

Women graduated in business administration in Brazil

Mulheres graduadas em Administração no Brasil

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ABSTRACT

This study depicts the profile and conditions of women graduates in business administration in Brazil. There is a large and growing number of women graduates in business administration that deserve a more detailed your profile, the positions they hold, the level of remuneration and other relevant information compared to the men graduates in business administration. The results were obtained by reprocessing the data available on the Administration of Federal Council's website (CFA) on the link of the National Research Profile, Training, Performance and Administrator Job Opportunities (6a ed.) and Technologist (1a ed.). The survey generated a non-probabilistic sample of 17,119 graduates in business administration, with 11,372 men and 5,474 women. Women are more numerous in the Brazil population; in enrollment, in conclusions and participation in higher education and in the Economically Active Population (EAP). However, there are fewer in the labor force and have lower participation in the labor market. In the public sector, for the same positions and levels no salary differences between men and women, especially in positions of Direction and Higher Advisory (DAS). In the private sector, when compared most important functions held by men and women Administrators, there are the predominance of men, and when compared less relevant functions and lower levels of management, there are a predominance of women.

KEYWORDS: Women graduated in business; Women administrators; Profile of women administrators.

RESUMO

Este estudo retrata o perfil e as condições das Administradoras no Brasil. Compreende um grande e crescente número de mulheres formadas em Administração que merecem um melhor detalhamento de seu perfil, dos cargos que ocupam, do nível de remuneração e de outras informações relevantes comparadas aos Administradores. Os resultados foram obtidos pelo reprocessamento dos dados disponibilizados no site do Conselho Federal de Administração (CFA) no link da Pesquisa Nacional Perfil, Formação, Atuação e Oportunidades de Trabalho do Administrador (6a ed.) e do Tecnólogo (1a ed.). A pesquisa gerou uma amostra não probabilística de 17.119 bacharéis em Administração, sendo 11.372 homens e 5.474 mulheres. As mulheres são em maior número na população brasileira: em número de matrículas: em conclusões e em participação no ensino superior na População Economicamente Ativa (PEA). No entanto, são em menor número na PEA e têm menor participação no mercado de trabalho. No setor público, para os mesmos cargos e níveis não há diferenças salariais entre homens e mulheres, notadamente nos cargos de Direção e Assessoramento Superior (DAS). No setor privado, quando comparadas as funções mais relevantes ocupadas por Administradores e Administradoras, tem-se a predominância de Administradores e, quando comparadas as funções menos relevantes e em níveis inferiores de gestão, tem-se a predominância de Administradoras.

PALAVRAS-CHAVE: Administradoras; Mulheres na Administração; Perfil das Administradoras.

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1 INTRODUCTION

The positive perspective before women grows every year in Brazil and in the world. The contradictory as to the limiting vision with which the woman was constructed in the imaginary of the men is demystified with the constitution of a civilization of the knowledge. What was once seen as a loved one in the family or home became a giant woman in her responsibilities, regardless of the role she prefers and delineates in her essence provider of humanity. Male dominance has been deconstructed by women's heyday in all areas and segments in the labor market. This portrait of the magnitude of the woman is further accentuated when one realizes that the role she once played was not distorted, since she continues with her fascination and strength in the family role.

It has been several decades since the Brazilian woman devoted all her time and attention to the activities of caring for the family and the home. Female emancipation is an indisputable fact that occurred in the second half of the last century, more precisely in the 1960s. Prior to this period, there were few professions to which women dedicated themselves: teachers, nurses, nursing assistants, secretaries, typists. However, since then, the number of women who have entered higher education has grown dramatically, and has been used exclusively by men such as doctors, lawyers, psychologists, economists, administrators, among many others. The number of women in higher education in Brazil increased so much that in 2012 a majority was recorded, both in enrollments (55.48%) and in the number of students (62.24%), as can be seen in Table 1.

Table 1 - Number of enrollments and finalists in undergraduate courses in Brazil, by genre, in 2012

	Total Brazil	Male	%	Female	%
Enrollments	5.923.838	2.637.423	44,52	3.286.415	55,48
Finalists	717.858	271.134	37,76	446.724	62,24

Source: Ministério da Educação (MEC) / Instituto Nacional de Estudos e Pesquisas (INEP), 2012.

Taking into account only the undergraduate courses in Administration, Law and Accounting Sciences, traditionally attended almost exclusively by men, it can be seen in Table 2 that, in 2012, the predominance of the number of enrollments is of women, being: in Administration 55.23%, Law 53.07% and Accounting Sciences 57.84, as shown in Table 2.

Table 2 - Number of enrollment in undergraduate courses in Administration, Law and Accounting Sciences, by genre, in 2012

Course	Female		Male		Totals	
	Enrollment	%	Enrollments	%	Enrollments	%
Administration	460.149	55,23	372.893	44,77	833.042	100
Law	391.272	53,07	345.999	46,92	737.271	100
Accounting Sciences	181.157	57,84	132.017	42,16	313.174	100
Totals of these modalities	1.032.578	54,85	850.909	45,20	1.882.487	100
Totals of all modalities	3.286.415	55,48	2.637.423	44,52	5.923.838	100

Source: MEC/INEP, 2012.

This article aims to study and describe the situation of the Women Administrators in Brazil. It comprises a large and growing number of professionals in Management who deserve a better detail of their profile, the positions they occupy, their level of remuneration compared to the Men Administrators and other relevant information.

2 REVIEW OF THE LITERATURE

2.1 Women in the Brazilian labor market

The discussion about the participation of women in the labor market portrays idiosyncrasies of Brazilian society, with significant elements of the unquestionable increase of their participation in organizations, production decisions and laws that came to value as: non-discrimination of sex, the

right to vote citizenship and labor rights in pregnancy. On the other hand, there are mismatches as to the positions held and the unreasonable insistence of differences between men and women, being a phenomenon not restricted to Brazil, since it covers most of the countries, regardless of their economic power or the stage of development.

According to data from the Social Relation of Social Information (RAIS) and the General Register of Employees and Unemployed (CAGED) of the Ministry of Labor and Employment, between 2006 and 2010, women predominated in jobs in public administration, defense and social security. In 2010, of the 8,813,762 employees in these three activities, women predominated with 5,191,072 (58.89%), with growth in participation, from 2006 to 2010, of 15.07%, while that of men was 11, 87%.

In December 2010, the Brazilian formal labor market had 43.3 million jobs, of which 25.3 million (58.42%) were men and 17.9 million (41.33%) were women. In December 2006, this market was 35.1 million, with men occupying 20.8 million (59.25%) and women, 14.2 million (40.45%). Between 2006 and 2010, the share of women in this market increased from 40.45% to 41.33%.

Although they are increasing in the Brazilian labor market, women are still in a smaller number in most of the 99 activities that are part of the National Classification of Economic Activities. In 2010, in only nine of them, women occupied more jobs than men; among them, the majority comprises occupations in sectors where the female gender traditionally predominates as: confection, education, food, health, domestic, associative organizations and other personal service activities.

In 2006, in the areas of advertising and market research there was a balance between the number of women (27,067) and men (27,327); in 2010, of the 70,971 jobs in these activities, women now occupy 36,787 and men, 34,184. Women also increased participation in some areas where there was always a predominance of male workers, such as construction of buildings. In 2006, this sector employed 51,587 women nationwide (for a total of 630,410 men); in 2010, the number rose to 92,298 (for a total of 1,132,401 men), with a significant growth of 78.92% (State Mail, 2011), but maintaining its participation at around 8%.

