

Special Issue Call for Papers

Pursuing justice logic in Operations and Supply Chain Management: insights from Diversity, Equity and Inclusion

Guest Editors

Priscila L.de Souza Miguel - FGV EAESP, Brazil

Andrea Lago da Silva - DEP/UFSCar, Brazil

Minelle E. Silva - University of Manitoba, Asper School of Business, Canada

Salomée Ruel - Excelia Business School / SPP-CERIIM, France

Ana P. Ferreira Alves - IFRS Campus Rolante, Brazil

Timeline

Full paper submission deadline: July 31st, 2025

First review decision: September 30th, 2025 (includes desk review and initial evaluation by reviewers for selected papers)

First-round revisions are due to January 31st, 2026

Second review decision: April 30th, 2025 (Note that in our SI´s, Guest Editors are in charge of assessing R1s, and suggesting final revisions)

Second-round revisions are due to June 31st, 2026

Final decision acceptance: July 31st, 2026

INTRODUCTION

Societal changes have led the Operations and Supply Chain Management (OSCM) academic community to critically rethink topics, approaches, and theoretical frameworks to comprehend better

the challenges and emerging tensions generated in individual, organizational, and supply chain practices. In this sense, instead of reinforcing the existing instrumental logic, a justice logic becomes a valuable approach to discuss complex decisions taken in the supply chain without acknowledging the actors in the environment (Gold & Schleper, 2017; Matthews et al., 2024; Matthews & Silva, 2024). Justice can be understood as a concept that places people and fairness as central to creating value and oriented supply chain decisions (Matthews & Silva, 2024). Thus, supply chain justice comprehends the design and management of supply chains considering the principles of economic, social, and environmental justice (Matthews & Silva, 2024). Different from instrumental-oriented logic, justice-oriented logic goes beyond financial and efficiency measures, ensuring that actions, policies, and systems are just and equitable for all individuals, particularly those marginalized or disadvantaged groups. In this vein, in following a justice-oriented logic, more than simply focusing on distributive, procedural and interactional dimensions already researched in OSCM (Narasimhan et al., 2013; Karaosman et al., 2023), there is room for value recognition in terms of dignity and respect. To do so, it is important to explore the recognition of workers' and other marginalized people's voices in OSCM (McCarthy et al., 2018; Stephens et al., 2024).

To embrace a justice-oriented logic, Diversity, Equity and Inclusion (DEI) initiatives are able to provide new insights into theory and practice (Silva et al., 2024). There has been a recent increase in interest in this topic by academics and practitioners from OSCM community (Matthews et al., 2024; Tang, 2023). DEI implies that every individual, group or business operating in a supply chain should be well-represented, have equal treatment and opportunities (Matthews et al., 2024; Tang, 2023; Silva et al., 2024). Other important stakeholders, such as communities and society (Matthews and Silva,

2024), should be considered in supply chain decision-making to avoid structural inequalities and a lack of justice. DEI may be considered within the boundaries of an organization or in the supply chain (Miguel & Lago da Silva, 2024; Richard et al., 2015), but its implementation could be hindered by internal and external challenges (Miguel & Lago da Silva, 2024).

This call for papers is directly related to the sustainable development goals (SDG 5 Gender equality and SDG 10 Inequality Reduction) and has the power to increase OSCM's societal impact (Agrawal et al., 2022; Leal Filho et al., 2023). Scholars researching different topics in OSCM are encouraged to contribute to this call and push the boundaries of the field in discussing how OSCM can contribute to promote economic, social, and environmental justice (Mathews & Silva, 2024). In this sense, we welcome papers that investigate multiple inequalities, including, socioeconomic, gender, racial (Sunar & Swaminathan, 2022), LGBTQ+ community-related (Arora, 2024), people with disabilities (Cole et al., 2024), refugees, marginalized groups in terms of acquired and developed attributes (Alm & Guttormsen, 2023; Roberson, 2019), as well as caste and neurodiversity (Bapuji et al., 2024).This call is interested in a broader approach that includes more than financial and efficiency measures (instrumental logic).

Echoing recent calls (Gualandris *et al.*, 2024; Bodrožic & Gold, 2024), this SI directs our attention to research capable of shaping future business practices and public policy. As stated by Karaosman et al. (2024), the transition to fair supply chains requires strong and decisive policies that guarantee multi-level decisions respecting local, plural and societal values. These values and decisions will be made considering more a justice-oriented logic, than only an instrumental logic.

