

Global Americans Report

**Afro-descendants in the Private Sector:
Barriers and Solutions**

High-Level Working Group
on Afro-Colombian Inclusion

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Executive Summary

This report examines ethnic minority access to managerial and decision-making positions within the Colombian private sector. It discusses the nature of the challenges minorities face, as well as the economic risks associated with poor management diversification, including stagnated innovation and a lack of international competitiveness. It also explores avenues available to Colombia to bolster public efforts at diversification and incentivize and support private sector efforts to advance ethnic minority participation and inclusion.

The following questions are addressed:

- How are ethnic minorities, namely Afrodescendants, represented in the Colombian private sector?
- How does representation differ between managerial and non-managerial positions?
- What has stopped Colombia from addressing employment inequality along ethnic lines? How can this be addressed in the future?
- What are some concrete actions that Colombia could take to collect reliable information on employment inequality? What are concrete steps to improve ethnic employment access?

Methodology and Findings

The paper is divided into two sections. The first analyzes the current state of Afro-Colombian participation in private sector labor markets, including difficulties faced by ethnic minorities and incentives for companies to improve diversification of decision-makers. The second section provides an analysis of progress made on these issues and potential solutions to address the managerial employment gap between Afrodescendant and non-Afro employees in private sector companies.

Recommendations and Conclusion

Given the importance of ethnic diversification in private sector innovation and competition, it is essential that Colombia deepens its efforts to include Afro-Colombians in the highest levels of private sector employment. These efforts should include both legislative incentive-programs targeting private sector leadership and supportive programs targeting Afro-Colombians to build professional networks and improve employment opportunities. The promising progress made in improving Afro-Colombian inclusion in public sector work should be emulated with deeper governmental efforts to incentivize similar diversification within the private sector, especially within management and decision-making roles. The following are our recommendations that will be more fully elaborated upon in the text of the report.

- Providing private sector accountability and incentives:
 - Increase the number of mandatory reports on ethnic participation;
 - Promote awareness of the financial benefits of minority inclusion in management; and
 - Develop and provide national incentives for private sector companies to meet employment minimums for ethnic minorities in management positions.
- Supporting ethnic minorities in achieving equal employment access:
 - Increase education access and incentivize ethnic application to high-level positions; and
 - Foster professional networks of ethnic minorities and improve ease of access to minority professional information and backgrounds.

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1. Introduction and Problem Statement

The lack of ethnic populations in management positions in the Colombian business sector is one of the greatest barriers to achieving significant progress in diversity and labor inclusion policies in the national private sector. Afro-Colombians are underrepresented in high-paying, skilled professions and leadership positions in private-sector companies. This underrepresentation deters young Afro-Colombians from seeking higher education and the highest positions in the labor market and therefore perpetuates cycles of poverty, hindering economic mobility. Solving this problem requires actions that go beyond the mere promotion of inclusive employment, instead incentivizing business participation by highlighting the importance of population diversity in market competitiveness.

To contribute towards this goal, this report analyzes the current situation experienced by the ethnic populations, especially the Afro-Colombian and Indigenous communities, in the Colombian labor market. Secondly, the report addresses the need for the collection of more reliable statistics and diagnoses of the stake of ethnic populations in the Colombian business sector, especially in management positions. Lastly, the report proposes a unique strategy for incentivizing business participation in diversification efforts through 1) demonstrating that diversification has material benefits, 2) identifying of the type of companies with which the implementation should start, and 3) creating tax exemption policies.

According to data collected by *Confecámaras*,¹ by 2021 Colombia had over 1.6 million enterprises registered, the vast majority of which (91.8 percent) were micro-enterprises, with smaller percentages of small enterprises (6.1 percent), medium enterprises (1.6 percent), and large enterprises (0.5 percent). The sectors with the greatest growth and contribution to the economy were trade, construction, hospitality, and food services, holding around 45.3 percent of all informal jobs in the country, and 25.8 percent of formal ones.² *Confecámaras*' recent reports have indicated that these trends have continued over the past several years.

