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THE LINK BETWEEN SOCIAL RESPONSIBILITY AND DIVERSITY
IN THE WORKPLACE

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Resumo

A Responsabilidade Social Empresarial (RSE) tem cada vez mais importância, não apenas para as organizações, como para a sociedade em geral. À medida que a força de trabalho envelhece, e que mais mulheres estão economicamente ativas, a importância dos esforços relativos a equipas de trabalho intergeracionais e igualdade de género, aumenta. De forma a contribuir para uma visão mais profunda sobre as áreas da RSE, Gestão de Recursos Humanos (GRH), e Diversidade, tornou-se interessante estudar o contexto português, relativamente às práticas organizacionais adotadas, à forma como as empresas alinham a RSE com a GRH, e à influência das práticas de GRH na Diversidade, focando nas perceções de práticas de diversidade de género e etária, nas empresas.

Foi aplicado um questionário a 240 participantes, no qual as perceções dos mesmos foram investigadas, de acordo com as suas características sócio-demográficas. Os resultados mostraram que as mulheres são mais apoiantes de sistemas de quotas de género, do que os homens. Assim, os homens são mais influenciados por crenças meritocráticas. Apesar de as medidas de diversidade etária terem tido uma maior aceitação, quando comparadas às práticas de diversidade de género, descobrimos que os indivíduos mais velhos tendiam a percecionar negativamente as iniciativas que beneficiavam a geração mais jovem. Como tal, a Geração X é altamente reativa a estas práticas. Por fim, os respondentes com elevados níveis de literacia são mais a favor de medidas que beneficiam um grupo específico de indivíduos (*e.g.* mulheres, ou trabalhadores seniores). Este resultado pode estar associado à consciencialização sobre RSE.

Palavras-chave: Responsabilidade Social Empresarial; Gestão de Recursos Humanos; Diversidade; Sistemas de Quotas de Género; Diversidade Etária.
JEL Classification System: J710 Labor Discrimination; M140 Corporate Culture; Diversity; Social Responsibility

Abstract

Corporate Social Responsibility (CSR) is gaining increasing importance, not only to organizations, but to society in general. In addition, as the labour force is ageing, and more women are economically active, the importance of efforts towards intergenerational work teams and gender equality, is growing. Thus, to contribute to a deeper insight on the fields of CSR, Human Resource Management (HRM), and Diversity, it became interesting to study the Portuguese context, in terms of the organizational practices adopted, how firms align CSR with HRM, and the way HRM practices influence Diversity Management, focusing on the perceptions of practices of gender and age diversity, in companies.

A questionnaire was conducted to 240 participants, where their perceptions were investigated, according to their socio-demographic characteristics. The results showed that women are more supportive of gender quota systems, than men. Thus, men are more influenced by meritocratic beliefs. Although measures of age-diversity had a greater acceptance, when compared to gender-diversity practices, we found that older individuals tend to perceive negatively initiatives that benefit a younger generation. Therefore, Generation X is highly reactive to these practices. Finally, highly literate respondents are more in favour of measures that benefit a specific group of individuals (e.g. women, or older workers). This finding can be associated with their awareness of CSR.

Keywords: Corporate Social Responsibility; Human Resource Management; Diversity; Gender Quota Systems; Age Diversity

JEL Classification System: J710 Labor Discrimination; M140 Corporate Culture; Diversity; Social Responsibility

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Introduction

The social dimension of business activities is gaining increasing interest, since citizens are more aware of topics, such as discriminatory working practices and respect for human rights, which has justified the development of Corporate Social Responsibility (CSR) (Fuentes-García, Núñez-Tabales & Veroz-Herradón, 2008).

CSR is being implemented within companies, regarding the area of Human Resource Management (HRM), varying between the minimum and legal requirements of respecting employees' basic human rights, to the implementation of policies which promote a better work-life balance for employees (Fuentes-García *et al.*, 2008).

In the light of these notions, it matters to consider the changes that are happening in our world, regarding the labour market. The workforce will count will older people, who will stay longer in employment (Truxillo, Cadiz & Hammer, 2015), requiring a proper adaptation of their workplace. This, and other issues such as gender equality, undoubtedly, require more efforts towards significant and positive progress for generating higher levels of diversity in organizations.

Therefore, HRM diversity management practices and the way firms understand social responsibility, in terms of how they treat their workers, require more academic attention. In fact, Voegtlin & Greenwood (2016) assume that more research is needed when it comes to the relationship between CSR and HRM.

Thus, this research intends to better explore the associations of CSR, HRM, and Diversity in the workplace, through an analysis of the Portuguese context. Towards this end, it will be assessed the way companies align social responsibility with HRM, and subsequently, how HR practices influence diversity management in the workplace, particularly regarding the perception of gender and age diversity.

This dissertation is organized by chapters, including firstly a literature review about the main topics under analysis, secondly the research objectives and definition of the hypotheses, thirdly a description of the methodology, followed by the data analysis, the discussion of the results and finally, the conclusions of the study.

Chapter I – Literature Review

1.1. Definition of Corporate Social Responsibility

Understanding the concept of CSR is imperative due to not only its main role in this thesis, but also to the increasing importance it has in the organizations of today's world, including Portugal. Nevertheless, this is a concept which can be perceived in multiple forms.

''(…) *corporate social responsibility means something, but not always the same thing to everybody. To some it conveys the idea of legal responsibility or liability; to others, it means socially responsible behavior in the ethical sense* (…)'' (Votaw, 1972; cited by Garriga & Melé, 2004, p. 51).

CSR is not a new concept. It has been evolving over the years, especially regarding the twentieth century (Carroll, 2008), not only in terms of theories and approaches, but also concerning the interest developed around this field.

In the late 1800s, the notion of philanthropy started to arise. Business leaders acted in a generous way, by supporting social causes and charities, through donations of money to several community projects. However, only later would companies engage in philanthropy within their business context, i.e. to contribute to a better relationship with the community, even beyond the firm's walls (Carroll, 2008). Thus, philanthropy is a traditional aspect of corporate responsibility, which is characterized by acts of charity and a selfless reason for the act of giving.

Another important notion in this field is paternalism. At the light of the paternalistic philosophy, big fortunes were perceived as the basis of giving, as their application should be for higher purposes (e.g. to endow universities), instead of increasing the employees' wages, or giving gifts to poor people, as these last options would not contribute to the elevation of the culture of a society. In fact, this constrained businesses from adopting voluntary social actions (Steiner & Steiner, 2012).

Even though by the end of the 1960s, social responsibility' practices encompassed philanthropy and employee improvements (e.g. working conditions and personnel policies) (Heald, 1970; *cit. in* Carroll, 2008), there was still a lack of practical actions regarding the field of CSR (McGuire, 1963; *cit. in* Carroll, 2008).

The link between Social Responsibility and Diversity

The decade of 1970s was particularly known for outlining a managerial approach to CSR (Carroll, 1977; *cit. in* Carroll, 2008), being recommended that firms dealt with CSR through traditional management functions, i.e. "*forecast and plan for CSR, organize for CSR, assess social performance, and institutionalize corporate social policy and strategy*" (Carroll, 2008, p. 34).

Davis (1973) (*cit. in* Carroll, 2008) defined CSR as a consideration of companies about, and in response to, issues beyond the requirements of the firm, at an economic, technical, and legal level. Additionally, Eels and Walton (1961) (cited by Carroll, 2008) described CSR as the representation of a business concern with the needs and goals of society, which goes beyond the purely economic. In line with this notion, in 1980, Thomas M. Jones provided an interesting view on CSR: "*Corporate social responsibility is the notion that corporations have an obligation to constituent groups in society other than stockholders and beyond that prescribed by law and union contract*" (Carroll, 2008, p. 34). This means that the behaviour towards the obligations must be voluntarily adopted as well as extended beyond the traditional duty towards shareholders, to other societal groups, such as customers and employees (Jones, 1980; cited by Carroll, 2008).

Another relevant concept, often associated with CSR, although they are not interchangeable, is sustainability, more specifically, sustainable development. This is about meeting the needs of the present, without compromising the ability of the future generation to meet their own needs (World Commission on Environment and Development, 1987; cited by Carroll, 2008). This includes dimensions such as social, environmental and economic, which are integrated in order to allow balanced decisions for the long term (World Business Council for Sustainable Development, 2000; *cit. in* Carroll, 2008), and thus achieving sustainability in businesses.

Carroll (1979) defined CSR as "*The social responsibility of business encompasses the economic, legal, ethical, and discretionary expectations that society has of organizations at a given point in time.*" (p. 500). Nowadays, the terminology has shifted from "*the social responsibility of business*" to CSR (Garriga & Melé, 2004). Thus, CSR can be described as a commitment to improve the community's well-being through discretionary business practices (Kotler & Lee, 2008; *cit. in* Berber, Susnjar, Slavic & Baosic, 2014). More precisely, it is a management practice in which specific tools and procedures are utilized in order to foster socially responsible behaviour in corporations. That is because companies have duties that

extend beyond the legal performance of their economic purpose. In other words, corporations are expected to take extra actions, in a voluntary manner, to meet their responsibilities toward society (Steiner & Steiner, 2012).

According to the European Commission (2011), CSR is defined, in a modern way, as "*the responsibility of enterprises for their impacts on society*" (p.6). In fact, it is about the process of integration into business operations of the "*social, environmental, ethical, human rights and consumer concerns (…) in close collaboration with their stakeholders*" (p.6). Thus, there is a dual aim of maximizing the creation of value for the interest groups of enterprises, while "*identifying, preventing and mitigating their possible adverse impacts*" (p.6).

This last definition demonstrates the need to generate value for both external and internal stakeholders, as well as the commitment to institutionalize the responsible behaviour demanded by society. Among the internal stakeholders, there are employees who are considered to have a main role in the design and implementation of any organizational strategy. Therefore, guaranteeing workers' satisfaction and the creation of value for them must be viewed as a key issue regarding the design of CSR strategies (De la Torre *et al.*, 2015; Klimkiewicz & Beck-Krala, 2015; cited by Barrena-Martínez, López-Fernández & Romero-Fernández, 2017a).

1.2. Corporate Social Responsibility and Human Resource Management

Social responsibility must be embedded within the culture of any organization, to change actions and attitudes in a positive way. Thus, the HR function has a significant role in the integration of CSR values in the organizational culture. In fact, the contemplation of aspects in business management, such as honesty, transparency, and ethical values are now a demand from society (Iamandi, 2011; Trevino, Butterfield, & McCabe, 1998; cited by Barrena-Martínez, López-Fernández & Romero-Fernández, 2017b). This promotes a better organizational image, as it represents an employer who cares for its employees while involving them in initiatives of social responsibility (Cornelius, Todres, Janjuha-Jivraj, Woods & Wallace, 2008).

HR policies can generate awareness on the needs to achieve business goals in the best and most ethical manner possible (Agrawal, 2007; *cit. in* Cornelius *et al.*, 2008). For this to happen, firstly, the HR department should develop a formal policy about sustainable practices, while involving employees. Therefore, responsible Human Resource Management (HRM) practices regarding equal opportunities, diversity management, and human rights, should be

promoted, so that CSR initiatives of the organization are perceived in a credible manner (Cornelius *et al.*, 2008).

Thus, HRM should support CSR strategically and operationally, regarding the design and implementation of CSR initiatives (Jamali, Dirani & Harwood, 2015). Towards this end, it is of crucial importance to analyse how HRM's capabilities, resources, and expertise developed in areas such as recruitment and selection, communication, training and development, career development, and compensation and benefits (Mello, 2011; as cited in Jamali *et al.*, 2015) can be leveraged.

Within the recruitment and selection domain, HRM can add value by focusing on workforce diversity and consider candidates with knowledge, awareness, and appreciation for CSR, regarding the screening process. Moreover, in the hiring process, people with experience in volunteering activities, and with the capacity of contributing to CSR, should be chosen (Jamali *et al.*, 2015). CSR initiatives have been proposed as a tool, at an ethical and social level, used by firms to promote the attraction, motivation, and retention of employees. According to Sharma *et al.* (2009) (*cit. in* Barrena-Martínez *et al.*, 2017b), the majority of employees show preference towards socially responsible companies, when it comes to choosing a place to work since they respect several rights, including human and social.

Within the area of reward and compensation, HRM can add value through designing a pay system that rewards, in both tangible and intangible ways, and recognizes employees for their participation in social goals, such as volunteering activities. Overall, it is important to motivate employees and emphasize CSR's importance to the organization (Jamali *et al.*, 2015). Furthermore, the approach of compensation in a responsible way implies: (1) guaranteeing pay equity and adding value in the social area; and (2) attributing benefits to employees, as part of their remuneration, in the form of initiatives, such as scholarships, life or accident insurance, plans of retirements, medical service, and employee discounts. Several authors stress how important this practice is in guaranteeing a constant welfare and an ethical climate in companies (Buller & McEvoy, 2012; cited by Barrena-Martínez *et al.*, 2017b).

Considering the training and development field, it is important to generate a work environment that fosters activities of learning, autonomy, and continuous improvement. Additionally, transparent communication with employees should be promoted (Jamali *et al.*, 2015).

In general, the adoption of socially responsible actions by organizations can affect employees' perceptions about aspects such as justice and fairness, and thus impact their own attitudes, behaviours, satisfaction, and productivity. Therefore, HRM's influence in CSR is highly significant, in a positive way (Aguilera *et al.*, 2007; *cit. in* Jamali *et al.,* 2015). More specifically, relevant outcomes such as employee commitment, and citizenship behaviour are promoted, increasing awareness on CSR (Jamali *et al.,* 2015).

1.3. Diversity

Diversity is composed by a range of characteristics, such as gender, race, disability, religion, sexual orientation and age and, in a more personal dimension, work style, social class, personality and culture (M. Emmott and D. Worman, 2008; Goodman, 2013; cited by Suárez, Susaeta, Alcaraz, Perelló, Colón, Gutiérrez, Cunha, Leguizamón, Idrovo, Weisz, Correia, Apascaritei & Ramón Pin, 2015). In this thesis, the focus will be on the efforts towards gender and age diversity in the workplace.

Gender and age constitute diversity' categories which can potentially generate negative consequences, as they are not supported by the mainstream, leading to discrimination, exclusion and even a limitation of the existing opportunities. To tackle this issue, organizations should make efforts towards diversity management, i.e. adopting practices such as the recruitment of diverse groups, in order to foster tolerance and a change of corporate cultures, which will be beneficial to the inclusion of employees from diverse backgrounds. Thus, diversity management implies a removal of exclusionary barriers founded on the negative attitudes towards members of the out-group (Steiner & Steiner, 2012).

A workforce that is diverse encompasses multiple understandings, values, perspectives on the world, and overall unique information. Diversity practices matter as they have been centred on the reduction of biases that can potentially cause discrimination, or on increasing the managerial representation of minorities (Ely & Thomas, 2001; *cit. in* Buengeler, Leroy & De Stobbeleir, 2018).

Practices under the light of diversity management have evolved throughout the years. At an initial phase, companies fostered diversity in numerical terms, striving for hiring more people from underrepresented groups. Although their organizational' representation increased, the existing tensions remained, including negative attitudes such as sexism, and conflicts among employees (Steiner & Steiner, 2012).

Thus, companies started to give training to employees about diversity' awareness, in order to overcome tensions and conflicts among the workforce. Nonetheless, several problems can still be verified in organizations, including the perception of discrimination from women and minorities, among other disfavoured groups (Steiner & Steiner, 2012), such as older workers.

1.4. Diversity and Human Resource Management

With the increase of diversity in the labour force, organizations invest substantial efforts regarding HR policies and practices, with a focus on diversity management (Buengeler *et al.*, 2018). It is widely acknowledged that HRM's key practices adopted by organizations include recruitment and selection, training and development, and pay (Shen and Edwards 2006; *cit. in* Shen, Chanda, D'Netto & Monga, 2009).

Regarding the field of recruitment and selection, several organizations have been successful in hiring women and minorities, as a way of proving equal opportunities for people to enter the corporation (Perlman, 1992; cited by Shen *et al.*, 2009). In fact, the number of women working has increased considerably. Data from 2018 revealed that in Europe, the proportion of women in the labour force stood at 67.4% (Eurostat, 2019a). According to the same source, in Portugal, the percentage of women employed stood at 72.1%, being slightly above the value of the European Union (EU) (Eurostat, 2019a).

Regarding the training and development dimension, diversity awareness training promotes the effective integration of diverse members of a group, as it generates a shared understanding of the value of diversity. Hence, social cohesion increases, leading to an improvement of both individual and organizational outcomes. Additionally, scholars have suggested mentoring as a strategy for managing diversity. In fact, when matching a successful senior mentor with more junior women or minority employees, the objective is that these under-represented demographic groups can advance in their careers, despite the invisible existing barriers (Ragins 2002; *cit. in* Shen *et al.*, 2009).

Pay inequality generates job dissatisfaction and demotivation, representing a massive HR diversity issue (McLoughlin and Carr 1997; Van den Bos, Lind, Vermunt and Wilke 1997; *cit. in* Shen *et al.*, 2009). Although the implementation of equal pay has reduced earnings differences in a significant way, regarding men and women, the global problem of gender income inequality is still a reality (Blau and Kahn 1994; Katz and Autor 1999; Brainerd 2000;

cited by Shen *et al.*, 2009). One of the main reasons why the salary gap remains is gender discrimination. This is visible even in cases where both men and women share the same age, work experience, and educational background: the earnings of men are still higher than the ones of women (Steiner & Steiner, 2012).

This attributes even more importance to the newly approved law, in Portugal, of equal pay between women and men, i.e. equal pay for equal work, regardless of gender. This law does not benefit the women alone: it is meant for the workers in general, i.e. in case a man's wage is inferior to the one a woman earns, with equal work, performed under similar conditions, then men can benefit from the law as well (Pinto, 2018). Law No. 60/2018, of August 21 introduces measures to promote equal pay for equal work, between men and women. This Law entered into force on February 21, 2019 and aims to foster an effective combat of gender pay gap, by encompassing multiple measures and a set of obligations for employers (Governo da República Portuguesa, 2019).

The most recent data from Eurostat is based on the year of 2017 and showed that Portuguese female employees earned, on average gross hourly, a 16.3% lower salary than male employees, in 2017. This was slightly above the average gender pay gap in the European Union, which stood at 16%. Nevertheless, regarding Portugal, there was an improvement, in comparison with 2016, in which the gender pay gap was 17.5% (Eurostat, 2019b).

Generally, very few companies promote affirmative action programs, regarding equal opportunities, as the majority ends up fulfilling only the minimal legal requirements (De Cieri & Kramar, 2003; cited by Shen *et al.*, 2009). Also, Suárez *et al.* (2015) found in their study that a great part of the actions taken regarding the social dimension of CSR, particularly to diversity, had a reactive nature, which means they were generated mostly due to legal or business needs, rather than being proactive, i.e. responsible practices being voluntarily adopted (Torugsa, O'Donohue and Hecker, 2013; cited by Suárez *et al.*, 2015).

Overall, diversity in the labour force has been perceived as an extremely valuable aspect for organizations, as it promotes the richness of gender and culture (Shen, Chanda, D'Netto, & Monga, 2009; *cit. in* Barrena-Martínez *et al.*, 2017b). Thus, organizations should strive for guaranteeing fairness and non-discrimination concerning several variables in their HRM, including race, sex, religion, age, or disability (Barrena-Martínez *et al.*, 2017b).

1.5. Age Diversity and Discrimination

The workforce is becoming older, the process of aging is slowing down (Vaupel, 2010; cited by Truxillo *et al.*, 2015), and as norms are changing, working later in life is becoming usual.

In addition, the aging of the generation of Baby Boomers, who are a large and influential age group, seems to have an influence on the changing of the concept of an old worker. Truxillo *et al.* (2015) considered an older worker as the individuals who are approaching their retirement age and even those who may be working slightly beyond their retirement age, for instance, people in their late 50s and 60s can be included.

In the light of these patterns, both older and younger individuals will be working together, more than ever before, and hence attention should be paid to generational differences and tensions (Lyons & Kuron 2013, Twenge *et al.,* 2010; *cit. in* Truxillo *et al.*, 2015), striving to promote a good relationship among workers of different generations, and hence age-diversity.

With an ageing population, a problem called age discrimination arises and grows notably (Filinson, 2008; Neumark, 2009; *cit. in* Cheung, Kam & Ngan, 2011), as the number of older people who will stay in employment, will increase. Ageism can be described as "*negative or positive stereotypes, prejudice, and/or discrimination against (or to the advantage of) elderly people on the basis of their chronological age or on the basis of a perception of them as being old*" (Iversen, Larsen, & Solem, 2009; *cit. in* Vauclair, Lima, Abrams, Swift & Bratt, 2016, p. 701).

In fact, discriminatory practices might arise against older workers, when an organization wants to cut costs or to achieve certain goals, by prioritizing competitiveness. Discrimination against older workers is often underestimated and even hidden, as it is possible to see through employers' screening measures (Walker, 2000; cited by Cheung *et al.*, 2011), i.e. recruitment advertisements in which an age limit is specified (Taylor and Walker, 1994; Walker, 1997; *cit. in* Cheung *et al.,* 2011).

Organizational goals can have a positive influence regarding the development of efforts to tackle age discrimination. Thus, organizations which are oriented towards social responsibility promote the respect towards workers, regardless of their age, while ensuring that

these age group does not have less chances to re-enter the labour market, for instance (Cheung *et al.*, 2011), when compared with younger workers.

Additionally, nowadays there is a trend regarding a greater organizational adoption of work-life integration policies, which can increase the well-being of employees (Kossek *et al.,* 2014; cited by Truxillo *et al.*, 2015).

Among the principal HR and work-life policies to support older workers are flexibility at work (e.g. to help taking care of grandchildren), part-time work and telecommuting. These measures may increase older worker's valued contribution to the organization, by privileging positive social exchange processes and by reducing work-nonwork conflicts (Uggerslev *et al.* 2012; *cit. in* Truxillo *et al.*, 2015).

Through the initiative of telecommuting, workers are allowed greater autonomy regarding decision making (more specifically as to where and when to work), which in turn attributes them a greater ability to perform family-related tasks. This may be particularly crucial for older workers. In fact, Hill and colleagues (1996, 2003) and Madsen (2003) (cited by Truxillo *et al.*, 2015) found that when employees benefit from telework policies, positive outcomes are generated, such as increased productivity, a positive influence on personal life success, as well as reduced work-family conflict.

Another type of flexible work arrangement is constituted by reduced workload or part-time options, which foster a better balance between personal responsibilities and work (Hammer *et al.* 2013: cited by Truxillo, *et al.*, 2015).

1.6. Gender Diversity

Despite the efforts on Gender Equality, women are under-represented in management and leadership positions. In fact, according to Steiner & Steiner (2012), it is more probable for women to be unemployed and less probable to attain positions of high power, status, and income.

Over time women have gained their place in management positions, even though they are not yet well represented in positions of highest-paying and prestige, i.e. chief executives, general managers, directors and CEOs (Steiner & Steiner, 2012). The reason behind this underrepresentation is the gender hierarchy which, historically and culturally, generates discrimination against the female gender at work: they are perceived as caretakers rather than

wage earners (Ahonen *et al.*, 2014; Ely and Meyerson, 2000; Koenig *et al.*, 2011; Leicht *et al.*, 2014; Muhr, 2011; cited by Christensen & Muhr, 2019).

Globally, only 27.1% of managers and leaders are women (Silva, 2019). In Portugal, regarding publicly listed companies, only 12.41% of females were part of the board in 2017 (Marujo, 2017).

Women still face a glass ceiling effect, i.e. an invisible barrier of gender discrimination, which opposes the feminine advancement, in terms of their careers, to higher level' positions in a corporation (Steiner & Steiner, 2012). This emphasizes the importance of helping women and ethnic minority groups to manage the existing barriers regarding the achievement and maintenance of managerial positions (Cook & Glass, 2014; Ryan & Haslam, 2007; *cit. in* Buengeler *et al.*, 2018).

The low participation of females in top positions is a result of a series of obstacles and disadvantages that have been affecting women's careers from the beginning (Steiner & Steiner, 2012). In fact, according to a study called "Women Matter: A Way Forward for Portugal", even though women are more educated than men (58%) in Portugal, the female gender is underrepresented in top-management positions. In fact, the higher the position in organizational hierarchy (i.e. from entry-level to CEO), the lower the proportion of women occupying those positions, and the higher the percentage of men (Morgado, 2019).

As meritocratic methods were not well succeeded in the changing of organizational' gender composition, gender quotas started to arise as a solution for the ideological impasse which keeps the female' gender in bottom positions (e.g. Noon, 2010; *cit. in* Christensen & Muhr, 2019). Once a more equal representation of women is achieved in managerial positions, the risk of stereotyping is expected to decrease, in comparison with the current reality of under-representation of women (Christensen & Muhr, 2019). In other words, board gender quotas have been established to tackle the potential discrimination associated with the low representation of women (Esteve-Volart & Bagues, 2012; Baltrunaite, Bello, Casarico, & Profeta, 2014; cited by Mateos de Cabo, Terjesen, Escot & Gimeno, 2018).

The introduction of legislation on board gender composition has been examined by several studies, existing three main types of arguments for gender parity on boards: (1) utilitarian arguments, which suggest that the female participation on boards can contribute to an improvement of the firm's bottom-line; (2) ethical arguments, which claim that it is

discriminatory to exclude women from managerial positions, and thus it should be given participation and access to top-management positions, to this gender group; and (3) social justice arguments, arguing that it is a democratic issue to include women on boards, contributing to equal participation and of legitimacy of power exercised by corporations, in society. Therefore, it is key to have gender parity in society, being questioned the legitimacy of male supremacy in corporate decision-making positions (Choudhury, 2014; Rubio-Marín, 2012; Szydło, 2015; Suk, 2012; Teigen, 2000; *cit. in* Kirsch, 2018).

The low number of women in managerial positions justified the Portuguese government's decision of implementing a system of quotas to both listed and public companies, to foster gender parity, until 2020 (Marujo, 2017). Recently, the Portuguese government increased the minimum representation of women to 40% in state-owned enterprises (i.e. in the public sector) (Agência Lusa, 2018). In addition, in 2020, the minimum proportion of women in publicly listed companies will rise to 33.3% (Ferreira, 2019). In fact, quota systems have been contributing to the increase in the number of women on corporate boards, throughout Europe (Christensen & Muhr, 2019).

Quota systems are described as a form of positive discrimination and aim to expand the possibilities for specific disadvantaged groups. Positive discrimination is related with an explicit consideration of the fact that certain characteristics (e.g. gender, race/ethnicity, and age), are susceptible to weaken a specific group of individuals, thus putting them in disadvantage, in comparison with others. These characteristics can constitute criteria for assessing candidates (Noon, 2010; *cit. in* Christensen & Muhr, 2019). Therefore, quotas are the fastest way to achieve equal representation (Dallerup & Freidenvall, 2005; cited by Christensen & Muhr, 2019), while fostering diversity, and contributing to positive outcomes, not being a threat to merit (Nugent & Krook, 2016; cited by Christensen & Muhr, 2019).

