



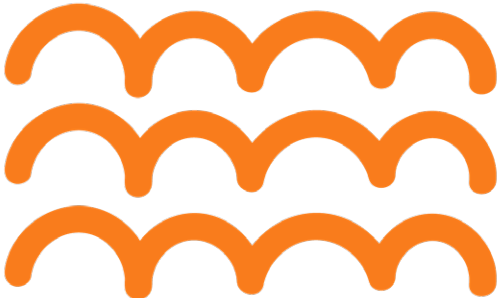
GUIDE

ANTI-RACISM
AND ANTI-SEXISM

CHANGE with Them

Index

- 01** | CHANGE WITH THEM 03
- 02** | INSTITUTIONAL MESSAGES 05
- 03** | INTRODUCTION 09
- 04** | RACIAL AND GENDER EQUALITY IN BRAZIL 11
- 05** | FUNDAMENTAL CONCEPTS 17
- 06** | DIAGNOSIS AND INDICATORS 25
- 07** | STRATEGIES FOR EQUITY SELECTION
PROCESSES 30
- 08** | PRACTICES FOR RACIAL AND
GENDER EQUITY 35
- 09** | ENGAGEMENT 39
- 10** | BUSINESS COMMITMENT 42
- 11** | POLITICAL INFLUENCE AND ADVOCACY 46
- 12** | PARTICIPATION IN FORUMS AND COALITIONS 48
- 13** | COMMUNICATION FOR RACIAL AND
GENDER EQUITY 51
- 14** | ANTI-RACIST AND ANTI-SEXIST GLOSSARY 53
- 15** | BIBLIOGRAPHICAL REFERENCES 59



01 | CHANGE with Them



CHANGE with Them

The Change with Them Project is a multi-stakeholder initiative aimed at overcoming gender and racial inequalities in the, with a special focus on young black women black women. Its structure is based on two main areas of action: political advocacy and professional integration. The central objective is to increase access and retention of young black women in the labor market through training, knowledge production, advocacy and mobilization of a broad Multi-Stakeholder Network, composed of civil society organizations, companies, public managers, and young people themselves.

The experience of the first phase of Change with Them (2020-2023) reveals that social mobilization and political advocacy actions are essential to promote structural, sustainable, and lasting changes in tackling gender and racial discrimination in the labor market. Based on these actions, the project was able to broaden and deepen the discussion on the topic, develop public policy proposals, and directly influence directly on public decisions with the potential to expand opportunities and improve the living conditions of young people. **Inspired by Freire's perspective of "hope," the MUDE Multi-Stakeholder Network with Them is one of the main legacies of the initiative, enabling the strengthening of dialogue between different social sectors and promoting concrete and sustainable change in the reality of work in Brazil.**



02 | Institutional Messages



CEERT

The launch of this guide reflects our ongoing commitment to promoting racial and gender equality in Brazil, especially with regard to the inclusion of young black women in the labor market. In a society marked by deep inequalities, it is imperative that civil society, public institutions, and employer organizations work together to confront structural racism and sexism that not only limit these young women's access to decent work, but also compromise their permanence and advancement in organizations, especially in leadership positions.

Throughout its more than thirty years of activity, CEERT has been dedicated to promoting anti-racist and anti-sexist practices and policies in organizations from an intersectional perspective, and this guide represents another step in this journey. It is a tool for employers and other institutions to advance their diversity, equity, and inclusion (DE&I) goals, ensuring that the right to decent work is accessible to all people.

Our goal is for this guide to serve as an essential resource for leaders committed to transforming their organizations, expanding the presence of young black women in all positions and promoting an organizational culture based on equity.

Daniel Teixeira

[Executive Director of CEERT]



EDUCATIONAL ACTION

Throughout its 30-year history, Ação Educativa has built a long history defending educational, cultural, and youth rights, with the aim of promoting democracy, social justice, and socioeconomic sustainability socioeconomic justice. It operates primarily on a collective basis, cooperating with networks, projects, and entities to build a society free of racism, sexism, or any other type of discrimination.

Ação Educativa joins the Rede Multiatores Change with Them (Change with Them Multi-Stakeholder Network) to discuss actions and strategies to combat the inequalities faced by young black women when entering and remaining in the labor market, fighting for decent jobs and safe environments, free from violence.

In this context, the Anti-Racist Guide developed by CEERT is a fundamental tool fundamental tool for overcoming the daily inequalities faced by young black women face. It enables collective reflection and the development of strategies for the business sector to take on commitments that are as important as they are urgent. In addition, it provides an analysis of the present, with a focus on building a fair, equitable, and prosperous future for young black women.

Change with Them Project Team

Fernanda Nascimento
Technical Coordinator

Andreia Alves
Political Coordinator

Allexia Antuona
Administrative Assistant

Gabriel Di Pierro
Youth Coordinator



TERRE DES HOMMES GERMANY

The activities of the Southern Cone program of Terre des Hommes Germany, an international cooperation organization that defends the rights of children and youth, is guided by a structural analysis of racist, and adult-centric society and inspired by the transformative actions carried out by partner organizations with the participation and leadership of children, adolescents, and young people in the outskirts of large cities in the region (Argentina, Brazil, and Chile).

The Change with Them project, implemented by Ação Educativa and CEERT with support from Terre des Hommes and the Ministry for Cooperation and Development (BMZ), is a transformative action of reference in the Southern Cone program and contributes to the achievement of TDH's strategic objective TDH focused on promoting gender justice to live in a world free free from violence and gender-based discrimination. For the Southern Cone program, there is no gender justice without racial-ethnic justice.

In a society structured around institutional racism, this Anti-Racist and Anti-Machismo Guide anti-racist and anti-sexist guide, developed by CEERT, within the framework of the with Elas, is a fundamental tool in guiding social organizations, the public sector, and, in particular, the private sector, in their initiatives to promote gender and racial equality focused on the inclusion and professional development of young black women.

Célia Alldridge

[Coordinator of the Southern Cone Program at Terre des Hommes Germany]





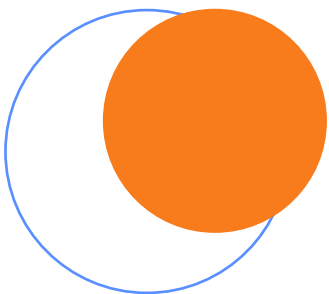
03 |
Introduction

Introduction

In a country marked by great inequalities, the business sector plays a crucial role in promoting racial and gender equality, assuming responsibility for implementing significant structural changes. This guide, the result of a partnership between CEERT, Ação Educativa, and Terre des Hommes, was created with the aim of providing practical tools to organizations employers to effectively address racism and sexism in the corporate environment in an effective manner.

Carefully designed with the needs of the sector in mind, the guide aims to support employers in taking concrete actions that promote the right to decent work and the inclusion of young black women in organizational environments. Throughout the following pages, you will find reflections and recommendations on how to foster fairer and healthier work environments, promoting racial and gender equality and strengthening the presence of young black women at all hierarchical levels.

We hope this guide will be an essential tool for leaders committed to transformation, enabling concrete advances in actions and policies on racial and gender equality and ensuring an inclusive and respectful organizational culture for all people.



04 |

**Racial and
Gender Equality
in Brazil**



Racial and Gender Equality in Brazil

As already mentioned, we live in a deeply unequal country, whose social and economic relations have been built on historical asymmetries between racial and gender groups. White people, especially men, have benefited from a system that, while privileging them, excludes rights and opportunities from black people and women, especially young black women.

The struggle for racial and gender equity consists of creating conditions and opportunities for all people, taking into account the structural inequalities that most intensely affect black women in particular.

Promoting equity means taking concrete action to achieve true equality, correcting historical distortions that limit access and development of black people and women in all spheres.

Equity refers to actions to achieve real equality:



Equity adapts the rule to a specific case in order to make it fairer, that is, treating unequal people unequally to reduce the effects of inequality.

Data

Data is fundamental to understanding the scenario in which we live, considering the challenges and advances in affirmative action policies, which help us correct historical deviations and injustices through **a set of intentional procedures intended to move us toward racial and gender equity.**



Racial equity

- Black people earn **43.1%** less than white people in the country [IBGE, 2023].
- Only **10.2%** of senior leadership positions are held by black men [CEERT and Global Compact, 2024].
- If current trends in reducing wage inequalities continue in Brazil, **equality between black and white people will only be achieved in 2089** [Oxfam, 2017].
- While white people represent **43.2%** of the employed population, black people make up **54.9%** of the workforce, but represent **71.6%** of the unemployed in Brazil [IBGE, 2021].
- **22.3%** of young people are employed without a formal contract, compared to **13.3%** of the general population. Among young black men, the proportion is **28.3%**, while among white women it is **17.2%** [PNAD Contínua, IBGE, 2023].
- In Brazil, there was an overall reduction of **31.9%** in the number of discouraged workers in 2023, compared to 2021. However, inequalities persist: **black young women are 3.1 times more to discouragement than white young women, while young black people are 3.2 times more likely to be discouraged than than young white people** [PNAD Contínua, IBGE, 2023].



