



# Tackling Childcare: The Business Case for Employer-Supported Childcare

## CASE STUDY

**Pandurata Alimentos Ltda. (Bauducco)**  
Food Manufacturing, Brazil

## **ABOUT IFC**

IFC, a member of the World Bank Group, is the largest global development institution focused on the private sector in emerging markets. Working with more than 2,000 businesses worldwide, we use our capital, expertise, and influence to create markets and opportunities in the toughest areas of the world. In FY17, we delivered a record \$19.3 billion in long-term financing for developing countries, leveraging the power of the private sector to help end poverty and boost shared prosperity. For more information, visit [www.ifc.org](http://www.ifc.org)

## **COPYRIGHT AND DISCLAIMER NOTICE**

© International Finance Corporation 2017. All rights reserved.  
2121 Pennsylvania Avenue, N.W.  
Washington, D.C. 20433  
Internet: [www.ifc.org](http://www.ifc.org)

The material in this work is copyrighted. Copying and/or transmitting portions or all of this work without permission may be a violation of applicable law. IFC encourages dissemination of its work and will normally grant permission to reproduce portions of the work promptly, and when the reproduction is for educational and non-commercial purposes, without a fee, subject to such attributions and notices as we may reasonably require.

IFC does not guarantee the accuracy, reliability, or completeness of the content included in this work, or for the conclusions or judgments described herein, and accepts no responsibility or liability for any omissions or errors (including, without limitation, typographical errors and technical errors) in the content whatsoever or for reliance thereon. The boundaries, colors, denominations, and other information shown on any map in this work do not imply any judgment on the part of the World Bank Group concerning the legal status of any territory or the endorsement or acceptance of such boundaries. The findings, interpretations, and conclusions expressed in this volume do not necessarily reflect the views of the Executive Directors of the World Bank Group or the governments they represent.

The contents of this work are intended for general informational purposes only and are not intended to constitute legal, securities, or investment advice, an opinion regarding the appropriateness of any investment, or a solicitation of any type. IFC or its affiliates may have an investment in, provide other advice or services to, or otherwise have a financial interest in, certain of the companies and parties (including named herein).

All other queries on rights and licenses, including subsidiary rights, should be addressed to IFC Communications, 2121 Pennsylvania Avenue, N.W., Washington, D.C. 20433.

International Finance Corporation is an international organization established by Articles of Agreement among its member countries, and a member of the World Bank Group. All names, logos and trademarks are the property of IFC and you may not use any of such materials for any purpose without the express written consent of IFC. Additionally, "International Finance Corporation" and "IFC" are registered trademarks of IFC and are protected under international law.

September 2017

## Brazil



**Economy name:**  
Brazil

**Main business city:**  
São Paulo\*

**Region:**  
Latin America and  
Caribbean

**Income level:**  
Upper middle  
income

**Population:**  
202,033,670

**Female Population:**  
102,721,419

**Labor force  
participation (15+):**  
56% female  
78% male

**Compulsory  
primary education  
enrollment age:**  
6 years  
(universal free  
preschool education  
from age four).



## Leave policies

Paid maternity leave	Yes	120 days
Paid paternity leave	Yes	5 days
Paid parental leave	No	0



## Legal obligation for employers to support childcare

	0-2 years	3-5 years
Obligation for employers to support childcare?	Yes	No
Based on the number of female employees?	30 women above the age of 16	No
Based on the number of employees regardless of gender?	No	No
Special legislation on employer-provided childcare?	No	No



## Government incentives to employers to support childcare

Tax benefits to employers to support childcare?	No	No
Non-tax benefits to employers to support childcare? (monetary and/or nonmonetary benefits)	No	No



## Quality of private childcare services

License or registration required?	Yes	Yes
Zoning requirements?	Yes	Yes
Pupil-teacher ratio required?	Yes	Yes
Penalties for non-compliance with laws?	Yes	Yes

\*The *Women, Business and the Law* data are based on domestic laws and regulations that apply to the main business city of the economy. For more information on the methodology including the maternity/paternity/parental leave calculation methodology, visit [wbl.worldbank.org](http://wbl.worldbank.org)

# Pandurata Alimentos Ltda. (Bauducco)

Food Manufacturing, **BRAZIL**



## PARENTS, WORK, AND CHILDCARE IN BRAZIL

At more than 44 percent of the Brazilian labor force (World Bank, 2017), women make an essential contribution to Brazil's economy. Two-thirds of mothers with two- and three-year-old children and more than 70 percent of women with children ages four years and older are employed (Bruschini, 2007). New mothers are more likely to temporarily break employment, but still 50 percent of mothers of infants and toddlers are in the workforce (Bruschini, 2007).

