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MENTAL HEALTH AT WORK: COMPLIANCE AS AN EFFECTIVE TOOL FOR NR-1 IN THE LIGHT OF RONALD DWORKIN

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ABSTRACT: Labor relations have been transformed from a class struggle to a union of interests in favor of common goods and values. The parties contribute to the achievement of a prosperous and sustainable work environment. The importance of mental health is analyzed in the context of *Vetor Editora e Serviços*, in addition to the Adventist Hospital of Belém (*Adventist Health*). The issue studied raises the following question: how does the right to mental health contribute to the work environment in Brazil, based on NR-1 and the thinking of Ronald Dworkin? The general objective of the article is to observe mental health as an essential part of a healthy quality of life for workers. The specific objectives are based on: mental health as a human right regulated in Brazil; mental health as a duty, based on the dictates established by Regulatory Standard 1; and the legacy of Ronald Dworkin. The results present the new possibilities brought about by NR-1, with each institution responsible for contributing to the mental health of workers. The legacy of Ronald Dworkin is key to understanding NR-1, with contemporary labor law being observed in a sensitive and harmonious manner in relation to the facts presented.

KEYWORDS: Mental health; Work; Compliance; NR-1; Ronald Dworkin.

INTRODUCTION

Human beings organized their lives around small communities, sharing goods and values established among their members. Work was restricted to self-sustainability and local development.

The process of urbanization brought people to large cities, with the organization of work based on the satisfaction of per-

sonal needs. Close-knit communities gave way to conglomerates of individuals that form urban centers. Jobs no longer aim to satisfy collective interests, but rather the dictates established by employers.

The contemporary era is marked by the union of the needs of leaders and workers. The historical ruptures caused by rural exodus and industrial movements raised issues at the level of human rights and specific rights in the labor sphere.

This article presents the latent theme of the psychological development of workers, a right that has been affirmed at the national and international levels. Brazil has Regulatory Standard 1, which is an important basis for the prevention and resolution of conflicts in the workplace.

The human right to mental health is in line with the principles and values enshrined in Brazilian labor law. The problem lies in the question: how does compliance, applied from the perspective of Ronald Dworkin's theory of principles, become an effective and sustainable tool for the healthy work environment advocated in NR-1?

The overall objective is to ensure that mental health is recognized as an essential part of a healthy quality of life for workers. Regulatory Standard 1 removed mental health issues from the moral sphere, establishing parameters that companies cannot exceed.

The specific objectives are based on: mental health as a human right regulated in Brazil; mental health as a duty, based on the dictates established by Regulatory Standard 1 and compliance; culminating in the legacy of Ronald Dworkin, with the theory of principles being evaluated to better solve difficult cases involving health and the work environment.

The methodology used will be bibliographic, establishing the foundations of the right to mental health and the work environment with reference authors. The case study method provides relevant testimonials on the topic, analyzing the impacts on the biopsychosocial health of Vetor Editora e Serviços, in addition to the Adventist Hospital of Belém (*Adventist Health*).

The results present the new possibilities brought about by NR-1, with companies being responsible for contributing to the mental health of their workers. The right to psychological development should be part of corporate culture, as demonstrated by the understandings of Regional Labor Courts. The theory of principles developed by Ronald Dworkin is analyzed based on basic doctrines and can be affirmed as a more effective and fair way to order complex cases.

Ronald Dworkin's legacy is key to understanding NR-1, with contemporary labor law being observed systematically. Guaranteeing mental health in the workplace has resulted in a new market, where companies must demonstrate not only quantity but also the quality of their performance.

THE EVOLUTIONARY PROCESS OF LABOR HUMAN RIGHTS

The first generation of human rights was marked by the recognition of autonomy of will. The exercise of the function of existence was valued as an essential part of work where people were not enslaved by the state.

The second generation became an evolutionary milestone by affirming that, although freedom is intrinsic to human beings,

it goes hand in hand with responsibilities imposed by the state. The duties observed through laws and regulatory norms are essential because “the conflict itself cannot be resolved, seen only in its relations from man to man, but must be viewed from man to man, both living in society.” (RAITANI, 1979, p. 9).

The presence of the state comes to be seen as an entity that prevents and, when necessary, mediates existing conflicts. This view of the state as responsible for carrying out public actions and services is directly linked to the third level of human rights. The dimension of transindividual protections reflects contemporary intersectionality, where a labor issue between parties has effects in other areas and changes the lives of other people.

The article analyzes the right to mental health due to the breadth and relevance of this issue in the labor context. The World Health Organization (WHO) considers health in the biopsychosocial spheres, and it is the role of companies to develop codes of conduct that address mental health in the workplace.

