



SOCIAL
RACIAL, AND GENDER
PROFILE OF THE
500
LARGEST
BRAZILIAN
COMPANIES

SOCIAL, RACIAL, AND GENDER PROFILE OF THE 500 LARGEST BRAZILIAN COMPANIES is an Ethos Institute publication distributed to associates free of charge.

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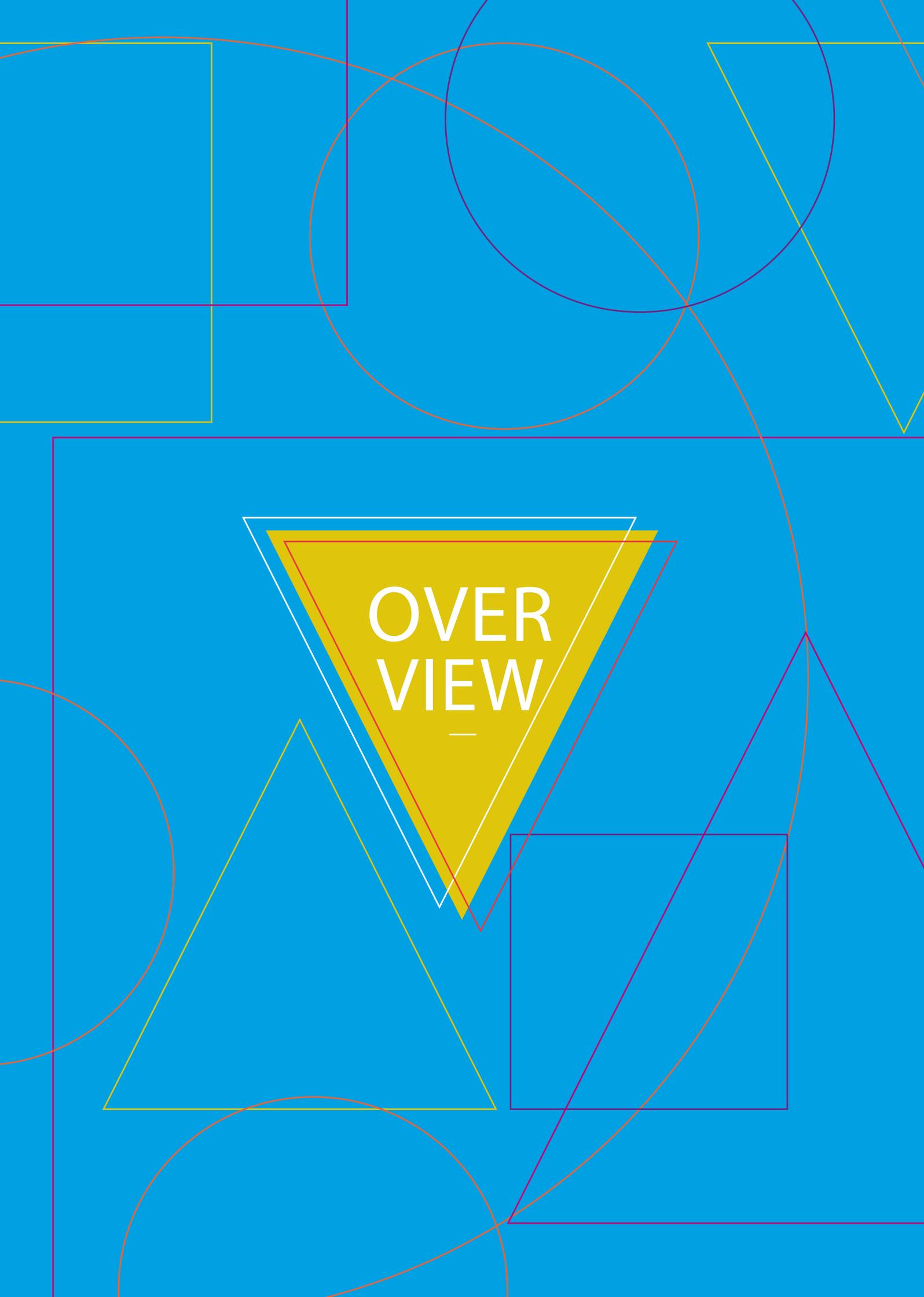
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 **IDB**
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OVER
VIEW

The mission of the Ethos Institute is to encourage companies to manage their business in a socially responsible manner, making them partners in building a sustainable and fair society. In pursuit of that mission, the Institute carries out a variety of activities, among them conducting this important periodical survey, which is now in its sixth edition. *The Social, Racial, And Gender Profile of The 500 Largest Brazilian Companies* analyzes the workforce of these companies to reveal possible gender, ethno-racial, or educational inequalities or gaps due to age or disability, with the goal of helping managers reflect on practices that value diversity and promote equality in the workplace. The study also reports on employment policies and affirmative action programs already in place in these corporations.

This study was produced in cooperation with the Inter-American Development Bank, and the survey was conducted by Overview Pesquisa. It was also completed in partnership with the Getúlio Vargas Foundation (FGV-SP), the Institute of Research in Applied Economics (Ipea), UN Women, the São Paulo City Department for the Promotion of Racial Equality (SMPIR), and the International Labour Organization (ILO).

Twelve years after the publication of the second edition of this report, which surveyed workers and management at all levels, large inequalities remain. However, some positive trends can be highlighted, such as a significant increase in women's participation in management and a majority of Afro-descendants among trainees and apprentices, which may be explained by recent public policies designed to increase educational attainment for these groups.

The growing number of women in management reveals an important advance in gender equality, although much remains to be done. The pace of progress must increase if Brazil is to reach

Sustainable Development Goal 5* adopted by the United Nations General Assembly in September 2015, which has the commitment of governments and companies worldwide.

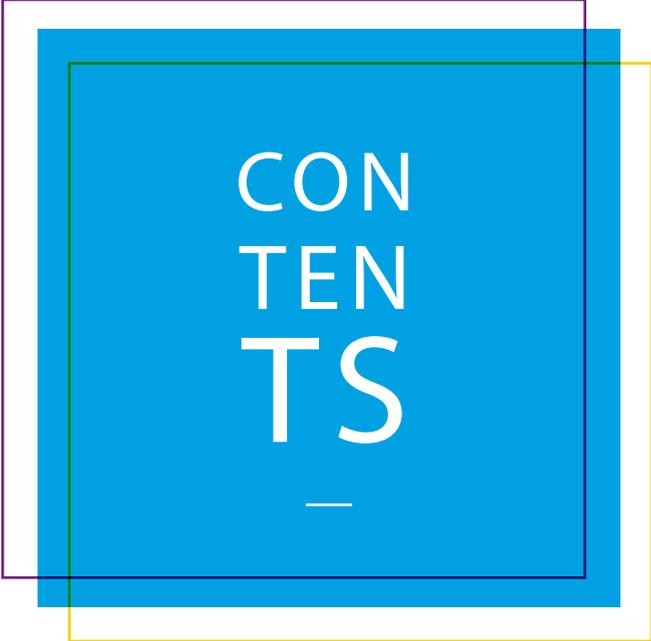
With regard to corporate affirmative action, the study points to the need for more dynamism in the implementation of socially responsible business practices designed to promote human rights.

The most effective practices are still limited to a small group of corporations. However, they paint a favorable picture for the future, thanks to growing capacity in the areas of diversity and equal opportunity among managers and teams, and the establishment of missions, codes of conduct, commitments, and values that incorporate diversity and equal opportunity. This survey also identifies best practices for addressing workers' complaints of harassment and avoiding discriminatory advertising.

The decision to focus on the country's 500 largest companies was not random. These companies play a leading role in the labor market, and their actions set an example for all Brazilian companies. In addition to complying with laws and regulations, such as those that mandate hiring quotas for people with disabilities, companies are expected to promote new voluntary actions aimed at populations that have historically faced discrimination in the labor market, including women, Afro-Brazilians, and members of the LGBT (Lesbian, Gay, Bisexual, Transgender) community.

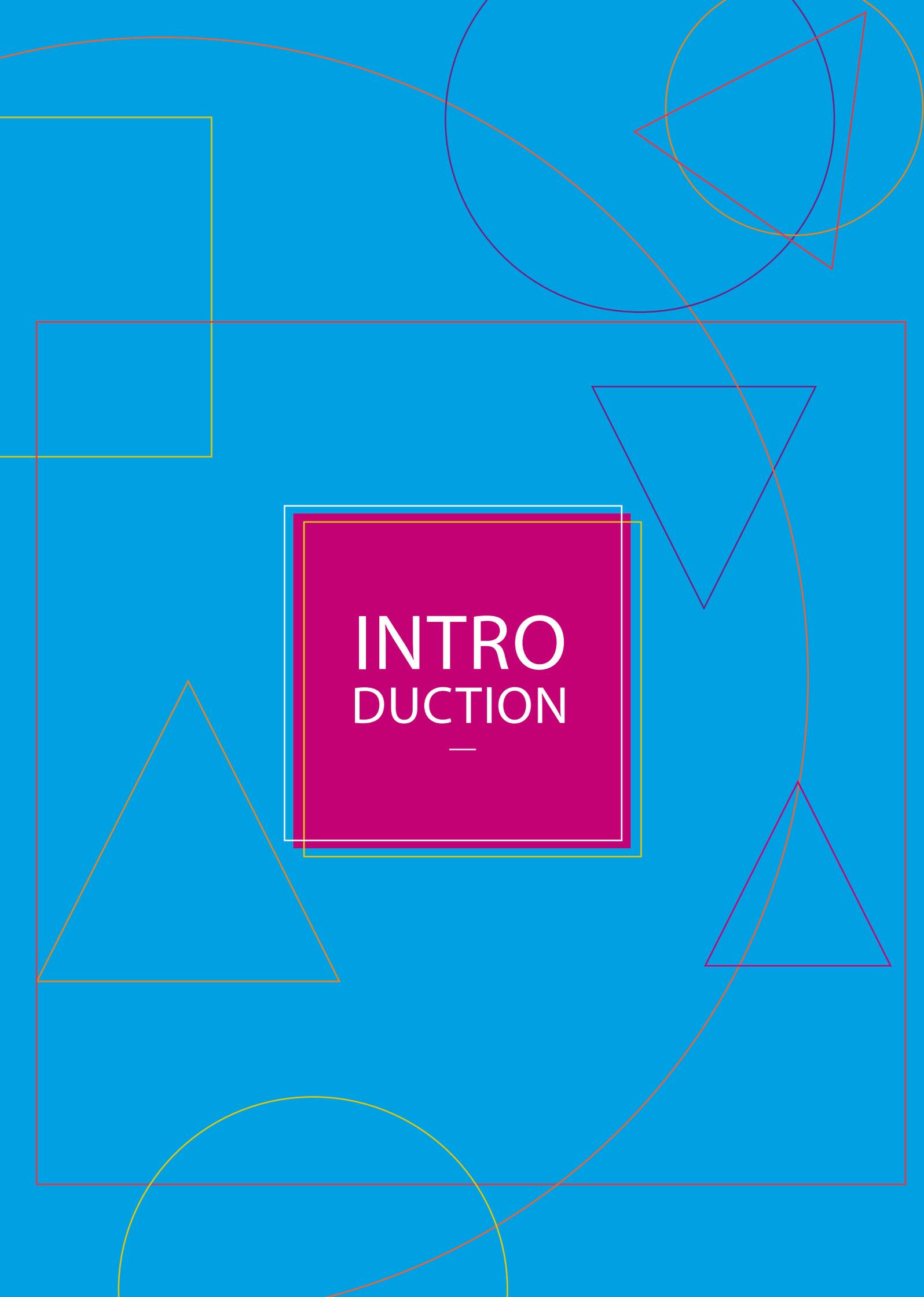
Although Brazil is now considered an economically developed country, structural social inequalities continue to be reflected in the labor market. Ensuring that economic development is accompanied by commensurate social development is a necessary and urgent task. Promoting diversity and equality will be decisive in achieving this goal.

* Goal 5: Achieve gender equality and empower all women and girls
<http://www.un.org/sustainabledevelopment/gender-equality/>



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INTRO
DUCTION

This sixth edition of the Ethos Institute's *Social, Racial, And Gender Profile of The 500 Largest Brazilian Companies* analyzes the personnel of the country's largest companies by gender, race or ethnicity, age, education, and disability.

A one-of-a-kind initiative in Brazil and an important reference on the business environment, this study maps out the employment policies and affirmative action programs that firms have adopted to promote the inclusion of groups traditionally underrepresented in the labor market—women, Afro-Brazilians, people with disabilities, people over the age of 45, and LGBT people.

The survey also explores the perceptions of top executives on the representation of some of these groups in their companies.

The first edition of the *Profile*, published in 2001, focused exclusively on executive

staff. With the second edition, in 2003, the study added three more categories in the employment hierarchy and began to collect data on companies' employment policies and affirmative action programs. The survey was expanded and refined for the 2005, 2007, and 2010 editions and now reports on eight categories of employment as described in the methodology section.

Our goal of broadening our understanding of labor policy and affirmative action led us to ask new questions, for example, about LGBT¹ inclusion and about promoting diversity at various levels of management through promotion and recruiting, communication and marketing, and actions in the supply chain, among others. These themes have been addressed by the Ethos Institute in several other publications².

This edition of the *Profile* contains another new feature: short, topical articles by experts in the field.

1. LGBT stands for lesbian, gay, bisexual, transgender, and transsexual. In this report it is used to represent alternative or minority gender identities and sexual orientations. See, for example: *Como as Empresas Podem (e Devem) Valorizar a Diversidade* (How Companies Can (and Must) Value Diversity), at www3.ethos.org.br/cedoc/como-as-empresas-podem-e-devem-valorizar-a-diversidade-setembro2000/#.VhUkIOxViko.

2. *O Compromisso das Empresas com a Valorização da Mulher* (Business Commitment to Valuing Women), at www3.ethos.org.br/cedoc/o-compromisso-das-empresas-com-a-valorizacao-da-mulher-setembro2004/#.Vh6yN9KrTIU.

O Compromisso das Empresas com a Promoção da Igualdade Racial (Business Commitment to the Promotion of Racial Equality), at www3.ethos.org.br/cedoc/o-compromisso-das-empresas-com-a-promocao-da-igualdade-racial-maio2006/#.VhUIDOxViko.

O Que as Empresas Podem Fazer pela Inclusão das Pessoas com Deficiência (What Companies Can Do for the Inclusion of People with Disabilities), at www3.ethos.org.br/cedoc/o-que-as-empresas-podem-fazer-pela-inclusao-das-pessoas-com-deficiencia-maio2002/#.Vh_snX6rTrd.

O Compromisso das Empresas com os Direitos Humanos LGBT (Business Commitment to LGBT Human Rights), at <http://www3.ethos.org.br/cedoc/o-compromisso-das-empresas-com-os-direitos-humanos-lgbt/#.ViF9UX6rTrc>. *Diversidade e Equidade: Metodologia para Censo nas Empresas* (Diversity and Equity: Methodology for Business Census), at www3.ethos.org.br/cedoc/diversidade-e-equidade-metodologia-para-censo-nas-empresas-junho-2008/#.Vhf1duxViko.

Diversidade e Equidade: Metodologia para Censo nas Empresas (Diversity and Equity: Methodology for Business Census), at www3.ethos.org.br/cedoc/diversidade-e-equidade-metodologia-para-censo-nas-empresas-junho-2008/#.Vhf1duxViko.



This survey analyzes characteristics of workers and managers in the country's largest companies.

METHODOLOGY

This study presents the results of a quantitative survey administered through the online questionnaire that appears on pages 67–88. The quantitative survey was complemented by interviews with diversity and human resources managers at some of the companies participating in the study.

Population

Workers and management of Brazil's 500 largest companies (by earnings), according to rankings from *Maiores e Melhores* de 2014, an annual publication of *Exame* magazine (Editora Abril).

Of the 500 companies invited to participate in the survey, 117 returned the questionnaire after completing sections 1, 2, and 3 (see below for section information). Another 27 companies completed the entire questionnaire, including section 4 on the characteristics of their workers and management.

Survey period

December 9, 2014 – May 28, 2015.

Data collection

The questionnaire was sent to the companies by email, addressed to the chief executive and to the individual responsible for human resources (HR), diversity or social responsibility. Telephone interviews were held when necessary to resolve doubts and encourage participation, and to help respondents complete the questionnaire.

Most of the companies that did not complete section 4 reported that the requested data was difficult or impossible to obtain.

The field survey was continuously monitored by Instituto Ethos. Questionnaires were confirmed by telephone with respondents.

The questionnaire

For this edition, the survey questionnaire was divided into four sections. Section 1 contained questions about the company: sector, location, earnings, and number of employees. Section 2 presented questions about the company's policies and activities to promote diversity, equal



opportunity, and equality. These two sections were to be answered by the company's HR department.

Section 3, to be answered personally by the company's chief executive or his/her representative, focused on the leader's perception of the situation of various populations within the company's structure.

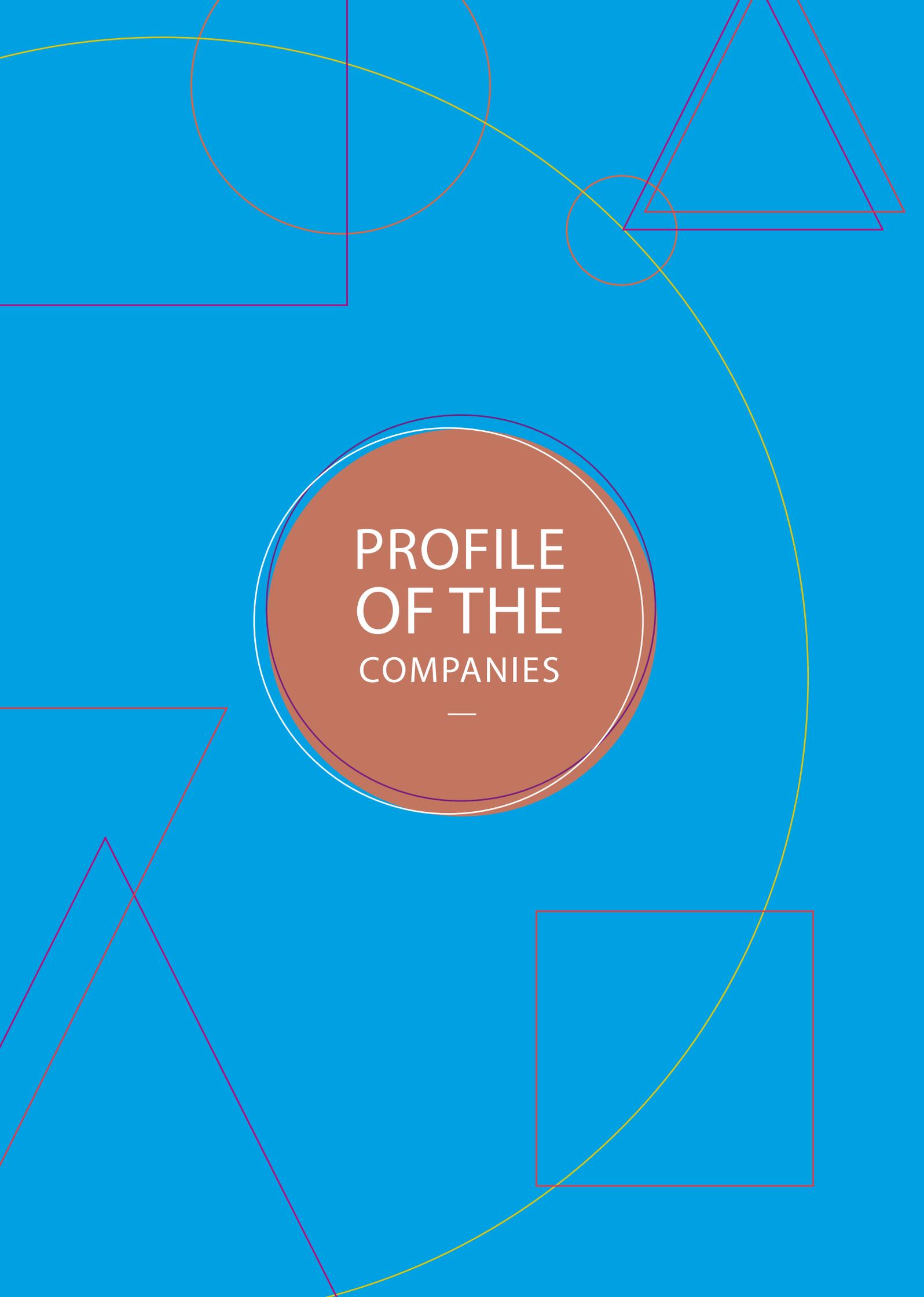
Section 4 of the questionnaire, to be filled out by HR, contained questions about the characteristics of workers and management, with the purpose of sorting them into eight hierarchical categories: apprentice, intern, trainee, worker, supervisor (team leader, coordinator), manager, executive staff (CEO, vice president, executive director), and director. Not all of these categories are found in all firms or are in the same hierarchical order. Some participants in certain categories (such as apprentices, interns, and trainees) may not be formal employees, though they are considered employees for purposes of this report.

To designate races, the study used the nomenclature adopted by the Brazilian Institute of Geography and Statistics: white (branca), black (preta), brown (parda), Asian (amarela), and indigenous (indígena). The black and brown populations together are considered as Afro-Brazilian. The term *parda* can be expressed in English in several ways—among them brown, mulatto, dark-skinned, colored, and *moreno*. As recommended by specialists, the word brown is used in this publication.

Qualitative survey

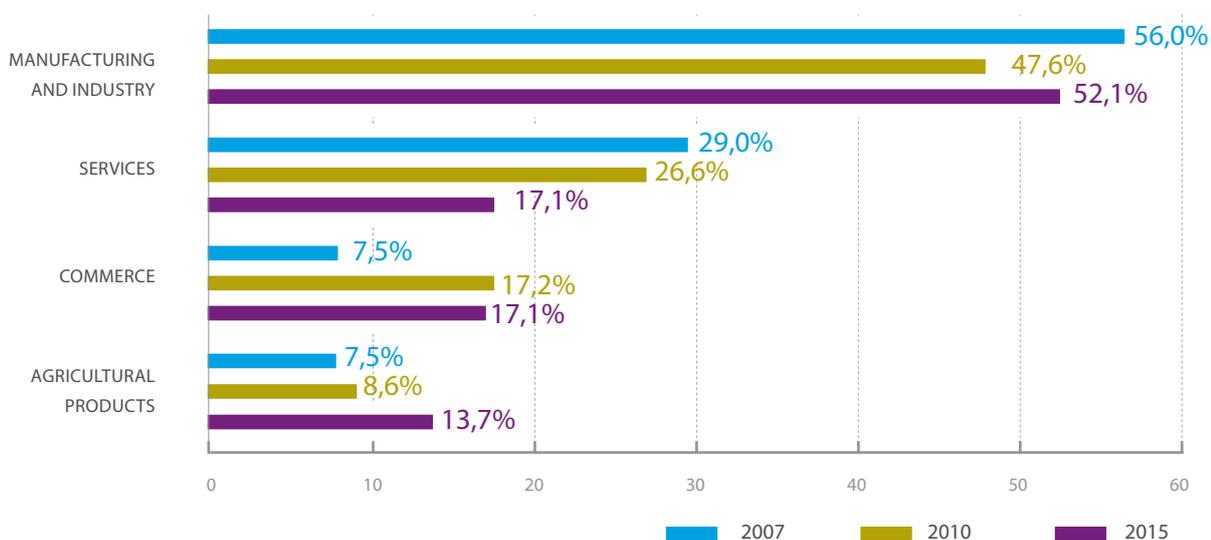
For the qualitative component of the study, an open-ended questionnaire enabled in-depth interviews with diversity managers at some of the companies participating in the quantitative survey.

The goal was to investigate the firm's perception of diversity and learn what actions were being taken to promote it.



PROFILE
OF THE
COMPANIES

SECTOR OF ACTIVITY



Of the 117 companies participating in the survey, the largest group falls into the manufacturing and industry sector, with 52.1% of companies surveyed, followed by the services and commerce sectors, both with 17.1%.

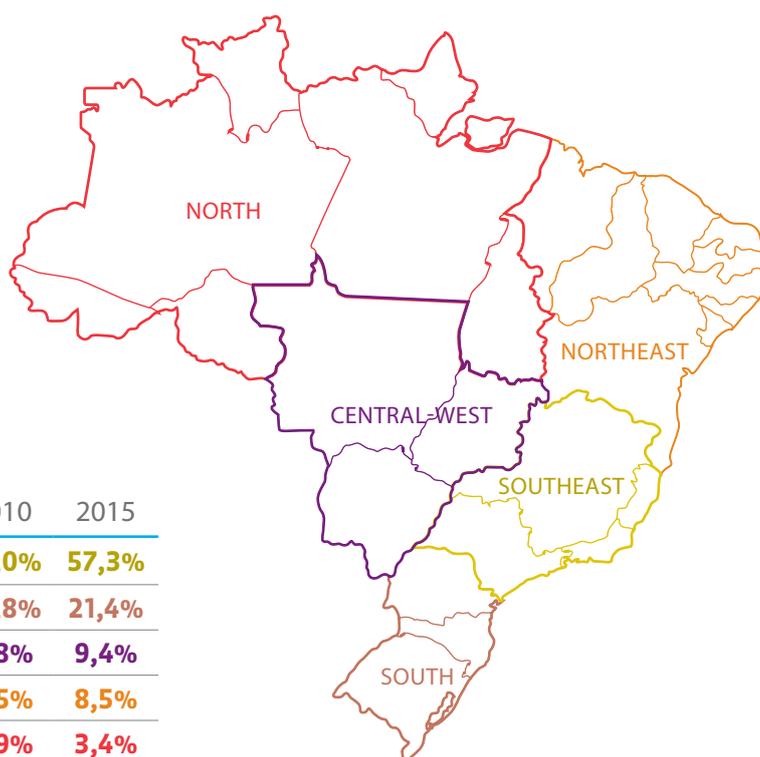
This represents a 4.5 percentage point increase in manufacturing when compared to the 2010 survey and a 9.5 percentage point decline in services.

LOCATION OF HEAD OFFICE

Most companies participating in the survey are headquartered in the Southeast or the South regions of Brazil. The 78.7% of the surveyed companies in these regions shows a 4.1 percentage point decline from the 82.8% figure recorded in the previous study.

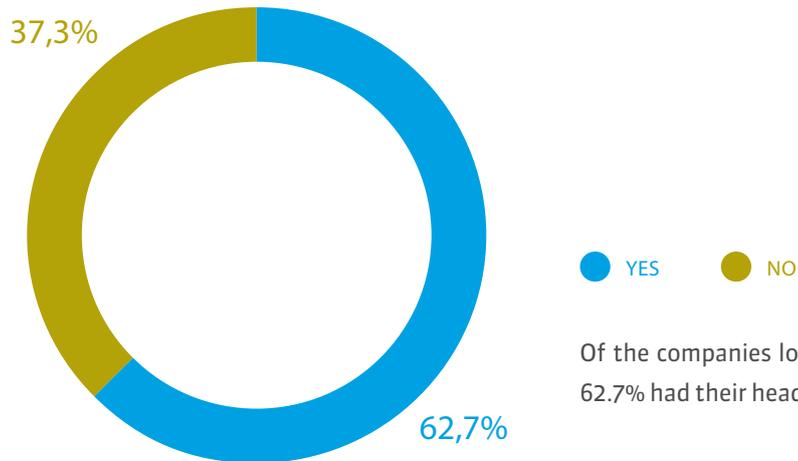
It is also important to note that the share of companies surveyed which are based in the Central-West region nearly doubled from 4.8% to 9.4% since the 2010 survey round.

