch of the day (which on the day we were there was sea bass) served with herb and



Frou Frou

lemon sauce, or the 45-day matured charcoal-grilled sirloin steak. The bar plays a prominent role, and there is a DJ from 9pm every night to add some energy. → Rua Castilho, 14C (Avenida da Liberdade). +351 91 402 3304. Mon-Sun 12pm to 12am

Frou Frou

We found out later, when we were at the entrance, that it's Miss Frou Frou who welcomed us and guided us to the latest venture of the Amorim Luxury group: a restaurant hidden inside a restaurant, a kind of speakeasy that doesn't seek to be a secret. While Frou Frou is not a secret club, it takes its inspiration from them. To get here, you first

have to cross the main room of JNcQUOI Ásia, which is almost always bustling. At the far end, opposite the bar, there's an ostentatious, heavy golden door. Once open, the atmosphere changes. There is live traditional Chinese music, a DJ and a performance by Miss Frou Frou the drag queen, who is the star of the night. Of the starters, the tiger shrimp and sesame toast stand out, but the fried dumplings with shrimp, chicken and wasabi are among the most popular. There's a soup section, seafood dishes, which include steamed Sichuan-style scorpion fish, and meats, with the Beijing duck the highlight. → Avenida da Liberdade 144 (Avenida). +351 21 051 3015. Sun-Wed 7pm to 12am. Thu-Sat 10am to 2am

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Nightlife



Ladies night

The night is theirs too, even though it might not always seem like it. We went to hear what four women – Cheila Tavares, Flavi Andrade, Clara Metais, and Alexandra Vidal – have to say on the matter.

THE EXISTENCE of gender inequality is no news to anyone. Women earn less than men, progress more slowly in their careers, and cases of discrimination, harassment, sexualization, and violence occur every day. The nightlife sector, predominantly male, is, like many others, a glaring example. Just take a look at the famous ladies' nights, the nights when

women don't pay or pay less to enter bars and nightclubs than men. Is it a strategy for gender balance or a form of positive discrimination that treats women as bait? The functioning of these nightlife spaces must also be taken into account. When we imagine a bartender, what do we see? Probably a man. And music programmers? And bouncers? The same thing.



Cheila, from Liquid Love

Damn inequality. Cheila Tavares, manager of **Liquid Love** (Rua do Desterro 5. Tuesday-Thursday 7PM-1M; Friday-Saturday until 2AM; Sunday until midnight), a cocktail bar in Intendente, knows it well. The barmaid didn't have difficulty entering the profession, but she lived through "some experiences that showed that it's not the same for women," she says. And by some, she means many. One happened in a bar in Australia. "When I went for the interview, they told me, 'Look, this job isn't really for women because it's a very tough job, do you think you can handle it?'" she recalls. "I did the trial, saw that it was indeed complicated, but I thought, 'I have to show that I can do this.' So, I spent six months breaking my back there. Nowadays, maybe I wouldn't do it. It's always this thing of having to work three times as hard as a woman; we always have to prove a little more to be taken seriously," she continues.

Flavi Andrade, head bartender at **Rossio Gastrobar** (Hotel Altis Avenida, Rua 1^o

de Dezembro 118. Wednesday-Sunday 12.30PM-midnight), agrees that the profession has physical challenges but believes that "an establishment that wants to hire a professional regardless of their gender also has to adapt to it to have good professionals. There are transport carts and a thousand ways to organize themselves to be broader in hiring and talent acquisition." The Brazilian also did not have a prejudice-free journey. "I am a woman with various layers; I am a foreign woman. Yes, I had difficulties. I still have difficulties. Less and less every day. But I think it depends on how each person will overcome them and turn that difficulty into an asset and strength to fight for what they want. Important: plan, objective, goals," she states, determined.

That's what she did. After a long journey in Seville, where she discovered her passion for mixology while juggling work in bars with a Ph.D. in Journalism, and a stay in the Algarve, she proudly leads the bar at Altis Avenida. "Here, 51% are women, we are the majority. And of those 51%, at least six of us are in management and leadership positions," she ensures. Her husband, Guilherme Lacerda, is her sub-chef – and everything is fine with that.