Some relevant problems reported in the labor market for women are: lower remuneration in positions and equivalent positions and the small proportionality of women in managerial or executive positions, both in public and private sector employment, and the employment of women who are procreating.

2.2 Female participation and remuneration in the private sector

Table 3 shows the relationship between the average wages of women over men's average salary in various subsectors of economic activity for three levels of schooling. It can be clearly seen that in all subsectors women's average wages are lower than men's but that this difference increases in the schooling level of 12 or more years of schooling. At the levels of up to 11 years of schooling, the general average of women's salaries is around 80% of men's average salary, already at the level of 12 years or more of study, that average becomes 66% of the salary of the men, indicating that the salary differences between women and men increase as schooling increases.

Table 3 - Women's average salary on the average salary of men admitted with a formal contract in economic activity subsectors, by years of schooling - Brazil - jan-dec 2010 (in %)

Subsectors	Years of schooling (%)		
	Up to 8	Between 9 and 11	12 or more
Mineral extractive	76,7	78,1	64,0
Transformation industry	85,4	79,0	67,1
Non-metallic mineral products industry	91,2	90,5	63,6
Metallurgical industry	77,8	79,7	66,7
Mechanical engineering	71,0	75,1	64,5
Electrical and communications equipment industry	84,7	84,9	61,4
Textile industry, clothing, artifacts and fabrics	91,5	90,5	69,4

Shoe industry	89,1	85,9	66,1
Food, beverage and ethyl alcohol industry	95,0	85,1	68,5
Industrial services public utility	85,3	84,2	72,9
Construction	79,6	86,3	66,0
Trade	87,2	89,5	71,5
Retail business	87,4	90,6	78,5
Wholesale	87,8	89,8	70,0
services	76,6	81,7	69,4
Credit institutions, insurance and capitalization	73,9	83,1	67,6
Commercial real estate services, real estate securities, technical services	77,5	79,7	65,1
Transport and communication services	71,9	80,7	72,7
Accommodation, food, repair and maintenance services	83,3	83,9	81,2
Medical, dental and veterinary services	87,6	90,5	72,2
Education services	87,7	83,5	83,3
Direct and autarchic public administration	88,2	87,8	68,6
Livestock farming	88,6	82,0	61,4
Total	80,9	81,0	66,1
Average	80,2	80,9	66,4

Source: Instituto de Pesquisa Econômica Aplicada (IPEA), 2012.

From the data in Table 3, although women had great access to the labor market, they did not achieve gender equality when observing wage levels. In this sense, it can be concluded that, in Brazil, women's wage levels are in direct opposition to the Convention on the Elimination of All Forms of Discrimination against Women (CEDAW) in its art. 11d, provides:

The signatory States should take appropriate measures to eliminate discrimination against women in the field of employment with the aim of ensuring, on the basis of equality of men and women, the same rights, in particular the item d:

"The right to equal remuneration, including benefits and equal treatment for work of equal value, as well as equality and treatment in the assessment of the quality of work."

Also in the scope of private companies, research conducted by the Ethos Institute in 2001 and 2010, with a sample in the 2010 survey of 623,960 employees of the 500 largest companies in Brazil, 421,068 men and 202,892 women, pointed out the results presented in Table 4.

Table 4 - Composition of functional level of employees of the 500 largest companies in Brazil, according to the level of the function by genre, 2001 and 2010 (in %)

Functional level	2001		2010	
	Male	Female	Male	Female
Executive	94,0	6,0	86,3	13,7
Management	82,0	18,0	77,9	22,1
Supervision	72,0	28,0	73,2	26,8
Functional framework	65,0	35,0	66,9	33,1

Source: Instituto Ethos, 2010.

This result shows that there is still great inequality between men and women in the largest companies in Brazil in terms of occupied functional positions. The female presence in these companies, which in 2001 was 35.0%, fell to 33.1% in the 2010 survey. It is also observed that, as the functional level increases, the female presence decreases. At the supervisory level, women were 26.8% in 2010, decreasing in relation to 2001 (28%); at the managerial level, the female presence was 22.1% in 2010, showing growth in relation to the 2001 survey (18.0%) and, at the executive level, the female presence was 13.7% in 2010, indicating significant growth of over 100% in relation to the 2001 survey (6.0%), which shows a growing female presence in the executive and

managerial levels of companies. However, inequality is more evident, at least in these 500 largest companies in Brazil, when these numbers are compared with certain parameters of the Economically Active Population (EAP), as shown in Table 5.

Table 5 - Data of the Economically Active Population (EAP) and the inequality in functional composition, by gender, in the 500 largest companies in Brazil (in %)

Items	Gender (%)	
	Male	Female
Brazilian population	49,0	51,0
Enrollment in higher education (in 2012)	44,5	55,5
Full upper level in the employed population aged 25 or over (IBGE, 2010)	40,4	59,6
Economically Active Population (IBGE, 2010) (10 years and over)	63,3	43,9
Labor market participation rate of the EAP by gender (EAP, 2010)	66,5	49,0
Gender in the 500 largest companies in Brazil (2010)	66,9	33,1

Sources: IBGE, 2010; PEA, 2012; MEC/ INEP, 2012.

That is, women are the largest in the Brazilian population, have a higher number of enrollments in higher education and a higher number in the population of employed persons 25 years of age or older. However, they are in a smaller number in the EAP, they have less participation in the labor market of the EAP by gender, and among the 500 largest companies in Brazil in 2010, they had only a 1/3 share of jobs.

2.3 Female participation and remuneration in the public sector

In the public sector, there are no salary differences between men and women for the same position and level, especially in the positions of Management and Higher Advisors (the so-called DAS) where wages are determined for levels (ranging from DAS 1 - lower level - to DAS 6 - highest level - regardless of the gender of the person occupying it. However, gender differences are evident in the reduction of female participation as one move up the hierarchy of positions, as can be seen in Table 6.

Table 6 - DAS occupation in federal public administration in Brazil, from 2001 to 2011, by gender (in %)

Year	DAS level											
	DAS 1		DAS 2		DAS 3		DAS 4		DAS 5		DAS 6	
	F	M	F	M	F	M	F	M	F	M	F	M
2001	49,3	50,7	42,1	57,9	40,9	59,1	33,3	66,7	21,0	79,0	14,6	85,4
2002	50,2	49,8	43,3	56,7	40,6	59,4	35,8	64,2	23,1	76,9	18,3	81,7
2003	46,9	53,1	45,7	54,3	42,1	57,9	36,5	63,5	21,7	78,3	19,3	80,7
2004	47,8	52,2	46,1	53,9	44,4	55,6	36,1	63,9	12,6	87,4	16,6	83,4
2005	47,4	52,6	46,7	53,3	45,7	54,3	36,7	63,3	22,6	77,4	14,5	85,5
2006	46,8	53,2	46,1	53,9	46,8	53,2	38,3	61,7	23,9	76,1	18,0	82,2
2007	45,5	54,5	46,0	54,0	46,0	54,0	38,2	61,8	23,1	76,9	20,0	80,0
2008	45,5	54,5	45,0	55,0	45,1	54,9	37,1	62,9	22,9	77,1	20,0	80,0
2009	45,3	54,7	45,4	54,6	45,5	54,5	37,4	62,6	23,7	76,3	20,9	79,1
2010	45,5	54,5	45,6	54,4	45,4	54,6	38,3	61,7	25,2	74,8	23,0	77,0
2011 (jun.)	44,9	55,1	45,7	54,3	45,7	54,3	37,2	62,8	27,2	72,8	23,0	77,0

Note: Data referring to December of each year, with the exception of 2011 that refer to June.

