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SETOR ENERGÉTICO E DIVERSIDADE: O PROGRAMA BRASILEIRO PRÓ-EQUIDADE DE GÊNERO E RAÇA ESTÁ FAZENDO DIFERENÇA?

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ABSTRACT

The Pro-Gender and Racial Equity Program (PPEGR), created in 2005, is a public policy aimed at promoting equal opportunities in the world of work through the voluntary participation of organizations and the implementation of action plans. This study analyzes the performance of the PPEGR in the Brazilian energy sector, based on a qualitative, exploratory, and documentary approach, examining its operationalization in companies such as Eletrobras, Petrobras, CEPEL, and Bahiagás. The results indicate that the initial participation of large companies was associated with political factors, particularly the institutional context of the program's first edition, while the continued participation of these organizations over time suggests institutional continuity, despite the limited inclusion of new participants. It is observed that, although equity actions have been implemented, quantitative indicators—such as the proportion of women in leadership positions—predominate, with limited incorporation of qualitative approaches and structural changes in power relations. Additionally, smaller companies, especially family-owned businesses, often do not recognize gender equity as a relevant issue, highlighting the need for specific strategies to expand the program's reach. The lack of more robust guidelines and impact evaluation mechanisms reduces the PPEGR's pedagogical and transformative potential. It is concluded that, although the program represents progress in the institutionalization of the equity agenda, its effectiveness depends on strengthening indicators, incorporating qualitative approaches, and creating mechanisms capable of revealing structural transformations within organizations, otherwise risking that equity remains at a symbolic level.

Keywords: Gender and racial equity. Indicators. Energy sector. Public policies. Pro-Gender and Racial Equity Program (PPEGR).

RESUMO

O Programa Pró-Equidade de Gênero e Raça (PPEGR), criado em 2005, constitui uma política pública voltada à promoção da igualdade de oportunidades no mundo do trabalho, por meio da adesão voluntária de organizações e da implementação de planos de ação. Este estudo analisa a atuação do PPEGR no setor energético brasileiro, com base em uma abordagem qualitativa, exploratória e documental, examinando sua operacionalização em empresas como Eletrobras, Petrobras, CEPEL e Bahiagás. Os resultados indicam que a adesão inicial de grandes empresas esteve associada a fatores políticos, especialmente ao contexto institucional da primeira edição do programa, enquanto a permanência dessas organizações ao longo do tempo sugere continuidade, embora com baixa incorporação de novos participantes. Observa-se que, apesar da implementação de ações de equidade, predominam indicadores quantitativos, como a proporção de mulheres em cargos de liderança, com limitada incorporação de abordagens qualitativas e de mudanças estruturais nas relações de poder. Adicionalmente, empresas de menor porte, especialmente familiares, frequentemente não reconhecem a equidade de gênero como uma pauta relevante, evidenciando a necessidade de estratégias específicas para ampliar o alcance do programa. A ausência de diretrizes mais robustas e de mecanismos de avaliação de impacto reduz o potencial pedagógico e transformador do PPEGR. Conclui-se que, embora o programa represente um avanço na institucionalização da agenda de equidade, sua efetividade depende do fortalecimento dos indicadores, da incorporação de abordagens qualitativas e da criação de mecanismos capazes de revelar transformações estruturais nas organizações, sob risco de a equidade permanecer no plano simbólico.

Palavras-chave: Equidade de Gênero e Raça. Indicadores. Setor Energético. Políticas Públicas. Programa Pró-Equidade de Gênero e Raça (PPEGR).

INTRODUCTION

Sustainable development is a multifaceted process that requires the integration of economic, environmental, social, and governance dimensions. This complexity is reflected in the Sustainable Development Goals (SDGs) of the 2030 Agenda, which should not be considered in isolation. The construction of a just energy transition, as envisioned in SDG 7 (Affordable and Clean Energy), is intrinsically linked to the promotion of gender equality (SDG 5). This means that the development of sustainable energy solutions must address the structural inequalities affecting women, particularly those in situations of greater social vulnerability.

At the international level, the transition toward renewable energy sources has the potential to reduce gender inequalities, although significant challenges remain. According to the International Energy Agency (IEA), women accounted for less than 20% of the workforce in the energy sector in 2023, despite representing 39% of the global workforce. In the solar photovoltaic industry, this proportion reaches approximately 40%, nearly twice that observed in the oil and gas industry. Nevertheless, women's representation in leadership positions remains limited, even in clean energy sectors, where they occupy only about 25% of managerial roles. Furthermore, gender disparities are particularly pronounced in

technical occupations: women represent less than 3% of the workforce in professions such as electricians and installers. The IEA emphasizes that expanding women's access to technical and vocational education is essential to addressing labor shortages and advancing a more equitable energy transition (IEA, 2023).

Gender and racial inequalities in the Brazilian labor market reflect a historical pattern of discrimination and underrepresentation, with women facing significant barriers across multiple sectors. Although women's participation in the Brazilian labor market has increased to 40.6%, corresponding to 7.7 million employed women, wage and opportunity gaps remain substantial, according to data published by the Ministry of Labor and Employment in 2025. On average, women earn 20.9% less than men, with an average monthly salary of BRL 3,755.01 compared to BRL 4,745.53 for men (Brasil, 2025). The situation is even more severe for Black women, whose average monthly income is only BRL 2,864.39 (Brasil, 2025). This scenario reflects broader global inequalities, in which women continue to be underrepresented in strategic sectors such as energy despite recent progress.

Within the Brazilian electricity, gas, and utilities sector, women account for only 22% of the workforce (Brasil, 2025). During the 11th edition of the Conference on Technological Innovation and Energy Efficiency in the Electricity Sector (CITEENEL), the Brazilian National Electric Energy Agency (ANEEL) presented the results of the Women in the Electricity Sector survey, which reinforced the national scenario of gender inequality. The study showed that most women work in administrative positions (66%), while only 5.55% occupy senior leadership roles, highlighting the limited female representation in decision-making positions and in STEM (Science, Technology, Engineering, and Mathematics) fields within the electricity sector (ANEEL, 2023).

These inequalities extend beyond occupational segregation and also affect career progression, social protection, and labor rights. Data presented at the 16th Seminar of the Labor Market Observatory Network organized by the Brazilian Ministry of Labor and Employment (MTE) indicate that only 63% of women aged 25–54 are employed, compared with 91% of men. In low-income countries, 91% of women work in the informal economy, without access to labor rights or social protection. Although the number of countries with legislation prohibiting gender discrimination in employment has increased from 58 in 1995 to 162 today, gender inequalities remain persistent, reinforcing the urgent need for government action, inclusive public policies, and private-sector initiatives to promote gender equality in the labor market.

Gender inequality became a more prominent issue in Brazilian public policy during the 2000s (Dias, 2020). Within this context, the *Programa Pró-Equidade de Gênero e Raça* (Pro-Gender and Racial Equity Program - PPEGR), developed by the Secretariat for Women's Policies of the Brazilian Federal Government in collaboration with the International Labour Organization (ILO), UN Women, and the Secretariat for the Promotion of Racial Equality Policies (SEPPIR), emerged as an important initiative. Incorporated into the Second National Plan for Policies for Women, the program encourages organizations to adopt practices that promote gender and racial equity in the workplace. Participation is voluntary, and organizations that successfully implement action plans receive a certification seal recognizing their efforts to create fairer and more inclusive work environments, although the program does not include mandatory enforcement mechanisms. Established in 2005, the PPEGR is currently in its seventh edition (Brasil, 2024) and continues to serve as a governmental instrument for promoting change in the labor market.

The PPEGR aims to foster new approaches to human resource management and to promote a more inclusive organizational culture (SPM, 2016). Its primary objectives include combating gender- and race-based discrimination and inequality in the workplace, while ensuring that formal employment relations and access to leadership positions are guided by equal opportunities for women and men, as well as for different racial groups.

Energy companies, particularly state-owned enterprises such as *Centrais Elétricas Brasileiras* S.A. (Eletrobras), *Companhia de Geração Térmica de Energia Elétrica* (CGTEE), *Centrais Elétricas do Norte do Brasil* S.A. (Eletronorte), *Petróleo Brasileiro* S.A. (Petrobras), *Eletrosul Centrais Elétricas* S.A., *Companhia Elétrica de Alagoas* (CEAL), *Itaipu Binacional* e *Furnas Centrais Elétricas* S.A., were among the first organizations to join the PPEGR (SPM, 2016). According to the Secretariat for Women's Policies (SPM, 2016), this strong initial participation was partly associated with the fact that, at the time of the program's creation, the Ministry of Mines and Energy (MME) was headed by a woman who actively promoted gender equality within the ministry's agenda (Oliveira; Custódio, 2016). However, years later, the executive board of Eletrobras[1], for example, continues to be composed predominantly of White men. This suggests that, despite long-term participation in the program, structural barriers continue to hinder more profound organizational changes. The program's own 10-year report acknowledges these challenges (SPM, 2016).

1 ELETROBRAS. Diretoria, Conselhos e Comitês. Available at: https://eletrobras.com/pt/Paginas/Diretoria-e-Conselhos.aspx. Accessed: July 21, 2026.

Moreover, it is essential to critically examine not only the metrics used by the program to award certification but also those adopted by companies to measure progress in gender and racial equity. The way these metrics are defined and applied may reveal important limitations that constrain the effectiveness of the initiatives and reduce their potential impact.

A closer examination of the indicators and actions prioritized during program implementation may help determine whether these initiatives address the root causes of inequality or merely mitigate their consequences without transforming the structures that reproduce them. As argued by Lorena Cabnal (2010), feminists from different movements have questioned the extent to which concepts – such as gender – have become depoliticized and stripped of their critical challenge to patriarchal systems of domination. In many cases, gender is reduced to a simple count of how many women and men participate in a project, losing its capacity to interrogate broader structures of power. This critique also reveals tensions within feminist movements themselves, where the use of certain concepts may generate suspicion regarding the political commitment of those who employ them – a phenomenon Cabnal describes as the "feminist-meter" (*feministômetro*). The issue is not to dismiss the importance of discourse, but rather to recognize that discourse itself can be appropriated, emptied of its transformative potential, and ultimately used to reinforce the very systems it was intended to challenge (Cabnal, 2010).

