

## Contents

- 4 **This Guide**
- 6 **Country Profile**
  - Map
  - Country
  - Climate
  - Population
  - History
  - Religion
  - Language
  - Currency
  - National Holidays
  - Famous Portuguese
- 22 **Visa Requirements**
- 30 **An International Career in Porto**
- 33 **To Start With...**
- 38 **Management Culture**
  - Being Portuguese
- 40 **Organisational Structure**
  - Hierarchy
  - Strategy
- 42 **Decision Making Process**
  - Meetings
  - Negotiations
  - Decisions
- 45 **Conception of Time**
  - Time Perception
  - Appointments
- 47 **Business Behaviour**
  - Meeting & Greeting
  - Dress Code
  - Wining & Dining
  - Use of Business Cards
  - Communication
- 55 **Labour Mobility ABC**
- 62 **Self-assessment Test**
- 64 **Questions to Ask Yourself**
- 66 **Important Sectors**
  - Key facts: The Portuguese Graduate Labour Market
  - 5 of the Top Large Companies in Portugal

- 72 **What Will I Earn?**
  
- 77 **Taxation matters**
  - General Information
  - First Steps
  - Double Taxation
  - Where do I pay taxes?
  
- 82 **An International Career in Lisbon**
  
- 86 **Main Routes to Employment**
  
- 90 **General Advice on Job Hunting**
  - Strong Employability Skills for the Portuguese Market
  - The Application Letter
  - The Curriculum Vitae
  - The Application Procedure
  - Online Recruitment
  - Sample CV
  
- 98 **Checklist for an International Move**
  
- 106 **Test: Successful Expat Qualities!**
  
- 108 **More Information**
  - Useful Addresses
  - Internet Sites
  - Further Reading
  - Expertise in Labour Mobility
  - Career Consult
  - Looking for Work in ... Guides
  
- 118 **Quiz on Portugal**
  
- 126 **About the Authors**
  
- 127 **Acknowledgements**

## This Guide

Working abroad sounds like an adventure to many people. However, without thorough preparation, starting with a successful application it is bound to fail. Therefore, Expertise in Labour Mobility (ELM) has prepared a set of country guides describing the main routes to employment in over 40 countries. Are you interested in working in Australia, Brazil or Italy? Has your partner accepted a job in the United Kingdom, the United States of America, or the United Arab Emirates? Are you looking for an internship possibility in Spain, Portugal or Switzerland? The Looking for work in... guides from ELM will help you with accurate information and practical tips on working cultures and differences in job hunting in over 40 countries.

As an extra addition to the series – following many requests – ELM introduced a new guide: Looking for work in International Organisations, which explains how to successfully look for work in for instance the institutes of the European Commission, UN institutions and NGOs.

This guide contains information on Portugal. It tells you how to apply for a job in Portugal and the cultural differences that you will come across when looking for a job in Portugal. Do not underestimate those national differences; what is common in one country might be very unusual in another. Despite globalisation, to find a job abroad you need to be aware that national differences manifest themselves not only in terms of language, but also in different recruitment practices.

Thus, looking for work in another country involves more than writing your CV/resume in another language.

No matter the country in which you are looking for work, the key focus of your CV should be to persuade the employer to invite you for a job interview. Accordingly, your CV should be regarded as a marketing tool, adapted to the market in which you intend to use it. The information in this guide, together with the sample CV, will help you to adapt your application for the Portuguese job market. However, make sure your application remains a reflection of your personality. Working abroad is one thing, but having a job that does not suit you will definitely cause homesickness!

A handwritten signature in black ink, appearing to read 'Nannette Ripmeester', with a horizontal line underneath.

Nannette Ripmeester, M.A.  
Managing Director  
Expertise in Labour Mobility



## Country Profile

### Country

Officially called the Portuguese Republic, Portugal forms the Iberian Peninsula together with Spain. Spain is the only neighbouring country on its Eastern side, while in the South and West lies the Atlantic Ocean. Portugal consists of 18 districts and covers an area of around 92,345 square kilometres (35,655 sq mi), which includes the Atlantic archipelagos Azores and Madeira.

