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Universidade de Lisboa

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DISSERTATION

GENDER ASYMMETRIES IN THE BOARDROOM: CONSULTING THE CONSULTANCY INDUSTRY IN PORTUGAL

INÊS SOFIA FÉLIX VIEIRA

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Abstract

Although the presence of women in top management positions has, throughout the years, become larger and more well-perceived by society, there is still a long way until gender equality is reached.

The present thesis aims to analyse the current Portuguese panorama regarding the role women face in their employments, with a particular focus on the consulting activity. To do so, an assessment was accomplished, allowing to understand the difficulties women face on the basis of equal payment, education and qualification levels, and the access to high top management positions.

The results show that the wage pay gap is real and, as a matter of fact, it gets greater the higher the position within the firm. Furthermore, although women are more qualified and pursue their studies further, their presence in the top boards of their companies is still a long distance from the men's reality, who continue to be the largest composition of the leadership panels. The study shows that the presence of women in management positions in the industry under study is only approximately 15.9%, while the presence of women on supervisory boards is 25.8%.

Keywords: Women, consulting industry, gender asymmetries, gender pay gap, boardroom

Resumo

Ainda que a presença de mulheres em cargos de gestão de topo tenha, ao longo dos anos, aumentado e se tenha tornado mais bem percecionada pela sociedade, ainda há um longo caminho até que a igualdade de género seja alcançada.

A presente tese visa analisar o atual panorama português relativamente ao papel que as mulheres enfrentam nos seus empregos, com particular destaque para a atividade de consultoria. Para o efeito, foi realizada uma avaliação que permitiu entender as dificuldades que as mulheres enfrentam com base na igualdade de remuneração, educação e níveis de qualificação, e o acesso a cargos de alta direção.

Os resultados mostram que a diferença salarial é real e, de facto, aumenta quanto maior é a posição dentro da empresa. Além disso, embora as mulheres sejam mais qualificadas e prossigam os seus estudos, a sua presença nos quadros superiores das suas empresas ainda está muito longe da realidade dos homens, que continuam a ser a maior composição dos painéis de liderança. O estudo permite auferir que a presença de mulheres em cargos de administração na indústria em estudo se encontra apenas aproximadamente 15,9%, enquanto cargos em conselhos fiscais apresentam uma presença de 25,8%.

Palavras-Chave: Mulheres, indústria de consultoria, assimetrias de género, *gender pay gap*, cargos de gestão

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Abreviations

- CAE – Classificação de Atividade Económica
- CITE – Comissão para a Igualdade no Trabalho e no Emprego
- EIGE – European Institute for Gender Equality
- GEP – Gabinete de Estratégia e Planeamento
- ILO – International Labour Organization
- INE – Instituto Nacional de Estatística
- NACE - Nomenclature of Economic Activities
- MNE – Ministério dos Negócios Estrangeiros
- SME – Small and Medium Entreprises
- STEM – Science, Technology, Engineering and Mathematics

1. Introduction

Last year, the World Economic Forum (2021) announced that, out of all the management positions available worldwide, only 27% were filled by women. Indeed, and although the growing presence of women in top management positions, there is still to this day a worrying discrepancy between males and females on the matters of access to higher management positions (Nogueira, 2009). On the wage gap perspective, more than ten years ago, authors like Cohen and Huffman (2007) had already shown that women in management placements can reduce the gender pay gap, especially women working as CEOs or other similar high-status jobs, who have even bigger impact on the reduction, but, even so, the situation is lagging from the desirable. The International Labour Organization (2016) state that it will take approximately 70 years to achieve pay equality, although, five years later, the World Economic Forum declared it will take more than 267 years to close the gap between men and women regarding economy participation and opportunity (World Economic Forum, 2021). The United Nations has defined 17 Sustainable Development Goals since 2016, of which SDG 5 (Achieve gender equality and empower all women and girls) aims to erase gender inequality worldwide, fighting against women's violence, against all forms of discrimination against women and girls ever, guaranteeing equal access to decision-making, among others (United Nations, n.d.).

These discrepancies are a result of the social construction of men being, still, perceived as the "alpha" in society. This may be easily represented in the experiment, occurred in the 60s and 70s, in which children were asked to draw a scientist. Out of 5 000 children asked, only 28 of them drew a woman, which in terms of percentage is the equivalent to less than 1% (Ducharme, 2018). More than 50 years apart, this experiment has been repeated over and over again and recent data show that kids are more aware of the female presence in the STEM field, this time achieving a representation of 28%. Young girls were the ones who draw female scientists the most, but both sexes showed improvements compared to five decades prior.

All these facts led to the thought of how the women's panorama in Portugal is, in the consultancy business, which, by norm, evolve large management positions, as well as a partnership model, and, of course, a big load of money. Nowadays, with the Big Four companies -called the "Big Four" since Deloitte, PwC, KPMG and EY represent 80% of the industry's revenue (Financial Times, 2015) - making more than €542,3 million in

revenues alone in Portugal, and only 23% of this representing the audit function, management consulting has risen in the country like a rocket, and there is no intention or prediction of stopping (Ferreira, 2020). So, it is only understandable that, in this money-making business, there would be a fair division of profits to both men and women.

Out of these notions, the following questions came as the main guidance for the analysis undertaken on this thesis:

- What are the main employment characteristics of the Sector M (Consulting, Scientific, Technical, and similar activities) in Portugal, from a gender-sensitive analysis?
- How gendered balanced are the consulting firms' boardrooms? Is the representation of women on the corporate boards behind or ahead the overall sector in the country?
- How much is the current gender pay gap in Sector M?

The present work starts with a brief review on the existing literature around the theme, contemplating the appearance of the glass ceiling expression, a section of possible reasons for the discrimination on women (considering the domestic life and housework divisions, the gender wage gap and vertical and horizontal sexual discrimination), followed by a small analysis on consulting firms. The review continues on a small-scale assessment of the Portuguese setting on what comes to the topics considered regarding women's disadvantages relative to men in pay and in terms of career progress and, finally, ending on the current legislation helping to fight this topic. Afterwards, the methodology followed for this thesis is explained, in which was decided to follow a quantitative description analysis, and the reasons for that choice. The following chapter presents the analysis undertaken, on a first instance, on both Portugal in general and its consulting activity but also a second part that assesses a 20-firm group on the percentage of women on top boards operating in the country. The last chapter presents final conclusions and study limitations, as well as recommendations for future works carried out on the topic.

2. Literature review

2.1 The glass ceiling phenomenon

The first use of the expression appeared in the year of 1978, during a panel at the Women's Exposition in the United States of American, more specifically in New York, when Marylin Loden, a mid-level manager working at a telephone company, was giving a speech about the lack of women present (or interested in being present) in top management positions (100 Women: 'Why I invented the glass ceiling phrase', 2013; Vargas, 2018). In that same unprepared speech, she talked about her experience as a manager and as a woman saying that she believed in the existence of an "invisible barrier" blocking women to advance in their careers, just to moments later call it "glass ceiling".

What Loden thought would be a simple metaphor turned into an axiom on what concerns the fight for women's rights, later (in the year of 1986) made it as a headline in the Wall Street Journal and, after seven years, finally became present in the Merriam-Webster Collegiate Dictionary (Vargas, 2018).

Casaca and Lortie (2018, p.10) define the concept of glass ceiling as "the more "subtle" or even invisible organizational obstacles that hinder female professionals and their appointment or promotion to top positions in organizations".

The European Institute for Gender Equality defines the concept of glass ceiling as "Artificial impediments and invisible barriers that militate against women's access to top decision-making and managerial positions in an organization, whether public or private and in whatever domain." (European Institute for Gender Equality, 2021).

On the other hand, the Merriam-Webster (2021) dictionary defines glass ceiling as "an intangible barrier within a hierarchy that prevents women or minorities from obtaining upper-level positions".

2.2 Why do women struggle to climb the hierarchy?

In this section are presented possible explanations to what may be the reason for the lack of progression in the career for women. Further, in section 2.4, will be a brief description of how the causes identified are applicable in the Portuguese case.

2.2.1 Gender Asymmetries in Domestic and Family Responsibilities

Although the increasing number of women currently studying and working, there is a part of the woman's life that did not keep pace with this new non-traditional reality: the household activities and responsibilities remain an almost-full "woman's job" (Connell, 2002; Gould et. al. 2016). Actually, there is a common belief that women have what Amâncio and Oliveira (2002, as cited in Amâncio and Correia, 2019, p.80) called a "natural talent" towards house responsibilities showed by women, which is recognized by themselves. This condition impends the women's social progression, as accessing to employment and, consequently, grow in the workplace.

Casaca and Lortie (2018) illustrate an interesting perspective of this problematic, displaying how female stereotypes can showcase the reality: imagine seeing a little girl playing with houses and dolls. The child will most likely make her doll stay at home taking care of the family and housework, while the male doll (representing the father) goes to work. The authors proceed by listing some other stereotype of which some examples are: women are responsible for their children education, women are supposed to cook and deal with the house responsibilities and women are never leaders. On the other hand, looking at the man's perspective, lots of families have admitted not to teach their male children to perform house activities like doing the laundry, as instead they are taught outdoors tasks (Casaca & Lortie, 2018). On what concerns men's stereotypes, the authors refer that men are assumed as leaders, that they are stronger in mathematics fields, and they are not supposed to cook.

Obviously, considering this information, it is not a surprise that, as long as women continue to be responsible for the majority of the house and care work, there will always be a disadvantage towards women to pursue better paid jobs with higher prestige, which are often associated to the need to deliver extra hours (Gould et. al. 2016).
On the brighter side, (Budig, 2014) states that, in the early 2000s, in some particular populations, single women without children living in urban areas and under thirty years old were being paid a higher income than men and that, in general, in 2012, a woman that was never married was earning 96% of what a man earns, almost closing the gap. But then, of course, there is an additional situation to address: pregnancy. Budig (2014) found that mothers receive 4.6% less income per hour than women without children.

The report on wage inequality (Organização Internacional do Trabalho, 2019) proves that in many countries the wage pay gap is, partly, due to the "motherhood pay gap" which, according to the International Labor Organization (hereafter referenced as ILO), is the wage difference between women with children and women without children. This may be related to interruptions on the career in order to provide care to their child, the reduction of the work hours, choosing to pursue jobs more favorable to the family although with lower income (for example, in some countries, women preferred working the public sector, even though being paid less, because the daily schedule was shorter and more flexible), or due to stereotyped decisions related to the hiring and promotion that penalize women who are also mothers.

With so few incentives, women are tending to get married and have children later, focusing previously on getting a good level of education and consolidating their role in the workplace, which makes them less likely to quit their job and more probable to return faster after giving birth (Gould et. al. 2016), although the Portuguese case can be a little different as it will be explained further.

In 2015, out of an analysis of 51 countries, there were close to 46% women with little kids employed, against 53.2% of women without children or with children older than six years old. Ten years prior, this penalty was 38.4% less, which means that women are being more and more prejudiced for motherhood in the workplace over the years (ILO, 2017).

Additionally, CITE revealed that, concerning the year of 2020 and taking in consideration the emergence of the Covid-19 pandemic, the number of contracts that were not renovated for women who were pregnant or have recently given birth reached its highest level ever, with over two thousand complaints presented to the Commission (CITE, 2021). Furthermore, CITE considered that 41% of the layoffs were not justified, contributing to discrimination towards these women.

2.2.2 Gender Pay Gap and Managerial Roles

Although the gender pay gap matter was already mentioned in this thesis, the setting for women, disregarding motherhood, show that they also make less money than men. Despite the existence of legislation (more specifically the ILO's 100th Convention) (MNE, 1966) stating that women and men should have the same remuneration for the same amount of work since 1966, equality has not yet been achieved (Amâncio & Santos,

2021). As stated before, ILO (2019) reinforces that, in 64 countries analyzed, only nine of them showed that the female level of education was not equal or better than men's. Nevertheless, on average, the difference in payment is most times positive, i.e., higher than zero, (meaning that there are only a few cases of countries in which women earn more than men). When it comes to highly feminized professions, education also comes at a price: ILO's study demonstrates that jobs that require higher education pay higher salaries; nonetheless, considering the same education level, the greater the percentage of female participation, the lesser is the payment. As an example, a person that works in a mostly male profession gets paid €15/hour. If the job position changed for a mostly female environment, the payment would decrease to €12/hour. This is one of the consequences of horizontal segregation, a concept that will be explained further.

The Report on Equality produced by the European Commission (2019) declares that the largest gender gap by the hour is found in management positions in whatever industry and it stands at about 23%, a European average. Furthermore, in Europe, the manager position is twice more likely to be filled by a man rather than a woman.

Two of the factors contributing to the gender pay gap, apart from motherhood, are gender discrimination and stereotypes, especially when women eventually break the glass ceiling and reach management positions. Nogueira and Amâncio (1996) reveal that women in management roles follow a "male type of leadership", since some authors associate characteristics like assertiveness and influence as a male characteristic and so, women must go along with this model in order to succeed at their job while losing their female characteristics. Nogueira (2009, p. 75-76) reinforce this idea, quoting: "Public opinion perceives these women in different, contradictory ways: either they are super-women, or they are seen as men. In both cases, their female nature is emphasized. The former is seen as gifted because they perfectly combine the traditional female roles (house and children) with those roles traditionally associated with men (career, leadership, and power). The latter have given up their traditional roles and have opted for those associated with men". Additionally, Barreto et. al. (2009) unveiled another form of discrimination, saying that women are more often promoted to higher positions when these spots have almost unattainable goals and are linked to a higher probability of failure, which is an occurrence known as "the glass cliff". This expression was first coined by Ryan and Haslam (2005), who, in their paper, showed that women on high hierarchy levels are seen as constant targets for discrimination, whether on the matters of appearance and clothing, whether on

language and leadership styles, having frequently to prove to their superiors they are capable and making it harder for them to succeed on what is already a difficult job.