Despite the relevance of the PPEGR, few studies have systematically examined its implementation within the Brazilian energy sector, particularly regarding the indicators adopted by participating companies and their capacity to promote structural transformations in organizational power relations.

Accordingly, this study aims to analyze the implementation of the Pro-Gender and Racial Equity Program by examining the energy companies that have participated in the initiative and the indicators they use to assess progress in gender and racial equity. The objective is to understand the program's impacts while identifying its strengths and limitations within the energy sector. Specifically, this study seeks to examine the program's structure and operational framework, including its participation and certification criteria; identify the energy companies involved and the indicators they employ to promote gender and racial equity; and discuss the program's potential while proposing improvements that may strengthen its contribution to reducing inequalities in the corporate environment.

2. METHODOLOGY

This study is characterized as qualitative research with an exploratory and descriptive approach based on document analysis. Its primary objective was to examine the implementation of the Pro-Gender and Racial Equity Program (PPEGR) in Brazil's energy sector and to analyze the indicators used by participating companies to assess progress toward gender and racial equity.

2.1 SEARCH, SELECTION, AND DATA EXTRACTION PROTOCOL

The study began with a documentary analysis of the seven editions of the PPEGR using documents available on the program's official website (Brasil, 2024). Data collection was conducted between October 2024 and April 2025. Specifically, the documentary analysis of the PPEGR was based on documents downloaded from the official portal in November 2024, using the versions available at that time. With the exception of the documents related to the seventh edition, which were temporarily unavailable due to Brazil's electoral blackout period (*defeso eleitoral*), all analyzed documents remained accessible on the institutional website after data collection had been completed. A description of the documents included in the analysis is provided in Appendix A.

The analyzed materials included regulations, operational guidelines, profile forms, action plans, lists of participating organizations, equality practices, brochures, institutional reports, and other official documents published by the program. The fifth and sixth editions contained a more comprehensive set of documents than the other editions. This stage aimed to understand the program's structure, eligibility criteria, monitoring mechanisms, and to identify the energy companies participating in each edition.

Based on this documentary review, 31 energy companies participating in the seven editions of the PPEGR were identified, as presented in Table 1.

Table 1 | Energy Companies Participating in the PPEGR by Edition

Edition	Participating Energy Companies
1st Edition 2007 (2005–2006)	*Companhia Elétrica de Alagoas* (CEAL); *Centro de Pesquisas de Energia Elétrica* (CEPEL); *Centrais Elétricas Brasileiras* S.A. (Eletrobras); *Eletrobras Termonuclear* S.A. (Eletronuclear); *Itaipu Binacional*; *Furnas Centrais Elétricas* S.A.; *Companhia de Geração Térmica de Energia Elétrica* (CGTEE); *Centrais Elétricas do Norte do Brasil* S.A. (Eletronorte); *Eletrosul Centrais Elétricas* S.A.; *Petróleo Brasileiro* S.A. (Petrobras).
2nd Edition 2009 (2007–2008)	*Companhia de Eletricidade do Amapá* (CEA); CEPEL; *Eletrobras; Eletronorte*; CGTEE; *Companhia Hidroelétrica do São Francisco* (CHESF); Eletronuclear; Eletrosul; Furnas; Itaipu Binacional; Manaus Energia; Petrobras.
3rd Edition 2011 (2009–2010)	*Companhia de Gás da Bahia* (Bahiagás); CEA; C*ompanhia Paranaense de Energia* (COPEL); Eletrobras; CEPEL; CHESF; *Eletrobras Distribuição Acre*; Eletrobras *Distribuição Alagoas; Eletrobras Distribuição Amazonas; Eletrobras Distribuição Piauí; Eletrobras Distribuição Rondônia*; Eletronorte; Eletronuclear; Eletrosul; Furnas; *Fundação Eletrobras de Seguridade Social* (ELETROS); Itaipu Binacional; *Petrobras Distribuidora*; *Petrobras Transportes* (Transpetro); Petrobras.
4th Edition (2011–2012)	Bahiagás; CEPEL; CHESF; Eletrobras; *Eletrobras Amazonas Energia*; *Eletrobras Distribuição Acre*; *Eletrobras Distribuição Rondônia*; Eletronorte; Eletronuclear; ELETROS; Eletrosul; Furnas; Itaipu Binacional; Liquigás Distribuidora S.A.; Petrobras; *Petrobras Distribuidora*; PETROS; Transpetro.
5th Edition (2013–2014)	Bahiagás; CEPEL; CGTEE; CHESF; COPEL; Companhia de Pesquisa de Recursos Minerais (CPRM); *Eletrobras Amazonas Energia*; *Eletrobras Distribuição Acre*; *Eletrobras Distribuição Alagoas; Eletrobras Distribuição Piauí*; *Eletrobras Distribuição Rondônia; Eletrobras Distribuição Roraima*; Eletronorte; Eletronuclear; ELETROS; Eletrosul; *Ferreira Gomes Energia* S.A.; Furnas; Itaipu Binacional; *Liquigás Distribuidora* S.A.; *Petrobras Distribuidora*; Petrobras; PETROS; Transpetro.
6th Edition (2015–2016)	*Eletrobras Distribuição Acre; Eletrobras Distribuição Alagoas; Eletrobras Distribuição Amazonas*; CEA; Bahiagás; Eletronorte; CHESF; Eletrobras Distribuição Piauí; COPEL; Fundação COPEL; Itaipu Binacional; Eletrobras; CEPEL; CPRM; Eletronuclear; ELETROS; PETROS; Furnas; *Petrobras Distribuidora*; Transpetro; Petrobras; *Eletrobras Distribuição Rondônia; Eletrobras Distribuição Roraima*; CGTEE; *Centrais Elétricas de Santa Catarina* S.A. (CELESC); Eletrosul; *Liquigás Distribuidora* S.A.
7th Edition (2024–2026)	Bahiagás; CEPEL; Eletrobras; Eletronuclear; *Empresa Brasileira de Participações em Energia Nuclear e Binacional* S.A (ENBPar); *Empresa de Pesquisa Energética* (EPE); Itaipu Binacional; Neoenergia; Petrobras; PETROS; *Fundação Parque Tecnológico Itaipu*; Transpetro.

Source: The authors (2026), based on Brasil (2024).

Both public and private companies were included in the analysis. After identifying the participating organizations, a systematic search of their official websites was conducted. This search was carried out manually between January and April 2025 by examining the sections titled “Sustainability,” “ESG,” “Diversity,” “Governance,” and “Reports.” When available, the websites’ internal search engines were also used with the following keywords: “Pro-Gender and Racial Equity Program,” “PPEGR,” “gender equity,” “diversity,” “race,” “women in leadership,” and “women.”

The analysis included sustainability reports, annual reports, Environmental, Social and Governance (ESG) reports, institutional policies, corporate governance documents, gender pay transparency reports, institutional news, and other publicly available materials related to the promotion of gender and racial equity. Duplicate documents, preliminary versions superseded by final versions, and materials that did not contain information on policies, actions, programs, targets, or indicators related to gender and racial equity were excluded.

The public documents identified for each company, together with their publication year, document type, URL, and access date, are presented in Table 2.

Table 2 | Institutional Documents Analyzed by Company

Company	Document (Year)	URL	Access Date	Status
Eletrobras	Annual Report (2024)	https://eletrobras.com/pt/Documents/Eletrobras_RA_2024.pdf	April 30, 2025	Unavailable*
Petrobras	Annual Report (2024)	https://www.petrobras.com.br/sustentabilidade/relatorios-anuais	April 30, 2025	Available
Bahiagás	Pay Transparency and Equal Pay Report (2024)	https://www.bahiagas.com.br/component/k2/item/785-relatorio-de-transparncia-e-igualdade-salarial	April 30, 2025	Available
	Sustainability Report (2023)	https://www.bahiagas.com.br/k2/categories/item/841-relatorio-de-sustentabilidade	April 30, 2025	Available
COPEL	Institutional Website: Social Responsibility (2025)	https://copelsustentabilidade.com/social/responsabilidade-social/	April 28, 2025	Available
Itaipu Binacional	Annual Report (2023)	https://www.itaipu.gov.br/sites/default/files/af_df/Relatorio_Anual_Itaipu2023_Portugues.pdf	April 30, 2025	Available
Neoenergia	Institutional Website: Women’s Empowerment (2025)	https://www.neoenergia.com/empoderamento-feminino	April 17, 2025	Available
	Institutional Website: Electricians School (2025)	https://www.neoenergia.com/escola-de-eletricistas	April 30, 2025	Available

Source: The authors (2026).

Note: *Document downloaded during the data collection period, archived by the authors, and currently unavailable on the company’s official website.

Additionally, between February and March 2025, requests for information were sent to the companies via email, website contact forms, and ombuds office channels to obtain the final reports submitted to the PPEGR, as well as supplementary documents that were not publicly available. Of the 31 companies contacted, only six responded (19.4%). Among these, three merely redirected the requests to other institutional channels. In the remaining cases, ELETROS provided partial access to the requested information, noting that part of the data was confidential; Bahiagás expressed its willingness to provide clarifications and hold meetings on the subject; and Petrobras shared an institutional report containing information that was already publicly available but did not provide specific data regarding the implementation of the PPEGR. Consequently, the analysis was based primarily on publicly available corporate documents and the official PPEGR documentation (Brasil, 2024).

All collected information was organized into a spreadsheet. Data extraction included information on implemented actions, monitoring indicators, targets, workforce composition, women's representation in leadership positions, remuneration, racial composition, training and capacity-building initiatives, institutional policies, and other actions aimed at promoting gender and racial equity. The documents were subsequently subjected to documentary analysis using analytical categories covering workforce profile; representation of women and Black employees in leadership positions; pay equity; institutional policies and programs promoting equity; education and training initiatives; targets, indicators, and monitoring mechanisms; and broader diversity, inclusion, and gender and racial equity initiatives.