Source: IPEA, 2012.

Table 6 shows that female participation decreases from DAS 1 to DAS 6 every year. However, from 2001 to 2011, female participation increased from DAS 2 to DAS 6, and only DAS 1 decreased participation. It is also noticed that there was progress in the last decade in the occupation

of DAS 5 and 6 by women, passing, respectively, DAS 5 from 21.0% to 27.2% and DAS 6 from 14.6% to 23, 0%. Regarding the occupation of posts 1 to 3, there is relative parity between the sexes; in the case of DAS 4 there is a greater participation of men, but not as large as those that appear in higher DAS.

Wages in the public sector are higher than in the private sector, according to the IPEA Presidential Communiqué of December 10, 2009: "public sector wages versus private sector wages in Brazil", concluding as follows the reasons for this fact:

- a) Data for 2008 show an average wage difference of 56% in favor of salaries in the public sector (all spheres of government); this difference was 33% in 1998;
- b) The salary difference in favor of the public sector is mainly explained by the fact that in the Brazilian public sector the profile of the employed according to the level of education is much better than in the private sector; therefore, the average salary of the public sector is above the average salary of the private sector, since it concentrates a very large number of employees with only elementary education incomplete (27.7% in 2008) and a 17.8% increase with only up to fundamental - just the degrees of education to which the lowest wages are related;
- c) On the other hand, the public sector brings together only 22% of people to the full fundamental, while about a third of its members have a complete upper level (in the private sector, in 2008, only 11.4% of its members had higher education);
- d) Taking the wage differences between the public sector and the private sector for each level of education, it can be seen that in 2008 the average salary of the public sector exceeded by 27% the average salary of the private sector for employees with education average salary and exceeded the average salary of the private sector by 8% for employees with complete primary education;
- e) Among employees with higher education, the average salary of the public sector exceeded that of the private sector in only 7% in 2008 (always considering the universe delimited by the methodology of this research, that is, only salaried people, only people aged 25 and 59 years and only those who contributed to social security);
- f) The wage gap of 56% in favor of the average salary of the public sector in relation to that of the private sector can be explained especially because of the already mentioned difference in the profile of the labor force according to the level of education;
- g) The wage differential in favor of the public sector in Brazil does not differ from that of other countries in a very prominent way;
- h) International comparison also shows that, in the case of lower educated workers, the difference in favor of the public sector tends to be greater than in the case of workers with a higher education level; in countries with a lower degree of development, this distinction is even more pronounced, as shown in the table comparing Mexico to developed countries; In any case, also taking into account this peculiarity, the Brazilian case does not differ substantially from other countries;
- i) The weight of central government spending with its functionalism in total federal government spending in Brazil does not differ significantly from the international standard;
- j) Between 1998 and 2008, the average salary of the public sector in Brazil grew more, on average, than the average salary of the private sector;
- k) The increase in the average salary of the public sector is due, to a large extent, to the increase in the number of hiring of professionals of higher level, in recent competitions, according to the IPEA demonstrated in a recent study on the subject. (Presidential Communiqué no. 19 - Public Employment in Brazil: International Comparison and Evolution, retrieved from the Institute's website www.ipea.gov.br).

3 METHODOLOGY

The research carried out by the Conselho Federal de Administração – CFA (Federal Council of Administration), from which information and data were collected for the elaboration of this article, the research was of the census type, that is, all the components of the research population were invited or had the opportunity to answer it. However, the resulting sample was not probabilistic, which prevents the results from being inferred for the population assuming a certain value for the sample error at a defined level of reliability. The complete methodological framework of the research carried out is shown in Figure 1. The results presented in this article refer to those obtained in the second stage of this research, the step concerning quantitative research. All phases of the research were carried out from April to November 2015.

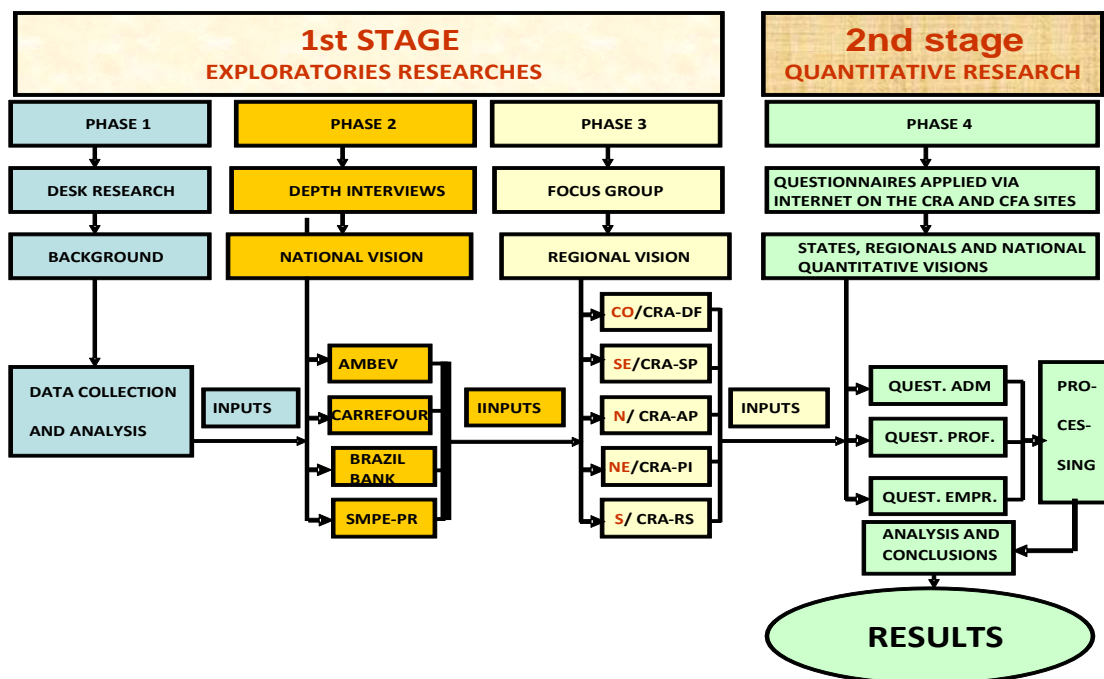


Figure 1 - Research Methodology Project
Source: Mello et al., 2015.

The questionnaires used in the 2015 survey were designed to maintain consistency with previous CFA researches questionnaires (1994, 1998, 2003, 2006, and 2011) to enable comparisons and maintain historical series. However, some changes were necessary due to inclusions and exclusions of subjects and response options for various questions. Thus, the questionnaires used in the 2015 research were similar to those of the previous research, but with technological advances and inclusion of new questions arising from the qualitative stage of the research and exclusions of questions that are no longer relevant. These questionnaires were duly discussed and approved by the CFA. Before being applied, 117 pre-tests were performed and all errors, doubts, comprehension difficulties, absences of response options etc. were duly corrected before the beginning of the data collection.