During the last two decades, women have made major advances in educational attainment and are more likely than men to have completed both secondary and tertiary education (World Bank, 2017). Although not the majority, women make up a significant share of graduates in STEM fields (39 percent in 2005) and engineering and related fields (29.5 percent in 2005) (Bruschini, 2007).

Brazil has a comparatively well-developed infrastructure for working families. From 2003 to 2016, the government of Brazil introduced several initiatives to promote greater gender equity in employment. Employed women in Brazil receive 120 days fully paid maternity leave. Following maternity leave, returning mothers are entitled to two daily 30-minute breaks for breastfeeding until the child is six months old (which mothers sometimes combine into additional weeks of paid leave). During this breastfeeding period, companies who employ at least 30 women must also provide a safe, supervised space where mothers can leave their babies while they work. If such a space is not available, companies have to pay the costs of infant care (Sorj, 2016). Brazil is one of the few countries in the world with compulsory public education starting at age four, and, since 2009, all four-year-olds have been entitled to free preschool education. Early care and education for younger children is less developed; although the enrollment of children under age three doubled between 2000 and 2010, in 2010 it had only reached 19 percent (compared with 80 percent enrollment of four to five-year-olds) (Yamaguchi, 2013).

Yet, although women's rates of employment and education have been rising, women continue to be less likely than men to be in the labor force, and on average work fewer hours than men when they are employed (Agenor and

Pandurata Alimentos Ltda. (Bauducco)  
**Employee Profile**, 2016:

- 50% of the permanent São Paulo workforce are women
- 5% of employees have children younger than three years old
- 6% received school starter packages in the last three years

Pandurata Alimentos Ltda. (Bauducco)  
**supports employees with children** through:

- Reserved spaces in nearby childcare center
- Referrals and negotiated lower prices at local private childcare providers
- Monthly health advice for pregnant women, mothers, and babies
- Starter package for new parents
- Gift basket for child's first day of school
- 24-hour nurse/doctor on-site

Main **business impacts** of providing childcare supports:

- Boost to corporate reputation
- Increased productivity through reduced absenteeism, better focus, and improved commitment and motivation





THE AMOR Y PAZ PRESCHOOL AND DAYCARE CENTER HAS PROVIDED CHILDCARE FOR PANDURATA ALIMENTOS LTDA. (BAUDUCCO) EMPLOYEES SINCE 1989.

PHOTO: COURTESY OF BAUDUCCO

## COMPANY BACKGROUND

Pandurata Alimentos Ltda. (Bauducco)<sup>2</sup> is one of Brazil's leading producers and distributors of cakes and other baked goods. It is the world's largest producer of panettone (Christmas cake) and the largest producer of toasts and wafers in the Americas. The company was founded in 1953 and continues to be family-run and owned. In addition to its São Paulo headquarters, Pandurata Alimentos Ltda. (Bauducco) has production sites in five locations in Brazil, as well as in Argentina and the United States. Its products are exported to 50 countries worldwide. In 2015, Pandurata Alimentos Ltda. (Bauducco) employed 5,400 permanent staff and 730 seasonal workers (IFC, 2016). This case study was conducted at the company's São Paulo factory, where slightly more than 20 percent of the company's workforce are employed. Just under half (47 percent) of its overall workforce and 50 percent of its São Paulo workforce are women.

## BUSINESS CONTEXT FOR SUPPORTING CHILDCARE

Pandurata Alimentos Ltda. (Bauducco) employs a high number of women: 70 percent of production workers and half of its total workforce are women. Many workers at Pandurata Alimentos Ltda. (Bauducco) are parents. During the last three years, 43 women and 17 men went on maternity or paternity leave, and 71 children of employees turned six years old and started elementary school. Few parents, men or women, have a spouse who is not working and may provide childcare.