Gender equality

- Women earn, on average, **20.5%** less than men in Brazil [IBGE, 2023; IPEA, 2023].
- In Brazil, women occupy **37%** of senior leadership positions in employing organizations [20th edition of the Women in Business: Pathways to Parity, 2024].
- Only **18.6%** of the boards of directors of organizations employers in Brazil are composed of women, with **1.8%** occupied by black women [Ethos, 2024].
- Women devote an average of **54.4 hours per week** to paid work and domestic work, while men devote **52.1 hours** [IBGE, 2023].
- **It is estimated that it will take about 131 years for gender parity gender equality will be achieved on a global scale** [Global Gender Inequality Report, World Economic Forum, 2023].

Racial and gender equity: black women

- Only **2.6%** of black women hold leadership positions in Brazil [IMF, Black Women Decide, 2024]
- Black women have an unemployment rate of **16.7%**, while the rate for white men is **8.2%** [IBGE, 2023].
- Black women with higher education earn, on average, **159%** less than white men in Brazil [Insper, 2020].
- **46.5%** of black women are in informal jobs, which puts them in a more vulnerable position in terms of job security at work [IPEA, 2023].
- On the Administrative Council, black women represent only **3.9%**, and in the presidency of employer organizations, this figure drops to **3.1%** [CEERT and Global Compact, 2024].
- The participation rate of black women in the labor market was **53.3%** in 2022 [IBGE, 2023].
- Despite being the largest segment of the Brazilian population, **28%** according to the IBGE, black women occupy less than **1%** of parliamentary seats at the state and federal levels [IMF, Black Women Decide, 2024].

• **The unemployment rate for young black women is 18.3%, three times the rate for white men (5.1%) [PNAD Contínua, IBGE, 2023].**

• **37.7%** of black women of working age are engaged in care activities, compared to **22.8%** of white men [PNAD Contínua, IBGE, 2023].



- While 32.0% of young white women continue to attend school/university, **among black young women, this proportion is 23.0%** [Demographic Census (IBGE) of 2022 and Continuous PNAD (IBGE) of 2023]
- **While 45.7% of black young women who are not in the workforce do not attend school** or university, among young white women this proportion is 23.2% - almost half [Demographic Census (IBGE) of 2022 and Continuous PNAD (IBGE) of 2023]
- **While employed black women earn a regular monthly income, considering all of the person's jobs, of R\$ 1,846**, young black women and young black men earn 69.5% and 119.9% more, respectively, with absolute values of R\$ 3,129 and R\$ 4,060 [Demographic Census (IBGE) of 2022 and Continuous PNAD (IBGE) of 2023]
- **57.9% of young black women in employment are in precarious working conditions**, while for young white women this rate is 35.8% [Demographic Census (IBGE) of 2022 and Continuous PNAD (IBGE) of 2023]
- **62.4% of makeshift dwellings (tents, shacks, and structures without access to basic services) are located in areas with a high concentration of young black women**. In contrast, only 3.7% of these households are in areas predominantly occupied by white young people [[Demographic Census (IBGE) of 2022 and Continuous PNAD (IBGE) of 2023]

Among all black women aged 14 to 29, 18.6% are outside the labor market, the educational system, and not actively seeking employment. In other words, they have no opportunity to work and no opportunity to study. The proportion observed among young black women is significant and stands out from the other three groups analyzed, black men, white women, and white men, with proportions of 8.0%, 7.9%, and 5.1%, respectively. [Demographic Census (IBGE) of 2022 and Continuous PNAD (IBGE) of 2023]



05 | Fundamental Concepts



Fundamental Concepts

When thinking about and developing programs and projects focused on diversity, inclusion, and specifically racial and gender equity, **it is essential to pay attention to the core concepts that underpin these practices and debates.**

Employers and their senior leaders have a responsibility not only to fully understand these concepts, but also to disseminate them, ensuring that everyone, especially those in direct leadership positions with young Black women, is clearly aware of the groundwork on which actions aimed at racial and gender equity will be based.

This understanding is essential for equity policies and practices to be effective, **creating a solid foundation for organizational transformation and the advancement of social justice in the workplace.**

Racism and Sexism

Racism is a system of oppression based on an ideology that hierarchizes human groups based on phenotypic characteristics, attributing superiority to the white standard and inferiority to black people. These practices, often implicit but structural, profoundly affect the labor market, resulting in the exclusion and undervaluation of black women.

Sexism, in turn, refers to discrimination based on gender, which privileges men over women. In the corporate environment, this perpetuates the exclusion of women from leadership positions and reinforces stereotypes about their ability to lead, for example.

When combined, racism and sexism have direct impacts on the hiring and retention of black women. They are often undervalued in the selection stages, have lower pay, fewer opportunities for advancement, and face additional barriers to remaining in higher-visibility and higher-paying positions.

The concepts of racism and sexism help to understand structural inequalities in the labor market. For young black women, these forms of oppression translate into discrimination, harassment, and microaggressions that impact their retention and professional growth. These forms of violence reinforce economic and social barriers, making it essential for organizations to adopt measures to ensure safe environments and effective reporting and support policies.

Intersectionality

Intersectionality, a concept coined by Kimberlé Crenshaw¹, **highlights how different forms of discrimination, such as racism and sexism, combine to create unique experiences of oppression for young black women.** In the labor market, this intersection results in specific barriers, affecting their hiring, retention, and advancement.

Patricia Hill Collins² expands on this concept by introducing the matrix of domination, **showing how race, gender, class, and sexuality are interconnected to reinforce inequalities.** For black women, this combination of oppressions makes the workplace even more challenging and often hostile, creating obstacles that go beyond isolated racism or sexism.

In Brazil, Lélia Gonzalez³ demonstrated how racism and sexism affect in specific ways. **She used the term "amefricanidade" to explain that black and indigenous women face both discrimination based on race and gender.** In the labor market, this means that black women are often in subordinate positions and have less access to opportunities for growth and permanence.

For employers, understanding and applying the concept of intersectionality is essential to creating a truly inclusive environment. DE&I policies that do not consider multiple forms of discrimination end up being insufficient. By paying attention to the complexities faced by black women, organizations can develop more effective strategies to promote equity and justice within their practices.

[1] Kimberlé W. Crenshaw is a pioneering scholar and writer in civil rights, critical race theory, black feminist legal theory, and race, racism, and the law. In addition to her position at Columbia Law School, she is a Distinguished Professor of Law at the University of California, Los Angeles. [<https://www.law.columbia.edu/faculty/kimberle-w-crenshaw> accessed November 2024]

[2] Patricia Hill Collins is a renowned sociologist, pioneer in intersectionality theory, and critic of simultaneous oppressions of race, gender, and class, especially in relation to the experience of Black women. Her work challenges power structures and emphasizes the importance of situated knowledge, broadening understanding of inequalities and social justice. [<https://blogdaboitempo.com.br/2022/03/10/quem-e-patricia-hill-collins/>] accessed in November 2024.

[3] Lélia Gonzalez was a Brazilian black intellectual and activist who stood out for her criticism of racism and sexism and for the concept of "pretuguês" to emphasize the African influence on the Portuguese language. She was a professor at PUC-Rio, co-founder of the Institute for Research on Black Cultures, and active in the Unified Black Movement, challenging the myth of racial democracy in Brazil. [<https://ea.fflch.usp.br/autor/lelia-gonzalez> accessed in November 2024]



Ageism

The age perspective in the analysis of youth, with a specific focus on young black women, is fundamental to understanding the multiple barriers that affect them, their trajectories in an intersectional way.