The data analysis enabled the identification of patterns, gaps, and analytical categories related to the types of indicators employed, the actions implemented, and the strategies adopted to promote equity. To strengthen the comparative analysis, the identified indicators were examined against recognized reference frameworks, including the Ethos-MM360 Indicators, developed by the Ethos Institute in partnership with the Women 360 Movement, as well as international guidelines for promoting gender equity in the corporate environment.

To broaden the analysis, a complementary investigation was conducted with companies operating in the solar energy sector, regardless of their participation in the PPEGR. The study population was defined based on the publicly available list of members published, at the time of data collection, on the institutional website of the Brazilian Solar Energy Association – Science and Technology (ABENS), an organization

dedicated to promoting, disseminating, and advancing scientific and technological development in solar energy in Brazil. All legal entities identified in this list as companies operating in the solar energy sector were included, regardless of company size, resulting in a total population of 454 organizations.

For each company, institutional websites were examined to identify policies, programs, actions, targets, and indicators related to gender equity. Requests for information were also sent to the email addresses made available by the organizations. The analysis considered both publicly available information found on institutional websites and responses received by email, enabling the identification of patterns, gaps, and good practices among companies of different sizes and allowing comparisons with organizations participating in the PPEGR.

Finally, this study acknowledges as a limitation the difficulty in accessing more detailed institutional data, particularly the final reports of companies participating in the PPEGR, as well as the low response rate to the information requests. This limitation reinforces the need for greater organizational transparency and highlights the methodological challenges involved in analyzing voluntary policies in the private sector.

3. RESULTS

3.1 THE PRO-GENDER AND RACIAL EQUITY PROGRAM: STRUCTURE AND OVERVIEW OF RECENT YEARS

The Pro-Gender and Racial Equity Program (PPEGR) is organized into several implementation stages. The first stage consists of the voluntary enrollment of organizations interested in participating in the program. Following enrollment, a Steering Committee is formally established to coordinate and implement the actions required by the program. The participating organizations then complete a Profile Form (Brasil, *n.d.*a), which gathers information on their workforce. Based on these data, an Action Plan (Brasil, *n.d.*b) is developed, outlining how the program's criteria will be implemented within the organization. Once the Action Plan has been prepared, the organization signs a Commitment Agreement, formally committing itself to promoting gender and racial equity in the workplace. The implementation of the Action Plan is subsequently monitored, culminating in the preparation of a Final Report documenting the development and implementation of each planned action. Finally, organizations that meet the established requirements are awarded the Pro-Gender and Racial Equity Seal, recognizing their commitment to equality.

The program establishes eligibility requirements that participating organizations must satisfy. First, organizations must be fully compliant with Brazilian labor legislation. In addition, they may be public, private, or mixed-capital organizations, provided they employ at least 100 workers and possess independent legal status. Private companies are also required to publish wage transparency reports in accordance with Brazilian Law No. 14,611/2023, which addresses equal pay for women and men. Furthermore, organizations must not have unresolved allegations of workplace harassment or discrimination, nor may they have been involved in cases of slave labor.

The PPEGR Steering Committee is responsible for guiding the implementation of equity-related actions within participating organizations. Its primary role is to systematically promote discussions on gender and racial discrimination and inequality across the entire organizational structure. This approach seeks to ensure that equity becomes a priority throughout all areas of the organization. The committee also operates through an interdepartmental approach, promoting gender and racial equity as a shared organizational responsibility. To this end, it includes employee representatives from different hierarchical levels and organizational departments, including Human Resources, Communications, the Ombuds Office, and technical divisions. It also includes a representative from the predominant labor union, ensuring that diverse perspectives are incorporated into the implementation of equity policies.

The Profile Form is a diagnostic instrument used by participating organizations to assess the demographic composition of their workforce. The form is completed according to the classification criteria established by the Brazilian Institute of Geography and Statistics (IBGE), allowing for a detailed demographic analysis of the organization. It is important to note that the information collected is confidential, and organizations are expected to encourage employees to provide these data. The Profile Form collects information on sex, race, age group, educational attainment, and marital status. It also gathers information related to recruitment, career advancement, and employee benefits, covering not only permanent employees but also interns, apprentices, and outsourced workers. This information provides the basis for identifying and addressing potential inequalities within the organization.

The PPEGR Action Plan consists of a set of actions (at least eight) that each participating organization must develop based on the diagnosis obtained through the Profile Form. These actions are organized into two main categories: People Management and Organizational Culture.

Within the People Management category (Table 3), the program includes actions related to: (1) Recruitment and Selection, aimed at implementing hiring processes that promote diversity and inclusion; (2) Education and Training, through continuous professional development focused on gender and racial equity; (3) Career Advancement and Career Development Plans, establishing transparent career progression policies with attention to promotion, salaries, and compensation; (4) Employee Benefits, involving the review and adaptation of benefit policies to ensure equitable access for all employees; and (5) Health and Safety Programs, designed to promote a safe and healthy working environment. Each of these categories includes a portfolio of possible actions, from which participating organizations are required to implement at least one.

Table 3 | Portfolio of Actions: People Management

1. RECRUITMENT AND SELECTION	1.1 Use inclusive language in recruitment and selection announcements. 1.2 Recruit, select, and hire White and Black women for leadership positions at headquarters and other organizational units. 1.3 Conduct studies to identify the absence or underrepresentation of women within the organization or in specific departments. 1.4 Update personnel records by including sex, race, and ethnicity information for recruitment, selection, training, and career advancement purposes. 1.5 Strategically target recruitment announcements to reach a greater number of women and Black applicants.
2. EDUCATION AND TRAINING	2.1 Provide professional development opportunities for women to enhance their access to leadership positions. 2.2 Train members of the Gender and Racial Equity Committee, as well as managers, on gender and racial inequalities in the workplace. 2.3 Train internal facilitators to support the implementation of the Pro-Gender and Racial Equity Program across regional offices. 2.4 Offer training on time use and the sharing of domestic and caregiving responsibilities between women and men. 2.5 Provide training on women's economic empowerment, the gendered division of labor, and labor rights.

3. CAREER ADVANCEMENT, CAREER DEVELOPMENT, SALARIES, AND COMPENSATION	3.1 Develop, approve, and implement career development plans that ensure equal opportunities regardless of gender, race, or ethnicity in recruitment and career progression. 3.2 Assess whether existing career development policies create barriers preventing women from accessing leadership positions or advancing professionally. 3.3 Revise transfer, internal recruitment, relocation, and job reassignment processes by incorporating gender and racial perspectives. 3.4 Monitor appointments to management positions to ensure equal opportunities for women candidates through specific monitoring mechanisms. 3.5 Review performance evaluation criteria and promotion policies to account for maternity leave periods.
4. EMPLOYEE BENEFITS	4.1 Establish on-site childcare or recreational facilities. 4.2 Provide childcare assistance for employees, including adoptive children and children of same-sex couples. 4.3 Extend dependent benefits to employees in stable same-sex relationships. 4.4 Extend post-maternity leave employment protection beyond the minimum period established by law. 4.5 Provide breastfeeding support rooms.4.6 Implement flexible working hours or shifts for both women and men, encouraging shared responsibility for domestic work and family caregiving.
5. HEALTH AND SAFETY PROGRAMS	5.1 Analyze absenteeism and occupational accident data using gender and racial disaggregation. 5.2 Develop, implement, and document measures to ensure women's occupational safety, including appropriate personal protective equipment (e.g., gloves, helmets, uniforms, and footwear). 5.3 Adapt restrooms, changing rooms, and accommodation facilities to meet the needs of female employees.

Source: Adapted from SPM (2016).

Within the Organizational Culture category (Table 4), the program includes the following areas of action: (6) Mechanisms to Prevent Inequality, Discrimination, and Harassment, which involve the implementation of policies addressing gender and racial discrimination, as well as moral and sexual harassment; (7) Capacity Building Across the Organization's Stakeholder Network, which promotes training and awareness-raising activities involving all hierarchical levels and organizational partners; and (8) Internal and External Institutional Communication, which develops campaigns reflecting the organization's commitment to gender and racial equity.

Table 4 | Portfolio of Actions: Organizational Culture

6. MECHANISMS TO PREVENT INEQUALITY, DISCRIMINATION, AND HARASSMENT	6.1 Use integrated communication channels (e.g., the corporate intranet) to inform employees, interns, apprentices, and outsourced workers about moral and sexual harassment, gender and racial discrimination, and gender-based violence. 6.2 Publicize procedures for reporting complaints, as well as the corresponding investigation and resolution processes. 6.3 Establish and publicize reporting channels for complaints related to gender and racial discrimination and moral and sexual harassment (e.g., Ombuds Office, toll-free hotline, "Contact Us" service, and mobile ombuds services).
7. CAPACITY BUILDING ACROSS THE ORGANIZATION'S STAKEHOLDER NETWORK	7.1 Establish procurement criteria in public calls for proposals to prioritize companies and service providers that adopt equality practices. 7.2 Promote meetings with the organization's stakeholder network to raise awareness of gender and racial equity issues. 7.3 Provide training for suppliers on shared family and domestic responsibilities and on the gendered allocation of time in paid and unpaid work. 7.4 Offer online training for companies within the organization's stakeholder network and provide informational materials to suppliers.
8. INTERNAL AND EXTERNAL INSTITUTIONAL COMMUNICATION	8.1 Publicize the organization's participation in the Pro-Gender and Racial Equity Program internally and externally (within Brazil and internationally, where applicable). 8.2 Ensure women's representation and promote equality in institutional advertising campaigns by portraying individuals from diverse racial and ethnic backgrounds.

Source: Adapted from SPM (2016).

Organizations may prioritize certain actions over others when implementing the program. Actions that are relatively easier to implement, such as training initiatives and institutional communication campaigns, may be selected more frequently than those requiring deeper structural changes, such as revising career development policies or implementing employee benefit programs that promote shared caregiving responsibilities. Although this issue requires further investigation, it raises important questions regarding which actions are most commonly adopted by participating organizations and, when certain actions are consistently overlooked, the reasons underlying their limited implementation.

