

# **Corporate Compliance Approach to Discrimination-Free Workplace**

**Jorge Costa Silva Filho**

Program in Nanoscience and Advanced Materials  
Federal University of ABC, (UFABC)  
Santo André, São Paulo, Brazil  
[jcsfilho@ufabc.edu.br](mailto:jcsfilho@ufabc.edu.br)

**Dr. Adriano Gomes de Freitas**

Program in Energy, Federal University of ABC, Santo André, Brazil  
SIMPAS, Monash University, Clayton, Australia  
[adriano.gomes@ufabc.edu.br](mailto:adriano.gomes@ufabc.edu.br), [adriano.gomesdefreitas@monash.edu](mailto:adriano.gomesdefreitas@monash.edu)

**Dr. Rayane Stephanie Gomes de Freitas**

Program in Nutrition, Universidade Federal de São Paulo  
São Paulo, Brazil  
[freitas.rayane9@gmail.com](mailto:freitas.rayane9@gmail.com)

## **Abstract**

The aim of this work is to analyze how racial diversity groups are structured within several Brazilian's companies. For this, the quantitative research methods building blocks and the indicators from the initiative of the Center for Studies on Work Relations and Inequalities (CEERT) of the Ethos Institute and of the Institute for Human Rights and Business (IHRB) were used. A Racial Diversity Indicator and ScrumBan methodology were developed to assist in managing racial diversity in companies. Due to the fact of the 155 responses obtained through an online form, 60% responded that they had no black employees, and about 71% of the participants reported that there were no objective strategies for increasing black professionals in companies. Although there is an increase in the diversity management agenda among different sectors of society, the survey results show that 90% of respondents report that there are no career plans, goals or quotas to reverse the current data related to the lack of black professionals and black women in their organizations. Furthermore 56% or about 120 million people—are Afro-Brazilian, making the country home to the largest Black population in the Americas.

## **Keywords**

Compliance; Equity; Discrimination-Free; Diversity; Inclusion.

## **1. Introduction**

Faced with the imperative of facing intolerable social inequalities, the United Nations Educational, Scientific and Cultural Organization (UNESCO) (2017) considers the need for government leaders, business leaders and representatives of civil society to definitively understand that, in order to building a fair and competitive nation at all levels, it is necessary to invest in human development, as well as contribute to the development of the black population to overcome structural racism, and increase qualitative access to health, housing, work, education and culture.

Moreira (2019) reports that the way human groups are presented will determine what values are attributed to them, and thus, how their cultural and material relevance will be. This condition will imply how social interactions will be carried out and what professional possibilities will be. The understanding of racism as a political and historical process is fundamental, as it constitutes a construction of subjectivities of individuals about how conscience and affections are somehow interrelated with social practices (Almeida, 2018).

Du Bois (1935), Bento (2002) and Schucman (2012) showed a relationship between the categories of race, class and status, emphasizing the acceptance of the white working class by racism, and thus, in order to benefit from which Du Bois in 1935, called public and psychological salary. Schucman (2012) says that this process results in access to material and symbolic goods, which black people could not share. Bento (2002) reported the existence of the silencing of white people on the racial issue, and the invisibility of the idea of the issue of race by white people, which she called Narcissistic Pacts of whiteness, as a means and end of maintaining social privileges.

Institutional Racism is found in different situations, such as barriers to accessing the services of an institution, or performing them in a discriminatory way, hindering entry into the institution or professional advancement due to race (Moreira, 2019). On the other hand, white people occupy a racial place of social privileges, which fully allows them not to be questioned. Being white means having access and opportunities for privileges, which are concealed from the discourse of meritocracies (Moreira, 2019).

In 2017, UNESCO's 2030 Agenda invited countries to monitor equity across a range of dimensions relevant to both developed and developing countries. However, this research highlights the following problematic question: how to put into practice some of the Sustainable Development Goals (SDGs) for black people, considering the current possibilities of society? The mentioned SDGs are: SDG 1, SDG 3, SDG 5, SDG 8, SDG 9, SDG 10, SDG 16, which propose the goals of ending poverty; enable a healthier life; produce sustainable and inclusive economic growth; promote inclusive and sustainable industrialization; foster innovation and reduce inequalities (Unidas, 2015).

Consequently, the issue of diversity management is an existing topic on the agenda of corporations, starting in the 20th century and strongly in the 21st century (Martinez, 2016). The central point of working with diversity is to increase business performance, thus meaning a source of competitive advantage for companies. This is because an organization which has a diversity management program consists of attracting and retaining the best talent, and thus expanding its products to other audiences, collaborating with the construction of multiple, complex and diverse teams.

Although many corporations are positioning their brands based on diversity, it is necessary to understand how racial diversity in the workplace is still located at an inexpressive level. These data were elucidated both in the "Social, Racial and Gender Profile of the 500 Largest Companies in Brazil and their Affirmative Actions", a survey carried out by the Ethos Institute in partnership with the Inter-American Development Bank (IDB) and released in 2016, and in the report LinkedIn's Workplace Diversity Annual (2017), for example.

Some efforts are being made to minimize this problem of data referring to the labor market of the black population, such as the Pact for the Social Inclusion of Young Black Men in the Labor Market of São Paulo through the Public Ministry of Labor (MPT) in the National Coordination for the Promotion of Opportunities and Elimination of Discrimination, it is an example and has three main axes: I – promotion of racial equality; II – training and professional qualification; III - contracting (MPT, 2018).

### **1.1 Main goal**

Outline the conditions for racial equity in organizations.