Ageism, which manifests itself through age-based discrimination, adds to racism and sexism, creating a combination of oppressions that limits these young women's access to educational and work opportunities and social participation. Black women are often seen as "immature" or "inexperienced" and face stigmas that disqualify their abilities, especially in spaces of power and decision-making. **Recognizing the impact of this intersection is crucial for developing actions to promote gender and racial equality, ensuring that young black women have access to fair opportunities and respect their potential for leadership and innovation.**

In addition to the intersectionality between race and gender, it is essential to consider how gender identity impacts access to and permanence in the labor market. **Trans women and transvestites, especially black women, face an intersection between racism, transphobia, and misogyny, which places them in a position of extreme vulnerability.** Expulsion from school and the formal labor market causes many are pushed into informality and marginalization. Even when they gain access to opportunities, they face discrimination in selection processes, difficulty in rectifying documents and hostile work environments, where they are targets of microaggressions and symbolic violence. To promote a truly equitable environment equitable environment, organizations need to include the trans and transvestite population in their diversity policies, ensuring inclusive hiring, psychological safety, and respect for gender identity at all hierarchical levels.



Microaggressions in the workplace

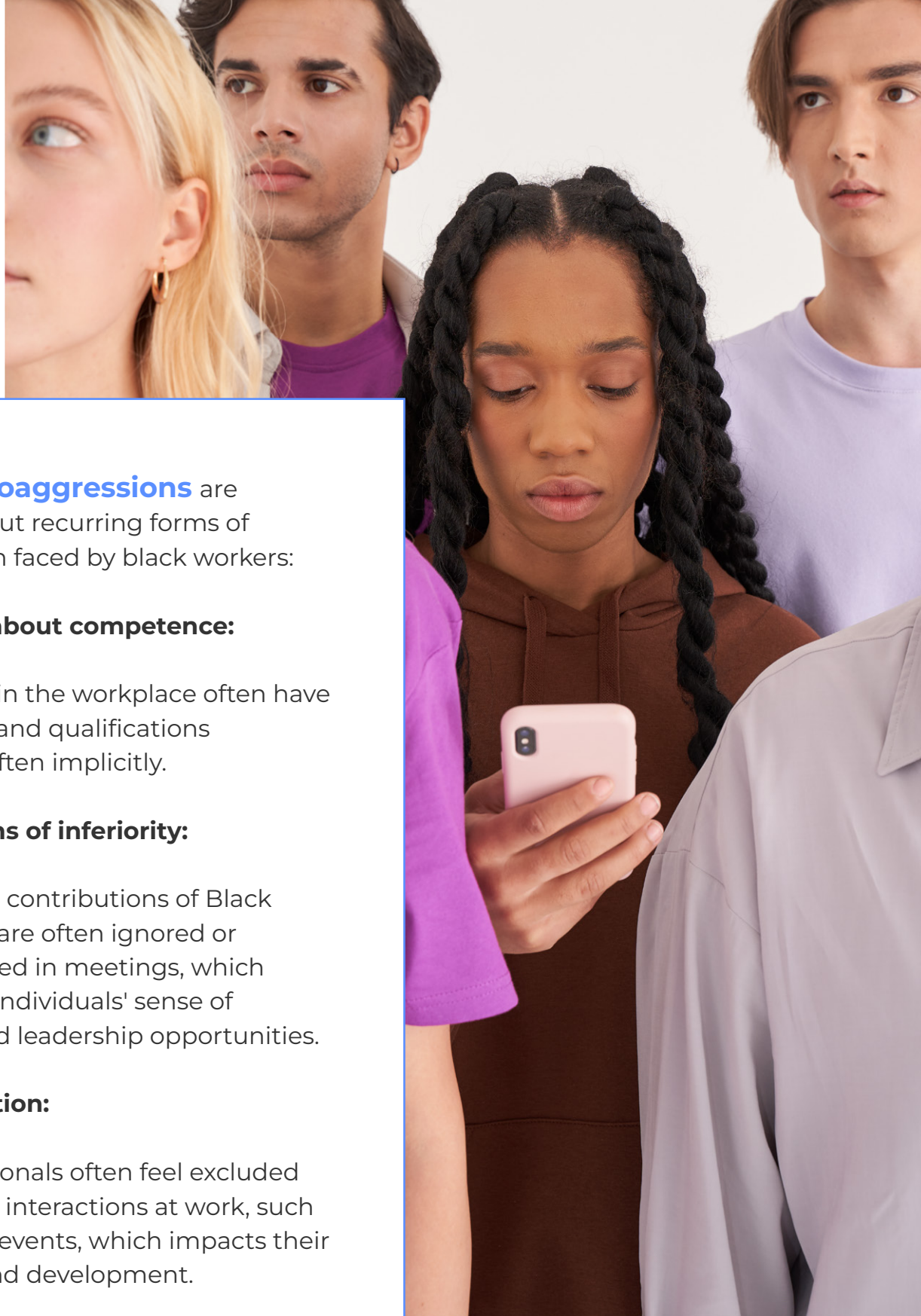
The term microaggression was coined by Chester Pierce⁴ in the 1970s to describe small attitudes, comments, "jokes" or "teasing," usually not explicit, that carry an offensive or exclusionary content. These attitudes are directed at minority groups and reinforce negative stereotypes in an indirect way, affecting the psychological well-being of the victims.

In the corporate environment, microaggressions directly affect the experience of black women. A recurring example is questioning about hair. Comments such as "can I touch your hair?" or "your hair is so different" seem harmless to those who say them, but they convey the idea that black women's hair does not fit the "acceptable" or "professional" standards of the workplace.

In addition, there are microaggressions that involve assumptions about competence. **Questioning whether a black woman "really understands" a certain subject or attributing her achievements to affirmative action policies are ways of discrediting her and minimizing her merit.**

These actions create a stressful, hostile, and violent work environment, making it more difficult for these professionals to remain and grow within organizations. Employers seeking to build environments Inclusive organizations **need to be aware of these violent dynamics and ensure that microaggressions are identified, prevented, and corrected.**

4| Chester Pierce was an African American psychiatrist and educator who coined the term "microaggression" to describe subtle comments and attitudes that perpetuate everyday racism. He contributed significantly to the psychology of racism, focusing on the psychological impacts of discrimination and promoting mental health in Black communities. His career included research on the psychological well-being of minorities and combating oppressive systems. [<https://www.psychiatry.org/getmedia/16df4c98-4a59-48e2-97c0-7039487e0e03/chester-pierce-bio.pdf> accessed in November 2024].



Racial microaggressions are non-explicit but recurring forms of discrimination faced by black workers:

● **Questions about competence:**

Black people in the workplace often have their abilities and qualifications questioned, often implicitly.

● **Assumptions of inferiority:**

The ideas and contributions of Black professionals are often ignored or underestimated in meetings, which affects these individuals' sense of belonging and leadership opportunities.

● **Social isolation:**

Black professionals often feel excluded from informal interactions at work, such as lunches or events, which impacts their integration and development.

Sexual harassment in the workplace: identifying and preventing

Sexual harassment in the workplace is a form of violence that compromises people's dignity, mental health, and safety, especially impacting women. . **For young black women, these impacts are exacerbated by the intersectionalities of gender and race. This is the group for which both entering and remaining in employment is most challenging. Harassment can take many forms, including sexual comments and jokes, invasive stares, unwanted touching, or promises of career advancement in exchange for sexual favors. For young black women who are " " (unemployed and not studying), these behaviors are often accompanied by racist comments that reinforce stereotypes and hypersexualize their bodies.**

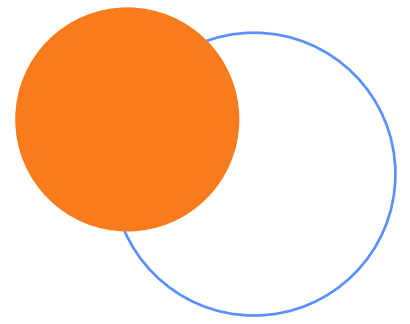
- **47,12%** of women interviewed in a survey said they had been victims of sexual harassment in the workplace. **Among these, the majority are black women (52%).** [Think Eva survey, 2020]
- **47%** of Brazilian women report having suffered sexual harassment, **with higher levels of victimization among black women (49.1%) compared to white women (42.2%).** [Patricia Galvão Institute survey, 2021]

In the workplace, young black women are more exposed to situations of moral and sexual harassment, racial and gender discrimination, as well as microaggressions that impact their retention and professional development. The absence of effective reporting channels and the normalization of such violence mean that many of these violations are not reported or resolved. For companies to create a safe and equitable environment, it is essential to ensure accessible and reliable reporting channels reliable reporting channels that protect whistleblowers from retaliation and ensure effective referrals.