According to Dorrough, Leszczyńska, Barreto & Glöckner (2016) among the numerous gender parity measures and diversity policies, the most controversial is undoubtedly the mandatory gender quotas legislation. The proposal of this measure lies mainly on its instant benefit, i.e. it increases the female's representation on boards in the short-term. Nevertheless, one should note that procedures of quota-based selection that do not clearly contemplate individual performance, have a higher probability of being perceived as unfair, mainly because of prevalent beliefs in meritocracy.

The link between Social Responsibility and Diversity

Meritocracy is about a belief that "*unequal economic status is and should be earned by individual merit alone*" (Kluegel & Smith, 1986; *cit. in* Dorrough *et al*., 2016, p. 138). This belief is dominant in Western societies (e.g. Portugal) and even when it is inaccurate, it is supported by a fundamental need to perceive fairness and justice in the world (Lerner, 1980; cited by Dorrough *et al*., 2016). In fact, it is usual for individuals to reveal a resistance, opposition, and fear of quotas, perceiving this measure as unfair and as a threat to meritocracy, which is prejudicial to a sustained gender equality (Christensen & Muhr, 2019). Quotas are not considered as legitimate or fair, mainly because individuals (both men and women) do not agree nor accept that women encounter greater barriers when compared to men (Dallerup, 2008; *cit. in* Christensen & Muhr, 2019).

According to Noom (2010), the criticism of quotas lies on the assumption of a form of positive discrimination, and the assumption that the "best candidate" can be achieved by an objective measure, such as competencies. However, the modern labour market is a "*personality market*" (Hanlon, 2016; *cit. in* Christensen & Muhr, 2019, p. 94), thus, the threat to meritocracy might be baseless.

Thus, even though quota systems intend to tackle the lack of meritocratic treatment, as a form of affirmative action, they are criticized and perceived as unfair due to the beliefs in meritocracy (Dorrough *et al*., 2016). In other words, meritocratic arguments are mainly used by the opponents of quotas regulations.

To Loy & Rupertus (2018), the efforts on gender quotas' legislation *per se* are not enough to suppress the poor representation of women on corporate boards, nor to have suitable candidates. Thus, there should be a societal emphasis on measures to support career progression, hence contributing to a higher proportion of women on boards, including (1) education, in order to have more qualified women in the workforce; and (2) attributing more opportunities for women to advance to managerial activities.

Currently, in 2019, Portugal has changed for the better as it is in line with the mean of the European Union when it comes to women at management positions: 36% of women, in contrast with 64% of men. Nevertheless, in 2018, our country showed a lower proportion of women in top positions (10%), when compared to the rest of Europe (Walton, 2019).

Therefore, by increasing the representativeness of women on boards, companies will contribute to a more diverse workforce, while supporting women in terms of career

advancement. This change will bring numerous benefits, including the elimination of stereotypes, and the narrowing of the wage gap between men and women.

1.7. Research Objectives

In the light of the literature review and considering the lack of research which combines the individual perceptions on the CSR, HRM, and Diversity, this study aims primordially to contribute to a deeper insight into these areas in the Portuguese context.

Thus, we will briefly analyse the national context of Portugal, regarding organizational practices adopted by companies. Then, we will analyse the individuals' knowledge and actions in the field of CSR.

The main analysis will be towards the assessment of: (1) the perceptions of individuals on the practices which are part of socially-responsible companies, and (2) the individuals' perceptions of the practices which bring advantages to companies. We expect that these perceptions are influenced by the socio-demographic characteristics of the individuals, including age, gender, level of education, and employment status. The greatest emphasis will be on gender and age diversity.

Therefore, the following hypotheses were created:

H1: There are significant differences in the perception of the organizational practices of socially-responsible companies, according to the socio-demographic variables (Age Groups, Gender, Level of Education, and Employment Status).

H2: There are significant differences in the perception of the organizational practices which bring advantages to companies, according to the socio-demographic variables (Age Groups, Gender, Level of Education, and Employment Status).

In the following chapter, it will be presented the methodology adopted in this study, in order to validate the hypotheses mentioned.

Chapter II – Methodology

The methodology is important and implies not only research methods but also the logic which supports them, i.e. the justification of why a certain method or technique of data analysis was adopted, in detriment of others (Kothari, 2004). Thus, it matters to describe the methodology used to test the hypotheses of this research, as well as to describe the sample, instrument of data collection, procedure and finally, the data analysis.

2.1. Type of Research

In this case, a deductive approach was used, given that this research was initiated with an analysis of the existing theoretical knowledge within the theme of this thesis (social responsibility and diversity in the workplace), which in turn served as a basis for the research questions and objectives defined (Yin, 2003; as cited in Saunders, Lewis & Thornhill, 2009).

A quantitative methodology was applied. This type of methodology aims to examine phenomena, by using the quantifiable data collected, which is further analysed through statistical techniques (Creswell, 2002; *cit. in* Ragab & Arisha, 2018). Quantitative research is used mainly to analyse relationships between variables, which yield results of a predictive, explanatory, or confirmatory nature (Williams, 2011; cited by Ragab & Arisha, 2018).

In this research, a causal-comparative method was used. This method intends to identify relationships between independent and dependent variables, through the comparison of at least two groups of individuals (Salkind, 2010). It aims to find the causes or reasons for a certain phenomenon, such as the differences of behaviours verified between groups, referring always to an existing situation (Reto & Nunes, 1994). Thus, it can be described as a method used for assessing what may have been the cause of a certain occurrence, in a retrospective way.

The causal-comparative method was applied to this research because, unlike what happens in the experimental research, the independent variables could not be manipulated (Salkind, 2010). The independent variables used were gender, age, level of education, and employment status. Thus, in this research, the respondents were grouped according to their gender, age, level of education, and employment status, and assessments were made to the dependent variables.

2.2. Sample

The sample design is a stage of research which involves a planning process prior to the data collection, in order to reach a sample from a certain population. A non-probability sampling was used for this study. This type of sample is based on a method in which the selection of the sample' elements is made in a non-random way (Kothari, 2004), by the researcher.

A quantitative research was conducted through an online questionnaire. It was established contact with few individuals from the desired population (any person with a minimum of 18 years old), who were further asked to share the questionnaire with other cases of interest, and so on, totalizing 240 participants. Thus, a snowball sampling technique was applied (Saunders *et al.*, 2009).

From the total of 240 respondents of the questionnaire, 62.92% (n = 151) were female, while 37.1% (n = 89) were male.

In general terms, the youngest participant was 19 years old while the oldest was 70 years old. The mean ($\bar{x}$) value of the variable "Age" was 35.00 (σ = 12.83).

Regarding the "Level of Education", the median value was 4.00, indicating that 50% of the respondents had at maximum the bachelor's degree. In fact, from the total of respondents, 0.8% (n = 2) had "Basic School (6th grade)", 2.9% (n = 7) had "Basic School (9th grade)", 16.3% (n = 39) had "Secondary School", 52.1% (n = 125) had a "Bachelor's degree", 26.3% (n = 63) had a "Master's degree", 1.3% (n = 3) had a "Doctorate's degree" and only 0.4% (n = 1) had a "Post-graduation's degree".

Finally, concerning the "Employment Status", the median value was 5.00, indicating that 50% of the respondents had at maximum the status of workers. We observed that from the total number of 240 participants, 67.1% (n = 161) were Workers, 15.8% (n = 38) were Students, 11.7% (n = 28) were Student-Workers, 2.9% (n = 7) were Unemployed, 2.1% (n = 5) were Retired, and 0.4% (n = 1) were Looking for the first job.

See appendix A for further detail regarding the sample's characterization.

2.3. Instrument

The method of data collection used was a questionnaire. This method allowed the gathering of a great amount of quantitative data from a large population, while being very efficient and economical (Saunders *et al.,* 2009). Furthermore, the questionnaire was chosen since it is part of the survey strategy, commonly used to answer the questions of who, what, how much and how many. Thereby, it is suitable for exploratory and descriptive research (Saunders *et al.,* 2009), as in the case of this research.

In fact, the questionnaire we applied aimed to portray the respondents in terms of their demographic characteristics and of their perceptions of organizational practices in the fields of CSR, HRM, and Diversity. Thus, and according to O'Leary (2004), it had a descriptive purpose. At the same time, it can be classified as an explanatory questionnaire, according to Ragab & Arisha (2018), since we attempted to examine the reasons of why a certain group of respondents had a particular perception of the organizational practices, hence being more analytical in terms of the relationship between variables. With the questionnaire we were able to obtain (Dillman, 2002; cited by Ragab & Arisha, 2018): (1) opinion variables, as we collected the respondents' opinions towards certain practices, through their level of agreement; (2) behaviour variables, as we measured respondents' actions towards CSR; and (3) attribute variables, since we obtained information about the respondents' socio-demographic characteristics.

In general terms, the content of this questionnaire was a result of an extensive literature review, which allowed the identification of important variables. This instrument was composed of nine sections. Sections one, three, five, six, seven, eight, and nine were constructed at the light of the research on the theme of the perception of practices of social responsibility and diversity at the workplace. Additionally, sections two and four were adapted from the Cavaco (2015), in terms of the perceptions about social responsibility.

The first section of the questionnaire was focused on the national context of Portugal, in terms of organizational practices. It was composed of eleven questions (from S1Q1 to S1Q11). It intended to assess the level of agreement of the respondents towards the development of certain organizational practices, related to Human Resource Management, Corporate Social Responsibility, and Diversity, through a rating scale of agreement.

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Sections two and three were about the respondent's knowledge regarding Corporate Social Responsibility, being asked whether they had already heard about the concept (S2) and what they thought to be its definition (S3), being each composed by one question.

The fourth section encompassed an individual and organizational perspective in terms of actions taken towards Corporate Social Responsibility, through four questions. At an individual level, the participants were asked if they seek information about the policies and initiatives of social responsibility of companies (S4Q1); and if they could identify a socially responsible company (S4Q4). At an organizational level, the participants were asked if they believed companies should display all the information about their Social Responsibility' initiatives (S4Q2); and if they believed companies provide enough information about their Social Responsibility' policies and initiatives (S4Q3). For this, a rating scale of agreement was used.

The fifth section was focused on the relationship between Corporate Social Responsibility and Human Resource Management. Respondents were asked what practices they agreed to be part of socially-responsible companies (e.g. S5Q4_ensure pay equity and fairness), through a rating scale of agreement. This included practices in the fields of Recruitment and Selection (S5Q1 and S5Q3), Training and Development (S5Q2 and S5Q5), Compensation and Benefits (S5Q4 and S5Q8), Communication (S5Q6 and S5Q7), and Equality of Opportunities and Career Development (S5Q9 and S5Q10). In total, this section was composed of ten questions.

The sixth section of the questionnaire was about diversity in organizations. Respondents were asked what their level of agreement was towards the advantages which companies had in adopting certain practices (e.g. S6Q5_implementation of a quota system for women, regarding hiring and promotion). Once again, these practices were related with CSR and HRM, in the fields of Recruitment and Selection (S6Q1, S6Q2, S6Q3, and S6Q5), Training and Development (S6Q4 and S6Q10), Equality of Opportunities and Career Development (S6Q5, S6Q6, and S6Q9), as well as practices about Workplace Flexibility (S6Q7 and S6Q8). This section was composed of ten questions.

In the seventh and eighth sections of the questionnaire, the methodology of scenarios was applied. Thus, the first scenario (S7) focused on gender diversity, describing a situation in which the implementation of a gender quota system dictated the candidate who was selected in

a recruitment process. The second scenario (S8) focused on age diversity, presenting a situation of career advancement in which the choice of the person relied on its personal characteristics. In both scenarios, were used the same four questions: "Do you agree with the decision made?"; "Do you agree that this decision is beneficial to the company?"; "Do you agree that this decision favours diversity?"; and "Do you agree that this decision is socially responsible?". These sections aimed to validate the answers from all the other sections of the questionnaire. A rating scale of agreement was applied to these sections.

Finally, the ninth and last section was composed of three statements (S9Q1_Implementation of a quota system; S9Q2_Promoting women internally to decision' positions, and S9Q3_Provide more career progression' opportunities to young employees), evaluated through a rating scale of agreement. Respondents had to rate the statements according to the question "Do you agree that these organizational practices favour diversity?". The aim of this section was to validate not only the answers given in the scenarios, but also the answers from the fifth and sixth sections of the questionnaire. Towards this end, it was assessed the respondent's level of agreement towards the concepts alone, without a context or scenario.

Rating questions were applied, measured through a Likert-style rating scale, in which the participants were asked at what extent did they agree or disagree with a series of statements (Saunders *et al.*, 2009), as aforementioned. A six-point rating scale of agreement was used (1 – Totally Disagree; 2 – Disagree; 3 – Partially Disagree; 4 Partially – Agree; 5 – Agree; 6 – Totally Agree). An even number of categories (six) prevented the respondents from incurring on the central tendency bias, by choosing the middle of the rating scale, as it would happen if there was an odd number of categories, such as five.

In appendix B we present the previously described questionnaire.

2.3.1. Analysis of the psychometric properties

An exploratory factorial analysis was performed to all the items of the fifth and sixth sections of the questionnaire, in order to generate dimensions that would enable a contrast between (1) practices of socially responsible companies, with practices that have the potential to affect the relations between employees, by favouring one group of individuals, in detriment of others; and (2) different organizational practices beneficial to companies, including practices focused on senior employees, female employees, and related with career advancement and training opportunities.

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This was because neither the organizational practices of socially-responsible companies (S5) nor the organizational practices which bring advantages to companies (S6) were unidimensional. Thus, following the assumption of the multidimensionality of each section, the factorial structure of each dimension was assessed, to better analyse the respondents' perceptions on the field of CSR, HRM, and Diversity.

From this analysis, and regarding the fifth section, we extracted 2 components, accounting for 63.117% of the total variance of the 10 original items. The analysis performed to the rotated component matrix, allowed a better interpretation of the results, by using a Varimax rotated solution. These two dimensions were constructed after the reliability analysis. We accepted this new structure as valid due to the proportion of explained variance, which indicated that the variables provided an interpretable solution (Table 1).

Table 1 - Results from the Exploratory Factorial Analysis (Section 5)

	Components and loadings	
	HRM Policies	Relational Factors
S5Q1_promoting age and gender diversity, regarding the hiring of new employees	0.645	
S5Q4_ensure pay equity and fairness	0.860	
S5Q5_create a work environment which fosters learning and autonomy	0.874	
S5Q6_fostering transparency in communication with employees	0.902	
S5Q7_sharing initiatives of corporate volunteering with employees	0.736	
S5Q8_attribute extra-benefits to employees (e.g. scholarships, corporate-owned life insurance, health insurance, retirement saving plans)	0.760	
S5Q9_fostering equality of opportunities in career development	0.894	
S5Q2_create a work environment which fosters competitiveness		0.715
S5Q3_implementing a gender quota system		0.746
S5Q10_benefit the senior employees (above 50 years old), regarding career progression		0.524
% variance explained after rotation	48.192%	14.925%
Initial Eigenvalues	5.008	1.304
Cronbach's Alpha (α)	0.918	0.450

n = 240; Extraction Method: Principal Component Analysis; Rotation Method: Varimax with Kaiser Normalization

In terms of the design of the questionnaire, one key element to consider is reliability. Reliability is concerned with consistency, i.e. whether the questionnaire can generate consistent findings every time it is administered (Oppenheim, 1992; *cit. in* Ragab & Arisha, 2018).

In order to evaluate the questionnaire's reliability, Cronbach's Alpha statistic is commonly used. This statistic utilizes inter-item correlations which allow a measurement of the internal consistency (Rattray & Jones, 2007; *cit. in* Ragab & Arisha, 2018). Generally, the instrument or scale used is considered as reliable, if the Cronbach's Alpha is at least 0.70 (Nunnally, 1978; cited by Maroco & Garcia-Marques, 2006). However, in research in the area of social sciences, a Cronbach's Alpha' value of 0.60 is acceptable, if the results obtained with that same instrument are carefully interpreted (DeVellis, 1991; *cit. in* Maroco & Garcia-Marques, 2006). In this research, a reliability analysis was performed in order to assess the instrument used, particularly regarding the scales applied in the fifth and sixth sections of the questionnaire. With this analysis, the scales became more solid regarding the analysed dimensions, and its quality increased.

By observing table 1 is possible to state that the first dimension revealed a high consistency (α = 0.918), while the second dimension revealed a poor consistency (α = 0.450). However, this last dimension was still considered in the forthcoming analysis, being its consistency classified as acceptable (Taber, 2017). This decision was based mainly on the capacity to provide interpretable outcomes and because adding more items, even to make its consistency' value acceptable, would generate an undesirable redundancy. In fact, according to Cronbach (1951) (as cited in Taber, 2017), it is often possible to interpret the scores obtained by a certain instrument, even without the desirable high values of alpha.

Afterwards, we suggested a name for each new component, according to the statements which were mostly correlated with it, considering all the loadings (correlations) greater than 0.5. Thus, the first component was named "HRM Policies" and the second was named "Relational Factors". The component "HRM Policies" encompassed all the policies, at an operational level, which respondents might link with a socially-responsible company. The "Relational Factors" are characterized by a set of practices which can affect the relationship between employees, due to benefits attributed to a specific group of individuals (e.g. women, older workers), in detriment of others, and due to the promotion of competitiveness in the workplace.

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Concerning the sixth section, we extracted 3 components, accounting for 63.623% of the total variance of the 10 original items. After the analysis of the rotated component matrix, each new component was named, according to the loadings (correlations) greater than 0.5. This new structure was accepted as valid because the proportion of explained variance was an indicative that the variables provided an interpretable solution (Table 2).

Table 2 - Results from the Exploratory Factorial Analysis (Section 6)

	Components and loadings		
	Seniority in Organizations	Gender Diversity	Equality of Opportunities and Career Advancement
S6Q1_recruitment of senior elements (above 50 years old)	0.752		
S6Q2_internal recruitment	0.798		
S6Q4_attribution of senior mentors	0.611		
S6Q7_flexible work-schedule for senior employees (above 50 years old)	0.625		
S6Q3_preferential recruitment of women		0.818	
S6Q5_implementation of a quota system for women, regarding hiring and promotion		0.810	
S6Q8_implementing telecommuting for women		0.705	
S6Q6_ensure career advancement for all employees, regardless of their age			0.892
S6Q9_ensure career advancement for all employees, regardless of their gender			0.927
S6Q10_give more training opportunities to young employees			0.447
% variance explained after rotation	22.492%	21.014%	20.117%
Initial Eigenvalues	3.495	1.498	1.370
Cronbach's Alpha (α)	0.695	0.738	0.748

n = 240; Extraction Method: Principal Component Analysis; Rotation Method: Varimax with Kaiser Normalization

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According to table 2, the first dimension revealed a reasonable consistency (α = 0.695), the second dimension revealed a high consistency (α = 0.738), and finally, the third dimension revealed a high consistency as well (α = 0.748). Regarding the last dimension, there was an item "S6Q10_ give more training opportunities to young employees" that was the most poorly correlated both with the total of the scale and with the other items. If this item was removed, the value of the Cronbach's Alpha would increase from 0.748 to 0.870. However, we decided to maintain the referred item due to its relevance, in terms of interpretation of the component. See Appendix C for more details of the exploratory factorial analysis and reliability analysis to sections five and six.

Thus, the first component was named "Seniority in Organizations", the second was named "Gender Diversity", and the third and final component was named "Equality of Opportunities and Career Advancement". The component "Seniority in Organizations" encompassed several practices which favour seniority at the workplace. The component "Gender Diversity" included practices particularly advantageous to women, instead of men. Lastly, the component "Equality of Opportunities and Career Advancement" englobed practices of career progression, irrespective of gender and age, as well as opportunities of training focused on young employees.

At the light of the results, and considering the quality of the extracted components, from now on in this study each new component is constituted as a variable, in the upcoming analysis: (1) HRM Policies, (2) Relational Factors, (3) Seniority in Organizations, (4) Gender Diversity, and (5) Equality of Opportunities and Career Advancement.

Additionally, it mattered to recode the socio-demographic variables of the questionnaire, in order to facilitate the data analysis. For further details, consult Appendix D.

One of the main objectives of this study was to analyse the perception of diversity in the workplace, regarding age. Thus, the scale variable "Age" was recoded into categories, in order to better analyse the data, giving origin to the categorical variable "Age Groups". In this case, as there were clearly two dominant generations (Generation Y or Millennials, and Generation X or Baby Boomers), the respondents were grouped into two new categories: "Up to 38 years old" and "39 years old and over".

Regarding the new categorical variable "Age Groups", we observed that 62.9% of the respondents (n = 151) were up to 38 years old, whereas 37.1% (n = 89) were 39 years old and

over (Figure 1). Based on the original scale variable "Age", and through Excel, was calculated the mean ($\bar{x}$) of "up to 38 years old" is 26.17 years old, while the mean ($\bar{x}$) of "39 years old and over" was 49.99 years old.

Figure 1 - Age Groups

The variable "Level of Education", the individuals were aggregated into two main groups: (1) the individuals who had at maximum the secondary school, and (2) the individuals who had at least the bachelor's degree. Therefore, the categories "Basic School (6th grade)", "Basic School (9th grade)" and "Secondary School", were grouped into "Up to Secondary School", while the categories "Bachelor's degree", "Master's degree", "Doctorate's degree" and "Post-graduation's degree" were grouped into "Bachelor's degree and over".

Regarding the new categorical variable "Level of Education", the median value was 2.00, indicating that 50% of the respondents had at maximum bachelor's degree and over. From the total number of 240 respondents, only 20% (n = 48) had the level "Up to Secondary School", in contrast with 80% (n = 192) who had "Bachelor's degree and over" (Figure 2).
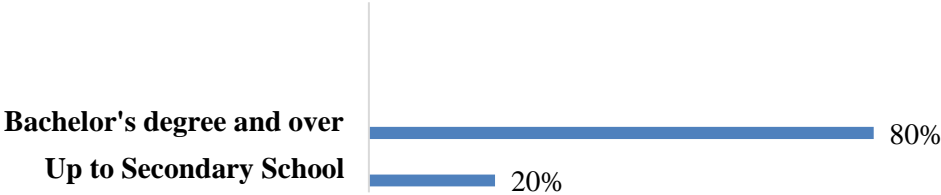
Figure 2 - Level of Education

Finally, concerning the "Employment Status" of respondents, two main groups could be easily identified, as 78.8% of the respondents had a job, i.e. workers and student-workers, while 21.2% were not currently working. In line with this observation, the categories "Looking for the first job", "Unemployed", "Student", and "Retired" were grouped into the new category "People outside the labour force", in other words, individuals who are economically inactive.

On the other hand, the categories "Worker" and "Student-Worker" were grouped into the new category "Labour Force", i.e. individuals who are economically active.

In terms of the new categorical variable "Employment Status", the median value was 2.00, indicating that 50% of the respondents were at maximum the labour force. From the total of participants, only 21.3% (n = 51) were "People outside the labour force", while 78.8% (n = 189) were part of the "Labour Force" (Figure 3).

Labour Force 78,8%
People outside the labour force 21,3%
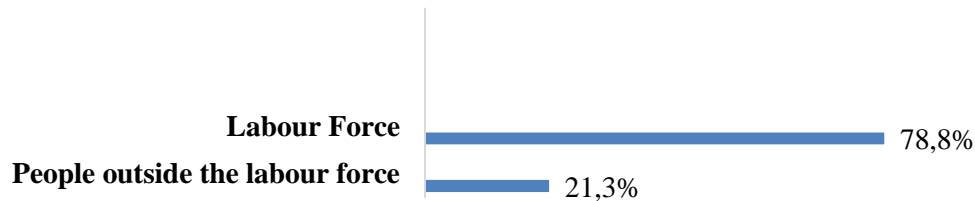
Figure 3 - Employment Status

2.4. Procedure

Initially, a pre-test was conducted, not only for testing the questionnaire described in the previous section, and thus avoid errors in its construction, but also to increase the effectiveness of data collection and to make improvements. Thus, the pre-test allowed us to accept the questionnaire as valid. The questionnaire was structured, i.e. an equal set of questions was displayed to all participants in a predetermined order (Kothari, 2004).

The administration of the questionnaire was made in an electronic way, being sent and completed by the respondents using the internet (Saunders *et al.*, 2009). The sample was as large as possible, within the time constraints, since the higher its dimension, the higher the probability of being representative, and thus generalizable, anticipating a proper statistical analysis (O'Leary, 2004).

The questionnaire was constructed and made available at the online platform "Google Forms". The link of the questionnaire was sent through social networks, such as Facebook, Instagram, LinkedIn, and email. In every case, the theme and objective of the study, the author, and the assurance of confidentiality were presented. The questionnaire was available from July 11, 2019, to July 28, 2019. A total of 240 participants responded to the questionnaire.

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Once the deadline for data collection was reached, the data obtained was exported from "Google Forms" to "Excel", and ultimately to IBM SPSS software, in order to perform its statistical analysis.

Chapter III – Data Analysis and Results

3.1. Organizational Practices in Portugal

As aforementioned, the first section of the questionnaire encompassed the respondent's perception of the organizational policies adopted by companies in Portugal (Appendix E).

Table 3 - Descriptive Analysis (Section 1)

	N	Mean ($\bar{x}$)	Median	Mode	Std. Deviation (σ)
S1Q1_Non-discrimination and Equal Opportunity	240	3.44	3.00	3	1.09
S1Q2_Training and Continuous Development for all Employees	240	3.52	3.00	3	1.14
S1Q3_Work-Life Balance	240	2.85	3.00	3	1.20
S1Q4_Career Development Plan for all Employees	240	2.97	3.00	3	1.19
S1Q5_Pay Equity	240	2.83	3.00	3	1.26
S1Q6_Transparency in Employee Communication	240	2.95	3.00	3	1.19
S1Q7_Responsible Recruitment of Minorities	240	2.73	2.00	2	1.27
S1Q8_Gender Representativeness	240	3.25	3.00	3	1.36
S1Q9_Intergenerational Work Teams	240	3.62	4.00	4	1.28
S1Q10_Flexible Work Schedule	240	3.07	3.00	3	1.28
S1Q11_Contractual Stability	240	3.22	3.00	3	1.32

By observing table 3 it is clear that the respondents only acknowledge the existence of the policy of "Intergenerational Work Teams", in the Portuguese context. Respondents showed a partial agreement towards the adoption of the policy "Intergenerational Work Teams" in Portugal ($\bar{x} = 3.62$; $\sigma = 1.275$). In fact, the median value was 4.00, indicating that 50% of the respondents selected at maximum the option "Partially Agree". Additionally, through the frequency tables (Appendix E), we observed that more than half of the respondents agreed in

what concerns to this policy: from the total of 240 respondents, 28.3% (n = 68) "Partially Agree", 21.3% (n = 51) "Agree" and 5.4% (n = 13) "Totally Agree". Thus, these three options make up to 55%, reinforcing what was already confirmed through the central tendency measures analysed above.