Cheila Tavares also found strength in adversity. "I once worked on a cruise. After three months, they made me the bar manager. Male colleagues stopped talking to me, and female colleagues started trying to sabotage my work. And this happened because I was, let's say, a woman and young," she recounts. "Thank God, the cruise director saw what was happening and fired one or two people. That gave me a huge boost to continue trying to climb the career ladder and not be afraid because I am a woman, because I am young, because I am leading a team."

But what followed when she moved to London was not better. "Later, I found out from the owners of a bar where I worked that they only hired waitresses if they thought they were beautiful." "You were good on the eyes, that's what they told me. I stayed there for a long time because I showed my work, but one of the points of my hiring was physical appearance, and that was horrible. It even happened that we had a girl who worked really well, but they didn't like her appearance, so they didn't hire her, simply," she laments. She also faced harassment at the same place. "One of the owners was extremely touchy. But I later



Clara and Alexandra, from Damas

talked to the rest of the staff, and it didn't happen again."

The barmaid from Liquid Love believes that there are more and more women behind the bar and more references. "It's a more beautiful panorama than when I started," she says, but emphasizes that "even so, there are still few women in prominent roles," and also "not many women are seen in bar competitions." In addition, there is the problem of lack of recognition. "A month or two ago, I was at Liquid Love with a guy who is doing training with us. We asked a customer what he would like to drink, and he chose a classic but asked for my colleague to make it. The person came back a few weeks later but never apologized. There is still a lot of prejudice," she believes. The same thing happened to Flavi Andrade. "I am the head bartender, but if I have a bartender beside me, the customer goes to the man," she informs.

At **Damas** (Rua da Voz do Operário 60. Tuesday-Thursday and Sunday midday-1AM; Friday-Saturday until 4AM), the restaurant, concert hall, and bar in Graça, the problem is the same. "After eight years, there is still a lack of recognition here. Alexandra

suffers more because, as she has been the face of it since day one, it is rare for her to be recognized as the head of this kitchen," explains Clara Metais, Alexandra Vidal's partner. Regarding programming, the story repeats itself. "No one addresses us as programmers, but in reality, we are. This lack of recognition is something we, as women, are used to. I have been through this in other professions where I worked in the same role as a man but received less than 350 euros. It happens everywhere," says Alexandra.

The so-called mansplaining – the need to explain to women what they already know – is still the main problem pointed out by these ladies. "We have a concert hall, but many people think we don't know what a turntable is," says Alexandra. "Yes, or that we don't understand anything about electricity," adds Clara. "We are not taken seriously at all. This happens not only from the public but also from the artists. You invite this band to come here, you're dressed as a chef, you leave the kitchen to greet the band, and the reaction they have to you is not what you're expecting," emphasizes Alexandra.

For the future, the ladies ask for "more programmers and more places to write about

programming,” says Alexandra. “Because that is also a big problem with music and programming in general. Programmers are men, and those who write about music are men,” she argues. Nevertheless, Clara recognizes that “many people have started to open their eyes to the need for more inclusive programming genres.” “Now you already notice when, for example, we see those festival line-ups, and there is only one woman. In the past, no one noticed, so it’s a step forward,” she adds.

Cheila Tavares suggests creating a community in Portugal for women working or wanting to work in hospitality. “Usually, we only talk among ourselves in a closed forum, but we should create open forums to discuss and support younger girls who have just started their careers dealing with these situations,” she proposes. Internationally, there are already some initiatives with this purpose, such as Ellas Empowerment, a platform working towards the inclusion of women in this industry through lectures, collaborations, and social media campaigns.

The bartender from Liquid Love also notes that some bars are hiring more female bartenders because it contributes to the

balance. “If you go to a place that only has men, it’s a bit more intimidating. If a boss wants to have a more open place where other women feel comfortable, they have to hire women because a place with a mixed team ends up being a bit more inviting.”

There’s much that can be done, and it can all start with empathy. “It’s not just women who have to support each other; men also have to support women. It’s a joint effort,” believes Flavi Andrade. And she adds, “Difficulties will always exist in everything we propose to do, but when the work is well done, it will succeed. Everything can be very discouraging, but the wall is the color we paint it. Above all, this is a very beautiful job where you can put a lot of soul and expression into it.”