As explained, not many women make it as a top manager. According to the (European Union, 2020), responsible for the delivery of the GDI (Gender Diversity Index), in 2020, on an evaluation performed to 668 companies, only 42 of the evaluated companies have a woman as CEO and only 17% have a female at an executive level, working a decision-maker. These alarming numbers represent what Kanter (1977, as cited in Casaca & Lortie, 2018, p.14) called almost five decades ago "tokens", as they are a minority group facing great pressure to perform well and become a role model, as well as scrutiny from those who see them as intruders in the "man world". These women realize that, in order to belong, they have to adapt and change their behavior to meet the stereotypes of the "powerful group": men. However, if these women had not existed and broken the glass ceiling, many others would not aspire to become one and, consequently, would not invest so much time and dedication in their studies just to qualify as potential candidates for these same management positions. Kanter (1977, as cited in Casaca & Lortie, 2018, p.16) believes this is the way to achieve gender equilibrium and change.

A study by Casaca et. al. (2021c), in collaboration with Iceland Liechtenstein Norway grants (a project dedicated to the research and elimination of inequality among sexes), shows that, in spite of vast efforts undertaken, the gender pay gap is still highly made up by an "unexplained" factor, meaning that, when decomposing the total of factors that could explain the gender pay gap (such as age, company antiquity, education level, work field, among others), close to 60% (monthly perspective) remains unexplained, rising to more of 80% when decomposing the gap in an hourly perspective.

2.2.3 Vertical & Horizontal Sexual Segregation

In spite of being concepts that are highly implemented in labor markets nowadays, not many people are aware of their existence. The first concept is "horizontal sexual segregation", which describes the tendency for women and men to occupy different work fields that may be seen as typically feminine or typically masculine, respectively. This theory also defends that women are destined to a smaller range of options for a profession when compared to men, being the first more inclined to follow paths related, as an example, to social sciences, arts or humanities, and professions with a high number of female workers tend to be more undervalued (Casaca & Lortie, 2018; Amâncio & Santos,

2021). On the other hand, “vertical sexual segregation" can be described as the tendency in which men and women are concentrated in different hierarchy levels within organizations, the latter being more present in lower-ranking positions, contrary to men who are found to be higher on the pyramid (Casaca & Lortie, 2018).

On this matter, Saavedra (2010) showed that, before reaching teenagerhood, both boys and girls are very interested in subjects related to science and technology but, with the advance of time, the interest shown by girls in the area substantially decreases, especially when becoming an adolescent. What may be the cause of this? Amâncio & Santos (2021) say that this change represents the impact of socialization in school and education, which reflects on boys’ and girls’ future professional opportunities. Actually, there is an expression that describes this situation when reflected in the academia environment, known as the “leaky pipeline” which, according to Smith and Sheltzer (2014, p. 10107), refers to “the attrition of women from academic careers”, especially when considering fields like Sciences, Technology, Engineering or Mathematics (more commonly known as STEM disciplines), fields in which the male representation is over 80% (European Comission, 2019). Trying to understand the reasoning behind this, the authors continue by saying that, in accordance with a survey performed on graduate and doctoral students, women give more importance to work-life balance and to parenthood than men, factors that are harder to achieve when one has a permanent job as an academia member. Furthermore, male postdoctoral researchers (postdocs) are twice more likely to expect their spouse to make a sacrifice in their career for their benefit, opposed to women. Finally, the survey also revealed that there is discrimination within scientist women themselves, as pregnant/with kids ladies are considerably less hired for academic jobs than women without children, whereas men with children are perceived as better suited for this type of job than those without kids.

STEM fields are also one of the causes of the gender pay gap, as these fields are associated with a higher male presence and, therefore, are more lucrative than the areas women typically choose like humanities, health, and education (Corbett & Hill, 2016). Furthermore, college majors are related to the wage as well: courses like engineering can expect to reach twice as much wage in ten years as a course in education.

These inclinations are nothing new, as it has been previously stated in this thesis that women have higher difficulties at work when there are other family-related

circumstances. Considering the Portuguese "leaky pipeline", Amâncio (2003) showed that the percentage of women with doctoral degrees employed as an assistant or associate professor is close to four times lower than men's. However, sometimes there is no apparent reason for the choice of a male applicant for the job except for his name. That is what Moss-Racusin et. al. (2012) discovered when, as an experiment, they sent identical job applications for a position in a science faculty, changing only the name and gender of the applicant. The male candidate was perceived as more competent and was even offered a higher wage than the woman's offer.

2.3 Consulting Firms

Consulting services can be a difficult business to describe, as many authors have been trying to reach a global definition for years, without succeeding. Stating Wilkinson (1995, as cited in Butler, 2008, p.70), "The term management consulting is so broad that its definition has defied the efforts of management consultants themselves". The main reason why a definition does not exist is, according to Fincham and Clark (2002), due to the countless markets to enter and endless consulting services one can provide. The authors proceed by stating that the literature on this theme is still underdeveloped. Even so, Kubr (2002, p.10) came up with the following definition for the activity:

> "Management consulting is an independent professional advisory service assisting managers and organizations to achieve organizational purposes and objectives by solving management and business problems, identifying and seizing new opportunities, enhancing learning and implementing changes".

On the other hand, and after analyzing the existing literature, Canato and Giangreco (2011) define consultants based on four categories. They may be perceived as *Information sources* (since they provide and assess information about the industry the client is inserted in/wants to be in), as *Standard setters* (having as main characteristic the share of new ideas and procedures in the industry, but also the knowledge and experience previously obtained), and finally as *Knowledge brokers* and *Knowledge integrators* (as they, after assessing the problems, suggest ways of solving them and also help in the implementation of those solutions in the client's business). In their work, Canato and Giangreco (2011) demonstrate that the growth of the management consulting business was only possible, even if at some part unclear, to the market uncertainty derived from globalization, leading

to business owners questioning if their business is good enough and then, resorting to specialized teams to solve the existing problems or simply upgrading what was already good enough, since the consulting activity is often related to the implementation of innovation.

The market for consulting firms indeed grew a lot over the past years (Butler, 2009; Fincham et.al. 2013). Its "boom" came only in 1980 with the entrance of the firms that "created" the market, even though it is a commercial activity since the beginning of last century. The global revenues in that year were $3 billion; close to 2010, the value had been multiplied by more than a hundred in only 30 years (Fincham et.al. 2013). This success is justified by, according to (David et. al. 2013), the rise of business and economics schools which made possible the hiring of more competent and well-educated consultants, as well as the changes in regulation that did not allow other financial firms (like banks and accounting firms) to act as advisors for their clients.

Nowadays, the main consulting firms are denominated "The Big Four", that used to be the Big Eight but considering all the mergers and scandals some went through, the majority of the market now belongs to Delloite, KPMG, Ernst & Young (EY) and PricewaterhouseCoopers (PwC) (Financial Times, 2015). According to Statista (2021), each one of these companies had revenues between almost $30 billion and $50 billion, with Deloitte and KPMG owing most of its profits to their consultancy area. However, although the high revenues registered in the market, the finance and insurances market, in which consultancy firms are included, register the highest wage pay gap of all industries (Eurostat, 2021), with the biggest discrepancy of almost 40% found in the Czech Republic.

Besides, there is another problem consultants face nowadays. Even though they are placed in one of the best firms in terms of flexibility policies offer, it seems that employees do not benefit from them, as they have been undergoing on intense work hours, more than agreed on contract, for several years (Wynn & Rao, 2019). In the authors' opinion, this happens due to "flexibility stigma", the situation where employees fear that, by taking advantages like parental leave or leaves of absence, they will be perceived as not interested nor devoted to the job. Additionally, consultants also enjoy the feeling of control and that is why the avoidance of flexibility is so great: they do not want to oblige to a certain company policy but rather design their work life and personal life how they

wish. Acting this way, many consultants have affirmed that it is hard to maintain a relationship with the family, spouses or even be alert to health problems, all because of the excessive work agenda. Wynn and Rao, accordingly, tried to understand why consultants would put up with so much work and long hours. The answers varied from "it is a part of the job, it is inherent", "this kind of work life is a choice" and they do not seem to mind and, finally, they can always quit the job once they are done prioritizing the work life over the personal life. This last option reflects on the high turnover of employees in this industry and its "up-or-out" philosophy.

Some years earlier, Hewlett and Luce (2006) had already addressed this problematic, saying that the reasons behind extreme jobs lie in the alterations of the global economic environment and its demanding competitive pressures, improved technology when it comes to communication and cultural changes, complemented by the fact that outsourcing could also be a cause, since people are terrified of losing their jobs. In conversation with a vice chairman of a Big Four company, he stated that the job had grown so much that every day the pile of work never seemed to end and, at the end of the day, the "not taken cared of" part would transpose to the following day, since he has been putting up more tasks than the ones he is meant to do. Furthermore, on a survey taken on people with extreme jobs, almost 70% of the respondents stated that one of the most critical parts to be successful is to be available 24/7 to the client, and that is when technology plays its part. However, close to 65% say it decreases their family time, even though it helps on the job (Hewlett and Luce, 2006).

Hewlett and Luce's research proceeds to explain that, worldwide, women tend to represent 1/3 of the 45% of people who claim to have an extreme job. Nevertheless, this does not mean that women are frightened by having demanding deadlines and work rhythms, on the contrary, 39% of women belong to those that have demanding jobs with a fair schedule, decreasing to 30% when talking about those with demanding jobs and a full extra-hour schedule. The reason why women are not so present as men in these jobs is because men have their partner at home taking care of the household and family, which is a responsibility that tends to rely on women and therefore, the percentage of women who work extreme jobs and are well recompensated (monetarily speaking) is no higher than 20%.

The long hour culture, according to Casaca & Lortie (2018), can be seen as an impediment to gender equality in the workplace, since this culture itself is mostly applied to men, already from the times they were perceived as the breadwinner of their family. Since women, as previously acknowledged, still have to be in charge of the house maintenance and the responsibility of children still relies on them, pursuing a career in highly time-consuming jobs, like consultancy, may be a trade-off they are not willing to take. Men who, on the other hand, not having these responsibilities, still use this culture in their favor to climb the firm's hierarchy since they are more available and flexible to accumulate more work. That is why Wajcman (1998, as cited in Casaca & Lortie, 2018, p.27), say that the "family-friendly" policies companies came up with have been written for women, not changing the man's situation.

Hewlett and Luce (2006) also imply that the workplace has become a social place and, therefore, is not the worst thing to do extra hours if one is doing it with its friends. In the case of consultancy, which may be considered an extreme job but also a "knowledge work", the authors say that firms nowadays are hiring people's brains instead of their bodies, and they assume that if a job is more knowledge-based, then one is more likely to enjoy their job. However, these same companies are still known for having demanding environments and nothing seems to be done from their behalf about reducing the long hours and the crazy lifestyle, although the younger generations (X and Y) seem to be tired of the "work hard" mantra and many revealed the desire of not spending many more years in companies who deliver this lifestyle, even if working 60 weekly hours led them to higher salaries and possible management positions. Indeed, Collishcon (2021) suggests that a risk behavior job can be associated to better remuneration, unlike those of which tasks are mainly routine tasks and, therefore, are less remunerated.

2.4 The Portuguese women: brief context

Going back in time for almost five decades, Portugal went through a tumultuous time with the end of its dictatorship, which allowed the reassertion of the women's role as a part of the society and their rights (Pinto, 2004, as cited in Nogueira, 2009, p.4). Before the revolution that dismantled the installed regime, the man was seen as the head of the household, as a result of *Estado Novo*'s fascist ideology and the education given in schools (Pimentel, 2000). Therefore, what was an already deficient situation for women, was even heightened by the environment of ignorance and fear that people lived,

especially considering the precarious living conditions and the fact that Portugal had one of the highest rates of illiteracy in Europe (Nogueira, Saavedra & Neves, 2006). In the 60s, almost half of the Portuguese population was illiterate and only a small percentage of 0.6% had received a higher level of education (bachelor's degree or higher) (Barreto, 2002).

However, according to Nogueira (2009), it took more than twenty years to achieve stability in the country, since democracy cannot be implemented overnight, but the results are somewhat positive. After the implementation of democracy, the new constitution extended women's rights by allowing them, for example, to file for divorce, as well as to have a profession in the political and judicial spectrum (Amâncio & Santos, 2021). Moreover, in 1977, the Portuguese Civil Code established a non-discrimination principle in Family Law, which aimed to attribute the same rights to both women and men in matrimony, followed by the abolition of the idea of the male figure being the "breadwinner" of the family and, thus, allowing any partner to pursue any career desired, without needing the permission of the other spouse (Nogueira, 2009).

Nowadays, consulting the data in PORDATA, the percentage of Portuguese women who are employed out of the employable population in the year of 2020 was 49.3%, which increased almost 10% from 1974's value of 39.7% (PORDATA, 2021a).

Furthermore, when it comes to education, in 2019 PORDATA registered a total number of 83193 people enrolled in university, of which almost 50000 were female population. For over 30 years now, there has been a higher percentage of women rather than men enrolled for a bachelor's degree, the same for a doctorate degree (Valente, 2021). Indeed, in 2018, the percentage of women with Ph.D. degrees in Portugal was almost 5% higher than the EU-28's value (European Commission, 2021).

CESIS (Centro de Estudos para a Intervenção Social) and CITE (Comissão para a Igualdade no Trabalho e no Emprego) conducted, from 2014 to 2016, a very interesting study that allows the characterization of the Portuguese family model, entitled "Os usos do tempo de homens e de mulheres em Portugal", translating to "The use of time by men and women in Portugal" (Perista, Cardoso, Brázia, Abrantes, & Perista, 2016). The main findings showed that, when it comes to the division of duties in the household, it is the woman figure that still performs most of the tasks. Women, on average and on a daily basis, spend close to four hours and a half on non-paid work, which corresponds to an

additional hour and 45 minutes than men's non-paid work, and this tendency is even more prominent on the weekends. As a reference, at the end of the week (considering seven days), a woman would have more than 12 hours of extra non-paid work than a man. When it comes to meal preparation, close to 75% of women state they use one hour more of their time, every day, to perform this task. On the other hand, more than 40% of the married men, with or without children, say that they never cooked a meal for their family, which is more common amongst men who are 65 years old or more, followed by the ages of 15 to 24.