Sample size, reliability level and sample error - Considering the studied population of Administrators as infinite, considering their size (2 million bachelors and 227,505 registered in the Regional Administration Boards (CRAs)) and, if the questionnaires processed had been (which did not occur in the research), the sample errors that could be contained in this research, at the reliability levels of 95% and 99.7%, would be the following:

n = sample size	e = maximum sampling error for + or - at the reliability level of 95% $e_{95\%} = 2\sqrt{PQ/n}$
17.124	$e_{95\%} = 2\sqrt{(50 \times 50)/17.124} = 2 \times 0,38209$ $e_{95\%} = \mathbf{0,764\%}$

The data collection was completely performed through the CFA website and presented the results of Table 7. The schematic of the abstraction used for the data processing is in Figure 2.

Table 7 – Research numbers

Population/Segment	E-mails			Questionnaires		
	Sent	Inaccessible	Accessible	Answered	Excluded	Processed
Administrators	343.508	82.442	261.066	20.255	3.131	17.124

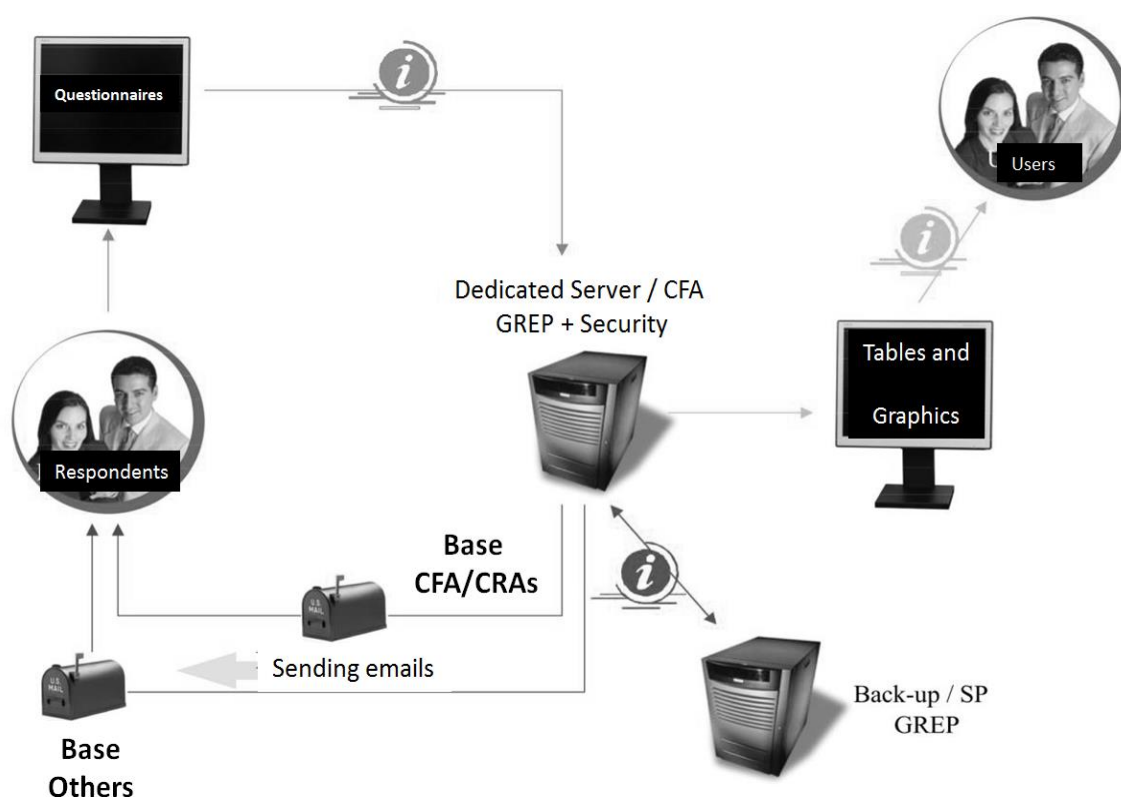


Figure 2 - Scheme of data collection and processing
Source: Mello et al., 2015.

The processing and analysis procedures performed in CFA 2015 Research were as follows:

- Data processing - The CFA maintains a database collected in this research. Anyone can access this database (as long as they sign up on the CFA website: <http://pesquisa.cfa.org.br/grep>) and request the processing and crossings they want to have the system respond quickly;
- Responses weightings - In the CFA survey of 2015 (as in 2011), the responses of each state (UF) were made to compose the processes by region and Total Brazil. As the samples obtained by state (UF) were disproportionate to the sizes of their respective populations of Administrators, in the processing of the regions and in the processing for the Total Brazil, the results of each state were weighted by weights according to their representativeness in

the GDP composition of the Brazil (GDP of 2012), according to the following formula (Mattar, 2014, pp. 192-193):

$$P_n = A_n / a_n$$

At where:

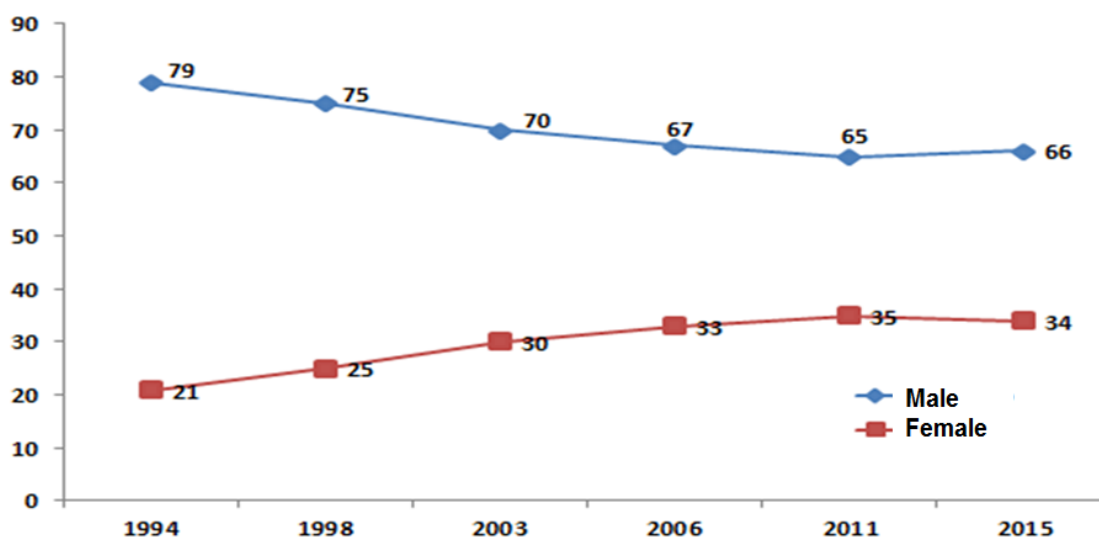
P_n = Weight to be attributed to CRA results to compose the results.

A_n = Proportion (or%) of the CRA's GDP in Brazil's 2012 GDP.

a_n = Proportion (or%) of CRA respondents in the Brazilian research population.

4 RESULTS

The results obtained with the processing are presented below. Figure 3 shows the evolution of women's participation in the profession of Administrator over the six surveys s research carried out by the CFA from 1994 to 2015.



* Weighted data (See methodology).

Figure 3 - Evolution of participation by gender in the profession of Administrator from 1994 to 2015
Source: Mello et al., 2015.

From 1994 to 2011, female participation in the profession grew, from 21% to 35% in 2011, reaching stability in this participation, which was repeated in the 2015 survey with 1% less. The tendency is for this share to remain at that level in the future.

However, when analyzing women's participation by regions of Brazil, in the 2015 survey, a great variation is observed, as shown in Table 8.

