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**Corporate strategy for S. L. Benfica addressing inequalities in the workplace:**

**How recruitment can be the key for DE&I**

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## **Abstract**

The escalating concern over workplace inequalities has prompted concerted efforts in recent years. In collaboration with Sport Lisboa e Benfica, a corporate strategy was defined to combat these disparities and cultivate a workplace characterized by Diversity, Equality, and Inclusion. Comprehensive research and analysis encompassing both global and European perspectives was conducted, subsequently focusing on SL Benfica. Utilizing a Swot-Analysis, the organization's dedication to DE&I was scrutinized. Based on the findings, a strategy emerged designed for the recruitment process of the sports organization. This strategy presented a strong commitment to transparency, inclusion, and innovation, with financial viability evident in some initiatives.

**Key Words:** Recruitment, Sports Organization, Strategy, DE&I, Finance.

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## **1. Introduction**

Throughout this field lab project, the group aimed to develop a corporate strategy addressing inequalities in the workplace. Inequalities in the workplace have always been a worldwide issue, but the efforts of organizations in working towards the elimination of these unfair behaviors have increased in the last decade. This discussion has evolved over time, following different timelines across different industries and regions. By working alongside with Sport Lisboa e Benfica, we were able to layout the initial strategic pillars deemed necessary to create a work environment more diverse, equitable and inclusive. Firstly, we conducted comprehensive research on the subject and gained a thorough understanding of how DE&I impacts enterprises by beginning our analysis from a worldwide viewpoint. It's critical to recognize that S.L. Benfica is a worldwide brand in addition to being a historic Portuguese sports club. Thus, it has two primary responsibilities, enhancing the value of its brand and maintaining the engagement and satisfaction of their supporters with the results on the field. Therefore, comprehending the business impact of an organization's investment in DE&I initiatives was the aim of the first step of our investigation. It is understood that an investment in DE&I can bring value to S.L. Benfica in two perspectives. For the corporate side of its structure, it aims to increase employee experience, and consequently positively impact performance and engagement. Besides the evidence that teams with a broader range of experiences and perspectives perform better, diverse businesses are also more likely to understand the needs of a wider range of clients. (Staley, 2017) The clients of sports clubs are mostly their supporters, which buy tickets to see their favorite team play every weekend, buy merchandise, and fervently spend every moment with their team. Additionally, sports clubs are known to impact a very wide range of people, having truly diverse fan bases.

By actively and publicly promoting DE&I initiatives S.L. Benfica, being the Portuguese club with the highest number of supports, would be sending a powerful message of social change to a wide audience. Improving their fans' experience at Estádio da Luz, and other arenas, as well as making them feel more represented by their club are some of the benefits anticipated from working towards a more diverse and equal working environment. Further on, we sought to comprehend the main concerns pertaining to workplace inequalities. Once more, we began our investigation from a global viewpoint and gradually narrowed our study's focus to Europe, Portugal, and, at the end, Sport Lisboa e Benfica. Additionally, we grasped how European employees perceived inequalities in the workplace, and, especially, the way their employers approach this topic. Finally, it was important to understand how sports fans, and especially "benfiquistas", view their club action on DE&I. From our findings, we were able to, individually, lay out DE&I strategies designed to improve S.L. Benfica's main weaknesses regarding this topic. The aim was to develop the main areas where the club should focus its initial efforts regarding combating inequalities in the workplace, with the prospect of turning this concern into a long-term investment of the organization.

## **2. Literature Review**

### 2.1. Diversity, Equity, Inclusion

The corporate sector has been placing more emphasis on diversity, equity, and inclusion initiatives in recent years mainly due to the increased public focus on racial justice and equality. (Forbes Expert Panel, 2021) Diversity refers broadly to real, or perceived physical or socio-cultural differences attributed to people and their representation in market spaces, and organizations. Equity refers to fairness in the treatment of people in terms of both opportunity and outcome. Inclusion refers to creating a culture that fosters belonging and incorporation of diverse groups. (Arsel, Crockett, and Scott, 2021) In this

way, a DE&I team in an organization should focus on the prevention of harm, intimidation, and/or coercion of people who represent diversity, so policies must be in place to address issues around this topic. (Cuellar, 2022)

Besides moral obligation, anti-discrimination legislation is in place to protect workers from potentially harmful business practices. Nowadays, major corporations are still being sued for engaging in discriminatory behavior based on racial, gender, sexual orientation, and other factors. Although this has always been a problem, employees now have a new tool, the ability to bring these issues to public platforms like social media, which may cause public commotion and, in certain situations, damage brand equity and reputation. (Schmidt, 2022) In 2018, global employees protested systemic racism, gender inequality, and sexual harassment at Google, which prompted the company to reaffirm its commitment to previous diversity goals and enhance the procedure for handling misbehavior allegations. More recently, in 2021, a group of Apple employees protested the alleged company's racism, misogyny, and discriminatory practices, as well as management's unwillingness to confront them. The above-mentioned are two of the biggest recent controversies that made other businesses aware of the need to prioritize DE&I as a strategy to foster a more equitable workplace. Since 2018, there have been major workplace discrimination, harassment, and retaliation lawsuits filed by workers against companies like Amazon, Bloomberg LP, Disney, Facebook, and Goldman Sachs. Additionally, companies like Uber, Fox News, UPS, Coca-Cola, Target, and Google have paid out multimillion-dollar settlements.

DE&I initiatives are crucial, and younger generations are actively looking to work for companies that integrate DE&I into their culture and take it seriously. (Jay, 2023) According to a recent study conducted in the United States, the majority of working adults view DE&I initiatives at work as "a good thing," and the majority of those who have

access to these programs believe they have a beneficial effect on the workplace. The same study also shows that, even though most all demographic groups value DE&I, this view tends to be more prominent when comparing women to men, race-minorities to white workers, and the youngest generation to older ones. (PEW Research Center, 2023) (see *appendix 1*) However, the benefits of implementing DE&I initiatives go beyond employee satisfaction.

## 2.2 Impact of DE&I on organizations

In line with the growing dedication of organizations to DE&I initiatives, the benefits of these kinds of tactics have been increasingly investigated in the past few years. According to research by Eagle Hill Consulting, 53% of U.S. workers say DE&I is a key factor when considering a company for employment, and this value is even higher when considering younger generations. (Eagle Hill Consulting, 2023) Thus, there is evidence that DE&I efforts can make a significant change in employee attraction, increasing the probability that the right talent would apply for a job at the organization. Another issue that companies face is keeping employees engaged. A recent study estimates the global cost of lost productivity due to disengaged or actively disengaged workers to be \$8.8 trillion. (Gallup, 2023) A study conducted by Deloitte showed evidence of a statistically significant relationship between diversity practices and employee engagement. (Deloitte AUS, 2015) So, many brands resort to DE&I impact programs to keep employees engaged. (Poulson, 2023). A lack of public commitment of organizations to DE&I initiatives can have a significant impact on reputational risks. This is a serious issue given that a specific event can impact stakeholders' perception of an organization, and if they change their behaviors, it may ultimately impact on sales, license to operate, or market value. (Deloitte UK, 2016) This awareness has sparked a demand for DE&I certifications,

which signals a company's commitment to fostering a diverse and inclusive environment. (Toke, 2023)

Change power is a strong predictor of performance, associated with 2X improvement in EBIT margins, 2X in total shareholder return, and 1.5-3X in revenue growth as well as highly rated leaders and cultures and more engaged employees. (Michels and Murphy, 2021) A recent study on large companies showed that every 0.1- point improvement in DE&I ratings for a company was linked to a corresponding 13% increase in the absolute change- power score on average. (Michels, Murphy and Venkataram, 2023) Authors found correlation between DE&I efforts and all nine elements of change power (see *appendix 2*), and the most correlated ones were purpose (75% correlation), choreography (70% correlation) and development (63% correlation). Purpose guides decision leading to action while creating a sense of belonging, which aligns with DE&I efforts to build inclusion, unifying employees and leaders and strengthen an organization's purpose. Choreography helps an organization to be more dynamic and quickly adapt, especially important in moments of change. Finally, Development is the capability of an organization to be prepared for growth which should be supported by DE&I activities ensuring that all talent is developed, and growth opportunities are fairly distributed. (Michels, Murphy and Venkataram, 2023)

One of the main goals of DE&I initiatives in the workplace is to increase diversity of the workforce while ensuring fairness for all. Since 2014, McKinsey has conducted an extensive investigation work on the business case for diversity. Following their 2019 analysis, the most diverse companies were more likely than ever to outperform less diverse peers in terms of profitability and that the greater the representation, the higher the likelihood of outperformance. (McKinsey, 2020) (see *appendix 3*) Other study shows that businesses with above-average diversity on their leadership teams report innovation

revenue that was 19 percentage points higher than that of companies with below-average leadership diversity—45% of total revenue versus 26%. A reasoning behind this result is that people with different experiences and backgrounds tend to see the same issue in different perspectives which lead to different solutions, increasing the odds that one of those solutions will be a hit. (BCG, 2017). Researchers have provided evidence to support this argument, demonstrating that diversity of thinking increases creativity by roughly 20% and helps groups identify risks, perhaps reducing them by 30%. (Deloitte, 2018)

Considering all the benefits stated above it is not surprising that companies are making this topic a priority, establishing teams specialized in it. According to LinkedIn data, the number of people globally with the head of diversity title more than doubled (107% growth) from 2015 to 2020. Furthermore, this interest has reached a global dimension showed by the fact that, according to data from 2020, the top 3 of countries with the most diversity roles in organizations were the United Kingdom, Australia and the United States with United Arab Emirates and South Africa reaching the top 10. (M. Anderson, 2020) (see *appendix 4*)

Finally, as with any valuable investment, for an organization to decide to invest in DE&I, the benefits these initiatives might bring must be higher than the costs implied. As per the 2023 Enterprise Strategy Group Research, 86% of firms find that DE&I delivers value that surpasses its expenses. (DeMattia, 2023)

### 2.3 Theoretical frameworks

There are a variety of theoretical frameworks and models designed to assess a company's Diversity, Equity, and Inclusion levels. Their goal is to provide a methodical approach for organizations to evaluate and improve their DE&I efforts. The specific needs, objectives, and circumstances of the organization determine a theoretical framework's efficacy. To

better fit their situation, some businesses may choose to combine several different frameworks or modify pre-existing models.

DE&I maturity models are widely used frameworks that provide guidance on how to advance while also outlining the various stages of maturity. These models serve as benchmarks and criteria for organizations to evaluate their own progress. Nene Molefi, Julie O'Mara, and Alan Richter developed the Global Diversity, Equity, and Inclusion Benchmarks: Standards for Organizations Around the World, with significant input from 112 Expert Panelists worldwide. It established 275 benchmarks divided into 15 categories (such as Leadership, Social Responsibility, and Recruitment) and 4 Groups (Foundation, Bridging, Internal, and External). There are 18–22 standards in each category, arranged in 5 levels from Inactive to Best Practices. This framework was first released in 2006 and is revised about every five years, so any organization, in any sector, business, or location is able to use it. Other organizations have developed similar maturity frameworks like the D&I maturity curve by PwC and the Diversity & Inclusion Maturity Model by the Australian HR Institute.

Other tools used by organizations to measure their progress in creating diverse and inclusive workplaces are the DE&I scorecards, which typically involve a set of metrics and KPIs. The Center for Urban Education at the University of Southern California initially developed tools to use data to identify and address equity gaps at college campuses. These, now called Equity Scorecards, are used by numerous organizations to measure diversity, equity, and inclusion, and create their own diversity scorecards. One example is the yearly updated Aerospace's Diversity Scorecard, which aims to record the development and results of their DE&I programs publicly and transparently.

## 2.4 DE&I and the Sports Industry

Like many other industries, the sports industry has been evolving enormously in the past years on the DE&I topic. Therefore, the community's big expectations for good governance, integrity, protection, and equality mean that assuring a safe, fair, and inclusive sports environment is no longer an aspiration, but a necessity (Play by the Rules, 2021). Communities are now looking for sports organizations that include in their values, the celebration of diversity, the promotion of inclusion, and most importantly, a sense of belonging to each individual.

Nevertheless, sports can be a way of promoting a more inclusive and united society since it can bring together any type of people from different backgrounds, genders, races, and religions to compete in an equal manner, promoting harmony, respect, and unity beyond the playing field (Sheard, 2023).

Supporting these arguments, LaVoi and Wasend (2018), and Gomez-Gonzalez et al. (2018) go further and claim that are positive consequences of implementing a more diverse sports organization staffing, more concretely, the existence of a positive relationship between personnel diversity, fiscal health of the organization and ability to expand operations. Moreover, including DE&I methods in sports can encourage more participation and enhance teamwork and innovation due to a broader range of skills and perspectives (Salomon 2021).

## **3. Data Presentation and Analysis**

### 3.1. Europe and Portugal

This discussion delves into gender, race, and age disparities in European and Portuguese workplaces, aiming to uncover challenges and opportunities for improvement. Our exploration navigates through issues such as the gender pay gap, underrepresentation of

women in leadership, racial workforce composition, discriminatory practices, and ageism's impact on careers. By examining these dynamics, we seek to inform targeted strategies for cultivating more equitable and diverse workplace environments.