Like Flavi Andrade, Cheila Tavares also wants to convey a positive message. “As long as a person does their job well and with seriousness, gender won’t matter. If this is the job you want to do, give it your all,” she advises. “But don’t make the same mistakes I made. I let myself be exploited just to show that, as a woman, I could do it. And it was completely wrong. I wish I had someone to guide me in those early years of my career,” she concludes. ■



PHOTOGRAPHY: FRANCISCO ROMÃO PEREIRA

Flavi, from Rossio Gastrobar

Art



10 museums you absolutely must visit

From classical art to modernism, from historical palaces to buildings designed by contemporary architects, here's a brief guide to the best Lisbon museums. There are plenty of reasons for visiting these must-see places, plus some ideas for exploring surprising collections that you might otherwise miss.

MAC/CCB

BELEM

It is the most relevant international collection of works produced since modernism in the Portuguese context and opened its doors to the public in October 2023. This museum finally sees its identity renewed after the former tenant found himself in legal troubles. From Berardo, only the collection remains, one of the three housed in the reserves of the Museum of Contemporary Art MAC/CCB. Also on deposit is the Ellipse Collection, seized after the bankruptcy of Banco Privado Português, with about 800 works of art, and the Teixeira de Freitas Collection, resulting from the agreement signed with the Brazilian collector based in Portugal. These last two collections total approximately 2000 pieces. In the permanent exhibition, you can see “Femme dans un fauteuil (métamorphose)” by Pablo Picasso or “Interior with Restful Paintings” by Roy Lichtenstein. → Praça do Império (Belém). Tue-Sun 10.00-19.00. Admission: €10

Museu do Tesouro Real

AJUDA

The crown jewels are on display at the Royal Treasure Museum in the west wing of Ajuda

Palace. It takes a while to get through security at the building but it's worth the trouble to be able to see the gold and jewels of the old royal house. Part of the treasure was destroyed in the 1755 earthquake but there are still more than 900 pieces to see. This permanent exhibition is divided into 11 sections: gold and diamonds from Brazil, royal coins and medals, jewels from the Ajuda National Palace collection, royal orders, royal insignias, the royal family's silverware, diplomatic gifts, private collections, the royal chapel, the Germain silver dinner service and tours of the Royal Treasure. → Calçada da Ajuda. Mon-Sun 10am-7pm. Admission: €10.

Museu do Oriente

ALCÂNTARA

In case you don't know, the Portuguese were the first Europeans to have an enduring presence in Asia. Museu do Oriente, which opened in 2008, walks you through the story. The core exhibition includes unique maps and charts, priceless 17th and 18th-century Chinese and Japanese painted screens and other Nanban (Western-influenced) art, as well as an important collection of artefacts from Timor. The museum runs courses



Museu Nacional de Arte Antiga

on everything from languages to cooking and ikebana (the Japanese art of flower arrangement), and hosts Asian, fusion and world music and dance performances. The top-floor restaurant offers some fantastic views. → Museu do Oriente. Avenida Brasília, Doca de Alcântara (Norte). +351 213 585 200. Tue-Sun 10am-6pm. Admission: €6. Free entry on Fridays between 6pm and 8pm.

Museu do Fado

ALFAMA

If you've been in Lisbon for more than a minute, you've probably heard fado music somewhere – in a restaurant or cafe or a bar dedicated to these moody tunes. It's one of Portugal's cultural legacies. Get to know the art form with an immersive experience at this Alfama museum: photographs, posters, musical instruments, and other artefacts chart the rise of fado from its 19th-century roots to the present day. Look for José Malhoa's dreamy portrait *O Fado*, Constantino

Fernandes' lively depiction of port life *O Marinheiro*, and an ode to the Portuguese guitar. → Museu do Fado. Largo do Chafariz de Dentro 1. + 351 218 823 470. Tue-Sun 10am-6pm. Admission: €5

maat – Museu de Arte, Arquitectura e Tecnologia

BELÉM

Its architectural shape was one of the highlights of 2016 and it gave pretty much everyone another good reason to visit Belém. Even if just to admire this beautiful building, designed by British architect Amanda Levete, and that sunset in the background – hello Instagram material. But there are definitely more reasons to visit the place. Check their busy calendar for current and upcoming exhibitions. → Avenida Brasília. +351 210 028 130. Wed-Mon 11am-7pm. Admission: €9.

