Revista de Administracao de Empresas®
management research that matters

Special Issue Call for Papers

ORGANIZING DIVERSITY, DIVERSITY IN ORGANIZATIONS

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Timeline
Special Issue launch: October 2, 2025
Full paper submission deadline: May 31, 2026
First review decision: July30, 2026
Second round revisions due to: October 31, 2026
Final decision: January 31, 2027

OVERVIEW

In the last decades, an expansion of the processes by which historically subaltern social groups are organized to claim their rights to difference and existence in a society where diversity is respected has been observed. This seems to be noticeable especially in groups that are structured based on social locations such as race/ethnicity, gender, and sexuality. Throughout the 20th century, the collective action of these groups took place through broader social movements, which demanded that the State implement public policies to combat discrimination and/or promote affirmative actions aimed at inclusion (Buttler, 2024; Delap, 2020; Oliveira et al, 2024; Quinalha, 2022; Roland-Diamond, 2019).

The fact stands out that, at the beginning of the 21st century, this mobilization unfolded in multiple formats, such as feminist, LGBTQIA+, or anti-racist collectives created in universities

and educational institutions, including business schools (Guimarães et al., 2020). There was also the formation of affinity groups, with the same scope, within transnational corporations, unions, international organizations, and cooperation agencies (Douglas, 2008; Jaime et al. 2023). It was also noted that digital influencers resonated with the propagation of this agenda on social networks (Oliveira et al., 2024). The beginning of this century has also witnessed the broadening of the claims of these collectives, which, from the State, began to be also directed towards companies (Jaime, 2017; Tremblay, 2025).

This movement certainly had repercussions on organizations and their management dynamics. They found themselves questioned by these multifaceted collective actions, which called for changes in their organizational structures and strategies, human resources management policies, marketing and communication practices, as well as in their relationships with suppliers and communities (Harrison & Klein, 2007; Jaime, Santos-Souza, 2025; Joshi & Roh, 2009 Mavin, Grandy, 2019; Priola et al., 2019).

All the claims from these multifaceted movements and their demands for practices aimed at diversity in organizations were made available to a large portion of the population, extending beyond debates that were previously the domain of specialists. Consequently, new narratives have been developed and contributed to shaping the ways people live in society and interact with organizations today (Harvey & Tremblay, 2020).

However, these changes are linked to structural issues, misinformation, resistance, prejudice, conflicting conceptual definitions, controversies, and cultural aspects. Therefore, it makes it harder to reconcile this agenda and establish agreements associated with greater levels of diversity in organizations (Jaime, Santos-Souza, 2025).

Moreover, in recent years, the rise of far-right ideology around the world — and the election of politicians representing this ideology to executive and legislative branches, as seen in countries like Brazil and the United States — has put at risk the progress achieved since the end of the 20th century. This is because such a power configuration blocks the struggle of social movements organized around race, gender, and sexuality in the implementation of affirmative actions in the workplace. In some cases, it even leads companies and governments to roll back programs and policies that had already been implemented.

To top it all off, the advent of AI and its adoption seem to accentuate discrimination and limit

diversity and inclusion in organizations if it is not used properly. This requires support, training, and skills development. Indeed, in the context of digital transformation, organizations that are digitizing and integrating AI are facing complex challenges. This complexity raises ethical, legal, and social responsibility questions about AI from the perspective of equity, diversity, and inclusion, which will have implications for the skills expected in the workplace in the future. This leads us to ask whether the implementation of AI in organizations is compatible with an ethical, diverse, and inclusive society. (Tremblay, Psyché & Yagoubi, 2023).

This scenario highlights the need for further advancement in the discussion and production of knowledge on the topic. With this purpose, this call for papers invites researchers from the fields of Organizational Studies, Human Resource Management, Social Sciences, and related areas to submit articles that deal with the interrelationship between the processes in which diversity has been organized in different social and collective movements and how companies have responded to the interference of this dynamic in their management practices. In other words, to consider this phenomenon from a recursive perspective, that is in terms of the mutual interaction between organizations and society.

This call covers the following dimensions of diversity: race/ethnicity, gender, and sexuality, either from an intersectional perspective or not (Collins, 2019; Crenshaw, 1991; Harrison & Kelin, 2007; Joshi & Roh, 2009; Nkomo, 1991). Theoretical essays or research articles are welcome. The manuscripts may have been undertaken from qualitative, quantitative, or multi-method strategies, and anchored in different theoretical lenses and epistemological approaches. The analysis scales can emphasize the microsocial level, related to the subjects' lives; macrossocial level, related to the societal context; or mesosocial level, which concerns organizational dynamics and management practices.

Given the focus of RAE in promoting research that matter, we encourage manuscripts that go beyond theoretical advancement to demonstrate clear social implications. Research on diversity and inclusion in organizational settings has a unique potential to contribute directly to the Sustainable Development Goals, especially those related to gender equality (SDG 5) and well-being (SDG 3). We expect contributions to not only deepen our understanding of organizational practices and dynamics, but also to offer insights on how the knowledge generated can inform policies, strategies, and interventions aimed at fostering more equitable and inclusive workplaces. By aligning scholarly work with these global challenges, the Special Issue seeks to highlight how management and organizational studies can serve as catalysts for meaningful

societal change. We encourage authors to dedicate a section to the social implication of their research.

Potential Research Topics and Contributions

We invite manuscripts that address, but are not restricted to, the following key themes:

Theme 1: Collective Action and Organizational Change

- The influence of feminist, anti-racist, and LGBTQIA+ social movements on organizational practices.
- The role of affinity groups in transforming organizational culture and management.
- Responses of organizations to external diversity-related demands, both in favor of and against the diversity agenda.

Theme 2: Diversity, Inclusion, and Human Resource Management

- Organizational resistance and backlash to diversity-oriented HR initiatives.
- Lived experiences of inclusion/exclusion in the workplace, in various sectors, and on fronts such as gender, race or sexuality.
- Intersectionality in HR policies: integrating race, gender, sexuality, and other identities

Theme 3: Organizational Communication and Diversity

- The role of corporate communication in mediating diversity conflicts or promoting inclusion.
- Framing and reframing diversity in organizational storytelling.
- Influence of social media and digital influencers on organizational diversity messaging

Theme 4: Equity, Diversity and Inclusion (EDI) and AI Algorithmic Bias

- Developing skills to limit discrimination in organizations.
- EDI training in the adoption of AI in the workplace.
- Ensuring transparency and accountability in AI systems to support EDI goals.

Theme 5: Structures of Power, Resistance, and Inequality

- Prejudices, microaggressions, and implicit bias in organizational environments.
- Conflict, negotiation, and agreements among stakeholders around the meaning and implementation of diversity policies.
- (Bio)Power and individual or collective actions for the empowerment of subalternized groups in organizations.

ETHICS AND ARTIFICIAL INTELLIGENCE (AI) USE

Authors are expected to adhere to RAE's (Revista de Administração de Empresas) ethical guidelines when preparing and submitting their manuscripts. Submissions must also comply with the journal's policy on the responsible use of AI tools. Any use of AI must be clearly disclosed and used transparently. Authors must ensure that such use does not replace their own intellectual contributions nor compromise the originality or novelty of their work.

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 also in either Portuguese or Spanish 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 be according to the *RAE*'s guidelines (https://bit.ly/rae-articles-format). The submission must be made through the ScholarOne system at https://mc.manuscriptcentral.com/raefgv. For more information, write to: raeredacao@fgv.br

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