At the light of the results, in the respondents' opinion, companies foster teams characterised by age diversity. On the contrary, and particularly by observing the values of the mean and median, we can state that, according with the participants' view, the companies in Portugal lack policies of: (1) non-discrimination and equal opportunities, (2) training and continuous development for all employees, (3) work-life balance and flexibility at work, (4) transparency in the communication with employees, (5) pay equity, (6) career development plan for all employees, (7) responsible recruitment of minorities, (8) gender representativeness, and (9) contractual stability.

3.2. Perceptions and Knowledge about CSR

The second and third sections of the questionnaire assessed the respondent's familiarity with the concept of CSR. From the total of 240 respondents, 71.7% (n = 172) affirmed to have heard about the concept, whilst 28.3% (n = 68) denied having ever heard about it (Figure 4). Thus, to most respondents, this was not a new concept (Appendix F).

Have you ever heard about CSR?
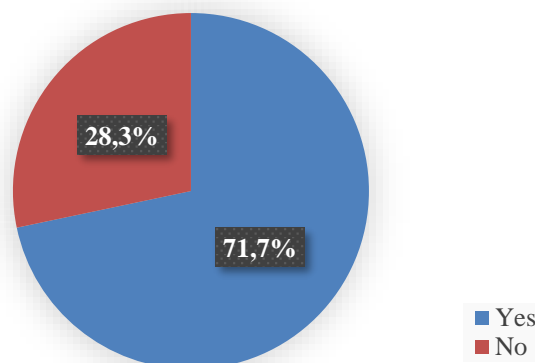
Figure 4 - Sample distribution according to the knowledge about CSR

Regarding the definition of CSR, 9.6% (n = 23) of the respondents stated that, in their opinion, "CSR is about a concern with the definition of goals which go beyond the merely economic and legal requirements of the firm.", 2.5% (n = 6) considered this concept as "CSR is a voluntary act of charity oriented to the community, through donations to support social

causes.", 32.1% (n = 77) defined it as "CSR is about meeting the needs of the present, without compromising the ability of the future generations to meet their own needs, contributing to an economic, social and environmental development.", and finally, 55.8% (n = 134) selected the option "CSR is the process of voluntary integration into business activities, about the social, environmental, ethical and human concerns of their interest groups." (Appendix G).

Although the majority of respondents were aware of the real meaning of CSR ("CSR is the process of voluntary integration into business activities, about the social, environmental, ethical and human concerns of their interest groups."), there is still a considerable percentage who thinks of CSR as Sustainable Development ("CSR is about meeting the needs of the present, without compromising the ability of the future generations to meet their own needs, contributing to an economic, social and environmental development.").

Moreover, from the respondents who said "Yes" to the question "Have you ever heard about CSR?", 56.4% selected the option "CSR is the process of voluntary integration into business activities, about the social, environmental, ethical and human concerns of their interest groups.", i.e. 135 in every 240 respondents who say "Yes", select the option aforementioned. In this case, from the total of 172 respondents who affirmed to have heard about CSR, 97 selected the accurate option (Appendix G).

The fourth section of the questionnaire assessed individual and organizational perspectives over CSR (Appendix H).

Table 4 - Descriptive Analysis (Section 4)

	N	Mean ($\bar{x}$)	Median	Mode	Std. Deviation (σ)
S4Q1_I try to be informed about the policies and initiatives of Social Responsibility of companies	240	3.68	4.00	3	1.36
S4Q2_Companies should display all the information about their Social Responsibility' initiatives	240	5.09	5.00	6	1.05
S4Q3_Companies provide enough information about their policies and initiatives of Social Responsibility	240	3.43	3.00	3	1.17
S4Q4_I can identify a socially responsible company	240	3.70	4.00	4	1.44

As it can be observed in table 4, at an individual level, the respondents demonstrated a partial agreement towards the statements "I try to be informed about the policies and initiatives

of Social Responsibility of companies" ($\bar{x}$ = 3.68; σ = 1.36) and "I can identify a socially responsible company" ($\bar{x}$ = 3.70; σ = 1.44). The median value of both these statements was 4.00, indicating that 50% of the respondents selected at maximum the option "Partially Agree".

These results highlight that most respondents seek information about the area of CSR and believe to be able to identify a socially responsible company.

At an organizational level, respondents agreed that "Companies should display all the information about their Social Responsibility' initiatives" ($\bar{x}$ = 5.09; σ = 1.05). The median value was 5.00, indicating that 50% of the respondents selected at maximum the option "Agree".

Conversely, respondents partially disagreed that "Companies provide enough information about their policies and initiatives of Social Responsibility" ($\bar{x}$ = 3.43; σ = 1.17). The median value was 3.00, indicating that 50% of the respondents selected at maximum the option "Partially Disagree". Nevertheless, the levels of agreement towards this statement do not seem to be solid, i.e. there is not a consensus or clear level of agreement. This is visible through the boxplot in figure 5.

S4Q3_Companies provide enough information about their policies and initiatives of Social Responsibility
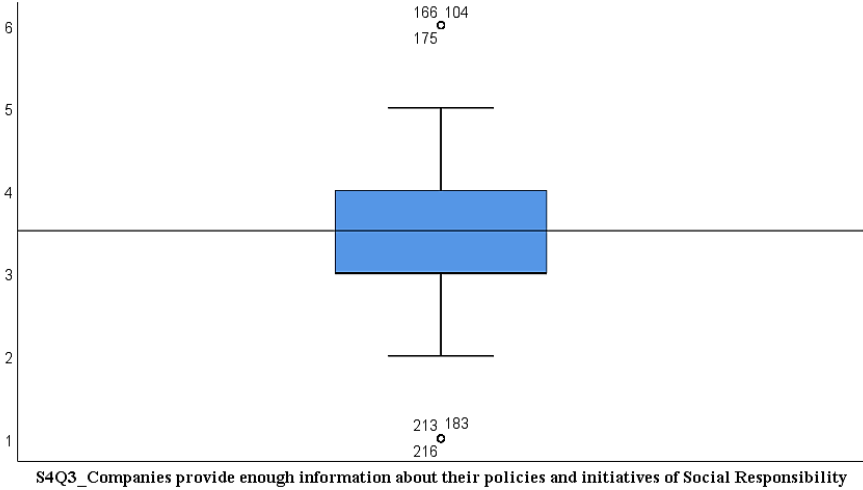
Figure 5 - Distribution of the level of agreement towards S4Q3

The reference line in the boxplot defines the middle point of the scale (3.5), dividing the negative ratings (i.e. levels of disagreement) and the positive ratings (i.e. levels of agreement). As we can observe, the median (50th Percentile) coincides with the reference line (i.e. the middle point of the scale). Thus, this indicates that respondents neither agreed nor disagreed with the statement "Companies provide enough information about their policies and initiatives of Social

Responsibility". This impacts the legitimacy of the partial agreement towards "I try to be informed about the policies and initiatives of Social Responsibility of companies": for if respondents do seek information about CSR, then they should have a more solid opinion on the information provided by companies.

Thus, for the majority of respondents, companies have an important role in CSR, and it is unanimous that all the information about this area should be provided, since it is currently not done, in the participants' opinion.

Overall, there is an evident concern about CSR, although respondents attribute greatest responsibility to organizations, rather than personally striving to know more and be active about this subject, in a more prominent way.

3.3. Corporate Social Responsibility and Human Resource Management

The fifth section allowed a better insight into the relationship between CSR and HRM, by focusing on the practices which respondents consider to be part of socially-responsible firms. In a first stage a general descriptive analysis was performed to the items of this section (Table 5), followed by an analysis to the new variables created through the factorial analysis.

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Table 5 - Descriptive Analysis (Section 5)

	N	Mean ($\bar{x}$)	Median	Mode	Std. Deviation (σ)
S5Q1_promoting age and gender diversity, regarding the hiring of new employees	240	4.42	5.00	5	1.29
S5Q2_create a work environment which fosters competitiveness	240	3.59	4.00	4	1.38
S5Q3_implementing a gender quota system	240	3.25	3.00	3	1.37
S5Q4_ensure pay equity and fairness	240	4.68	5.00	6	1.41
S5Q5_create a work environment which fosters learning and autonomy	240	4.84	5.00	6	1.23
S5Q6_ fostering transparency in communication with employees	240	4.86	5.00	6	1.25
S5Q7_sharing initiatives of corporate volunteering with employees	240	4.80	5.00	6	1.19
S5Q8_ attribute extra-benefits to employees (e.g. scholarships, corporate-owned life insurance, health insurance, retirement saving plans)	240	4.71	5.00	6	1.30
S5Q9_fostering equality of opportunities in career development	240	4.95	5.00	6	1.28
S5Q10_benefit senior employees (above 50 years old), regarding career progression	240	3.60	4.00	5	1.52

Overall, through the analysis of table 5, the main conclusion we take is that in the respondents' opinion, a socially-responsible company is not characterized by the implementation of a quota system. Respondents partially disagreed with the statement of "implement a gender quota system" ($\bar{x} = 3.25$; $\sigma = 1.37$). The median value was 3.00, indicating that 50% of the respondents selected at maximum the option "Partially Disagree". In fact, from the total of respondents, 12.9% (n = 31) selected the option "Totally Disagree", 16.7% (n = 40) selected the option "Disagree", and 27.1% (n = 65) selected the option "Partially Disagree".

Thus, more than half of the respondents disagree that this practice is part of a socially-responsible firm, since the cumulative percentage up until "Partially Disagree" was 56.7% (Appendix I). Respondents expressed condemnation of quotas and do not consider it to be a socially responsible practice, thus individuals are more critic in terms of positive discrimination based on quotas.

On the other hand, respondents considered all the other practices, described in the statements, to be part of socially-responsible companies. In fact, regarding S5Q1, S5Q4, S5Q5, S5Q6, S5Q7, S5Q8, and S5Q9, the median value was 5.00, indicating that in these statements 50% of the respondents selected at maximum the option "Agree". The statements S5Q2 and S5Q10 had a median value of 4.00, indicating that in these statements 50% of the respondents selected at maximum the option "Partially Agree".

According to the multidimensional assumption of this section, the items *per se* are not considered in the forthcoming analysis, but rather the two new variables created: HRM Policies and Relational Factors.
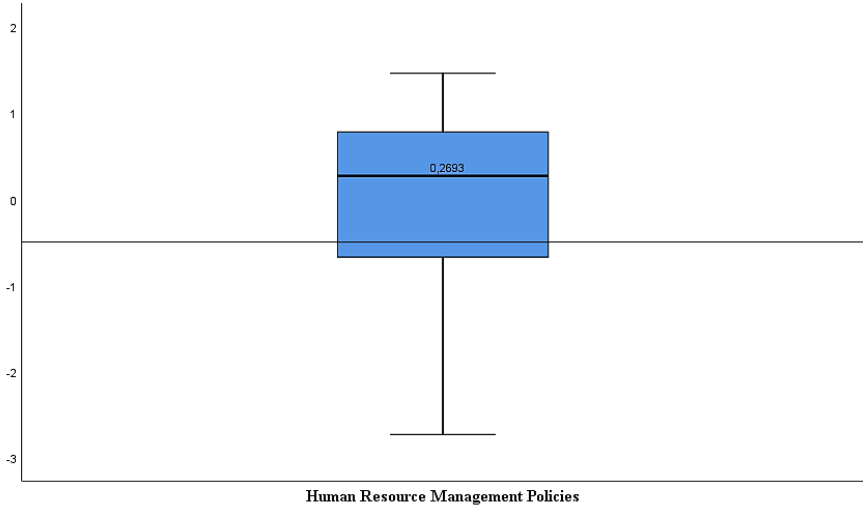
Figure 6 - Distribution of the mean of HRM Policies

Through the boxplot in figure 6, we can say that the first component "HRM Policies" is above the reference line. This indicates that respondents have positive perceptions towards organizational policies which can be associated with a socially-responsible company.
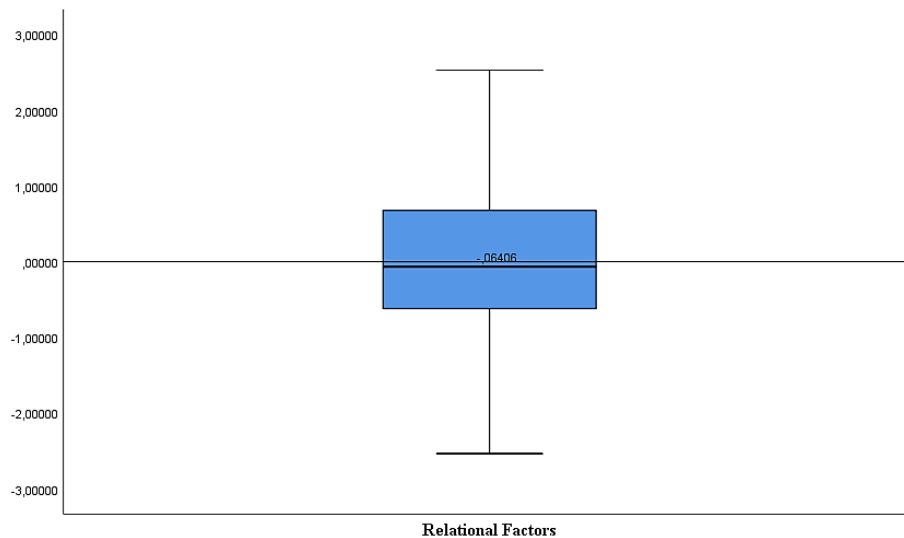
Figure 7 - Distribution of the mean of Relational Factors

On the other hand, the second component "Relational Factors" (figure 7) is positioned slightly below the reference line, indicating that, in general, respondents perceive negatively organizational practices which can affect the relations between employees (e.g. implementation of a gender quota system). Despite not being a solid point of view, it is possible to state that respondents do not perceive these types of practices as part of socially-responsible companies.

3.4. Diversity in Organizations – Advantages

The sixth section allowed a better understanding of what is the perception of respondents about the organizational practices which bring or not advantages to companies, regarding its implementation. In line with the previous section, firstly the results of a more general analysis will be presented, regarding the items of sixth section (Table 6), and secondly the new variables created through the factorial analysis will be analysed.

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Table 6 - Descriptive Analysis (Section 6)

	N	Mean ($\bar{x}$)	Median	Mode	Std. Deviation (σ)
S6Q1_recruitment of senior elements (above 50 years old)	240	4.17	4.00	5	1.25
S6Q2_internal recruitment	240	4.83	5.00	5	1.18
S6Q3_preferential recruitment of women	240	2.89	3.00	3	1.40
S6Q4_attribution of senior mentors	240	4.39	5.00	5	1.31
S6Q5_implementation of a quota system for women, regarding hiring and promotion	240	3.17	3.00	3	1.51
S6Q6_ensure career advancement for all employees, regardless of their age	240	3.90	6.00	6	1.62
S6Q7_flexible work-schedule for senior employees (above 50 years old)	240	4.05	4.00	4	1.52
S6Q8_implementing telecommuting for women	240	3.54	3.00	3	1.67
S6Q9_ensure career advancement for all employees, regardless of their gender	240	4.27	4.50	6	1.66
S6Q10_give more training opportunities to young employees	240	4.83	5.00	6	1.30

At the light of the results, the main conclusion we take is that respondents perceive negatively every organizational practice which favours one gender, in detriment of other. Respondents do not believe that a "preferential recruitment of women", the "implementation of a quota system for women, regarding hiring and promotion", or that "implementing telecommuting for women", brings any advantages to organizations. Thus, they do not find these practices as favouring of diversity.

In fact, the respondents partially disagreed with the three statements: "preferential recruitment of women" ($\bar{x}$ = 2.89; σ = 1.40), "implementation of a quota system for women, regarding hiring and promotion" ($\bar{x}$ = 3.17; σ = 1.51), and "implementing telecommuting for women" ($\bar{x}$ = 3.54; σ = 1.67). All these statements revealed a median value of 3.00, indicating that 50% of the respondents selected at maximum the option "Partially Disagree". Once again, this reveals an unacceptance of quotas, or any other measure specifically directed to women only.

However, it can be clearly observed that the respondents agreed in terms of practices related with seniority in organizations: "recruitment of senior elements (above 50 years old)" ($\bar{x} = 4.17$; $\sigma = 1.25$), "internal recruitment" ($\bar{x} = 4.83$; $\sigma = 1.18$). The former had a median value of 4.00, indicating that 50% of the respondents selected at maximum the option "Partially Agree". The latter had a median value of 5.00, indicating that 50% of the respondents selected at maximum the option "Agree". Similarly, respondents believe that organizations benefit from the adoption of practices of "attribution of senior mentors" ($\bar{x} = 4.39$; $\sigma = 1.31$), and "flexible work-schedule for senior employees (above 50 years old)" ($\bar{x} = 4.05$; $\sigma = 1.19$). Thus, age is a valued aspect, associated with seniority.

Finally, the respondents agreed as well in what concerns to practices related mainly with Equality of Opportunities and Career Advancement: "ensure career advancement for all employees, regardless of their age" ($\bar{x} = 3.90$; $\sigma = 1.62$), "ensure career advancement for all employees, regardless of their gender" ($\bar{x} = 4.27$; $\sigma = 1.66$), and "give more training opportunities to young employees" ($\bar{x} = 4.83$; $\sigma = 1.30$).

Further details can be observed in Appendix J.

Given the multidimensional assumption of this section, the items *per se* are not considered in the forthcoming analysis, but rather the three new variables created: Seniority in Organizations, Gender Diversity, and Equality of Opportunities and Career Advancement.

By looking at the boxplot in figure 8, we can say that the first component "Seniority in Organizations", is above the reference line. This indicates that respondents have positive perceptions towards organizational practices that favour seniority at the workplace, viewing it as advantageous for corporations.
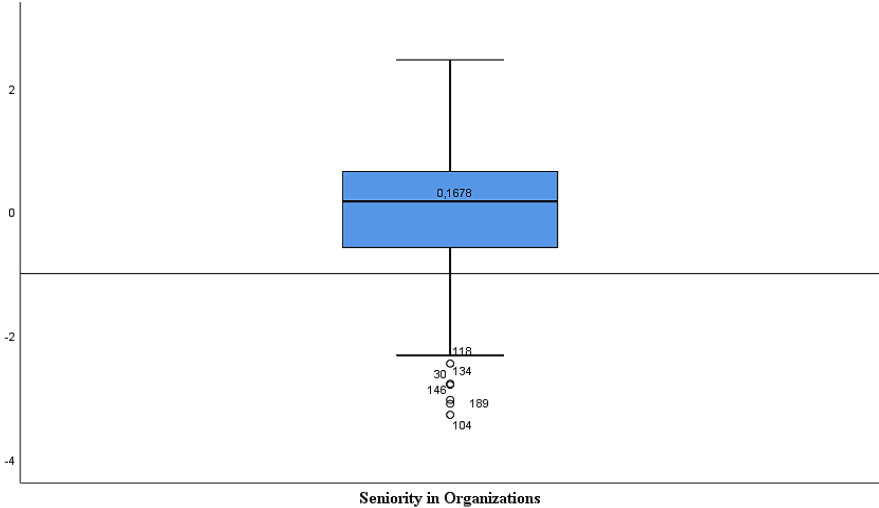
Figure 8 - Distribution of the mean of Seniority in Organization

In terms of the second component "Gender Diversity" (figure 9), we observe that it is positioned slightly below the reference line, indicating that, in general, respondents perceive negatively organizational practices which are particularly advantageous to females, instead of males. Although this is not a solid point of view, it is possible to state that respondents do not perceive these types of practices as beneficial for companies.
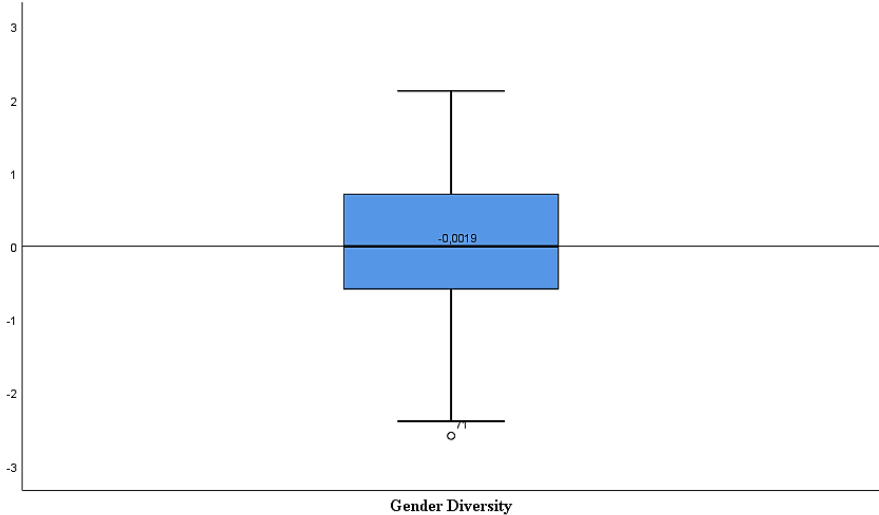
Figure 9 - Distribution of the mean of Gender Diversity

Finally, the third component "Equality of Opportunities and Career Advancement" is positioned above the reference line (figure 10), which is an indicative that respondents support practices of career progression, regardless of age and gender, as well as practices of training

focused on a younger generation of employees. Thus, this component is perceived in a positive way, being its implementation considered as advantageous for firms.
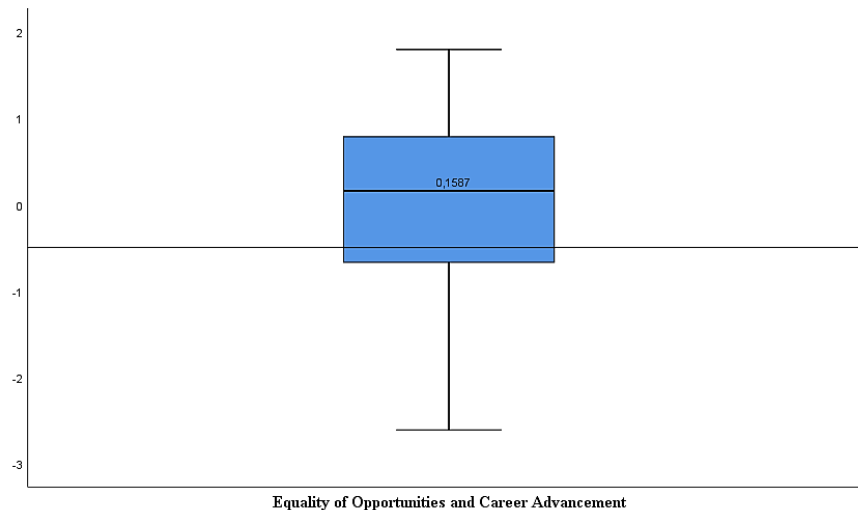
Figure 10 - Distribution of the mean of Equality of Opportunities and Career Advancement

3.5. Validation of the perceptions announced

As explained before, the aim of the seventh, eighth, and ninth sections of the questionnaire was to validate the previously analysed perceptions of organizational practices. Therefore, we first present the analysis of the results from the seventh and eighth sections, both characterized by a scenario methodology, followed by the analysis of the results from the ninth section.

3.5.1. Scenarios (Section 7 and 8)

The first scenario was about a gender quota system for women in managerial positions (Table 7). Further details can be consulted in Appendix K.

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Table 7 - Descriptive Analysis (Section 7)

	N	Mean ($\bar{x}$)	Median	Mode	Std. Deviation (σ)
S7Q1_Do you agree with the decision made?	240	2.23	2.00	1	1.44
S7Q2_Do you agree that this decision is beneficial to the company?	240	2.31	2.00	1	1.45
S7Q3_Do you agree that this decision favours diversity?	240	2.96	3.00	1	1.69
S7Q4_Do you agree that this decision is socially responsible?	240	2.50	2.00	1	1.47

In general, the respondents disagreed with all the questions: "Do you agree with the decision made?" ($\bar{x}$ = 2.23; σ = 1.44), "Do you agree that this decision is beneficial to the company?" ($\bar{x}$ = 2.31; σ = 1.45), "Do you agree that this decision favours diversity?" ($\bar{x}$ = 2.96; σ = 1.69), and "Do you agree that this decision is socially responsible?" ($\bar{x}$ = 2.50; σ = 1.47). All these questions, apart from one, revealed a median value of 2.00, indicating that 50% of the respondents selected at maximum the option "Disagree". Regarding "Do you agree that this decision favours diversity?", the median value of 3.00, indicating that 50% of the respondents selected at maximum the option "Partially Disagree".

Overall, the respondents revealed a clear disagreement towards the situation presented in this scenario. In this case, given the information that the man was the most suitable candidate for the position of Marketing Director, due to his level of education, competencies and professional experience, the respondents found it was not right to select the woman, in order to comply with the quota system. We observed that the respondents demonstrated a strong disapproval and unacceptance of quotas, either at a personal level or an organizational level: they believe this decision is not socially-responsible, and they do not believe it brings benefits to the company nor that it favours diversity.

The second scenario was about an opportunity of career advancement attributed to an employee, based on his personal characteristics, rather than on merit (Table 8). Further details can be consulted in Appendix L.

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Table 8 - Descriptive Analysis (Section 8)

	N	Mean ($\bar{x}$)	Median	Mode	Std. Deviation (σ)
S8Q1_Do you agree with the decision made?	240	2.85	3.00	1	1.46
S8Q2_Do you agree that this decision is beneficial to the company?	240	3.48	3.50	3	1.57
S8Q3_Do you agree that this decision favours diversity?	240	2.54	2.00	1	1.31
S8Q4_Do you agree that this decision is socially responsible?	240	2.59	2.00	1	1.33

Based on table 8, the respondents disagreed with the questions: "Do you agree with the decision made?" ($\bar{x}$ = 2.85; σ = 1.46), "Do you agree that this decision favours diversity?" ($\bar{x}$ = 2.54; σ = 1.31), and "Do you agree that this decision is socially responsible?" ($\bar{x}$ = 2.59; σ = 1.33). All these questions, apart from the former, revealed a median value of 2.00, indicating that 50% of the respondents selected at maximum the option "Disagree". Regarding "Do you agree with the decision made?", the median value of 3.00, indicating that 50% of the respondents selected at maximum the option "Partially Disagree".

In terms of the question "Do you agree that this decision is beneficial to the company?" ($\bar{x}$ = 3.48; σ = 1.57), the median value was 3.50, corresponding to the middle point of the scale. This result can be better interpreted by observing the following boxplot (Figure 6).