### 3.1.1 Gender inequalities

Gender inequalities persist as a pervasive issue in European workplaces, exerting influence over earnings, leadership representation, and professional opportunities. Here we emphasize key statistics and trends with a focus on the gender pay gap, leadership representation, and Portugal-specific metrics.

In terms of earnings, the data reveals a persistent gap, with women earning 87 cents for every €1 earned by men in 2023, mirroring the trend observed in 2022. Globally, the gender gap stands at 68.1%, while Europe registers at 76.6%, with leading nations in gender parity including Iceland, Finland, and Norway. Shifting the lens to leadership representation, global trends indicate progress, with women in leadership roles increasing from 33.3% in 2016 to 36.9% in 2022, although with varying growth across industries. Insights from LinkedIn further highlight industries approaching gender parity in leadership, including NGOs (47%), Education (46%), and Personal Services (45%). We can see the reflection of the gender pay gap in some European Union countries in *appendix 5*.

Examining Portugal-specific metrics from 2022, men in Portugal are still paid around 12% more than women, and although Portugal is below the European Union average in this gap, the reality is that there is still a long way to go to reduce this difference.

The Gender Gap Index Score positions Portugal at 29th globally, with an estimated earned income gap of -8.88k. Notably, the gender gap in managerial roles stands at 28.71%, emphasizing existing disparities. Leadership representation in Portugal sees women

holding 31% of leadership roles, while firms with female top managers constitute 14%. The advancement of women to leadership roles is scored at 4.7 on a scale of 1 to 7, indicating room for improvement. We can better understand the percentage of women in leadership positions across the entire Portuguese workforce, and although it is expected that by the end of 2023 this figure will be slightly more positive, there is still room for improvement in trying to balance the differences between men and women (see *appendix 6*)

### 3.1.2 Racial Inequalities

Racial inequalities stand as clear indicators of systemic challenges, prompting a focused examination of the U.S. workforce in this chapter. The analysis crosses workforce composition, new hires, and leadership roles across diverse racial and ethnic categories. It is noteworthy, however, that while the U.S. possesses comprehensive data on racial demographics, Europe and Portugal are in the early stages of data collection in this regard.

With the help of *appendix 7*, we can have a brief overview of the U.S. workforce composition. Analyzing the graph's outcomes, Whites dominate at 69%, while Asians, Black/African-Americans, Hispanics/Latinx, and those identifying with two or more races contribute to a diverse mosaic. This emphasizes the racial diversity within the U.S. labor pool. Examining new hires reveals subtle shifts (see *appendix 8*) Whites still comprising 60%, and Asians, Black/African Americans, and Hispanics/Latinx increasing to 14%, 10%, and 10%, respectively, indicating strides toward inclusivity in recent hiring practices.

However, leadership roles in the U.S. manifest distinct disparities, with Whites holding a substantial majority at 72%. This underrepresentation of Asians, Black/African Americans, Hispanics/Latinx, and those of two or more races underscores persistent

challenges in promoting diversity at the highest organizational echelons. While there are positive indications of diversity increases among new hires, the leadership role disparity highlights entrenched barriers hindering equitable progression, necessitating targeted interventions. (*see appendix 9*)

In contrast, Europe, and Portugal grapple with a deficiency in comprehensive data on racial demographics, hindering a detailed analysis of racial inequalities.

### 3.1.3 Age Inequalities

Age inequality poses a complex challenge within European workplaces, particularly affecting individuals aged 55 and above. This report draws insights from the 2023 Barometer, shedding light on disparities in employment rates, pervasive ageist attitudes, and the necessity for tailored workplace adaptations for older workers. A nuanced perspective is provided by examining insights from Portugal.

A notable revelation from the 2023 Barometer is that two-fifths of individuals aged between 55 and 60 find themselves outside the workforce, highlighting exclusionary aspects of employment policies. The long-term unemployment rate for older workers surpasses other age groups, emphasizing the need for a life-course approach to support this demographic. The absence of tailored support often results in inactivity rather than reemployment after the age of 50.

Ageist perspectives persist in the labor market, influencing various aspects of work. European and national legislation prohibiting age discrimination sometimes contains exemptions, allowing practices that deny older workers their right to work. The diverse experiences of older individuals underscore the necessity for an intersectional approach to address the unique challenges faced by this age group.

Adapting workplaces to accommodate the diverse needs of each age group, especially older workers, is imperative. Ageism significantly impacts the mental health and well-being of older workers, emphasizing the need for tailor-made opportunities such as lifelong training and flexible working conditions. Despite digital technology being considered a solution, challenges regarding availability, affordability, and accessibility persist.

*Appendix 10* allows us to have a better understanding of European employment and long-term unemployment rates. In Portugal, there is a higher employment rate (65.9%) for 55–60-year-olds compared to the European average (62.3%). However, the unemployment rate has been steadily rising, reaching 17.3% in 2021. Early retirement remains prevalent, signaling the need for initiatives that encourage training and career transitions for older workers. Age discrimination, though prevalent, is poorly recognized, hindering effective countermeasures.

This overview underscores the pressing issues surrounding age inequality in European workplaces.

#### 3.1.4 Employees perception

In the pursuit of unraveling the trajectory from rhetoric to reality in Diversity, Equity & Inclusion (DE&I) initiatives, PwC undertook a comprehensive benchmarking survey with over 1000 corporate respondents across approximately 20 countries and spanning 25 industries. The study aimed to decode how global organizations are translating DE&I strategies into tangible actions and understand the impact on the employee experience.

The survey sheds light on the implementation of DE&I strategies, particularly within European organizations. Despite an overwhelming 85% of respondents acknowledging DE&I as a stated value or a priority (see *appendix 11*), a significant 31% perceive

diversity as a barrier impeding employee progression (see *appendix 12*). This discrepancy underscores the intricate challenge of translating commitment into meaningful action.

While there is a prevailing awareness of the significance of DE&I, a notable gap exists in effective execution. Despite the majority recognizing the importance of diversity, a substantial portion concedes that significant evolution is required. This duality summarizes the ongoing struggle for companies to bridge the gap between acknowledging the importance of DE&I and implementing concrete initiatives to overcome existing challenges.

The survey delves into the critical role of data in steering sustainable change. While over half of the surveyed organizations diligently track employee demographics, fewer extend their gaze to measure discrepancies in compensation, performance, or promotions based on these attributes. The report signals a gap in comprehensive data utilization, pointing to areas where organizations might enhance their monitoring efforts for more inclusive outcomes.

Driving DE&I results necessitates a robust accountability framework. Surprisingly, the survey exposes a gap in this domain, with just under a third (30%) of European organizations assigning specific DE&I goals to leaders. Moreover, even fewer organizations are actively tracking progress or holding leaders accountable for meeting these goals. This revelation emphasizes the imperative of instilling accountability mechanisms to propel the efficacy of DE&I initiatives.

The report uncovers an interesting facet in DE&I training approaches. Although unconscious bias training remains prevalent, the survey notes that only 26% of organizations take an additional step by providing leaders with training on effectively managing diverse populations.

### 3.2. Sport Lisboa e Benfica

The following information was taken from SL Benfica “Relatório & Contas 2022-23” (the document can be found in “Attachments”).

Benfica Group comprises seven companies in total, with primary entities being Benfica SAD and Sport Lisboa (SL) Benfica football club (see *appendix 13*). Besides football, the company engages in other team sports such as handball, basketball, futsal, hockey, volleyball, among others. Additionally, beyond sport teams, the group is involved in other activities including “Casas Benfica”, “Benfica TV”, “Clínica Benfica”, and “Benfica Seguros”.

#### 3.2.1 Benfica Analysis

As of the season 2022-2023, the Benfica Group employed a total of 677 contract workers, comprising 513 on permanent contracts and 164 on fixed-term contracts. Concerning Sport Lisboa e Benfica, 241 individuals were employed, 174 with permanent contracts and the remaining 67 with fixed-term contracts (see *appendix 14*). This represents an employment growth of 9% compared to the previous year.

Let us examine in more detail the different characteristics of the workers employed during this year. When looking at *appendix 15*, one can see that there is a clear representation of people between 35–50-years-old in the company, both in Benfica Group and Sport Lisboa e Benfica. The second highest representation is observed among employees aged more than 25 but less than 35. Subsequently, the age groups between 50 and 66, and those aged 25 or below, respectively. Finally, individuals aged more than 66 years old have the lowest representation.

Moving on to gender disparity (see *appendix 16 and 17*), in Benfica Group, there are 447 male workers (66%) compared to 230 female workers (34%). As regards to SL Benfica,

it is represented by 135 male individuals (56%) and 106 female individuals (44%). Starting at Top Management positions there is a clear dominance of males, especially in Benfica Group where the ratio is 10 males to 2 females. Looking at percentages, less than 1% of the total females are represented in Top Management positions, while for males, this value increases to 2%. Moving down to Middle Management positions, even though the ratio between man and females decreases, there is still a significant difference between the two. There are 6% of the total female's workers in this position compared to the 11% of males. Regarding First Line Management, 10% of females are included in this position and 12% of males. Finally, in the support positions where we can find the largest representation of employees, it is represented by 84% of the total females plus 75% of the total males. With this, it can be concluded that there is a bigger proportion of females working in support position than males. Conversely, there is a higher proportion of males working at Top Management positions than females.

In connection with the recruitment process, among the 56 individuals who applied for a job in Benfica, 40 were males (71%), and 16 were females (29%), (see *appendix 18*). The significant contrast in the number of male and female applicants can explain the difference between the attraction of males and females to the organization. Besides that, there is clear evidence that people between 25 and 35 years old constitute a substantial portion of those seeking employment opportunities at Benfica.

### 3.2.2 Survey about the perception of people regarding Benfica

A survey was undertaken in order to understand the individual's perception concerning the subject of diversity within the organization. Additionally, the survey sought to acquire a comprehensive overview of Benfica's overall reputation in comparison with other clubs in Portugal and Europe.

A total of 102 responses were gathered, comprising 55.9% females and 44.1% males (see *appendix 19*). The ages ranged from 17 and 62 years old, with the age group of 22 and 26 accounting for the highest response rates, 39.2% and 9.8%, respectively (see *appendix 20*). Moreover, the majority of respondents identified themselves as being Heterosexual and white/Caucasians (see *appendix 21* and *22*). Notably, there exists considerable diversity between the religious affiliation of the sample group. In majority, we have Christianity representing 51.5% of the answers, followed by Atheist with 21.8%, Buddhism with 15.8%, and lastly, Islam with 1%. The remaining percentage of 9.9% preferred not to specify their Religious Affiliation (see *appendix 23*). In the matter of leaving with a disability and social background, a substantial majority of 93.1% claimed that they do not have any type of disability and 56.4% reported that their family financial background was similar to the national or regional average, while 34.7% indicated an above average status, and the remaining 8.9%, a below average financial background (see *appendix 24* and *25*).

The following analysis was conducted using the programming language “Python”. This choice was made for its suitability in employing programming techniques to calculate average responses within designated study groups, providing a more efficient and accurate analytical process (the code file can be found in “Attachments”).

Firstly, the sample was divided in three distinct study groups: General overview, including the entire sample; Portugal overview, limited to supporters of Portuguese clubs; Benfica overview, focused exclusively on supporters of SL Benfica. Following the division, it was found that the Portugal overview comprises 92.16% of the total sample, in contrast, Benfica overview counted only with 44.12% (see *appendix 26*).

In response to the question “Do you think every person/fan is equally treated in the club”, in General, an average of 2.58 was found (from a scale of 1-5), (see *appendix 27*). Regarding Portugal overview, this average decreases to 2.53 and for Benfica, 2.42. Taking into consideration the “Do you think the club has the necessary facilities to support any fan?” question, the overall responses averaged 3.06 (from a scale of 1-5), (see *appendix 28*). Focusing on the Portugal overview, this value changed to 3.07, while for Benfica, it was rated at 2.98. Moving on to the question “Do you feel that inside the organization, there is diversity among the people that work there (Corporate)?”, for the General, Portugal and Benfica overview, it was found an average response of 3.06, 3.6, and 3.0 (from a scale of 1-5), respectively (see *appendix 29*).

Finally, it was asked “Did you (or someone you know) at any moment feel unrepresented by your club?”. In General, 29.41% of people answered that they have felt unrepresented and 53.92% claimed that they have never felt unrepresented by their club. Regarding Portugal, 31.91% felt unrepresented and 52.13% did not. Looking at Benfica, these values changed to 40% and 42.22%, respectively. Moreover, 15,7% stated that they have felt unrepresented due to the lack of diversity and information shared regarding workplace environment, 13.7% due to the lack of women’s sports initiatives, 9.8% when their club did not meet the needs of disabled fans, 7.8% because their club did not engage with fans from different age groups, and 6.9% when their club did not acknowledge the cultural diversity of their fan base (see *appendix 30*). Note that there is a proportion of people that did not know how to answer the question. (Moving forward, every reference to Benfica will encompass both SL Benfica and Benfica Group as a whole).