	2003	2005	2007	2010	2015
Southeast	65,0%	61,0%	64,5%	59,0%	57,3%
South	20,0%	21,0%	20,5%	23,8%	21,4%
Central-West	6,5%	7,0%	7,0%	4,8%	9,4%
Northeast	6,5%	7,0%	6,0%	9,5%	8,5%
North	2,0%	4,0%	2,0%	2,9%	3,4%



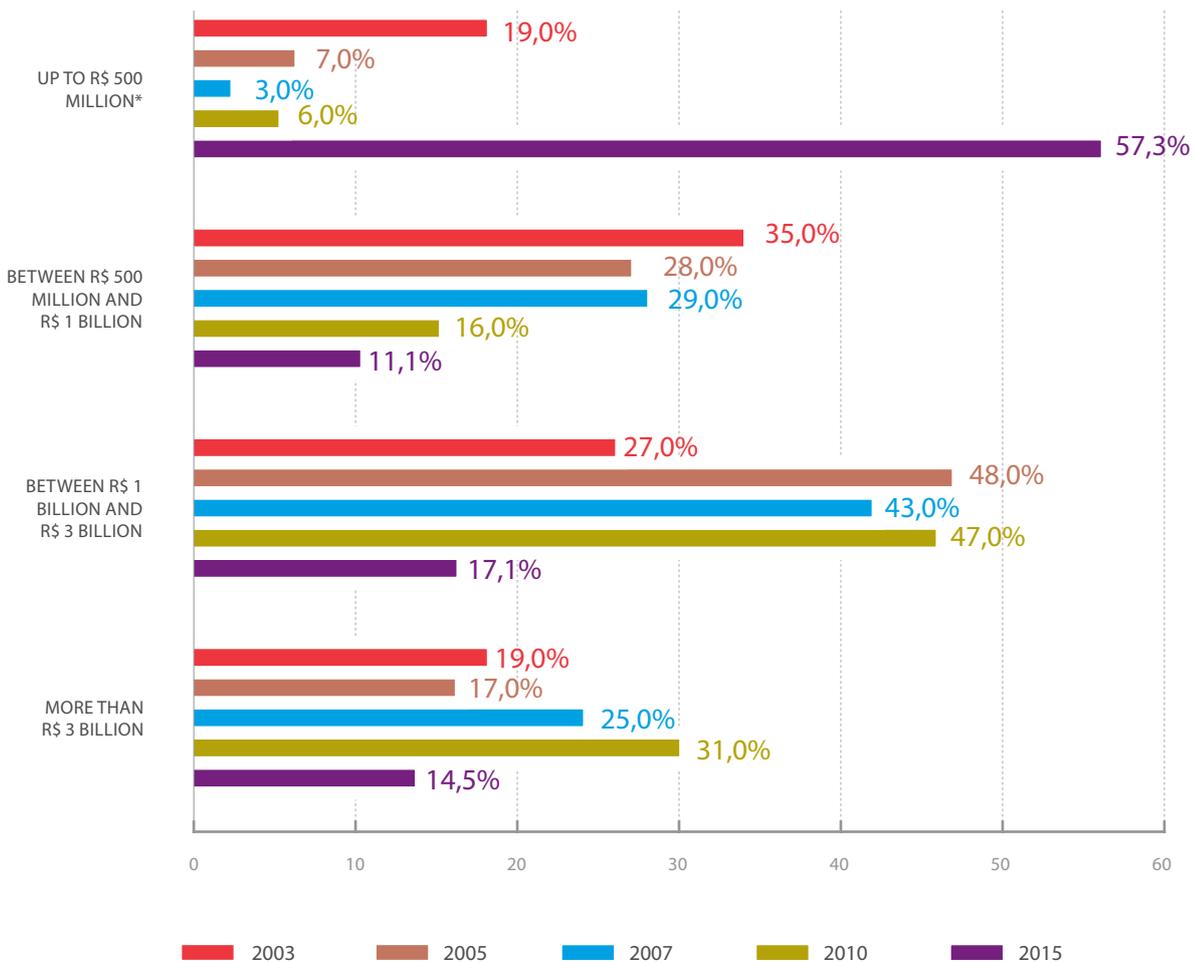


HEADQUARTERED IN SÃO PAULO (SP)



Of the companies located in the Southeast region, 62.7% had their head office in the city of São Paulo.

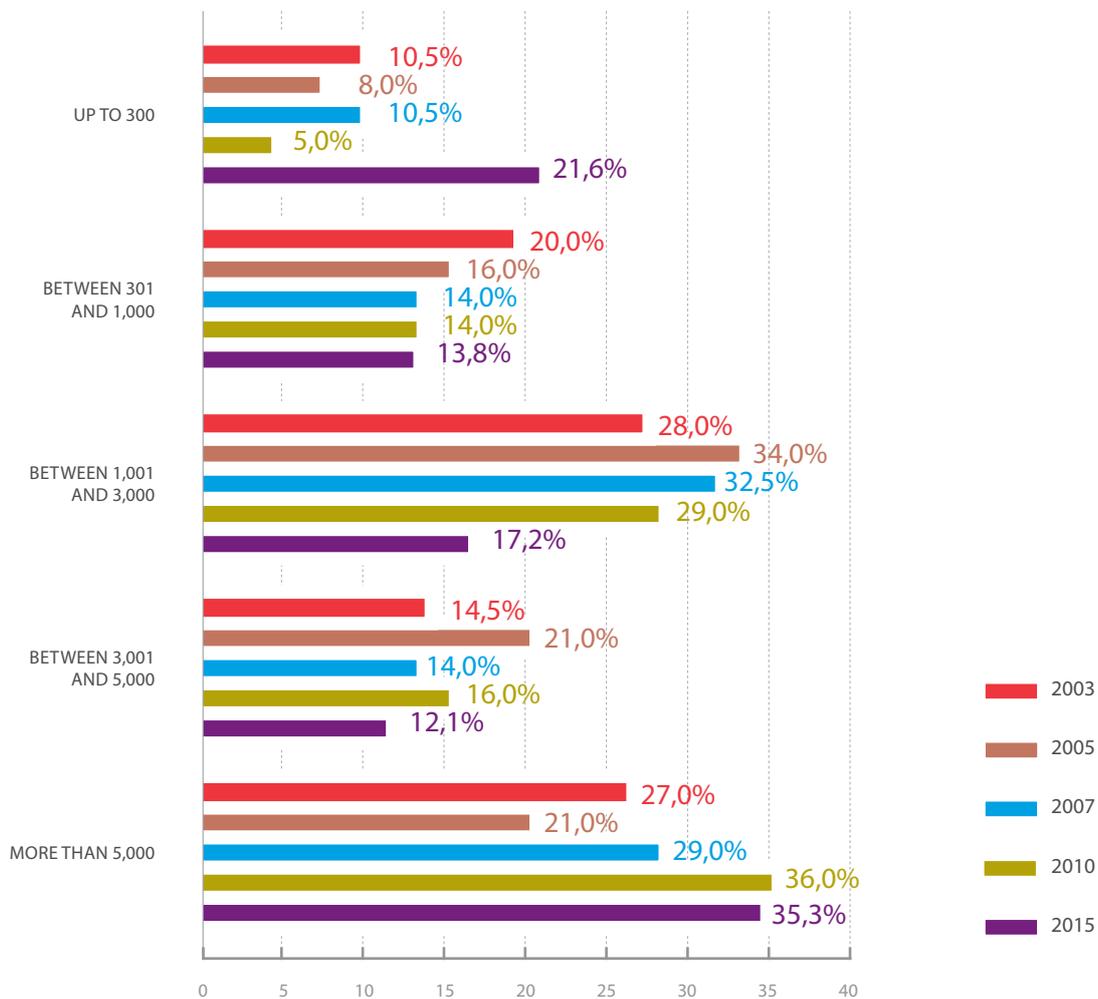
SIZE BY EARNINGS



The most salient aspect of the distribution of companies by earnings is the concentration of companies in the first category (up to R\$ 500 million). These smaller companies account for 57.3% of the sample, a figure almost ten times higher than in 2010.

* In 2016, R\$500 million were equivalent to US\$150 million; R\$1 billion was equivalent to US\$300 million; and R\$3 billion were equivalent to US\$900 million.

NUMBER OF EMPLOYEES

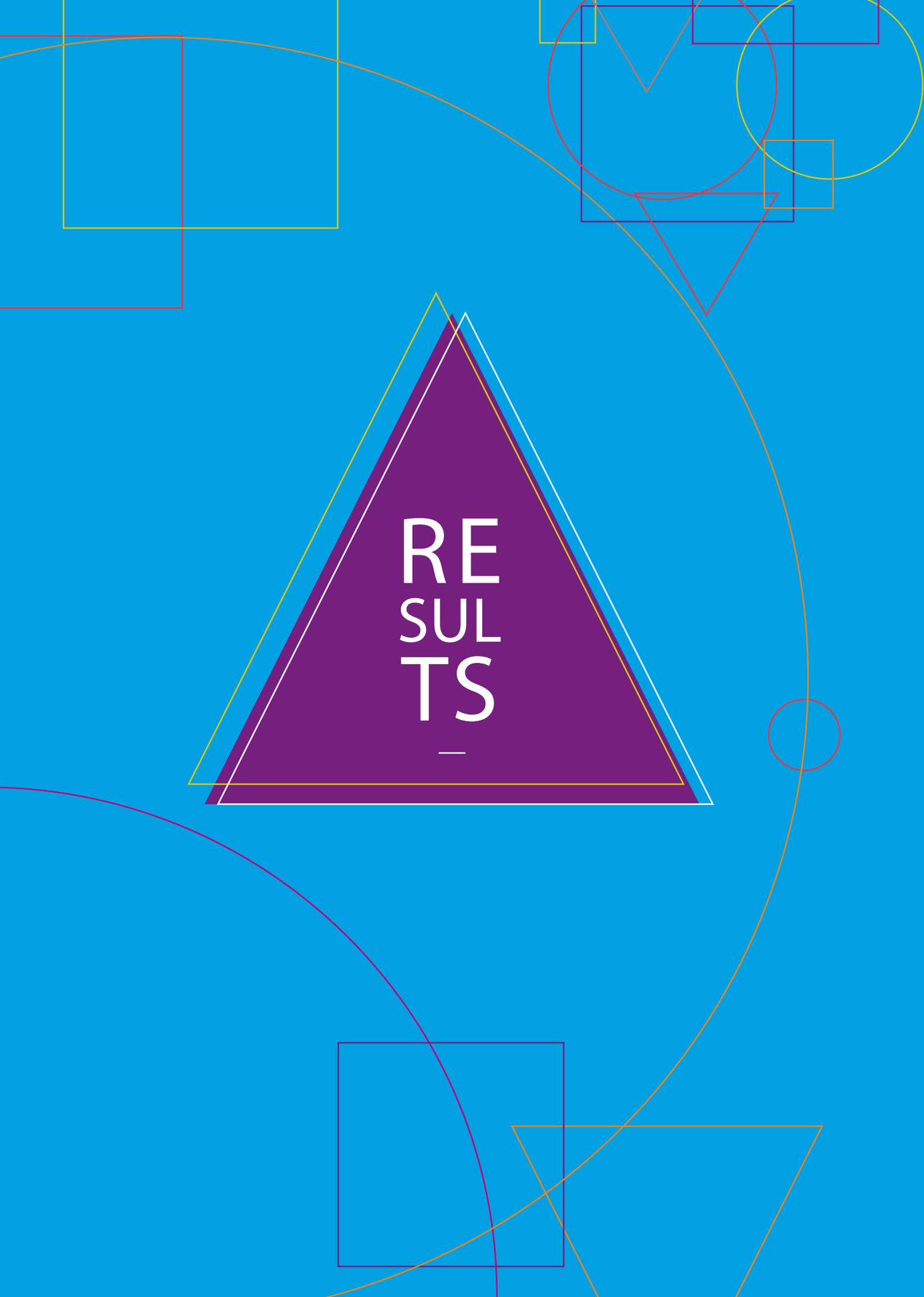


Companies with up to 300 employees represent 21.6% of the sample. This share is about four times larger than it was in 2010. On the other hand, companies with more than 1,000 employees still

constitute the majority of the sample. For 2015, 64.6% of companies surveyed had more than 1,000 employees, down 20.2% from 2010.

TOTAL EMPLOYMENT, BY CATEGORY, OF COMPANIES COMPLETING THE FULL QUESTIONNAIRE

	MEN	WOMEN	TOTAL
Directors	89	11	100
Executives	482	76	558
Managers	4.585	2.086	6.671
Supervisors	23.553	14.945	38.498
Workers	173.228	95.173	268.401
Trainees	1.823	1.352	3.175
Interns	2.843	4.077	6.920
Apprentices	3.413	4.330	7.743
TOTAL	210.016	122.050	332.066



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Most companies participating in this survey have not yet implemented affirmative action policies to encourage the presence of women and Afro-Brazilians in their workforce. Among those that have done so, most have taken isolated or occasional action as opposed to adopting formal policies with specific goals and action plans. In addition, a considerable number of chief executives perceived the representation of women and Afro-Brazilians at practically all levels of employment to be “adequate.”

However, there are some exceptions that point to the possibility of a more dynamic picture in the future. Among those laudable exceptions are measures to balance work, family, and personal life, the establishment of channels to receive and address complaints of harassment and discrimination, and efforts to avoid discriminatory content in advertising campaigns. Other notable measures taken by some companies are capacity-building for managers and teams in the areas of diversity and equal opportunity and the adoption of mission statements, codes of conduct, and statements of commitments and values on inclusion and equal opportunity.

The following pages present the main results of the survey, which reflect the input of 117 companies. Of these, 90 did not answer the section of the questionnaire regarding workers’ characteristics (section 4) because of difficulties in determining the profile of their workforce, presumably owing to the lack of internal data. Very few companies collect such data on a continuous basis.

The remaining 27 companies answered the whole questionnaire, showing an admirable willingness to participate in the study without appearing to tout their outstanding performance. In fact, the information provided by these companies revealed their desire to portray their current situation fairly and accurately.

Women, who make up a majority of the Brazilian

population (51.4%), are underrepresented in the surveyed companies in general and face greater levels of exclusion in the higher employment categories, a familiar finding from previous surveys. Women are now, generally speaking, in a better situation than their peers from the 2010 survey, confirming a trend that is now considered structural. However, they remain blocked in their rise to the executive level, representing 13.6% of executive level positions, a number that is nearly identical to the 2010 figure (13.7%).

Afro-Brazilians, who account for 52.9% of the Brazilian population, are, like women, in a situation of inequality and underrepresentation, particularly at higher levels of employment. However, they face greater levels of exclusion than women. While making up a majority of apprentices and trainees (57.5% and 58.2% respectively), Afro-Brazilians have low participation rates in middle management (6.3%) and among executive staff (4.7%).

The perception of chief executives on the participation of Afro-Brazilians in their firms is worth noting: 55% of the executives deem it lower than it should be in middle management and 64% hold the same view for executive staff – which suggests that they are aware of this issue. It is also notable that 53.1% of chief executives say there are fewer women than expected among executive staff.

The data presented here should be viewed with caution. It reflects the reality of a group of 27 or 117 companies and thus cannot be assumed to be wholly representative of the country’s 500 largest companies. Caution should also be exercised when comparing the different surveys in this series, given that the samples of respondent companies differ from one edition to the next.

Despite these caveats, direct observations made by the Ethos Institute through its consultants suggest that the survey results offer a generally accurate and reliable portrait of the situation within the 500 companies.

COMPOSITION BY GENDER

3. Pesquisa Nacional por Amostra de Domicílios 2013 (2013 National Household Sampling Survey) from the Brazilian Institute of Geography and Statistics at www.ibge.gov.br.

4. See "Indicadores de Desigualdade de Gênero no Brasil" (Indicators of Gender Inequality in Brazil) by José Eustáquio Diniz Alves and Suzana Marta Cavenaghi at <http://www.uel.br/revistas/uel/index.php/mediacoes/article/view/16472>.

5. Pesquisa Nacional por Amostra de Domicílios 2013 (2013 National Household Sampling Survey) from the Brazilian Institute of Geography and Statistics at www.ibge.gov.br, for men and women aged 15+. See also the database on women's labor compiled by the Carlos Chagas Foundation at <http://www.fcc.org.br/bdmulheres/serie1.php?area=series>.

5. Portal Brasil, at www.brasil.gov.br/educacao_for_Brazilians_aged_10+.

6. Censo da Educação Superior (Higher Education Census) from the National Institute for Educational Studies and Research at http://download.inep.gov.br/educacao_superior/censo_superior/apresentacao/2014/coletiva_censo_superior_2013.pdf.

At first glance, the results for women's representation in the 27 companies that reported the main characteristics of their staff are encouraging. Women outnumbered men among apprentices (55.9%) and interns (58.9%). They lose ground, however, among trainees (42.6%). At higher levels, women are even more poorly represented, making up a 35.5% share of workers, 38.8% of supervisors, 31.3% of managers, 13.6% of executives, and 11% of directors.

The results are similar to the 2010 survey, at least in their main aspects. For example, the inequality between men and women and the underrepresentation of women with respect to their share of the Brazilian population and workforce.

Women constitute 51.4% of Brazil's population.² Interestingly, they have been the majority since the 1960s and 1970s. The steady increase in their share of the population began in the 1980s and is expected to continue in the near future.³ However, women account for 43.6% of the country's economically active population and 42.6% of its employed population.⁴

Women have higher levels of educational attainment than men. On average, they have

!

The results significantly resemble those of the 2010 survey. For example, the inequality between men and women and the underrepresentation of women with respect to their share of the Brazilian population and workforce.

completed more years of schooling (7.5) than men (7) and make up 58.1% of all Brazilians with at least 15 years of schooling.⁵ In 2013, women also constituted the majority of students enrolled in higher education (55.5%) and of college graduates (59.2%). Degrees in management or business administration, which are highly valued by companies, are among the top three degrees preferred by women. Women's enrollment in business programs is 55.6% higher than men's.⁶

BREAKDOWN OF EMPLOYEES BY GENDER (%)

	MAN	WOMEN
Directors	89,0	11,0
Executives	86,4	13,6
Middle Managers	68,7	31,3
Supervisors	61,2	38,8
Workers	64,5	35,5
Trainees	57,4	42,6
Interns	41,1	58,9
Apprentices	44,1	55,9

The “hierarchical bottleneck”

One aspect that stands out in the results of this edition of the survey is, as in previous editions, the hierarchical bottleneck in the workforce. This is reflected in the decreasing representation of women in higher-level positions. In the promotion from supervisor to manager, for example, the share of women declines by 7.5 percentage points; from managers to executive staff, the share diminishes another 18 points.

Nevertheless, female supervisors and managers are better represented than they were in 2010. Women supervisors now hold 38.8% of these positions, compared to just 26.8% in 2010 (an increase of 45%). The share of female managers now stands at 31.3%, compared to 22.1% in 2010 (up 42%).

The increased representation of women in this

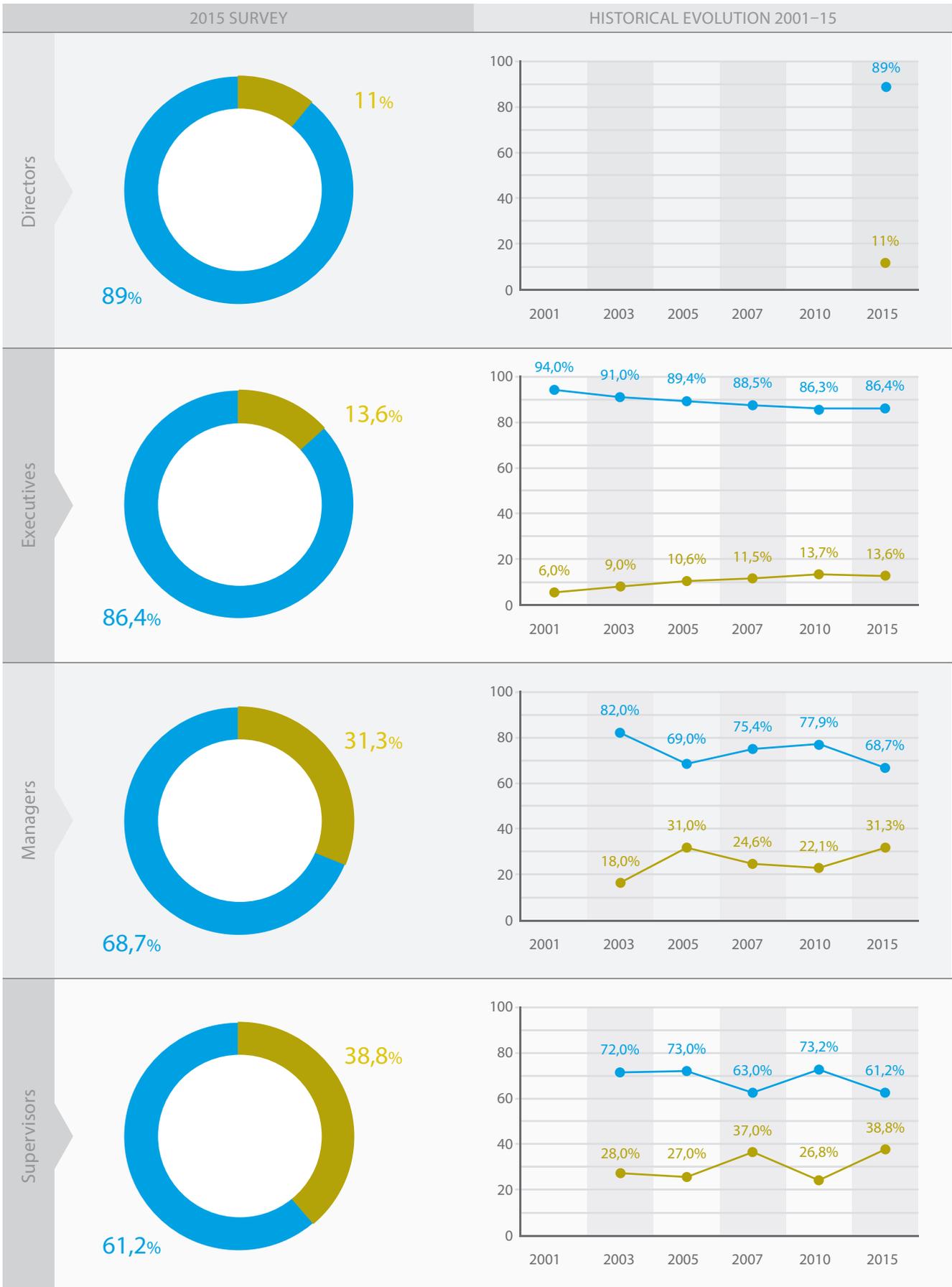
survey edition could however, be partially explained by the fact that the group of companies that provided information on the main characteristics of their staff for the most part belong to the services and commerce sectors, which are known to employ more women. However, this fact did not affect female representation among executive staff, where women accounted for 13.7% of employment in 2010 and an almost identical 13.6% in 2015.

To date, companies' actions have not been adequate to address the gender gap. A significant number of firms still report that they do not have measures in place to encourage or enhance the presence of women at the executive level (see page 45). Furthermore, a considerable number of chief executives still perceive women's representation at all levels of the hierarchy to be “adequate” (see page 57).

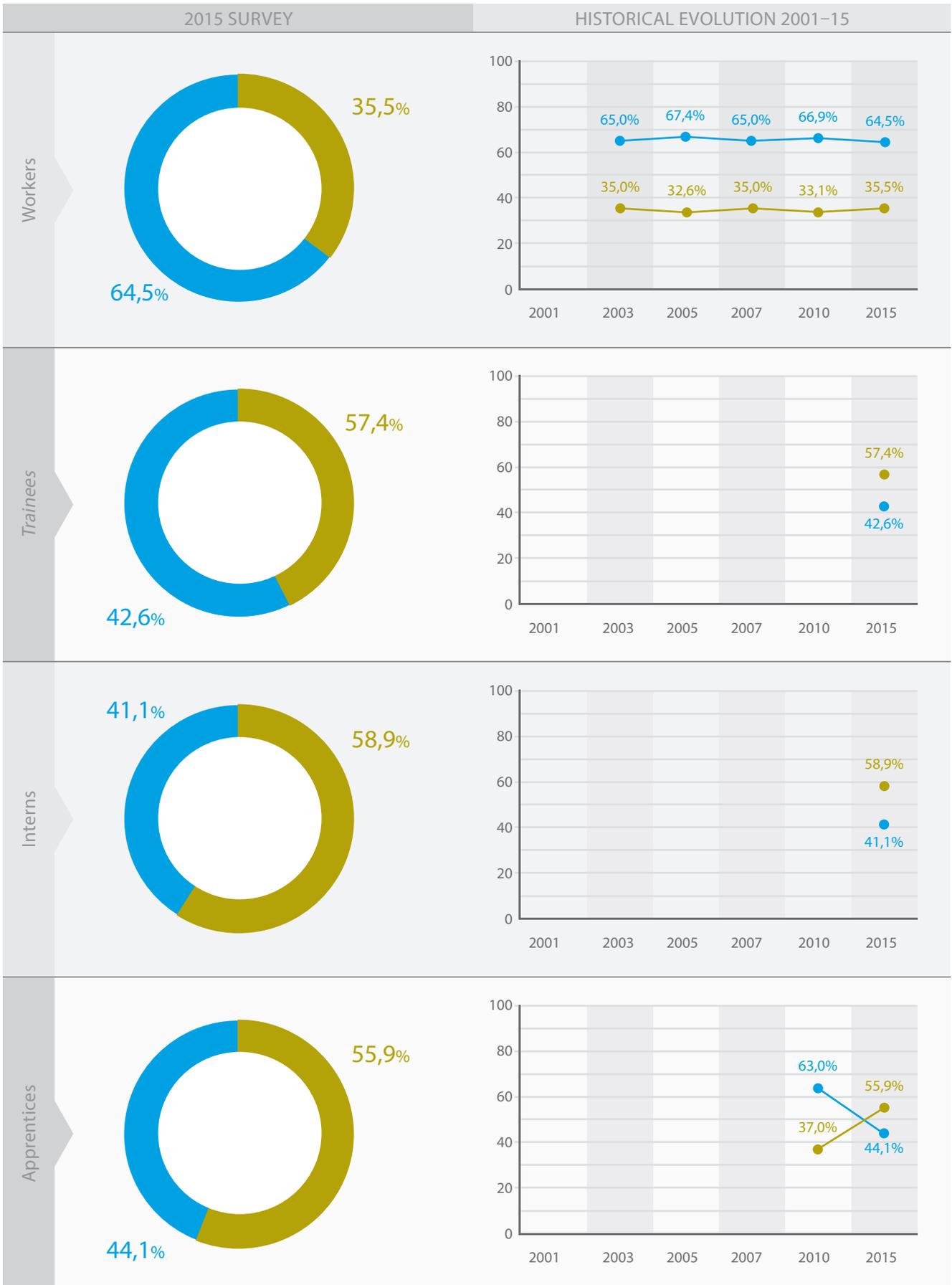
COMPOSITION BY GENDER

 MAN

 WOMEN



COMPOSICIÓN POR SEXO





Sexism Is Expensive

By Rachel Moreno

Women entered the world of work through the back door, having to prove that they deserved the opportunity every time the market lacked labor in a certain sector, regardless of whether they might have been interested in another sector with better working conditions.

Women started in occupations that were, in some ways, an extension of household labor. If at home they did the cleaning or worked by the oven, then they turned into cleaning ladies, cooks, washerwomen, and the like. If at home they took care of the children's upbringing, then they turned into nannies or teachers. And so it went.

They proved their worth and competence

A typical case was women's arrival in street sweeping in the 1970s, adding the term *margaridas* (daisies – women sweepers) to the existing term *garis* (men sweepers). Employers found out that the *margaridas* were diligent, swept very well, did not waste time “flirting with maids in the street houses they passed by” or “drinking liquor in neighborhood bars” as the *garis* did. As an additional benefit for the employer, women also earned less than men, who preferred to work in the construction of the subway, which besides paying better, also provided lodging.

Nowadays, women make up 45% of the labor force*. And, although it is true that their employment is still concentrated in precarious work and jobs without social security, it is also true that women are now found in all sorts of jobs.

Women are enrolled in all of the country's postsecondary institutions and active in all occupations. According to surveys, they have, on average, four more years of schooling than men at every level of employment.

They brought to the labor market new skills acquired in the course of their household duties and through which they proved their worth. They were trained to talk and negotiate with everyone, children, seniors, their spouses, and to seek solutions of mutual benefit, a skill that proved valuable in the wider world of work.

The Economist recently reported on research showing that gender equality is good for economic growth in Latin America. Sexism is not only wrong, according to the report it is also expensive. Latin America has made advances in adding women to the labor force, but the female labor force participation rate is still much lower than men's. If the imbalance were corrected, the region's

* Brazilian Institute of Geography and Statistics (IBGE), 2010.

per capita GDP would be 16% higher, said David Cuberes, from Clark University in Massachusetts (USA), and Marc Teignier, from the University of Barcelona (Spain).

In another article, the two economists examined the economic effects of the difference in the rates of men and women leading companies. Latin American women are relatively more entrepreneurial than their counterparts in other regions. In fact, the imbalance between male and female entrepreneurship is lower in Latin America than in the United States. And if the imbalance were eliminated entirely, the region's GDP per capita would be 4.7% higher, according to Cuberes and Teignier.

The authors may be underestimating the economic benefits for Latin America of a higher female employment rate, since they are not taking into account the fact that women in the region are better educated than their male counterparts and, therefore, would probably be more productive than men if they were employed.

However, despite their strengths, women continue to be treated as second-class workers. This is visible in two ways: lower salaries (women earn 70% of what men do) and the famous "glass

ceiling," which is responsible for the low presence of women in higher level positions.