Table 8 - Participation of Women Administrators by regions of Brazil in 2015 (in %)

Region	% Women *
N - North	44
CO - Center-West	38
S - South	30
NE - Northeast	30
SE - Southeast	34
Brazil	34

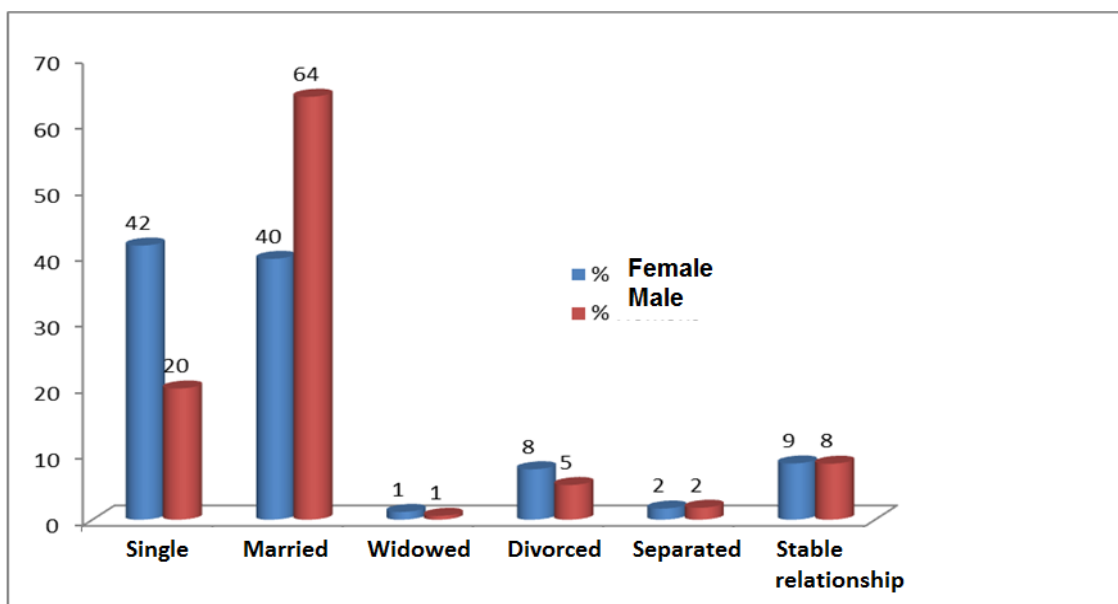
* Weighted data (See methodology).

17,119 respondents: 11,372 men and 5,474 women.

Source: Mello et al., 2015.

Table 8 indicates a 30% equality of women's participation in the South and Northeast regions; in the Southeast, the share is 34%, and in the North and Center-West regions, it is much higher, 44% and 38% respectively, whose explanation was not possible to ascertain from the available data. The result is the equal values of the Northeast and South, even with significant regional differences such as education and economics. Also, with respect to the North region, with high participation, when compared with the other regions, being an undeveloped region and with pockets of social inequality.

In Figure 4 the civil status of the Administrators by gender is compared. It is observed that the percentage of single Administrators (42%) is more than twice the number of Administrators (20%); and that the percentage of married men (64%) is higher than that of married women (40%). These results may be associated with the woman's understanding of the family, her sense of responsibility in the role of mother and wife, as well as the man's imaginary in uncovering this differentiated role of the female provider of the family.



* Weighted data (See methodology).

17,119 respondents: 11,372 men and 5,474 women.

Figure 4 - Civil status of Administrators by gender (in %)

Source: Mello et al., 2015.

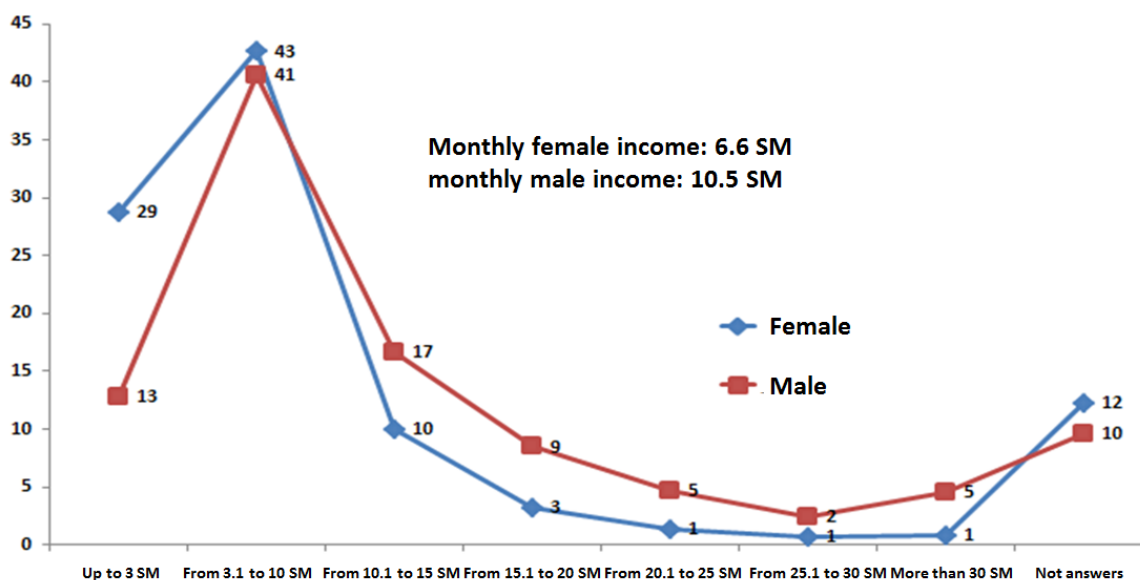
Table 9 analyzes the number of dependents per Administrator by gender. Both in the case of Men Administrators and Women Administrators predominate those who do not have dependents, however, the percentage of women is almost double that of men in this same condition. The calculated average number of dependents among the Men Administrators (1.39) is twice that calculated among the Women Administrators. These results can be explained by those presented in Figure 4, where the predominance was 42% of single mothers versus 64% of married administrators.

Table 9 - Number of dependents per Administrators by gender (in %)

Nº of dependents	% Women*	% Men*
None	57,2	30,6
1	24,3	26,0
2	14,5	23,8
3	3,4	14,8
4	0,4	3,5
5	0,2	0,9
6 and more	0,1	0,4
Total	100,0	100,0
Calculated average of dependents	0,67	1,39

* Weighted data (See methodology).
 17,119 respondents: 11,372 men and 5,474 women.
 Source: Mello et al., 2015.