To address this issue, it is essential that employers implement institutional policies that define sexual harassment and its consequences, provide safe and anonymous reporting channels, and promote mandatory training on harassment prevention and recognition, considering race and gender dynamics. **Offering psychological support to victims and creating internal or external support networks are fundamental steps to ensure a safer work environment.**

In addition, it is important to promote the presence of black women in leadership positions, which strengthens their visibility and participation in organizational decisions, contributing to the creation of a culture of respect and belonging.

Legislation



Sexual Harassment

Article 216-A, CPB

To embarrass someone, with the intention of obtaining sexual advantage or favor, taking advantage of their position as a superior or ancestor inherent in the exercise of employment, position, or function.

Penalty: Imprisonment for 1 to 2 years.

Sexual harassment

Law No. 13,718/2018

The Sexual Harassment Law classified the crime in the Penal Code. According to this law, sexual harassment is defined as the practice of a lewd act against someone, without their consent, with the aim of satisfying one's own or another's sexual desire. A common example is harassment on public transport, such as inappropriate touching or any other behavior of a sexual nature that does not have the consent of the victim.

Penalty: Imprisonment for 1 to 5 years.

Law Against Racism and LGBTphobia

Law No. 7,716/1989

Also known as the Anti-Racism Law, it defines crimes resulting from discrimination or prejudice based on race, color, ethnicity, religion, or national origin in Brazil. The law criminalizes various behaviors, such as refusing or preventing access to employment, denying service in commercial establishments, or preventing access to educational institutions for racial or discriminatory reasons. The law that combats LGBTphobia in Brazil is the understanding of the Federal Supreme Court (STF), which equated LGBTphobia to the crime of racism in 2019. According to this decision, acts of discrimination and prejudice against LGBTQIAPN+ people are considered crimes, based on Law No. 7,716/1989, which deals with racism.

Penalty: Penalties range from 1 to 5 years of imprisonment, depending on the severity of the offense.

Maria da Penha Law

Law No. 11,340/2006

The Maria da Penha Law is one of the main Brazilian laws combating violence against women. Enacted on August 7, 2006, the law was named after Maria da Penha Maia Fernandes, a woman who suffered two attempts at femicide by her husband and became a symbol of the fight against domestic violence in Brazil.

The Maria da Penha Law broadened the definition of violence against women, going beyond physical violence to include psychological, sexual, patrimonial, and moral violence. The legislation also brought important advances, such as the creation of emergency protective measures, which guarantee immediate protection for women in situations of violence, as well as allowing the removal of the aggressor from the home and prohibiting any contact with the victim. In addition, the law promoted the creation of Specialized Police Stations for Women (DEAMs), shelter services, and reference centers for psychological and social support.

Penalty: The penalty provided for in the Maria da Penha Law depends on the type of violence committed against women.

06 | Diagnostics and Indicators



Diagnostics and Indicators

For racial and gender equality policies to be effective, **it is essential that employers understand their internal demographics and how the processes of hiring, promotion, and development of black people and women, with a special focus on young black women.** It is equally important to understand the processes and tools used by strategic areas, both for internal audiences and external stakeholders. **Without this information, the DE&I program will not be complete and may fail in its implementation.**



Diversity Census

The Diversity Census is a quantitative assessment tool that reveals the internal demographics of employers. It allows you to identify the total number of black and white people, as well as their distribution by hierarchical level. The census can also collect information on gender, age, marital status, religion, promotions, career progression, education, and include the identification of other minority groups, such as LGBTQIAPN+ people, people with disabilities, refugees, and former prisoners, among others.

In addition, the production of racial indicators provided by the Diversity Census will support the development of Strategic Plans for Racial Equality, the setting of goals, and the monitoring of actions implemented.

This tool is essential for understanding internal discrepancies and potential, helping to create an accurate picture of demographic diversity within the organization. The Diversity Census must be anonymous, in compliance with the General Data Protection Law (LGPD), and conducted in a manner that ensures the security of employee information. Practice indicates that a 45-day period for data collection is sufficient, also covering people on vacation.



Qualitative Diagnostics

In addition to the quantitative census, **it is equally important to carry out qualitative diagnostics that investigate internal processes of recruitment, selection, career development, and benefits.** Often, this review reveals hidden barriers, such as internal communication that primarily already privileged groups, leaving out professionals black people and, in particular, young black women.

These assessments also evaluate the language and communication styles the employing organization, the use of benefits, the existence of wage gaps, and use tools such as focus groups, in which people from minority groups already employed can offer feedback. Based on this data, the employing organization identifies the what prevents effective inclusion.

As Vernã Myers said⁵: **"Diversity is inviting people to the party, inclusion is asking them to dance."** With qualitative diagnostics, the organization will be able to identify its blind spots and strengths, enabling more complete and effective inclusion.



[5] Vernã Myers is an inclusion strategist, cultural innovator, and social commentator. She is recognized worldwide as a pioneer in DE&I and her high-energy lectures, captivating insights, and ability to help people overcome differences and connect in a more meaningful way. [<https://www.linkedin.com/in/vernamyers/> accessed in November 2024].



Goals and Monitoring

Based on the analysis of the diagnostics, organizations employers can establish qualitative and quantitative goals quantitative goals to guide their action plan. These goals can be either numerical or procedural and should give priority to the barriers faced by young black women in accessing, remaining in, and advancing.

Examples of numerical goals:

- Increase the number of black people, especially young black women, in leadership positions.
- Hiring a specific percentage of young black women in underrepresented areas.
- Expanding access for young black women to internship programs, trainee programs, and professional training, ensuring support for their development within the organization.

The numerical targets are associated with affirmative action policies and the pursuit of proportionality between internal composition and external demographics. They should be monitored regularly to identify progress or setbacks.

Examples of procedural goals:

- Changing the images on the corporate website to reflect racial and gender diversity, with representation of young Black people.
- Salary adjustment for black women, including young black women, who earn below the average for men in the same role.
- Creation of structured mentoring and career development programs aimed at young black women, ensuring access to support networks and opportunities for professional growth.

The procedural goals are based on qualitative assessments and are essential to ensure real change in the organization's internal processes. organization.



It is essential that the inclusion of young black women in employing organizations is not limited to operational, internship, or apprenticeship positions, but also include leadership positions and roles with better salaries, as is often the case with white trainees white trainees. The restriction of opportunities for young black women to entry-level positions reflects the racial and gender inequalities in the labor market, perpetuating the cycle of exclusion.

In addition, a sectoral comparison with other employers in the same segment plays a crucial role in identifying inequalities and setting more ambitious inclusion goals.

Comparing indicators of racial diversity and proportionality allow organizations to organizations recognize their gaps and adopt more effective measures.



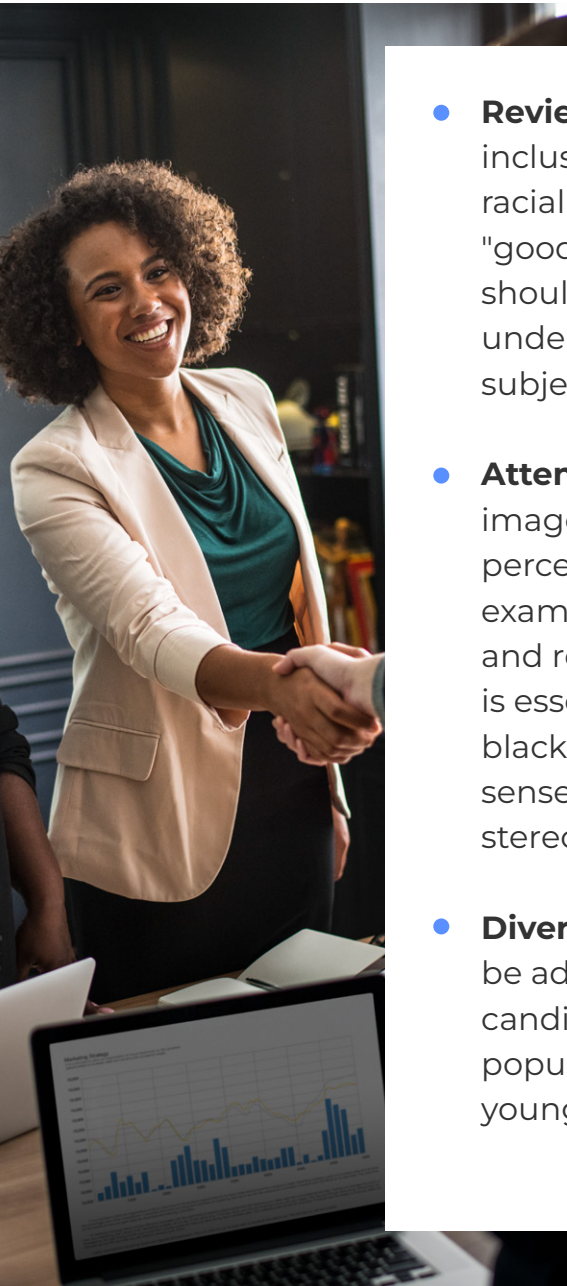


07 | Strategies for Equity in Selection Processes

Strategies for Equity in Selection Processes

Selection processes deserve special attention, as various prejudices can arise, either explicitly or covertly. There are "hidden corners" of recruitment and selection, such as unconscious (but sometimes explicit) preferences explicit) biases that can compromise the transparency and fairness of this stage.