The human right to mental health is intrinsic to the third dimension of human rights, which includes environmental, cultural, and relational aspects. The environment is seen as the surroundings in which a worker is inserted, with culture characterized by the way the company understands its production processes. The relational aspect is key, as it encompasses not only communication between colleagues and leadership, but also society as a whole.

The human right to mental health, interpreted for the reality of organizations in Brazil, needs to involve workers in a system-

matic way. As stated by the World Health Organization (WHO), the physiological health of workers must be up to date, and the structure of work must respect the individual capacities of each employee. With regard to relationships, companies should not focus exclusively on work dynamics, as society evaluates how the company positions itself in the market.

“Assess the historical and cultural conditions of these workers using valid and reliable tools. Companies must have trained professionals, because a culture that does not offer its workers a reason or purpose will not be able to manage behavior appropriately.” (VETOR EDITORA, 2023).

The concept of the right to decent work is key to this research, given that the WHO prescribes health in a comprehensive manner. It is not possible for a company to develop without the commitment of each person who is part of it. Workers, even though they are viewed in this way because they are in labor relations, are still people who are building meaning for their lives.

The behavior of workers is partly conditioned by company regulations. Decent work as observed by the ILO is not restricted to the sphere of productivity, with the main parameter being the quality assured by companies. Compliance with labor rights ensures that each employee feels an integral part of the organization.

Decent work does not only involve how a product or service is produced, but also views the worker as a person who fulfills

themselves through their professional practice. Decent work can be observed in the employee's ability to step outside of themselves, putting their gifts and talents at the service of the community.

THE RIGHT TO MENTAL HEALTH IN COMPANIES AS A GUARANTEE OF DECENT WORK

Companies that care about each worker in their biopsychosocial dimensions are consequently promoters of decent work and business excellence.

“Ensure minimum protection for work activities by defining basic guidelines that must be respected. In this way, it is not enough to guarantee individuals access to work; it is necessary to guarantee decent working conditions so that they can perform their duties with their dignity preserved, that is, receiving fair compensation, working in compliance with occupational health, safety, and hygiene standards, enjoying the right to periodic paid vacations, having reasonable limitations on working hours guaranteed, and the right to rest and leisure. To this end, unconditional respect for the essential rights guaranteed is necessary.” (FERREIRA; FERREIRA, 2020, p. 3).

The right to mental health in the workplace becomes safer and more effective with Regulatory Standard No. 1. Compa-

Number of Absences Leave due to mental health issues between 2014 and 20224

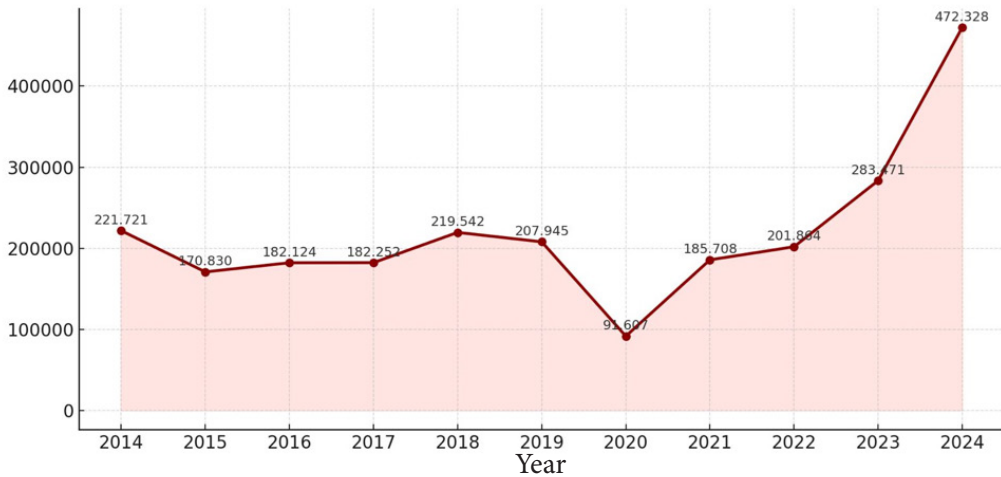


CHART 1 – LEAVE OF ABSENCE FOR MENTAL HEALTH BETWEEN 2014 AND 2024

Source: Adapted from (G1, 2025)

nies are able to have performance parameters, while still adapting regulatory requirements to their realities.

The mental health crisis in Brazil was not caused by the pandemic, with the health emergency merely revealing hidden social needs. The determination to practice social distancing led people to stay indoors. This internalization of their way of life allowed them to reflect on health issues more broadly.

