

PREVENTING AND RESPONDING TO DISCRIMINATION, HARASSMENT AND SEXUAL VIOLENCE





INTRODUCTION

Petrobras is known for its respectful, dignified, and violence-free workplace environment, including discrimination, moral harassment, sexual violence, and retaliation.

Many people still have doubt about discrimination, moral harassment, sexual violence, and retaliation. Hence, this booklet addresses the issue, providing practical examples to help us identify when a situation constitutes some kind of violence, as well as presenting the possible causes and consequences of these behaviors.

Measures are also presented to prevent and combat discrimination, moral harassment, sexual violence, and retaliation to create a more respectful and positive workplace environment. It is essential that the entire workforce act together to make Petrobras ever healthier, safer and free from any form of violence!

KEEP AN EYE ON THE CODE



At Petrobras, the respect for life, people, and the environment is non-negotiable. Other supreme and undeniable principles are the health, well-being, safety, and development of the people, business, and society, without any form of prejudice or discrimination. By respecting differences and promoting an environment of trust; welcoming, empathy, cordiality, and solidarity in interpersonal relationships; plurality of thought and justice in relationships.

1- WHERE EVERYTHING STARTS

Did you know that all of us have unconscious biases?

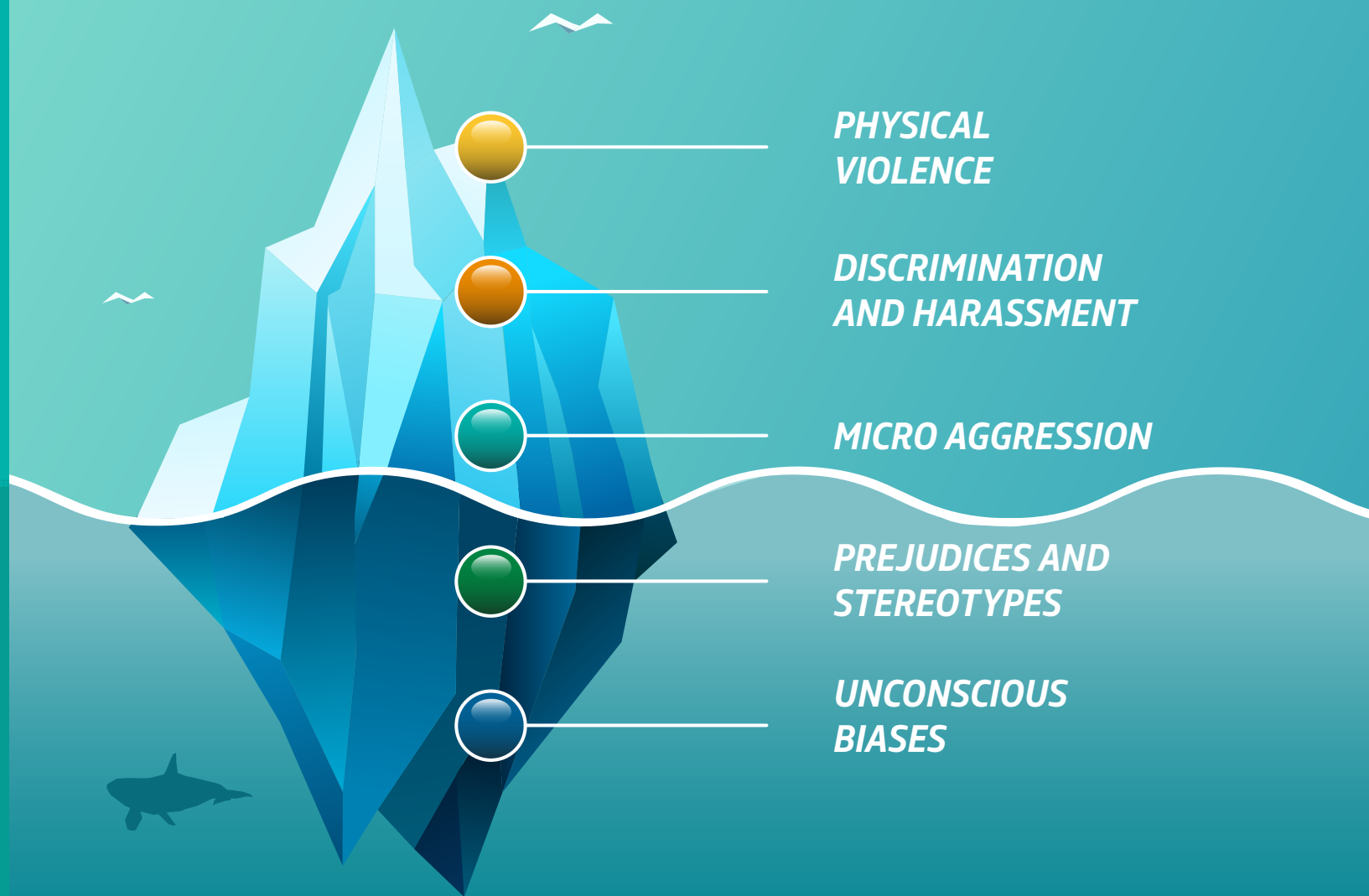


What does it mean?

Unconscious biases are automatic, imperceptible associations that are spontaneously processed by the brain and fed through beliefs, stereotypes, prejudices, and life experiences. Our culture, the media, and the arts also influence those associations, leading to assumptions, judgments, and attitudes toward people.

The problem is that those biases may lead us to errors of judgment and acknowledging them is the first step to combating and preventing them from turning into discriminatory or harassing attitudes.

It is important to be aware of how all this can affect our relationships with others and work toward overcoming prejudices; this can be achieved through self-reflection and learning about other cultures and perspectives to have a fairer and more inclusive view of people.



The unconscious biases lie at the bottom of this giant iceberg, which has, on its top, more severe forms of violence such as discrimination, harassment, physical violence, and psychological violence.

Stereotypes are simplistic and overblown generalizations about a group of people, perpetuated and repeated as the truth. For example: "Men are more rational than women."

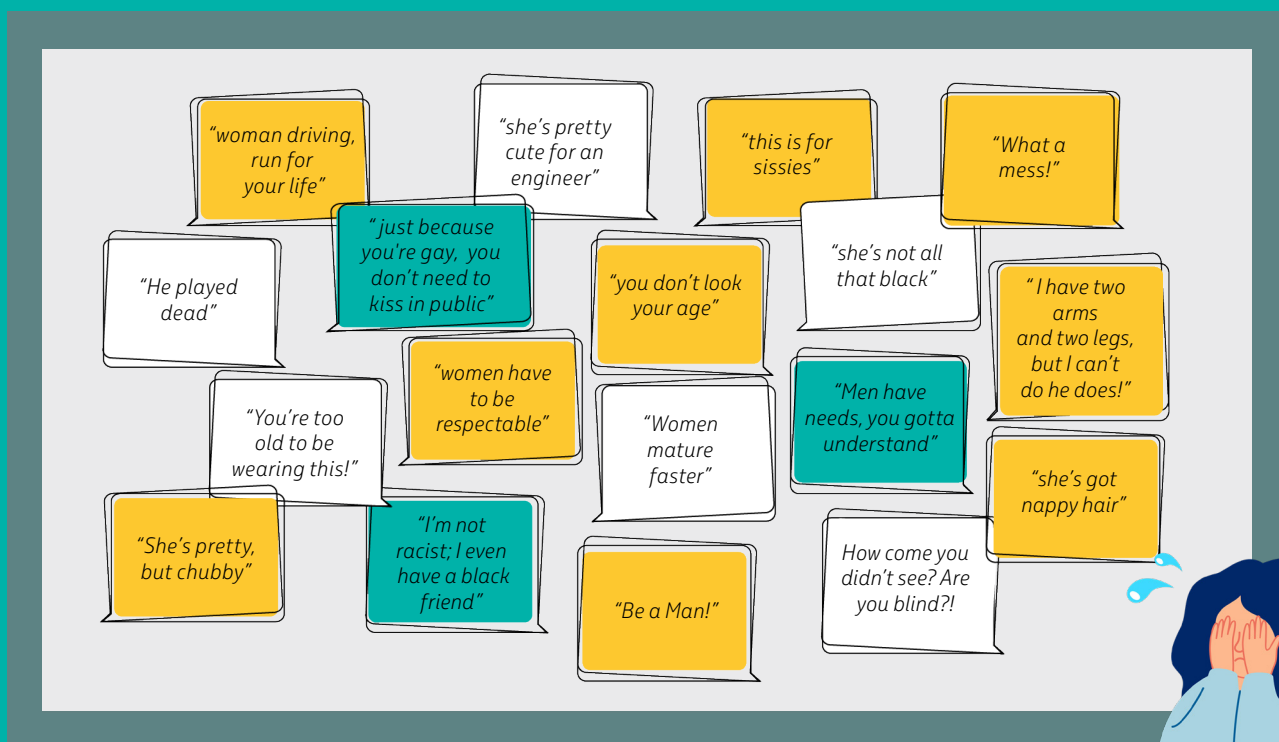
Prejudices are preconceived judgments about a person or a group of people. For instance, if, without knowing them, I think that Júlio is more rational than Eloísa, I am prejudiced against her.

