

# Social, Racial and Gender Profile of the 500 Brazilian Largest Companies and Their Affirmative Actions



**RESEARCH 2010**

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## Presentation

**T**he company's social commitment to their target publics is decisive for the sustainability and success and their businesses, with an influence both on productivity and competition, and obviously, on the society's development. One of the most important items of such commitment is promoting diversity and equity, under which principle each segment in society must be proportionally represented in the companies' staff, providing equal opportunities to everyone.

Aiming at developing the discussion on the subject in the corporate environment and encouraging the adoption of actions in favor of the inclusion of groups usually discriminated at the labor market, Instituto Ethos has promoted several initiatives related to the subject within a program developed with the institutional support from Inter-American Foundation (IAF).

One the results from such program is the **Social, Racial and Gender Profile of the 500 Brazilian Largest Companies and Their affirmative actions – Research 2010** whose data we publish in this report. This survey, already in its fifth edition, is made by Instituto Ethos and Ibope Inteligência, in a partnership with Fundação Getulio Vargas de São Paulo (FGV-SP), United Nations Development Fund for Women (Unifem), the Instituto de Pesquisa Econômica Aplicada (Ipea) and the International Labor Organization (ILO). This edition was sponsored by Instituto Unibanco and Philips do Brasil and institutionally supported by the organization Atletas pela Cidadania and IAF.

The great objective of this study is to encourage each executive to notice more carefully the possible unbalance in the composition of its internal public, in all hierarchical levels referring to sex, color or race, age, education level, service time at the company and the presence of disabled people, making him/her think about the actions that he/she may and should perform to promote diversity and equity in the staff and adopt a proactive attitude to change the perceived reality.

The choice of the 500 largest companies in the country as target of this research is not casual. The standards adopted by such companies will propel and certainly be used as a reference for the whole Brazilian corporate segment and as an actual means to reduce the unequal conditions not only at the labor market but in the whole society.

The results presented below show that, in spite of some advancements in relation to the previous surveys, the large companies still have a high inequality level that needs to be reduced urgently. For such purpose it is necessary to establish policies and actions with objective goals and a determinate term.

Brazil preparing itself to become the fifth largest global economy power but remains as one of the most unequal societies in the world; therefore we should endeavor all efforts to bring human rights to the same level as the economy. Promoting diversity and equity is a decisive action in that regard.

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# INTRODUCTION

**A**s the unique initiative of this type in Brazil, the research Social, Racial and Gender Profile of the 500 Brazilian Largest Companies and their Affirmative Actions aims at delineating the profile of employees and executive staff of the largest companies operating in country, observing its composition at all the hierarchical levels according to sex, race or color, age group, length of service, and education level, as well as the presence of people with disabilities.

This work even tries to assess the affirmative actions and policies established by these companies with the purpose of valuing diversity and equity among its internal public. It also seeks to know the perception of the main executive of each organization on the situation of women, afro-descendants, people above 45, and young apprentices in its personnel.

The first study of this series was made in 2001, when only data regarding the executive teams of the 500 largest corporations of the country was collected. As of its second edition in 2003 the research was expanded to all hierarchical levels and started recording the affirmative actions and policies promoted by such group of companies. The following editions, in 2005 and 2007, observed the very same format with important changes that aimed at enhancing the results.

In this year's edition, we aimed at deepening even more the research, reshaping the questionnaire and including questions such as the ones that allowed us to trace the profile of the apprentices.

The data gathered by this series of assessments reinforce the idea that it is necessary to drive actions for valuing diversity and promoting equity at the labor market.

The contemporary economic scenario presents strong demands not only for productivity and competitiveness but, also with regard to the legal and ethical aspect of the companies' performance.

In face of the trend of increasing availability of technological resources, the competitive advantage of a company will be strongly determined by the quality of the relationship kept internally and externally with people. And such quality is directly related to the problem of inclusion or exclusion of different social groups.

Diversity is often associated to gender and race. Companies, however, have been extending the concept and starting to consider issues such as social-economical condition of employees, age, marital status, nationality, sexual orientation, disabilities, working style and vision of the world among other differences.

We describe below a summary of the main points addressed by the manual *Como as Empresas Podem (e Devem) Valorizar a Diversidade* [How Companies Can (and Must) Value Diversity], published by Instituto Ethos in September 2000.

## **Critical success factor**

**Efficient implementation of labor diversity strategies could be a critical business success factor. Diversity policies increase competitiveness by enabling companies to make good use of all the potential resulting from positive differences between employees. There is also a growing trend of valuing goods and brands produced by organizations that project an image of social responsibility and pluralism.**

### **Adaptation to customers' profile**

For companies to remain competitive in a global economy, the composition of its workforce should reflect the diversity and the changes in the composition of customers and markets. Companies with a diversified workforce have better conditions for placing their products and services at the market serving consumers increasingly differentiated and demanding.

### **Strengthened financial performance**

Several international studies have already pointed that diversity programs influence positively on the companies' financial performance. Such programs have also been a differential factor for many companies in attracting new investors.

### **Reduced personnel turn-over**

The background of several companies demonstrates that the attention paid to diversity might drive a reduction of labor turnover.

### **Improved productivity**

A diversity based environment tends to be more stimulating and productive, favoring the development of new projects and solutions. Valorization of diversity contributes for a positive environment that, contending intolerance, stimulates cooperation and synergy among professionals around corporate common objectives. Thus, creating an environment that reinforces the bonds between employees and its work and their identification with the company.

### **Increasing satisfaction with work**

By evaluating the reach of programs that include equal opportunities for development, the respect and the absence of discrimination, it can be concluded that employees that have an incentivating environment at the workplace show themselves more loyal and satisfied with their professional activities.

### **Lower legal vulnerability**

Companies that establish diversity programs and management methods oriented at detecting and preventing potential discrimination situations are less vulnerable before the legal requirements.

### **Enhanced corporate image**

When it is evidenced that valuing diversity is a macro-trend in the most diverse countries, practicing it internally becomes an important strategy. The topic has been object of constant media attention, especially when companies give examples of racism or sexual discrimination. The publicity around a discriminating practice can be very negative for the organization, affecting its image before consumers and the public opinion. Otherwise, if diversity was an attribute inherent to company's activity, making it known as a good place to work, with an open and inclusive environment, that could add positive qualities to the corporate image at the market.

### **More flexibility**

Company's mergers, amalgamations and spin-offs have been more and more common. There is also a growing operations outsourcing trend. A pluralist organizational culture facilitates the adaptation to such changes. These processes often impose the exposure of groups to different cultures and particularities. A policy of diversity promotion may make the company more flexible, increasing its capacity to adapt to new situations.

### **Adequate recognition**

As stimulation to diversity represents a reinforcement to the expression of individual's talent and potentials, it makes the company more capable to evaluate and promote its employees based on their effective competence. A discriminative environment may restrain talents and compromise the capacity of the company to recognize adequately the performance of its employees and executive staff.

## Methodology

This is a quantitative research with the application of a self-filling out questionnaire (*reproduced from page 33 on*).

### Universe

Employees and executive staff of the Brazilian 500 largest companies, per revenue, according to a ranking based upon the *Melhores e Maiores 2009* [Bigger and Better in 2009] yearbook, produced by the *Exame* magazine, of Editora Abril.

### Sample

Employees and executive staff of 105 out of the 109 companies that return the complete questionnaires filled out (see "*The Need for an Internal Census*", on page 47).

### Field period

From February 24 to June 18, 2010.

### Data collection

The questionnaire was sent to the Brazilian 500 largest companies through an electronic message addressed to the top executive and the human resources in-charge. The data from the 109 companies that answered were also received through e-mail or fax.

### Follow up and quality control

A team from Ibope Inteligência and Instituto Ethos Núcleo de Atendimento [Service Center] made several contacts with the companies in order to stimulate the answering, following up the filling out of the questionnaires, clarifying doubts and identifying cases in which re-sending the forms was necessary.

After reading the answers, several requests for complementary information were issued. To control possible errors, data was typed redundantly.

### The questionnaire

In this issue, the questionnaire was composed of three parts. The first one addressed to the HR aimed at identifying affirmative actions and policies adopted by the company in favor of diversity and equity among employees and executive staff. This time, questions on apprentices were added.

The second part contained questions supposed to be answered personally by the company's highest executive (the president or its representative). The purpose was to verify its perception on the situation in his team of groups historically discriminated by the marketplace such as women, afro-descendants, people older than 45 and disabled.

The third part, with a more objective character, should be answered with information supplied by the human resources department of the organization on the characteristics of the employees and executive staff. It was divided in the four staff groups referring to the hierarchical levels considered in this work since the 2003 issue – the executive staff (president, vice-president and executive directors), the middle management staff, the supervision, low management or coordination staff and the working staff (composed of employees without supervision position) including now the apprentices group.

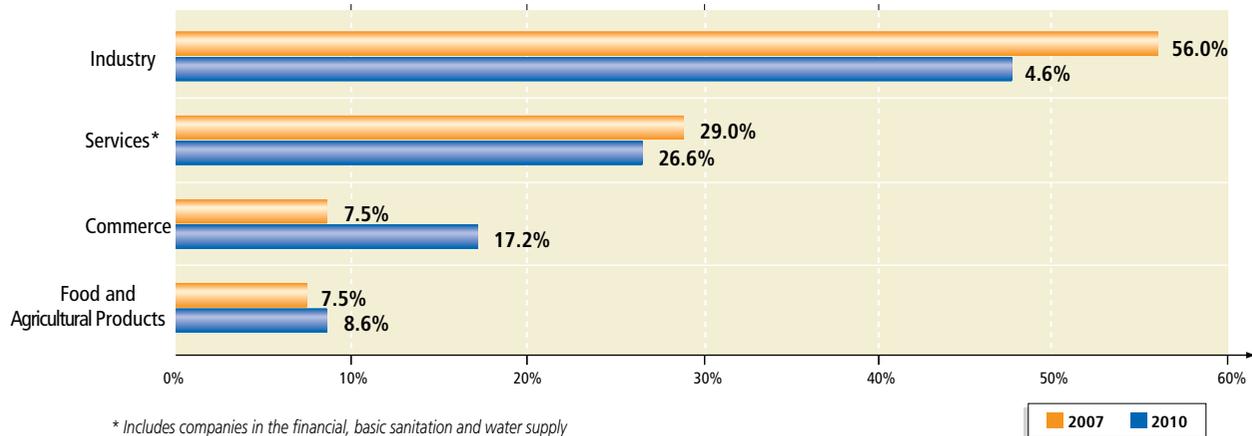
To designate colors, races or ethnics this study used the nomenclature adopted by the Instituto Brasileiro de Geografia e Estatística (IBGE –Brazilian Institute of Geography and Statistics) for color or race: white (*branco*), black (*preto*), mulatto (*pardo*), yellow (*amarelo*) and indian (*indígena*), considering as afro-descendent (*negros*) the population formed by blacks and mulattoes.

The sample of 105 out of the 109 questionnaires filled-in and returned corresponds to 21% of the total sent, with data of a group of 623.960 people.

<b>Total of the Sample</b>			
Hierarchical Level	Men	Women	Total
Executive Staff	1.299	207	1.506
Middle Management	10.815	3.077	13.892
Supervision, Low Management or Coordination	19.058	6.976	26.034
Working Staff	389.896	192.632	582.528
<b>TOTAL</b>	<b>421.068</b>	<b>202.892</b>	<b>623.960</b>

# SAMPLE PROFILE

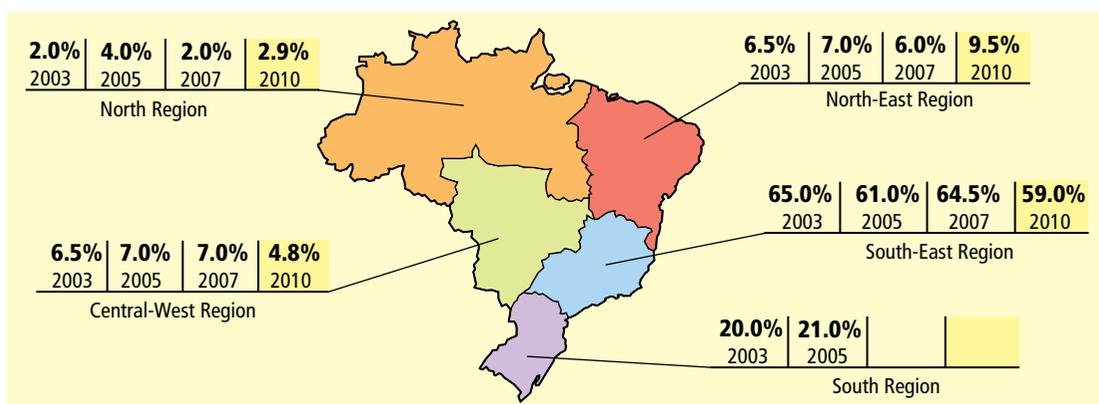
## Activity Sector



The largest part of the sample is composed of companies of the industrial sector, with a participation of 47.6%, followed by the services sector with 26.6%, and the commerce with 17.2%.

Comparing the profile of the sample of this research with the 2007 one, it is observed that in spite of the predominance, the industry shows a fall of 8.4 percentual points. The commerce, that occupies the third place in 2010, presents an expressive increase of 7.5% reaching 17.2%. It is more than double the participation of the sector in the former study.

## Location of the Companies' Head Offices

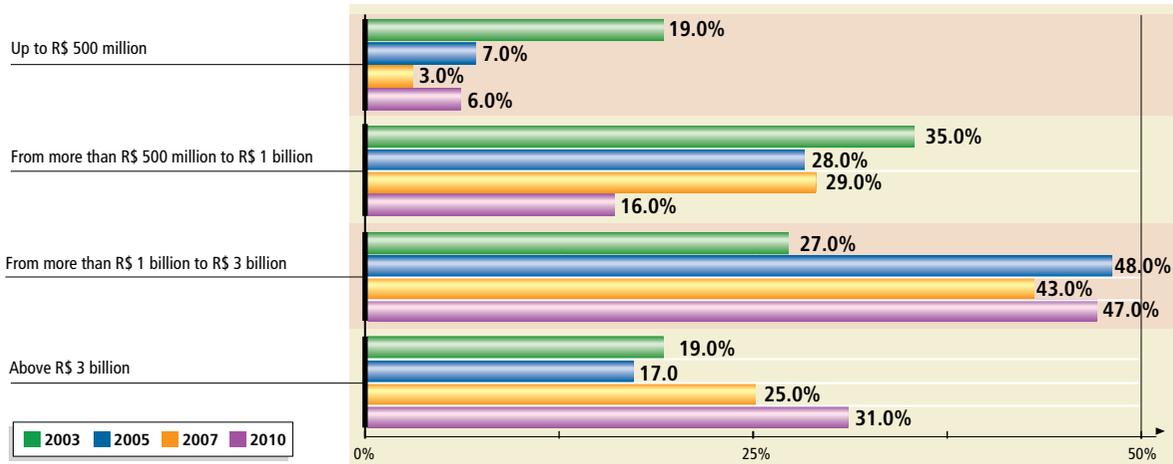


The sampled companies are concentrated mostly in the South-East and South regions, totalizing a participation of 82.8%, only 2.2 percentual points lower than the participation of 85% in the former research. Notice, however, the decrease of 5.5 points of the companies located in the South-East region, which holds 59% of the current sample, and the increase of 3.3 points of the companies located in the South region, which reach 23.8% of the total of the companies researched.

It should be pointed out further an increase in the proportion of companies located in the Northeast

region that escalated from 6% to 9.5% (58.3% in relative numbers), and in the North region which increased 2% to 2.9% of the total of the sample (45% in relative numbers).

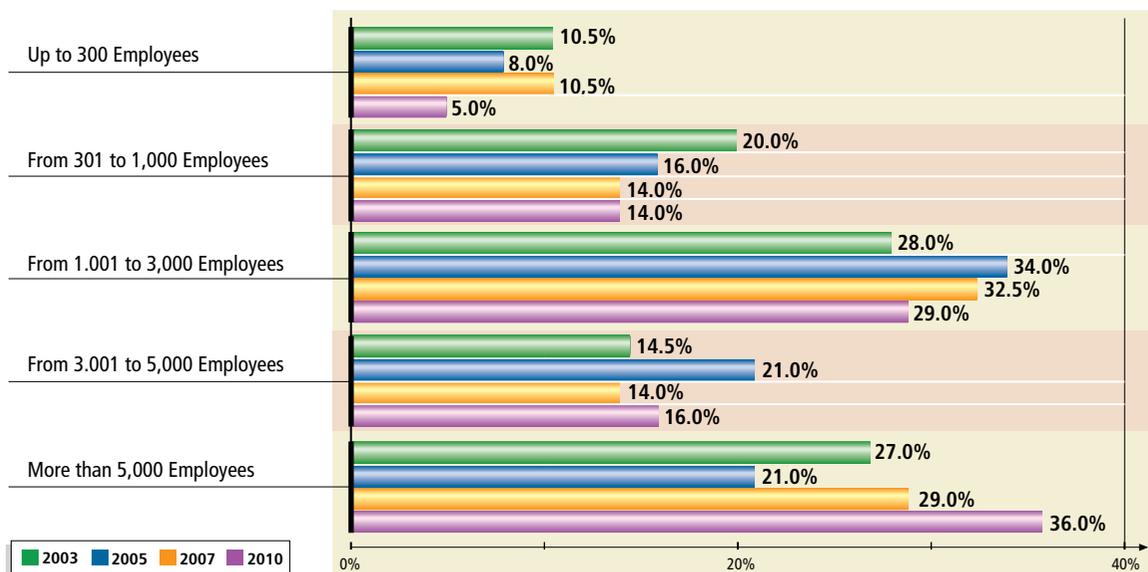
## Revenue Size



The band of more than R\$ 1 billion to R\$ 3 billion concentrates the largest proportion of companies, with 47% of the sample. The second largest part occupies the band above R\$ 3 billion, with a percentage of 31%. The rate of companies with revenues above R\$ 1 billion, thus, is 78%.

