


DE&I (DIVERSITY, EQUITY, AND INCLUSION): A STUDY ON LABOR PRODUCTIVITY AND ITS STRUCTURAL DIFFICULTIES <https://doi.org/10.56238/sevened2024.037-201>

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ABSTRACT

Through the analysis of stakeholder perceptions, this study explored the productivity in organizations of people who fit into a diversity, equity, and inclusion (DE&I) universe. The methodology used was qualitative, with semi-structured interview techniques, based on a script with pre-elaborated questions. To understand personal data, the study of Lawrence Bardin's arguments was defined. The observation of labor productivity and the difficulties encountered in a DE&I environment reinforce the need for a change in personnel policies for diversity, equity, and inclusion in organizations. Since indigenous peoples, women, blacks, black women, the elderly, adolescents, LGBTQIA+ people and a diversity of

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functional or neurodivergent PWDs, are as productive as any other human being, despite all the setbacks reported in the interviews.

Keywords: Diversity. Equity. Inclusion. Productivity.

INTRODUCTION

The acronym DE&I describes a set of core principles: Diversity, Equity, and Inclusion. These principles represent an organization's efforts to create a more welcoming and representative environment for people from underrepresented groups. In practical terms, this may involve seeking a more diverse senior management team made up of people from different backgrounds and experiences, or implementing mentorship programs aimed at young professionals belonging to minority groups.

The adoption of DE&I practices in companies tends to be motivated by two broad sets of reasons. The first is ethics: promoting equal and respectful treatment and taking a stand against any type of discrimination and prejudice is a fundamental role for everyone, individuals and institutions. And, in an unequal country like Brazil, talking about social responsibility is, necessarily, talking about DE&I. The second set of reasons focuses on the business itself. DE&I, in this scenario, becomes a fundamental management instrument and there is already a consensus around the perspective that perceives DE&I practices as a competitive advantage.

This study is structured in three parts, in addition to the introduction and conclusion. In the first section, we aim to contextualize DE&I and productivity. The second will address methodology as a qualitative approach. And the third will analyze and discuss the categories found in the data collected through semi-structured interviews on the perception of the actors.

LITERATURE REVIEW

Nature is known to be the greatest force in our universe, but learning to deal with it is important for humans. To do this, we identify below what the nature of DE&I is, in addition to productivity.

DIVERSITY

Diversity means variety, plurality, difference. It is a feminine noun that characterizes everything diverse, that which has multiplicity. It is the meeting of everything that has multiple aspects and that differ from each other, e.g.: cultural diversity, biological diversity, ethnic, linguistic, religious diversity, etc. (WOJCIECHOWSKA, 2025).

According to Xiao, 2024, cultural diversity is the multiple elements that particularly represent different cultures, such as language, traditions, religion, customs, family organization, politics, among others, that bring together the characteristics of a human group in a given territory.

According to Chowdhury and Brooks, 2024, in the United Kingdom, for example, the Equality Act of 2010 prohibits discrimination on the basis of gender and sexual identity. However, many lesbian, gay, bisexual, transgender, non-binary and non-traditional (LGBTQIA+) people working in the UK construction industry experience hostility in the workplace.

LGBTQIA+ is an acronym that represents various identities, including lesbian, gay, bisexual, transgender, queer, intersex, and asexual. The "+" symbol encompasses other sexual and gender orientations, representing plurality. (CHOWDHURY; BROOKS, 2024).

According to Wojciechowska, 2025, ethnic diversity is the union of several peoples in the same society. Ethnicity is a group of individuals who have affinities in origin, history, language, religion, and culture, regardless of the country in which they are located. Brazil is a country with great ethnic diversity, its population is made up of the miscegenation of several peoples who together formed a new cultural identity.

The visibility of high-level LGBT+ employees and the leadership of LGBT+ and non-LGBT+ senior management are important for inclusion in organizations and support for junior LGBT+ employees (CHOWDHURY; BROOKS, 2024).

EQUITY

Equity is a fundamental concept in the field of social justice and has been discussed and debated throughout history. It is a principle that seeks to guarantee equal opportunities and fair treatment for all individuals, regardless of their personal characteristics, such as gender, race, religion or social origin (NEESON, 2024).