We encourage submissions that explore a variety of research methods discussing prospective

points about how we may go further than instrumental logic. Systematic literature reviews, case studies, survey analyses, ethnography, experimental designs, and any multi or mixed methods are welcome as long as they identify how their research extends and contribute to theory and management practice. Research that incorporates different theoretical and breaks out existing knowledge "silos that still exist in the OSCM area are welcome to this call (Gruner et al., 2023). In this sense, this SI seeks to understand, conceptually and empirically, how the OSCM field can address different themes to promote justice by reducing inequalities in different units of analysis (individuals, groups, suppliers and the whole supply chain). This call invites contributions and original research from interested scholars seeking to explore (in a conceptual or empirical way) any of the following research topics (not restricted to):

- Justice, Diversity, Equity and Inclusion in OSCM workforce and leadership: How different organizations promote a more diverse workforce in different functional areas, such as Production or Services Operations, Logistics, Procurement and Supply Chain Management. We welcome research that addresses both observable attributes (e.g., race, gender, ethnicity, age) and less observable differences (e.g., education, background, religion);
- Justice, Diversity, Equity & Inclusion in OSCM strategic, tactical and operational response to climate disruptions: How private and public initiatives respond to environmental/climate challenges that generate social disruptions in communities, regions and countries? We welcome research that understands deeply the antecedents, processes and outcomes of these initiatives and how the events sharpen different actors' decisions.

Revista de Administracao de Empresas®
management research that matters

- Policy transfer of global initiatives (such as supplier diversity or leadership DEI) from multinational organizations to their local subsidiaries. How do local partners (mainly in the Global South) perceive justice in these initiatives considering their local contexts? How justice, diversity, equity and inclusion initiatives contribute to building fairness to the historically disadvantaged, underrepresented or marginalized group in different countries and regions (e.g., indigenous people in Brazil and other countries) in OSCM functions. Discussions with theoretical support are welcome, particularly the ones that interrelated social and environmental issues.
- The role played by digital technologies toward justice, diversity, equity and inclusion in OSCM. How do organizations, communities, and other actors adopt digital technologies to support just supply chains? What are the main barriers to the diffusion of digital technologies, considering cultural aspects, low literacy, privacy and other factors that vary between developed and emerging countries? We welcome research that goes further the incremental logic and discuss power asymmetries, geopolitical and historical issues, including diversity and inclusion initiatives.
- Justice, Diversity, Equity and Inclusion in supplier and customer relationship management. How supplier and customer relationships are changing (or not) with Justice, Diversity and Inclusion initiatives? Do social or environmental justice required changes in both relationships management? Do diversity and inclusion programs imply in paradigm change? We welcome research that explores issues related to trust, cooperation and power when organizations, communities and other actors move toward just supply chains.



About the Journal

RAE was launched in 1961 and is one of the most prestigious journals published in Latin America. The journal is currently ranked as level 1 in AJG ABS and indexed by several indexers and databases such as Elsevier's Scopus, SciELO, IBSS, HAPI, Spell, and JCR/Clarivate (WoS). Accepted articles are published in English and Portuguese to reach a wide global audience. *RAE* is an open-access journal and does not charge publication fees.

Submission of papers

Papers submitted must not have been published, accepted for publication, or presently be under consideration for publication elsewhere. To be eligible for review, the manuscript must follow the *RAE*'s guidelines, here. The submission must be made through the ScholarOne system at http://mc04.manuscriptcentral.com/rae-scielo. Further information, write to: raeforum@fgv.br

REFERENCES

Agrawal, R., Majumdar, A., Majumdar, K., Raut, R. D., & Narkhede, B. E. (2022). Attaining sustainable development goals (SDGs) through supply chain practices and business strategies: A systematic review with bibliometric and network analyses. *Business Strategy and the Environment, 31*(7), 3669–3687. https://doi.org/10.1002/bse.3057

Alm, K., & Guttormsen, D. S. A. (2023). Enabling the Voices of Marginalized Groups of People in Theoretical Business Ethics Research. *Journal of Business Ethics, 182*(2), 303–320. https://doi.org/10.1007/s10551-021-04973-3

Arora, P. (2024). Rainbow Operations: Let's Add LGBTQ+ Colors to "Doing Good with Good Operations." *Production and Operations Management.* Advance online publication.

https://doi.org/10.1177/10591478241239007

Bapuji, H., Ertug, G., Soundararajan, V., & Shaw, J. D. (2024). Invisible Inequalities: Barriers, Challenges, and Opportunities. *Journal of Management, 50*(3), 835–848. https://doi.org/10.1177/01492063231205294

Bodrožić, Z., & Gold, S. (2024). Building Diverse, Equitable, and Inclusive Operations and Supply Chains: Bringing Public Policy Back In. *Production and Operations Management.* Advance online publication. https://doi.org/10.1177/10591478241229077

Cole, D., Narayanan, S., & Vickery, S. (2024). Does leader disability status influence the operational performance of teams with individuals with disabilities? An empirical study in the apparel industry. *Journal of Operations Management, 70*(3), 459-481. https://doi.org/10.1002/joom.1289