The labor market presents great challenges when it comes to formal employment due to unfair hiring processes and social disparities related to the perceptions related to race, gender, culture, and sexual orientations. The creation of jobs and labor inclusion are central axes in order to decrease poverty and inequality in marginalized communities.

1.1 Workplace Challenges for Ethnic Minorities

Colombia has made legal progress on instituting policies related to equality of opportunities, rights recognition, elimination of discriminatory practices, and the creation of incentives for labor inclusion to vulnerable populations. Some prominent examples include the Ministry of Culture's Policy for Cultural Diversity and the National Planning's Department Guidelines for the Implementation of the Rights-based approach and differential attention to ethnic groups in the management of Territorial Entities. However, these regulations alone do not incentivize the business sector to include the Afro-Colombian and Indigenous populations in the labor market, especially in high-paying, decision-making positions. Though focused on creating opportunities within public and private institutions, they do not bind the private sector to comply to any metric or minimum, resulting in regularly unheeded recommendations that lack enforcement power.

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https://confecamaras.org.co/phocadownload/2022/Din%C3%A1mica_de_Creaci%C3%B3n_de_Empresas_Enero_-_Dic_2022.pdf

²

https://www.fundacioncorona.org/sites/default/files/documentos_tecnicos/CORONA_INEI__2022_Nacional_opt.pdf

It is important to note that, despite the efforts made by several cooperation programs in promoting ethnic participation in the labor market, inequality remains high. In November 2022, a National Statistics Department (DANE) report³ found that people who belong to NARP populations (a catch-all term encompassing Afro-Colombian populations) have an unemployment rate of 14.6 percent, and Indigenous populations one of 7.8 percent. These inequalities deepened with the addition of gender discrimination and barriers. NARP women had an unemployment rate of 20.5 percent, and Indigenous women one of 9.4 percent, being the most vulnerable groups.

In managerial positions, the gaps are more visible. This was affirmed by a 2014 National Consulting Center⁴ report on Workplace Diversity and Inclusion in the Colombian business sector, which found that only 6 percent of the executive-level positions were held by Afro-Colombians, and just 1 percent were held by Indigenous Colombians. Employment rates at the managerial and administrative levels were similar, with just 3 percent of these positions held by Afro-Colombians and a staggering 0 percent by Indigenous Colombians. Alongside previously demonstrated barriers in the hiring process, achieving promotion and equal pay are evidently even more challenging for Afro-Colombian and Indigenous populations. It is important to note that many companies did not consider implementing inclusion policies in their hiring processes, because while they recognized discrimination in Colombian society broadly, they saw it as a problem outside of their own organizations.

These challenges were even clearer when narrowing our search to Afro-Colombian women. According to a study carried out by the *Colegio de Estudios Superiores de Administración* (CESA), only 0.4 percent of the members in the board of directors in the business sector are Afro-Colombian women.⁵ This mirrors trends in the rest of the hemisphere, where a study conducted by the consulting company McKinsey found that Afro-descendant women face greater barriers for progress in the workplace, because of discrimination, racism, sexism and classism.⁶

Ignoring the urgent need to tackle labor market inequalities will simply perpetuate the racial differences empirically observed. Wage gaps between Afro-descendant and non-Afro-descendant individuals are significant and have been increasing at a steady rate.⁷

1.2 Benefits of Labor Diversification

Despite Colombia's great ethnic diversity compared to other countries, it remains one of the most ethnically unequal countries in Latin America, an ongoing barrier to economic growth.⁸ Data reveals that ethnic inclusion policies are currently nonexistent or ineffective for most companies in the private sector. However, it also shows that Colombian companies are still in the early stages of diversification. Many are looking to adapt and make their organizational structures more flexible, and exploring the possibility of implementing policies that promote diversity.