### 3.3 Findings

The persistent global gender gap in 2023 stands at 68.1% with Europe experiencing a slightly higher gap of 76.6%. The gender pay disparity also remains, with women earning 87 cents for every 1€ earned by man. Moreover, despite a marginal increase in women's representation in leadership roles from 33.3% to 36.9%, a significant disparity still exists between both genders. In Portugal, gender gap index aligns with the European average of 76.6%. However, the representation of women in leadership roles in Portugal is only 31%, reflecting a 5.9% decrease compared to the global percentage. Turning attention to Benfica, a clear gender imbalance is evident in both the overall workforce and top management positions, with men overrepresented in most roles, except for support positions. These findings highlight the gender inequality not only at the Global, European, and Portuguese levels but also within the organizational structure of Benfica. In addition, Portugal fares worse than the global average in terms of representation of women in leadership positions. The prevalence of these gender gaps emphasizes the necessity of concentrated efforts to address and correct these differences in the context of the sports industry and society as a whole.

Moving to age disparity, it was found that 2/5 of individuals aged 55-60 are not employed, emphasizing age-related discriminations, affecting mental health and well-being of this part of the population. Looking at Portugal, it reported a higher employment rate of 65.9% for 55-60 years old compared to the European average of 62.3%, although, Portugal has been rising unemployment to 17.3% in 2021. Comparing to Benfica, there is a bigger representation of people over 25 and below 50 years old, being the third biggest group the ones between 50-66. The urgent concerns of age discrimination in Europe and Benfica workplaces are highlighted in this analysis. The information emphasizes how vital it is to implement programs and policies that assist senior employees, oppose ageism, and

modify work environments to accommodate people of all ages. Creating inclusive and age-friendly workplaces requires acknowledging the unique problems that older workers experience (mental and physical disabilities are more common in this ages) and promoting intergenerational collaboration.

Regarding racial inequalities, available U.S. data shows disparities in workforce composition, new hires, and leadership roles. However, the limited data from Europe and Portugal hinders a detailed analysis of racial disparities in this region. In addition, the recognition of racial disparities grows in Europe, emphasizes the commitment to addressing those gaps. Focusing on Benfica, the same challenges persist, the lack of provided data regarding this topic impedes a comprehensive analysis of the situation within the organization. Acknowledging and addressing this data gap is imperative to gain a deeper understanding of the current racial discrepancies in order to develop a successful measure to promote diversity and inclusion in Benfica.

Finally, let us take a look into the perception of employees and fans. It is noteworthy that 85% of European organizations acknowledge DE&I as a stated value or priority, while a significant portion of 31% still views diversity as a barrier. Furthermore, there are gaps in data tracking and accountability, and only 26% of the organizations provide leaders with training on managing diverse populations. These insights prompt reflections on the need for more holistic training initiatives that go beyond identifying biases to cultivate inclusive leadership. Turning to the perception of fans regarding DE&I initiatives, it was discovered that answers concerning Benfica and DE&I were, on average, lower compared to Portugal and Europe. Consequently, this can give some insights regarding the general reputation of Benfica, indicating that it falls short compared with other clubs. Benfica's overall strategy may benefit greatly by addressing and enhancing these attitudes, as this

will show the club's supporters and the general public that it is committed to DE&I both internally and externally.

### 3.4 DE&I Swot-Analysis Benfica

Swot-Analysis plays a critical role in developing and implementing DEI initiatives in the workplace (West 2023). By conducting a Swot-Analysis, it becomes possible to identify the strengths and weaknesses that Benfica might possess in relation to DEI within the organization. Moreover, by identifying areas for improvement, this analysis aids in the recognizing of growth opportunities. Finally, it will provide some insights into the primary impediments and threats that could potentially act as obstacles to the advancement of DEI initiatives at Benfica.

By leveraging these insights derived from the Swot-Analysis, it would be possible to formulate the following strategies that aim to positively contribute to the establishment of a more Diverse, Equitable, and Inclusive workplace within Benfica.

Beginning with the Strengths, it is clear that SL Benfica is one of the largest clubs in Portugal. Even though, sports (in general) are still considered a "man's game", and there is clear evidence of the male dominance in various areas, it is clear that Benfica attracts a very big, passionate and diverse fan base, providing a solid foundation for inclusive initiatives. Additionally, Benfica already partners with certain Foundations with the purpose of offering disabled people football sessions, including the creation of a league for adapted football happening every month for children in private schools and an adapted football team for people over 18 years old (SL Benfica 2022). This existing commitment and collaboration can be leveraged to enhance and promote diversity and inclusion initiatives within the framework of the organization.

Moving forward to the Weaknesses, an evident gender disparity was observed in leadership roles, with a pronounced male presence compared to female representation. Moreover, a deficiency in age diversity was noted within Benfica group and SL Benfica. In terms of reputation, it was observed that SL Benfica not only lags behind within Europe but also across Portugal. Benfica needs to enhance its brand image, particularly in promoting a more diverse and inclusive organizational culture. Finally, a notable weakness is the lack of information shared regarding workplace diversity. Specifically, 15.7% of the individuals who felt unrepresented by Benfica highlighted the absence of information about diversity and the workplace environment as a contributing factor. Furthermore, it was denoted a lack of information gathering regarding some topics, notably about racial inequalities. This emphasizes the importance of transparent communication and the need for Benfica to proactively analyze data regarding its workforce and also share information about their DE&I commitments.

In terms of Opportunities, collaboration with external and professional organizations specialized in promoting inclusion presents a valuable avenue for effectively implementing activities that positively impact Diversity, Equity, and Inclusion. Even though Benfica already has some partnerships with certain Foundations, this could be amplified and further explored in order for them to gain more resources and expertise regarding this topic. Furthermore, the implementation of educational training programs and awareness campaigns for stakeholders could be an opportunity to foster a more inclusive culture within the organization. This will promote understanding and acceptance of diversity among everyone impacted by the organization. Finally, an opportunity lies in the improvement of the current hiring process, which could significantly contribute to increasing diversity in the workforce and mitigating unconscious bias in the recruitment of applicants.

Lastly, it is essential to consider potential Threats. Introducing DEI initiatives might encounter some resistance from shareholders and fans. Certainly, it is crucial to acknowledge that Benfica, being an institution with a long history (Founded in 1904), may encounter controversy and resistance when working towards becoming a more inclusive and diverse organization. The deep-rooted traditions and historical context may pose challenges in implementing change, as some elements within the organization may resist alterations to established practices. Achieving a balance between preserving the institution's past and embracing the growth required to promote tolerance and diversity is key for managing this potential dispute. In addition, some external events such as economic shifts and political changes might influence and threaten the implementation of such initiatives since it could deviate the attention away from DE&I. To guarantee the efforts to promote a diverse and inclusive workplace, it is important that Sport Lisboa e Benfica is flexible and sensitive to outside influences, modifying their strategy as necessary.

## 4. Recommendations

### 4.2. How can recruitment be the key to DE&I (Maria Leitão)

#### 1. Introduction

By bringing in people who share the organization's values and mission, recruitment plays a vital part in forming the culture of a company. In this way, it can also be a key driver for a diverse and inclusive workforce by strategically seeking candidates from various backgrounds and providing them equal opportunities.

#### 2. Problem statement

Bias is the act of someone who unfairly supports or opposes a specific individual because their own opinion influenced their judgement. Conscious and unconscious bias in recruitment is a well-recognized issue that can affect various stages of the hiring process. Recruiters who do not actively seek ways to tackle the presence of bias in their judgments can create a lack of diversity in hiring by allowing stereotypes to affect decision-making, giving preference to candidates who are similar to them, and unconsciously looking for evidence to support their preconceived ideas.

#### 3. Literature Review

##### a) Bias in traditional recruitment practices

Implicit biases place vulnerable groups at risk for premature and unfair judgment (Woods, Harju, Rao, Koo and Kini, 2016). Studies show the presence of biases across many industries and their impact on different phases of the recruitment process. Résumé audit studies consistently exhibit proof of race-based discrimination given that résumés including minority racial cues, such as a distinctively Asian or African American name, lead to 30% to 50% fewer callbacks from employers than do otherwise equivalent résumés without such cues (Bertrand and Mullainathan, 2004; Oreopoulos, 2011; Gaddis,

2015). Different studies show evidence of gender bias like the fact that women tend to be given a shorter “talk time” in job interviews due to facing more interruptions by the interviewer and they also tend to face more questions than men, during the interview process (Loy, Rogers, Glaser, Wong, Abraham and Cosman, 2017). Additionally, women are generally 30% less likely than men with the same qualifications to be contacted for a job interview. (González, 2018) However bias and prejudice in recruitment go beyond race, gender, ethnicity, or background. Research shows that almost half of those aged 50 to 69 think that the recruitment processes these days work at a disadvantage for people their age, and that this is felt throughout all the recruitment process’ parts. (Centre for Ageing Better, Demos, NIESR, 2021) (see *appendix 31*)

#### b) Blind Hiring and Mitigation of Bias

In its simplest form, blind hiring consists of removing specific identifying information like name and educational background from the application and resumes or eliminating the resume requirement altogether and assessing candidates based on skill testing or sample projects. (Miller, 2016) This technique enables recruiters to eliminate conscious and unconscious biases, so top talent has a better chance to land a job based only on qualifications and experience. (Higgs, 2022) So, it will be able to increase diversity in business while also assisting companies in selecting the best applicants. (Vivek, 2022)

One of the first pieces of evidence of the ability of blind hiring to remove bias in the recruitment process was the increase by 50% of the probability of a woman being advanced out of preliminary rounds after Boston Symphony Orchestra instituted a “screen” to hide the identity of the candidate from the jury in auditions. This switch in the auditions process explained between 30% to 55% of the increase in the proportion of females among new hires (Goldin and Rouse, 1997). More recently, a study shows that

anonymous applications increased the chances of both women and individuals of non-Western origin of advancing to the interview stage when applying for a job in the public section in Sweden (Åslund and Skans, 2012). Additionally, a study conducted in a U.S. restaurant chain, showed that older workers were more likely to be advanced to the interview stage when submitting online applications hiding their age (Neumark, 2021).

There is also some evidence in the sports industry, Chelsea F.C. conducted a blind hiring trial, which resulted in out of 7 candidates shortlisted for interview, 4 identified as female, 1 confirmed that they had a disability and 3 were from Black, Asian or Mixed Heritage. These statistics led the club to conclude that the strategy would be helpful in selecting a diverse range of candidates based on their skills and experiences (Chelsea F.C., 2022).

#### 4. Strategy development

The five common success factors that created the most significant, quantifiable, and sustained impact across the DEI programs were listed by McKinsey in the "Diversity, Equity, and Inclusion Lighthouses 2023 Report.". These criteria were carefully considered when developing the strategy for S.L. Benfica.

a) Understanding of root causes: Sport Lisboa e Benfica is a sports club founded in 1904, this long history significantly contributes to the creation of hierarchical structures and traditions shown, for example, by the almost 2 decades of leadership by its former president Luís Filipe Vieira. Additionally, by being a sports organization, S.L. Benfica has a bigger commitment to its fan base, which can make its leaders prioritize winning on the field over other organizational values. These characteristics might impact decision-making and openness to change in areas such as DEI. Lastly, historically men have dominated sports, especially in positions of leadership and important decision-making.

Considering S.L. Benfica demographics data, it was identified that over 60% of its workforce is male and that this value increases to 86% when considering only top management positions. These values led to the recognition of a lack of gender diversity in the organization's workforce, especially in leadership roles.

The first step to creating a diverse team is to ensure a process in recruitment efforts that generates a diverse candidate pipeline. (Windley, 2021) However, the recruitment process for S.L. Benfica is traditional, being divided into 3 steps, starting with a CV screening, then an interview with HR, and finally an interview conducted by a manager. In some cases, a technical exam is performed. The candidates usually come from a pool of applicants for a job post or referrals. As mentioned above, this type of traditional hiring process can perpetuate some implicit biases, preserving low diversity in the workforce. In this way, S.L. Benfica would benefit from the integration of a strategy developed to reduce implicit bias in the hiring process. Considering the evidence shown by blind hiring in mitigating bias in recruitment and in promoting diversity in the workforce, this method was designed as the focal point of the strategy developed.

b) **Meaningful Definition of Success:** It is important to set clear and quantifiable goals so that the outcomes of a strategy can be clearly measured. According to PORDATA (2022), Portugal's labor force was 50,32% male and 49,68% female, with this value in mind a goal was set. For a mid-term change, S.L. Benfica's workforce is expected to be around 50% male and 50% female, in 3 to 5 years. In 2022, women occupied nearly one-third of leadership roles in Portugal, and the value in S.L. Benfica is significantly low. In this way, for the same period, the leadership roles in S.L. Benfica occupied by women are expected to reach the one-third value. Furthermore, a final metric was established if candidates who fit the job requirements apply, at least one male and one female candidate who is Black, Asian, or of Mixed Heritage should be shortlisted for an interview. This one

can only be confirmed after the blind phase is over, and it was set to ensure that the strategy works towards diversity and not in the opposite way. Finally, with these metrics set, regular reports on progress should be conducted by the organization.

c) **Accountable and Invested Business Leaders:** To signal the importance of DEI for the organization is important to establish a commitment from executive management towards this topic. In this way, training on the principles and benefits of blind hiring, and other DEI initiatives, should be provided to the leaders of every department. Another way to incentivize leadership commitment to this topic is to integrate diversity and inclusion goals into the performance evaluation of leaders from each department. Lastly, candidate and employee experience, gathered in surveys, in each department should also be considered in the evaluation of the leader.

d) **Solutions designed for specific context:** Considering that by being a sports organization with centuries of history, S.L. Benfica might have leaders of departments very reluctant to invest in a DEI strategy before testifying its business benefits. A trial of Blind hiring should be conducted in the HR department of the organization. It is expected that this department would be more willing to make changes to its traditional behavior for a more unified and diverse workforce. Afterward, it is necessary to understand the outcome of this strategy and establish a communication plan. The main goal would be to communicate the purpose and benefits of the pilot program to all employees and leaders. Additionally, another initiative to keep employees engaged is tailored training modules to address their unique needs and challenges while consistently collecting feedback.

e) **Rigorous Tracking and Course Correction:** To manage DEI activities proactively, adjust to changing conditions, and continuously improve efforts, the organization should put a set of strategies into practice. The primary objective is to maintain the club's adaptability, resilience, and dedication to promoting an inclusive and equal work

environment. It is necessary to have a system for receiving continuous employee feedback. Surveys to gauge employee perceptions of the workplace environment should be right after a trial was conducted, and over time this feedback should be collected more sporadically, biannually, and then annually, about the overall DEI initiatives. Creating a standardized reporting system to convey the advancement of DEI projects is another strategy. Annually, a set of important diversity-related measures and data should be jointly reported. The strategy's success should be demonstrated or refuted by comparing the set of metrics defined in (b) with the actual result of the plan.