The capital of Portugal is Lisbon (477,884 inhabitants) and other main cities are Porto (220,000), Coimbra (101,069), Torres Vedras (75,494) and Figueira da Foz (46,600). The main river Tagus divides the Portuguese landscape, with mountains in the north and rolling plains in the south of the country.

Portugal is a member of many different international organisations such as the European Union, the European Economic Community, the United Nations, OECD and NATO. It has also signed the

Schengen agreement. The Schengen area covers 25 European countries, where international travel is possible without border control. However, it is important to remember that these countries are not the same as the EU member states!

Portugal is a democratic republic ruled by the constitution of 1976 and consists of four governing bodies: The President (elected every five years), the Assembly of the Republic (Parliament; elected every four years), the government headed by a Prime Minister, and the courts. Portugal uses a civil law system.

### **Climate**

Portugal has a Mediterranean climate in the South and a maritime temperate climate in the North. The country is generally warm from April to October, while during winter the North receives plenty of rain and temperatures can be chilly, while the South stays comparatively warmer. Snowfall is common in the mountains, particularly in the Serra da Estrela range. The maximum average temperatures for four large cities are shown in Table 1 at the beginning of the chapter.

### **Population**

Portugal has around 10.71 million inhabitants (July 2010 estimate), of which over 98% of the population is Portuguese. The other 2% are minorities from former colonies of Portugal. Basic literacy is 93% in Portugal; however, functional literacy is amongst the lowest in Europe. The Portuguese Institute for National

Statistics research showed that only 67 percent of the working active population has completed basic education (schooled until the age of 15).

### History

Portugal's name comes from the Roman name Portus Cale, which was an early settlement at the mouth of the Douro River. Over centuries, this settlement developed into a city, now named Porto. Portugal was first invaded by the Celts, which led to the creation of various different tribes. According to many historians, Celtic culture developed first in Southern Portugal and South-western Spain. Recordings of Celtic culture found in Central Europe were dated at least 500 years later.

In 219 B.C. the Romans invaded the Iberian Peninsula. In the Roman period, a lot of infrastructure was added, and many current Portuguese towns and cities were founded. For the next 900 years the rule of Portugal would vary between the Romans and many different Germanic tribes. The largest of these tribes were the Visigoths, which lost Portugal to the Islamic Moors in 711 AD. The Moors ruled Portugal well into the twelfth century, and influences of their culture are still visible in architecture, as well as the design of traditional fishing boats. The rhythm of Fado (traditional Portuguese music) is also said to be heavily influenced by music brought over by the Moors. From 790 AD onwards, different smaller states fought to regain the land conquered by the Moors.

The current state of Portugal originates back to the 24th of June 1128, to the Battle of São Mamede. The son of the Burgundian knight Henry declared himself Prince, and later king, of Portugal after gaining independence from the Moors and surrounding countries. After regaining the South from the Moors, the capital was moved to Lisbon in 1255. In 1386, Portugal signed the Treaty of Windsor with England, making it England's oldest ally. Throughout the following centuries the borders of Portugal would remain relatively stable, similar to its current borders.

The Portuguese Empire was founded after the Portuguese conquered Ceuta, an Islamic commercial trade centre in North Africa. The son of John I, Prince Henry the Navigator, pioneered the exploration of the world by the Portuguese. There were different reasons for the various, mainly African, expeditions. These included spreading Christianity, colonising new lands for Portugal and finding African gold. However, the main reason was to find a sea route to the East, which promised great profits from the spice trade. It was also in this period that the Portuguese islands Madeira and the Azores were colonised. This exciting period was characterised by long sea voyages and competition between the colonising nations of Europe. Bartolomeus Dias was the first to round the Cape of Good Hope, proving that the African continent extended well beyond that point. Vasco da Gama was the first Portuguese to reach India, and eventually set up trade points in Calicut, modern Kolkata (Calcutta). Due to the newly opened sea route, countries