3.2 A REVIEW OF THE SEVEN EDITIONS OF THE PPEGR

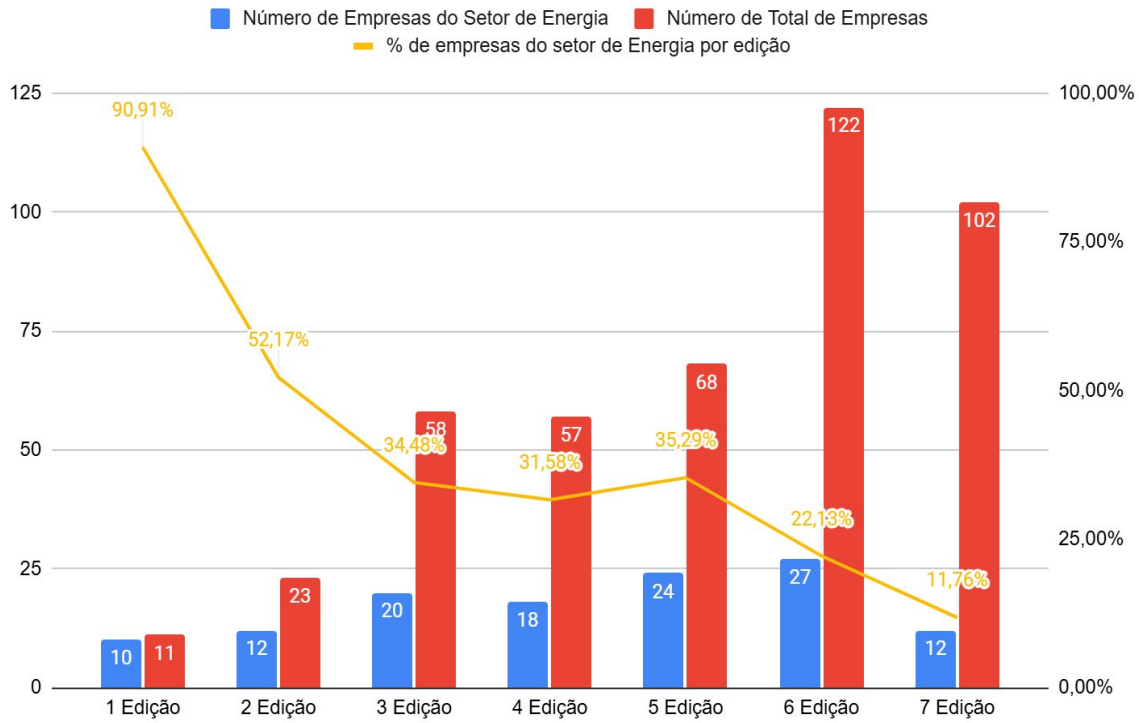
In the first edition (2005–2006), participation was limited to public and mixed-capital organizations. A total of 15 organizations enrolled, of which 11 received certification (73.33%). Beginning with the second edition (2007–2008), private companies also became eligible to participate, resulting in a substantial increase in enrollment: 36 organizations participated, with 26 receiving certification (72.22%). Participation continued to grow in subsequent editions, reaching 71 organizations in the third edition (2009–2010), of which 58 were certified (81.69%), and 81 organizations in the fourth edition (2011–2012), with 57 certifications (70.37%).

The program continued to expand in later editions. In the fifth edition (2013–2014), 83 organizations participated, of which 68 received certification (81.93%). In the sixth edition (2015–2016), participation increased to 122 organizations; however, the number of certified organizations declined to 61 (50%). The seventh edition, covering the period from 2024 to 2026, is currently underway and, at the time of writing, includes 103 participating organizations. These figures indicate that although the program has attracted increasing participation over time, the overall number of participating organizations remains relatively low considering the size of the Brazilian corporate sector. It is noteworthy that companies belonging to the Eletrobras group have participated in the program since its inception.

The ten-year assessment of the PPEGR shows that at least 65% of participating organizations remained engaged in the program from their initial enrollment through the sixth edition (SPM, 2016). Nevertheless, the program continues to face challenges associated with persistent sexist and racist structures, including wage disparities, the exclusion of Black women from positions of power, and prejudice related to motherhood (SPM, 2016). The organizations participating in the program collectively employ nearly one million Brazilian workers, including interns, outsourced workers, and apprentices (SPM, 2016). Racial inequality remains a defining feature influencing access to employment and career advancement. Among women participating in the program, White women account for 72% of the total workforce, while Black women represent 16.5%. Women of Asian descent and Indigenous women account for 1.36% and 0.18%, respectively (SPM, 2016).

Regarding participation by companies in the energy sector, these organizations accounted for 90.91% of all participating organizations in the first edition, demonstrating the sector's predominance during the program's initial stage. Over subsequent editions, however, organizations from other sectors increasingly joined the program, reducing the relative share of energy companies. By the seventh edition, energy companies represented only 11.76% of participating organizations. Nevertheless, the absolute number of energy companies involved remained relatively stable throughout the program, ranging from 10 to 27 organizations across editions (Figure 1).

Figure 1 | Participation of Energy Companies Based on the Official Documents from the Seven Editions of the PPEGR



Source: The authors (2026).

The ten energy companies[2] participating in the first edition shared two key characteristics: they were all public-sector organizations and, as discussed previously, they operated under the influence of the Ministry of Mines and Energy, which at that time was headed by a woman who had incorporated gender equality into the ministry's policy agenda. In subsequent editions, additional organizations joined the PPEGR, but there was no substantial expansion in the overall number of participating energy companies. Instead, the same organizations remained consistently involved over the years. This suggests that the strong representation of the energy sector during the program's early years may not necessarily reflect an intrinsic organizational commitment to the feminist agenda, but rather a specific historical and political context in which the leadership of the Ministry of Mines and Energy by Maria das Graças Silva Foster fostered the participation of energy companies in the program.

3.3 ENERGY COMPANIES CERTIFIED UNDER THE PRO-GENDER AND RACIAL EQUITY PROGRAM

A total of 32 energy companies have participated in the PPEGR at least once, with a predominance of organizations belonging to the Eletrobras group (Table 5). Some organizations have demonstrated sustained engagement, including Petrobras, CEPEL, and Eletrobras subsidiaries such as Eletronuclear, all of which have participated in every edition of the program. Others have participated only once or intermittently, such as CEAL, Manaus Energia, and, more recently, Neoenergia.

2 Energy companies participating in the first edition: CEAL; CEPEL; Eletrobras; Eletronuclear; Itaipu Binacional; Furnas; CGTEE; Eletronorte; Eletrosul; and Petrobras.

Table 5 | Energy Companies Participating in the Pro-Gender and Racial Equity Program

Energy Sector Companies	Editions	Indicators
Bahiagás	3;4;5;6;7	Income (Equal Pay Report); IMS (Integrated Management System)
Eletrobras	1;2;3;4;6;7	Percentage of women in governance positions and among employees; management positions and pay inequality; hours of human rights training
CELESC	6	Not reported
ELETRONORTE	1;2;3;4;5;6	Eletrobras
CEPEL	1;2;3;4;5;6;7	Eletrobras
CEA	2;3;6	Not reported
CGTEE	1;2;5;6	Eletrobras
CEAL	1;	Not reported
CHESF	2; 3;4;5;6;	Eletrobras
COPEL	3;5;6	Indicator – Diversity – Women in Senior Leadership
Eletrobras - Acre	3;4;5;6	Eletrobras
Eletrobras - Alagoas	3;5;6	Eletrobras
Eletrobras - Amazonas	3;4;5;6	Eletrobras
Eletrobras - Piauí	3;5;6	Eletrobras
Eletrobras - Rondônia	3;4;5;6	Eletrobras
Eletrobras - Roraima	5;6	Eletrobras
ELETRONUCLEAR	1;2;3;4;5;6;7	Eletrobras
***Eletrosul Centrais Elétricas* S.A.**	1;2;3;4;5;6	Eletrobras
ENBPar	7	Not reported
EPE	7	Not reported
ELETROS	1;2;3;4;5;6	Not reported
Fundação Parque Tecnológico Itaipu	7	Not reported
Furnas	1;2;3;4;5;6	Eletrobras
Itaipu Binacional	4;5;6;7	Employees by contract type, gender, and region [GRI 102-7, 102-8]; workforce composition by gender, age, job category, and race (%)
***LIQUIGÁS Distribuidora* S.A.**	2;5;6	Not reported
Manaus Energia	3;4	No website available
Neoenergia	7	Not reported
Petrobras Distribuidora	3;4;5;6	Petrobras
TRANSPETRO	4;5;6;7	Petrobras
Petrobras	1;2;3;4;5;6;7	Percentage of women in governance positions and among employees
PETROS	4;5;6;7	Not reported

Source: The authors (2026).

Note: "Not reported" indicates that no specific publicly available indicators were identified in the documents and institutional webpages reviewed.

Among the 31 companies identified, no specific publicly available information on gender and racial equity indicators was found for 10 of them in the documents and institutional webpages reviewed, while one company did not have an official website. Companies belonging to larger corporate groups directed the search to the parent company's website and indicators, as in the cases of Eletrobras (Eletrobras, 2024) and Petrobras (Petrobras, *n.d.*). Overall, the identified indicators fell into three categories: income and remuneration; the number of women in the workforce and in decision-making positions; and hours of training and professional development.

Bahiagás stands out for its commitment to pay equity (Bahiagás, *n.d.*). The company reports that women's median salary corresponds to 111.3% of men's median salary, while women's average salary reaches 125.3% of that of men. In addition, Bahiagás adopts an inclusive visual identity that reinforces racial diversity through the slogan "The Colors of Bahia Power Our Energy" and the use of Black skin tones in its branding. In 2023, the company's workforce consisted of 274 permanent employees, of whom 31% were women and 69% were men (Bahiagás, 2024). All employees were recruited through Brazil's public civil service examination system. The company also demonstrates a commitment to social inclusion by exceeding the legally required quota for employees with disabilities and by reserving 30% of positions in public recruitment processes for Black and Brown candidates, in accordance with State Decree No. 15.353/2014.