To reach effective equality, women should be earning as much as men and be represented equally at all levels. But we have far to go to meet the goal of equal salaries for women and men and of breaking through a glass ceiling that is invisible to the naked eye but palpable in the hierarchy.

Companies that meet these two requirements will be paying more than lip service to gender equality. Soon such companies will begin to receive the Selo Pró-Equidade de Gênero e Raça (Gender and Racial Equality Seal) from the Brazilian government. In the coming years, this seal will bring benefits to recipient companies, such as additional points awarded to their bids for public contracts. Above all, however, the awareness of having done what is right and contributed to a more just and egalitarian society will be the greatest reward to those who follow this path.

Who will take it?

Rachel Moreno is a psychologist who works in market research and opinion polling. She has been a committed feminist for 30 years and, for the past decade, an advocate for media democratization.

** <http://www.economist.com/news/americas/21661804-gender-equality-good-economic-growth-girl-power>

COMPOSITION BY COLOR OR RACE

BREAKDOWN OF STAFF BY RACE OR ETHNICITY (%)

	WHITE	AFRO-BRAZILIAN
Directors	95,1	4,9
Executives	94,2	4,7
Managers	90,1	6,3
Supervisors	72,2	25,9
Workers	62,8	35,7
Trainees	41,3	58,2
Interns	69,0	28,8
Apprentices	41,6	57,5

Afro-Brazilians account for a very high percentage (57.5%) of apprentices in the group of companies that reported on the main characteristics of their staff. However, they make up only 28.8% of interns, with a 50% gap between the two groups.

Afro-Brazilians also account for 58.2% share of trainees, suggesting the potential for considerable participation of Afro-Brazilians at higher levels. However, this is not confirmed by the data. Their share among workers is just 35.7% (a 38.7% drop), which then falls to 25.9% at the supervisory level (another 27.5% drop), 6.3% at the managerial level (75.7% drop), 4.7% at the executive level (25.4% drop), and 4.9% on boards of directors.

A hierarchical bottleneck for Afro-Brazilians is apparent in the survey data, as it was in previous surveys, with Afro-Brazilians becoming increasingly underrepresented at higher levels. There is a 90.2% gap between whites and Afro-Brazilians at the executive level and an 89.5% gap among directors.

Underrepresentation

Afro-Brazilians—*pretos* (blacks) and *pardos* (browns), in the nomenclature of the Brazilian Institute of Geography and Statistics—are underrepresented in the labor force of surveyed companies despite accounting for the majority of the country's population. However, in the 2000 census, Afro-Brazilians made up 44.7% of the total population. The 2010 census revealed a change: 50.7% of respondents self-identified themselves as Afro-Brazilians.⁷ This is likely because many *pardos* who previously identified themselves as white self-identified as *pardo* in the 2010 census.

In 2013, the share of Afro-Brazilians in the total population reached 52.9%,⁸ or 107 million out of the national population of 201 million, an increase of 2.2. Afro-Brazilians also make up 52.8% of the economically active population and 51.9% of the employed population, shares that show there is practically no underrepresentation in the labor force at large.

7. Dinâmica Demográfica da População Negra (Demographic Dynamics of the Afro-Brazilian Population), 2011, from the Applied Economics Research Institute at ipea.gov.br/portal/images/stories/PDFs/comunicado/110512_comunicadoipea91.pdf.

8. Pesquisa Nacional por Amostra de Domicílios 2013 (2013 National Household Sampling Survey), by IBGE – Brazilian Institute of Geography and Statistics, at ibge.gov.br/home/estatistica/populacao/trabalhoerendimento/pnad2013/brasil/defaultxls_brasil.shtm.

<i>BLACK</i>	<i>BROWN</i>	<i>ASIAN</i>	<i>INDIGENOUS</i>
0,0	4,9	0,0	0,0
0,5	4,2	1,1	0,0
0,6	5,7	3,5	0,1
3,6	22,3	1,8	0,1
7,0	28,7	1,3	0,2
2,5	55,7	0,5	0,0
4,4	24,4	2,0	0,2
12,2	45,3	0,5	0,4

In the group of companies analyzed here, however, Afro-Brazilians of both genders account for a mere 34.4% share in the workforce. Afro-Brazilian women are even worse off, representing only 10.6% of the labor force analyzed in this study. They represent only 10.3% of workers, 8.2% of supervisors, and 1.6% of managers. At the executive level, their share goes down to 0.4%, with only two Afro-Brazilian women among the 548 executive directors.

Education

In 2003 the Afro-Brazilian population had an average of 5.1 years of schooling compared to 6.9 years among the white population. Ten years later, in 2013, the gap in educational attainment had decline slightly with Afro-Brazilians having an average of 6.5 years of schooling compared to 8.1 years for the white population.⁹

Afro-Brazilians have enjoyed growing access to higher education, as evidenced by growing enrollments in face-to-face and distance learning

undergraduate programs, both in public and private institutions, between 2001 and 2013.¹⁰ While enrollment rates for whites increased 27.5% during this period, for Afro-Brazilian enrollment rates rose by 40%, a number that promises to continue growing thanks largely to the establishment public university quotas for Afro-Brazilians and students from public high schools.¹¹

Affirmative action

The vast majority of companies said they had not taken any measures to encourage or enhance the presence of Afro-Brazilians at any staff level (see page 47), despite the fact that many chief executives perceive the share of Afro-Brazilians at the manager and executive levels to be below what it should be. When asked to cite a reason for the small number of Afro-Brazilians at one or more staff levels, some chief executives said that there was a “lack of knowledge or experience on the part of the company to deal with this issue” (see page 58).

9. Retrato das Desigualdades de Gênero e Raça (Portrait of Gender and Race Inequalities) from the Applied Economics Research Institute at ipea.gov.br/retrato/indicadores_educacao.html (table 3.1b).

10. Sinopses Estatísticas da Educação Superior – Graduação (Higher Education Statistics – Undergraduate Programs) from the National Institute for Educational Studies and Research at portal.inep.gov.br/superior-censosuperior-sinopse.

11. See also the Estatuto da Igualdade Racial (Racial Equality Statute) at www.seppir.gov.br/portal-antigo/estatuto-da-igualdade-racial. To learn more about the quota law, visit portal.mec.gov.br/cotas/perguntas-frequentes.html.



COMPOSITION BY COLOR OR RACE

WHITE

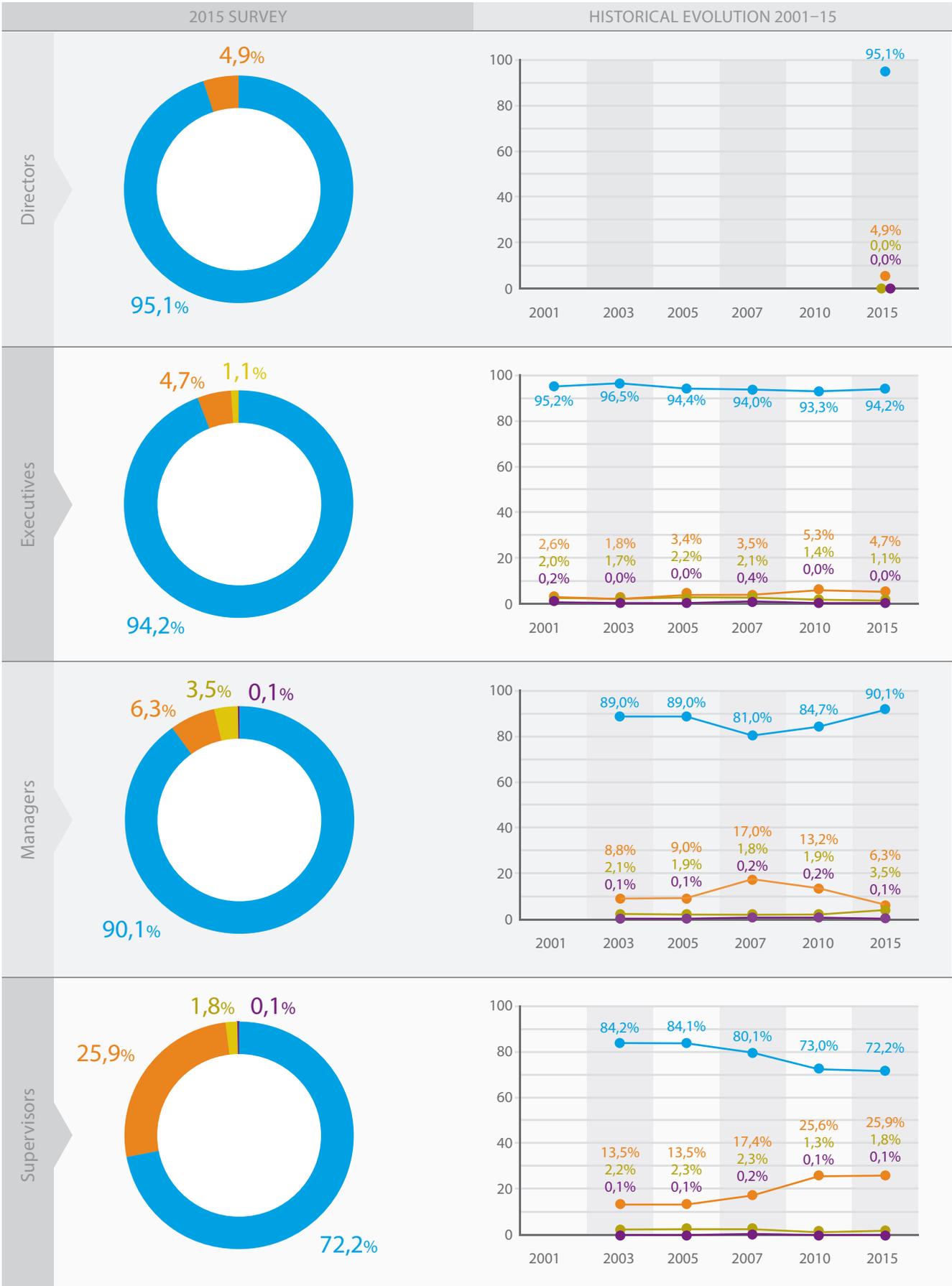
AFRO-BRAZILIAN

ASIAN

INDIGENOUS

2015 SURVEY

HISTORICAL EVOLUTION 2001-15



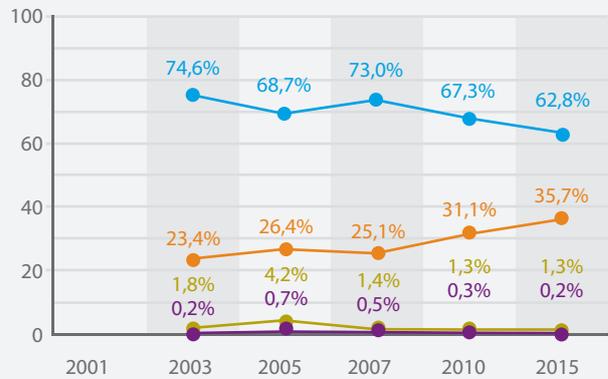
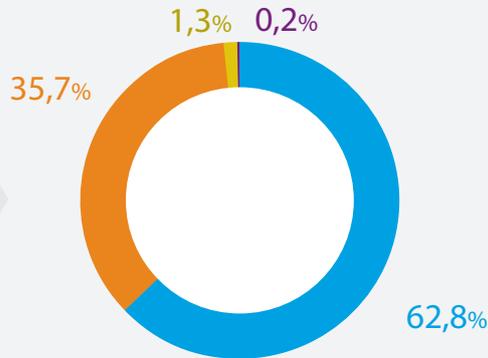
COMPOSITION BY COLOR OR RACE



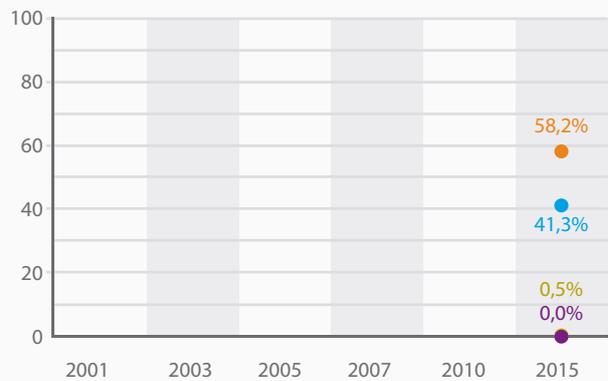
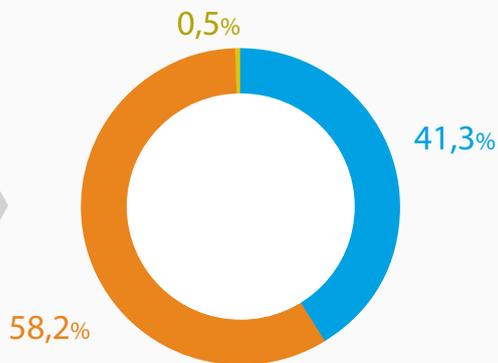
2015 SURVEY

HISTORICAL EVOLUTION 2001-15

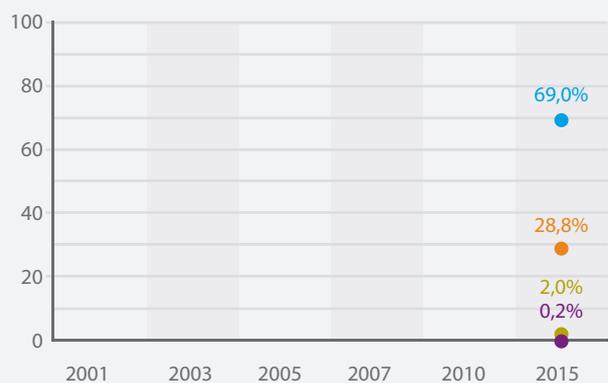
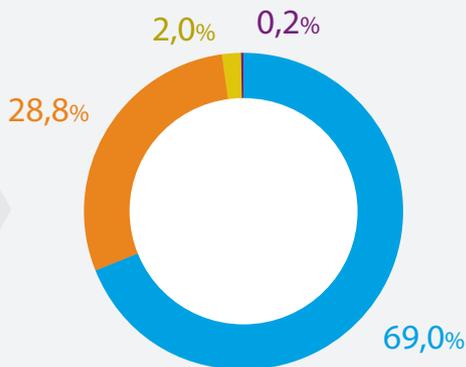
Workers



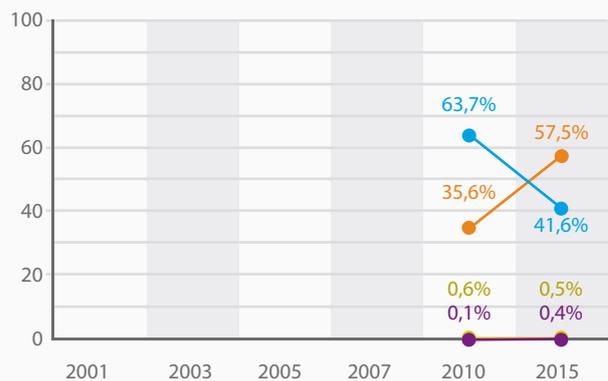
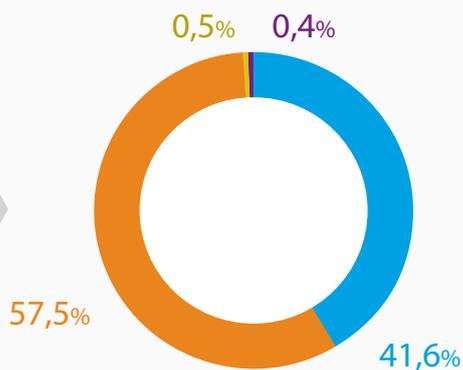
Trainees



Interns



Apprentices





12. *Dossiê Mulheres Negras: retrato das condições de vida das mulheres negras no Brasil* (Dossier on Afro-Brazilian Women: Portrait of Life Conditions of Afro-Descendant Women in Brazil). Edited by Mariana Mazzini Marcondes and her collaborators and made available by the Institute of Research in Applied Economics at www.ipea.gov.br/portal/index.php?option=com_content&view=article&id=20978.

13. *O perfil dos trabalhadores e trabalhadoras na economia informal* (Profile of Male and Female Workers in the Informal Economy), by Eugenia Troncoso Leone, available from the ILO Office in Brazil in the series *Trabalho Decente no Brasil* (Decent Work in Brazil), working document no. 3, at www.oit.org.br/sites/default/files/topic/employment/pub/perfil_trabalhadores_247.pdf.

14. *Pesquisa Nacional por Amostra de Domicílios* (National Household Sampling Survey) from the Brazilian Institute of Geography and Statistics.

Exclusion Weakens Social Responsibility

By Cida Bento

Professionals who work in corporate diversity have pointed out that the racial dimension of diversity is the most challenging to address. A commonly cited example is that of Afro-Brazilian women, who are in a poor situation on all Brazilian labor market indicators: lower participation rates, high unemployment rates (up to double that of white men)¹² and high rates of informality (66.7% higher)¹³ as well as lower incomes (74.5% lower than white men).¹⁴

In business leadership positions, previous editions of this survey revealed a dramatic and persistent picture. In 2010, Afro-Brazilian women held just 2.1% of middle management and 0.5% of executive staff positions.

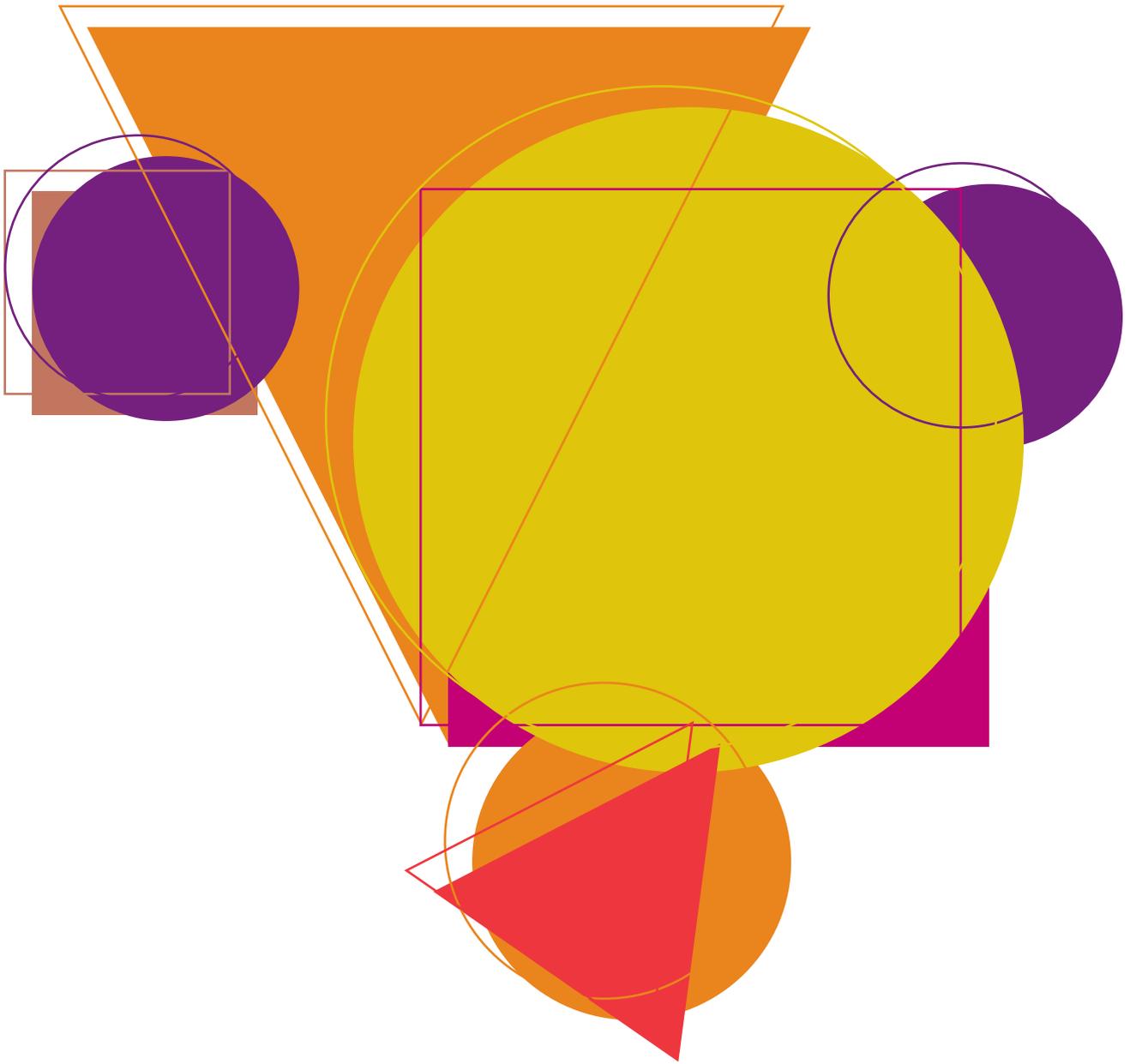
Afro-Brazilian women make up a substantial part of the population targeted by corporate gender programs. Yet their continued underrepresentation, so stark as to be accurately described as exclusion, weakens efforts to sustain improvements in diversity and advance social responsibility. To change this landscape, specific measures are necessary: the inclusion of data on color/race in company records – which is supported by sound legal frameworks – should start with the recruiting and selection processes

and continue through training, promotion, and mentoring so as to facilitate the identification of obstacles at each stage and measures to overcome them.

It is also necessary to improve mechanisms for recruiting Afro-Brazilian women, particularly the thousands of young women who have completed higher education through the affirmative action programs implemented in universities in recent years.

Finally, it is worth noting that some companies have led important initiatives to promote racial equality. These initiatives, although isolated, can be mapped, detailed, and disseminated as case studies to inspire other companies and help move toward a more democratic business environment that respects human rights and advances the economic and social development of the country.

Cida Bento holds a Ph.D. in Psychology from the Universidade de São Paulo (USP). A specialist in organizational psychology, he serves as executive coordinator of the Center for Studies of Labor Relations and Inequalities (Ceert).



PEOPLE WITH DISABILITIES

15. Vee Mulheres com Deficiência (Women with Disabilities) by Anahi Guedes de Mello in the commentary version of the Convention on the Rights of Persons with Disabilities available from www.pessoacomdeficiencia.gov.br/app/sites/default/files/publicacoes/convencao-sdpcd-novos-comentarios.pdf.

16. Act 8.213/1991 can be found at www.planalto.gov.br/CCIVIL_03/leis/L8213cons.htm.

17. Act 13.146/2015 can be found at www.planalto.gov.br/ccivil_03/Atos2015-2018/2015/Lei/L13146.htm.

18. The version with comments of the Convention on the Rights of Persons with Disabilities can be found at www.pessoacomdeficiencia.gov.br/app/sites/default/files/publicacoes/convencao-sdpcd-novos-comentarios.pdf.

Only 2% of the workforce in the group of companies analyzed in this edition of the survey has a disability. Almost 60% of them are men. Women with disabilities face the same advancement bottleneck described in the chapters on gender and on color or race. In other words, at higher levels of employment women with disabilities are increasingly underrepresented.

Considering the whole workforce of the group of companies that reported the main characteristics of their staff, women with disabilities represent 0.8% of positions, while men with disabilities hold 1.2%.

Women with disabilities hold rough parity with men only at the lowest levels of employment. However, their participation rates decrease sharply among higher level positions; among workers, women account for 40.9% of all workers with disabilities. Among supervisors and managers their shares are 26.4% and 25.0%. At the executive level, one finds no disabled women at all. There are neither women nor men with disabilities among company directors.

The results suggest there is a double discrimination against women with disabilities, on the basis of gender and disability, an issue still insufficiently researched.¹⁵

Legal framework

The inclusion of people with disabilities in the corporate workforce is governed by Act 8.213/1991, known as the Quotas Act, under which companies with at least a hundred employees are required to fill specified percentages of positions with persons with disabilities (including “qualified rehabilitated beneficiaries”). The percentages are: for companies with up to 200 employees, a 2% quota; for companies with between 201 and 500 employees, 3%; between 501 and 1,000 employees, 4%. Companies with more than 1,000 employees should have 5% of workers with disabilities.¹⁶ 64.6% of the companies that reported for this edition have more than 1,000 employees (see page 13).

Last July, Act 13.146/2015 (commonly known as the Law on the Inclusion of People with Disabilities) was signed into law by Brazil’s president. The Act, which entered into force in January 2016, is designed to “ensure and promote, under equal conditions, the exercise of fundamental rights and freedoms by persons with disabilities, including social inclusion and citizenship.”¹⁷

The legislation was based on the UN Convention on the Rights of Persons with Disabilities, which was ratified by Brazil in 2008, giving it the status of an amendment to the national constitution. Article 27 of the Convention addresses the right to work of the disabled population.¹⁸

La Ley Brasileña de Inclusión de la Persona con The Brazilian Law on the Inclusion of the Person with Disabilities has similar provisions in its chapter VI on Fundamental Rights, as provided for in Article 34, paragraph 3, of the Convention: “It is forbidden to restrict the work of persons with disabilities or to discriminate against them on the basis of their condition, including in the stages of recruiting, selection, hiring, admission, pre-employment and regular medical examinations, permanence in employment, [and] professional promotions and professional rehabilitation.”

In Article 35, the new law states that it is the “primary aim of public policy on work and employment to promote and ensure conditions

of access and permanence in the working environment for persons with disabilities.”

Actions

Most of the companies participating in this survey reported not having measures to encourage and enhance the presence of people with disabilities in leadership positions (see page 49). However, the proportion of top executives who consider the share of people with disabilities to be lower than it should be is high, showing they are at least aware of the issue (see page 59). More than 60% of chief executives reported the share of supervisors with disabilities below what it should be. This rate rose to 69.4% with respect to the managerial level and 67.7% at the executive level.

PEOPLE WITH DISABILITIES BY LEVEL OF EMPLOYMENT

	PEOPLE WITH DISABILITIES	PEOPLE WITHOUT DISABILITIES
Directors	0,00	100,00
Executives	0,64	99,36
Managers	0,41	99,59
Supervisors	0,89	99,11
Workers	2,33	97,67
Trainees	0,60	99,40
Interns	0,06	99,94
Apprentices	0,83	99,17

MEN AND WOMEN WITH DISABILITIES AT VARIOUS LEVELS OF EMPLOYMENT (%)

	MEN WITH DISABILITIES	MEN WITHOUT DISABILITIES	WOMEN WITH DISABILITIES	WOMEN WITHOUT DISABILITIES
Directors	0,00	87,50	0,00	12,50
Executives	0,64	88,04	0,00	11,32
Managers	0,30	67,80	0,10	31,80
Supervisors	0,65	59,01	0,23	40,11
Workers	1,38	63,23	0,95	34,44
Trainees	0,34	58,34	0,26	41,06
Interns	0,00	40,06	0,06	59,88
Apprentices	0,43	47,78	0,40	51,39

PEOPLE WITH DISABILITIES BY LEVEL OF EMPLOYMENT

 WITH DISABILITIES

 WITHOUT DISABILITIES

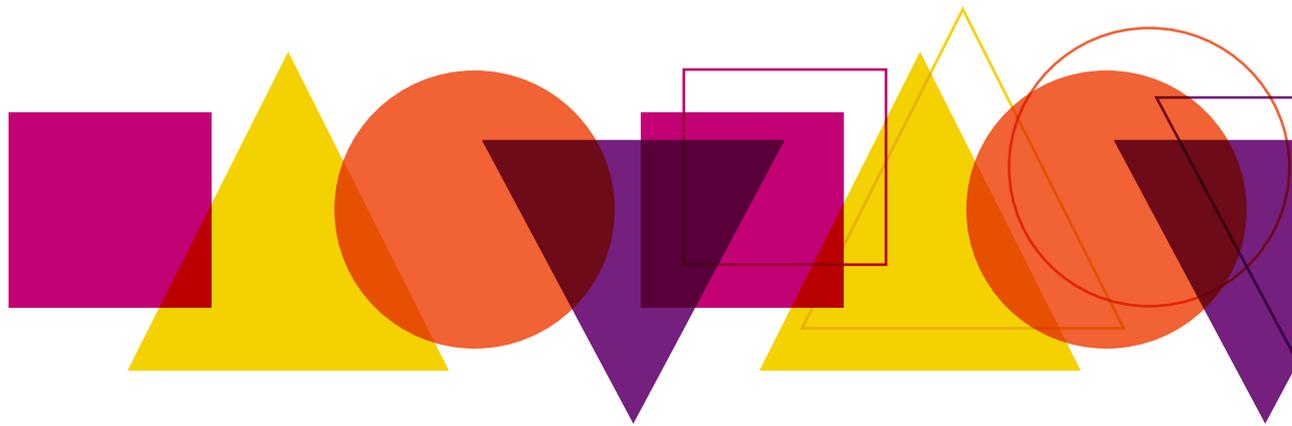


PEOPLE WITH DISABILITIES BY LEVEL OF EMPLOYMENT

 WITH DISABILITIES

 WITHOUT DISABILITIES





Inclusion Encourages Creativity

By Marta Gil

Information is a powerful resource for boosting the inclusion of people with disabilities. This survey collects information from primary sources to help companies implement their inclusion programs and policies and guide their ongoing actions.

