2016-11-01

Assessing Diversity Among Corporations in Brazil: An Exploratory Study

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A thesis submitted to the faculty of
Brigham Young University
in partial fulfillment of the requirements for the degree of

Master of Arts

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ABSTRACT

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The purpose of this thesis is to explore what corporations in Brazil, whether with Brazilian headquarters or not, are doing in regards to communicating their diversity practices and initiatives to the public. Understanding these companies' positions on diversity can paint a better picture of how much Brazil has advanced on diversity in the workplace matters, since the topic started coming about in discussions in the 1990s (Fleury, 2000).

A sample of 15 companies was selected from Exame magazine "Melhores e Maiores Ranking 2014" (2015), and a content analysis of each company's website was performed during the summer of 2016, based on three diversity assessment models that were suggested by Mazzei and Ravazzani (2008): assimilating minorities, managing diversity, and leveraging differences.

One of the corporations that was part of the sample, JBS, could not have its content analyzed because, even though there was a website listed, there was no content displayed about the company. A rubric was developed to code the data and assign a certain score to each corporation. Those companies were then placed under each of the three diversity assessment models based on how many points each of them scored on the rubric.

The study found out that all companies headquartered in Brazil with an international presence fell under the third diversity assessment model, leveraging differences, which is the most proactive and diversity-oriented of the three. In addition, some international corporations that are present in Brazil mostly fell under the diversity management approach, but did not show the amount of diversity information initially expected before the study was conducted. Brazilian corporations with a domestic presence were scattered around the three models, with one company under assimilating minorities, three under diversity management, and one under leveraging differences.

Despite the researcher's initial expectations, the results show that Brazilian companies with an international presence seem to be in tune with international diversity standards, and international companies with a presence in Brazil seem to be lacking some diversity related information, at least on their Brazilian websites. There are also suggestions for further research on the topic, this time based on diversity strategy guidelines suggested by Conklin (2006) and by the Instituto Ethos (2000).

Keywords: diversity assessment models, international corporations, Brazilian corporations, diversity practices

ACKNOWLEDGMENTS

I would like to recognize the many people that have helped me throughout this long, but worthy journey. I have faced many challenges in the process of writing this thesis, but I had people who believed in my potential, and that I can actually finish what I came here to accomplish.

First, I would like to thank my Heavenly Father for answering my prayers when my thoughts did not seem to come to me, or to make sense. During several occasions I would look back at what I had written and I could not fathom the fact that I had actually written what was on the paper.

I would like to thank my parents, Ricardo and Hosana Pereira, for sacrificing so much to make sure that I could accomplish my goals. They mean the world to me and I could not have done this or anything in my life without their help and support.

I am very grateful for my thesis advisor and committee chair, Dr. Robert I. Wakefield, for not giving up on me when I myself wanted to do so. He helped me to realize that, if I trusted myself and worked hard I would be able to accomplish what I came here to do. I am so grateful for all the guidance, feedback and counsel received throughout this process.

I would also like to thank Dr. Kenneth Plowman and Dr. Mark Callister for being part of my committee and for giving me great advice and guidance when I needed it. Thank you for teaching me what I needed to know in order to carry this project out.

And finally, I would like to recognize all the people that knew about the challenges that I was having and who made themselves available to help me with questions that I had, with editing, and with encouragement and prayers sent my way. I will never forget it.

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Introduction

Diversity in the workplace is a relatively new, yet very important aspect in building a company's value, reputation and success. Discussions about it started in the 1960s when the United States implemented Affirmative Action in order to promote more equality in work environments (Thomas Jr., 1990; Fleury, 2000). Weick (1979) has also presented the requisite variety theory, which states that there needs to be as much variety or diversity within an organization as exists externally, so more effective relationships can be developed between the organization and the environment or publics around it (Grunig & Ehling, 1992, p. 84).

It was not until the mid-1990s that diversity started gaining more ground in Brazil, even though the country has been part of the C111 Convention of the International Labor Organization (ILO), in which the country commits to promote equal opportunities and treatment in the work environment (Instituto Ethos, 2000, p. 18).

Public Relations has played a very important role within diversity in organizations, because it helps companies in various aspects, such as the search for and reaching out to new markets, goodwill, and profitability (Toth, 2009).

Brazil is a country that has been going through many changes in its political and economic scenarios, but unlike the United States, for example, where several studies regarding diversity and public relations have been done in the past, Brazil does not have a great amount of information in regards to the topic. There are studies that have been done regarding diversity but not regarding communicating diversity initiatives and practices to the public.

The purpose of this study is to explore what is being done by corporations in Brazil with either international or Brazilian headquarters, when it comes to communicating workplace

diversity initiatives and practices to the public. This will help to paint a more accurate picture of the importance of diversity in the country some 20 years after it started gaining presence in corporate agendas (Fleury, 1990), but mainly to answer the following questions:

RQ1: How do large companies in Brazil define diversity in terms of amount and type of content displayed in their websites?

RQ2a: Have large companies in Brazil tried to communicate the importance of diversity through the implementation of initiatives, or by mentioning their own diversity practices in regards to their employee body?

RQ2b: How specific are the companies when describing those initiatives and practices?

RQ3: Which of Mazzei and Ravazzani's *diversity assessment models* would each corporation fall under, according to the content presented on their websites?

A content analysis of 15 corporations—international companies with a Brazilian presence, Brazilian companies with an international presence, and Brazilian companies with a domestic presence—was performed and those companies were categorized under one of the diversity assessment models proposed by Mazzei and Ravazzani (2008). The proposed models were assimilating minorities, a reactive model, meaning it reacts to laws and policies and meets diversity quotas; diversity management, where companies not only abide by the laws of equal employment opportunity, but also take extra steps to increase general diversity; and leveraging differences, a proactive model where corporations actually are aware of the importance of individual diversity in all aspects, and they consider diversity a competitive advantage to the company (Mazzei & Ravazzani, 2008, pp. 9–14).

Those corporations were selected from Exame magazine's "Maiores e Melhores Ranking em 2014"—the greatest and best in 2014 (Exame, 2015). All the available information on each company's website about diversity was retrieved, coded, and each corporation was then categorized under one of the three diversity assessment models (Mazzei & Ravazzani, 2008, pp. 9–14), based on the points scored by each of them on the rubric for coding, and after careful revision of the content by the companies involved.

All corporations with headquarters in Brazil, which were present internationally, are following the leveraging differences approach (Mazzei & Ravazzani, 2008, pp. 13–14), which shows that those companies are aware of international diversity aspects as well as the importance of the topic. All international companies with presence in Brazil, with the exception of one, are under the diversity management model (pp. 9–10), and Brazilian companies with a domestic presence were spread across the three models, with one on assimilating minorities, three on diversity management, and one under leveraging differences (pp. 9–14).

The results obtained from the research are a good tool for public relations practitioners when developing, implementing, and communicating diversity initiatives in the companies.

Literature Review

As aforementioned, diversity is a relatively new concept that started gaining ground during the 1960s with Affirmative Actions (Thomas Jr., 1990; Fleury, 2000), and during the 1990s in Brazil, when corporations began considering that it might, indeed, be important (Fleury, 2000).

For a better understanding of the many facets and meanings of diversity, as well as its importance in the public relations field, a review of the existing literature (scholarly articles and corporate publications) took place so these concepts could be put into perspective. First, some of

many definitions of diversity are explored, followed by its role within the organizations, public

relations theories and how they are linked to diversity, an explanation of Mazzei and Ravazzani's

(2008) diversity assessment models, and steps and guidelines for creating and executing a

diversity communication strategy.

The last part of the literature review deals with diversity in Brazil from the country's

'discovery' to the present and how it is perceived under the lenses of its government and of the

nation in general.

Definitions of Diversity

Over the past few decades, the theme of diversity has become more present in the lives of

people, especially those who are part of corporate and governmental institutions. However,

diversity in itself has proven to be a very delicate topic to be discussed, since there are many

different meanings and interpretations for it. The observations of Plaut (2002), as cited by

Mendoza-Denton and España (2010), posit that diversity is seen through a "socio-cultural

framework," where the distinctions that we see in our society happen because of our everyday

interactions, instead of being a product of nature or of an abstract concept (p. 140).

Mendoza-Denton and España (2010) present two models through which diversity can be

explained. The first one is the color-blind model, which argues, "people are essentially the same,

thereby advocating the notion that references to race should be avoided or ignored and that social

differences should be assimilated into a superordinate identity" (Mendoza-Denton & España,

2010, p. 140). Since this model is a collective one, it implies that a person's ethnic and racial

background should not be taken into consideration. The next model is the multicultural model,

which contends that the differences that are existent among groups should be taken into account,

and that these differences should be valued (p. 140). The multicultural model, then, is a more individualistic approach to diversity, where ethnic and racial backgrounds are considered.

These two approaches, however, are not the only ones that can be referred to in order to define diversity. There are many different lenses under which the theme can be viewed, as explained by Fleury (2010): at the societal level, at the organizational level, and at the group or individual level (Fleury, 2010, p. 20).

In paraphrasing Hain (2008), Toth (2009), explains that the definitions of diversity will:

Focus on differences based on primary and secondary demographic categories; how these differences result from individual and group identities; cultural distinctions and how these distinctions have led to differences in power; commitment to ethical norms; how diversity should be respected and included in societal actions; and an evolving term beginning to include differences based on workplace roles and expectations, personal styles, and thought (Toth, 2009).

Sha and Ford (2007) mention that diversity is divided "into primary and secondary dimensions," which should be taken into consideration (Sha & Ford, 2007, p. 385).

The primary dimensions of diversity are those differences among people that generally cannot be altered, such as age, race, sexual orientation, gender, ethnicity, and physical abilities/qualities. On the other hand, secondary dimensions of diversity are those aspects over which people generally exert more control, such as language, income, marital status, parental status, hobbies, interests, geography, values, religion, and military experience (p. 386).

Oliveira, Rodrigues and Pereira (2007) argue that diversity is not only a representation of a certain cultural group in a system, but that it is also defined by several different aspects such as age, personal and corporate history, educational levels, life style, and sexual preferences, among other factors (p. 6).

As Fleury (2000) states, "diversity is defined as a mix of people with different identities interacting in the same social system. In those systems, there are the majority and minority groups that coexist. The majority groups are the ones whose members have historically gained advantage in terms of economic resources over the other ones" (p. 20). What Fleury (2000) implies is that the concept of majority is not related to the number of people in a society, but to their socio-economic status.

Unzueta, Knowles and Ho (2012), in citing Harrison and Klein, affirm that diversity is defined as "the distribution of differences among the members of a unit with respect to a common attribute X, such as tenure, ethnicity, conscientiousness, task attitude, or pay," and more simply, as heterogeneity in "personality attributes, personal values, work attitudes, education, and life style". Thus, diversity now seems to encompass heterogeneity in a wide range of dimensions—not only racial composition—as was originally intended when the term came into common use (Unzueta et al., 2012).

There are two other aspects of diversity that Sha and Ford (2007) consider important as well; especially to the public relations field: the definitions of avowed and ascribed identities (Sha & Ford, 2007, p. 386). These concepts are important to the public relations field, because when creating and delivering a message, the public relations practitioner wants to know what the perceptions of the publics are, in order for that message to be more effective to that specific audience. The first concept, avowed identity, is the one people attribute to themselves. In other

words, people will describe themselves as being a certain way and possessing certain characteristics. Ascribed identity, on the other hand, is based on the descriptions and characteristics that one assigns to others (Sha & Ford, 2007, p. 386). Toth (2009) mentions that the avowed and ascribed identities develop in the context of societies and have different power positions in society.

There are three additional dimensions of diversity which Toth (2009) discusses. The first one, as defined by Johnson and Rivera (2007), is that "diversity is a commitment to the ethical norms of 'representativeness, equity and differences,' as opposed to actions that are merely a matter of legal obligations and risk management, such as equal employment or affirmative action regulations" (Johnson & Rivera, 2007, pp. 15–17). Diversity, in this case, does not relate only to certain rules that employers have to follow in order to be abiding with regulations. It has to do with ethical practices and with showing that the organization actually cares about a variety of people; and that has a profound impact on a company's reputation (Johnson & Rivera, 2007, pp. 15–17).

The second dimension, as defined by Castania (2006), is that "diversity is about how we deal with divisiveness that comes with difference" (Toth, 2009). The third dimension is defined by the Society for Human Resources Management (SHRM) Glossary of Human Resources Terms. It is:

> Diversity ranges from personality and work style to all of the visible dimensions such as race, age, ethnicity or gender, to secondary influences such as religion, socioeconomics and education, to work diversities such as management and union, functional level, classification or proximity/distance to headquarters (Toth, 2009).

There is one last definition of diversity that could potentially summarize all the three key concepts that were discussed previously. Anderson and Collins (2004) gave this last definition of diversity. It goes as follows: "Diversity is about an awareness of and sensitivity to the intersections of race, class and gender, about seeing linkages to other categories of analysis, including sexuality, age, religion, physical disability, national identity and ethnicity, and about appreciating the disparities of power that produce social inequities" (Anderson & Collins, 2004, p. 1).

Diversity in Organizations

There have been several political movements that fostered pro racial integration since the early 1960s, which have caused the approval of laws in regards to the equality of opportunities for education and work for all. These movements came about initially in the United States and Canada, and since then the subject matter of diversity has gained increasing importance among corporations (Fleury, 2000). The first far-reaching step towards diversity was the United States' Affirmative Action Program. This program was created at the end of the 1960s, and it was an answer to racial discrimination that was a constant in companies, and in educational institutions (Fleury, 2000, p. 19). According to Thomas Jr. (1990), Affirmative Action is based on five premises:

- Adult, white males make up something called the U.S. business mainstream.
- The U.S. economic edifice is a solid, unchanging institution with more than enough space for everyone.
- Women, blacks, immigrants, and other minorities should be allowed in as a matter of public policy and common decency.
- Widespread racial, ethnic, and sexual prejudice keeps them out.

- Legal and social coercion are necessary to bring about the change (Thomas Jr., 1990, p. 107).

Even though the premises on which Affirmative Action in the United States was created were useful in the 1960s, times have evolved and changed, and those presumptions have now proven to become obsolete with regard to the American country. In fact, "the realities facing us are no longer the realities Affirmative Action was designed to fix" (Thomas Jr., 1990, p. 107).

It is crucial that some of those realities are recognized among United States-based companies. First of all, "more than half of the U. S. workforce now consists of minorities, immigrants, and women, so white, native-born males, though undoubtedly still dominant, are themselves a statistical minority" (p. 107). Statistically speaking, the minorities have become the majority of the American workforce.

Nowadays, American corporations are doing whatever they can to adapt to the changes that have come through the concept of diversity. In other words, they are trying to find talent wherever they can in order to become more competitive with other companies (Thomas Jr., 1990, p. 107).

Public Relations and the Emergence of the Excellence Theory

The concept of public relations has been around since the 1800's. However, it was not until the 1950s and 1960s that research about the subject began, initially as a branch of mass communication research (Grunig et. al., 2002, p. 22). At that time, the focus of public relations was to influence media "through both day-to-day media relations activities and planned public information campaigns" (p. 22).

Because of additional research done later on, new theories regarding public relations have come about, suggesting "that some people do indeed learn from the media in some situations, but that the media are not the solution to every public relations problem," as it was previously thought. "Rather, public relations is a process in which organizations must communicate with publics in different ways in different situations" (Grunig et. al., 2002, p. 23). In other words, public relations needs to "be managed—practitioners have to think about and plan what they do—in order to be effective" (p. 23).

James Grunig (1997) elaborated on a concept of public relations that places it as a tool for communication management inside an organization. He emphasized the communication process and specified the roles of communication management:

> I define communication as a behavior—of people, groups, or organizations—that consists of moving symbols to and from other people, groups, or organizations. Thus, we can say that public relations is an organization's managed communication behavior. Public relations professionals plan and execute communication for the entire organization or help parts of the organization to communicate. They manage the movement of messages *into* the organization, for example, when conducting research on the knowledge, attitudes, and behaviors of publics and then using the information to counsel managers on how to make the organization's policies or actions acceptable to publics. They manage the movement of messages *out of* the organization when they help management decide how to explain a policy or action to a public and then write a news story or fact sheet to explain it (Grunig, 1997, pp. 242–243).

However, the questions that were still lingering in practitioners' minds were, "how, why, and to what extent does communication affect the achievement of organizational objectives"

(Grunig et. al., 2002, p. 24). These questions needed answers so the value of public relations in an organization could be quantified somehow, and that is what the excellence theory would be able to do.

The excellence theory was the name given by a group of public relations scholars to a collection of theories used during a 15-year study. Those theories were very helpful in explaining the value of public relations to an organization and in identifying aspects of a public relations' function that increases the company's own value (Grunig & Grunig, 2008, p. 327). The first excellence attributes were defined by Peters and Waterman in 1982. They conducted a study to identify management characteristics that were common among 43 companies that they considered excellent. In this case, the word *excellent* applied to a company that had a pattern of continuous profitability (p. 327).

The excellence theory in its essence,

Specifies how public relations make organizations more effective, how it is organized and managed when it contributes most to organizational effectiveness (i.e., when it is excellent), the conditions in organizations and their environment that make organizations more effective, and how the monetary value of public relations can be determined" (Grunig & Grunig, 2008, p. 329).

What the excellence theory brought to the table was the value of public relations when it comes to strategic management.

According to the excellence theory:

Public relations has value in this perspective because it brings a different set of problems and possible solutions into the strategic management area. In particular, it brings the

problems of stakeholder publics into decision-making—publics who make up the environment of the organization (Grunig & Grunig, 2008, p. 330).

Through the lenses of the excellence theory, public relations is also considered an empowering tool, because it is seen as a manner of giving voice to, and giving power to publics in the decision-making process of an organization. At the same time, it is a means of developing explanations of why empowering publics also benefits organizations (Grunig & Grunig, 2008, p. 330).

Public relations in the excellence theory follows the behavioral or strategic management paradigm, which states that the role of public relations is actually to help manage the behavior of the organizations. "It is designed to build relationships with stakeholders, rather than a set of messaging activities designed to buffer the organization from them" (Grunig & Grunig, 2008, p. 331).

Diversity and Public Relations

Public relations has an important role when it comes to diversity in an organization, because it benefits that company when it is seeking out for new markets, for example. According to Toth (2009) paraphrasing the conclusions of Ravazzani (2006):

Public relations professionals are called upon to deliver more effective messages; promote deeper understanding between an organization and its publics; increase employee attraction and retention; enrich public relations departments with diverse talents, fertile dialogue and increased innovation; improve corporate reputation and expand market shares in diversity segments of stakeholder publics (Toth, 2009).

Toth (2009) also mentions another important reason why public relations practitioners need to be more aware about diversity issues in order to provide effective public relations to the organizations for which they work.

Internationally, public relations practitioners face even greater diversity, operating "across time zones, within different political, economic, and social systems and with varying media constraints" (Wakefield, 2008, p. 141). Practitioners seek relationships with multinational populations that differ in national income, literacy, religion, environment, poverty, technology, governance, and language (Toth, 2009).