There are clear benefits to pursuing this diversification for the companies involved. Research by Perkbox, an employee benefits platform, has found a direct correlation between inclusivity policies and increased revenue. Research also indicated that "33 percent of teams are noticeably happier due to improved D&I policies, 32 percent of teams became more creative and innovative.

³ https://www.dane.gov.co/files/investigaciones/boletines/ech/ech/pres_ext_empleo_nov_22.pdf

⁴ <https://www.semana.com/trabajo-y-educacion/articulo/empresas-colombianas-son-racistas/53011/>

⁵ <https://www.portafolio.co/economia/finanzas/las-mujeres-afro-son-apenas-el-0-4-en-juntas-directivas-569700>

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<https://www.mckinsey.com/~media/mckinsey/featured%20insights/diversity%20and%20inclusion/diversity%20wins%20how%20inclusion%20matters/diversity-wins-how-inclusion-matters-vf.pdf>

⁷ Viáfara, C., & Banguera, A. (2016). *Detectando discriminación étnico-racial en el acceso a los servicios sociales y en el mercado laboral en Colombia*. Bogotá: Ministerio de Interior

⁸ <https://www.portafolio.co/economia/gobierno/colombia-es-el-segundo-pais-mas-desigual-de-america-latina-segun-el-banco-mundial-557830>

Also, 31 percent are finding it easier to attract new talent.”⁹ World Bank data likewise shows that labor inclusion increases efficiency and productivity levels in Colombian enterprises by providing a better understanding of the sector’s needs – diversity leads to innovation.¹⁰ To encourage greater private sector implementation of policies that promote diversity, this report proposes highlighting the benefits of population inclusivity in management positions -- efforts that will promote access decent jobs for ethnic minorities while stimulating private sector innovation and revenue.

2. Data Challenges and Collection

One of the main challenges in crafting effective policies to improve Afro-Colombian and Indigenous participation in the labor market is the lack of reliable and updated statistical data. Although DANE statistical information has significantly improved in providing information on ethnic participation at the aggregate level, there is still no clarity or recent research that demonstrates the specific conditions, obstacles, and challenges faced by ethnic communities in the Colombian business sector. Further data collection on this information will be necessary for the creation of strategies that target real scenarios and improve hiring opportunities. Data from the two most recent national censuses prove the urgent need to design labor market opportunities for Afro-Colombians. The top reason for internal migration of young population towards urban areas is searching for job opportunities¹¹ and, similarly, for every young person from the mestizo population that migrates, two young Afro-Colombians migrate due to disproportionately worse labor opportunities.^{12,13} These young Afro-Colombians compete with urban mestizos who received better education, earn better salaries, and have better access to social networks for formal employment.¹⁴

It is especially important to determine the percentage of Afro-Colombian and Indigenous people who hold managerial positions, or are legal representatives, members of board of directors, partners, or owners. Research is also necessary on which economic sectors have lower or higher ethnic participation, in order to identify which policies of population inclusivity are most effective. This would align with the Bpost group S.A.’s first step in a strategy for the creation of an atmosphere of inclusion: an analysis of the situation, followed by policies actively informing managers and employees.¹⁵ This strategy is held up by the International Labor Organization (ILO), which states that "measuring the inclusion will be key to helping companies identify the

⁹ <https://hrreview.co.uk/hr-news/do-dei-policies-increase-productivity/146634>

¹⁰ chrome-extension://efaidnbmnnnibpcajpcglefindmkaj/https://www.oitcenterfor.org/sites/default/files/file_publicacion/06_EstudioFactores.pdf

¹¹ Correa, G.; Pérez, A.; Viveros, V.; Morales, E.; Flórez, J.; Tangarife, C. & Bedoya, F. (2011). Precario pero con trabajo otros están peor! : déficit de trabajo decente en la población afrocolombiana Cartagena, Buenaventura, Cali y Medellín 2009-2010, <http://biblioteca.clacso.edu.ar/Colombia/ens/20150217064025/precario.pdf>

¹² Asprilla, J. (2008). Censo 2005: Jóvenes afrocolombianos: Caracterización Socio-demográfica y aspectos de la migración interna, en UNFA & DANE. 7 estudios poscensales de jóvenes investigadores. <https://colombia.unfpa.org/sites/default/files/pub-pdf/7EstudiosPoscensales.pdf>

¹³ Asprilla (sf). El bono demográfico de jóvenes afrocolombianos: evidencia a partir de censo 2018. Forthcoming 2024.