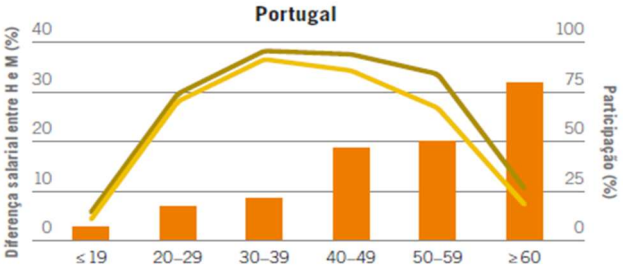
An interesting fact comes with the finding that the income level did not present any major differences in the time spent on non-paid work by neither men nor women. However, the families that have a higher joint income are the ones who tend to spend more time on household duties, unlike the common thought that one could just "purchase" the service elsewhere (Perista et. al. 2016). Also, by evaluating the time disposition and the level of education, it was discovered that people with the average levels of education are the ones that spend most of their time on household tasks and care-providing, followed by people with higher education. Curiously, people with only the first line of studies (primary school or less) are the ones who claim to attribute less time to that type of activities (Perista et. al. 2016). Lastly, Perista et. al. (2016) unveiled a general final thought: women tend to feel guilty if they do not feel that they are using their free time to do chores or other responsibilities, as if they are not allowed to have time for their hobbies or to simply rest.

Entering once again in the gender pay gap topic, evaluating the Portuguese situation, 2018, the Portuguese gender pay gap representing the average gross hourly difference between men's and women's income was 14.4% (Casaca et. al., 2021c). However, when considering not only the base remuneration but also all the bonuses, regular allowances and overtime/extra hours, the gap climbs up to 17.7% for full time workers and 20.65% in total (considering part-time workers as well). The study continues by showing that the gender pay gap is still highly made up by an "unexplained" factor.

Shifting the subject towards the Portuguese pregnant women, ILO (2019) found empirical evidence for what was previously stated: the low participation of women in the labor market when compared to men's is a global phenomenon, no matter the age or the level of income. From the graph presented below (Figure 1), one can conclude that, in Portugal, women during their fertile years, considering the ages between twenty to forty years old

(horizontal axis), are more likely to be less present in the labor market (vertical axis on the right), coinciding with the years where they start showing a larger wage difference when compared to men (vertical axis on the left), which tends to get more significant the older the employees get.

Figure 1 - Women's Participation (%) in the Labor Market and Gender Pay Gap, According to Age



Note. Source: ILO (2019), p. 82. The brown and yellow colors represent men and women's participation, respectively.

Also, in 2019, the Statistics Portugal (hereafter referenced by INE) performed a survey regarding fertility in which it was asked what important measures could be made to help parents whit young children. The main response revealed a desire for more flexible hours at work, for both parents, followed by a need for a longer parental leave (INE, 2021). The "less-needed" measure pointed out was the need for part-time jobs for parents, which makes sense keeping in mind that Portugal has one of the lowest rates for people in part-time jobs in Europe, mainly when it comes to women. These requests go along with the fact that Portuguese women, unlike the European pattern, are more likely to be employed if they have children (at around 80%) rather than women without children (Marques et.al. 2021).

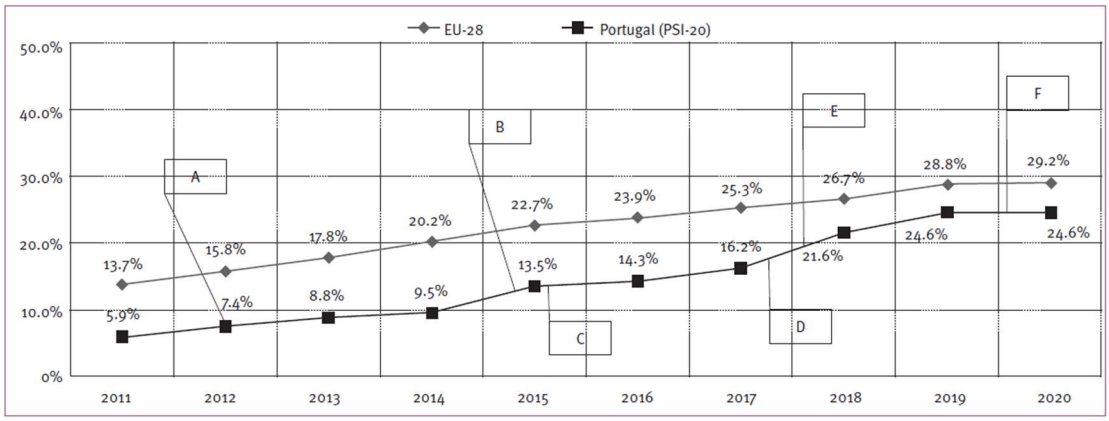
2.5 Measures and Legislation on Gender Inequality

As a way to fight the inequalities faced by women, many measures in terms of the law were taken since the beginning of the Portuguese democracy. In the political spectrum, 2006 saw come to life the parity law, a law which obliges the representation of both sexes of at least a third in the candidate lists for the Assembly of the Republic, European Parliament, and local autarchies (Nogueira, 2009). This initiative was much needed since the percentage of women present in politics have been, throughout the years, below expectations. For example, until this day, there was never a Portuguese female president and only once there was a female Prime Minister, over 40 years ago, and, according to

Nogueira (2009), equality of sexes in politics may only be achieved in 2185, as long as the rate of sex equality registered since 1974 remains the same.

More recently, in 2018, a similar law was established, this time applied to firms in the public sector and listed companies (Casaca, Guedes, Marques & Paço, 2021a). Previous to the regulations, the authors mentioned that firms attempted to promote gender equality through "soft" recommendations and raising awareness to the subject, but it was not enough since the number of women on boards was below 10%. This law, Law no. 62/2017, effective on January 1st 2018, concerns the placement of women in board of directors and supervisory boards in the companies they are inserted in, and there are two rules to follow: the first one states that the representation of both sexes in these boards must be of, at least, a third for both women and men for organizations in the public sector; the second rule is applied to the listed firms, who are obligated to have in their boards a 20% representation of both women and men after their first assembly in January 1st 2018, with this percentage rising to 33.3% after January 1st 2020. In case of disrespect for the law, companies will be financial and reputationally punished (Casaca et.al. 2021a). After the implementation of this principle, data from 2020 shows that the percentage of women's representation of boards was close to 25% and showed the smallest difference to the EU's value in 2019 (less than 3%).

Figure 2 - Women's representation as board members in the largest PLCs (2011-2020)



Note. Source : Casaca et. al. (2021a), p. 4.

However, this law has generated a lot of controversy, having opinions arguing that it may compromise justice and meritocracy (Casaca, Guedes, Marques & Paço, 2021b), which corresponds to an opinion mostly given by men. Women, in an attempt to contradict this

perception, reinsure that they are capable and have the necessary competences to perform the job, even if showing additional work to prove so to their male colleagues or showing signs of having experienced discrimination (Casaca et.al, 2019b).

On the other hand, in an attempt to reduce the pay gap between sexes, the Portuguese legislature contemplates a law from 2018 (Law no. 60/2018) regarding payment transparency, aiming to contribute to wage equality and letting people know that, in cases of discrimination, there are organizations to help the complainant (like CITE). Furthermore, the European Equal Pay Day exists to mark the day where, supposedly, until the end of the year, women stop being paid for their work to represent the pay gap they are victims of (European Union, 2020). This day is "celebrated" to raise awareness of the situation and in 2020, it took place on November 10th, 52 days before the end of the year (Sapage, 2020).

Concerning pregnancy and the start of family, the Portuguese government has also given a little help to recent parents. Right after democracy was implemented, one of the first measures taken in this matters were to give women a three-month maternity-leave (Marques et.al. 2021). Fathers, on the other hand, had to wait until close to the 90s to have their first policy and were only allowed two days off for the birth of the child. At the turning of the century, fathers were able to have five paid days off as a parental leave, which became 10 days in 2009 (Marques et.al. 2021). A decade later, thanks to the Law no. 90/2019, mothers and parents may take a shared parental leave of maximum 180 days, of which 150 of those days are fully paid and the remaining month is paid at 80%. If the progenitors decide to take the leave individually, the fathers are obligated to take a maximum of 20 days, whereas the mother can opt to have 30 days prior to the birth plus the mandatory six weeks after the birth. These measures have increasingly been taken up by the fathers, as the percentage of men who took the shared parental leave in 2020 registered at approximately 44% (CIG, 2021). When it comes to the pay gap during motherhood, ILO (2019) adverts that the more equative division of household responsibilities and care-provision for both children and the elderly family members would allow women to make different decisions towards their work life and their aspirations. Furthermore, the organization continues by stating that there is also a lack of public services when it comes to childcare or firm policies adequate enough on what concerns the flexibilization of the work schedule, as well as the lack of support programs

that may help women return to work after the birth of their babies, an opinion shared by Marques et. al. (2021).

3. Methodology

This chapter aims to explain the method followed to find evidence on the questions posed previously:

- What are the main employment characteristics of the Sector M (Consulting, Scientific, Technical, and similar activities) in Portugal, from a gender-sensitive analysis?
- How gendered balanced are the consulting firms' boardrooms? Is the representation of women on the corporate boards behind or ahead the overall sector in the country?
- How much is the current gender pay gap in Sector M?

This section will contain subsections explaining the type of study performed, the samples analysed, and the method followed for data collection.

3.1 Purpose and Type of Study

The aim of this study consists of the analysis of the characteristics of the consulting industry and its display in terms of the presence of women in boardrooms in Portugal.

The methodology will be separated into two parts, the first one targeting to access the women's work trends in both general and consulting activities and the second will consist of an analysis of audit and consulting enterprises in activity in Portugal to evaluate the presence of women in high-in-the-hierarchy positions, like management boards and fiscal/supervisory councils.

To do so, the chosen method was to follow a quantitative descriptive analysis i.e., a description using data that produces a numerical outcome like statistics (Saunders, Lewis and Thornhill, 2016), that employs secondary data. More specifically, the first part uses a mandatory annual report answered by employers as secondary data. Saunders et.al. (2016) describe secondary data as data collected most times through questionnaires referring to organizations or people, which may be obtained on a regular basis, which matches the database utilized (yearly study). The second part uses document secondary data which, according to Saunders et. al. (2016) is a type of data that serves as evidence

throughout time, such as reports and public records. The authors continue to affirm that this type of data is recommended to use when dealing with statistics and frequencies.

Since the objective of the thesis is to characterize a whole industry, and women inside of that industry, using secondary data was the most appealing option to follow since, quoting Saunders et. al. (2016, p. 322), "If your research question is concerned with national variations in consumer spending it is unlikely that you will be able to collect sufficient data of your own".

3.2 Sample Collection

As explained in the previous section, there are two parts to consider as results. For the first part, aiming to characterize the Portuguese market with particular interest in the consultancy industry, it was used the latest available database at the time of this thesis from the Quadros de Pessoal (GEP, 2021a), concerning the year of 2019. Quadros de Pessoal refers to an annual mandatory administrative act of which data is collected by GEP (Gabinete de Estratégia e Planeamento), a body answerable to the Portuguese Ministry of Labour, Solidarity and Social Security, and contains information regarding five main themes: Corporate Structure, Employment, Working Time, Remuneration and Collective Labour Regulation. All the data corresponds to the date of October 2019 and excludes any data from the islands of Madeira and Azores. The respondents match 310 thousand employers (who are obligated to deliver this data annually), contemplating more than three million employees at the employer's account. Since it was impossible to obtain the disaggregated data, the sector under analysis will be sector M (Professional, Scientific and Technical Activities), contemplating consulting, scientific, technical, and similar activities, which covers the NACE code (or CAE – Classificação de Atividade Económica), linked to firms on the accounting and audit, as well as consultancy. The number of respondents in this sector is 20545. The information will have a sensitivity level of up to one decimal place.

The second stage examines 20 audit and consulting companies, regarding their top boards (boards of directors and fiscal council). For that purpose, information was collected from the companies' transparency reports or, in some cases, in the correspondent internet websites. For the companies unable to have access to transparency reports, sustainability reports were evaluated since most also treat subjects related to gender equality, which were retrieved from their internet websites. The enterprises evaluated were chosen based

on their reputation in the market, hence, the sample is not representative of the whole universe. It an intentional-based sample intended to illustrate the issue under study. However, for a small number of companies (three) that did not have available transparency reports, it was used instead data gathered from their websites referring to headquarters values, for which the reading of the results and its consequent extrapolation to Portugal cannot be achieved.

3.3 Data Treatment

For the first section (Industry and Portugal characterization), data was available online on an Excel format, which allowed the immediate interpretation of the metrics used. Due to the great amount of metrics analysed on the database, a table was used to gather and announce the metrics relevant to the thesis from Quadros de Pessoal (in the beginning of the section 4.1, identified as table I), which are further interpreted. Furthermore, the tables analysed may be found in the Appendix 1. The table is divided by number of the metric and metric description.

The second section resulted in a table as well (in the beginning of the section 4.2, identified as table II), this time gathering information from all the collected transparency and sustainability reports, as well as from the enterprises websites when the reports did not provide the answers needed. The table is divided by company name, year of last transparency report, number (or percentage) of women in the board of directors, number of women in the fiscal council and other relevant observations.