### **1.2 Specific objectives**

- i) Identify the profile of black employees in organizations;
- ii) Analyze the access, permanence and promotion of such workers;
- iii) Analyze the anti-discriminatory compliance of organizations;
- iv) Build a method of managing racial diversity.

## **2. Materials and Methods**

To relate, reflect and suggest how the work environment has been discussed, associated with racial issues, research methods in Social Sciences were used: Quantitative Block (CEBRAP, 2016) and the methodology of Ethos-Ceert Indicators.

Data collection was carried out through the application of the questionnaire sent by email via Google Forms to the racial diversity groups of the companies, and this research was carried out between the months of September and December of 2019.

### 3. Results and Discuss

A total of 155 responses were analyzed, which were obtained between the months of November 2019 and February 2020, of this total, 130 responses were obtained only in the month of November 2019. As a first result on the gender and age profile, 67, 70% (105) correspond to the female gender and 32.30% (50) to the male gender. Half of the participants, approximately 50.00% or 77 out of a total of 155, are aged between 26 and 30 years, 23% (35) between 21 and 24 years, 11.00% (15) between 31 and 35 years, 10.00% (16) between 35 and 40 years old, 4.00% (7) over 41 years old and 2.00% (3) between 16 and 20 years old.

In Figure 1, there is data referring to the participants' self-declared profiles according to the definitions of the Brazilian Institute of Geography and Statistics (IBGE). It is observed that 52.25% (81 people) are self-declared white; 30.32% (47) declared themselves black; 12.25% (19) declared themselves brown and 3.87% (6) declared themselves yellow. Of these, only 1 person declared himself to be indigenous and another (1) did not declare himself in any of the options.

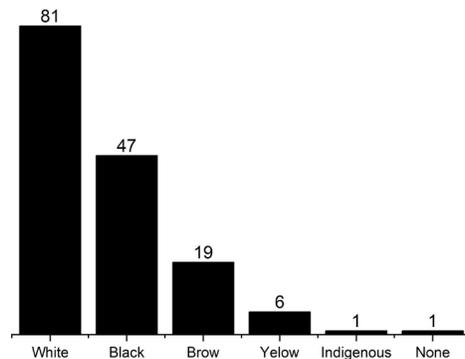


Figure 1. Self-declaration of respondents

In Figure 2, it is shown how people define participants based on their skin tone, that is, how they are seen by society. Among the answers: 56.12% (87 people) are seen as white; 20.00% (31) brown; 18.06% (28) black; 3.87% (6) yellow; 1 indigenous, 1 black and the other 1 person does not self-declare. From the data obtained in Figures 1 and 2, it is possible to notice how race represents a social marker. Race should be understood as a social construction that seeks to validate projects of domination based on the hierarchy between groups with different physical characteristics, attributed from phenotypic traits (Moreira, 2019). In this sense, according to this author, stereotypes represent racial minorities as people incapable of acting competently, in addition to preserving and legitimizing the system of racial privileges.

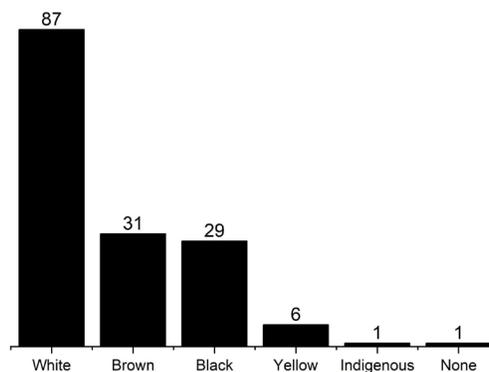


Figure 2: Questionnaire regarding how people define them based on skin tone

In Figure 2, she wrote “I don't know. Status whitens us. Perhaps they would declare me brown, or even white” such as none (1). With regard to the education of the participants, 58.70% (91 people) had completed higher education; 19.35% (30 people) had stricto sensu postgraduate courses (Masters); 7.09% (11) have postgraduate specialization; 5.80% (9) had lato sensu postgraduate courses in Master Business Administration (MBA); 1.93% (3) have stricto

sensu graduate degrees at the Doctorate level; 1.29% (2) are studying higher education. Of the courses taken: 58.06% (90) study areas related to exact sciences; 33.54 (52) take courses in the area of human sciences; 3.78% (6) related to biological sciences; 1.92% (2) belong to the Technology area; 1 person from Earth Sciences; 1 person from the Applied Social Sciences area; 1 person Exact-Biological; 1 person from the Business area and 1 person without higher education.

A survey was carried out on the careers of the participants, regarding time at the company, period in which they are in the position, size of the company in number of employees, and which/which sectors of the company they fit into. According to the acquired answers, 32.25% (50 people) work in the companies between 1 and 2 years; 18.70% (29) from 3 to 5 years; 18.06% (28) between 1 and 6 months; 14.83% (23) over 5 years old; 14.19% (22) from 6 months to 1 year; 1 person for 10 months and 1 person is looking for a replacement.

Analyzing these responses, it was possible to determine how long each of the participants has been in the position or position, namely: 28.57% (44 people) between 1 and 2 years; 25, 97% (40) from 1 to 6 months; 23.37% (36) from 6 months to 1 year; 14.94% (23) between 3 and 5 years; 1.29% (2) for 11 years; 1.29% (2) for 10 years; 1.29% (2) for 9 years; 1.29% (2) over 5 years; 0.64% (1) for 20 years; 0.64% (1) for 11 years; 0.64% (1) for 6 years. Among these, 68.00% (105) work in this position for the first time, while 32% (50) have already worked in other companies in the same position.