The company's São Paulo facilities are located in an area that was previously characterized as being industrial, but where today only a limited number of factories remain. Rapidly rising rents in the area mean that most workers commute to work and some travel considerable distances. The factory operates on a 24/7 basis in three shifts of 8 ¼ hours, commencing at 6 a.m., 2 p.m., and 8 p.m. Shift work, together with long commutes, means that hours of work and hours of public childcare centers often do not match. For many parents,

Canuto, 2013). Women perform the large majority of unpaid house and care work. In Brazil's 2014 time use survey, slightly under half of men reported that they do not do any housework, compared to just 14 percent of women (Cobo, 2014). A 2007 study found that among those who did spend time on housework, childcare, or other care activities, women on average spent 27 hours per week compared to 12 hours for men, with greater differences for married couples (Bruschini, 2007).

Gender stereotypes and women's greater responsibility for childcare and unpaid family work can create obstacles for women's full equality and participation at work. Such obstacles can be costly for both women and employers. This case study discusses how Pandurata Alimentos Ltda. (Bauducco), an industrial baking goods company, supports the childcare needs of its employees at its factory and administrative sites in São Paulo by providing free spaces in a local childcare and preschool center. The company's main business benefits from its childcare investments are enhanced corporate reputation, increased productivity from reduced absenteeism and greater worker focus, and greater loyalty and commitment from its workforce.<sup>1</sup>

**Maternity and Paternity Leave at Pandurata Alimentos Ltda. (Bauducco) (2013–2016)****43** women took maternity leave**95%** returned from maternity leave and were still employed 12 months later**17** men took paternity leave

finding childcare that is affordable, reliable, and of a quality level parents find acceptable, can be a struggle. Even though preschool education is freely available, parents are not always happy with the quality provided in the public sector. At the extreme, this may mean that a parent feels that he or she must give up employment at Pandurata Alimentos Ltda. (Bauducco); more commonly, a lack of childcare can lead to less regular attendance (higher absenteeism) and lack of focus on the job (lower productivity).

The majority of the company's women workers are employed in lower-skilled positions. However, this is changing as an increasing number of women at Pandurata Alimentos Ltda. (Bauducco) seek education and advancement opportunities, including in technical and mechanical positions. Pandurata Alimentos Ltda. (Bauducco) is keen to encourage and enable more women to step up into supervisory and management positions and pursue more skilled careers at the company. This is a reflection of the leadership's awareness of the potential business benefits of greater diversity and in response to an increased emphasis on gender equality in Brazil's regulatory environment over the last decade.

**HOW PANDURATA ALIMENTOS LTDA. (BAUDUCCO) SUPPORTS EMPLOYEES WITH CHILDCARE NEEDS**

Being supportive of employees with children is an important corporate value for Pandurata Alimentos Ltda. (Bauducco), a family-owned company that has provided childcare support for more than 30 years. Pandurata Alimentos Ltda. (Bauducco) supports its employees with children with a number of programs, including free spaces in a local childcare center, help with negotiating reduced rates in other childcare centers and schools, health advice and support during pregnancy, and "starter packets" for new parents and for parents of children entering primary school.

**Free childcare at Amor y Paz childcare and preschool center**

Introduced more than 30 years ago, the company's childcare support has traditionally targeted women. The cornerstone of the company's support for women workers with children is the "Amor y Paz" ("Peace and Love") childcare and preschool center. Pandurata Alimentos Ltda. (Bauducco) fully funds

**Women in Leadership Positions at Pandurata Alimentos Ltda. (Bauducco)****9%** directors**20%** managers**24%** supervisors**70%** factory workers

childcare spaces for children up to age six at the Amor y Paz nonprofit center, which is only a 15 minutes' walk from its São Paulo factory. The center provides infant and early care and is accredited to provide preschool education for four- and five-year-olds. Any permanently employed mother with a child/children in the age group can apply for a space. Men and seasonal workers are not explicitly included in the benefit although men can also apply for support (especially in the case of severe need, such as for a single father in need of childcare).

In September 2016, 12 children of employees were enrolled in the center, which has a capacity of 100. This represents 28 percent of the women and children who in principle are eligible to use the benefit. The highest level of enrollment at any point in time was 20 children of employees. To date, parents have always been able to get a space for their children if they request one. Several women interviewed had placed more than one of their children in the crèche over the years. Not all new mothers use the crèche, or use it straight away.



CHILDCARE SUPPORT PROVIDED BY PANDURATA ALIMENTOS LTDA. (BAUDUCCO).