Labor law was already undergoing transformation, just as companies were recognizing the need to revise their statutes. Social processes were becoming increasingly globalized and hybrid, leading to an overload of information and stimuli.

culture, which has been significantly impacted by the introduction of new technologies, now needs to improve relationships and the work environment itself. culture is shaped in part by existing legal frameworks and in part by the free will of leadership. With regard to the sphere of will,

a cohesive commitment among all members of the company is necessary.

Business principles and values are not dictated by express legal norms, and leadership is responsible for the culture that will govern the company. The understanding of decent work is not uniform, given that each company has its own reality. The concept is established, but how it will be implemented is open to interpretation.

Leaders can no longer be seen as mere holders of command power. The established order must be such that everyone contributes to the development of the company. Decent work is recognized as a right at the international level. The key point is the equal recognition that this right takes precedence over the fulfillment of duties.

“Hopes do not deserve legal protection. When there are sufficient grounds for protecting them, their protection must cover the subjective and objective dimensions of hope, which

encompasses four elements: internal acts of hope (desiring, aspiring, and believing), the right to certain opportunities, the possibilities of having the means to achieve what is hoped for, and some consolidated opportunities.” (RIOFRIO, 2023, p. 122).

The sample in the graph shows the importance of improving mental health in companies. Even in cases where leave is not required, the level of satisfaction of each worker, and consequently, productivity, is significantly reduced.

Occupational Risk Management (ORM) does not exist to prevent the development of mental disorders in workers. The purpose of a physical structure and a program that addresses mental health in companies is to prevent future cases, assist employees in the early stages, and provide support in the event of a return after leave.

The legal basis in Brazil cannot be implemented without a sensitive view of the social contrasts that mark the country’s history. In the business world, these historical fractures are also present, with the majority of microentrepreneurs unable to afford to hire psychologists and spaces designed for these professionals.

The sensitivity of professionals working in the field of labor law is essential, given that many employers are not indifferent, but simply lack the physical and economic resources to maintain psychologists in-house.

Decent work is not superhuman work, that is, work that is free of problems and subjects companies to highly rigid standards. The legal bases, as well as Regulatory

Standard No. 1, aim to help organizations act more assertively towards their workers.

The Covid-19 pandemic has brought human and organizational challenges, but extracting the meaning from each of them reveals a new labor right. The goals and objectives set by companies do not lose their importance, they are simply analyzed in such a way that everyone feels part of the process.

The welcome given to each employee, not characterizing them by what they do in the company, but observing all their dimensions – biopsychonoetic – becomes the essence of labor law. Professional skills must be analyzed, as they directly impact the production and quality of what will be offered to society.

The differentiating factor consists of transcending the offer of products and services, allowing the community to know the principles, mission, and values of the company. The worker is not just a number that makes up the staff, but a person who aspires to achieve life goals through the work they do.

“Inner freedom is achieved through the responsibility of those who do not close themselves off, but transcend themselves toward others through work, love, and sacrifice, which are the three main sources for discovering the meaning of life. The meaning of life is the vocation to which each person is called, which makes them unique and irreplaceable.” (FRANKL, 2023, p. 12 *apud* PINHEIRO, 2023, p. 12).

Companies can increase their productivity while enhancing the quality of their brand when they understand the importance of the process. The right to psychological development is not limited to internal relationships. Consumers are attentive and can be part of the realization of this guarantee, using their inner freedom to research and select sustainable organizations.

COMPLIANCE AS AN EFFECTIVE TOOL FOR NR-1

Compliance does not prevent illegal acts entirely, but it does help to effectively identify occurrences and those involved. The word compliance comes from the verb *to comply*, but it is not restricted to it. A company's adoption of compliance affirms its institutional commitment to the development of people and the environment.

“It is a set of measures taken to ensure that all compliance-related standards are met and observed by the employees of organizations in order to prevent violations and promote appropriate punishment for any illegalities that may be committed.” (VERISSIMO, 2017).

Although conformity is one of the inherent aspects of compliance, it is not the only one. A company that adopts a compliance program is committed to establishing a new culture.

The compliance agreement is observed in conjunction with the code of ethics and specific standards for each sector. The

culture of compliance requires more than just respect for legal dictates. The internal and external relationships that the company builds enable business sustainability.

“Compliance does not have a process or technique to be followed for implementation, but the peculiarities of each organization must be analyzed and taken into account at the time of its insertion according to its needs and areas of risk.” (MENDES AND CARVALHO, 2018).

Products and services do not fully constitute the concept of business. Corporate culture is inseparable from the sustainable development of companies and their employees. Compliance becomes an instrument that reconciles the interests of companies and employees, bringing together common assets and values.