We face discrimination when prejudice stops being a value judgment to materialize as speech and attitude. For instance, if I assign Júlio a specific task that requires a more analytical personality to the detriment of Eloísa.

As shown further, discrimination and harassment are forms of violence that may overlap and interconnect.

What is *microaggression*?

Microaggression are actions or words that convey a negative or hostile message to a specific group of people, even if unintentionally.



These microaggressions create an environment conducive to discriminatory, harassing, and — more seriously — violent behaviors!



KEEP AN EYE ON THE CODE

We must lead our interpersonal relations based on respect for people and differences, curbing and not committing any type of aggressive behavior or physical/psychological violence, including moral or sexual harassment, not tolerate such attitudes, and support any person who reports having suffered such cases.

2- DISCRIMINATION



Discrimination entails every form of unequal or unfair treatment, such as distinction, exclusion, restriction, or preference, based on some prejudice, which, in turn, may be against race, ethnicity, color, sex, gender, religion, disability, political opinion, national ascendance, social background, age, sexual orientation, gender identity and expression, or any other. This unfair treatment generates inequality regarding the recognition of one's fundamental rights and freedoms in economic, social, cultural, and work-related terms or in any other concerning one's public life.

Discrimination or prejudice on grounds of race, color, ethnicity, religion, or nationality is a crime under Art. 140 of the Brazilian Criminal Code and Lei nº 7.716/1989. Racial slander, once considered as a less serious offence in the Brazilian Criminal Code, was equated with the crime of racism by Lei nº 14.532/2023.

Note: For offices outside of Brazil, it is recommended to check on local regulations.



Some practical examples of discrimination:

- *Offend or abuse because of sexual orientation or gender identity;*
- *Commit psychological violence or discriminate against people because of their physical appearance;*
- *Pay women less than men to perform the same tasks;*
- *Fail to hire or promote women for management positions due to pregnancy or maternity leave or remove them in such cases;*
- *Fail to hire or promote a person due to their color, disability, age, sexual orientation, or gender;*
- *Fail to provide the necessary accessibility for the social inclusion of people with disabilities or reduced mobility;*
- *Isolate, exclude, and disregard outsourced professionals due to their employment ties, treating them as second-class workers.*



Some types of discrimination:



ABLEISM - Discrimination and prejudice against people with disabilities. Practice that consists of providing treatment unequal (unfavorable or exaggeratedly favorable) to people with disabilities, based on the mistaken belief that they are less capable of common life tasks.