In characterizing the size of the company, the following results were found: 30.71% (47 people) work in places where they have more than 5,001 employees; 22.87% (35) up to 100 employees; 19.60% (30) between 101 to 500; 13.07% (20) from 1,000 to 5,000; 10.45% (16) from 501 to 1,000; 0.65% (1) up to 40 employees; 0.65% (1) to 10; and 1.95% (3) were unable to inform.

In Figure 3, the different sectors that the participants are part of within their companies were displayed. These data show that 55.92% (85 people) work in Services; 21.05 (32) work in Industry; 13.15% (20) work in a Government Institution; 7.89% (12) work in Commerce and 1.97% (3) work in Civil Construction.

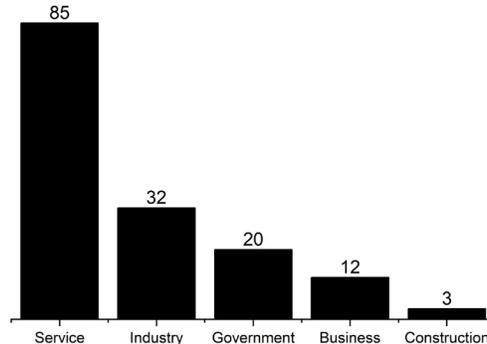


Figure 3. Sectors in which participants work

Data referring to employee satisfaction regarding remuneration and position were answered, thus obtaining 57% (88 people) of dissatisfaction with the values, while 43.00% (67) are satisfied. Within this perspective, 55.00% (86) are in the position in which they would like to work, but 45.00% (69) do not like the position they are currently in. However, it was analyzed on the active participation in the decisions referring to the specific areas of work of the interviewees, and 60.40% (93) reported the non-participation of the decisions referring to their area, while 39.60% (61) participated actively in the decisions.

There was a question regarding how the Institutions are dealing with Institutional racism, what are their actions, confrontations, among others. From the employees' experience, they reported that 68.00% (105 people) did not feel discrimination when conducting an interview and 32.00% (50) had already felt discrimination when conducting an interview. In Figure 4, the reported reasons for these discriminations are presented. Of the people who felt discriminated against, 42.00% (21) think that the reason is due to being black women; 24.00% (12) because they are black men; 12.00% (6) because they are white women and 22.00% (11) cited other types of discrimination.

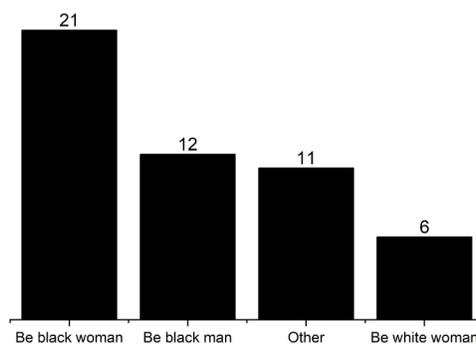


Figure 4. Reasons to be discriminated in interviews

Racism then plays a central role in this process, shown in Figure 4, in which 66.00% of the people who were discriminated against were black, and the gender issue is also highlighted, since 55.00% of the people discriminated against were women.

Moreira (2019) presents a position for this discussion, where being white means an identity and a social place of material and symbolic advantages, that is, they do not result from personal effort, but largely from the benefits associated with the position of being a member of the group in which political and economic power is concentrated. However, privilege operates independently of individuals because of its structural character (Oliveira, 2014). Being white guarantees immediate solidarity with members of groups that control practically all public and private institutions, which allows access to various opportunities (Moreira, 2019).

Another data addressed reports that, while 91.00% (141) of people feel respected as they identify themselves, 9.00% (14) do not feel respected. On the other hand, 57.40% (89) reported that their company is not diverse, as opposed to 42.60% (66) declared the existence of diversity in their company.

Another data found were the results referring to the question if there are more black employees in the company, and 57.14% (88 people) strongly disagreed; 18.83% (29) partially disagreed; 12.98% (20) partially agreed; 9.74% (15) fully agreed; 0.64% (1) did not agree; and 0.64% (1) believed they were divided.

Most people believe in the importance of racial diversity for their company, that is, 69.67% (108 people) strongly agreed; while 15.48% (24) partially agreed; 6.45% (10) partially disagreed; 5.16% (8) strongly disagreed and 3.22% (5) disagreed. It can be said that 69.67% of the research participants talk about the importance of racial diversity in the labor market. However, there is a finding of non-racial diversity in the companies, that is, 57.40% reported that there is no racial diversity.

Another interesting data obtained is the number of black people working in their respective sectors. Of these, 43.22% (67 people) have between 1 and 2 employees; 23.22% (36) from 3 to 5; 21.93% (34) have no collaborator; 5.16% (8) from 6 to 8; 3.87% (6) between 11 and 20; 2.58% (4) over 20.

In these companies, which have black male and female collaborators, 45.16% (70 people) reported that there is not one black person intern, 28.38% (44) pointed out that there are between 1 and 2 black interns; 9.67% (15) 3 to 5; 8.38% (13) from 6 to 10; 5.80% (9) over 20 and 2.58% (4) 11 to 20 interns. As for the percentage of Trainees, it was found that 54.19% (84) had no black trainees; 21.29% (33) reported there are between 1 and 2; 2.58% (4) between 3 and 5; 2.58% (4) between 6 and 10; 2.58% (4) over 20 and 16.77% (4) explained that there are no Trainees programs in their institution.