The theory of requisite variety, developed by Weick (1979) is of vital importance in regards to diversity in an organization. It posits that "there must be at least as much variety—or diversity—inside the organization as outside for the organization to build effective relationships with all critical or strategic parts of the environment" (Grunig & Ehling, 1992, p. 84).

Diversity assessment models

Mazzei and Ravazzani (2008) have created and proposed a set of different diversity assessment models that organizations use, in order to see where they stand in regards to the way they incorporate diversity regarding their workforce. The first one is the assimilating minorities approach, where organizations are reacting to laws and policies—affirmative actions—to meet compulsory quotas (Equal Employment Opportunity, civil rights of 1964, Age Discrimination Act of 1967 and American with Disabilities Act of 1990). In this case, the emphasis is internal, on employees and human resources departments' policies, and, as explained above, it is a reactive model. In other words, the organization is doing the minimum necessary to meet laws and requirements, but nothing beyond that (Mazzei & Ravazzani, 2008, p. 9).

The second model, or the diversity management model, goes beyond abiding by the law. The focus of this model is on business and performance improvement of the organization. What matters is increased employee productivity and satisfaction, which will encourage creativity and consequently promote an increase in customer satisfaction. This model has a more proactive approach, but its focus is on the business and on its performance. Having diverse people is important, but still not considered the main priority (Mazzei & Ravazzani, 2008, pp. 9–10).

The third and last model is the leveraging differences approach. This is the most proactive out of the three models, because it focuses on valuing the employees' identities and differences as a tool for improving the organization's competitive advantage and effectiveness (Mazzei & Ravazzani, 2008, p. 13). When talking about differences and identities, Mazzei and Ravazzani state: "What we mean in the subjective variables such as competencies, abilities, and potential, instead of diversity in terms of objective or socio-demographic variables" (p. 14). They continue:

> To gain competitive advantages, organizations leverage a multi-identities workforce and integrate a great variety of perspectives and competencies to reflect the external variety and to co-evolve with the markets. The aim is to implement marketing strategies focused on differences, such as the international and niche marketing practices. The organization achieves that by providing training on differences sensitivities, recruiting based on skills and competencies, the creation of communities of practices based on cultural and professional interests, and interactions between people of different cultures, with the aim of mutual understanding (Mazzei & Ravazzani, 2008, pp. 15–16).
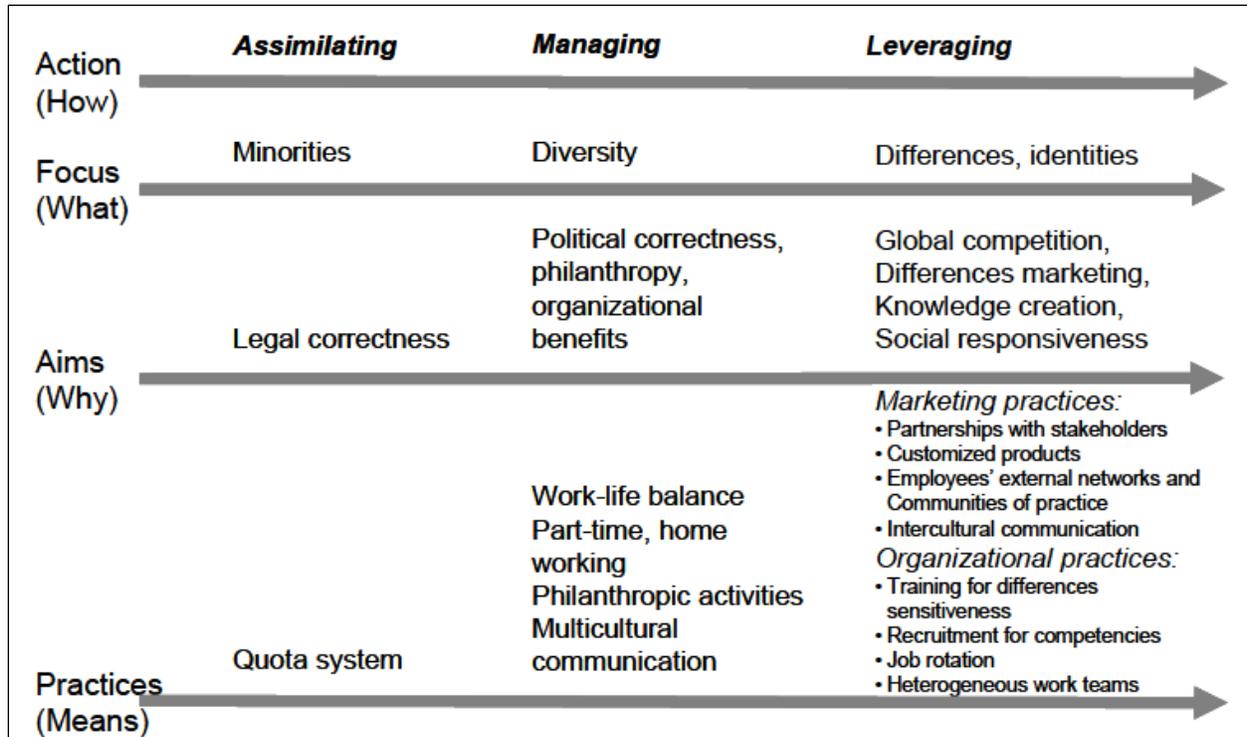
Figure 1. From assimilating minorities, to managing diversity, to leveraging differences. Reprinted from "Leveraging differences for competition: An exploratory study," by A. Mazzei & S. Ravazzani, 2008, p. 13. Paper presented to the 7th International Congress on Marketing Trends. Venice, Italy. Copyright 2008 by Alessandra Mazzei & Silvia Ravazzani. Reprinted with permission.

Since it was released in 2008, Mazzei and Ravazzani's (2008) diversity assessment model has been tested with corporations in Italy by Ravazzani (2015), and the model has gone through a few changes, as shown below:

Table 1. *Articulating approaches to managing diversity: from assimilating minorities, to integrating diversity, to leveraging variety*

Approach Indicators	*Assimilating minorities*	Integrating diversity	Leveraging variety
Aim	Equal opportunities	Social expectations	Competition
Dimensions	Gender, parenthood and disability	Race, nationality, language, religion, sexual orientation, age	Competencies, knowledge, networks
Practices	Quota systems	Flexible working, work-life balance, expansion of the recruitment pool, training, partnerships with dedicated institutions and networks, internal and external communication	Heterogeneous teams, employee networks, diverse suppliers, employment in innovation-related areas, evaluation of policy objectives
Management structure	Barely existent	Dedicated role and planning	Dedicated structure, planning and budget
Benefits	Equity of treatment, reduced lawsuits	Employee motivation, corporate image	Innovation, new markets
Negative effects	Lowering of hiring and promotion standards, negative self-perceptions of competence	Increased conflicts, reverse discrimination	Pigeonholing

Ravazzani, S. (2015). Understanding approaches to managing diversity in the workplace. An empirical investigation in Italy. *Equality, Diversity and Inclusion: An International Journal, 35*(2), 154–168. doi: 10.1108/EDI-08-2014-0062

Communicating a Diversity Initiative

In the current days, organizations are making more efforts to show their stakeholders and publics what they are doing in all areas, sectors and departments. In particular, this includes the corporate social responsibility aspect of the company. When it comes to fitting diversity into corporate social responsibility, "Hon and Brunner (2000) argued that public relations practitioners should have a responsibility to represent publics' interests, and diversity might help public relations better fulfill its unique role as a "dual advocate" for an organization and its

publics" (Uysal, 2013, p. 16). In other words, one of the organization's ultimate goals in terms of public relations should be diversity as an aspect of social responsibility (p. 16).

Communicating diversity initiatives however, has proven to be difficult to some public relations professionals, and creating a diversity communication plan is much more complex "than a communications plan for launching, say, a new product" (Conklin, 2006, p. 11). "Diversity is also a highly personal subject that requires individuals to question their beliefs and awaken to new realities" (p. 11).

There are ways that devising a diversity communications initiative can happen. Conklin (2006) emphasizes that there are three levels of understanding in any diversity communications initiative. At the individual level, each person is learning about diversity and the impacts it has personally and professionally. The question they ask themselves is, "How am I going to be personally affected by it?" At the group level, the planners of diversity strategy need to think about how diversity issues are going to impact different groups, and how they are going to communicate with those groups. How is the strategy going to impact men and women, employer and employees, management and hourly workers, etc.? The audiences really need to be taken into consideration and addressed differently. The communicator needs to be able to cater to the audience. At the organizational level, it is important to consider what the company's policies, procedures and practices communicate to their people. The communication at the organizational level is subtler, because it is actually "sent by the system" through specific actions or lack thereof (Conklin, 2006, pp. 12–13).

Once those three levels of communication are distinguished, the professional can be more aware of the challenges that might be faced and strategize better to develop a diversity communications plan (Conklin, 2006, p. 12). "The communications plan should identify clear,

measurable outcomes your team expects to generate as a result of your communication efforts"
(p. 12).

Diversity in Brazil

Brazil is a 515-year old country. 'Discovered' in 1500 by Pedro Álvares Cabral, it has
undergone several changes in its political and societal structure. When Cabral arrived in
Brazilian territory, he realized the potential of the land in terms of goods that could be sent to
Portugal, so he immediately started importing African slaves to populate Brazil and to work for
the colonizers. Brazil was quickly divided into smaller territories, also called colonies, and each
of those had a governor. However, the Africans were the ones who "ran the show" (Santos & de
Jesus, 2010, p. 1).

According to natural selection laws by Charles Darwin, the Europeans rationalized that
they could use the labor of people that, from their perspective, were inferior. That is the reason
why the Portuguese brought the African Blacks to Brazil to work as slaves, right after the
country was "discovered" (Santos & de Jesus, 2010, p. 1).

After conquering their freedom, the Blacks remained occupying inferior and subordinate
job positions, and they did not have the means for competing for the job opportunities offered by
the economy in the first days of the Brazilian republic. Most of these positions were offered to
the new European immigrants. This was a determining factor, because nowadays the Blacks
represent the majority when it comes to the poorest in the country, which reinforces the stigma of
the past, where they continue to be subservient (Instituto Ethos, 2000, p. 15).

The theoretical superiority that the Europeans idealized governed the way in which Brazil
"grew up" to be what it is nowadays. Since 1888 with the abolition of slavery, Blacks have never

ceased to be treated as inferior. In 2016, with a good economy and with so much to offer, Brazil still has to deal with great social discrepancies and lack of opportunity, which unfortunately, are based on race and social class (Santos & De Jesus, 2010).

In Brazil, just as in the United States, human diversity is a very complex subject, because it involves biological aspects as well as sociological, anthropological and psychological concerns. In this case, it is almost impossible to achieve a concrete concept of diversity (Santos & de Jesus, 2010).

It is important to note that:

Brazilians value their diverse origins, including their African roots, which are present in music, culinary, in religious syncretism; they like to think of themselves as a society that does not carry prejudices against race or color. On the other hand, it is a stratified society, in which the access to educational and professional opportunities and to the prestigious positions in the market is defined by economic and racial origins (Fleury, 2000, p. 19).

Managing Diversity in Brazilian Corporations

Since 1965, Brazil is part of the C111 Convention of the International Labor Organization (ILO), and it commits to elaborate and apply a national policy to promote equality of opportunities and treatment in terms of employment. According to the C111, discrimination is seen as much in Brazil as it is on other parts of the Western world. It entails "all distinction, exclusion or preference founded on race, sex, religion, political opinion, national ascendance or social origin that has the effect of destroying or altering the equality of opportunities or treatment in regards to employment and job opportunities" (Instituto Ethos, 2000, p. 18). Even with the commitment to the C111 convention, it was not until the mid-1990s that the topic of diversity

started to appear in the discussions among Brazilian corporations and subsidiaries of multinationals (Fleury, 2000, p. 19). All of those realized that they needed to consider diversity if they were to expand and reach better relationships with their employees, stakeholders, and public as a whole.

Due to several minority groups that are part of the Brazilian society, the topics of sexual and racial inequality, as well as disability, have gained strength and have been widely discussed in Brazil (Fleury, 2000, p. 21). In 1996 the Brazilian government created a program called Programa Nacional de Direitos Humanos (National Program of Human Rights), and one of the actions that was implemented due to this program was in regards to workplace relationships discrimination (Fleury, 2000, p. 21).

By the year 2000, most of the companies that were trying to implement some form of diversity policy were subsidiaries of North-American companies (Fleury, 2000, p. 21). Fleury (2000) conducted a study among 15 companies. Some of them were Brazilian and some were American subsidiaries, and the study was synthesized into three relevant categories: (1) recruitment and human resources selection processes; (2) training policies; and (3) communication (Fleury, 2000, p. 23).

In the area of recruitment and human resources, the results showed that companies were investing in projects that would help diversify their workforce, giving priority to the gender aspect of diversity. In other words, they were recruiting more women in order to balance their employee body (Fleury, 2000, p 23). According to Fleury (2000), only one of the companies stated that it was also including Blacks in its recruitment strategies (p. 23).

As for training policies, the companies *talked* about sending their managers to training regarding cultural diversity and interactions; but out of the 15 companies that were surveyed, only one had *actually invested* in developing such a program (p. 23).

In regards to communication, companies at the time were investing in internal communication projects in order to divulge the objective of the diversity program to all its employees (p. 23)

The importance of treating diversity with primacy has become more evident for Brazilian companies. Diversity needs to be a vital aspect for the growth of the organization, and especially when it comes to external relations, adopting diversity as an action principle helps to add value to the company (Instituto Ethos, 2000, p. 7).

Because of the many technological advances, the competitive advantage of a company will be determined, in great part, based on the quality of relationships the company maintains with people, internally and externally. This relationship quality links to the inclusion or exclusion of different social groups, with their multiple cultures, world vision and work styles (Instituto Ethos, 2000, p. 25). Furthermore, when the company takes action against discrimination it strengthens mutual respect among people, recognition of particularities and the instillation of creativity and a spirit of cooperation (p. 22).

To help stimulate the implementation of corporate diversity initiatives, the Instituto Ethos for Business and Social Responsibility, together with a representative of the International Labor Organization (ILO), developed a guide to help companies in Brazil understand more about diversity in the workplace. The guide was entitled: "How companies could (and should) value diversity." According to the Instituto Ethos (2000), diversity represents a basic principle of

citizenship, which aims to ensure opportunities of growth and development of talents for each individual. At the same time, practicing diversity represents the establishment of the right to be different, which creates conditions and an environment where people can act according to their individual values and principles. It is very important that companies take part in the process of valuing diversity through every day practices and policies (Instituto Ethos, 2000, p. 11).

As for the implementation itself, there are some suggestions as to how it should be done. First, as mentioned previously, it is important that the management be committed to the diversity program by setting diversity as an essential value of the company and including it in the company's mission and strategic planning (Instituto Ethos, 2000, p. 40). The program should also involve all levels of the organization, and it should have a team that is responsible for coordinating those efforts. The best is to have a team with different cultural characteristics, because they have more resources to make sure that the program satisfies all the interests and needs of the several cultural groups that are part of the organization (p. 40).

Strategizing is another aspect that needs to be taken into account when designing a diversity plan. Identifying the organization's goals in regards to diversity is the first step; an evaluation of the scenario comes next followed by the attainment of goals in short, medium, and long terms. It is important for those goals to be somehow measurable, because the organization needs to be constantly evaluating the initiatives in order to see the impact that they are having on the company as a whole (Instituto Ethos, 2000, p. 41).

The last important aspect of implementing such program is the training and capacitation of the employees so they can understand and value diversity. Once everyone is on the same page, the culture of the company can be associated with diversity, and that in itself can be a great

enticement for new clients, for a better reputation within the community, and for stakeholders (Instituto Ethos, 2000, p. 41).

Based on these guidelines, an organization can implement and run a diversity program. In the United States, many large multinationals have incorporated diversity programs, and have taken the time to communicate those initiatives to their publics. With the advancement of technology, most of the communication done by those organizations with the public is through the internet. They use their "websites as a primary public relations tool to communicate with stakeholders" (Uysal, 2013, p. 9), and they "increasingly communicate their diversity policies on corporate websites" (p. 9).

There have been studies done with American and European organizations that deal with the topic of diversity and how it is communicated to the publics through websites. Jabbour, Gordono, Oliveira and Battistelle (2011) conducted case studies in Brazilian corporations to assess diversity management. However, there has not been a study done with corporations' website content to see what those companies are communicating to the public when speaking about their diversity practices.

Since Brazil is one of the fastest-growing economies in the world, on top of being a very diverse country by nature and origin and since many of the native corporations have been part of this growth, it is relevant to know what the largest organizations of that country are doing to promote diversity.

Categorizing each company under Mazzei and Ravazzani's (2008) diversity assessment models—which tie in perfectly with the Instituto Ethos guidelines (2000)—will serve as an

indicator of where corporations present in Brazil stand in the international arena of diversity standards. This thesis aims to answer the following questions:

RQ1: How do large companies in Brazil define diversity in terms of amount and type of content displayed in their websites?

RQ2a: Have large companies in Brazil tried to communicate the importance of diversity through the implementation of initiatives, or by mentioning their own diversity practices in regards to their employee body?

RQ2b: How specific are the companies when describing those initiatives and practices?

RQ3: Which of Mazzei and Ravazzani's diversity assessment models would each corporation fall under, according to the content presented on their websites?

Having these questions answered will serve as a good basis for Brazilian companies to see if there are any other ways that they can improve their communication when referring to their corporate social responsibility and diversity practices to the public. It will also give scholars and practitioners from other nations a better understanding of the way Brazilian organizations are treating the matter of diversity and public relations.

Method

In order to better find answers to the posed research questions, a content analysis of all diversity related data within each corporation's websites was chosen as the research tool. The reason for studying the online content of the corporations was to verify how those companies are communicating the presence of workplace diversity, as well as diversity practices to the publics who access their pages.

In addition, the fact that content analysis is a popular method of mass media research and that it ensures consistency throughout the data facilitated the categorization of the companies across the diversity assessment models, which is the objective of the research.

Research Tool and Sample Selection

For the purpose of this thesis, an exploratory study was conducted with fifteen organizations, which were selected from Exame magazine's website "Melhores e Maiores Ranking em 2014"—The greatest and best in 2014 (Exame, 2015). Exame (2015) was chosen because it "nowadays is the largest and most influent business and economics publication in Brazil" (Exame, 2015). Most business owners and entrepreneurs trust the magazine as a source of accurate and non-biased information.

Since the study performed is a qualitative content analysis, it did not require a very large sample, because the objective of this research was to tie the results into theory instead of the other way around. A content analysis of each company's websites was performed in order to find out how those large corporations that are present in Brazil talk about diversity in their online environments; if those corporations mention diversity aspects and diversity practices in regards to their employee body, as well as the implementation of any diversity-related programs; and how those companies represent diversity to the publics that access their online content. There are several reasons for which a content analysis was chosen as the research tool for this thesis: (1) content analysis is an objective and systematic way of measuring variables, (2) it is a popular method in mass media research, (3) the content follows explicit and consistent rules, and (4) the sample goes through the same processes to ensure accuracy of the data, and that they are equally included. (Wimmer & Dominick, 2010, pp. 156–157).

