



RECRUITING DIVERSITY

Inclusion and equality for
a more promising market



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A RATIONAL ISSUE

More innovation and customer alignment, increased business profitability, improved employee engagement: with so many advantages, why is diversity not yet a reality enshrined in contracts?

By Estela Cangerana

The issue of diversity should leave the agenda of companies. This is the future that specialists in the field expect for the job market. Not that the formation of diverse and equal teams will lose its importance, but because it is so essential to survival that it should become natural. But if it is common ground that diversity and inclusion are so relevant, why is there still so much to talk about it in the 21st century? What is missing in practice?

The numbers of the economic impact are indisputable and a wide range of research proves their veracity, especially regarding gender equality. According to a study by the McKinsey Global Institute, a scenario of full participation of women (inside and outside the labor market) would increase the world Gross Domestic Product (GDP) by \$ 28 trillion in 2025, representing an increase of 26% on the size of global economy if everything continues as it currently is. In Latin America, the gain could reach 34%, about \$ 2.6 trillion in the same period.

Today women are half of the planet's population, but generate only 37% of GDP. This is because they do 75% of the unpaid work (such as taking care of the house and family) and they are disproportionately represented in the workplace. There are salary differences, part-time or low-productivity occupations, and lower positions assigned to women. In Brazil, for example, women occupy only 7.3% of the board positions of companies listed in the B3 Novo Mercado segment (Brazilian stock exchange group





of companies that adopt additional corporate governance practices). The data was raised by consultancy Enlight, which highlights that only in seven of the 142 companies making up this category have female participation in the Board exceeding 30% of seats.

Nevertheless, if we look at the reflexes in companies, the numbers are also abundant to prove the importance of gender diversity. According to consultancy The Clear Company, there is a proven average increase of 41% in revenue from teams that are equally represented between men and women. This is due to the complementarity of views and increased identification with audiences, among other factors. At the other end, the lack of an

environment that welcomes differences, including racial differences, may inhibit business progress in similar proportions. When talking, for example, about LGBT+ professionals (Lesbian, Gay, Bisexual, Transvestite, Transsexual, Queer, Intersex, and Asexual), the issue is clear.

Even though there is less research about it available, the data is alarming. According to The Clear Company, based on a study with UK consultancy Stonewall, more than one-third of non-binary people (31%) do not feel comfortable wearing clothing that represents their gender expression. And 35% of LGBTs hide or disguise this information at work for fear of discrimination. The result is unhappy and insecure teams that are less able to contribute broadly to the business.

A PwC's global survey, in partnership with the Out Leadership network, provides similar statistics. Two out of five LGBT+ professionals omit aspects of their personal lives from colleagues because they are uncomfortable, and nearly 40% think their companies do not do enough to encourage diversity. At the same time, 83% of professionals and 96% of employers believe that companies that support diversity have a better image in the market because they are considered to be inclusive.

Teams represented by both men and women have a proven average increase of 41% on their revenue

ACCESSIBILITY

When it comes to including people with disabilities in the labour market, the scenario is even more precarious. Although the Disability Quota Law (Law No. 8213/91) has existed for 28 years, the percentage of active professionals with this profile was only 0.95% in 2017, according to the Annual Social Information Report (Rais) issued by the Labor Office, a body of the Brazilian Economy Department. According to the law, companies with 100 employees or more are required to have between 2% and 5% of disabled workers on their staff. In nearly three decades, that number has never exceeded 1%, according to the government.

Data shows that existing vacancies are filled primarily by people with mild disabilities. Employers tend to leave out theoretically more limiting disabilities, sometimes even because of the difficulty of access and structural adaptation of the workplace.

“Many companies today are committed to diversity and Human Resources departments must meet hiring goals. Companies intend to be inclusive and at the same time to reach post-employment excellence levels, but how do you do it?” says lawyer Esther Nunes, coordinator of the CCBC Diversity Committee, along with Canadian Consul and Senior Trade

Commissioner in Brazil, Elise Racicot. The work led by them in the Chamber is precisely aimed at supporting this process. “We want to collaborate with our members for them to have better and more effective diversity programs,” adds Nunes.