4. Data Analysis

4.1. Portuguese Consulting Environment

In order to be able to characterize the consulting market, it will be presented a comparison between sector M (Professional, Scientific and Technical Activities) and the general Portuguese situation on all the categories considered important, i.e., comparing the market in which consulting firms are inserted with the total of all markets and business activities, according to GEP (2021a). The categories evaluated will be the following (which may be found in more detail in the Appendix 1):

Table I - Metrics analysed (from Quadros de Pessoal)

Metric number	**Metric description**
1	Distribution of number of enterprises, by activity
2	Number of employees working at a company, according to activity and firm dimension
3	Distribution of enterprises, according to region (NUTS II)
4	Distribution of enterprises according to employees' seniority, by activity
5	Distribution of workers, by activity, according to education level (overall, men and women)
6	Distribution of workers, by activity, according to qualification level (overall, men and women)
7	Distribution of workers, by activity, according to type of contract (overall, men and women)
8	Distribution of workers, by activity, according to work regime (overall, men and women)
9	Distribution of time spent at work, weekly (overall, men and women)
10	Distribution of average basic wage, by activity, according to qualification level (overall, men and women)
11	Distribution of average overall earnings, by activity, according to qualification level (overall, men and women)
12	Distribution of employees' remuneration, by remuneration class (overall, men and women)
13	Distribution of remuneration by activity, according to work regime (overall, men and women)

4.1.1 Analysis of the Corporate Structure

In the year of 2019, there was a total of 253528 companies with employees at their care of which 20545 were companies registered under the activity of "Consultancy, Scientific,

Technical and similar activities", being this the sixth major activity in Portugal, accounting for 8% of total Portuguese firms (responding to this report) (Appendix I, Table 1). In terms of the companies themselves, close to 70% employ between one to four people, with only 0.1% of companies employing 500+ people, which is the case of the Big Four companies (as seen before, Deloitte, KPMG, Ernest & Young and PwC). Interesting enough, these four firms made, in 2019, more than 40% of the industry revenue, regarding the audit activity alone (Relvas, 2020). At that year, 145486 people were working in the analysed industry, out of more than three million people employed, accounting for approximately 5% of the working population. When it comes to sector M, including consultancy, the data show the majority of employees are allocated in firms of ten to 49 people (about 24.3%), followed by, once again, the small consultancy firms of one to four employees (about 23.3%). However, this time there is also a considerable amount of people (11%) working on the big firms, i.e., the 500+ people. The tendencies followed in this industry are not the same as when observing the whole Portuguese picture, in which people most people are employed at a firm of ten to 49 people (24.8%), followed by the 500+ firms (23.9%) (Appendix I, Table 2).

With regards to the distribution of companies by region, the total trend shows that most firms are located in the north of Portugal, followed by the metropolitan area of Lisbon and the least number of firms can be found in the south of Portugal, Algarve. This finding seems to be a little different when it comes to the industry under analysis, since the bigger part of the market is in the metropolitan area of Lisbon, only to be followed by the northern region. In terms of percentage, this translates to a 35.1% presence in the Lisbon area and a 34.9% in the north. Although the numbers are quite close to each other, it is important to remark that the Lisbon area alone has a higher concentration of sector M's companies than the one found in the entire northern region (which is, obviously, larger in territory). That is easily understandable as Lisbon is the capital of the country and, therefore, most companies believe that it is the best place to grow their business (Appendix I, Table 3).

A great way to characterize the consultancy industry is through its employee's seniority (Appendix I, Table 4). As explained before in section 2.3, consulting can be a high rotation job due to its demanding hours and "hard to keep-up" work rhythm. Indeed, the

numbers confirm that theory, although not as much as thought. In the year of 2019, the considered industry had close to 6300 firms with people employed who have been working in the business for between 10 to 19 years, accounting for approximately 31% of the firms in this activity. Next, not far long, comes the antique group of 20 to 49 years, which shows a small decrease of representation, staying at 27% of the firms. Finally, when looking at the 50+ group, the representation is as small as 0.3%, corresponding to only 65 firms, which is expectable. The combined groups of companies with employees whose company years are less than a year, one to four years and five to nine years is equivalent to approximately 42% of the total enterprise force in the area. So, in conclusion, it is not possible to, through this dataset, prove the high rotation of workers in sector and, consequently, in consulting firms since the ten years, or more, seems to be the biggest tendency. However, this same tendency still goes against the national tendency, disregarding activities: people usually seem to stay at their current firms between 20 to 49 years (what happens in about 29% of the evaluated firms), followed then by the ten to 19 years group, which represents 27% of total employments. This slight difference shows that, when reaching the 20 to 49 years of working at a particular firm, sector M shows a higher quit rate than the national average, even though it may not be significant enough to make great conclusions about the industry.

As seen before, in 2019 more than 145000 people were working in the Professional, Scientific and Technical activities' business. An interesting takeaway from this number is that the majority of this people work at somebody else's accountability (close to 91%) while only a small part is an actual owner of their own consulting firm (about 8%). These findings do not differ much from the Portuguese overall panorama, as 95% of all employees work in a firm which does not belong to them (Appendix I, Table 5).

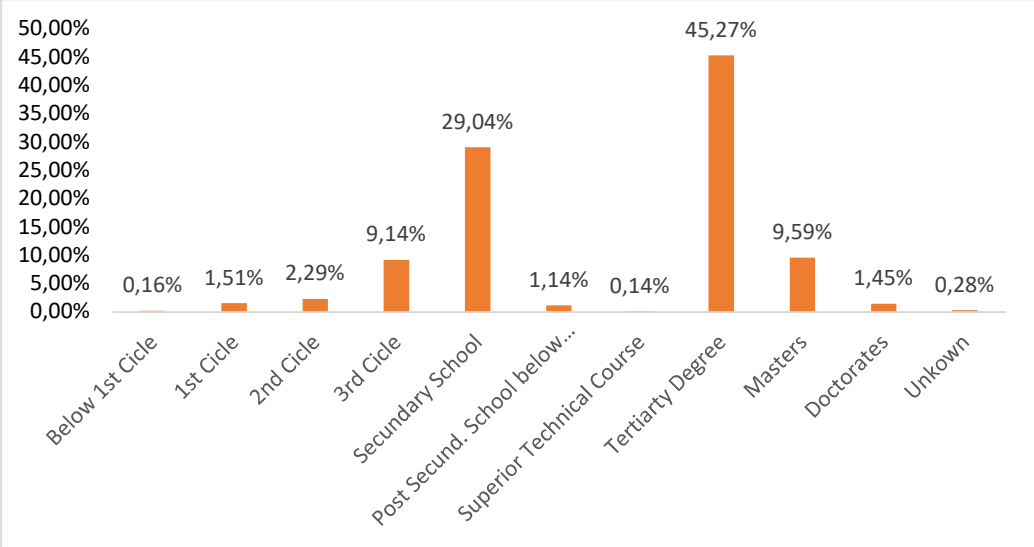
4.1.2 Employment Characteristics

Entering now on a more "people-oriented" study, there is a study on the responding people's education level (Appendix I, Table 6). Looking at the Portuguese overall paradigm first, it may not come as a shock that the most common level of education was found at high school (at around 30%), followed then by the 3rd cycle of studies (26%), with the 3rd biggest group being the tertiary's degree (18%). Even though the number of bachelor's degrees has been rising for over decades now (PORDATA, 2021b) and should

now represent a higher number than people only having the high school level, it is important to keep in mind that this survey was answered by people of all ages, of which specially the elderly not working in specialized industries, did not have the same opportunities to achieve a higher level of studies as nowadays happens.

Now the industry under analysis shows some differences as it possible to observe below in figure 3. First of all, by being an area that requires a certain level of schooling, having a tertiary's degree is, as expected, the most common education level among the sample, corresponding to 45% of the employees. Second, not only the third biggest group are master's degrees, which represents close to 10% of the sample for this sector, but also is the highest rate of a master's degree in any other area, staying ahead of employees with master's degrees in businesses like transforming industry and activities related to information and communication. In terms of PhDs, the numbers are quite positive since it is the second industry with the highest number of doctorate degrees (about 1.5%, corresponding to 1925 doctorates), losing only the first place to the 3517 employees in the education area.

Figure 3 - Percentage of Education Levels in Sector M, in 2019



Note. Source: Own elaboration based on Quadros de Pessoal (2021a)

Continuing the education theme, data show a relation between superior level jobs and higher education, as 67.4% of the workers at this level have a tertiary's degree. This metric can be even more common on women than men, since 72% women on top jobs have a tertiary's degree against 63% of men. In terms of master's and doctorates degrees

for the same qualification level, the percentages are more balanced with 12.6% women having a master's degree and 2.6% having PhDs while men decrease in these percentages by 0.2% on both education levels (Appendix I, Tables 7.1, 7.2 and 7.3).

In order to evaluate the potential evidence of glass ceiling, an analysis was performed on the qualification levels of both men and women in each sector (i.e., NACE). In general, close to 37% of the employees, representing more than one million people, were found to be qualified professionals at their job, while only 8% were higher professionals. This last same percentage (8%) is the amount of people working as senior officials, while middle technicians' positions decrease to a representation of 5%. When it comes to the sector M, the proportions are not so different. The problem only seems to appear when comparing the data from both sexes. Women, as expected from the results presented on the literature review, are more qualified than men. In fact, in the industry under analysis, there are almost 15 000 qualified male professionals and close to 22 000 qualified female professionals, corresponding to percentages of 20% and 30%, respectively. When climbing the hierarchical qualification level, as supervisors and team leaders, men and women may be perceived as somewhat equals, if though with a slight decay for women, with 3788 male supervisors and 3260 female supervisors, resulting in percentages of 54% and 46% respectively. However, the major differences can only be found when analysing the data about the middle technicians and senior officials' positions in the business. On what concerns middle positions, women have a clear advantage of representation, with 57% of them reaching this level, while men fill the remaining 43%. On the other hand, evaluating senior positions, 16368 men fill these stops (53%) against 14719 women (47%). These values show an example of vertical sexual segregation, as previously explained, in which women are indeed more qualified and yet, more present as qualified employees and not as much as top employees. The Portuguese general situation assumes a more equalitarian view on this topic, with 48% and 49% women present in top and middle boards, respectively. (Appendix I, Tables 8.1, 8.2 and 8.3).

Although the statistics show a not so bad picture of the current condition, further will be presented an analysis on a group of consulting firms alone showing otherwise.

4.1.3 Work Duration

Switching the analysis to type of contracts (Appendix I, Tables 9.1, 9.2 and 9.3), 67% of the contracts in the industry under investigation were permanent contracts, 24% are

employment with short-term contracts and 8% are contracts for an uncertain term. Moving to a sex perspective, out of the 60154 and 72457 male and female consultants, respectively, 65% and 69% have secured permanent job positions. Regarding employment contracts with a certain term, men represent 24% of the equation, while women represent 23% and for contracts with an uncertain term the percentages change to 10% and 6%, respectively. The situation for men and women, consolidating all the activities, does not show many differences.

The attention should, however, shift to the full-time jobs versus the part-time jobs, which show a clear differentiation. For both women and men, the percentage of part-time jobs in Portugal is 7.5%, whereas in the business where Sector M operates the percentage changes to 5%. Changing to men's perspectives, 4.7% of men work part-time jobs while in Sector M the percentage decreases to 3.5%. The issue comes when analysing the women's perspective of which 10.6% are part-times workers and the Sector M's tendency almost doubles from the men's, staying at 6.1%. Therefore, the data consolidate the theory presented before stating that women tend to work more part-time jobs than men (Appendix I, Tables 10.1, 10.2 and 10.3).

Keeping in mind that the Portugal standard work hours per week is 40 hours, 86.5% of the workers in the analysed industry affirm to work more than 39 hours per week, of which 99.9% say to work the equivalent to 40 hours (further will be displayed the data related to the afterhours) (Appendix I, Table 11). Analysing by sex, male professionals work on average 39.6 hours whereas females work for 39.5 hours on a week basis, and women in general who work full-time jobs work for 39.2 hours while men work an additional 0.6 hour (Appendix I, Table 12). Looking at the general circumstances in terms of qualification level, the group who seems to work the most time relies on non-qualified professionals and interns with 39.8 hours per week and the employees follows this same pattern but for non-qualified and qualified workers (Appendix I, Table11).

Now, confirming the long hours, it is possible to observe below that employees from Sector M work on average 3.6 more hours per week, which is the same as the Portuguese overall average. The job positions presenting the higher number of long hours are supervisors and team leaders (4.6H), followed by non-qualified professionals (4.4H) and then trainees and apprentices (4.2H) (Appendix I, Table 13).

Figure 4 - Number of Extra Hours/Week in Sector M

Note. Source: Own elaboration based on Quadros de Pessoal (2021a)

4.1.4 Remuneration

On what concerns remuneration, large firms seem to be to ones to pay the highest basic wages, since the Portuguese average is €1005 but companies with more than 250 employees pay more than €1100. On Sector M, including consulting firms, the highest wage was found on 500+ employees firms, followed by the 50-99 employees group, making the average wage almost €1300. Changing the assessment to consider qualification levels now, obviously superior positions make the most money and, as expected, trainees are the ones paid less. In the industry under analysis, the same maintains for higher posts, but this time trainees are not the less paid, being replaced by non-qualified professionals. Another interesting observation is that middle technicians make €500 less than supervisors and team managers. Furthermore, when looking at the pay checks by sex, things change for women: at every position, their pay check never equals men's. At a senior position, a male employee of the sector M's industry earns at the end of the month a base wage of €2216.96, and a female makes, for the same position, a basic wage of €1660.21, approximately 75% of what a man makes. At a middle level position, the gap stands at 19% and the smallest gap is only found on trainees' jobs, where, even so, women make 97% of the men's wage. By hour, a man working a top-of-the-hierarchy consultant makes almost €13 per hour, for which a woman, on the other hand, €9.68, maintaining the 25% gap. Unfortunately, this tendency is also reflected in the Portuguese overall case which confirms the existence of wage pay gap (Appendix I, Tables 14.1, 14.2, 14.3). When assessing the overall income (considering bonuses and regular allowances), the wage for men in senior management climbs to close to 2525€ (approximately 300€ more than the base wage), whereas women also increases but only

230€, meaning the wage becomes 1890€ and, therefore, the gender pay gap is 25% (Appendix I, Tables 15.1, 15.2, 15.3).