However, when looking at the service providers, 15.00% (22 people) say they find black people and 85.00% (128) say that there are black people among the employees of the service providers. As for the presence of black service providers in meetings in leadership positions, 44.51% (69) reported on the presence of black professionals in leadership positions, 25.16% (39) do not have this information about black people in positions leadership and 30.32%

(47) said that there are no black professionals in these positions. Consequently, 55.48%, that is, the majority of people in the survey, reported on the non-participation of black people in leadership positions.

With regard to the management of diversity and mainly racial diversity within organizations, 77.00% (119 people) participated in some training on the subject, while 23.00% or 36 people had no training. Among those who answered yes – they had training - 25.71% did so for a period between 4-6 months; 25.71% said they are studying; 17.14% between 2-3 months; 17.14% had a course for more than 6 months; 8.57% for one month; 2.85% have biweekly training and 2.85% only during job training.

With regard to training on racial diversity and on the application of the racial diversity course in the institutions, 93.54% (145 people) believe in the importance of training focused on racial diversity, while 6.45% (10) do not find it necessary. However, 92.25% (143) did not apply to any course on the subject. Of the total, 7.74% (12) have already taught a course on racial diversity. As for the responsibility for training, lectures and courses, 48.00% (55) believe in the responsibility of the black affinity group, and in contrast, 52.00% (60) state that they are not the responsibility of the racial affinity group. Only 4% of the participants affirm that they are not responsible for inclusive proposals for ethnic-racial discussions, that is, despite recognizing that their companies are not diverse, and having a synthetic number of black collaborators, they still believe in the responsibility of these people for promoting racial diversity.

Still on the previous responses, 48% of the participants reveal that racial ideology produces a feeling of relief among white people, who exempt themselves from any responsibility for the social problems of black and indigenous people, and thus allows the ideal to be liberal principle of equal opportunities is inserted as a reality (Schucman, 2012). That is, they do not identify their responsibilities in implementing solutions aimed at racial diversity issues, as they cannot see themselves within a racial group, that is, the white racial identity (Schucman, 2012).

Myers (2003) reports that there are several discussions and disclosures about diversity groups in the Institutions, however in this research only 32.00% (51 people) said that there is a racial diversity group in their Institution and 68% (104 people) said no possess this information or there is no racial diversity group, as shown in Figure 5. This data reveals that institutionally the question of the racial diversity group is not an expressive theme in corporations, or there is still a relational problem around what would be the racial diversity.

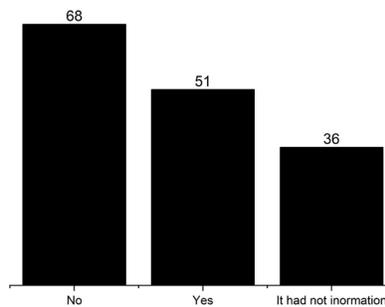


Figure 5. Knowledge about the existence of a Racial Diversity Group in Companies

Figure 6 shows the responses of people who mentioned the existence of the racial diversity group in the institution. It was identified that only 9.80% of the companies have had racial diversity groups for over 4 years and 74.51% of the companies have for less than 3 years, thus showing how recent the topic is in Brazilian institutions.

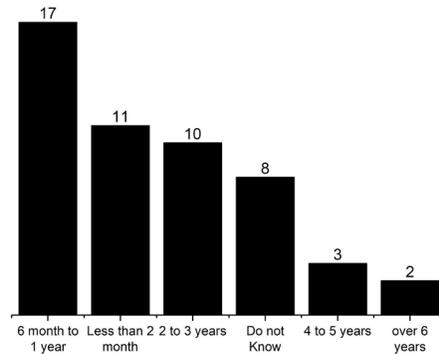


Figure 6. Time of existence of the racial diversity group

Within the positive answers about the existence of the black racial affinity group in the company, it was questioned which relationships/participations comprise this group. In this context, it was observed that 0.81% (1 person) is a Sponsor<sup>1</sup> (sponsor), 47.58% has no relation, and 35.48% are participants or collaborators. Within these perspectives, it was not possible to conclude why a considerable portion of 47.58% has no interaction with the black affinity group. For people who answered about the non-existence of the racial diversity group, 12.90% stated that there are not enough black people to structure the group; 1.93% do not have affinity groups in the company; 1.29% believe that the racial diversity group will bring problems to the company; 11.61% could not answer and 72.27% do not have this information or do not consider it important.

Of the 51 people who responded positively to the existence of the black racial affinity group, it was questioned whether or not non-black people – for example, whites – participated in this group. It was reported that 80.00% of the groups have participation of non-black people and 20.00% there is no participation. Among the participation of non-black people, it was asked how they participate in this group, 36 of them as collaborators or collaborators, 16 only as listeners and 15 participants propose what will be developed in the group.

For the companies which have a racial diversity group – black – it was questioned what are the relations and objectives of this group. Thus, 25.40% (31 people) represent the company in other spaces; 22.95% (28 people) are not aware of the objective; and 18.85% (23 people) increase the number of black people in the company. This data shows that the primary function of the diversity group is to represent the Institution in other spaces, but it is questionable that 22.95% of the companies that have a racial affinity group are not aware of the purposes of this group.

One of the needs pointed out in the responses is to find the objectives for the implementation of this group in corporations, therefore, understanding which group has or does not have a Sponsor and financial resources to organize future actions is extremely important. To define how racial affinity groups were/are shaped, 75% (80 people) said that the group has no funding, while 25% (26 people) state that there are resources to carry out the actions. In the case of having a facilitator in the company, 68% (69 people) said that there is a Sponsor and 32% (32 people) reported that there is not.