Additionally, it is necessary to create a few Key Performance Indicators to assess the effectiveness of diversity and inclusion initiatives. Regular evaluation and analysis of KPI data would make it possible to analyze development and pinpoint areas in need of improvement. The following KPIs are seen to be crucial for gauging the initiative's performance in blind hiring: Candidate demographics: the diversity of candidate pools would be the key performance indicator, and the objective would be to measure how well-represented different demographic groups—such as gender, ethnicity, and age—are in the first stages of the hiring process. A recent Glassdoor survey found that 76% of workers and job seekers prioritize a diverse workforce when comparing job offers from various firms, and this number rises to even greater levels when applicants from underrepresented groups are considered (Glassdoor, 2021). In this sense, it is anticipated that the application of a DEI technique, such as blind hiring, in the hiring process will enhance candidate diversity, so the KPI seeks to demonstrate evidence of that anticipated impact. The KPI for interview-to-offer ratios would be the proportion of candidates from various demographic categories who move from interviews to job offers. Such information is already available in S.L. Benfica's annual report, where applicants and hired candidates are divided according to age, gender, and level of education. They would

include an additional section on ethnic-racial identification. To make sure that blind recruiting procedures do not unintentionally create bias, the conversion rate analysis seeks to uncover any discrepancies in the candidates' advancement through the hiring phases. To make sure this process is seen as equitable, effective, and pleasant, the candidate's experience KPI would be the applicant satisfaction scores, which are determined from the anonymous feedback regarding the experience of the candidates. Another KPI would be the average time for recruitment, the period between posting a job opening and choosing an applicant. Considering that the optimization of recruitment time should be an organization's objective, it's crucial to make sure that including blind hiring in the recruiting process won't negatively impact it too much. Finally, the last KPI for blind recruiting procedures would be the cost per hire. This would allow the business to analyze the initiative's cost-effectiveness and determine the financial impact of the plan by comparing it to traditional approaches. The importance of this data collection will be further explained in the next section.

## 5. Implementation Plan

After extensive research around the topics of bias in recruitment and best DEI strategies to tackle this issue, meetings with S.L. Benfica representants to assess the current hiring method of the organization and an interview with Marta Cunha, an experienced technician of the People Attraction & Recruitment team of Deloitte Portugal, for qualified and personal insights around the topic, (see *appendix 44*) an implementation plan of a blind hiring strategy was developed with the goal to improve S.L. Benfica DEI efforts.

a) Improve candidate sourcing: It is imperative for recruiters to widen their search to include all qualified applicants. The wording used in job postings and descriptions can subtly indicate to individuals or groups that they are not the proper fit, which may

discourage them from applying. Job postings and descriptions are crucial tools for attracting talent. So, the team should use inclusive language to replace any language that is gender-specific or ableist in the job postings, making sure that any unconscious bias or personal experience does not influence the word choice. This stage is especially crucial because research indicates that gendered language in job adverts exists and perpetuates gender disparity, and one of the aims of the strategy developed is to improve the ratio of women working at S.L. Benfica. According to Gaucher, Friesen, and C. Kay, employment ads for male-dominated areas used more masculine language, which made women find these jobs less appealing, and participants believe that there were more men in these occupations. (Friesen, Gaucher, and C. Kay, 2011)

b) Pilot Program: Conducting a pilot program, rather than an initial full implementation, is seen as a strategic and prudent approach to introducing a new initiative like blind hiring. For this specific case, the pilot seems even more valuable considering this is the first time S.L. Benfica is considering investing in DEI. The benefits of implementing a pilot program were divided into 4 main categories:

**Risk Mitigation:** By testing the initiative on a smaller scale, the organization can minimize the potential negative impact of unforeseen issues. This opportunity is especially important considering the lack of data from S.L. Benfica regarding this topic precluding an initial baseline assessment.

**Stakeholder Buy-in and Cultural Adaptation:** As previously mentioned, more traditionalist employees and leaders, in an organization with 119 years of history in the sports industry, may resist adopting blind hiring practices due to a preference for conventional methods. Resistance to the overall investment in DEI initiatives is anticipated from leaders who do not value or are not aware of the benefits. A pilot program

demonstrating effectiveness and positive business outcomes can be a driver of support from reluctant leadership, employees, and other relevant stakeholders.

**Data collection and Analysis:** The pilot program will allow the collection of real-time data on the initiative's impact. This collection is especially important to set realistic expectations for the full implementation. Besides data evidencing the business benefits, collecting feedback from the employees keeps them engaged, increasing the likelihood of success when expanding the initiative to other departments within the organization.

**Resource Allocation:** The organization can assess human, financial, and technological resource needs, and better plan for full-scale implementation. During the pilot, the organization can identify the necessary expertise required for managing the blind hiring process, and better understand the costs related to technology adoption, training programs, and communication strategies. This is particularly crucial in light of the increasing macroeconomic unpredictability that compels DEI stakeholders to demonstrate the ROI of DEI initiatives in order to protect funding.

Regarding Pilot design and methodology, the HR department seems to be the one where the implementation will go more smoothly due to the interest and knowledge of these employees in the topic. It is expected that these employees are going to be the ones eager to develop this strategy, presenting fewer restrictions on its implementation. An approach with 3 progressive steps was designed to give the organization time to adapt, understand the outcomes of each step, and make necessary changes before each phase. The first step would be Blind Candidate Screening, the simplest and least costly to implement. It consists of removing personal information such as names, photos, graduation year, and address from candidate profiles and resumes. The benefit expected is an initial screening based solely on skills and qualifications, reducing the impact of unconscious biases in the initial phase of the recruitment process. This task can be done by investing in third-party

HR software or conducted by hand. To avoid extensive costs in the pilot, the first trial of this initiative should be conducted by the creation of a standardized application for candidates to include just their relevant skills and experience and assigning an anonymous ID to each one. After the pilot, the organization should consider the investment in software that would facilitate this process when done on a larger scale. The second step would be pre-hire tests for job-related skills and knowledge and personality tests. The test is performed online through a third-party software, and it is blinded by assigning anonymous candidate IDs. The investment in software that enables this practice is justified by the necessity of this step given that the usage of cognitive ability and personality testing significantly influences minority representation after controlling for other diversity management practices. (S.W. Ng and Sears, 2010). Regarding the last step of the recruitment strategy, it became evident from conversations with S.L. Benfica representatives that a final in-person interview is required in specific cases due to job conditions. In this way, a plan to make the in-person interview process less subjective and biased and to create a level playing field for all candidates was developed. The interview must be structured so that each candidate is asked the same questions, allowing the interviewers to evaluate each candidate's response more objectively. When it is possible to keep all the 3 steps of the recruitment process “blind”, the third step would be Anonymous Interviews, in the simplest form, a written take-home Q&A anonymized by assigning candidates ids.

c) Training and Awareness: Engagement of talent and leaders with this DEI initiative is seen as key to the effectiveness of the strategy. However, for people to understand the importance of a strategy like blind hiring, which changes their regular methods of work, they need, first, to understand which issue this strategy is designed to tackle. As previously mentioned, blind hiring aims to create a more diverse, equitable, and inclusive

workplace by giving candidates a level playing field in the recruitment process by minimizing unconscious biases. The goal of unconscious bias training is to increase awareness of the mental shortcuts that result in rash decisions about people's abilities or character, frequently based on factors such as race and gender. Its objective is to lessen discriminatory attitudes and acts in the workplace, from hiring and promotion decisions to dealings with clients and coworkers. (Gino and Coffman, 2021) The idea of this training is not only to explain the science behind bias and the costs of discrimination in organizations but also to give participants strategies for reducing bias. Finally, it is important to measure the effectiveness of this training by gathering data on engagement and understanding what factors make teams more likely to utilize the training content.

d) Key Metrics and Evaluation Criteria: To understand the real impact of any strategy on a business as well as the needed changes to make it more suitable for the organization's needs, the data collection process is essential. According to research from 2023, the metrics by the majority of leading organizations in DEI to assess its current status on the topic are Employee demographics, Discrepancies in performance and compensation by gender, race, disability, and other dimensions of diversity, and employee perceptions based on surveys. (DeMattia, 2023) As previously mentioned, gathering employees' feedback on this topic is important because it keeps them more engaged. Furthermore, it has been demonstrated in recent studies that listening to staff members is the primary driver of excellence since it transforms DEI from a compliance program to one that is performance and growth oriented. According to the same study, companies that pay attention to what their workers have to say and take appropriate action are 3.6 times more likely to innovate successfully, 6.6 times more likely to effectively adjust to change, 8.4 times more likely to foster a sense of community, and 12 times more likely to engage and retain workers. (Josh Bersin Academy, 2020) Given that one of S.L. Benfica's present

goals is to begin investing in DEI in order to create a more inclusive work environment, it is wise to look up to leaders in this field as role models and adjust as needed to meet its unique requirements. In this manner, the organization should be ready to gather information on employee and candidate feedback, performance and compensation by diversity dimension, and demographics to assess the effectiveness of its efforts.

#### 6. Cost-Benefit Analysis

To determine whether the benefits of blind hiring outweigh its expenses prior to implementation, a preliminary cost-benefit analysis was carried out. Given that the strategy is anticipated to provide mid-term impacts within three to five years, a five-year timeline was established. It is noteworthy to add that the organization stands to gain from converting this effort into a long-term project if everything proceeds according to plan. However, accounting for the medium-term success of the practice can be key to engaging leaders with this practice, and push towards a standard recruitment process in all departments of the organization. From this point on, it's critical to realize that the refusal of the company to provide private information for the project was the reason behind the estimation of any value related to S.L. Benfica departments, salaries, or any other pertinent information. To overcome this issue, several approaches were employed. The first step was the identification and quantification of costs, according to the implementation plan described in the section above. The execution of the pilot, assumed to be done in year 0, will increase the workload of the responsible team, with the tasks to review language in job posts, adapt to new methods and software, the creation of a standardized application with only relevant, and carefully chosen information, as well as the development of structured interviews. The number of employees in the HR department was estimated by multiplying the average HR staff-to-employee ratio (Indeed, 2023) by the total number of employees of S.L. Benfica (S.L. Benfica, 22/23). Of these

24 employees, it was assumed that 12 would be working on the pilot. Considering that the average time to hire for an HR position in Europe is 28 days (Workable, 2018), the pilot was assumed to account for 14 more days of work. This implies that the incremental employee cost is to be 8052,8€, calculated with the most recent value for average salary in Portugal (INE, 2023) (see *appendix 32*) Regarding software cost, for the second phase of recruitment, a market analysis was conducted, the minimum average annual cost of the 10 different software was 4347€. Considering that the software cost varies with the size of the organization, and Sport Lisboa e Benfica is a large corporation, a 70% increase in the minimum value previously calculated gave the annual final cost of 7390€. (see *appendix 33*) The last annual cost estimated was 6830€ regarding the 4 annual training sessions, so all 918 employees of the organization attend at least one session during the next 5 years. (see *appendix 34*) Regarding benefits, blind hiring is expected to positively impact the attraction of top talent, as well as increase the diversity of the workforce. Several studies highlight the positive impact of diversity on employee satisfaction, employee engagement, innovation, profitability, and financial performance. The initiative is expected to positively impact gender diversity in the organization, but gender diversity relates to more productive companies, measured by market value and revenue, only in the context of a widespread cultural belief that diversity is important. (Zhang, 2019) Other significant research shows that diverse teams develop more innovative ideas when leaders create an environment where people feel comfortable enough to speak up and present a contrarian view. (Hewlett, Marshall, and Sherbin, 2013) (Turban, Wu, Zhang, 2019) With the reasonable assumption that S.L. Benfica respects these two important requirements for fostering the benefits of gender diversity in the workplace, the impact of innovation revenue was determined as a benefit of the strategy. Companies with below-average diversity scores report an average of 26% innovation revenue (BCG, 2017), this value

was used to calculate the current proportion of revenue coming from innovation of S.L. Benfica. It was assumed that the increase in diversity, triggered by blind hiring, would lead to a total increase in innovation revenue of 2,5% over the 5 years. This annual variation is a benefit of the initiative, assuming a constant annual increase. (see *appendix 35*) Lastly, the initiative is expected to reduce job turnover. The current rate of the organization was estimated through the combination of the most recent available job turnover rate by gender in the EU (Eurostat, 2021) and the gender composition of the workforce (S.L. Benfica, 22/23). Studies show that the total cost of losing an employee can range from 1.5-2X annual salary. (Bersin, 2013) So, the annual cost regarding turnover was estimated with the estimated rate value, and the minimum cost per employee lost was assumed to be 1.5 of the annual average salary in Portugal. Assuming a constant annual change, a 1% reduction in the job turnover rate in five years is expected solely because of the strategy. For this, the number of employees in the season 2022/2023 was kept constant during the 5 years, implying that employee losses would be rectified with new entries and mobility across departments, a technique highlighted in the S.L.B report. Consequently, this had an impact on annual costs with lost employees, and the annual variation was designed to the value S.L. Benfica would be saving every year. (see *appendix 36*) The NPV of the project is 434 635€ calculated by discounting both costs and benefits at the discount rate of 3,71% (S.L.B., 22/23). After that, a scenario analysis was carried out, the three costs were subject to a 50% rise, and the NPV remained positive throughout. The NPV is greater than zero in both other two scenarios, which tested the hypothesis that each benefit would not add any value to the organization. The likelihood that the retention benefit would not exist had the greatest influence on the NPV of all five scenarios, lowering its value to 133 268,77 € (see *appendix 37 to 43*)