As Krippendorf (1980) states, "content analysis is a research technique for making replicable and valid references from data to their context" (Krippendorf, 1980, p. 21). The last important point, emphasized by Wimmer and Dominick (2010) is that "ever-growing numbers of content analyses have focused on exploring the media images on certain minority or otherwise notable groups" (Wimmer & Dominick, 2010, p. 158). And this study is focused on the representation of those minorities in the online environment. This method allowed the researcher to conduct the study of the content of the websites more systematically.

Also, the study was performed in an online environment because:

Today, corporate organizations increasingly use Web sites as primary public relations tools to communicate with stakeholders. As the use of the Internet has grown, corporations have allocated more resources to public relations efforts via Web sites for establishing a presence for their organizations; providing information subsidies to media; delivering a competent corporate image; and communicating corporate social responsibility information. Corporations also increasingly communicate their diversity policies on corporate Web sites (Uysal, 2013, p. 9).

The diversity assessment models created by Mazzei and Ravazzani (2008) were the basis for the analysis. The researcher chose to categorize the companies under those models (Mazzei & Ravazzani, 2008) because a similar study was done by Ravazzani (2015) with Italian corporations, and it provided a great deal of information on diversity practices among those companies (Ravazzani, 2015).

Fifteen companies were selected as part of the study because since a content analysis was the tool of choice, it did not require a very large sample and there was enough data to analyze for

each of the categories mentioned below. The fifteen companies that were selected as part of this study were subdivided into three categories: (1) International companies with Brazilian presence—companies which have their headquarters in international territory (mainly in Europe and North America), but perform business activities in Brazilian territory; (2) Brazilian companies with an international presence—those companies which have their headquarters in Brazil, but perform manufacturing, sales or service activities outside of Brazil; and (3) Brazilian companies with a domestic presence—those companies which are headquartered in Brazil, and which perform business activities only in Brazilian territory.

The corporations chosen for this study were retrieved from the Exame magazine's list (2015), and the criterion used was their ranking position on that list. However, for the purpose of this study, the actual position of each corporation on the Exame list (2015) is not relevant, since they had to be categorized under their presence and headquarters.

In selecting the companies to be part of the study, the researcher went through the list from top to bottom—top meaning the highest ranked company of the list—and looked up information within the Exame list (2015) on each of the organizations, in order to have a basis for placing each of them under the correct categories: (1) International companies with Brazilian presence; (2) Brazilian companies with an international presence; and (3) Brazilian companies with a domestic presence. Each company's country of origin was taken into account so the researcher could place them either under the International or Brazilian companies' categories, and the presence of those corporations was also taken into account in order for the researcher to define whether they had national or an international presence.

While most of the corporations of the sample had published their online content in English, one-third of those companies had content in Portuguese only. The researcher, however,

decided to still analyze the content in Portuguese and translate it into English, due to more than two years of experience with working with English to Portuguese translations as part of her job. The content was translated as close to the source language as possible, and to the best of the translator's knowledge, based on her work experience.

One of the corporations of the list—JBS— had a website that had not been working since the researcher started the data collection process, and even though it is still part of the sample, it was not possible to conduct data collection or analysis for that particular company.

Table 2. *International companies with Brazilian presence, their industry, headquarters and Exame magazine ranks.*

Company Name	Industry	Headquarters	Exame Rank
Raízen	Wholesale	UK/Netherlands	5
Volkswagen	Automotive	Germany	8
Bunge	Consumer Goods	Netherlands	7
Cargill	Consumer Goods	United States	9
Telefônica	Telecommunications	Spain	12

Table 3. *Brazilian companies with a domestic presence, their industry, headquarters and Exame magazine ranks.*

Company Name	Industry	Headquarters	Exame Rank
Via Varejo	Retail	S. Caetano do Sul, SP	13
Correios	Services	Brasília, DF	18
Telemar (Oi)	Telecommunications	Rio de Janeiro, RJ	26
Ipiranga	Wholesale	São Paulo, SP	4
BR Distribuidora	Wholesale	Rio de Janeiro, RJ	2

Table 4. *Brazilian companies with an international presence, their industry, headquarters and Exame magazine ranks.*

Company Name	Industry	Headquarters	Exame Rank
JBS	Consumer Goods	São Paulo, SP	15
BRF	Consumer Goods	Itajaí, SC	6
Braskem	Chemical	São Paulo, SP	10
Vale	Mining	Rio de Janeiro, RJ	3
Petrobras	Energy	Rio de Janeiro, RJ	1

Data Coding and Analysis

The next step of the analysis was the creation of a rubric for coding, in order to make the data analysis more consistent across companies. The idea behind the rubric was to make it easier for the researcher to categorize each of the companies under one of the three diversity assessment models suggested by Mazzei and Ravazzani (2008) and to enable the researcher to locate the content more easily.

The first of Mazzei and Ravazzani's (2008) models is the assimilating minorities approach, where the organization talks about abiding with the law, equal employment opportunity, non-discrimination in regards to age, gender, disability, nationality, religion, etc. This model has an internal emphasis, meaning the organization is doing the minimum required to meet diversity-related laws and requirements, but it is not taking any extra steps to foster a more diverse work environment (Mazzei and Ravazzani, 2008, p. 9).

The second model proposed by Mazzei and Ravazzani (2008) is the diversity management model, in which the company abides by the law, but has also implemented, or is in the process of implementing, initiatives and programs designed to increase employee satisfaction and productivity. The organization in this case, works with diverse employee groups, but its

focus is on the company's overall performance and profitability (Mazzei & Ravazzani, 2008, pp. 9–10).

The third and last model proposed by Mazzei and Ravazzani (2008) is leveraging differences, the most proactive of the three approaches to diversity. This model focuses on the value of each employee's individual identity and differences as a means to improving the company's competitive advantage, effectiveness and reputation among stakeholders and the public (Mazzei & Ravazzani, 2008, pp. 13–16).

Table 5. *Diversity assessment models and diversity practices.*

Diversity Assessment Model	Diversity Practices
Assimilating Minorities	Equal employment opportunities. Abiding with the law. Fulfillment of quotas.
Diversity Management	Implementation of diversity initiatives Focus on employee satisfaction Profitability of the company
Leveraging Differences	Diversity as a competitive advantage Value of individual diversity aspects Hiring and promotion processes based on skills and competencies

The researcher created a rubric—coding sheet for data analysis on Google Forms, and as each company's information was filled out, the data were being automatically saved in a Google spreadsheet. The first part of the rubric contained basic but important information about each corporation, such as the name of the company, and the localization of its headquarters, whether in Brazil or internationally.

The other two sections of the rubric were devoted to the online presence of content on diversity, and in each of the sections, there was a certain number of points attributed to each

organization, based on the amount of diversity content of their website and on the amount of detail found within that content. The rubric also contained an additional comments section, to which the researcher copied the links where the information was retrieved from, for later writing about each of the findings. The online content consisted of embedded text in each webpage, or downloadable documents that were not directly displayed on those webpages.

The objective of the researcher in the first question of the second part of the rubric was to see how much of each company's online content actually referred to diversity. If there were no mention of the word at all, the company would receive zero points; if the word was mentioned in the content, but there was no additional information, it would receive one point. For a sentence dedicated to diversity, the company would get two points; for a paragraph on diversity, the company would receive three points, and for a whole section (two or more paragraphs devoted to it), the company would receive four points. In this part of the rubric, only one option was selected for a possible four points, depending on the alternative selected.

The next question of the second section dealt with the different aspects of diversity mentioned on each company's website. For each category mentioned at some point in the company's online content, there was a point attributed to it. The choices present in the rubric were age, culture, disability, gender, language, nationality (national origin), race, religion, and sexual orientation. These specific categories were chosen because they were the ones that seem to be mentioned more frequently when non-discrimination policies and types of diversity are described in online content. In this section, more than one option could be chosen, and the points added up to a possible nine points, if all the choices were marked.

The third and final part of the rubric talked provided more detail about the content analyzed. This is where a company could get the most points for being specific about what

exactly is being said and done in regards to diversity. This section contained seven choices, and for this part of the rubric more than one alternative could be selected as well. The assignment of points was different for this section.

The first three options connected to the first diversity assessment model—or the assimilating minorities approach—where the company is doing the minimum necessary to abide by the law and react to affirmative actions (Mazzei & Ravazzani, 2008, p. 9). Those choices were: (1) Company abides by the law; (2) Company talks about equal employment opportunity; and (3) Company mentions that non-discrimination policies are in place. Each of those alternatives could give the company two points, for six points total if the organization mentioned all three.

The following two options dealt with the second diversity assessment model—the diversity management model—in which the organization goes beyond abiding with the law, and is concerned about implementing programs and initiatives to foster diversity. That creates an environment where diverse people can work together, increasing employee satisfaction and the company's overall profitability and performance (Mazzei & Ravazzani, 2008, pp. 9–10). Those choices were: (1) Company mentions diversity initiatives and (2) Company talks about training of employees regarding diversity in the workplace. Each of those alternatives, if selected, were worth seven points, for a total of 14 points.

The last two questions of the third section were related to the third diversity assessment model—leveraging differences—where the organization recognizes that the individual contributions of the employees are a means of making the company stand out from the others, and increasing its competitive advantage (Mazzei & Ravazzani, 2008, pp. 13–16). The options presented were: (1) Company mentions the value of employees as individuals; and (2) Company

mentions that hiring and promotion processes are solely based on skills and competencies of each individual. If selected, those two answers would add 15 points each to the total, for a possible total of 30 points if both alternatives were selected. The highest score a company could get on the rubric was 69 points.

At the end of the rubric, as previously mentioned, there was a section for additional comments, where the researcher added all the links so that the information provided by the corporations about diversity could be later located and used for displaying the results.

Once the rubric was created, the researcher accessed the website of each company, checking all the content of each site, tab by tab, including embedded content and downloadable files, to ensure that nothing was left behind. As information on diversity was found, the options on the rubric were checked so the total points could be added for each corporation, and links where the information was found would be copied into the additional comments section of the rubric. That way the researcher could refer back to the material and display the results.

The rubric served as a basis to determine which diversity assessment model (Mazzei & Ravazzani, 2008) each company fell under. Companies that scored between zero and 20 points would fall under the assimilating minorities model (Mazzei & Ravazzani, 2008, p. 9). Companies with that score actually have done only the minimum necessary to comply with and abide by the law. Those that scored between 21 and 36 points would be classified under the diversity management model (Mazzei & Ravazzani, 2008, pp. 9–10). In this case, the companies showed that they are making an effort to do more than just react to laws and quotas, by the implementation of diversity initiatives or by demonstrating that they are trying to understand the importance of the topic. Finally those companies that scored 37 or more points would be identified under the leveraging differences model (Mazzei & Ravazzani, 2008, pp. 13–16). Those

companies are in tune with the importance of diversity and are one step ahead, since they are considering diversity as an individual aspect and as a competitive advantage.

Once all the companies were categorized according to the rubric, the researcher went through each corporation's diversity content again, to better try and interpret the data, and to have the right tools to categorize them under each of the diversity assessment models. This included organizing and displaying all the diversity-related information for each company studied. Based on the rubric score and on the content studied, the companies were then assigned under each of the three different diversity assessment models (Mazzei & Ravazzani, 2008).

Results

Based on the online content of each corporation analyzed, the author of this thesis suggests 12 categories of diversity practices that are helpful in understanding each company's standing in respect to the theme. With these 12 categories, each company could be examined to see in how many of the categories it showed evidence of concern or application in its diversity practices. It would seem that the companies that showed evidence of concern over the highest number of these categories would be the more sensitive to diversity among the organizations studies. These 12 categories are:

- The United Nations' Universal Declaration of Human Rights

- The United Nations' Women's Empowerment Principles

- The United Nations' Global Compact

- The Brazilian federal government Pro Gender and Equity Program

- Value for employees' individual development and contributions

- Employee diversity as a competitive advantage for the company

- Initiatives for women

- Initiatives for people with disabilities

- Equal employment opportunities

- Hiring processes based on skills and competencies

- Use of local workforce as a tool for company's development (Glocalization)

In the paper presented by Mazzei and Ravazzani (2008) entitled "Leveraging differences for Competition: An Exploratory Study," a model was created that shows the extent to which an organization values and incorporates diversity into its operations (Mazzei & Ravazzani, 2008, p. 13). The three different models of diversity valuation are: the assimilating minorities approach, which "represents an anti-discrimination effort through a systematic and planned policy to recruit ethnic or racial minorities and female employees, promoting assimilation and equality" (Mazzei & Ravazzani, 2008, p. 9). It is a reactive model that is based on quotas and on abiding with the law, with internal emphasis, meaning the HR department is responsible for the implementation of those policies (p. 9).

Diversity management (DM) is the next model, in which companies take the extra step and go beyond abiding with the law and fulfilling quotas. "It represents the prosecution and enrichment of the anti-discrimination approach, by including all kinds of differences beyond mere political correctness and legal mandate" (Mazzei & Ravazzani, 2008, p. 9).

The final diversity assessment model suggested by Mazzei and Ravazzani (2008) is the leveraging differences model.

The model is based on a proactive approach. People engaged in organizations, carrying differences, should not be just the target of managerial programs such as assimilating

minorities and DM models. People are the protagonists that use their own differences and knowledge to interact with clients, suppliers, stakeholders and colleagues (Mazzei & Ravazzani, 2008, p. 13)

Using these models as a basis for the analysis, it was possible to evaluate each company's commitment to diversity. The manner which the companies were categorized under one of the three diversity assessment models was based on their rubric score and, subsequently, upon more in-depth reading of the online contents of each company's website.

For each diversity aspect mentioned in the rubric, the corporation received a certain amount of points. In the first section related to diversity in the rubric, there was a total of four possible points, and only one option could be selected for each corporation.

The second part of the rubric dealt with diversity categories that are frequently mentioned in diversity-related content, and in this section, a total of nine points were possible. All the nine options could be selected for each company, depending on the amount of the listed categories that were mentioned.

The third part of the rubric had questions more tailored to Mazzei and Ravazzani's diversity assessment models (2008). The first two questions of the section related to the assimilating minorities model (Mazzei & Ravazzani, 2008, p. 9), and for each alternative selected, each corporation got two points. There were two alternatives that related to the first model. The next two alternatives had to do with the diversity management model, and for each alternative selected, each company got seven points. The final two choices of that section related to the leveraging differences model, and for each alternative selected, each corporation got 15 points.

Examination of Websites

      Raízen. Raízen is an oil distribution company that resulted from the businesses of two companies: Royal Dutch Shell and Cosan. With that alliance, Raízen was able to dominate a greater share of the oil distribution market. (Raízen, n.d., Company Profile).

      In terms of revenue, Raízen is now one of the largest oil companies in Brazil, and it is the largest sugarcane ethanol producer as well as the "single largest" ethanol exporter of Brazil, which the company specializes in (Raízen, n.d., Company Profile).

      Raízen and diversity. When it comes to online content related to diversity, Raízen has two downloadable documents where the topic is discussed: Código de Conduta da Raízen– Raízen's code of conduct (n.d.), and Relatório de Sustentabilidade 2014/2015–Sustainability Report 2014/2015 (2015). The Código de Conduta (n.d.) starts talking about diversity by stating the responsibilities it has in regards to its employees (Código de Conduta, n.d., p. 9). Raízen promises to:

> Respect their rights and differences, promote training and continuous education, value their competencies, believe in merit as the basis for collective and individual development, and to offer an individual development plan, in order to foster employee participation in the planning and objectives of their activities (Código de Conduta, n.d., p. 9).

      Raízen also talks about unacceptable behaviors under its harassment section of the publication, and one of those behaviors has to do with "slandering based on race, gender, or religion" (Código de Conduta, n.d., p. 35). Raízen continues: "Any form of prejudice, discrimination or harassment has to be reported to the ethics hotline. Those that commit

harassment acts will be subject to disciplinary measures, including job termination" (Código de Conduta, n.d., p. 35).

The last part of the Código de Conduta (n.d.) that relates to diversity is a section that talks about equal opportunity at Raízen (Código de Conduta, n.d., p. 37). Raízen's objective is to create an environment where each of its employees has the same opportunities to develop their talents and skills (p. 37). The company also gives the same employment opportunities to all candidates and employees, and their advancements and progress are evaluated through a set of rules and systems that are "clearly defined and applied in a consistent manner" (p. 37). Raízen also reinforces that it does not tolerate workforce discrimination of any kind (p. 37).

Still regarding equal employment opportunities, Raízen summarizes its policy:

Raízen commits to create and abide by human resource policies and legal practices in all aspects of employment, including recruiting, selection, hiring, evaluation, promotion, training, discipline, development, remuneration and termination. The company abides by the applicable laws in every country in which it operates and guarantees that all the decisions related to employment base on qualification, merit, performance and other factors related to the job (Código de Conduta, n.d., p. 37)

Raízen's Relatório de Sustentabilidade 2014/2015 (2015) does not contain any significant information that deals with diversity, except for a chart which breaks down the employee body between men and women in each of the existing job categories in the company, and also by age range (Relatório de Sustentabilidade, 2015, p. 92).

Volkswagen do Brasil. Volkswagen started operating in Brazil in 1953, out of a small rented warehouse unit in São Paulo, and with only 12 employees. Six years later, in 1959,

Volkswagen opened its first unit in the neighborhood of Anchieta, also in São Paulo. Brazil's then president, Juscelino Kubitschek, was present at the opening ceremony of the store (Volkswagen, n.d., Com Foco no Presente e Olhos no Futuro).

Nowadays, Volkswagen is the largest vehicle manufacturer in Brazil and has the largest product line of the national market, with 19 models among national and imported vehicles. It is also the largest exporter in the Brazilian automotive sector (Volkswagen, n.d., Curiosidades Sobre a Volkswagen Brasil).

Volkswagen do Brasil and diversity. In its Brazilian website, there are two documents in PDF format where Volkswagen discusses the theme of diversity: the Código de Conduta Volkswagen (2010), or Volkswagen Code of Conduct in English, and the Anuário de Responsabilidade Corporativa (2014), or the Corporate Responsibility Yearbook. Other than in those two files, there is no further content on diversity.

The Código de Conduta Volkswagen (2010) contains some guidelines that relate to diversity, even though the word itself is not directly mentioned. The code states that, "respect for people and for the institutions are the basis of our business" (Código de Conduta, 2010, p. 9).

Following the above statement, the Código de Conduta (2010) presents a series of expectations from the company in regards to its employees (Código de Conduta, 2010, p. 10). Firstly, Volkswagen respects "the internationally recognized human rights" and "supports their fulfillment" (p. 10). Volkswagen also values the "equality of treatment and opportunities, regardless of the person's ethnicity, the color of their skin, their gender, disability, ideology, faith, nationality, sexual orientation, social origin or political conviction, as long as such

conviction is based on democratic principles and implies in tolerance towards people with different convictions" (p. 10).

Volkswagen's employees are required to abstain themselves from any sort of discriminatory behavior, and are also required to foster inter-relationships that are respectful and that are geared towards partnerships (Código de Conduta, 2010, p. 10).