Comparing this result with the one obtained in the 2007 research, it is verified a considerable increase of 10 percentage points in this group.

## Number of Employees



The companies with more than 1,000 employees represent 81% of the sample, with an increase of 5.5 percentage points with relation to the 2007 sample. The band of more than 5,000 employees presents the largest difference between the samples with a growth from 29% to 36%.

## RESULTS

The participation of afro-descendents and women among the employees of the most important companies of the country grows. Yet very slowly and even with temporarily less favorable results and an unacceptable inequality, but grows, following the trend already considered natural. This is what the historical series of researches performed by Instituto Ethos, now in 2010 in its fifth edition, confirms.

Comparing this year's data to 2007 ones, it is verified a decrease in the female presence at the base and in the intermediate levels of the hierarchical scale. However, looking at the top, a growth of 2.2 points can be hailed. Women occupy now 13.7% of the executive staff, a space historically unthinkable for them. Considering the historical series, as of 2001, there is an advancement of 7.7 points with regard to the initial participation of 6%. Things are moving on.

The historical series also shows a positive evolution in the participation of afro-descendents – blacks and mulattoes, according to the IBGE nomenclature adopted by this study. Certainly much slower than the female evolution, mainly for a group that already represents 51.1% of the Brazilian population or, in absolute numbers, 98 million individuals, according to the *Pesquisa Nacional por Amostra de Domicílios (Pnad) 2009* [National Research per Domiciles Samples]. The disparity and the under-representativity are still immense.

The situation of the afro-descendent woman is even worse: she holds a portion of 9.3% of the scale base and of 0.5% of the top, which represents, in absolute numbers, six afro-descendent women (all mulattoes) among the 119 women or the 1,162 executive directors, afro-descendents and non-afro-descendents, from both sexes, which color or race was informed by the companies which answered this item of the research.

Improving that condition does not depend only on the adoption of efficient public policies. The companies have an important role to play, and have already started to assume it. Timidly however. An expressive majority does not have measures to encourage women or afro-descendent participation in their staff. When they exist, they are punctual actions instead of policies with targets and planned actions.

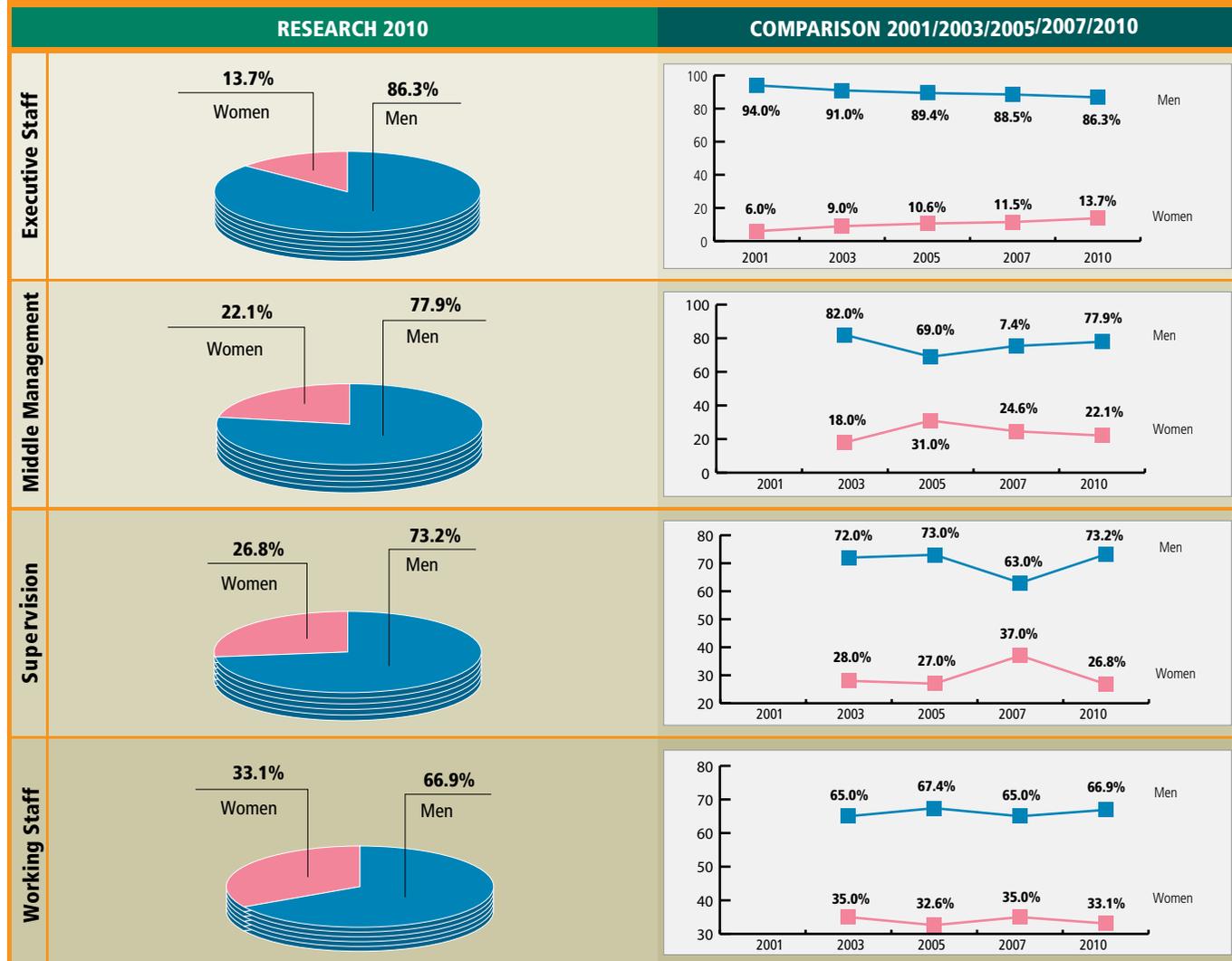
The same happens with regard to the people with disabilities, who even being a group estimated by the 2000 Brazilian Census in 14.5% of the total population does not have a participation rate higher than 1.5%, verified in the working staff of the companies sampled.

Also, awaiting a more prominent place in the corporation agenda are the young apprentices, and the companies envision to change their reality supported by a law which 70% of the sample companies affirm having difficulties to fulfill.

The research *Social, Racial and Gender Profile of the 500 Brazilian Largest Companies and their Affirmative Actions* aims at portraying the reality of those groups, usually discriminated at the workplace. This time it is enriched by the amplification of its reach and by more commitment of the companies. A group of them participated in the qualitative complementary survey helping to understand the data and suggesting improvements in the actions that Instituto Ethos and partners want to undertake.

Check in the following pages the results obtained by this survey.

## Composition by Sex



The inequality between men and women in the largest Brazilian companies is big. The difference is smaller in the working staff, in which, the female presence represents a portion of 33.1% of the job positions. But, it grows progressively with the decay of the participation of women at the higher hierarchical levels: 26.8% at the supervision, 22.1% at the middle management and 13.7% at the executive staff.

The hierarchical funneling, which excludes women as command responsibility increase, still remains as proven in the former surveys.

It should be noticed the female presence in the Brazilian society: 51.3% of the population, 43.9% of the economically active population (EAP) and 42.6% of the occupied<sup>1</sup>. This means that, besides the inequality, there's a sub-representation of women in the sampled companies.

This evidence gains bigger importance when taken into account the education level of both sexes<sup>2</sup>. Women have an average number of years of education (7.4) higher than men (7) and are the majority (54.8%) among the Brazilians that reached at least 11 years of education. They held, in 2007, the largest rate of matriculations (54.9%) and the largest rate (59.8%) of college<sup>3</sup> graduating<sup>4</sup>. They still reached for

<sup>1</sup> The data on the Brazilian population used in this report were extracted from *Pesquisa Nacional por Amostra de Domicílios (Pnad) 2009* [National Research Per Domiciles Samples 2009] of the IBGE. The exceptions are pointed.

<sup>2</sup> See with respect to this matter, "Mulheres brasileiras, educação e trabalho", from the web page of Fundação Carlos Chagas, in [www.fcc.org.br/mulher/series\\_historicas/mbet.html](http://www.fcc.org.br/mulher/series_historicas/mbet.html).

<sup>3</sup> This data and the ones from the Enade are from the Instituto Nacional de Estudos e Pesquisas Educacionais Anísio Teixeira (Inep) [The Anísio Teixeira National Institute for Educational Research and Studies] of the Ministry of Education.

<sup>4</sup> "Graduating" means the students which were attending the last year of the course and had concluded at least 80% of the program hours or that had academic conditions of concluding the course in that year.

three years in a row, a performance equivalent to men in the Exame Nacional de Desempenho de Estudantes (Enade) [National Exam of Student Performance], with average grades of: 38.63 in 2005 (men, 38.11), 39.61 in 2006 (men, 39.25) and 40.94 in 2007 (men, 42.57).

The predominance is confirmed by the distribution of the EAP by education: they had in 2008, completed high school 29.3% of the women and 24.4% of the men. It was higher to, in this population, the rate of women with completed college degree: 12.7% of female group and 7.8% of the male<sup>5</sup>.

## Comparison

Comparing the 2010 to the 2007 results, it can be noticed a positive evolution in the participation of women at the executive staff, from 11.5% to 13.7% with an increase of 2.2 percentual points, and a negative in the other three hierarchical levels observed in the research: working staff, supervision and middle management.

The results confirm first, the trend of continuous expansion of female presence at the top of the hierarchical scale of companies<sup>6</sup>. The historical series, initiated in 2001 with 6%, points in 2010 to an evolution of 7.7 percentual points at the executive level, which represents, in relative numbers, an increase of 128%.

With regard to the other three levels, it is worth noting too the historical series, with the exception of 2001, when the research just surveyed the executive level. As of 2003 there is an oscillation which suggests, in principle, a disturbing trend to stabilization, with negative and positive peaks, caused probably by conjunctural factors.

The hypothesis has to be relativized in view of the progressive expansion verified at the executive level even if the achieved rate of 13.7% is, at last, far beneath from the desirable for a real equity between sexes. It should also be taken into consideration the variation of the profile of the researched samples since 2001, which may affect the consistency of some conclusions.

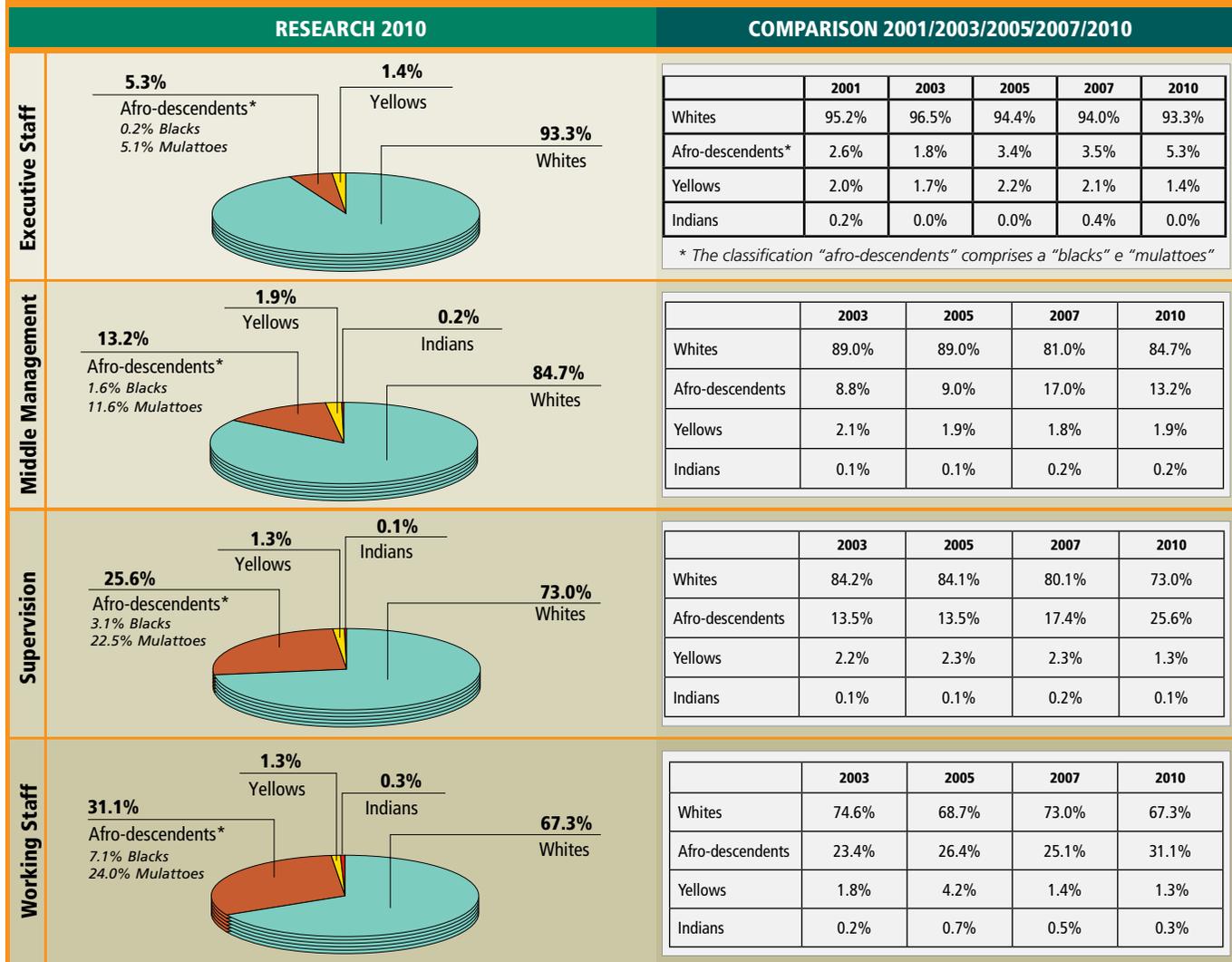
However, it is important to point out that the continuous growth of the women's participation at the work market is already captured by this and other studies, it is a structural trend<sup>7</sup>, and that there are two factors directly related that could break this process: the high rate of companies that claim not having measures to encourage the women inclusion (*see page 26*) and the large portion of managers whose perception judges adequate the female presence in each hierarchical level (*see page 30*).

<sup>5</sup> *Anuário dos Trabalhadores 2009* [Workers Yearbook 2009], of the Departamento Intersindical de Estatística e Estudos Socioeconômicos (Dieese) [Statistical and Social-Economical Studies Inter-unions Department] in [www.dieese.org.br/anu/sistemaPublicoEmprego2009/Arquivos/qsp\\_indicadores\\_EscolaridadePIA-PEA\\_g1.html](http://www.dieese.org.br/anu/sistemaPublicoEmprego2009/Arquivos/qsp_indicadores_EscolaridadePIA-PEA_g1.html).

<sup>6</sup> See, by the way, the item "As proporções de mulheres e de homens dirigentes estão menos distantes no Norte e Nordeste" [The rates of executive women and men are less distant in the North and North-East], in the text "Educação melhora, mas ainda apresenta desafios" [Education gets improved but, it still presents challenges], at *Síntese de Indicadores Sociais 2008* [Synthesis of the Social Indicators 2008], of the IBGE, in [www.ibge.gov.br/home/presidencia/noticias/noticia\\_visualiza.php?id\\_noticia=1233&](http://www.ibge.gov.br/home/presidencia/noticias/noticia_visualiza.php?id_noticia=1233&).

<sup>7</sup> See "Aumento da participação de mulheres no mercado de trabalho: mudança ou reprodução da desigualdade?" [The growth of women's participation at the work market: change or inequality reproduction?], by Natália de Oliveira Fontoura and Roberto Gonzalez, of the Instituto de Pesquisa Econômica Aplicada (Ipea), in [www.ipea.gov.br/sites/000/2/boletim\\_mercado\\_de\\_trabalho/mt41/05\\_NT\\_Aumento.pdf](http://www.ipea.gov.br/sites/000/2/boletim_mercado_de_trabalho/mt41/05_NT_Aumento.pdf).

## Composition by Color or Race



The group of afro-descendants in the Brazilian population has grown continuously. Between 2004 and 2009, there was an increase of 3.1 percentual points in the afro-descendent population, formed by blacks and mulattoes, according to the IBGE nomenclature adopted in this study.

In 2004 the rate of black was of 5.9%; in 2009, went to 6.9%, with an increase of 1 percentual point. The rate of mulatto was 42.1%; it went to 44.2%, with an increase of 2.1 percentual points. If added, blacks and mulattoes are already the majority in the country: they jumped from 48% to 51.1%, which represents, in absolute numbers, 98 million individuals. The white population decreased simultaneously, in the 2004 to 2009 period, from 51.4% to 48.2%, which represents, in absolute numbers, 92.5 million individuals.

Color or Race in the Brazilian Population							
YEAR	2004	2005	2006	2007	2008	2009	2004-2009 (in percentual points)
Afro-descendants	48.0%	49.4%	49.5%	49.7%	50.6%	51.1%	+ 3.1
Blacks	5.9%	6.3%	6.9%	7.4%	6.8%	6.9%	+1.0
Mulattoes	42.1%	43.1%	42.6%	42.3%	43.8%	44.2%	+2.1
Whites	51.4%	49.9%	49.7%	49.4%	48.4%	48.2%	- 3.2
Others*	0.6%	0.7%	0.8%	0.8%	1.0%	0.7%	+ 0.1

\*Indians and yellows (source: IBGE/Pnad)

It has to be considered that afro-descendants are 46.5% of the economically active population (EAP) and 45% of the employed population<sup>8</sup>.

