

Scientific
Journal of
**Applied
Social and
Clinical
Science**

**COMMUNICATION FOR
WOMEN'S RIGHTS
IN THE CORPORATE
ENVIRONMENT**

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Abstract: The debate on the social role of business organizations has grown more and more, including commitments to guaranteeing human rights, especially women's rights. Among the initiatives implemented in corporate environments to promote such guarantees are those aimed at raising the awareness of employees. And an example of this initiative are the campaigns, used by the then Petrobras Distribuidora to spread awareness about some situations of violence suffered by women in corporate daily life.

INTRODUCTION

Since the consolidation of the concept of social responsibility¹, in the 80's, with the elaboration of the first social report, until the present day, companies, in a progressive way, have understood their role in social transformation. If, initially, the only action was the disclosure of the social balance, over time, awards, indicators, programs were implemented, which has been strengthening relationships with the various stakeholders.

Petrobras Distribuidora, a former large retail company in the oil and gas sector. This company has a great impact on Brazilian society, both because of the fact that there are service stations located throughout the country, and because of the different operational units that are also geographically dispersed.

It had values focused on the development of people and a policy of social responsibility based on respect for human rights, combating discrimination and promoting equality. This

way, in order to improve its initiatives, it has joined all editions of the Pro-Equity of Gender and Race Program since 2009.

The Pro-Equity Program was developed by the Federal Government in 2005. The goal was to encourage public-private organizations to prepare action plans to promote equality between men and women in people management models and organizational culture, further disseminating these concepts for stakeholders (customers, consumers, suppliers and communities).

Internally, the management of actions was carried out by the Sustainability Coordination, where I work and, together with people from other areas, seeking to disseminate the concepts relevant to gender and race equality inside and outside the Company, in addition to implementing various inclusive actions. Since the creation of the Program, it has been awarded seals of recognition for the actions implemented internally and externally.

One of the corporate initiatives was the definition of indicators of gender and race diversity, from which we measure, on a monthly basis, the percentage of men and women, including the racial group. There is also an analysis based on the different groups that work in the company, namely: its own workforce (entry through a public selection process), people from companies that provide services to the Company and students in the internship program. There is also the monitoring of occupations of gratified functions (management, consulting and coordination) by gender and race. Currently,

1. According to ISO 26000 (guideline standard), "social responsibility is the desire of organizations to incorporate socio-environmental considerations into their decision-making processes and accountability for the impacts of their decisions and activities on society and the environment. This includes ethical and transparent behavior that contributes to sustainable development, in compliance with applicable laws and international norms of behavior. Social responsibility must be present within the organization and also with stakeholders." This is the most commonly used definition. Although the consolidation of the expression took place in the 1980s, mainly with the emergence of the social balance sheets of companies, a letter of principles of the Christian leaders of companies in 1965 is considered as a starting point as a document expressing the social responsibility of companies.

our company is made up of 30% women and 70% men, 30% of whom are black.²

Since its first adhesion, to the 3rd edition of the Pro-Equity Program, the company has been putting its greatest efforts into initiatives aimed at promoting women's rights. Among the initiatives are: brochures against harassment, courses and campaigns to combat domestic and family violence, milk collection rooms, uniforms, shoes and gloves suitable for female anatomy, bathrooms in operational units, extension of maternity leave.

Due to the public selection process, the salary scale is the same for men and women, although we notice some gaps throughout career progression. Currently, we have the same number of women in the company occupying managerial roles (combining the data of executive managers, managers, supervisors and coordinators). However, we face some challenges: we still don't have any women in the top leadership: presidency, board of directors and board of directors.

And one of the initiatives that we will present in this article is the gender campaign, released in 2019, with the aim of stimulating reflections on the prejudices faced by women in the labor market. The campaign was a co-creation of an advertising agency with the Social Sustainability area.

Since the impeachment process of former president Dilma Rouseff, through the changes in Michel Temer's government and culminating in the current government of Jair Bolsonaro, the Secretariat for Policies for Women and the Secretariat for Policy for Racial Equality have lost their ministry

status, conquered during the government of ex-president Lula. The guidelines related to gender and race equity, especially, were losing ground in the scope of public policies and the Pro-Equity Program is in danger of being extinguished.