According to Darmais, 2024, to better understand the meaning of equity, it is important to differentiate it from equality. While equality seeks to treat everyone equally, equity recognizes that people have different needs and circumstances and therefore need different treatment to achieve justice.

Equity seeks to correct existing inequalities in society, promoting inclusion and social justice. She recognizes that some people may need more resources or support to achieve the same opportunities as others. Therefore, equity is not only about offering the same opportunities to everyone, but about ensuring that everyone has the same chance of success (ALAJMI, 2024).

According to Neeson, 2024, a practical example of equity is the implementation of quota policies in universities or in the labor market. These policies aim to correct historical inequalities and ensure that marginalized groups have access to the same opportunities as

others. In this way, equity seeks to promote inclusion and diversity, contributing to a fairer and more egalitarian society.

The importance of equity goes beyond social justice. Studies have shown that more equitable societies are more stable and prosperous. When everyone has the same opportunities, the potential for human development is maximized, resulting in a healthier and more productive society (DARMAIS, 2024).

According to Alajmi, 2024, in addition, equity is also fundamental to building a healthy democracy. In a society where some groups have more power and privilege than others, democracy can be compromised as the voices and needs of marginalized groups are often overlooked. Equity, therefore, is an essential principle to guarantee the equal participation of all citizens in political and social decision-making.

However, achieving equity is not an easy task. It requires deliberate actions and policies to correct existing inequalities and ensure that everyone has the same opportunities. This may involve the implementation of affirmative action policies, social inclusion programs, and education to raise awareness of existing inequalities (DARMAIS, 2024).

Neeson, 2024, states that it is also important that equity is considered in all areas of society, from government to companies and educational institutions. Everyone has a role to play in promoting equity and creating an environment where everyone can thrive.

Equity is a fundamental principle for social justice and the construction of a more egalitarian society. She recognizes that people have different needs and circumstances and seeks to ensure that everyone has an equal opportunity to succeed. In addition, equity is important for the stability and prosperity of a society, as well as for building a healthy democracy. Therefore, it is essential that equity is promoted and considered in all areas of society (ALAJMI, 2024).

INCLUSION

Inclusion is the act of including and adding, that is, adding things or people to groups and nuclei of which they were not previously a part. Socially, inclusion represents an act of equality between the different individuals who inhabit a given society. Thus, this action allows everyone to have the right to integrate and participate in the various dimensions of their environment, without suffering any type of discrimination and prejudice (KAASINEN, 2025).

Kaasinen, 2025, states that social inclusion is made up of a set of actions, many of them protected by laws, that guarantee the equal participation of all members of a society.

Social inclusion provides for the integration of all individuals, regardless of their physical condition, education, gender, sexual orientation, ethnicity, among other aspects.

School inclusion consists of the idea that all citizens should have the right to access the education system. This must occur without segregation and discrimination, whether by gender, religion, ethnicity, social class, physical and psychological conditions, etc. (ADEL, 2024).

According to Adel, 2024, digital inclusion represents the provision, on equal terms, for all citizens of the opportunity to have access to information and communication technologies (ICTs). In short, digital inclusion consists of the democratization of technology, where regardless of social class, ethnicity, religion and economic power, the individual can enjoy the advantages of technological tools.

PRODUCTIVITY

Productivity is related to the quantity and quality of the tasks performed in a given period and the resources used during this production process. However, we must not confuse production, which is the simple fact of producing something, with productivity, which has to do with increasing that production. Being productive means having control over time management to optimize the performance of routine work tasks and deliver more with less effort (PASCUAL, 2024).

Foncubierta-Rodríguez, 2024, states that in other words, it is knowing how to prioritize tasks in order of urgency and not in order of complexity. In other words, the concept of productivity is directly linked to high performance at work. This means having the ability to create a good plan to carry out the greatest number of activities, in less time and with fewer resources, respecting and even anticipating deadlines.

But be careful: productivity is not mass production, nor is it working non-stop and exceeding the working day. On the contrary, it is knowing how to manage the time you have available in the best way. First, productivity ensures greater efficiency in performing tasks. Thus, demands are delivered with quality, in greater quantity and in less time, which has a direct impact on the achievement of goals and better results for the organization (FONCUBIERTA-RODRÍGUEZ, 2024).