Volkswagen's Anuário de Responsabilidade Corporativa (2014) also discusses diversity. In regards to human resource management, "Volkswagen do Brasil is rooted in a high performance culture, which values the human factor and the development of its employees. The company believes that a business and its products are as good as its collaborators, and therefore, permanent training and improvement are essential" (Anuário de Responsabilidade Corporativa, 2014, p. 46). According to the document (2014), Volkswagen fosters an environment free of discrimination, where people have freedom of association and collective negotiation (p. 46).

The Anuário (2014) breaks down Volkswagen do Brasil's total employees into men and women. In Brazil, as of 2014, 94% of the employee body was composed by men, and 6% by women (Anuário de Responsabilidade Corporativa, 2014, p. 47). Even though that seems like a small percentage, the publication explains that the processes that were primarily manual and physically demanding and attracted male employees are starting to see a gradual shift towards the females (p. 47). In 2014, 29% of the new hires were women, and through their trainee program, 53% of the trainees recruited were females. As for their apprenticeship program, 27% of the apprentices in 2014 were also females (Anuário de Responsabilidade Corporativa, 2014, p. 47).

Volkswagen do Brasil has also set some goals that link to Social Responsibility, and among those goals is a program, which was designed to foster diversity (Anuário de Responsabilidade Corporativa, 2014, p. 87). The goal appeared on Volkswagen's objectives in 2013, with implementation scheduled for 2015, but it was postponed to 2016, and there are no specifics as to what exactly that program entails (p. 87).

Bunge. Bunge is one of Brazil's main food and agribusiness companies. It is one of the largest food manufacturers, and the main producer of wheat and soy of the country. Bunge also works with port services, and since 2006, it has been producing sugar cane and biofuel. Bunge Limited, which was founded in 1818 and has its headquarters in White Plains, New York, controls Bunge Brazil (Bunge, n.d., A Bunge: Nossa História). Bunge has been in Brazil for more than 100 years (Bunge, n.d., A Bunge: Nossa História).

Bunge and Diversity. The first important point that Bunge discusses in regards to diversity is individual excellence, even though the word is not mentioned in the content. The Brazilian website states that the most successful entrepreneurs work better when in teams through the sharing of visions, the combination of efforts, and through leveraging their strengths (Bunge, n.d., A Bunge: Missão, Visão e Valores). It also affirms that teamwork is essential for the leadership of the company in the food sector (Bunge, n.d., A Bunge: Missão, Visão e Valores). Bunge declares, "We value individual excellence and teamwork to the benefit of Bunge and of the other involved parties" (Bunge, n.d., A Bunge: Missão, Visão e Valores).

Bunge's Código de Conduta or code of conduct (2014) discusses diversity more clearly. One of the document's sections talks more specifically about diversity (Código de Conduta, 2014, p. 7):

One of Bunge's strengths is the diversity of its employees. Bunge seeks to promote an atmosphere of openness, trust and inclusion in respecting the diversity of talents, capacities, knowledge, and experiences of each person. It is expected that we treat one another with fairness and that we respect the unique contributions of other people (Código de Conduta, 2014, p. 7).

Bunge's code of conduct (2014) addresses discrimination, and talks about its hiring processes (Código de Conduta, 2014, p. 7). Bunge states that it forbids any kind of discrimination against any employee or prospective employee. Their hiring, promotion and compensation decisions are to be made without any relation to any legally protected characteristics or traits (p. 7). "Even though those characteristics vary according to the local legislation, they usually include race, color, religion, gender, nationality, citizenship, age, disability, sexual orientation, military or veteran status, and marital status" (p. 7).

The next publication that refers to diversity is Bunge's Blue Book, a three-page leaflet that is distributed to its employees, and it is available online as well (Blue Book, n.d.). Bunge considers itself "the sum of various cultures, languages and backgrounds" (Blue Book, n.d., p. 1). The company has had its headquarters in five countries and three different continents, and it believes that "each one of them is a part of us" (p. 1).

Because it is present in so many different countries, Bunge believes in diversity as being a tool for competitive advantage. It operates in more than 40 countries and it values the ties among coworkers, with clients and business partners (Blue Book, n.d., p. 1). Bunge believes that having the ability to build local and global ties, to connect and to collaborate with one another, is a competitive advantage in a world that is defined by those abilities (p. 1). The value of each

individual's work is also very important, since the company's success can only happen if all the parties of the company work, and when they work together (Blue Book, n.d., p. 2). "Glocalization" seems to be part of Bunge's philosophy, since the company relies on the local workforce and resources of each country, despite being a global company (p. 2).

> We are very proud of the local relationships that we built, and of our deep knowledge of the agricultural markets, about the food industry and ingredients, and about the consumer trends in the places where we operate. We believe that local managers can make incredible things come to pass when they are responsible for their own operations, and directly attend to farmers and clients (Blue Book, n.d., p. 2).

Regarding diversity initiatives, Bunge Brasil has implemented the program "Bunge Diversidade," or Bunge diversity in English (Bunge, n.d., Sustentabilidade: Iniciativa, Projetos e Parcerias). The initiative was implemented to promote the inclusion and professional training of people with disabilities, and of those who were rehabilitated through Brazil's Previdência Social, the equivalent to the United States' Social Security system. Through the program, Bunge "promotes professional growth possibilities based on the belief that, when there are different people on a team, there are more ideas and suggestions to propel the business and to satisfy clients" (Bunge, n.d., Sustentabilidade: Iniciativa, Projetos e Parcerias).

Bunge has increased the participation of women in its activities in order to foster greater diversity. During 2014, the company has worked on the issue of inclusion, which resulted in a female increase in the workforce from 12.6% to 13.1%, and an increase in the number of disabled employees of 23%. Ethnic diversity was also tracked, with 55% of the employee body

being self-declared white, 38% as mulatos (white and black), and 7% black, yellow, and indigenous people (Sustainability Report, 2015, p. 6).

Cargill. Cargill is an American company that has been present in Brazil since 1965. It is one of the largest food manufacturers in Brazil, and has its Brazilian headquarters in São Paulo. The company has offices, manufacturing plants and warehouses in 15 states and 137 cities throughout the country (Cargill, n.d., Sobre a Cargill).

Cargill and diversity. Cargill's 2015 Corporate Responsibility Report (2015) does not mention the word diversity. However, one of the topics discussed is the way their employees are treated (Corporate Responsibility Report, 2015, p. 14). Under the section entitled "We treat people with dignity and respect," Cargill states, "We achieve our goals through our people. We provide a safe workplace and value the unique contributions of our global team, enabling those who support Cargill's goals to achieve their own individual potential" (p. 14). Even though it does not directly talk about the theme of diversity, it mentions the value of employees as individuals, and how it recognizes that employees are the ones who help the company reach their objectives (p. 14).

In Nossos Princípios Éticos: Código de Conduta da Cargill (2016), or Cargill's code of conduct, Cargill presents a section entitled "The strength of diversity," which gives detailed information on Cargill's policies and beliefs in regards to diversity (Código de Conduta da Cargill, 2016, p. 24). According to the code, Cargill supports and values the "variety of life experiences" that are brought by its employees (p. 24). It states: "As colleagues, we offer the perspectives of different genders, languages, customs, physical abilities, races, religions, sexual orientations, sexual identities, life experiences and socioeconomic status and we possess

different personal styles of thinking, of expressing ourselves and of solving problems" (Código de Conduta da Cargill, 2016, p. 24).

The code (2016) also states that Cargill recognizes that, in order for it to be a successful global organization, each of its members needs to demonstrate respect towards the ones who are different (Código de Conduta da Cargill, 2016, p. 24). Cargill believes that "when diverse experiences lead to different points of view that is not a weakness. In fact, our differences make us stronger and more capable of attending to the needs of our global organization" (p. 24). The company also provides equal employment opportunities to all of its employees, "regardless of personal characteristics such as race, ethnicity, color, gender, age, disability or other characteristics protected by the law" (p. 24). Cargill does not accept discrimination or "retaliation against any person for sharing a concern or for participating in an investigation. That applies to the way we treat one another, as well as any other person with whom we interact" (p. 24).

Telefônica Brasil. Telefônica is one of the largest communications, entertainment and information companies of the world. It is present in 21 countries and it employs over 125,000 people. Its Brazilian operations started in 1998, when all of Brazilian telecommunications companies, which were previously controlled by the government, were privatized. Telefônica employs more than 34,000 people, and is present in 3,800 cities in Brazil (Telefônica, n.d., Quem Somos).

Telefônica and diversity. There are a couple of publications released by Telefônica, its Code of Ethics (n.d.) and Sustainability Report (2015), both of which talk about diversity

directly and indirectly. The Code of Ethics, which is given to the company's employees, is the first place where information can be found on the subject (Code of Ethics, n.d., pp. 5–7).

One of Telefônica's general principles is human rights. According to Telefônica, the company "respects the principles of the Universal Declaration of Human Rights, as well as the declarations from the International Labor Organization" (Code of Ethics, n.d., p. 5). The company also fosters the equality of opportunities and treats all people with fairness and impartiality, "without prejudice associated with race, color, nationality, ethnic origin, religion, gender, sexual orientation, marital status, age, disability, or family responsibilities" (p. 5).

Under the professional development section (Code of Ethics, n.d., p. 7), Telefônica talks about its hiring and promotion practices and training for its employees. It is part of the company's philosophy to engage its employees in strategies that can strengthen the employee's commitment and enthusiasm so the company can reach its goal (p. 7). Also, Telefônica invests in, and promotes employees' personal and professional development to increase employee satisfaction and, again, strengthen their commitment with the improvement of the company (p. 7). When it comes to selection, hiring and internal promotion processes, Telefônica bases its decision on competencies, professional merit, capacities, and transparency (p. 7).

Telefônica's Sustainability Report (2015), also deals with the topic of diversity. The first piece of information that directly relates to diversity is a chart where the company presents social aspects of the company (Sustainability Report, 2015, p. 14). The chart gives the reader a general idea on how the employee body is broken down. It displays the average employee age, percentage of men and women, number of people with disabilities, percentage of afro-Brazilians, and employee satisfaction index (p. 14).

Telefônica has also become a signatory in several sustainability initiatives, including UN's Global Compact and Women's Empowerment Principles, both related to diversity (Sustainability Report, 2015, p. 32). UN's Global Compact is "an initiative of the United Nations (UN) to encourage companies to adopt corporate social responsibility and sustainability policies, by adopting ten principles related to human rights, labor, the environment and corruption" (p. 32). Telefônica also explains that the Women's Empowerment Principles entail. "Created by UN Women and the UN Global Compact, this initiative sets forth seven principles to help the business community to incorporate values and practices aimed at gender equity. Telefônica Vivo signed the commitment in March 2016" (p. 32).

The Sustainability Report (2015) goes more in depth about the topic of diversity. According to the report, "among the most important aspects of the workplace is respect for diversity. We are a company that values differences, not only in our efforts toward greater balance in workforce in terms of gender, ethnicity, sexuality, age and persons with disabilities, but also in respect to those individuals" (Sustainability Report, 2015, p. 59). For the year 2016, the focus of Telefônica's diversity initiatives are geared towards women and people with disabilities (p. 59).

As previously mentioned, Telefônica has implemented the Women's Empowerment Principles, an agreement signed in March of 2016, which "sets forth seven principles that assist the business community to incorporate values and practices that promote gender equality (Sustainability Report, 2015, p. 59). Telefônica has also joined the Gender and Racial Equity Program, "an internal action plan to join with a Brazilian federal government initiative, which grants the program's seal to firms that voluntarily establish a model for equality activities" (p. 59).

For people with disabilities, and some of these initiatives are still being rolled out throughout 2016, Telefônica has created the Internal Awareness Program, which "is designed to be a permanent policy to extinguish efforts focused on social action in the integration of people with disabilities. Instead, it establishes effective mechanisms to seek out people with disabilities who possess talents that will strengthen our business" (Sustainability Report, 2015, p. 59).

Another plan of action for Telefônica's accessibility initiatives is equality. The Sustainability Report (2015) declares, "We want to create a mindset that challenges employees with disabilities to develop themselves, regardless of whether they were freely contracted due to a voluntary commitment or compulsory adherence to established quotas" (Sustainability Report, 2015, p. 59).

The last diversity initiative for persons with disabilities planned by Telefônica is an internal census, so the company can gain a greater knowledge of employees' backgrounds and profiles. "Through self-declarations, we will identify these profiles and, with these, adapt to their integration needs, assisting them towards professional achievement and the optimization of company performance" (Sustainability Report, 2015, p. 59)

Readers can also find a graph with the breakdown of employees with disabilities for the years of 2014 and 2015 (Sustainability Report, 2015, p. 59), as well as a chart that categorizes the employee body by their avowed (or self-declared) race, in actual headcount and percentages. The races categorized on the chart are Asian, White, indigenous, undisclosed, mixed, and Black (Sustainability Report, 2015, p. 59).

The last piece of information regarding diversity in Telefônica's Sustainability report (2015) is a more detailed breakdown of employees by gender (Sustainability Report, 2015, p.

60). There are nine graphs that depict, first of all, the overall number of male and female employees, followed by a gender total for the years 2014 and 2015, and then five more graphs where males and females are categorized under age gaps: under 30 years old, between 30 and 34 years old, 35 through 44 years old, 45 through 54 years old, and over 54 years old (p. 60). There is also a graph that illustrates the amount of men and women that occupied management positions for the years 2014 and 2015 (p. 60).

BRF. BRF, or Brazilian Foods, is a consumer goods company that focuses on agro-industrial products such as dairy and meats. It has control over Sadia and Perdigão, which are the largest poultry and deli products manufacturers in the country. It was founded in 1928 under the name of Batavo, and its initial intent was to sell milk and milk products for the local markets. As time passed, more companies devoted to selling dairy and meats were founded and thrived in Brazil, and eventually all those companies merged, forming what is known today as BRF (BRF, n.d., Our History).

BRF and diversity. BRF presents some diversity related material on its website. The first finding was in their Transparency Guide (n.d.), which is the company's code of conduct. All employees, suppliers and representatives of the company have to abide by the code of conduct, and are responsible for communicating any incidents that might be considered unethical to the proper channels (Transparency Guide, n.d., p. 27).

Section 2.1 of BRF's Transparency Guide (n.d.) talks about acceptable and unacceptable behaviors when in the workplace (Transparency Guide, n.d., p. 7). BRF declares:

> BRF totally condemns any kind of abuse of power, harassment, aggression or abuse, either sexual or verbal, as well as any other behavior that might be deemed offensive,

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demeaning, discriminatory, or that threatens the life or the physical and moral integrity of individuals and/or companies (p. 7)

Section 2.2 of the Transparency Guide (n.d.) talks about nondiscrimination policies and about several diversity aspects. It also explains that the company bases their hiring and promotion processes on skills and competencies and not on other factors deemed discriminatory (Transparency Guide, n.d., p. 8). It states,

> BRF fosters a workplace free of all kinds of discrimination, providing equal opportunities based strictly on individual competency and performance. The Company recognizes the right to freedom of belief, if exercised with responsibility, respecting the peculiarities of every creed.

> No form of discrimination is tolerated, whether based on religion, race, color, ethnic origin, economic status, education, appearance, disease, nationality, social origin, age, gender, marital status, sexual orientation, belief, and philosophy of life, political ideology, language, disability, or physical or mental limitation (Transparency Guide, n.d., p. 8).

BRF's Annual Report 2015 has more material that discusses diversity (Annual Report, 2015, p. 86). Under Human Capital (p. 86), the company mentions employee appreciation as "one of the cornerstones of BRF's strategy, contributing to integrate its culture with success and adherence" (Annual Report, 2015, p. 86). BRF mentions the creation of a program called Viva BRF, "the cultural movement of the organization, which gathers actions, values and attributes developed by the core of the company's culture and built, collaboratively, with all employees" (p. 86).

The Annual Report (2015) also mentions that, "the principles of Viva BRF are applied in all levels of the company, from plants to offices" (p. 86), in which BRF, "allows for the coexistence of cultural, regional, and individual diversity, increasing the potential for adherence to the culture and leveraging its expansion" (p. 86).

According to the report's culture and communication section (Annual Report, 2015, p. 87), in 2016 BRF plans on implementing "culture laboratories in every region in the world, called Viva Labs, a group of employees who volunteered, starting from a democratic voting project carried out in every unit, to be transformation agents in their locations" (p. 87). BRF has also created Viva Hub, which is a group of people who help Viva Labs to carry out their projects, and consequently "help the other areas of the Company in the process of cultural dissemination and maturity, thus advancing Viva BRF in all locations where the Company is present. With this, we reinforce the wealth of being part of a company that speaks over 20 different languages" (p. 87).

Under the people management section (Annual Report, 2015, p. 87), BRF declares its commitment to creating new opportunities for their employees. "Among our actions, we have in place a policy to attract and select people that is focused on valuing competencies and diversity" (p. 87). BRF also has a referral program in place named "Eu Recomendo," or I recommend, where current employees can refer new people, which "demonstrates a relationship of trust and satisfaction for working at BRF, which works as a tool for attraction and recruiting people" (Annual Report, 2015, pp. 87-88).

There is also a section dedicated exclusively to diversity in the Annual Report (2015), stating that BRF's "model and culture encourage valuation of diversity of ideas and positive

coexistence between people with different backgrounds. BRF makes no distinction of gender, race or religion in hiring or in the daily relationship and remunerations of employees, and salaries are based on market standards, performance and time with the Company" (Annual Report, 2015, p. 90).

In Brazil, BRF has also signed an agreement with the Ministry of Labor, regarding the inclusion of People with disabilities, which implements several steps "to address the topic, such as conference calls with the units, communication material, terms of technical cooperation for professional rehabilitation, hiring of special consulting, benchmarking and training" (Annual Report, 2015, p. 90). The company has also "announced the sponsorship of the Rio 2016 Paralympics/Olympics Games, demonstrating its incentive for, and valuation of the topic" (p. 90).

Braskem. Braskem is a company that was founded in 2002, as a result of the consolidation of six other companies: Copene, OPP, Trikem, Nitrocarbono, Proppet and Polialden. At the time of its founding, Braskem was already considered the leading petrochemical company in Latin America, and it already had offices outside of Brazil, in the United States and Argentina (Braskem, n.d., History).

Nowadays, Braskem is present in several countries across the globe, including the United States, Mexico, Colombia, Venezuela, Peru, Chile, Argentina, Brazil, Austria, Germany, the Netherlands, and Singapore (Braskem, n.d., Global Presence).

Braskem and diversity. Braskem's content on diversity is spread between two downloadable documents that can be retrieved online: Braskem's Code of Conduct (2014) and Annual Report (2015).

Braskem's Code of Conduct (2014) explains the company's hiring and promotion processes under section 4.1 (Code of Conduct, 2014, pp. 6–7):

Everyone in Braskem has equal job opportunities.

Accordingly, in the procedures related to recruiting and hiring, the delegation of responsibilities and challenges, opportunities for development and training, performance evaluation, and definition of compensation and benefits and other human resources practices, the only factors to be considered are the work and job requirements and results, merit, personal and professional qualifications and each person's potential, as established in the "Orientation for the Identification, Development, Evaluation and Integration of People at Braskem" (Code of Conduct, 2014, pp. 6–7).