<sup>8</sup> Anuário dos Trabalhadores 2009 [Workers' Yearbook 2009], of the Departamento Intersindical de Estatística e Estudos Socioeconômicos (Dieese) [Statistical and Social-Economic Studies Inter-unions Department], and regional bulletins of the System PED (Employment and Unemployment Research). The data refers to 2008, collected in five metropolitan regions (Belo Horizonte, Porto Alegre, Recife, Salvador and São Paulo) and in the Distrito Federal. See also "Desigualdade entre negros e não-negros no mercado de trabalho, no período 2004-2008" [Unequality between afro-descendants and non-afro-descendants at the work market], at [www.dieese.org.br/ped/sp/negrormsp2009.pdf](http://www.dieese.org.br/ped/sp/negrormsp2009.pdf).

In spite of these rates, they occupy very unequal parts with regard to the non-afro-descendents within the personnel of the sampled companies. They are under-represented.

The disparity is smaller among the working staff, with 31.1 of the jobs occupied by afro-descendents, and increases in the following staffs, configuring a funnelling, that is: the rate of afro-descendents is progressively smaller at the higher hierarchical levels: 25.6% in the supervision, 13.2% in the middle management and 5.3% in the executive staff, the latter one referring to, in absolute numbers, 62 afro-descendents in a group of 1,162 executive directors.

The situation of the afro-descendent woman is even worse: 9.3% at the working staff, 5.6% at the supervision, 2.1% in the middle management and 0.5% in the executive staff, the last one referring to, in absolute numbers, 6 afro-descendent (all mulatto) women among the 119 women or the 1,162 directors, afro-descendents and non-afro-descendents of both genders, whose color or race was informed by the inquired companies.

It is important to emphasize that the afro-descendent women represent a part of 50.1% of the total women present in the Brazilian population. They make, besides that, a group of 25.6% of the whole population.

## Comparison

The first aspect calling the attention, in the comparison of the 2010 and 2007 results, is the growth of the group of afro-descendent employees in three of the four hierarchical levels researched: working staff, supervision and executive. The first one presents a 25.1% evolution to 31.1%; the second one a 17.4% to 25.6%; and the third one a 3.5% growth to 5.3%. Only the middle management had a reduction from 17% to 13.2%.

The 2010 results confirm a progressive growth trend of the afro-descendent participation, evidenced by the observation of the historical series, initiated in 2001 only for the executive level and expanded in to 2003 to the other levels. There is a 7.7 percentual points expansion at the working staff, 12.1 points at the supervision level, and 2.7 at the executive level. Even in the middle management staff in which a retraction of 3.8 percentual points during the 2007-2010 period, it is perceived an increase in the historical series of 4.4 percentual points.

The growing presence of afro-descendents at commanding levels even when more discrete, deserves to be highlighted.

It is convenient to point out that the rate of non-answers for the composition by race: 22.8% at the executive staff and 18% in the middle management staff, falling down respectively to 8.8% and 8% at the supervision staff and the working staff is high. In 2005, these last two were the ones showing higher rates, higher than 20% and, in 2007, the non-answers exceeded 8.1% at the executive levels. This suggests some lack of control of many of the companies that answered this research with regard to color or race of its employees, as confirmed by representatives of a group of them listened in a qualitative complementary survey.

In the same survey (see *page 47*), it was discussed the need of each company of performing a census to know with more precision the characteristics of its employees, like color or race. In great part of the corporations this is informed only in the admission form, by a self declaration, as it should be. The internal census allows this information to be updated, resulting in a more accurate portrait of the level of diversity of the internal public<sup>9</sup>.

It should be still pointed out the collection by this research of two factors with the power of interfering in the composition by color or race. The first one is the large proportion of companies reporting not having measures to encourage the participation of afro-descendents in each level – neither policies with goals and planned actions, nor punctual or specific actions (see *page 26*). The second factor related to the first is the perception of managers that, also in large number, consider the proportion of afro-descendents in each level adequate. (see *page 31*).

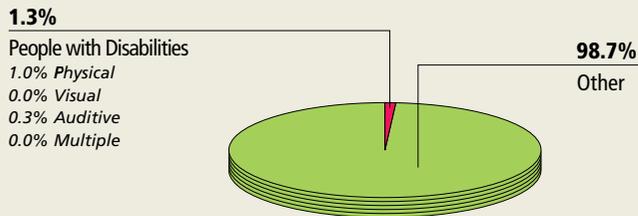
<sup>9</sup> In relation to this matter, see the manual of Instituto Ethos *Diversidade e Equidade: Metodologia para Censo nas Empresas* [Diversity and Equity: a Methodology for Executing Censuses in Companies], available at [www.ethos.org.br/\\_Uniethos/Documents/Divers\\_Equidade\\_web.pdf](http://www.ethos.org.br/_Uniethos/Documents/Divers_Equidade_web.pdf).

# People with Disabilities

## RESEARCH 2010

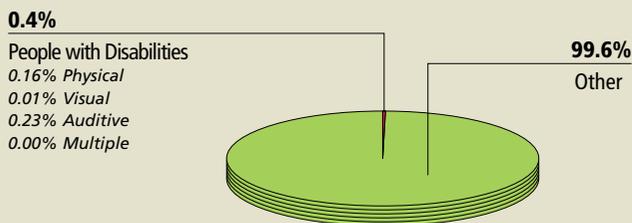
## COMPARISON 2001/2003/2005/2007/2010

**Executive Staff**



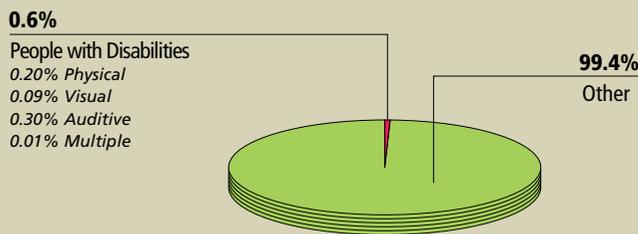
	2003	2005	2007	2010
<b>People with Disabilities</b>	<b>1.0%</b>	<b>1.0%</b>	<b>0.4%</b>	<b>1.3%</b>
Physical Disability	0.3%	0.4%	0.3%	1.0%
Visual Disability	0.5%	0.3%	0.0%	0.0%
Auditive Disability	0.1%	0.2%	0.1%	0.3%
Multiple Disability	0.1%	0.1%	0.0%	0.0%
<b>Other</b>	<b>99.0%</b>	<b>99.0%</b>	<b>99.6%</b>	<b>98.7%</b>
Not answered	29.0%	24.0%	9.3%	0.0%

**Middle Management**



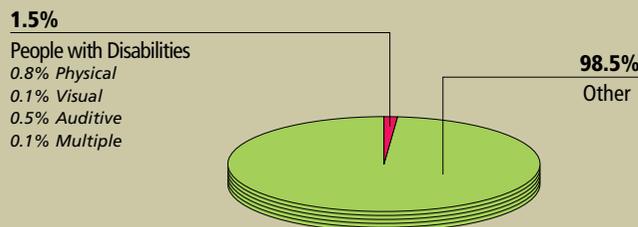
	2003	2005	2007	2010
<b>People with Disabilities</b>	<b>3.7%</b>	<b>0.4%</b>	<b>0.4%</b>	<b>0.4%</b>
Physical Disability	0.3%	0.2%	0.3%	0.16%
Visual Disability	0.9%	0.1%	0.0%	0.01%
Auditive Disability	1.5%	0.1%	0.1%	0.23%
Multiple Disability	1.0%	0.0%	0.0%	0.00%
<b>Other</b>	<b>96.3%</b>	<b>99.6%</b>	<b>99.6%</b>	<b>99.6%</b>
Not answered	44.0	12.3	1.1	1.9

**Supervision**



	2003	2005	2007	2010
<b>People with Disabilities</b>	<b>1.6%</b>	<b>4.7%</b>	<b>0.4%</b>	<b>0.6%</b>
Physical Disability	0.2%	0.3%	0.2%	0.20%
Visual Disability	0.1%	0.1%	0.0%	0.09%
Auditive Disability	0.7%	0.3%	0.2%	0.30%
Multiple Disability	0.6%	4.0%	0.0%	0.01%
<b>Other</b>	<b>98.4%</b>	<b>95.3%</b>	<b>99.6%</b>	<b>99.4%</b>
Not answered	45.0%	28.6%	0.5%	1.7%

**Working Staff**



	2003	2005*	2007	2010
<b>People with Disabilities</b>	<b>3.5%</b>	<b>2.0%</b>	<b>1.9%</b>	<b>1.5%</b>
Physical Disability	0.8%	1.0%	1.2%	0.8%
Visual Disability	0.5%	0.2%	0.1%	0.1%
Auditive Disability	1.0%	0.7%	0.5%	0.5%
Multiple Disability	1.2%	0.1%	0.1%	0.1%
<b>Other</b>	<b>96.5%</b>	<b>98.0%</b>	<b>98.1%</b>	<b>98.5%</b>
Not answered	45.0	34.2	1.1	1.5

\* The 2005 data on the people with disabilities at the working staff correspond to the ones on the erratum divulged in July 2007, available at [www.ethos.org.br](http://www.ethos.org.br).

The percentage of people with disabilities among the Brazilian population is 14.5%<sup>10</sup>. The under-representation of these individuals in all the three hierarchical levels of the sample companies is very clear: 1.5% in the working staff, 0.6% in the supervision, 0.4% in the middle management staff and 1.3% in the executive staff. In other way, in absolute numbers, 8,860 people out of the 573,724 of the working staff, 146 out of the 25,603 supervisors, 54 out of the 13,629 middle managers and 20 out of the 1,506 executives.

Taking into account the 614,462 employees represented by the set of companies that answered this item of the survey (see "Comparison", in this chapter), the presence of 9,080 people with disabilities or 1.5% of the total can be verified.

Consider by the way, the contrast between the reality shown by the study and what is stated on the legal texts. The Federal Constitution, for example, forbids any kind of discrimination for the admission and remuneration in view of disability and guarantees the reservation of job positions at the direct and indirect administration for people with disabilities<sup>11</sup>. Article 93 of Law 8213 of 1991, known as "Lei de Cotas" [The Quotas Law], compels companies with more than 100 or more employees to fill between 2% and 5% of their job positions with rehabilitated beneficiaries or qualified people with disabilities in the following proportion: up to 200 employees, 2%; from 201 to 500, 3%; from 501 to 1,000, 4%; and above 1,000, 5%.

<sup>10</sup> The IBGE 2000 Census, which presents much data about the situation of the disabled in Brazil, at [www.ibge.gov.br/home/presidencia/noticias/27062003censo.shtm](http://www.ibge.gov.br/home/presidencia/noticias/27062003censo.shtm).

<sup>11</sup> The Federal Constitution is at [www.planalto.gov.br/ccivil\\_03/constitucao/constitui%C3%A7ao.htm](http://www.planalto.gov.br/ccivil_03/constitucao/constitui%C3%A7ao.htm). A Lei 8213, em [www.planalto.gov.br/ccivil\\_03/Leis/L8213cons.htm](http://www.planalto.gov.br/ccivil_03/Leis/L8213cons.htm).

The expressive majority of 81% of the sampled companies belongs to this last band (see page 10), thus being deeply unaligned with the law. Observe that it is still considerable the portion of corporations that claim not having implemented measures to encourage the participation of people with disabilities. However, in the list of affirmative actions developed by companies, the support to a special program for hiring of this people comes in first place, with 81% of mentions (see page 29).

Reports collected in the qualitative complementary survey indicate as being of great importance the collective effort in the whole company, and not only in the HR, generally in charge of dealing with the matter<sup>12</sup>.

## Comparison

Observing the historical series initiated in 2003, the positive evolution of the adoption of the special program for hiring people with disabilities is encouraging. That practice was mentioned in the first year by a portion of 32% of the companies, jumping to 41% in 2005, 67% in 2007 and finally 81% this year.

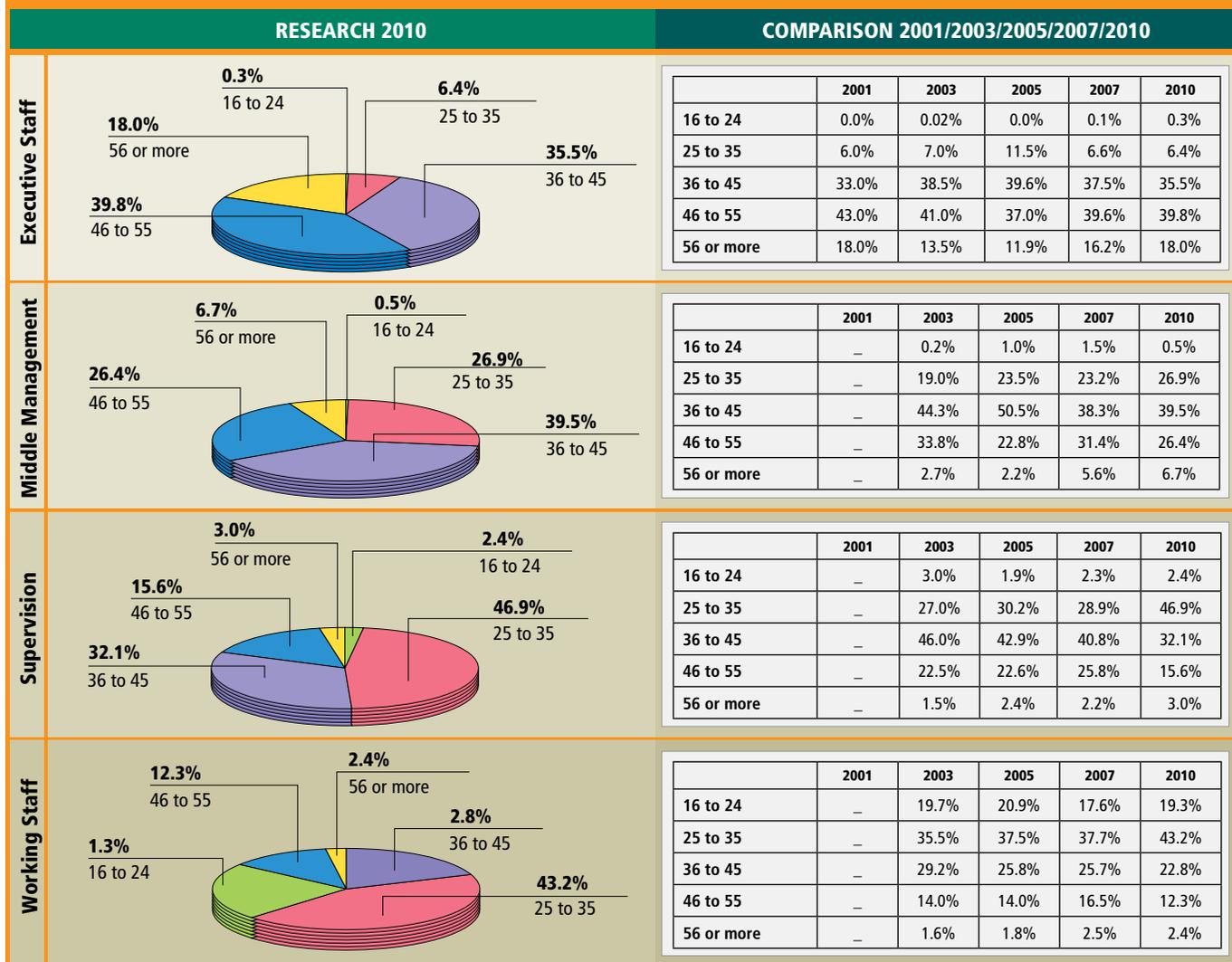
It is possible to see, however, still looking at the historical series, a continuous decrease of the presence of this people in the working staff, for which, it is easier to hire, because of the generally lower qualifications required: from 3.5% in 2003, to 2% in 2005, 1.9% in 2007 and 1.5% in 2010.

It is convenient to remember that the managers that consider the participation of the disabled low, point in great number, the lack of qualification as the main cause of such low rates (see page 32).

It is also remarkable the decrease of the rate of non answers as of 2005, even if it had picked up a little from 2007 to 2010, in three of the four levels researched. As to the executives, it decreased from 9.3% to zero. The abrupt decrease in the 2005-2010 period would be pointing to a greater concern of the corporations with that issue, even if only to comply with the law – which is not being achieved.

.....  
<sup>12</sup> For more information, access the booklet *A Inclusão de Pessoas com Deficiência no Mercado de Trabalho* [The Inclusion of People with Disabilities in the Work Market], of the Labor and Employment Ministry, at [www.acessibilidade.org.br/cartilha\\_trabalho.pdf](http://www.acessibilidade.org.br/cartilha_trabalho.pdf), and the study *Retratos da Deficiência no Brasil* [Portraits of the Disability in Brazil], developed by the Fundação Getúlio Vargas with Fundação Banco do Brasil, at [www.fgv.br/cps/deficiencia\\_br/PDF/PPD\\_Sumario\\_Executivo.pdf](http://www.fgv.br/cps/deficiencia_br/PDF/PPD_Sumario_Executivo.pdf).

## Age Band



The total number of employees that answered this item is 614,002, divided by age band in the following way: 111,503, from 16 to 24 years; 263,654, from 25 to 35 years; 144,643, from 36 to 45 years; 78,725, from 46 to 55 years; and 15,477, from 56 or more.