The mental health of employees is a humanly recognized right, as is that of the leadership responsible for all business organization. Compliance acts as an instrument that prevents and mediates the resolution of disputes.

Regulatory Standard 1 was not created to inhibit the actions of workers and leaders. The social function of the standard is to organize work for human dignity.

1.4 Rights and duties

1.4.1 It is the employer's responsibility to:

a) comply with and enforce legal and regulatory provisions on safety and health at work work;

e) determine procedures to be adopted in the event of an accident or work-related illness, including analysis of its causes;

g) implement preventive measures, after consulting with workers, in accordance with the following order of priority:

I. elimination of risk factors;

II. minimization and control of risk factors, with the adoption of collective protection measures;

III. minimization and control of risk factors, with the adoption of administrative or work organization measures; and

IV. adoption of individual protection measures.

The scenario of social and economic crises favors the emergence of labor conflicts. Contemporary society presents a fragmented view of life, contrary to international pillars of health.

Regulatory Standard 1 introduced the obligation for companies to promote comprehensive health. The concept of unified life brings benefits at the biopsychosocial level, viewing workers as individuals who develop through the company.

Companies cannot solve all of their workers' problems. The key point brought up by NR-1 is the contribution of the work environment to invigorating or harming human beings.

Compliance is a great ally of NR-1 in developing new cultural aspects. The company's management feels responsible when there is an operating standard.

The obligation to pay attention to regulatory dictates gradually has the potential to become voluntary adherence.

The establishment of a corporate culture is fraught with challenges. The need prevails with changes in the social, economic, and environmental spheres.

The compliance process stems from ethical changes and changes in codes of conduct. Increased productivity and collaboration among members are milestones to be achieved.

THE BUSINESS MODEL OF VETOR EDITORA E SERVIÇOS

Vetor Serviços has become a model for partnerships with companies in various segments, with a common goal of promoting mental health through specialized programs.

Vetor Serviços affirms decent work through lectures, the application of constructs, and programs that periodically assess whether the company needs any changes. Outsourced psychologists are specialists in the field of organization, favoring companies by offering projects adapted to the reality of each location.

“The application and development of the measures mentioned, when well structured and administered by qualified professionals, can bring important and highly satisfactory results, positively impacting workers, enabling them to perform better, and companies, as a powerful tool for management and humanization of labor relations.” (MACEDO, 2022, p. 7).

The institution becomes integral and cohesive through the biopsychospiritual observance of the human being. Vetor Editora witnesses the constructs it develops, maintaining an organizational culture focused on the active participation of the entire training body.

“Vetor Editora is a research and development company in psychology and psychological assessment that has been in the market for over 57 years, producing and promoting the mental and emotional health of people and organizations in all segments, as we are committed to well-being with a view to quality of life for all. Vetor’s Services area sustainably develops the commitment, engagement, effectiveness, and results of people and organizations by: meeting the demands of companies, clinics, and health professionals; customizing various projects for organizations; promoting

self-knowledge and mental health.” (VENTURA, 2025).

Vetor Editora has a history that is consistent with contemporary labor law. For over 57 years, this company has been responsible for promoting mental health for people and organizations in a wide range of sectors.

Vetor has physical locations, one in the capital city of São Paulo, another in the city of Campinas, and one in the state of Rio de Janeiro. The company’s purpose is to assist self-employed professionals and organizations with psychological development.

Compliance is a testament to how corporate culture can be more vibrant and effective. Employee health care needs to be considered holistically, just as compliance presents common goods and values.

Regulatory Standard 1 brought a new perspective to the culture of compliance, not restricting compliance to ethical and technical standards alone. Although the duty of each member of the company is important, together with the technical care that the activities require, a good compliance program observes the people involved.

“Being compliant means that a legal entity, whether public or private, adheres to the rules and regulations applicable to its activities. This implies complying with relevant legal and regulatory obligations, as well as adopting internal practices and controls aimed at preventing and detecting irregular or illegal conduct. Compliance with standards is essential to ensure the integrity and sustainability of business activities, both to mitigate legal and operational risks.” (CÂMARA, 2024, p. 29).

The endorsed Occupational Risk Management (ORM) is based on the principle of seeking quality of life for workers, conceiving the role performed in the company as an integral part of their well-being.

ORM plays an essential role within companies, as it bridges the gap between the needs of employees and the expectations of business leadership. The practical documentation of this process is called the Risk Management Program (RMP), valid since 2022.

Vetor Editora and Vetor Serviços provide companies with specialized guidance on the health of employees and directors. Companies, sometimes focused on developing their businesses, do not have the financial reserves to hire organizational psychologists.