**“My daughter loves the school. She wakes me up at 3 a.m. to ask whether it is time yet to leave for the school.”**

**Female assembly line operator, mother**

One mother reported that her mother-in-law cared for her daughter until she was two, and, in view of her parents, old enough to be in center care. Another mother started work at Pandurata Alimentos Ltda. (Bauducco) in 1993 when she was recently widowed and her fourth child was just a few months old; however, not having a car, and living far away, it was not practical for her to get her children to the crèche in the morning. She is very pleased to be able to use the crèche for her youngest, now two years old.

### Extended operating hours

The center's official hours are 7 a.m. to 6 p.m.; however, Pandurata Alimentos Ltda. (Bauducco) employees can drop off their children from 5:15 a.m. onward to be at work at the start of the 6 a.m. shift. All children are enrolled full time. In the past, the center also took children on a part-time basis and parents could book in school-aged children for aftercare (at their own expense). However, since 2009, when preschool education for four and five-year-olds became compulsory and the center was certified as an official preschool, this is no longer permitted according to the Ministry of Education. The full-time requirement also means that parents working the afternoon shift cannot drop their children off at midday; having children arrive halfway through the day is also seen as potentially disruptive to the other children's structured feeding and sleeping patterns. This practice makes it difficult for parents working on other shifts to use the childcare benefit.

PHOTO: COURTESY OF BAUDUCCO

Typically, employees are allocated to a shift when they start at Pandurata Alimentos Ltda. (Bauducco); changing shifts is neither easy nor common.

Childcare workers and teachers in the preschool are fully accredited in compliance with preschool regulations and the preschool follows the official curriculum. Parents using the childcare facility commented on the high quality of care and education provided, noting both the love and care with which children are cared for, and the quality of preschool education they receive. Parents also commented on the benefits of having their children in a center also used by their colleagues. When a child is sick and needs to be picked up, or when a worker is sick, or delayed, and the child needs to be taken to school or be picked up, another parent may step in. Several parents, moreover, are married to another worker at the plant. It is common for these parents to work opposite shifts so that one parent can always be with the kids.

### **A long-standing partnership**

The partnership of Pandurata Alimentos Ltda. (Bauducco) and the Amor y Paz childcare and preschool center has been in place for almost 30 years. In 1989, Donna Carla, the matriarch of the family-owned company, worked with early childhood educators to found the nonprofit Amor y Paz in response

**“My baby never once had diaper rash; before I started work here my older child was in a childcare place where he was often sore, and I was very worried.”**

**Female assembly line operator, mother, crèche user**

**“When someone gets sick, we can help each other and still get our kids to and from school.”**

**Female assembly line operator, mother, crèche user**

to a clause in the regional collective agreement for food workers. Pandurata Alimentos Ltda. (Bauducco) is unionized and follows the union contracts in its terms and conditions. The union agreement mandates that companies either offer a childcare center (under the agreement, it was sufficient to offer childcare in just one location) or pay up to a third of a mother's salary toward her childcare costs for a baby's first eight months. Although the union agreement provided the initial impetus, the company's childcare benefit far exceeds what is stipulated in the contract by covering the full costs of care and by providing childcare until children reach elementary school age.

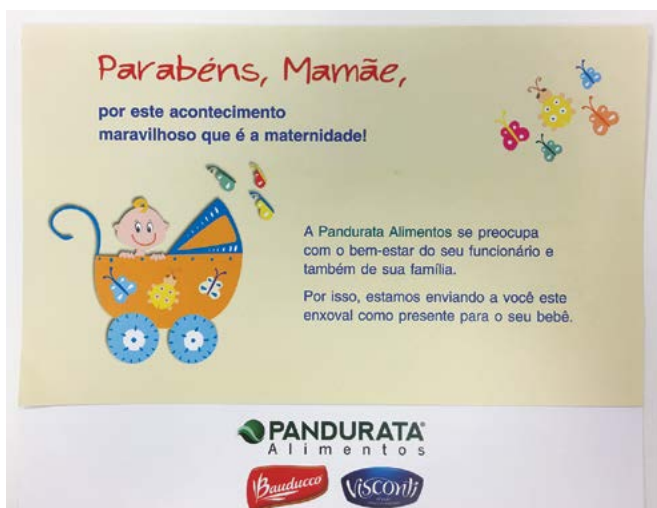
Pandurata Alimentos Ltda. (Bauducco) guarantees a minimum number of spaces, and its employees get preferential access to spaces in the facility. When Amor y Paz was founded, Pandurata Alimentos Ltda. (Bauducco) was one of 10 partner companies, each with a similar arrangement, guaranteeing several spaces for their employees. To date, Pandurata Alimentos Ltda. (Bauducco) is the only original partner company that remains. Few factories are left in the neighborhood and most clients of the center now are individual parents not sponsored by their employers.