The inclusion of people with disabilities goes beyond compliance with the Quotas Act (Act 8.213/1991); it guarantees their right to work, which must be exercised under conditions of safety, dignity, and equal opportunity. That right was guaranteed by the 1948 Universal Declaration

of Human Rights and is enshrined in Article 27 of the UN Convention on the Rights of People with Disability, which Brazil ratified with the status of a constitutional amendment (Legislative Order 186/2008) and enacted by Executive Order 6.949/2009.

Inclusion brings positive results to workers with disabilities, to the companies that hire them, and to society. To society, inclusion means that more people are exercising their citizenship, developing their potential, buying goods, and paying taxes. Inclusion helps improve the organizational



climate, because humanizing the environment and increasing accessibility boost productivity. It encourages creativity, the search for solutions, and the identification of business opportunities, services and talents, all of which support the company's sustainability. It has positive repercussions on the life of all employees, their families, and the community—as well, of course, on the company's image.

Marta Gil is a consultant and executive coordinator of Amankay Instituto de Estudios e Pesquisas, a research institute responsible for *Discovery*, the first corporate game focusing on the theme of inclusion, and for the development of the *SESI/ SENAI Inclusion Management Methodology*.- primer juego corporativo sobre inclusión- y de la elaboración de la Metodología Sesi/Senai de Gestión de la Inclusión.

AGE

Workers between the ages of 25 and 45 constitute the majority of three of the permanent employment categories in companies that filled out this section of the questionnaire: workers, at 65.1%; supervisors, at 68.8%; and managers, at 75.5%. They are a minority only at the executive (46.7%) and director (32.9%) levels. Over all five levels, the 25–45 age group represents 65.5% of the workforce in the analyzed companies.

Those in the 16–24 age group represent the vast majority of apprentices, interns, and trainees but hold only 8.4% of other positions. The largest share, at 9.8%, is among workers, where most young professionals start their careers. However, the 16–24 age group is outnumbered among workers by all other age groups except the oldest (56+).

The 45+ age group accounts for 67.1% of all directors, 50.2% of executives, 24.5% of managers, 30.1% of supervisors, and 25.1% of workers. Over the five levels, the share of workers in the 45+ age group is 26%.

There is a strong prevalence of the 46–55 group over the 56+: 19% versus 6% among workers, 25.3% versus 4.7% among supervisors, 20.4% versus 4% among managers, and 41.0% versus 9.1% among executives. Even when the director level is taken into account those 56 years and older make up only 5.9% of the workforce.

When asked about potential measures to encourage and enhance the presence of people over 45 on their staff, more than 80% of the companies said they do not have incentives in place at any of the four levels covered by this question (see page 51).

This result seems to be in agreement with the perception of most top executives. Fully 66.4% of chief executives consider the share of executive-level employees in this age group to be adequate. With respect to managers, supervisors, and workers, the shares increase to 74.5%, 77.3%, and 80%, respectively. A considerable number of top executives (29.1%) consider that the share of people over 45 in the executive staff is higher than it should be (see page 60).

BREAKDOWN OF EMPLOYEES BY EMPLOYMENT LEVEL AND AGE GROUP (%)

	16 - 24	25 - 35	36 - 45	46 - 55	56+
Directors	0,00	0,00	32,94	37,65	29,41
Executives	3,12	20,17	26,52	41,00	9,19
Managers	0,02	30,28	45,25	20,45	4,00
Supervisors	1,11	34,49	34,35	25,34	4,71
Workers	9,80	40,18	24,88	19,08	6,06

BREAKDOWN OF APPRENTICES, INTERNS, AND TRAINEES BY AGE GROUP (%)

	14 - 16	17 - 19	20 - 24
<i>Trainees</i>	0,08	9,75	90,17
Interns	1,62	14,45	83,93
Apprentices	40,13	44,96	14,91

AGE

 56+

 46 - 55

 36 - 45

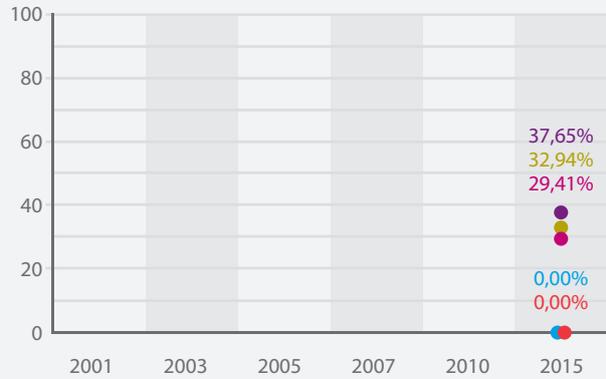
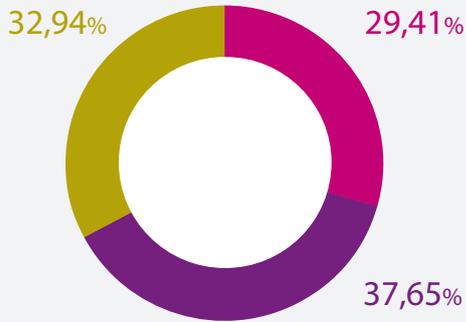
 25 - 35

 16 - 24

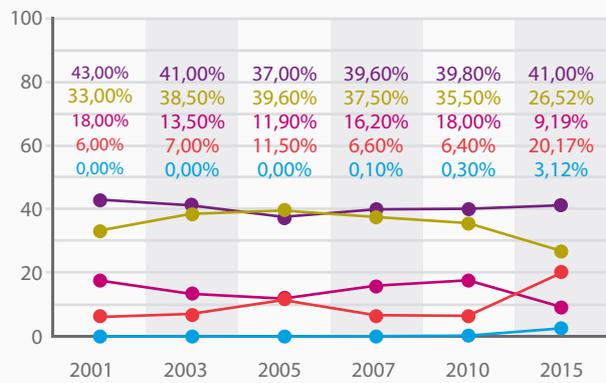
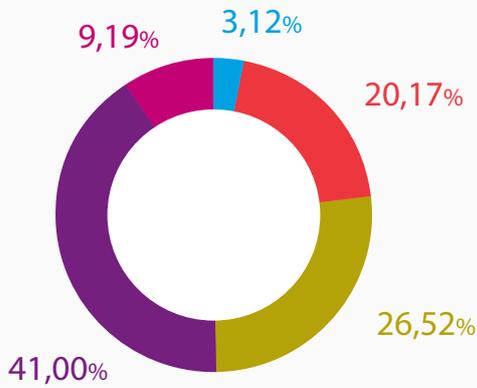
2015 SURVEY

HISTORICAL EVOLUTION 2001-15

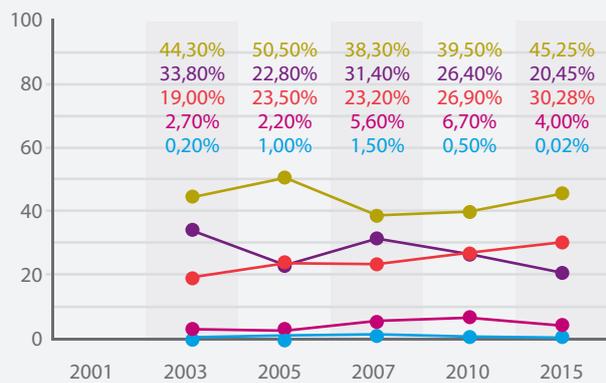
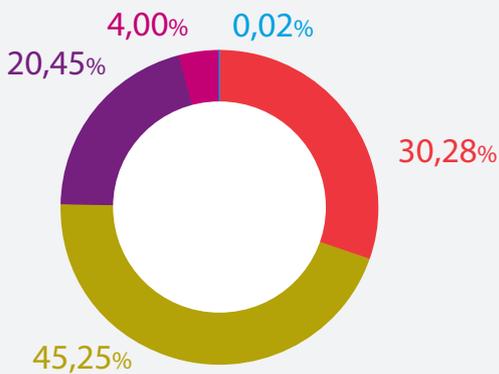
Directors



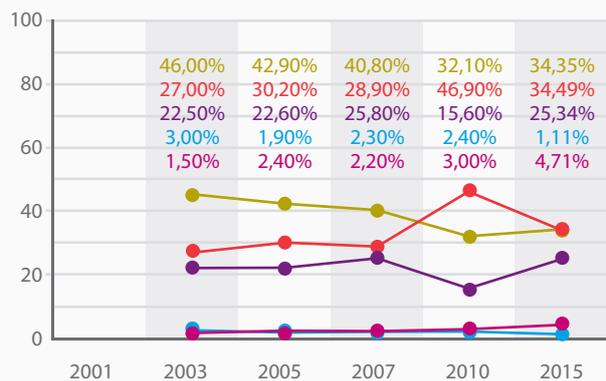
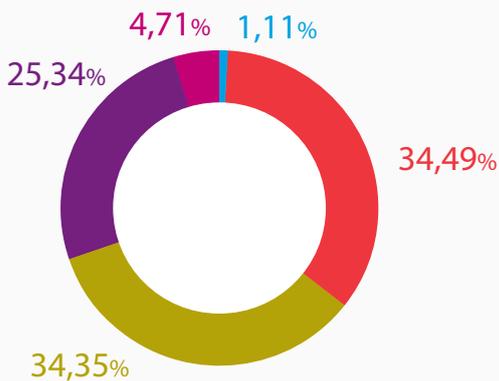
Executives



Managers



Supervisors



AGE

 20 - 24

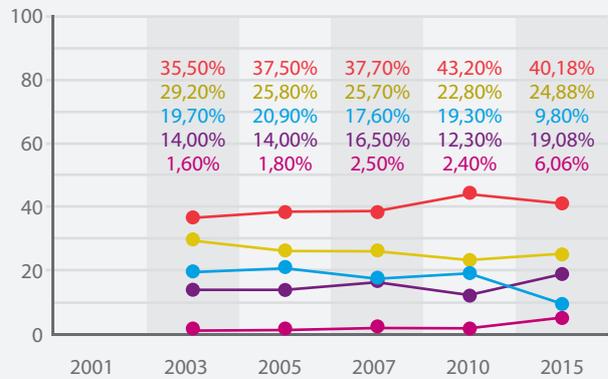
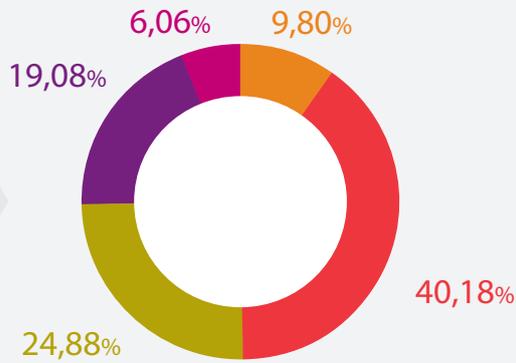
 17 - 19

 14 - 16

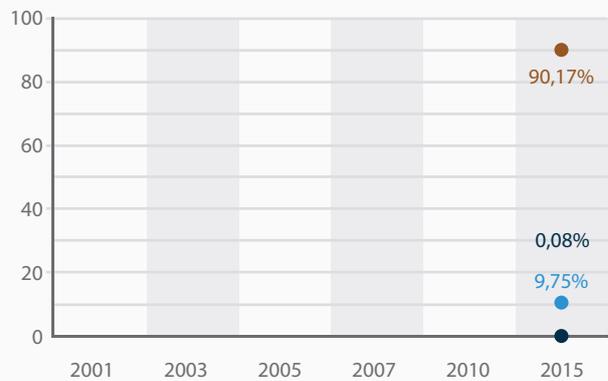
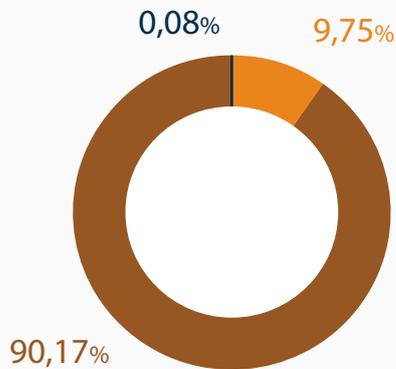
2015 SURVEY

HISTORICAL EVOLUTION 2001-15

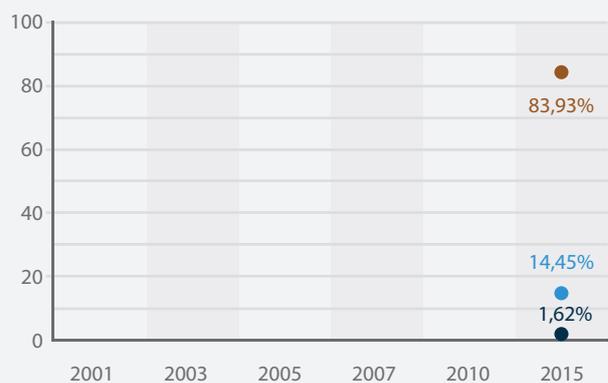
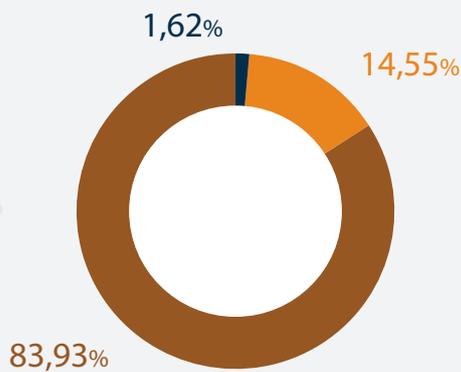
Workers



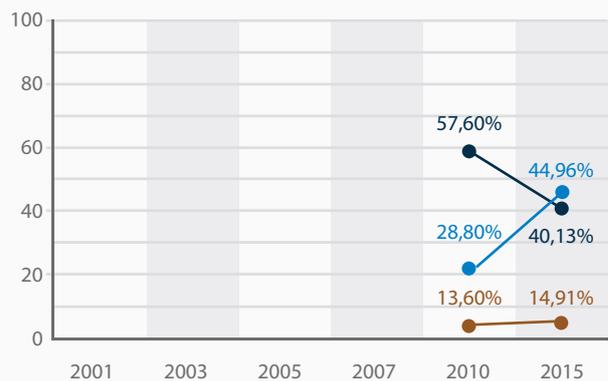
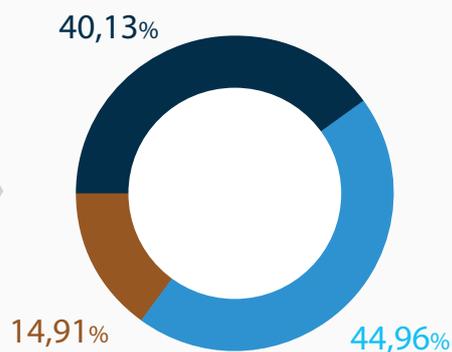
Trainees



Interns



Apprentices



EDUCATION

Here, women stand out. In this group of companies, women have a higher level of education, just as they did in the group of companies studied in 2010. This phenomenon is observed starting at the worker level, where women represent only 35.5% of employees but half of them (52.2%) have higher education—23.9 percentage points more than men in the same employment category.

Going up the hierarchy, the differences in schooling

between women and men decrease. However, women always have more education, even as their share in the employment category drops. This confirms the difficulties women have in moving up in the hierarchy, despite their higher levels of educational attainment.

This trend reveals a more troubling reality: women appear to require higher levels of schooling to attain the same level of employment as their male counterparts.

BREAKDOWN OF WORKFORCE HAVING LOW LEVELS OF EDUCATION (%)

	GENDER	GRADE 4 OR BELOW	GRADES 5–8
Directors	Men	-	-
	Women	-	-
Executives	Men	3,67	0,00
	Women	1,18	0,00
Managers	Men	0,00	0,46
	Women	0,00	0,10
Supervisors	Men	0,03	0,85
	Women	0,02	0,40
Workers	Men	0,26	5,51
	Women	0,17	2,79
Trainees	Men	0,00	0,00
	Women	0,00	0,00
Interns	Men	0,45	1,35
	Women	0,21	3,21
Apprentices	Men	0,03	24,22
	Women	0,15	20,31

At the supervisor and worker levels, where women represent 38.8% of the workforce, the rate of women with higher education rises from 52.5% to 80.4%, nearly 15.8 points more than men. Almost all female managers have higher education (97.4%), although they represent only 31.3% of the total workforce at this level.

At the executive level, women represent only 13.6% of employees, but 98.8% of them have higher education, 3.5 percentage points more than their

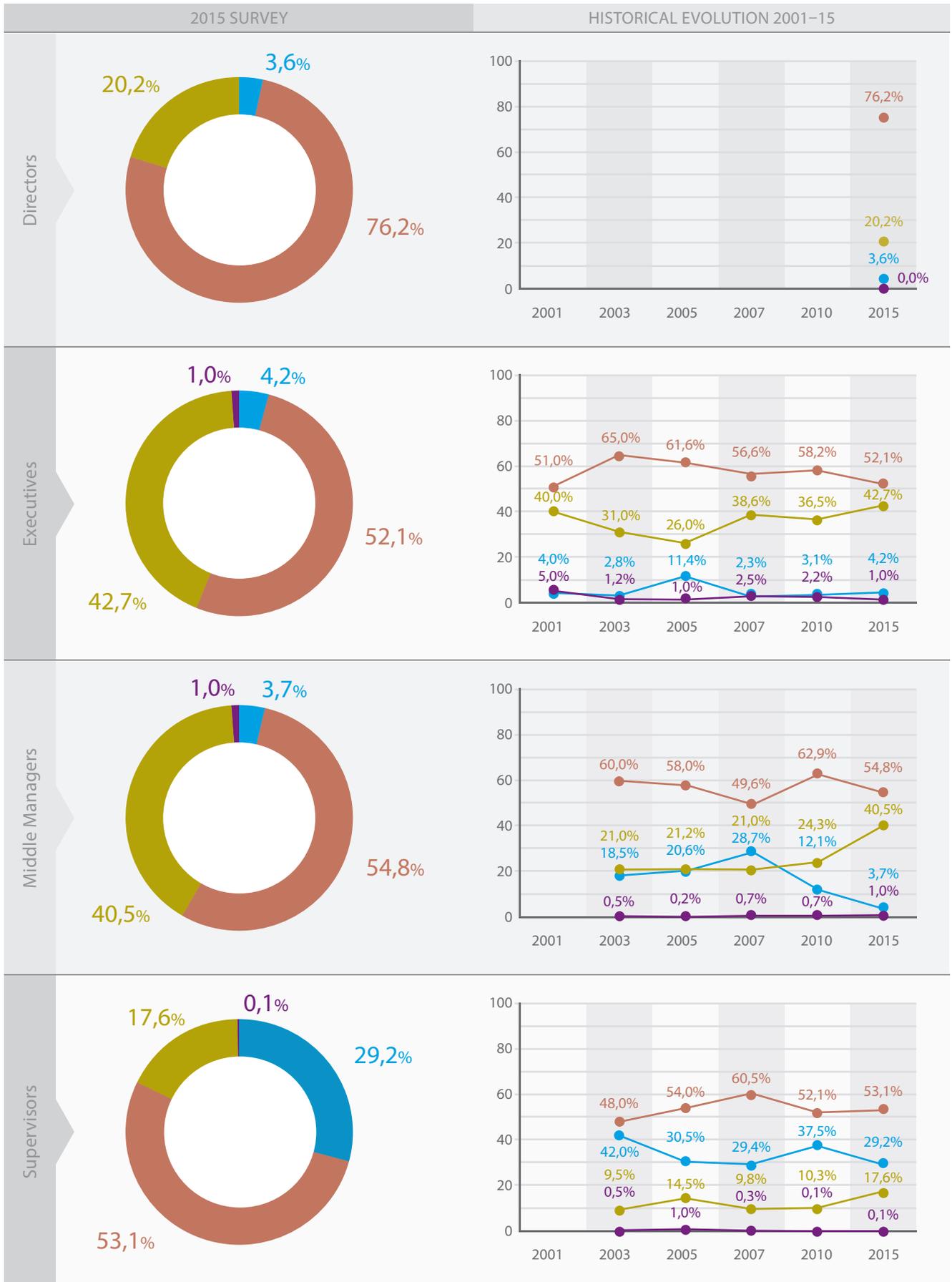
male counterparts. In absolute numbers, there are 84 women out of 574 executives, and only one does not have a higher education.

On boards of directors, men hold 88.1% of positions and only three out of the 74 male directors lack higher education. Women, who account for only 11.9% of directors, have 10 representatives out of 84 directors, but all of them have higher education.

HIGH SCHOOL	UNDERGRAD	SPECIALIZATION/MASTER'S	PH.D./POST-DOC
4,05	75,68	20,27	-
-	80,00	20,00	-
1,02	52,04	42,04	1,23
-	52,38	46,44	-
3,73	56,04	38,78	0,99
2,55	51,94	44,26	1,15
34,50	49,55	14,93	0,14
19,14	58,64	21,74	0,06
65,90	24,64	3,65	0,04
44,89	43,71	8,42	0,02
100,00	-	-	-
100,00	-	-	-
98,20	-	-	-
96,58	-	-	-
75,75	-	-	-
79,54	-	-	-

LEVEL OF EDUCATION

 PH.D./POST-DOC
  SPECIALIZATION/MASTER'S
  UNDERGRAD
  UP TO HIGH SCHOOL

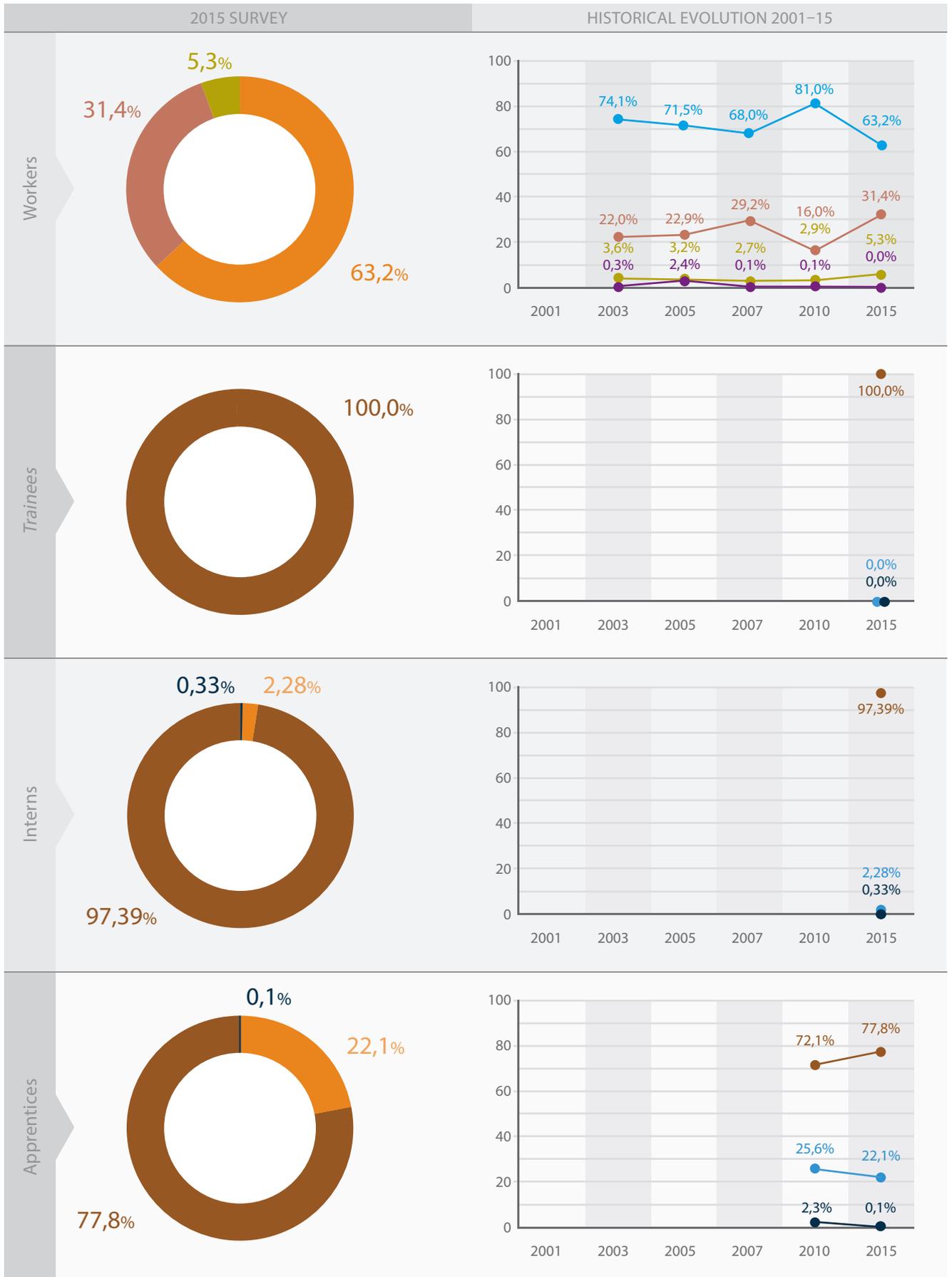


LEVEL OF EDUCATION

HIGH SCHOOL

GRADES 5-8

GRADE 4 OR BELOW



PROFILE OF APPRENTICES

19. Act 10.097 – the Apprentice Act – can be found at www.planalto.gov.br/ccivil_03/LEIS/L10097.htm. See also *Manual de Aprendizagem: O Que é Preciso Saber para Contratar o Aprendiz (Apprenticeship Manual: What You Need to Know to Hire an Apprentice)* from the Ministry of Labor and Employment, 2014 edition, revised and expanded, at www.nube.com.br/informacoes/cartilha_aprendiz/cartilha.pdf.

Almost all companies (94.9%) that disclosed the characteristics of their workforce reported hiring apprentices. A large majority (87.4%) reported having no difficulties in complying with the Apprentice Act.

When asked, however, about the representation of these young workers in their workforce, nearly a third of the companies (32.7%) reported not having the minimum number of apprentices (5%) in relation to the total number of workers whose duties demand specific professional background, as provided by the Apprentice Act.¹⁹ What is more, when asked whether they have policies to hire apprentices as employees after the completion of the apprenticeship program, only 58.1% of the companies gave an answer. Of these, only 64.7% – a surprisingly low percentage – answered affirmatively.

The most frequently mentioned organizations

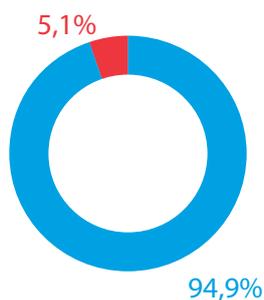
that trained the apprentices employed were Senai (40.4%), CIEE (31.6%), Espro (18.2%), and Senac (17.5%). Most of these workers (83%) are in the administrative area.

Profile

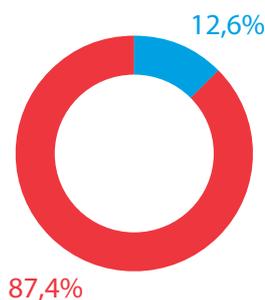
Majorities of women (55.9%) and Afro-Brazilians (57.5%) are found in the apprentices' group. The profile of those subsequently hired as employees is far different, however. In the group taken on as workers, which is the usual way a young person joins a company, the share of men is 64.5% while non-Afro-Brazilians account for 64.3% (see pages 17, 22).

Also notable is the tiny share of apprentices with disabilities in the group of companies surveyed (0.8%). The program, designed for young people aged 14–24, but prioritizing the 14–18 age group, does not impose an age limit on people with disabilities

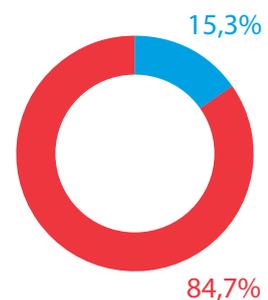
DOES YOUR COMPANY HIRE YOUNG WORKERS AS APPRENTICES?



DOES YOUR COMPANY FIND IT DIFFICULT TO COMPLY WITH THE APPRENTICE ACT?



AMONG THE APPRENTICES HIRED BY YOUR COMPANY, ARE THERE PEOPLE WITH DISABILITIES?



