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Inclusion or Illusion? Trans-Inclusive Human Resources Management and the Limits of Selective Diversity in Brazilian Companies

JUH CÍRICO
USP - UNIVERSIDADE DE SÃO PAULO

SILVIA PEREIRA DE CASTRO CASA NOVA
UNIVERSIDADE DE SÃO PAULO (USP)

AKIRA AIKYO GALVÃO
USP - UNIVERSIDADE DE SÃO PAULO

Introdução
Transgender people in Brazil face systemic exclusion from the labor market due to deeply rooted prejudices in organizational culture. This article contextualizes how companies reinforce cisnormativity and fail to include transgender individuals, despite public discourse on supporting diversity, demonstrating that effective inclusion requires structural Diversity, Equity, and Inclusion (DEIB) policies that go beyond symbolic gestures and challenge the marginalization of transgender identities within organizations.

Problema de Pesquisa e Objetivo
The study investigates the gap between corporate DEIB discourse and actual inclusion practices regarding trans individuals. It aims to identify organizational actions that promote access to and retention of trans people in the job market, analyzing publicly available information from companies listed on the IDIVERSA B3 index Brazil's diversity-focused stock exchange listing.

Fundamentação Teórica
The article introduces the concept of Selective Diversity to explain the superficial inclusion of LGBTQIAPN+ people, especially the systematic exclusion of trans individuals in large Brazilian companies. It draws on concepts such as silencing, cisnormativity, and critiques of corporate pinkwashing to analyze how diversity strategies often favor more socially accepted identities, maintaining cisnormative power hierarchies under the guise of inclusion.

Metodologia
In terms of methodology, a qualitative, exploratory-descriptive design was adopted, using documentary analysis. Sources included ESG reports from 2023, information published on websites, and the official Instagram accounts of the 75 Brazilian companies listed on IDIVERSA B3. Of these, 20 companies mentioned actions for the inclusion and retention of transgender people in the workplace. The data were analyzed using manual review and software to identify corporate actions for access and retention.

Análise dos Resultados
Findings show a disconnect between companies' diversity discourse and concrete action. Most initiatives focus on access (e.g., trans-specific job postings, HR training) but lack retention strategies (e.g., leadership development, healthcare support). The financial sector leads in inclusion, while sectors like agribusiness and energy remain largely trans-exclusionary.

Conclusão
The study reveals that even companies labeled “diverse” often marginalize trans individuals. Despite isolated efforts, trans people remain absent from leadership and face limited career progression. The study calls for trans-inclusive DEIB strategies and critiques the performative nature of corporate inclusion, especially in symbolic ESG reporting.

Contribuição / Impacto
This research contributes to the advancement of critical studies on Human Resource Management and organizations by proposing the concept of Selective Diversity and Trans-inclusive Human Resource Management, as well as presenting a matrix for the inclusion and retention of trans talent. It also contributes to the Sustainable Development Goals by addressing equity in employment and offering practical insights for transforming organizational culture through concrete actions for the inclusion and retention of trans people in organizations.

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