S8Q2_Do you agree that this decision is beneficial to the company?
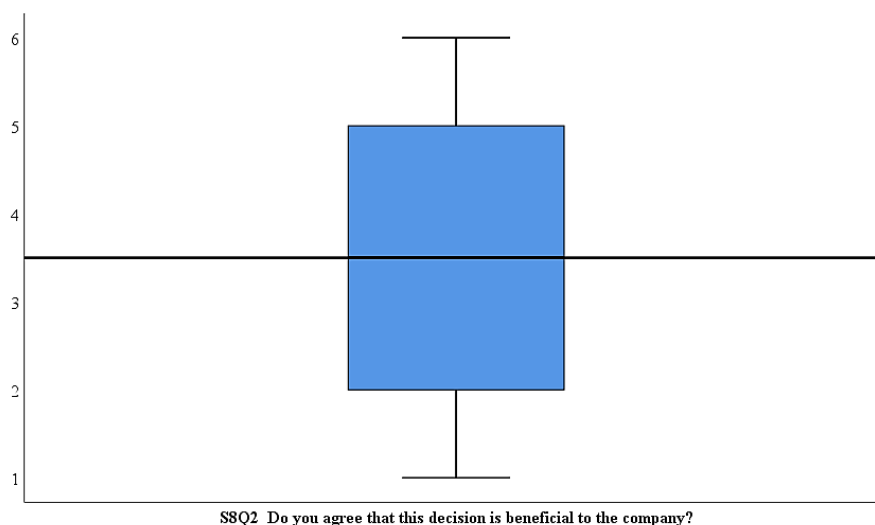
Figure 11 - Distribution of the level of agreement towards S8Q2

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According to the boxplot presented, the median (50th Percentile) coincides with the reference line (i.e. the middle point of the scale), indicating that respondents neither agree nor disagree with the question "Do you agree that this decision is beneficial to the company?". Thus, respondents do not acknowledge solidly that the decision made was negative or positive at an organizational level.

At the light of the results, the respondents revealed a disagreement towards the situation presented in this scenario. However, it can be stated that respondents shared a more solid opinion of disagreement at an individual level rather than at an organizational perspective. In this case, two employees of a company were considered for the position of team leader, being compared in terms of age, seniority in the organization, and value attributed to work-life balance or hourly availability. According to these characteristics, the chosen employee was the younger one, with less seniority and total hourly availability. On one hand, we observed that respondents demonstrated a disapproval towards this situation of positive discrimination, since they did not find it socially responsible nor agreed that it contributed to favouring diversity. On the other hand, they neither agreed nor disagreed that this decision will bring advantages to the organization.

3.5.2. Organizational practices and Diversity

In the last section of the questionnaire, the respondents were asked to express their agreement towards the extent to which they believed certain organizational practices fostered diversity (Table 9). Further details can be observed in Appendix M.

Table 9 - Descriptive Analysis (Section 9)

	N	Mean ($\bar{x}$)	Median	Mode	Std. Deviation (σ)
S9Q1_Implementation of a quota system	240	3.07	3.00	3	1.48
S9Q2_Promoting women internally to decision' positions	240	4.07	4.00	4	1.47
S9Q3_Provide more career progression' opportunities to young employees	240	4.33	4.00	4	1.39

By observing table 9, we can conclude that respondents disagreed only with the first statement "Implementation of a quota system" ($\bar{x}$ = 3.07; σ = 1.48). The median value was 3.00, indicating that 50% of the respondents selected at maximum the option "Partially Disagree". In

fact, from the total of respondents, 21.7% (n = 52) selected the option "Totally Disagree", 12.9% (n = 31) selected the option "Disagree", 24.6% (n = 59) selected the option "Partially Disagree". Thus, more than half of the respondents disagree that this organizational practice fosters diversity, since the cumulative percentage up until "Partially Disagree" was 59.2% (Appendix M).

These results reveal that a stronger and more negative emphasis is attributed to the organizational practice of "Implementation of a quota system". Therefore, the respondents do not believe this type of practices contribute to diversity in the workplace. This result reinforces and validates all the other sections in which the variable "quota system" is mentioned, including the fifth, sixth and seventh sections.

Conversely, respondents expressed agreement levels towards the practice "Promoting women internally to decision' positions" ($\bar{x}$ = 4.07; σ = 1.47), and "Provide more career progression' opportunities to young employees" ($\bar{x}$ = 4.33; σ = 1.39). Both these statements had a median value of 4.00, indicating that 50% of the respondents selected at maximum the option "Agree". This reveals that for respondents the policies and practices of career advancement are a critical area in the field of diversity. Additionally, the role of career advancement in diversity is once again reinforced as well.

3.6. Hypotheses Verification

With the data analysis, it is now possible to validate the hypotheses previously defined. However, the definition proposed on page 14 (Research Objectives) was a generic one, i.e. prior to the factorial analysis performed to the fifth and sixth sections of the questionnaire. Note that five new variables constituted the result of the aforementioned analysis: HRM Policies, Relational Factors, Seniority in Organizations, Gender Diversity, and Equality of Opportunities and Career Advancement.

Thus, the hypotheses will now be more complexly and specifically defined, through a new wording with the already identified variables.

H1a: There are significant differences in the perception of the HRM Policies, according to the socio-demographic variables.

H1a1: There are significant differences in the perception of the HRM Policies, according to Age Groups.

H1a2: There are significant differences in the perception of the HRM Policies, according to Gender.

H1a3: There are significant differences in the perception of the HRM Policies, according to the Level of Education.

H1a4: There are significant differences in the perception of the HRM Policies, according to the Employment Status.

H1b: There are significant differences in the perception of the Relational Factors, according to the socio-demographic variables.

H1b1: There are significant differences in the perception of the Relational Factors, according to Age Groups.

H1b2: There are significant differences in the perception of the Relational Factors, according to Gender.

H1b3: There are significant differences in the perception of the Relational Factors, according to the Level of Education.

H1b4: There are significant differences in the perception of the Relational Factors, according to the Employment Status.

H2a: There are significant differences in the perception of Seniority in Organizations, according to the socio-demographic variables.

H2a1: There are significant differences in the perception of Seniority in Organizations, according to Age Groups.

H2a2: There are significant differences in the perception of Seniority in Organizations, according to Gender.

H2a3: There are significant differences in the perception of Seniority in Organizations, according to the Level of Education.

H2a4: There are significant differences in the perception of Seniority in Organizations, according to the Employment Status.

H2b: There are significant differences in the perception of Gender Diversity, according to the socio-demographic variables.

H2b1: There are significant differences in the perception of Gender Diversity, according to Age Groups.

H2b2: There are significant differences in the perception of Gender Diversity, according to Gender.

H2b3: There are significant differences in the perception of Gender Diversity, according to the Level of Education.

H2b4: There are significant differences in the perception of Gender Diversity, according to the Employment Status.

H2c: There are significant differences in the perception of Equality of Opportunities and Career Advancement, according to the socio-demographic variables.

H2c1: There are significant differences in the perception of Equality of Opportunities and Career Advancement, according to Age Groups.

H2c2: There are significant differences in the perception of Equality of Opportunities and Career Advancement, according to Gender.

H2c3: There are significant differences in the perception of Equality of Opportunities and Career Advancement, according to the Level of Education.

H2c4: There are significant differences in the perception of Equality of Opportunities and Career Advancement, according to the Employment Status.

The groups of respondents (i.e. defined by gender, age groups, level of education, and employment status) in which the perceptions towards the components were significantly different, in statistical terms, are presented below. Further analysis (e.g. not statistically different) is presented in Appendix N.

H1b: There are significant differences in the perception of the Relational Factors, according to the socio-demographic variables.

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H1b1: There are significant differences in the perception of the Relational Factors, according to Age Groups.

To test if the perception of "Relational Factors" is the same for respondents whose age is up to 38 years old and for respondents whose age is 39 years old and over, an independent samples t-test was performed. Given that the equality of variances was assumed (for $\alpha = 0.05$), a Sig=0.019 was obtained. Since Sig=0.019 < $\alpha = 0.05$ ($t_{(238)} = -2.359$), the decision is to reject the H0 (for $\alpha = 0.05$). Thus, there is statistical evidence to assume that the perception of "Relational Factors" is different for each age group. In fact, the negative mean difference (Mean Difference = -0.312264) reveals that the respondents whose age is up to 38 years old perceive more negatively (i.e. have a lower mean level of agreement with) the component "Relational Factors", than the ones with 39 years old and over. In other words, the Millennials (Generation Y), compared to Baby Boomers (Generation X), showed a higher opposition to practices that benefit a specific type of individual (e.g. women, older workers) and that foster competitiveness in the workplace. Taking this into consideration, we can conclude that the hypothesis H1b1 is verified.

H1b3: There are significant differences in the perception of the Relational Factors, according to the Level of Education.

To test if the perception of "Relational Factors" is the same for respondents with up to secondary school and for respondents who have a bachelor's degree and over, an independent samples t-test was performed. Given that the equality of variances was assumed (for $\alpha = 0.05$), a Sig=0.001 was obtained. Since Sig=0.001< $\alpha = 0.05$ ($t_{(238)} = 3.246$), the decision is to reject the H0 (for $\alpha = 0.05$). Thus, there is statistical evidence to assume that the perception of "Relational Factors" is different for each level of education. In fact, the positive mean difference (Mean Difference = 0.513600) reveals that the respondents with up to secondary school perceive more positively (i.e. have a higher mean level of agreement with) the "Relational Factors", than the ones with a bachelor's degree and over. This indicates that the higher the level of literacy, the less the respondents consider part of socially-responsible companies, the practices that: (1) favour employees based on age, (2) are related to quotas, and (3) with a competitive workplace environment. Therefore, H1b3 is verified.

H2b: There are significant differences in the perception of Gender Diversity, according to the socio-demographic variables.

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H2b2: There are significant differences in the perception of Gender Diversity, according to Gender.

Finally, to test if the perception of "Gender Diversity" is the same for women and men, an independent samples t-test was performed. Given that the equality of variances was assumed (for $\alpha = 0.05$), a Sig=0.007 was obtained. Since Sig=0.007< $\alpha = 0.05$ ($t_{(238)} = 2.727$), the decision is to reject the H0 (for $\alpha = 0.05$). Thus, there is statistical evidence to assume that the perception of "Gender Diversity" is different for women and men. In fact, the positive mean difference (Mean Difference = 0.359608) reveals that women perceive more positively (i.e. have a higher mean level of agreement with) the "Gender Diversity", than men. This demonstrates that women tend to agree more with practices which favour their gender group, in the field of recruitment and selection, career advancement and flexibility at the workplace. The hypothesis H2b2 is verified.

Additionally, it mattered to analyse the relationships between different sections of the research instrument. Thus, we assessed the correlations between the variables created from section five (HRM Policies, and Relational Factors) and section six (Seniority in Organizations, Gender Diversity, and Equality of Opportunities and Career Advancement), and the individual perspective from section four (S4Q1_"I try to be informed about the policies and initiatives of Social Responsibility of companies", and "S4Q4_I can identify a socially responsible company"), the confirmatory ninth section (S9Q1_"Implementation of a quota system", S9Q2_"Promoting women internally to decision' positions", and "S9Q3_Provide more career progression' opportunities to young employees"), and the scale variable "Age".

We found some significant correlations (Table 10). The variables "Age" and "Provide more career progression' opportunities to young employees" are negatively and very significantly related (r = -0.192, N = 240, p = 0.003). Similarly, the variables "Age" and "Equality of Opportunities and Career Advancement" are negatively, very weakly, and significantly (r = -0.163, N = 240, p = 0.011). However, the variables "Age" and "Relational Factors" are positively, very weakly, and very significantly related (r = 0.186, N = 240, p = 0.004). See Appendix O for further detail.

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Table 10 - Analysis of Significant Correlations

		S4Q1	S9Q1	S9Q2	S9Q3	HRM Policies	Relational Factors	Seniority in Organizations	Gender Diversity	Equality of Opportunities and Career Advancement
Age	r				-0.192**		0.186**			-0.163*
S4Q1	r	0.523**	0.134*			0.163*	0.173**	0.147*		
S4Q4	r			0.154*		0.176**	0.259**	0.181**	0.128*	
S9Q1	r			0.314**	0.255**		0.259**		0.465**	0.154*
S9Q2	r				0.462**		0.172**	0.174**	0.411**	
S9Q3	r						0.151*		0.270**	0.328**
HRM Policies	r							0.515**		
Relational Factors	r								0.323**	0.189**

n = 240; **sig(2-tailed) < 0.01; *sig(2-tailed) < 0.05

The variables "I try to be informed about the policies and initiatives of Social Responsibility of companies" and "I can identify a socially responsible company" are positively, moderately, and very significantly related (r = 0.523, N = 240, p = 0.000). The variables "I try to be informed about the policies and initiatives of Social Responsibility of companies" and "Implementation of a quota system" are positively, very weakly, and significantly related (r = 0.134, N = 240, p = 0.038).

The variables "I try to be informed about the policies and initiatives of Social Responsibility of companies" and "HRM Policies" are positively, very weakly, and significantly related (r = 0.163, N = 240, p = 0.011). Also, the variables "I try to be informed about the policies and initiatives of Social Responsibility of companies" and "Relational Factors" are positively, very weakly, and very significantly related (r = 0.173, N = 240, p = 0.007). Finally, the variables "I try to be informed about the policies and initiatives of Social Responsibility of companies" and "Seniority in Organizations" are positively, very weakly, and significantly related (r = 0.147, N = 240, p = 0.023), as well.

The variables "I can identify a socially responsible company" and "Promoting women internally to decision' positions" are positively, very weakly, and significantly related (r = 0.154, N = 240, p = 0.017). Similarly, the variable "I can identify a socially responsible company" positively, very weakly, and very significantly related with "HRM Policies" (r = 0.176, N = 240, p = 0.006), and "Seniority in Organizations" (r = 0.181, N = 240, p = 0.005). The variable "I can identify a socially responsible company" is positively, weakly, and very significantly related with "Relational Factors" (r = 0.259, N = 240, p = 0.000),

The variables "I can identify a socially responsible company" and "Gender Diversity" are positively, very weakly, and significantly related (r = 0.128, N = 240, p = 0.048).

The variables "Implementation of a quota system" and "Promoting women internally to decision' positions" are positively, weakly, and very significantly related (r = 0.314, N = 240, p = 0.000).

The variable "Implementation of a quota system" is also positively and very significantly related with "Provide more career progression' opportunities to young employees" (r = 0.255, N = 240, p = 0.000), "Relational Factors" (r = 0.259, N = 240, p = 0.000), "Gender

Diversity" (r = 0.465, N = 240, p = 0.000), and "Equality of Opportunities and Career Advancement" (r = 0.154, N = 240, p = 0.017).

The variables "Promoting women internally to decision' positions" and "Provide more career progression' opportunities to young employees" are positively, moderately, and very significantly related (r = 0.462, N = 240, p = 0.000). The variable "Promoting women internally to decision' positions" is as well positively and very significantly related with "Relational Factors" (r = 0.172, N = 240, p = 0.008), "Seniority in Organizations" (r = 0.174, N = 240, p = 0.007), and "Gender Diversity" (r = 0.411, N = 240, p = 0.000).

The variables "Provide more career progression' opportunities to young employees" and "Relational Factors" are positively, very weakly, and significantly related (r = 0.151, N = 240, p = 0.019).

The variables "Provide more career progression' opportunities to young employees" and "Gender Diversity" are positively, weakly, and very significantly related (r = 0.270, N = 240, p = 0.000). Similarly, the variable "Provide more career progression' opportunities to young employees" is positively, weakly, and very significantly related to "Equality of Opportunities and Career Advancement" (r = 0.328, N = 240, p = 0.000).

The variables "HRM Policies" and "Seniority in Organizations" are positively, moderately, and very significantly related (r = 0.515, N = 240, p = 0.000).

The variables "Relational Factors" and "Gender Diversity" are positively and very significantly related (r = 0.323, N = 240, p = 0.000), although this correlation is classified as weak. Similarly, the variable "Relational Factors" is positively, weakly, and very significantly related to "Equality of Opportunities and Career Advancement" (r = 0.189, N = 240, p = 0.003).

Considering the analysis of the correlations, we became interested in comprehending the factors which caused different perceptions of the components under analysis (i.e. HRM Policies, Relational Factors, Seniority in Organizations, Gender Diversity, and Equality of Opportunities and Career Advancement). Consequently, a Multiple Linear Regression Analysis was performed (consult Appendix P for more details).

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The nominal variable "Gender" and the recoded variables, which characterized the socio-demographic variables, were turned into dummy variables, each treated as a separate variable, being assigned arbitrary scores of 0 and 1 for all cases. This procedure enabled their treatment as interval variables, thus allowing their insertion into the regression equations. For the multiple linear regression' analysis, we considered this new variables: Gender (0 – Male, 1 – Female), Age Groups (0 – Up to 38 years old, 1 – 39 years old and over), Level of Education (0 – Up to Secondary School, 1 – Bachelor's degree and over), and Employment Status (0 – People outside the labour force, 1 – Labour force).

Table 11 - Multiple Regression Analysis (Dependent Variable: Relational Factors)

Predictors	R^2	Unstandardized Coefficients β	Standardized Coefficients β	t	Sig.
Age		0.026	0.334	2.504	0.013
S4Q1_I try to be informed about the policies and initiatives of Social Responsibility of companies		0.020	0.027	0.396	0.693
S4Q4_I can identify a socially responsible company		0.157	0.227	3.312	0.001
S9Q1_Implementation of a quota system		0.050	0.074	1.098	0.273
S9Q2_Promoting women internally to decision' positions	0.269	0.004	0.006	0.080	0.936
S9Q3_Provide more career progression' opportunities to young employees		-0.011	-0.015	-0.206	0.837
Gender Diversity		0.254	0.254	3.608	0.000
Equality of Opportunities and Career Advancement		0.213	0.213	3.391	0.001
Gender		-0.144	-0.070	-1.157	0.249
Age Groups		-0.412	-0.199	-1.509	0.133
Level of Education		-0.364	-0.146	-2.372	0.019
Employment Status		0.144	0.059	0.986	0.325

As can be observed in table 11, the proportion of the dependent variable (Relational Factors) explained by the set of independent variables (i.e. predictors) is 26.9% ($R^2 = 0.269$).

To assess the contribution of each explanatory (independent) variable to explain the dependent one, maintaining all the other independent variables constant, it matters to analyse the estimates of unstandardized coefficients (β). To know which of these coefficients are useful

to explain the dependent variable, and thus which of them should be kept in the model, then the values of sig should be analysed. If sig < 0.05 the decision is to reject the H0 (for $\alpha = 0.05$), indicating that these coefficients are significantly different from zero. This happens in the case of the predictors: Age, S4Q4, Gender Diversity, Equality of Opportunities and Career Advancement, and Level of Education. Thus, these variables are important in explaining "Relational Factors" and should be kept in the model. In fact, this decision is reinforced by looking at the estimates of standardized beta coefficients, which demonstrate the effects of the predictors on the dependent variable: the most important variable to explain "Relational Factors" is Age, followed by Gender Diversity, S4Q4, Equality of Opportunities and Career Advancement, and Level of Education.

In this model, regarding the variable Age ($\hat{\beta}_1$), a unit increase in the age of the respondents, leads to an increase of 0.026 in the level of agreement towards "Relational Factors", considering that all the other independent variables are kept constant. On the other hand, regarding the variable Level of Education ($\hat{\beta}_{11}$), since it is defined as $0 =$ Up to Secondary School; $1 =$ Bachelor's degree and over, then "Up to Secondary School" is the reference category, and on average, respondents who have a bachelor's degree and over agree 0.146 levels less with the Relational Factors than the ones with up to secondary school.

Table 12 - Multiple Regression Analysis (Dependent Variable: HRM Policies)

Predictors	R^2	Unstandardized Coefficients β	Standardized Coefficients β	t	Sig.
S4Q1_I try to be informed about the policies and initiatives of Social Responsibility of companies		0.056	0.076	1.153	0.250
S4Q4_I can identify a socially responsible company	0.283	0.027	0.039	0.584	0.560
Seniority in Organizations		0.493	0.493	8.644	0.000
Gender		0.022	0.011	0.191	0.849
Age Groups		-0.057	-0.028	-0.462	0.645
Level of Education		0.138	0.055	0.941	0.348
Employment Status		-0.124	-0.051	-0.882	0.379

Regarding the dependent variable (HRM Policies), the variation explained by the set of independent variables is 28.3% ($R^2 = 0.283$). In the case of the independent variable "Seniority in Organizations", sig < 0.05 and thus the decision is to reject the H0 (for $\alpha = 0.05$), indicating that the coefficient of this variable is significantly different from zero. Accordingly, this

explanatory variable is the only one important in explaining "HRM Policies" and should be kept in the model. The estimates of standardized beta coefficients reinforce and validate this decision (Table 12).

Table 13 - Multiple Regression Analysis (Dependent Variable: Seniority in Organizations)

Predictors	R^2	Unstandardized Coefficients β	Standardized Coefficients β	t	Sig.
S4Q1_I try to be informed about the policies and initiatives of Social Responsibility of companies		0.011	0.015	0.225	0.822
S4Q4_I can identify a socially responsible company		0.045	0.064	0.969	0.333
S9Q2_Promoting women internally to decision' positions	0.299	0.089	0.131	2.316	0.021
HRM Policies		0.493	0.493	8.712	0.000
Gender		0.114	0.055	0.981	0.328
Age Groups		0.024	0.012	0.198	0.843
Level of Education		0.020	0.008	0.139	0.890
Employment Status		0.093	0.038	0.667	0.505

Through table 13, it is possible to state that the variation of the "Seniority in Organizations" explained by the set of explanatory variables is 29.9% ($R^2 = 0.299$). Regarding the independent variables S9Q2 and HRM Policies, sig < 0.05 and thus the decision is to reject the H0 (for $\alpha = 0.05$), indicating that the coefficients of these variables are significantly different from zero. Accordingly, both explanatory variables are important in explaining "Seniority in Organizations" and should be kept in the model.

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Table 14 - Multiple Regression Analysis (Dependent Variable: Gender Diversity)

Predictors	R^2	Unstandardized Coefficients β	Standardized Coefficients β	t	Sig.
S4Q4_I can identify a socially responsible company		-0.003	-0.004	-0.075	0.941
S9Q1_Implementation of a quota system		0.222	0.328	5.670	0.000
S9Q2_Promoting women internally to decision' positions		0.146	0.214	3.349	0.001
S9Q3_Provide more career progression' opportunities to young employees	0.358	0.055	0.076	1.207	0.229
Relational Factors		0.185	0.185	3.155	0.002
Gender		0.305	0.148	2.708	0.007
Age Groups		0.117	0.057	0.959	0.338
Level of Education		-0.045	-0.018	-0.313	0.755
Employment Status		-0.235	-0.096	-1.753	0.081

According to table 14, the proportion of the dependent variable (Gender Diversity) explained by the set of independent variables is 35.8% ($R^2 = 0.358$). The independent variables S9Q1, S9Q2, Relational Factors, and Gender have a sig < 0.05 and thus the decision is to reject the H0 (for $\alpha = 0.05$), indicating that the coefficients of these variables are significantly different from zero. Accordingly, all these explanatory variables are important in explaining "Gender Diversity" and should be kept in the model.

In fact, the aforementioned decision is validated by the estimates of standardized beta coefficients, which demonstrate the effects of the predictors on the dependent variable: the most important variable to explain "Gender Diversity" is S9Q1, followed by S9Q2, Relational Factors, and Gender.

In this model, regarding the variable S9Q1 ($\hat{\beta}_2$), a unit increase in the agreement with the implementation of a quota system, leads to an increase of 0.222 in the level of agreement towards "Gender Diversity", considering that all the other independent variables are kept constant. Regarding the variable Gender ($\hat{\beta}_6$), since it is defined as 0 = Male; 1 = Female, then "Male" is the reference category, i.e. on average, women agree 0.305 levels more with the Relational Factors than men (Table 14).

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Table 15 - Multiple Regression Analysis (Dependent Variable: Equality of Opportunities and Career Advancement)

Predictors	R^2	Unstandardized Coefficients β	Standardized Coefficients β	t	Sig.
Age		-0.031	-0.400	-2.872	0.004
S9Q1_Implementation of a quota system		0.019	0.028	0.432	0.666
S9Q3_Provide more career progression' opportunities to young employees	0.169	0.193	0.269	4.189	0.000
Relational Factors		0.164	0.164	2.534	0.012
Gender		0.111	0.054	0.888	0.375
Age Groups		0.560	0.271	1.956	0.052
Level of Education		-0.137	-0.055	-0.857	0.392
Employment Status		0.011	0.005	0.073	0.942

Finally, the proportion of the dependent variable "Equality of Opportunities and Career Advancement" explained by the set of independent variables is 16.9% ($R^2 = 0.169$). The independent variables Age, S9Q3, and Relational Factors, have a sig < 0.05 and thus the decision is to reject the H0 (for α = 0.05), indicating that the coefficients of these variables are significantly different from zero. Therefore, these explanatory variables are important in explaining "Equality of Opportunities and Career Advancement" and should be kept in the model (Table 15). However, the proportion of the dependent variable explained by the independent variables is not reasonable, being considered as very low.

Based on the analysis of the correlations and the Multiple Linear Regression, we will now present *post-hoc* hypotheses.

H3: There is a positive association between each dimension, the individual perspectives over CSR, Organizational practices and Diversity, and Age.

H3a1: There is a positive association between HRM Policies, the individual perspectives over CSR, Organizational practices and Diversity, and Age.

H3a2: There is a positive association between Relational Factors, the individual perspectives over CSR, Organizational practices and Diversity, and Age.

H3b1: There is a positive association between Seniority in Organizations, the individual perspectives over CSR, Organizational practices and Diversity, and Age.

H3b2: There is a positive association between Gender Diversity, the individual perspectives over CSR, Organizational practices and Diversity, and Age.

H3b3: There is a positive association between Equality of Opportunities and Career Advancement, the individual perspectives over CSR, Organizational practices and Diversity, and Age.

Overall, the hypotheses H1b *"There are significant differences in the perception of the Relational Factors, according to the socio-demographic variables"* and H2b *"There are significant differences in the perception of Gender Diversity, according to the socio-demographic variables"* were partially verified.

We verified the following: H1b1 *"There are significant differences in the perception of the Relational Factors, according to Age Groups"*, H1b3 *"There are significant differences in the perception of the Relational Factors, according to the Level of Education"*, and H2b2 *"There are significant differences in the perception of Gender Diversity, according to Gender"*.

Finally, the hypotheses H1a *"There are significant differences in the perception of the HRM Policies, according to the socio-demographic variables"*, H2a *"There are significant differences in the perception of Seniority in Organizations, according to Age Groups"*, and H2c *"There are significant differences in the perception of Equality of Opportunities and Career Advancement, according to the socio-demographic variables"* were not verified.

The hypothesis H3 *"There is a positive association between each dimension, the individual perspectives over CSR, Organizational practices and Diversity, and Age."* was partially verified.

We totally verified H3a1 *"There is a positive association between HRM Policies, the individual perspectives over CSR, Organizational practices and Diversity, and Age"*. There was a positive association between "Relational Factors" and the variables "Age", "S4Q1_I try to be informed about the policies and initiatives of Social Responsibility of companies", "S4Q4_I can identify a socially responsible company", "S9Q1_Implementation of a quota system", "S9Q2_Promoting women internally to decision' positions", and "S9Q3_Provide more career progression' opportunities to young employees".