Faced with this uncertain scenario regarding the Program, Petrobras Distribuidora decided to continue the implementation of actions included in a sustainability plan, with initiatives involving several areas. One of these initiatives was the adherence to the Principles of Empowerment³ of Women, led by UN Women, in partnership with the Global Compact.

There were seven principles designed to encourage the insertion, retention and promotion of women in the labor market, not only within the organization, but also along its value chain (dealers, customers, consumers, supplier companies, communities, shareholders, etc.). And to monitor the progress or setback of actions in each of the principles, indicators are used, in addition to monitoring by experts at UN Women. These were the seven principles: establish gender-sensitive corporate leadership at the highest level; treat all women and men fairly at work, respecting and supporting human rights and non-discrimination; guarantee the health, safety and well-being of all women and men who work in the company; promote education, training and professional development for women; support women's entrepreneurship and promote women's empowerment policies through supply chains and marketing; promote gender equality

2. In the company, we follow the same methodology used in the Census, by the IBGE -Brazilian Institute of Geography and Statistics, self-declaration. In this way, the workforce fills in the "color/race" field, marking the options for black, brown, white, yellow and indigenous. In view of the same methodology, we consider black people to be those who declare themselves black and brown.

3. The Women's Empowerment Principles, a program led by UN Women, aimed at companies around the world, being well known by its acronym: *WEPs (Women's Empowerment Principles)*. The program aims to encourage organizations to act, in their processes and projects, in order to increase the number of women in the job market, encourage female insertion in decision-making spaces and their career progression. Source: <http://www.onumulheres.org.br/referencias/principios-de-empoderamento-das-mulheres/>

through community-oriented initiatives and social activism; measure, document and publish the company's progress in promoting gender equality.

Petrobras Distribuidora then joined a group of 150 signatory companies. Only 18 are led by women. There was a black woman, Raquel Maia, leading Pandora, but she left to become president of Lacoste. She remains the only black woman to hold that position. Even with the discontinuation of the Pro-Equity Program, the company maintained its commitment to promoting gender equality by adhering to WEPs.

DATA ON GENDER INEQUALITY IN THE LABOR MARKET

The concept of "gender" has been widely debated in organizations, especially large and multinational ones. For this analysis, we consider Joan Scott's definition, in which there are behaviors expected by men and women, socially constructed and reproduced by social institutions. This binary division still structures social relations, disregarding the diversity existing in human beings.

In the survey "We need to talk to men", carried out by Papo de Homem, in partnership with UN Women, 150 people were interviewed in person and about 21,000 virtually, ensuring a balance between men and women. Let's look at some insights into these taught and expected behaviors for both groups. The traditional construction of masculine identity is based on nine pillars: hero culture (courage, virility); violence as a means of expression ("men are strong", "they don't take home insults"); heterosexuality (sexual attraction can only be to the opposite sex); emotional restriction (not being able to show fear and insecurity, not crying); virile capital (proving that they are "male"); belonging to the group (young people who need to test their courage, sexual competence or loyalty to be accepted in the

group); sex (sexual performance as a "sport", presupposition that one feels sexual desire all the time); work (quality, equivalent to honesty, dignity, responsibility) and provider (having economic power).

We perceived from this binary logic, that if these notions reinforce the notion of men as those who hold power, the construction of women's traditional identity occurs in the opposite direction: subjugation. These are the pillars: purity (habits and behaviors that refer to softness, such as, for example, not drinking alcohol, using extravagant language or clothes, not getting carried away, etc.); beauty (potential related to physical attraction); care (child care and housework being naturalized for women); fragility (dichotomously, women, in public spaces, must be fragile, passive).

These behaviors are learned throughout life and reinforced at school, in the media, in movies and other social spaces, as well as in companies. And we have already noticed initiatives for this awareness in corporate spaces. It is important to emphasize that, although they use the term to refer to actions aimed at women, the debate on gender has also involved men, as pointed out by the research. And this way, there are already initiatives aimed at the debate on masculinities and participatory fatherhood, as ways to stimulate their reflection on these expected behaviors and the negative consequences for both genders.