The company also aligns its policies with international human rights frameworks, including the The Universal Declaration of Human Rights (UDHR) and the Convention on the Elimination of All Forms of Discrimination against Women (CEDAW) (Bahiagás, 2023). Furthermore, by joining the Citizen Company Program (*Programa Empresa Cidadã*), the company extended maternity and paternity leave to 180 and 20 days, respectively, aiming to promote employee well-being, strengthen family relationships, retain talent, and benefit from corporate tax incentives (*Imposto sobre a Renda das Pessoas Jurídicas* – IRPJ). The company also seeks to align its practices with the United Nations 2030 Agenda (Bahiagás, 2023).

Another company that stands out is Eletrobras, which has received the Pro-Gender and Racial Equity Seal on multiple occasions. Like many large corporations, Eletrobras adopts standardized indicators to monitor its performance, following internationally recognized reporting frameworks

such as the Global Reporting Initiative (GRI)[3]. It also uses the Corporate Sustainability Index (*Índice de Sustentabilidade Empresarial* - ISE)[4], a benchmark that evaluates companies listed on the São Paulo Stock Exchange (Bovespa) according to criteria related to economic performance, environmental sustainability, social responsibility, and corporate governance. Although Eletrobras reports having an Indicator Handbook to guide its practices, this document was not publicly available on the company's website.

Within Eletrobras, gender and racial equity initiatives encompass corporate governance, management positions, gender pay analysis, and human rights training programs. Its subsidiaries, including Eletronorte, Eletrosul, Eletronuclear, Chesf, regional subsidiaries, and Furnas, have adopted similar policies, with all of them having received the Pro-Gender and Racial Equity Seal at least once. The company's reports include indicators such as the percentage of women employees, the percentage of women in decision-making positions, hours of human rights training, and gender pay gaps. However, data presented in the 2024 Annual Report (Eletrobras, 2024) reveal the continued underrepresentation of women in corporate governance bodies and leadership positions, as well as persistent gender pay disparities that disadvantage women compared with men performing equivalent roles.

The company's reports include indicators such as the percentage of women employees, the percentage of women in decision-making positions, hours of human rights training, and the gender pay gap. Data presented in Eletrobras' 2024 Annual Report (Eletrobras, 2024) indicate the continued underrepresentation of women in corporate governance bodies and leadership positions, while also revealing persistent gender pay disparities that disadvantage women compared with men, even when performing equivalent roles (Eletrobras, 2024).

Eletrobras also participates in initiatives such as the Women Lead 2030 Movement (*Movimento Elas Lideram* 2030) (Eletrobras, *n.d.*). Nevertheless, despite receiving the Pro-Gender and Racial Equity Seal for several years, the company's Executive Board continues to be composed predominantly of White men. This contradiction highlights the limitations of certification schemes when they are not accompanied by substantive structural change. Although the certification suggests an equitable

3 Global Reporting Initiative (GRI). GRI Standards. Available at: https://www.globalreporting.org/. Accessed: July 21, 2026.

4 Corporate Sustainability Index (ISE). Available at: https://www.b3.com.br/pt_br/market-data-e-indices/indices/indices-de-sustentabilidade/indice-de-sustentabilidade-empresarial-ise-b3.htm. Accessed: July 21, 2026.

corporate environment, the evidence indicates that barriers to women's advancement, particularly that of Black women into leadership positions, remain in place.

Copel, in turn, has adopted a strategic approach to increasing diversity in senior leadership by setting a target of increasing the number of women in executive positions by 40% by 2025. However, no publicly available data indicate whether this target has been achieved. The company justifies this initiative by emphasizing the importance of greater representation in strategic decision-making and by recognizing inclusion as a key component of good corporate governance. Despite referencing several SDGs, however, the company makes no specific reference to SDG 5 (Gender Equality) (Copel, *n.d.*).

Itaipu Binacional has also implemented policies aimed at promoting diversity and inclusion. In 2023, the company resumed and expanded its gender equity initiatives, notably through the establishment of the Gender, Race, and Inclusion Committee, revisions to recruitment notices to encourage greater female participation, and the institutionalization of diversity criteria for internal promotions (Itaipu Binacional, 2024).

The company also organized initiatives such as the Women of Itaipu event and the First Latin American Women's Integration Meeting, in addition to awareness campaigns during Breast Cancer Awareness Month (Pink October) and Men's Health Awareness Month (Blue November), educational and community outreach activities, and the Fourth Diversity Week. The company further committed to supporting the establishment of the Brazilian Women's House (Casa da Mulher Brasileira) and a women's shelter, while joining campaigns such as Girls in Power (Meninas no Poder) and the International Day for the Elimination of Violence against Women, reinforcing its commitment to women's rights and diversity. However, the company's annual report (Itaipu Binacional, 2024) does not provide comprehensive gender and racial indicators, nor does it report specific targets or achieved outcomes. The only available indicator concerns workforce composition by gender: on the Brazilian side of the organization, women account for 20.3% of employees (254 women and 998 men), while on the Paraguayan side they represent 25.49% of the workforce (413 women and 1,207 men).

Although Neoenergia has participated only in the seventh edition of the PPEGR, it has developed a noteworthy portfolio of initiatives promoting gender equity and social inclusion. The company supports programs such as *Impactô Mulheres* (Neoenergia, *n.d.*a), which accelerates the

development of Non-Governmental Organization (NGOs) and social enterprises led by women in underserved communities by providing financial investment and mentoring. It also sponsors the *Inspirar* Award, which recognizes women who foster social transformation through art and culture in socially vulnerable communities. The #LetHerInspireYou (#*DeixaElaTeInspirar*) campaign celebrates female entrepreneurship by sharing stories of inspiring women, while the Electricians School (*Escola de Eletricistas*) (Neoenergia, *n.d*.b) provides technical training and employment opportunities for increasing numbers of women within the company's operational workforce. In doing so, Neoenergia directly addresses the underrepresentation of women in STEM-related occupations.

All companies discussed in this study were contacted by email or through their ombuds services to request additional information regarding their gender-related indicators. At the time of writing, however, most had not responded. Only Eletros replied, providing a set of indicators summarized in Table 6.

Table 6 | Indicators Provided by ELETROS

DIMENSION	INDICATORS
Health and Safety Programs	Provision of specific medical examinations aimed at promoting women's and men's health, including disease prevention.
	Maintenance of an occupational health service to provide individualized and systematic monitoring of employees' health status.
Mechanisms to Prevent Inequality, Gender and Racial Discrimination, and Workplace and Sexual Harassment	Existence of an Ethics Committee responsible for managing the actions established in the Code of Ethical Conduct, approved in 2011 and revised in 2012.
	Existence of an external integrity reporting channel.
	Dissemination of procedures for submitting complaints and using the integrity reporting channel.
Internal and External Corporate Communication	Publication of news on the ELETROS Equity and Diversity Program website, distribution of newsletters, acquisition of books, and use of an internal noticeboard.
	Expansion of the dissemination of the program's activities through internal and external media channels.
	Inclusion among the companies that are signatories to the United Nations Women's Empowerment Principles.
	Existence of a communication policy providing guidance for publications that incorporate gender and racial perspectives.

Source: Information provided by ELETROS via email.

Based on the indicators provided by Eletros, it is evident that the company has sought to operationalize gender and racial equity within the corporate environment by emphasizing initiatives aimed at promoting equality, particularly in the areas of health, anti-discrimination, and corporate communication. However, the absence of a clear methodology for measuring and evaluating the impact of these initiatives prevents an accurate assessment of both the progress achieved and the challenges that remain in advancing gender and racial equity. Without a robust framework to measure the actual outcomes of these actions, their effectiveness is limited, as it becomes difficult to identify areas requiring improvement or to determine whether the intended objectives are being successfully achieved.

The analysis of institutional documents identified a set of good practices related to the promotion of gender and racial equity among companies in the energy sector. Although these initiatives vary in maturity and scope, they demonstrate efforts to strengthen governance, transparency, diversity, and inclusion within corporate environments. Table 7 summarizes the main good practices identified among the organizations that stood out in the analysis.

Table 7 | Good Practices

Company	Good Practices
Bahiagás	Publication of the Pay Transparency Report; reservation of vacancies for Black candidates in public recruitment processes; and extension of parental leave.
Eletrobras	Periodic monitoring of indicators, including women's representation in leadership positions, the gender pay gap, and human rights training; and participation in external initiatives, such as *IDIVERSA B3*, the *Bloomberg Gender-Equality Index,* and the *Women Lead 2030 Movement*.
COPEL	Establishment of a target to increase women's representation in senior leadership.
Itaipu Binacional	Establishment of the Gender, Race, and Inclusion Committee and review of internal processes.
Neoenergia	Electricians School, Impactô Mulheres, and programs aimed at women in STEM fields.
ELETROS	Ethics Committee, Integrity Channel, and procedures for reporting misconduct.

Source: The authors (2026).

Despite the progress observed, the initiatives identified remain largely concentrated on the implementation of institutional actions and programs. In several cases, however, there was an absence of indicators, targets, or monitoring mechanisms capable of assessing their effectiveness and long-term impacts. Significant differences were also observed in the level of transparency of the information disclosed by the companies.

In this context, important limitations were identified regarding the monitoring and transparency of the information made available by the companies. The main gaps concerned the absence of publicly available indicators, the lack of targets and outcome assessments, limited disclosure of data by subsidiaries, and the predominance of quantitative indicators over qualitative assessments. These limitations are summarized in Table 8.

Table 8 | Identified Gaps

COMPANY(IES)	IDENTIFIED GAP
CELESC; CEA; CEAL; ENBPar; EPE; PETROS; Liquigás	No specific publicly available indicators on gender and racial equity were identified, preventing an assessment of the actions implemented and their outcomes.
Eletrobras Group companies	They do not disclose company-specific indicators, instead referring to the corporate reports of their parent companies, which limits the individual analysis of subsidiaries.
Manaus Energia	No institutional website or publicly available documents were identified that would allow the identification of indicators or actions related to gender and racial equity.
Neoenergia	It discloses several equity-related actions and programs but provides few indicators for monitoring their outcomes and impacts.
Itaipu Binacional	It discloses institutional actions and diversity initiatives but provides few indicators and does not establish targets or assess the results achieved.
COPEL	It reports targets related to women's representation in leadership but does not disclose the extent to which these targets have been achieved or provide monitoring indicators.
Eletrobras	Although it monitors governance, remuneration, and training indicators, women remain underrepresented in senior leadership and gender pay inequalities persist, revealing limitations in the effectiveness of the actions implemented.
Companies analyzed as a whole	Quantitative indicators predominate, particularly those related to women's representation, remuneration, and training. There is limited disclosure of qualitative indicators, targets, impact assessments, and monitoring mechanisms capable of demonstrating organizational changes resulting from equity initiatives.