The optimization generated by Vetor Editora and Vetor Serviços consists of analyzing compliance from a realistic and consis-

istent perspective. Brazil is a nation recognized for the entrepreneurial spirit of small and medium-sized entrepreneurs. Job and income generation is latent, however, there is the challenge of sustainably retaining these workers.

“SMEs, including MEIs, make up 99% of all companies in Brazil. This means that almost all businesses fall into this category. SMEs are responsible for 52% of formal jobs in the private sector, with a total of 16.1 million jobs. This contribution is essential for the labor market and family income.” (CAMARGO E ASSOCIADOS, 2024).

Companies cannot afford the costs of a specialized professional, creating a sector where they can update and prevent occupa-

VOL PLATFORM



FIGURE 1 – APPLICATION OF TESTS FOR FUTURE BUSINESS POLICIES

SOURCE: (VETOR ONLINE PLATFORM, 2025)

tional risks. Vetor Editora e Serviços works for these institutions as a safe and effective way to measure the health of workers. The tests are scientifically validated by the Federal Council of Psychology (CFP), and all are analyzed by a specialized team from Vetor Serviços.

Small and medium-sized companies can choose, according to their capabilities, to contract an exclusive program from Vetor Serviços. The exclusivity comes from the adaptation of the program to the specific needs of each company. Financial evaluation is also taken into account, and elements of this program can be added or excluded.

Regulatory Standard 1 removed the care of workers' mental health from the moral sphere. The compliance program currently refers to the culture of each institution, and not only to how it should technically correspond.

Vetor Editora and Vetor Serviços offer the assurance that the actions developed are aligned with institutional compliance. Although compliance can be carried out by human resources professionals, there is recognition of the vulnerability of this area in view of the details of NR-1.

Compliance becomes an excellent tool for the prevention and administrative resolution of incidents. The non-filing of lawsuits brings public and private gains, namely: it contributes to a better procedural flow in the Judiciary, in addition to enabling companies to learn about conflict dynamics and forms of internal resolution.

THE BIOPSYCHOETHICAL DEVELOPMENT OF THE ADVENTIST HOSPITAL IN BELÉM

Healthcare institutions undergo constant reviews of the models of care they offer. The *Adventist Health* Network's priority is a model of comprehensive health and care. Patients and all employees have access to fully equipped hospitals and clinics offering biopsychospiritual care.

The Amazonian healthcare model began in 1931 with the arrival of missionaries Leo and Jessie Halliwell. The American Adventist couple navigated the region's rivers in a motorboat named *Luzeiro*, already spreading healthcare to all dimensions of human life.

In 1953, with the support of the Seventh-day Adventist Church and local communities, the Adventist Hospital of Belém was inaugurated. Initially, the facilities were designed to meet only the needs of the riverside communities.

Technical excellence aligned with spiritual care led to the expansion of the HAB to forty beds in 1960. The contemporary scenario marks the legacy left by the Seventh-day Adventist Church, which has health care as one of its central pillars.



FIGURE 1 – DISTRIBUTION OF BOOKS AS A SOCIAL COMMITMENT OF THE HAB

SOURCE: (ADVENTIST HOSPITAL OF BELÉM, 2025)

The Adventist Hospital of Belém has a complete infrastructure, providing health care in a wide range of specialties. HAB's capacity includes complementary services, marked by a y commitment to the complete rehabilitation of patients (physical therapy, occupational therapy, speech therapy, etc.).

“It has 1,300 employees, 235 of whom are doctors. To provide good care to patients, the hospital's infrastructure has 38,000 m² of built area in its buildings, which are distributed across four blocks. The health unit has 170 hospital beds, 58 observation beds, and 11 operating rooms. The hospital also has an advanced rehabilitation center, which offers different types of physical therapy.” (PLENC; OLIVEIRA, 2021).

Health should not be viewed solely from a humanitarian perspective, as hospitals must operate according to high international standards. HAB has accreditations that attest to its structural excellence and technical staff, fulfilling the right to comprehensive healthcare.

“In 2019, the Adventist Hospital of Belém was the first hospital in Brazil to receive diamond-level certification for distinction in intensive care services. The award was granted by the Brazilian Intensive Care Medicine Association (AMIB) and the Qualisa

Management Institute (a health services accreditation body). In addition, due to the good results achieved by HAB in the treatment of sepsis, the Latin American Sepsis Institute (ILAS) awarded it the Certificate of Distinction in recognition of the hospital's high-performance treatment and resolution of the disease.” (PLENC; OLIVEIRA, 2021).

