

リオデジヤネイロ日本商工会議所

ブラジルにおける人材雇用概観と労働法改正のポイント

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MAIN CURRENT HR TRENDS DUE TO ECONOMIC AND POLITICAL CRISIS

1. REPLACING OLDER EXECUTIVES BY YOUNGER ONES

- Companies adopting the policy of 32 year old as limit age for new employees.
- Dismissing employees who earns between 15% to 20% above the market average.
- Offering voluntary dismissal plan to employees with a long term career in the company.
- Implementing a strict performance evaluation system in order to measure precisely demotivation, low commitment & results from experienced executives.
- Downsizing of positions – “C” Level to “Manager Level”
E.g. Financial Manager instead CFO
IT Manager instead CIO

REASONS 01 :

- Some companies believe that qualified young employees are more powerful, have more creativity, learn easily, use new technologies and have less resistance to changes.
- Generally, employees who work for a long time in the same company, have higher salaries due to the hierarchical position and the annual salary increase according to the Union Convention. Younger ones, generally, have lower salaries than the older ones.
- Older employees are more expensive in terms of Fringe Benefits:
 - ⊕ The older the employee becomes, the higher are the costs with the health insurance and generally, they have family dependents on the health insurance plan supported by the company. Youngers ones, have no family dependents and / or prior diseases.

REASONS 02 :

- LABOR DISMISSAL COSTS



The longer the employee works in the same company, the more expensive the dismissal costs will become.

- MITIGATION OF LABOR LITIGATIONS



The longer the employee works in the same company, the more the labor lawsuit risks and litigations will become.

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OTHER COSTS SAVINGS THROUGH:

1. Suspension of the fringe benefits allowed by the labor law and employees' union
E.g. Company deposits on the employee Private Pension Fund
2. Reduction of the fringe benefits costs, replacing them with cheaper ones
E.g. Cheaper health insurance, downsizing of company cars
2. Drastic elimination of over time adopting compensatory time ("Banco de Horas")
3. Outsourcing of HR services: recruitment, training, payroll and other services
4. Use of digital technologies and training investments for productivity increase and process optimization.

AT THE SAME TIME:

- Unemployed executives are accepting lower salaries than previous ones
- Executives are
 - ▶ Attending more effectively the demands from employers.
 - ▶ More aware of new employment opportunities and invitations.
 - ▶ Having more awareness of the risk of a potential dismissing.
 - ▶ Studing and updating their competencies to attend the new demands of the job market.

E.g. English Skills



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