AGEISM - Act of discriminating against a person or group of people based on chronological age.



WEIGHT BIAS - Discrimination, prejudice or stigma against people who are overweight or obese people.



LGBTPHOBIA - Discrimination, prejudice, or stigma against people based on their sexual orientation or gender identity; this involves the denial of rights, disregard for non-heterosexual relations and identities, and perpetuation of negative stereotypes. Some examples include homophobia, biphobia, and transphobia.



CHAUVINISM - An ideology that claims men's superiority over women, reinforcing gender stereotypes and discrimination against women.

MISOGYNY - Contempt, aversion, or hatred for women, often manifested through biased and violent attitudes and behaviors.



RACISM - Prejudice or discrimination based on color, race or ethnicity, assuming some people's superiority over others and the denial of rights and opportunities on the basis of this belief.



SEXISM - A set of discriminatory attitudes and sexual objectification that aim to establish the social role each gender must play. Stereotypes about how to speak, act, think, and even dress are used in this regard.



MANSPLAINING - Occurs when a man explains something to a woman—often a matter of which this woman has intimate knowledge and experience—assuming that she doesn't understand the matter, but he does.



MAN INTERRUPTING - Occurs when a man systematically interrupts a woman, sometimes even to explain what she's just said.



BROPRIATING Indicates a situation in which a man takes possession of a woman's idea, taking credit instead of her.

GASLIGHTING - Occurs when a man disregards what a woman says, making her doubt her perception of reality or even her sanity.



XENOPHOBIA - A bias against different cultures. It is widespread in Brazil because of the striking cultural differences here. It is marked by the caricatural presentation of people, behaviors, and accents in a specific region and the belief that the victims are culturally, economically, and intellectually inferior.

DISCRIMINATION OVERLAPING IS REAL

You may think that each type of discrimination based on social factors (gender, social class, race, ethnicity, sexual orientation, disability, among others) causes countless damages to the victim. Still, those factors actually don't affect people separately. The cross between two or more of those social factors is what we call intersectionality.

This interaction between factors makes some groups or people more exposed to suffering discrimination and oppression in combined ways, which maximizes the impacts and makes them more harmful. A person from diverse groups has specific experiences and faces particular challenges; for instance, black women are twice as vulnerable and susceptible to race and gender bias.



There is no place for discrimination at Petrobras, which values equity and diversity.

As demonstrated, discrimination takes on many names and multiple forms. It disseminates injustice, reinforces inequalities, and perpetuates prejudices.



"IT IS POSSIBLE TO OFFSET DISADVANTAGES AND SECURE RIGHTS.

The term discrimination is mainly used negatively, i.e., in all the situations we have mentioned so far that lead to the exclusion and unfair treatment of individuals or groups of individuals.

But do you know that exists positive discrimination? It is the biased treatment of people and underrepresented groups, however, with a view to offsetting disadvantages and securing rights.

Positive discrimination involves the implementation of affirmative actions, such as racial, gender or socio-economic quotas, which reserves vacancies or sets specific targets for underrepresented groups in certain areas such as education and employment.

Positive discrimination aims not to favor a group to the detriment of another but to promote equal opportunities and correct historical inequalities. Those policies are temporary and seek to establish equitable conditions so everybody can compete "on an equal footing."

3- MORAL HARASSMENT



Moral harassment is a continuous and repetitive process of abusive attitudes that threaten an employee's integrity, identity, and human dignity regardless of intention, undermining relations and the workplace environment.

Moral harassment jointly presumes:

- **repetition** (*habitually*),
- **directionality** (*aggression directed at a person or a specific group*),
- **and temporality** (*time duration*).