People up to 45 years form a portion of 84.7% of the total of employees and are the majority in three hierarchical levels: working staff (85.3%), supervision (81.4%) and middle management (66.9%). Only at the executive staff they are outnumbered by the ones above 45. These ones make 57.8% of such level.

The group of young, from 16 to 24 years, is well represented within the working staff, considering their participation in the Brazilian population<sup>13</sup>. They make a portion of 19.3% of such level, through which most of the young enters the work market. But, they occupy only 2.4% of the supervision, which is the first level of command right above the working staff. This abrupt unevenness suggests the existence of a large turn over, with few chances of promotion and a limited trust in the possibility of the young being able to occupy positions of higher responsibility<sup>14</sup>.

The still small participation of 2.5%, of the people with 56 or more years among the chart of employees of the companies that answered this item of the questionnaire calls the attention<sup>15</sup>. See also the unevenness

<sup>13</sup> The closer data for comparison is the one at the Pnad 2009, which estimates the presence of 17.4% of the young in the 15 to 24 year band.

<sup>14</sup> With regard to this matter, see the study "Juventude: Diversidades e Desafios no Mercado de Trabalho Metropolitano" [Youth: Diversities and Challenges at the Metropolitan Work Market], from Dieese, at [www.mp.rs.gov.br/areas/infancia/arquivos/estpesq11jovens.pdf](http://www.mp.rs.gov.br/areas/infancia/arquivos/estpesq11jovens.pdf).

<sup>15</sup> Consider, with regard to the representation, that only the 60 or more years age band forms a group of 11.3% of the Brazilian population, according to estimates of the Pnad 2009.

between the age bands of 46 to 55 and of the 56 or more in the whole hierarchical scale: from 12.3% to 2.4% in the working staff to 39.8% to 18% in the executive staff.

The data proves that there are few job opportunities for these people at the largest companies of the country. And yet: that the issue of the quick aging of the Brazilian population and what to do in response to this fact has not yet entered for good the agenda of the companies<sup>16</sup>.

## Comparison

This study confirms the apparent reversion of the trend of rejuvenizing of the executive staff level. After growing in the 2001, 2003 and 2005 researches, respectively, from 39% to 45.5% years and 51.1%, the portion of employees in the band of 25 to 45 year decreased, in 2007, to 44.1% and, in 2010, to 41.9%. In the two most recent researches the portion of employees with more than 45 years grew again at the same time. After a decrease in 2001, 2003 and 2005, respectively, from 61% to 54,5% and 48.9%, grew up, in 2007, to 55.8% and now to 57.8%.

Companies seem not to have any direct influence on these changes. The rate of corporations claiming not to have any measure to encourage the presence of people above 45 years their staff is high. When there are any, they are punctual and in smaller rate, policies with goals and planned actions (*see page 27*). It is amazing at the same time, the portion of managers that perceive the participation of and a more mature group as adequate. (*see page 31*).

Companies would not have direct influence over the curve presented by the historical series referring to the middle management, initiated only in 2003. After growing from 63.3% to 74%, in 2005, the age band of the employees with 25 to 45 years fell in 2007 to 61.5% and grew again, in 2010, to 66.4% showing an oscillation with no apparent explanation. The group of employees with more than 45 years also oscillated in 2010: from 36.5% in 2003 to 25%; in 2005, 37% in 2007 and 33.1% in 2010.

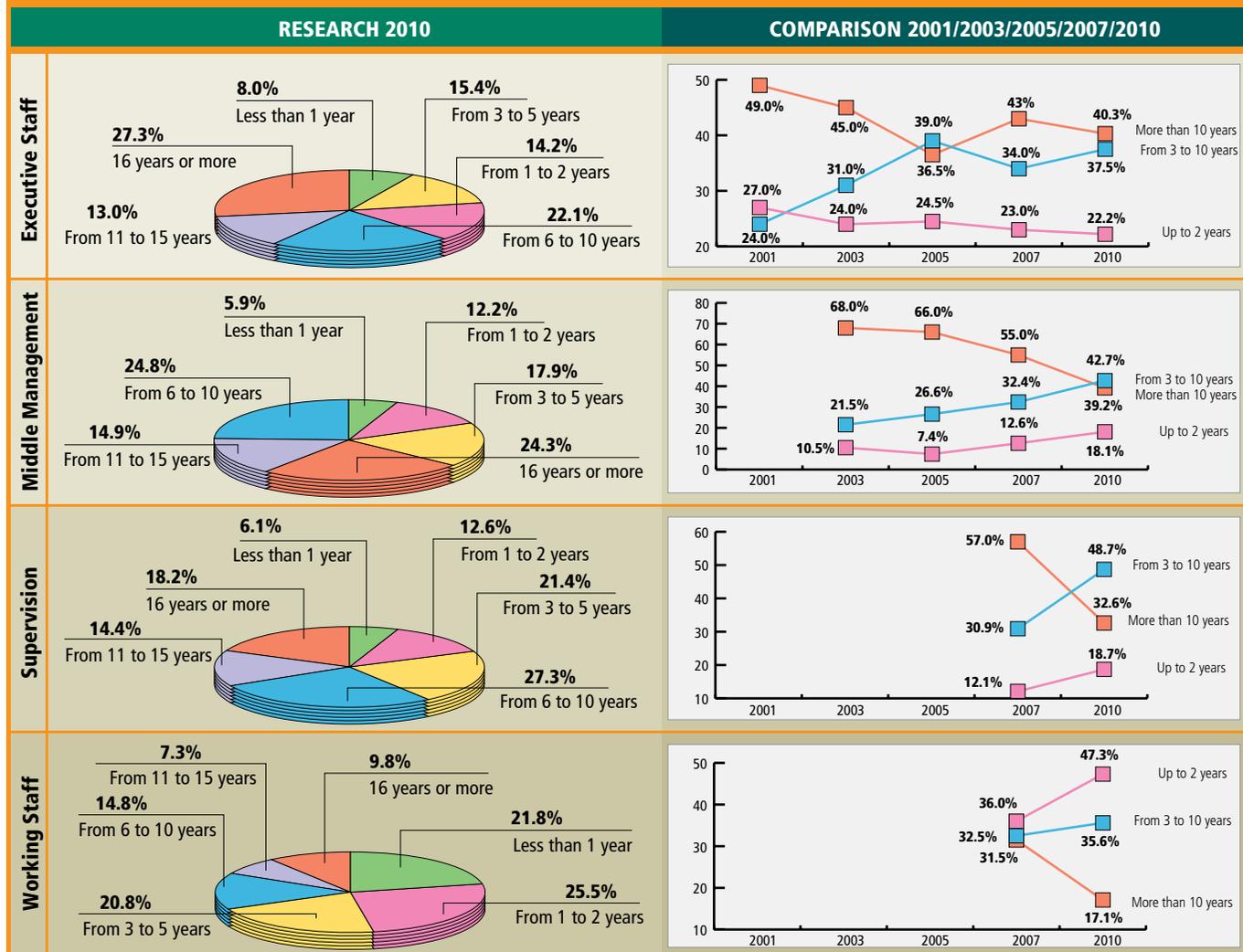
These results could be consequence of conjunctural factors not captured by the research. Remember that this, like other data, must be relativized, for each study being worked out with samples of different profile.

With regard to the young, the research stated an increase in the working staff of the age band of 16 to 24 years. It is convenient, though, to examine the historical series that indicates not being possible yet to speak about a growing trend. There is an oscillation in the 2003–2010 curve, getting in this year to a rate practically equal to the one of seven previous years.

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<sup>16</sup> See about this the text "Envelhecimento da População Brasileira: uma Contribuição Demográfica" [Aging of the Brazilian Population: a Demographics Contribution], from Ana Amélia Camarano, of the Instituto de Pesquisa Econômica Aplicada (Ipea), at [http://desafios2.ipea.gov.br/pub/td/2002/td\\_0858.pdf](http://desafios2.ipea.gov.br/pub/td/2002/td_0858.pdf).

## Length of Service



The employees with length of service higher than 10 years are the minority at the three hierarchical command levels of the organizations participating in the sampling of this year's research: 32.6% in the supervision, 39.2% in the middle management and 40.3% in the executive staff. The continuous progression of the lowest to the highest level seems to suggest, however, that the group of employees with longer service length – not necessarily the most mature – has promotion opportunities.

Notice, further, that the group of employees with up to 2 years of service length in the middle management (18.1%) and at the executive staff (22.2%), coming supposedly from outside the company is big.

### Comparison

Comparing the situation of longer service lengths in 2007 and 2010, it is possible to suppose that the trend of restricting the promotion opportunities of this group is reverting. The portion of supervisors with more than ten years of service was higher than the one of middle managers with the same service length, the portion of middle managers is higher than the one of executive directors under such condition. This year is exactly the opposite, the supervisors' portion smaller than the one of the middle managers, and the one of the managers smaller than the one of the executive directors.

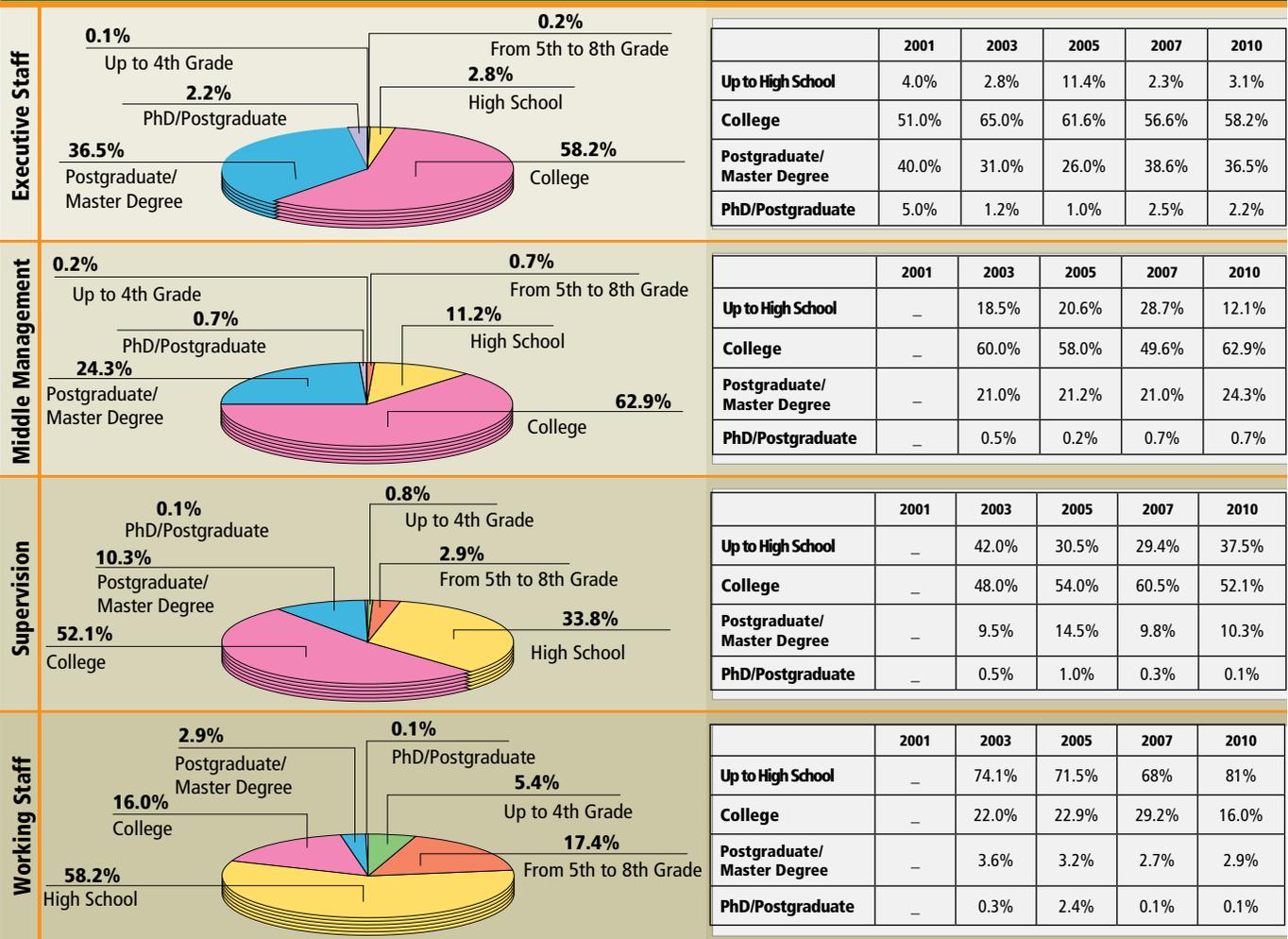
It is noticeable, however, that the participation of the employees with long service lengths fell in the whole hierarchical scale: from 31.5% to 17.1% at the working staff; from 57% to 32.6% at the supervision; from 55% to 39.2% in the middle management, and from 43% to 40.3% at the executive staff level which suggests that an improvement in the promotion perspectives are opportunities for a few ones.

The increase from 36% to 47.3% in the participation of the employees with up to 2 years in the company in the working staff has to be highlighted. This seems to indicate a larger new job offer in the 2007-2010 period.

# Education

## RESEARCH 2010

## COMPARISON 2001/2003/2005/2007/2010



The data shows that practically all the members of the executive staff of the companies have college education. They compose a group of 96.9%, decreasing progressively in the lower command levels.

Considering the education degree of men and women at that level, it is stated that a portion of 96.7% of men has a college degree – a percentage almost equal to all directors in the same condition, because of the big difference between the male and female groups.

Women, with their small participation of 13.7% at the top of the hierarchical scale outnumber men in 2.3 percentual points, exhibiting an expressive proportion of 99% of the group with college degree. In absolute numbers: there are 182 women out of 1.377 directors and only two do not have a college degree, but only high school.

In the lower command levels, the female group holds superiority, with proportions always above 90%. In the middle management, in which 87.1% of men have college degree, women reach the mark of 91.2%. At the supervision, in which men do not reach beyond 60.8%, women reach 94.5%.

Even at the working staff men are behind with discrete 17%, meaning 6.2 points less than the female group which holds a rate of 23.2% with college degree. In this staff, the employees with up to high school predominate and the rate of men in such condition is 83%. Women are 6.2 points below with a rate of 76.8%.

The largest presence of women with high school would just be a confirmation of the fact that they have higher education level in Brazil. But, seem to demonstrate more: the difficulty they have to grow in spite of a better education.

## Comparison

The rate of directors with higher education remains stable. Comparing the results of 2010 with the ones of 2007, there is a fall of only eight tenths, from 97.7% to 96.9%. Looking at the historical series, it is evident a return back to the 2001 level in which it was recorded a presence of 96% of directors with such education. The negative oscillation in the curve from 88.6% in 2005 does not seem to have an explanation and could be caused by the variation of the sample profile.

Also, with regard to the portion of middle managers with college degree, it is convenient to examine the historical series which shows a descending curve since 2003, when such hierarchical level started to be researched: from 81.5% to 79.4% in 2005, 71.3% in 2007 and, now, a leap to 87.9%. The results of the first three assessments would characterize a fall trend which, for some reason, was not detected in this study, would be reverting.

Let us consider the possibility of part of the companies losing control of the real condition of their employees with relation to the education. Such hypothesis was confirmed at a meeting with representatives of the corporations participating in the research for acknowledgment and discussion of the results prior to the elaboration of this report (see page 47). This would probably explain better some aspects of what was collected in the field.

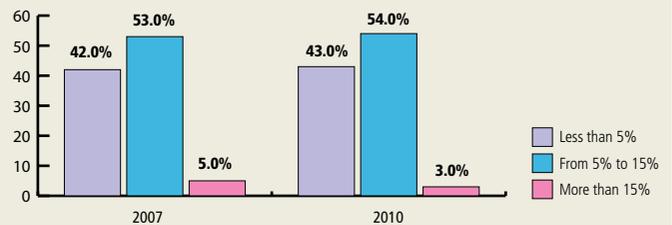
## Apprentices

### RESEARCH 2010

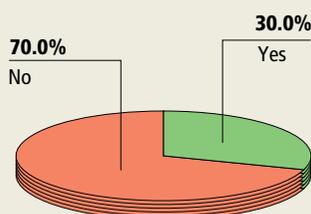
Does your company hire young workers as apprentices?



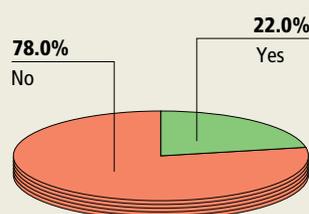
What is the percentage of apprentices in relation to the total of workers whose duties demand a specific professional education?



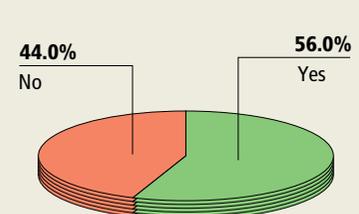
Does your company have difficulty to fulfill the Apprentice Law?



Are there people with disabilities among the apprentices working in your company?



Does your company have a policy of hiring effectively apprentices which conclude their apprenticeship contract?



**T**he rate of companies that claim to contract young apprentices in their personnel is significant. They are 93% of the sample of the current study. But, it is still big the rate of the ones not complying the minimum required by the Apprentice Law<sup>17</sup>.

It foresees the hiring by the big and medium corporations of a number of apprentices equivalent to 5%, at least, and 15%, at most, of the workers existing in each company which duties demand specific professional education.

The legal text aims at easing the admission of the youth to the work market a means of transforming his personal and social reality<sup>18</sup>. It is not just about generating jobs, but to allow the youth's professional training without damaging his studies, and the income generation without committing the employment and the future gains.

However, in the 2010 sample, 43% of the companies are lower than the minimum. The majority portion, of 54%, is within the band required by the law, and the vast majority, of 83% of the companies within such band does not exceed the minimum of 5%.