The gap obtained in the industry confirms the gap presented in Barómetro (represented below), a database also created by GEP (2019b). This time, it is important to consider the factor-weighted gender pay gap, which stands at 12.6% and 13.6%, respectively, for base remuneration and liquid earnings. Considering the adjusted pay gap allows to group homogeneous data relative to other characteristics other than sex (for example, women with the same qualifications level or the same antiquity in the firm) and, afterwards, multiply each group by their "weight" on the overall women and men's values, to achieve a percentage. When all the separate groups are summed up, it leads to the final adjusted gender pay gap, that may be seen as a "more concrete" and real value for the gap, as it expels characteristics that could bias the results, positive or negatively (for example, women from different firms or with different education levels).

Figure 5 - Factor-Weighted Pay Gap in 2019

Note. Source: GEP (2019b), Excel file.

More than half of Portuguese workers earn between €600 to €749,99, with only 28.6% making more than €1000 per month, of which 3.6% represent people who make between €2.500 to €4999.99 and only a small 0.6% are able to achieve a wage on the €5000 level. However, in Sector M, 40% of the workers belong to the €1000 to €2499.99 group, followed by the 28% who make between €600 to €749,99. The restricted €5000+ class is filled by only 1.4% of the employees (Appendix I, Table 16).

The pay gap also exists in part time jobs, where the average Portuguese woman working a part-time job still makes only 87% of their male counterpart. Moving to Sector M, the gap stays at 27%. (Appendix I, Table 17).

4.2 Presence of female members on Portuguese Consulting firms

As explained, this second part will look at 20 enterprises regarding the number/percentage of women in top positions by evaluating their transparency reports, sustainability reports or, sometimes, their firm's websites, which allowed to access the results found below.

Table II - Analysis regarding female presence in consulting firms operating in Portugal

Company Name	Year of last transparency report	Number/percentage of Women on the Board of Directors	No. of Women on Fiscal Council	Other observations
Accenture	2020	36% women	0 out of 1	• The CEO of Accenture global is a woman. • The percentage of women working in Accenture Portugal is 43%. • The percentage of women in management roles is 24%.
Bakertilly	2020	0 out of 1	0 out of 1	• 2 out of 9 senior collaborators are women.
BDO	2020	0 out of 7	0 out of 1	• 1 female partner was elected in January 2021.
Boston Consulting Group*	2020	6 out of 16 (globally) NOTE: It was considered the executive committee	0 out of 2 NOTE: It was considered the chairmen	• The data refer to the headquarters. • One of the women belonging to the executive committee is one of the Portuguese subsidiary leaders. • Women represent 44% of total employees globally and have a presence of 35% in the executive committee. Among all leadership positions, the percentage is only 23%. • In Portugal, there are 4 leaders of which only 1 is a woman.
Capgemini*	2020	8 out of 30 NOTE: It was considered the group executive board	6 out of 15 NOTE: It was considered the boards of directors	• The data refer to the headquarters. • 30% of new vice-presidents are women. • 35% of employees are women. • 20% of the Executive Leaders (key position) are women.
Crowe	2020	3 out of 5	(Report did not mention the Fiscal Council team)	-
Deloitte	2021	1 out of 5	0 out of 3 (plus 1 male substitute)	-
DFK	2021	0 out of 4	(Report did not mention the Fiscal Council team)	• 3 women are identified as Business leaders but not as partners.
EY	2021	1 out of 5	3 out of 3 (plus 1 female substitute)	• In 2021, 36.8% of the new audit partners, globally, were women. • 52.4% of the employees hired in 2020 were women.
Grant Thornton	2021	0 out of 7	(Report did not mention the Fiscal Council team)	-

Ribeiro da Cunha & Associados	2020	0 out of 4	(Report did not mention the Fiscal Council team)	• There is 1 female partner out of 6 partners.
KPMG	2020	1 out of 5	0 out of 2	• Since September 2022, there are 2 women in the executive commission out of 7 partners. • Globally, there are 42.5% women taking management positions but only 25.7% in leadership.
Mazars	2021	1 out of 5	1 entity (MC Godinho & Associados) and 1 female substitute	• 1 woman out of 11 partners.
McKinsey*	2020	30% women	20.7% women NOTE: It was considered the boards of directors	• The data refer to the headquarters. • 46% of women collaborators globally. • Women represent 21% of the total partners, associate partners, and women in senior roles. • 41.6% represent the percentage of female managers. • Evaluating their website, the executive committee is now composed by 8 women out of 30, making it a presence of 27% females.
Moore	2020	1 out of 5	Quality control performed by CMVM	• 2 women out of 7 partners.
NTT Data	2021	2 out of 15	1 out of 4	• NTT Data bought Everis, which was a big consulting firm in Portugal. • The company aims to raise the numbers of directors to at least 15 by 2025. • Women represented in 2020 32% of the firm's collaborators (31 942 women out of 99 491 employees) • The firm's 2020 percentage of women in management positions is 22.9%, decreasing to 13.3% when talking about top management posts.
PFK	2020	0 out of 1	0 out of 2 (plus Quality Control performed by CMVM)	• 1 female partner out of 6 partners
PwC	2020	2 out of 13	1 out of 1	• 7 female partners out of 27
RSM & Associados	2020	0 out of 2	(Report did not mention the Fiscal Council team)	• 1 female partner out of 7 partners
UHY & Associados	2020	0 out 3	(Report did not mention the Fiscal Council team)	• 0 female partners

* This company did not make available a transparency report available for Portugal, using instead the data of their global top boards accessed on the sustainability reports.

Note. Source: Own elaboration

From the table, it is possible to observe that the only enterprise, out of 20, with a women percentage in the managerial board equal or higher than 50% (parity scenario) was Crowe, with 60%. Furthermore, regarding fiscal boards, 2 firms showed an 100% composition of women, being those EY and PwC.

Overall, summing up all the numbers from the board of directors and the fiscal council, there are, respectively, a percentage of women's participation on those boards of 15.9% and of 25.8% (disregarding those whose numbers were not displayed, i.e., Crowe, DFK, Grant Thornton, Ribeiro da Cunha, Moore, RSM and UHY; Mazars was considered as to have 1 female out of 2 participants in the council). The values used are represented below.

Table III - Total average percentage of women on Board of Directors and Fiscal Councils

Company	Accenture	Bakertilly	BDO	Capgemini	Crowe	Deloitte	DFK	EY	Grant T.	Ribeiro Cunha
Board of Directors	36%	0%	37.5%	26.7%	60%	20%	0%	20%	0%	0%
Fisc. Council	0%	0%	0%	40%	-	0%	-	100%	-	-

Company	KPMG	Mazars	McKinsey	Moore	NTT Data	PFK	PwC	RSM	UHY	**Total**
Board of Directors	20%	20%	30%	20%	13.3%	0%	15.4%	0%	0%	**15.9%**
Fisc. Council	0%	50%	20.7%	-	25%	-	100%	-	-	**25.8%**

Note. Source: Own elaboration

One must pay attention that some very few firms only revealed global values which affects the results of the calculations. Nevertheless, the results confirm the hypothesis posed: there is, indeed, a glass ceiling for women working as consultants. Some companies showed values for the percentage of women in the corporation (like Accenture, BCG or EY), proving that even though the company has a close approximation of 50-50 men and women as collaborators, women are still retained in the low and middle positions, confirming the vertical sexual segregation theory, posed in the literature review section, as well.

5. Conclusions

5.1 Introduction

After a long analysis on the topic of women empowerment on their firms, it seems that there is still a long way to pursue as, overall, men still win the race for the leadership of enterprises.

5.2 Discussion

The numbers do not lie, and even though women have more access to the job market, as well as education level, than ever, vertical sexual segregation is real, and is impending women to climb the ladder, due to glass ceiling. The results showed that the boardrooms are underrepresented by women, displaying a female presence of 15.9% and 25.8% on the boards of directors and fiscal councils, respectively.

The gender pay gap in Sector M stays at an alarming 21.3%, decreasing to 13.6% when considering the adjusted gender pay gap. The gap is almost inexistent (i.e., close to zero) at the beginning of the career in the industry that covers consulting firms, but, as a woman advances in the career, finds more and more cuts to her remuneration, especially in highest qualified positions in which the gap corresponds approximately to one quarter of the man's remuneration. The number of part-time workers being approximately twice more women than men should also be an alarming metric to change. Sector M shows also a great presence of educated employees, having the highest number of Master's and PhDs of all the activities in Portugal, being these education levels more common among women than men.

Many of the firms in the present study manifested, in some way (either on their website or sustainability reports), the need and desire to achieve equality in their boards and management positions, applying policies to help them achieve those positions (as an example, Mckinsey states "Our aspiration is to ensure that women are equally represented across all levels of our firm, have an exceptional environment for growth and advancement, and feel fully supported at McKinsey" (McKinsey, 2021, p.53). Also, Capgemini states "Some of our initiatives specifically target girls and young women, notably to introduce them to the job opportunities offered by the technology sector" (Capgemini, 2021, p. 71)). Some others have even shown the progression of the female presence within the firm throughout the years and, although equality is still far from being

the *status-quo*, the talk has begun, and the numbers are getting higher. The glass has not yet been broken, but it is beginning to crack.

On a brighter side, as a way to mark Women's Day, celebrated on March 8th, UpM (União para o Mediterrâneo) launched a report stating that, out of the European Union, Portugal presents the highest number of female entrepreneurs in 2020, representing 37.2% of the entrepreneurs in Portugal (Lusa, 2022). This shows that women are more comfortable in opening their businesses and taking ownership of their careers.

5.4 Contributions

As a suggestion, it is recommended to continue this work in the future with a larger sample of firms evaluated and with a considerable amount of data throughout time (as an example, 5 to 10 years), allowing the acknowledgement (or not) of changes within firms in the matter. On a more qualitative approach, it is suggested the undertaking of interviews with women who made it to these positions and how was their path climbing the ladder, whilst making sure that they feel comfortable sharing their experience.

5.3 Limitations

The limitations found on this thesis were many. Firstly, the number of firms analyzed was a small number since not many enterprises present a transparency report, while making it available to the public, justifying the need to resort to well-known consulting firms using only global values, which biased the results.

Second, the thesis was based on secondary data alone, since it would be difficult for one to gather all this information without the needed human and monetary resources. Furthermore, information related to the consulting industry was consolidated together with the scientific, technical, and similar industries, making it difficult to access to consultancy-only information. Interviews were not performed, which could be an approach to the study, due to the discomfort women feel when being asked if experienced any kind of discrimination at the workplace, ending up by denying it most of the times, even when discrimination does, in fact, exist and, therefore, changing the results.

Finally, all of the data used for the 4.1 section was related to 2019, only a year after the insertion of the Law no. 62/2017 (only established in the beginning of 2018), leaving it few time to perform deep structure changes within the firms regarding the percentage of women in top positions.

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Appendix

APPENDIX 1 – Tables analysed in section 4.1

Table 1

Number of enterprises, regarding employee number, by activity

QUADRO 1A

EMPRESAS COM TRABALHADORES POR CONTA DE OUTREM, POR ACTIVIDADE ECONÓMICA, SEGUNDO O ESCALÃO DE DIMENSÃO DA EMPRESA

Voltar ao ÍNDICE

OUTUBRO 2019

CONTINENTE

ACTIVIDADES (CAE - REV.3) / ESCALÕES DE DIMENSÃO	TOTAL	1 - 4 Pessoas	5 - 9 Pessoas	10 - 49 Pessoas	50 - 99 Pessoas	100 - 249 Pessoas	250 - 499 Pessoas	500 e + Pessoas
TOTAL	253528	154626	51026	39802	4536	2442	620	476
62/63 Consultoria e prog. Inf. e activ. Rel.; Act. dos serv. Inf.	3192	1695	627	651	101	73	27	18
K Actividades financeiras e de seguros	3147	2206	469	330	68	43	14	17
L Actividades imobiliárias	7459	5994	1011	427	20	5	2	-
M Actividades de consultoria, cient., téc. e sim.	20545	14234	3975	2028	157	102	31	18
N Actividades adm. e dos serv. de apoio	7122	4094	1317	1234	184	143	63	87

Table 2

Number of employees in firms according to size, by activity

QUADRO 3A

PESSOAS AO SERVIÇO NAS EMPRESAS COM TRABALHADORES POR CONTA DE OUTREM, POR ACTIVIDADE ECONÓMICA, SEGUNDO O ESCALÃO DE DIMENSÃO DA EMPRESA

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ACTIVIDADES (CAE - REV.3) / ESCALÕES DE DIMENSÃO	TOTAL	1 - 4 Pessoas	5 - 9 Pessoas	10 - 49 Pessoas	50 - 99 Pessoas	100 - 249 Pessoas	250 - 499 Pessoas	500 e + Pessoas
TOTAL	3084717	342688	331326	774846	310532	367484	213503	744338
62/63 Consultoria e prog. Inf. e activ. Rel.; Act. dos serv. Inf.	68739	3901	4115	13281	6924	11722	10018	18778
K Actividades financeiras e de seguros	72292	4944	2957	7773	4807	7137	4889	39785
L Actividades imobiliárias	28719	12057	6457	7291	1438	686	790	-
M Actividades de consultoria, cient., téc. e sim.	145486	31603	25260	35974	10669	15361	11261	15358
N Actividades adm. e dos serv. de apoio	296326	9253	8648	24953	12793	21616	20773	198290

Table 3

Number of firms, by activity, distributed according to Portuguese region

QUADRO 11A

ESTABELECIMENTOS DE EMPRESAS COM TRABALHADORES POR CONTA DE OUTREM, POR ACTIVIDADE ECONÓMICA, SEGUNDO A REGIÃO (NUTS II) DO CONTINENTE

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CONTINENTE

ACTIVIDADES (CAE - REV.3) / NUTS II DO CONTINENTE	TOTAL	Norte	Centro	Área Metropolitana de Lisboa	Alentejo	Algarve
TOTAL	300698	113444	68158	77341	22297	19458
62/63 Consultoria e prog. Inf. e activ. Rel.; Act. dos serv. Inf.	3503	1070	521	1722	106	84
K Actividades financeiras e de seguros	7250	2539	1746	2066	542	357
L Actividades imobiliárias	7870	2404	1090	3206	275	895
M Actividades de consultoria, cient., téc. e sim.	21817	7604	4242	7646	1187	1138
N Actividades adm. e dos serv. de apoio	8541	2962	1442	2835	376	926