It is essential to review and adjust these processes to make them fairer. This involves from the careful choice of images used on websites and in job descriptions job descriptions to training human resources teams to recognize and combat their own biases.



- **Review of job descriptions:** Job descriptions should use inclusive language, avoiding words that reinforce gender or racial stereotypes. Terms that refer to "aggressive profile" or "good relationship with the definitions of "client" and "service" should be adjusted to avoid excluding candidates who feel undervalued or unrepresented by such expressions of subjective understanding.
- **Attention to images accompanying job openings:** The images used in job postings play an important role in the perception of inclusion. Images that show only white men, for example, may inhibit the application of young black women and reinforce the idea that that environment is not for them. It is essential to use images that reflect diversity, including young black women and people from other minorities, to foster a sense of belonging. Here, too, care should be taken with visual stereotypes.
- **Diversification of advertising channels:** Job openings should be advertised in media that reach a greater diversity of candidates. This includes social networks aimed at the black population and platforms specialized in DE&I ensuring that young black women have access to opportunities.

- **Training of recruitment teams:** Recruitment and selection teams must undergo training that addresses unconscious biases and anti-racist and anti-sexist practices. This helps prevent discriminatory or biased decisions during resume screening and interviews.
- **Standardized questions:** To reduce the impact of bias during interviews, it is essential that employers use standardized questions that are fair and consistent for all candidates. A common example of bias occurs when only women are asked if they have children and where they will stay during work. This type of reinforces gender stereotypes and perpetuates inequalities in the selection process.



Culture add X culture fit

Traditionally, many employers focus on hiring people who "fit" into the existing organizational culture, i.e., who are "culture fit," which can reinforce exclusionary practices and maintain the status quo. **The notion of "culture add," on the other hand, proposes just the opposite: seeking people who add value and bring demographic and cognitive diversity to the environment.** Replacing the "culture fit" with "culture add" in the selection process is a strategy that promotes a culture of DE&I, since focusing on "culture add" means **valuing candidates who bring new perspectives and enrich the organizational culture, thus encouraging the inclusion of people from minority groups.**

Racial equity in employers: the challenge of institutional codes

A fundamental aspect to consider when broadening the debate on racial equity in employing organizations is the challenge inherent in institutional codes. We understand institutional codes to be a set of teachings, learning, social and professional practices that are not available in university curricula because they are repertoires accumulated through interaction between individuals and groups who are close to each other. In other words, **institutional codes are how we act and behave and what we learn by being part of an employer organization.**

Added to these repertoires are cultural background, family background, and resources available to an included group, such as access to books, the internet, language courses, which white people from the upper classes enjoy.



When fathers, mothers, uncles, aunts, grandfathers, and grandmothers tacitly or explicitly teach which values are accepted and rejected in prestigious environments and when they offer material resources, they act as informal mentors.

Given this scenario, black people, daughters and granddaughters of people who have been and continue to be systematically excluded from the formal labor market and, therefore, have not learned these codes, start from a position of disadvantage. Breaking down racism and positively influencing an agenda of actions aimed at racial equity also requires paying attention to the subtleties of maintaining the status quo, in which white people remain included and black people excluded.



Young Apprentices Law

The Young Apprentices Law was established to integrate adolescents and young people into the formal labor market in jobs that develop their skills and prepare them for future professional opportunities. **However, some employers have distorted this legislation by hiring young black men and women, for example, for tasks that offer no training, such as office boy or other administrative activities that teach little.** This practice not only goes against the essence of the law, but also restricts the chances of growth for these young people, limiting them to jobs with no potential for professional advancement.

Ensuring that these young people, especially those belonging to minority groups participate in activities that promote their development is crucial for real inclusion in the labor market. Diversity and equity in the implementation of the Young Apprentices Law require that employing organizations offer qualified and relevant training, enabling these young people to acquire fundamental skills for their careers. This commitment goes beyond mere compliance with the law: **it reinforces the social responsibility of employers and creates real opportunities for advancement for those who, historically, have had less access to opportunities.**



08 |

**Practices for
Racial and Gender
Equality**

Practices for Racial and Gender Equality

To promote the inclusion and retention of young black women in development programs development programs, such as apprenticeships, internships, and traineeships, it is essential that employing organizations establish **equitable processes from recruitment to the monitoring of these professionals throughout their careers**. This requires the adoption of affirmative action and the construction of a truly inclusive organizational culture.

Strategic partnerships to attract young black women

Employers can establish partnerships with educational institutions educational institutions, NGOs, and training programs aimed at young black women, creating a broad and diverse talent base.

These partnerships, such as those with public universities and initiatives such as CEERT's Proseguir Program, help identify and attract young black female students, offering opportunities for entry into internship and trainee programs, as well as preparing them to take on leadership roles leadership.

Specialized consulting:

Employers can count on the support of **consulting firms specialized in DE&I**, which help attract and place diverse talent in the job market, with a focus on promoting racial equity and the inclusion of black people in different professional sectors.



Mentoring and follow-up programs

The inclusion of young black women in apprenticeship, internship, and trainee programs is not sufficient if there is no ongoing support for their development and retention in the employing organization. **Mentoring programs should be created to connect these young women to more experienced professionals, preferably black women or allies, who can guide them on their journey, helping them navigate the challenges of the corporate environment.**

Intersectional mentoring:

Black women face double discrimination — gender and race. It is important that mentoring be sensitive to these intersectionalities, addressing specific challenges that these young women may face.

Training for managers and teams

Direct leaders and colleagues of young black women also need to be prepared to welcome them in an inclusive and respectful manner. Offering ongoing training on DE&I in general, and racial and gender equity in particular, is essential to **ensure that teams are aware of the barriers that these young black women may face and how to create a more welcoming and equitable environment.**

Structured feedback:

Direct leaders should be trained to provide fair and constructive feedback in order to encourage the development of young black women and ensure that they have equal opportunities for growth. **Avoid vague feedback without explicit guidance, such as "you need to be more professional" or "your performance is below expectations."**

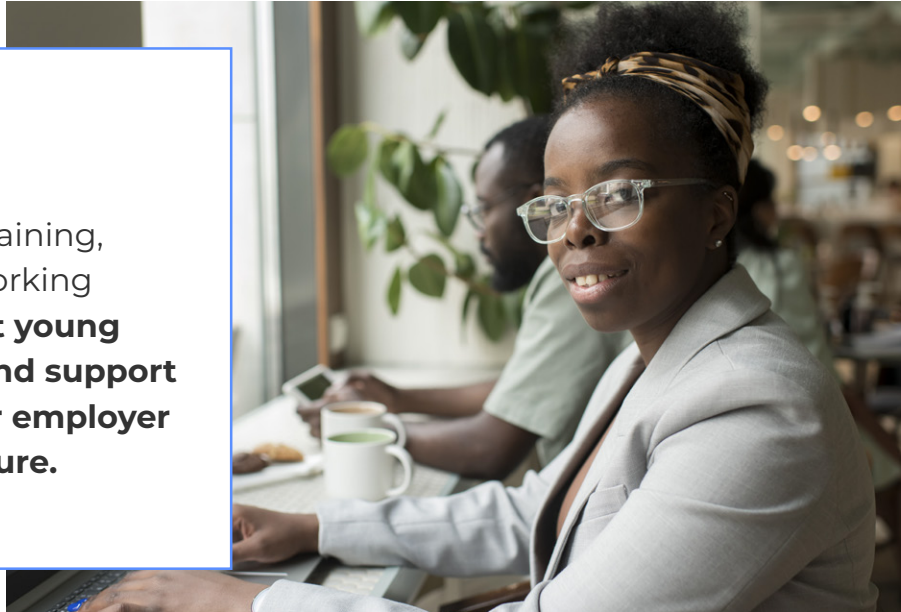
This can leave the professional unsure of how to improve and cause insecurity. It is also good to avoid comparisons with colleagues: "you should be more like so-and-so" or "your colleague does that much better than you." **Comments such as these are extremely counterproductive to individual development.**

Retention and promotion policies

The retention of these young women is crucial. Without a clear and intentional policy development and promotion policy, there is a risk that young black women will remain stagnate in entry-level positions or be the first to leave the organization employer. **Establishing professional advancement goals, ensuring that young black women can grow within the organization in a healthy way, without harm to their mental health, is essential to the success of these initiatives.**

Continuous development:

Providing access to advanced training, leadership programs, and networking opportunities helps **ensure that young black women have the tools and support they need to grow within their employer and become leaders in the future.**



Monitoring and evaluation

Employing organizations should continuously monitor and evaluate the results of apprenticeship, internship, and trainee programs to ensure that these actions are truly promoting racial and gender equity. The use of indicators such as the proportion of young black women in trainee programs and retention levels retention levels is a fundamental tool for adjusting practices and achieving fairer results.