About one third of the corporations in the sample alleges to have difficulty to comply with the law, and point as main hindrances the lack of qualification of the apprentices or of those willing to become qualified, lack of sufficient positions, lack of preparatory schools or difficulty in being hired. Under the last aspect, one of the hindrances for some companies would be to hire people under 18 years<sup>19</sup>.

Another reason would be the criterion considered very subjective to define which positions would require professional training, subject to the Brazilian Occupation Classification, of the Ministry of Labor and Employment. Or further: the low offer of qualification through the S System (Senai, Sesi, Senac, Sesc, Senar and Senat, among other entities) in a determinate region.

The high 78% rate of the companies of the sample that declare not to have people with deficiency among their apprentices brings concern<sup>20</sup>, alleging as one of the difficulties to do so is the fact of many youths under such condition not having the necessary pre-requirements, according to the Apprentice Law.

## Comparison

By comparing the results of 2007 and 2010, it may be stated a discreet increase of one point percentage, from 92% to 93%, under the proportion of companies that allege to hire apprentices. This occurs meanwhile before a new study, a sign of stabilization as the one verified in the increase of the portion of corporations that have not reached the minimum required by the Apprentice Law, or as noted in the increase, also as a percentage point in the percentage of companies, in the band of those ones fulfilling the law.

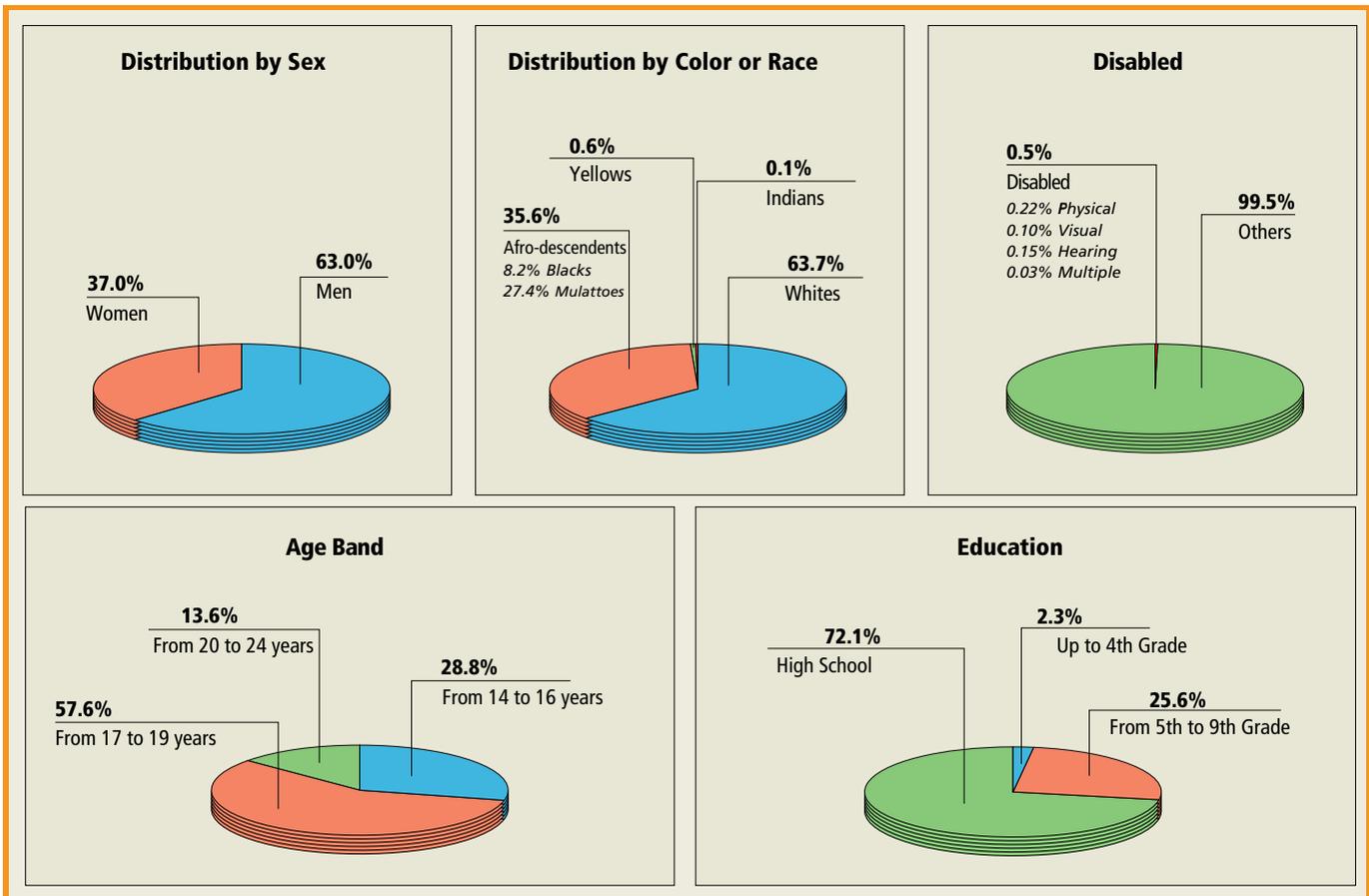
<sup>17</sup> See "Manual da Aprendizagem – O que é preciso saber para contratar o aprendiz" [Apprenticeship Manual – What is necessary to know to hire an apprentice], from Ministry of Labor and Employment, at [www.mte.gov.br/politicas\\_juventude/aprendizagem\\_pub\\_manual\\_aprendiz\\_2009.pdf](http://www.mte.gov.br/politicas_juventude/aprendizagem_pub_manual_aprendiz_2009.pdf).

<sup>18</sup> See the study "O trabalho e a sua ausência: narrativas de jovens do Programa Bolsa Trabalho no município de São Paulo" [The work and its absence: reports from youths of the Program Work Subsidy in the city of São Paulo], by Maria Carla Corrochano, in [www.teses.usp.br/teses/disponiveis/48/48134/td-06042009-102813/pt-br.php](http://www.teses.usp.br/teses/disponiveis/48/48134/td-06042009-102813/pt-br.php).

<sup>19</sup> See the article "Compromisso pela Lei do Aprendiz" [Commitment according to the Apprentice Law], by Raí Oliveira and Daniela Rodriguez de Castro, in <http://atletaspelacidania.terra.com.br/artigos/artigo.php?id=28>.

<sup>20</sup> See the article "O mundo do trabalho e as pessoas com deficiência" [The work universe and the disabled people], by Marta Gil, in [http://www.reviverdown.org.br/pagina\\_autonomia\\_omundo.htm](http://www.reviverdown.org.br/pagina_autonomia_omundo.htm).

## Apprentices Profile



Again, with the apprentices, we observe a situation of inequality, similar to the one in the hiring of women, afro-descendents or disabled people outside the realms of young apprentices. Nonetheless, percentages are favorable in the first two situations.

If we consider only the working staff which is the entrance door for the majority of new and younger employees, we will find 33.1% of women and 31.1% of afro-descendents. Apprentices are 37% and 35.6%. In regard to disabled people, the working staff is only 1.5%, and the apprentices 0.5%.

It is important to note, in regard to disabled apprentices that there is no age limitation for hiring, in accordance with the law. This would increase the possibilities of inclusion for such group.

The institutions that train these young workers are, mainly, Senai, Senac and CIEE, with 54%, 28% and 12% of quotes. Additionally, 56% of the institutions that maintain apprentices stated that they have policies to hire the apprentices upon the completion of their learning program. These policies might explain, largely, their hiring rates at the end of the learning process: 75% in 2008, 85% in 2009. There is no data available for the working conditions and the remuneration of those young employees.

The main areas for apprenticeship training are, in accordance with the questionnaire responses: administrative, operational, human resources and commercial, with 69%, 50%, 40% and 35% of the responses, respectively.

## To understand the law better

The Law 10.097, of 2000, known as the Apprentice Law, ruled by the Decree of 2005, clarifies the provisions of the Federal Constitution and the Children and Teenagers Statute (ECA), amending some of the Articles of the Labor Law Consolidation (CLT) of 1943.

The apprenticeship contract is a special employment contract, with a maximum determinate term of two years, in which the employer undertakes to ensure to individuals with more than 14 and less than 24 years old enrolled in the apprenticeship program “, with a methodical technical-professional training compatible with the physical, moral and psychological development”, in accordance with the law.

The apprenticeship program should be developed under the guidance of a qualified entity. The apprentice ought to be participating, or have concluded, the elementary education level and, unless under more favorable conditions, will be ensured that will receive the minimum hourly wages.

The companies, of any nature, mandatorily, will employ and enroll in the National Apprenticeship Programs Systems, with a number of apprentices ranging from, at least, 5% and at most 15% of the total number of their employees whose positions require professional training.

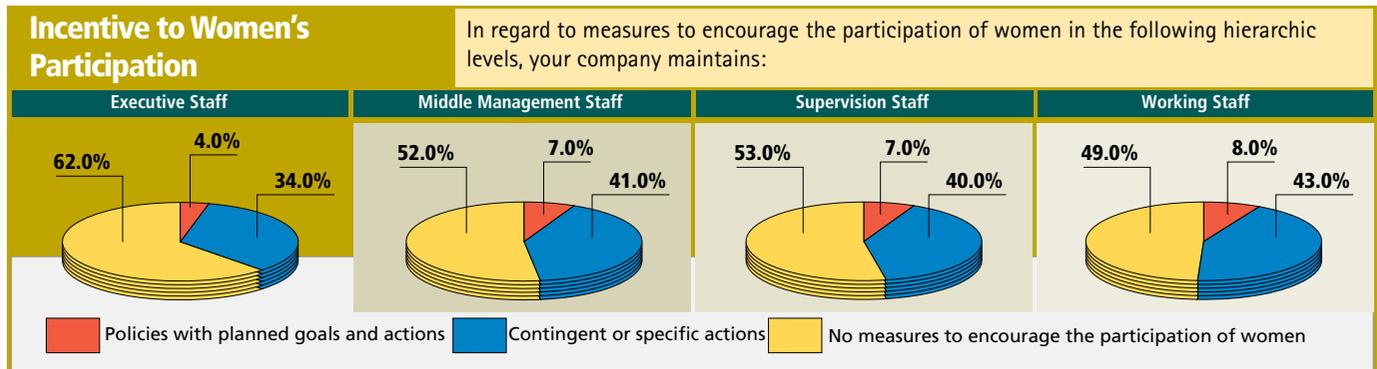
To calculate the number of apprentices, the institutions will consider all the positions that require professional qualification certificates, subject to the Brazilian Occupation Classification issued by the Employment and Labor Ministry.

The employer is totally free to select the apprentice, according to the legal provisions related to apprenticeship. Teenagers of 14 to 18 years old are considered as priorities. In the instances of disabled, there are no age limitations to participate in the program.

*More details on the Apprentice Law, and for information about compliance, please visit the following Internet addresses:*

- [www.mte.gov.br/aprendizagem](http://www.mte.gov.br/aprendizagem)
- [www.leidoaprendiz.org.br](http://www.leidoaprendiz.org.br)
- [www.aprendizlegal.org.br](http://www.aprendizlegal.org.br)
- [www.atletaspelacidania.org.br](http://www.atletaspelacidania.org.br)
- [www.conexaoaprendiz.org.br/](http://www.conexaoaprendiz.org.br/)
- [www.ethos.org.br](http://www.ethos.org.br)
- [www.gife.org.br](http://www.gife.org.br)

# AFFIRMATIVE ACTIONS AND POLICIES



In spite of the sub-representation in all hierarchic levels (see "Distribution by Sex", on page 12), the majority of the companies in the sample do not maintain, in accordance with information from their Human Resources, measures to encourage the participation of women in their staff.

The majority of the companies who stated the adop-

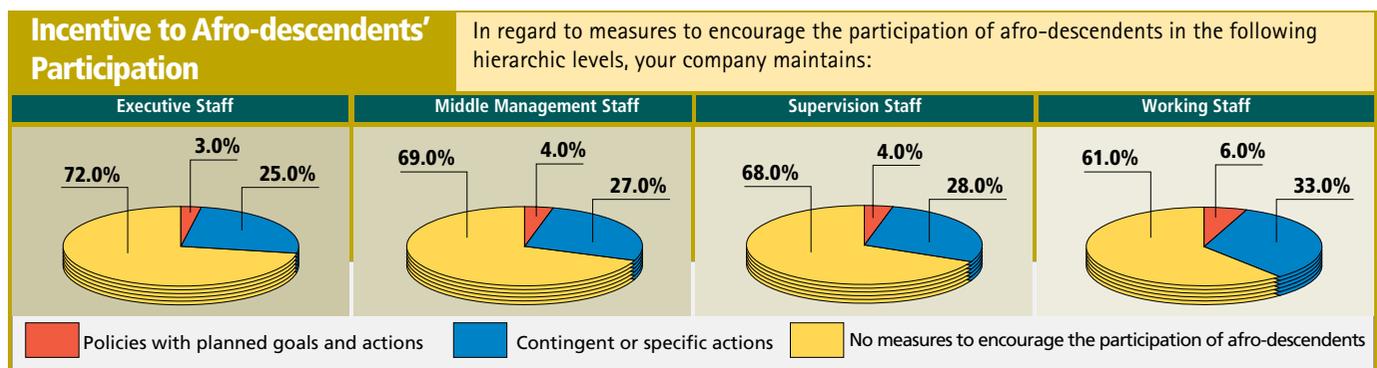
tion of incentive measures limit themselves to contingent or specific actions. This is indicated in 34% of the responses in the executive, 41% in the middle management, 40% in the supervision, and 43% in the working staff.

A significantly smaller proportion states planned goals and actions, which does not exceed 8% of the responses referring to the working staff.

## Equal Opportunities

Does the institution maintain policy to promote equality for men and women?	
Yes	63.0%
No	37.0%

The majority of the companies stated that, currently, they develop some type of policy to promote equal opportunities for men and women among their working staff (see table "Policies and Actions to Promote Equality", on page 29).



The companies that maintain some type of measure to encourage the participation of afro-descendants mainly stated contingent or specific actions, in accordance with their HR information. This data is expressed

in 25% of the responses in the executive, 27% in the middle management, 28% in the supervision, and 33% in the working staff. A much smaller proportion of companies maintain policies with planned goals and actions, and do not exceed

6% of responses at the working staff. The majority state that there are no actions in place to encourage the participation of afro-descendents, despite the group's sub-representation, mainly at the executive level in which they occupy only 5.3% of the positions (see "Distribution

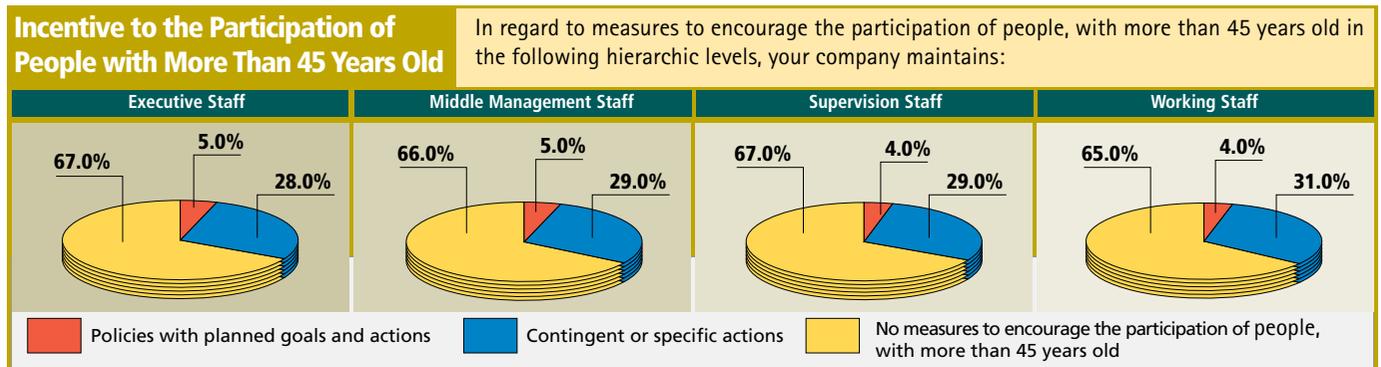
per Color or Race", on page 14).

The initiatives of the companies to encourage the participation of afro-descendents seems to produce a limited effect on the increase of their presence, from 2007 to 2010, throughout almost the whole corporations' hierarchy.

## Equal Opportunities

Does the company have a policy to promote equality of opportunities for whites and afro-descendents?	
Yes	52.0%
No	48.0%

The majority of the companies stated that, currently, they develop some type of policy to promote equal opportunities for whites and afro-descendents in their working staff (see table "Policies and Actions to Promote Equality", on page 29).



The actions adopted by the companies to encourage people with more than 45 years old to participate are concentrated, in accordance with their HR, in contingent or specific actions for the executive staff (28%), middle

management staff (29%), supervision staff (29%), and the working staff (31%). The percentages for planned goals and actions are significantly reduced, and do not exceed 6% of the responses in none of the hierarchic levels.