## 7. Limitations

The first limitation was that the organization only offered access to the financial report for the 2022–2023 season and weekly meetings with S.L. Benfica employees. This had a particular effect on two aspects of the work, it prevented the baseline assessment from being carried out, which would be valuable for the strategy's design and in the cost-benefit analysis. The other limitation was felt when figuring out which benchmarks S.L. Benfica to evaluate progress. The Portuguese census does not ask questions about ethnic-racial issues, which limited access to data about demographic groups. The goal was to use it to establish more realistic metrics regarding future candidates' and employees' demographic groups, Finally, there are significant barriers to accessing the cost of bias training and HR software, most businesses ascertain this cost after learning about the demands of their clients. This was the main motivation for doing a scenario analysis for these two expenses.

## 8. Conclusion

The development of a blind hiring strategy for S.L. Benfica represents a crucial step in addressing bias in recruitment and advancing DEI in the organization. The literature review underscored the prevalence of biases in traditional hiring practices, emphasizing the need for innovative solutions. The proposed strategy is tailored to S.L. Benfica's historical context and organizational demographics, offering a practical and proactive approach to mitigating biases throughout the recruitment process. The implementation plan outlines key steps, and metrics for evaluation that will enable the club to gauge the effectiveness of the strategy. The cost-benefit analysis revealed positive financial outcomes, supporting the business case for blind hiring, and highlighting potential benefits, including improved employee retention and increased innovation revenue. Despite limitations in data access, the blind hiring strategy for S.L. Benfica emerges as a strategic and adaptable solution for fostering a diverse and inclusive workforce. The emphasis on stakeholder engagement, continuous evaluation, and a phased

implementation approach positions the strategy as a promising avenue for achieving DEI goals within the organization.

## **5. Conclusions**

### 5.1 Research conclusions

By analyzing S.L. Benfica's current landscape through a multifaceted perspective that covers gender, age and racial inequalities, it becomes clear that the club, like many European organizations, faces intrinsic challenges. The analysis sheds light on the gender disparities prevailing in the organization, age-related gaps and the lack of sufficient data that prevents a comprehensive examination of racial inequalities.

This analysis has allowed us to take a broader view of the club's spectrum, identifying key strengths, such as a passionate and diverse fan base and existing collaborations for inclusion, but also the most obvious weaknesses, namely a gender disparity in leadership and a lack of transparent communication about diversity.

The proposed strategies emerge as dynamic pathways to transformative change. The blind hiring strategy recognizes recruitment as a key driver of cultural change. Based on successful blind hiring experiences in other sectors, this strategy proposes a phase-based approach, integrating awareness and training programs to combat unconscious bias. The strategic inclusion of key performance indicators ensures a comprehensive assessment of the initiative's impact, reinforcing S.L. Benfica's commitment to tangible results and work towards a more diverse and equitable work environment.

In conclusion, Sport Lisboa e Benfica is on the verge of a transformational process. The integration of strategies like this not only makes it possible to address internal inequalities, but also sets a precedent for other organizations. The commitment to transparency, inclusion and innovation defines S.L. Benfica as a catalyst for change,

embracing diversity, prioritizing inclusion, and seeking excellence on and off the pitch. This holistic approach positions the club not only as a sports leader, but also as a trailblazer in promoting a truly diverse, equal, and inclusive workplace in the sports' world.

#### 5.2 Business implications and impact (on corporate/sports organizations)

S.L. Benfica's commitment to Diversity, Equity, and Inclusion holds profound business implications that extend well beyond ethical considerations. The strategic embrace of diversity becomes a catalyst for various tangible benefits, shaping the club's global brand, fan engagement, talent acquisition, organizational performance, resilience to reputational risks, and long-term sustainability.

#### Global Brand Positioning

S.L. Benfica's commitment to DE&I elevates its global brand, making it synonymous with social responsibility. This resonates with a diverse global audience, attracting fans, sponsors, and partnerships aligned with the club's inclusive values.

#### Fan Engagement and Loyalty

The club's dedication to inclusivity deepens fan engagement, fostering loyalty and a global community that passionately supports S.L. Benfica, driving revenue through merchandise, attendance, and digital interactions.

#### Competitive Advantage in Talent Acquisition

S.L. Benfica's inclusive culture becomes a magnet for diverse talent, providing a competitive edge in attracting top players, coaches, and staff.

#### Enhanced Organizational Performance

The diversity championed by S.L. Benfica fuels innovation and organizational performance, aligning with research indicating that diverse teams outperform peers.

### Resilience to Reputational Risks

Proactive DE&I efforts shield the club from reputational risks, ensuring trust and support from stakeholders in times of challenge.

### Long-term Sustainability and Legacy

Addressing inequalities shapes the club's long-term sustainability and legacy, positioning S.L. Benfica as an institution contributing not only to football excellence but also societal progress.

All in all, S.L. Benfica's journey underscores that addressing inequalities is not just a responsibility but a strategic imperative. The club emerges as a global leader, harnessing diversity and inclusion to drive success, engage fans, attract talent, and build a legacy defined by inclusivity and excellence.

### 5.3 Limitations

The lack of data, both analyzed and provided to us by Benfica, posed a significant limitation in the resolution of this Work Project. Insufficient data concerning inequalities in the workplace, including racial inequalities, pay disparities, and inequalities affecting the LGBT community, among others, hindered a more in-depth analysis of Benfica's situation. Moreover, the absence of comprehensive population data on these topics at the national level in Portugal may contribute to Benfica's challenge in establishing specific targets aligned with the broader context. It is worth noticing that there is a potential positive development, as INE (Instituto Nacional de Estatística) has promised to start introducing questions related to ethnicity and race in the Census (Neves 2023). This commitment signals a potential improvement in the availability of relevant data, which could contribute to a more comprehensive understanding of diversity and inclusion issues not only within the broader national context but also within Benfica.

In addition, there are limitations in the survey conducted to gather information about people's perception of DE&I in Benfica. Despite having a sizable sample, the absence of diversity within the studied group can compromise the accuracy of the findings. It was noticed a significant proportion of respondents identified as heterosexual, White/Caucasian, and non-disabled. This demographic composition represents a group less likely to face any kind of discrimination, and therefore it might reflect a result not as close to reality as expected.

#### 5.4 Future work

After the implementation of the recommendations proposed to SL Benfica, it is crucial to prepare an efficient communication plan. Effective communication fosters comprehension, support, and involvement from a variety of stakeholders, such as coworkers, fans, and the larger community. Consequently, this will ensure a smoother implementation where everyone involved in the organization is aligned with the next steps to take. Secondly, monitoring and evaluation frameworks are essential to properly evaluate DE&I progress. Evaluate implemented initiatives on a regular basis using qualitative feedback and some KPI's already identified. By using this data, it will be possible to make any necessary adjustments. Finally, establishing a long-term sustainability and improvement plan is fundamental. This will require a strategic and ongoing commitment to assure that Benfica has the necessary frameworks needed to create a lasting change for both their internal and external environments. This might include sustaining leadership commitment, regular assessment using data-driven decision-making, and maintaining employee and fan engagement.

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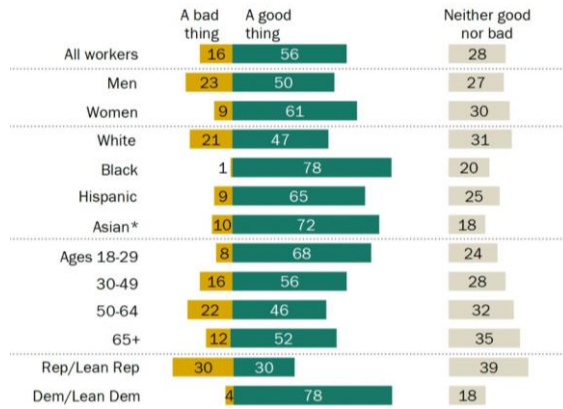
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## 7. Appendix

### Views of DEI in the workplace vary along demographic and partisan lines

% of employed adults saying that in general, focusing on increasing diversity, equity and inclusion at work is mainly ...



\*Estimates for Asian adults are representative of English speakers only.

Note: Based on workers who are not self-employed and work at a company or organization with 10 or more people. Share of respondents who didn't offer an answer not shown. White, Black and Asian adults include those who report being only one race and are not Hispanic. Hispanics are of any race.

Source: Survey of U.S. workers conducted Feb. 6-12, 2023.

"Diversity, Equity and Inclusion in the Workplace"

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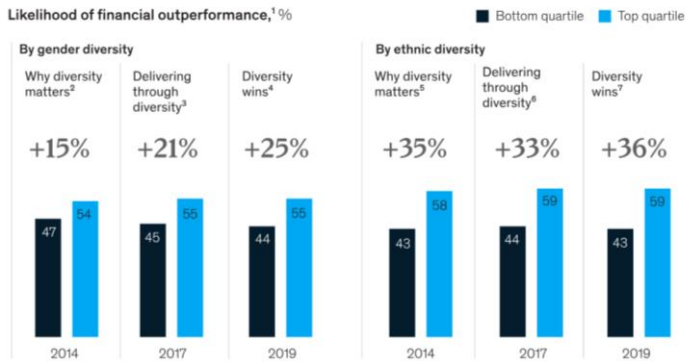
### Appendix 1- Views of DEI in the workplace by demographic group

ELEMENT	FUNCTION
<b>Purpose</b>	Creates a sense of belonging; guides decisions and inspires action
<b>Direction</b>	Translates your purpose into a plan; clarifies where you are going and how to get there
<b>Connection</b>	Taps into the social side of change; creates networks of influencers and fans
<b>Capacity</b>	Defines the limits of change; allows you to absorb more change
<b>Choreography</b>	Helps you be more dynamic; adjusts change priorities and sequences moves
<b>Scaling</b>	Creates a virtuous cycle; spreads innovation and amplifies impact
<b>Development</b>	Prepares you for growth; builds learning and change capability
<b>Action</b>	Builds momentum; fosters a can-do mindset and a bias for change
<b>Flexibility</b>	Helps you stay in front of change; redefines how you work and even what work is

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### Appendix 2- 9 Elements of Change Power

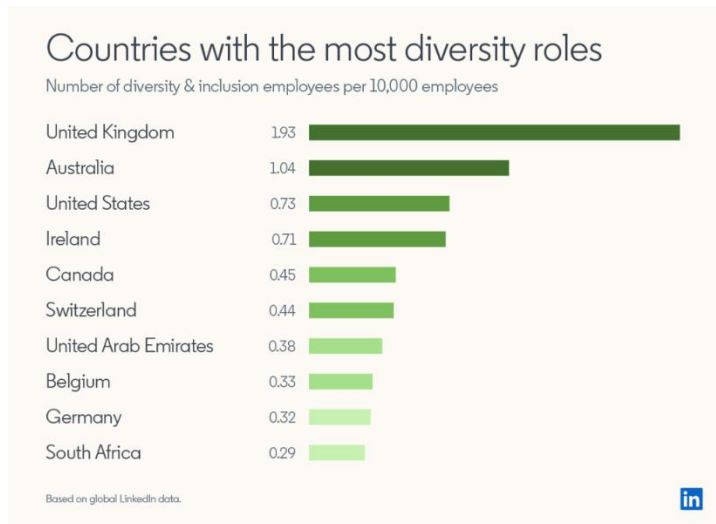
**The business case for diversity in executive teams remains strong.**



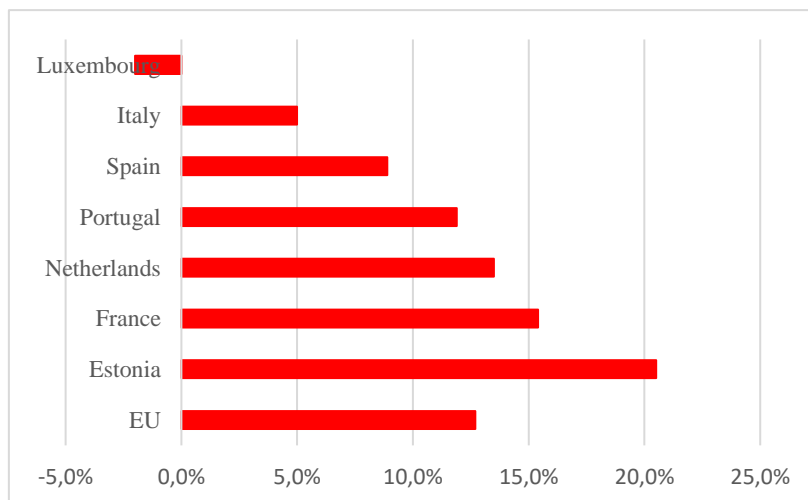
<sup>1</sup>Likelihood of financial outperformance vs the national industry median; p-value <0.05, except 2014 data where p-value <0.1. <sup>2</sup>n = 383; Latin America, UK, and US; earnings before interest and taxes (EBIT) margin 2010–13. <sup>3</sup>n = 99; Australia, Brazil, France, Germany, India, Japan, Mexico, Nigeria, Singapore, South Africa, UK, and US; EBIT margin 2011–15. <sup>4</sup>n = 1,039; 2017 companies for which gender data available in 2019, plus Denmark, Norway, and Sweden; EBIT margin 2014–19. <sup>5</sup>n = 364; Latin America, UK, and US; EBIT margin 2010–13. <sup>6</sup>n = 589; Brazil, Mexico, Singapore, South Africa, UK, and US; EBIT margin 2011–15. <sup>7</sup>n = 533; Brazil, Mexico, Nigeria, Singapore, South Africa, UK, and US, where ethnicity data available in 2019; EBIT margin 2014–19. Source: Diversity Wins data set.