Traditionally, there are three types:



DESCENDING VERTICAL MORAL HARASSMENT

practiced by management
against a staff member;



HORIZONTAL MORAL HARASSMENT

practiced among coworkers;



ASCENDING VERTICAL MORAL HARASSMENT

practiced by a staff
member against
management.

The complexity of the working relationships and social context may also give rise to other types:

- **mixed moral harassment** - practiced by management and coworkers together.
- **organizational moral harassment** - occurs when the company's practices encourage or tolerate harassment.

The increase in the opportunities for remote work failed to prevent those practices and made them more intense in some cases. **Virtual moral harassment** is practiced through message apps, e-mails, chats, or videoconferences, which is reinforced, for instance, by the pressure of being available all the time, even after working hours.

Who can be the target of moral harassment in the workplace environment?

ANYONE!



Some practical cases of moral harassment:

1) INTENTIONAL DETERIORATION OF WORKING CONDITIONS

- constantly criticize the work done unfairly or exaggeratedly;
- fail to communicate or hide relevant information, inducing employees to make errors in their work;
- question the decision made all the time;
- watch just a person or group of people;
- reduce someone's workload, making them idle and causing a feeling of uselessness and incompetence;
- demand the performance of urgent tasks permanently and unnecessarily;
- assign some tasks that are impossible to fulfill;
- deny access to the necessary instruments/resources to do the job.

2) ISOLATION AND REFUSAL/LACK OF COMMUNICATION

- constantly interrupt someone when they speak;
- ignore someone's presence or refuse to greet them;
- fail to communicate directly with someone;
- isolate someone from the other staff members, forbidding them from communicating with others;
- fail to invite/call someone to attend sector-oriented meetings;
- provide working conditions other than those provided for the other staff members.

3) ATTEMPTS AGAINST DIGNITY

- give derogative nicknames;
- assign humiliating tasks;
- demeaning (disqualifying) someone's job in front of their coworkers;
- make hostile and unfair criticism;
- spread false and offensive rumors;
- disregarding health problems or medical recommendations;
- restrict someone's toilet breaks and monitor their toilet time;
- adopt behaviors or gestures that show contempt (whispers, looks, shoulder shrugging, laughs.)

4) VERBAL OR PHYSICAL VIOLENCE

- yell;
- be sarcastic;
- verbally threaten or abuse;
- damage personal objects;
- disregard medical recommendations for pregnant women while assigning tasks;
- constantly threaten to dismiss the person from him/her job or position, or even threatening dismissal.



ATTENTION! Although recurrence is required to establish moral harassment, some of those behaviors can, even in isolation, constitute other kinds of violence in the workplace environment. Therefore, it is imperative to promote a culture that does not tolerate any abusive behavior, either recurrent or isolated.

Some groups of people may be more vulnerable to moral harassment because this type of violence can often be motivated by some sort of discrimination¹ brought on by chauvinism, ageism, racism, ableism, or LGBTphobia, but those are distinct concepts.

For example, imposing restrictions, not allowing a pregnant woman to see a doctor outside the company, and interfering with a woman's family planning by demanding that they don't get pregnant are forms of moral harassment against women. Another example is the stigma and allegations of incompetence² against groups employed by the company through affirmative action; this doesn't mean those people are less eligible or qualified. However, this accusation may stick with them throughout their professional life and constitute a supposed license to disrespect them.



¹ CGU (2023) GUIA LILÁS - Orientações para prevenção e tratamento ao assédio moral e sexual e à discriminação no Governo Federal.

² Sieghart, Mary Ann. A Lacuna da Autoridade: por que as mulheres não são levadas tão a sério quanto os homens e como mudar este cenário. 1ª edição. São Paulo: Benvirá, 2022 .