¹⁴ Correa, G.; Pérez, A.; Viveros, V.; Morales, E.; Flórez, J.; Tangarife, C. & Bedoya, F. (2011). Precario pero con trabajo otros están peor! : déficit de trabajo decente en la población afrocolombiana Cartagena, Buenaventura, Cali y Medellín 2009-2010, <http://biblioteca.clacso.edu.ar/Colombia/ens/20150217064025/precario.pdf>

¹⁵ [https://books.google.com.co/books?hl=es&lr=&id=yly3Ak0GLykC&oi=fnd&pg=PA1&dq=Robbins,+S.+%26+Coulter,+M.+\(2010\).+Administraci%C3%B3n.+D%C3%A9cima+edici%C3%B3n.+M%C3%A9xico:+Editorial+Pearson+Educaci%C3%B3n.&ots=ZaCQ1QtS_O&sig=1of2CxAhX_M2vxOTep4G5UWkkbo#v=onepage&q&f=false](https://books.google.com.co/books?hl=es&lr=&id=yly3Ak0GLykC&oi=fnd&pg=PA1&dq=Robbins,+S.+%26+Coulter,+M.+(2010).+Administraci%C3%B3n.+D%C3%A9cima+edici%C3%B3n.+M%C3%A9xico:+Editorial+Pearson+Educaci%C3%B3n.&ots=ZaCQ1QtS_O&sig=1of2CxAhX_M2vxOTep4G5UWkkbo#v=onepage&q&f=false)

actions that they can take for improving and harvesting the benefits of diversity and inclusion (D&I)."¹⁶

Therefore, this report proposes the following strategy to raise awareness on the importance of hiring Afro-Colombian and Indigenous professionals in managing positions: 1) Gather statistical data that allows for a clear diagnosis on the real participation of ethnic populations in the Colombian business sector, with clear details on earnings and positions. 2) Raise awareness in the private sector about the importance of promoting population diversity among employees, as a factor that drives the productivity of their companies and national economic development.

To best achieve these goals, this report proposes gathering this statistical information through the incorporation of an ethnic variable in important mandatory government documentation, including the Trade Registry, Unique Business and Social Registry (RUES), National Tourism Registry, and Unique Registry of Proposers.

2.1 Statistical Data and Targeted Policymaking

Government forms should include sections for ethnic reporting to increase the availability of reliable data to policymakers. For example, occupational positions should be measured in parallel through Quality-of-Life Surveys (ECV, per their acronym in Spanish) and Integrated Household Surveys (GEIH, per their acronym in Spanish). Inclusion of ethnic reporting in the Ministry of Health and Social Protection's Integrated Contribution Settlement Form (PILA, per its acronym in Spanish) could provide more reliable data on income inequality along ethnic lines in Colombia. But alongside these reports, ethnic reporting should become an essential component of the nation's core mandatory private sector documentation.

First, it is important to collect information from the *Commercial Registry*,¹⁷ a mandatory legal document for any person or organization engaged in commercial activities in Colombia. This registry allows business owners to operate and often serves as a crucial source of clients, providers, and contractors. The success of the Commercial Registry in collecting information on these key fields for businesses reveals that an effective accounting for ethnic minorities is feasible.¹⁸ Knowing its importance, it is fundamental that this registry record ethnic diversity to generate a trustworthy database over time, identifying the number of ethnic people holding the positions of legal representatives, partners, and members of managing boards.