The company's Code of Conduct (2014) also talks about another important topic that relates to diversity: equality, under section 4.2 (Code of Conduct, 2014, p. 7). Even though the word diversity is not directly mentioned in the text, there is evidence that the text is referring to it. It reads: "Braskem does not permit or tolerate any form of prejudice or discrimination, whether due to race, color, nationality, origin, religion, gender, sexual preference, social class, marital status, weight, height, physical disability or any other personal characteristic" (Code of Conduct, 2014, p. 7).

Braskem's 2015 Annual Report (2015) also contains additional diversity related material. There are a couple of pages devoted to the topic. The main focus of Braskem is on gender diversity, and the company has based their diversity policies on the 6th principle of the Global Compact (Annual Report, 2015, p. 55).

According to the Annual Report (2015),

Braskem understands fostering gender equality is an issue of great importance and assumes its responsibility to work proactively based on the following beliefs:

- It is necessary to invest in an environment where women have access to job opportunities where they may develop, as a support structure allowing everyone to take on multiple responsibilities.

- Valuing gender diversity is not only enriching to the work environment, but also essential for the growth, survival, and perpetuity of the business (Annual Report, 2015, p. 55).

In Brazil, Braskem has also implemented some initiatives that deal with diversity, but as mentioned before, they gear toward gender diversity than on other factors (Annual Report, 2015, p. 55). In 2015, the company created the Women at Braskem program, which was its first diversity initiative. The program is based on the "fundamental pillars for the work of women" (p. 55), and "discusses issues such as maternity and paternity leave, career development, health and well-being, and supply chain" (p. 55).

Another initiative that Braskem carried out in Brazil was the Braskem Women's Forum, which focused on the company's career development pillar. (Annual Report, 2015, p. 55).

The initiative included the participation of 350 Team Members from every region in Brazil that met with female leaders for a moment of reflection and inspiration about career and challenges for men and women seeking balance between their personal and professional lives (p. 55).

Braskem also talks about other diversity action plans that took place internationally (Annual Report, 2015, p. 55). In Mexico, the company has established a partnership with the World Bank in order to develop

> initiatives to include women in the recruitment and selection process, leadership training and development, social and economic development projects in local communities, and carrying out awareness actions about sexual violence against women, and breast cancer, engaging Team Members and the Community (p. 55).

In the United States, the BAWI, or Braskem America Women's Initiative, was created to foster "a more balanced distribution of gender in the Company's operations" (Annual Report, 2015, p. 55). The main objective of BAWI is to "promote education, training, and enrichment of knowledge, aiming to accelerate women's advancement to leadership positions, break barriers, and promote gender equality" (p. 55).

The last diversity topic discussed in Braskem's Annual Report (2015) is the Women's Empowerment Principles (Annual Report, 2015, p. 55). In 2015, the company signed the document created by the UN Women Initiative and the Global Compact, in order to be better guided "in the direction of best practices in equality proposed by these two institutions" (p. 55).

Vale. Vale S.A. is a private sector publicly traded mining company, with headquarters in Rio de Janeiro, Brazil. It has operations in 26 countries and five continents. "It is the largest mining company in the Americas and one of the biggest in the world—it ranks number one in the global production of iron ore, pellets and nickel" (Sustainability Report, 2015, p. 13).

Vale and diversity. The first diversity related aspect that can be found on Vale's website, even though the word diversity itself is not mentioned, is their value for people under the

company's values section (Vale S.A., n.d., About Vale), right after their first—and seemingly most important value—"life matters most" (Vale S.A., n.d., About Vale).

The interactive version of Vale's 2015 Sustainability Report (2015) mentions diversity in its Global Performance section, on the very first paragraph (Vale S.A., 2015, Sustainability Report). Vale talks about sustainability being one of their strategic pillars, and states the following: "We seek to value diversity, prioritize the health and safety of our employees and establish open relationships, contributing to the development of the communities in which we operate" (Vale S.A., 2015, Sustainability Report).

The PDF version of Vale's 2015 Sustainability Report (2015) contains more information pertaining to diversity. The document contains a whole section dedicated to the topic, where Vale talks about its commitment to diversity, founded on its Code of Ethics principles and organizational values, as well as Human Rights Policies (Sustainability Report, 2015, p. 49). Vale centers its diversity efforts mainly on gender equality and on people with disabilities, as stated:

> Vale is committed to promoting gender equality and the inclusion of people with disabilities, and encouraging equality of opportunity, prohibiting all forms of discrimination with respect to access, remuneration, promotion, and remaining in employment. It also recognizes and promotes talent, and ability in women, reducing this historical and cultural discrepancy, without creating a discriminatory environment. So much so that since 2014, the company has been a signatory of the UN Women–Women's Empowerment Principles and the UN Global Compact, which focuses to combat discrimination, among other principles (Sustainability Report, 2015, p. 49).

In order to reinforce its commitment with the UN's Global Compact and the Women's Empowerment Principles, in 2015 Vale adhered to "the global HeForShe campaign, led by UN Women, with the objective of engaging men in socio-cultural transformation for gender equality, promoting equality in relationships and dealings, and rejecting male chauvinist behavior" (Sustainability Report, 2015, p. 49).

Vale has also carried out initiatives to favor People with disabilities (Sustainability Report, 2015, p. 50). The company publishes accessibility guidelines based on the Brazilian National Standards Organization's (ABNT) requirements of regulation No. 9,050, so managers in each area can make the adaptations needed for each of those areas to be able to receive more people with disabilities (p. 50). In 2015, Vale hired 199 people with disabilities and provided rehabilitation and re-adaptation to 21 disabled employees (p. 50).

Regarding diversity training for employees, Vale has committed to raise awareness among employees and leaders through online diversity and inclusion training sessions, as part of Vale's education management system (Sustainability Report, 2015, p. 50). Vale believes that its education strategy is implemented in what they call a transverse basis, covering health and safety, respect for the environment and for diversity, which in return helps to ensure the company's operational excellence (p. 46). More content on initiatives implemented by Vale are available in the Human Resources Newsroom of Vale's website (Ferreira & Kaz, 2016). The company specifies its main human resources initiatives in detail, and among those initiatives there is one geared towards diversity:

In 2012, Vale created an area within its HR department to focus on diversity and inclusion. One of the initiatives produced by this area is the Gender Equality Program,

which seeks to recognize and promote women's talent and capability without creating an environment of discrimination. The project consists of a range of actions to encourage increased numbers of women on the company's staff, adapt work environments and conditions to make them more appropriate for women, increase awareness among employees on the issue and promote participation in events and forums on the topic (Ferrreira & Kaz, 2016).

Another important point discussed in the Sustainability Report (2015), is the remuneration of employees. Vale has a remuneration policy in place, and base salaries for men and women do not vary, are according to the position they occupy in the company (Sustainability Report, 2015, p. 49). "Variations in salary occur due to employees' different levels of seniority and experience within their functional category" (p. 49).

Vale's Code of Ethics and Conduct (2015) sets the rules in regards to discrimination, and explains what discrimination entails. Section 2.2 of the Code (2015) states that, "discriminating on the basis of ethnicity, national origin, gender, sexual orientation, religious belief, union affiliation, political or ideological beliefs, social class, condition with special needs, marital status or age" (Code of Ethics and Conduct, 2015, p. 6) "is unacceptable and subject to disciplinary measures" (p. 6). According to the Code (2015), discrimination is the "unfair and unequal treatment to the detriment of some people (or group of people) compared to others that are in the same situation. Usually results from prejudice" (Code of Ethics and Conduct, 2015, p. 9).

Vale's Global Human Right Policy (2014) is a document that is not directed to the public, but it is available online in a PDF format. Under the Operating Guidelines, on the topic of employees, Vale declares:

> We provide respectful working conditions and seek to promote educational activities enabling professional and personal development, of our employees. We maintain a healthy and safe place to work. We respect and value diversity and promote inclusion, not tolerating, any type of discrimination and/or harassment of any type whatsoever, be they moral or sexual (Human Rights Policy, 2014, p. 1)

Petrobras. Petrobras is a Brazilian state-owned oil company that was founded in 1953 by then Brazilian president Getúlio Vargas, with the intent of getting Brazil's oil-drilling activities started. Vargas believed that with the creation of Petrobras, Brazil was on its way to financial independence (Petrobras, n.d., Nossa História).

Petrobras has its headquarters in Rio de Janeiro, Brazil, but maintains oil-drilling operations in 18 countries around the world: Angola, Argentina, Bolivia, Brazil, Chile, China, Colombia, Gabon, Japan, Mexico, Netherlands, Nigeria, Paraguay, Singapore, Tanzania, USA, United Kingdom, Uruguay and Venezuela (Petrobras, n.d., Presença Global).

Petrobras and diversity. Because Petrobras has such a large international presence, and because it is the largest company operating in Brazil, there is a good amount of information on diversity that can be found on its website. The first piece of information that can be found is in the "Values" section of the global website (Petrobras, n.d., Values). Under "Human and Cultural Diversity," Petrobras states: "We value human and cultural diversity in our relationships with people and institutions. We ensure the principles of respect for difference, non-discrimination,

and of equal opportunities" (Petrobras, n.d., Values). Under, "People," employee development is considered a competitive advantage for the company's performance (Petrobras, n.d., Values).

The Ethics Code (2006) of Petrobras also has a good amount of content that is related to diversity. Among the 12 ethics principles of the Petrobras system stated in the code, four of them can be related to diversity:

III. Honesty, integrity, justice, equity, truth, coherence between speech and practice reference Petrobras System relations with people and institutions, and they are manifested in respect for differences and diversity of ethnic, religious, social, cultural, linguistic, politic, aesthetic, age, physical, mental, psychic, gender, sexual orientation conditions, and other.

VI. The merit is the decisive criterion for all forms of recognition, reward, evaluation and investment in people, the favoritism and nepotism are unacceptable in Petrobras System.

VIII. Petrobras System is committed to respecting and valuing people in their diversity and dignity, in fair labor relations, in a healthy environment, with mutual trust, cooperation, and solidarity.

XII. Petrobras System recognizes and respects the legal, social, and cultural aspects of the various environments, regions, and countries in which it operates, always adopting the criterion of maximum execution of rights, compliance with law, rules, and internal procedures (Ethics Code, 2006, pp. 7–8).

Further along the Ethics Code (2006) "Regarding relation with its Employees, Petrobras System undertakes to," there are two subsections that relate to the diversity of the employee body. Petrobras commits to:

2.8 respect and promote diversity and combat all forms of prejudice and discrimination, through transparent admission, training, career advancement, rise to positions, and resignation policy. No employee or potential employee will receive discriminatory treatment as a result of its race, skin color, ethnic origin, nationality, social status, age, religion, gender, sexual orientation, personal appearance, physical, mental or psychological condition, marital status, belief, political opinion, or any other individual differentiation factor;

2.9 promote equal opportunities for all employees, in all policies, practices and procedures, use as sole criterion for professional growth the individual merit based on assessment of performance, and ensure their right to know and be represented in the drafting of the functional evaluation and progress criteria (Ethics Code, 2006, pp. 18–19).

Petrobras also has a Conduct Guide (2014) for its employees, in addition to the Code of Ethics (2006). The Petrobras Conduct Guide (2014) discusses diversity in more detail, and explains what Petrobras expects from its employees (Petrobras Conduct Guide, 2014, pp. 38–39).

Diversity is the first term to be defined by the Petrobras Conduct Guide (2014). According to the company, "Diversity in the workplace and in work relationships is considered to be the social and cultural characteristics within a group of employees. Recognize the differences among individuals and treat them with equality and equity" (Petrobras Conduct Guide, 2014, p. 38). The next definition that can be found is what entails prejudice according to

Petrobras. "Prejudice is considered to be the treatment of individuals or groups of individuals according to preconceived ideas that give them negative qualities" (p. 38). Finally, the last definition that Petrobras Conduct Guide (2014) explains is discrimination. It states, "Discrimination is considered to be situations and circumstances that characterize differences between individuals, compromising equal treatment, favoring their exclusion and degrading their individual dignity and rights" (p. 38).

Petrobras expects its employees to, "respect human diversity and culture in the workplace and in work relationships" (Petrobras Conduct Guide, 2014, p. 38), and it also expects them to disapprove of any kind of prejudice or discrimination (p. 39). Employees are also required to notify their immediate supervisor of any violations that have to do with those (p. 39).

Petrobras Sustainability Report 2014 (Sustainability Report, 2014) also has content that ties to diversity. The company affirms that their social responsibility policy is based on the principles of the Universal Declaration of Human rights, and that its actions are focused on respect for cultural and human diversity, and "on the promotion of decent work principles and non-discrimination" (Sustainability Report, 2014, p. 37).

As for diversity initiatives, Petrobras has worked on the promotion of gender and racial equity through their Petrobras 5th Action Plan of Pro-Equity of Gender and Race Program, where stakeholders were part of two seminars organized by Petrobras in conjunction with other eight public corporations on the subject of gender and race equity (Sustainability Report, 2014, p. 38). In Brazil exclusively, Petrobras has created the Enterprises Communication Network for its suppliers, with content designed to educate people on combating violence against women and discrimination, and to promote human rights (p. 38).

As previously mentioned, the focus of Petrobras is on gender and racial diversity. Later in the Sustainability Report (2014), there is a section, which talks more specifically about diversity and gender equity (Sustainability Report, 2014, pp. 51–52). Its first paragraph states,

> We respect human and cultural diversity and we assure the right to difference, ensuring to each worker, regardless of one's characteristics, full conditions to develop talents and potentialities. The human and cultural diversity is one of our corporate values and is grounded on three principles: equality of opportunity, respect diversity and non-discrimination. Discriminatory practices are not tolerated and occurrences are duly handled with specific procedures (Sustainability Report, 2014, p. 51).

Petrobras has also become part of a Brazilian federal law that became effective in 2014, in which 20% of all vacancies in government-owned companies have to be allocated to people who are self-declared black or brown (Sustainability Report, 2014, p. 51). In its last public tender, which geared toward high school and college level candidates, Petrobras was compliant with the new quota system (p. 51). Petrobras also mentions that women occupy 1,800 leadership positions within the company (15.2% of the total leadership positions), and that their presence in careers that were historically occupied by men has increased as well (p. 52).

The company sponsors a program called Girls and Youngster Studying Exact Sciences, in order to help girls create an interest in the science and technology areas, and to help women who are college students to decrease evasion in the initial stages of courses in those areas. The program has awarded grants and scholarships to women in high school and college (Sustainability Report, 2014, p. 52).

Petrobras has participated in the Pro-Gender and Race Equality Program, created and coordinated by the Special Secretariat for Women's Policies of the Presidency of Brazil, which has the support of the ILO - International Labor Organization, of UN Women, and of the Secretariat of Promotion of Racial Equality since 2006. The objective of this government-created program is "to promote equal opportunities for men and women in labor environments and relations, establishing new concepts in organizational culture and people management" (Petrobras, n.d., Support for Principles and Initiatives).

The company has also taken action to favor people with disabilities through the Approach to the Disabled Employee Program, which trains company managers and workforce in order to promote accessibility within the company and to identify and handling needs and demands of People with disabilities (Sustainability Report, 2014, p. 52). Without taking into consideration the employees hired in 2014, Petrobras had 286 disabled employees working before the release of the report (Sustainability Report, 2014, p. 52).

Finally, under the Labor Practices and Human Rights section under Petrobras' careers website (Petrobras, n.d., Labor Practices and Human Rights), the company states that they "offer equal opportunities to all employees, respecting gender differences and the diversity of culture, knowledge, and skills" (Petrobras, n.d.).

Via Varejo. Via Varejo is a consumer goods company, which is responsible for running two of the largest retailers of household goods in Brazil: Casas Bahia and Ponto Frio (Via Varejo, n.d., Quem Somos). Via Varejo is present in 20 states throughout Brazil and in the Distrito Federal and in more than 400 cities. Nowadays it has more than 900 stores and 50,000 employees. Its headquarters operate out of São Caetano do Sul, a city in the metro area of São

Paulo. Via Varejo is one of the largest retailers of electronics in the world (Via Varejo, n.d.,

Quem Somos).

Via Varejo started its operations in 1946 in the city of Rio de Janeiro, by a Romanian

immigrant named Alfredo João Monteverde. He started his wholesale business importing tires

and other articles. He started the selling of appliances by importing 1,000 refrigerators from the

American brand "Cold Spot," which actually was the major influencer in the final name of the

business. "Ponto Frio" means "Cold Spot" in Portuguese (Via Varejo, n.d., Histórico).

Via Varejo and diversity. Via Varejo's Código de Conduta Ética, or Ethics Conduct

Code (n.d.) is the only place on the company's online content that actually has pertinent

information to the theme of diversity. The reader can actually download it and find some topics

that have to do with diversity in it. That information is available in the first chapter of the

publication, which starts by talking about how Via Varejo demands that all their supply chain

respect Human Rights principles, and how the company acts in a preventative way to make sure

that all Human Rights matters are respected (Código de Conduta Ética, n.d., p. 7). According to

Via Varejo, "we offer a safe and healthy workplace, free from discrimination and harassment"

(p. 7).

Following the statement above, the code (n.d.) contains a section that discusses diversity

and equality of treatment in the company (Código de Conduta Ética, n.d., p. 8).

Via Varejo states,

We embrace diversity, because we consider that different perspectives broaden our view

and promote the creation of a plural environment, richer and more culturally developed.

We treat everyone equally and do not tolerate prejudice and discrimination in any relation

with our public, whether they be clients, suppliers, contractors or collaborators (Código de Conduta Ética, n.d., p. 8).

Via Varejo's Código de Conduta Ética (n.d.) also defines what the terms prejudice and discrimination entail (p. 44).

What is prejudice and discrimination?

They are written, spoken or gestual manifestations against one or more people, based on differences of social status, gender, ethnicity, race or color, religion, age, sexual orientation, region of origin, special mental or physical condition, marital status, permanent or temporary characteristics, political opinion, among others (Código de Conduta Ética, n.d., p. 44)

As for prejudice and discriminatory behavior, Via Varejo does not tolerate the following behaviors by its collaborators (Código de Conduta Ética, n.d., p. 8):

- Act with prejudice or discrimination when dealing with co-workers, clients and other people.

- Treat co-workers, clients or other people condescendingly because of their personal traits.

- Allow other teammates to display discriminatory attitudes in the workplace.

- Intolerance

- The telling of racist jokes or the use of offensive nicknames when dealing with any person (Código de Conduta Ética, n.d., p. 8).

Correios. Empresa de Correios e Telégrafos, E.C.T., simply known as "Correios" in Brazil, is the equivalent to the USPS in the United States. It is the company responsible for the delivery of all mail in the country, and it is a government-controlled entity (Correios, n.d., História Postal). The service has been around since the beginning of Brazil, in the 1500's, but it became an institution in 1798, when the postal service started operations by the kingdom that was in control of Brazil at that time (Correios, n.d., História Postal).

When Brazil was proclaimed a republic in 1889, the control of the postal service was now under the new administration of the country, and that is how it has been since that period (Correios, n.d., História Postal).