In addition, being productive implies reducing the use of other productive resources, which avoids losses and raises awareness in the organization. Undoubtedly, all this also means that the costs of carrying out the work are minimised (FONCUBIERTA-RODRÍGUEZ, 2024).

Pascual, 2024, states that, as a result, high productivity becomes a competitive differentiator and positions the company in a prominent place in the market, ensuring the attraction of talent and the reduction of turnover. At the same time, being productive is a stepping stone for employees to receive recognition for their good performance, which increases their motivation and commitment to deliverables.

METHODOLOGY

The methodology used was qualitative, through semi-structured interviews. E-mails were sent requesting participation in this study, and 13 (thirteen) interviews were conducted, compiling the perception of the actors directly involved in the DE&I department of their organizations. The following table shows the profile of the interviewees. It is observed that the sector linked to people management in each organization has professionals with the appropriate training to understand this research.

Table 1: Profile of the interviewees

Actors	DE&I Positions	Experience	Economy sector	Training
Alpha	assistant	2 years	Primary	psychology
Brave	assistant	3 years	Secondary	administration
Charlie	analyst	4 years	Tertiary	psychology
Delta	coordinator	5 years	Tertiary	MBA
ECHO	supervisor	6 years	Tertiary	MBA
Foxtrot	manager	11 years	Secondary	MBA
Golf	director	14 years	Secondary	MBA
Hotel	Vice President	21 years old	Primary	MBA
India	president	33 years	Primary	agronomist
Juliet	adviser	41 years old	Secondary	doctorate
Kilo	shareholder	42 years old	Tertiary	Engineering
File	Consultora Plena	23 years old	Tertiary	doctorate
Mike	Senior Consultant	39 years old	Tertiary	doctorate

Source: authors

For the data collected, Lawrence Bardin's Content Analysis was used. According to the author, the different phases of content analysis were organized around three chronological poles: 1) pre-analysis; 2) material exploration; and 3) treatment of results, inference and interpretation.

To guarantee the secrecy and confidentiality of the interviewees, it was decided to identify them in the sequence of the international phonetic alphabet. The interviews were conducted digitally and lasted an average of 30 minutes.

RESULTS

This article presents the categories that stood out the most during the DE&I research, which are: indigenous, women, black men, black women, older people, adolescents, LGBTQIA+ people, and PWD.

INDIGENOUS

Although the indigenous question only appeared among actors in the primary sector of the economy. The stories are moving, according to the ALFA interviewee: *"We received a young indigenous man from Pico do Jaraguá, with a wonderful life story, and he quickly learned the trade and shows up to work with up-to-date hygiene, clean nails and a beard, because here we mess with the food and the customer complains. He has been there for more than a year and no one has ever complained about his care. He works for two (...)"* (ALPHA).

For the HOTEL interviewee, the indigenous is very intelligent, educated and hardworking:

"She came here wanting to learn, she told the story of her tribe, then she enrolled in a technical school and now she's taking a technical course in IT. He said that after this course he will take the entrance exam and wants to be a data scientist. Their work doesn't even need supervision, it's always well done, with a lot of courtesy and respect" (HOTEL).

The interviewee INDIA corroborates this by saying that the indigenous people have an above-average productive capacity: *"(...) an indigenous person came to work in the company and presents himself with many qualities, focus, concentration, empathy, joy, in addition to having a production capacity that already surpasses the others"* (INDIA).

In light of the reports, it is increasingly important to highlight that Law 11.645/08 makes the study of indigenous and Afro-Brazilian history and culture mandatory in primary and secondary education establishments. However, Law 12.711/12, known as the Quota Law, guarantees the democratization of access to federal institutions of higher education and technical secondary education for indigenous students.

WOMEN

All the interviews mentioned the woman. Statements, such as those of BRAVO, are striking: *"(...) after our Institution began to incorporate women, the organizational climate, quality and productivity increased absurdly"* (BRAVO).

For interviewee CHARLIE, women are highly productive:

"There is a lady who works here with us who does not miss a day if she wants to, she is not even late, she does not even get a certificate. Look, she has been working here for more than 20 years (...) she recently said that she was suffering sexist attacks in digital media by people who work in the same company, we did an investigation and we knew who she was, they advised her to report it to the authorities and we fired her" (CHARLIE).