The second key document is the *Business and Social Single Registry (RUES)*,¹⁹ a federal document that collects information on organizations' classification, name, sector, number of employees, participation of women, among other data. In 2000, the registry began requiring information on gender and age diversity and has since become an important data source for policy programs aimed at targeting these areas of inequity; adding an ethnic variable could provide an equally important resource for ethnic policymaking.

Third is the *National Tourism Registry*,²⁰ a form that all providers of tourism-related services must submit. Here, an ethnic reporting section would allow for a broader view on the participation of ethnic populations in the tourism sector of the economy, providing information related to the

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https://www.ilo.org/sites/default/files/wcmsp5/groups/public/@ed_dialogue/@act_emp/documents/publication/wcms_844928.pdf

¹⁷ <https://www.ccb.org.co/empresarial/crear-empresa/constituir-empresa/matriculas>

¹⁸ Asprilla, J. (2023). Medir para saber sobre los afros en Colombia: Análisis y propuestas para un esquema estadístico para población afro, palenquera y raizal. Programa Presidencial Afrocolombiano, Presidencia de la República,

https://www.quindio.gov.co/home/docs/items/item_193/DOCUMENTOS_PDF/MEDIR-AFROS.pdf

¹⁹ <https://ruesfront.rues.org.co/nosotros>

²⁰ chrome-

extension://efaidnbmnnnibpcajpcgclefindmkaj/https://www.camaramedellin.com.co/Portals/0/Documentos/Normatividad-RNT/FORMATO_PDFGuia_38_2022.pdf

quality of commercial offers to ethnic populations and identifying the cities where higher degrees of ethnic participation are carried out.

Lastly, the *Unique Registry of Proposers (RUP)*,²¹ allows entities with property inside Colombian territory and interest in participating in contracting with the state to be part of the providers' network. Having an ethnic component attached to the registry would produce information related to the quantity of populations contracting with the state, the type and size of the enterprise, financial capability, experience, and whether it is a natural or juridical person.

Each of these forms must be updated on a yearly basis and are legally mandatory to carry out their activities. Taken together, they could ensure the quality of information on ethnic participation in Colombian labor markets, since they are organized, constant, and complete. Essential components to include in ascertaining ethnic participation would be:

- Legal representatives from Afro-Colombian and Indigenous populations.
- Partners and shareholders from Afro-Colombian and Indigenous populations.
- Members of managing boards from Afro-Colombian and Indigenous populations.
- Percentage of registered workers from Afro-Colombian and Indigenous populations.

It is important that ethnic populations become part of the registry's forms, as adding ethnic components will lead to routinely gathering information on participation so that effective policies may be crafted to enhance labor inclusion.

For the implementation of the changes in the aforementioned forms, a knowledge promotion stage is proposed. This stage would consist of 5 different points:

1. Data collection, showing the lack of opportunity to access managing positions that Afro Colombian and Indigenous populations endure.
2. Participation and input from of Afro Colombian and Indigenous populations.
3. Construction of guidelines that allow the consolidation, acceptance, and inclusion of the ethnic population in managerial positions related to the economic development of the company, the territory, and society.
4. Knowledge promotion, awareness raising, and creation of scenarios of integration with different stakeholders.
5. Focalization of programs and public policies, to not only generate awareness but also long-term development.

3. Recommendations and Conclusion

As mentioned before, a knowledge promotion process should begin, since generating change is not just about data collection but also understanding and beginning work on efficient actions. As such, promoting the results of all data gathering exercises is the best opportunity for companies to consider diversity when it comes to commercial decision making and sharing national and international best cases.

This report proposes that the obtained results be shared with enterprises that were part of the study sample, so they are able to identify new and diverse human talent opportunities and their benefits in the market. The involved stakeholders would be the legal representatives and managing leaders, since they are responsible for decision making, strategy discussions, talent development, running work teams, promoting practices, and controlling all actions aligned with the company's goals. (Robbins, S. & DeCenzo D, 2002)²².