Source: The authors (2026).

The identified gaps demonstrate that, although the PPEGR has encouraged the adoption of initiatives aimed at promoting gender and racial equity, significant challenges remain regarding transparency, monitoring, and the assessment of achieved results. In most companies, the information disclosed is limited to descriptions of implemented actions or the presentation of quantitative indicators, without clearly defined targets, monitoring criteria, or evidence that would enable an assessment of organizational changes resulting from these initiatives.

These findings reinforce the need to improve the program's monitoring mechanisms by incorporating qualitative indicators capable of measuring not only the implementation of actions but also their effects on reducing gender and racial inequalities in the corporate environment.

3.4 ETHOS-MM360 GENDER AND RACIAL EQUITY INDICATORS

The guide developed by the Ethos Institute in partnership with the Women 360 Movement Association presents indicators designed to promote gender equity in companies, with the aim of supporting organizations in implementing practices that ensure equal opportunities for women and men. Among the main indicators is Gender and Governance (GEN 02), which emphasizes the need to balance the representation of women and men in leadership positions and decision-making processes, while encouraging governance practices that ensure women's participation. Management of Gender Issues in the Supply Chain (GEN 04) proposes that companies integrate gender equity principles into their relationships with suppliers, promote equity throughout the supply chain, and support women's entrepreneurship through business partnerships with women-led enterprises (Ethos-MM360, 2017).

The guide also includes indicators such as GEN 03 – Management and Progress Reporting (Table 9), which focuses on preparing and disclosing reports on corporate actions related to gender equity, among others. These indicators were developed to help companies measure and improve their gender equity practices by providing a clear pathway toward continuous improvement and corporate social responsibility (Ethos-MM360, 2017).

Table 9 | Ethos-MM360 Indicators

INDICATOR	DESCRIPTION
GEN 03 – Management and Progress Reporting	Preparation and disclosure of reports on actions related to gender equity.
GEN 05 – Equal Opportunities and Inclusion	Assessment of recruitment and promotion practices to ensure that they are free from gender discrimination.
GEN 06 – Education and Training	Development of training and capacity-building programs on gender-related issues.
GEN 09 – Management of Gender Issues in Relationships with Consumers and Clients	Assessment of the promotion of gender equality in interactions with consumers and clients.
GEN 10 – Management of Gender Issues in the Community	Social advocacy and community engagement activities aimed at promoting gender equity.
GEN 20 – Monitoring Business Impacts on Human Rights	Monitoring and management of the company's impacts on human rights, with a focus on gender-related issues.

Source: Ethos-MM360 (2017).

In another publication produced by Ethos-MM360 (2017), the e-book *Targets and Monitoring for Gender Equity* emphasizes the importance of establishing targets and monitoring indicators to promote gender equity in organizations. The publication argues that achieving gender equity requires a continuous effort to strengthen an inclusive organizational culture and increase the meaningful representation of women at all levels of the organization. Its main recommendations include the importance of setting targets and monitoring progress, promoting transparency and organizational commitment to gender equity, defining different types of indicators, and providing practical examples of how these targets can be implemented within companies (Ethos-MM360, 2017).

The establishment of clear targets and the continuous monitoring of indicators are identified as essential for measuring progress toward gender equity, enabling organizations to adjust their strategies and assess the effectiveness of implemented actions. The recommendation to ensure transparency in reporting indicators is aligned with the S*eventh Women's Empowerment Principle* (WEP) of UN Women, which encourages companies not only to establish targets but also to publicly disclose them so that progress can be monitored by leadership and employees (Ethos-MM360, 2017). This commitment to transparency strengthens the continuous improvement of organizational practices related to gender equity.

The publication classifies indicators into two categories: process indicators and outcome indicators. Process indicators assess the effectiveness of actions implemented throughout the employee lifecycle, including recruitment, selection, hiring, promotion, and retention. Outcome indicators, in contrast, measure progress toward established gender equity targets, such as the proportion of women in leadership positions, gender pay equity, and the retention rate of women returning from maternity leave.

Practical examples include targets for women's representation in the overall workforce, women's representation in leadership positions across different organizational levels and departments, recruitment and promotion targets for women, particularly those from underrepresented groups, such as Black women and women with disabilities, as well as indicators related to pay equity and the percentage of women returning to work after maternity leave. These indicators provide organizations with a foundation for implementing more effective and responsive gender equity strategies.

Finally, the e-book highlights the importance of using the collected data to inform strategic decision-making, involving both affinity groups and organizational leaders. Continuous monitoring of outcomes contributes to the professional advancement of women while reinforcing the organization's commitment to gender equity. The discussions presented in the e-book clearly demonstrate that monitoring and the establishment of objective indicators are fundamental to effectively promoting gender equity within organizations.

Comparing the indicators identified among energy companies participating in the Pro-Gender and Racial Equity Program (PPEGR) with those proposed by the Ethos-MM360 Indicators and the Targets and Monitoring for Gender Equity e-book reveals important similarities, but also significant gaps. For example, indicators related to the retention of women after maternity leave and recruitment targets for Black women are rarely reported by the companies analyzed. Furthermore, not all of the proposed measures follow the fundamental principle of being measurable, a limitation observed both in the Ethos-MM360 framework and in the indicators disclosed by companies such as ELETROS.

To strengthen the methodology underlying the operationalization of gender and racial equity, it is essential to distinguish between isolated actions and actual indicators—a distinction that appears to be absent in some organizations. As Ferreira, Cassiolato, and Gonzales (2009, p. 24, adapted) argue,

> An indicator is a quantitative or qualitative measure endowed with a specific meaning and used to organize and capture relevant information about the elements that compose the object of observation. It is a methodological resource that provides empirical evidence regarding the evolution of the aspect being observed.

Although initiatives addressing gender equity are essential, their effectiveness must be monitored through indicators capable of measuring the changes they actually produce. Organizations should adopt indicators that capture the transformations resulting from equity policies, such as the evolution of women's representation in technical and leadership positions over time, women's retention rates within these programs, and the monitoring of their career trajectories as indicators of the broader organizational impacts generated by more equitable workplaces.

Furthermore, when examining companies such as Eletrobras, which occupies a strategic position in Brazil's energy sector, it is evident that, despite some progress, including the incorporation of gender-related indicators into its annual reports, its organizational structure continues to be characterized by the predominance of White men. One example is the indicator measuring women's representation in decision-making positions: women accounted for only 23% of these positions in 2023, 22% in 2021, and, in 2015, women's representation in management positions was not even reported in the company's annual reports. Notably, this indicator is absent from the company's most recent 2024 Annual Report.

Substantial structural changes have yet to be effectively implemented. Although such transformations inevitably require time, the available indicators remain limited and, when they do exist, suggest that considerable progress toward equity is still needed. Some exceptions, such as Bahiagás, which reports a relatively high representation of women in its workforce and a more balanced gender pay structure, demonstrate that it is possible to create more inclusive corporate environments and foster women's empowerment. However, these examples remain isolated within the broader landscape of the Brazilian energy sector. Moreover, it is not possible to determine whether Bahiagás's positive performance results from the implementation of specific equity initiatives or from contextual characteristics unique to the organization.

Another limitation concerns the scarcity of qualitative indicators. As Cabnal (2010, p. 31, adapted) argues,

> We need to incorporate qualitative tools into the evaluation of the outcomes of our actions. Does it really matter that 150 women participated in a training course if, in practice, they learned nothing useful for their process of autonomy? From our perspective, this is of only relative importance. It would be more effective to empower five women leaders capable of driving processes of change than to have 150 women simply pass through a classroom. Or, at the very least, if those 150 women enjoyed the experience, that is better than merely warming a chair. Simply being present has no meaning in relation to the objectives of social transformation.

The absence of qualitative assessments of organizational processes limits our understanding of what is actually occurring within companies. In this regard, Cabnal (2010) takes a position that contrasts sharply with the predominance of quantitative approaches observed in many corporate reports and development projects by emphasizing the central role of qualitative analysis in understanding gender inequalities. She proposes several ways of incorporating this perspective into development processes, which are summarized in Table 10.

Table 10 | Cabnal's (2010) Proposals on Gender and Race

PROPOSAL	DESCRIPTION
Practical (simplified) monitoring tools	Use simpler and more accessible instruments to monitor actions, emphasizing practical usefulness rather than bureaucratic requirements.
Emphasis on measuring gender impacts	Assess the actual medium- and long-term effects of initiatives based on strategic advances for women, rather than merely verifying whether planned activities were completed.
Gender-responsive budgeting	Rather than relying on lengthy reporting forms, prioritize the strategic allocation of financial resources to promote gender equality.
Moving beyond the "thematization" of reality	Development cooperation often reduces complex issues to fixed themes and labels. It is necessary to overcome this limited, androcentric perspective, which overlooks women's knowledge and assumes linear and predictable outcomes.
Critique of the logical framework approach as a standard	The rigid use of reporting templates and logical frameworks constrains real social processes, which do not necessarily follow a linear progression. Uncertainty should be recognized as an inherent potential of social processes rather than treated as a risk.
Programs rather than isolated projects	Medium-term programs provide greater flexibility for adaptation and are more conducive to genuine processes of social change than short-term projects with limited outcomes.
Valuing qualitative approaches and politicizing evaluation tools	Prioritizing the qualitative dimension of interventions is essential for safeguarding women's rights and promoting meaningful changes in power structures.

Source: Cabnal (2010).