DELTA corroborates this statement: *"The owner (...) She is a woman who was beaten by her husband, before coming here, according to what she denounced, but she never stopped working for a day, despite the fact that she was marked by the aggressions that were reported. by us in HR" (DELTA).*

The ECHO interview also offers an emotional account:

"A girl works here, super educated and very productive, think of a woman who works, that is her, who reported that every day on the train she suffered sexual harassment at 5 in the morning. We gathered Human Resources, made the report and the police went to investigate the train cameras. The bastard was arrested a few years ago and is still here with us. She was promoted to manager" (ECHO).

In line with the above, it should be noted that the Maria da Penha Law was published in 2006 and was created to curb domestic and family violence against women. Law No. 14,994/2024 amends the Maria da Penha Law to make femicide an independent crime and increase the penalty. Other laws that protect women are: Law No. 13,718/2018, which typifies the crimes of sexual harassment and disclosure of a rape scene; Law No. 13,642/2018, which assigns the Federal Police the investigation of misogynistic crimes on the Internet; Law No. 13,931/2019, which determines the mandatory notification of cases of violence against women; Law No. 14,232/2021, which establishes the National Policy on Data and Information Related to Violence against Women (PNAINFO); and Law No. 14,192/2021, which establishes rules to prevent, repress, and combat political violence against women.

BLACK MEN

All interviews mentioned the black man. The statements that move us are those of FOXTROTE: *"My husband is black, he has had a prosperous career for twenty years in a large foreign investment bank here in Faria Lima and he is currently a manager, he received a great award for reaching the goal and decided to go to a designer car store to buy a new model, When he got there, he was repelled by the new salesman who confused him and asked him to stay in the designated area for security. My husband told the manager that he was going to fire him. My husband asked her to reconsider and go back to work (...)" (FOXTROT).*

The interviewee GOLFE reinforces the previous report by saying:



"We are one of the biggest teams in the country, I am the director of human resources and I had a lot of work, because there was a terrible case that embarrassed us deeply, when a black player from the opposing team was harassed by our fans with words that are unrepeatable here (...) He was one of the best in the championship" (GOLF).

The interview with JULIETE also presents a situation of an employee of his company: *"one of the best employees we have here in the company. He produces more than one machine on the production line, there is no shortage, there is no delay, in short, he was mistaken for a thief in a supermarket, he was forced to strip naked because he was accused of having stolen products. None of this was true, the company supported him to go to court in order to be compensated (...), but he was very bad for several days. He was recently promoted to manager on his merit" (JULIETE).*

The KILO interviewee also gives an emotional story:

"I have had a hotel for more than 50 years, I inherited it from my father and I hired a young man from that time, black, with an enviable intelligence. He has been doing great work for decades and has already become its CEO. (...) Recently, a foreign girl refused to be seen by him, because she was black, claiming that she was still a foreigner and was not used to having relations with black people. We filed a B.O. and the case is in court, deplorable, he emphasizes" (KILO).

In light of so many sad reports above, it is important to emphasize that the Federal Constitution of 1988 determines that discrimination is punishable by law and that the Federative Republic of Brazil must promote the good of all without prejudice. The laws that combat racism in Brazil are: Law 7.716/89: also known as the Racism Law, it punishes any type of discrimination or prejudice, including race, color, origin, sex or age. The law provides for a prison sentence of 2 to 5 years for anyone who prevents or hinders someone's access to public office or employment in a private company; Law 12.288/2010: establishes the Statute of Racial Equality, which establishes policies to combat discrimination and promote racial equality; and Law 14.532/2023: classifies racial slur as a crime of racism.

BLACK WOMEN

All interviews mention black women. The most striking testimonies are those of LIMA: *"I appointed a girl as operational manager of the shopping center to which I give advice. She was fine, until one day she was harassed by customers who had stores and did not comply with internal rules (...) They insulted her in every way possible (...) we called the police and they arrested them. She ended up resigning. Sad (...)" (LIMA).*

MIKE's interview helps to understand the challenge of black women: "

"I was 8 years old, I went to school with braids. I was very happy because, with the braids, my hair bounces. But my classmates harassed me. I cried a lot and didn't

want to go to school anymore. It was a middle-class school in Salvador, and I was the only one in the room with curly hair. For many years I felt angry with my hair and even with my parents so I could only wear natural hair. 35 years" (MIKE).