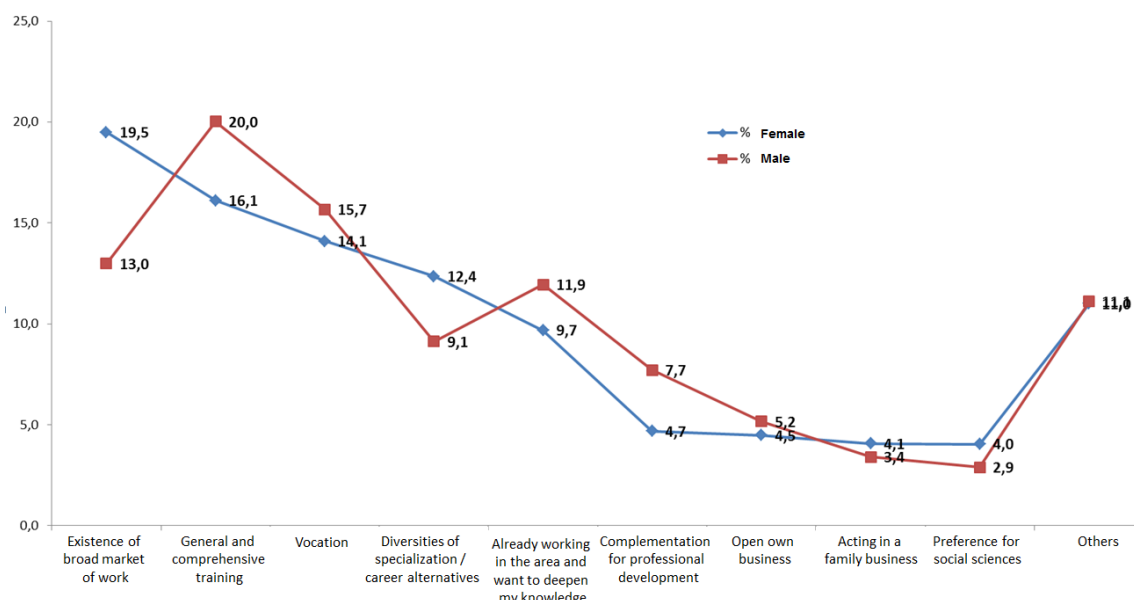
The graph in Figure 5 compares individual monthly incomes (in minimum salaries - SM) of Administrators by gender.



* Weighted data (See methodology).
 17,119 respondents: 11,372 men and 5,474 women.
Figure 5 - Genre X monthly incomes (in minimum salaries - SM) (in %)
 Source: Mello et al., 2015.

Except for the two lower income brackets (up to 3 SM and between 3.1 and 10 SM), the Directors' incomes are always higher than those of the Administrators, with the average monthly income of the Directors (10.5 SM monthly) 63 higher than that of the Administrators (6.6 monthly SM), very similar to what happens to women among employees, generally in Brazil, with 12 or more years of study, which was 66.4% of the salaries of in 2010, as seen in Table 3 of this article. These results confirm the lack of wage equality between women and men, emphasizing discrimination against women.

The main reason for choosing the course of Administration by gender is detailed in Figure 6, in which differences between men and women can be observed. Among the reasons cited among women, the main one was the general and comprehensive training (20%), which among men, is in second place (16.1%). Among men, the main reason was the existence of a large labor market (20%), which among women only appears in third place (13%); the second place among women was the vocation (15.7%), which among men, appears in third place (14.1%).



* Weighted data (See methodology).

17,119 respondents: 11,372 men and 5,474 women.

Singles answers.

Figure 6 - Gender X Reason for choosing the course of Administration by gender (in %)

Source: Mello et al., 2015.

Table 10 shows the sectors of the economy in which the main activity is carried out by gender. The data in this table indicate that, at the time of the survey, 13% of the respondents were unemployed, with the percentage of unemployed women being higher (15%) than men (12%). Of those surveyed, 34% were in the public sector, 53% in the private sector and 13% unemployed; of the Administrators, 37% were employed in the public sector, while 32% of the men were in this condition; on the other hand, 48% of women were employed in the private sector, while 56% of men were in this condition.

Table 10 - Gender X Sector of the economy in which it carries out the main activity by gender (in %)

Sector of the economy in which it carries	% Female*	% Male*	% Total
Public.	37	32	34
Private.	48	56	53
Unemployed	15	12	13
Total	100,0	100,0	100,0

* Weighted data (See methodology).

17,119 respondents: 11,372 men and 5,474 women.

Source: Mello et al., 2015

Table 11 indicates the percentage of registration in Professional Document, by gender, for employees in the private sector.

Table 11 - Gender X Registration in Professional Document for employees in the private sector (in %)

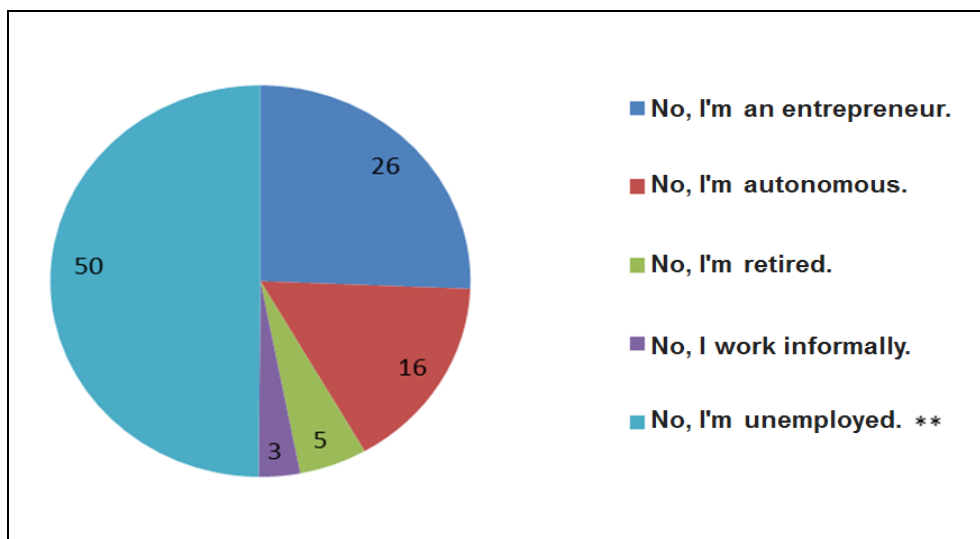
Registration in Professional Document	% Female*	% Male*	% Total
Yes	83	72	75
No	17	28	25
Total	100	100	100

* Weighted data (See methodology).

17,119 respondents: 11,372 men and 5,474 women.

Source: Mello et al., 2015

Figure 7 shows the reasons for not being registered in a Professional Document in the private sector. Of the unregistered, the main reasons given were being unemployed (50%); be a businessman (26%) and be autonomous (16%).



* Weighted data (See methodology).
2,270 respondents.

Figure 7 - Reasons for not being registered in a professional document in the private sector (in %) Source: Mello et al., 2015.

Among those surveyed, 25% of employees in the private sector did not have a Professional Portfolio, with the percentage of men (28%) being 11 percentage points higher than among women (17%).

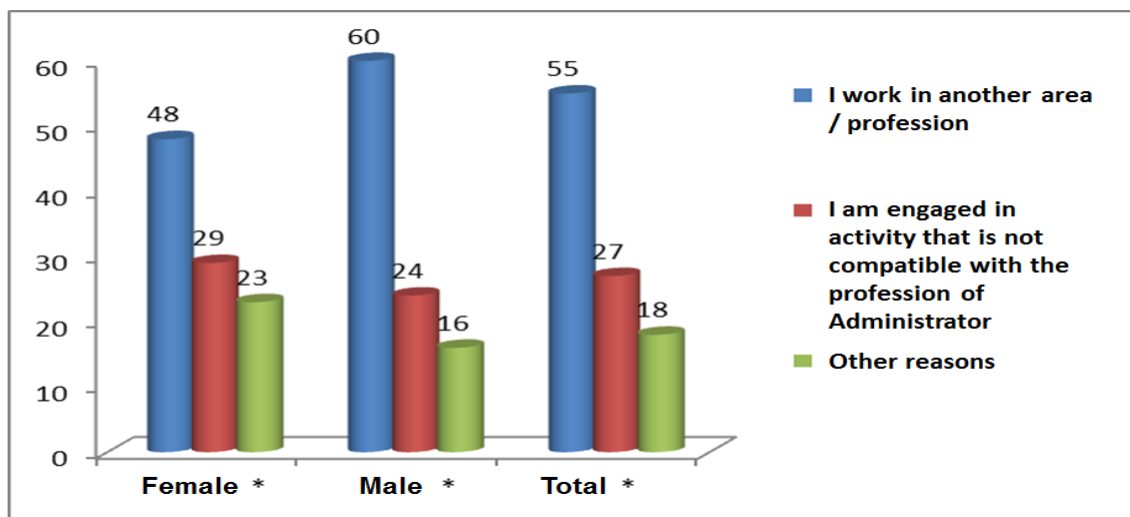
Table 12 indicates the compatibility between the registration in the Professional Portfolio with the profession of Administrator, by gender, among those who had a portfolio in the private sector, and Figure 8, the reasons for non-compatibility.