Point of attention

When implementing affirmative action policies aimed at racial and gender equality employers should take certain precautions to ensure that the actions are effective and truly inclusive. **The hiring of young black women should not be merely symbolic or to "fill a quota." It is crucial to offer real conditions for growth and permanence, with support and opportunities.** Tokenism breeds frustration and can undermine the credibility of DE&I policies.



09 | Engagement

Engagement

To promote an equitable and welcoming work environment, **it is essential that demographic diversity be accompanied by an organizational culture committed to respect for all people.** The presence of black people and women in organizations, without the support of a welcoming environment, runs the risk of falling into the "revolving door" logic, according to which **young black women are the last to be hired, but the first to resign,** due to exclusionary and violent practices in their daily work. **Therefore, the focus cannot be solely on hiring, but on creating a culture of respect and genuine equality.**

Revolving door effect:

young black women are the last to be hired, but the first to be fired or to quit their jobs.

- **Mandatory training:** Anti-racist and anti-sexist training should be mandatory for all employees, especially senior leadership and direct leaders of young black women. Leaders play a crucial role in modeling behavior and creating inclusive environments, and are responsible for ensuring that discriminatory practices are mitigated. This training should cover everything from basic concepts of equity to the identification and mitigation of bias, with the goal of transforming the organizational culture.
- **Awareness workshops:** Regular workshops are recommended to sensitize and engage teams around the impact that racism and sexism have in the workplace. These sessions, which can include sexism have on the workplace. These sessions, which can take the learning track format, offer opportunities for collective discussions, allowing participants to reflect on their practices and acquire tools to promote racial and gender equity.
- **Dialogue circles:** Dialogue circles create a safe space for young black women to share their experiences, promoting active listening, acceptance, and the identification of structural barriers. To increase impact, it is essential to include white leaders, especially those with more time in the employing organization. Their participation prepares these leaders to value the arrival of young black women, recognizing the new perspectives that enrich the organizational culture and strengthening the commitment to racial and gender equity.

The importance of looking at organizational culture

Building a truly equitable organizational culture requires a close look at the references that underpin institutional practices. **Many organizations, even when adopting diversity policies, continue to reproduce Eurocentric patterns, ignoring the wealth of knowledge of black people, indigenous peoples, and Afro-descendants.** Expanding these cultural references mean not only recognizing, but incorporating and valuing different epistemologies, languages, artistic expressions, and intellectual expressions in everyday corporate life. This involves concrete actions, such as holding training sessions and events that bring non-hegemonic perspectives, ensuring that the organizational environment reflects the plurality of society.

In addition, it is essential that companies ensure respect and inclusion of different religious traditions, especially those of African origin, which are often the target of stigmatization and prejudice. Religious freedom in the workplace must be protected, preventing professionals who adhere to these traditions from being subjected to microaggressions or disqualifications. The use of clothing, accessories, and practices associated with these religions should not be grounds for discrimination or restriction, and leaders should act to ensure an environment free of intolerance. Organizational culture should not only accept but welcome these expressions as part of the religious and cultural diversity that enriches working relationships.

Finally, racial equity in the corporate environment cannot be limited to hiring black people. It is essential to question standards of "professionalism" and "formality" that exclude diverse cultural expressions and reinforce symbolic barriers. Creating a space where different aesthetics, languages, and perspectives are recognized and valued is essential to promote a truly inclusive environment. This means revising dress codes, relaxing rules that reproduce Eurocentric standards and encourage an organizational culture that celebrates, rather than silences, diversity. Only then will it be possible to build a space where all people can feel they belong and are fully recognized.



10 | Business Commitment



Business Commitment

For the inclusion of black youth to be effective, it is necessary for employing organizations make formal commitments to. This commitment must go beyond intentions and translate into **practical goals concrete measures for hiring, retaining, and promoting young black women.** Establishing explicit goals for the inclusion and advancement of young black women demonstrates that the employing organization is committed to effectively addressing structural inequalities. These goals should be monitored regularly, with transparency regarding progress, to ensure that actions are truly effective.

Institutionalization of Practices of DE&I

The institutionalization of Diversity, Equity and Inclusion (DE&I) practices is essential for actions to promote racial and gender equality to become sustainable and not depend on isolated initiatives. **This includes the creation of formal diversity policies, committees, affinity groups, and secure reporting channels to address discrimination.** Institutionalizing these practices also means ensuring that all areas of the employing organization are involved, ensuring that the culture of equity is integrated into everyday life in an organic and effective way.



Important aspects of reporting channels:



Ensure that reporting channels are widely known among all employees, with accessible information on how use them and what procedures are in place.



Establish measures to protect whistleblowers, ensuring anonymity and avoiding reprisals or retaliation.



Implement a respectful listening process, avoiding unnecessary questions that could discredit the report or create insecurity for the victim.



Ensure that reports receive appropriate responses, informing the person making the report of the measures taken and the case.



Reflect on the composition of the team responsible for receiving and investigating complaints, **prioritizing the presence of black people and women to strengthen trust in the process and avoid bias.**

Transparency and Accountability

In addition to a commitment to promoting equity, it is important for employers to be transparent about the progress of their DE&I goals. This includes **publishing periodic reports or data on the progress of racial and gender equity initiatives, such as indicators of hiring, retention, and promotion of young black women.** Accountability demonstrates seriousness in commitment and encourages an environment of trust and engagement for both employees and stakeholders.



Role of Senior Leadership

As already mentioned, but always worth reinforcing, **senior leadership has a fundamental role in promoting racial and gender equity**. The support and active participation of senior leaders is essential for DE&I policies to have a real impact. **When they take responsibility for driving these practices, leadership signals to the entire organization the importance of the issue, encouraging a culture of promoting racial equity**. Senior leadership should even engage in racial and gender literacy training so that they understand the issues that directly affect black female employees and can truly be an agent of change within the organization.

Direct Leadership: Awareness and Responsibility

Direct leaders, especially those made up of white people white men, play a fundamental role in promoting racial and gender equity in the workplace. **These leaders should be aware of their positions of privilege and the impact that whiteness and everyday sexism have on their interactions with diverse teams.**

For white leaders, it is essential to recognize and reflect on the concept of whiteness and their own privileges. It is also essential to listen and take responsibility for transforming practices that reinforce structural racism. It is not enough to support DE&I: it is necessary to continuously educate oneself about racism and its nuances to ensure that decisions, feedback, and interactions are fair and equitable.

Similarly, male leaders must be aware of everyday sexism, and self-reflection is crucial in this process, as it allows for the identification of harmful behaviors that perpetuate gender inequality. **It is the responsibility of these leaders to actively engage in their own education, seeking ways to correct exclusionary practices and create an environment where young black women feel valued and capable of reaching their full potential.**



11 | Political Incidence and Advocacy

Political Incidence and Advocacy

Political advocacy and lobbying are essential for employers that wish to promote racial and gender equity, as they amplify the impact of corporate actions beyond internal boundaries and **help create broader structural changes in society.**



Support for favorable legislation

Employer organizations can play a leading role by supporting initiatives and public policies that promote racial and gender equality. This includes engagement in campaigns to strengthen legislation aimed at inclusion and the advancement of young black women in the labor market, such as affirmative action laws and racial quota policies. **By publicly supporting such legislation, the organization demonstrates a commitment to structural change and contributes to the creation of a more equitable labor market.**



Partnerships with social movements

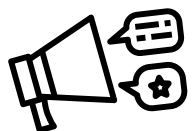
Establishing partnerships with black and women's movement organizations is a way to expand the impact of affirmative action and strengthen equity practices.