In summary, Cabnal's (2010) framework offers a compelling critique of the technocratic logic that dominates the evaluation and monitoring of public policies, particularly those aimed at promoting gender equity. Rather than prioritizing numerical metrics and formal control mechanisms that reveal little about the real impacts of interventions, Cabnal advocates for a political, qualitative, and context-sensitive approach that values women's knowledge, acknowledges the complexity of social processes, and supports emancipatory pathways. Her perspective underscores the urgent need to replace rigid evaluation practices with methodologies that are sensitive to subjectivities, contextual realities, and long-term outcomes, precisely the dimensions that matter most when pursuing social transformation and gender and racial justice.

3.5 ANALYSIS OF COMPANIES IN THE SOLAR ENERGY SECTOR

As a complementary component of the analysis of equity initiatives in the energy sector, a survey was conducted to identify the existence of gender equity policies among solar energy companies, regardless of their size. This differs from the PPEGR, which requires participating companies to have at least 100 employees. Company websites were examined for publicly available information on gender equity initiatives. In addition, emails were sent to all companies requesting further information about their practices and specific indicators. The responses were compiled and categorized, considering both the information available on institutional websites and that provided directly by the companies via email. The data were analyzed quantitatively and qualitatively, with the aim of identifying patterns, gaps, and good practices within the sector.

The study examined 454 solar energy companies, without restrictions regarding organizational size, to identify the existence of gender equity policies and related indicators. Of the companies analyzed, emails sent to 49 organizations were returned because the addresses were blocked or no longer existed, representing 10.8% of the total. Moreover, only five companies responded to the information request, corresponding to a response rate of approximately 1%. Nevertheless, 38 companies, or 8.4%, mentioned gender equity-related initiatives on their institutional websites. These findings reveal a low level of direct engagement with requests for information, while also suggesting that some organizations already recognize the importance of the issue by publicly disclosing initiatives through their digital platforms.

The responses received by email were analyzed qualitatively and revealed different levels of commitment to gender equity. Some companies reported that they did not have formal policies but expressed interest in the subject, as illustrated by the following statement: "*We do not currently have any initiatives in place, but we appreciate your contact and commend the initiative*." Others described informal practices, particularly in family-owned companies, where women's inclusion occurred spontaneously, without clearly defined targets or indicators. One company, for example, reported having 14 employees, only two of whom were women, including one working in a technical position. This finding is consistent with the broader pattern observed across the sector, namely the limited representation of women in STEM fields.

Conversely, some responses adopted a cynical or ironic tone, such as the statement: "*Everyone in the company belongs to the human gender*." This type of response not only avoids engaging seriously with the issue but may also be interpreted as reflecting indifference toward, or even disregard for, the relevance of gender equity.

The analysis of information available on company websites also provided important insights. Among the 38 companies that referred to gender equity-related initiatives, 15 expressed general support for the issue without providing specific targets or results. However, 10 companies reported measurable targets, such as increasing the proportion of women in leadership positions to 40% by 2030 or achieving a workforce composed of 50% women and 35% Black employees within the same period. Some organizations also reported adherence to international commitments, including the United Nations Global Compact and the Women's Empowerment Principles, highlighting the importance of global initiatives as reference frameworks for the sector.

Among the good practices identified were companies that had established clear diversity targets, such as achieving 40% women's representation in technical positions and 30% in senior management by 2035. Other companies reported strategic partnerships with training programs for women in technical fields, demonstrating active efforts to promote greater inclusion. Some organizations also mentioned participation in certifications and diversity initiatives, such as Women's Business Enterprise (WBE)[5] certification, thereby reinforcing their institutional commitment to gender equity.

The results reveal a substantial gap in the implementation of gender equity policies in the solar energy sector, particularly among smaller companies, which appear to face greater difficulties in structuring and communicating concrete initiatives. Nevertheless, the practices reported by some companies suggest an emerging movement toward inclusion and diversity, albeit still limited in scope. The low direct response rate to the email requests indicates the need for greater organizational engagement in discussions on gender equity, while the information available on company websites points to potential progress, particularly among organizations already aligned with international targets and structured initiatives.

5 Women's Business Enterprise (WBE) is an international certification awarded to companies that are majority owned, managed, and controlled by women. It is administered by organizations such as the Women's Business Enterprise National Council (WBENC) in the United States. Available at: https://www.wbenc.org/. Accessed: July 21, 2026.

These findings reinforce the importance of establishing clear targets and promoting dialogue among the different stakeholders in the sector in order to foster greater inclusion and equity in corporate environments, as summarized in Table 11.

Table 11 | Good Practices and Gaps among Solar Energy Companies According to the PPEGR Dimensions

PPEGR DIMENSION	GOOD PRACTICES IDENTIFIED	MAIN GAPS
Recruitment and selection	Targets aimed at increasing women's representation in the overall workforce and in technical areas.	Limited information on recruitment criteria and the outcomes achieved.
Qualification and training	Programs and partnerships aimed at training women for technical occupations.	Absence of indicators on participation, completion, recruitment, and retention.
Career advancement and remuneration	Targets for women's participation in leadership and senior management positions.	Lack of data on promotions, career progression, remuneration, and target achievement.
Employee benefits policies	No relevant practices were identified.	Lack of information on parental leave, childcare support, flexible working arrangements, and maternity support.
Health and safety	No specific gender-responsive practices were identified.	Lack of data on working conditions, occupational accidents, equipment, and adequate facilities.
Combating discrimination and harassment	Adherence to external commitments related to diversity and human rights.	Limited disclosure of reporting channels, protocols, and preventive measures.
Relationship networks	Partnerships with training programs and diversity initiatives.	Absence of equity criteria for suppliers and partner companies.
Institutional communication	Disclosure of initiatives, targets, and commitments by some companies.	Only 38 of the 454 companies provided information on the issue, often in generic terms.

Source: Prepared by the authors (2026).
Note: The absence of publicly available information does not necessarily mean that such practices do not exist internally.

These findings also reinforce the need for public policies addressing gender equity among small and medium-sized enterprises. The PPEGR, for example, primarily focuses on large corporations, which generally have more consolidated structures for implementing affirmative actions and developing indicators. However, even among these large organizations, difficulties remain in defining and measuring robust and consistent indicators. Small and medium-sized enterprises are therefore likely to face even greater challenges, as they often lack the technical and institutional resources required to operationalize diversity policies on a comparable scale.

4. DISCUSSION

The Pro-Gender and Racial Equity Program (PPEGR) outlines a portfolio of recommended actions in its reports, although it does not provide the same level of guidance regarding indicators. Instead, participating companies are responsible for developing their own indicators, yet many do not publicly disclose them, and those that do often present them in a fragmented and inconsistent manner. Most of the available gender and racial indicators merely report the presence or representation of these groups within the workforce.

The indicators adopted by companies participating in the program also tend to be quantitative, focusing primarily on workforce composition and the distribution of leadership positions. While the PPEGR has fostered discussions on diversity and inclusion, the findings suggest that isolated initiatives are insufficient to address deeper structural inequalities. Structural inequality persists, particularly keeping Black women in subordinate positions and limiting their access to meaningful opportunities for career advancement across many certified organizations. The predominance of quantitative and descriptive indicators has likewise been highlighted in the international literature, which points to the limitations of these metrics in capturing structural organizational change (World Bank, 2023).

In addition to providing a framework of recommended actions, the program should also establish a clear set of standardized indicators to support companies in effectively implementing and evaluating these initiatives. Expanding the use of both qualitative and quantitative indicators, such as employee satisfaction levels among women, would enable a more comprehensive and accurate assessment of the impact of equity policies.

Furthermore, the program should encourage organizations to move beyond a binary sex-based classification and adopt a broader gender perspective, thereby including transgender and gender-diverse individuals in their assessments. It is equally important to evaluate the persistence of inequalities within participating companies, as awarding the Pro-Gender and Racial Equity Seal to organizations that continue to exhibit structural inequities may create the misleading impression that these workplaces have already achieved equity, thereby obscuring the challenges that remain to be addressed.

To enhance the effectiveness of the PPEGR, it is essential that the final reports submitted by participating organizations be systematically compiled and analyzed. Such an analysis should identify which actions are most frequently adopted by companies and which are consistently overlooked. Qualitative data analysis software, such as NVivo,[6] could facilitate this process by enabling a rapid and systematic examination of implementation trends.

Also, the indicators developed by participating companies should be made publicly available. It is important to determine whether these indicators follow the same pattern identified in previous studies, namely a predominant focus on the percentage of women in leadership positions. Such a narrow approach fails to capture other critical dimensions of gender equity, including working conditions, career development opportunities, and inclusive organizational environments.

Another important issue is understanding the barriers companies face when implementing equity initiatives. Are these challenges primarily related to limited financial resources, or do they stem from the persistence of male-dominated organizational structures and decision-making spaces? Identifying these barriers is essential for designing more effective strategies to promote gender and racial equity.

The Program could also promote meetings among representatives of participating companies, creating opportunities for the exchange of experiences and best practices. Such interactions may foster the sharing of innovative solutions and successful strategies, contributing to the collective improvement of gender and racial equity policies in the corporate environment. An inspiring example is Neoenergia's school designed to train women for careers in STEM-related fields. This experience may serve as a reference for other companies seeking to promote greater inclusion in technological and industrial sectors.

6 NVivo is specialized qualitative data analysis software widely used in academic research for the organization, coding, and interpretation of textual data, including interviews, documents, and digital content. Available at: https://www.qsrinternational.com/nvivo-qualitative-data-analysis-software/home. Accessed: July 21, 2026.

One of the main gaps identified in the PPEGR is the absence of small and medium-sized enterprises (SMEs) from the scope of this public policy. The analysis of companies in the energy sector revealed that relatively few SMEs have implemented gender and racial equity initiatives. Although large corporations still face challenges in defining and measuring robust equity indicators, they generally possess the institutional structures necessary to develop more comprehensive policies. In contrast, SMEs often lack the technical and organizational capacity required to implement affirmative actions, contributing to the persistence of gender and racial inequalities within the energy sector. Many of these companies do not formally recognize equity as part of their institutional agenda, reflecting a combination of limited awareness, lack of interest, or even resistance to the issue. This gap underscores the need for public policies that extend beyond large corporations by providing SMEs with technical support, capacity-building opportunities, and targeted incentives, thereby broadening the reach and effectiveness of equity promotion across the sector as a whole.