Table 12 - Gender X Registration in the Professional Document compatible with the profession of Administrator (in %)

Registration in the Professional Document compatible with the profession of Administrator	% Female*	% Male*	Total*
Yes	65	75	72
No	35	25	28
Total	100	100	100

* Weighted data (See methodology).
6,845 respondents.
Source: Mello et al., 2015.

Table 12 shows that 28% of the respondents consider that there is no compatibility between registration in the Professional Document with the profession of Administrator, and the incidence of non-compatibility is higher among women (35%) than between men (25%).



* Weighted data (See methodology).

Figure 8 - Reasons alleged for non-compatibility of the registration in the Professional Document compatible with the profession of Administrator (in %)

Source: Mello et al., 2015.

The alleged reasons among those who consider the record as non-compatible were: work in another area/profession (48% women and 60% men) and work in activity that is not compatible with the profession of Administrator (29% women and 24% men).

In Table 13 are the results of the reasons alleged by the 2,235 unemployed surveyed at the time of data collection, by gender.

Table 13 - Gender X Reasons for being unemployed by gender (in %)

Reasons for being unemployed	% Female*	% Male*	Total*
The labor market is down.	23,4	24,4	24,0
Due to my high age.	9,4	20,1	16,0
I cannot find a job that is compatible with my education.	10,0	11,7	11,1
Studying for public contest / I await a public contest.	11,8	6,0	8,2
Due to competition from other professionals.	8,2	7,0	7,5
I have no experience in the area yet.	10,8	5,2	7,3
I need better education.	8,8	6,0	7,1
There is an over-supply of Administrators on the market.	5,8	5,4	5,5
Others.	11,7	14,3	13,3
Percentage on responses	100	100	100

* Weighted data (See methodology).

2,234 respondents: 1,365 men and 869 women; 3,527 responses: 2,178 unemployed men and 1,349 unemployed women.

Multiples answers.

Source: Mello et al., 2015.

The main reasons given for being unemployed were: the labor market is down (24% of respondents), high age (16%) and no job openings compatible with training (11.1%); (20.1%) is more than twice the percentage among women (9.4%). Among the women, the reasons are worth mentioning: I am studying for a public competition / waiting for a public tender (11.8%), I still do not have experience in the area (10.8%) and I need a better qualification (8.8%).

The results of the foreign language mastery by gender are in Table 14.

Table 14 - Gender X Domains of foreign languages (in %)

Language (s) that dominates (speaks, reads and writes), beyond Portuguese	% Female*	% Male*	% Total*
English	42,1	43,8	42,6
Spanish	19,0	21,8	20,6
French	2,8	2,7	2,7
German	0,9	1,2	1,1
Italian	2,0	2,5	2,3
Others.	0,9	1,2	1,1
none	54,7	47,7	49,2
Percentage of answers (multiple)	100,0	100,0	100,0

* Weighted data (See methodology).

17,119 respondents; 11,372 men and 5,474 women; 20,457 answers: 13,758 men and 6,700 women.

Multiples answers.

Source: Mello et al., 2015.

Differences in the domain of foreign languages are negligible among the genres of those surveyed, with predominance being the domain of the English language (42.6%), followed by Spanish (20.6%). However, there is a high percentage of no foreign language masters (49.2%), 47.7% among men and 54.7% among women. There is an additional 7 percentage points of women without dominating any of the languages presented (54.7% vs. 47.7%).

In Table 15 is the comparison between genders of Administrators in relation to the conclusion of other courses of Graduation, Specialization, Master, etc. (besides the Graduation in Administration), considered important for the career. This table shows that 65% of the men and 60% of the women concluded some course, with a little higher percentage of men worried about the deepening in other areas of knowledge and recycling of their knowledge than women.

Table 15 - Another completed program of Undergraduate, Specialization, Master, etc., in addition to the Graduation in Administration, by gender (in %)

Finished some other course	% Female*	% Male*	Total*
Yes	60	65	63
No	40	35	37
Total	100	100	100

* Weighted data (See methodology).

17,119 respondents: 11,372 men and 5,474 women.

Source: Mello et al., 2015

In Table 16 are related the completed programs of Graduation, Specialization, Master, etc. which the respondents consider important for their career, by gender. The Specializations Courses (includes MBA) figure the predominant Program that respondents consider important for the career (73.4%), with a higher incidence among women (76.5%).

Table 16 - Undergraduate, Graduated, Specialization, Master's and other completed programs considered important for the career, by gender (in %)

Program	Female*	Male*	Total
Specialization (Including MBA)	76,5	71,9	73,4
Other Graduation	9,5	12,6	11,6
Academic Master	5,1	5,6	5,4
Professional Master's	4,7	4,3	4,4
PhD degree	3,1	3,9	3,7
Post PhD	0,7	1,0	0,9
Another program	0,5	0,7	0,7
Total	100,0	100,0	100,0

* Weighted data (See methodology).

10,860 respondents: 7,408 men and 3,451 women.

Source: Mello et al., 2015.

The low percentages attributed to the Masters, Doctorate and Post-Doctorate courses, for both men and women, may be due to the low supply of these courses in Brazil, with significant regional imbalances notably in the area of Applied Social Sciences, where the Administration is located.

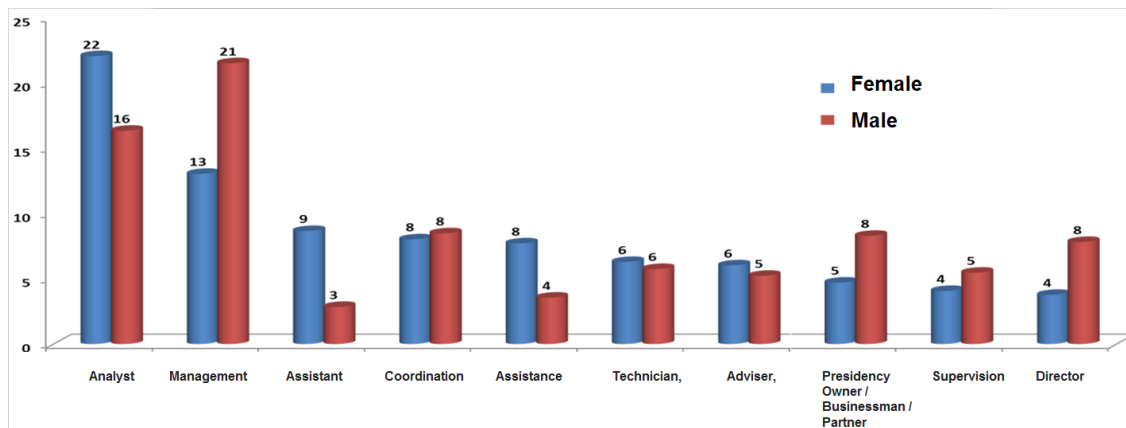
Table 17 lists the programs that the respondents intend to carry out in their academic training projects. Also in the academic training projects are Specialization Programs (including MBA) with 44% followed by 16.9% of another Undergraduate and 29.3% of Master's Programs (16% of Professional Master's and 13.3% Academic). It is observed that women predominate in projecting to participate in Specialization Program (includes MBA) with 47.1%, while men opted with 42.2%.