The hypothesis H3a2 "There is a positive association between Relational Factors, the individual perspectives over CSR, Organizational practices and Diversity, and Age" was

partially verified. There was a positive association between "HRM Policies" and the variables "S4Q1_I try to be informed about the policies and initiatives of Social Responsibility of companies" and "S4Q4_I can identify a socially responsible company".

The hypothesis H3b1 "*There is a positive association between Seniority in Organizations, the individual perspectives over CSR, Organizational practices and Diversity, and Age*" was partially verified as well. There was a positive association between "Seniority in Organizations" and the variables "Age", "S4Q1_I try to be informed about the policies and initiatives of Social Responsibility of companies", "S4Q4_I can identify a socially responsible company", "S9Q2_Promoting women internally to decision' positions", and "S9Q3_Provide more career progression' opportunities to young employees".

Similarly, we partially verified H3b2 "*There is a positive association between Gender Diversity, the individual perspectives over CSR, Organizational practices and Diversity, and Age*". There was a positive association between "Gender Diversity" and the variables "S4Q4_I can identify a socially responsible company", "S9Q1_Implementation of a quota system", "S9Q2_Promoting women internally to decision' positions", and "S9Q3_Provide more career progression' opportunities to young employees".

Finally, we partially verified H3b3 "*There is a positive association between Equality of Opportunities and Career Advancement, the individual perspectives over CSR, Organizational practices and Diversity, and Age*". There was a positive association between "Equality of Opportunities and Career Advancement" and the variables "Age", "S9Q1_Implementation of a quota system", and "S9Q3_Provide more career progression' opportunities to young employees".

The verification of the hypotheses H1a and H1b is present in table 16. Additionally, the verification of the hypotheses H2a, H2b, and H2c is announced in table 17. Finally, table 18 presents the verification of the hypothesis H3.

Table 16 – Synthesis Matrix (Hypotheses Verification – H1a and H1b)

	Verification
H1a: There are significant differences in the perception of the HRM Policies, according to the socio-demographic variables.	Not Verified
H1a1: There are significant differences in the perception of the HRM Policies, according to Age Groups	Not Verified
H1a2: There are significant differences in the perception of the HRM Policies, according to Gender.	Not Verified
H1a3: There are significant differences in the perception of the HRM Policies, according to the Level of Education.	Not Verified
H1a4: There are significant differences in the perception of the HRM Policies, according to the Employment Status.	Not Verified
H1b: There are significant differences in the perception of the Relational Factors, according to the socio-demographic variables.	Partially Verified
H1b1: There are significant differences in the perception of the Relational Factors, according to Age Groups.	Verified
H1b2: There are significant differences in the perception of the Relational Factors, according to Gender.	Not Verified
H1b3: There are significant differences in the perception of the Relational Factors, according to the Level of Education.	Verified
H1b4: There are significant differences in the perception of the Relational Factors, according to the Employment Status.	Not Verified

Table 17 – Synthesis Matrix (Hypotheses Verification – H2a, H2b, and H2c)

	Verification
H2a: There are significant differences in the perception of Seniority in Organizations, according to the socio-demographic variables.	Not Verified
H2a1: There are significant differences in the perception of Seniority in Organizations, according to Age Groups.	Not Verified
H2a2: There are significant differences in the perception of Seniority in Organizations, according to Gender.	Not Verified
H2a3: There are significant differences in the perception of Seniority in Organizations, according to the Level of Education.	Not Verified
H2a4: There are significant differences in the perception of Seniority in Organizations, according to the Employment Status.	Not Verified
H2b: There are significant differences in the perception of Gender Diversity, according to the socio-demographic variables.	Partially Verified
H2b1: There are significant differences in the perception of Gender Diversity, according to Age Groups.	Not Verified
H2b2: There are significant differences in the perception of Gender Diversity, according to Gender.	Verified
H2b3: There are significant differences in the perception of Gender Diversity, according to the Level of Education.	Not Verified
H2b4: There are significant differences in the perception of Gender Diversity, according to the Employment Status.	Not Verified
H2c: There are significant differences in the perception of Equality of Opportunities and Career Advancement, according to the socio-demographic variables.	Not Verified
H2c1: There are significant differences in the perception of Equality of Opportunities and Career Advancement, according to Age Groups.	Not Verified
H2c3: There are significant differences in the perception of Equality of Opportunities and Career Advancement, according to the Level of Education.	Not Verified
H2c4: There are significant differences in the perception of Equality of Opportunities and Career Advancement, according to the Employment Status.	Not Verified

Table 18 – Synthesis Matrix (Hypotheses Verification – H3)

	Verified
H3: There is a positive association between each dimension, the individual perspectives over CSR, Organizational practices and Diversity, and Age.	Partially Verified
H3a1: There is a positive association between HRM Policies, the individual perspectives over CSR, Organizational practices and Diversity, and Age.	Partially Verified
H3a2: There is a positive association between Relational Factors, the individual perspectives over CSR, Organizational practices and Diversity, and Age.	Verified
H3b1: There is a positive association between Seniority in Organizations, the individual perspectives over CSR, Organizational practices and Diversity, and Age.	Partially Verified
H3b2: There is a positive association between Gender Diversity, the individual perspectives over CSR, Organizational practices and Diversity, and Age.	Partially Verified
H3b3: There is a positive association between Equality of Opportunities and Career Advancement, the individual perspectives over CSR, Organizational practices and Diversity, and Age.	Partially Verified

In the next chapter, the results of the data analysis, as well as the verified hypotheses, will be discussed.

Chapter IV – Discussion

Respondents perceived that, overall, companies in Portugal only adopt the organizational practice of intergenerational work teams. This reveals that Portugal, according to our sample, has not yet strongly developed socially-responsible practices, or diversity management. The positive note is that age diversity is considered in the Portuguese context. This might be related to the recent implementation of measures of non-discrimination and equal opportunities, pay equity and gender representativeness. The new law of equal pay between women and men, and the quota' system for listed and public companies, have only recently been established in Portugal (Marujo, 2017; Agência Lusa, 2018; Pinto, 2018; Ferreira, 2019; Governo da República Portuguesa, 2019), and thus their effects on organizations might not yet be visible to the society.

CSR is clearly not a new concept nowadays. There is still a small number of respondents who claimed to have never heard about this concept, although the great majority knows this concept. The notion of CSR is gaining increasing importance in organizations and society, since most respondents knew the real meaning of CSR: "*CSR is the process of voluntary integration into business activities, about the social, environmental, ethical and human concerns of their interest groups.*" (European Commission, 2011).

Despite not being interchangeable terms, a considerable percentage of respondents perceived CSR as Sustainable Development: "*CSR is about meeting the needs of the present, without compromising the ability of the future generations to meet their own needs, contributing to an economic, social and environmental development.*" (World Commission on Environment and Development, 1987; cited by Carroll, 2008). Fortunately, the evolution of the concept throughout the years, and the increase in the awareness about these issues contributed to the small proportion of respondents who perceived CSR from the perspectives of philanthropy (Carroll, 2008) and paternalism (Steiner & Steiner, 2012).

Respondents demonstrate a willingness to seek information about CSR, thus being capable of identifying a socially-responsible company. However, respondents neither agreed nor disagreed that corporations provided enough information about their policies and initiatives in the field of Social Responsibility. Thus, this makes us question the legitimacy of the claimed information' seeking: by searching for information about CSR, individuals become more literate in this area, and thus they should have a more solid opinion about whether firms do

provide enough information. It can be stated that respondents perceived firms as having a great role in CSR and should undoubtedly provide all their information on this area. Nevertheless, individuals should have a more distinguished opinion on the type of information provided, if they really are aware and concerned about these matters.

It was interesting to compare what the individuals perceived as practices which socially-responsible companies should adopt, and the practices which are adopted in Portugal. Thus, in the respondents' opinion, our country does not demonstrate socially-responsible practices, including (1) age and gender diversity in the fields of Recruitment and Selection, (2) creation of a work environment in which learning and autonomy are key, (3) pay equity and fairness, (4) attribution of extra-benefits to employees, (5) transparency in the communication with employees, (6) sharing initiatives of corporate volunteering with employees, and (7) equality of opportunities in career advancement.

Women are more in favour of any measure which benefits their position in companies, either at a recruitment and selection level, or in terms of career advancement. Thus, this gender group accepts more easily the implementation of a quota system. Men, on the opposite side, show a higher condemnation of quotas, and agree less with the attribution of flexibility to women only. This is an interesting result because, according to the literature, women only need quotas to increase sustainable gender parity in organizations (Christensen & Muhr, 2019), and not because they lack competencies or the required level of education (Morgado, 2019). Men found quotas as a more threatening measure, being in favour of meritocracy above all, rather on quotas or any other practice which favours one specific group of individuals (Noom, 2010; cited by Christensen & Muhr, 2019).

According to the Synthesis Matrix (Tables 16, 17 and 18), from the previous chapter, there were verified and significant hypotheses, that will be contemplated in this discussion. Conversely, the hypotheses that were not validated and that are not relevant in terms of literature, will not be discussed.

The hypothesis H2b2 "*There are significant differences in the perception of Gender Diversity, according to Gender*" was verified. Therefore, we can state that females are the ones who perceived more positively this component, in comparison to men. In other words, females are more supportive of practices which favour their gender group, in the fields of recruitment and selection (e.g. implementation of a gender quota system), career advancement and

flexibility at the workplace. Thus, female respondents were in favour of practices that highlighted the societal emphasis on measures to support career progression of women, combined with a gender quota regulation announced by Loy & Rupertus (2018).

These findings differ, in part, from the literature review, as it was expected that both men and women strongly opposed to quotas (Dallerup, 2008; *cit. in* Christensen & Muhr, 2019). However, it was expected a general opposition towards quota systems, since Portugal is part of Western Europe, where the belief of meritocracy is dominant and supported by the fact that quota-based selection not always contemplates the individual performance. The need to perceive fairness and justice is much higher than the acknowledgement of the potential benefits of quota systems (Dorrough *et al.*, 2016).

Clearly, individuals demonstrated to be more critic in terms of gender diversity, specifically towards quotas, than in terms of age diversity (e.g. positive discrimination based on age). Respondents did not perceive that organizational practices which favour women, instead of men, bring any advantages to organizations. According to the respondents' perceptions, benefiting senior employees (above 50 years old) in terms of career advancement, was more acceptable, than implementing quotas. Also, respondents believed that companies could benefit more from practices related to seniority in the workplace, agreeing with the recruitment of senior elements, attribution of senior mentors and a design of a flexible work schedule for the older generation. This is in line with the trend announced by Kossek *et al.* (2014) (*cit. in* Truxillo *et al.*, 2015), on the adoption of work-life integration policies.

We confirmed that the age group to which the respondents belonged, had influence on the perception of the previous practices. According to the results, we found that older individuals disagreed more that companies could benefit from the practice of giving more training opportunities to young employees. Interestingly, through the analysis of the correlations, the older the respondents, the more they perceived negatively the organizational practice of giving more training opportunities to young employees. Thus, older respondents tended to disagree more that this type of practices was beneficial to organizations or that it fostered diversity.

Naturally, older individuals felt that organizations could benefit more with equality of opportunities for both age groups, in terms of training, not focusing only on the younger generations. This is in line with the announced efforts by (Cheung *et al.*, 2011) to tackle age discrimination: the organizations need to ensure that older workers do not have less chances in

the labour market, when compared with younger workers. Also, these findings revealed that respondents from Generation X were particularly more reactive towards practices that involved age diversity, in contrast with practices focused on gender parity.

Furthermore, we found that age groups were related to the support given to the creation of a work environment that fosters competitiveness. Older respondents tended to agree more that this practice was part of a socially-responsible firm when compared to a younger generation. This was visible through the correlation between the scale variable "Age" and the component "Relational Factors". In addition, this correlation revealed that the older the respondents, the more they tended to perceive positively practices related to quotas and with benefiting senior employees in career progression.

With the verification of the hypothesis H1b1 "*There are significant differences in the perception of the Relational Factors, according to Age Groups*", we observed that Generation Y showed a higher unacceptance with practices which foster competitiveness in the workplace, and which benefit a specific type of individual (women, older workers) when compared to Generation X. Thus, older individuals tend to value more this type of practices, in opposition to a younger generation.

Additionally, this finding was reinforced by the multiple regression' analysis. The scale variable "Age" was considered as one of the predictors of "Relational Factors": we found that a unit increase in the age of the respondents (i.e. the older the respondents), the more positively they perceived the "Relational Factors".

Interestingly, the variable "level of education" contributed to a better comprehension of the results. This is related to the search for information in the area of CSR, being the individuals who have higher levels of literacy the ones who are more aware and concerned about diversity in the workplace, regarding quotas, and intergenerational work teams, among others. For instance, we found that the higher the level of education, the less the respondents were in favour of a gender quota system as part of a socially-responsible firm. We also found that the higher the level of education, the more respondents perceived negatively practices: (1) related to quotas, (2) which favoured employees based on age, and (3) which fostered a competitive work environment, not considering them as part of socially-responsible companies. In fact, this finding was supported by both the t-tests and the multiple linear regression' analysis.

Additionally, we found that the respondents with lower levels of education agreed more with practices which foster competitiveness, and which benefit a specific group in organizations, in comparison with the respondents who have a higher level of literacy. This conclusion was reached due to the verification of the hypothesis H1b3 *"There are significant differences in the perception of the Relational Factors, according to the Level of Education"*. We concluded that the respondents with up to secondary school the ones who perceived more positively the component "Relational Factors". Accordingly, the higher the level of literacy, the less the respondents are in favour of organizational practices which: (1) benefit employees based on age, (2) are related to quotas, and (4) foster a competitive workplace environment. In other words, highly literate individuals do not consider these practices as part of socially-responsible companies.

The aforementioned finding was supported by the multiple linear regression' analysis, since the dummy variable "Level of Education" was considered as one of the predictors of "Relational Factors". Thus, we found that, on average, respondents who had a bachelor's degree and over, perceived more negatively the component of "Relational Factors", in comparison with individuals with up to secondary school.

Through the scenarios presented, we were able to validate all the other findings of this research. The scenario of gender diversity was clearly the most controversial. Respondents strongly disagreed with the choice of the candidate based on the quota system, not accepting this measure at any level: in their opinion, the decision made was neither socially-responsible or in favour of diversity, nor was it advantageous to the organization.

Similarly, the respondents did not agree with the second scenario, based on age diversity. However, they did not acknowledge solidly that the decision of choosing an employee based on his personal characteristics would be advantageous or disadvantageous to the organization: individuals revealed to be indecisive in this matter. Thus, here we have two different perspectives: a negative individual perception, but an organizational perception poorly solid. Thus, a disapproval was shown towards this scenario of positive discrimination, although participants neither agreed nor disagreed that organizations would benefit from this decision. Once again, the issues around meritocracy and performance-based decisions can be raised.

To conclude, the ultimate section allowed us to re-validate what was previously found with the questionnaire's results. A negative emphasis was attributed to the implementation of a quota

system, hence the respondents disagreed that this measure contributed to an increase in the levels of diversity in the workplace. However, it was clear that respondents perceived that career advancement had a great role in terms of diversity, as they agreed that women should be internally promoted to top-positions, and that more career opportunities should be given to young employees.

Chapter V – Conclusions

This study intended to contribute to the gap in the literature regarding individual perceptions of CSR, HRM, and Diversity, focusing on the Portuguese reality. Thus, we examined the national context in terms of organizational practices adopted. Subsequently, we assessed the perceptions on the way firms align social responsibility with HRM, and the way corporations manage Diversity, with a primordial focus on gender and age diversity. We expected to find differences in the perceptions, according to the socio-demographic characteristics (i.e. gender, age, level of education, and employment status) of the individuals.

Portugal was characterized mainly by intergenerational work teams, indicating that there is still a long path for our country to be characterized as a promotor of socially-responsible practices, despite the efforts already made in terms of measures of non-discrimination and equal opportunities, pay equity, and gender parity in organizations.

Respondents might have been more critic in these matters, since they are increasingly more aware of CSR, knowing that its true meaning goes beyond philanthropic or paternalistic notions. Individuals are interested in searching for information about CSR, although they should take this responsibility in a more prominent way if they are to have an active role, together with organizations.

We confirmed that socio-demographic characteristics influenced the perceptions of individuals. Interestingly, and regarding gender-diversity, men were the greatest opponents of gender quota systems, or any other practice in favour of one specific group of individuals. Thus, men are potentially more influenced by meritocratic arguments. On the other hand, women are more in favour of any measure which benefits their positions in corporations, showing greater acceptance of quotas regulations. It is more likely that females understand the need for a sustained gender representativeness, being quotas a way to leverage the participation of women on corporate boards.

Additionally, respondents demonstrated a greatest acceptance towards measure oriented to age-diversity (e.g. benefiting senior employees in career advancement), in comparison to gender-diversity practices. Thus, gender is perceived as a more controversial issue in the field of diversity.

The support given to age-diversity measures was in line with the characterization of the Portuguese context (i.e. intergenerational work teams). Thus, respondents are more likely to

better deal with an older labour force in the workplace than with the implementation of a quota system. Nevertheless, older respondents perceived more negatively organizational practices that benefited the younger generation in particular (e.g. giving more training opportunities to young employees), not considering this type of measures as beneficial to firms or favouring of diversity. The literature also suggested that organizations need to ensure that older workers have as many opportunities in the labour market as younger generations. Yet, it is visible that Generation X is highly sensitive towards practices of age-diversity.

Furthermore, we found that individuals with higher levels of literacy were less in favour that (1) gender quota systems, (2) practices which benefited employees based on age, and (3) practices which fostered a competitive work environment, were part of socially-responsible firms. We believe this finding can potentially be linked with the search for information in the area of CSR, for this dictates the individuals who are more aware and concerned about its underlying issues.

We were able to create components that explained the practices which individuals associate with socially-responsible companies (HRM Policies, and Relational Factors), as well as the practices which individuals consider to be advantageous for organizations (Seniority in Organizations, Gender Diversity, and Equality of Opportunities and Career Advancement). Through a multiple regression analysis, we confirmed that women perceived more positively the component of Gender Diversity (i.e. measures focused on favouring women, in the fields of recruitment and selection, career advancement, and flexibility at the workplace), as the tendency previously announced. Also, we verified that the respondents who were older, and less literate, tended to be more supportive of the component of Relational Factors (i.e. measures with the potential of affecting employees' relations, through benefiting a specific group of individuals in detriment of others). These findings reinforced the previously mentioned tendencies as well.

However, in every research is important to acknowledge, and be aware of, the limitations associated with both the methods used in data collection and the results obtained.

Firstly, the sample size should have been larger, particularly regarding older individuals, since age was one of the main variables of interest in this study. The fact that most respondents were from Generation Y, and thus a lot of them have recently entered the labour force, might have conditioned the results, as this study was highly focused on the perceptions on

organizational practices. Moreover, with a larger sample, the reliability of the statistical inferences would be stronger.

Secondly, there is a lack of empirical studies which cover simultaneously (1) the individual perceptions on CSR, socially-responsible practices, and the advantages to the companies in adopting those same practices, (2) what companies in Portugal are doing in the field of CSR and HRM, and (3) the link between diversity and HRM. This affected, not only the construction of the literature review, but also the overall quality of the research. Specifically, the perceptions of the previous fields could have been explained by a different variable, not contemplated in the study.

In line with the absence of a solid theoretical background, the proposed scales lacked a prior validity, as the questionnaire was constructed entirely by the researcher, based only on the literature review. Even though the main scales were subjected to a reliability analysis, they were applied for the first time in this study, hence not being validated either for their purpose nor for the Portuguese population. Therefore, the scales' validity and reliability were not assured.

Furthermore, some statements of the questionnaire might have been misinterpreted or subjectively understood, affecting the results of this instrument. This was visible, particularly, regarding the scenario in the eighth section. This scenario had more information to process, in comparison with the previous one from the seventh section, and it was not totally clear which individual had the most suitable profile, in terms of competencies, for the position. Thus, the presence of the researcher in the delivery and filling of the questionnaire, could have contributed to fill this gap, while clarifying any existing doubts.

Therefore, it is important to consider suggestions for future research, as well as for the identified limitations in this study, in order to improve and complement this research.

We suggest that in the future, a larger sample should be contemplated. Individuals who are part of the labour force, or economically active, should be a priority, since they are closer to the companies' realities, in terms of organizational practices adopted. Moreover, a future sample should attempt to reach an equivalent number of individuals from Generation Y and Generation X, to better assess the contrasting perceptions of these age groups.

To gain a deeper insight into the perceptions of the organizational practices, in the fields of CSR, HRM and Diversity, a qualitative method should be applied in a future study, such as

a focus group interview. This could not only allow a more accurate identification of key issues in the topics under analysis, but also a better construction of a questionnaire, in terms of the constructs of interest. It would be interesting to conduct focus groups with groups of managers, particularly in the area of HRM or CSR if applicable, and with groups of employees, from different companies. This could generate interesting and more reliable results in terms of practices adopted by organizations, regarding age and gender diversity, including the implementation of quotas, while assessing the different perceptions on this topic.

Moreover, it is important to approach individuals who have high levels of literacy, since in our research we came across the conclusion that the level of education was one of the most important variables: the participants with higher levels of education, were the ones who were more concerned with the topic of CSR. Thus, the opinions from managers in the field of HRM, and CSR (if applicable) should be considered and contrasted with the opinions of employees.

Lastly, there is an evident need for a more robust scale to measure constructs related to the perception of diversity and socially-responsible practices, being required a future investigation on the development of a more valid, reliable and effective instrument. For this, we suggest an enrichment of the literature review as well, about the socially-responsible practices adopted in Portugal and their relationship with HRM and Diversity, improving the currently weak theoretical background in these subjects.

Overall, we can conclude that in terms of contributions to research, this thesis was important because it raised awareness on a very current and controversial issue: the debate about quotas.

Throughout the years, organizations have been striving to promote gender parity, particularly regarding managerial positions or board positions, based on merit only, without success. Associated with this, comes the persevering gender pay gap, both worldwide and in Portugal. Due to the slow improvement in gender diversity and equality, the implementation of quotas is being adopted in several countries, including Portugal. Nevertheless, resistance has been shown towards this measure, being crucial to reflect on the advantages and disadvantages of the effects of quotas.

With this line of thought in mind, this research brought a new debate about quotas, with the particularity of focusing on the Portuguese context. Thus, this study opens an opportunity for future research to focus on how gender diversity is managed in Portugal, while it defines

the characteristics (e.g. gender, age, and level of education) of those who are in favour or against quotas.

Furthermore, this study focused on age diversity. The labour force is becoming older, and thus attention should be paid to ageism, regarding recruitment and selection, and equal opportunities and career advancement, above all. Thus, diversity practices focused on age should be fostered, in order for the organizations to operate in the most socially-responsible way possible, towards their current and future employees.

Therefore, a debate on the ways to manage age diversity is essential. This research allowed us to partially clarify the individual perceptions on age diversity, and to assess the importance of age, associated with an organizational context, to the Portuguese' society.

Finally, this study contributed to research, through a proposal of a new instrument to measure the constructs associated with the perceptions of diversity and socially-responsible practices. This was a valuable first step, particularly, to assess the Portuguese' reality.

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Appendix

Appendix A: Sample Characterization

Gender:

Statistics

Género

N	Valid	240
	Missing	0
Mode		1

Género

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Feminino	151	62,9	62,9	62,9
	Masculino	89	37,1	37,1	100,0
	Total	240	100,0	100,0	

Age:

Statistics

Idade

N	Valid	240
	Missing	0
Mean		35,00
Median		30,00
Mode		24
Std. Deviation		12,829
Variance		164,594
Range		51
Minimum		19
Maximum		70
Percentiles	25	24,00
	50	30,00
	75	45,00

Level of Education:

Statistics

Habilitações Literárias

N	Valid	240
	Missing	0
Median		4,00
Mode		4
Percentiles	25	4,00
	50	4,00
	75	5,00

Habilitações Literárias

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Ensino Básico (2.º ciclo - 6.º ano)	2	,8	,8	,8
	Ensino Básico (3.º ciclo - 9.º ano)	7	2,9	2,9	3,8
	Ensino Secundário (12.º ano)	39	16,3	16,3	20,0
	Licenciatura	125	52,1	52,1	72,1
	Mestrado	63	26,3	26,3	98,3
	Doutoramento	3	1,3	1,3	99,6
	Pós-Graduação	1	,4	,4	100,0
	Total	240	100,0	100,0	

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Employment Status:

Statistics

Situação Profissional

N	Valid	240
	Missing	0
Median		5,00
Mode		5
Percentiles	25	5,00
	50	5,00
	75	5,00

Situação Profissional

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	À procura do primeiro emprego	1	,4	,4	,4
	Desempregado(a)	7	2,9	2,9	3,3
	Estudante	38	15,8	15,8	19,2
	Reformado(a)/ Aposentado(a)	5	2,1	2,1	21,3
	Trabalhador(a)	161	67,1	67,1	88,3
	Trabalhador-Estudante	28	11,7	11,7	100,0
	Total	240	100,0	100,0	

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Appendix B: Questionnaire

Social Responsibility and Diversity in Companies

This questionnaire aims to collect data for the dissertation, for the conferral of the Master of Science in Management, at ISCTE-IUL.

The purpose of this study is to contribute to a better insight into the relationship between Social Responsibility and Diversity, in companies. Towards this end, your opinion is very important, and thus we ask you to be as sincere and spontaneous as possible, as there are not right or wrong answers.

Remember that your participation is entirely voluntary and anonymous. The answers will only be used for academic purposes.

If you have any doubt that you wish to clarify, or if you wish to receive more information about this study, please do not hesitate to contact me by email: arsbs@iscte-iul.pt.

Thank you for your help!

*Required

Section I – Organizational Practices

Q1. Thinking on the national context, rate the following statements according to your level of agreement:

In general terms, the companies develop policies which foster:

1. …Non-discrimination and Equal Opportunity. *

	1	2	3	4	5	6	
Totally Disagree	○	○	○	○	○	○	Totally Agree

2. …Training and Continuous Development for all Employees. *

	1	2	3	4	5	6	
Totally Disagree	◯	◯	◯	◯	◯	◯	Totally Agree

3. …Work-Life Balance. *

	1	2	3	4	5	6	
Totally Disagree	◯	◯	◯	◯	◯	◯	Totally Agree

4. …Career Development Plan for all Employees. *

	1	2	3	4	5	6	
Totally Disagree	◯	◯	◯	◯	◯	◯	Totally Agree

5. …Pay Equity. *

	1	2	3	4	5	6	
Totally Disagree	◯	◯	◯	◯	◯	◯	Totally Agree

6. …Transparency in Employee Communication. *

	1	2	3	4	5	6	
Totally Disagree	◯	◯	◯	◯	◯	◯	Totally Agree

7. …Responsible Recruitment of Minorities. *

	1	2	3	4	5	6	
Totally Disagree	◯	◯	◯	◯	◯	◯	Totally Agree

8. …Gender Representativeness. *

	1	2	3	4	5	6	
Totally Disagree	◯	◯	◯	◯	◯	◯	Totally Agree

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9. …Intergenerational Work Teams. *

	1	2	3	4	5	6	
Totally Disagree	○	○	○	○	○	○	Totally Agree

10. …Flexible Work Schedule. *

	1	2	3	4	5	6	
Totally Disagree	○	○	○	○	○	○	Totally Agree

11. …Contractual Stability. *

	1	2	3	4	5	6	
Totally Disagree	○	○	○	○	○	○	Totally Agree

Sections II and III – Corporate Social Responsibility (CSR)

Q2. Have you ever heard about Corporate Social Responsibility? *

○ Yes

○ No

Q3. In your opinion, from the following statements, which one betters defines Corporate Social Responsibility? *

○ CSR is a voluntary act of charity oriented to the community, through donations to support social causes.