● YES
● NO

BREAKDOWN OF APPRENTICES BY GENDER (%)

Men	44,1
Women	55,9

APPRENTICES WITH AND WITHOUT DISABILITIES (%)

	MEN	WOMEN	TOTAL
People with disabilities	0,42	0,38	0,80
People without disabilities	47,81	51,39	99,20
	48,23	51,77	

BREAKDOWN OF APPRENTICES BY COLOR OR RACE (%)

	MEN	WOMEN	TOTAL
White	18,0	23,5	41,5
Afro-Brazilian	25,1	32,4	57,5
Black	5,8	6,4	12,2
Brown	19,3	26,0	45,3
Asian	0,1	0,4	0,5
Indigenous	0,1	0,3	0,4
	68,4	89,0	

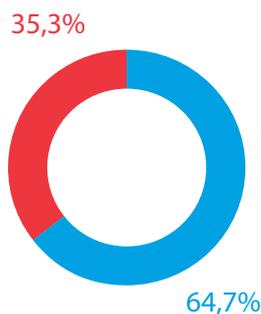
BREAKDOWN OF APPRENTICES BY AGE GROUP (%)

	MEN	WOMEN	TOTAL
14 - 16	19,45	20,65	40,10
17 - 19	19,35	25,65	45,00
20 - 24	5,25	9,65	14,90
	44,5	55,95	

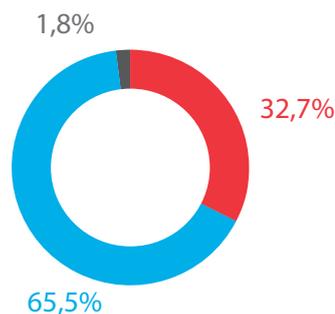
BREAKDOWN OF APPRENTICES BY LEVEL OF SCHOOLING (%)

	MEN	WOMEN	TOTAL
Grade 4 or below	0,02	0,08	0,10
Grades 5-8	11,36	10,74	22,10
High school	35,63	42,17	77,80
	47,19	53,71	

DOES YOUR COMPANY HAVE POLICIES TO HIRE APPRENTICES AS EMPLOYEES UPON COMPLETION OF THE APPRENTICESHIP PROGRAM?



WHAT IS THE PERCENTAGE OF APPRENTICES IN RELATION TO THE TOTAL NUMBER OF WORKERS WHOSE FUNCTIONS DEMAND SPECIFIC PROFESSIONAL BACKGROUND?





EMPLOYMENT
POLICIES AND
AFFIRMATIVE
ACTION EFFORTS

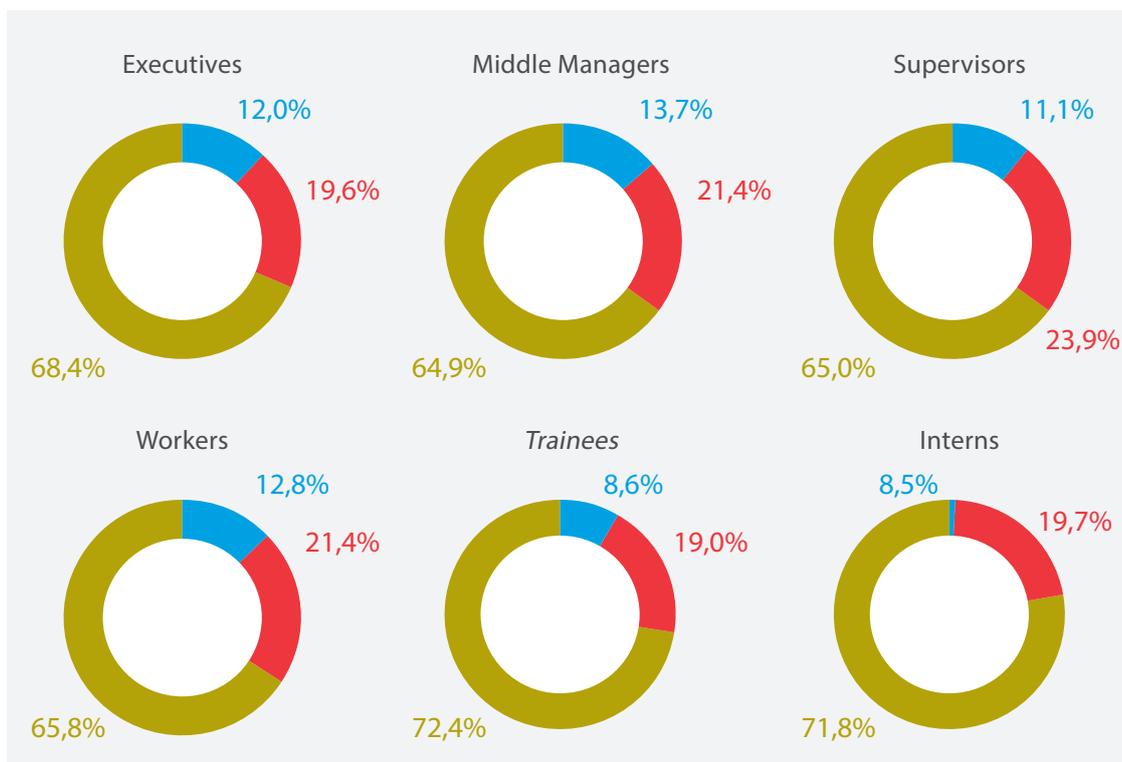
MEASURES TO PROMOTE THE PARTICIPATION OF WOMEN

TO ENCOURAGE AND ENHANCE THE PRESENCE OF WOMEN IN THE FOLLOWING EMPLOYMENT CATEGORIES, YOUR COMPANY:

● HAS POLICIES WITH TARGETS AND PLANNED ACTIONS

● HAS IMPLEMENTED SPECIFIC ACTIONS

● HAS NO POLICIES AND HAS TAKEN NO ACTION



Most of the companies that participated in this survey have taken no measures to incentivize the presence of women in their workforce. This lack of action is as high as 72.4% in the trainees group and somewhat lower for the other categories (see “Composition by Gender” on page 17).

Among the companies that report having taken at least some action, most focus on the managers (35.1%), supervisors (35%), and workers (34.2%). The reported incidence of affirmative action poli-

cies at the other levels – executives, interns, and trainees – is 31.6%, 28.2%, and 27.6%, respectively.

Such figures should not be dismissed, since inclusion is a medium to long term process. But the numbers are less promising when one considers that most of the measures taken were isolated actions. The share of companies that reported having adopted policies with targets and planned actions is very small at all levels: executives (12.0%), managers (13.7%), supervisors (11.1%), workers (12.8%), trainees (8.6%), and interns (8.5%).



20. See *Equilíbrio entre Trabalho e Família* (Work and Family Reconciliation) from the International Labour Organization, available at www.oitbrasil.org.br/content/equilibrio-entre-trabalho-e-familia.

21. See *Princípios de Empoderamento das Mulheres: Igualdade Significa Negócios* (Women's Empowerment Principles: Equality Means Business), developed by the United Nations Development Fund for Women (Unifem, now UN Women), and the United Nations Global Compact, at www.unifem.org.br/sites/700/710/00001126.pdf.

See also *Programa Pró-Equidade de Gênero e Raça da Secretaria de Políticas Públicas para as Mulheres* (Gender and Racial Equality Program of the Special Secretariat for Women's Policies) at www.sps.gov.br/assuntos/mulher-e-trabalho/programa-pro-equidade-de-genero-e-raca, and *A Diferença entre Igualdade e Equidade de Gênero* (The Difference between Gender Equality and Equity) by Mariana Di Stella Piazzolla at www.espelhodevenus.wordpress.com/2008/07/24/a-diferenca-entre-igualdade-e-equidade-de-genero.

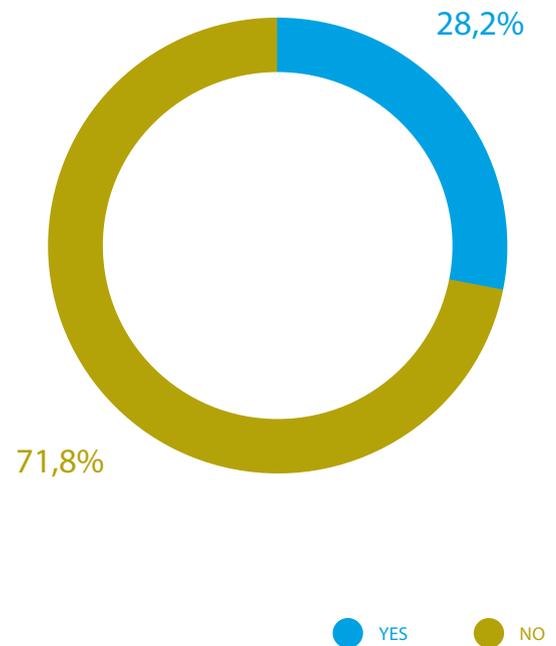
The companies were then asked about policies promoting gender-related equal opportunity. Only 28.2% answered that they have such a policy. They were then shown a table of policies or affirmative actions aimed at the female workforce (without reference to level of employment) that they could consider. Only 21.4% of the companies answered, a percentage very close to that found for occasional (specific) measures aimed at encouraging the presence of women throughout the hierarchy.

This group of 25 companies mentioned at a higher rate (64%) the adoption of “measures to reconcile work, family, and personal life,” which may help women solve problems related to time management. Such issues are, in fact, the basis for the disadvantageous situation faced by women in the labor market²⁰ and policies to address them are a vital element for gender equality²¹ (see tables of Policies or Affirmative Actions Aimed at Women below, and General Policies and Affirmative Actions on page 53).

Only 11 companies (44%) mentioned having “targets to enhance the presence of women in executive staff and middle management positions,” a policy that, once more broadly adopted, would greatly contribute to reducing the hierarchical bottleneck that keeps women out of from leadership positions.

EQUAL OPPORTUNITY

DOES YOUR COMPANY HAVE A POLICY TO PROMOTE EQUAL OPPORTUNITY FOR MEN AND WOMEN IN THE WORKFORCE?



EMPLOYMENT POLICIES OR AFFIRMATIVE ACTIONS AIMED AT WOMEN

WHICH OF THESE EMPLOYMENT POLICIES OR AFFIRMATIVE ACTIONS HAS YOUR COMPANY ADOPTED?

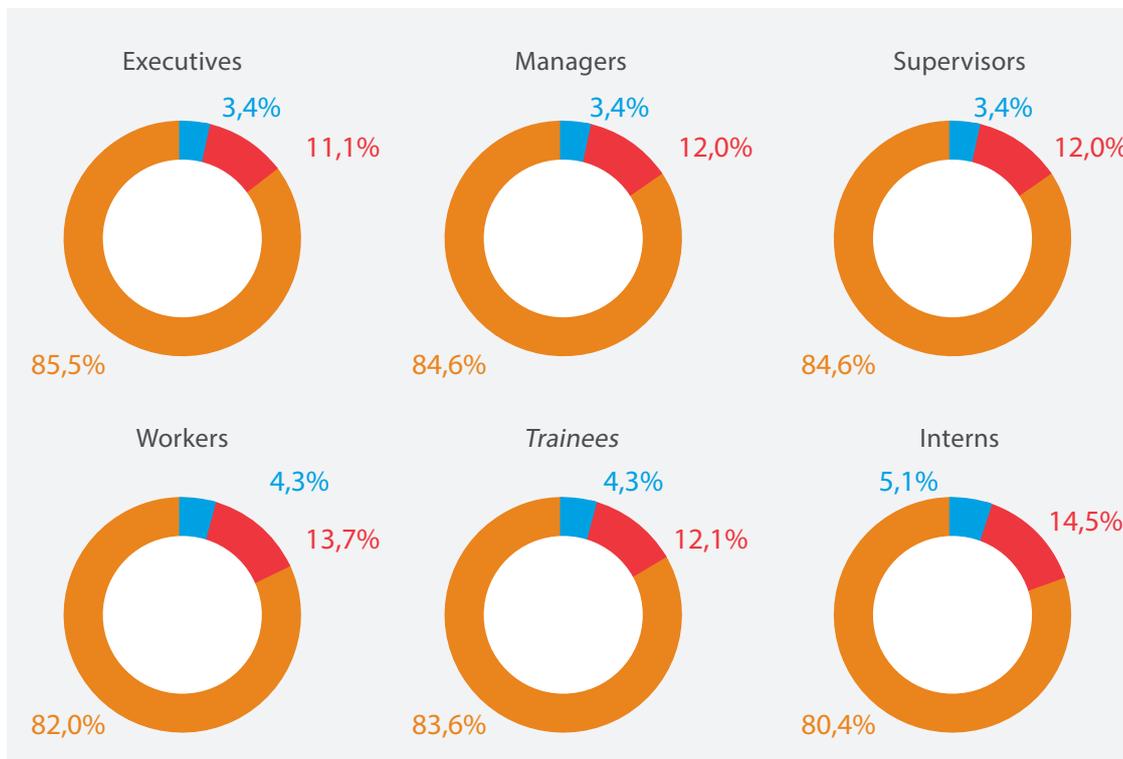
Special programs to hire women	20,0%
Professional capacity-building programs aimed at improving women’s qualifications for positions traditionally not held by women and/or positions at a higher level in the employment hierarchy	52,0%
Targets and programs to reduce salary inequalities between men and women	28,0%
Targets to increase the presence of women in management positions	44,0%
Measures to reconcile work, family and personal life	64,0%

Respondents were allowed to check more than one item.

MEASURES TO PROMOTE THE PARTICIPATION OF AFRO-BRAZILIANS

TO ENCOURAGE AND ENHANCE THE PRESENCE OF AFRO-BRAZILIANS IN THE FOLLOWING EMPLOYMENT CATEGORIES, YOUR COMPANY:

- HAS POLICIES WITH TARGETS AND PLANNED ACTIONS
- HAS IMPLEMENTED SPECIFIC ACTIONS
- HAS NO POLICIES AND HAS TAKEN NO ACTION



The number of companies that reported not having measures to encourage the presence of Afro-Brazilians in the workforce is even greater than it was for women. For Afro-Brazilians the rate of inaction exceeds 80% in every employment category. The highest percentages are in upper-level positions: supervisors (84.6%), managers (84.6%), and executives (85.5%).

This means that, for these categories, just 15.4%, 15.4%, and 14.5% of respondents had taken steps to raise the presence of Afro-Brazilians in their

workforce. The incidence of affirmative action policies for Afro-Brazilians is highest for interns (19.6%).

At all levels, specific or occasional actions are more prevalent than policies.

The share of companies that adopt policies with targets and planned actions is highest for trainees (5.1%), dropping to 3.4% for each of the upper-level categories: supervisors, managers, and executives.



22. See *Resumo Executivo do Subcomitê de Promoção da Igualdade Racial* (Executive Summary of the Subcommittee for the Promotion of Racial Equality) published by the Secretariat for the Promotion of Racial Equality (Seppir), at www.seppir.gov.br/central-de-conteudos/publicacoes/pub-aco-es-afirmativas/agenda-trabalho-decente.pdf/view.

See also:

Estatuto da Igualdade Racial (Statute of Racial Equality), at www.planalto.gov.br/ccivil_03/Atos2007-2010/2010/Lei/L12288.htm;

O Longo Combate às Desigualdades Raciais (The Long Fight Against Racial Inequalities) by Cristina Charão of the Institute of Research in Applied Economics (Ipea), at www.ipea.gov.br/igualdaderacial/index.php?option=com_content&view=article&id=711;

Programa Pró Equidade de Gênero (Gender and Racial Equality Program), President's Special Secretariat for Women's Policies, at <http://www.spm.gov.br/assuntos/mulher-e-trabalho/programa-pro-equidade-de-genero-e-raca>; and

Diferenciais de Inserção de Negros e Não Negros no Mercado de Trabalho em 2013 (Differentiating Factors in the Insertion of Afro-Brazilians and Non-Afro-Brazilians in the Labor Market in 2013) by the Inter Trade Union Department of Statistics and Socio-Economic Studies (Dieese) and Seade Foundation at dieese.org.br/analiseped/2014/2014pednegrossao.pdf.

In absolute terms, only 4 of the 117 companies have adopted policies with targets and planned actions aimed at the three highest levels. The presence of Afro-Brazilian men in these categories is very small, and that of Afro-Brazilian women even smaller, accounting for 8.2% of supervisors, 1.6% of managers, and 0.4% of executives (see *Composition by Color or Race*, page 22).

The companies were asked about policies to promote equal opportunity for Afro-Brazilians and non-Afro-Brazilians. Only 12% responded that they had such a policy.²²

They were then shown a table listing possible policies or affirmative actions targeted at Afro-Brazilians (without reference to level of employment).

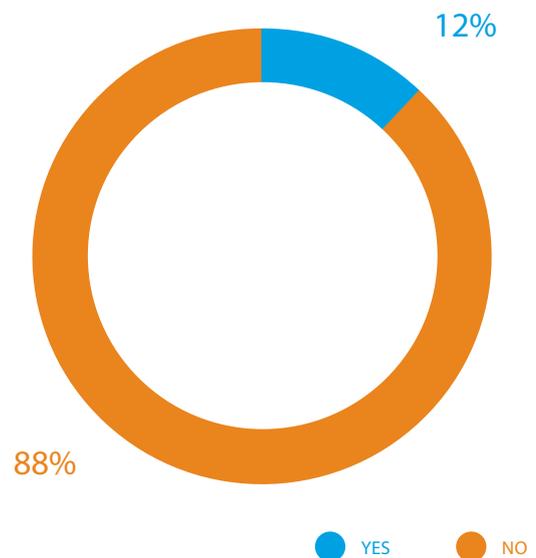
Only 7.7% of the companies reported having at least one of these policies or actions, which, in absolute numbers, is 9 out of the 117. Of these 9 companies, 5 mentioned the implementation of “professional capacity-building programs aimed at improving the qualifications of Afro-Brazilians for positions traditionally not held by Afro-Brazilians and/or positions at a higher level in the employment hierarchy.”

The adoption of “Special programs to hire Afro-Brazilians” and “targets and programs to reduce

salary inequalities between Afro-Brazilians and non-Afro-Brazilians” were also mentioned by one-third of the companies. Only one company reported setting “targets to increase the presence of Afro-Brazilians in management positions” (see the chart on *Policies or Affirmative Actions Aimed at Afro-Brazilians* on page 47, and the table of *General Policies and Affirmative Actions* on page 53).

EQUAL OPPORTUNITY

DOES YOUR COMPANY HAVE A POLICY TO PROMOTE EQUAL OPPORTUNITY FOR AFRO-BRAZILIANS AND NON-AFRO-BRAZILIANS IN THE WORKFORCE?



EMPLOYMENT POLICIES OR AFFIRMATIVE ACTIONS AIMED AT AFRO-BRAZILIANS

WHICH OF THESE POLICIES OR AFFIRMATIVE ACTIONS HAS YOUR COMPANY ADOPTED

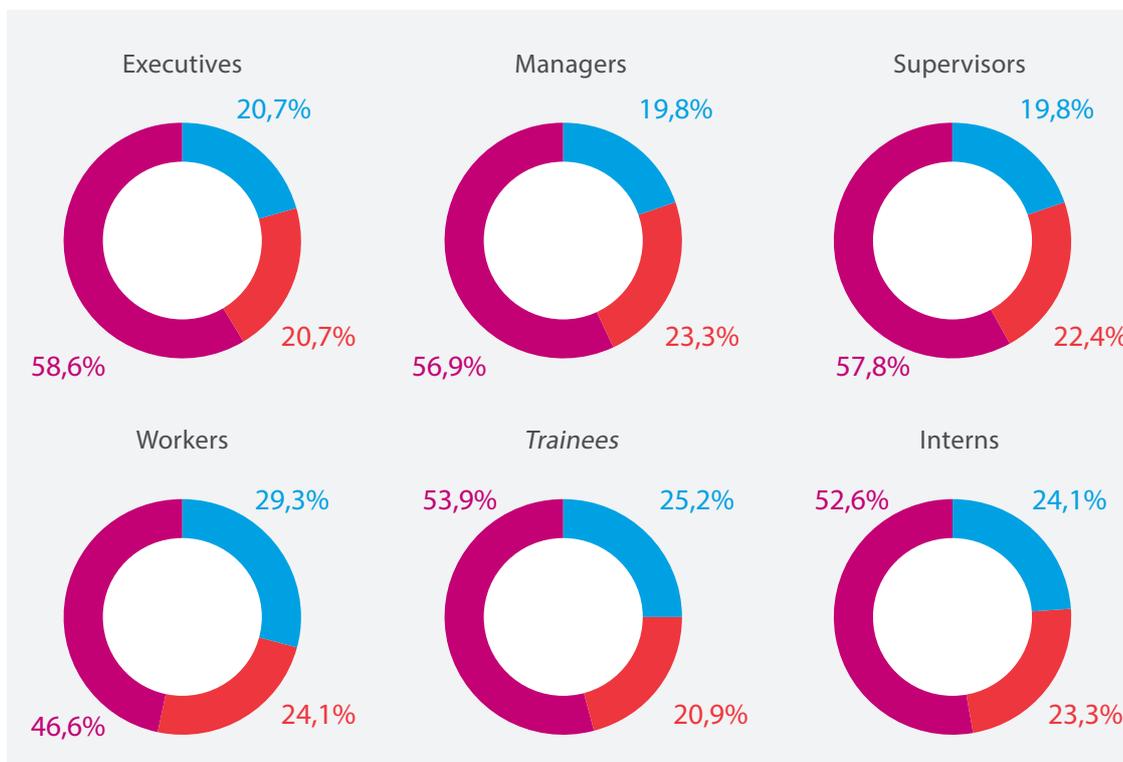
Special programs to hire Afro-Brazilians	33,3%
Professional capacity-building programs aimed at improving the qualifications of Afro-Brazilians for positions traditionally not held by Afro-Brazilians and/or positions at a higher level in the employment hierarchy	55,6%
Targets and programs to reduce salary inequalities between Afro-Brazilians and non-Afro-Brazilians	33,3%
Targets to increase the presence of Afro-Brazilians in management positions	11,1%

Respondents were allowed to check more than one item.

MEASURES TO PROMOTE THE PARTICIPATION OF PEOPLE WITH DISABILITIES

TO ENCOURAGE AND ENHANCE THE PRESENCE OF PEOPLE WITH DISABILITIES AT THE FOLLOWING LEVELS OF EMPLOYMENT, YOUR COMPANY:

- HAS POLICIES WITH TARGETS AND PLANNED ACTIONS
- HAS NO POLICIES AND HAS TAKEN NO ACTION
- HAS IMPLEMENTED SPECIFIC ACTIONS



Leadership positions are less accessible to people with disabilities as well. At the top levels, most of the surveyed companies lack measures to encourage the presence of this population: 58.6% for executive staff, 57.8% for supervisors and 56.9% for managers. The corresponding figures for levels of employment with no management role were 44.6% for workers, 53.9% for trainees, 52.6% for interns.



23. See “A Contratação de Pessoa com Deficiência” (Hiring People with Disabilities), with guidance from the Ministry of Labor and Employment at www3.mte.gov.br/fisca_trab/inclusao/lei_cotas_6.asp.

See also:

Viver sem Limite (Living with No Limits) at www.pessoacomdeficiencia.gov.br/app/sites/default/files/publicacoes/livro-viver-sem-limite-2014.pdf; História do Movimento Político das Pessoas com Deficiência no Brasil (History of the Political Movement of People with Disabilities in Brazil) from the the Secretariat for the Promotion of Rights of People with Disabilities at www.pessoacomdeficiencia.gov.br/app/publicacoes/historia-do-movimento-politico-das-pessoas-com-deficiencia-no-brasil; Deficiência e Igualdade (Disability and Equality) organized by Débora Diniz, Marcelo Medeiros, and Lívia Barbosa at www.anis.org.br/livro/deficiencia-e-igualdade; and Deficiência – Direitos e Deveres (People With Disabilities – Rights and Duties) from the “Coleção Febraban de Inclusão Social” (Febraban Collection on Social Inclusion), at www.febraban.org.br/arquivo/cartilha/cartilha_direitos_deveres.pdf.

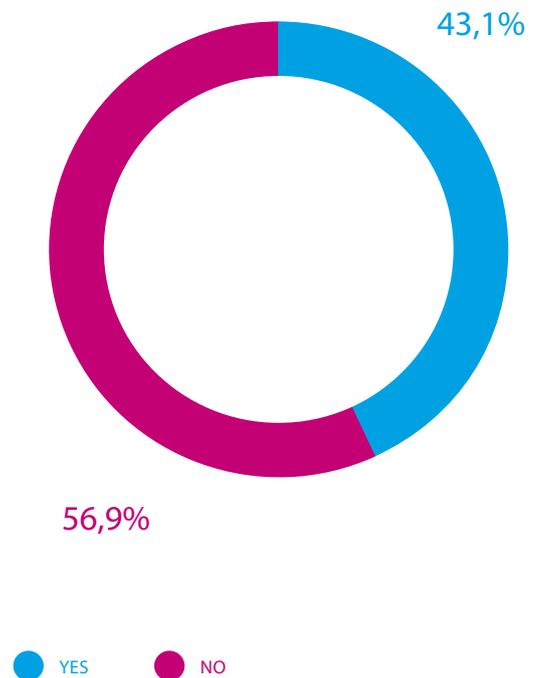
It is at the worker level, the main entrance for most new employees, that the highest percentage of companies reported having policies with targets and planned actions (29.3%, or 34 companies out of 116 that answered this question). The trainee level comes next (25.2%), followed by interns (24.1%), executive staff (20.7%), middle management (19.8%), and supervisors (19.8%). Other measures are just specific actions, with the highest share aimed at the workers (24.1%) and the lowest aimed at the executive staff (20.7%).

The companies were asked about policies to promote equal opportunity for people with disabilities. Only 43.1% of them answered that they had such a policy.

They were then shown a table with employment policies or affirmative actions aimed at people with disabilities (without reference to level of employment) that could possibly be adopted by them. Among the 36.8% of the companies that answered, the most common response (93%) referred to special programs to hire individuals from this group [rodapé 24].

EQUAL OPPORTUNITY

DOES YOUR COMPANY HAVE A POLICY TO PROMOTE EQUAL OPPORTUNITY FOR PEOPLE WITH DISABILITIES IN THE WORKFORCE?



EMPLOYMENT POLICIES OR AFFIRMATIVE ACTIONS AIMED AT PEOPLE WITH DISABILITIES

WHICH OF THESE POLICIES OR AFFIRMATIVE ACTIONS HAS YOUR COMPANY ADOPTED?

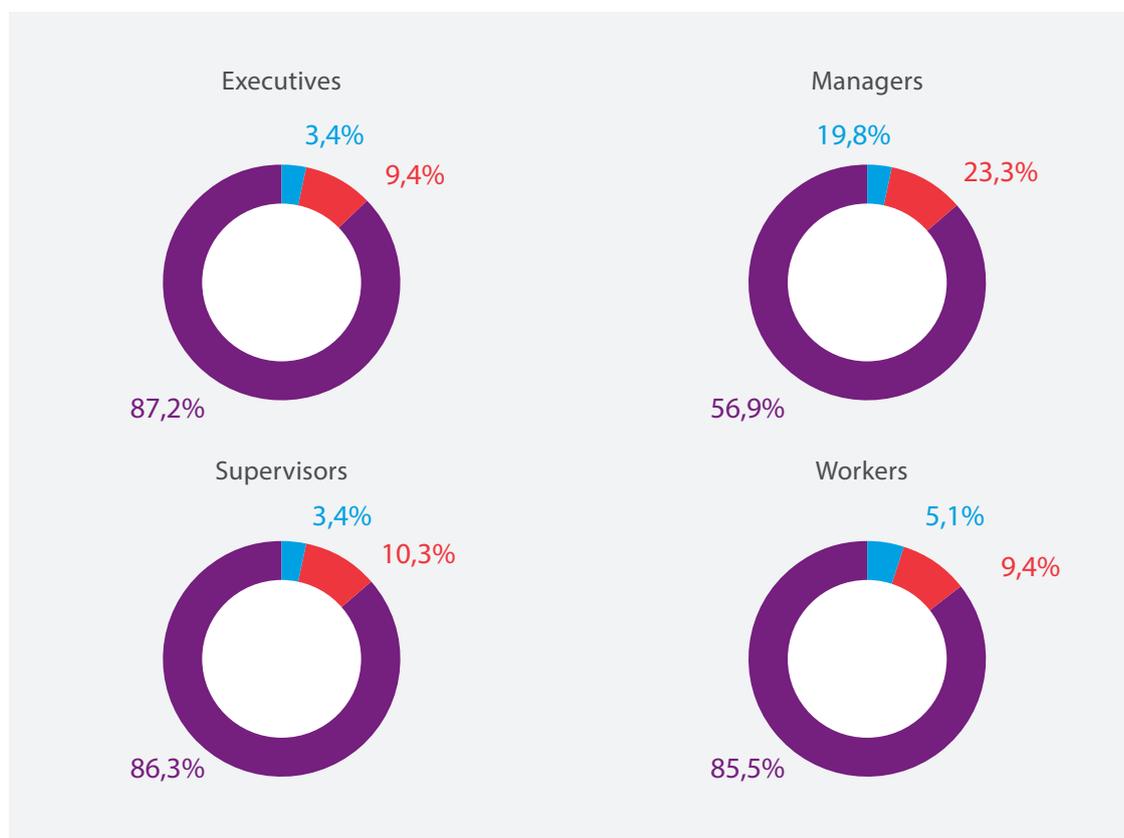
Special programs to hire people with disabilities	93,0%
Professional capacity-building programs aimed at improving the qualifications of people with disabilities for positions traditionally not held by people with disabilities and/or positions at a higher level in the employment hierarchy	60,5%
Targets and programs to reduce salary inequalities between people with disabilities and people without disabilities	18,6%

Respondents were allowed to check more than one item.