GOLF reinforces the previous thesis: *"When I was about 13 years old, I was talking to my friends and, out of nowhere, a friend of mine said that God had cursed me because he had made me black and a woman."* (GOLF).

KILO corroborates:

"I have a black employee, she has been with me for two decades, she takes care of the finances and is the mother of a saint. One day he told me that from the moment blacks start exercising their religion, it is demonized. and this demonization grows throughout history, simply because it is a black religion, simply because it represents the ancestry of black people" (KILO).

The story of this woman, black and priestess of Candomblé represents a reality lived by different people who follow African-based religions in Brazil. The statement makes it clear that intolerance and racism go hand in hand in the country.

The above reports are addressed by laws on racial and gender-based violence in Brazil. Statute of Racial Equality: guarantees equal opportunities, ethnic rights and the fight against discrimination; Article 5 of the 1988 Federal Constitution guarantees that the Brazilian State is secular, which is in line with what is expressed in the Universal Declaration of Human Rights. Law No. 9,459 of 13 May 1997 provides for penalties for crimes of discrimination, offence and injury committed on the grounds of race, colour, ethnicity, national origin or religion.

ELDER

Although few interviews mentioned the elderly, but the most shocking statements are those of JULIETE: *"I am a counselor and a premium for hiring older people to help in the maturity of the social organization"* (JULIETE),

KILO confirms:

"The labor market is no longer what it was two years ago, the pandemic accelerated this whole process. The population over 50 years of age must keep up to date, look for transversal careers and corporations must have this vision of new forms of hiring, with the contribution of knowledge, without suffering high salaries" (KILO).

MIKE agrees: *"people with more experience have even gone through more difficult situations, they can contribute to those who are just starting out in the labour market, who cannot have a more systemic vision, and young people, on the other hand, who were born connected, can provide technological support"* (MIKE).

The above reports refer to the Statute of the Elderly, which is Federal Law 10.741/2003, aimed at regulating the interests and guarantees of the elderly. This law has been in force since 2004 and is an important instrument of citizenship and protection for people aged 60 and over. The Statute of the Elderly guarantees several important health-related rights. Laws protecting older people in Brazil include: The National Policy for the Elderly (Law 8842/94); and the Law on Priority Attention to Persons with Disabilities, Older Adults, Pregnant and Lactating Women (Law No. 10,048).

TEENS

Only two interviews mentioned teenagers, but the interviews highlight their qualities, according to ALFA: *"ageism, discrimination based on people's age, continues to be a challenge for companies, despite the fact that diversity is on the agenda of employers to create a plural and fairer work environment. And the most harmful effect of this prejudice arising from the conflict of generations is to cast doubt on the capacity of professionals in their work"* (ALFA),

BRAVO reinforces:

"Recent research by the company showed that professionals from Generation Y (born between 1980 and 1994) and Generation Z (born between 1995 and 2010) have also felt discriminated against by older people: 73% feel that older professionals doubt the professionalism of those who are younger. For 76%, Generation X is "position resistant" (BRAVO).

The main laws that protect young people in Brazil are: Child and Adolescent Statute (ECA), Law No. 8.069/1990, which aims to guarantee the fundamental rights of children and adolescents; Brazilian Civil Code, which has legal provisions that guarantee the protection of children and adolescents; and the rights of young people, including the right to education and health.

LGBTQIA+

Although few interviews mentioned the LGBTQIA+ population, the impact of this population is highlighted in the interviews with LIMA: *"I am a business consultant and have advised many HR departments, with regard to the lesbian, gay, bisexual, transvestite, transsexual and intersex population. These human beings are wonderful and work very hard. Highly productive and intelligent. They need understanding in the work environment. That's all. The stereotype is a preconceived image and the basis of prejudice"* (LIMA).

MIKE reinforces:



"It is crucial to reduce the rates of economic exclusion. Prejudice and discrimination during hiring processes continue to push a significant portion of the LGBTQIA+ population into underemployment, unemployment, and informality. Despite the expansion of projects, the absorption of this workforce is still insufficient" (MIKE).