The job market is also influenced by these gender roles. Faced with the racism that structures Brazilian society, we also present data with a racial cut. Let's see how men and women are perceived differently. The average monthly income, in a population over 16 years old, is influenced by gender and race. On average, black women earn R\$1,027.50, black men, R\$1,500.00, white women, R\$1,800.00 and white men, the highest amount: R\$2,509.70 (IBGE 2016).

And when we evaluate the 2016 National Continuous Household Sample Survey, on the net school attendance rate (high school), the rate of black women is 69.3%, that of black men, 57.3%, of white men, 71.9% and white women, 80.1%. From these data, we perceive the inequalities of gender and race. Regarding higher education data, the same survey shows that women (16.9%) have higher levels of education than men (13.5%). 22% of white people have completed higher education for 8.8% of black people.

Another relevant point is that black women are the ones who occupy, for the most part, the unemployment rates. According to the 2014 PNAD Survey, the unemployment rate for black women was 10%. That of white women was 10%, followed by black men (6%) and white men (4%).

These numbers are worrying, as there was an increase in female participation from 23% to 40% in the role of family provider according to a survey by IPEA (2015). Despite being responsible for supporting their families, they earn less than men and occupy less jobs and jobs.

Another relevant information is the fact that women who manage to enter the job market end up bumping into an “invisible ceiling”, difficult to overcome, called “glass ceiling”. In the sixth edition of the social and racial profile report of the 500 Largest Companies in Brazil and their Affirmative Actions”, prepared by the Ethos Institute, we note that, in the distribution of positions, there is a “hierarchical funneling”, insofar as the number of women is reduced as the job becomes more complex. The data reinforce that they occupy less leadership positions. Let’s see the tables below.

DISTRIBUTION OF PERSONNEL BY SEX (%)

	MEN	WOMEN
Administrative Council	89,0	11,0
Executive board	86,4	13,6
Management	68,7	31,3
Supervision	61,2	38,8
Functional framework	64,5	35,5
Trainees	57,4	42,6
Interns	41,1	58,9
Apprentices	44,1	55,9

Report Social and Racial Profile of the 500 Largest Companies in Brazil and their Affirmative Actions (2010).

When data is presented with the racial aspect of the workforce, the bottleneck is even greater:

DISTRIBUTION OF PERSONNEL BY COLOR OR RACE (%)

	WHITE	TOTAL BLACK
Administrative Council	95,1	4,9
Executive board	94,2	4,7
Management	90,1	6,3
Supervision	72,2	25,9
Functional framework	62,8	35,7
Trainees	41,3	58,2
Interns	69,0	28,8
Apprentices	41,6	57,5

Report Social and Racial Profile of the 500 Largest Companies in Brazil and their Affirmative Actions (2010).

We see that black people (black and brown) are hired in greater numbers, including in trainee positions, but the number reduces by about half when they occupy the functional staff. And, in management positions, they are only 6.3%, and in top leadership positions, they are rare 4.9%. Black people also face a “glass ceiling”, not occupying decision-making and management positions in companies.

And analyzing the situation of black people only, we realize that the obstacles are even greater. 0.6% make up the management body and top leadership only 0.5%. There is no black person occupying the Board of Directors, according to the table below.

BLACK	BROWN	YELLOW	NATIVE
0,0	4,9	0,0	0,0
0,5	4,2	1,1	0,0
0,6	5,7	3,5	0,1
3,6	22,3	1,8	0,1
7,0	28,7	1,3	0,2
2,5	55,7	0,5	0,0
4,4	24,4	2,0	0,2
12,2	45,3	0,5	0,4

Report Social and Racial Profile of the 500 Largest Companies in Brazil and their Affirmative Actions (2010).

We perceived, then, the role of companies in making the labor market more inclusive. And surveys like those conducted by McKinsey (2018)⁴ demonstrate the impact of diversity on financial performance. Companies with gender diversity in executive positions have, on average, 15% higher profitability results than the others. Other studies claim other benefits of inclusion in corporate environments: more motivated and creative teams; better organizational climate; greater retention and attraction of talent.

Gender equity is even one of the U.N. Sustainable Development Goals, to be implemented by 2030. The message was clear that a sustainable world is not possible without equity between men and women. And in the case of Brazil, due to the structuring racism of our society, we cannot rule out intersectionality⁵ this aspect of race.