However, when it comes to continuous training on ethnic-racial issues, 88.66% reported that they do not have training on the subject, while 11.33% said that this training exists. The periodicity of these is shown in Figure 7.

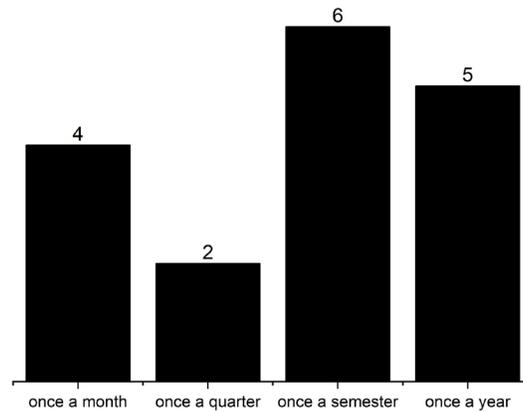


Figure 7. Frequency of training on ethnic-racial issues

With the insertion of black professionals in the Institution, 45.00% (41 people) do not observe changes in the Institutions, while 55.00% (50) believe that the group of black professionals brought about changes within the organization and these changes are indicated in Figure 8.

With the insertion of black professionals in the Institution, 45.00% (41 people) do not observe changes in the Institutions, while 55.00% (50) believe that the group of black professionals brought about changes within the organization, and these changes were stated as follows: i) visibility to issues involving difficulties faced by black students, mainly racism (1 person). ii) company owner is black ( 1 person); iii) there were no changes (1 person); iv) in the career of the black people who were in the group, not in the company itself ( 1 person); v) Environment ( 6 people); vi) how people saw the black population ( 9 people); vii) selective process (10 people); viii) opportunities for everyone (20 people).

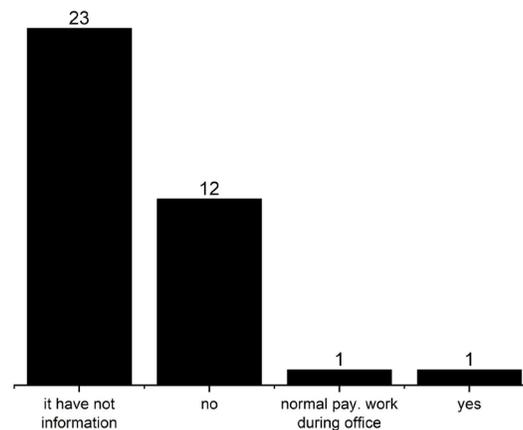


Figure 8. Information on Black Racial Affinity Group Compensation for Providing Training on Racial Issues.

Another perspective was to investigate whether the affinity group of black men and women participate in the company's selection process, with that, it was found that 71.09% expressed that there is no participation, while 28.10% collaborated with the selection process of new hires.

Another data raised was whether the company's group of black professionals carries out training on racial diversity for the company's employees, with 74.40% of people saying no and 25.60% yes. However, people who responded positively were asked if there was a specific remuneration for these training courses, as it is necessary to study, plan and format the structure for its implementation, and these answers are shown in Figure 8.

As noted, only 3.33% of racial affinity groups are paid to conduct racial diversity training. However, questions were asked about some topics related to future projects or proposals and they are: i) what are the strategies or prospects in the medium and long term to increase the number of black employees in the company; ii) existence of a specific career plan for black employees; iii) target or quota for increasing black male and female directors, directors, coordinators, managers, Chief Executive Officer (CEO) within the company, and these responses are found in Figures 10, 11 and 12.

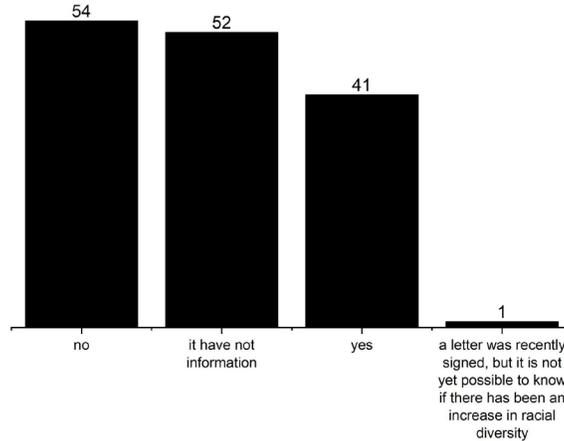


Figure 10. There are objective strategies to increase the number of black people within the corporation

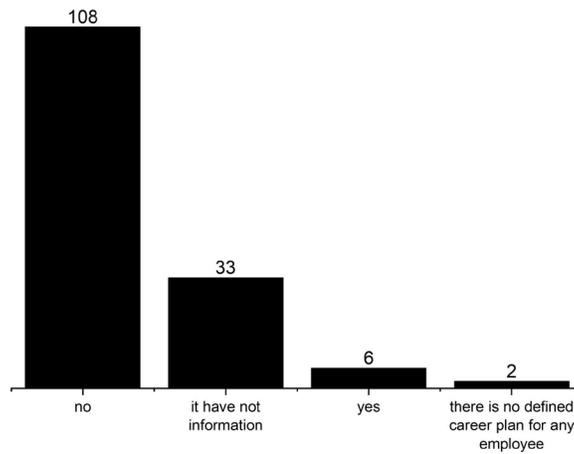


Figure 11. Specific career plan for black professionals

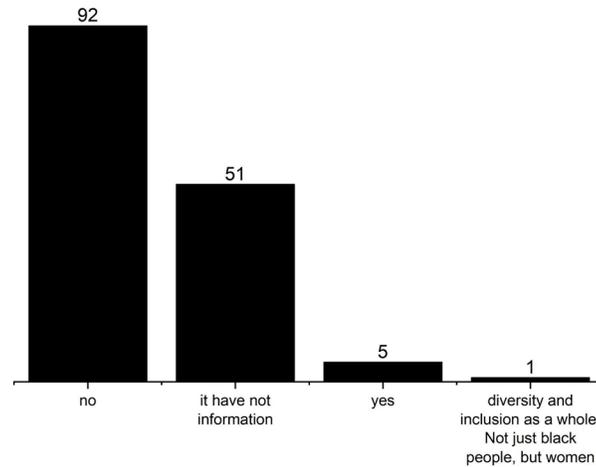


Figure 12. Target or quota to increase the number of black men and women in the company