Museu Nacional dos Coches

BELÉM

Here you have a collection of coaches and

carriages like no other. And it now has more room to breathe since it moved to a new building in Avenida da Índia, just a stone's throw from its former address, the old Picadeiro Real. It was founded in 1905, and there are still a few exhibits on show there. The space was always too small for the whole collection, though this was only remedied over 100 years later. The first coach to move into the new museum was the iconic landau in which King Carlos I was assassinated. The rest of the museum's exhibits consist of 16th to 19th century ceremonial and recreational conveyances from the Portuguese Royal Family, the church and private collections. → Avenida da Índia, 136. +351 210 732 319. Tue-Sun 10am-6pm. Admission: €8.

Museu de Lisboa – Palácio Pimenta CAMPO GRANDE

The 18th-century Palácio Pimenta houses this city-run museum charting Lisbon's history. Some displays are on the skimpy side, but they cover the ground as best as they can, starting with the Stone Age, then working through Roman times to the Visigoths and Moors and into modern times. The highlights, though, are a scale model of Lisbon before the 1755 earthquake, the fabulous kitchens and the formal garden where peacocks roam, which is where you'll also find Pavilhão Branco, an

important contemporary art space. → Museu de Lisboa – Palácio Pimenta. Campo Grande, 245. + 351 217 513 200. Tue-Sun 10am-6pm. Admission: €3.

↓ **Museu Rafael Bordalo Pinheiro** CAMPO GRANDE

An enterprising and multifaceted artist, Rafael Bordalo Pinheiro (1846-1905) trod a path that was very much his own, devoting himself to graphic and visual arts, ceramics, design and decoration. He produced a vast body of work that almost always pointed a critical finger at the day-to-day cultural, political and social life of the time in which he lived. With a collection of around 13,200 items, at this museum you'll see remarkable pieces like a pig's head on a platter and frogs climbing up vases and poles. → Campo Grande, 382. +351 215 818 540. Tue-Sun 10am-6pm. Admission: €3.

Museu Nacional de Arte Antiga SANTOS

Treasures abound at the National Museum of Ancient Art, where paintings, sculptures, furniture, ceramics, textiles, gold, and silverware capture Portugal's riveting history from the Middle Ages to the end of the 19th century. Do leave time for the Panels of St. Vincent, a 15th-century sextet of paintings by Nuno Gonçalves; the 16th-century ivory salt cellar that survived a journey from the West Coast of Africa to Portugal; and Albrecht Dürer's portrait of St. Jerome. → Rua das Janelas Verdes. +351 213 912 800. Tue-Sun 10am-6pm. Admission: €6.

Museum Calouste Gulbenkian SÃO SEBASTIÃO

Oil magnate and philanthropist Calouste Sarkis Gulbenkian, nicknamed "Mr Five Per Cent", started collecting art at a young age, and his collection, now more than 6,000 pieces strong, couldn't be more eclectic. The Founder's Collection has artefacts from Mesopotamia, the Far East, and 18th-century France. There are works by Ruben, Degas and Rembrandt, along with sculptures, paintings, painted tiles, porcelain tableware and illuminated parchments from the 16th and 17th centuries. By contrast, the Modern Collection focuses on revered Portuguese artists like Almada Negreiros and Vieira da Silva. ■ → Avenida de Berna, 45 A. +351 217 823 000. Wed-Mon 10am-6pm. Admission: €10.



PHOTOGRAPHY: NUNO F. SILVA/MUSEU BORDALO PINHEIRO



Rabo de Peixe

Is Portugal on the path to stardom?

There have never been so many Portuguese series. In part, this is driven by streaming services, but there are other important factors contributing towards it.

IN RECENT YEARS, the public television service has provided unprecedented support for audio-visual production. José Fragoso, RTP's Director of Programming, speaks of a commitment from the public channel, which already has several productions in the Netflix, HBO Max and Prime Video catalogues, thanks to the growing investment. But there is still a long way to go. "RTP has started investing more per episode. We're talking about an area

that is very competitive internationally, and it seems like a lot of money when we say we invest €100,000 per episode. But when we go to Spain, €1 million doesn't compare to €100,000," says Fragoso.