4. McKinsey is an American consultancy, to help organizations improve their performance and seek new strategies.

5. The concept of intersectionality was coined by Kimberle Crenshaw, an American professor, in her research on the violence suffered by black women in the United States, demonstrating that the oppressive impacts on women in patriarchal societies cannot be separated from racism.

The statistics already presented demonstrate the constant discrimination suffered by women in the private labor market. The question then arises whether, in public companies, gender discrimination operates in the same way. In order to deepen our work in promoting equity between men and women in BR, making our culture more inclusive, we sought to assess the organization's perception of the topic and created a campaign.

ORGANIZATIONAL PRACTICE AS AN ALLY OF WOMEN'S RIGHTS

Organizational culture is related to the people who make up the organization and the values it has. The protection of human rights is provided for in the Social Responsibility Policy and also in the commitments assumed, such as, for example, the Women's Empowerment Principles (WEPs). But we know that the evolution towards an inclusive culture is a slow process.

Therefore, even with the implementation of several actions in favor of equity over the years, we decided to deepen our knowledge about the perception of the workforce regarding the existence or not of situations of gender discrimination at Petrobras Distribuidora. The entire process consisted of two surveys and a campaign. The surveys were conducted internally, by the Sustainability Coordination, and the campaign was supported by an advertising agency.

The first survey was conducted in 2017, using an internal system, with only women in the workforce. Four forms of micromachismo were presented: *bropropriating*, *gaslighting*, *maninterrupting e mansplanning*. And then we asked if they had witnessed similar situations in the company.

The concept of micromachismo was coined by psychotherapist Luis Bonino Mendez in the 1990s: “invisible behaviors of violence and domination”.

This means that, the micromachisms are microabuses and microviolences that try to make the man maintain his own gender position, creating a network that subtly catches the woman, attacking her personal autonomy if she does not discover it (sometimes it can pass años sin que haga), and knows how to countermaneuver effectively. They are at the base and are the breeding ground of the other forms of gender violence (psychological, emotional, physical, sexual and economic abuse) and are the most used male “weapons” with which they try to impose without consensuing their own point in view of reason. They started to be used from the beginning of the relationship and slowly molding the possible female freedom. Its goal is to annul the woman as a subject, forcing her to have a greater availability and imposing an identity “al service of the man”, in ways that alienate much of the traditional violence, but have a wide range of its goals and effects: to perpetuate unfair distribution to women of rights and opportunities. (MENDEZ, 1991).

We chose four chosen micromachisms that are commonly known in the English language. Knowledge of the English language - for those who have this domain - ends up facilitating the understanding of most concepts, seeing that *brother* and *man* indicate that they are behaviors practiced by men. These concepts have been ostensibly publicized, and some have become well known in the race for the US presidency between candidates Hillary Clinton and Donald Trump. However, we understand how much these behaviors go beyond the political arena and also occur in gender relations in the private world and in situations in the public sphere. We follow the analysis and some examples of each of them.

Bropriating refers to the intellectual appropriation of the man, which excludes the woman's name from a project or production in which both participated or in which she was the only author. Movies have portrayed this kind of micro-machismo: “Estrelas além do tempo”, “A esposa”, “Olhos Grandes”, all inspired by real stories.

Maninterrupting refers to the constant interruption suffered by women in moments of exposition of their ideas. This behavior is often followed by *mansplanning*, in which the man explains something that the woman has just said or has explained something that the woman already knows or is obvious to her. Example: man explaining to women what menstruation is like.

All the previous concepts have, in the formation of the words, the meanings, *Gaslighting* deviates from this rule, as it comes from a movie, *Gaslight*, filmed in the 1940s. In the film, Paula (Ingrid Bergman) was manipulated by her husband Gregory (Charles Boyer) through gas lights, which caused her to hallucinate and doubt her own sanity. This attitude refers, therefore, to psychological violence, in which the woman starts to question her own sanity.

The first survey contained two questions: “Have you ever experienced some sexist situations in the corporate environment?” and “have you been sexist in some situations in the corporate environment? Which?”. 2090 questionnaires were sent, but we had a small participation: only 9% of women as respondents. But we considered some factors for this low adherence: problems in the survey system and short response time.