○ CSR is about a concern with the definition of goals which go beyond the merely economic and legal requirements of the firm.

○ CSR is about meeting the needs of the present, without compromising the ability of the future generations to meet their own needs, contributing to an economic, social and environmental development.

○ CSR is the process of voluntary integration into business activities, about the social, environmental, ethical and human concerns of their interest groups.

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Section IV – Corporate Social Responsibility (CSR)

Q4. Rate the following statements according to your level of agreement:

1. …I try to be informed about the policies and initiatives of Social Responsibility of companies. *

	1	2	3	4	5	6	
Totally Disagree	○	○	○	○	○	○	Totally Agree

2. …Companies should display all the information about their Social Responsibility' initiatives. *

	1	2	3	4	5	6	
Totally Disagree	○	○	○	○	○	○	Totally Agree

3. …Companies provide enough information about their policies and initiatives of Social Responsibility. *

	1	2	3	4	5	6	
Totally Disagree	○	○	○	○	○	○	Totally Agree

4. …I can identify a socially responsible company. *

	1	2	3	4	5	6	
Totally Disagree	○	○	○	○	○	○	Totally Agree

Section V – CSR and Human Resource Management (HRM)

Q5. Rate the following statements according to your level of agreement:

Socially-responsible companies are characterized by:

The link between Social Responsibility and Diversity

1. …promoting age and gender diversity, regarding the hiring of new employees. *

	1	2	3	4	5	6	
Totally Disagree	○	○	○	○	○	○	Totally Agree

2. …implementing a gender quota system. *

	1	2	3	4	5	6	
Totally Disagree	○	○	○	○	○	○	Totally Agree

3. …create a work environment which fosters learning and autonomy. *

	1	2	3	4	5	6	
Totally Disagree	○	○	○	○	○	○	Totally Agree

4. …create a work environment which fosters competitiveness. *

	1	2	3	4	5	6	
Totally Disagree	○	○	○	○	○	○	Totally Agree

5. …ensure pay equity and fairness. *

	1	2	3	4	5	6	
Totally Disagree	○	○	○	○	○	○	Totally Agree

6. …attribute extra-benefits to employees (e.g. scholarships, corporate-owned life insurance, health insurance, retirement saving plans). *

	1	2	3	4	5	6	
Totally Disagree	○	○	○	○	○	○	Totally Agree

7. …fostering transparency in communication with employees. *

	1	2	3	4	5	6	
Totally Disagree	○	○	○	○	○	○	Totally Agree

8. …sharing initiatives of corporate volunteering with employees. *

	1	2	3	4	5	6	
Totally Disagree	○	○	○	○	○	○	Totally Agree

9. …fostering equality of opportunities in career development. *

	1	2	3	4	5	6	
Totally Disagree	○	○	○	○	○	○	Totally Agree

10. …benefit senior employees (above 50 years old), regarding career progression. *

	1	2	3	4	5	6	
Totally Disagree	○	○	○	○	○	○	Totally Agree

Section VI – Diversity in Organizations (HRM)

Q6. To which extent do you agree that is beneficial, for companies, to implement the following practices:

1. …recruitment of senior elements (above 50 years old). *

	1	2	3	4	5	6	
Totally Disagree	○	○	○	○	○	○	Totally Agree

2. …preferential recruitment of women. *

	1	2	3	4	5	6	
Totally Disagree	○	○	○	○	○	○	Totally Agree

The link between Social Responsibility and Diversity

3. …internal recruitment. *

	1	2	3	4	5	6	
Totally Disagree	○	○	○	○	○	○	Totally Agree

4. …implementation of a quota system for women, regarding hiring and promotion. *

	1	2	3	4	5	6	
Totally Disagree	○	○	○	○	○	○	Totally Agree

5. …attribution of senior mentors. *

	1	2	3	4	5	6	
Totally Disagree	○	○	○	○	○	○	Totally Agree

6. …ensure career advancement for all employees, regardless of their age. *

	1	2	3	4	5	6	
Totally Disagree	○	○	○	○	○	○	Totally Agree

7. … ensure career advancement for all employees, regardless of their gender. *

	1	2	3	4	5	6	
Totally Disagree	○	○	○	○	○	○	Totally Agree

8. …flexible work-schedule for senior employees (above 50 years old). *

	1	2	3	4	5	6	
Totally Disagree	○	○	○	○	○	○	Totally Agree

9. …give more training opportunities to young employees. *

	1	2	3	4	5	6	
Totally Disagree	○	○	○	○	○	○	Totally Agree

10. …implementing telecommuting for women. *

	1	2	3	4	5	6	
Totally Disagree	○	○	○	○	○	○	Totally Agree

Section VII – First Scenario (Gender Diversity)

Q7. Read the following text

The company ABCD implemented a mandatory gender quota system, specifically for women at managerial positions. Thus, the HR department conducted a recruitment process, to fill the position of Marketing Director. Two candidates reached the final phase of the process, a man and a woman, both with the same level of education, only different competencies and professional experience. Overall, the most suitable for the position was the male candidate. However, to comply with the quota system, the one chosen was the woman.

7.1. …Do you agree with the decision made? *

	1	2	3	4	5	6	
Totally Disagree	○	○	○	○	○	○	Totally Agree

7.2. …Do you agree that this decision is beneficial to the company? *

	1	2	3	4	5	6	
Totally Disagree	○	○	○	○	○	○	Totally Agree

7.3. …Do you agree that this decision favours diversity? *

	1	2	3	4	5	6	
Totally Disagree	○	○	○	○	○	○	Totally Agree

7.4. …Do you agree that this decision is socially responsible? *

	1	2	3	4	5	6	
Totally Disagree	○	○	○	○	○	○	Totally Agree

Section VIII – Second Scenario (Age Diversity)

Q8. Read the following text

The company ABCD needs to fill the position of team leader, in a certain organizational area. After an analysis of the internal pool of candidates, the final decision was between two employees: the individual X who was 32 years old, and the individual Y who was 54 years old. The individual X has been working in the company for 7 years, does not have a family, and has total hourly availability. The individual Y has been working in the company for 20 years, has a family and values hourly flexibility and work-life balance. Considering the characteristics of each individual, the chosen one was X.

8.1. …Do you agree with the decision made? *

	1	2	3	4	5	6	
Totally Disagree	○	○	○	○	○	○	Totally Agree

8.2. …Do you agree that this decision is beneficial to the company? *

	1	2	3	4	5	6	
Totally Disagree	○	○	○	○	○	○	Totally Agree

8.3. …Do you agree that this decision favours diversity? *

	1	2	3	4	5	6	
Totally Disagree	○	○	○	○	○	○	Totally Agree

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8.4. …Do you agree that this decision is socially responsible? *

	1	2	3	4	5	6	
Totally Disagree	○	○	○	○	○	○	Totally Agree

Section IX – Organizational practices and Diversity

Q9. Do you agree that these organizational practices favour diversity?

1. …Implementation of a quota system. *

	1	2	3	4	5	6	
Totally Disagree	○	○	○	○	○	○	Totally Agree

2. …Promoting women internally to decision' positions. *

	1	2	3	4	5	6	
Totally Disagree	○	○	○	○	○	○	Totally Agree

3. …Provide more career progression' opportunities to young employees. *

	1	2	3	4	5	6	
Totally Disagree	○	○	○	○	○	○	Totally Agree

Demographic Characterization

Q10. Gender *:

○ Female

○ Male

Q11. Age (years) *:

_____

Q12. Level of Education (Completed) *:

○ Basic School (6th grade)

○ Basic School (9th grade)

○ Secondary School

○ Bachelor's degree

○ Master's degree

○ Doctorate's degree

○ Post-graduation's degree

Q13. Employment Status *:

○ Student

○ Worker

○ Student-Worker

○ Unemployed

○ Retired

○ Looking for the first job

Appendix C: Exploratory Factorial Analysis and Reliability Analysis

Section 5 – Exploratory Factorial Analysis

Total Variance Explained

Component	Initial Eigenvalues			Extraction Sums of Squared Loadings			Rotation Sums of Squared Loadings		
	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %
1	5,008	50,075	50,075	5,008	50,075	50,075	4,819	48,192	48,192
2	1,304	13,042	63,117	1,304	13,042	63,117	1,493	14,925	63,117
3	,890	8,895	72,013						
4	,702	7,018	79,031						
5	,589	5,890	84,921						
6	,531	5,306	90,227						
7	,383	3,827	94,054						
8	,236	2,363	96,417						
9	,215	2,148	98,564						
10	,144	1,436	100,000						

Extraction Method: Principal Component Analysis.

Rotated Component Matrix[a]

	Component	
	1	2
S5Q1_promoverem a diversidade (etária e género), aquando da contratação de novos colaboradores	,645	,322
S5Q2_criarem um ambiente de trabalho que estimule a competitividade	-,030	,715
S5Q3_implementarem um sistema de quotas de género	,058	,746
S5Q4_garantirem justiça e equidade nas remunerações	,860	,043
S5Q5_criarem um ambiente de trabalho que estimule a aprendizagem e autonomia	,874	,042
S5Q6_promoverem a transparência na comunicação com os colaboradores	,902	,053
S5Q7_partilharem com os colaboradores iniciativas de voluntariado empresarial	,736	,139
S5Q8_atribuírem benefícios extra aos colaboradores (ex: bolsas de estudo, seguro de vida empresarial, seguro de saúde, Planos Poupança Reforma, etc).	,760	,138
S5Q9_promoverem igualdade de oportunidades no desenvolvimento de carreira	,894	,047
S5Q10_favorecerem os colaboradores seniores (acima dos 50 anos), em termos de progressão de carreira	,407	,524

Extraction Method: Principal Component Analysis.

Rotation Method: Varimax with Kaiser Normalization.[a]

a. Rotation converged in 3 iterations.

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Section 5 – Reliability Analysis

Component – Relational Factors

Reliability Statistics

Cronbach's Alpha	N of Items
,450	3

Item-Total Statistics

	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Squared Multiple Correlation	Cronbach's Alpha if Item Deleted
S5Q2_criarem um ambiente de trabalho que estimule a competitividade	6,85	5,152	,262	,069	,376
S5Q3_implementarem um sistema de quotas de género	7,19	5,059	,285	,081	,337
S5Q10_favorecerem os colaboradores seniores (acima dos 50 anos), em termos de progressão de carreira	6,84	4,563	,280	,079	,345

Component – HRM Policies

Reliability Statistics

Cronbach's Alpha	N of Items
,918	7

Item-Total Statistics

	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Cronbach's Alpha if Item Deleted
S5Q1_promoverem a diversidade (etária e género), aquando da contratação de novos colaboradores	28,85	42,148	,601	,921
S5Q4_garantirem justiça e equidade nas remunerações	28,59	38,076	,791	,902
S5Q5_criarem um ambiente de trabalho que estimule a aprendizagem e autonomia	28,42	39,760	,810	,900
S5Q6_promoverem a transparência na comunicação com os colaboradores	28,40	39,104	,848	,896
S5Q7_partilharem com os colaboradores iniciativas de voluntariado empresarial	28,46	42,116	,669	,914
S5Q8_atribuírem benefícios extra aos colaboradores (ex: bolsas de estudo, seguro de vida empresarial, seguro de saúde, Planos Poupança Reforma, etc).	28,56	40,633	,696	,912
S5Q9_promoverem igualdade de oportunidades no desenvolvimento de carreira	28,32	38,887	,835	,897

Section 6 – Exploratory Factorial Analysis

Total Variance Explained

Component	Initial Eigenvalues			Extraction Sums of Squared Loadings			Rotation Sums of Squared Loadings		
	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %
1	3,495	34,945	34,945	3,495	34,945	34,945	2,249	22,492	22,492
2	1,498	14,976	49,921	1,498	14,976	49,921	2,101	21,014	43,506
3	1,370	13,702	63,623	1,370	13,702	63,623	2,012	20,117	63,623
4	,819	8,191	71,814						
5	,672	6,720	78,535						
6	,657	6,574	85,109						
7	,537	5,367	90,476						
8	,396	3,961	94,437						
9	,349	3,486	97,923						
10	,208	2,077	100,000						

Extraction Method: Principal Component Analysis.

Rotated Component Matrix[a]

	Component		
	1	2	3
S6Q1_recrutamento de elementos seniores (acima dos 50 anos)	,752	,044	,130
S6Q2_recrutamento interno (de trabalhadores que já fazem parte dos quadros das empresas)	,798	-,129	,129
S6Q3_recrutamento preferencial de mulheres	-,040	,818	,176
S6Q4_atribuição de mentores seniores	,611	,268	-,042
S6Q5_implementação de um sistema de quotas para as mulheres, no ingresso e promoção	,080	,810	,148
S6Q6_assegurar carreiras automáticas para todos os colaboradores, independentemente da idade	,129	,162	,892
S6Q7_atribuir flexibilidade horária a colaboradores seniores (acima dos 50 anos)	,625	,303	,257
S6Q8_instituir o teletrabalho, ou trabalho remoto, para mulheres	,387	,705	,057
S6Q9_assegurar carreiras automáticas para todos os colaboradores, independentemente do género	,053	,069	,927
S6Q10_atribuir mais oportunidades de formação aos colaboradores jovens	,326	,257	,447

Extraction Method: Principal Component Analysis.

 Rotation Method: Varimax with Kaiser Normalization.[a]

a. Rotation converged in 4 iterations.

Section 6 – Reliability Analysis

Component – Seniority in Organizations

Reliability Statistics

Cronbach's Alpha	N of Items
,695	4

Item-Total Statistics

	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Cronbach's Alpha if Item Deleted
S6Q1_recrutamento de elementos seniores (acima dos 50 anos)	13,26	8,931	,548	,589
S6Q2_recrutamento interno (de trabalhadores que já fazem parte dos quadros das empresas)	12,61	9,503	,509	,616
S6Q4_atribuição de mentores seniores	13,05	9,651	,396	,681
S6Q7_atribuir flexibilidade horária a colaboradores seniores (acima dos 50 anos)	13,38	8,145	,482	,634

Reliability Statistics

Cronbach's Alpha	N of Items
,738	3

Component – Gender Diversity

Item-Total Statistics

	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Cronbach's Alpha if Item Deleted
S6Q3_recrutamento preferencial de mulheres	6,71	7,362	,591	,626
S6Q5_implementação de um sistema de quotas para as mulheres, no ingresso e promoção	6,43	6,907	,584	,627
S6Q8_instituir o teletrabalho, ou trabalho remoto, para mulheres	6,05	6,528	,523	,709

Component – Equality of Opportunities and Career Advancement

Reliability Statistics

Cronbach's Alpha	N of Items
,748	3

Item-Total Statistics

	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Cronbach's Alpha if Item Deleted
S6Q6_assegurar carreiras automáticas para todos os colaboradores, independentemente da idade	9,10	5,987	,698	,507
S6Q9_assegurar carreiras automáticas para todos os colaboradores, independentemente do género	8,72	5,700	,713	,483
S6Q10_atribuir mais oportunidades de formação aos colaboradores jovens	8,17	9,537	,359	,870

Appendix D: Recoded Variables

Age Groups

Statistics

Age Groups

N	Valid	240
	Missing	0
Median		1,00
Mode		1
Percentiles	25	1,00
	50	1,00
	75	2,00

Age Groups

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Up to 38 years old	151	62,9	62,9	62,9
	39 years old and over	89	37,1	37,1	100,0
	Total	240	100,0	100,0	

Level of Education

Statistics

Level of Education

N	Valid	240
	Missing	0
Median		2,00
Mode		2
Percentiles	25	2,00
	50	2,00
	75	2,00

Level of Education

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Up to Secondary School	48	20,0	20,0	20,0
	Bachelor's degree and over	192	80,0	80,0	100,0
	Total	240	100,0	100,0	

Employment Status

Statistics

Employment Status

N	Valid	240
	Missing	0
Median		2,00
Mode		2
Percentiles	25	2,00
	50	2,00
	75	2,00

Employment Status

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	People outside the labour force	51	21,3	21,3	21,3
	Labour Force	189	78,8	78,8	100,0
	Total	240	100,0	100,0	

The link between Social Responsibility and Diversity

Appendix E: Descriptive Analysis (Section 1)

Statistics

		S1Q1_igualdade de oportunidades e não-discriminação	S1Q2_formação e desenvolvimento contínuo para todos os colaboradores	S1Q3_equilíbrio entre a vida pessoal e profissional	S1Q4_planos de desenvolvimento e progressão de carreira para todos os colaboradores	S1Q5_justiça e equidade nas remunerações	S1Q6_comunicação transparente com todos os colaboradores.
N	Valid	240	240	240	240	240	240
	Missing	0	0	0	0	0	0
Mean		3,44	3,52	2,85	2,97	2,83	2,95
Median		3,00	3,00	3,00	3,00	3,00	3,00
Mode		3	3	3	3	3	3
Std. Deviation		1,092	1,135	1,195	1,191	1,258	1,194
Percentiles	25	3,00	3,00	2,00	2,00	2,00	2,00
	50	3,00	3,00	3,00	3,00	3,00	3,00
	75	4,00	4,00	3,75	4,00	4,00	4,00

Statistics

		S1Q7_recrutamento responsável de minorias.	S1Q8_representatividade de género (paridade entre homens e mulheres).	S1Q9_equipas de trabalho intergeracionais (diferentes idades).	S1Q10_flexibilidade horária (trabalho a tempo parcial, teletrabalho, entre outros).	S1Q11_estabilidade contratual e de emprego.
N	Valid	240	240	240	240	240
	Missing	0	0	0	0	0
Mean		2,73	3,25	3,62	3,07	3,22
Median		3,00	3,00	4,00	3,00	3,00
Mode		2	3	4	3	3
Std. Deviation		1,267	1,355	1,275	1,282	1,315
Percentiles	25	2,00	2,00	3,00	2,00	2,00
	50	3,00	3,00	4,00	3,00	3,00
	75	3,00	4,00	5,00	4,00	4,00

Frequency Tables (Section 1):

S1Q1_igualdade de oportunidades e não-discriminação

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Discordo Totalmente	10	4,2	4,2	4,2
	Discordo	31	12,9	12,9	17,1
	Discordo Parcialmente	86	35,8	35,8	52,9
	Concordo Parcialmente	77	32,1	32,1	85,0
	Concordo	28	11,7	11,7	96,7
	Concordo Totalmente	8	3,3	3,3	100,0
	Total	240	100,0	100,0	

S1Q2_formação e desenvolvimento contínuo para todos os colaboradores

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Discordo Totalmente	8	3,3	3,3	3,3
	Discordo	29	12,1	12,1	15,4
	Discordo Parcialmente	94	39,2	39,2	54,6
	Concordo Parcialmente	58	24,2	24,2	78,8
	Concordo	41	17,1	17,1	95,8
	Concordo Totalmente	10	4,2	4,2	100,0
	Total	240	100,0	100,0	

S1Q3_equilíbrio entre a vida pessoal e profissional

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Discordo Totalmente	29	12,1	12,1	12,1
	Discordo	69	28,7	28,7	40,8
	Discordo Parcialmente	82	34,2	34,2	75,0
	Concordo Parcialmente	36	15,0	15,0	90,0
	Concordo	18	7,5	7,5	97,5
	Concordo Totalmente	6	2,5	2,5	100,0
	Total	240	100,0	100,0	

S1Q4_planos de desenvolvimento e progressão de carreira para todos os colaboradores

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Discordo Totalmente	21	8,8	8,8	8,8
	Discordo	64	26,7	26,7	35,4
	Discordo Parcialmente	91	37,9	37,9	73,3
	Concordo Parcialmente	40	16,7	16,7	90,0
	Concordo	13	5,4	5,4	95,4
	Concordo Totalmente	11	4,6	4,6	100,0
	Total	240	100,0	100,0	

S1Q5_justiça e equidade nas remunerações

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Discordo Totalmente	34	14,2	14,2	14,2
	Discordo	68	28,3	28,3	42,5
	Discordo Parcialmente	76	31,7	31,7	74,2
	Concordo Parcialmente	39	16,3	16,3	90,4
	Concordo	13	5,4	5,4	95,8
	Concordo Totalmente	10	4,2	4,2	100,0
	Total	240	100,0	100,0	

S1Q6_comunicação transparente com todos os colaboradores.

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Discordo Totalmente	25	10,4	10,4	10,4
	Discordo	64	26,7	26,7	37,1
	Discordo Parcialmente	77	32,1	32,1	69,2
	Concordo Parcialmente	53	22,1	22,1	91,3
	Concordo	13	5,4	5,4	96,7
	Concordo Totalmente	8	3,3	3,3	100,0
	Total	240	100,0	100,0	

S1Q7_recrutamento responsável de minorias.

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Discordo Totalmente	37	15,4	15,4	15,4
	Discordo	77	32,1	32,1	47,5
	Discordo Parcialmente	74	30,8	30,8	78,3
	Concordo Parcialmente	29	12,1	12,1	90,4
	Concordo	12	5,0	5,0	95,4
	Concordo Totalmente	11	4,6	4,6	100,0
	Total	240	100,0	100,0	

S1Q8_representatividade de género (paridade entre homens e mulheres).

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Discordo Totalmente	26	10,8	10,8	10,8
	Discordo	51	21,3	21,3	32,1
	Discordo Parcialmente	60	25,0	25,0	57,1
	Concordo Parcialmente	53	22,1	22,1	79,2
	Concordo	41	17,1	17,1	96,3
	Concordo Totalmente	9	3,8	3,8	100,0
	Total	240	100,0	100,0	

S1Q9_equipas de trabalho intergeracionais (diferentes idades).

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Discordo Totalmente	15	6,3	6,3	6,3
	Discordo	31	12,9	12,9	19,2
	Discordo Parcialmente	62	25,8	25,8	45,0
	Concordo Parcialmente	68	28,3	28,3	73,3
	Concordo	51	21,3	21,3	94,6
	Concordo Totalmente	13	5,4	5,4	100,0
	Total	240	100,0	100,0	

S1Q10_flexibilidade horária (trabalho a tempo parcial, teletrabalho, entre outros).

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Discordo Totalmente	26	10,8	10,8	10,8
	Discordo	61	25,4	25,4	36,3
	Discordo Parcialmente	66	27,5	27,5	63,7
	Concordo Parcialmente	53	22,1	22,1	85,8
	Concordo	26	10,8	10,8	96,7
	Concordo Totalmente	8	3,3	3,3	100,0
	Total	240	100,0	100,0	

S1Q11_estabilidade contratual e de emprego.

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Discordo Totalmente	21	8,8	8,8	8,8
	Discordo	57	23,8	23,8	32,5
	Discordo Parcialmente	66	27,5	27,5	60,0
	Concordo Parcialmente	50	20,8	20,8	80,8
	Concordo	36	15,0	15,0	95,8
	Concordo Totalmente	10	4,2	4,2	100,0
	Total	240	100,0	100,0	

Appendix F: Descriptive Analysis (Section 2)

Statistics

S2_Já ouviu falar sobre
Responsabilidade Social Empresarial?

N	Valid	240
	Missing	0
Mode		1

S2_Já ouviu falar sobre Responsabilidade Social Empresarial?

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Sim	172	71,7	71,7	71,7
	Não	68	28,3	28,3	100,0
	Total	240	100,0	100,0	

Appendix G: Descriptive Analysis (Section 3)

S3_Na sua opinião, das seguintes afirmações, qual a que melhor define a Responsabilidade Social Empresarial?

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	A RSE assenta na definição de objetivos que vão para além dos unicamente económicos e das obrigações legais.	23	9,6	9,6	9,6
	A RSE define-se como uma ação de caridade orientada para a comunidade, de caráter voluntário, através da atribuição de donativos para causas sociais.	6	2,5	2,5	12,1
	A RSE define-se pela preocupação das empresas em satisfazer as necessidades do presente, sem comprometer a capacidade de as gerações futuras satisfazerem as suas próprias necessidades, contribuindo para um desenvolvimento económico, social e ambiental.	77	32,1	32,1	44,2
	A RSE é a integração voluntária de preocupações a nível social, ambiental, ético e humano, por parte das empresas, nas suas operações e na sua relação com todas as partes interessadas.	134	55,8	55,8	100,0
	Total	240	100,0	100,0	

Crosstabulation (Section 2 and Section 3):

			S2_Já ouviu falar sobre Responsabilidade Social Empresarial?		
			Sim	Não	Total
S3_Na sua opinião, das seguintes afirmações, qual a que melhor define a Responsabilidade Social Empresarial?	A RSE assenta na definição de objetivos que vão para além dos unicamente económicos e das obrigações legais.	Count	18	5	23
		% within S3_Na sua opinião, das seguintes afirmações, qual a que melhor define a Responsabilidade Social Empresarial?	78,3%	21,7%	100,0%
		% within S2_Já ouviu falar sobre Responsabilidade Social Empresarial?	10,5%	7,4%	9,6%
		% of Total	7,5%	2,1%	9,6%
	A RSE define-se como uma ação de caridade orientada para a comunidade, de caráter voluntário, através da atribuição de donativos para causas sociais.	Count	3	3	6
		% within S3_Na sua opinião, das seguintes afirmações, qual a que melhor define a Responsabilidade Social Empresarial?	50,0%	50,0%	100,0%
		% within S2_Já ouviu falar sobre Responsabilidade Social Empresarial?	1,7%	4,4%	2,5%
		% of Total	1,3%	1,3%	2,5%
	A RSE define-se pela preocupação das empresas em satisfazer as necessidades do presente, sem comprometer a capacidade de as gerações futuras satisfazerem as	Count	54	23	77
		% within S3_Na sua opinião, das seguintes afirmações, qual a que melhor define a Responsabilidade Social Empresarial?	70,1%	29,9%	100,0%
		% within S2_Já ouviu falar sobre Responsabilidade Social Empresarial?	31,4%	33,8%	32,1%

	suas próprias necessidades, contribuindo para um desenvolvimento económico, social e ambiental.	% of Total	22,5%	9,6%	32,1%
	A RSE é a integração voluntária de preocupações a nível social, ambiental, ético e humano, por parte das empresas, nas suas operações e na sua relação com todas as partes interessadas.	Count	97	37	134
		% within S3_Na sua opinião, das seguintes afirmações, qual a que melhor define a Responsabilidade Social Empresarial?	72,4%	27,6%	100,0%
		% within S2_Já ouviu falar sobre Responsabilidade Social Empresarial?	56,4%	54,4%	55,8%
		% of Total	40,4%	15,4%	55,8%
Total		Count	172	68	240
		% within S3_Na sua opinião, das seguintes afirmações, qual a que melhor define a Responsabilidade Social Empresarial?	71,7%	28,3%	100,0%
		% within S2_Já ouviu falar sobre Responsabilidade Social Empresarial?	100,0%	100,0%	100,0%
		% of Total	71,7%	28,3%	100,0%

Appendix H: Descriptive Analysis (Section 4)

Statistics

		S4Q1_Procuro estar informado(a) sobre as políticas e iniciativas de Responsabilidade Social das empresas.	S4Q2_As empresas devem divulgar toda a informação sobre as iniciativas de Responsabilidade Social que desenvolvem.	S4Q3_As empresas disponibilizam informação suficiente acerca das suas políticas e iniciativas de Responsabilidade Social.	S4Q4_Consigo identificar uma empresa socialmente responsável.
N	Valid	240	240	240	240
	Missing	0	0	0	0
Mean		3,68	5,09	3,43	3,70
Median		4,00	5,00	3,00	4,00
Mode		3	6	3	4
Std. Deviation		1,363	1,049	1,173	1,444
Percentiles	25	3,00	5,00	3,00	3,00
	50	4,00	5,00	3,00	4,00
	75	5,00	6,00	4,00	5,00

Frequency Tables (Section 4):

S4Q1_Procuro estar informado(a) sobre as políticas e iniciativas de Responsabilidade Social das empresas.