Table 4

Distribution of enterprises according to employees' seniority, by activity

QUADRO 27A

EMPRESAS COM TRABALHADORES POR CONTA DE OUTREM, POR ACTIVIDADE ECONÓMICA, SEGUNDO O ESCALÃO DE ANTIGUIDADE

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CONTINENTE

ESCALÕES DE ANTIGUIDADE / ACTIVIDADES (CAE - REV.3)	TOTAL	Menos de 1 Ano	1 e 4 Anos	5 e 9 Anos	10 e 19 Anos	20 e 49 Anos	50 e + Anos	Ignorado
TOTAL	253528	8917	49508	47863	67386	73071	6757	26
62/63 Consultoria e prog. Inf. e activ. Rel.; Act. dos serv. Inf.	3192	173	1048	798	790	379	4	-
K Actividades financeiras e de seguros	3147	61	494	774	1045	677	96	-
L Actividades imobiliárias	7459	228	1908	1354	2073	1762	133	1
M Actividades de consultoria, cient., téc. e sim.	20545	579	3881	4126	6299	5592	65	3
N Actividades adm. e dos serv. de apoio	7122	368	1884	1722	1926	1167	55	-

Table 5

Distribution of employees by activity, according to professional situation

QUADRO 31A

PESSOAS AO SERVIÇO DE EMPRESAS COM TRABALHADORES POR CONTA DE OUTREM, POR ACTIVIDADE ECONÓMICA, SEGUNDO A SITUAÇÃO NA PROFISSÃO

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CONTINENTE

Homens/Mulheres

SITUAÇÃO NA PROFISSÃO / ACTIVIDADES (CAE - REV.3)	TOTAL	Empregador	Trab. Familiar Não Remun.	Trab. Por Conta De Outrem	Memb. Act. Cooperat. Produção	Situação Não Enquadrável
TOTAL	3083428	144377	812	2930482	594	7163
62/63 Consultoria e prog. Inf. e activ. Rel.; Act. dos serv. Inf.	69184	2229	11	65933	-	1011
K Actividades financeiras e de seguros	71693	1867	4	69033	-	789
L Actividades imobiliárias	28095	3647	6	24348	-	94
M Actividades de consultoria, cient., téc. e sim.	145887	12019	49	132611	11	1197
N Actividades adm. e dos serv. de apoio	298396	4175	17	293948	3	253

Table 6

Distribution of employees by activity, according to education level

QUADRO 36

TRABALHADORES POR CONTA DE OUTREM, POR ACTIVIDADE ECONÓMICA, SEGUNDO O NÍVEL DE HABILITAÇÃO

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CONTINENTE

Homens/Mulheres

NÍVEL DE HABILITAÇÃO / ACTIVIDADES (CAE - REV.3)	TOTAL	Below 1st Cicle	1st Cicle	2nd Cicle	3rd Cicle	Secund. School	Post Secund. School below level IV	Superior Technical Course	Bacharelato	Bachelor's Degree	Masters	Doctorates	Unkown
TOTAL	2930482	11190	266030	355048	771009	889321	18676	1389	46766	477669	75858	8826	8700
K Actividades financeiras e de seguros	69033	25	392	511	3018	23520	639	17	2554	33592	4559	124	82
L Actividades imobiliárias	24348	74	1789	1875	5089	8506	212	33	594	5301	781	34	60
M Actividades de consultoria, cient., téc. e sim.	132811	206	2009	3036	12127	38511	1507	184	4762	55287	12712	1925	368
N Actividades adm. e dos serv. de apoio	293948	1157	42292	26091	91446	95921	1555	54	3853	26701	3312	91	1475
O Adm. Pública e Defesa; Seg. Social Obrig.	11794	30	912	1367	3815	3871	82	4	75	1257	340	40	1
P Educação	58269	172	2375	2785	7130	12595	540	52	1619	23283	4154	3517	47

Table 7

7.1 Distribution of employees by qualification level, according to education level (overall)

QUADRO 40

TRABALHADORES POR CONTA DE OUTREM, POR NÍVEL DE QUALIFICAÇÃO, SEGUNDO O NÍVEL DE HABILITAÇÃO

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CONTINENTE — Homens/Mulheres

NÍVEL DE HABILITAÇÃO / NÍVEIS DE QUALIFICAÇÃO	TOTAL	Inferior ao 1º Ciclo do Ens. Básico	1º Ciclo do Ens. Bás.	2º Ciclo do Ens. Bás.	3º Ciclo do Ens. Bás.	Ensino Secund.	Ens. Pós Secund. não Super.de nível IV	Curso Técnico Superior Profiss.	Bacharel.	Licenc.	Mest.	Dout.	Nível Desconh.
TOTAL	2930482	11190	266030	355048	771009	889321	18676	1389	46766	477669	75858	8826	8700
QUADROS SUPERIORES	247905	-	2108	3530	9826	26329	1587	182	10701	156144	30829	6161	508
QUADROS MÉDIOS	165392	-	2279	3990	12083	35898	1665	193	8779	85123	13960	1038	384
ENCARREGADOS CONT. CHEFES EQUIPA	138249	101	8426	14045	28208	41612	1107	87	4147	34516	5355	480	165
PROFISSIONAIS ALTAMENTE QUALIFICADOS	243170	-	6691	12668	39685	96168	2300	226	7249	67004	9941	636	602
PROFISSIONAIS QUALIFICADOS	1091473	3302	104588	168867	324447	359571	6852	470	11143	94011	14921	498	2803
PROFISSIONAIS SEMI-QUALIFICADOS	594326	3803	74032	89638	197559	193782	3230	138	3113	26270	-	-	2761
PROFISSIONAIS NÃO QUALIFICADOS	366355	3634	64424	55474	132736	98421	1211	31	1085	8143	-	-	1196
ESTAGIÁRIOS, PRATICANTES E APRENDIZES	83612	350	3482	6836	26465	37540	724	62	549	6458	852	13	281

7.2 Distribution of employees by qualification level, according to education level (men)

QUADRO 41

TRABALHADORES POR CONTA DE OUTREM, POR NÍVEL DE QUALIFICAÇÃO, SEGUNDO O NÍVEL DE HABILITAÇÃO

OUTUBRO 2019

CONTINENTE — Homens

NÍVEL DE HABILITAÇÃO / NÍVEIS DE QUALIFICAÇÃO	TOTAL	Inferior ao 1º Ciclo do Ens. Básico	1º Ciclo do Ens. Bás.	2º Ciclo do Ens. Bás.	3º Ciclo do Ens. Bás.	Ensino Secund.	Ens. Pós Secund. não Super.de nível IV	Curso Técnico Superior Profiss.	Bacharel.	Licenc.	Mest.	Dout.	Nível Desconh.
TOTAL	1529276	6333	140654	208393	446524	451163	10539	660	22396	197553	35218	4209	5634
QUADROS SUPERIORES	129834	-	1500	2582	6821	16592	830	80	6207	75778	16003	3099	342
QUADROS MÉDIOS	83836	-	1755	3016	8471	22439	1131	129	4459	34786	6913	463	274
ENCARREGADOS CONT. CHEFES EQUIPA	85329	50	6325	10650	19990	25925	742	54	2079	16546	2658	201	109
PROFISSIONAIS ALTAMENTE QUALIFICADOS	121613	-	4535	8960	25370	50894	1198	89	2906	23107	3996	254	304
PROFISSIONAIS QUALIFICADOS	631996	2394	73471	113704	208702	184396	3931	208	4644	33360	5307	189	1690
PROFISSIONAIS SEMI-QUALIFICADOS	257099	1826	27942	38230	91503	83824	1701	61	1287	8708	-	-	2017
PROFISSIONAIS NÃO QUALIFICADOS	175214	1834	22993	27077	70107	48305	591	12	576	2968	-	-	751
ESTAGIÁRIOS, PRATICANTES E APRENDIZES	44355	229	2133	4174	15560	18788	415	27	238	2300	341	3	147

7.3 Distribution of employees by qualification level, according to education level (women)

QUADRO 42

TRABALHADORES POR CONTA DE OUTREM, POR NÍVEL DE QUALIFICAÇÃO, SEGUNDO O NÍVEL DE HABILITAÇÃO

OUTUBRO 2019

CONTINENTE — Mulheres

NÍVEL DE HABILITAÇÃO / NÍVEIS DE QUALIFICAÇÃO	TOTAL	Inferior ao 1º Ciclo do Ens. Básico	1º Ciclo do Ens. Bás.	2º Ciclo do Ens. Bás.	3º Ciclo do Ens. Bás.	Ensino Secund.	Ens. Pós Secund. não Super.de nível IV	Curso Técnico Superior Profiss.	Bacharel.	Licenc.	Mest.	Dout.	Nível Desconh.
TOTAL	1401206	4857	125376	146655	324485	438158	8137	729	24370	280116	40640	4617	3066
QUADROS SUPERIORES	118071	-	608	948	3005	9737	757	102	4494	80366	14826	3062	166
QUADROS MÉDIOS	81556	-	524	974	3612	13459	534	64	4320	50337	7047	575	110
ENCARREGADOS CONT. CHEFES EQUIPA	52920	51	2101	3395	8218	15687	365	33	2068	17970	2697	279	56
PROFISSIONAIS ALTAMENTE QUALIFICADOS	121557	-	2156	3708	14315	45274	1102	137	4343	43897	5945	382	298
PROFISSIONAIS QUALIFICADOS	459477	908	31117	55163	115745	175175	2921	262	6499	60651	9614	309	1113
PROFISSIONAIS SEMI-QUALIFICADOS	337227	1977	46090	51408	106056	109958	1529	77	1826	17562	-	-	744
PROFISSIONAIS NÃO QUALIFICADOS	191141	1800	41431	28397	62629	50116	620	19	509	5175	-	-	445
ESTAGIÁRIOS, PRATICANTES E APRENDIZES	39257	121	1349	2662	10905	18752	309	35	311	4158	511	10	134

Table 8

8.1 Distribution of employees by activity, according to qualification level (overall)

QUADRO 53

TRABALHADORES POR CONTA DE OUTREM, POR ACTIVIDADE ECONÓMICA, SEGUNDO O NÍVEL DE QUALIFICAÇÃO

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CONTINENTE

Homens/Mulheres

NÍVEIS DE QUALIFICAÇÃO / ACTIVIDADES (CAE - REV.3)	TOTAL	Quad. Superiores	Quad. Médios	Enc. Cont. Chefe Equipa	Prof. Altam. Qualif.	Prof. Qualif.	Prof. Semi Qualif.	Prof. Não Qualif.	Estag. Pratic. e Aprend.
TOTAL	2930482	247905	165392	138249	243170	1091473	594326	366355	83612
62/63 Consultoria e prog. Inf. e activ. Rel.; Act. dos serv. Inf.	65933	23724	14007	5076	4816	14641	2626	117	926
K Actividades financeiras e de seguros	69033	12685	12057	6697	14149	20439	2490	344	172
L Actividades imobiliárias	24348	3543	1352	2083	3056	7544	3927	2563	280
M Actividades de consultoria, cient., téc. e sim.	132611	31087	23182	7048	15696	36718	12906	2866	3108
N Actividades adm. e dos serv. de apoio	293948	6305	5188	7096	16720	62707	76737	116923	2272

8.2 Distribution of employees by activity, according to qualification level (men)

QUADRO 55

TRABALHADORES POR CONTA DE OUTREM, POR ACTIVIDADE ECONÓMICA, SEGUNDO O NÍVEL DE QUALIFICAÇÃO

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CONTINENTE

Homens

NÍVEIS DE QUALIFICAÇÃO / ACTIVIDADES (CAE - REV.3)	TOTAL	Quad. Superiores	Quad. Médios	Enc. Cont. Chefe Equipa	Prof. Altam. Qualif.	Prof. Qualif.	Prof. Semi Qualif.	Prof. Não Qualif.	Estag. Pratic. e Aprend.
TOTAL	1529276	129834	83836	85329	121613	631996	257099	175214	44355
62/63 Consultoria e prog. Inf. e activ. Rel.; Act. dos serv. Inf.	45256	17759	10200	3463	3012	8652	1486	49	635
K Actividades financeiras e de seguros	32104	7572	6545	3264	5912	7940	742	60	69
L Actividades imobiliárias	10436	1908	730	765	1147	3090	1581	1121	94
M Actividades de consultoria, cient., téc. e sim.	60154	16368	9891	3788	6721	14849	6135	1344	1058
N Actividades adm. e dos serv. de apoio	143654	3525	2433	3884	6719	35112	33777	56598	1606

8.3 Distribution of employees by activity, according to qualification level (women)

QUADRO 57

TRABALHADORES POR CONTA DE OUTREM, POR ACTIVIDADE ECONÓMICA, SEGUNDO O NÍVEL DE QUALIFICAÇÃO

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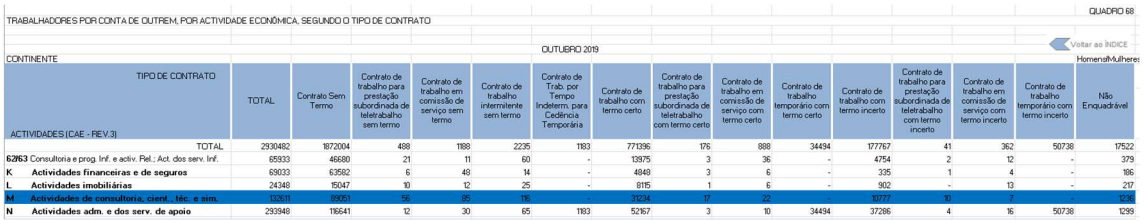
CONTINENTE