The Adventist Hospital of Belém allows the Amazonian population to have access to comprehensive health services. Mental health is observed from a biopsychonoetic perspective, and HAB plays an essential role in reaching the large number of people who pass through its facilities daily.

The actions and services provided by the Adventist Hospital of Belém are not restricted to its internal spaces. Urban and riverside communities benefit from the Luzeiro I project, which provides medical and dental services. The partnership between HAB professionals and community members reinforces comprehensive and consistent care.

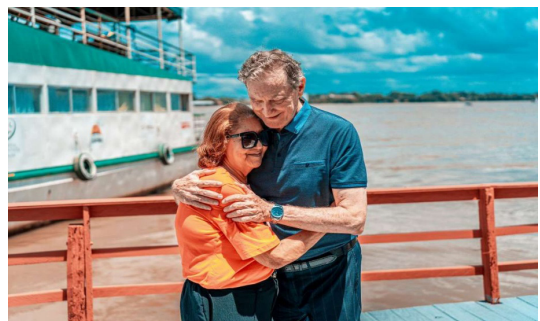


FIGURE 1 – DOCTOR WALTER STREI-THORST FILHO AND RETIRED TEACHER NOEMI NEVES

SOURCE: (SEVENTH-DAY ADVENTIST CHURCH, 2025)

The Adventist Hospital of Belém does not limit its legacy to structural expansions and its training staff. The constant support of the Seventh-day Adventist Church allows the institution to position itself globally. Institutional and external missions show that the right to health is an indisputable human and social commitment.

HAB sets an example by operating at a high level through health insurance plans or private patients. Private institutions are able to maintain themselves effectively and sustainably through good management of the resources they receive on a daily basis.

The unique vision of the HAB's training body is focused on the dissemination of health actions and services. The Seventh-day Adventist Church's commitment is not limited to internal preaching or the distribution of reflective materials. The daily routine at the Adventist Hospital in Belém is effective because everyone aligns themselves with the Christian testimony of the Seventh-day Adventist Church.

The local architecture and the technical and human training of the professionals can be defined according to the parameters of comprehensive health. According to the scriptures, "If anyone says, 'I love God,' but hates his brother, he is a liar; for he who does not love his brother whom he has seen cannot love God whom he has not seen" (1 John 4:20).

RONALD DWORKIN'S THESIS FOR UNDERSTANDING THE PRINCIPLES

Law has historically been viewed as a collection of laws that govern society. The link between the community and the sta-

te was established through public institutions, with professionals responsible for understanding the content of laws and their application.

Jurist Ronald Dworkin proposes an innovative view of law as a system, affirmed in Brazil as a legal system. Dworkin's thesis does not abhor the importance of regulatory parameters for good living in society, namely the laws in force in a country. Ronald Dworkin's position is responsible for bringing sensitivity to existing legal coldness.

Legal hermeneutics is valued by the jurist for its ability to integrate legislative bases with moral principles and substantive justice. The commitment of judges is not limited to understanding a code of laws, but involves understanding the nuances of each case.

Ronald Dworkin's work was also essential in clarifying that every decision will fall on people, and these cannot be reduced to the weight of the law. The complexity of many issues, such as the right to mental health, involves biopsychonoetic characteristics that can only be achieved through human sensitivity.

For Dworkin (2003), there is no creation of law by magistrates, but rather construction of law by the parties through principles, thus abandoning the theoretical framework, the unilateral perspective of rules, as defended by positivism. Conventionalism proves flawed when it is unable to explain the intentions of people who plan, through these decisions, to impose

general obedience on the community, based on their own decisions, in the midst of a complex society. (DWORKIN, 2003, n.p. *apud* COSTA, 2011, p. 2).

Reflection on Ronald Dworkin's thesis shows the importance of law keeping pace with social processes, achieving peaceful and sustainable justice in the face of existing conflicts. The analysis of law as a system does not allow for partial attitudes on the part of magistrates, but only allows them to recognize legal limits.

The jurist has always defended the incompleteness of laws in the face of present and future challenges, and I understand this inconsistency based on the principle of integrity. Magistrates are not invested in their functions solely to render judgments, but above all to act as messengers of social peace.

Judicial decisions must be reasonable and consistent in concrete cases. The decision-making process must be transposed, not to satisfy the discordant mood of the parties, but to meet their real needs.

“Dworkin (2002) establishes an alternative theory, based on the principle of integrity, which is concerned with how individuals can have other rights besides those created by an express decision or practice. How can one have the right to judicial recognition of a prerogative when there are no judicial decisions or unequivocal social practices that confer a decision in favor of this perspective?” (DWORKIN, 2002, n.p. *apud*, COSTA, 2011, p. 2).