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Discordo Totalmente	13	5,4	5,4	5,4
	Discordo	33	13,8	13,8	19,2
	Discordo Parcialmente	66	27,5	27,5	46,7
	Concordo Parcialmente	62	25,8	25,8	72,5
	Concordo	37	15,4	15,4	87,9
	Concordo Totalmente	29	12,1	12,1	100,0
	Total	240	100,0	100,0	

S4Q2_As empresas devem divulgar toda a informação sobre as iniciativas de Responsabilidade Social que desenvolvem.

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Discordo Totalmente	4	1,7	1,7	1,7
	Discordo	1	,4	,4	2,1
	Discordo Parcialmente	12	5,0	5,0	7,1
	Concordo Parcialmente	40	16,7	16,7	23,8
	Concordo	79	32,9	32,9	56,7
	Concordo Totalmente	104	43,3	43,3	100,0
	Total	240	100,0	100,0	

S4Q3_As empresas disponibilizam informação suficiente acerca das suas políticas e iniciativas de Responsabilidade Social.

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Discordo Totalmente	13	5,4	5,4	5,4
	Discordo	36	15,0	15,0	20,4
	Discordo Parcialmente	76	31,7	31,7	52,1
	Concordo Parcialmente	73	30,4	30,4	82,5
	Concordo	33	13,8	13,8	96,3
	Concordo Totalmente	9	3,8	3,8	100,0
	Total	240	100,0	100,0	

S4Q4_Consigo identificar uma empresa socialmente responsável.

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Discordo Totalmente	21	8,8	8,8	8,8
	Discordo	29	12,1	12,1	20,8
	Discordo Parcialmente	54	22,5	22,5	43,3
	Concordo Parcialmente	62	25,8	25,8	69,2
	Concordo	45	18,8	18,8	87,9
	Concordo Totalmente	29	12,1	12,1	100,0
	Total	240	100,0	100,0	

Appendix I: Descriptive Analysis (Section 5)

Initial items:

Statistics

		S5Q1_promoverem a diversidade (etária e género), aquando da contratação de novos colaboradores	S5Q2_criarem um ambiente de trabalho que estimule a competitividade	S5Q3_implementar em um sistema de quotas de género	S5Q4_garantirem justiça e equidade nas remunerações	S5Q5_criarem um ambiente de trabalho que estimule a aprendizagem e autonomia
N	Valid	240	240	240	240	240
	Missing	0	0	0	0	0
Mean		4,42	3,59	3,25	4,68	4,84
Median		5,00	4,00	3,00	5,00	5,00
Mode		5	4	3	6	6
Std. Deviation		1,288	1,378	1,370	1,412	1,231
Percentiles	25	4,00	3,00	2,00	4,00	4,00
	50	5,00	4,00	3,00	5,00	5,00
	75	5,00	4,75	4,00	6,00	6,00

Statistics

		S5Q6_promoverem a transparência na comunicação com os colaboradores	S5Q7_partilharem com os colaboradores iniciativas de voluntariado empresarial	S5Q8_atribuírem benefícios extra aos colaboradores (ex: bolsas de estudo, seguro de vida empresarial, seguro de saúde, Planos Poupança Reforma, etc).	S5Q9_promoverem igualdade de oportunidades no desenvolvimento de carreira	S5Q10_favorecerem os colaboradores seniores (acima dos 50 anos), em termos de progressão de carreira
N	Valid	240	240	240	240	240
	Missing	0	0	0	0	0
Mean		4,86	4,80	4,71	4,95	3,60
Median		5,00	5,00	5,00	5,00	4,00
Mode		6	6	6	6	5
Std. Deviation		1,245	1,189	1,299	1,280	1,519
Percentiles	25	4,00	4,00	4,00	4,00	2,00
	50	5,00	5,00	5,00	5,00	4,00
	75	6,00	6,00	6,00	6,00	5,00

Frequency Tables (Section 5):

S5Q1_promoverem a diversidade (etária e género), aquando da contratação de novos colaboradores

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Discordo Totalmente	7	2,9	2,9	2,9
	Discordo	12	5,0	5,0	7,9
	Discordo Parcialmente	40	16,7	16,7	24,6
	Concordo Parcialmente	46	19,2	19,2	43,8
	Concordo	84	35,0	35,0	78,8
	Concordo Totalmente	51	21,3	21,3	100,0
	Total	240	100,0	100,0	

S5Q2_criarem um ambiente de trabalho que estimule a competitividade

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Discordo Totalmente	19	7,9	7,9	7,9
	Discordo	33	13,8	13,8	21,7
	Discordo Parcialmente	59	24,6	24,6	46,3
	Concordo Parcialmente	69	28,7	28,7	75,0
	Concordo	36	15,0	15,0	90,0
	Concordo Totalmente	24	10,0	10,0	100,0
	Total	240	100,0	100,0	

S5Q3_implementarem um sistema de quotas de género

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Discordo Totalmente	31	12,9	12,9	12,9
	Discordo	40	16,7	16,7	29,6
	Discordo Parcialmente	65	27,1	27,1	56,7
	Concordo Parcialmente	59	24,6	24,6	81,3
	Concordo	33	13,8	13,8	95,0
	Concordo Totalmente	12	5,0	5,0	100,0
	Total	240	100,0	100,0	

S5Q4_garantirem justiça e equidade nas remunerações

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Discordo Totalmente	9	3,8	3,8	3,8
	Discordo	13	5,4	5,4	9,2
	Discordo Parcialmente	27	11,3	11,3	20,4
	Concordo Parcialmente	40	16,7	16,7	37,1
	Concordo	59	24,6	24,6	61,7
	Concordo Totalmente	92	38,3	38,3	100,0
	Total	240	100,0	100,0	

S5Q5_criarem um ambiente de trabalho que estimule a aprendizagem e autonomia

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Discordo Totalmente	4	1,7	1,7	1,7
	Discordo	7	2,9	2,9	4,6
	Discordo Parcialmente	26	10,8	10,8	15,4
	Concordo Parcialmente	43	17,9	17,9	33,3
	Concordo	66	27,5	27,5	60,8
	Concordo Totalmente	94	39,2	39,2	100,0
	Total	240	100,0	100,0	

S5Q6_promoverem a transparência na comunicação com os colaboradores

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Discordo Totalmente	4	1,7	1,7	1,7
	Discordo	9	3,8	3,8	5,4
	Discordo Parcialmente	22	9,2	9,2	14,6
	Concordo Parcialmente	44	18,3	18,3	32,9
	Concordo	63	26,3	26,3	59,2
	Concordo Totalmente	98	40,8	40,8	100,0
	Total	240	100,0	100,0	

S5Q7_partilharem com os colaboradores iniciativas de voluntariado empresarial

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Discordo Totalmente	3	1,3	1,3	1,3
	Discordo	7	2,9	2,9	4,2
	Discordo Parcialmente	29	12,1	12,1	16,3
	Concordo Parcialmente	38	15,8	15,8	32,1
	Concordo	81	33,8	33,8	65,8
	Concordo Totalmente	82	34,2	34,2	100,0
	Total	240	100,0	100,0	

S5Q8_atribuírem benefícios extra aos colaboradores (ex: bolsas de estudo, seguro de vida empresarial, seguro de saúde, Planos Poupança Reforma, etc).

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Discordo Totalmente	3	1,3	1,3	1,3
	Discordo	12	5,0	5,0	6,3
	Discordo Parcialmente	34	14,2	14,2	20,4
	Concordo Parcialmente	43	17,9	17,9	38,3
	Concordo	59	24,6	24,6	62,9
	Concordo Totalmente	89	37,1	37,1	100,0
	Total	240	100,0	100,0	

S5Q9_promoverem igualdade de oportunidades no desenvolvimento de carreira

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Discordo Totalmente	4	1,7	1,7	1,7
	Discordo	10	4,2	4,2	5,8
	Discordo Parcialmente	22	9,2	9,2	15,0
	Concordo Parcialmente	36	15,0	15,0	30,0
	Concordo	54	22,5	22,5	52,5
	Concordo Totalmente	114	47,5	47,5	100,0
	Total	240	100,0	100,0	

S5Q10_favorecerem os colaboradores seniores (acima dos 50 anos), em termos de progressão de carreira

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Discordo Totalmente	24	10,0	10,0	10,0
	Discordo	42	17,5	17,5	27,5
	Discordo Parcialmente	46	19,2	19,2	46,7
	Concordo Parcialmente	49	20,4	20,4	67,1
	Concordo	52	21,7	21,7	88,8
	Concordo Totalmente	27	11,3	11,3	100,0
	Total	240	100,0	100,0	

Appendix J: Descriptive Analysis (Section 6)

Initial items:

Statistics

		S6Q1_recrutamento de elementos seniores (acima dos 50 anos)	S6Q2_recrutamento interno (de trabalhadores que já fazem parte dos quadros das empresas)	S6Q3_recrutamento preferencial de mulheres	S6Q4_atribuição de mentores seniores	S6Q5_implementação de um sistema de quotas para as mulheres, no ingresso e promoção
N	Valid	240	240	240	240	240
	Missing	0	0	0	0	0
Mean		4,17	4,83	2,89	4,39	3,17
Median		4,00	5,00	3,00	5,00	3,00
Mode		5	5	3	5	3
Std. Deviation		1,254	1,183	1,396	1,314	1,505
Percentiles	25	3,00	4,00	2,00	3,25	2,00
	50	4,00	5,00	3,00	5,00	3,00
	75	5,00	6,00	4,00	5,00	4,00

Statistics

		S6Q6_assegurar carreiras automáticas para todos os colaboradores, independentemente da idade	S6Q7_atribuir flexibilidade horária a colaboradores seniores (acima dos 50 anos)	S6Q8_instituir o teletrabalho, ou trabalho remoto, para mulheres	S6Q9_assegurar carreiras automáticas para todos os colaboradores, independentemente do género	S6Q10_atribuir mais oportunidades de formação aos colaboradores jovens
N	Valid	240	240	240	240	240
	Missing	0	0	0	0	0
Mean		3,90	4,05	3,54	4,27	4,83
Median		4,00	4,00	3,00	4,50	5,00
Mode		6	4	3	6	6
Std. Deviation		1,619	1,516	1,671	1,664	1,304
Percentiles	25	3,00	3,00	2,00	3,00	4,00
	50	4,00	4,00	3,00	4,50	5,00
	75	5,00	5,00	5,00	6,00	6,00

The link between Social Responsibility and Diversity

Frequency Tables (Section 6):

S6Q1_recrutamento de elementos seniores (acima dos 50 anos)

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Discordo Totalmente	8	3,3	3,3	3,3
	Discordo	14	5,8	5,8	9,2
	Discordo Parcialmente	46	19,2	19,2	28,3
	Concordo Parcialmente	68	28,3	28,3	56,7
	Concordo	69	28,7	28,7	85,4
	Concordo Totalmente	35	14,6	14,6	100,0
	Total	240	100,0	100,0	

S6Q2_recrutamento interno (de trabalhadores que já fazem parte dos quadros das empresas)

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Discordo Totalmente	4	1,7	1,7	1,7
	Discordo	9	3,8	3,8	5,4
	Discordo Parcialmente	19	7,9	7,9	13,3
	Concordo Parcialmente	41	17,1	17,1	30,4
	Concordo	87	36,3	36,3	66,7
	Concordo Totalmente	80	33,3	33,3	100,0
	Total	240	100,0	100,0	

S6Q3_recrutamento preferencial de mulheres

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Discordo Totalmente	52	21,7	21,7	21,7
	Discordo	45	18,8	18,8	40,4
	Discordo Parcialmente	61	25,4	25,4	65,8
	Concordo Parcialmente	49	20,4	20,4	86,3
	Concordo	26	10,8	10,8	97,1
	Concordo Totalmente	7	2,9	2,9	100,0
	Total	240	100,0	100,0	

S6Q4_atribuição de mentores seniores

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Discordo Totalmente	10	4,2	4,2	4,2
	Discordo	9	3,8	3,8	7,9
	Discordo Parcialmente	41	17,1	17,1	25,0
	Concordo Parcialmente	48	20,0	20,0	45,0
	Concordo	82	34,2	34,2	79,2
	Concordo Totalmente	50	20,8	20,8	100,0
	Total	240	100,0	100,0	

S6Q5_implementação de um sistema de quotas para as mulheres, no ingresso e promoção

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Discordo Totalmente	44	18,3	18,3	18,3
	Discordo	37	15,4	15,4	33,8
	Discordo Parcialmente	61	25,4	25,4	59,2
	Concordo Parcialmente	49	20,4	20,4	79,6
	Concordo	31	12,9	12,9	92,5
	Concordo Totalmente	18	7,5	7,5	100,0
	Total	240	100,0	100,0	

S6Q6_assegurar carreiras automáticas para todos os colaboradores, independentemente da idade

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Discordo Totalmente	27	11,3	11,3	11,3
	Discordo	24	10,0	10,0	21,3
	Discordo Parcialmente	43	17,9	17,9	39,2
	Concordo Parcialmente	49	20,4	20,4	59,6
	Concordo	47	19,6	19,6	79,2
	Concordo Totalmente	50	20,8	20,8	100,0
	Total	240	100,0	100,0	

S6Q7_atribuir flexibilidade horária a colaboradores seniores (acima dos 50 anos)

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Discordo Totalmente	18	7,5	7,5	7,5
	Discordo	21	8,8	8,8	16,3
	Discordo Parcialmente	46	19,2	19,2	35,4
	Concordo Parcialmente	53	22,1	22,1	57,5
	Concordo	50	20,8	20,8	78,3
	Concordo Totalmente	52	21,7	21,7	100,0
	Total	240	100,0	100,0	

S6Q8_instituir o teletrabalho, ou trabalho remoto, para mulheres

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Discordo Totalmente	41	17,1	17,1	17,1
	Discordo	22	9,2	9,2	26,3
	Discordo Parcialmente	60	25,0	25,0	51,2
	Concordo Parcialmente	42	17,5	17,5	68,8
	Concordo	33	13,8	13,8	82,5
	Concordo Totalmente	42	17,5	17,5	100,0
	Total	240	100,0	100,0	

S6Q9_assegurar carreiras automáticas para todos os colaboradores, independentemente do género

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Discordo Totalmente	24	10,0	10,0	10,0
	Discordo	16	6,7	6,7	16,7
	Discordo Parcialmente	33	13,8	13,8	30,4
	Concordo Parcialmente	47	19,6	19,6	50,0
	Concordo	38	15,8	15,8	65,8
	Concordo Totalmente	82	34,2	34,2	100,0
	Total	240	100,0	100,0	

S6Q10_atribuir mais oportunidades de formação aos colaboradores jovens

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Discordo Totalmente	6	2,5	2,5	2,5
	Discordo	9	3,8	3,8	6,3
	Discordo Parcialmente	24	10,0	10,0	16,3
	Concordo Parcialmente	42	17,5	17,5	33,8
	Concordo	60	25,0	25,0	58,8
	Concordo Totalmente	99	41,3	41,3	100,0
	Total	240	100,0	100,0	

Appendix K: Descriptive Analysis (Section 7)

Statistics

		S7Q1_Concorda com a decisão tomada?	S7Q2_Concorda que esta decisão seja vantajosa para a empresa?	S7Q3_Concorda que a decisão é favorecedora da diversidade?	S7Q4_Concorda que a decisão descrita é socialmente responsável?
N	Valid	240	240	240	240
	Missing	0	0	0	0
Mean		2,23	2,31	2,96	2,50
Median		2,00	2,00	3,00	2,00
Mode		1	1	1	1
Std. Deviation		1,435	1,449	1,685	1,469
Percentiles	25	1,00	1,00	1,00	1,00
	50	2,00	2,00	3,00	2,00
	75	3,00	3,00	4,00	4,00

Frequency Tables (Section 7):

S7Q1_Concorda com a decisão tomada?

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Discordo Totalmente	105	43,8	43,8	43,8
	Discordo	56	23,3	23,3	67,1
	Discordo Parcialmente	30	12,5	12,5	79,6
	Concordo Parcialmente	27	11,3	11,3	90,8
	Concordo	13	5,4	5,4	96,3
	Concordo Totalmente	9	3,8	3,8	100,0
	Total	240	100,0	100,0	

S7Q2_Concorda que esta decisão seja vantajosa para a empresa?

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Discordo Totalmente	99	41,3	41,3	41,3
	Discordo	49	20,4	20,4	61,7
	Discordo Parcialmente	45	18,8	18,8	80,4
	Concordo Parcialmente	21	8,8	8,8	89,2
	Concordo	17	7,1	7,1	96,3
	Concordo Totalmente	9	3,8	3,8	100,0
	Total	240	100,0	100,0	

S7Q3_Concorda que a decisão é favorecedora da diversidade?

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Discordo Totalmente	66	27,5	27,5	27,5
	Discordo	43	17,9	17,9	45,4
	Discordo Parcialmente	42	17,5	17,5	62,9
	Concordo Parcialmente	38	15,8	15,8	78,8
	Concordo	25	10,4	10,4	89,2
	Concordo Totalmente	26	10,8	10,8	100,0
	Total	240	100,0	100,0	

S7Q4_Concorda que a decisão descrita é socialmente responsável?

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Discordo Totalmente	84	35,0	35,0	35,0
	Discordo	52	21,7	21,7	56,7
	Discordo Parcialmente	40	16,7	16,7	73,3
	Concordo Parcialmente	39	16,3	16,3	89,6
	Concordo	15	6,3	6,3	95,8
	Concordo Totalmente	10	4,2	4,2	100,0
	Total	240	100,0	100,0	

Appendix L: Descriptive Analysis (Section 8)

Statistics

		S8Q1_Concorda com a decisão tomada?	S8Q2_Concorda que esta decisão seja vantajosa para a empresa?	S8Q3_Concorda que a decisão é favorecedora da diversidade?	S8Q4_Concorda que a decisão descrita é socialmente responsável?
N	Valid	240	240	240	240
	Missing	0	0	0	0
Mean		2,85	3,48	2,54	2,59
Median		3,00	3,50	2,00	2,00
Mode		1	3	1	1
Std. Deviation		1,461	1,568	1,312	1,332
Percentiles	25	2,00	2,00	1,00	1,00
	50	3,00	3,50	2,00	2,00
	75	4,00	5,00	3,00	3,00

Frequency Tables (Section 8):

S8Q1_Concorda com a decisão tomada?

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Discordo Totalmente	56	23,3	23,3	23,3
	Discordo	51	21,3	21,3	44,6
	Discordo Parcialmente	51	21,3	21,3	65,8
	Concordo Parcialmente	46	19,2	19,2	85,0
	Concordo	26	10,8	10,8	95,8
	Concordo Totalmente	10	4,2	4,2	100,0
	Total	240	100,0	100,0	

S8Q2_Concorda que esta decisão seja vantajosa para a empresa?

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Discordo Totalmente	34	14,2	14,2	14,2
	Discordo	37	15,4	15,4	29,6
	Discordo Parcialmente	49	20,4	20,4	50,0
	Concordo Parcialmente	47	19,6	19,6	69,6
	Concordo	47	19,6	19,6	89,2
	Concordo Totalmente	26	10,8	10,8	100,0
	Total	240	100,0	100,0	

S8Q3_Concorda que a decisão é favorecedora da diversidade?

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Discordo Totalmente	66	27,5	27,5	27,5
	Discordo	58	24,2	24,2	51,7
	Discordo Parcialmente	60	25,0	25,0	76,7
	Concordo Parcialmente	38	15,8	15,8	92,5
	Concordo	12	5,0	5,0	97,5
	Concordo Totalmente	6	2,5	2,5	100,0
	Total	240	100,0	100,0	

S8Q4_Concorda que a decisão descrita é socialmente responsável?

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Discordo Totalmente	62	25,8	25,8	25,8
	Discordo	60	25,0	25,0	50,8
	Discordo Parcialmente	61	25,4	25,4	76,3
	Concordo Parcialmente	34	14,2	14,2	90,4
	Concordo	17	7,1	7,1	97,5
	Concordo Totalmente	6	2,5	2,5	100,0
	Total	240	100,0	100,0	

Appendix M: Descriptive Analysis (Section 9)

Statistics

		S9Q1_Implementação de um sistema de quotas	S9Q2_Promover internamente mulheres para cargos de decisão	S9Q3_Atribuir mais oportunidades de progressão de carreira aos mais jovens
N	Valid	240	240	240
	Missing	0	0	0
Mean		3,07	4,07	4,33
Median		3,00	4,00	4,00
Mode		3	4	4
Std. Deviation		1,478	1,466	1,392
Percentiles	25	2,00	3,00	4,00
	50	3,00	4,00	4,00
	75	4,00	5,00	6,00

The link between Social Responsibility and Diversity

Frequency Tables (Section 9):

S9Q1_Implementação de um sistema de quotas

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Discordo Totalmente	52	21,7	21,7	21,7
	Discordo	31	12,9	12,9	34,6
	Discordo Parcialmente	59	24,6	24,6	59,2
	Concordo Parcialmente	56	23,3	23,3	82,5
	Concordo	30	12,5	12,5	95,0
	Concordo Totalmente	12	5,0	5,0	100,0
	Total	240	100,0	100,0	

S9Q2_Promover internamente mulheres para cargos de decisão

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Discordo Totalmente	21	8,8	8,8	8,8
	Discordo	13	5,4	5,4	14,2
	Discordo Parcialmente	39	16,3	16,3	30,4
	Concordo Parcialmente	67	27,9	27,9	58,3
	Concordo	55	22,9	22,9	81,3
	Concordo Totalmente	45	18,8	18,8	100,0
	Total	240	100,0	100,0	

S9Q3_Atribuir mais oportunidades de progressão de carreira aos mais jovens

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Discordo Totalmente	11	4,6	4,6	4,6
	Discordo	15	6,3	6,3	10,8
	Discordo Parcialmente	33	13,8	13,8	24,6
	Concordo Parcialmente	67	27,9	27,9	52,5
	Concordo	53	22,1	22,1	74,6
	Concordo Totalmente	61	25,4	25,4	100,0
	Total	240	100,0	100,0	

Appendix N: Hypotheses Verification

Hypotheses Verified:

H1b: There are significant differences in the perception of the Relational Factors, according to the socio-demographic variables.

H1b1: There are significant differences in the perception of the Relational Factors, according to Age Groups.

Group Statistics

	Age Groups	N	Mean	Std. Deviation	Std. Error Mean
Relational Factors	Up to 38 years old	151	-,1157978	,98726681	,08034263
	39 years old and over	89	,1964660	,99621761	,10559886

Independent Samples Test

		Levene's Test for Equality of Variances		t-test for Equality of Means						
									95% Confidence Interval of the Difference	
		F	Sig.	t	df	Sig. (2-tailed)	Mean Difference	Std. Error Difference	Lower	Upper
Relational Factors	Equal variances assumed	,048	,826	-2,359	238	,019	-,31226378	,13237752	-,57304505	-,05148252
	Equal variances not assumed			-2,353	183,328	,020	-,31226378	,13268782	-,57405531	-,05047225

The link between Social Responsibility and Diversity

H1b3: There are significant differences in the perception of the Relational Factors, according to the Level of Education.

Group Statistics

	Level of Education	N	Mean	Std. Deviation	Std. Error Mean
Relational Factors	Up to Secondary School	48	,4108802	,98509772	,14218661
	Bachelor's degree and above	192	-,1027200	,97953143	,07069159

Independent Samples Test

		Levene's Test for Equality of Variances		t-test for Equality of Means					95% Confidence Interval of the Difference	
		F	Sig.	t	df	Sig. (2-tailed)	Mean Difference	Std. Error Difference	Lower	Upper
Relational Factors	Equal variances assumed	,126	,723	3,246	238	,001	,51360019	,15824900	,20185260	,82534779
	Equal variances not assumed			3,234	72,024	,002	,51360019	,15879022	,19705948	,83014090

H2: There are significant differences in the perception of Gender Diversity, according to the socio-demographic variables.

H2b2: There are significant differences in the perception of Gender Diversity, according to Gender.

The link between Social Responsibility and Diversity

Group Statistics

	Género	N	Mean	Std. Deviation	Std. Error Mean
Gender Diversity	Feminino	151	,1333546	,99921942	,08131532
	Masculino	89	-,2262533	,96526503	,10231789

Independent Samples Test

		Levene's Test for Equality of Variances		t-test for Equality of Means						95% Confidence Interval of the Difference	
		F	Sig.	t	df	Sig. (2-tailed)	Mean Difference	Std. Error Difference		Lower	Upper
Gender Diversity	Equal variances assumed	,162	,687	2,727	238	,007	,35960797	,13187174		,09982308	,61939285
	Equal variances not assumed			2,752	189,838	,007	,35960797	,13069481		,10180737	,61740856

Hypotheses Not Verified:

H1a: There are significant differences in the perception of the HRM Policies, according to the socio-demographic variables.

H1a1: There are significant differences in the perception of the HRM Policies, according to Age Groups.

Group Statistics

	Age Groups	N	Mean	Std. Deviation	Std. Error Mean
Human Resource Management Policies	Up to 38 years old	151	,0336287	,95079756	,07737481
	39 years old and over	89	-,0570555	1,08154515	,11464356

Independent Samples Test

		Levene's Test for Equality of Variances		t-test for Equality of Means					95% Confidence Interval of the Difference	
		F	Sig.	t	df	Sig. (2-tailed)	Mean Difference	Std. Error Difference	Lower	Upper
Human Resource Management Policies	Equal variances assumed	1,289	,257	,678	238	,499	,09068421	,13378697	-,17287365	,35424208
	Equal variances not assumed			,656	166,198	,513	,09068421	,13831126	-,18238931	,36375774

H1a2: There are significant differences in the perception of the HRM Policies, according to Gender.