²¹ <https://www.ccb.org.co/es/servicios-registrales/registros/unico-proponentes>

²² Human Resource Management, 3rd Edition International Student Version. By David A. DeCenzo, Stephen P. Robbins: <https://books.google.co.ve/books?id=yly3Ak0GLykC&printsec=frontcover&hl=es#v=onepage&q&f=false>

Human resources areas are another important stakeholder in this process, since they oversee recruiting, hiring, and designing inclusivity policies. They also handle all matters related to the company's staff, training, evaluation, and ensuring a safe environment, with a fair, equal, and ethical environment within organizations. (Dessler G & Varela R, 2011).²³ It is also important to invite representatives from the public sector so they can bring up these initiatives and promote the creation of inclusivity policies, since labor inclusion is not only a social matter, but also a matter of improving competitiveness, productivity, and economic indicators.

It is important for private sector enterprises to take advantage of these spaces. Since they are central stakeholders, they must stay abreast of changes in the commercial and consumer markets. Being inclusive should not be seen as an option to have a better image but should be aimed at generating additional value to the goods and services offered by the company, granting competitive value with replicable business models, where organizing capabilities are strengthened.

3.1 Recommended Company-Oriented Initiatives

When it comes to inclusion, the public sector has pushed several initiatives to ensure participation of ethnic populations. Some of these initiatives have been:

- The alliance to develop a diversity and inclusion strategy in public employment:²⁴ The Afro descendant and Indigenous program of the USAID agency signed an alliance with the Colombian government to promote labor inclusion for ethnic populations, people with disabilities, and LGBTQ individuals. Through the Public Service Department, Ministry of the Interior, the social sector, and academia, they work towards forming more modern and participatory teams. Additionally, this alliance aims to consolidate the Public Service Department as a leader in the formulation of diversity policies and strategies in employment, monitor progress, promote benefits, and provide guidance to other state entities in their own inclusion policies.
- “*Ethnic Certificate of Corporate Responsibility*” Law project:²⁵ presented by former Congressman Jhon Arley Murillo Benitez, the bill incentivizes labor inclusion for ethnic populations. This bill grants a Ministry of Labor certificate to companies that have a 10 percent or higher participation of ethnic workers, giving companies additional points to participate in state tenders. The bill has not yet been ratified, but efforts to ensure its passage are ongoing.
- *2013 Quota Law Initiative*, Article 5:²⁶ Promotes private sector participation through special tax incentives for those who hire Afro-Colombian individuals in management or executive-level positions, verified by the Corporate Social Responsibility certificate, which will be granted to companies that employ at least 10 percent NARP managers.

²³ https://gc.scalahed.com/recursos/files/r161r/w24802w/Administraci_%B3n-de-recursos-humanos-5ed-Gary-Dessler-y-Ricardo-Varela.pdf

²⁴ https://www1.funcionpublica.gov.co/noticias/-/asset_publisher/mQXU1au9B4LL/content/nace-alianza-para-desarrollar-estrategia-de-diversidad-e-inclusion-en-la-administracion-publica-en-colombia?_com_liferay_asset_publisher_web_portlet_AssetPublisherPortlet_INSTANCE_mQXU1au9B4LL_assetEntryId=3569059&redirect=https%3A%2F%2Fwww.funcionpublica.gov.co%2Fnoticias%2F-%2Fasset_publisher%2FmQXU1au9B4LL%2Fcontent%2Fnace-alianza-para-desarrollar-estrategia-de-diversidad-e-inclusion-en-la-administracion-publica-en-colombia

²⁵ <https://www.elespectador.com/colombia/mas-regiones/el-proyecto-de-ley-que-busca-incentivar-la-inclusion-laboral-de-comunidades-etnicas-article/>