For this reason, the Committee brought together experts on the matter and companies at a recent event at CCBC. They discussed the practices and ways to turn intentions into reality. “We need to fight to get diversity off the hiring agenda, because this issue should not be an issue in the selection, but until it becomes a natural part of the process, we have this obligation and we will start the debate,” says Alexandre Sabbag, a partner at Boyden, an executive search company, and a member of the Committee.






DIVERSITY vs. INCLUSION

**The successful trajectory
of Boticário's Head
of Perfumery opens
challenges and the need
to overcome**

One teacher offered a \$100 prize to anyone who won a race, but at the starting line they were not all the same. Those who had a structured family stepped forward, those who never had to worry about financial problems took another step forward, and those who studied in private schools took yet one more step forward. In the end, there was a huge distance between them, and neither had done it on their own merit. This real case is a good example of real life, where some end up starting ahead of others, without that being anyone's fault. With that image, the executive officer Jean Bueno, current Head of Perfumery of the Brazilian company O Boticário, shows the differences of opportunity that marked his personal trajectory.



From humble origins and a family of five children, resulted from the three marriages of this mother, a resident of the northern outskirts of São Paulo, and a homosexual, he knows well what it is to “be in the back line at the \$100 challenge start.” “Equality has to do with starting up front, along with the others, it is not just a matter of personal effort. We need to realize that opportunities are not equal, there are privileges and unconscious bias that we do not see,” he says.

Bueno goes further and brings up the subtle difference between diversity and inclusion. “Diversity is being invited to the party and inclusion is being called to dance. And you can still lack the right clothes, which prevents you from going or dancing. You must have the clothes.” He didn’t have them at first.

The turnaround that led to his international executive career was due to his own merit and effort, courage and risk, but it was only possible because he had a lot of help. To change from public to a private school in a not so peripheral area, he had the support of a person known to his mother. But to go beyond,

“Diversity is being invited to the party and inclusion is being called to dance. And you might still lack the right clothes. ”

***Jean Bueno,
Head of Perfumery
at O Boticário***

he gathered the courage to ask for a ask for a scholarship at the traditional school Colégio Bandeirantes, an elite stronghold in São Paulo. From there, he went after a Rotary student exchange program to New Zealand, where he learned English and French.

The next steps, always with great effort and overcoming, were to obtain a scholarship from the European Union to study Economics at the University of Sorbonne, France, where he received the title of best student in the class; then an MBA in Marketing at Fundação Getúlio Vargas (FGV), in São Paulo; and an extension course in Marketing and Innovation at the Kellogg School of Management of Northwestern University in the United States. In the curriculum, companies like Pepsi-Cola, Embraer, Unilever Firmenich and Avon, before being hired by O Boticário.

But if everything was going well with his career, he still had to overcome personal life challenges. Bueno was the first case of a professional to get a four-month paternity leave at Unilever in the world when he and his husband adopted twins 12 years ago. “Luck? Effort? I can say that, in fact, my story comes down to three points: education, help from others and resilience,” he says.



ON EQUAL TERMS

Black youth qualification programs aim to reduce skills gaps and place them in a position to compete with whites

The company may even want to hire professionals with diverse profiles, but often the lack of certain requirements prevents entry or evolution in the job. How to solve this equation? Two programs that have been successfully developed in different sectors may give some clues.

“We realized that we had very few black lawyers in the firms and decided to understand what was missing to change this reality. This is how the Incluir Direito [Include Law] Project, which is not in its third edition, was born”, says Alberto Mori, partner of Trench, Rossi and Watanabe Advogados, coordinator of the Diversity and Social Responsibility Committee of the Law Firms Studies Center (Cesa). According to Cesa data, only 1% of law offices professionals are black.

The number is consistent with another reality highlighted by Mori: the fact that a little over 10% of black people get into universities and less than 5% are able to finish the studies. Even those who complete training often lack important knowledge for the market. With Incluir Direito, the idea was precisely to complement the qualification of those young people, so that they can compete on equal terms with other candidates for job openings.

In association with Mackenzie University in São Paulo, students are selected for the program, which also has the support of several law firms. They receive

**Only 1%
of law firm
professionals
are black,
according
to data
from CESA.**



training that includes Saturday tutoring, English instruction and even etiquette classes. Subsidies are also offered for the purchase of appropriate work clothing, required at law firms. “We are committed to having a more diverse and inclusive practice,” says Mori. In the first two years of the project, 25 young people have already qualified.