However, in the answers we found, in the comments, a very rich content to be explored. We were able to get to know several existing situations, reported by the respondents. And, in a collegiate decision, with the Diversity Commission, made up of representatives from

different areas of the company, we decided to send a second, broader survey, for men and women. The questions were prepared collectively and it was decided that their result would serve as inspiration for an internal campaign.

The second survey was carried out in 2018 and we had a greater participation of the workforce: 1446 respondents, being 62% men and 38% women. The goal of this second research was to know people's perceptions in relation to gender bias from eight situations described. Questionnaires were sent to employees, service providers, interns and apprentices, including managers.

They analyzed eight situations pointed out in the comments of the first survey: if men and women share the tasks in organizing celebrations in the managements; if you hear comments about the ability or inability of a woman to lead a management; when a woman takes a firmer stance, if she hears comments like "today she has premenstrual tension"; whether women are constantly interrupted at meetings or events; if the authorship of a woman is not recognized in a project; whether the woman hears prejudiced comments when she returns from maternity leave; whether the woman hears compliments when she walks into a meeting. And the research also contained only one situation in which the man was the protagonist of the scene: if he hears discriminatory comments, the manager is asked to be released to take the child to the doctor.

Overall, the numbers favored a perception of gender equity by the workforce. However, we found that the higher the hierarchical level, the lower the perception of gender inequalities. We raised, as a hypothesis, the question that the higher the hierarchical level, the lower the participation in

operational processes, the main backgrounds presented in each scene. In addition, in general, micromachismo were little known (*maninterrupting, mansplanning, gaslighting e bropropriating*). Ignorance of these gender discriminations would also influence the perception of women and men in managerial positions.

Once again, the comments became a very rich material, demonstrating several situations that happened in corporate daily life, but which were not perceived. We therefore chose six situations to illustrate our campaign. Each sign contained a character and a phrase reflecting on the situation, as well as a logo created to convey the idea of equity, as well as a motto that was repeated in all of them: "equality between men and women, this is the best way".

The beginning of the campaign was also marked by the holding of an event, in celebration of International Women's Day, on March 8. We show the documentary: "Chega de Fui Fiu" ⁶and then we held a debate on female mobility with the presence of Leila Barsted, director of the NGO CEPIA (Citizenship, Study, Research, Information and Action), Clarisse Linke – executive director of the Institute for Transport & Development Policies, which works in the area of mobility and gender, and Pedro de Figueiredo - publicist and founder of Memoh, which encourages men to reflect on gender equity. The event also featured a fair for entrepreneurs at the headquarters.

The material was broadcast on televisions inside the elevators and on video walls in the operating units. They were also exposed on the lock screen of all computers. Only six signs were printed to be displayed next to the auditorium entrance at the headquarters. So, it was a totally sustainable campaign, in

6. "Chega de Fui Fiu" is a documentary produced by the NGO of the same name and portrays the story of three women and how they deal with gender violence suffered by them in urban spaces. The documentary has inserts from experts on the subject.

which digital disclosures were prioritized. Following the signs and their respective analyses, in addition to the information that was disseminated along with each one of them on the company's intranet every week.

SIGN 1:



Sentence 1: “Ah, but they are better at organizing these things”

Sentence 2: “There are no exclusive tasks for women when it comes to organizing celebrations and team meetings. If everyone plays a part, everyone wins in the end.”

With this sign, we wanted to stimulate reflection on the division of tasks so naturalized between men and women. As we saw earlier, care is part of the construction of female identity. We also present the data that women spend, on average, 18.1 hours per week on household chores, while men spend 10.5 hours. Performing the racial cut, black women spend 18.6 hours and black men, 10.6 hours (IBGE, 2016).

SIGN 2



Sentence 1: “The room is fragrant when she enters”

Sentence 2: “To know how to praise is as important as receiving a compliment. A healthy corporate environment must always be respectful and free from harassment of any kind. Praising can, embarrassing, no”.

The topic of harassment (type of violence against women, since they are approached without consent, through gestures or words) was the object of analysis in the second sign of the campaign. In the disclosure, we expanded the view on harassment, bringing data on how it also occurs in public spaces. In a survey carried out by DataFolha (2017), public transport appears in first place in the ranking of places where women suffer more harassment (35%), followed by streets (33%) and bars/clubs (19%). The workplace is also included in the survey (10%). 6% of situations happen at school and 2% at home. This form of harassment was mentioned at the event when

the relationship between mobility and gender was addressed, that is, how much the fact of being a woman can harm her in locomotion through the streets.