Mulheres

NÍVEIS DE QUALIFICAÇÃO / ACTIVIDADES (CAE - REV.3)	TOTAL	Quad. Superiores	Quad. Médios	Enc. Cont. Chefe Equipa	Prof. Altam. Qualif.	Prof. Qualif.	Prof. Semi Qualif.	Prof. Não Qualif.	Estag. Pratic. e Aprend.
TOTAL	1401206	118071	81556	52920	121557	459477	337227	191141	39257
62/63 Consultoria e prog. Inf. e activ. Rel.; Act. dos serv. Inf.	20677	5965	3807	1613	1804	5989	1140	68	291
K Actividades financeiras e de seguros	36929	5113	5512	3433	8237	12499	1748	284	103
L Actividades imobiliárias	13912	1635	622	1318	1909	4454	2346	1442	186
M Actividades de consultoria, cient., téc. e sim.	72457	14719	13291	3260	8975	21869	6771	1522	2050
N Actividades adm. e dos serv. de apoio	150294	2780	2755	3212	10001	27595	42960	60325	666

Table 9

9.1 Distribution of employees by activity, according to type of contract (overall)



QUADRO 68

TRABALHADORES POR CONTA DE OUTREM, POR ACTIVIDADE ECONÓMICA, SEGUNDO O TIPO DE CONTRATO

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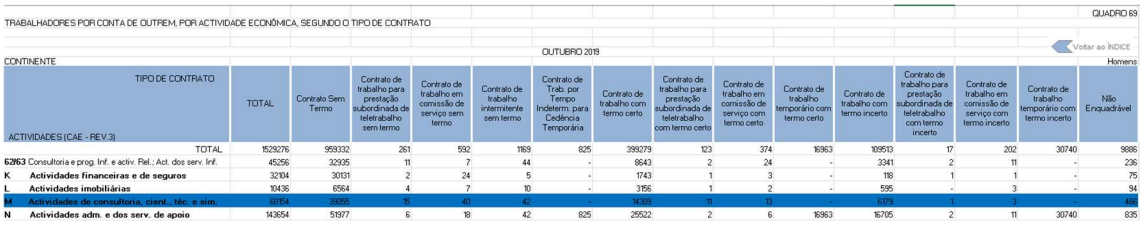
CONTINENTE

Homens&Mulheres

ACTIVIDADES (CAE - REV.3) / TIPO DE CONTRATO	TOTAL	Contrato Sem Termo	Contrato de trabalho para prestação subordinada de teletrabalho sem termo	Contrato de trabalho em comissão de serviço sem termo	Contrato de trabalho intermitente sem termo	Contrato de Trab. por Tempo Indeterm. para Cedência Temporária	Contrato de trabalho com termo certo	Contrato de trabalho para prestação subordinada de teletrabalho com termo certo	Contrato de trabalho em comissão de serviço com termo certo	Contrato de trabalho temporário com termo certo	Contrato de trabalho com termo incerto	Contrato de trabalho para prestação subordinada de teletrabalho com termo incerto	Contrato de trabalho em comissão de serviço com termo incerto	Contrato de trabalho temporário com termo incerto	Não Enquadrável
TOTAL	2930482	1872004	488	1188	2235	1183	771396	176	888	34494	177767	41	362	50738	17522
62/63 Consultoria e prog. Inf. e activ. Rel.; Act. dos serv. Inf.	65933	46680	21	11	60	-	13975	3	36	-	4754	2	12	-	379
K Actividades financeiras e de seguros	69033	63582	6	48	14	-	4848	3	6	-	335	1	4	-	186
L Actividades imobiliárias	24348	15047	10	12	25	-	8115	1	6	-	902	-	13	-	217
M Actividades de consultoria, cient., téc. e sim.	132611	89051	56	85	116	-	31234	17	22	-	10777	10	7	-	1236
N Actividades adm. e dos serv. de apoio	293948	116641	12	30	65	1183	52167	3	10	34494	37286	4	16	50738	1299

9.2 Distribution of employees by activity, according to type of contract (men)



QUADRO 69

TRABALHADORES POR CONTA DE OUTREM, POR ACTIVIDADE ECONÓMICA, SEGUNDO O TIPO DE CONTRATO

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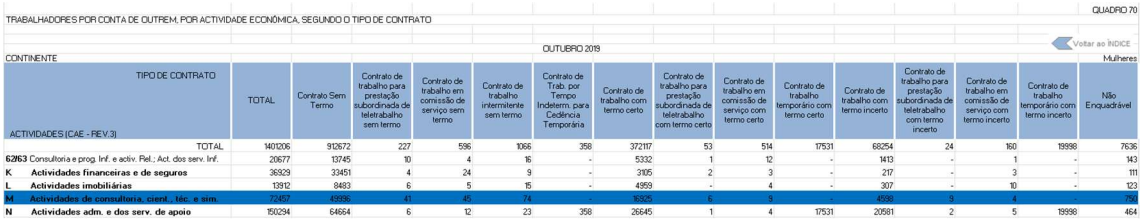
CONTINENTE

Homens

ACTIVIDADES (CAE - REV.3) / TIPO DE CONTRATO	TOTAL	Contrato Sem Termo	Contrato de trabalho para prestação subordinada de teletrabalho sem termo	Contrato de trabalho em comissão de serviço sem termo	Contrato de trabalho intermitente sem termo	Contrato de Trab. por Tempo Indeterm. para Cedência Temporária	Contrato de trabalho com termo certo	Contrato de trabalho para prestação subordinada de teletrabalho com termo certo	Contrato de trabalho em comissão de serviço com termo certo	Contrato de trabalho temporário com termo certo	Contrato de trabalho com termo incerto	Contrato de trabalho para prestação subordinada de teletrabalho com termo incerto	Contrato de trabalho em comissão de serviço com termo incerto	Contrato de trabalho temporário com termo incerto	Não Enquadrável
TOTAL	1529276	959332	261	592	1169	825	399279	123	374	16963	109513	17	202	30740	9886
62/63 Consultoria e prog. Inf. e activ. Rel.; Act. dos serv. Inf.	45256	32935	11	7	44	-	8643	2	24	-	3341	2	11	-	236
K Actividades financeiras e de seguros	32104	30131	2	24	5	-	1743	1	3	-	118	1	1	-	75
L Actividades imobiliárias	10436	6564	4	7	10	-	3156	1	2	-	595	-	3	-	94
M Actividades de consultoria, cient., téc. e sim.	60154	39055	15	40	42	-	14309	11	13	-	6173	1	3	-	493
N Actividades adm. e dos serv. de apoio	143654	51977	6	18	42	825	25522	2	6	16963	16705	2	11	30740	835

9.3 Distribution of employees by activity, according to type of contract (women)



QUADRO 70

TRABALHADORES POR CONTA DE OUTREM, POR ACTIVIDADE ECONÓMICA, SEGUNDO O TIPO DE CONTRATO

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CONTINENTE

Mulheres

ACTIVIDADES (CAE - REV.3) / TIPO DE CONTRATO	TOTAL	Contrato Sem Termo	Contrato de trabalho para prestação subordinada de teletrabalho sem termo	Contrato de trabalho em comissão de serviço sem termo	Contrato de trabalho intermitente sem termo	Contrato de Trab. por Tempo Indeterm. para Cedência Temporária	Contrato de trabalho com termo certo	Contrato de trabalho para prestação subordinada de teletrabalho com termo certo	Contrato de trabalho em comissão de serviço com termo certo	Contrato de trabalho temporário com termo certo	Contrato de trabalho com termo incerto	Contrato de trabalho para prestação subordinada de teletrabalho com termo incerto	Contrato de trabalho em comissão de serviço com termo incerto	Contrato de trabalho temporário com termo incerto	Não Enquadrável
TOTAL	1401206	912672	227	596	1066	358	372117	53	514	17531	68254	24	160	19998	7636
62/63 Consultoria e prog. Inf. e activ. Rel.; Act. dos serv. Inf.	20677	13745	10	4	16	-	5332	1	12	-	1413	-	1	-	143
K Actividades financeiras e de seguros	36929	33451	4	24	9	-	3105	2	3	-	217	-	3	-	111
L Actividades imobiliárias	13912	8483	6	5	15	-	4959	-	4	-	307	-	10	-	123
M Actividades de consultoria, cient., téc. e sim.	72457	49956	41	45	74	-	16825	6	9	-	4598	9	4	-	756
N Actividades adm. e dos serv. de apoio	150294	64664	6	12	23	358	26645	1	4	17531	20581	2	5	19998	464

Table 10

10.1 Distribution of employees by activity, according to work regime (overall)

QUADRO 77

TRABALHADORES POR CONTA DE OUTREM, POR ACTIVIDADE ECONÓMICA, SEGUNDO O REGIME DE DURAÇÃO DO TRABALHO

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CONTINENTE — Homens/Mulheres

REGIME DE DURAÇÃO DO TRABALHO / ACTIVIDADES (CAE - REV.3)	TOTAL	Tempo Completo	Tempo Parcial
TOTAL	2930482	2710218	220264
62/63 Consultoria e prog. Inf. e activ. Rel.; Act. dos serv. Inf.	65933	64980	953
K Actividades financeiras e de seguros	69033	67983	1050
L Actividades imobiliárias	24348	22344	2004
M Actividades de consultoria, cient., téc. e sim.	132611	126017	6594
N Actividades adm. e dos serv. de apoio	293948	230788	63160

10.2 Distribution of employees by activity, according to work regime (men)

QUADRO 78

TRABALHADORES POR CONTA DE OUTREM, POR ACTIVIDADE ECONÓMICA, SEGUNDO O REGIME DE DURAÇÃO DO TRABALHO

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CONTINENTE — Homens

REGIME DE DURAÇÃO DO TRABALHO / ACTIVIDADES (CAE - REV.3)	TOTAL	Tempo Completo	Tempo Parcial
TOTAL	1529276	1457876	71400
62/63 Consultoria e prog. Inf. e activ. Rel.; Act. dos serv. Inf.	45256	44793	463
K Actividades financeiras e de seguros	32104	31799	305
L Actividades imobiliárias	10436	9806	630
M Actividades de consultoria, cient., téc. e sim.	60154	58019	2135
N Actividades adm. e dos serv. de apoio	143654	129359	14295

10.3 Distribution of employees by activity, according to work regime (women)

QUADRO 79

TRABALHADORES POR CONTA DE OUTREM, POR ACTIVIDADE ECONÓMICA, SEGUNDO O REGIME DE DURAÇ DO TRABALHO

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CONTINENTE — Mulheres

REGIME DE DURAÇÃO DO TRABALHO / ACTIVIDADES (CAE - REV.3)	TOTAL	Tempo Completo	Tempo Parcial
TOTAL	1401206	1252342	148864
62/63 Consultoria e prog. Inf. e activ. Rel.; Act. dos serv. Inf.	20677	20187	490
K Actividades financeiras e de seguros	36929	36184	745
L Actividades imobiliárias	13912	12538	1374
M Actividades de consultoria, cient., téc. e sim.	72457	67998	4459
N Actividades adm. e dos serv. de apoio	150294	101429	48865

Table 11

Distribution of employees' average work time by activity, according to qualification level

QUADRO 88

PERÍODO NORMAL DE TRABALHO (PNT) MÉDIO DOS TRABALHADORES POR CONTA DE OUTREM, COM REGIME DE DURAÇÃO DE TRABALHO A TEMPO COMPLETO, POR ACTIVIDADE ECONÓMICA, SEGUNDO O NÍVEL DE QUALIFICAÇÃO

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Horas

OUTUBRO 2019

CONTINENTE

Homens/ Mulheres

NÍVEIS DE QUALIFICAÇÃO / ACTIVIDADES (CAE - REV.3)	TOTAL	Quadros Superiores	Quadros Médios	Enc. Cont. Chefe Equipa	Prof. Altam. Qualificado	Prof. Qualificado	Prof. Semi Qualificado	Prof. Não Qualificado	Estag. Pratic. e Aprend.
TOTAL	39,5	38,5	38,5	39,5	39,1	39,7	39,5	39,8	39,8
62/63 Consultoria e prog. Inf. e activ. Rel.; Act. dos serv. Inf.	39,9	39,8	39,9	39,9	39,6	39,9	39,9	40,0	40,0
K Actividades financeiras e de seguros	36,4	36,4	35,6	37,0	35,6	37,2	38,6	38,1	37,8
L Actividades imobiliárias	39,8	39,6	39,8	39,9	39,6	39,9	39,9	40,0	40,0
M Actividades de consultoria, cient., téc. e sim.	39,6	39,4	39,5	39,4	39,7	39,7	39,8	39,9	39,7
N Actividades adm. e dos serv. de apoio	39,7	39,3	39,4	39,6	39,3	39,8	39,7	39,7	39,9
O Adm. Pública e Defesa; Seg. Social Obrig.	39,3	37,3	37,5	38,0	39,3	39,7	39,6	39,8	39,8

Table 12

Distribution of employees' average work time by activity, according to work regime (men and women)

QUADRO 92

DURAÇÃO MÉDIA SEMANAL DO TRABALHO EFECTUADO NO PERIODO NORMAL, POR ACTIVIDADE ECONÓMICA, SEGUNDO O REGIME DE DURAÇÃO DE TRABALHO E SEXO

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CONTINENTE

Homens/Mulheres

REGIME DE DURAÇÃO DE TRABALHO / ACTIVIDADES (CAE - REV.3)	TOTAL	A Tempo Completo			A Tempo Parcial		
		TOTAL	Homens	Mulheres	TOTAL	Homens	Mulheres
TOTAL	37,5	39,4	39,6	39,2	17,7	17,5	17,8
62/63 Consultoria e prog. Inf. e activ. Rel.; Act. dos serv. Inf.	39,5	39,8	39,8	39,8	20,3	20,5	20,1
K Actividades financeiras e de seguros	36,2	36,4	36,4	36,5	18,6	19,7	18,1
L Actividades imobiliárias	37,8	39,7	39,7	39,7	18,8	18,6	18,9
M Actividades de consultoria, cient., téc. e sim.	38,3	39,5	39,6	39,5	17,8	18,0	17,7
N Actividades adm. e dos serv. de apoio	32,5	39,6	39,7	39,4	14,3	13,5	14,5

Table 13

Distribution of employees' additional work time by activity, according to qualification level