Correios and diversity. As for online content, the website of Correios contains some information that ties to diversity, whether directly or indirectly. The values of Correios (Correios, n.d., Identidade Corporativa) include respect to people, or as stated in the website, the value of employees based on their knowledge and competency, and respect to people with fair and correct treatment of the workforce (Correios, n.d., Identidade Corporativa).

The next section that deals with diversity is the Correios Código de Ética—Ethics Code (Correios, n.d., Código de Ética). There is not a PDF version of the document, but the content is directly available online (Correios, n.d., Código de Ética). The first fundamental ethical principle of the code (n.d.) has to do with diversity. The company adopts the principles that are contained in the code without any exclusion of any other principles that may be implicitly stated in the code (n.d.). The first principle of the code is "Human dignity and respect for people". Correios values life and citizenship, and preserves the physical and moral integrity of all individual

differences, and the diversity of social groups with equality, equity and justice (Correios, n.d., Código de Ética).

Another section of the code (n.d.), which deals with the commitments of the company with its employees states: "In the relationships with its employees, Correios commits to: II. Respect and promote diversity, as well as combat any form of discrimination, whether it be of origin, race, gender, color, age, social condition or any other manner of prejudice" (Correios, n.d., Código de Ética). Correios also expects certain commitments from its employees as well. Among them, employees should

> Be courteous, loyal, dedicated, honest, cooperative and responsible, respecting the individual differences of all the clients, users and collaborators of Correios, without any kind of prejudice or distinction of race, gender, nationality, color, age, religion, political view and social status" (Correios, n.d., Código de Ética).

Correios has also launched several diversity-related programs in a more regional context. Some of those programs are being carried out in a few states, and some of them in smaller areas. There are no diversity initiatives that cover the whole country (Correios, n.d., Outros Projetos de Âmbito Regional).

The first project related to diversity has to do with accessibility. The initiative is in place in four out of the 27 states in Brazil: Bahia, Espírito Santo, Paraíba and Rio Grande do Sul (Correios, n.d., Outros Projetos de Âmbito Regional). In addition to the national actions that promote accessibility in the stores throughout the country, a partnership has been signed between the state of Bahia and the APADA (Association of Parents and Friends of the Hard of Hearing of Bahia), which has helped 62 people through the inclusion in the workplace (Correios, n.d.).

The second initiative is fostering diversity and fighting discrimination, and it is being carried out in nine states throughout Brazil: Bahia, Brasília, Espírito Santo, Goiás, Mato Grosso, Pará, Paraíba, Santa Catarina, and São Paulo (Correios, n.d., Outros Projetos de Âmbito Regional). Correios put together a stamp exhibition entitled "Orisum Asa" in the state of Espírito Santo, with the goal of promoting awareness about the principles of racial equality (Correios, n.d.). The initiative had the participation of 450 people, among employees and community, and was done in partnership with the City of Vitória City Council (Correios, n.d).

In Goiás, during the Semana da Consciência Negra, where the Afro-Brazilian legacy is celebrated in Brazil, Correios launched a custom stamp for the celebration. In the state of Paraíba, during that same week, a cultural event took place to support the celebration of the Afro-Brazilian culture, and more than 3,500 people participated in the festivities. In a local community in the state of Santa Catarina, an awareness campaign against racism took place, with the participation of about 1,800 people among employees of Correios and members of the community (Correios, n.d., Outros Projetos de Âmbito Regional).

The last diversity-related initiative took place in the metropolitan area of São Paulo, and it had to do with raising awareness about violence against women. During 16 days, the action handed out a list of services specialized in fighting violence against women, offering access to the court system, psychological, social and health-related help, which benefited about 50,000 people among employees, dependents and clients of the São Paulo metro area Correios (Correios, n.d., Outros Projetos de Âmbito Regional).

Correios promotes other social programs that have to do with diversity (Correios, n.d., Inclusão Social). The first one is the Programa Jovem Aprendiz, or Young Apprentice Program,

where socially vulnerable youth has the opportunity to attend SENAI–a vocational school where they receive professional and technical training, which enables them to be better qualified to enter the employment market (Correios, n.d., Inclusão Social).

The next program focuses on inmates that are on parole and are getting ready to leave prison. The initiative is a first step for them in coming back to the job market and helps them to be qualified to find a job. This initiative is done in conjunction with the National Justice Council of Brazil (Correios, n.d., Inclusão Social).

The company also has in place a program to help People with disabilities, where they have access to professional training and opportunities before they enter the job market. With that training, they are more capable of being more competitive when it comes to finding a job. The program also promotes cultural, athletic and social activities for those people (Correios, n.d., Inclusão Social).

Correios is part of the Pro-Gender and Race Equality Program, a federal government initiative which aims to promote the equality of gender and race in the workplace, and to develop new ideas when it comes to human resource management and organizational culture (Correios, n.d., Inclusão Social). Correios has received the Pro-Gender and Race Equality Seal during the year 2012, recognizing their efforts and their Plan of Action in regards to the program (Correios, n.d., Inclusão Social).

Oi. Telemar, popularly known as Oi, is the largest telecommunications provider in Brazil, and it is the only company that offers all the integrated telecommunications services such as data transmission, personal mobility, fixed telephony, paid TV, and internet services (Oi, n.d., Corporate Profile).

With the privatization of all telecommunication companies in Brazil, which were previously state-owned companies in 1998, Telemar was founded as the result of a merger of those 16 state-owned telecommunications companies of the North and Northeast regions of Brazil. In 2002, Oi was created as a Telemar subsidiary, responsible for mobile and cellular services. Nowadays it is present all over Brazil, offering the integrated services previously described (Oi, n.d., Corporate Profile).

Oi and diversity. All the information pertaining to diversity in the online content of Telemar (Oi), is available on the Investor Relations portal of the website (Oi, n.d., Investor Relations), where the reader can find the company's Annual Sustainability Report (2015). In Oi's Sustainability Report (2015), the first piece of information that is relevant to diversity is under the corporate governance section of the report (Annual Sustainability Report, 2015, p. 20).

> In explaining to shareholders their corporate governance policy and talking about the new board of directors that was chosen during the previous fiscal year, the report mentions that, "another major advance is that we have had a female Director since 2015, which increased diversity in senior management" (Annual Sustainability Report, 2015, p. 20).

Oi also abides by the Global Compact Principles. The sixth principle of the Global Compact states: "Businesses should uphold the elimination of discrimination in respect of employment and occupation" (Annual Sustainability Report, 2015, p. 23). Also, Oi has set "Millennium Development Goals," and one of those goals is to "promote gender equality and empower women" (p. 23).

Further down the report (2015), Oi discusses its "ethical and responsible principles" (Annual Sustainability Report, 2015, p. 35). When talking about the code of ethics (2016) that

has been implemented by the company and the purposes of that code, Oi declares that the code "contains recommendations about respecting diversity," among other topics that are not related to the focus of this thesis (Annual Sustainability Report, 2015, p. 35).

The report contains more specifics about diversity in a section entitled Diversity–Oi para todos (Oi for all) (Annual Sustainability Report, 2015, p. 45). Oi has developed a diversity program, or "Programa da Diversidade," which is "a series of inclusion, diversity appreciation and non-discrimination initiatives" (p. 45). The program itself gears towards diversity issues such as gender, sexual orientation, disabilities, culture and race, and is based on the experience of other large corporations when dealing with diversity. The program contains "an action plan and campaigns to highlight the importance of equality and diversity more and more" (p. 45). In December 2015, Oi hosted a diversity day, in order to reinforce their "commitment to promoting diversity internally" (Annual Sustainability Report, 2015, p. 45).

The "Oi para todos" program was implemented back in 2012, where nine groups of people have received training on the initiatives of the project since then (Annual Sustainability Report, 2015, p. 45). Out of all the people that have participated in the program, the company hired 93 of them. Also, Oi has been focusing its efforts on People with disabilities, and is working in conjunction with Centro de Vida Independente (Independent Life Center) do Rio de Janeiro and with the Special Opportunities Stands from Armazém de Ideias; two organizations that specialize in People with disabilities during employment selection processes. As of 2015, the number of employees with disabilities in the company (355) represented 2.1% of the company's total workforce. According to the report, "3.2% more than in the previous year" (Annual Sustainability Report, 2015, p. 45).

At the end of the Sustainability Report (2015), the company illustrates and breaks down their employee body according to gender, age group, minority group, and other indicators of diversity (Annual Sustainability Report, 2015, p. 110).

As previously explained, the Sustainability Report talks about the code of ethics of Oi (Sustainability Report, 2015, p. 35). The Code of Ethics (2016) contains pertinent information about diversity practices throughout the company (Code of Ethics, 2016, p. 4). It also shows what the company's position is regarding discrimination and prejudice (p. 4). As the Code of Ethics declares:

> Diversity is the source of our culture. Therefore, any manifestation of discrimination and prejudice regarding race, origin, sex, age, religion, sexual option, physical and mental deficiency, among others, is unacceptable. Conversations and attitudes that involve physical or verbal violence, moral or sexual harassment are not allowed (Code of Ethics, 2016, p. 4).

Ipiranga. Ipiranga is an oil refinery that started as a small business and has been around since 1937, surviving a world war, political and economic changes in Brazil and competition with multinational companies. Nowadays, Ipiranga is one of the largest fuel distribution companies in Brazil. It has 6,400 service stations and 1,400 convenience stores and automotive service units that are part of the service stations (Ipiranga, n.d., História).

Ipiranga and diversity. Ipiranga does not seem to have much online material that talks about diversity. It has developed a pamphlet entitled "Política de Responsabilidade Social," Social Responsibility Policy (2014), in which one of the bullet points refers to diversity. The introduction paragraph of the pamphlet states:

Ipiranga Produtos de Petróleo S/A is a company committed to the economic, social and

environmental development of the company, and acts in an ethical way in its relations

with the different publics. In order to fulfill this commitment, the company abides by the

following principles (Política de Responsabilidade Social, 2014, p. 1),

In which one of those principles is in regards to diversity: "Respect to the diversities of

race, gender and culture in the work environment". (Política de Responsabilidade Social, 2014,

p. 1).

In the Human Resources section of Ipiranga's website, there is what they call "Programa

de Inclusão" or inclusion program, which was designed to hire Persons with Disabilities and to

invest in actions that are related to citizenship and education of those people, in order to reduce

social inequalities (Ipiranga, n.d., Programa de inclusão). In a partnership with IBDD, the

Brazilian Institute for the Rights of Persons with Disabilities, Ipiranga sponsored a book called

"Inclusão social da pessoa com deficiência: medidas que fazem a diferença," or in English,

Social inclusion of the person with disabilities: measures that make a difference, which

reinforces the company's position for the inclusion and professional development of persons

with disabilities in the workforce (Ipiranga, n.d.).

The last piece of information that ties to diversity can be found in the Ultra Código de

Ética–ethics code (Ultrapar Participações S/A, n.d., Código de Ética). Under the Labor Practices

section, it states:

In the relationships with coworkers and other professionals, and in using work resources,

each professional must: (i) Use qualifications (for example, educational formation,

experience and competencies) as basis for the decisions that affect employees and candidates for a job, valuing diversity (Código de Ética, n.d., p. 1).

BR Distribuidora. Petrobras Distribuidora (BR Distribuidora) was founded in November 1971, as a full subsidiary of Petrobras and as the company responsible for the commercialization and distribution of oil products for Brazil. In 1974, it reached the status of largest oil distribution company in Brazil (Petrobras, n.d., Perfil).

BR Distribuidora, like Petrobras, is a government-owned company, and is linked to the ministry of Mining and Energy. Nowadays, it is also in the business of importing and exporting, in addition to oil distribution and commercialization. It is still the leader of the sector with 7,500 service stations throughout Brazil, and with more than 10,000 corporate clients such as aviation companies, thermoelectric plants, and transportation companies (Petrobras, n.d., Perfil).

BR Distribuidora and diversity. BR Distribuidora's Ethics Code (2006) is the same as the one presented by Petrobras, and therefore, the information found for BR Distribuidora will be the same. In the ethics code (2006), out of the 12 main principles of ethics that the Petrobras System (including BR Distribuidora) abides by, four of them are somehow related to the topic of diversity. They are:

III. Honesty, integrity, justice, equity, truth, coherence between speech and practice reference Petrobras System relations with people and institutions, and they are manifested in respect for differences and diversity of ethnic, religious, social, cultural, linguistic, politic, aesthetic, age, physical, mental, psychic, gender, sexual orientation conditions, and other.

VI. The merit is the decisive criterion for all forms of recognition, reward, evaluation and investment in people, the favoritism and nepotism are unacceptable in Petrobras System.

VIII. Petrobras System is committed to respecting and valuing people in their diversity and dignity, in fair labor relations, in a healthy environment, with mutual trust, cooperation, and solidarity.

XII. Petrobras System recognizes and respects the legal, social, and cultural aspects of the various environments, regions, and countries in which it operates, always adopting the criterion of maximum execution of rights, compliance with law, rules, and internal procedures (Ethics Code, 2006, pp. 7–8).

Also, in section 2 of the Ethics Code (2006) there are two subsections that are also related to diversity of the employees. The section states that Petrobras (BR Distribuidora included) commits to:

2.8 respect and promote diversity and combat all forms of prejudice and discrimination, through transparent admission, training, career advancement, rise to positions, and resignation policy. No employee or potential employee will receive discriminatory treatment as a result of its race, skin color, ethnic origin, nationality, social status, age, religion, gender, sexual orientation, personal appearance, physical, mental or psychological condition, marital status, belief, political opinion, or any other individual differentiation factor;

2.9 promote equal opportunities for all employees, in all policies, practices and procedures, use as sole criterion for professional growth the individual merit based on

assessment of performance, and ensure their right to know and be represented in the drafting of the functional evaluation and progress criteria (Ethics Code, 2006, pp. 8–9).

BR Distribuidora has also published its Social Responsibility Policy (Petrobras, n.d., Política de Responsabilidade Social) which is found directly on the website, and available for download. One of BR Distribuidora's and Petrobras' commitments, which are not present in Petrobras' global website is a commitment with diversity, which is, "to respect the human and cultural diversity of our workforce and of the countries where we act" (Petrobras, n.d., Política de Responsabilidade Social). BR Distribuidora also has a section in its website that is devoted to gender diversity, under its Social Responsibility tab (Petrobras, n.d., Gênero e Diversidade).

According to the webpage,

To promote diversity and gender equality in the company is to stimulate, through the mix of people, ideas and different experiences, the creativity and innovation on the overcoming of challenges. Petrobras Distribuidora sees that as a fundamental factor to the perfecting of the work relations in the corporate environment to men and women. An environment where respect and equality of rights are basic premises to the gathering of new perspectives and solutions for relationships and productivity (Petrobras, n.d., Gênero e Diversidade).

The Sustainability Report for BR Distribuidora is the same one that was published for Petrobras (2014). First, the company (Petrobras and BR Distribuidora) states that their social responsibility policies are rooted in the principles of the Universal Declaration of Human Rights, and that the company's actions focus on respect for cultural and human diversity, and on non-discrimination principles and their promotion (Sustainability Report, 2014, p. 37).

Later in the Sustainability Report (2014), it is possible to find more information on gender and racial diversity, which seems to be the focus of the Petrobras System, and consequently, BR Distribuidora (Sustainability Report, 2014, pp. 51–52). The report mentions that the Petrobras system respects human and cultural diversity, and that it assures its employees the right to be different. All employees with no exception are supposed to have all the conditions to develop their own talents and reach their potential (p. 51).

Cultural and human diversity is one of the corporate values of Petrobras and BR Distribuidora, and according to the Sustainability Report (2014), it is based on three principles: equality of opportunities, respect for diversity and non-discrimination. Any discriminatory behaviors are not tolerated and are dealt with according to specific procedures (Sustainability Report, 2014, p. 51).

BR Distribuidora also started to abide by the Brazilian federal law which took effect in 2014; where 20% of all employment vacancies available in companies that are owned by the government are to be allocated to people who avow themselves as black or brown (Sustainability Report, 2014, p.51). Like Petrobras, in its last public selection process for high school and college level candidates, the company was already in compliance with the newly established law (p. 51).

Gender diversity is another aspect that permeates the Petrobras System. According to the Sustainability Report (2014), women occupy about 1,800 leadership positions in the Petrobras System, which is the equivalent to 15.2% of all the leadership positions available in the company. When it comes to careers that previously were occupied mostly by men, there was also an increase in amount of women working in those positions (p. 52).

Also, the same diversity initiatives that were implemented for Petrobras were put into action for BR Distribuidora. One of the actions to promote gender and racial equality was the Petrobras 5th Action Plan of Pro-Equity of Gender and Race Program, where two seminars with stakeholders took place and were organized by Petrobras in conjunction with another eight public companies, where they discussed the topic of gender and race equity (Sustainability Report, 2014, p. 38). Also, with the creation of the Enterprises Communication Network for suppliers in Brazil, the company's suppliers have access to content that is designed to educate people when it comes to combating violence against women and discrimination, and to promoting human rights (p. 38).

Another initiative that has been geared toward women is a program sponsored by the Petrobras system called "Girls and Youngster Studying Exact Sciences," which was designed to to foster an interest in girls who are about to go to college for the areas of technology and science. The idea of the program is to also help college student women to reduce evasion during the initial semesters of exact sciences courses. It has awarded several scholarships and grants for girls and women in high school and college (Sustainability Report, 2014, p. 52).

The Pro-Gender and Race Equality Program, which was created and coordinated by the Special Secretariat for Women's Policies of the Presidency of Brazil and has the support of the ILO - International Labor Organization, of UN Women, and of the Secretariat of Promotion of Racial Equality since 2006, has also been part of the initiatives of the Petrobras system and of BR Distribuidora. This government-created program aims to give equal work environment and relations opportunities to men and women, then creating new organizational culture and human resources management concepts (Petrobras, n.d., Support for Principles and Initiatives).

As for Persons with Disabilities, BR Distribuidora and Petrobras have created the Approach to the Disabled Employee Program, in which company managers and workforce receive training to identify needs of those persons, and to promote accessibility to them within the company. (Sustainability Report, 2014, p. 52).

Rubric Scores and Data Analysis

International companies with Brazilian presence. All international companies with presence in Brazil fall at least under the second diversity assessment model—diversity management (Mazzei & Ravazzani, 2008, p. 5). Not only do they do what is required by law, but all of them are at least going the extra mile to ensure that the importance of workforce diversity is being somehow instilled in each company's culture, whether through initiatives or training to promote employee satisfaction.

Table 6. *Diversity assessment models for international companies with presence in Brazil and diversity practices.*

Company Name	Rubric Score	Assessment Model	# of Diversity Practices
Raízen	24 points	Diversity management	4
Volkswagen	30 points	Diversity management	4
Bunge[a]	31 points	Leveraging differences	7
Cargill	47 points	Leveraging differences	4
Telefônica	57 points	Leveraging differences	10

[a] Upon further analysis of Bunge's content, company actually falls under the leveraging differences model.

Based on the rubric created to initially categorize the companies, Raízen would be the international company with the lowest score (24 points). The reason for it is that is because first, the word diversity is not mentioned in the website content at all, which granted them zero points; and second, the company only mentioned three out of the nine possible diversity aspects listed on that section of the rubric.