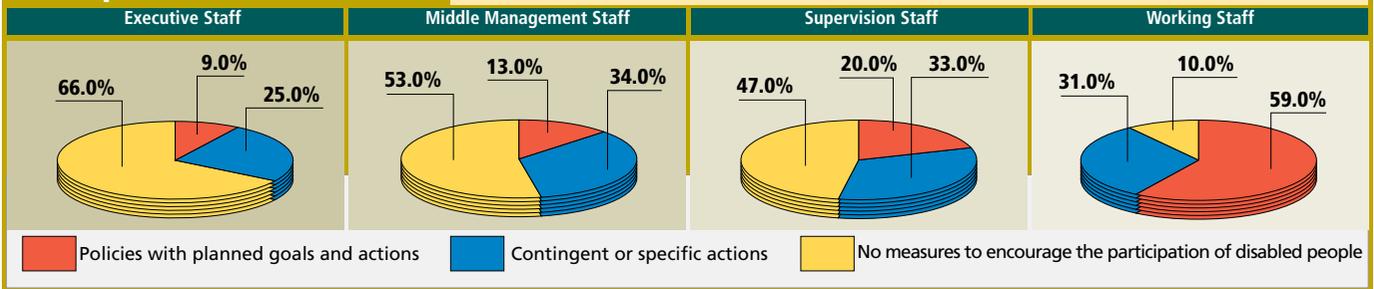
## Equal Opportunities

Does the company have a policy to promote equality of opportunities for the different age bands?	
Yes	50.0%
No	50.0%

Half of the companies surveyed stated that they, currently, develop some type of policy to promote equal opportunities for the different age bands among their employees (see table "Policies and Actions to Promote Equality", on page 29).

## Incentive to the Participation of People with Disabilities

In regard to measures to encourage the participation of disabled people in the following hierarchic levels, your company maintains:



The percentage of companies who adopt, in accordance with their HR, policies with planned goals and actions (59%) or contingent or specific actions (31%) to encourage the participation of disabled people among their

Working Staff is significant.

On the other hand, the reduction in the participation, from 2007 to 2010, of disabled people among their employees plays an opposite role (see "Disabled People", on the page 16).

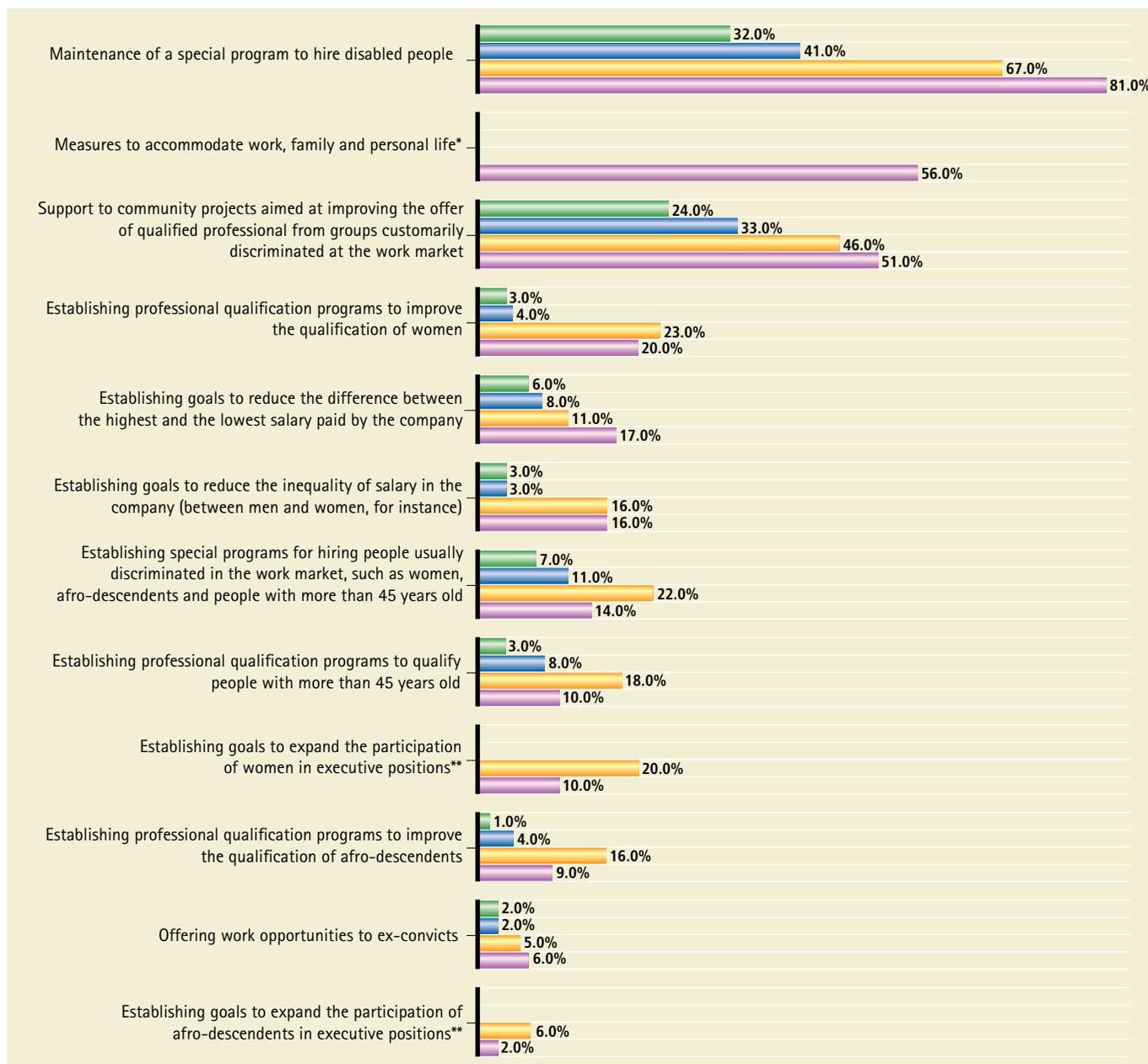
## Equal Opportunities

Does the company have a policy to promote equality for disabled people??	
Yes	73.0%
No	27.0%

The vast majority of the companies stated that, currently, they develop some type of policy to promote equal opportunities for disabled people among their employees (see table "Policies and Actions to Promote Equality", on page 29).

## Policies and Actions to Promote Equality

Which among the following affirmative actions and policies does your company maintain or promote?



\* Option included in 2010.

\*\* Option included in 2007.



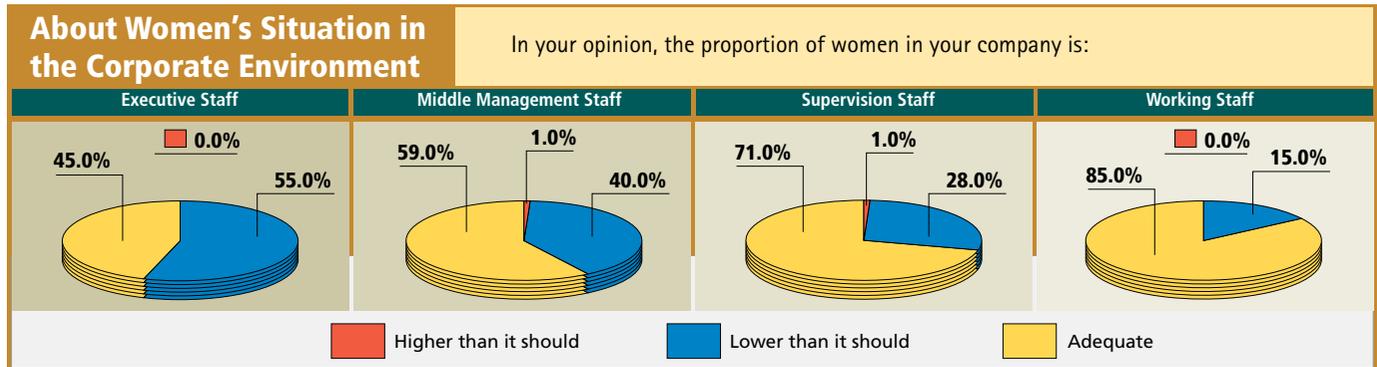
This table was implemented based on the responses stating one or more actions or policies the companies were developing, chosen from a list presented in the beginning of the research. Among the options, there is a highlight one related to special program aimed at hiring disabled people. This year, it received 81% references, following a positive evolution line started in 2003. The result is compatible with the adoption by 90% of the researched companies of measures to encourage the participation under such condition in their working staff (see page 28).

Bearing more conservative percentages, though exceeding 50%, there are the references to community projects aimed at improving the offer of qualified professionals from groups customarily discriminated in the work market, and the measures to accommodate work, family and personal life. Additionally, we ought to highlight that this second option was included only in this year.

At a lower level, the establishing of goals to reduce the difference between the highest and the lowest salary paid by the company shows a promising evolution.

In the researches conducted in 2003, 2005 and 2007, there was a request that the president of the company answered this question. In 2010, we requested that the Human Resources Department answered the question.

# THE PRESIDENT'S PERCEPTION



A significant portion of the presidents, or of their representing executives, deemed the proportion of women in the four hierarchic levels of their companies as adequate.

This perception corresponds to 45% of the responses related to the executive staff, in which the presence of women is only 13.7%, in accordance with the information of the company's Human Resources Department, a condition not necessarily acknowledged by the presidents (see "Composition by Sex", on the page 12).

The portion of the answers deeming the participation of women in the middle management staff as adequate is 59%, and it increases to 71% in the supervision staff and to 85% in the working staff. A small portion of answers, of 1%, deems the participation of women in supervision and middle management as higher than it should be.

We ought to highlight an incoherence in the managers' opinion: the lower the participation of women at each level – 33.1% in the working staff, 26.8% in the supervision staff, 22.1% in the middle management staff and 13.7% in the executive staff – the lower, also, was their rate of agreement (85%, 71%, 59% and 45%).

**If the proportion of women, at any of these levels, is lower than it should be, in your opinion, what are the causes?**

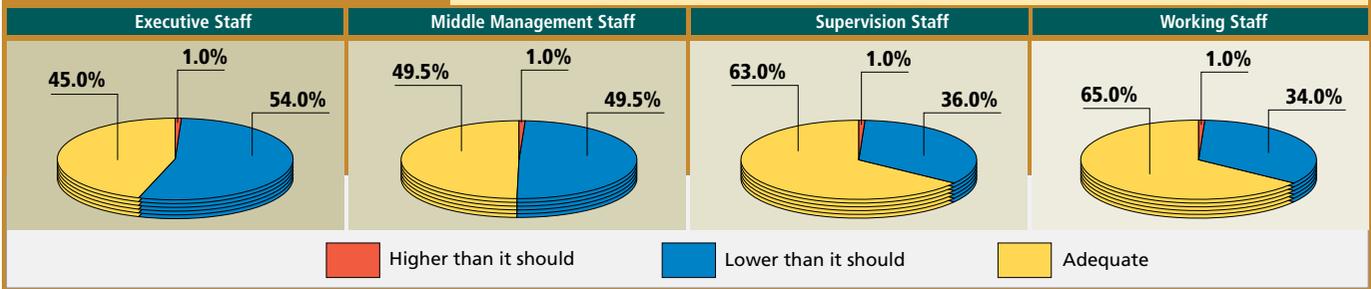
Lack of professional qualification for the position	42.0%
Lack of interest by the women for the positions in the company	9.0%
Company's lack of knowledge or experience to handle the matter	49.0%

The ones who considered the participation of women as lower than it should were questioned on the causes for the condition. The majority of managers, representing 49% of the answers, stated that it was due to the company's lack of knowledge or of experience to handle the matter; 42% attributed it to women's lack of professional qualification, and 9% to women's lack of interest for the position in the company.

It is worth noting that the portion of responses that deem the presence of women as insufficient is not negligible. In regard to the executive staff, it exceeds the responses deeming the number of women as adequate (55% and 45%). Nonetheless, a large proportion of companies do not implement, in accordance with their HR, actions to encourage the participation of women among their employees (see "Policies and Actions to Promote Equality", on the page 29).

## About Afro-descendents' Situation in the Corporate Environment

In your opinion, the proportion of afro-descendents in your company is:



The majority of the presidents, in this research, deem the proportion of afro-descendents, in at least, two of the four hierarchic levels, as adequate, i.e.: working staff and supervision, with percentages of, 65% and 63%, respectively. This is in spite of the participation of, only, 31.1% and 25.6% of afro-descendents in those levels, respectively (see "Composition by Color and Race", on the page 14). In the opinion of the middle management, "adequate" and "lower than it should" is a tie.

There is coherence in the opinion of the presidents in regard to afro-descendents and women: the perception of adequateness lowers, progressively, as we go higher up the hierarchic ladder, as the number of employees at these levels decreases. Another detail calls our attention: 1% understands that the proportion of afro-descendents is higher than it should be at all levels.

The ones who considered the participation of afro-descendents as lower than it should be were questioned on the causes for the condition. For the most part, 61% of the responses indicate the lack of qualification for the positions. A much lower percentage, 31%, indicates the

company's lack of knowledge or experience to handle these matters; and 8% indicates the lack of interest in these positions by the afro-descendents.

If the proportion of afro-descendents, at any of these levels, is lower than it should be, in your opinion, what are the causes?

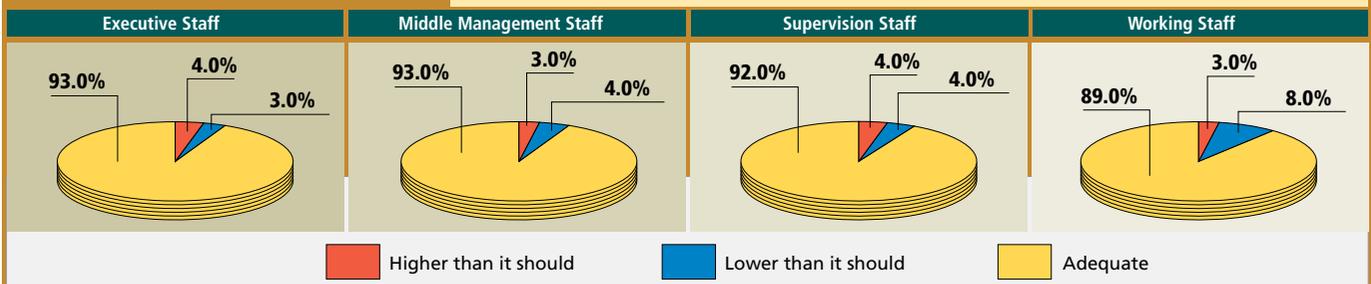
Lack of professional qualification for the position	61.0%
Lack of interest for the positions in the company	8.0%
Company's lack of knowledge or experience to handle the matter	31.0%

With regard to women, the percentage of responses that deem the presence of afro-descendents lower than it should be is not negligible. At the executive level it exceeds the percentage of responses that deem their presence as adequate (54% and 45%).

Nonetheless, the percentage of companies that do not, in accordance with their HR, develop measures to encourage the participation of afro-descendents among their staff is very high (see "Policies and Actions to Promote Equality", on the page 29).

## About the Situation of People with More Than 45 Years Old

In your opinion, the proportion of people with more than 45 years old in your company is:



In the companies, the proportion of people with more than 45 years old is deemed as adequate by a significant, and practically equal, percentage of Presidents for each level of the hierarchic scale: 93% for executive and

middle management, 92% for supervision, and 89% for working staff. The presence of people in this age range is deemed as lower than it should, as it represents 3%, 4%, 4% and 8% of the responses referring to the four levels.

If the proportion of people with more than 45 years of age, at any of these levels, is lower than it should be, in your opinion, what are the causes?

Lack of professional qualification for the position	17.0%
Lack of interest for the positions in the company	33.0%
Company's lack of knowledge or experience to handle the matter	50.0%

The percentage of presidents who deemed the proportion of people over 45 years old as higher than it should, at each level, equals or is very close to these latter ones, and is higher than the perception recorded for the proportion of women and afro-descendants: 4% for the executive staff, 3% for the middle management, 4% for

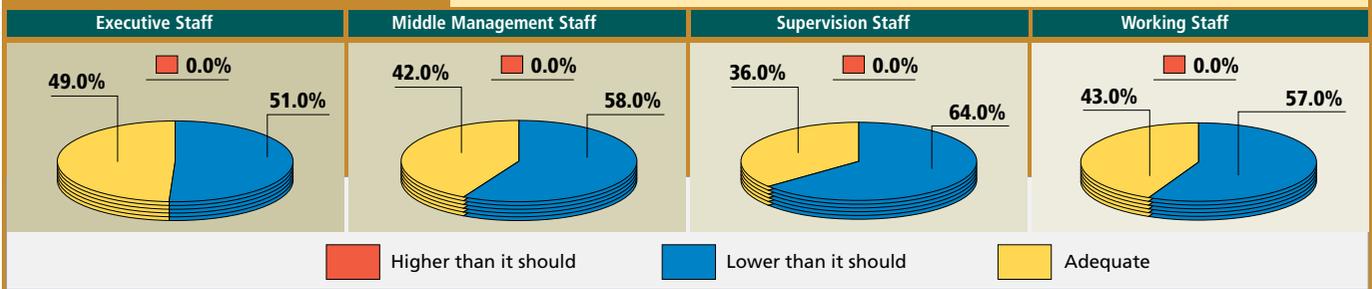
supervision, and 3% for working staff.

This data evidences a lack of concern, by almost all of the Presidents, in regard to the situation of the employees with 45 years, or more. This perception does not oppose, at least partially, to reality (see "Age Band", on the page 18).

The company's lack of knowledge or experience to handle the matter was the option, among the three options presented, of the majority of responders for the alleged insufficient participation of people with more than 45 years old in the company.

## About People with Disabilities

In your opinion, the proportion of disabled people in your company is:



The majority of the responses classified the participation of disabled people, at all hierarchic levels, as lower than it should be. This was the position of 51%, 58%, 64% and 57% of the company's administrators in respect to the executive, middle management, supervision and working staff.

Additionally, the presidents were asked, in their opinion, what caused the lower participation of employees under such condition than it should be. The lack of professional qualification was chosen by 73% of them, followed by the other two options at much lower percentages: the company's lack of knowledge or experience to handle the

matter (17%), and the lack of interest of disabled people for a position in the company (10%).