We also presented the law, number: 13.718, sanctioned in 2018, which criminalizes acts of sexual harassment, among other conducts. Harassment is defined as “practicing a lewd act against someone without their consent to satisfy one’s own lust or that of a third party”. This new classification replaced the misdemeanor penalty of offensive indecent harassment. The updated penalty is imprisonment from 1 to 5 years.

Finally, we were able to demonstrate that in addition to harassment being a violation of women’s right to travel, it can have a negative impact on the health of victims. We publish a study, published in: *JAMA Internal Medicine*, which evaluated the physical and psychological condition of 304 non-smoking women, aged between 40 and 60 years. 19% of them had already been sexually harassed in the workplace and 22% had been assaulted by a man. Data analysis showed that women who experience harassment are twice as likely to have high blood pressure than women who are not victims.

Women who have suffered physical violence are three times more likely to suffer from depression and twice as likely to suffer bouts of anxiety. It was also found that, in both groups, women had twice as much difficulty sleeping, a situation that caused harm to their health. We concluded this set of information with the disclosure of our whistleblowing channel in the Ombudsman’s Office, reinforcing the notion of the importance of a work environment free from harassment, in which all people have their individuality respected.

SIGN 3



Sentence 1: Wh-en a wom-an speaks”. “When a man speaks”.

Sentence 2: “We’ve all had our lines interrupted. But research shows that women are interrupted 2.1 times more, comparing to men. More than a disrespectful attitude, it can be a veiled violence. Therefore, respect and listen: every speech requires active listening”.

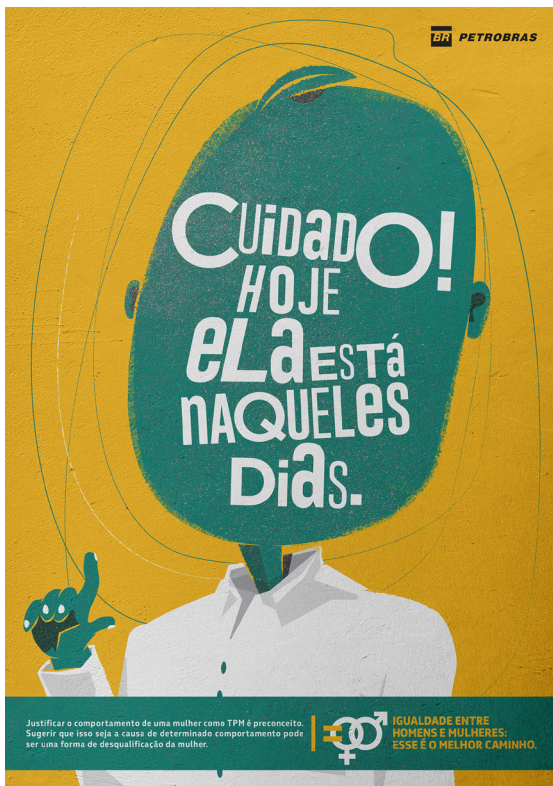
The third sign featured one of the most unknown micromachismos: *mantenrrupting*. Studies on this behavior were published: In a session of the Federal Supreme Court (STF), Minister Cármem Lúcia mentioned a research that detected that, in the world, magistrates of constitutional courts are 18 times more interrupted than men.

In academic job interviews, they are interrupted more and face more questioning (17 questions for them and 14 for them, on average). According to the study “Gender in Engineering Departments: Are There Gender Differences in Interruptions in Academic

Job Interviews?” published in the journal Social Science, women are more likely to be interrupted than men during an academic job interview.

In the same space as the news on the intranet, we present explanations about *bropropriating* and *manerrupting*. And we've included links for viewing videos about each of these behaviors. Gaslighting was the subject of the fourth sign of the campaign.