QUADRO 94

DURAÇÃO MÉDIA SEMANAL DO TRABALHO SUPLEMENTAR, POR ACTIVIDADE ECONÓMICA, SEGUNDO O NÍVEL DE QUALIFICAÇÃO

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CONTINENTE

Homens/ Mulheres

NÍVEIS DE QUALIFICAÇÃO / ACTIVIDADES (CAE - REV.3)	TOTAL	Superior Board	Mid-Level Board	Team Manage	nly Qualif. Pro	ualified Profes	mi-Qualif. Profi	on-Qualif. Profe	Interns & Practitioners
TOTAL	3,6	5,4	3,8	4,0	3,6	3,8	3,3	3,2	2,9
62/63 Consultoria e prog. Inf. e activ. Rel.; Act. dos serv. Inf.	2,7	2,5	2,8	3,1	2,8	2,6	2,8	4,5	4,7
K Actividades financeiras e de seguros	2,0	3,0	2,4	1,7	2,2	1,6	2,2	2,9	-
L Actividades imobiliárias	3,4	3,5	4,2	4,2	2,8	3,4	3,5	3,3	2,0
M Actividades de consultoria, cient., téc. e sim.	3,6	4,1	3,9	4,6	3,2	3,6	3,2	4,4	4,2
N Actividades adm. e dos serv. de apoio	3,5	3,2	3,1	3,9	2,4	3,9	3,3	3,4	3,8

Table 14

14.1 Distribution of employee's basic remuneration by activity, according to qualification level (overall)

QUADRO 98

REMUNERAÇÕES BASE MÉDIAS, POR ACTIVIDADE ECONÓMICA, SEGUNDO O NÍVEL DE QUALIFICAÇÃO

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Euros

OUTUBRO 2019

CONTINENTE

Homens/ Mulheres

NÍVEIS DE QUALIFICAÇÃO / ACTIVIDADES (CAE - REV.3)	TOTAL	Quadros Superiores	Quadros Médios	Enc. Cont. Chefe Equipa	Prof. Altam. Qualificado	Prof. Qualificado	Prof. Semi Qualificado	Prof. Não Qualificado	Estag. Pratic. e Aprend.
TOTAL	1005,09	2104,34	1484,60	1405,33	1165,37	809,49	697,76	646,65	656,07
62/63 Consultoria e prog. Inf. e activ. Rel.; Act. dos serv. Inf.	1613,49	2009,17	1542,07	2045,73	1426,99	1050,29	1071,29	685,51	873,39
K Actividades financeiras e de seguros	1632,26	2658,25	1727,44	1787,91	1349,49	1126,43	939,21	761,23	723,57
L Actividades imobiliárias	1045,96	1938,49	1297,96	1229,14	982,32	797,84	740,09	646,68	666,43
M Actividades de consultoria, cient., téc. e sim.	1288,09	1958,53	1260,49	1765,39	1118,36	895,78	804,33	648,62	722,94
N Actividades adm. e dos serv. de apoio	842,48	2418,44	1455,89	1365,13	926,50	802,31	694,13	670,09	652,82

14.2 Distribution of employee's basic remuneration by activity, according to qualification level (men)

QUADRO 99

REMUNERAÇÕES BASE MÉDIAS, POR ACTIVIDADE ECONÓMICA, SEGUNDO O NÍVEL DE QUALIFICAÇÃO

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Euros

OUTUBRO 2019

CONTINENTE

Homens

NÍVEIS DE QUALIFICAÇÃO / ACTIVIDADES (CAE - REV.3)	TOTAL	Quadros Superiores	Quadros Médios	Enc. Cont. Chefe Equipa	Prof. Altam. Qualificado	Prof. Qualificado	Prof. Semi Qualificado	Prof. Não Qualificado	Estag. Pratic. e Aprend.
TOTAL	1073,82	2384,68	1591,61	1449,64	1260,44	840,48	739,94	667,65	668,26
62/63 Consultoria e prog. Inf. e activ. Rel.; Act. dos serv. Inf.	1703,44	2071,34	1575,04	2099,45	1560,77	1108,99	1146,38	693,06	915,23
K Actividades financeiras e de seguros	1831,39	2931,60	1773,31	1880,13	1390,76	1176,02	1042,27	891,62	784,43
L Actividades imobiliárias	1186,13	2238,94	1398,65	1386,97	1066,20	804,87	779,71	666,25	689,62
M Actividades de consultoria, cient., téc. e sim.	1450,75	2216,96	1409,95	1795,14	1176,54	938,17	835,70	665,11	736,15
N Actividades adm. e dos serv. de apoio	860,72	2690,99	1586,12	1388,10	908,96	809,65	722,58	696,30	656,77

14.3 Distribution of employee's basic remuneration by activity, according to qualification level (women)

QUADRO 100

REMUNERAÇÕES BASE MÉDIAS, POR ACTIVIDADE ECONÓMICA, SEGUNDO O NÍVEL DE QUALIFICAÇÃO

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Euros

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CONTINENTE

Mulheres

NÍVEIS DE QUALIFICAÇÃO / ACTIVIDADES (CAE - REV.3)	TOTAL	Quadros Superiores	Quadros Médios	Enc. Cont. Chefe Equipa	Prof. Altam. Qualificado	Prof. Qualificado	Prof. Semi Qualificado	Prof. Não Qualificado	Estag. Pratic. e Aprend.
TOTAL	922,63	1777,19	1371,16	1330,71	1066,00	764,19	662,35	622,26	640,91
62/63 Consultoria e prog. Inf. e activ. Rel.; Act. dos serv. Inf.	1403,11	1817,24	1447,46	1924,55	1188,58	959,66	955,01	677,20	784,72
K Actividades financeiras e de seguros	1447,20	2237,91	1670,40	1695,58	1318,33	1092,94	889,17	711,32	683,66
L Actividades imobiliárias	936,06	1571,63	1178,23	1133,75	931,91	793,15	707,42	629,95	653,60
M Actividades de consultoria, cient., téc. e sim.	1145,89	1660,21	1146,03	1729,46	1072,56	866,16	772,20	627,33	715,53
N Actividades adm. e dos serv. de apoio	817,30	2052,92	1335,16	1334,52	938,23	792,70	660,15	619,26	644,93

Table 15

15.1 Distribution of employee's overall earnings by activity, according to qualification level (overall)

QUADRO 101

GANHO MÉDIO, POR ACTIVIDADE ECONÓMICA, SEGUNDO O NÍVEL DE QUALIFICAÇÃO

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Euros

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CONTINENTE

Homens/ Mulheres

NÍVEIS DE QUALIFICAÇÃO / ACTIVIDADES (CAE - REV.3)	TOTAL	Quadros Superiores	Quadros Médios	Enc. Cont. Chefe Equipa	Prof. Altam. Qualificado	Prof. Qualificado	Prof. Semi Qualificado	Prof. Não Qualificado	Estag. Pratic. e Aprend.
TOTAL	1209,94	2452,24	1773,89	1688,20	1434,98	990,76	843,85	769,39	785,14
62/63 Consultoria e prog. Inf. e activ. Rel.; Act. dos serv. Inf.	1886,11	2312,30	1794,39	2404,96	1698,96	1274,51	1287,96	834,73	1055,29
K Actividades financeiras e de seguros	2330,36	3800,04	2682,35	2396,90	1982,92	1500,82	1174,29	1025,18	883,92
L Actividades imobiliárias	1193,98	2150,77	1463,72	1400,17	1144,96	929,30	855,92	743,16	768,41
M Actividades de consultoria, cient., téc. e sim.	1498,25	2229,28	1472,05	2019,31	1307,97	1066,86	989,39	778,09	869,74
N Actividades adm. e dos serv. de apoio	1006,82	2733,14	1676,20	1588,68	1116,84	976,11	843,29	803,37	834,76
O Adm. Pública e Defesa; Seg. Social Obrig.	1161,46	3251,42	2100,79	1889,55	968,30	936,31	881,77	763,43	768,56

15.2 Distribution of employee's overall earnings by activity, according to qualification level (men)

QUADRO 102

GANHO MÉDIO, POR ACTIVIDADE ECONÓMICA, SEGUNDO O NÍVEL DE QUALIFICAÇÃO

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Euros

OUTUBRO 2019

CONTINENTE

Homens

NÍVEIS DE QUALIFICAÇÃO / ACTIVIDADES (CAE - REV.3)	TOTAL	Quadros Superiores	Quadros Médios	Enc. Cont. Chefe Equipa	Prof. Altam. Qualificado	Prof. Qualificado	Prof. Semi Qualificado	Prof. Não Qualificado	Estag. Pratic. e Aprend.
TOTAL	1312,43	2793,19	1917,32	1753,78	1589,57	1049,64	915,74	809,64	806,73
62/63 Consultoria e prog. Inf. e activ. Rel.; Act. dos serv. Inf.	1989,99	2384,28	1834,99	2485,73	1851,49	1344,20	1375,86	874,96	1107,15
K Actividades financeiras e de seguros	2644,90	4171,81	2796,86	2550,56	2080,25	1588,75	1314,36	1267,88	952,99
L Actividades imobiliárias	1347,81	2472,19	1574,49	1576,04	1242,02	937,11	911,34	772,72	785,30
M Actividades de consultoria, cient., téc. e sim.	1690,53	2523,09	1659,35	2057,79	1386,44	1125,66	1041,74	812,88	887,63
N Actividades adm. e dos serv. de apoio	1041,39	3038,55	1828,56	1638,18	1117,84	1001,55	893,04	845,46	844,73
O Adm. Pública e Defesa; Seg. Social Obrig.	1112,85	3370,08	2183,86	1795,42	947,93	929,81	885,50	805,48	785,67

15.2 Distribution of employee's overall earnings by activity, according to qualification level (women)

QUADRO 103

GANHO MÉDIO, POR ACTIVIDADE ECONÓMICA, SEGUNDO O NÍVEL DE QUALIFICAÇÃO

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Euros

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CONTINENTE

Mulheres

NÍVEIS DE QUALIFICAÇÃO / ACTIVIDADES (CAE - REV.3)	TOTAL	Quadros Superiores	Quadros Médios	Enc. Cont. Chefe Equipa	Prof. Altam. Qualificado	Prof. Qualificado	Prof. Semi Qualificado	Prof. Não Qualificado	Estag. Pratic. e Aprend.
TOTAL	1086,97	2054,39	1621,86	1577,75	1273,38	904,67	783,48	722,65	758,26
62/63 Consultoria e prog. Inf. e activ. Rel.; Act. dos serv. Inf.	1643,18	2090,11	1677,86	2222,74	1427,14	1166,92	1151,83	790,48	945,36
K Actividades financeiras e de seguros	2038,04	3228,37	2539,95	2243,04	1909,43	1441,43	1106,27	932,27	838,63
L Actividades imobiliárias	1073,36	1758,31	1332,01	1293,87	1086,64	924,08	810,23	717,89	759,07
M Actividades de consultoria, cient., téc. e sim.	1330,16	1890,12	1328,61	1972,82	1246,19	1025,78	935,77	733,20	859,69
N Actividades adm. e dos serv. de apoio	959,12	2323,54	1534,96	1522,73	1116,17	942,80	783,84	721,75	814,87
O Adm. Pública e Defesa; Seg. Social Obrig.	1255,77	3123,28	2028,83	2012,71	998,36	951,51	873,09	731,65	708,64

Table 16

Distribution of employee's remuneration by activity, according to remuneration class

QUADRO 117

DISTRIBUIÇÃO PERCENTUAL DOS TRABALHADORES POR CONTA DE OUTREM, POR ACTIVIDADE ECONÓMICA, SEGUNDO AS CLASSES DE REMUNERAÇÃO BASE

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CONTINENTE

Homens/Mulheres %

CLASSES DE REMUNERAÇÃO / ACTIVIDADES (CAE - REV.3)	TOTAL	Menos de 600,00 €	600,00 a 749,99 €	750,00 a 999,99 €	1.000,00 a 2 499,99 €	2.500,00 a 4 999,99 €	5.000 e + €
TOTAL	100,0	0,5	52,9	18,0	24,4	3,6	0,6
62/63 Consultoria e prog. Inf. e activ. Rel.; Act. dos serv. Inf.	100,0	0,1	11,7	15,6	58,5	12,6	1,5
K Actividades financeiras e de seguros	100,0	0,0	6,6	8,0	76,1	7,4	1,9
L Actividades imobiliárias	100,0	0,2	52,1	18,8	23,6	4,1	1,2
M Actividades de consultoria, cient., téc. e sim.	100,0	0,2	28,1	23,4	40,1	6,8	1,4
N Actividades adm. e dos serv. de apoio	100,0	3,4	65,2	16,0	13,3	1,7	0,4
O Adm. Pública e Defesa; Seg. Social Obrig.	100,0	0,1	65,3	16,3	13,1	4,8	0,4

Table 17

Distribution of employee's remuneration by activity, according to work regime (men and women)

QUADRO 123

REMUNERAÇÕES BASE HORÁRIAS MÉDIAS, POR ACTIVIDADE ECONÓMICA (SECÇÃO), SEGUNDO O REGIME DE DURAÇÃO DO TRABALHO E SEXO

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Euros

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CONTINENTE

Homens/Mulheres

REGIME DE DURAÇÃO DO TRABALHO / ACTIVIDADES (CAE - REV.3)	TOTAL	A Tempo Completo			A Tempo Parcial		
		TOTAL	Homens	Mulheres	TOTAL	Homens	Mulheres
TOTAL	5,67	5,71	6,07	5,29	4,51	4,92	4,31
K Actividades financeiras e de seguros	10,19	10,22	11,52	9,05	6,91	9,04	5,94
L Actividades imobiliárias	5,93	5,97	6,72	5,38	5,01	5,87	4,63
M Actividades de consultoria, cient., téc. e sim.	7,36	7,39	8,31	6,60	5,95	7,25	5,31
N Actividades adm. e dos serv. de apoio	4,57	4,68	4,78	4,54	3,64	3,90	3,58
O Adm. Pública e Defesa; Seg. Social Obrig.	5,53	5,54	5,23	6,14	4,75	6,10	4,28