Gold, S. & Schleper, M.C. (2017). A pathway towards true sustainability: A recognition foundation of sustainable supply chain management. *European Management Journal*, *35*(4), 425-429. https://doi.org/10.1016/j.emj.2017.06.008

Gruner, R.L. & Minunno, R. (2024). Theorizing across boundaries: How to conduct a 'breakout' literature review. *International Journal of Management Reviews, 26*(3), 331-343. https://doi.org/10.1111/ijmr.12356

Gualandris, J., Branzei, O., Wilhelm, M., Lazzarini, S., Linnenluecke, M., Hamann, R., Dooley, K. J., Barnett, M. L., & Chen, C.-M. (2024). Unchaining supply chains: Transformative leaps toward regenerating social–ecological systems. *Journal of Supply Chain Management*, *60*(1), 53-67. https://doi.org/10.1111/jscm.12314

Leal Filho, W., Viera Trevisan, L., Paulino Pires Eustachio, J. H., Dibbern, T., Castillo Apraiz, J., Rampasso, I., Anholon, R., Gornati, B., Morello, M., & Lambrechts, W. (2023). Sustainable supply chain management and the UN sustainable development goals: exploring synergies towards sustainable development. *The TQM Journal*. Advance online publication. https://doi.org/10.1108/TQM-04-2023-0114

Revista de Administracao de Empresas®
management research that matters

Karaosman, H., Marshall, D. and Ward, I. (2024). For the many not the few: introducing just transition for supply chain management. *International Journal of Operations & Production Management.* Advance online publication. https://doi.org/10.1108/IJOPM-07-2023-0587

Karaosman, H., Marshall, D. and Villena, V.H. (2023). Chrysalis of crisis: Covid-19 as a catalyst for awakening power and justice in a luxury fashion supply chain. *International Journal of Operations & Production Management, 43*(10), 1634-1666. https://doi.org/10.1108/IJOPM-05-2022-0320

Matthews, L., Gold, S., & Schleper, M. C. (2024). Broadening the scope of OSCM scholarship on diversity, equity, and inclusion: Justice, paradox, and dialectical lenses. *Production and Operations Management.* Advance online publication. https://doi.org/10.1177/10591478241243384

Matthews, L., & Silva, M.E. (2023). *Supply chain justice*. In: Wieland, A., & Gold, S. (Org.). The Supply Chain: A System in Crisis. Edward Elgar Publishing.

McCarthy, L., Touboulic, A., & Matthews, L. (2018). Voiceless but empowered farmers in corporate supply chains: Contradictory imagery and instrumental approach to empowerment. *Organization*, *25*(5), 609-635. https://doi.org/10.1177/1350508418763265

Miguel, P. L. de S., & Lago Da Silva, A. (2024). Supplier diversity journey: an empirical investigation journey. *RAUSP Management Journal, 59(*2), 171-187. https://doi.org/10.1108/RAUSP-09-2023-0188

Narasimhan, R., Narayanan, S., & Srinivasan, R. (2013). An investigation of justice in supply chain relationships and their performance impact. *Journal of Operations Management*, *31*(5), 236-247. https://doi.org/10.1016/j.jom.2013.05.001

Richard, O. C., Su, W., Peng, M. W., & Miller, C. D. (2015). Do external diversity practices boost focal firm performance? The case of supplier diversity. *The International Journal of Human Resource Management, 26*(17), 2227–2247. https://doi.org/10.1080/09585192.2014.985324

Roberson, Q. M. (2019). Diversity in the Workplace: A Review, Synthesis, and Future Research Agenda. *Annual Review of Organizational Psychology and Organizational Behavior, 6,* 69–88. https://doi.org/10.1146/annurev-orgpsych-012218-015243

Silva, M. E., Ruel, S., & Sousa-Filho, J. M. (2024). Measuring supplier diversity, equity and inclusion (DEI): scale development and empirical validation. *Supply Chain Management, 29*(2), 279–296. https://doi.org/10.1108/SCM-06-2023-0306

Stephens, V., Benstead, A.V., Goworek, H., Charles, E. and Lukic, D. (2024). Theorising worker voice for supply chain justice – communication, representation and recognition. *International Journal of Operations & Production Management*. Advance online publication. https://doi.org/10.1108/IJOPM-06-2023-0528

Sunar, N., & Swaminathan, J. M. (2022). Socially relevant and inclusive operations management. *Production and Operations Management, 31*(12), 4379–4392. https://doi.org/10.1111/poms.13873

Tang, C. S. (2024). Diversity, Equity, and Inclusion: decision science research opportunities. *Decision Sciences, 55*(1), 7-16. https://doi.org/10.1111/deci.12614