Disagreeing is normal, but
humiliating and despising is
MORAL HARASSMENT



What is not moral harassment:

Not every clash or disagreement is moral harassment. Some acts are inherent in the management work and are not moral harassment when isolated or mild:

- Some occasional attitude;
- Requiring that the work be done efficiently and encouraging the achievement of targets;
- complaint about tasks not done or inadequately done;
- isolated or seasonal increase in the workload;
- use of technological control tools and mechanisms;
- constructive criticism and assessment of the work done, provided they are expressed and not used as retaliation;
- review of targets and change of duties;
- different and discordant opinions and/or ideas about the work.



KEEP AN EYE ON THE CODE

It is important that, in all our relationships, opinions, and disagreements, the vocabulary and attitudes are compatible with the workplace environment, avoiding embarrassment to anyone, encouraging cooperation, and stimulating constructive discussions and different opinions.

4- SEXUAL VIOLENCE



The term sexual harassment is well-known. We often use it to describe every kind of sexual violence against people, mainly women, in public places.

Not all sexual abuse is necessarily harassment; *not all improper sexual behavior is a crime* in Brazil.

Note: for offices outside of Brazil, check for local regulation.

1) Sexual Harassment

Any verbal, non-verbal, or physical act with sexual overtones committed against someone's will through words, gestures, physical contact, or otherwise, with intent to harass or embarrass someone, affect their dignity, and violate their sexual freedom.

Sexual harassment may start by gradually escalating improper comments that will later lead to a more aggressive approach³. Although a recurrent behavior is usually observed, a single occurrence may constitute sexual harassment, particularly in situations where the harasser has a higher hierarchical position than the victim.

³ AJUFE (2021) Política de Prevenção e Enfrentamento do Assédio Moral, do Assédio Sexual e da Discriminação no Poder Judiciário.

When committed by coworkers, peers, or subordinates, sexual harassment is liable to administrative, professional, and civil sanctions. In these events, the conduct tends to harass or embarrass someone, affect their dignity, or create an intimidating, hostile, degrading, humiliating, or disturbing environment.

When committed by a person who is hierarchically superior or holds a position of power, either formal or informal, sexual harassment is a crime provided for in article 216-A of the Brazilian Criminal Code and defined as the act of "embarrassing someone to gain sexual advantage or favors, where the agent uses their hierarchically superior status or ascendance inherent in their job, position, or authority."

2) Unwanted touching or physical contact.

It entails libidinous acts against someone, without their consent, to satisfy one's or someone else's lust. **No hierarchy is necessarily involved** when it comes to sexual importuning. It just requires committing the libidinous act without the other person's consent. An example is touching someone else's private parts without permission or exposing one's or someone else's body parts without consent on the company's premises. It is a crime, according to article 215-A of the Brazilian Criminal Code.

3) RAPE

Forcing someone, **through violence or serious threat**, to have sexual relations or committing, or allowing others to commit, a libidinous act. It is a crime, according to article 213 of the Brazilian Criminal Code.

4) Sexual Behavior

It comprises inappropriate gestures and comments that may not be directed at a specific person and don't meet all the requirements for sexual harassment. Examples include displaying pornographic material and obscenities at the workplace environment.



Petrobras addresses other types of sexual violence not covered by this document, **such as sexual exploitation, sexual exploitation of children and adolescents, and pedophilia.**

Note: for offices outside of Brazil, check for local regulation.

Who can be a victim of sexual violence at the workplace environment?

Both men and women can suffer and commit such types of sexual violence. However, the International Labor Organization classifies them as gender-based violence since they disproportionately affect women and girls.



Those sorts of sexual violence have in common the fact that they **attack people's dignity and sexual freedom**. Therefore, it is important to talk about **CONSENT**.

WHAT IS CONSENT?

The parties concerned must be fully aware of an attitude, giving mutual and voluntary consent.

HOW CAN CONSENT BE GIVEN?

Consent may be given orally or by gestures and clear signals.

FOR REFLECTION...

It's not really consent if somebody has to choose between putting up with certain behaviors, losing their job, or ruining their career.

WHEN IN DOUBT, STOP!



When does flirtation become sexual harassment?

When it is unwanted and persistent.