### Maternity and paternity leave and supports for new mothers

Pandurata Alimentos Ltda. (Bauducco) offers standard maternity leave of 120 days and five days of paternity leave, in accordance with Brazilian law and relevant collective agreements. Leave is fully paid through social insurance. Women can take that leave from the eighth month of pregnancy. On their return they are entitled to reduced working hours (two breaks of 30 minutes each per day) until the child is six months old, which many women combine to have additional paid time off.

As part of its focus on supporting families, Pandurata Alimentos Ltda. (Bauducco) makes sure that pregnant women and new parents have access to all the information that will help them and their children to stay healthy. Pandurata Alimentos Ltda. (Bauducco) selected its healthcare insurance provider in part because it offers the services of a health advisor who comes monthly to discuss issues of relevance to the health of (soon to be) mothers and babies. When the baby is born, all new mothers at Pandurata Alimentos Ltda. (Bauducco) receive a welcome pack from the company with basic supplies and a calendar of vaccinations and suggested doctor visits to keep mother and baby healthy.



WELCOME PACK FOR NEW MOTHERS AT PANDURATA ALIMENTOS LTDA. (BAUDUCCO).



CELIA GRANATA, HR MANAGER, AND SERGIO TAMELINI, DIRECTOR OF HUMAN RESOURCE MANAGEMENT.

PHOTO: COURTESY OF BAUDUCCO

### Support for parents of older children

To mark the important transition into elementary school, once they have received the official government letter asking them to enroll their child in elementary school, any employee (male or female) receives a starter present of school supplies, including a backpack, crayons and pencils, books, and other school-related items.

Pandurata Alimentos Ltda. (Bauducco) also supports employees by approaching fee-charging schools identified by parents to negotiate discounts. For parents with children in Amor y Paz (indeed, for any parent with a quality and free preschool and early care arrangement), the transition to elementary school can be tough. Public schools are often not perceived as of high quality, and private schools can easily cost 600 Brazilian real (\$185) per child, about 40 percent of the salary of a female production worker. Hence, a discount on the fee can be a great help. This negotiated discounts program primarily applies to employees who are furthering their own vocational education but has been expanded to schools for children of employees.

PHOTO: COURTESY OF BAUDUCCO

### **Paid leave and workplace flexibility**

Finding childcare when schools are closed during vacations can be difficult. Pandurata Alimentos Ltda. (Bauducco) employees often use their paid vacation period to cover those days, with Pandurata Alimentos Ltda. (Bauducco) facilitating the overlap of vacation periods to coincide with school vacations. Brazilian law and the collective agreements governing the company's sector provide employees with 30 days paid vacation. Additionally, Pandurata Alimentos Ltda. (Bauducco) factories close the week between Christmas and New Year, making it possible for employees to spend that time with their children.

Pandurata Alimentos Ltda. (Bauducco) also fully observes Brazilian laws when it comes to looking after sick children, and employees can take their paid sick leave to look after a child. Typically, this entitlement requires a note from a doctor but for children who get sick while they are in the Amor y Paz, the word of the center staff is sufficient. Pandurata Alimentos Ltda. (Bauducco) also provides up to 180 days unpaid leave in case of a domestic crisis, such as having a seriously ill child, and may help families with stipends in case of need.

Full-time work is the norm at Pandurata Alimentos Ltda. (Bauducco). Brazilian labor law limits the scope of part-time employment and thus this has not been explored as a temporary option for parents of young children.

**"If a child is sick, the nursery will call to let the mother know, and the mother will be free to go and pick up the child. We trust the nursery: they only call if the child really is sick."**

**Female assistant plant manager**

**"Taking care of families, whether they are our customers or employees, is at the heart of Bauducco's identity and values."**

**Paulo Cardamone, Director of Sustainability and Corporate Social Responsibility**

### **BUSINESS IMPACT OF CHILDCARE BENEFITS**

For Pandurata Alimentos Ltda. (Bauducco), taking care of families, including the families of its employees, is at the heart of the company's corporate values. Pandurata Alimentos Ltda. (Bauducco) is now exploring how its child-centered employee benefit strategy can feature more prominently in its marketing strategy as the focus on children clearly complements its external message of being a company that "creates moments of happiness for families." The company's childcare and related benefits bring a number of concrete benefits to the company in terms of recruitment and retention, reduced absenteeism and higher productivity, and reputational benefits in the industry.