The principle of integrity affirms that principles have legal validity, however, it is up to the interpreters of the laws to carry out efficient and effective applications. Efficiency consists of understanding the particularities of each case, promoting a broader and more accurate approach through principles. Effectiveness concerns the satisfaction of the parties and the non-appealability of judicial decisions.

The doctrines follow Ronald Dworkin, showing the vehement need for each magistrate to combine technique with human sensitivity. In the procedural field, there is recognition that the law does not keep pace with all social changes. It is up to the interpreter to act with humility, discernment, and sensitivity.

“The interpreter cannot interpret the law as if time stood still, excluding the variable factors that justify the evolutionary scope of legal norms, as is done every day in countless situations in which legal life is fertile. Thus, the judge cannot isolate himself from the world and allow himself to ignore the way things happen in life. He must seek to know what actually occurs, what lies beneath and alongside the cases presented to him, what highlights and illuminates the alleged and the proven.” (RAITANI, 1979, 21-23).

Judges who understand their role as facilitators of existing coldness and gaps expand their interpretive abilities through principles. Legal principles become an ex-

cellent guide for magistrates not to invoke interests that are obscure to the parties.

The magistrate must view the parties as dignified human beings, but without forgetting that all freedom presupposes responsibility. The litigating parties are free to file a lawsuit, and likewise, the judge must be free to decide fairly and consistently.

The use of principles does not imply stretching the existing laws, but only contributes to a greater understanding and decision-making on complex cases. The globalized and digital contemporary world presents contexts not provided for in legal bases. The unprecedented changes in social contexts require sensitivity and prudence in judicial action.

RONALD DWORKIN'S THESIS APPLIED TO THE REALITY OF VETOR EDITORA E SERVIÇOS

Understanding of the right to work has been changing to keep pace with new social processes. The biopsychonoetic reality affirmed by the International Labor Organization (ILO) mobilizes public and private leaders to rethink labor.

The right to work was historically structured based on class struggle, marked by administrative and judicial conflicts. Contemporary events, however, have placed employers and workers on the same path of understanding.

Economic, health, and political crises have driven legal reforms to meet the real needs of labor law. Regulatory Standard 1 was a model of how work is not only about generating income and productivity.

Vetor Editora e Serviços has become a leader in Latin America by systematically

understanding business dynamics. Work is now seen as a potential enhancer of well-being for those involved, but also as a deteriorator of the human dignity of the parties involved.

The principles and values inherent to Ronald Dworkin allow the law to be integrated with biopsychospiritual realities.

The protection of mental health in the workplace, as provided for in the updated NR-1, represents a significant regulatory advance and fits into the legal narrative as a new chapter in the “Chain Novel,” a metaphor developed by Ronald Dworkin.

The novel, written by multiple authors, optimizes understanding of the Brazilian legal system. Ronald Dworkin’s metaphor can be applied to generate understanding about existing occupational risks and how they affect the human dignity of the parties.

In this scenario, the compliance program takes on a fundamental interpretive role: by internalizing constitutional principles and ensuring the practical implementation of NR-1, it acts as an agent of integrity, promoting consistency between norms, morality, and institutional responsibility.

The professionals responsible for the compliance program, in turn, resemble Dworkin’s “Judge Hercules” — people who, armed with rationality and ethical sensitivity, seek the best answers to the challenges faced in everyday labor relations.

Mental health at work transcends mere regulatory enforcement, becoming an expression of an ongoing commitment to the values that structure law as an interpretive practice. Compliance, therefore, not only operationalizes legal commands, but reaffirms the principles that keep the legal narrative alive in its narrative chain.

Vetor Editora e Serviços, in turn, enhances the effectiveness of corporate compliance in Brazil. The publication of books related to organizational psychology and the development of internationally recognized tests make the work environment healthier for everyone.

Business leaders, as well as the workers who are part of companies, can count on Vetor Editora e Serviços for conflict prevention through corporate policies. Ronald Dworkin's legacy, both for a compliance program and in the case of legal proceedings, lies in a more complete understanding of cases through principles.

Conflict prevention and resolution becomes more effective and sustainable when those responsible for the compliance program evaluate cases based on principles. Magistrates also improve legal content through the sensitive and cohesive interpretation proposed by Ronald Dworkin.

RONALD DWORKIN'S INNOVATION IN THE CONTEXT OF THE ADVENTIST HOSPITAL IN BELÉM

The context of the Adventist Hospital in Belém is considered the gold standard, where one can observe an institution recognized for its excellence in integrated and humanized care. Protecting the mental health of employees is not only a regulatory requirement but also an ethical commitment aligned with the legal narrative proposed by Ronald Dworkin in his metaphor of the "Chain Romance."