The Portugal Film Commission has had a programme of tax incentives for production since 2018. The "cash rebate" that is available under the Tourism and Cinema Support Fund is aimed at film and audio-visual production

and at attracting international productions to shoot in Portugal. In addition to these incentives, a law has also come into effect that obliges streaming platforms such as Netflix and Disney+ to invest in locally produced series. “This will be the first year in which we will calculate what each platform has to invest in Portugal,” Fragoso adds. Co-productions can be one way of achieving this, a possibility that began to be explored even before this became a legal obligation, with such series as *Operation Maré Negra* (a co-production between RTP and Prime Video) and *Motel Valkirias* (RTP and HBO Max). On the other hand, the streaming services can choose to double down and invest in creating “originals”.

Founded in 2017 to give a voice to Portuguese stories beyond its borders, SPi will go down in Portuguese history for producing the first original series with the Netflix stamp: *Glória*, created by Pedro Lopes. Then, in May, it was joined by another original production, this time from Ukbar Filmes: *Turn of the Tide*. In addition to being the creator of *Glória*, Pedro Lopes is also the managing director of content at SPi. “Obviously, the platforms have changed the content distribution model,” he says, adding the expectation is that “we can produce more series that can travel and be successful beyond our borders.” Pedro believes there is room for more support. “If we look at the numbers, we see it’s an important industry that employs thousands and which is generating products that promote Portuguese language and culture.”

Nuno Lopes in *White Lines* (Netflix), Albano Jerónimo in *Vikings* (Netflix) and Joana Ribeiro in *Das Boot* (SkyShowtime) are just three examples of Portuguese actors who have found their way into international productions with the help of Passaporte. Created by casting director Patrícia Vasconcelos, Passaporte is an annual programme that bridges the gap between national talent and casting directors from around the world. “The idea is to reverse the circuit: it is usually the actor who goes around knocking on doors abroad. I thought about inviting the top casting directors to come here and get to know our national talent. What happened is that I think this was a good coincidence, because it came about just when the streaming services were opening up. It

coincided with the need to discover new faces, which was also convenient for the casting directors,” says Patrícia, who has also helped put Portugal on the map.

The Portuguese village of Monsanto represents Dragonstone in HBO Max’s *House of the Dragon*. The Portuguese production company Sagesse, which was founded by Sofia Noronha, who was involved in these shoots, believes the growth of streaming is “the major factor in this globalisation of production.” But this does not come on its own. “There is also the fact language is no longer a major obstacle hindering us from producing internationally. And people need to understand to understand this: they don’t just come here for the sun. They come because we have what is needed to make things happen. And then there’s the creative side, which is where Portugal is heading, and I hope to be on that path so that we can sell our stories internationally. Unfortunately, I don’t think we’re quite there yet. There still hasn’t been a Portuguese *Money Heist*.” ■



KEY INFORMATION



GETTING AROUND

Maps of the bus and tram system can be found at booths run by municipal transport company Carris. Their information line is +351 21 361 3000 (Mon-Fri 8am-8pm), and their website (www.carris.pt) is very user-friendly. The Metro's information line is +351 21 350 0115 (Mon-Fri 8.30am-7pm), and the website is www.metrolisboa.pt. They also have customer service desks at two stations: Alameda and Marquês de Pombal.

METRO

The Metro (subway) is the speediest way to travel in Lisbon, although its four lines don't reach across all the city. Trains run from 6.30am to 1am daily. To take the subway, you need to get a 7 Colinas or a Viva Viagem card and charge it at the Metro ticket office or ticket machines. All but five stations are part of the main city area, and trips within all stations cost 1.61€ (if purchased individually) and are valid for 60 minutes following the first validation. You can also purchase daily tickets that allow for unlimited journeys for 24h for both Metro and Carris (buses) for 6.80€.

BUSES

Yellow Carris bus stops often have an electronic screen telling you when each service is due. They are not always working nor indeed correct when they are, so beware. Alight via the front end of the bus and off in the middle or at the rear. Newer buses have ramps for wheelchair access. You can buy a ticket from the driver for €2.10, but it is better value to load multiple tickets or a pass onto a 7 Colinas or Viva Viagem card. A single ticket costs €1.80, for which you get an hour's travel on buses, trams and Metro. Night buses are rather scarcer; taxis, which are still relatively cheap, are a better bet.

TRAMS & FUNICULARS

On-board fares for eléctricos (trams) are more expensive than for buses and at €3.10 they are more than twice what it costs if you use a 7 Colinas or Viva Viagem card. As with buses, you get on at the front, off at the back. Three funiculars – the Elevador da Bica, Elevador da Glória and Elevador do Lavra – steam up the city's steeper slopes. Those and Elevador de Santa Justa, which is a lift, are covered by the Carris fare system but the tickets you

buy on board (return only) are much pricier than buses and trams, at €4.10 for two trips for the funiculars and €6 return for Elevador da Santa Justa. So using a 7 Colinas or Viva Viagem card is a much better idea.