Laws protecting the LGBTQIA+ community in Brazil include the 1988 Federal Constitution, which guarantees fundamental rights such as dignity, equality, and freedom, and the Penal Code, which criminalizes acts of discrimination based on sexual orientation. In addition to the Charter of Human Rights.

PCD

All interviews mentioned PWD. The statements that stand out the most are those of FOXTROT: *"The State is still far from implementing programs and measures that effectively allow these people access to the labor market. And here we are talking about all aspects: from the cultural, to the awareness/education of the population and society in respect for differences, the elimination of prejudices and the adequate social integration of people with disabilities in the professional environment, as well as accessibility" (FOXTROT).*

GOLF reinforces:

"The BCP is the guarantee of a monthly minimum wage to a person with a disability who proves that he or she does not have the means to support himself or have it for his or her family, which is suspended when the person with a disability begins to work, even if the benefit is repaid after the end of the employment contract. depending on the salary offered by the companies, it would not "benefit" to opt for the vacant position" (GOLF).

JULIETE confirms: *"We are frequently contacted to carry out PWD inclusion projects with a focus on entry-level positions and our big challenge is to go against the grain and work in high-level and managerial positions, where there is a great shortage of professionals available. in the market." (JULIETE).*

KILO corroborates:

"In practice, what we see is that several companies have great difficulties in hiring people with disabilities, the main one being finding qualified people in the labor market" (KILO).

A person with a disability is considered to be one who has a long-term physical, mental, intellectual or sensory impairment, which, in interaction with one or more barriers, may prevent their full and effective participation in society on equal terms. with other people.

Laws that protect people with disabilities in Brazil include: Law No. 13.146/2015: Establishes the Statute of Persons with Disabilities, guaranteeing the inclusion and civil

rights of people with disabilities; Law No. 8.213/1991: Regulates social benefits, offering economic support to persons with disabilities; and Quota Law: Obliges large companies to allocate a percentage of their vacancies to workers with disabilities, promoting labor integration.

CONCLUSION

This study aimed to analyze the perception of actors about DE&I in organizations, as well as to identify factors that hinder and hinder the productive performance of the people targeted by DE&I.

Semi-structured interviews were conducted to collect the perception of the actors directly involved with DE&I in the organizations. After the analysis of the interviews, the labor value of productivity on the part of indigenous people, women, black men, black women, older adults, adolescents, LGBTQIA+ people and PWD is evident, in addition to discriminatory and prejudiced barriers in organizations.

In relation to indigenous peoples, it is public and notorious that in addition to territorial challenges, indigenous peoples currently face problems of racism, prejudice, violation of indigenous women's rights, lack of access to health and public services, as well as scarce and nutrient-poor food. The lack of opportunities in the formal labor market is getting worse.

Women face several challenges, including: wage inequality: women earn less than men. Prejudice and discrimination: Women can be subjected to inappropriate behavior, such as sexual harassment, intimidation, and gender discrimination. Lack of opportunities: Women face difficulties in growing professionally and reaching management positions. Inadequate organizational culture: Organizational culture may not accept that women can command and lead. Lack of gender equality policies: Gender equality policies may be insufficient. Lack of maternity support: Maternity support may be insufficient. Violence: Women face violence at all levels, especially femicide. Gender stereotypes and biases: Gender stereotypes and biases can deter women from pursuing certain fields of study. Less insertion into the labour market: women are more represented in the number of unemployed.

The Brazilian black population faces several challenges, including: inequalities: The black population suffers from inequalities in access to education, health, housing, decent work and land. Poverty: The black population has suffered the most from the worsening of poverty in Brazil. Racism: Black people face the challenge of fighting prejudice, marginalization and violence on a daily basis. Labor market: Blacks face more difficulty



finding work than whites and receive lower wages, even when they have the same qualifications. Bullying: Black people are the most vulnerable to bullying in the workplace. Criminalization: Blacks make up the majority of the prison population and the majority of homicide victims. Entrepreneurship: Entrepreneurship among blacks arises from the need to survive, not from a choice.