The link between Social Responsibility and Diversity

Group Statistics

	Género	N	Mean	Std. Deviation	Std. Error Mean
Human Resource Management Policies	Feminino	151	,0586083	1,00214382	,08155331
	Masculino	89	-,0994365	,99405900	,10537004

Independent Samples Test

		Levene's Test for Equality of Variances		t-test for Equality of Means					95% Confidence Interval of the Difference	
		F	Sig.	t	df	Sig. (2-tailed)	Mean Difference	Std. Error Difference	Lower	Upper
Human Resource Management Policies	Equal variances assumed	,107	,744	1,184	238	,238	,15804480	,13352362	-,10499426	,42108386
	Equal variances not assumed			1,186	185,877	,237	,15804480	,13324334	-,10481882	,42090842

H1a3: There are significant differences in the perception of the HRM Policies, according to the Level of Education.

Group Statistics

	Level of Education	N	Mean	Std. Deviation	Std. Error Mean
Human Resource Management Policies	Up to Secondary School	48	-,1846035	1,11520632	,16096617
	Bachelor's degree and above	192	,0461509	,96672950	,06976769

Independent Samples Test

		Levene's Test for Equality of Variances		t-test for Equality of Means					95% Confidence Interval of the Difference	
		F	Sig.	t	df	Sig. (2-tailed)	Mean Difference	Std. Error Difference	Lower	Upper
Human Resource Management Policies	Equal variances assumed	3,281	,071	-1,433	238	,153	-,23075441	,16101974	-,54796032	,08645150
	Equal variances not assumed			-1,315	65,747	,193	-,23075441	,17543557	-,58104799	,11953918

H1a4: There are significant differences in the perception of the HRM Policies, according to the Employment Status.

The link between Social Responsibility and Diversity

Group Statistics

	Employment Status	N	Mean	Std. Deviation	Std. Error Mean
Human Resource Management Policies	People outside the labour force	51	,0854012	,95581759	,13384123
	Labour Force	189	-,0230448	1,01281235	,07367126

Independent Samples Test

		Levene's Test for Equality of Variances		t-test for Equality of Means					95% Confidence Interval of the Difference	
		F	Sig.	t	df	Sig. (2-tailed)	Mean Difference	Std. Error Difference	Lower	Upper
Human Resource Management Policies	Equal variances assumed	1,055	,306	,687	238	,493	,10844598	,15796851	-,20274907	,41964104
	Equal variances not assumed			,710	82,865	,480	,10844598	,15277739	-,19542942	,41232138

H1b: There are significant differences in the perception of the Relational Factors, according to the socio-demographic variables.

H1b2: There are significant differences in the perception of the Relational Factors, according to Gender.

Group Statistics

	Género	N	Mean	Std. Deviation	Std. Error Mean
Relational Factors	Feminino	151	-,0015788	,97889816	,07966160
	Masculino	89	,0026787	1,04044758	,11028722

Independent Samples Test

		Levene's Test for Equality of Variances		t-test for Equality of Means					95% Confidence Interval of the Difference	
		F	Sig.	t	df	Sig. (2-tailed)	Mean Difference	Std. Error Difference	Lower	Upper
Relational Factors	Equal variances assumed	,088	,767	-,032	238	,975	-,00425752	,13391576	-,26806909	,25955406
	Equal variances not assumed			-,031	175,718	,975	-,00425752	,13604868	-,27275724	,26424221

H1b4: There are significant differences in the perception of the Relational Factors, according to the Employment Status.

The link between Social Responsibility and Diversity

Group Statistics

	Employment Status	N	Mean	Std. Deviation	Std. Error Mean
Relational Factors	People outside the labour force	51	-,1049304	,91008252	,12743704
	Labour Force	189	,0283145	1,02333008	,07443631

Independent Samples Test

		Levene's Test for Equality of Variances		t-test for Equality of Means					95% Confidence Interval of the Difference	
		F	Sig.	t	df	Sig. (2-tailed)	Mean Difference	Std. Error Difference	Lower	Upper
Relational Factors	Equal variances assumed	,460	,498	-,844	238	,400	-,13324491	,15788878	-,44428290	,17779307
	Equal variances not assumed			-,903	87,237	,369	-,13324491	,14758375	-,42657237	,16008254

H2a: There are significant differences in the perception of Seniority in Organizations, according to the socio-demographic variables.

H2a1: There are significant differences in the perception of Seniority in Organizations, according to Age Groups.

Group Statistics

	Age Groups	N	Mean	Std. Deviation	Std. Error Mean
Seniority in Organisations	Up to 38 years old	151	-,0036327	,97536330	,07937394
	39 years old and over	89	,0061634	1,04606726	,11088291

Independent Samples Test

		Levene's Test for Equality of Variances		t-test for Equality of Means						
		F	Sig.	t	df	Sig. (2-tailed)	Mean Difference	Std. Error Difference	95% Confidence Interval of the Difference	
									Lower	Upper
Seniority in Organisations	Equal variances assumed	,785	,376	-,073	238	,942	-,00979610	,13391454	-,27360527	,25401307
	Equal variances not assumed			-,072	174,424	,943	-,00979610	,13636437	-,27893272	,25934051

H2a2: There are significant differences in the perception of Seniority in Organizations, according to Gender.

Group Statistics

	Género	N	Mean	Std. Deviation	Std. Error Mean
Seniority in Organisations	Feminino	151	,0950977	,97170971	,07907661
	Masculino	89	-,1613456	1,03179330	,10936987

Independent Samples Test

		Levene's Test for Equality of Variances		t-test for Equality of Means					95% Confidence Interval of the Difference	
		F	Sig.	t	df	Sig. (2-tailed)	Mean Difference	Std. Error Difference	Lower	Upper
Seniority in Organisations	Equal variances assumed	,170	,681	1,930	238	,055	,25644330	,13288036	-,00532857	,51821516
	Equal variances not assumed			1,900	175,860	,059	,25644330	,13496251	-,00991133	,52279793

H2a3: There are significant differences in the perception of Seniority in Organizations, according to the Level of Education.

The link between Social Responsibility and Diversity

Group Statistics

	Level of Education	N	Mean	Std. Deviation	Std. Error Mean
Seniority in Organisations	Up to Secondary School	48	-,1190776	1,17140628	,16907793
	Bachelor's degree and above	192	,0297694	,95351698	,06881416

Independent Samples Test

		Levene's Test for Equality of Variances		t-test for Equality of Means						
									95% Confidence Interval of the Difference	
		F	Sig.	t	df	Sig. (2-tailed)	Mean Difference	Std. Error Difference	Lower	Upper
Seniority in Organisations	Equal variances assumed	1,729	,190	-,922	238	,357	-,14884701	,16142489	-,46685106	,16915704
	Equal variances not assumed			-,815	63,432	,418	-,14884701	,18254516	-,51358578	,21589176

H2a4: There are significant differences in the perception of Seniority in Organizations, according to the Employment Status.

The link between Social Responsibility and Diversity

Group Statistics

	Employment Status	N	Mean	Std. Deviation	Std. Error Mean
Seniority in Organisations	People outside the labour force	51	-,0384620	,88203668	,12350984
	Labour Force	189	,0103786	1,03143352	,07502575

Independent Samples Test

		Levene's Test for Equality of Variances		t-test for Equality of Means					95% Confidence Interval of the Difference	
		F	Sig.	t	df	Sig. (2-tailed)	Mean Difference	Std. Error Difference	Lower	Upper
Seniority in Organisations	Equal variances assumed	1,897	,170	-,309	238	,758	-,04884059	,15809315	-,36028117	,26259999
	Equal variances not assumed			-,338	90,432	,736	-,04884059	,14451140	-,33591900	,23823782

H2b: There are significant differences in the perception of Gender Diversity, according to the socio-demographic variables.

H2b1: There are significant differences in the perception of Gender Diversity, according to Age Groups.

The link between Social Responsibility and Diversity

Group Statistics

	Age Groups	N	Mean	Std. Deviation	Std. Error Mean
Gender Diversity	Up to 38 years old	151	-,0412435	1,01961389	,08297500
	39 years old and over	89	,0699750	,96745614	,10255015

Independent Samples Test

		Levene's Test for Equality of Variances		t-test for Equality of Means					95% Confidence Interval of the Difference	
		F	Sig.	t	df	Sig. (2-tailed)	Mean Difference	Std. Error Difference	Lower	Upper
Gender Diversity	Equal variances assumed	,244	,622	-,832	238	,406	-,11121856	,13372185	-,37464814	,15221102
	Equal variances not assumed			-,843	192,528	,400	-,11121856	,13191430	-,37140134	,14896422

H2b2: There are significant differences in the perception of Gender Diversity, according to the Level of Education.

Group Statistics

	Level of Education	N	Mean	Std. Deviation	Std. Error Mean
Gender Diversity	Up to Secondary School	48	,2282573	,85112164	,12284883
	Bachelor's degree and above	192	-,0570643	1,02795160	,07418602

Independent Samples Test

		Levene's Test for Equality of Variances		t-test for Equality of Means					95% Confidence Interval of the Difference	
		F	Sig.	t	df	Sig. (2-tailed)	Mean Difference	Std. Error Difference	Lower	Upper
Gender Diversity	Equal variances assumed	2,168	,142	1,776	238	,077	,28532168	,16065190	-,03115960	,60180295
	Equal variances not assumed			1,988	84,756	,050	,28532168	,14351097	-,00002845	,57067180

H2b3: There are significant differences in the perception of Gender Diversity, according to the Employment Status.

The link between Social Responsibility and Diversity

Group Statistics

	Employment Status	N	Mean	Std. Deviation	Std. Error Mean
Gender Diversity	People outside the labour force	51	,1481774	,89910154	,12589940
	Labour Force	189	-,0399844	1,02406904	,07449006

Independent Samples Test

		Levene's Test for Equality of Variances		t-test for Equality of Means					95% Confidence Interval of the Difference	
		F	Sig.	t	df	Sig. (2-tailed)	Mean Difference	Std. Error Difference	Lower	Upper
Gender Diversity	Equal variances assumed	1,516	,220	1,194	238	,234	,18816184	,15765375	-,12241314	,49873682
	Equal variances not assumed			1,286	88,257	,202	,18816184	,14628543	-,10253790	,47886158

H2c: There are significant differences in the perception of Equality of Opportunities and Career Advancement, according to the socio-demographic variables.

   H2c1: There are significant differences in the perception of Equality of Opportunities and Career Advancement, according to Age Groups.

The link between Social Responsibility and Diversity

Group Statistics

	Age Groups	N	Mean	Std. Deviation	Std. Error Mean
Equality of Opportunities and Career Advancement	Up to 38 years old	151	,0745601	,94662274	,07703507
	39 years old and over	89	-,1265009	1,07830963	,11430059

Independent Samples Test

		Levene's Test for Equality of Variances		t-test for Equality of Means					95% Confidence Interval of the Difference	
		F	Sig.	t	df	Sig. (2-tailed)	Mean Difference	Std. Error Difference	Lower	Upper
Equality of Opportunities and Career Advancement	Equal variances assumed	2,401	,123	1,509	238	,133	,20106104	,13328035	-,06149879	,46362087
	Equal variances not assumed			1,459	166,008	,147	,20106104	,13783696	-,07107834	,47320041

H2c2: There are significant differences in the perception of Equality of Opportunities and Career Advancement, according to Gender.

Group Statistics

	Género	N	Mean	Std. Deviation	Std. Error Mean
Equality of Opportunities and Career Advancement	Feminino	151	,0239179	,95927527	,07806471
	Masculino	89	-,0405799	1,06991771	,11341105

Independent Samples Test

		Levene's Test for Equality of Variances		t-test for Equality of Means					95% Confidence Interval of the Difference	
		F	Sig.	t	df	Sig. (2-tailed)	Mean Difference	Std. Error Difference	Lower	Upper
Equality of Opportunities and Career Advancement	Equal variances assumed	1,955	,163	,482	238	,630	,06449784	,13385077	-,19918570	,32818138
	Equal variances not assumed			,468	168,900	,640	,06449784	,13768139	-,20730022	,33629589

H2c3: There are significant differences in the perception of Equality of Opportunities and Career Advancement, according to the Level of Education.

The link between Social Responsibility and Diversity

Group Statistics

	Level of Education	N	Mean	Std. Deviation	Std. Error Mean
Equality of Opportunities and Career Advancement	Up to Secondary School	48	,1818345	,97986306	,14143105
	Bachelor's degree and above	192	-,0454586	1,00232710	,07233673

Independent Samples Test

|		Levene's Test for Equality of Variances		t-test for Equality of Means						
									95% Confidence Interval of the Difference	
		F	Sig.	t	df	Sig. (2-tailed)	Mean Difference	Std. Error Difference	Lower	Upper
Equality of Opportunities and Career Advancement	Equal variances assumed	,000	,985	1,411	238	,159	,22729307	,16104042	-,08995359	,54453973
	Equal variances not assumed			1,431	73,567	,157	,22729307	,15885636	-,08926608	,54385222

H2c4: There are significant differences in the perception of Equality of Opportunities and Career Advancement, according to the Employment Status.

Group Statistics

	Employment Status	N	Mean	Std. Deviation	Std. Error Mean
Equality of Opportunities and Career Advancement	People outside the labour force	51	,0558599	,98592706	,13805740
	Labour Force	189	-,0150733	1,00582165	,07316276

Independent Samples Test

		Levene's Test for Equality of Variances		t-test for Equality of Means					95% Confidence Interval of the Difference	
		F	Sig.	t	df	Sig. (2-tailed)	Mean Difference	Std. Error Difference	Lower	Upper
Equality of Opportunities and Career Advancement	Equal variances assumed	,016	,899	,449	238	,654	,07093327	,15805798	-,24043803	,38230457
	Equal variances not assumed			,454	80,342	,651	,07093327	,15624543	-,23998471	,38185125

Appendix O: Analysis of Significant Correlations

Correlations

		Idade	S4Q1_Procuro estar informado(a) sobre as políticas e iniciativas de Responsabilidade Social das empresas.	S4Q4_Consigo identificar uma empresa socialmente responsável.	S9Q1_Implementação de um sistema de quotas	S9Q2_Promover internamente mulheres para cargos de decisão	S9Q3_Atribuir mais oportunidades de progressão de carreira aos mais jovens	Human Resource Management Policies	Relational Factors	Seniority in Organizations	Gender Diversity	Equality of Opportunities and Career Advancement
Idade	Pearson Correlation						-,192**		,186**			-,163*
	Sig. (2-tailed)						,003		,004			,011
	N						240		240			240
S4Q1_Procuro estar informado(a) sobre as políticas e iniciativas de Responsabilidade Social das empresas.	Pearson Correlation			,523**	,134*			,163*	,173**	,147*		
	Sig. (2-tailed)			,000	,038			,011	,007	,023		
	N			240	240			240	240	240		
S4Q4_Consigo identificar uma empresa socialmente responsável.	Pearson Correlation		,523**			,154*		,176**	,259**	,181**	,128*	
	Sig. (2-tailed)		,000			,017		,006	,000	,005	,048	
	N		240			240		240	240	240	240	
S9Q1_Implementação de um sistema de quotas	Pearson Correlation		,134*			,314**	,255**		,259**		,465**	,154*
	Sig. (2-tailed)		,038			,000	,000		,000		,000	,017
	N		240			240	240		240		240	240
S9Q2_Promover internamente mulheres para cargos de decisão	Pearson Correlation			,154*	,314**		,462**		,172**	,174**	,411**	
	Sig. (2-tailed)			,017	,000		,000		,008	,007	,000	
	N			240	240		240		240	240	240	
S9Q3_Atribuir mais oportunidades de progressão de carreira aos mais jovens	Pearson Correlation	-,192**			,255**	,462**			,151*		,270**	,328**
	Sig. (2-tailed)	,003			,000	,000			,019		,000	,000
	N	240			240	240			240		240	240
Human Resource Management Policies	Pearson Correlation		,163*	,176**							,515**	
	Sig. (2-tailed)		,011	,006							,000	
	N		240	240							240	

Continuation:

Correlations

		Idade	S4Q1_Procuro estar informado(a) sobre as políticas e iniciativas de Responsabilidade Social das empresas.	S4Q4_Consigo identificar uma empresa socialmente responsável.	S9Q1_Implementação de um sistema de quotas	S9Q2_Promover internamente mulheres para cargos de decisão	S9Q3_Atribuir mais oportunidades de progressão de carreira aos mais jovens	Human Resource Management Policies	Relational Factors	Seniority in Organizations	Gender Diversity	Equality of Opportunities and Career Advancement
Idade	Pearson Correlation						-,192**		,186**			-,163*
	Sig. (2-tailed)						,003		,004			,011
	N						240		240			240
S4Q1_Procuro estar informado(a) sobre as políticas e iniciativas de Responsabilidade Social das empresas.	Pearson Correlation			,523**	,134*			,163*	,173**	,147*		
	Sig. (2-tailed)			,000	,038			,011	,007	,023		
	N			240	240			240	240	240		
S4Q4_Consigo identificar uma empresa socialmente responsável.	Pearson Correlation		,523**			,154*		,176**	,259**	,181**	,128*	
	Sig. (2-tailed)		,000			,017		,006	,000	,005	,048	
	N		240			240		240	240	240	240	
S9Q1_Implementação de um sistema de quotas	Pearson Correlation		,134*			,314**	,255**		,259**		,465**	,154*
	Sig. (2-tailed)		,038			,000	,000		,000		,000	,017
	N		240			240	240		240		240	240
S9Q2_Promover internamente mulheres para cargos de decisão	Pearson Correlation			,154*	,314**		,462**		,172**	,174**	,411**	
	Sig. (2-tailed)			,017	,000		,000		,008	,007	,000	
	N			240	240		240		240	240	240	
S9Q3_Atribuir mais oportunidades de progressão de carreira aos mais jovens	Pearson Correlation	-,192**			,255**	,462**			,151*		,270**	,328**
	Sig. (2-tailed)	,003			,000	,000			,019		,000	,000
	N	240			240	240			240		240	240
Human Resource Management Policies	Pearson Correlation		,163*	,176**						,515**		
	Sig. (2-tailed)		,011	,006						,000		
	N		240	240						240		
Gender Diversity	Sig. (2-tailed)			,048	,000	,000	,000	,000				
	N			240	240	240	240	240				
Equality of Opportunities and Career Advancement	Pearson Correlation	-,163*			,154*		,328**	,189**				
	Sig. (2-tailed)	,011			,017		,000	,003				
	N	240			240		240	240				

**. Correlation is significant at the 0.01 level (2-tailed).

*. Correlation is significant at the 0.05 level (2-tailed).

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Appendix P: Multiple Regression Analysis

Dependent Variable – Relational Factors:

Model Summary[b]

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	,519[a]	,269	,231	,87711360	1,889

a. Predictors: (Constant), Employment_Status, S9Q2_Promover internamente mulheres para cargos de decisão, Level_Education, Equality of Opportunities and Career Advancement, S4Q1_Procuro estar informado(a) sobre as políticas e iniciativas de Responsabilidade Social das empresas., Gender, Age_Groups, S9Q1_Implementação de um sistema de quotas, S4Q4_Consigo identificar uma empresa socialmente responsável., Gender Diversity, S9Q3_Atribuir mais oportunidades de progressão de carreira aos mais jovens, Idade

b. Dependent Variable: Relational Factors

Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients			Collinearity Statistics	
		B	Std. Error	Beta	t	Sig.	Tolerance	VIF
1	(Constant)	-1,269	,434		-2,927	,004		
	Idade	,026	,010	,334	2,504	,013	,181	5,525
	S4Q1_Procuro estar informado(a) sobre as políticas e iniciativas de Responsabilidade Social das empresas.	,020	,050	,027	,396	,693	,693	1,443
	S4Q4_Consigo identificar uma empresa socialmente responsável.	,157	,048	,227	3,312	,001	,683	1,464
	S9Q1_Implementação de um sistema de quotas	,050	,046	,074	1,098	,273	,708	1,413
	S9Q2_Promover internamente mulheres para cargos de decisão	,004	,049	,006	,080	,936	,627	1,594
	S9Q3_Atribuir mais oportunidades de progressão de carreira aos mais jovens	-,011	,052	-,015	-,206	,837	,613	1,631
	Gender Diversity	,254	,071	,254	3,608	,000	,647	1,546
	Equality of Opportunities and Career Advancement	,213	,063	,213	3,391	,001	,818	1,222
	Gender	-,144	,124	-,070	-1,157	,249	,892	1,121
	Age_Groups	-,412	,273	-,199	-1,509	,133	,185	5,416
	Level_Education	-,364	,153	-,146	-2,372	,019	,852	1,173
	Employment_Status	,144	,146	,059	,986	,325	,901	1,110

a. Dependent Variable: Relational Factors

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Dependent Variable – HRM Policies:

Model Summary[b]

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	,532[a]	,283	,261	,85950331	2,035

a. Predictors: (Constant), Employment_Status, Seniority in Organizations, Level_Education, Gender, S4Q1_Procuro estar informado(a) sobre as políticas e iniciativas de Responsabilidade Social das empresas., Age_Groups, S4Q4_Consigo identificar uma empresa socialmente responsável.

b. Dependent Variable: Human Resource Management Policies

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Coefficients[a]

Model		Unstandardized Coefficients		Standardized Coefficients			Collinearity Statistics	
		B	Std. Error	Beta	t	Sig.	Tolerance	VIF
1	(Constant)	-,311	,244		-1,277	,203		
	S4Q1_Procuro estar informado(a) sobre as políticas e iniciativas de Responsabilidade Social das empresas.	,056	,048	,076	1,153	,250	,709	1,411
	S4Q4_Consigo identificar uma empresa socialmente responsável.	,027	,046	,039	,584	,560	,694	1,440
	Seniority in Organizations	,493	,057	,493	8,644	,000	,949	1,054
	Gender	,022	,116	,011	,191	,849	,975	1,026
	Age_Groups	-,057	,123	-,028	-,462	,645	,868	1,152
	Level_Education	,138	,147	,055	,941	,348	,896	1,116
	Employment_Status	-,124	,141	-,051	-,882	,379	,930	1,075

a. Dependent Variable: Human Resource Management Policies

Dependent Variable – Seniority in Organizations:

Model Summary[b]

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	,547[a]	,299	,274	,85178084	2,153

a. Predictors: (Constant), Employment_Status, S9Q2_Promover internamente mulheres para cargos de decisão, Level_Education, S4Q1_Procuro estar informado(a) sobre as políticas e iniciativas de Responsabilidade Social das empresas., Human Resource Management Policies, Gender, Age_Groups, S4Q4_Consigo identificar uma empresa socialmente responsável.

b. Dependent Variable: Seniority in Organizations

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Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients			Collinearity Statistics	
		B	Std. Error	Beta	t	Sig.	Tolerance	VIF
1	(Constant)	-,740	,272		-2,720	,007		
	S4Q1_Procuro estar informado(a) sobre as políticas e iniciativas de Responsabilidade Social das empresas.	,011	,048	,015	,225	,822	,705	1,419
	S4Q4_Consigo identificar uma empresa socialmente responsável.	,045	,046	,064	,969	,333	,687	1,455
	S9Q2_Promover internamente mulheres para cargos de decisão	,089	,039	,131	2,316	,021	,946	1,057
	Human Resource Management Policies	,493	,057	,493	8,712	,000	,948	1,055
	Gender	,114	,117	,055	,981	,328	,953	1,049
	Age_Groups	,024	,122	,012	,198	,843	,867	1,153
	Level_Education	,020	,146	,008	,139	,890	,892	1,121
	Employment_Status	,093	,139	,038	,667	,505	,928	1,077

a. Dependent Variable: Seniority in Organizations

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Dependent Variable – Gender Diversity:

Model Summary[b]

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	,599[a]	,358	,333	,81646768	2,151

a. Predictors: (Constant), Employment_Status, S9Q2_Promover internamente mulheres para cargos de decisão, Level_Education, S4Q4_Consigo identificar uma empresa socialmente responsável., Gender, S9Q1_Implementação de um sistema de quotas, Age_Groups, Relational Factors, S9Q3_Atribuir mais oportunidades de progressão de carreira aos mais jovens

b. Dependent Variable: Gender Diversity

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Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
		B	Std. Error	Beta			Tolerance	VIF
1	(Constant)	-1,517	,297		-5,113	,000		
	S4Q4_Consigo identificar uma empresa socialmente responsável.	-,003	,039	-,004	-,075	,941	,888	1,126
	S9Q1_Implementação de um sistema de quotas	,222	,039	,328	5,670	,000	,834	1,199
	S9Q2_Promover internamente mulheres para cargos de decisão	,146	,044	,214	3,349	,001	,681	1,468
	S9Q3_Atribuir mais oportunidades de progressão de carreira aos mais jovens	,055	,045	,076	1,207	,229	,701	1,426
	Relational Factors	,185	,058	,185	3,155	,002	,816	1,226
	Gender	,305	,113	,148	2,708	,007	,936	1,068
	Age_Groups	,117	,122	,057	,959	,338	,800	1,249
	Level_Education	-,045	,144	-,018	-,313	,755	,841	1,190
	Employment_Status	-,235	,134	-,096	-1,753	,081	,926	1,080

a. Dependent Variable: Gender Diversity

The link between Social Responsibility and Diversity

Dependent Variable – Equality of Opportunities and Career Advancement:

Model Summary^b

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	,411^a	,169	,140	,92720161	1,951

a. Predictors: (Constant), Employment_Status, S9Q3_Atribuir mais oportunidades de progressão de carreira aos mais jovens, Gender, Level_Education, Relational Factors, S9Q1_Implementação de um sistema de quotas, Age_Groups, Idade

b. Dependent Variable: Equality of Opportunities and Career Advancement

The link between Social Responsibility and Diversity

Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
		B	Std. Error	Beta			Tolerance	VIF
1	(Constant)	,022	,427		,052	,959		
	Idade	-,031	,011	-,400	-2,872	,004	,185	5,406
	S9Q1_Implementação de um sistema de quotas	,019	,043	,028	,432	,666	,876	1,141
	S9Q3_Atribuir mais oportunidades de progressão de carreira aos mais jovens	,193	,046	,269	4,189	,000	,873	1,146
	Relational Factors	,164	,065	,164	2,534	,012	,860	1,162
	Gender	,111	,125	,054	,888	,375	,989	1,011
	Age_Groups	,560	,286	,271	1,956	,052	,187	5,336
	Level_Education	-,137	,160	-,055	-,857	,392	,876	1,142
	Employment_Status	,011	,153	,005	,073	,942	,919	1,088

a. Dependent Variable: Equality of Opportunities and Career Advancement