MEASURES TO PROMOTE THE PARTICIPATION OF PEOPLE OVER 45

TO ENCOURAGE AND ENHANCE THE PRESENCE OF PEOPLE OVER 45 IN THE FOLLOWING HIERARCHICAL LEVELS, YOUR COMPANY:

- HAS POLICIES WITH TARGETS AND PLANNED ACTIONS
- HAS NO POLICIES AND HAS TAKEN NO ACTION
- HAS IMPLEMENTED SPECIFIC ACTIONS



The vast majority of companies participating in this survey have not taken measures to encourage the presence of people over 45. This is shown in the percentages of negative answers regarding the four employment levels considered here: executives

(87.2%), managers (56.9%), supervisors (86.3%), and workers (85.5%).

Of the remaining companies, most reported having taken specific actions. Only 6 out of 115 companies reported having policies with targets and planned actions.



24. See *Envelhecimento da Força de Trabalho no Brasil* (Workforce Aging in Brazil), a survey sponsored by the Getulio Vargas Foundation (FGV) and conducted by PwC Brasil in partnership with the São Paulo School of Business Administration (EAESP), at www.pwc.com.br/pt/publicacoes/servicos/assets/consultoria-negocios/pesq-env-pwc-fgv-13e.pdf.

See also:

Trabalhadores Acima de 45 Anos e Idosos: Metodologia do Programa Senai para a Maturidade (Workers Above Age 45 and the Elderly: Methodology of the Senai Seniors Program), part of the Senai Affirmative Action Program, a partnership between the National Service for Industrial Training (Senai) and the National Confederation of Industry (CNI), at http://arquivos.portaldaindustria.com.br/app/conteudo_24/2012/07/09/27/201207091104589973520.pdf. See also *Os Novos Idosos Brasileiros: Muito Além dos 60? (The New Brazilian Seniors: Far Beyond the 60s?)* by Ana Amélia Camarano (organizer), at www.ipea.gov.br/porta/index.php?option=com_content&view=article&id=5476.

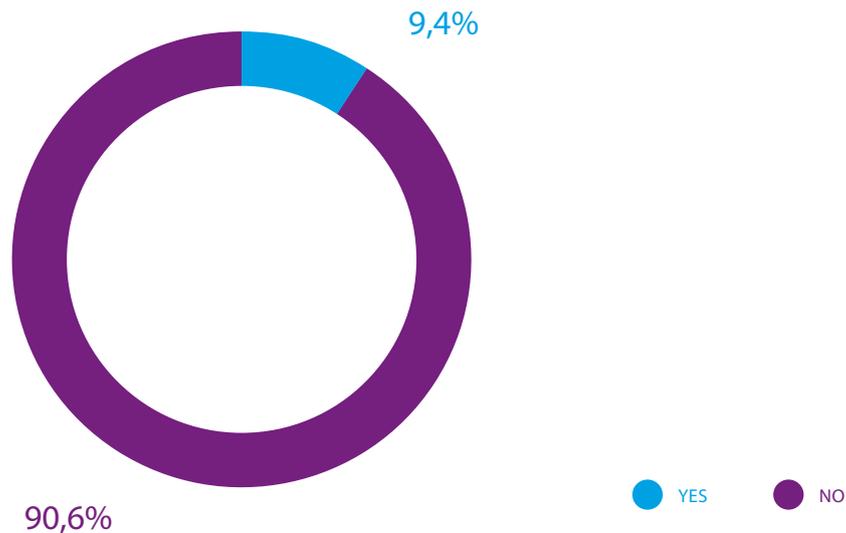
The companies were asked about policies to promote equal opportunity for people over 45. Only 9.4% answered that they had such a policy.

They were then shown a table of employment policies or affirmative actions aimed at people over 45 (without reference to level of

employment), which could possibly be adopted by them. Only 6 of the 117 companies answered, the same number that claimed to have policies with targets and planned actions to encourage the presence of people over 45. However, only one of the six companies referred to special programs to hire people from this group.²⁴

EQUAL OPPORTUNITIES

DOES YOUR COMPANY HAVE A POLICY TO PROMOTE EQUAL OPPORTUNITY FOR PEOPLE OVER 45?



EMPLOYMENT POLICIES OR AFFIRMATIVE ACTIONS AIMED AT PEOPLE OVER 45

WHICH OF THESE POLICIES OR AFFIRMATIVE ACTIONS HAS YOUR COMPANY ADOPTED?

Special programs to hire people over 45	16,7%
Professional capacity-building programs aimed at improving the qualifications of people over 45 for positions traditionally not held by people over 45 and/or positions at a higher level in the employment hierarchy	83,3%

Respondents were allowed to check more than one item.

GENERAL EMPLOYMENT POLICIES AND AFFIRMATIVE ACTION EFFORTS

WHICH OF THESE POLICIES OR AFFIRMATIVE ACTIONS HAS YOUR COMPANY ADOPTED?

The company has targets to reduce the gap between the highest and the lowest salaries paid within the company.	25,6%
The company has a mission statement, code of conduct, or explicit commitments and values that incorporate the theme of diversity and principles of equal opportunity.	68,4%
The company offers scholarships and discounts in partnership with language schools, vocational schools, and college and universities to train workers and improve their skills.	85,5%
The company maintains programs to build the capacity of managers and teams in the areas of diversity, equal opportunity, and the implications of both for the work environment.	69,2%
The company identifies and promotes internal management practices and relationships that promote human rights and respect groups vulnerable to discrimination in the labor market. The company gives visibility to the issue and to business commitments, managers, and employees who practice inclusion and respect.	53,8%
The company has a policy of equal opportunity for the LGBT segment of the workforce.	19,7%
The company offers equal benefits for same-sex couples.	51,3%
The company maintains complaint channels (such as an ombudsman scheme) to receive and handle complaints of harassment and cases of discrimination on the basis of race, gender, disability, age, sexual orientation, or gender identity.	76,1%

Respondents were allowed to check more than one item.

DIAGNOSIS AND MONITORING

The company conducts an internal census to obtain data about gender, color or race, education, age, disability, and seniority, for use in analysis and planning to promote equal opportunity.	60,7%
The company conducts internal censuses regularly.	48,7%
The company encourages and supports working groups that develop measures to counter discrimination in the company and in the workplace.	35,9%



RECRUITMENT AND SELECTION

The company uses various ways to advertise job openings in order to reach audiences often discriminated against in the labor market.	35,0%
When advertising job openings, the company shows real interest in attracting diverse applicants, demonstrating that the company values diversity and the principles of equal opportunity and encourages groups vulnerable to discrimination to apply.	29,9%
The company supports community projects that seek to increase the supply of qualified professionals from groups vulnerable to discrimination in the labor market.	42,7%
The company builds the capacity of professionals who work in recruitment and selection to improve their understanding of diversity and the principles of equal opportunity in practical application of the company's commitment to nondiscrimination.	45,3%
The company offers job opportunities to former prisoners.	17,9%
The company has targets to enhance the participation of women in trainee programs.	7,7%
The company has targets to enhance the participation of Afro-Brazilians in trainee programs.	2,6%
The company has policies aimed at eliminating barriers and prejudices against the LGBT population in the hiring process.	8,5%

PROMOTION

The company views current employees as the most interested in mobility or changes in career or position.	83,8%
The company pursues affirmative actions that favor career growth, particularly for groups vulnerable to discrimination in the labor market.	21,4%
The company Implements tools and procedures to assess and identify employees' potential for career development, aligning them with the company's nondiscriminatory stance while identifying discriminatory attitudes.	40,2%
The company Includes diversity topics and principles of equal opportunity in the company's performance appraisal tools so as to identify the need for specific affirmative actions for certain segments or possible affirmative actions to favor groups vulnerable to discrimination in the labor market.	16,2%

QUALIFICATION AND TRAINING

The company encourages workers from groups vulnerable to discrimination in the labor market to apply for scholarships offered by the company.	38,5%
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INTERNAL AND EXTERNAL MARKETING

The company publicizes its commitments to diversity and to principles of equal opportunity in internal communications.	38,5%
The company ensures that its communications and marketing efforts neither produce nor make use of discriminatory content.	72,6%

ACTIONS IN THE VALUE/SUPPLY CHAIN

The company encourages and supports programs that favor entrepreneurship among groups vulnerable to discrimination in the labor market.	28,2%
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SERVICES AND ASSISTANCE

The company ensures quality in services provided to groups vulnerable to discrimination in the labor market, fostering respectful and inclusive relationships that consider the specificities of these groups in tools, protocols, processes, and procedures.	48,7%
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The four most common affirmative policies and actions enacted by companies are (i) offering educational scholarships to qualify, develop, and improve workers' skills (85.5%); (ii) recognizing that current employees have the greatest stake in internal mobility or changes in career or position (83.8%); (iii) maintaining complaint channels, such as an ombudsman (76.1%); and (iv) ensuring that communication and marketing efforts neither produce nor make use of discriminatory content (72.6%).

Two of the items most frequently checked appear to contradict what the companies had previously indicated about the adoption of capacity-building programs aimed at improving the qualifications of women, Afro-Brazilians, and people with disabilities for positions traditionally not held by them or positions at a higher level in the employment hierarchy (see pages 46, 48 and 50).

Women benefitted from 52% of the policies or actions reported, Afro-Brazilians from 55.6%, people with disabilities from 60.5%, and people over 45 from 83.3%. Only in the last case is the percentage consistent with the information companies provided earlier in the survey. However, only five out of six companies answered.

The area with the lowest rate of positive response was that of eliminating barriers and prejudices against LGBT people in the hiring process: 8.5%. In absolute terms, only 10 companies out of 117 reported having a policy in this area.

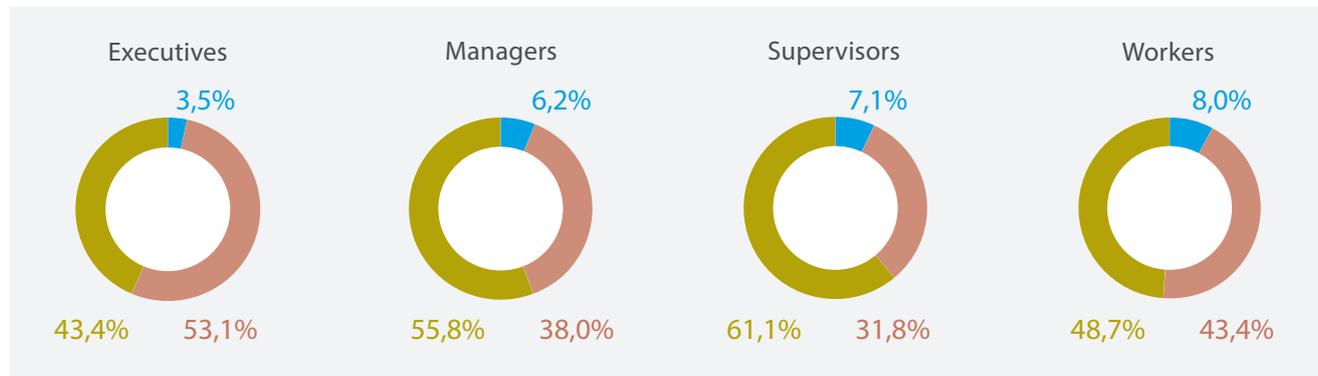
The results in two areas—corporate efforts to build the capacity of employees in the areas of diversity and equal opportunity (69.2%) and the adoption of mission statements, codes of conduct, and commitments and values that incorporate these themes (68.4%)—are laudable.



PERCEPTIONS OF
CHIEF
EXECUTIVES

ON THE REPRESENTATION OF WOMEN IN THE COMPANY

ACCORDING TO YOUR CRITERIA, THE SHARE OF WOMEN IN YOUR COMPANY IS:



IF THE SHARE OF WOMEN IS LOWER THAN IT SHOULD BE AT ANY OF THE FOUR LEVELS INDICATED, WHAT IS THE REASON?

Lack of qualified female candidates for the positions	28,9%
Lack of interest among women in positions with the company	34,2%
Lack of knowledge or experience on the part of the company to deal with this issue	36,9%

- HIGHER THAN IT SHOULD BE
- LOWER THAN IT SHOULD BE
- ADEQUATE

Large proportions of chief executives (or their designated spokespersons) view the present level of representation of women in the four employment categories as adequate. Female representation among workers, for example, is deemed adequate by 48.7% of respondents; among supervisors by 61.1%; among managers by 55.8%; and among executives by 43.4%. A notable amount of chief executives even reported that they considered women to be overrepresented among workers (8%), supervisors (7.1%), managers (6.2%), and executives (3.5%).

Within the group of companies that responded to section 4 of the survey on the main characteristics of the workforce, women made up 35.5% of workers, 38.8% of supervisors, 31.3% of managers, and 13.6% of executives (see “Composition by Gender” on page 16).

Concerns about female inequality and underrepresentation identified in previous surveys appear to be shared by the remaining chief executives, those who believe that women

are not currently represented as well as they should be: 43.3% with respect to workers, 31.8% with respect to supervisors, 38% with respect to managers, and 53.1% with respect to executives.

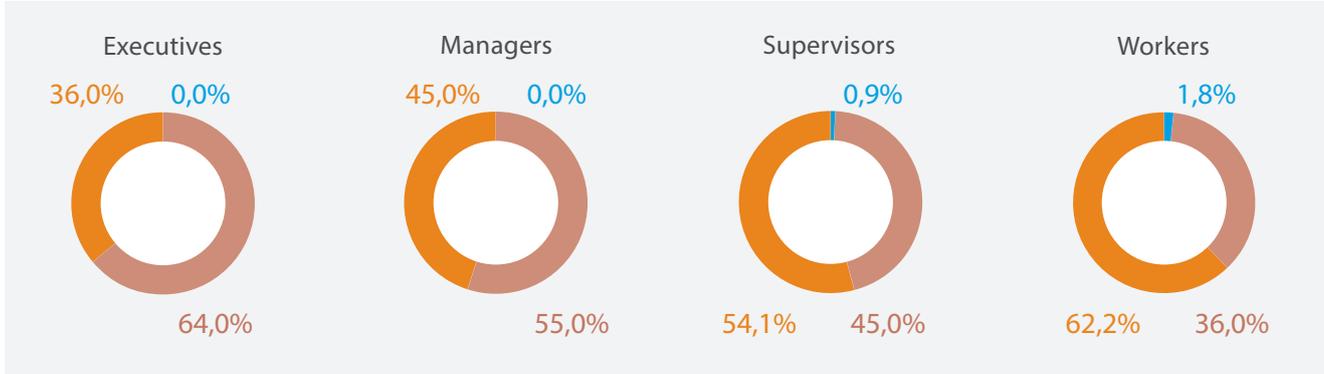
Despite the relatively high levels of chief executives recognizing the underrepresentation of women in their companies, this is not enough to significantly reduce the large proportion of companies that lack measures to encourage the presence of women. Remember that the proportion of companies with policies to promote female participation and representation is between 64.9% for the manager category and 68.4% for executive staff (see “Measures to Promote the Participation of Women” on page 45).

When asked about the limited participation of women within at least one of the employment categories, some chief executives (36.9%) responded that this was due to a knowledge or experience on the part of the company on how to address with the issue. A slightly smaller share (34.2%) cited a lack of interest among women in taking positions with the company.



ON THE REPRESENTATION OF AFRO-BRAZILIANS IN THE COMPANY

ACCORDING TO YOUR CRITERIA, THE SHARE OF AFRO-BRAZILIANS IN YOUR COMPANY IS:



- HIGHER THAN IT SHOULD BE
- LOWER THAN IT SHOULD BE
- ADEQUATE

IF THE SHARE OF AFRO-BRAZILIANS IS LOWER THAN IT SHOULD BE AT ANY OF THE FOUR LEVELS, WHAT IS THE REASON?

Lack of qualified Afro-Brazilian candidates	48,3%
Lack of interest among Afro-Brazilians in positions with the company	10,3%
Lack of knowledge or experience on the part of the company to deal with this issue	41,4%

The representation of Afro-Brazilians is considered adequate by a sizeable share of chief executives: 62.2% with respect to the Afro-Brazilian presence among workers, 54.1% among supervisors, 45% among managers, and 36% at the executive level.

This perception runs counter to the shares of employment actually held by Afro-Brazilians in the employment hierarchy which declines at each level (35.7%, 25.9%, 6.3% and 4.7%, respectively) (see “Composition by Color or Race” on page 22).

In the opposite direction, from the executive level down, the share of top executives who perceive the presence of Afro-Brazilians as lower than it should be decreases at each of the four observed levels: 64%, 55%, 45%, and 36%.

Furthermore, policies to promote the inclusion of Afro-Brazilians are focused at lower levels of hierarchical ladder where Afro-Brazilians are better

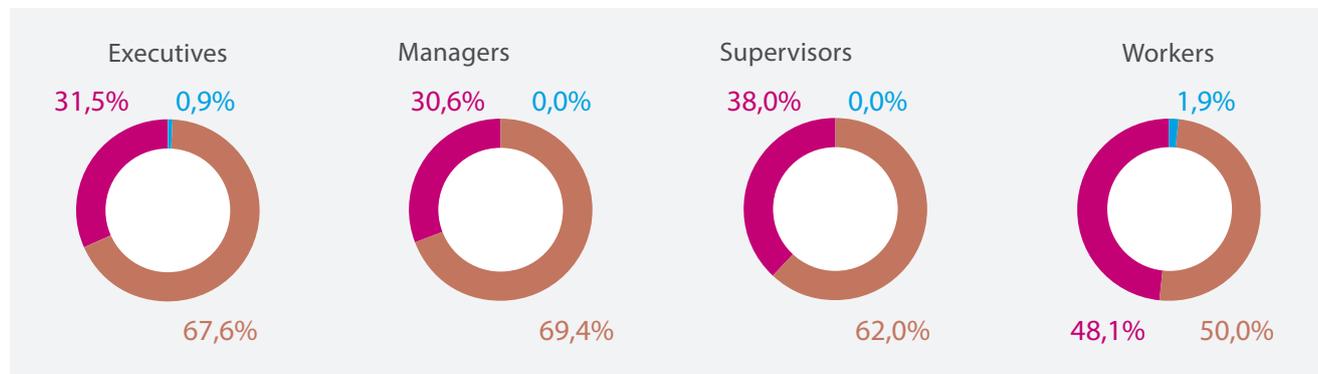
represented and lacking in upper level positions where executive directors recognize the lack of representation. In fact, although low at all levels, 18% of companies have policies to promote Afro-Brazilian participation for workers, but only 14.5% of companies have policies at the executive level (see “Measures to Promote the Participation of Afro-Brazilians” on page 47).”

Regarding affirmative actions, only 14 out of 117 companies claim to have some form of policy aimed at promoting equal opportunity between Afro-Brazilians and non-Afro-Brazilians, and only 1 sets specific targets to enhance the presence of Afro-Brazilians in executive and management positions.

When asked about why they think there are fewer Afro-Brazilians than there should be in at least one of the employment categories, only 10.3% of this group of chief executives (3 of 29 respondents) cited a lack of interest among Afro-Brazilians in positions with the company.

ON THE REPRESENTATION OF PEOPLE WITH DISABILITIES

ACCORDING TO YOUR CRITERIA, THE SHARE OF PEOPLE WITH DISABILITIES IN YOUR COMPANY IS:



IF THE SHARE OF PEOPLE WITH DISABILITIES IS LOWER THAN IT SHOULD BE AT ANY OF THE FOUR LEVELS, WHAT IS THE REASON?

Lack of qualified candidates for the positions	48,0%
Lack of interest among people with disabilities in positions with the company	26,0%
Lack of knowledge or experience on the part of the company to deal with this issue	26,0%

- HIGHER THAN IT SHOULD BE
- LOWER THAN IT SHOULD BE
- ADEQUATE

A considerable share of chief executives considered the presence of people with disabilities to be adequate at each of the four employment levels: workers (48.1%), supervisors (38%), managers (30.6%), and executives (31.5%). That is not an inconsiderable number of leaders: 52, 41, 33, and 34, respectively, out of the 108 companies that answered this question.

Only three executives perceived the presence of people with disabilities as greater than it should be, two at the worker level and one at the executive level. Therefore, at all employment levels, the share of chief executives who see the presence of people with disabilities as lower than it should be predominates: workers (50%), supervisors (62%), managers (69.4%), and executives (67.6%). The corresponding absolute numbers of respondents are 54, 67, 75, and 73.

There seems to be some connection between chief executives' perceptions and the actions in place to encourage the presence of people with disabilities.

However, these decisions are most commonly handled by more than one person and may not even include the chief executive. Legislation mandating inclusion may also play a role here.

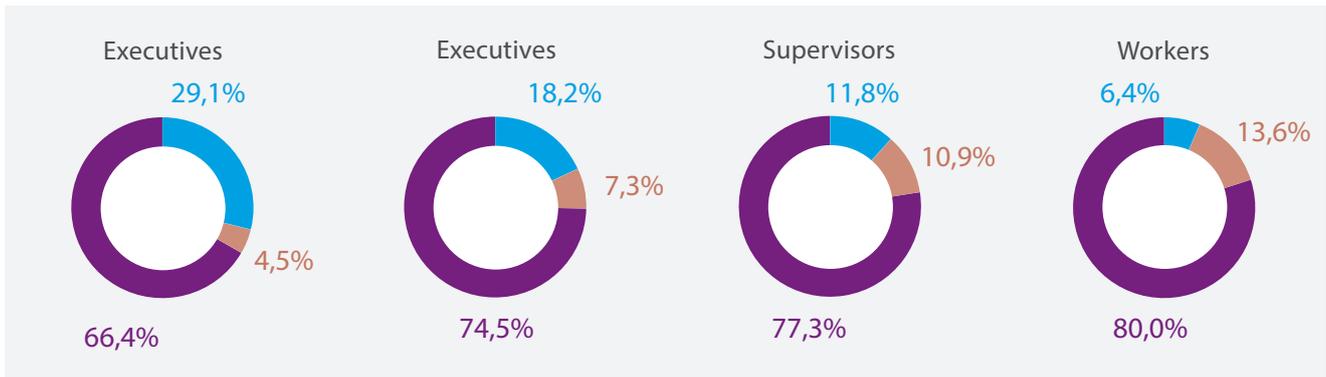
Whatever the reason, the number of companies that report measures to encourage the participation of people with disabilities is greater than the numbers that have measures aimed at women, Afro-Brazilians, and people over 45 (see pages 45, 47 and 48). At the worker level, the share is as high as 53.4%, of which 29.3% are policies with targets and planned actions.

When asked why the company might be hiring fewer disabled people than it should, 48% of chief executives responded that it was due to a lack of qualified candidates for the positions, reflecting an apparent disregard of historic labor market and societal discrimination faced by persons with disabilities – which creates the difficulties for people with disabilities in becoming better qualified before applying for a position.



ON THE REPRESENTATION OF PEOPLE OVER 45

SEGÚN SU CRITERIO, LA PROPORCIÓN DE PERSONAS CON MÁS DE 45 AÑOS EN SU EMPRESA ES:



IF THE SHARE OF PEOPLE OVER 45 IS LOWER THAN IT SHOULD BE AT ANY OF THE FOUR LEVELS, WHAT IS THE REASON?

- HIGHER THAN IT SHOULD BE
- LOWER THAN IT SHOULD BE
- ADEQUATE

Lack of qualified candidates over 45	8,3%
Lack of interest among people over 45 in positions with the company	16,7%
Lack of knowledge or experience on the part of the company to deal with this issue	75,0%

Initially, what stands out is that a very high percentage of chief executives consider the presence of people over 45 to be adequate at all four levels of employment: 80% with respect to workers, 77.3% with respect to supervisors, 74.5% with respect to managers, and 66.4% with respect to the executive staff. The trend is decreasing, however, suggesting that leaders see the representation of people over 45 as more adequate at the base of the employment ladder than at the top.

The graduated trend of “lower than it should be” responses for the four levels (13.6%, 10.9%, 7.3%, and 4.5%, from bottom to top) is also consistent with this perception.

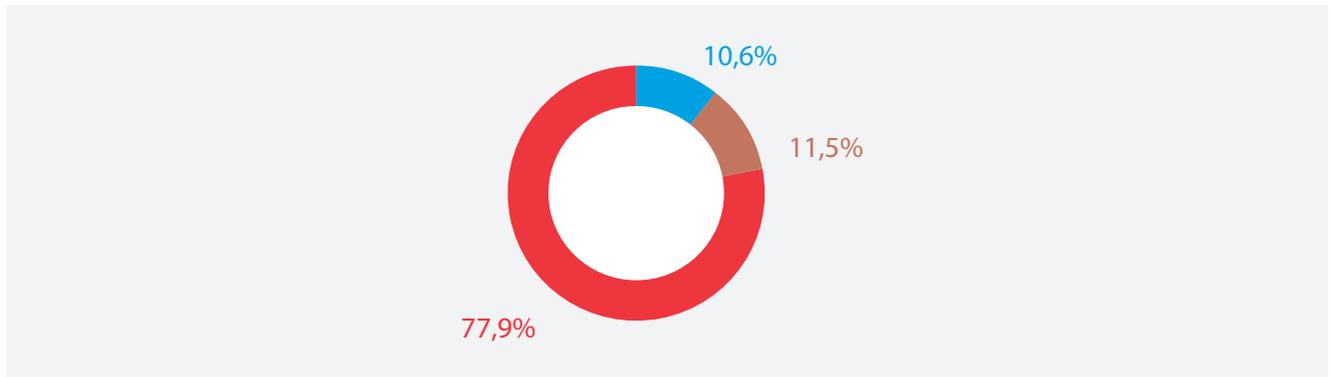
Also notable is the trend in the shares of chief

executives who consider the presence of people over 45 to be higher than it should be going up the employment ladder (6.4%, 11.8%, 18.2% and 29.1%). This is also consistent with the view that the higher the employment level, the less adequate the representation of older people.

The foregoing perceptions appear to be reflected in the way firms are addressing this issue. Remember that 90.6% of all companies participating in the survey reported not having a policy aimed at the promotion of equal opportunities for people over 45. On top of that, only 6 out of the 117 companies reported any other affirmative action aimed at this segment of the workforce, and, of these 6, only 1 reported having a special program to hire people over 45 (see “Employment Policies and Affirmative Action Efforts,” page 51).