Seniors face several health challenges: chronic diseases, cognitive decline, falls, and hearing problems. Mobility: loss of strength and mobility, which can lead to dependence on family members or caregivers. Social isolation: Changes in family structure, loss of friends, and retirement can lead to social isolation. Violence: Brazil constantly registers reports of violence against the elderly, involving cases of physical and psychological violence and abandonment. Adapt to changes: face retirement, the loss of loved ones and adapt to new routines. Social exclusion: exclusion of older people from social spaces, especially in the labour market. Prejudices: reproduction of stereotypes about older people, "jokes" about aging, prejudices that make many believe that older people are incapable of assuming roles and responsibilities. Ageing is not the same for everyone, and the differences that exist relate to factors such as living conditions, access to goods and services, coverage of safety nets and social assistance conditions.

Adolescents can face various challenges, such as: unemployment; family conflicts; desire for autonomy; lack of quality of life; Uncertainties; anxiety; excessive use of electronic products; lack of will; addiction to technology; dissatisfaction with body image; adolescents may also face global challenges such as climate change, social inequality, and political issues; Adolescence is a period of metabolic transformations, which can make adolescents feel tired and have a greater need for rest; Excessive use of electronic devices can lead to headaches, eye strain, sedentary lifestyle, and spinal changes. Addiction to technology can cause serious damage to health and studies; Body image is fundamental in the formation of adolescent identity. When teens feel dissatisfied with their bodies, they may have negative thoughts and feelings about their physical appearance.

The LGBTQIA+ community faces several challenges, including: discrimination and prejudice: the LGBTQIA+ population suffers discrimination and prejudice in different areas of life, such as the labor market, education, and health. Violation of rights: The LGBTQIA+ community faces violations of civil and human rights. Violence: Physical violence is one of the challenges faced by the LGBTQIA+ community, ranging from bodily harm to homicide. Difficulty accessing health care: The LGBTQIA+ population faces difficulties in accessing health treatments, especially trans people. Difficulty accessing education: The LGBTQIA+ community faces verbal aggression and school dropout. Difficulty in accessing the labor

market: the LGBTQIA+ community faces exclusion and violation of rights in the labor market. Family rejection: The LGBTQIA+ community faces family rejection, which can cause or worsen mental health symptoms. Pathologization: The Brazilian political sphere has been the scene of attempts to delegitimize the health demands of LGBTQIA+ people. The pandemic worsened the situation for LGBTQIA+ people across the country and has had consequences to this day.

Persons with disabilities (PWDs) face several invisibility challenges: The agenda of PWDs is not very visible, even when it comes to participation and social control. Access to technologies: There is a lack of access to assistive technologies and supplies. Prejudice and discrimination: PWDs face prejudice and discrimination in the professional environment, such as isolation, rejection, harassment and difficulties in growing in the company. Access to education: There are barriers to accessing education. Access to the labour market: people with disabilities face difficulties in finding a job aligned with their skills and objectives. Urban mobility: People with disabilities face difficulties accessing public transportation, which can lead to broken elevators and unprepared drivers. Accessibility: lack of physical and digital accessibility. Self-esteem and self-confidence: People with disabilities can develop self-esteem and self-confidence issues due to challenges. Cost of living: The cost of living for people with disabilities increases by about one-third of their income.

Finally, the Diversity, Equity, and Inclusion (DE&I) cell in organizations must confront bias: Breaking down entrenched biases in society, such as sexism, racism, and homophobia, is one of the main challenges for DE&I. Ageism: Age-based prejudice and discrimination, also known as ageism, are a major challenge in the workplace. Resistance to change: Implementing DE&I policies is not a simple task and you may encounter resistance to change. Lack of Committed Leadership: Lack of committed leadership can be a hindrance to DE&I. Lack of Data: Lack of data and limited resources can be challenges for DE&I. To overcome these challenges, it is important to adopt effective strategies, such as transparent communication, training, and the creation of safe spaces. Recognize and reward inclusive behaviors. Use appropriate tools and resources to measure the progress of DE&I initiatives. Develop outcome indicators to make data-driven decisions.

As a suggestion for future in-depth studies on individual issues by indigenous peoples, women, black men, black women, older people, adolescents, LGBTQIA+ people and PWD, in addition to discriminatory and prejudiced barriers in organizations.

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