

ABOUT THE STUDY

METHODOLOGY

Quantitative components of this study were collected through surveys completed on-line. This was complemented by qualitative interviews with diversity and human resource managers from selected companies participating in the survey.

SAMPLE

Managers of the 500 largest Brazilian for-profit corporations.

REFERENCE PERIOD

Surveys took place between December 9, 2014 and May 28, 2015.

CONDUCTED BY

The Instituto Ethos for Business and Social Responsibility in cooperation with the Inter-American Development Bank (IDB).

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

EXECUTIVE SUMMARY

Despite gains over the past 15 years, the Brazilian labor market continues to be unequal. Under-representation and challenges reaching executive level positions are among the main problems facing marginalized populations in Brazil, including Afro-Brazilians, women, people with disabilities and members of the LGBT (Lesbian, Gay, Bisexual, and Transgender) community. This study presents the social, racial and gender profile of the staff and leadership of Brazil's 500 largest companies with an emphasis on policy measures companies are implementing to foster greater inclusion.

AFRO-BRAZILIAN UNDER-REPRESENTATION

Despite representing the majority of the population, the share of Afro-Brazilians in the formal labor market is significantly lower than that of the white population. Although African descendants make up the majority of apprentices and trainees, the majority of employees in these companies are white. Among corporate staff, in entry level staff positions, there are nearly twice as many whites as Afro-Brazilians (62.8% and 35.7%, respectively). Within supervisory positions, whites hold 72.2% of the positions compared to the 25.9% held by Afro-Brazilians.

HIERARCHICAL BOTTLENECKS AND DIFFICULTIES IN PROMOTION

Under-representation is further exacerbated in upper level positions, where the presence of Afro-Brazilians is even lower. African descendants face many difficulties rising to these prestigious upper level positions. Only 6.3% of management positions are held by Afro-Brazilians, compared to 90.1% held by whites. In executive positions, 4.7% are held by African descendants compared to the 94.2% held by whites. Within the ranks of boards of directors, the rates are 4.9% for Afro-Brazilian compared to 95.1% for whites.

THERE ARE TWICE AS MANY MEN AS WOMEN

As is the case with Afro-Brazilians, women are under-represented in the workplace. Although women account for a larger share of the population than men and have on average more years of schooling, women remain over-represented in the lowest levels of the professional hierarchy, and in positions as apprentices and trainees. Within corporate staff, there are nearly twice as many men as women (65.5% and 35.5%, respectively). Also, as was the case with African descendants, the share of women in upper level positions is substantially lower. In management positions, there are more than double the number of men (68.7% compared to the 31.3% of positions held by women); within executive positions there are more than six times as many men as women (at 86.4% and 13.6% respectively); and among members of boards of directors, there are over eight times as many men as women (at 89% compared to 11%).

WOMEN HAVE HIGHER LEVELS OF EDUCATIONAL ATTAINMENT

Women have higher levels of educational attainment across all levels of the participating firms. Among staff, 52.2% of women have a college education compared to just 28.3% of men, a 23.9 percentage point difference. Moving up the organizational ladder, the difference in educational attainment between men and women declines, but women continue to have higher levels of education. Among supervisors, 80.4% of women have completed college, a rate of 15.8 percentage points higher than their male counterparts. Female manager college completion rates surpass their counterparts by 1.6 percentage points, with 97.4 percent of women managers holding a college degree. Among executives, 98.8% of women have completed a college education (3.5 percentage points higher than their male counterparts) and 100% of female members of board of directors have a college degree compared to 95.9% of men.

AFRO-BRAZILIANS HAVE IMPROVED EDUCATIONAL ATTAINMENT

The average educational level of Afro-Brazilians has increased from 5.1 years of study in 2003 to 6.5 years of education in 2013. This increase is due to the improved college education access. Between 2003 and 2013, the share of African descendants enrolled in university courses increased by 40%, a trend that was bolstered by the establishment and implementation of affirmative action policies in higher education.

“ADEQUATE” PARTICIPATION OF WOMEN AND AFRICAN DESCENDANTS

A large portion of managers in Brazil’s largest companies feel that Afro-Brazilians and women are “adequately” represented at all levels of their corporation. Across all employment levels considered, the majority of managers considered African descendants “adequately” represented among staff and supervisors, Afro-Brazilians account for 35.7% and 25.9% of employees, respectively. While for women, with the exception at the executive level, the majority of managers believed that women were “adequately” represented.