ON THE REPRESENTATION OF APPRENTICES

ACCORDING TO YOUR CRITERIA, THE SHARE OF APPRENTICES IN YOUR COMPANY IS:

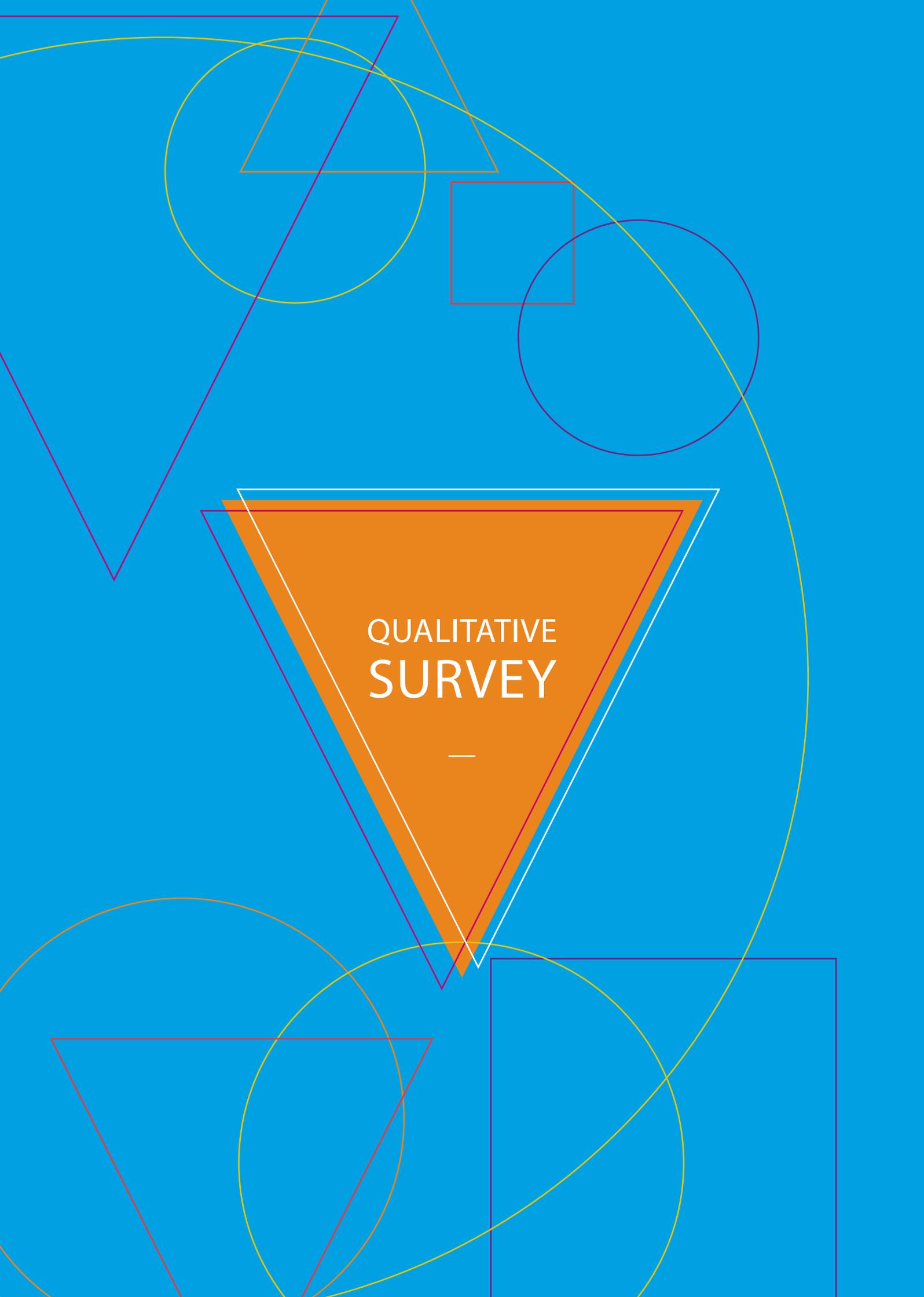


IF THE SHARE OF APPRENTICES IS LOWER THAN IT SHOULD BE, WHAT IS THE REASON?

Reason	Percentage	Category
Lack of qualified candidates for apprenticeships	45,4%	HIGHER THAN IT SHOULD BE
Lack of interest among potential apprentices in positions with the company	18,2%	LOWER THAN IT SHOULD BE
Lack of knowledge or experience on the part of the company to deal with this issue	36,4%	ADECUADA

More than three-quarters (77.9%) of the chief executives or their representatives who answered this part of the questionnaire consider the presence of apprentices to be adequate. The remainder are about equally divided on whether it was too high or too low.

Those who responded that the share of apprentices was below what it should be were asked why. Almost half (45.4%) said that there were too few qualified candidates. Most of the rest cited a lack of knowledge or experience on the part of the company on how to deal with the issue.



QUALITATIVE
SURVEY

DIVERSITY MANAGEMENT ON THE LEADING EDGE

INTERVIEWS WITH TOP EXECUTIVES REFLECT A VERY GRADUAL TREND TOWARD A MORE INCLUSIVE BUSINESS ENVIRONMENT. THEY ALSO SHOW THE IMPORTANCE OF MANAGING AND PROMOTING DIVERSITY POLICIES.

By Eliane Barbosa da Conceição

Studying the workforce in medium-sized and large companies in Brazil, it quickly becomes clear that some social groups are better represented than others and that firms seem to favor a certain type of person for leadership positions: a white and apparently straight man with no visible disability. That preference is not openly stated, of course, but it can be inferred from the composition of the executive staff.

The reader can test this in his/her own company. How many leaders differ from this profile? Look around in the hallways, glance into the boardroom, study the photos of former chairmen, and see for yourself. Why are such positions so seldom held by Afro-Brazilian men, by women (whether Afro-Brazilian or white), by people with disabilities, or by members of the LGBT community?

Although in the recent past such issues were considered taboo in firms, this discussion has increasingly become mainstream, as demonstrated by interviews with six diversity managers from companies participating

in this survey. The interviews were conducted as a qualitative supplement to the quantitative survey reported in this publication.

Analysis of the interviews reveal that although the results of this survey confirm the perpetuation of great inequalities, diversity has assumed a more prominent place on the business agenda, the result of a gradual movement in favor of a more inclusive and diverse business environment. Certainly, the current percentages of Afro-Brazilian trainees and interns support this vision.

In analyzing the interviews, we assumed that if an organization aims to take action to foster greater diversity – whether formal (within the organization) or relational (relationships among internal stakeholders and between internal and external stakeholders), such actions should not be implemented randomly or without parameters. In fact, according to management manuals, they should follow certain steps:





Several points merit emphasis. First, regarding the formal aspects of diversity management, all of the firms represented by the interviewed leaders reported having a specific area to implement these initiatives. In other words, what had only recently been rare – having a unit devoted specifically to managing diversity – is becoming mainstream in large organizations. The codes of conduct (or ethics) and mission statements of the firms also make reference to valuing or promoting diversity. Some also address the issue of inclusion. In addition, the companies have in-house channels to handle allegations of discrimination.

Only a few companies have a comprehensive action plan. In most cases covered by the interviews, the best planned and monitored actions are those aimed at hiring people with disabilities and improving the representation of women in higher-level positions. The explanation for this probably lies in the existence of legislation mandating the hiring of people with disabilities as well as internal pressure from a women who are, as this study demonstrates, a highly qualified and well-educated segment within firms.

Other groups that have benefitted from pro-diversity initiatives are Afro-Brazilians (both women and men, generally taken as a group, which may prove disadvantageous for Afro-Brazilian women), LGBT people, and youth. However, with the exception of the Young Apprentice Program, the actions in question are isolated or merely symbolic. However, the managers of some companies reported that they were developing more comprehensive initiatives aimed at Afro-Brazilians and the LGBT segment.

The use of indicators to monitor and assess actions is still incipient, and almost all interviewees agreed that, given the complexity of the subject and the short period of implementation of actions, such mechanisms are not yet developed or, at best, need improvement.

A very positive aspect is that that the interviewed organizations have set out on an inclusive pathway and are deeply aware of the many challenges to be faced. Now they must push forward, ensure continuity in their efforts, and strive for sustainability.

Therefore it is important to carry out an internal census [rodapé 26] to provide a portrait of the composition of the workforce and management, enabling the development of a plan with specific targets and goals to change the current situation of inequality.

An important point to reflect on is the sixth step of the scheme (“Publicizing the Plan”), considering that implementation manuals do not usually address this point. Given the challenging nature of diversity, it is important that society as a whole and especially the business community learn more about equal-opportunity initiatives developed by prominent firms.

Companies have a strong power to influence others. By making their actions visible, they can help shape opinions about diversity and encourage other companies to join the campaign to ensure equal opportunity in the labor market.

Finally, it is worth noting that the interviews confirmed that a good deal of dissonance remains around the interpretation of the

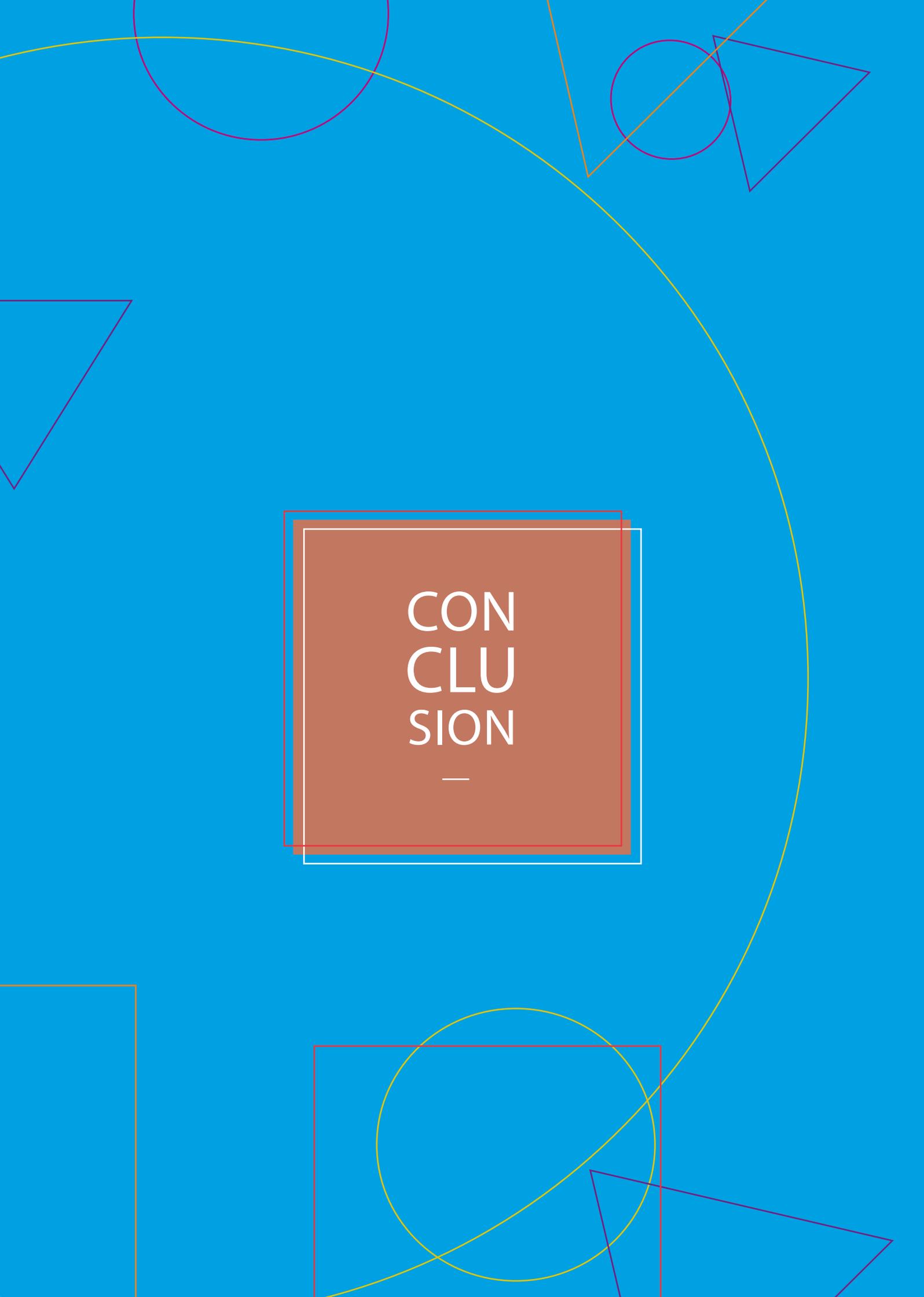
concepts of “diversity,” “inequality,” “inclusion,” “equal opportunity,” and “social groups,” among others. When addressing these issues, some of those interviewed seemed to have in mind the historical inequalities among Brazilian social groups²⁶ as reflected in the business world. Others understood the same concepts from an individual perspective, contemplating actions aimed at welcoming and including other forms of diversity (for example, foreigners or even left-handed workers).

How do we prioritize a “pro-diversity plan” in our companies: by considering social group as a whole or the individual? This is a complex question that requires more attention and analysis. I believe that if the goal is to overcome inequalities and ensure equal opportunity in the workplace, a broader societal perspective cannot be ignored.

Eliane Barbosa da Conceição is a consultant and researcher at the Center for Public Administration and Government Studies, Getulio Vargas Foundation (CEAPG-FGV).

25. See methodology developed by the Ethos Institute in the publication *Diversidade e Equidade: Metodologia para Censo nas Empresas (Diversity and Equity: Methodology for Census-Taking in Firms)* at <http://www3.ethos.org.br/cedoc/diversidade-e-equidade-metodologia-para-censo-nas-empresas-junho-2008/#.VjV05q4zaHo>.

26. The four main groups are Afro-Brazilian women, white women, white men, and Afro-Brazilian men.



CON
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SION

DIVERSITY BRINGS A COMPETITIVE ADVANTAGE

AFFIRMATIVE ACTION POLICIES FOCUSED ON RACIAL EQUALITY WILL MAKE COMPANIES MORE RESILIENT—AND MORE LIKE BRAZIL

By Helio Santos

Companies have always sought a competitive edge. Now, however, beating the competition is increasingly linked to managing people well. With competitors having more or less equal access to technology, employees increasingly play the key role of building the longed-for competitive edge.

Policies that value diversity are one of the key contemporary strategies to consolidate firms' success, having become a "mandatory factor," according to Peter Drucker.²⁷

The concept of diversity originated in biology, but it fits amazingly well into the business world. Like living things, companies are born, grow, and mature. Eventually they may become ill or obsolete and perish, just like the systems studied by biologists. Just as diversity prevents living systems from succumbing all at once and across the board to a given toxin, disease agent, stressor, or predator, so, too, the diverse organization is

better able than a "monocultural" one to adapt to varied, changing environments.

Data publicized in this series of surveys since 2003 reveal the poor representation of Afro-Brazilians in the workforce of the country's firms. Brazil's 2010 census found that 51% of the nation's population was Afro-descendant (blacks and browns). Therefore, critical discussion of how best to take full advantage of ethnic-racial diversity not only makes economic sense but also pays respect to the features (including structural inequalities) that distinguish Brazil.

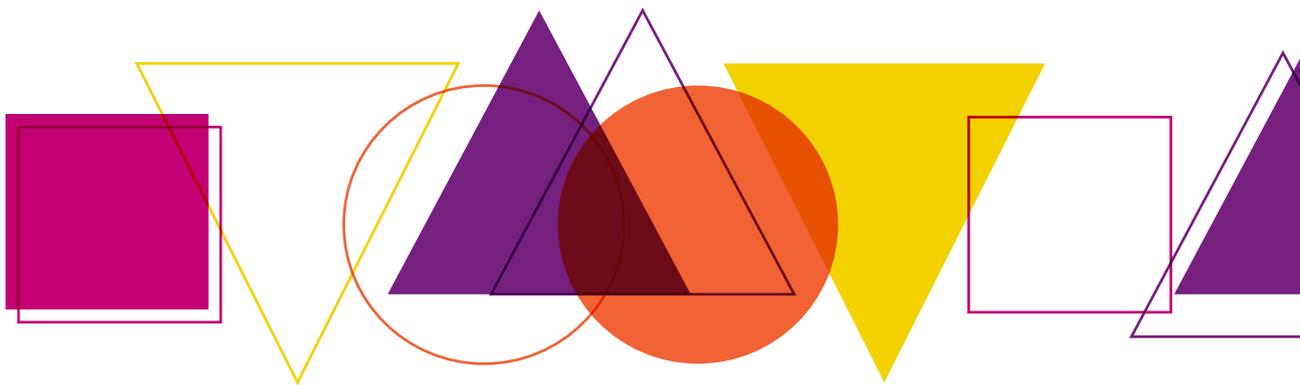
So far in human history, no country has managed to consolidate sustainable development by squandering its natural talents. On the contrary, no nation can waste talents without a cost. Ignoring the ethnic-racial schism in Brazilian firms and continuing the legacy of underrepresentation of the nation's Afro-Brazilian human resources would constitute such a squandering.

27. Peter Drucker (1909–2005) was an Austrian-born business consultant, professor, journalist, and writer. He is considered one of the greatest exponents of modern management.



One of the first steps to overcome inertia and seize the opportunity that diversity in human resources offers is to acknowledge that there is indeed a true problem of exclusion of Afro-Brazilian women and men in the labor market. Important studies have demonstrated the practice of racial discrimination – both occupational (questioning Afro-Brazilians’ capacity) and appearance-based (idealizing a profile that has no place for Afro-Brazilians).

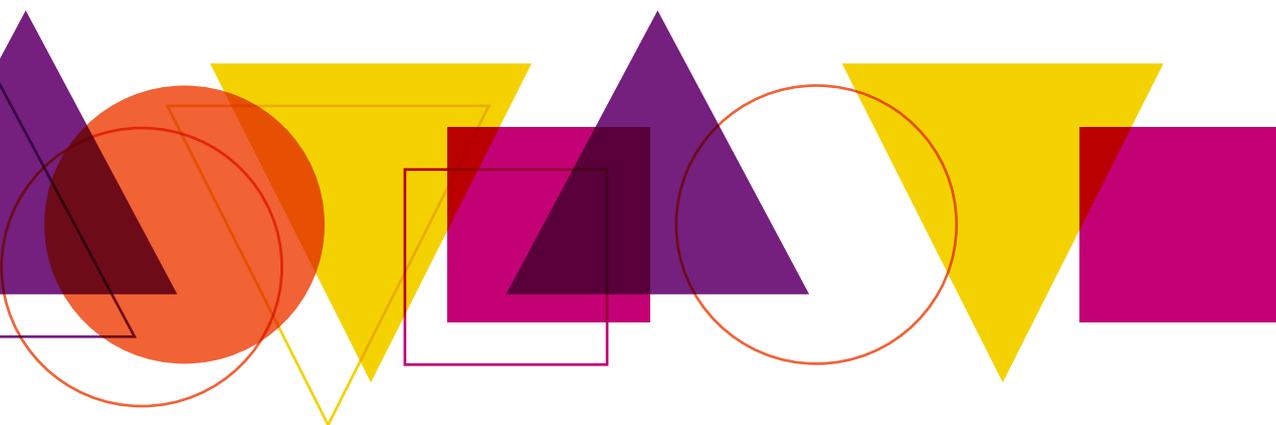
One of Brazil’s greatest intangible assets is its multiple ethnicities, which derived from historical events. The European ethnicity was dominant and favored by the state; the Afro-Brazilian has been associated with slavery and other forms of servitude; and the indigenous is a story of survival in the face of marginalization. It is high time to put Brazil’s human vitality on an equal footing. Why favor one group when our diversity gives us a precious competitive edge?

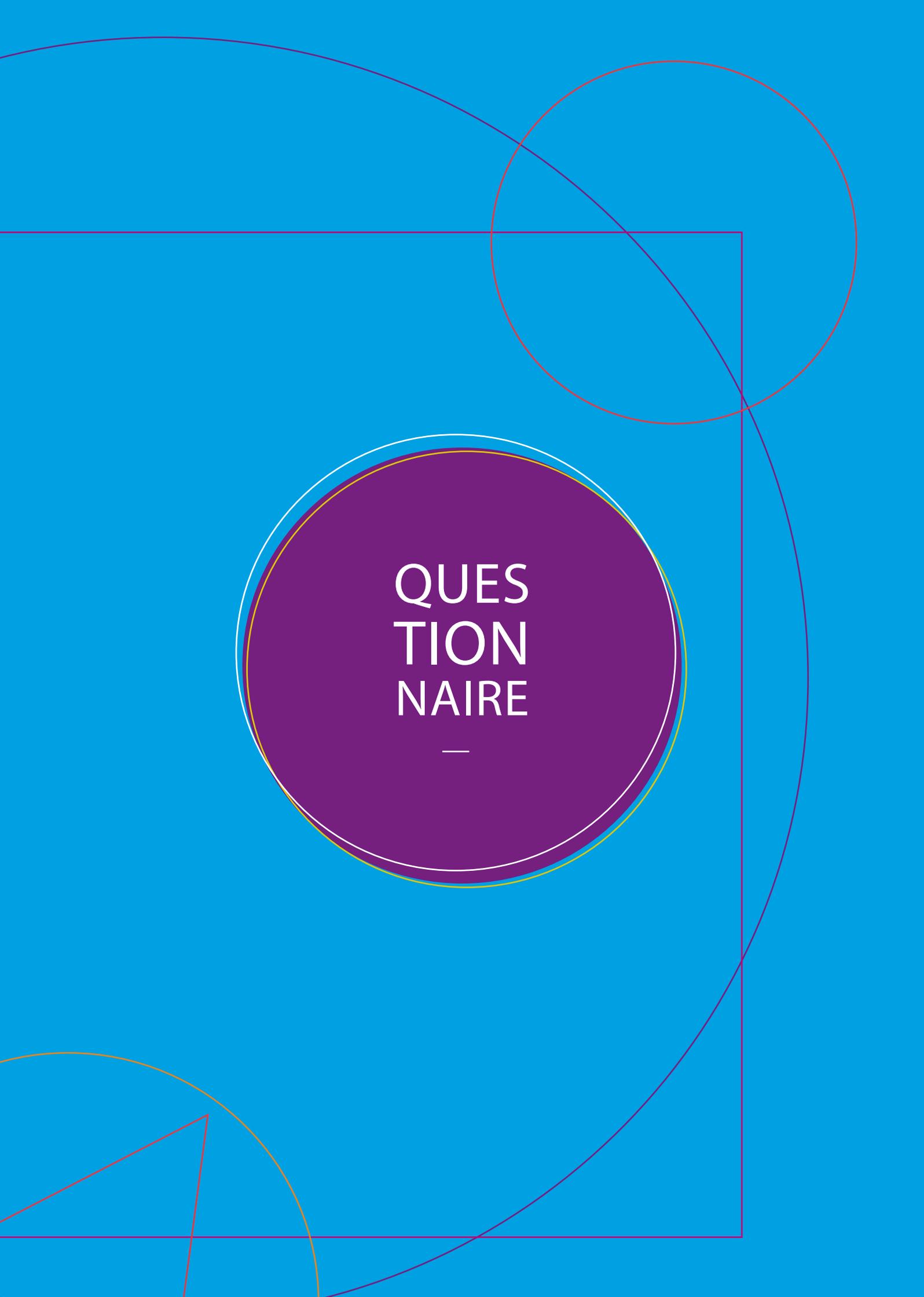


Affirmative action policies focused on racial equality will make our firms look more like Brazil, and the country will reap the benefits in the form of innovation, dynamism, complementarity, and resilience.

It is not enough that companies do their best. They must do their best in the best way. In the portfolios of products and services that are made in Brazil, a critical piece of that has to be the ethical and moral quality that follows from equality and diversity.

Helio Santos holds a doctorate in business administration from the School of Economics, Business Administration, and Accountancy of the University of São Paulo (FEA/USP). He is a consultant in social responsibility, a guest professor at the State University of Bahia (Uneb), and chairman of the board of the Baobá Fund for Racial Equity.





QUES TION NAIRE

An English translation of the full questionnaire used to obtain the data presented in this report appears on the following pages. Our goal in reprinting it is to provide companies that did not take part in the survey with a tool they can use to conduct an internal census to assess how well they perform on the dimensions of diversity and equality. The organizations that participated in this survey or that have already carried out an internal census may also use the tool to regularly update data.

Information on how to conduct an internal census is contained in the Ethos Institute's manual entitled *Diversidade e Equidade: Metodologia para Censo nas Empresas* [Diversity and Equality: Methodology for Census-Taking in Firms], available at <http://www3.ethos.org.br/cedoc/diversidade-e-equidade-metodologia-para-censo-nas-empresas--junho-2008/#.VjYGm64zaHp>.

DIVERSITY AND EQUALITY: A SELF-ASSESSMENT TOOL

Completing the questionnaire

The questionnaire is divided into four parts:

Parts 1 and 2 consist of questions about the

company (identification, implementation of actions, and development of pro-diversity and equality policies) and should be answered by the individual responsible for human resources or by someone appointed for this purpose.

Part 3 contains questions about the chief executive's perception of workers; it should be completed by the chief executive or his/her designee.

Part 4 contains tables designed to build the profile of the company's workers and management. The tables are broken down into eight categories: 1) **executives**; 2) **managers**; 3) **supervisors, lower managers, or coordinators**; 4) **workers** (with no management role); 5) **apprentices**; 6) **trainees**; 7) **interns**; and 8) **directors**. The information should be provided by the individual responsible for human resources or by someone appointed by that individual.

Tables should be filled out taking into account the **total number of workers** at each level, as well as **total number of men** and **total number of women**. For example, if the total number of employees in the category of supervisors is 100, the figures in the gender disaggregation should total 100 for that category.



PART 1

COMPANY IDENTIFICATION

Company name: _____

Respondent's name: _____

Respondent's position: _____

COMPANY'S PRIMARY ACTIVITY SECTOR (CHECK BELOW)

- | | |
|--|---------------------------------------|
| 01. () Water and Sanitation | 14. () Mining |
| 02. () Food and Agricultural Production | 15. () Paper and Pulp |
| 03. () Beverages and Tobacco | 16. () Plastics and Rubber |
| 04. () Wholesale | 17. () Chemical and Petrochemical |
| 05. () Foreign Trade | 18. () Specialized Services |
| 06. () Retail | 19. () Medical Services |
| 07. () Civil Construction | 20. () Steel |
| 08. () Electronics | 21. () Information Technology |
| 09. () Electric Power | 22. () Telecom |
| 10. () Pharmaceutical | 23. () Textile, Leather, and Apparel |
| 11. () Construction Materials and Interior Design | 24. () Transportation and Logistics |
| 12. () Mechanical | 25. () Vehicles and Parts |
| 13. () Metallurgical | 26. () Other. Specify: _____ |

COMPANY SIZE (BASED ON ANNUAL REVENUES)

- | | |
|---|---|
| 01. () Up to R\$ 500 million | 03. () From R\$ 1 billion to R\$ 3 billion |
| 02. () From R\$ 500 million to R\$ 1 billion | 04. () Over R\$ 3 billion |

LOCATION OF THE COMPANY'S HEAD OFFICE IN BRAZIL

- | | |
|---------------------|-------------------|
| 01. () North | 04. () Southeast |
| 02. () Northeast | 05. () South |
| 03. () Center-West | |

IF YOUR COMPANY IS LOCATED IN THE SOUTHEASTERN REGION, IS YOUR HEAD OFFICE IN THE CITY OF SÃO PAULO?

- () Yes () No

TOTAL HEADCOUNT

_____ employees (exact number)

- | | |
|---|---|
| 01. () Up to 300 workers | 03. () Between 1,001 and 3,000 employees |
| 02. () Between 301 and 1,000 employees | 04. () Between 3,001 and 5,000 employees |
| | 05. () More than 5,000 employees |

PART 2

EMPLOYMENT POLICIES AND AFFIRMATIVE ACTIONS

AIMED AT GROUPS VULNERABLE TO DISCRIMINATION IN THE LABOR MARKET (WOMEN, AFRO-BRAZILIANS, PEOPLE WITH DISABILITIES, PEOPLE OVER 45, AND LGBT PEOPLE)

P01. GENDER EQUALITY

P01 A. Regarding measures to encourage and/or enhance the presence of **women** in the following employment categories, your company:

Executives

01. () Has policies with targets and planned actions
02. () Has implemented specific actions
03. () Has no policies and has taken no action

Managers

01. () Has policies with targets and planned actions
02. () Has implemented specific actions
03. () Has no policies and has taken no action

Supervisors

01. () Has policies with targets and planned actions
02. () Has implemented specific actions
03. () Has no policies and has taken no action

Workers (no management role)

01. () Has policies with targets and planned actions
02. () Has implemented specific actions
03. () Has no policies and has taken no action

Trainees:

01. () Has policies with targets and planned actions
02. () Has implemented specific actions
03. () Has no policies and has taken no action

Interns

01. () Has policies with targets and planned actions
02. () Has implemented specific actions
03. () Has no policies and has taken no action



P01 B. Does your company currently develop any policy to promote equal opportunity for **men and women in the workforce?**

- 01. () Yes
- 02. () No > Go to question P02

P01 C. Does your company have or promote any policies and/or affirmative actions aimed at women?

- 01. () Implements special programs to hire women
- 02. () Implements professional capacity-building programs aimed at improving the qualifications of women for positions traditionally not held by women and/or positions at a higher level in the employment hierarchy
- 03. () Sets targets and implements programs to reduce salary inequalities between men and women
- 04. () Sets targets to increase the presence of women in management positions
- 05. () Adopts measures to reconcile work, family, and personal life²⁸

P02. RACIAL EQUALITY

P02 A. Regarding measures to encourage and/or enhance the presence of **Afro-Brazilians** in the following employment categories, your company:

Executives

- 01. () Has policies with targets and planned actions
- 02. () Has implemented specific actions
- 03. () Has no policies and has taken no action

Managers

- 01. () Has policies with targets and planned actions
- 02. () Has implemented specific actions
- 03. () Has no policies and has taken no action

Supervisors

- 01. () Has policies with targets and planned actions
- 02. () Has implemented specific actions
- 03. () Has no policies and has taken no action

²⁸ Measures to reconcile work, family, and personal life are those designed to improve compatibility between family responsibilities and work responsibilities. Examples of such measures taken by companies include: longer maternity leave; longer paternity leave; parental leave; child care allowance for male and female workers; leave to assist children and other dependent family members; and flextime.