The data presented reflect the non-commitment of the companies from the implementation of black people in their Institutions, since 71.62% do not have objective strategies for the increase of the black population, 94.63% do not have a career plan and 95.97% they do not have targets or quotas for reversing current data. Knowing, according to Mckinsey, (2018), which companies with the highest rates of racial diversity have a probability of return 35.00% higher than those that are not diverse, it can be concluded that most of the companies participating in this study, in addition to of not contributing to people's social development, they may be losing capital or failing to earn greater economic profit.

Finally, in Figure 13, an analysis of the Racial Diversity Indicator (RDI) was produced, which consists of extracting data and results in their broadest meaning, to support the assessment of progress and decision-making at the various levels of the company . In addition, the monitoring of the indicator can occur through internal or external comparisons, observing the correlation and relations of causes and effects between the indicators. In this case, the indicator shows the lack of racial diversity in companies, of which 7 items listed to measure the question, 5 are below half, that is, there is a problem or opportunity for this indicator to be above the average value – in this example would be 77 – which would show equity within corporations.

In Figure 14, the ScrumBan methodology was developed to collaborate with the workflow within the process of increasing racial diversity in companies, with information on the number of items on which the team or teams are working, and the number of completed tasks. . This methodology consists of a possibility of advancing responsibility, communication, performance results, thus enabling an improvement in the indicator developed, in addition, these practices contribute to an environment that prevents discriminatory practices and, thus, making it more harmonious , diverse, equitable resulting from an Anti-Discrimination Compliance