Employers can support these movements by participating in joint actions and promoting their agendas. Partnerships with NGOs and community support networks, such as black women's movements, help to ensure that internal policies of the employing organization reflect the needs and expectations of the communities they aim to benefit.

In this sense, the **Multiores Change With Them** partnership presents itself as a strategic space for building collaborative actions between companies, civil society organizations, and public institutions. This network enables the sharing of good practices, the coordination of racial and gender equality initiatives, and the strengthening of corporate commitment to the promotion of social justice.

Public campaigns

Employers can expand their activities in DE&I through public awareness campaigns on racial and gender equality. **These campaigns, carried out in partnership with NGOs and social media platforms, help raise public awareness and reinforce the organization's active role employer in promoting social justice.** By educating the public about the importance of inclusive and equitable environments, the employer organization not only strengthens its own brand, but also positively influences the corporate environment in general.



12 |

Participation in Forums and Coalitions



Participation in Forums and Coalitions

Joining forums and coalitions that positively impact racial and gender equity and gender equity allows companies to share experiences and learn from other organizations committed to Diversity, Equity and Inclusion.

In addition, participation in forums and coalitions provides a space for exchanging best practices, expanding networks, and strengthen collective strategies for promoting significant change. This active collaboration allows companies to contribute to building a more just society by while improving their own DE&I initiatives.

Supporting civil society organizations is another essential aspect of this commitment. These institutions play a fundamental role in promoting racial and gender equality, acting as agents of social transformation and offering expertise, data, and experiences that complement business actions. **Investing in partnerships, financing, and collaboration with these organizations not only strengthens their capacity to act, but also aligns the company with values of social responsibility and justice.**



Black Youth Alive Plan (PJNV)

The Black Youth Alive Plan (PJNV) is a Brazilian federal government initiative that aims to reduce the vulnerabilities and violence that affect black youth, tackling structural racism. With an investment of over R\$ 665 million, the plan includes 217 actions in 11 areas of activity, such as access to justice, health, education, and job and income generation. These actions, developed based on participatory consultations carried out throughout the country, seek to create conditions for the inclusion and development of black youth by strengthening their rights and opportunities.

The inclusion of young black women in the labor market is one of the priorities of the PJNV, since racial and gender inequality directly affects their career paths. Through intersectoral actions, the plan promotes access to training, employment, and income generation programs, combating the barriers imposed by racism and sexism. This approach reinforces the importance of public policies focused on equity, since economic autonomy and access to fair job opportunities are essential for building a more inclusive and fair society.



For more information, visit:

<https://www.gov.br/igualdaderacial/pt-br/assuntos/plano-juventude-negra-viva>



13 | Communication for Racial and Gender Equality



Communication for Racial and Gender Equality




Communication is a central element for the success of racial and gender equality actions, as accurate, honest, and strategic communication ensures that the initiatives adopted by employers are understood and supported both internally and externally. . **In addition, effective communication helps to avoid superficial interpretations, promoting the real impact of actions and mitigating biases.**

It is essential that corporate communication avoids the use of buzzwords or empty rhetoric that are not aligned with the concrete DE&I practices of the employing organization. Terms such as "diversity," "Inclusion," and "equity" should not be used as superficial slogans. Language must reflect concrete and measurable actions and should be reviewed to ensure that it does not perpetuate stereotypes.

The importance of inclusive language

Inclusive language is a powerful tool in building a more equitable corporate environment. **It should reflect respect for all identities, including gender, races, ethnicities, and body types and avoid terms that reinforce stereotypes.** This includes, for the use of gender-appropriate pronouns, the elimination of expressions that may have eliminating expressions that may have racist or sexist connotations racist or sexist connotations, and the careful choice of words that promote inclusion. **Inclusive language is not just a detail: it is a fundamental strategy for ensure that all people feel they belong and are respected.**

The image features four raised fists of different skin tones (light, medium, and dark brown) against a light blue background. The fists are positioned around the central text, with one in the top left, one in the top right, one in the bottom right, and one in the bottom center. The central fist is the most prominent, showing a blue ribbed sweater cuff.

14 |

**Anti-racist and
anti-sexist glossary**

Anti-racist and anti-sexist glossary

A

- **Affirmative Action:** Temporary measures to correct historical inequalities and ensure greater inclusion of underrepresented groups, such as black people and women, in workplaces and education, for example.
- **Ageism:** Discrimination based on age, which particularly affects young people and older people, limiting their access to opportunities in the labor market and social spaces.
- **Androcentrism:** A worldview in which men occupy the center of all things and the male perspective constitute the universal norm. This view reinforces the exclusion of women and other gender identities from positions of power and decision-making.
- **Anti-machismo:** A set of attitudes, behaviors and policies that aim to combat and dismantle sexism, promoting equality between men and women.
- **Anti-racism:** Active attitudes and policies to combat racism in all its forms. Being anti-racist means not only rejecting racism, but also taking action to dismantle racist structures.

B

- **Black person:** Term that designates people who self-identify as black or brown, according to the IBGE categories, and who share historical and social experiences of racial discrimination.
- **Bropropriating:** The act of a man appropriating a woman's ideas and receiving credit for them, common in professional and academic environments.
- **Bullying:** Aggressive, intentional, and

repetitive behaviors directed at a person or group of people to cause them distress, harm, or harm to intentional, and repetitive, directed at cause discomfort or harm to another person.

C

- **Cisnormativity:** The assumption that all people are cisgender, erasing the existence and rights of trans and non-binary people.

D

- **DE&I:** Acronym for diversity, equity, and inclusion.
- **Diaspora:** Displacement, dispersion, forced or encouraged, of a people or ethnic group throughout world. The African Diaspora, also known as the Black Diaspora, consisted of the a historical and sociocultural phenomenon that occurred largely due to slavery, when African individuals were forcibly transported to other countries to work.

• **Discrimination:** In the workplace, accordance with ILO Convention 111, discrimination is any distinction, exclusion, or preference based on race, color, gender, religion, political opinion, national or social origin, which has the effect of destroying or alter equality of opportunities or of treatment in employment or occupation. Discrimination refers to the act, action and unfair, negative and sometimes violent treatment sometimes violent, against a person or group of people because of their characteristics, such as color/race, gender identity, sexual orientation, etc.

D

- **Diversity:** Refers to variety and is a striking characteristic of the Brazilian population. Here we find people from the most varied origins and cultures. Diversity manifests itself in the originality and plurality of identities that characterize the groups and societies that make up not only Brazil, but all of humanity. Living together, respecting each other, and promoting diversity is fundamental to all people to have equal opportunities, as well as combating prejudice and discrimination based on ethnicity/race, gender, disability, sexual orientation, religion, or age.

E

- **Equity:** The principle of treating unequally unequal parties to reduce inequalities. Equity recognizes structural inequalities that affect minority groups, such as black women, and seeks to create conditions for all people to have equal opportunities.
- **Ethnicity:** A set of cultural, linguistic, linguistic, historical, and regional characteristics that distinguish a human group. The concept of ethnicity is used to understand cultural differences between social groups.
- **Ethnic-Racial:** Referring to the interaction between ethnicity and race. The term is generally used to highlight the cultural and social particularities of different racial and ethnic groups.
- **Eurocentrism:** A worldview that tends to place Europe (as well as its culture, its people, its languages, etc.) as the fundamental element fundamental element in the constitution of, necessarily being the protagonist of human history.

F

- **Femicide:** Murder of a woman because of her gender, usually committed in contexts of domestic domestic violence, family violence, or hatred against women.
- **Feminism:** A social and political movement fights for equal rights and opportunities between men and women. Feminism seeks to combat sexism and gender inequalities in all spheres of society.
- **Femism:** A term used by some to describe alleged discrimination or prejudice against men. Unlike feminism, it has no basis in social movements that fight for equality.

G

- **Gaslighting:** A form of psychological manipulation in which the aggressor distorts reality, causing the woman to doubt her sanity or perception. This type of behavior is commonly observed in the workplace when women are discredited or underestimated.

- **Gender:** Set of cultural, behavioral, and social characteristics that a society attributes to individuals based on their biological sex. Gender is not limited to the male and female binary and may include diverse identities.

- **Gender Disparity:** Unfair differences in treatment, opportunities, and outcomes between men and women, particularly in terms of wages, access to leadership positions and political representation.
- **Gender Identity:** Self-perception that a person has of themselves in relation to gender, which may or may not correspond to the gender assigned at birth.