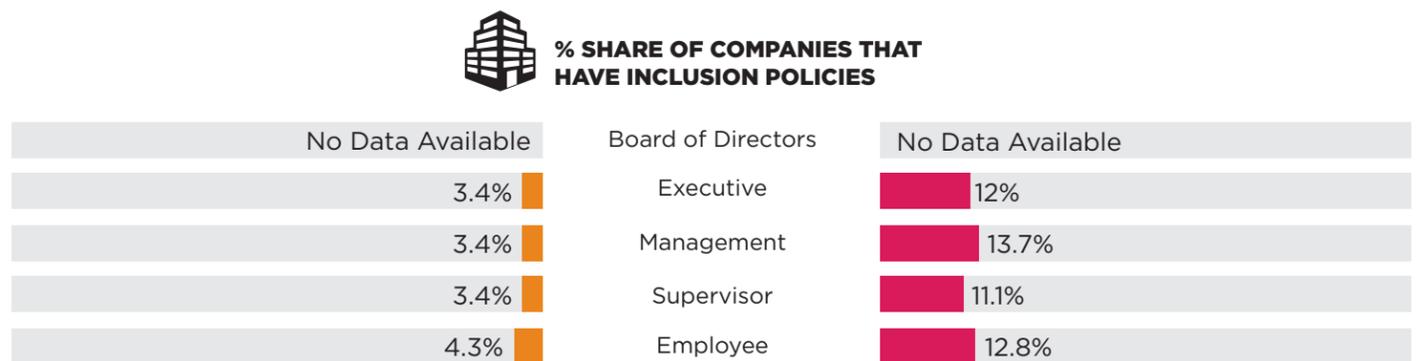
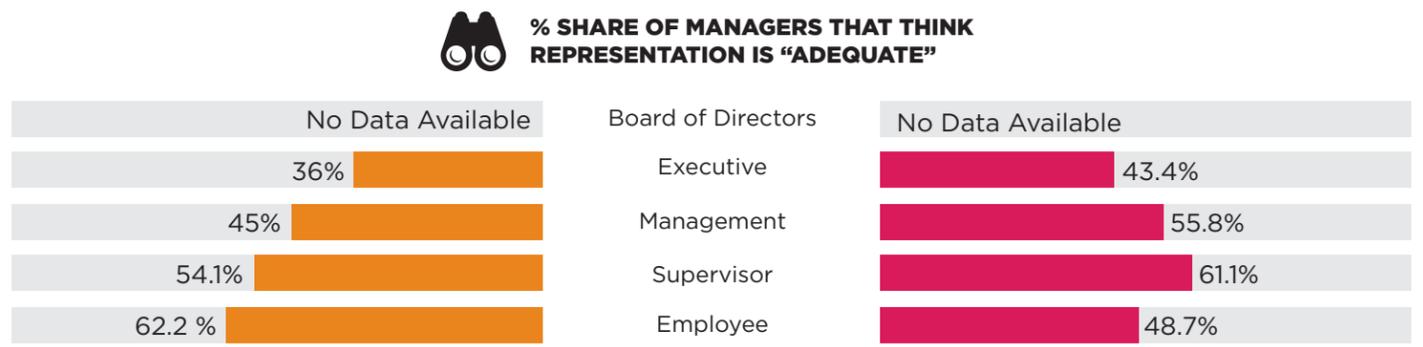
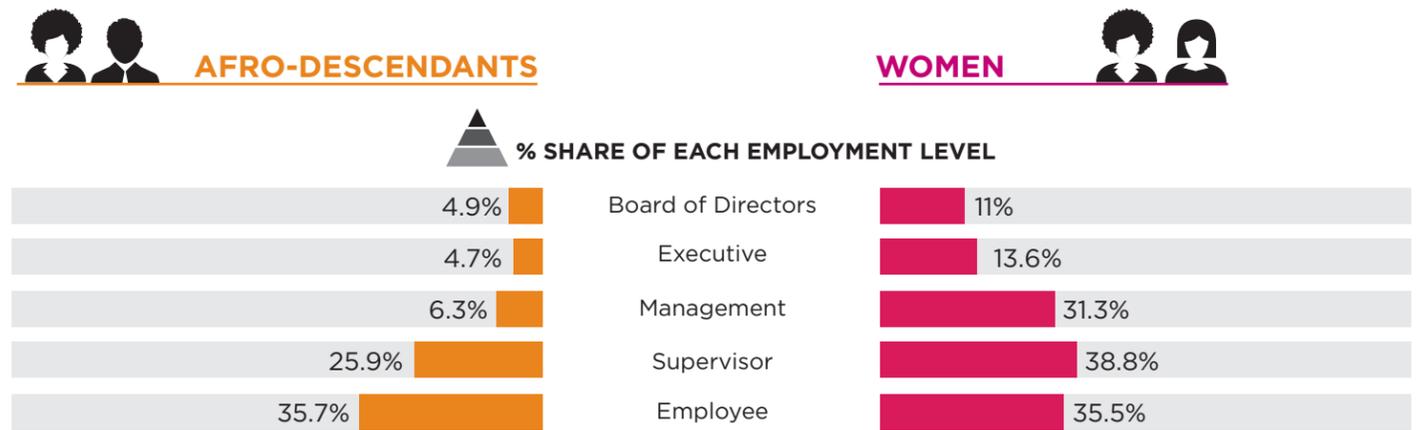
INCLUSION POLICIES: AN UNDERUTILIZED TOOL

Despite these inequalities, the vast majority of companies in this study do not have inclusion policies to incentivize the presence of women and African descendants in their workplaces. Only 3.9% of the companies surveyed had some form of inclusion policies to increase the number of Afro-Brazilians in their workforce while 11% had policies to increase the number of women.

TRAINING FOR AFRO-BRAZILIANS, WORK-LIFE BALANCE FOR WOMEN

Among the few companies that have some form of inclusion policy for African descendants, the most common types of programs are for professional training. To facilitate the hiring and retention of women in the workplace, companies have sought to reconcile the balance work-life balance for all employees.

MANAGER PERCEPTIONS VS. REALITY AND INCLUSION POLICIES



EDUCATIONAL ATTAINMENT

SHARE OF MEN AND WOMEN WITH A COLLEGE DEGREE

35.5% 52.2%

(Across all Employment Levels)