Workers (no management role)

- 01. () Has policies with targets and planned actions
- 02. () Has implemented specific actions
- 03. () Has no policies and has taken no action

Trainees:

- 01. () Has policies with targets and planned actions
- 02. () Has implemented specific actions
- 03. () Has no policies and has taken no action

Interns

- 01. () Has policies with targets and planned actions
- 02. () Has implemented specific actions
- 03. () Has no policies and has taken no action

P02 B. Does your company currently have any policy to promote equal opportunity for Afro-Brazilians and non-Afro-Brazilians in the workforce?

- 01. () Yes
- 02. () No

P02 C. If yes, does your company have or promote any policies and/or affirmative actions aimed at Afro-Brazilian workers?

- 01. () Implements special programs to hire Afro-Brazilians
- 02. () Implements professional capacity-building programs aimed at improving the qualifications of Afro-Brazilians and increasing their representation in higher-level positions
- 03. () Sets targets to reduce salary inequalities between Afro-Brazilians and non-Afro-Brazilians
- 04. () Sets targets to increase the presence of Afro-Brazilians in management positions

P03. EQUAL OPPORTUNITIES FOR PEOPLE OVER 45

P03 A. Regarding measures to encourage and/or enhance the presence of **people over 45** in the following employment categories, your company:

Executives

- 01. () Has policies with targets and planned actions
- 02. () Has implemented specific actions
- 03. () Has no policies and has taken no action



Managers

- 01. () Has policies with targets and planned actions
- 02. () Has implemented specific actions
- 03. () Has no policies and has taken no action

Supervisors

- 01. () Has policies with targets and planned actions
- 02. () Has implemented specific actions
- 03. () Has no policies and has taken no action

Workers (no management role)

- 01. () Has policies with targets and planned actions
- 02. () Has implemented specific actions
- 03. () Has no policies and has taken no action

P03 B. Does your company currently have any policy to promote equal opportunity for people over 45 in the workforce?

- 01. () Yes
- 02. () No

P03 C. If yes, does your company have or promote any policies or affirmative actions aimed at people over 45?

- 01. () Implements special programs to hire people over 45
- 02. () Implements professional capacity-building programs aimed at improving the qualifications of people over 45

P04. EQUAL OPPORTUNITIES FOR PEOPLE WITH DISABILITIES

P04 A. Regarding measures to encourage and/or enhance the presence of people with disabilities in the following employment categories, your company:

Executives

- 01. () Has policies with targets and planned actions
- 02. () Has implemented specific actions
- 03. () Has no policies and has taken no action

Managers

- 01. () Has policies with targets and planned actions
- 02. () Has implemented specific actions
- 03. () Has no policies and has taken no action

Supervisors

- 01. () Has policies with targets and planned actions
- 02. () Has implemented specific actions
- 03. () Has no policies and has taken no action

Workers (no management role)

- 01. () Has policies with targets and planned actions
- 02. () Has implemented specific actions
- 03. () Has no policies and has taken no action

Trainees:

- 01. () Has policies with targets and planned actions
- 02. () Has implemented specific actions
- 03. () Has no policies and has taken no action

Interns

- 01. () Has policies with targets and planned actions
- 02. () Has implemented specific actions
- 03. () Has no policies and has taken no action

P04 B. Does your company currently develop any policy to promote equal opportunity for people with disabilities in the workforce?

- 01. () Yes
- 02. () No

P04 C. If yes, does your company have or promote any policies or affirmative actions aimed at people with disabilities?

- 01. () Implements special programs to hire people with disabilities
- 02. () Implements professional capacity-building programs aimed at improving the qualifications of people with disabilities
- 03. () Sets targets to reduce salary inequalities between people with disabilities and people without disabilities



P05 A. GENERAL POLICIES AND AFFIRMATIVE ACTIONS

Your company has or promotes the following policies or affirmative actions aimed at equality in the labor market:

01. () The company has targets to reduce the gap between the highest and the lowest salaries paid within the company.
02. () The company has a mission statement, code of conduct, or explicit commitments and values that incorporate the theme of diversity and principles of equal opportunity.
03. () The company offers scholarships and discounts in partnership with language schools, vocational schools, and college and universities to train workers and improve their skills.
04. () The company maintains programs to build the capacity of managers and teams in the areas of diversity, equal opportunity, and the implications of both for the work environment.
05. () The company identifies and promotes internal management practices and relationships that promote human rights and respect groups vulnerable to discrimination in the labor market. The company gives visibility to the issue and to business commitments, managers, and employees who practice inclusion and respect.
06. () The company has a policy of equal opportunity for the LGBT segment of the workforce.²⁹
07. () The company offers equal benefits for same-sex couples.
08. () The company maintains complaint channels (such as an ombudsman scheme) to receive and handle complaints of harassment and cases of discrimination on the basis of race, gender, disability, age, sexual orientation, or gender identity.

P05 B. DIAGNOSIS AND MONITORING

01. () The company conducts an internal census to obtain data about gender, color or race, education, age, disability, and seniority, for use in analysis and planning to promote equal opportunity.
02. () The company conducts internal censuses regularly.
03. () The company encourages and supports working groups that develop measures to counter discrimination in the company and in the workplace.

²⁹. LGBT is the most widely used acronym in Brazil and abroad to refer to lesbians, gays, transvestites, transsexuals, and transgender individuals. For purposes of this survey it is used to represent alternative or minority gender identities and sexual orientations.

P05 C. RECRUITING AND SELECTION

01. () The company uses various ways to advertise job openings in order to reach audiences often discriminated against in the labor market.
02. () When advertising job openings, the company shows real interest in attracting diverse applicants, demonstrating that the company values diversity and the principles of equal opportunity and encourages groups vulnerable to discrimination to apply.
03. () The company supports community projects that seek to increase the supply of qualified professionals from groups vulnerable to discrimination in the labor market.
04. () The company builds the capacity of professionals who work in recruitment and selection to improve their understanding of diversity and the principles of equal opportunity in practical application of the company's commitment to nondiscrimination.
05. () The company offers job opportunities to former prisoners.
06. () The company has targets to enhance the participation of women in trainee programs.
07. () The company has targets to enhance the participation of Afro-Brazilians in trainee programs.
08. () The company has policies aimed at eliminating barriers and prejudices against the LGBT population in the hiring process.

P05 D. PROMOTION

01. () The company views current employees as the most interested in mobility or changes in career or position.
02. () The company pursues affirmative actions that favor career growth, particularly for groups vulnerable to discrimination in the labor market.
03. () The company Implements tools and procedures to assess and identify employees' potential for career development, aligning them with the company's nondiscriminatory stance while identifying discriminatory attitudes.
04. () The company Includes diversity topics and principles of equal opportunity in the company's performance appraisal tools so as to identify the need for specific affirmative actions for certain segments or possible affirmative actions to favor groups vulnerable to discrimination in the labor market.

P05 E. QUALIFICATION AND TRAINING

01. () The company encourages workers from groups vulnerable to discrimination in the labor market to apply for scholarships offered by the company.



P05 F. INTERNAL AND EXTERNAL COMMUNICATIONS AND MARKETING

- 01. () The company publicizes its commitments to diversity and to principles of equal opportunity in internal communications.
- 02. () The company ensures that its communications and marketing efforts neither produce nor make use of discriminatory content.

P05 G. ACTIONS IN THE VALUE/SUPPLY CHAIN

- 01. () The company encourages and supports programs that favor entrepreneurship among groups vulnerable to discrimination in the labor market.

P05 H. SERVICES AND ASSISTANCE

- 01. () The company ensures quality in services provided to groups vulnerable to discrimination in the labor market, fostering respectful and inclusive relationships that consider the specificities of these groups in tools, protocols, processes, and procedures.

P06. APPRENTICE ACT

P06 A. The **Apprentice Act** (Act 10.097/2000, implemented by Executive Order 5.598/2005) governs the hiring of apprentices by companies. Does your company hire young workers as apprentices?

- 01. () Yes
- 02. () No

If yes:

P06 B. In the total headcount of the company, what is the percentage of apprentices whose duties demand a specific professional background?

- | | | | |
|------------|------------|-------------|-----------------------|
| 01. () 1% | 05. () 5% | 09. () 9% | 13. () 13% |
| 02. () 2% | 06. () 6% | 10. () 10% | 14. () 14% |
| 03. () 3% | 07. () 7% | 11. () 11% | 15. () 15% |
| 04. () 4% | 08. () 8% | 12. () 12% | 16. () More than 15% |

P06 C. What organization trained the apprentices employed by the company?
Please specify the number of apprentices per organization.

- | | |
|---------------|----------------------------------|
| 01. Senac () | 05. Sescoop () |
| 02. Senai () | 06. Public vocational school () |
| 03. Senar () | 07. Another organization () |
| 04. Senat () | Which one? _____ |

P06 D. In what areas of the company do the apprentices work? Specify the number of apprentices per area.

- | | | | |
|------------------------------|-----|--|-----|
| 01. Administrative | [] | 09. Financial | [] |
| 02. Personnel | [] | 10. Legal | [] |
| 03. Administrative-Financial | [] | 11. Marketing | [] |
| 04. Service | [] | 12. Operations | [] |
| 05. Sales | [] | 13. Research & Development | [] |
| 06. Purchasing/Supplies | [] | 14. Human Resources / Personnel Management | [] |
| 07. Communication | [] | 15. Technology | [] |
| 08. Accounting | [] | 16. Other | [] |

P06 E. What department within the company manages the apprentices?

- 01. () Human Resources
- 02. () Other

P06 F. Does your company have a policy to hire apprentices as employees upon completion of the apprenticeship program?

- 01. () Yes
- 02. () No

P06 G. En caso positivo, ¿cuántos aprendices se contrataron como empleados en 2013 y en 2014?

	Total number of apprentices	Total number of apprentices hired as employees
01. () in 2013	[]	[]
02. () in 2014	[]	[]

P06 H. Among the apprentices hired by your company, are there people with disabilities?

- 01. () Yes
- 02. () No

P06 I. Does your company find it difficult to comply with the Apprentice Act?

- 01. () Yes
- 02. () No

P06 J. If yes, describe the main difficulties.



PART 3

PERCEPTION OF THE TOP EXECUTIVE

P07 A. According to your criteria, the share of **women** in your company, in each of the following hierarchical levels, is:

Executives

- 01. () Higher than it should be
- 02. () Lower than it should be
- 03. () Adequate

Managers

- 01. () Higher than it should be
- 02. () Lower than it should be
- 03. () Adequate

Supervisors

- 01. () Superior a lo que debería
- 02. () Inferior a lo que debería
- 03. () Adecuada

Workers (no management role)

- 01. () Higher than it should be
- 02. () Lower than it should be
- 03. () Adequate

P07 B. If the share of women is less than it should be at any of these levels, what is the reason?

- 01. () Lack of qualified female candidates for the positions
- 02. () Lack of interest among women in positions with the company
- 03. () Lack of knowledge or experience on the part of the company to deal with this issue

P08 A. According to your criteria, the share of **Afro-Brazilians** in your company, in each of the following hierarchical levels, is:

Executives

- 01. () Higher than it should be
- 02. () Lower than it should be
- 03. () Adequate

Managers

- 01. () Higher than it should be
- 02. () Lower than it should be
- 03. () Adequate

Supervisors

- 01. () Higher than it should be
- 02. () Lower than it should be
- 03. () Adequate

Workers (no management role)

- 01. () Higher than it should be
- 02. () Lower than it should be
- 03. () Adequate

P08 B. If the share of Afro-Brazilians is less than it should be at any of these levels, what is the reason?

- 01. () Lack of qualified Afro-Brazilian candidates for the positions
- 02. () Lack of interest among Afro-Brazilians in positions with the company
- 03. () Lack of knowledge or experience on the part of the company to deal with this issue

P09 A. According to your criteria, the share of **people over 45** in your company, in each of the following hierarchical levels, is:

Executives

- 01. () Higher than it should be
- 02. () Lower than it should be
- 03. () Adequate

Managers

- 01. () Higher than it should be
- 02. () Lower than it should be
- 03. () Adequate

Supervisors

- 01. () Higher than it should be
- 02. () Lower than it should be
- 03. () Adequate

Workers (no management role)

- 01. () Higher than it should be
- 02. () Lower than it should be
- 03. () Adequate



P09 B. If the share of people over 45 is less than it should be at any of these levels, what is the reason?

01. () Lack of qualified candidates in this age group
02. () Lack of interest among people in this age group in positions with the company
03. () Lack of knowledge or experience on the part of the company to deal with this issue

P10 A. According to your criteria, the share of **people with disabilities** in your company, in each of the following hierarchical levels, is:

Executives

01. () Higher than it should be
02. () Lower than it should be
03. () Adequate

Managers

01. () Higher than it should be
02. () Lower than it should be
03. () Adequate

Supervisors

01. () Higher than it should be
02. () Lower than it should be
03. () Adequate

Workers (no management role)

01. () Higher than it should be
02. () Lower than it should be
03. () Adequate

P10 B. If the share of people with disabilities is less than it should be at any of these levels, what is the reason?

01. () Lack of qualified applicants with disabilities
02. () Lack of interest among people with disabilities in positions with the company
03. () Lack of knowledge or experience on the part of the company to deal with this issue

P11 A. According to your criteria, the share of **apprentices** in your company is:

01. () Higher than it should be
02. () Lower than it should be
03. () Adequate

P11 B. If the share of apprentices is less than it should be, what is the reason?

01. () Lack of qualified candidates for apprenticeships
02. () Lack of interest in the company among potential apprentices
03. () Lack of knowledge or experience on the part of the company to deal with this issue

PART 4
(TO BE FILLED OUT BY HR)

TABLE 1 – PROFILE OF EXECUTIVES

OVERALL PROFILE

NUMBER OF EXECUTIVES

NUMBER OF MEN

NUMBER OF WOMEN

AGE

SCHOOLING

	Total Executives	Men	Women
16–24	[]	[]	[]
25–35	[]	[]	[]
36–45	[]	[]	[]
46–55	[]	[]	[]
Over 55	[]	[]	[]
TOTAL	[]	[]	[]

	Total Executives	Men	Women
Elementary	[]	[]	[]
Middle School	[]	[]	[]
High School	[]	[]	[]
College	[]	[]	[]
Special./Master's	[]	[]	[]
Ph.D./Post-Doc	[]	[]	[]
TOTAL	[]	[]	[]

RACE OR COLOR

DISABILITY

	Total Executives	Man	Women
White	[]	[]	[]
Black	[]	[]	[]
Brown	[]	[]	[]
Asian	[]	[]	[]
Indigenous	[]	[]	[]
TOTAL	[]	[]	[]

	Total Executives	Men	Women
Physical	[]	[]	[]
Visual	[]	[]	[]
Hearing	[]	[]	[]
Multiple	[]	[]	[]
Intellectual	[]	[]	[]
TOTAL	[]	[]	[]

SENIORITY

	Total Executives	Men	Women
Less than 1 year	[]	[]	[]
1–2 years	[]	[]	[]
3–5 years	[]	[]	[]
6–10 years	[]	[]	[]
11–15 years	[]	[]	[]
Over 15 years	[]	[]	[]
TOTAL	[]	[]	[]



TABLE 2 – PROFILE OF MANAGERS

OVERALL PROFILE

NUMBER OF MANAGERS

NUMBER OF MEN

NUMBER OF WOMEN

AGE

	Total Managers	Men	Women
16–24	[]	[]	[]
25–35	[]	[]	[]
36–45	[]	[]	[]
46–55	[]	[]	[]
Over 55	[]	[]	[]
TOTAL	[]	[]	[]

EDUCATION

	Total Managers	Men	Women
Elementary	[]	[]	[]
Middle School	[]	[]	[]
High School	[]	[]	[]
College	[]	[]	[]
Special./Master's	[]	[]	[]
Ph.D./Post-Doc	[]	[]	[]
TOTAL	[]	[]	[]

RACE OR COLOR

	Total Managers	Men	Women
White	[]	[]	[]
Black	[]	[]	[]
Brown	[]	[]	[]
Asian	[]	[]	[]
Indigenous	[]	[]	[]
TOTAL	[]	[]	[]

DISABILITY

	Total Managers	Men	Women
Physical	[]	[]	[]
Visual	[]	[]	[]
Hearing	[]	[]	[]
Multiple	[]	[]	[]
Intellectual	[]	[]	[]
TOTAL	[]	[]	[]

SENIORITY

	Total Managers	Men	Women
Less than 1 year	[]	[]	[]
1–2 years	[]	[]	[]
3–5 years	[]	[]	[]
6–10 years	[]	[]	[]
11–15 years	[]	[]	[]
Over 15 years	[]	[]	[]
TOTAL	[]	[]	[]

TABLE 3 – PROFILE OF SUPERVISORS, LOWER MANAGERS, AND COORDINATORS

OVERALL PROFILE

NUMBER OF SUPERVISORS/HEADS

NUMBER OF MEN

NUMBER OF WOMEN

AGE

EDUCATION

	Total Supervisors	Men	Women
16–24	[]	[]	[]
25–35	[]	[]	[]
36–45	[]	[]	[]
45–55	[]	[]	[]
Over 55	[]	[]	[]
TOTAL	[]	[]	[]

	Total Supervisors	Men	Women
Elementary	[]	[]	[]
Middle School	[]	[]	[]
High School	[]	[]	[]
College	[]	[]	[]
Special./Master's	[]	[]	[]
Ph.D./Post-Doc	[]	[]	[]
TOTAL	[]	[]	[]

RACE OR COLOR

DISABILITY

	Total Supervisors	Men	Women
White	[]	[]	[]
Black	[]	[]	[]
Brown	[]	[]	[]
Asian	[]	[]	[]
Indigenous	[]	[]	[]
TOTAL	[]	[]	[]

	Total Supervisors	Men	Women
Physical	[]	[]	[]
Visual	[]	[]	[]
Hearing	[]	[]	[]
Multiple	[]	[]	[]
Intellectual	[]	[]	[]
TOTAL	[]	[]	[]

SENIORITY

	Total Supervisors	Men	Women
Less than 1 year	[]	[]	[]
1–2 years	[]	[]	[]
3–5 years	[]	[]	[]
6–10 years	[]	[]	[]
11–15 years	[]	[]	[]
Over 15 years	[]	[]	[]
TOTAL	[]	[]	[]



TABLE 4 – PROFILE OF WORKERS

OVERALL PROFILE

NUMBER OF WORKERS

NUMBER OF MEN

NUMBER OF WOMEN

AGE

	Total Workers	Men	Women
16–24	[]	[]	[]
25–35	[]	[]	[]
36–45	[]	[]	[]
46–55	[]	[]	[]
Over 55	[]	[]	[]
TOTAL	[]	[]	[]

EDUCATION

	Total Workers	Men	Women
Elementary	[]	[]	[]
Middle School	[]	[]	[]
High School	[]	[]	[]
College	[]	[]	[]
Special./Master's	[]	[]	[]
Ph.D./Post-Doc	[]	[]	[]
TOTAL	[]	[]	[]

RACE OR COLOR

	Total Workers	Men	Women
White	[]	[]	[]
Black	[]	[]	[]
Brown	[]	[]	[]
Asian	[]	[]	[]
Indigenous	[]	[]	[]
TOTAL	[]	[]	[]

DISABILITY

	Total Workers	Men	Women
Physical	[]	[]	[]
Visual	[]	[]	[]
Hearing	[]	[]	[]
Multiple	[]	[]	[]
Intellectual	[]	[]	[]
TOTAL	[]	[]	[]

SENIORITY

	Total Workers	Men	Women
Less than 1 year	[]	[]	[]
1–2 years	[]	[]	[]
3–5 years	[]	[]	[]
6–10 years	[]	[]	[]
11–15 years	[]	[]	[]
Over 15 years	[]	[]	[]
TOTAL	[]	[]	[]

TABLE 5 – PROFILE OF APPRENTICES

OVERALL PROFILE

NUMBER OF APPRENTICES

NUMBER OF MEN

NUMBER OF WOMEN

AGE

EDUCATION

	Total Apprentices	Men	Women
16–24	[]	[]	[]
25–35	[]	[]	[]
36–45	[]	[]	[]
45–55	[]	[]	[]
Over 55	[]	[]	[]
TOTAL	[]	[]	[]

	Total Apprentices	Men	Women
Elementary	[]	[]	[]
Middle School	[]	[]	[]
High School	[]	[]	[]
College	[]	[]	[]
Special./Master’s	[]	[]	[]
Ph.D./Post-Doc	[]	[]	[]
TOTAL	[]	[]	[]

RACE OR COLOR

DISABILITY

	Total Apprentices	Men	Women
White	[]	[]	[]
Black	[]	[]	[]
Brown	[]	[]	[]
Asian	[]	[]	[]
Indigenous	[]	[]	[]
TOTAL	[]	[]	[]

	Total Apprentices	Men	Women
Physical	[]	[]	[]
Visual	[]	[]	[]
Hearing	[]	[]	[]
Multiple	[]	[]	[]
Intellectual	[]	[]	[]
TOTAL	[]	[]	[]



TABLE 6 – PROFILE OF TRAINEES

OVERALL PROFILE

NUMBER OF TRAINEES

NUMBER OF MEN

NUMBER OF WOMEN

AGE

	Total Trainees	Men	Women
16-24	[]	[]	[]
25-35	[]	[]	[]
36-45	[]	[]	[]
46-55	[]	[]	[]
Over 55	[]	[]	[]
TOTAL	[]	[]	[]

EDUCATION

	Total Trainees	Men	Women
Elementary	[]	[]	[]
Middle School	[]	[]	[]
High School	[]	[]	[]
College	[]	[]	[]
Special./Master's	[]	[]	[]
Ph.D./Post-Doc	[]	[]	[]
TOTAL	[]	[]	[]

RACE OR COLOR

	Total Trainees	Men	Women
White	[]	[]	[]
Black	[]	[]	[]
Brown	[]	[]	[]
Asian	[]	[]	[]
Indigenous	[]	[]	[]
TOTAL	[]	[]	[]

DISABILITY

	Total Trainees	Men	Women
Physical	[]	[]	[]
Visual	[]	[]	[]
Hearing	[]	[]	[]
Multiple	[]	[]	[]
Intellectual	[]	[]	[]
TOTAL	[]	[]	[]

TABLE 7 – PROFILE OF INTERNS

OVERALL PROFILE

NUMBER OF INTERNS

NUMBER OF MEN _____

NUMBER OF WOMEN _____

AGE

	Total Interns	Men	Women
16–24	[]	[]	[]
25–35	[]	[]	[]
36–45	[]	[]	[]
45–55	[]	[]	[]
Over 55	[]	[]	[]
TOTAL	[]	[]	[]

EDUCATION

	Total Interns	Men	Women
Elementary	[]	[]	[]
Middle School	[]	[]	[]
High School	[]	[]	[]
College	[]	[]	[]
Special./Master's	[]	[]	[]
Ph.D./Post-Doc	[]	[]	[]
TOTAL	[]	[]	[]

RACE OR COLOR

	Total Interns	Men	Women
White	[]	[]	[]
Black	[]	[]	[]
Brown	[]	[]	[]
Asian	[]	[]	[]
Indigenous	[]	[]	[]
TOTAL	[]	[]	[]

DISABILITY

	Total Interns	Men	Women
Physical	[]	[]	[]
Visual	[]	[]	[]
Hearing	[]	[]	[]
Multiple	[]	[]	[]
Intellectual	[]	[]	[]
TOTAL	[]	[]	[]



TABLE 8 – PROFILE OF THE BOARD OF DIRECTORS

OVERALL PROFILE

NUMBER OF BOARD MEMBERS

NUMBER OF MEN

NUMBER OF WOMEN

AGE

	Total Board Members	Men	Women
16-24	[]	[]	[]
25-35	[]	[]	[]
36-45	[]	[]	[]
46-55	[]	[]	[]
Over 55	[]	[]	[]
TOTAL	[]	[]	[]

EDUCATION

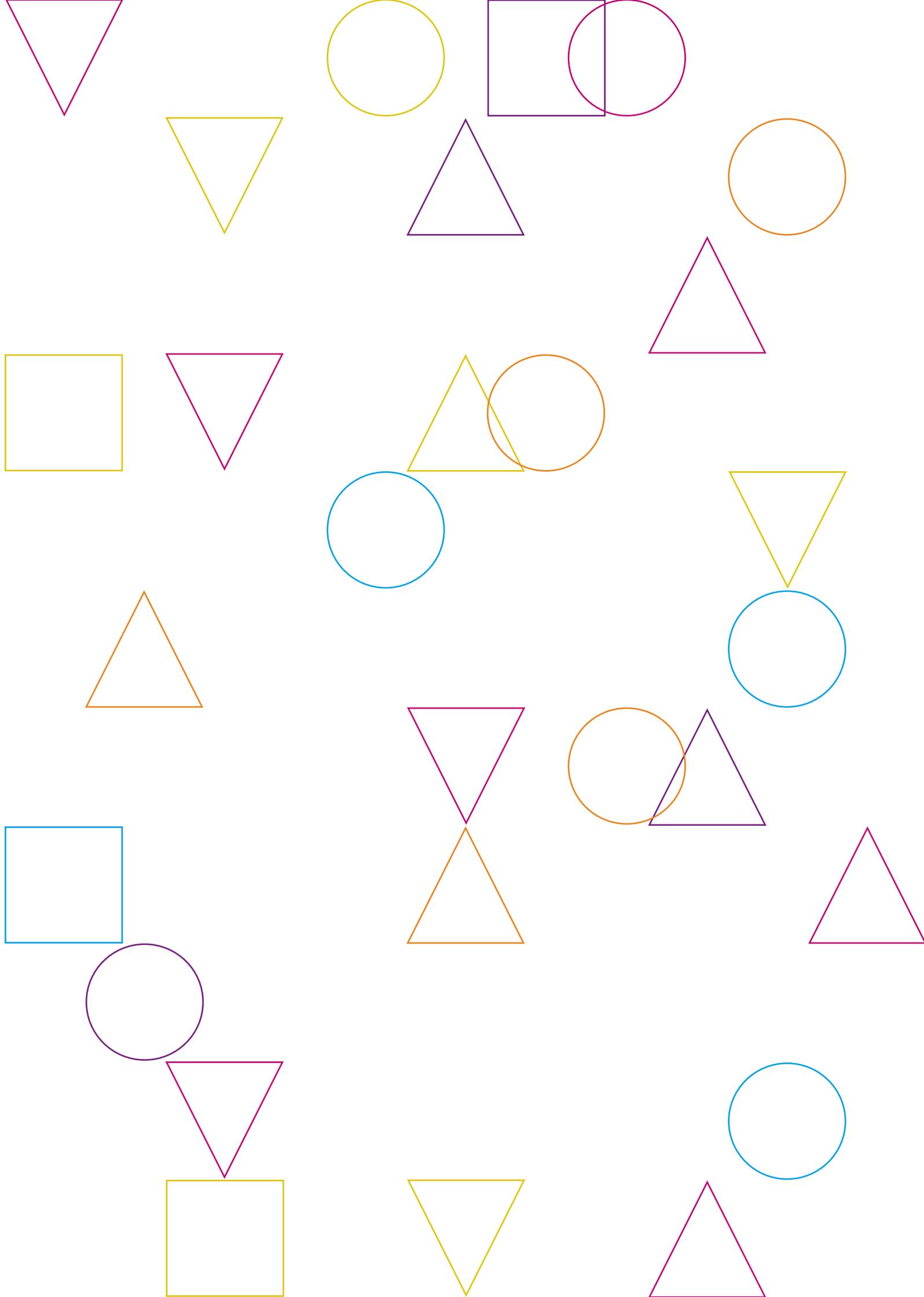
	Total Board Members	Men	Women
Elementary	[]	[]	[]
Middle School	[]	[]	[]
High School	[]	[]	[]
College	[]	[]	[]
Special./Master's	[]	[]	[]
Ph.D./Post-Doc	[]	[]	[]
TOTAL	[]	[]	[]

RACE OR COLOR

	Total Board Members	Men	Women
White	[]	[]	[]
Black	[]	[]	[]
Brown	[]	[]	[]
Asian	[]	[]	[]
Indigenous	[]	[]	[]
TOTAL	[]	[]	[]

DISABILITY

	Total Board Members	Men	Women
Physical	[]	[]	[]
Visual	[]	[]	[]
Hearing	[]	[]	[]
Multiple	[]	[]	[]
Intellectual	[]	[]	[]
TOTAL	[]	[]	[]



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