Table 17 - Academic training project by gender (in %)

Academic training project	Female*	Male*	Total*
Specialization (Including MBA)	47,1	42,2	44,0
Other Graduation	16,8	16,9	16,9
Academic Master	15,1	16,6	16,0
Professional Master's	11,6	14,2	13,3
PhD degree	4,7	5,7	5,3
Post PhD	1,5	1,3	1,4
Another program	3,2	3,2	3,2
Total	100,0	100,0	100,0

* Weighted data (See methodology).
 13,209 respondents: 4,738 women and 8,461 men.
 Singles answers.
 Source: Mello et al., 2015.

As shown in Figure 9, the main functions performed by the Administrators are: analyst (22%), management (13%), auxiliary (9%), coordination and assistance (both with 8%). For managers, the main functions are: management (21%), analyst (16%), coordination, presidency/owner/manager/partner and board (all with 8%).



* Weighted data (See methodology).
 13,782 respondents: 465 women and 9,131 men.
Figure 9 - Main functions performed by the Administrators, by genre (in %)
 Source: Mello et al., 2015.

Thus, based on Figure 9, if we compare the most relevant functions, we have the predominance of men, as shown in Table 18.

Table 18 - Comparative of most relevant functions of Administrators by gender (in %)

Function	Female	Male
Management	13	21
Presidency/Owner/Businessman/Partner	5	8
Director	4	8
Supervision	4	5

* Weighted data (See methodology).

13,782 respondents: 465 women and 9,131 men

Source: Mello et al., 2015.

And, if the less relevant functions are compared and at lower management levels (with the exception of the analyst function), women are predominant, as shown in Table 19.

Table 19 - Comparison of less relevant functions of Administrators by gender (in %)

Function	Female	Male
Analyst	22	16
Administrative	9	3
Assistance	8	4
Secretary	3	1

* Weighted data (See methodology).

13,782 respondents: 465 women and 9,131 men

Source: Mello et al., 2015.

In the specific case of the analyst role, being a job title usually characterized in public organizations, the results are in line with the greater participation of women in the public sector, as pointed out in Table 10.

5 CONCLUSIONS AND LIMITATIONS OF RESEARCH

5.1 Conclusions

Of those surveyed, 34% were employed in the public sector and 53% in the private sector; among women, 37% were employed in the public sector, while 32% of men were in this condition; on the other hand, 48% of women were employed in the private sector, while 56% of men were in this condition. At the time of the survey, 13% of those surveyed said they were unemployed.

Among the unemployed, the main reasons given for being in this condition were: the labor market is low (24% of the answers), high age (16%) and there is no place compatible with training (11.1%). that for the high age ratio, the percentage of men (20.1%) is more than double the percentage among women (9.4%). Among the women, the reasons are worth mentioning: I am studying for a public tender / I am waiting for a public tender (11.8%), I have no experience in the area (10.8%) and I need a better qualification (8.8%).

The female participation in the profession of Administrator grew from 1994 (21%) to 2011 (35%), having stabilized thereafter for the 2015 survey (34%). The trend is that it remains at this level. However, female participation in the profession is not homogeneous in the regions of the country; in 2015, in the South, Northeast and Southeast regions, it was 30%; already in the North and Central-West regions were, respectively, 44% and 38%.

The percentage of single female administrators (42%) is more than twice the number of single administrators (20%) and the percentage of married administrators (64%) is 60% higher than that of married administrators (40%).

The percentage of Administrators without dependents (57%) is almost double the number of Administrators in this same condition (30%). The calculated average of dependents among the Administrators (1.39) is twice the average calculated among the Administrators (0.67).

Except for the two lower income brackets (up to 3 SM and between 3.1 and 10 SM), the Directors' incomes are always higher than those of the Administrators, with the average monthly income of the Directors (10.5 SM monthly) 63 % higher than that of the Administrators (6.6 monthly SM), similar to what happens to women among the general employees in Brazil, with 12 or more years of study, which was 66.4% of men's salaries, in 2010. This leads to the conclusion that higher education in women's management can not avoid their lower wages compared to men with this same training. Differently, in the public sector, there are no wage differences between men and women, especially in management and advisory positions (the so-called DAS). However, differences between genders are evident in the reduction of female participation as you move up the hierarchy of positions

Among the reasons cited among women for the reason for choosing the course of Administration, the main one was the general and comprehensive training (20%), which among men, appears in second place (16.1%). It is observed that the main reason among men was the existence of a large labor market (20%), which among women appears only in third place (13%); the second place among women was the vocation (15.7%), which among men, appears in third place (14.1%).

Among the respondents working in the private sector, 25% reported not having the registration in Professional Portfolio, being the percentage among men (28%), 11 percentage points more than among women (17%). Of those who do not have a record, the main reasons cited were: being unemployed (50%), being an entrepreneur (26%) and being autonomous (16%).

Concerned 28% of the respondents consider that there is no compatibility between registration in the Professional Portfolio with the profession of Administrator, and the incidence of non-compatibility is higher among women (35%) than among men (25%). The reasons for not complying with the registration were: to work in another area / profession (48% women and 60% men) and to work in an activity that is not compatible with the profession of Administrator (29% women and 24% men).

The differences in the domain of foreign languages are negligible between genders, however, there is a high overall percentage of no foreign language masters (49.2%), 47.7% among men and 54.7% among women.

Of those surveyed, 65% of the men and 60% of the women concluded some degree course, specialization, masters, etc. (in addition to the Graduation in Administration), with a slightly higher percentage of men (65%) concerned with the deepening and (or) recycling of their knowledge than women (60%). This program ranks as the most important career course for 73.4%, with a higher incidence among women (76.5%).

The main functions carried out by the Administrators are: analyst (22%), management (13%), auxiliary (9%), coordination and assistance (both with 8%). For managers, the main functions are: management (21%), analyst (16%), coordination, presidency / owner / manager / partner and board (all with 8%).

It can be concluded that the most relevant positions, that is, those that show participation in organizational strategic decisions, consequently with the highest salaries, are predominantly performed by men and that the less relevant and lower positions, with consequent lower remuneration, are predominantly carried out by women.

5.2 Limitations

Although it was carried out nationally, this research was conducted, for reasons of convenience of cost and speed, in a non-probabilistic way on the internet, which does not allow to calculate the value of the sample error (and only to roughly estimate it by the effective number of the resulting sample in relation to the population of respondents).

The resulting sample was based mainly on the population of bachelors in Administration registered in the CRAs (denominated of Administrators) of the country, thus not covering the total population of Bachelor's in Administration of the country.

The analyses presented descriptive results on the situation of the Administrators in Brazil.

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