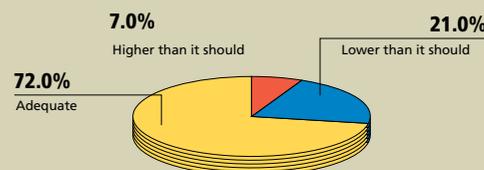
If the proportion of disabled people, at any of these levels, is lower than it should be, in your opinion, what are the causes?

Lack of professional qualification for the position	73.0%
Lack of interest for the position in the company	10.0%
Company's lack of knowledge or experience to handle the matter	17.0%

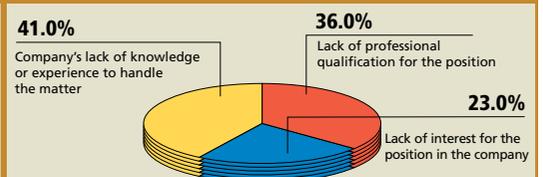
The percentage of answers of the companies' HR indicating that there were no measures to encourage the participation of disabled people at the companies' three management levels was significant (see "Policies and Actions to Promote Equality", on the page 29).

## About the Apprentices' Proportion

In your opinion, the proportion of apprentices in your company is:



If the proportion of apprentices, at any of these levels, is lower than it should be, in your opinion, what are the causes?



A significant portion of the main managers deem the proportion of apprentices in the company as adequate. This is the opinion of 72% of responses. Further, 21% of them believe that the proportion is lower than it should, and for 7% of the managers, the proportion is higher than it should.

The vast majority of the second group, 41% of the answers, attributed the alleged insufficiency to the company's lack of knowledge or experience to handle the matter; 36% stated the insufficiency was due to the lack of apprentices' qualification; and 23% stated it was due to the apprentices' lack of interest.

# QUESTIONNAIRE

Following, the complete questionnaire used to gather the data published in this report. The aim is to offer to the companies that did not participate in the research a tool to aid an internal research to evaluate the stands of the companies in regard to diversity and equality among the companies' executive directors and employees. Even the companies who participated in this research, or who have carried out evaluation researches, may use the tool to update their data regularly.

Additional information on the internal methodology of the evaluation research can be obtained at the manual *Diversidade e Equidade: Metodologia para Censo nas Empresas* [Diversity and Equality: Methodology for Evaluation in Companies] published by the Instituto Ethos in 2008. It is available at the following web page: [www.ethos.org.br/\\_Uniethos/Documents/Divers\\_Equidade\\_web.pdf](http://www.ethos.org.br/_Uniethos/Documents/Divers_Equidade_web.pdf).

## Diversity and Equality: Self-evaluation Tool

### General Instructions for Filling out the Questionnaire

This questionnaire is divided into three parts. Part 1 includes questions on the company's profile (identification, implementation of actions and development of policies in favor of diversity and equality), and the person in charge of the Human Resources department, or its appointee, should answer it, indicating with an "X" the more adequate answer.

**Part 2** includes questions related to the perception of the executive(s) in charge of the company in regard to the employees, who should answer the questions marking the adequate answer with an "X".

**Part 3** includes tables aimed at gathering information on the profiles of the company's employees and executives, in five categories: 1) **Executive Staff** (CEOs, Vice Presidents and Executive Directors); 2) **Middle Management**; 3) **Supervision, Low Management or Coordination**; 4) **Working Staff** (general employees, without leading roles); and 5) **Apprentices**.

The person in charge of the Human Resources department, or its appointee, should furnish such information.

Filling out the tables should take the **total number of employees** of a certain level into account, as well as the **total number of men**, and the **total number of women**. Thus, for instance, if the total number of employees in the Supervisors, Leaders, or Coordinators levels is 100, the numbers stated on the sex distribution shall always total 100 employees in each item.

# Part 1

## COMPANY IDENTIFICATION

Company Name: \_\_\_\_\_

Name of Respondent: \_\_\_\_\_

Position of Respondent: \_\_\_\_\_

### COMPANY PRIMARY ACTIVITY'S SECTOR (MARK AS FOLLOWS)

- |  |                                       |
|--|---------------------------------------|
| 01. ( ) Water and Sanitation             | 14. ( ) Mining                        |
| 02. ( ) Food and Agricultural Production | 15. ( ) Paper and Cellulose           |
| 03. ( ) Beverages and Tobacco            | 16. ( ) Plastic and Rubber            |
| 04. ( ) Wholesale                        | 17. ( ) Chemistry and Petrochemical   |
| 05. ( ) Foreign Trade                    | 18. ( ) Specialized Services          |
| 06. ( ) Retail Trade                     | 19. ( ) Medical Services              |
| 07. ( ) Civil Construction               | 20. ( ) Metalwork                     |
| 08. ( ) Electro-electronics              | 21. ( ) Information Technology        |
| 09. ( ) Electric Power                   | 22. ( ) Telecommunications            |
| 10. ( ) Pharmaceuticals                  | 23. ( ) Textile, Leather and Clothing |
| 11. ( ) Construction Material and Decor  | 24. ( ) Transport and Logistics       |
| 12. ( ) Mechanics                        | 25. ( ) Vehicles and Parts            |
| 13. ( ) Metallurgy                       | 26. ( ) Other. Which? _____           |

### SIZE OF THE COMPANY (BASED ON YEARLY BILLING)

- |  |  |
|--|--|
| 1. ( ) Up to R\$ 500 million                 | 3. ( ) From R\$ 1 billion to R\$ 3 billion |
| 2. ( ) From R\$ 500 million to R\$ 1 billion | 4. ( ) More than R\$ 3 billion             |

### LOCATION OF THE COMPANY'S HEADQUARTERS IN BRAZIL

- |                            |                            |
|----------------------------|----------------------------|
| 1. ( ) Northern Region     | 4. ( ) Southeastern Region |
| 2. ( ) Northeastern Region | 5. ( ) Southern Region     |
| 3. ( ) Central-West Region |                            |

### TOTAL OF EMPLOYEES

\_\_\_\_|\_\_\_\_|\_\_\_\_|\_\_\_\_|\_\_\_\_| Employees (accurate number)

- |                                      |                                      |
|--------------------------------------|--------------------------------------|
| 1. ( ) Up to 300 employees           | 4. ( ) From 3.001 to 5.000 employees |
| 2. ( ) From 301 to 1000 employees    | 5. ( ) More than 5.000 employees     |
| 3. ( ) From 1.001 to 3.000 employees |                                      |

## COMPANY ACTIONS

**P01 A.** In regard to measures to encourage the participation of **women** in the following hierarchic levels, your company maintains:

**Executive Directors:**

1. ( ) Policies with goals and planned actions
2. ( ) Contingent or specific actions
3. ( ) No measures to encourage the participation of women

**Middle Management:**

1. ( ) Policies with goals and planned actions
2. ( ) Contingent or specific actions
3. ( ) No measures to encourage the participation of women

**Supervision, Low Management or Coordination:**

1. ( ) Policies with goals and planned actions
2. ( ) Contingent or specific actions
3. ( ) No measures to encourage the participation of women

**Working Staff:**

1. ( ) Policies with goals and planned actions
2. ( ) Contingent or specific actions
3. ( ) No measures to encourage the participation of women

**P01 B.** In regard to measures to encourage the participation of **afro-descendents** in the following hierarchic levels, your company maintains:

**Executive Directors:**

1. ( ) Policies with goals and planned actions
2. ( ) Contingent or specific actions
3. ( ) No measures to encourage the participation of afro-descendents

**Middle Management:**

1. ( ) Policies with goals and planned actions
2. ( ) Contingent or specific actions
3. ( ) No measures to encourage the participation of afro-descendents

**Supervision, Low Management or Coordination:**

1. ( ) Policies with goals and planned actions
2. ( ) Contingent or specific actions
3. ( ) No measures to encourage the participation of afro-descendents

**Working Staff:**

1. ( ) Policies with goals and planned actions
2. ( ) Contingent or specific actions
3. ( ) No measures to encourage the participation of afro-descendents

**P01 C.** In regard to measures to encourage the participation of **people with more than 45 years old** in the following hierarchic levels, your company maintains:

**Executive Directors:**

1. ( ) Policies with goals and planned actions
2. ( ) Contingent or specific actions
3. ( ) No measures to encourage the participation of people with more than 45 years old

**Middle Management:**

1. ( ) Policies with goals and planned actions
2. ( ) Contingent or specific actions
3. ( ) No measures to encourage the participation of people with more than 45 years old

**Supervision, Low Management or Coordination:**

1. ( ) Policies with goals and planned actions
2. ( ) Contingent or specific actions
3. ( ) No measures to encourage the participation of people with more than 45 years old

**Working Staff:**

1. ( ) Policies with goals and planned actions
2. ( ) Contingent or specific actions
3. ( ) No measures to encourage the participation of people with more than 45 years old

**P01 D.** In regard to measures to encourage the participation of **disabled people** in the following hierarchic levels, your company maintains:

**Executive Directors:**

1. ( ) Policies with goals and planned actions
2. ( ) Contingent or specific actions
3. ( ) No measures to encourage the participation of disabled people

**Middle Management:**

1. ( ) Policies with goals and planned actions
2. ( ) Contingent or specific actions
3. ( ) No measures to encourage the participation of disabled people

**Supervision, Low Management or Coordination:**

1. ( ) Policies with goals and planned actions
2. ( ) Contingent or specific actions
3. ( ) No measures to encourage the participation of disabled people

**Working Staff:**

1. ( ) Policies with goals and planned actions
2. ( ) Contingent or specific actions
3. ( ) No measures to encourage the participation of disabled people

**P02 A.** Does your company, currently, develop any policy to promote equal opportunities for **men** and **women** among its employees?

1. ( ) Yes
2. ( ) No

**P02 B.** Does your company, currently, develop any policy to promote equal opportunities for **whites** and **afro-descendants** among its employees?

1. ( ) Yes
2. ( ) No

**P02 C.** Does your company, currently, develop any policy to promote equal opportunities for the different **age bands** among its employees?

1. ( ) Yes
2. ( ) No

**P02 D.** Does your company, currently, develop any policy to promote equal opportunities for **disabled people** among its employees?

1. ( ) Yes
2. ( ) No

**P03.** If any of the previous answers is YES, (from P01 A to P02 D), which of the following affirmative actions and/or policies does your company maintain or promote?

01. ( ) Establishing special programs to hire people who are usually discriminated in the work market, such as women, afro-descendents and people with more than 45 years old
02. ( ) Maintenance of a special program to hire disabled people
03. ( ) Establishing professional training programs to improve the qualification of women
04. ( ) Establishing professional training programs to improve the qualification of afro-descendents
05. ( ) Establishing professional training programs to improve the qualification of people with more than 45 years old
06. ( ) Establishing goals to reduce wage inequality in the company (between men and women, for instance)
07. ( ) Establishing goals to increase the participation of women in executive positions
08. ( ) Establishing goals to increase the participation of afro-descendents in executive positions
09. ( ) Establishing goals to reduce the difference between the highest and the lowest salary paid by the company
10. ( ) Offering job opportunities to ex-convicts
11. ( ) Supporting to community projects to improve the offer of qualified professional from groups customarily discriminated in the work market
12. ( ) Measures to accommodate work, family and personal life<sup>21</sup>

**P04 A.** Known as the **Apprentice Law**, Law No. 10.097/2000, ruled by Decree No. 5.598/2005, defines the hiring of apprentices by companies. Does your company hire young people under the modality of apprenticeship?

1. ( ) Yes
2. ( ) No

If the answer to P04 A is Yes:

**P04 B.** Which is the percent of apprentices vs. the total number of workers whose positions require specific professional qualification?

- |           |           |             |                       |
|-----------|-----------|-------------|-----------------------|
| 1. ( ) 1% | 5. ( ) 5% | 9. ( ) 9%   | 13. ( ) 13%           |
| 2. ( ) 2% | 6. ( ) 6% | 10. ( ) 10% | 14. ( ) 14%           |
| 3. ( ) 3% | 7. ( ) 7% | 11. ( ) 11% | 15. ( ) 15%           |
| 4. ( ) 4% | 8. ( ) 8% | 12. ( ) 12% | 16. ( ) More than 15% |

If the answer to P04 A is Yes:

**P04 C.** What is the nature of the qualification institution for the apprentices in the company? State the number of apprentices per institution.

- |           |      |                             |      |
|-----------|------|-----------------------------|------|
| 01. Senac | ____ | 05. Sescop                  | ____ |
| 02. Senai | ____ | 06. Technical Public school | ____ |
| 03. Senar | ____ | 07. Other institution       | ____ |
| 04. Senat | ____ | Which? _____                |      |

<sup>21</sup> Measures to accommodate work, family and personal life are the ones aimed at allowing more compatibility between family and work obligations. Examples of measures already adopted by companies are: longer maternity leaves; increase in paternity leaves; parental leaves; child care assistance for all workers, men and women; leaves to accompany children and other family members who are dependents, flexible time.

If the answer to P04 A is Yes:

**P04 D.** In which areas of the company are the apprentices located? State the number of apprentices per area.

01. Administration	____	09. Financial	____
02. Administration	____	10. Legal	____
03. Administrative-Financial	____	11. Marketing	____
04. Atención	____	12. Operational	____
05. Commercial	____	13. Research and Development	____
06. Procurement/Supplies	____	14. Human Resources/People Management	____
07. Communication	____	15. Technology	____
08. Accounting	____	16. Others	____

**P04 E** Which department in the company manages the apprentices?

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

**P04 F** Does your company have a policy to hire the apprentices after the completion of the apprenticeship program?

- 1. ( ) Yes
- 2. ( ) No

**P04 G.** If yes, how many apprentices did the company hire in 2008 and 2009?

	Total of Apprentices	Total Hired
01. In 2008	____	____
02. In 2009	____	____

**P04 H.** Among the apprentices in your company, are there disabled people?

- 1. ( ) Yes
- 2. ( ) No

**P04 I.** Does your company face difficulties to comply with the apprentice law?

- 1. ( ) Yes
- 2. ( ) No

**P04 J.** If yes, state the major difficulties faced.

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## Part 2

### THE PRESIDENT PERCEPTION

**P05 A.** In our opinion, the proportion of **women** in your company, in each of the following hierarchic levels is:

**Executive Directors :**

1. ( ) Higher than it should
2. ( ) Lower than it should
3. ( ) Adequate

**Middle Management :**

1. ( ) Higher than it should
2. ( ) Lower than it should
3. ( ) Adequate

**Supervisors, Leaders and Coordinators:**

1. ( ) Higher than it should
2. ( ) Lower than it should
3. ( ) Adequate

**Working Staff:**

1. ( ) Higher than it should
2. ( ) Lower than it should
3. ( ) Adequate

**P05 B.** If the proportion of women is lower than it should be, what are the causes?

1. ( ) The lack of qualification of women for the positions
2. ( ) The lack of interest of women for positions in the company
3. ( ) The company's lack of knowledge or of experience to handle the matter

**P06 A.** In your opinion, the proportion of **afro-descendants** in your company, in each of the following hierarchic levels is:

**Executive Directors :**

1. ( ) Higher than it should
2. ( ) Lower than it should
3. ( ) Adequate

**Middle Management:**

1. ( ) Higher than it should
2. ( ) Lower than it should
3. ( ) Adequate

**Supervisors, Leaders and Coordinators:**

1. ( ) Higher than it should
2. ( ) Lower than it should
3. ( ) Adequate

**Working Staff:**

1. ( ) Higher than it should
2. ( ) Lower than it should
3. ( ) Adequate

**P06 B.** If the proportion of **afro-descendants** is lower than it should be, what are the causes?

1. ( ) The lack of qualification of afro-descendants for the positions
2. ( ) The lack of interest of afro-descendants for positions in the company
3. ( ) The company's lack of knowledge or of experience to handle the matter

**P07 A.** In our opinion, the proportion of **people with more than 45 years old** in your company, at each of the following hierarchic levels is:

**Executive Directors:**

1. ( ) Higher than it should
2. ( ) Lower than it should
3. ( ) Adequate

**Middle Management:**

1. ( ) Higher than it should
2. ( ) Lower than it should
3. ( ) Adequate

**Supervisors, Leaders and Coordinators:**

1. ( ) Higher than it should
2. ( ) Lower than it should
3. ( ) Adequate

**Working Staff:**

1. ( ) Higher than it should
2. ( ) Lower than it should
3. ( ) Adequate

**P07 B.** If the proportion of people with more than 45 years old is lower than it should be, what are the causes?

1. ( ) The lack of qualification of people in this age band for the positions
2. ( ) The lack of interest of people in this age band for positions in the company
3. ( ) The company's lack of knowledge or of experience to handle the matter

**P08 A.** In our opinion, the proportion of **disabled people** in your company, at each of the following hierarchic levels is:

**Executive Directors:**

1. ( ) Higher than it should
2. ( ) Lower than it should
3. ( ) Adequate

**Middle Management:**

1. ( ) Higher than it should
2. ( ) Lower than it should
3. ( ) Adequate

**Supervision, Low Management or Coordination:**

1. ( ) Higher than it should
2. ( ) Lower than it should
3. ( ) Adequate

**Working Staff:**

1. ( ) Higher than it should
2. ( ) Lower than it should
3. ( ) Adequate

**P08 B.** If the proportion of disabled people is lower than it should be, what are the causes?

1. ( ) The lack of qualification of disabled people for the positions
2. ( ) The lack of interest of disabled people for positions in the company
3. ( ) The company's lack of knowledge or of experience to handle the matter