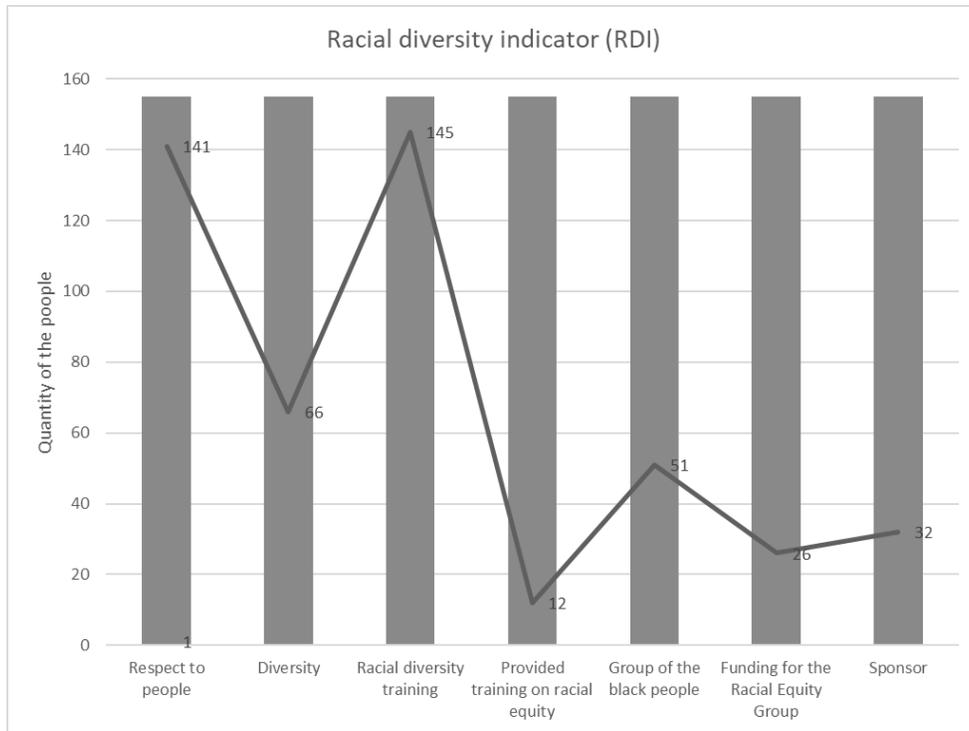


Figure 13. Racial Diversity Indicator developed at work

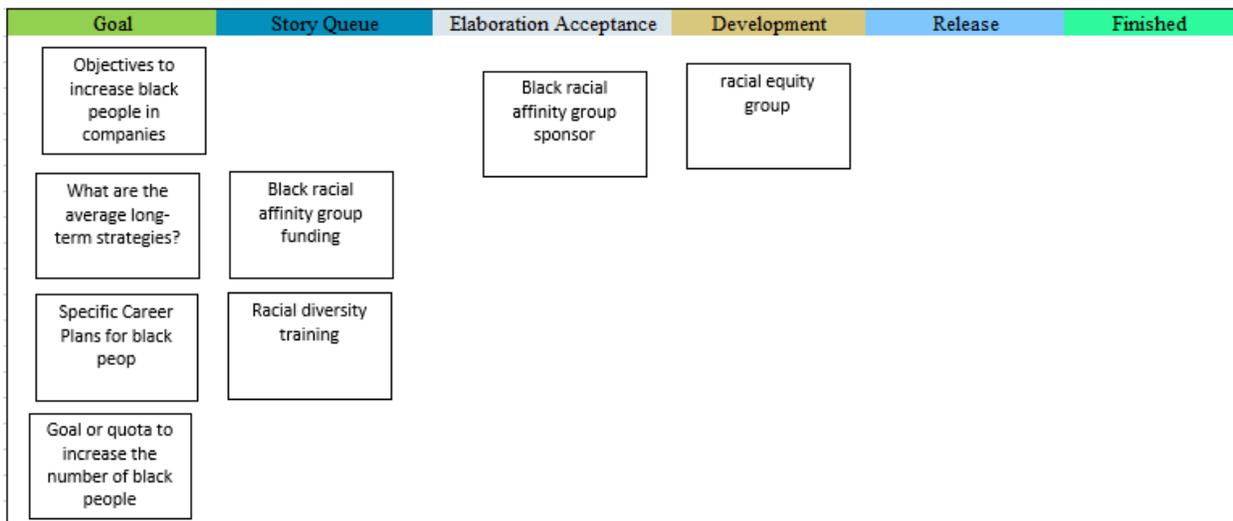


Figure 14. ScrumBan methodology developed to monitor and increase racial diversity in companies

#### 4. Conclusions

From this study, it can be concluded that there is a misconception when talking about racial diversity, that is, people who consider themselves white do not feel that they belong to a racialized group, and thus, do not discuss training involving racial issues.

A relevant data in this study is about 55.40% (89 of the total of 155 participants in the survey) reported that their Institutions are diverse and 69.70% (108 people) believe that diversity is positive for organizations. In contrast, 30.30% (47 people) do not consider racial diversity important in their institution.

Only 32.90% (51 people) point out the existence of a racial diversity group in their company and a worrying fact is that 70% of the companies that have a racial diversity group do not contain objective strategies for the insertion of more black people in the Institution, which contributes to the fact that 94.63% and 95.97% did not have career plans and goals to increase the number of black people in management positions in their Institutions, respectively.

With this, it is observed that although there is an increase in exposures in the media about the increase in diversity policies or programs in the Institutions, this is not reflected in the effectiveness of the concept of equity for the black population in the corporate world. And with that, the urgent need for more Programs related to social inclusion and racial equity is suggested, which can be implemented using the Racial Diversity Indicator and the ScrumBam methodology developed for this purpose.

## **Acknowledgment**

Thanks to PECEGE (ESALQ/USP) and Prof. Dr. Carolina Naves Aroeira.

## **References**

- Almeida, S., Structural racism. Pólen Produção Editorial LTDA. 2019.
- Bento, M.A.S., Narcissistic pacts in racism: whiteness and power in business organizations and public power". Doctoral Thesis, Institute of Psychology, University of São Paulo, São Paulo. 2002. [doi:10.11606/T.47.2019.tde-18062019-181514](https://doi.org/10.11606/T.47.2019.tde-18062019-181514).
- Catarina A. L., Freitas A. G., Andrade, A. A., Facó, J. F. B. Mapping of 4.0 Industry Revolution Enabling Technologies. In: *Proceedings of the 1st Australian IEOM Conference in Sydney. International Conference on Industrial Engineering and Operations Management*. ISSN: [2169-8767](https://doi.org/10.2169/8767) 2022, (U.S. Library of Congress). <http://ieomsociety.org/australia/proceedings/>.
- Du Bois, W.E.B. , Black Reconstruction. Harcourt, Brace and Company. New York. 1935.
- Ethos. Ethos Indicators for Sustainable and Responsible Business. 2019. Available at <<https://www.ethos.org.br/conteudo/indicadores/#.XYKMtGikjIU>> Accessed on: 12 Sep. 2019.
- Ethos. Social, Racial and Gender Profile of the 500 largest companies in Brazil and their affirmative actions. 2016. Available at < <https://www.ethos.org.br/cedoc/perfil-social-racial-e-de-genero-das-500-maiores-empresas-do-brasil-e-suas-acoes-afirmativas/#.XYKS9GikjIU>> Accessed: 17 Sep. 2019.
- Facó, J. F. B., & de Andrade, A. A. , *VALE A PENA INVESTIR?: Finanças e Inovação em uma Análise Interdisciplinar*. Simplissimo Livros Ltda. 2017.
- Freitas, Adriano Gomes de., *Mensuração de inovações em MPes: um estudo exploratório com ênfase nos processos em manufaturas na região sul de São Paulo*. Santo André: Matsunaga, , v.1. p.184. 2019. DOI: [10.13140/RG.2.2.33941.83681/1](https://doi.org/10.13140/RG.2.2.33941.83681/1).
- Freitas, Adriano Gomes de; Pinto, Alexandre Caramelo; Facó, Júlio Francisco Blumetti; Andrade, Alexandre Acácio de; Faria, Vinicius Tasca; Heidrich, Felipe; Medição do Grau de Inovação com Ênfase na Dimensão Processo para Pequenas Indústrias da Região Sul de São Paulo, p. 848-856 . In: 11º Congresso Brasileiro de Inovação e Gestão de Desenvolvimento do Produto. São Paulo: Blucher, 2017. ISSN 2318-6968, DOI [10.5151/cbgdp2017-089](https://doi.org/10.5151/cbgdp2017-089).
- Freitas, Adriano Gomes de, MENSURAÇÃO DE INOVAÇÕES EM MPes: Um Estudo Exploratório com ênfase nos Processos em manufaturas na região sul de São Paulo. Dissertação de Mestrado em Engenharia de Gestão da Inovação. Universidade Federal do ABC, 2018. DOI: [10.13140/RG.2.2.33941.83681](https://bdtd.ibict.br/vufind/Record/UFBC_a0ee2d94733f5f7015654f904d088e06). [https://bdtd.ibict.br/vufind/Record/UFBC\\_a0ee2d94733f5f7015654f904d088e06](https://bdtd.ibict.br/vufind/Record/UFBC_a0ee2d94733f5f7015654f904d088e06)
- Freitas, A. G., Muritiba, P., Muritiba, S., Lima, Y. O., Riascos, L. A. M., Measurement of Innovations In Sme: Exploratory study with emphasis on manufacturing processes in the south of São Paulo. In: *ENEGEP 2018 - Encontro Nacional de Engenharia de Produção*. 2018. DOI: [10.14488/ENEGEP2018\\_TI\\_ST\\_265\\_520\\_36054](https://doi.org/10.14488/ENEGEP2018_TI_ST_265_520_36054).
- Freitas, A. G., Andrade, A. A., Facó, J. F. B., & Gasi, F., Perspectives of innovation in small companies in Brazil. *International Journal of Advanced Engineering Research and Science*, 9, 2. 2022. DOI:[10.22161/ijaers.92.6](https://doi.org/10.22161/ijaers.92.6).
- Freitas, A., Riascos, L., Andrade, A., Facó, J., & Gallotta, B., Innovation in Small & Medium Enterprises in São Paulo. *International Conference on Industrial Engineering and Operations Management*. 2021. ISSN: [21698767](https://doi.org/10.2169/8767), ISBN: [978-179236125-8](https://doi.org/10.2169/8767).
- Freitas, Adriano Gomes de; RODRIGUES-SILVA, Jefferson. STEAM na Educação Física do Ensino Fundamental. *Revista Brasileira de Educação Básica*, Belo Horizonte – online, Vol. 6, Número 25, 2022,
- Martinez, Victor de la Paz Richarte. Is it better to look like it than to be? impression, dialogue and diversity for