The update of NR-1, which includes psychosocial risks in a latent and constant manner, can be interpreted as a new chapter in the history of labor protection. By implementing compliance policies focused on

mental health and well-being—such as educational lectures, psychological counseling, and preventive actions—the hospital acts as an agent of integrity, continuing to build a right committed to dignity.

The health field has been complex and sensitive since its inception, and the compliance manager assumes a role similar to Dworkin's "Judge Hercules" in interpreting constitutional norms and principles to provide effective responses to the challenges of mental health in the hospital environment.

The integrated action between the Human Resources, Organizational Psychology, and Occupational Safety sectors reinforces institutional coherence and transforms the norm into living practice. Thus, the Adventist Hospital of Belém not only has NR-1 as a mere formality, but reaffirms the values that underpin the law proposed by Ronald Dworkin.

CONCLUSION

Human beings have two internal attributes, namely free will and the will to act. Through free will, each person can choose between good and evil, with the will revealing the intentions behind the options selected.

The scope of work reveals how human beings have constructive and destructive potential in the world they inhabit. Labor can be seen as an instrument that dignifies character, but also as a means of promoting inner imbalance.

The right to mental health in the workplace is in line with the International Labor Organization (ILO). Concerns about productivity are still latent, but should not be the main objective of a company.

The biopsychospiritual changes in workers need to be observed so that they channel real and sustainable well-being. Leadership is an important but not dominant part of a corporation. The understanding that there is no class struggle, but rather a continuous search for national development, sets the tone for contemporary labor rights.

Regulatory Standard 1 can be seen as a great measure of labor relations, covering aspects of safety, mental health, and the very noetic dimension of employees.

Compliance becomes a plausible and sustainable form of sectoral organization in companies. Employees recognize their roles while becoming aware of their obligations. The English term “*to comply*” is valid, but compliance does not end with the achievement of conformity.

A culture of integrity permeates contemporary relationships in institutions that strive for dignified, prosperous, and sustainable work. Awareness of the values inherent in the company contributes to preventive actions and the structuring of the compliance program.

Compliance leads to a reduction in the number of lawsuits filed, contributing to the procedural flow of the Judiciary. With regard to administrative relations, there is a faster resolution of what happened and who was involved.

The models studied and presented in this article reflect how compliance can be an effective and economical tool in the medium and long term. Vetor Editora e Serviços produces physical and digital materials on mental health and has teams dedicated to assisting institutions.

Vetor Editora e Serviços’ reputation is a result of the company’s own structure, which offers a modern work environment and values the talents of everyone involved. With regard to institutional partnerships, the right to mental health can be attested to through lectures at various companies. Psychological and psychosocial assessment tools also help educational institutions increase their satisfaction and profitability rates.

The second reference to mental health rights in the workplace is the Adventist Hospital in Belém. The *Adventist Health* network presents the concept of integral health, covering care in the physiological, psychological, and spiritual dimensions.

The activities started in the city of Belém in 1931 by American missionaries have expanded over the years into a high-level hospital. Health accreditations affirm the institution’s commitment to promoting the pillars of human care.

The Seventh-day Adventist religion is not only a propagated belief, but a testimony lived by leaders and employees who work at HAB. Compliance with Regulatory Standard 1 is not only the result of a legal requirement. The values of faith, charity, and professionalism result in the excellence of HAB.

Ronald Dworkin’s theory offers a unique contribution to law as an interpretive practice, founded on integrity and guided by principles. By proposing law as integrity, the jurist rejects the positivist view, arguing that legal decisions must be constructed on the basis of a coherent, morally justified, and historically connected narrative.

The metaphor of the “chain novel” illustrates this concept: each judge, when deciding a case, acts as an author writing a

new chapter in a collective work. For this legal narrative to maintain its unity, each decision must respect the previous chapters and contribute to the evolution of the history of law, always guided by the principles of justice, equity, and due process.

By considering legal practice as an interpretive construction that requires integrity and respect for principles, Ronald Dworkin's theory proves essential to understanding the role of the judge in consolidating a legitimate and coherent legal system.

In an increasingly dynamic and pluralistic work context, this approach reaffirms the importance of interpreting the legal system in depth. The use of principles does not nullify the contributions generated by positivism, but rather raises the awareness of society as a whole to the speed of social change.

The work environment, as well as the relationships that surround it, must be respected by jurists. Magistrates, in their noble role as interpreters of the law, must ensure the reliability of their decisions. Judges who understand the nuances of each case and promote fair and cohesive judgments consequently also generate greater credibility and social harmony.

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