However, Raízen mentions that it values individual development and competencies, and that their employment decisions are based on qualifications, merit and performance. It provides equal opportunities to all candidates, meaning it abides by the law, and lastly it breaks down the employee body by gender.

Raízen does not mention any diversity-related initiatives, but because it provides continuous training and development opportunities to help increase employee satisfaction (Código de Conduta, n.d., p. 9), it would fall under Mazzei and Ravazzani's diversity management model (Mazzei & Ravazzani, 2008, p. 5).

The second lowest scoring company according to the rubric would be Volkswagen (30 points). Volkswagen mentions seven aspects of diversity, which grants the company seven points out of the nine possible in the first section of the rubric. The company mentions that it "respects internationally recognized human rights" (Volkswagen, Código de Conduta, 2010, p. 10), but does not specify what they are, or mention what they are called. The assumption could be that it is referring to the Universal Declaration of Human Rights. However, one cannot be completely sure when reading the content. Equality of opportunities and treatment is also a part of the company's philosophy; therefore, the company abides by the law.

Volkswagen also talks about the importance of individuals and their development (Anuário de Responsabilidade Corporativa, 2014, p. 46), and about a diversity initiative that the company planned on rolling out in 2013, but it was postponed to 2016 (Anuário de Responsabilidade Corporativa, 2014, p. 87). Because the initiative is not yet in action, and because there are not specifics as to what it is, Volkswagen did not score points for that choice in the rubric. It scored for mentioning the value of employees as individuals and the contributions

that each of them give to the company as a whole, but it does not see diversity of the employee body as a competitive advantage, or at least that is hard to imply.

The company also devotes one entire section of its Sustainability Report to diversity, scoring four points according to the rubric. The focus of Volkswagen is on gender diversity, not necessarily on other diversity aspects, even though it talks about those other aspects when referring to discrimination. Diversity is represented through a chart that breaks down the employee body by gender.

Following Volkswagen, with 31 total points, is Bunge. One of the reasons why Bunge got a lower score on the rubric was the fact that it only mentioned three out of the nine diversity aspects contained in the rubric. On the other hand, after detailed revision of all its online content, Bunge should actually fall under Mazzei & Ravazzani's (2008) third diversity assessment model—leveraging differences (Mazzei & Ravazzani, 2008, p. 9). First, Bunge talks about valuing individual excellence and development, and it goes one step above from Raízen and Volkswagen—it clearly mentions diversity as being a strength for the development of its employees (Bunge, n.d., A Bunge: Missão, visão e valores), which is one of the aspects of the leveraging differences model (Mazzei & Ravazzani, 2008, p. 9). Like Volkswagen and Raízen, it also mentions equality of treatment for everyone, with the addition of respecting other people's contributions and opinions. Like the two previous companies, it does not tolerate discrimination against employees or prospective employees and like Raízen, its employment decisions are based on merit and competencies (Código de Conduta, 2014, p. 7).

Bunge has also scored in regards to diversity initiatives, because it mentions it and it talks about it—Bunge Diversidade, or Diversity Bunge (Bunge, n.d., Sustentabilidade: Iniciativa, Projetos e Parcerias). The focus of that initiative is on People with disabilities. The company has

also been trying to increase women's participation in certain activities in order to increase workforce diversity, and when it breaks down the employee body, it goes beyond the gender aspect. It shows also the percentage of people with disabilities, and the percentage of employees according to race (Sustainability Report, 2015, p. 6). The company's initiatives, however, gear more toward People with disabilities and women, as previously mentioned.

One interesting aspect that no other corporation that was part of the entire sample mentioned but Bunge did, is the fact that the company relies on locals to help the company thrive in the markets where they are present. It is assumed that the other companies hire people from that area, but Bunge made it very clear in its online content, saying that for their industry and clientele, it is very important to count on the help of locals, who understand consumer trends, agricultural markets and local foods and products (Blue book, n.d., p. 2).

The second highest score according to the rubric was given to Cargill (47 points). Cargill got a higher score than the previous companies because its website seems to dedicate a good amount of content to the topic of diversity. Based on the rubric results, out of the nine diversity aspects that could be selected in the first section of the form, Cargill's website contains seven. The company's Código de Conduta (2016), or code of conduct, contains a whole section entitled "the Strength of diversity," where the company is very detailed when talking about it (Código de Conduta, 2016, p. 24). That in itself grants four points to Cargill. Like the previous three corporations, it talks about the value of employees as individuals, and the development of the potential of its employees is also important (Corporate Responsibility Report, 2015, p. 14).

The company also mentions that it abides by the law and that it provides equality of opportunities and treatment. Discrimination, of course, is not tolerated and Cargill requires that people respect one another. Employment decisions are solely made based on the candidate's

abilities and skills, and not on aspects and characteristics that are protected by law (Código de Conduta da Cargill, 2016, p. 24).

What makes it fall under Mazzei and Ravazzani's (2008) leveraging differences model is the fact the Cargill declares that the contributions and perspectives of different people are valued, but most importantly, the company believes that those differences are what make the company stronger—or better—diversity is considered a competitive advantage (Código de Conduta da Cargill, 2016, p. 24).

The highest scoring international corporation, according to the rubric results was Telefônica, with a total of 57 points. The reason behind the high score was that the company was very specific about all it does regarding diversity in its online content. Like Cargill, Telefônica's content presented seven out of the nine diversity aspects mentioned in the rubric. Also, its Sustainability Report (2015) contains a whole section designed to specify the company's beliefs and actions that are based on diversity (Sustainability Report, 2015, pp. 59–60). Following Volkswagen, Telefônica mentions that it respects and abides by internationally recognized human rights, but it is more specific: it mentions the Universal Declaration of Human Rights, and the International Labor Organization declarations (Code of Ethics, n.d., p. 5).

Telefônica also states that it gives everyone equal employment opportunities, and that everyone is to be treated with fairness and impartiality (Code of Ethics, n.d., p. 5). It also values the individual development of its employees, and as the other companies, its hiring and promotion processes are based on skills and abilities, regardless of any aspect that may be protected by law (Code of Ethics, n.d., p. 7), both of which are aspects of Mazzei & Ravazzani's (2008) leveraging differences model (Mazzei & Ravazzani, 2008, p. 9).

Unlike the previous companies, Telefônica mentions in its Sustainability Report (2015) that it wants to instill in its employees the enthusiasm that they need to stay with the company (Code of Ethics, n.d., p. 7), which is one of the aspects of Mazzei and Ravazzani's diversity management model (Mazzei & Ravazzani, 2008, p. 5).

The company also refers to and explains its participation in the UN's Women's Empowerment Principles and in the UN's Global Compact (Sustainability Report, 2015, p. 32), to which the previous corporations did not refer. As for diversity, the focus of Telefônica is on women and People with disabilities. In addition to being a signatory in the UN's Women's Empowerment Principles and in the UN's Global Compact, Telefônica is also part of the Pro Gender and Racial Equity Program, an initiative from the Brazilian federal government (Sustainability Report, 2015, p. 59). It has also created an internal awareness program within the company, to support People with disabilities (p. 59). Telefônica also provides information about its employee body, by breaking them down by race, gender, age, and disability, as well as women who occupy management positions (Sustainability Report, 2015, p. 60).

Brazilian companies with an international presence. When considering Mazzei and Ravazzani's diversity assessment models (2008), all the Brazilian corporations with an international presence are not only doing what is required by law—assimilating minorities, and carrying out diversity management principles—but all of them actually fall under Mazzei and Ravazzani's third diversity assessment model, leveraging differences (Mazzei & Ravazzani, 2008, p. 9).

Table 7. *Diversity assessment models for Brazilian companies with an international presence and diversity practices.*

Company Name	Rubric Score	Assessment Model	# of Diversity Practices
BRF	38 points	*Leveraging differences*	4
Braskem	37 points	*Leveraging differences*	5
Vale	49 points	*Leveraging differences*	6
Petrobras	56 points	*Leveraging differences*	7
JBS	-	-	-

The lowest score in the rubric among that group was 37 points, attributed to Braskem. Based on the rubric, companies with 37 or more points would fall under that category.

In its online content, Braskem mentions seven out of the nine diversity aspects that were part of the rubric. It also advocates equal employment opportunities, and their hiring and promotion processes are based—just as previously mentioned corporations—on competencies, abilities and skills (Code of Conduct, 2014, pp. 6–7). It also discusses its intolerance to discrimination based on diversity aspects (p. 7).

Braskem's diversity policies and principles are based on the UN's Global Compact, and the company's focus is also on gender diversity, based on UN's Women's Empowerment Principles (Annual Report, 2015, p. 55). Its diversity initiatives are also geared toward women in the company—the Women at Braskem and the Braskem Women's Forum (Annual Report, 2015, p. 55). Braskem believes that having gender diversity is "essential for the growth, survival, and perpetuity of the business" (Annual report, 2015, p. 55), which seems to fall under Mazzei and Ravazzani's leveraging differences model, since this is considered a competitive advantage in Braskem's eyes. Other initiatives directed to women were also carried out by Braskem in the United States and in Mexico (Annual Report, 2015, p. 55).

With 38 total rubric points and following Braskem, is BRF or Brazil Foods. BRF mentions eight out of the nine diversity aspects discussed in the form. It also has a whole section

of its content devoted to talking about diversity. Like most of the other companies, BRF abides by the law, providing equal employment opportunities to employees and prospective employees. Its hiring practices are also based solely on skills and abilities, and do not have any relation to any traits and characteristics that are protected by law (Transparency Guide, n.d., p. 8). BRF does not accept discriminatory behavior and fosters a workplace that respects everyone, regardless of their differences (Transparency Guide, n.d., p. 8).

Because BRF considers employee appreciation as one of the bases of their corporate strategy (Annual Report, 2015, p. 86), it has created the Viva BRF program, a diversity-related initiative, which "allows for the coexistence of cultural, regional, and individual diversity, increasing the potential for adherence to the culture and leveraging its expansion" (p. 86). BRF's diversity policies focus on People with disabilities. The company has signed an agreement with the Ministry of Labor to foster the inclusion of People with disabilities, and it became a sponsor of the 2016 Olympics and Paralympics Games (Annual Report, 2015, p. 90).

Following BRF, Vale is the next company up the rubric, with a total of 51 points. It mentions seven out of the nine diversity aspects stated in the form, as well as its non-discrimination policies, and consequences for discriminatory behaviors (Code of Ethics and Conduct, 2015, p. 6). Vale also mentions that the value of its employees as individuals is an aspect of importance (Vale S.A., n.d., About Vale). It has devoted a section to diversity in its Sustainability Report (2015). Vale has a Human Rights policy that is founded on the UN's Global Compact and the Women's Empowerment Principles (Sustainability Report, 2015, p. 49). The company's diversity efforts focus on women and People with disabilities as well (Sustainability Report, 2015, p. 49).

As for diversity initiatives, Vale has adhered to UN's program HeForShe, with the goal of helping men engage "in socio-cultural transformation for gender equality, promoting equality in relationships and dealings, and rejecting male chauvinist behavior" (Sustainability Report, 2015, p. 49). Also, it created a diversity department under Human Resources in 2012, as well as a Gender Equality Program to promote gender equality within the company (Ferreira & Kaz, 2016). For People with disabilities, Vale publishes policies and guidelines that follow the (ABNT) Brazilian National Standards Organization's requirements in regards to that specific group of employees (Sustainability Report, 2015, p. 50).

The company also provides diversity training to its employees, through online inclusion and diversity course sessions as part of their education management system's curriculum (Sustainability Report, 2015, p. 50).

Petrobras is the last company of this category, with a total of 56 rubric points. It is the only company other than BR Distribuidora (its subsidiary) out of the whole sample to actually mention all the nine diversity aspects that were part of the questionnaire. It follows the pattern of other companies, as it abides by the law, provides equal employment opportunities and mentions non-discrimination policies (Petrobras, n.d., Values). Their employment processes also happen based on skills and competencies only (Ethics Code, 2006, pp. 18–19). As a company that falls under Mazzei and Ravazzani's leveraging differences model (Mazzei & Ravazzani, 2008, p. 9), Petrobras also conveys that the individual values of its employees are considered a competitive advantage for the company (Petrobras, n.d., Values).

The company declares that its Social Responsibility Policies are based on the Universal Declaration of Human Rights for "the promotion of decent work principles and non-discrimination" (Sustainability Report, 2014, p. 37). One interesting aspect is that Petrobras was

also the only corporation out of the whole sample that actually has a concrete definition for what

it considers to be diversity (Petrobras Conduct Guide, 2014, p. 38). It also gives detailed

descriptions of the concepts of discrimination and prejudice (p. 38). None of the other

organizations that were part of the sample have given a definition for diversity in the workplace

as part of their online content.

Regarding diversity initiatives, the focus of Petrobras is on gender and racial diversity

(Sustainability Report, 2014, pp. 51–52). As a government-controlled company, Petrobras has

adhered to a Brazilian federal law in which 20% of the available jobs of the company are to be

allocated to people self-declared Black or Brown (Sustainability Report, 2014, p. 51). It has also

been participating in the federal government's Pro Gender and Equity Program since 2006

(Petrobras, n.d., Support for principles and initiatives). The company has also created a program

named Girls and Youngsters Studying Exact Sciences, geared towards gender diversity

(Sustainability Report, 2014, p. 52) and the Approach to the Disabled Employee Program to

favor People with disabilities (Sustainability Report, 2014, p. 52).

Brazilian companies with a domestic presence. Based on the questionnaire, the

Brazilian companies with a domestic presence of the sample were spread across the three Mazzei

and Ravazzani's diversity assessment models (2008).

Table 8. *Diversity assessment models for Brazilian companies with a domestic presence and diversity practices.*

Company Name	Rubric Score	Assessment Model	# of Diversity Practices
Via Varejo	6 points	*Assimilating minorities*	-
Correios	23 points	*Diversity management*	3
Telemar (Oi)	25 points	*Diversity management*	3
Ipiranga	27 points	*Diversity management*	2
BR Distribuidora	37 points	*Leveraging differences*	6

The one with the lowest score out of this category, Via Varejo, was also the lowest one when compared to the whole sample with a total of only six points, which would make the company fall under Mazzei and Ravazzani's assimilating minorities model (Mazzei & Ravazzani, 2008, p. 5).

No other companies that compose this part of the sample fell under the assimilating minorities model (Mazzei & Ravazzani, 2008, p. 5). Three of them are under the diversity management model (p. 5), and one of them falls under the leveraging differences model (p. 9), which will be discussed further.

In terms of information regarding diversity, Via Varejo did not mention any of the aspects that were part of the rubric. But in a sentence in its Código de Conduta Ética (n.d.), it states that having diversity is important because different perspectives promote the creation of a more plural environment (Código de Conduta Ética, n.d., p. 8). However, there are no specifics as to what diversity entails according to this perspective.

Other than what was mentioned above, the only other topics that are somehow related to diversity are the company's non-discrimination policies, which demand that all of its supply chain respects Human Rights principles, but again, there are no specifics on those (Código de Conduta Ética, n.d., p. 7), and it declares that their work environment is free of harassment and discrimination (Código de Conduta Ética, n.d., p. 7).

The next company of the sample, with 23 points was E.C.T., popularly known as Correios in Brazil. The company presents a good amount of diversity-related content on its website as well. As most of the other corporations that were part of the samples, Correios has a

non-discrimination policy in place and does not allow discrimination to happen based on any

manner of prejudice (Correios, n.d., Código de Ética).

Correios also talks about various diversity initiatives that have taken place in several

parts of Brazil. The focus of those initiatives are mostly on People with disabilities, racial

diversity and fighting discrimination, and on women as well (Correios, n.d., Outros Projetos de

Âmbito Regional). The company is also part of the Pro-Gender and Race Equality Program,

which as explained previously, is a federal government initiative designed to promote gender and

racial equality in the workplace (Correios, n.d., Inclusão Social).

Even though the company has launched several diversity initiatives, for which it should

be recognized, it does not talk about the individual value of each employee, and how diversity

can be a competitive advantage for the company. Therefore, Correios falls under Mazzei and

Ravazzani's diversity management model (Mazzei & Ravazzani, 2008, p. 5).

Following Correios, with a total of 25 rubric points is Telemar, a company that is mostly

known nowadays as Oi. All of the company's information on diversity is not directly found on

its main website, but rather on its investor relations page (Oi, n.d., Investor Relations), but all its

content is open and no login is required. Out of the diversity aspects alternatives of the

questionnaire, the company mentions five out of the nine possible throughout its content, and

like the other corporations, it abides by the law and enforces non-discrimination policies in the

workplace (Code of Ethics, 2016, p. 4).

Oi has also implemented several diversity initiatives (Annual Sustainability Report,

2015), which mainly focus on women and People with disabilities, but also take into account

other diversity aspects, such as sexual orientation, culture, and race (Annual Sustainability

Report, 2015, p. 45). Diversity training is also provided to the company's prospective employees, "Oi para todos" or "Oi for all," which consists of training on each of the company's diversity initiatives (Annual Sustainability Report, 2015, p. 45). In addition, the company's policies are based on the Global Compact Principles, which declares, "Businesses should uphold the elimination of discrimination in respect of employment and occupation" (Annual Sustainability Report, 2015, p. 23). Based on the information retrieved from the company's website, Oi fits under Mazzei and Ravazzani's diversity management model as well (Mazzei & Ravazzani, 2008, p. 5).

Ipiranga is the next corporation with 27 points based on the rubric, even though it only contains a sentence talking about diversity (Política de Responsabilidade Social, 2014, p. 1). The reason why this company scored more than Telemar (Oi) was because Ipiranga mentioned that its hiring practices are based on skills and abilities only (Código de Ética, n.d., p. 1), and Telemar did not. When referring to the diversity aspects present in the rubric, Ipiranga mentioned gender, race, culture, and disability. Ipiranga has devoted an inclusion program for the last category (Ipiranga, n.d., Programa de Inclusão). This initiative aims to reduce social inequalities (Ipiranga, n.d., Programa de Inclusão). Ipiranga, like Oi and Correios, also seems to follow the diversity management model (Mazzei & Ravazzani, 2008, p. 5).

The last organization of this sample category is BR Distribuidora, which scored 37 points in the rubric, and consequently, falls under the leveraging differences model (Mazzei & Ravazzani, 2008, p. 9). The reason for the higher score, is that BR Distribuidora is completely controlled by Petrobras, and therefore, it follows most of the policies that its parent company does. Like Petrobras, it mentions all diversity aspects contained in the rubric, as well as the value of its employees as individuals and the development opportunities that are given to them

(Sustainability Report, 2014, p. 51), and it also bases its corporate social responsibilities on the Universal Declaration of Human Rights (Sustainability Report, 2014, p. 37).

One of BR Distribuidora's corporate values (the same as Petrobras) is human diversity, which is founded on three pillars: equality of opportunities, respect for diversity and non-discrimination (Sustainability Report, 2014, p. 51). The company is also part of the quota system established by the Brazilian federal government, where 20% of the job openings need to be allocated to people who avow themselves as Black or Brown (Sustainability Report, 2014, p. 51), and of the Pro-Gender and Race Equity Program, also managed by the federal government (Petrobras, n.d., Support for principles and initiatives). BR Distribuidora, like its parent company, is also involved in the Approach to the Disabled Employee Program (Sustainability Report, 2014, p. 52).