### **The cost of providing childcare**

Pandurata Alimentos Ltda. (Bauducco) pays 400 Brazilian real (\$120) per month per child directly to the childcare center. Currently, with 12 children enrolled, this translates into 57,600 Brazilian real (\$17,500) per year. Due to the company's long-standing relationship with the Amor y Paz childcare center,

**“The women whose kids are in the crèche do not miss work as often and do not make as many mistakes.”**

**Male assistant plant manager**

and because it is an accredited preschool, the company's staff spends only a few hours of administrative time per month to provide the benefit.

The costs of childcare benefits currently are comparable to the annual expenditure on stipends for vocational education (42,000 Brazilian real, or \$12,800, in 2016). Although it is changing, the educational stipends are predominantly used by male employees, and are a keenly sought-after benefit and incentive for staying with the company, just as the childcare benefit is particularly valued by many women employees.

Additionally, Pandurata Alimentos Ltda. (Bauducco) spends 300 Brazilian real (\$90) on each maternity pack, and each school starter pack costs 102 Brazilian real (\$31). In 2016, 18 babies were born to employees in São Paulo, translating to an expenditure of 5,400 Brazilian real (\$1,620), and 32 children of employees received the school starter pack, an expense of 3,264 Brazilian real (\$992).

### **Benefits for recruitment and retention**

Pandurata Alimentos Ltda. (Bauducco) has a loyal and stable workforce, with less than 2 percent employee turnover in 2016. In the past, however, before the downturn of the Brazilian economy, turnover was higher. Production workers at Pandurata Alimentos Ltda. (Bauducco) are paid at the rates set by the collective agreement. Salaries and benefit packages are designed to be slightly above the median in the market. Thus, based on the basic compensation package alone, Pandurata Alimentos Ltda. (Bauducco) is not that

different from its competitors. Its benefit policies, including its childcare package, however, are much appreciated and have contributed to the company's reputation; recently, members of the Food Workers Union in São Paulo voted Pandurata Alimentos Ltda. (Bauducco) to be the best company to work for in the region.

Sergio Tamellini, Director of Human Resource Management, explained the benefits of having a policy that targets women with children, “Many of the women have been here for many years. They have children, they are often more family-focused and tend to be more mature and responsible than the men who are often younger.” Although it is difficult to isolate how much the childcare benefit contributes to workforce stability, the benefit is likely to reach beyond the current childcare users and contribute to an overall sense of loyalty to the employer. Many female users of the crèche were with the company for years before they used the crèche. Ninety percent of women return to work at the company at the end of the maternity leave (and some after a slightly longer break), and 95 percent of the women who returned from maternity leave in the last three years were still employed one year after their return.

It takes two to three months to train a new worker starting in the factory, and having to replace a worker not only takes management and training time but can also disrupt team-oriented work processes. In the experience of managers at Pandurata Alimentos Ltda. (Bauducco), young men are a somewhat more transient and less reliable workforce because they are not yet focused on maintaining a family.

**“Before I started work here, I hired someone to look after my child at home. Several times the nanny left with very short notice, causing lots of problems for me.”**

**Female assembly line operator, mother of a five-year-old daughter**

**“The women who do not yet have kids are happy about the childcare center because they know they may be able to use it one day.”**

**Female assistant plant manager**

Although men often take advantage of the educational subsidies offered by the company to permanent employees, once their education is complete, they are more likely to move on than women.

### **Productivity**

The childcare benefit means that parents can be at work on time, fully focused on their tasks. One assistant plant manager noted a clear impact on both absenteeism and quality: women with kids in the crèche are less likely to miss work and less likely to make mistakes. Another assistant plant manager highlighted differences in quality and absences between mothers in the first shift, with access to the Amor y Paz daycare facility, and mothers in the second shift, who are not able to use the childcare benefit.

Having the childcare benefit has also led to a reduction in accident rates. Avoiding accidents and maintaining a good health and safety record are important performance metrics for Pandurata Alimentos Ltda. (Bauducco). The plant manager explained, “You can see it in the health and safety reports: people are calmer if they know that their kids are safe.”