The findings of this study highlight an important tension between the institutionalization of the gender and racial equity agenda and the effective transformation of organizational structures within the energy sector. Although initiatives such as the PPEGR represent significant progress by encouraging companies to adopt more inclusive practices, their implementation continues to rely predominantly on quantitative indicators and isolated actions, which are often disconnected from the deeper structural changes required to achieve lasting organizational transformation.

When compared with more established frameworks, such as the Ethos-MM360 Indicators and international reporting standards like those developed by the Global Reporting Initiative (GRI), it becomes evident that the PPEGR lacks more robust guidelines for monitoring and impact assessment. Whereas these frameworks emphasize the establishment of clear targets, continuous measurement, and transparent reporting of results, the practices observed within the program rely primarily on descriptive indicators, limiting the ability to evaluate the effectiveness of the initiatives implemented.

Furthermore, the findings suggest that participation in the program, particularly within the energy sector, does not necessarily reflect an intrinsic organizational commitment to gender and racial equity, but may instead be associated with specific institutional and political contexts. In this regard, there is a risk that diversity initiatives assume a symbolic character, functioning more as mechanisms of institutional legitimacy than as drivers of meaningful organizational change, a phenomenon

widely discussed in the international literature (Ahmed, 2012). This finding reinforces the need to move beyond a model based on symbolic certification by incorporating mechanisms that encourage structural changes in management practices, power distribution, and organizational culture.

In this context, the incorporation of qualitative approaches, as proposed by Cabnal (2010), is essential for understanding the actual effects of equity initiatives. Rather than merely measuring the presence of women in particular positions, it is necessary to evaluate the conditions that enable their retention, career progression, and influence within organizational structures. Such a perspective shifts the focus from equity as numerical representation toward equity as the effective transformation of power relations.

Finally, the findings from the analysis of companies in the solar energy sector reveal even more pronounced gaps among small and medium-sized enterprises, which frequently lack the institutional capacity, technical resources, and incentives needed to implement equity policies systematically. This scenario underscores the need for more comprehensive public policies tailored to the diverse realities of businesses, thereby expanding the reach and effectiveness of initiatives aimed at promoting gender and racial equity across the energy sector as a whole.

CONCLUSIONS

The Pro-Gender and Racial Equity Program (PPEGR) represents an important initiative that has been widely adopted by major companies in Brazil's energy sector, particularly public-sector organizations. Despite periods of discontinuity throughout its history and changes in government, the program is currently in its seventh edition. This study examined this public policy and analyzed how gender and racial equity have been operationalized within participating energy companies.

The findings indicate that the initial participation of major companies, such as Eletrobras and Petrobras, was closely associated with political factors, particularly the appointment of a woman as Brazil's Minister of Mines and Energy during the program's first edition. At the same time, a high level of organizational continuity has been observed among participating companies, although the number of new entrants has grown only modestly in recent years, suggesting limitations in the program's expansion and broader reach.

Although participating organizations have implemented equity-related initiatives and indicators, these efforts rely predominantly on quantitative measures, such as the proportion of women and Black employees in the workforce and in leadership positions. Comparatively little attention is given to qualitative and structural dimensions of inequality, including employee retention, career progression, participation in decision-making, and the creation of organizational environments free from discrimination. This limitation is compounded by the absence of more robust guidelines and a more comprehensive discussion of indicators in the program's official reports, reducing their value as learning tools and making impact assessment more difficult. Likewise, companies disclose limited evaluative evidence demonstrating the concrete outcomes of the initiatives they have implemented.

In this regard, the findings reinforce the understanding that, although institutionalizing the equity agenda is essential, it is not sufficient on its own to produce structural organizational change. By highlighting the predominance of quantitative approaches and the weakness of existing evaluation mechanisms, this study contributes to the debate on the limitations of initiatives based on voluntary participation and symbolic certification. It also underscores the need to incorporate qualitative indicators and strategies explicitly aimed at transforming power relations within corporate environments.

Finally, the analysis revealed that smaller companies, particularly family-owned businesses, often do not recognize gender and racial equity as a strategic priority, indicating the need for targeted approaches to broaden the program's reach. This finding underscores the importance of more comprehensive public policies that take into account organizations' varying institutional capacities while providing the technical support and appropriate tools necessary for implementing effective equity initiatives.

Overall, although the PPEGR represents a milestone in the institutionalization of the gender and racial equity agenda in Brazil, advancing beyond formal participation remains essential. This requires the establishment of clearer objectives, the strengthening of indicators, particularly qualitative ones, and the development of monitoring mechanisms capable of capturing meaningful changes in organizational practices and power structures.

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APPENDIX A | List of Documents Consulted in the Documentary Analysis of the Pro-Gender and Racial Equity Program (PPEGR)

Edition	Document (Year)	Type	Link	Access Date
1st Edition 2007 (2005–2006)	*1ª Edição* (2007)	Institutional brochure	https://www.gov.br/mulheres/pt-br/acesso-a-informacao/acoes-e-programas/programa-pro-equidade-de-genero-e-raca/1a-edicao/@@display-file/file	November 2024
2nd Edition 2009 (2007–2008)	*2ª Edição* (2009)	Institutional brochure	https://www.gov.br/mulheres/pt-br/acesso-a-informacao/acoes-e-programas/programa-pro-equidade-de-genero-e-raca/2a-edicao/@@display-file/file	November 2024
3rd Edition 2011 (2009–2010)	*3ª Edição* (2011)	List of organizations awarded the Seal	https://www.gov.br/mulheres/pt-br/acesso-a-informacao/acoes-e-programas/programa-pro-equidade-de-genero-e-raca/3a-edicao/@@display-file/file	November 2024
4th Edition (2011–2012)	*4ª Edição* (2013)	List of organizations awarded the Seal	https://www.gov.br/mulheres/pt-br/acesso-a-informacao/acoes-e-programas/programa-pro-equidade-de-genero-e-raca/pro-equidade-de-genero-e-raca-4a-edicao-organizacoes-contempladas/@@display-file/file	November 2024

5th Edition (2013–2014)	*Organizações contempladas com o Selo* (2015)	List of organizations awarded the Seal	https://www.gov.br/mulheres/pt-br/acesso-a-informacao/acoes-e-programas-1/acoes-e-programas-de-gestoes-anteriores/politicas-para-mulheres/arquivo/assuntos/mulher-e-trabalho/programa-pro-equidade/programa-pro-equidade-5a-edicao/empresascontempladas5ed.pdf/@@display-file/file	November 2024
	Guia Operacional (*s.d*)	Program operational guide	https://www.gov.br/mulheres/pt-br/acesso-a-informacao/acoes-e-programas/programa-pro-equidade-de-genero-e-raca/5-edicao/guia-operacional.pdf/@@display-file/file	November 2024
	Ficha Perfil (2013)	Institutional diagnostic instrument	https://www.gov.br/mulheres/pt-br/acesso-a-informacao/acoes-e-programas/programa-pro-equidade-de-genero-e-raca/5-edicao/ficha-perfil-5a-edicao-setembro-13.xls/@@download/file	November 2024
	Plano de Ação (2013)	Institutional planning instrument	https://www.gov.br/mulheres/pt-br/acesso-a-informacao/acoes-e-programas/programa-pro-equidade-de-genero-e-raca/5-edicao/plano-de-acao-5a-edicao-setembro-13.doc/@@download/file	November 2024
	Empresas participantes (2015)	List of participating organizations	https://www.gov.br/mulheres/pt-br/acesso-a-informacao/acoes-e-programas/programa-pro-equidade-de-genero-e-raca/5-edicao/empresas-participantes-do-programa-pro-equidade-5edicao-por-estado_classificada.pdf/@@display-file/file	November 2024
	Práticas de Igualdade (2013)	Good practices report	https://www.gov.br/mulheres/pt-br/acesso-a-informacao/acoes-e-programas/programa-pro-equidade-de-genero-e-raca/5-edicao/praticas-de-igualdade-pdf10-12-13.pdf/@@display-file/file	November 2024

6th Edition (2015–2016)	*Empresas participantes* (*s.d*)	List of participating organizations	https://www.gov.br/mulheres/pt-br/acesso-a-informacao/acoes-e-programas/programa-pro-equidade-de-genero-e-raca/6a-edicao/empresas-participantes-6a-edicao.pdf/@@display-file/file	November 2024
	Guia Operacional (*s.d*)	Program operational guide	https://www.gov.br/mulheres/pt-br/acesso-a-informacao/acoes-e-programas/programa-pro-equidade-de-genero-e-raca/6a-edicao/guia-operacional-6-edicao_final.pdf/@@display-file/file	November 2024
	Livreto (*s.d*)	Institutional publication	https://www.gov.br/mulheres/pt-br/acesso-a-informacao/acoes-e-programas/programa-pro-equidade-de-genero-e-raca/6a-edicao/livreto-pro-equidade-julho-2015-15x28-web.pdf/@@display-file/file	November 2024
	Plano de Ação (*s.d*)	Institutional planning instrument	https://www.gov.br/mulheres/pt-br/acesso-a-informacao/acoes-e-programas/programa-pro-equidade-de-genero-e-raca/6a-edicao/plano-de-acao-6a-edicao.doc/@@download/file	November 2024
	Ficha Perfil (*s.d*)	Institutional diagnostic instrument	https://www.gov.br/mulheres/pt-br/acesso-a-informacao/acoes-e-programas/programa-pro-equidade-de-genero-e-raca/6a-edicao/ficha-perfil-6a-edicao.xls/@@download/file	November 2024
7th Edition (2017–2018)	*Organizações contempladas com o Selo* (2019)	List of organizations awarded the Seal	https://www.gov.br/mulheres/pt-br/acesso-a-informacao/acoes-e-programas/programa-pro-equidade-de-genero-e-raca/7a-edicao/Lista_FINALdasEmpresasquerecebe-rooSELOPrEquidade.pdf/@@display-file/file	November 2024

Source: The authors (2026) based on Brasil (2024).

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