Discussion

The website content evaluation of each corporation (rubric and additional readings) considered the diversity assessment models proposed by Mazzei and Ravazzani (2008), which are:

- *Assimilating minorities.* A reactive approach to diversity, in which the company fulfills quotas and abides by affirmative action laws. Diversity is not considered important, except for the fact that the company needs to do the minimum necessary to avoid problems (p. 9).

- *Diversity management.* Corporations are actually interested in fostering diversity and going beyond affirmative actions, because they know that employee

satisfaction is essential for their profitability. Diversity is a general aspect of the company's culture (pp. 9–10).

- ***Leveraging differences.*** The most proactive of the three approaches, where corporations consider individual diversity and development to be of vital importance to the company's competitive advantage, including its reputation among internal and external publics (pp. 13–14).

Based on the content of the websites, each corporation received a score on the rubric, which served as a basis for categorizing them under each of the diversity assessment models. Opposing the researcher's initial expectations based on the review of the literature, the results were quite surprising in regards to the corporations' diversity speeches and practices.

The Growing Importance of Diversity among Corporations in Brazil

Within the six months since the analysis of the websites started taking place, many of the corporations of the sample added a significant amount of content related to diversity, especially Correios. When the analysis first started, the company did not have anything other than a couple of initiatives mentioned on the website, and no additional information was provided on those initiatives. Now, Correios has taken the time to talk about the several diversity initiatives taking place in several states across Brazil, and to better explain what each of them entails.

The fact that the companies of the sample have added, or are adding more detailed diversity content online indicates that those corporations are becoming more aware of the importance of diversity in general. Diversity is not only a matter of fulfilling quotas and abiding with regulations, but it also is a means for increasing employee satisfaction, profitability and competitive advantage (Thomas Jr., 1990, p. 107).

These corporations seem to be trying to better manage the diversity message across their communication to the publics as a manner of improving their public relations—therefore making "the organization's policies or actions acceptable to publics" (Grunig, 1997, pp. 242–243).

This information is very relevant, because it demonstrates that even though diversity is a relatively new topic in Brazil (Fleury, 2000), it seems to have gained momentum in the last 20 years, showing that the country could eventually be a reference for diversity practices to neighboring countries that might be on the path to implementing such practices.

Corporations and Diversity assessment models

Regarding Mazzei and Ravazzani's (2008) diversity assessment models, some initially unexpected results came about among the companies that were part of the sample.

Brazilian companies with an international presence. Defying initial presumptions, all companies categorized under this group during the initial stages of research found their place under the third diversity assessment model, leveraging differences. In this approach, the individual aspects of the employee body are valued, and those differences make up for a great competitive advantage through the lenses of those corporations (Mazzei & Ravazzani, 2008, pp. 13–14).

The researcher's initial conjectures were that those companies would most likely fall under the second diversity assessment model, managing diversity, where diversity is part of the company's practices and not only a quota to be fulfilled. However, those diversity practices have more to do with profitability than with the diverse aspect of each individual (pp. 9–10).

These Brazilian corporations seem to have done most of their homework in regards to worldwide diversity practices, and are showing that they are indeed investing in efforts and

initiatives so the world can see that they, in fact, care about individual diversity and about the impact that those differences can have on the institution as a whole.

International companies with presence in Brazil. As initially expected by the researcher, all the companies that were part of this group went beyond the assimilating minorities approach, the reactive model, indicating that internationally, the topic of diversity has established its strength. Out of the five corporations composing this part of the sample, three of them fell under the third and most proactive diversity assessment model, leveraging differences (Mazzei & Ravazzani, 2008, pp. 13–14). Those companies were Bunge, Cargill and Telefônica. The other two, Raízen and Volkswagen, seem to fit better under the diversity management model (pp. 9 – 10).

This reveals that those companies with international headquarters also seem to have a better understanding of the importance of diversity within their employee body, and they are talking about it. The surprising element of the sample was Volkswagen. The company's Brazilian website was the one researched; and while it scored enough points to be under the diversity management model, it lacked detailed information about diversity. Volkswagen's content mentioned the conceptualization of a diversity initiative that took place back in 2013, but as of the end of the analysis in August 2016, it still had not been implemented. Furthermore, based on the size and international presence of that particular company, the researcher was expecting that there would be content emphasizing the aspects of leveraging differences (Mazzei & Ravazzani, 2008, pp. 13–14).

While Volkswagen's website mentioned valuing employees as individuals, it did not talk about hiring practices based on skills and abilities, nor about diversity as a competitive advantage. It is possible that its global website discusses those aspects, but clearly, the Brazilian

website does not. The message that the website transmits is that, yes, diversity has a place within the Brazilian subsidiary, but it is not necessarily treated as a priority.

Brazilian companies with a domestic presence. Partially meeting the researcher's initial expectations, the companies that compose this part of the sample were spread around the three diversity assessment models: assimilating minorities, diversity management, and leveraging differences (Mazzei & Ravazzani, 2008, pp. 9–14). In fact, the initial conjecture was that most of the companies under this category would actually fall under the assimilating minorities approach (Mazzei and Ravazzani, 2008, p. 9). Only one out of the five companies studied, Via Varejo, actually fit the description. Despite mentioning diversity within a sentence, the content demonstrated that this organization is doing only what is necessary to fulfill compulsory quotas and being respectful of the law. This is the reason why it was categorized under that approach (p. 9).

Companies such as Correios, Telemar and Ipiranga have demonstrated that they are trying to insert diversity practices into their agendas, which means that they are catching up with the importance that diversity is gaining in Brazil. The three companies have talked about initiatives taken to foster diversity in the workplace, which placed them under the diversity management model (pp. 9–10).

The most surprising company results within this category were by Correios, which has taken the time to implement several diversity initiatives and to explain them in detail as part of its online content within about six months since the beginning of data analysis. Given the fact that it is a government-controlled corporation, the initial expectation was to find little to no information regarding diversity, other than the mentioning of quotas established by a Brazilian federal government law, which took effect in 2014.

BR Distribuidora was another organization that had different results than initially anticipated because of the nature of the business: a wholesale company that runs gas stations and convenience stores. Based on its rubric score, BR Distribuidora actually fell under the third diversity assessment model, leveraging diversity (Mazzei & Ravazzani, 2008, pp. 13–14). The reason for that is that it is controlled by Petrobras (one of the Brazilian companies with an international presence), thus the majority of its online content was, in its majority, the same as its parent company Petrobras.

It is clear that Via Varejo needs to revisit the topic of diversity from a strategic management point of view. Based on the content found on its website, diversity does not seem to be a part of its corporate culture, but rather a means only for the fulfillment of laws and regulations. Being one of, if not the largest, household goods companies in Brazil, Via Varejo could benefit from the creation of a diversity communications initiative, where it could implement some corporate responsibility actions and therefore, improve its reputation and goodwill among clients and investors.

Focusing on Diversity Aspects

The overall scores of the companies that were part of the sample, with the exception of Via Varejo, seem to be good, and indeed, those corporations are making an effort to improve their communication in regards to diversity practices and initiatives to the public. However, if we consider the content presented on each company's website, it is clear that the focus of most of these corporations when talking about diversity is on women and People with disabilities. The majority of initiatives that are in action concentrate on those two groups of people, as previously shown in the results section.

One of the possible reasons for it is that Brazilians like to perceive themselves as people who do not have prejudices against race or color (Fleury, 2000, p. 19). A great deal of the nation's population seems to believe in the color-blind model, a collective model that posits, "People are essentially the same, thereby advocating the notion that references to race should be avoided or ignored and that social differences should be assimilated into a superordinate identity" (Mendoza-Denton & España, 2010, p. 140). In fact, as the model suggests, most Brazilians preach that they do not discriminate against a person's ethnic or racial background because of the mixture of races that has taken place since the beginnings of the nation.

Racial diversity comes into place in corporations such as Petrobras, Correios and BR Distribuidora, because of the quotas compulsorily implemented due to laws that the Brazilian federal government put into action. Nevertheless, those quotas only benefit those that declare themselves Black or Brown, which can be a problem, since almost everyone in the country could claim themselves as being part of one of those two groups.

Given the fact that Brazil is an enormous country, and where immigration is such an important part of the nation's make up, companies in general should start looking into ways of incorporating more diversity other than gender and disability, such as culture and language, for example, into their diversity initiatives. This however, is not a quick process. It takes time and it might require shifting the way that the population of Brazil in general thinks about diversity.

The United Nations Universal Declaration of Human Rights, Global Compact and the Women's Empowerment Principles

During the data analysis process, there were several corporations that, in addition to talking about the Universal Declaration of Human Rights, also mentioned being part of the United Nations Global Compact and Women's Empowerment Principles.

Universal Declaration of Human Rights. The Universal Declaration of Human Rights is considered a "milestone document in the history of human rights", and it was presented during the United Nations General Assembly, which happened in Paris on December 10, 1948 (United Nations, n.d., Universal Declaration of Human Rights).

The purpose of the document was to lay out, "for the first time, fundamental human rights to be universally protected," and it was developed by representatives from all over the world, "with different legal and cultural backgrounds" (United Nations, n.d., Universal Declaration of Human Rights).

The United Nations Global Compact. The United Nations Global Compact is "a call to companies to align strategies and operations with universal principles on human rights, labor, environment and anti-corruption, and take actions that advance societal goals" (United Nations, n.d., Who We Are).

The idea behind the Global Compact is to encourage and support companies to,

1. Do business responsibly by aligning their strategies and operations with Ten Principles on human rights, labor, environment and anti-corruption; and

2. Take strategic actions to advance broader societal goals, such as the UN Sustainable Development Goals, with an emphasis on collaboration and innovation (United Nations, n.d., Our Mission).

Out of the ten principles on which the Global Compact is based, Principle 6 is the one that relates to diversity: "Businesses should uphold the elimination of discrimination in respect of employment and occupation" (United Nations, n.d., Principle 6: Labour).

According to that principle, companies should consider that discrimination does not make sense. In addition, "a company that uses discriminatory practices in employment and occupation denies itself access to talents from a wider pool of workers, and thus skills and competencies" (United Nations, n.d., Principle 6: Labour).

On the other hand, when a company takes diversity and inclusion into consideration, it

Can produce positive outcomes for business, for individuals and societies. For business, it can improve productivity, be a source of innovation, facilitate better risk management, enhance customer and business partner satisfaction, and open the door to or to help maintain business opportunities (United Nations, n.d., Principle 6: Labour).

Principle 6 of the Global Compact emphasizes that companies need to be aware "of the diversities of language, culture and family circumstance that may exist in the workforce" (United Nations, n.d., Principle 6: Labour). It is also important for managers and supervisors to be educated in regards to the different kinds of discrimination that can take place and how that affects the work environment. It also provides examples of how a company can address and eliminate discrimination (United Nations, n.d.).

The United Nations Women's Empowerment Principles. The belief behind the United Nations Women's Empowerment Principles is that, when women are fully participating in economic activities across all sectors, they help with several important aspects of a society. These include the building of stronger economies, the establishment of more stable and fair societies, the achievement of goals for development, sustainability and human rights, propelling the operations and goals of businesses, and improving quality of life for men, women, families and communities (Women's Empowerment Principles, n.d., About Us).

There are seven principles that offer guidance to companies on "how to empower women in the workplace, marketplace and community" (Women's Empowerment Principles, n.d., Principles). They are:

1. Establish high-level corporate leadership for gender equality.

2. Treat all women and men fairly at work – respect and support human rights and nondiscrimination.

3. Ensure the health, safety and well-being of all women and men workers.

4. Promote education, training and professional development for women.

5. Implement enterprise development, supply chain and marketing practices that empower women.

6. Promote equality through community initiatives and advocacy.

7. Measure and publicly report on progress to achieve gender equality (Women's Empowerment Principles, n.d., Principles).

Companies such as Braskem and Vale, Brazilian companies with an international presence, have talked about being participants in those two United Nations initiatives. Telefônica is the only international company with a Brazilian presence that has mentioned being part of the Global Compact and Women's Empowerment Principles. One Brazilian company with a domestic presence, Telemar, has also been a participant on the Global Compact.

Considering the importance of these two United Nations initiatives, and the breadth of diversity information and guidelines that they provide, the other corporations that are part of the sample could benefit from adhesion to such action plans.

Petrobras is one of them. Despite the amount of diversity initiatives and information presented on its website, Petrobras has not talked about joining the UN's Global Compact or Women's Empowerment Principles. Those initiatives are world-renowned, and in the current scenario that Petrobras is experiencing, it might be interesting for Petrobras to consider joining forces with the United Nations and to divulge that on its content to increase rapport with its public.

Conclusion

Overall, Brazil has made significant advancements in applying and communicating diversity practices since the beginnings of the discussion about the topic in the 1990s. Yet, diversity is a subject that seems to keep evolving, so corporations in general will always have room for improvement in their workplace diversity realm.

Companies present in Brazil, in general, could greatly benefit from the principles stated in the United Nations Global Compact and Women's Empowerment Principles. These are very powerful tools for corporations that are thinking about either starting to practice diversity, or expanding their practices to improve their overall contribution and value to the country. Learning more about these initiatives can be of great value and instruction to these companies.

Those corporations could also improve their diversity by studying and, where possible, implementing diversity guidelines as proposed by Conklin (2006) and the Instituto Ethos (2000).

Conklin (2006) suggests seven best practices when developing a diversity communications strategy. These seven best practices are:

1. *Develop a strategic communications plan aligned with the company's business plan.*
   The organizational diversity plan is a foundation for the desired outcomes; the

communications plan needs to act as a bridge between your desires and what happens in actuality; take into consideration the complicated nature of diversity issues: "carefully craft your plan and get it as right as possible the first time around" (Conklin, 2006, p. 12). It is important to answer the question: "Where does our company stand in regards to diversity?"

2. *Build consensus and buy-in to the plan.* Recognize if you have the support of senior management before investing time and money into such initiatives. The senior management act as spokespersons for the company's diversity values. When this is not the case, the plan will serve as a starting point to educate senior management on diversity and the impact it has in the workplace. It is also important to evaluate where the organization is in terms of diversity and develop a plan where you can get the support of key players (in this case, the ones who represent the diversity of the organization) (pp. 12–13).

3. *Define the audiences and outcomes.* The key for having success in communications is to know your audience. In this case, there are two types of audiences that need to be taken into account: internal audiences, which are the employees in several departments of the organization, and external audiences: the shareholders, the financial community, suppliers, and other groups. It might be useful to consider segmenting the audiences in some cases. Some questions to ask would be, "Do different departments have different cultures?" or "How do people receive information in each department?" That way you can use the right medium to reach the right audience (p. 13).

4. *Identify and craft key messages.* This is why it is so important to include leaders and stakeholders in the process. It can be very complicated and time-consuming to reach a consensus on what the key message should be. For most companies, the initial key message consists of answering the following questions:

   a. *Why is diversity important to our company?* Or,

   b. *What do we mean when we talk about diversity?* Or,

   c. *How do we define diversity?* (p. 14)

5. *Determine the best methods and media for reaching your audience.* Practitioners want to make sure that they will reach the intended audience, and in order for that to happen, they need to determine the best media through which the message will be delivered (p. 15).

6. *Test your plan before rolling it out*. The ideal is to test the message with a small number of audience members. This is very important with diversity communications. It is also important to test the media used (p. 16).

7. *Measure up, follow up and refine.* The likelihood is that some corrective actions are going to be necessary after it is launched. It is important to set milestones for the plan, because they will help the professional to keep track of what is going on, how the message is being received, and if there are any improvements that need to be made (p. 16).

The Instituto Ethos (2000) also provides some guidelines for companies on how to plan and implement a diversity program. Some useful questions the organizations can ask themselves in regards to diversity are:

1. *What is the organization's management commitment to diversity?* This is all about behavioral change. It is much more probable that the company as a whole will adopt certain behaviors if they start with upper management. It is vital that the management explains their vision and reaches a common understanding by everyone in order to have the change successfully implemented (Instituto Ethos, 2000, p. 34).

2. *How does the organization incorporate diversity in management positions?* This is a key aspect in terms of internal diversity. It is important that the organization has a map of the proportions of minorities occupying management positions, and has an understanding as to the reason for the current ratios (p. 34).

3. *To what degree can you see diversity expressed in the body of employees?* The same principle applies in this case. Having a diversity profile of the employees will give the organization an idea of the composition of the staff. This is very useful especially for establishing HR and communication programs that will better tailor to the entity's audience (Instituto Ethos, 2000, p. 35).

4. *What are the diversity matters that have more impact on the organization?* In this case, the organization should keep an eye on the factors that have influence on the importance of diversity in the company. A good starting point would be to analyze possible conflicts that might happen and check to see if they are provoked by discriminatory behaviors, for example (p. 35).

The guidelines above are a good road map for companies who have been or are trying to go beyond the assimilating minorities model proposed by Mazzei and Ravazzani (2008), and increase their profitability and their competitive advantage, therefore being able to fit under the diversity management model or even better, the leveraging differences approach.

Based on the importance of diversity in the corporate world, and on the little amount of information available regarding diversity practices in Brazil, this study was performed in order to give public relations practitioners and academics a better picture about what companies with activities in the country are doing to practice diversity, but especially, to communicate it to their publics.

Through a detailed content analysis of the websites of 15 organizations selected from Exame magazine's "Melhores e Maiores Ranking em 2014"—The greatest and best in 2014 (Exame, 2015)—and by measuring the data collected against Mazzei and Ravazzani's diversity assessment models (2008), it was possible to have a better understanding of what those corporations are doing to foster diversity. And while much has been done so far, there will always be some things that can be done better.

Limitations of the Study

As aforementioned in the method section of this thesis, one-third of the websites that were part of the sample had content in Portuguese, which could have been a challenge in terms of accuracy when translated into English. However, with more than two and a half years of professional experience in translation from English to Portuguese and Portuguese to English, the researcher translated the content knowing that it has been done as close to the original as possible, and that the integrity of the Portuguese content was preserved.

Suggestions for Further Research

The online content found during this research has been very useful in terms of knowing where Brazil stands in relation to diversity practices based on the diversity assessment models proposed by Mazzei and Ravazzani (2008). However, it would be helpful to know exactly what the process behind the launching of these diversity practices and initiatives are. How do these

diversity programs take place? What are the considerations involved in the creation and execution of diversity communications plans?

Furthermore, the suggestions given by the Instituto Ethos (2000) and present in the literature review tie in very well with the guidelines that Conklin (2006) talks about. A study about the incorporation of Conklin's (2006) and Ethos' (2000) guidelines among organizations in Brazil could yield more information about the strategies used by them to develop those diversity plans, initiatives and practices, and therefore, serve as a model or road map for the diversity and public relations field in Brazil.

This thesis has talked about important aspects of diversity communication practices in Brazil. However, qualitative research is an ongoing discussion, meaning there is always more to be learned in regards to a subject, in this case diversity practices in the country. Because of the breadth of the topic, which can be viewed under so many different lenses, the discussion remains open.

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