TAILOR-MADE INTERNSHIP

Giants in the new economy, also struggling to build diverse teams to meet their business needs, are moving on to similar projects. This is the case of Google, which launched the Next Step internship program, aimed at expanding the participation of black people in the company.



The program, which started in 2019, will last for two years and not the traditional six months. Fluency in English, the minimum requirement for hiring at Google, was not required. In contrast, during the internship period, the 20 selected youths will participate in an intensive language course in the firm's own office. In addition, they will have several other professional skills developed and will have a support network formed by other company employees who will coach and mentor the trainees.

"For us, it is essential to reflect on our main goal: organizing the world's information and making it accessible to everyone. There is no way to speak correctly to everyone if there is no diversity in our team," says Raquel Malachias, Google's Cloud Recruiter Latam. That means removing obstacles to allow the formation of teams with multi profiles. Research indicates, for example, that less than 5% of Brazilians speak a second language and the percentage is even lower among blacks.

Next Step participants will be allocated at the company's office in São Paulo, in areas such as sales, marketing, human resources and finance, among others.

Intensive English Courses, experienced employee support networks, coaching and mentoring integrate the internship programs.



DECISIVE MOMENT

Equality and inclusion
start with proper
hiring processes



Statistics prove: companies that reflect the diversity of their society are more likely to succeed. This means having employees of different profiles and enabling them to participate equally in the business. In practice, however, it all starts with hiring. Some companies, such as Bombardier, have already absorbed these concepts and are reference models.



“In the selection processes, we look at competencies and not diversity issues. We want to know if the person is a fit for the job. That is the point,” says Flavia Vieira, Human Resources officer at Bombardier, a manufacturer with 68,000 employees worldwide in the aerospace and ground transportation divisions. Today, women hold 44% of board seats and 33% of management positions at Bombardier in South America.

For Vieira, diversity and inclusion are intrinsic points in daily life. They are in Bombardier’s principles, values and Code of Ethics. Since 2007, the company has been a signatory to the United Nations Global Compact, which provides for alignment with 10 universal principles, including the matter of human rights.

“In the selection, we look at competencies (...). We want to know if the person is a fit for the job.”

**Flavia Vieira,
Human Resources
Director at
Bombardier**

“Our surveys show that we, the employees, see inclusion in an extremely high percentage,” says the executive officer. This feeling brings security, engagement, and a sense of belonging that are fundamental to a healthy and productive environment.

Looking at people, seeing them individually, within their realities and potential, regardless of other characteristics, is also a guideline for the selection processes and day-to-day work at technology company BlueShift. “We have a recruitment process oriented toward the analysis of technical qualification - or the development capacity of the professionals - and not the age, religion, sexual orientation, ethnicity and so on”, says Franciele Favaram, the company’s talent manager in Brazil.

The company has created a training program called the Blue Academy, intended for inclusion of minority groups. More than

20 young people with no higher education coming from the outskirts of São Paulo have already graduated from past classes. Currently, there are also significant numbers of women, immigrants or refugees, LGBTQ+ and people who have decided to change jobs. "We face a number of challenges. The first one is internal and multifaceted, because it is necessary to have the company and employees oriented to an inclusive culture", explains the talent manager.

TOP TO BOTTOM

The path to creating such environments must be conscious and begin at the top management of the company. "Leadership needs to be involved," says Lisa Kershaw, a partner at Boyden recruitment consultancy in Canada. As an example, she mentions the case of the financial institution TD Bank which, influenced by the work of its CEO, developed a series of inclusive actions.

It was the first Canadian bank to provide spouse benefits to its employees' partners in homosexual relationships, it also pioneered in covering gender surgery for employees and their families, and adopting gender-neutral restrooms and signs. Today, there are more than 160 LGBTQ+ community-only initiatives supported by the institution and a number of recognitions as the best place to work in Canada.

In addition to involving the heads, Kershaw advises the recruiters themselves to work actively. "Go to events that can lead you to diverse workforces," she recommends. "We must act on a plan to make diversity systemic," she says.

Using the most assertive resources possible until diversity becomes natural is also the strategy advocated by expert Renata Ferraz, partner of Integrha Human Resources consultancy. "We have to overcome the challenges of recruiting diversity. It is a fundamental condition for innovation. Managers and recruiters must understand the importance of it and seek inclusion from the inside out," she teaches.