²⁶ <chrome-extension://efaidnbmnnnibpcajpcglclefindmkaj/http://www.secretariassenado.gov.co/PROYECTOS%20DE%20LEY%20PRESENTADOS%20EN%20NUEVA%20LEGISLATURA%202013%202014/PL%2007-13%20S%20Cuota%20Afro%20en%20el%20poder%20p%C3%BAblico.pdf>

3.2 Recommended Worker-Oriented Initiatives

While company-oriented laws and incentives are essential in promoting labor inclusion, they are also important to improve awareness and access to decision-making positions to Afro-Colombian populations. Currently, digital job-posting platforms have become the best ally to ethnic populations when it comes to finding labor opportunities. As of 2022, Colombia had a total of 10 million active users on LinkedIn, over a fifth of the country's population.²⁷

In order to connect ethnic populations with companies and head-hunters, the following strategies are proposed:

1. The creation of an alliance with the Higher Studies in Administration School (CESA, per its acronym in Spanish), building on its current program on “Women leadership in boards of directors”, which aims to promote female leadership and corporate governance. A similar program aimed at ethnic minorities would prepare young Afro-Colombians for high-level positions in the private sector.
2. The creation of a free digital platform that would function as a resumé bank for ethnic minorities. This would make the professional details of ethnic minorities more visible; serving as a professional networking platform and an easy source for companies to hire minorities. Such a platform would likely need to be publicly funded and included in legislation incentivizing companies to meet the 10 percent ethnic workforce threshold to be certified by the Ministry of Labor.

3.3 Conclusion

To conclude, labor inclusion is globally understood as a growth and social development strategy that directly contributes to achieving equal opportunities and treatment in the workplace.

Different studies and companies have identified and recognized the wide variety of benefits generated by having inclusion and diversity in organizations, resulting in improved levels of productivity, products and services, innovation, positioning, and a happier workforce in job positions.²⁸

It is important to acknowledge that while public sector employers have adapted in the light of these studies, the lack of statistical data or mapping of successful cases of inclusive Colombian companies is a barrier to improving the hiring of Afro-Colombian and Indigenous populations in the private sector and managing positions. In this regard, it is first necessary to develop data collection tools that allow for a clear and real diagnosis of the participation and benefits of ethnic populations in the national business fabric to develop actions that align with the needs of the both the population and the labor market.

After collecting data, the creating of public sector economic incentives will be vital, aimed at motivating the business community to hire Afro-Colombian and Indigenous individuals, with indicators and goals to assess progress and expected transformations.

²⁷ <https://www.juancmejia.com/marketing-digital/estadisticas-de-redes-sociales-usuarios-de-facebook-instagram-linkedin-twitter-whatsapp-y-otros-infografia/>

²⁸ <https://www.apple.com/diversity/>; <https://www.gapinc.com/es-mx/values/equality-belonging>; <https://empresa.nestle.es/es/empleo/diversidad-e-inclusion>; <https://www.salesforce.com/company/equality/>

International markets are increasingly achieving better inclusion practices and policies;²⁹ Colombian companies must adapt to changes and become more flexible to compete with other markets that involve and represent diverse populations.

This report aims to provide a roadmap to new labor market standards that will inspire and incentivize companies to apply initiatives, policies, and value to the Afro-Colombian and Indigenous populations in the labor force.

Changes do not happen overnight, but small actions can create awareness and drive change. The private sector needs a systematic and bold approach that goes beyond just considering inclusion as an act of charity, instead using statistics and successful cases to show that being inclusive of the ethnic population will improve the performance of their companies and the competitiveness of the Colombian economy.

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https://books.google.com.co/books?hl=en&lr=&id=fJIqZg4akXcC&oi=fnd&pg=PP1&dq=successful+inclusion+policies&ots=jtASVvl8vS&sig=hg_trJfDtKYvBZv2i2quIrBS0-c&redir_esc=y#v=onepage&q=successful%20inclusion%20policies&f=false