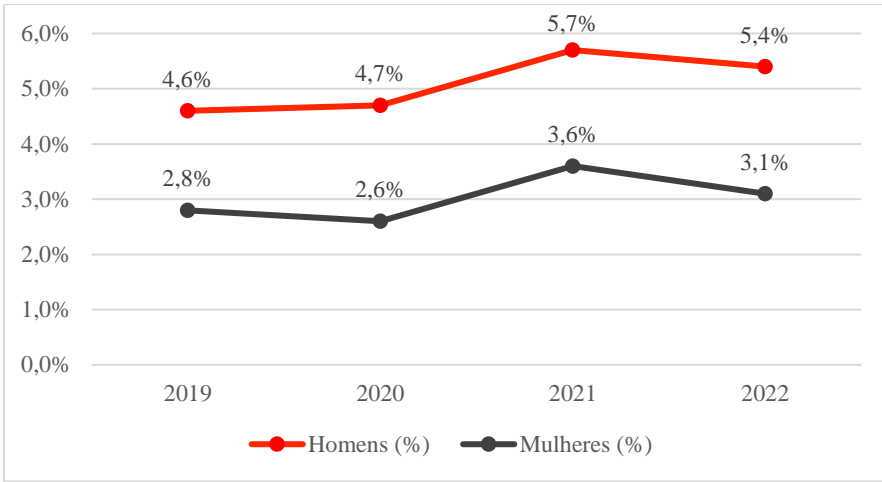
*Appendix 3- Likelihood of financial performance by gender and ethnic diversity*



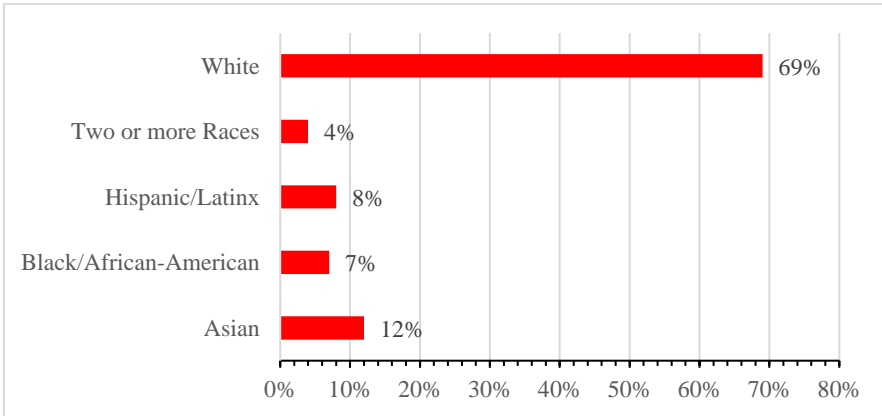
*Appendix 4- Top of countries with the most diversity roles*



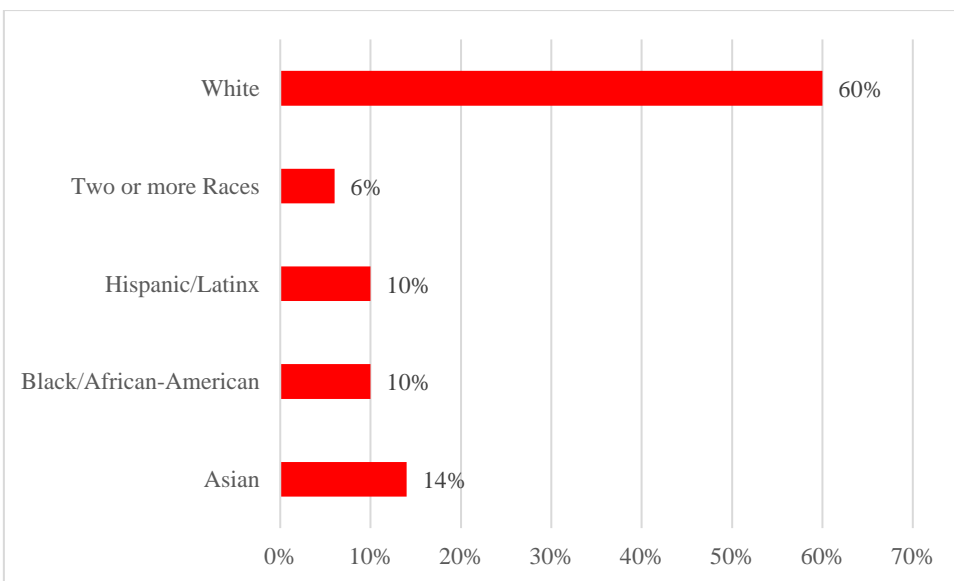
*Appendix 5- Gender pay gap in European Union countries*



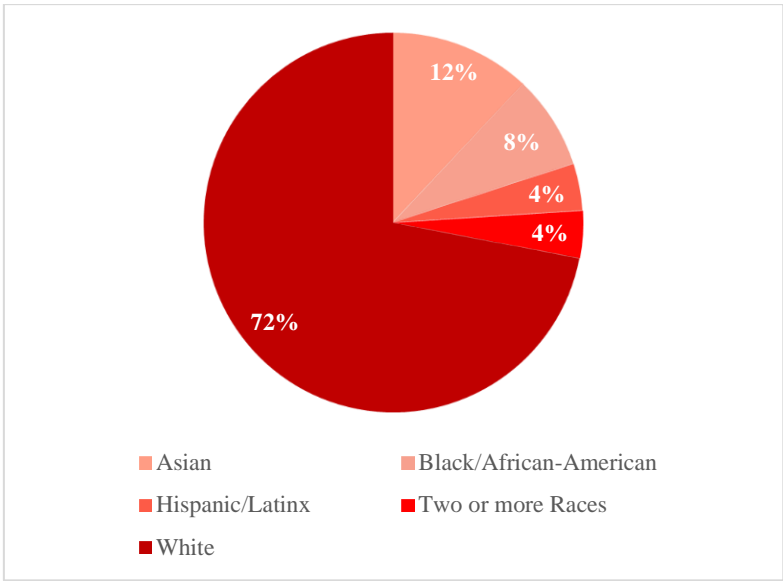
Appendix 6- Leadership roles in Portugal



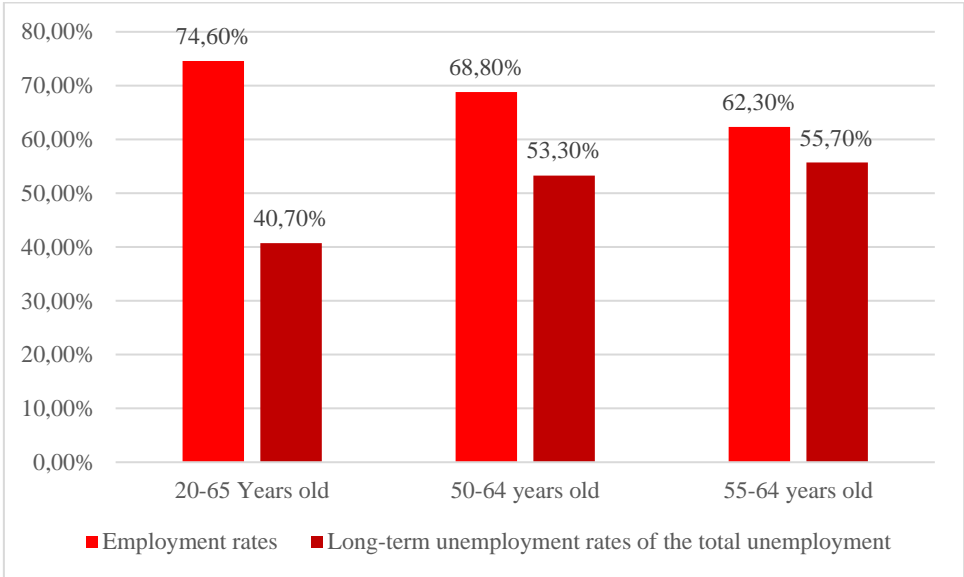
Appendix 7- U.S. Workforce composition



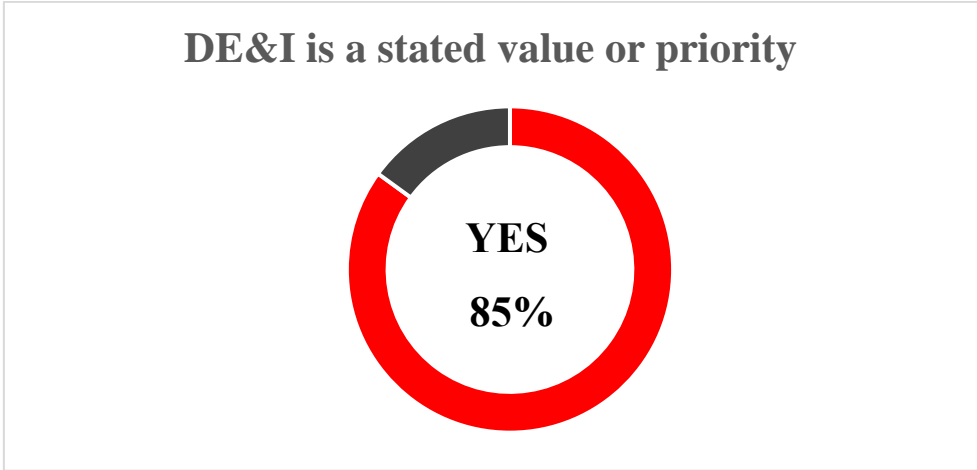
Appendix 8- U.S. based new hires



Appendix 9- U.S. leadership roles

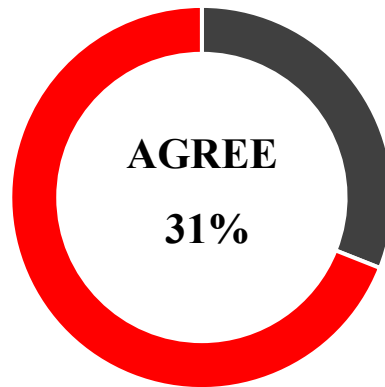


Appendix 10- Employment European rates (2022)



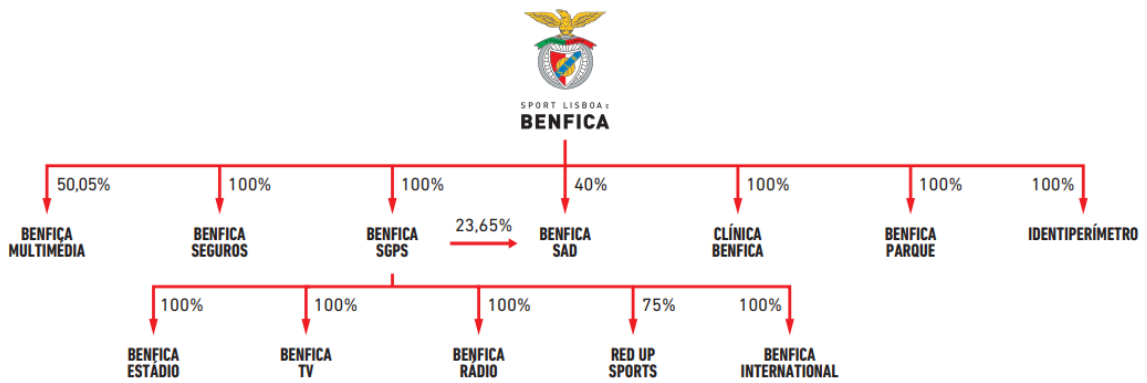
Appendix 11- PWC 2022 survey: DE&I as a priority for employers