After having been at Pandurata Alimentos Ltda. (Bauducco) for many years, many women are intimately familiar with the production process and the machines they work with, even if they might lack formal qualifications. In the past, male technicians often ignored women’s potential contribution. Such behavior and attitudes acted as a potential barrier to

women who otherwise may have stepped forward to seek advancement. To tackle such attitudes, the plant manager now insists that the female production workers are consulted when an engineer or mechanic is called in to address a problem. He has noted that the men have become much more respectful and appreciative since this practice was started.

### **Improving gender diversity in supervisory and management positions**

The childcare benefit sends an important message to female workers at Pandurata Alimentos Ltda. (Bauducco): it is welcome and accepted for a worker to be a mother. Pandurata Alimentos Ltda. (Bauducco) is aware of the benefits of gender diversity in management. Research suggests that diverse leadership teams are more likely to increase market share, and that they are comparatively better at identifying unmet needs of consumers (Hewlett et al., 2013). HR manager Celia Granata recalls how the company allowed her school-aged daughter to come to the office after school, providing great peace of mind and making it possible for her to stay with the company. Now that she is in a leadership position herself, she is aware of the positive effect of walking the talk and showing that it is doable and acceptable for women to be mothers and have positions of responsibility in the company. She explained, “In the past, the women mainly wanted a job to look after their children; now many are more ambitious.” The childcare center can help them realize their ambitions.

**“You can see it in the safety record and quality: people are calmer when they know their kids are safe.”**

**Male plant manager**

## Corporate reputation

Pandurata Alimentos Ltda. (Bauducco) has a tradition of giving back to the community. The company mission is “to create moments of happiness for families,” and family supports inform its corporate social responsibility program. Pandurata Alimentos Ltda. (Bauducco) has an extensive corporate donations program and supports many organizations by donating baked goods that organizations can sell to raise funds. Although the company draws on the story of the founding family in its marketing and external representations, so far it has not explored integrating its family-friendly employee policies or its other charitable activities into its marketing strategies. This may change in the near future as Pandurata Alimentos Ltda. (Bauducco) is recasting its corporate social responsibilities portfolio and seeking a more active and integrating marketing strategy.



THE COMPANY'S MISSION AND VISION.

PHOTO: COURTESY OF BAUDUCCO

At the same time, the benefit is comparatively expensive and not easily replicable for all its employees. Pandurata Alimentos Ltda. (Bauducco) would like to offer childcare benefits to more employees, both because it is aware of the positive impact on productivity of mothers who have access to reliable childcare and because it is concerned about perceived fairness. Expanding childcare to female employees at other sites is more complex. Pandurata Alimentos Ltda. (Bauducco) does not have enough employees in need of childcare to justify a dedicated crèche and thus would need

to work with a quality childcare provider also serving other clients; however, there is a lack of viable childcare partners near the other vicinities. The company is considering various other options, such as entering public-private partnerships.

As mentioned earlier, the childcare benefit has traditionally targeted women. The company's internal data and experience show that retention rates for women are higher than men because women are more likely to have children or are planning to have children, and are more focused on long-term security for their families. Targeting working fathers through a childcare benefit may also lead to a more stable and responsible male workforce.

Finally, the company's childcare benefit remains a hidden gem. Thus, the company has the opportunity to more explicitly integrate information about this benefit in its recruitment and outreach strategies, highlight the availability of the benefit and size of commitment to its current employees, and integrate its 30-year commitment to employee childcare in the stories the company tells its customers. As the company works to develop its communication strategy, more clearly developing its messages to internal stakeholders and its customers about its family-focused values, the hidden gem may well turn into a pot of gold.

## LESSONS LEARNED

The Amor y Paz childcare center is a flagship benefit offered by Pandurata Alimentos Ltda. (Bauducco). After almost 30 years, Amor y Paz has become part of the company's social fabric, something that would be very hard to take away. “Other companies come to learn from us,” said VP for Administration Djalma Antonio D'Oliveira, “This is a very valuable reputational benefit of our policies, not something you would want to give up.” Although the benefit is only used by a small number of employees, it reaches far beyond these direct beneficiaries. It provides an incentive for women to stay at the company before they become mothers, improves the loyalty of parents whose children were cared for by Amor y Paz, illustrates the company's commitment to its employees, and makes clear that the company welcomes and appreciates working mothers.