RAIL SERVICES

Suburban trains are run by arms of state railways CP-Caminhos de Ferro Portugueses (808 109 110/ www.cp.pt). Services for Queluz and Sintra leave from Rossio; those for the Estoril coast depart from Cais do Sodré station for Oeiras or Cascais. Loaded onto a 50-cent Viva Viagem card, prices range from €1.45 to €3.75, but are cheaper if you buy ten at a time (from €13.05 to €33.75). Another option is a €13.50 72-hour joint rail and Scotturb (Sintra and Cascais region) bus pass. Trains for Almada and Setúbal leave from Sete Rios, via Ponte 25 de Abril.

FERRIES

Ferries run by Transtejo (808 203 050/ www.transtejo.pt) link Lisbon and the south bank of the Tagus, with fares from €1.45 to €3.15 (again, loaded onto a 50-cent card). Those for Barreiro depart from Terreiro do Paço, near Praça do Comércio; those for Cacilhas, Montijo and Seixal depart from Cais do Sodré. At Belém, you can catch a ferry to Porto Brandão and Trafaria at the river mouth, from where buses head to Caparica's beaches.

TAXIS

Taxis in Lisbon are thick on the ground and cheap. Fares start at €3.25 (€3.90 at night); an average trip costs around €10. Fares go up after 9pm, on weekends and during holidays. Tips are optional but appreciated. Reliable stands include those at Rossio and Largo do Chiado. To order a cab (80 cents) dial +351 21 811 9000 (Rádio Táxis), +351 21 793 2756 (Autocoope), or +351 21 811 1100 (Teletáxis). Luggage costs an extra €1.60. Uber and Cabify are the two transportation apps working in Lisbon.

TOURIST INFORMATION

For information about Portugal in general, contact Instituto de Turismo de Portugal (www.visitportugal.com). For Lisbon, the main Ask Me Lisboa tourist office is at Praça do Comércio, but there is another at Restauradores. There are also Ask Me desks at

the airport (at Arrivals, in the main terminal), as well as two booths in Belém: one opposite Mosteiro dos Jerónimos, another in the gardens near Torre de Belém (both open Mon-Sun 10am-7pm). More information at www.visitlisboa.com.

EMERGENCY

In emergencies, dial 112 and ask for polícia (police), ambulância (ambulance) or bombeiros (firemen).

HOSPITALS

Hospitals – public

Hospital de Santa Maria Avenida Professor Egas Moniz (+351 21 780 5000/ contactcenter@chln.min-saude.pt). Metro: Cidade Universitária.

Hospital de São José Alameda Santo António dos Capuchos (+351 21 884 1000/ www.chlc.min-saude.pt/). Metro: Martim Moniz.

Hospital São Francisco Xavier Estrada Forte Alto do Duque, Restelo (+351 21 043 1160/ www.hsfxavier.minsaude.pt).

Buses: 723, 732.

Hospitals – private

Cuf Infante Santo Travessa do Castro 3 e Avenida Infante Santo 34, Alcântara (+351 21 392 6100/ <https://www.saudecuf.pt/unidades/infante-santo>).

Buses: 760, 713, 720, 727, 738, 773.

Cuf Descobertas Rua Mário Botas, Parque das Nações (+351 21 002 5200/ <https://www.saudecuf.pt/unidades/descobertas>).

Metro: Oriente.

Hospital da Luz Avenida Lusíada 100, Benfica (+351 21 710 4400/ www.hospitaldaluz.pt). Metro: Colégio Militar/Luz.

POLICE

There is a tourist police station (+351 21 342 1613) at Palácio Foz, on the western side of Praça dos Restauradores (Baixa) in the same building as the main tourist office.

POSTAL SERVICES

Praça dos Restauradores, 58 (707 262 626).

Metro: Restauradores. Open Mon-Fri 8.30am-10pm, Sat 9am-6pm.

Praça do Município, 6 (+351 21 322 0920).

Metro: Baixa-Chiado. Open Mon-Fri 9am-6pm.

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