TO BRING DOWN BARRIERS

It is automatic and even a matter of survival: our brain uses past experiences and makes associations all the time to help us understand and make decisions at the present time. This happens towards simple things, such as recognizing the smell of a cake coming out of the oven, but also in everyday work, in impressions and judgments of people and ideas. These are the implicit or unconscious biases. The problem is that they bring preconceived concepts that tend to exclude diversity.

"Every bias is natural to the human being. We need to use our instincts and experiences. But these behaviors, rather than inclusive, can be biased. Therefore, we must increase our awareness that we, human beings, make associations to realize that we are indeed biased in what we say and do. Only then can we break this cycle," explains Mariana Deperon, founding partner of diversity and inclusion consultancy Tree Diversity.

She teaches that fighting the negative effects of biased decisions is a rational and time-consuming process. "The human being is not naturally inclusive. It is necessary to work on cognitive empathy, understand biases and on the reasons why we don't include diversities using these mental models," she says. "Our mindset needs to change. Having diversity and inclusion is not welfare policy, it is a profitable business strategy that needs planning."

Deperon gives 5 tips to companies interested in this process:

- 1) Being committed and assuming commitment to leadership engagement**
- 2) Link diversity and inclusion to the company's strategy, leveraged in the short, medium and long terms;**
- 3) Create a portfolio of initiatives;**
- 4) Adapt the organization to maximize the impact of the diversity and inclusion strategy, adapting company culture;**
- 5) Invest in constant education and training for the entire team.**



WOMEN'S ADVANCEMENT

Canadian and Brazilian
experiences in the struggle
to promote gender equality
in the labour market



Career breaks to have children and the difficulty of returning to the market, lack of support, double hours, family responsibilities, concessions and prejudices still hinder women's advancement in the work environment. But gains in innovation, productivity and increased profits, approaching target audiences and improving the quality of gender-diverse teams are increasingly driving companies to look more closely at their professionals.

The World Bank's most recent gender study "Women, Business and the Law 2019 - A decade of Reform" shows that women's participation has been increasing in the economy, with advances in over 130 countries out of 187 surveyed, but still falling shorter than it should for those who represent half of the global population. Successful experiences in Canada - the 8th in the world

ranking - and even in Brazil (in 71st place, ahead of more than half of the countries) show some directions.

"Diversity and inclusion are an integral part of Canadian culture and values. For example, at the Consulate and the six trade offices in Brazil, we have a Gender Pledge, a commitment to promote gender equality. Among other things, we always have greater representativeness and diversity in our organization and in all events, projects, hiring employees or suppliers," says Elise Racicot, Consul and Senior Trade Commissioner in Brazil and coordinator of the CCBC Diversity Committee, along with lawyer Esther Nunes.

The government effort has reached businesses and is expressed in numbers. According to McKinsey & Company's 2019 report, "The Present and Future of Women at Work in Canada", the commitment to gender equality has never been higher. Among the organizations surveyed, 82% rate the diversity of gender as an important priority.

The advances are significant, but the road to equality is a long one. At the entry level, 50% of the employees of these companies are women, although they remain underrepresented at higher levels. Only three women are promoted to manager for every four men who get the same promotion, and 60% of them report having received some kind of micro-aggression at work.

"Diversity and inclusion are an integral part of Canadian culture and values."

***Elise Racicot,
Canadian Consul***

INCENTIVE FROM LEADERSHIP

A challenge in improving these numbers may be what researchers call “sponsors,” superiors who invest in the talent of their subordinates. The majority of executive officers have sponsors of the same sex. “Company awareness and involvement with the diversity, inclusion and equity cause should start with high level leaders,” confirms lawyer Esther Nunes.

The Chamber, which she led in two administrations, is an example of this, with a balance in the number of women and men in leadership positions, following a philosophy that remains with the current President, lawyer Paulo Perrotti.

The institution’s Arbitration and Mediation Center (CAM-CCBC), also currently led by a woman, lawyer and arbitrator Eleonora Coelho, is another success story. In recent years, the number of arbitrators in the organization’s list has jumped from 14% to 28%, and they represent 50% of CAM-CCBC appointments.

In addition, the Center also signed in 2018 the Pledge to Equal Representation in Arbitration - The Pledge, through which, among other things, the institution undertakes to sponsor or support only events that include at least 30% of women as speakers.



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