## Endnotes

- 1 Interviews for this case study were conducted in person by IFC and IWPR staff in São Paulo in October 2016 with a cross-section of Pandurata Alimentos Ltda. (Bauducco) staff, including the managers for human resources, benefits, finance, and marketing; three plant and assistant plant managers; and a focus group of parents working for the company. The case study also included a visit to and interview with the director and a board member of the childcare center. Pandurata Alimentos Ltda. is a client of IFC.
- 2 Pandurata Alimentos Ltda. is the manufacturer of popular brands like Bauducco, Visconti, and Tommy (Bauducco, 2017).

## References

- Agenor, Pierre-Richard, and Canuto, Otaviano. 2013. "Gender Equality and Economic Growth in Brazil: A Long-Run Analysis." World Bank Policy Research Working Paper No. 6348, Washington, DC. [https://papers.ssrn.com/sol3/papers.cfm?abstract\\_id=2210298](https://papers.ssrn.com/sol3/papers.cfm?abstract_id=2210298) (accessed March 16, 2017).
- Bauducco. 2017. "The Family Tradition." Company website, <http://www.bauducco.com.br/en/auducco/know> (accessed August 30, 2017).
- Bruschini, Maria Christina Aranha. 2007. "Work and Gender in Brazil in the Last Ten Years." *Cadernos de Pesquisa* 37:132 Special Issue in Focus: Reconciling Work and Family. [http://www.scielo.br/scielo.php?script=sci\\_arttext&pid=S0100-15742007000300003&lng=en&nr m=iso&tlng=en](http://www.scielo.br/scielo.php?script=sci_arttext&pid=S0100-15742007000300003&lng=en&nr m=iso&tlng=en) (accessed August 30, 2017).
- Cobo, Barbara. 2014. "First Results of the Brazilian Pilot Time Use Survey 2009." Instituto Brasileiro de Geografia e Estatística. Presentation at 5th Global Forum on Gender Statistics, Aguascalientes, Mexico. November 3. [https://unstats.un.org/unsd/gender/Mexico\\_Nov2014/Session%204%20Brazil%20ppt.pdf](https://unstats.un.org/unsd/gender/Mexico_Nov2014/Session%204%20Brazil%20ppt.pdf) (accessed April 10, 2017).
- Hewlett, Sarah Ann, Melinda Marshall, Laura Sherbin, and Tara Gonsalves. 2013. *Innovation, Diversity, and Market Growth*. New York: Center for Talent Innovation. [http://www.talentinnovation.org/\\_private/assets/IDMG-ExecSummFINAL-CTI.pdf](http://www.talentinnovation.org/_private/assets/IDMG-ExecSummFINAL-CTI.pdf) (accessed April 10, 2017).
- IFC. 2016. "Bauducco III. Environmental & Social Review Summary." IFC Project Information Portal. <https://disclosures.ifc.org/#/projectDetail/ESRS/37708> (accessed August 29, 2017).
- Sorj, Bila. 2016. "Brazil." *12th International Review of Leave Policies and Related Research 2015*, Peter Moss, editor. London: Institute for Education London University. [http://www.leavenetwork.org/fileadmin/Leavenetwork/Country\\_notes/2016/Brazil.pdf](http://www.leavenetwork.org/fileadmin/Leavenetwork/Country_notes/2016/Brazil.pdf) (accessed August 10, 2017).
- World Bank. 2017. "World Development Indicators." Extract generated March 16, 2017. DataBank. <http://databank.worldbank.org/data/reports.aspx?source=2&series=SL.TLF.TOTL.IN&country=#> (accessed August 20, 2017).
- Yamaguchi, Anna Mami. 2013. "Early Childhood Education in Brazil." ECEC around the World: Latin America. Child Research Net. [http://www.childresearch.net/projects/eccec/2013\\_10.html](http://www.childresearch.net/projects/eccec/2013_10.html) (accessed March 16, 2017).

## Contact Information

IFC  
2121 Pennsylvania Avenue, NW  
Washington, DC 20433 USA

☎ +1 (202) 458-2262

@ BMurti@ifc.org

i www.IFC.org/gender

🐦 @WBG\_Gender

[ifc.org](http://ifc.org)



*Creating Markets, Creating Opportunities*

September 2017