## About the Authors



### Flávia Witmer

Flávia is half Brazilian and half Dutch. Born in Brazil, but she has grown up in India, Bolivia and later the Netherlands. She has a BSc degree from the Erasmus University and is currently in the process of writing her Master thesis. She has a great interest in different cultures and travelling. She has a special interest for

Brazilian culture, music and dancing. After her last trip to the United Arab Emirates and China she continues to study for an MSc degree while continuing to work at Expertise in Labour Mobility, where she started as an intern. One day she hopes to move back to Brazil and work in the sustainability sector.



### Archie Pollock

Archie is a British national, and completed his bachelor degree at the University of the West of Scotland, in the field of Politics & Sociology. He also studied in Denmark, and thereafter moved to the Netherlands seeking to expand his horizons and experiences. After completing his Masters Degree in International

Public Management at the Erasmus University Rotterdam, Archie undertook an internship at ELM, before taking on a full time role as Country Specialist within the team. His main interests lie in the socio-professional differences in countries, and the interesting effect this has on international dealings. Archie is also a writer/editor and contributor to other various ELM publications.

### Acknowledgements

ELM would like to thank Manolis Matzapetakis and Claire Snowdon for their contribution to the publication through interview. We would also like to thank Anderson Macédo de Jesus for his contributions and advice.



### **Nannette Ripmeester**

Nannette Ripmeester is managing director of Expertise in Labour Mobility, ELM, ([www.labourmobility.com](http://www.labourmobility.com)). ELM is specialised in customising solutions for international labour mobility. Since 1992, HR professionals build on ELM's strategic and in-depth knowledge when doing business in new markets.

Nannette Ripmeester is a regular, invited speaker at a number of international conferences. She has written extensively on international job hunting practices and living

and working conditions abroad. ELM has published a series of 35 guides on "Looking for work in ..." focusing on cultural management issues and job hunting differences in over 40 countries. Ripmeester is an acknowledged trainer, who has developed training courses to enhance global corporate success. ELM assists companies and individuals (expats) working across borders and between cultures. The research into recruitment practices, labour migration, globalisation, cultural management differences, and living and working conditions abroad has improved the efficiency of a large number of organisations and helped to make international mobility work.

ELM has a list of diverse clients including multinational companies (Philips, TNT, UBS), non-profit organisations (CSU, Oxfam, VSNU), and universities (Bocconi, Trinity College, Oxford Business School, TU Delft) and various organisations (European Patent Office, government ministries, European Commission). The major strength of ELM is helping businesses and individuals to become an integral part of the global workplace.

Furthermore, Nannette read "European Studies" at the University of Amsterdam, where she has written a thesis on the labour market demand for higher education in Europe. For more information you can contact Nannette at [n.ripmeester@labourmobility.com](mailto:n.ripmeester@labourmobility.com).

Nannette Ripmeester is a professional speaker who can be booked through Speakers Academy (Europe's Leading Lecture Agency) to enhance your conference or seminar programme. Website: [www.speakersacademy.com](http://www.speakersacademy.com).

ISBN-13: 978-90-5896-000-9  
Looking for work in Portugal

First printed in 1997;  
Revised and updated in 2000;  
Revised and updated in 2011

Authors:

Flavia Witmer Bsc.,  
Archie Pollock M.A.,  
Nannette Ripmeester M.A.

© Expertise in Labour Mobility, Rotterdam

Design: zonder boter, Hoofddorp  
Photography: Eric Sijbrands

Reproduction is authorised following written permission of Expertise in Labour Mobility, except for commercial purposes, provided the source is acknowledged.

While our goal is to keep this information timely and accurate, we cannot guarantee either. If errors are brought to our attention, we will try to correct them.

The information is of a general nature only and not intended to address the specific circumstances of any particular individual or entity.