**P09 A.** In our opinion, the proportion of **apprentices** in your company is:

1. ( ) Higher than it should
2. ( ) Lower than it should
3. ( ) Adequate

**P09 B.** If the proportion of apprentices is lower than it should be, what are the causes?

1. ( ) The lack of qualification of the apprentices
2. ( ) The lack of interest of the apprentices in the company
3. ( ) The company's lack of knowledge or of experience to handle the matter

### Part 3

(To be completed by HR)

**TABLE No. 1 – PROFILE OF THE EXECUTIVE STAFF**

<b>GENERAL PROFILE</b>	> TOTAL OF EXECUTIVE DIRECTORS	_____
	TOTAL OF MEN	_____
	TOTAL OF WOMEN	_____

<b>AGE BANDS</b>	<b>TOTAL EXEC. DIRECTORS</b>	<b>TOTAL MEN</b>	<b>TOTAL WOMEN</b>
From 16 to 24 years	_____	_____	_____
From 25 to 35 years	_____	_____	_____
From 36 to 45 years	_____	_____	_____
From 46 to 55 years	_____	_____	_____
56 years or more	_____	_____	_____
<b>TOTAL</b>	_____	_____	_____

<b>EDUCATION</b>	<b>TOTAL EXEC. DIRECTORS</b>	<b>TOTAL MEN</b>	<b>TOTAL WOMEN</b>
Up to 4th Grade	_____	_____	_____
From 5th to 8th Grade	_____	_____	_____
High School	_____	_____	_____
College Education	_____	_____	_____
Postgraduate/Masters	_____	_____	_____
PhD/Postgraduate	_____	_____	_____
<b>TOTAL</b>	_____	_____	_____

<b>RACE OR COLOR</b>	<b>TOTAL EXEC. DIRECTORS</b>	<b>TOTAL MEN</b>	<b>TOTAL WOMEN</b>
White	_____	_____	_____
Black	_____	_____	_____
Mulatto	_____	_____	_____
Yellow	_____	_____	_____
Indian	_____	_____	_____
<b>TOTAL</b>	_____	_____	_____

<b>DISABILITY</b>	<b>TOTAL EXEC. DIRECTORS</b>	<b>TOTAL MEN</b>	<b>TOTAL WOMEN</b>
Physical	_____	_____	_____
Visual	_____	_____	_____
Hearing	_____	_____	_____
Multiple	_____	_____	_____
Not disabled	_____	_____	_____
<b>TOTAL</b>	_____	_____	_____

<b>LENGTH OF SERVICE IN THE COMPANY</b>	<b>TOTAL EXEC. DIRECTORS</b>	<b>TOTAL MEN</b>	<b>TOTAL WOMEN</b>
Less than 1 year	_____	_____	_____
From 1 to 2 years	_____	_____	_____
From 3 to 5 years	_____	_____	_____
From 6 to 10 years	_____	_____	_____
From 11 to 15 years	_____	_____	_____
16 years or more	_____	_____	_____
<b>TOTAL</b>	_____	_____	_____

**TABLE No. 2 – PROFILE OF THE MIDDLE MANAGEMENT**

<b>GENERAL PROFILE</b>	> TOTAL OF MIDDLE MANAGERS	_____
	TOTAL OF MEN	_____
	TOTAL OF WOMEN	_____

<b>AGE BANDS</b>	<b>TOTAL MIDD. MANAGERS</b>	<b>TOTAL MEN</b>	<b>TOTAL WOMEN</b>
From 16 to 24 years	_____	_____	_____
From 25 to 35 years	_____	_____	_____
From 36 to 45 years	_____	_____	_____
From 46 to 55 years	_____	_____	_____
56 years or more	_____	_____	_____
<b>TOTAL</b>	_____	_____	_____

<b>EDUCATION</b>	<b>TOTAL MIDD. MANAGERS</b>	<b>TOTAL MEN</b>	<b>TOTAL WOMEN</b>
Up to 4th Grade	_____	_____	_____
From 5th to 8th Grade	_____	_____	_____
High School	_____	_____	_____
College Education	_____	_____	_____
Postgraduate/Masters	_____	_____	_____
PhD/Postgraduate	_____	_____	_____
<b>TOTAL</b>	_____	_____	_____

<b>RACE OR COLOR</b>	<b>TOTAL MIDD. MANAGERS</b>	<b>TOTAL MEN</b>	<b>TOTAL WOMEN</b>
White	_____	_____	_____
Black	_____	_____	_____
Mulatto	_____	_____	_____
Yellow	_____	_____	_____
Indian	_____	_____	_____
<b>TOTAL</b>	_____	_____	_____

<b>DISABILITY</b>	<b>TOTAL MIDD. MANAGERS</b>	<b>TOTAL MEN</b>	<b>TOTAL WOMEN</b>
Physical	_____	_____	_____
Visual	_____	_____	_____
Hearing	_____	_____	_____
Multiple	_____	_____	_____
Not disabled	_____	_____	_____
<b>TOTAL</b>	_____	_____	_____

<b>LENGTH OF SERVICE IN THE COMPANY</b>	<b>TOTAL MIDD. MANAGERS</b>	<b>TOTAL MEN</b>	<b>TOTAL WOMEN</b>
Less than 1 year	_____	_____	_____
From 1 to 2 years	_____	_____	_____
From 3 to 5 years	_____	_____	_____
From 6 to 10 years	_____	_____	_____
From 11 to 15 years	_____	_____	_____
16 years or more	_____	_____	_____
<b>TOTAL</b>	_____	_____	_____

**TABLE No. 3 – PROFILE OF THE SUPERVISION, LOW MANAGEMENT OR COORDINATION STAFF**

<b>GENERAL PROFILE</b>	> TOTAL OF SUPERVISORS/LEADERS	_____
	TOTAL OF MEN	_____
	TOTAL OF WOMEN	_____

<b>AGE GROUPS</b>	<b>TOTAL SUPERVISORS/LEADERS</b>	<b>TOTAL MEN</b>	<b>TOTAL WOMEN</b>
From 16 to 24 years	_____	_____	_____
From 25 to 35 years	_____	_____	_____
From 36 to 45 years	_____	_____	_____
From 46 to 55 years	_____	_____	_____
56 years or more	_____	_____	_____
<b>TOTAL</b>	_____	_____	_____

<b>EDUCATION</b>	<b>TOTAL SUPERVISORS/LEADERS</b>	<b>TOTAL MEN</b>	<b>TOTAL WOMEN</b>
Up to 4th Grade	_____	_____	_____
From 5th to 8th Grade	_____	_____	_____
High School	_____	_____	_____
College Education	_____	_____	_____
Postgraduate/Masters	_____	_____	_____
PhD/Postgraduate	_____	_____	_____
<b>TOTAL</b>	_____	_____	_____

<b>RACE OR COLOR</b>	<b>TOTAL SUPERVISORS/LEADERS</b>	<b>TOTAL MEN</b>	<b>TOTAL WOMEN</b>
White	_____	_____	_____
Black	_____	_____	_____
Mulatto	_____	_____	_____
Yellow	_____	_____	_____
Indian	_____	_____	_____
<b>TOTAL</b>	_____	_____	_____

<b>DISABILITY</b>	<b>TOTAL SUPERVISORS/LEADERS</b>	<b>TOTAL MEN</b>	<b>TOTAL WOMEN</b>
Physical	_____	_____	_____
Visual	_____	_____	_____
Hearing	_____	_____	_____
Multiple	_____	_____	_____
Not disabled	_____	_____	_____
<b>TOTAL</b>	_____	_____	_____

<b>LENGTH OF SERVICE IN THE COMPANY</b>	<b>TOTAL SUPERVISORS/LEADERS</b>	<b>TOTAL MEN</b>	<b>TOTAL WOMEN</b>
Less than 1 year	_____	_____	_____
From 1 to 2 years	_____	_____	_____
From 3 to 5 years	_____	_____	_____
From 6 to 10 years	_____	_____	_____
From 11 to 15 years	_____	_____	_____
16 years or more	_____	_____	_____
<b>TOTAL</b>	_____	_____	_____

**TABLE No. 4 – PROFILE OF THE WORKING STAFF**

<b>GENERAL PROFILE</b>	> TOTAL OF EMPLOYEES	_____
	TOTAL OF MEN	_____
	TOTAL OF WOMEN	_____

<b>AGE GROUPS</b>	<b>TOTAL EMPLOYEES</b>	<b>TOTAL MEN</b>	<b>TOTAL WOMEN</b>
From 16 to 24 years	_____	_____	_____
From 25 to 35 years	_____	_____	_____
From 36 to 45 years	_____	_____	_____
From 46 to 55 years	_____	_____	_____
56 years or more	_____	_____	_____
<b>TOTAL</b>	_____	_____	_____

<b>EDUCATION</b>	<b>TOTAL EMPLOYEES</b>	<b>TOTAL MEN</b>	<b>TOTAL WOMEN</b>
Up to 4th Grade	_____	_____	_____
From 5th to 8th Grade	_____	_____	_____
High School	_____	_____	_____
College Education	_____	_____	_____
Postgraduate/Masters	_____	_____	_____
PhD/Postgraduate	_____	_____	_____
<b>TOTAL</b>	_____	_____	_____

<b>RACE OR COLOR</b>	<b>TOTAL EMPLOYEES</b>	<b>TOTAL MEN</b>	<b>TOTAL WOMEN</b>
White	_____	_____	_____
Black	_____	_____	_____
Mulatto	_____	_____	_____
Yellow	_____	_____	_____
Indian	_____	_____	_____
<b>TOTAL</b>	_____	_____	_____

<b>DISABILITY</b>	<b>TOTAL EMPLOYEES</b>	<b>TOTAL MEN</b>	<b>TOTAL WOMEN</b>
Physical	_____	_____	_____
Visual	_____	_____	_____
Hearing	_____	_____	_____
Multiple	_____	_____	_____
Not disabled	_____	_____	_____
<b>TOTAL</b>	_____	_____	_____

<b>LENGTH OF SERVICE IN THE COMPANY</b>	<b>TOTAL EMPLOYEES</b>	<b>TOTAL MEN</b>	<b>TOTAL WOMEN</b>
Less than 1 year	_____	_____	_____
From 1 to 2 years	_____	_____	_____
From 3 to 5 years	_____	_____	_____
From 6 to 10 years	_____	_____	_____
From 11 to 15 years	_____	_____	_____
16 years or more	_____	_____	_____
<b>TOTAL</b>	_____	_____	_____

**TABLE No. 5 – PROFILE OF THE APPRENTICES**

<b>GENERAL PROFILE</b>	> TOTAL OF APPRENTICES	_____
	TOTAL OF APPRENTICES MEN	_____
	TOTAL OF APPRENTICES WOMEN	_____

<b>AGE GROUPS</b>	<b>TOTAL APPRENTICES</b>	<b>APPRENTICES MEN</b>	<b>APPRENTICES WOMEN</b>
From 14 to 16 years	_____	_____	_____
From 17 to 19 years	_____	_____	_____
From 20 to 24 years	_____	_____	_____
<b>TOTAL</b>	_____	_____	_____

<b>EDUCATION</b>	<b>TOTAL APPRENTICES</b>	<b>APPRENTICES MEN</b>	<b>APPRENTICES WOMEN</b>
Up to 4th Grade	_____	_____	_____
From 5th to 9th Grade	_____	_____	_____
High School	_____	_____	_____
<b>TOTAL</b>	_____	_____	_____

<b>RACE OR COLOR</b>	<b>TOTAL APPRENTICES</b>	<b>APPRENTICES MEN</b>	<b>APPRENTICES WOMEN</b>
White	_____	_____	_____
Black	_____	_____	_____
Mulatto	_____	_____	_____
Yellow	_____	_____	_____
Indian	_____	_____	_____
<b>TOTAL</b>	_____	_____	_____

<b>DISABILITY</b>	<b>TOTAL APPRENTICES</b>	<b>APPRENTICES MEN</b>	<b>APPRENTICES WOMEN</b>
Physical	_____	_____	_____
Visual	_____	_____	_____
Hearing	_____	_____	_____
Multiple	_____	_____	_____
Not disabled	_____	_____	_____
<b>TOTAL</b>	_____	_____	_____

## THE NEED FOR AN INTERNAL CENSUS

**W**e conclude this edition of the research *Social, Racial, and Gender Research of the 500 Largest Brazilian Companies and Their Affirmative Actions* certain that we furthered our knowledge of the reality of our population. Or, more precisely, of the sample we achieve with the forwarding of the questionnaire to the companies. We received 109 responses, from the 500 possible, with a return rate of 21.8%, which is less expressive than it ought to be, considering this is the fifth edition of the research. And even so, after we insisted and extended the time for responses.

The nature of the self-filling out questionnaire is, obviously, volunteer and the companies put forth a great deal of efforts to comply. Nonetheless, receiving the filled out questionnaires is a hard assignment and this is the first indication of the troubles the companies face to gather and record the required data; and, at the same time, a clear indication of the inexistence or of the outdated condition of data and of the difficulties faced in the treatment of some issues. Specially, in regard to the race or skin color of their internal public – more specifically of afro-descendants.

The Country is at a new stage that values the identity of afro-descendants, which are more visible in several sectors. The Federal Government has created, with status of Ministry, the Secretary for Racial Equality Promotion, which seeks the valuation of the afro-descendants' culture. Nowadays, our Universities adopt the quota policy, and television news hire afro-descendent journalists as anchors, while soap operas and ads confer to afro-descendants unheard leading roles.

This set of actions favors the strengthening of self-esteem and eases, for afro-descendants or darker skinned people, the assertion of their status. Thence, in 2008, they were the majority of the Brazilian population, tending to grow.

The vast majority of the corporations, however, stray from these changes. They lose the opportunity to value diversity and to promote equality, which in addition to being the foundation of human rights and of an authentic

democracy offer better sustainable development perspectives for businesses.

Along the years, this has been the result of the researches conducted by Ethos and by other institutions. We were surprised by the results initially published by Ibope in its 2010 research. These results pointed a colossal growth in the participation of afro-descendants in comparison with the previous research, reaching a level higher than the one suggested in the historical series started in 2001. Oddly, the participation of women decreased at all hierarchic levels in the corporations.

What was the matter? Which were the conjuncture factors that could account for these changes? The changes appeared to be a lack of control of the companies on the main characteristics of their employees.

Then, following a sound and helpful tradition of deepening the apparently unfounded or inconsistent aspects of researches, Instituto Ethos, via Ibope, went back to the field for new queries. It heard, via phone interviews, the companies that presented above-average percentage of afro-descendants in the research.

This complementary query included 48 companies, divided into two groups: one with 38 companies who responded to the 2010 research, only; and the other with 10 companies who responded to the researches carried out in 2007 and 2010. We received responses from 30 companies, 24 in the first group and 6 in the second group.

In general terms, and at first, the companies did not seem to be aware of a change in the profile of the employees they hired. None of them stated increases in the hiring of afro-descendants. It is worth noting, additionally, that the corporations stated that they had no follow up process established for the issue, and they did not have historical data to ground an accurate answer in terms of changes, or not.

Almost all of the companies use job application cards as reference for the provision of the data requested. In these cards, the references to skin color or race are completed by the applicants, as recommended. None of these

companies stated a change in this data, or a new classification, or a request to update the card by their employees. Some of the companies reported that their employees were somewhat uncertain as to their actual classification.

When questioned on the causes for displaying a larger percentage on afro-descendants among their personnel if compared to the averages of the other companies participating in this complementary research, these companies stated four main factors:

- The afro-descendent race as the marked characteristic of the population of the region in which the company is located (Northern and Northeastern Regions, mainly);
- The growth of the company and the consequent increase in the hiring of new employees, without control or program for hiring afro-descendants;
- The geographical relocation of the headquarters – city, state or region;
- The company's activities sector, concentrating larger numbers of afro-descendants.

From the results of this research, we evaluated, individually, the 109 companies of the sample. We concluded that four of these companies, which had not participated in the previous researches, behaved as outliers. Their results were so atypical that they affected, also, the results as a whole, including because they were larger than the average. Then, we set these four companies aside, for further studies that may provide new and important information.

The sample, then, included the 105 companies that actually represented the population researched, with promising, though dispiriting, growth rates for the participation of afro-descendants and women at a level more coherent with their historical series.

Later on, we invited all companies that responded to the research to participate in a meeting during which we notified the changes in the sample and the results obtained,

published in this report. The meeting received 21 companies represented, in their majority, by the areas of Human Resources, Communication and Social Responsibility.

This event allowed a new complementary research, of qualitative nature. The group of representatives commented the data and provided valuable information on the reality of the companies – some coincided with the data gathered by the first complementary research. Therefore, they contributed to the improvement of the researches carried out by Ethos and to a better understanding of the results.

Some of these contributions were incorporated, implicitly or explicitly, in the pages of this report. Possibly, the most significant one is the recognition, by the corporations, of the need to hold internal researches, periodically. This is a valuable tool that allows the companies to understand their employees and leaders better, not only in terms of race or of the color of their skins, but in regard to their other characteristics. With the data provided by these researches, the companies may plan and develop better policies to value diversity, and to promote equality.

Meanwhile, there is, still, uncertainty as to the accuracy of the participation rates of afro-descendants in the personnel of the largest and more important Corporations of the Country. As the information is provided, only, upon hiring, it is possible – contingent upon the employees' length of service – that it was stated within a context much different from the current one, in which some of this group's characteristics were less valued.

The same is true for the education. Despite the request of the researched companies for updates of changes in the educational background of their employees, this is not a general practice.

*To aid companies with their internal researches the Instituto Ethos published in 2008 the manual *Diversidade e Equidade: Metodologia para Censo nas Empresas*. This manual is available at the following web address: [www.ethos.org.br/\\_Uniethos/Documents/Divers\\_Equidade\\_web.pdf](http://www.ethos.org.br/_Uniethos/Documents/Divers_Equidade_web.pdf).*

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