## DE&I is a barrier to progression at my organisation



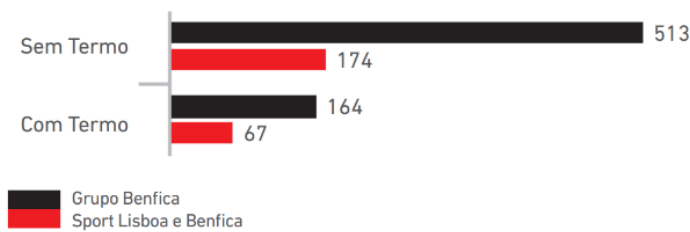
Appendix 12- PWC 2022 survey: DE&I as a barrier to progression at the organization

## III GRUPO SPORT LISBOA E BENFICA A 30 DE JUNHO DE 2023



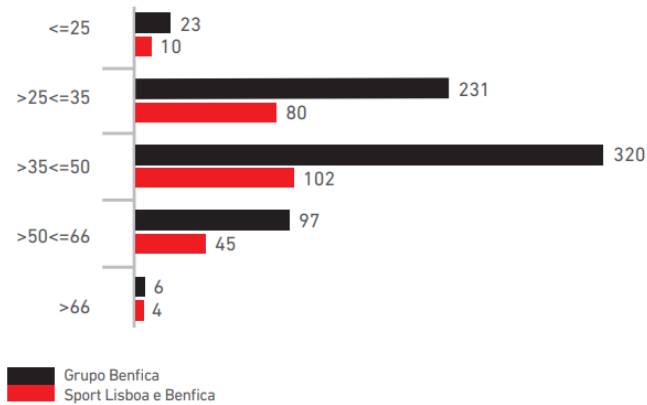
Appendix 13- Benfica Group composition

### Distribuição por Vínculo



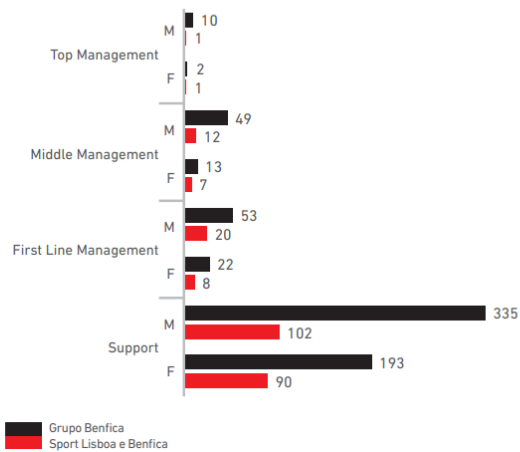
Appendix 14- Benfica distribution per type of contract

### Distribuição por Faixa Etária



Appendix 15- Benfica distribution per age range

### Distribuição por Género e Grupo Funcional

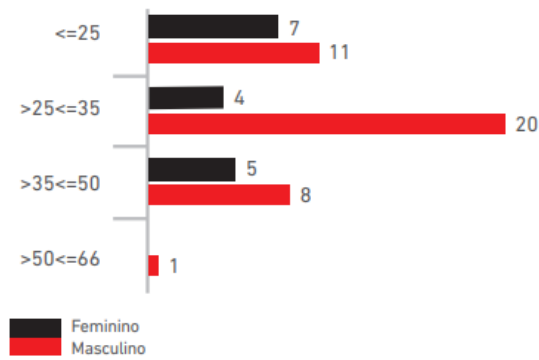


Appendix 16- Benfica distribution per gender and position

			%	
	Benfica Group	SL Benfica	Benfica Group	SL Benfica
<b>Female</b>	<b>230</b>	<b>106</b>	<b>34%</b>	<b>44%</b>
Top Management	2	1	0,9%	0,9%
Middle Management	13	7	6%	7%
First Line Management	22	8	10%	8%
Support	193	90	84%	85%
<b>Male</b>	<b>447</b>	<b>135</b>	<b>66%</b>	<b>56%</b>
Top Management	10	1	2%	1%
Middle Management	49	12	11%	9%
First Line Management	53	20	12%	15%
Support	335	102	75%	76%
<b>Total</b>	<b>677</b>	<b>241</b>	<b>100%</b>	<b>100%</b>

Appendix 17- Benfica distribution per gender and position

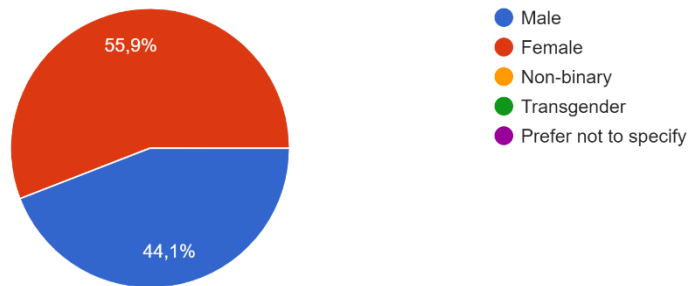
## Distribuição por Faixa Etária e Género e Distribuição por Nível de Escolaridade



Appendix 18- Benfica applicants' distribution by gender and age

### Gender

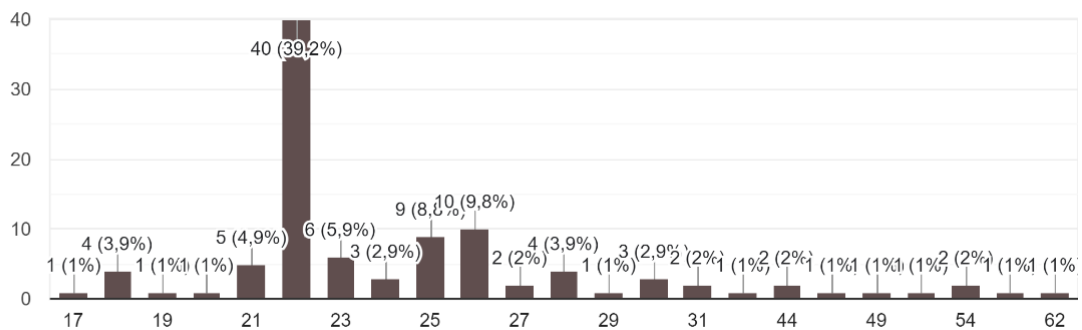
102 respostas



Appendix 19- Survey answers by gender

### Age

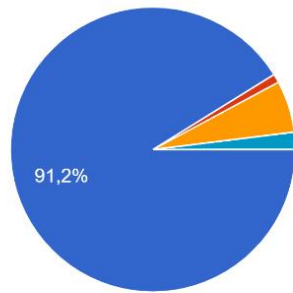
102 respostas



Appendix 20- Survey answers by age

### Sexual Orientation

102 respostas

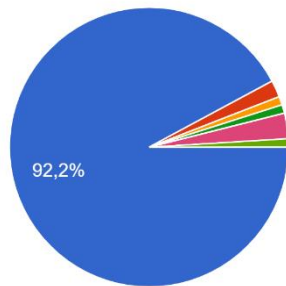


- Heterosexual
- Homosexual
- Bisexual
- Pansexual
- Asexual
- Prefer not to specify

Appendix 21- Survey answers by sexual orientation

### Race

102 respostas

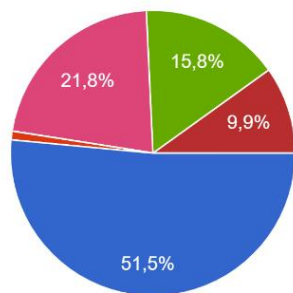


- White/Caucasian
- Black/African American
- Hispanic/Latino
- Asian
- Native American/Alaska Native
- Native Hawaiian/Pacific Islander
- Multiracial
- Amazigh from north Africa

Appendix 22- Survey answers by race

### Religious Affiliation

101 respostas

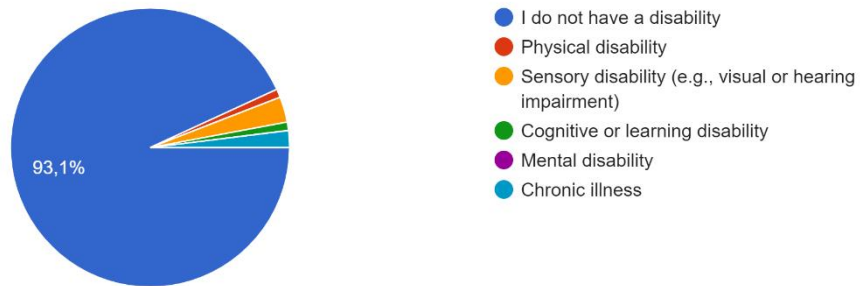


- Christianity
- Islam
- Hinduism
- Buddhism
- Judaism
- Sikhism
- Atheist
- Agnostic
- Prefer not to specify

Appendix 23- Survey answers by religious affiliation

### Do you have any disability?

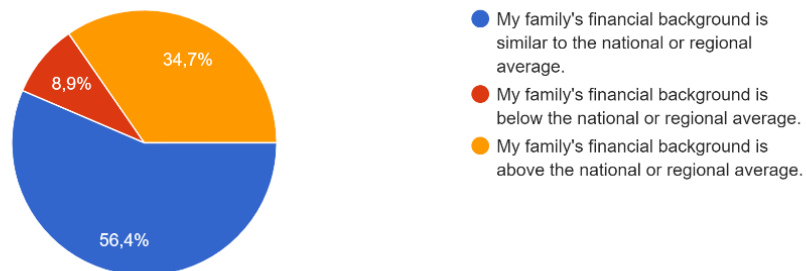
102 respostas



Appendix 24- Survey answers by type of disability

### Social Background

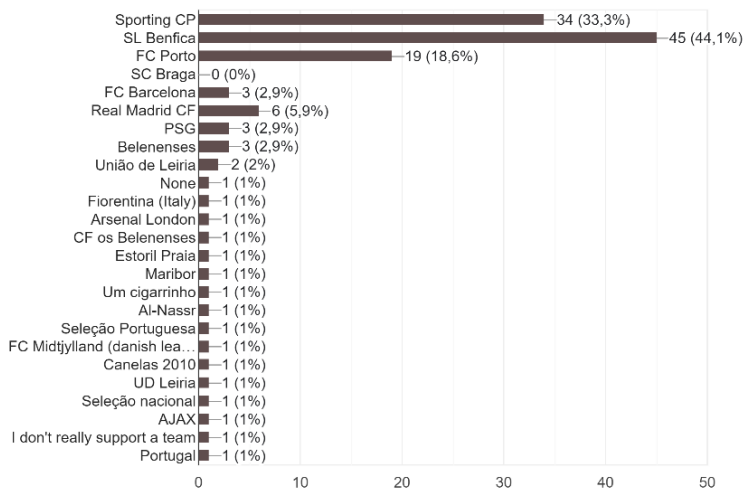
101 respostas



Appendix 25- Survey answers by social background

### What clubs do you support? (you can select more than 1)

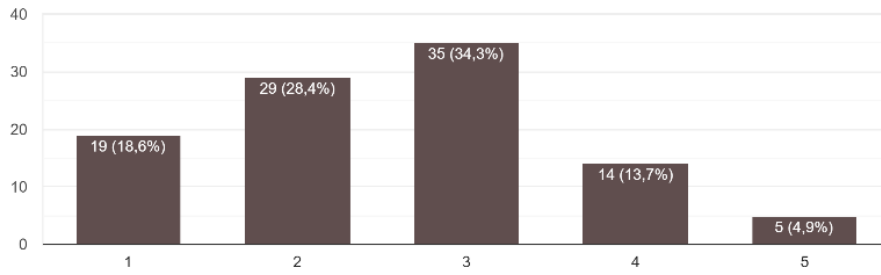
102 respostas



Appendix 26- Survey answers to the "What clubs do you support?" question

Do you think every person/fan is equally treated in the club? (e.g., opportunities, accessibility, respect)

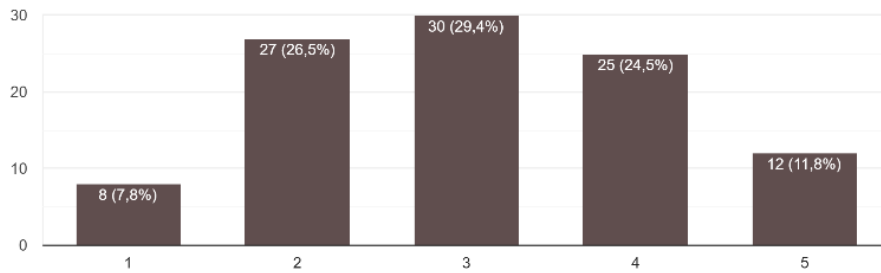
102 respuestas



Appendix 27- Survey answers to the “Do you think every person/fan is equally treated in the club?” question

Do you think the club has the necessary facilities to support any fan? (e.g., accessible to everyone independently of their condition)

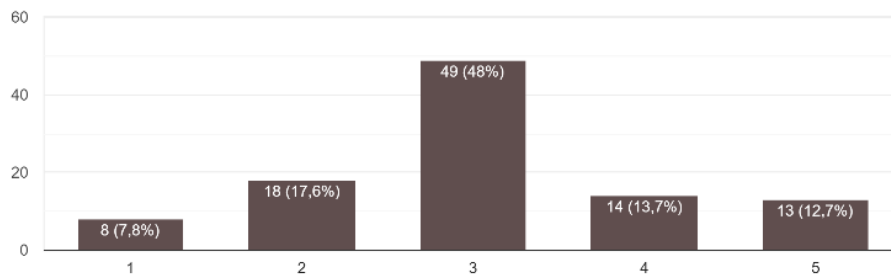
102 respuestas



Appendix 28- Survey answers to the “Do you think the club has the necessary facilities to support any fan?” question

Do you feel that inside the organization, there is diversity among the people that work there (Corporate)?