H

- **Hegemony:** Supremacy of one people over others, through the imposition of their culture or military means. A concept that describes the type of ideological domination of one social class over another, particularly that of the bourgeoisie over the proletariat and other classes of workers.

I

- **Intersectionality:** A concept created by Kimberlé Crenshaw, describes the overlap of different forms of discrimination, such as racism and sexism, which affect unique way black women and other marginalized groups.

M

- **Machismo:** System of representations and practices that place men as superior to women. It can occur both in interpersonal relationships and in institutional structures, reinforcing exclusion and subjugation of women.

- **Mansplaining:** The act of a man explaining something obvious or underestimating a woman's ability a woman, based on the assumption that she does not understand the subject.

- **Manspreading or Man-sitting:** The act of a man occupying more space than necessary when sitting, usually by spreading his legs in an exaggerated manner, which symbolizes an attitude of domination and disrespect towards other people.

- **Maninterrupting:** The practice of constantly interrupting a woman's speech in discussions, meetings, or dialogues, preventing her from completing her thoughts and devaluing her contribution.

- **Microaggression:** Subtle comments or actions that devalue or discriminate against a person based on their race, gender, or other characteristics. Although they seem harmless, these attitudes reinforce stereotypes and can have deep psychological issues.

- **Micromachismo:** Daily and subtle practices of oppression that reinforces male superiority. These practices go unnoticed and are widely accepted, but contribute to the maintenance of structural sexism.

- **Minority Groups:** Groups that suffer social, economic, and political marginalization, even if they do not necessarily constitute a numerical minority. This includes black people, women, LGBTQIAPN+, among others.

- **Myth of Racial Democracy:** False idea that in Brazil there is equality between white and black people due to miscegenation. This myth denies the existence of deep racial inequalities and systemic discrimination against black people.

- **Misogyny:** Hatred or aversion to women, often manifested through violent or oppressive behavior that aim to maintain the subordination of women to men.

- **Moral Harassment:** A form of violence in work that consists of prolonged and repetitive exposure of female workers to situations that are vexatious, embarrassing, and humiliating situations. It occurs behavior intended to humiliate, offend, ridicule, belittle, blame, intimidate, punish, or emotionally destabilize female workers, putting at risk their physical and psychological health and affecting their performance and the work environment itself.

P

- **Patriarchy:** A social and political system in which men hold most of the power and privilege, while women are subordinate in economic, social, and political terms.
- **Phenotype:** Set of observable characteristics of an organism, such as skin color skin, hair, and facial features, which are often used to define races.
- **Prejudice:** This is a prejudice – literally, "pre-concept." It is a set of subjective and superficial opinions about a particular person or group of people, which is not based on real experience or reason. Prejudice has no critical or logical basis.

Q

- **Quilombolas:** Ethnic-racial groups defined by self-identification, with a history and their own cultural traditions, endowed with specific territorial relations (in rural and urban communities), with presumed black ancestry related to resistance to historical oppression.

R

- **Race:** The term race, from a biological perspective biological perspective, is inappropriate for application to human beings. Biophysiological variations within the human species are limited to the physical appearance—the phenotypes—and result from organic needs (environmental or climatic conditions or climatic conditions, protection from), inscribed in the genetic chain of groups of the species spread across all regions and respective climate types of the planet. However, the idea of race is part of common sense, especially in societies in where the race (color) of people has influence on the distribution of opportunities and social positions. Even

though from a biological point of view the use of the category race to classify human beings is inappropriate, people's phenotype persists socially as a racial attribute, which requires that diversity policies, for the purpose of promoting equality, take the idea of race into account.

- **Racial and cultural profiles:** These refer to the diversity of phenotypic and cultural profiles that make up Brazilian society.
- **Racial Discrimination:** Any distinction, exclusion, restriction, preference, or adverse treatment based on race, color, national origin, or any other characteristic of race, exclusion or preference based on race, color, ethnic origin, which has the purpose of nullifying equal rights in various spheres of public or private life.
- **Racial quotas:** Affirmative action that reserve places in educational institutions or workplaces for Black and Indigenous people, with the aim of correcting historical inequalities and ensure greater demographic proportionality.
- **Racial Insult:** An offense that uses racial elements to directly attack the dignity of a person, often with the aim of demoralizing them. Racial slurs are considered a crime in Brazil.
- **Racism:** A system of oppression that classifies and ranks human groups phenotypic or cultural characteristics cultural characteristics. These categorizations are used to maintain structures of power and exclusion, mainly against black people, resulting in inequality of opportunities and treatment.
- **Rape Culture:** Normalization of behavior that allows and tolerates sexual assault, often blaming the victim rather than holding the perpetrator accountable. It is closely linked to the objectification women.

- **Environmental Racism:** Injustice that disproportionately affects disproportionately ethnic and vulnerable racial groups, such as black and indigenous communities, exposing them to greater environmental risks and less protection.

- **Institutional Racism:** Practices and policies in institutions that perpetuate the absence of black people in leadership and positions of power, maintaining historical and structural inequalities.

S

- **Sexism:** Discrimination based on gender, which favors men over women. In the workplace, sexism manifests itself in the exclusion of women from positions of power and the perpetuating stereotypes about their leadership abilities.

- **Sexual Harassment:** Unwanted behavior of a sexual nature that embarrasses, intimidates, or humiliates the targeted person. It can occur in various contexts, especially in the workplace. Crime involving nonconsensual sexual acts, such as unwanted touching and forced kissing, with the purpose of satisfying one's own or another person's sexual desire. Provided for by Law 13.718/18, it can occur in any context, without the need for a hierarchical relationship, and is punishable by one to five years' imprisonment.

- **Slutshaming:** The practice of humiliating or ridiculing a woman for her real or perceived sexual behavior as a way of controlling her sexuality and reinforce patriarchal norms.

- **Sorority:** Empathy and solidarity among women, based on mutual recognition of experiences of gender discrimination and building collective support to combat sexism.

- **Stakeholders:** All parties that have some kind of interest or impact on a project, organization, or decision, including employees, customers, suppliers, shareholders, and the community. They can

influence or be influenced by the objectives and results of the organization.

- **Stereotype:** Simplified and rigid generalization rigidly attributed to a group of people based on characteristics such as gender, race or social class. Stereotypes reinforce prejudices and limit opportunities for discriminated groups.

T

- **Tokenism:** A practice that consists of including or hiring people from minority groups in a superficial or symbolic way, with the aim of appearing pluralistic and equitable, without promoting structural change.

- **Transphobia:** Prejudice, discrimination, or violence against transgender people and transvestites.

- **Traditional Peoples and Communities:** These are culturally distinct groups that recognize themselves as such, with their own forms of social organization and knowledge, technologies, innovations, and practices generated and transmitted through tradition. These groups occupy and are users of territories and natural resources as a condition for their cultural, social, religious, and ancestral and economic reproduction.

U

- **Unconscious biases:** Prejudices incorporated into our daily lives based on gender stereotypes, race, class, affective-sexual orientation, age, gender identity, body shape, etc. They affect our actions and judgments without us realizing it.

W

- **Whiteness:** A concept that refers to the symbolic and material privileges conferred to white people, which contribute to the maintaining racial inequalities and the exclusion of black people.

A woman with dark hair, wearing a blue denim shirt and large gold hoop earrings, is shown in profile, focused on her work. She is sitting at a long wooden table in a modern office or cafe. In front of her is a laptop, and she has her hands on the keyboard. To her left, another laptop is open. The background features a wooden structure with a geometric pattern and a hanging light fixture. A green plant in a white pot is visible on the table behind her. The overall atmosphere is professional and contemporary.

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CREDITS

Production: CEERT

Partnership: Multi-Actor Network | Change with Them | Educational Action | Terre des Hommes Germany BMZ

General coordination: Daniel Teixeira | Mario Rogério da Silva Bento

Organization, research, and writing: Júlia Rosemberg

Support team: Giselle dos Anjos | Luanda Mayra | Natália Silva de Souza | Rafael Bassegio Caumo | Shirley Santos | Waldete Tristão

Revision: Ana Cecilia Agua de Melo

Design and layout: Gael Benítez

Photos: Nappy Studio | Disability:IN | The Gender Spectrum Collection

Translation: Bárbara Soares da Silva | Fábio Anderson Ribeiro dos Santos | Andressa Soares da Silva
Equipe Casa da Tradução Ltda.