SIGN 4



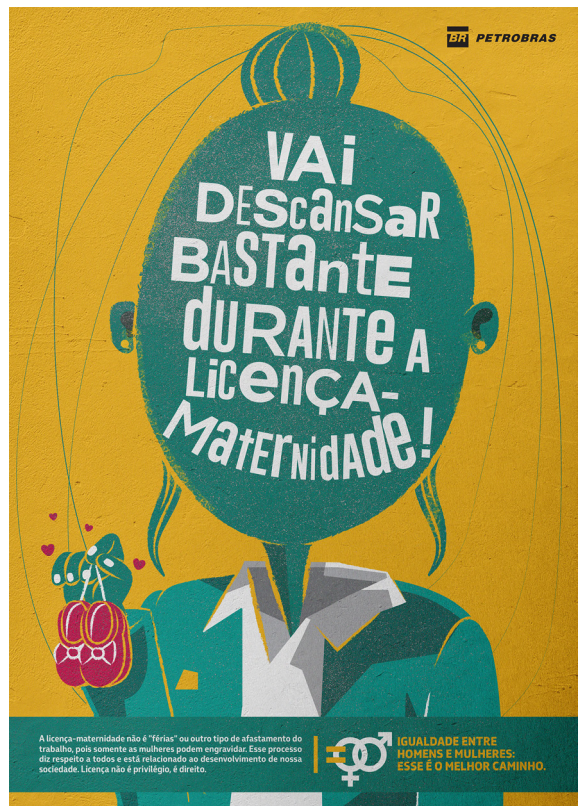
Sentence 1: “Beware! Today she is menstruating!”

Sentence 2: “Justifying the behavior of a woman as PMS is prejudice. To suggest that this is the cause of a certain behavior can be a form of disqualification of the woman”.

With this piece, we seek to stimulate reflection on the differences in behavior expected by men and women. As we have seen before, traditionally, in the construction of a man's identity, assertive behaviors and

public positions are expected, while for women, a more passive and discreet attitude is expected. We explain the origin of the term, mentioning the movie “Gaslight” and indicate the difficulty of diagnosing this psychological violence and the harm it causes for women: lack of hope, difficulty in trusting and building relationships, feelings of guilt, anxiety, depression, etc. The fifth piece brings a situation that affects women in particular.

SIGN 5



Sentence 1: “You will get plenty of rest during your maternity leave!”

Sentence 2: “Maternity leave is not ‘vacation’ or any other type of absence from work, as only women can get pregnant. This process concerns everyone and is related to the development of our society. License is not a privilege, it is a right”.

We seek, with this sign, to stimulate the debate on the valorization of motherhood,

unfortunately, this is not what happens in the market in general. The Mulheres no Varejo group prepared a survey with reports of men and women, and one of the points mentioned is the treatment after a pregnancy, in which, for 65% of the men interviewed and 73% of the women interviewed, it is perceived a difficulty for them to return to the job market.

The Consolidation of Labor Laws (CLT) prevents a woman from being dismissed without just cause up to five months after giving birth, once the pregnancy is confirmed. However, legislation is insufficient. A study carried out by Fundação Getúlio Vargas (FGV) in 2017 revealed that, in a universe of 247,000 women, 50% were fired shortly after returning from maternity leave. And this is not just a reality in Brazil. Wellesly University in the US has shown that pregnancy increases the pay gap between Americans and Americans.

We also took the opportunity to publicize the benefits that the company had in favor of motherhood. Since 2009, Petrobras Distribuidora has joined the Empresa Cidadã Program (Law 11,770, of 09/09/2008), and has guaranteed its employees the possibility of extending their maternity leave for another 60 days, totaling 180 days, that is, two months more than is guaranteed in the Constitution.

The company also allows a reduction of two hours a day in the working day for employees who need to breastfeed their children, within a period of up to 6 months following the return of maternity leave, upon presentation of a supporting medical certificate.

At our company's headquarters and at Fábrica de Lubrificantes (Duque de Caxias), we installed milk collection rooms, exclusive spaces for mothers who returned to work after maternity leave, but wish to continue to feed their children with breast milk. We understand that the decision of the woman and the family to have children is individual, but it affects the whole of society. Valuing

maternity leave means valuing the rights of women and children. And finally, we disclose the last sign.

SIGN 6



Sentence 1: “Sick child? Oh! My wife, please take her to the doctor!”

Sentence 2: “Women who work outside the home dedicate, on average, 18.1 hours between housework and child care, on the other hand, men work an average of 10.3 hours. Dedication to the family is not the sole responsibility of women, so it is as important as caring for them to share this duty”.