- innovation managers. *Management & Regionality*, 32, 96. 2016.
- Public Ministry of Labor, National Coordination for the Promotion of Equality of Opportunities and Elimination of Discrimination at Work, Pact for the Social Inclusion of Black Youth in the São Paulo Labor Market. 2018. Available at <<http://www.prt2.mpt.mp.br/573-pacto-pela-inclusao-de-jovens-negras-e-negros-e-lancado-em-sao-paulo>> Accessed at: 12 Nov. 2019.
- Moreira, A. Recreational Racism. *Pólen Produção Editorial LTDA*, 1, 50-58. 2019.
- McKinsey. Delivering through diversity. 2018. Available at < <https://www.mckinsey.com/business-functions/organization/our-insights/delivering-through-diversity>> Accessed: 15 Sep. 2019.
- Myers, A. The value of racial diversity in business. *Afro-Asiatic Studies*, 25(3), 483-515. 2003.
- Unidas N. 2015. Available at < <https://nacoesunidas.org/pos2015/>> Accessed on: 15 set. 2022.
- OLIVEIRA, Lucio Otavio Alves. Social Representations Of Whiteness In Salvador: An Exploratory Psychosocial Study Of The Racialization Of White People1. *Journal of the Brazilian Association of Black Researchers (ABPN)*, [S.l.], v. 6, no. 13, p. 30-46, 2014. ISSN 2177-2770. Available at: <<https://abpnrevista.org.br/index.php/site/article/view/149>>. Accessed on: 03 Sept. 2020
- Schucman L. V. Between the "grimy", the "white" and the "very white": race, hierarchy and power in the construction of whiteness in São Paulo. (Doctoral thesis). Institute of Psychology, University of São Paulo, São Paulo. **2012**.
- UNESCO. Education for Sustainable Development Goals: Learning Objectives. Paris, 2017.

## **Biographies**

**Jorge Costa Silva Filho** is PhD student in Nanosciences and Advanced Materials at the Federal University of ABC (UFABC). Master of Business Administration in Project Management specialist, at the School of Agriculture "Luiz de Queiroz", University of São Paulo. He is a consultant and speaker in the field of Project Management, Solutions based on Graphene, diversity and ethnic-racial relations. He is an associate of the Brazilian Association of Black Researchers (ABPN) and member of the Institute Of Electrical And Electronics Engineers. ORCID: <https://orcid.org/0000-0001-9521-1924N>

**Adriano Gomes de Freitas** is a visiting Ph.D. scholar at Laboratory for Simulation and Modelling of Particulate Systems (SIMPAS) at Monash University, Australia. He also was an Erasmus+ exchange Ph.D. at the Department of Mechanical and Energy Systems Engineering at University of Bradford, United Kingdom. He holds a Ph.D. in Energy from Federal University of ABC, Brazil. M.Sc. in Engineering and Management of Innovation and a B.Sc. in Management Engineering and a B.Sc and Technology from the same university. ORCID: <https://orcid.org/0000-0002-2770-9154>

**Rayane Stephanie Gomes de Freitas** holds a M.Sc and Ph.D in Science at Universidade Federal de São Paulo. She is a consultant and speaker in the field of nutrition, diversity and ethnic-racial relations. She develops and participates in projects in the areas: health, risk perception, systems resilience, humanization and intersectionalities of gender and race. ORCID: <https://orcid.org/0000-0001-6091-5075>