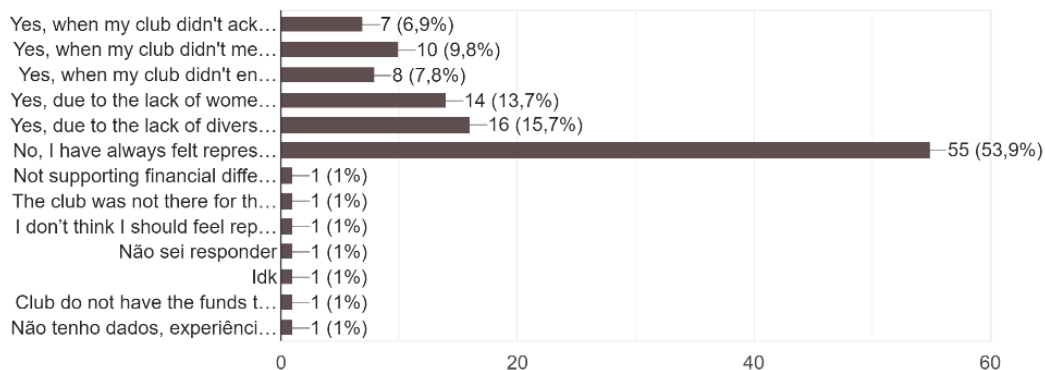
102 respuestas



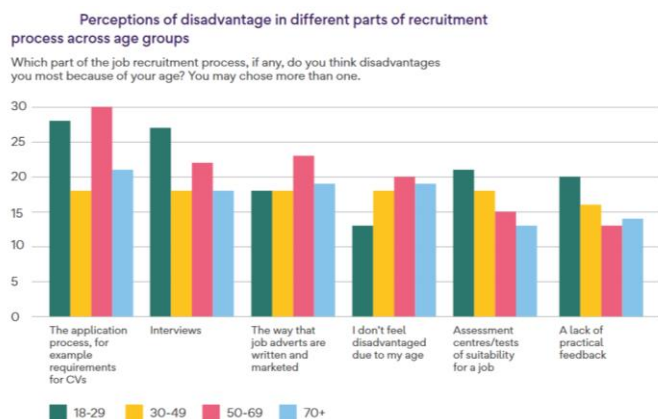
Appendix 29- Survey answers to the “Do you feel that inside the organization, there is diversity among the people that work there (Corporate)?” question

Did you (or someone you know) at any moment felt unrepresented by your club?

102 respostas



Appendix 30- Survey answers to the “Did you (or someone you know) at any moment felt unrepresented by your club?” question



Appendix 31- Perception of disadvantage due to age in recruitment

Pilot Incremental employee cost	y=0		
Average salary Portugal	1 438,00 €	per day	47,9333
Total number employees	918	incremental days	14
HR team	24	Pilot team	12
Employee cost €	8 052,80 €		

Appendix 32- Incremental cost due to the pilot project

<b>Blind Hiring- Software</b>		y= 0,1,2,3,4,5	
	2 step		
		Pre-Employment Testing Software	minimum annual cost
		Vervoe	1308
		Wild noodle	1188
		Toggl	588
		Applied	5000
		TestGorilla	300
		TestDome	100
		HireVue	35000
		Mercer Mettl	249
		iMocha	1800
		eSkill	1200
		average value \$	4673,3
		final value €	<b>7390</b>

Appendix 33- Cost of Software for 2 step of Blind Hiring

<b>Bias training</b>			
		Total number of employees	918
		Minimum Training cost for 50 people	2 000,00 €
		Minimum training cost per employee	40,00 €
		minimum number of annual sessions	4
		minimum annual cost	6 829,92 €

Appendix 34- Cost of Bias Training

<b>Increase in Innovation Revenue</b>					
			<b>Year</b>	<b>Innovation Revenue</b>	<b>Annual variation</b>
Sales and Services rendered	(Sport Lisboa e Benfica, 22/23)		0	9 858 885 €	
		30.06.23			
Sales			1	9 908 179 €	49 294 €
Merchandising	13 105 116 €		2	9 957 720 €	49 541 €
Others	91 662 €		3	10 007 509 €	49 789 €
Total (1)	13 196 778 €		4	10 057 546 €	50 038 €
Services rendered			5	10 107 834 €	50 288 €
from memberships	18 786 983 €				
advertising and sponsorships	2 710 415 €		5y variation	248 949 €	
subscriptions and monthly fees	2 218 155 €		5y variation	2,5%	
commissions	407 993 €				
TV rights	275 000 €				
others	323 463 €				
Total (2)	24 722 009 €				
Total (1+2)	37 918 787 €				

Appendix 35- Benefit of Increase in Innovation Revenue



Year	Software Cost	Training Cost	Employee Cost	Retention Benefit
0	11 085 €	6 830 €	8 053 €	-
1	11 085 €	6 830 €	-	60 396 €
2	11 085 €	6 830 €	-	60 396 €
3	11 085 €	6 830 €	-	60 396 €
4	11 085 €	6 830 €	-	60 396 €
5	11 085 €	6 830 €	-	30 198 €
		discount rate	3,71% (SLB, 22/23)	

Innovation Benefit	Total Cost	Total Benefit	PV(Cost)	PV(Benefit)
-	-25 968 €	-	-25 968 €	-
49 294 €	-17 915 €	109 690 €	-17 274 €	105 766 €
49 541 €	-17 915 €	109 937 €	-16 656 €	102 212 €
49 789 €	-17 915 €	110 185 €	-16 060 €	98 778 €
50 038 €	-17 915 €	110 434 €	-15 486 €	95 459 €
50 288 €	-17 915 €	80 486 €	-14 932 €	67 084 €
		Total	-106 376 €	469 299 €
		NPV	362 923 €	

Appendix 38-Scenario Analysis- 50% Higher software cost

Year	Software Cost	Training Cost	Employee Cost	Retention Benefit
0	7 390 €	6 830 €	8 053 €	-
1	7 390 €	6 830 €	-	60 396 €
2	7 390 €	6 830 €	-	60 396 €
3	7 390 €	6 830 €	-	60 396 €
4	7 390 €	6 830 €	-	60 396 €
5	7 390 €	6 830 €	-	30 198 €
		discount rate	3,71% (SLB, 22/23)	

Innovation Benefit	Total Cost	Total Benefit	PV(Cost)	PV(Benefit)
-	-22 273 €	-	-22 273 €	-
-	-14 220 €	60 396 €	-13 711 €	58 235 €
-	-14 220 €	60 396 €	-13 221 €	56 152 €
-	-14 220 €	60 396 €	-12 748 €	54 143 €
-	-14 220 €	60 396 €	-12 292 €	52 207 €
-	-14 220 €	30 198 €	-11 852 €	25 170 €
		Total	-86 096 €	245 907 €
		NPV	159 811 €	

Appendix 39- Scenario Analysis- No Innovation Benefit

Year	Software Cost	Training Cost	Employee Cost	Retention Benefit
0	7 390 €	6 830 €	12 079 €	-
1	7 390 €	6 830 €	-	60 396 €
2	7 390 €	6 830 €	-	60 396 €
3	7 390 €	6 830 €	-	60 396 €
4	7 390 €	6 830 €	-	60 396 €
5	7 390 €	6 830 €	-	30 198 €
		discount rate		3,71% (SLB, 22/23)

Innovation Benefit	Total Cost	Total Benefit	PV(Cost)	PV(Benefit)
-	-26 299 €	-	-26 299 €	-
49 294 €	-14 220 €	109 690 €	-13 711 €	105 766 €
49 541 €	-14 220 €	109 937 €	-13 221 €	102 212 €
49 789 €	-14 220 €	110 185 €	-12 748 €	98 778 €
50 038 €	-14 220 €	110 434 €	-12 292 €	95 459 €
50 288 €	-14 220 €	80 486 €	-11 852 €	67 084 €
		Total	-90 123 €	469 299 €
		NPV	379 176 €	

Appendix 40- Scenario Analysis- 5% Higher Employee Cost

Year	Software Cost	Training Cost	Employee Cost	Retention Benefit
0	7 390 €	6 830 €	12 080 €	-
1	7 390 €	6 830 €	-	-
2	7 390 €	6 830 €	-	-
3	7 390 €	6 830 €	-	-
4	7 390 €	6 830 €	-	-
5	7 390 €	6 830 €	-	-
		discount rate		3,71% (SLB, 22/23)

Innovation Benefit	Total Cost	Total Benefit	PV(Cost)	PV(Benefit)
-	-26 299 €	-	-26 299 €	-
49 294 €	-14 220 €	49 294 €	-13 711 €	47 531 €
49 541 €	-14 220 €	49 541 €	-13 221 €	46 060 €
49 789 €	-14 220 €	49 789 €	-12 748 €	44 634 €
50 038 €	-14 220 €	50 038 €	-12 292 €	43 253 €
50 288 €	-14 220 €	50 288 €	-11 852 €	41 914 €
		Total	-90 123 €	223 392 €
		NPV	133 269 €	

Appendix 41- Scenario Analysis- No Retention Benefit

Year	Software Cost	Training Cost	Employee Cost	Retention Benefit
0	7 390 €	10 245 €	8 053 €	-
1	7 390 €	10 245 €	-	60 396 €
2	7 390 €	10 245 €	-	60 396 €
3	7 390 €	10 245 €	-	60 396 €
4	7 390 €	10 245 €	-	60 396 €
5	7 390 €	10 245 €	-	30 198 €
		discount rate	3,71%	(SLB, 22/23)

Innovation Benefit	Total Cost	Total Benefit	PV(Cost)	PV(Benefit)
-	-25 688 €	-	-25 688 €	-
49 294 €	-17 635 €	109 690 €	-17 004 €	109 690 €
49 541 €	-17 635 €	109 937 €	-16 396 €	109 937 €
49 789 €	-17 635 €	110 185 €	-15 809 €	110 185 €
50 038 €	-17 635 €	110 434 €	-15 244 €	110 434 €
50 288 €	-17 635 €	80 486 €	-14 698 €	80 486 €
		Total	-104 839 €	520 731 €
		NPV	415 892 €	

Appendix 42- Scenario Analysis- 50% Higher Training Cost

Scenario Analysis		
50% Higher Software Costs	NPV	362 923,43 €
No innovation Benefit	NPV	159 810,99 €
50% Higher Employee cost	NPV	379 176,39 €
No retention benefit	NPV	133 268,77 €
50% Higher training cost	NPV	415 892,45 €

Appendix 43- Scenario Analysis

## **Appendix 44- Interview with an HR professional**

Interview scripted and led by Maria Leitão, on December 2nd, 2023-

*This interview happened in an asynchronous way due to the incompatibility of scheduling. To overcome this issue, a set of questions was sent by email and then answered by Marta Santos Cunha-*

*Participant: Marta Santos Cunha, experienced technician of the People Attraction & Recruitment team of Deloitte Portugal.*

*(Note: Marta Santos Cunha answered all questions in Portuguese. Later, these answers were translated to English by Maria Leitão.)*

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**Q1) Does your organization perform any step of the recruitment process blindly? Like CV screening without having access to personal information (like name, photo, university name, address...). What steps and how?**

**If no: Where do you think would be beneficial to start the integration of this type of strategy into the recruitment process?**

Marta Cunha: No, my current company does not perform any “blind” steps in the recruitment process. Although I consider there is no type of discrimination in the recruitment process at my current company, it would be interesting to screen CVs without photos, nationality, or date of birth, for all companies.

**Q2) In your experience, what challenges do organizations commonly face in achieving diversity and inclusion in the hiring process?**

Marta Cunha: From my experience, over time I consider that there is less discrimination and consequently, more inclusion in companies. However, everyone is different and, to combat discrimination, this must be a company objective and clear in its values, so employees will internalize the company's values and consequently create an environment where differences are seen as an added value. During the recruitment process, it must be

conveyed to candidates that one of the company's objectives and values is inclusion so that they know the company's values from an early age.

**Q3) What initiatives/ strategies did your organization introduce to tackle the issues listed in (2)? Do you think there's evidence that their goals were achieved like employee feedback?**

Marta Cunha: As I mentioned above, from my perspective I believe there is no discrimination in my current organization. I believe inclusion is a reality. Although discrimination is not a problem within the organization, there are several HR instruments that the organization uses to find out the opinion of its employees. One of these strategies corresponds to a survey that is given to all employees to respond anonymously, so that they give genuine feedback.

**Q4) How did the integration of technology impact the efficiency and effectiveness of the hiring process?**

Marta Cunha: Technology has positively impacted our recruitment process, as some tasks carried out by hand are now carried out automatically. The recruitment processes themselves remain the same, but some tasks that were carried out by hand are now carried out using technology, which has made the process more efficient.