We ended the campaign by encouraging reflection on how lack of equity also affects men. Their involvement in this discussion is fundamental, as they are also impacted by the standards defined by society. And it is from the analysis of these patterns that we perceive the care given to sons and daughters attributed to women. Since childhood, they are encouraged to develop activities that refer to care for the

home and children, while boys are not. This way, there is an inducement to the thought that such characteristics are natural to women, when, in fact, it is just a matter of stimulation. And we realized that this aspect of care, disseminated in the traditional role assigned to them, was also present in the perception of some respondents.

In addition, we have published research demonstrating that the participation of men in the upbringing and care of children, from pregnancy, produces benefits such as reduced use of anesthesia during childbirth, for example. A positive influence on the decision to breastfeed was also identified, as well as assistance in the baby's first feeding and prolongation of breastfeeding, widely encouraged by the Ministry of Health.

The strengthening of this bond between father and baby generates better cognitive and learning development of the child. It also encourages gender equity within the family, as caregiving tasks are shared between women and men. All these benefits were presented in the State of Fatherhood in the World Report 2016 (Instituto Promundo).

We emphasize, however, that only one of the types of family configuration was addressed, according to the IBGE Census, which also recognizes nuclear, single-parent, same-sex families, shared custody, among others. Regardless of the format, when the father participates in a responsible manner, benefits are perceived not only for him, but also for the family as a whole and, consequently, for society.

CONCLUSION

We had, for the most part, more positive than negative evaluations on each of the posters presented (80% favorability). Among the internal campaigns carried out by the company, the one on gender was the best evaluated by the workforce. We also seek to

make presentations at team meetings to hear opinions in person. And we know that there are still gaps that need to be filled, so the next step is to hold reflection groups of men at headquarters.

The campaign pieces sought to cover some situations by which women are affected in the labor market, but which are not always perceived as violations of their rights. We realize, unfortunately, that the situations pointed out in the surveys and posters are not far from the reality that other women face in the job market: harassment, devaluation of female labor and devaluation of motherhood. And who traditional gender roles are present in corporate day to day.

The campaign was created with the aim of stimulating reflection on the behavior of each person in the company's daily life, demonstrating how harmful it can be to women and, consequently, to the entire organizational environment. Through the research and campaign, we received reports from women who were unaware of the situations of gender discrimination they faced at the company. So, like some men who didn't understand that certain behavior caused so much damage.

In order to foster a gender-inclusive culture, it is necessary to implement changes in the organization's organizational practices and also in individual behaviors. We understand that, although we have already advanced in implementing organizational practices aimed at promoting gender equity, there are still challenges to be faced.

In the political context of the time, with the potential weakening of public policies aimed at promoting women's rights, companies became spaces of resistance. Public companies also faced the challenge of aligning the pressures we face in the face of state control, even if small, over our processes, such as the desire to encourage

a more inclusive environment, which has increasingly been implemented by competition.

Companies are allies of social movements in the agendas of promoting equity between men and women. Companies have a fundamental role, as they can encourage their insertion and permanence in the job market, thus guaranteeing their financial autonomy and the development of their careers. This autonomy is even relevant for women to often break the cycle of domestic and intrafamily violence.

Large companies, such as BR, have an even greater potential to influence their value chain: communities, customers, consumers, civil organizations, supplier companies, etc. As gender – and race – equity becomes an organizational value, it becomes part of all processes and this ends up showing in the relationship with these audiences. These publics end up realizing the relevance of environments free of discrimination by gender

and start to adopt similar measures. We have not yet had the opportunity to present the campaign to some of these audiences, but it is foreseen in our plan, as a way of influencing the debate with them as well.

We understood that the reflection on gender equity does not end with the campaign. Weakening the traditional roles that exist in a society that insists on the male x female binary occurs gradually. But we confirm the social role of organizations in stimulating debate in the corporate environment, so that it goes beyond the company's walls and reaches other spaces: the space of the family, the circle of friends, religious rituals, condominium meetings, public transport. etc. There is no neutral space regarding gender and race.

Finally, as we stimulate the debate on equity in the organizational environment, we are not only creating a more inclusive, welcoming and respectful place. We are improving ourselves as collaborators and, consequently, as human beings.

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