Consent is essential, whatever the situation.



Say no to sexual harassment and any other form of violence!

Say no to:

- unwanted sex talk;
- jokes or the use of sexual expressions;
- a request for sexual favors;
- persistent and unsolicited invitations;
- stalking;
- exhibitionism, as is the case whenever someone's private body parts are deliberately and intentionally exposed;
- creation and promotion of an environment that intentionally involves pornography or enabling the creation of such an environment;
- explicit or implicit sexual innuendoes;
- gestures or, written or spoken, words of a sexual nature;
- insinuating and compromising comments and remarks about a person's physical appearance or personality;
- physical contact that is unsolicited and beyond formal, despite no intimacy, such as touching, kissing, caressing, massaging, tapping, and hugging.



KEEP AN EYE ON THE CODE

It is strictly forbidden to procure, store, use, or diffuse pornographic, inappropriate, or offensive material.



Any kind of sexual violence is unacceptable and must to be combated!

5- RETALIATION



Lastly, we cannot ignore a type of violence in the workplace that is closely related to the kinds of violence introduced so far—retaliation.

Seldom discussed but widely known, retaliation occurs whenever someone who reports something or discloses their intention to report it suffers disproportional, harmful, or potentially harmful, abusive, or unfair treatment. Witnesses as well as the teams in the investigating complaints areas, may also suffer retaliation.

Petrobras has a internal normative (Diretriz Interna) in place to protect people from this kind of violence.



KEEP AN EYE ON THE CODE

We foster an environment that protects people from any form of retaliation against those who report in good faith, reports any possible irregularities.



6- THE IMPACTS OF THOSE KINDS OF VIOLENCE



These are some possible effects of harassment, discrimination, and sexual abuse in the workplace.

1) FOR THE VICTIM:

<i>PSYCHOPATHOLOGIC</i>	<i>PSYCHOSOMATICS</i>	<i>BEHAVIOR</i>
<ul style="list-style-type: none">• Anxiety• Apathy• Insecurity• Depression• Melancholy• Irritation• Insomnia• Mood swings• Panic and phobias• Nightmares	<ul style="list-style-type: none">• Hypertension• Asthma attacks• Tachycardia• Coronary heart disease• Dermatitis• Headache• Muscle pain• Gastritis	<ul style="list-style-type: none">• Aggressiveness towards self and others• Increased consumption of alcohol and drugs• Increased consumption of cigarettes• Sexual dysfunction• Social isolation• Appetite disorders

2) FOR THE ORGANIZATION:

- *increase in accidents, incidents, and occupational diseases;*
- *absenteeism for work;*
- *early retirement;*
- *hostile workplace environment;*
- *increase in cases of occupational diseases;*
- *increase in sick leave;*
- *lower productivity;*
- *high turnover;*
- *labor indemnities;*
- *administrative penalties;*
- *negative impact on the company's name/brand;*
- *financial impact on the payment of the Occupational Accident Insurance (SAT).*

3) FOR THE ABUSER

- *Labor, civil (moral and material damages), and criminal liability, including disciplinary measures of an administrative nature.*

Discrimination, moral harassment, and sexual violence create an intimidating, hostile, demeaning, and humiliating environment.



7- WHAT TO DO



! ATTENTION: The reason why the violence occurred or persisted cannot, at any rate, be attributed to the victim's action or inaction. If you feel that improper conduct is being directed at you:

1) report your discomfort

- If it's possible and you feel safe, tell the person who is acting inappropriately that their behavior is neither acceptable nor tolerated.

2) don't isolate yourself and seek a support network

- Don't blame yourself! Anyone can suffer harassment or discrimination in the workplace environment.
- Talk to people you trust or the leadership, provided they are not involved in the situation, and you feel comfortable.
- If you wish, you can seek the Petrobras Sheltering Channel⁴ for a sympathetic and confidential consultation and to file a possible complaint. This service is provided by a group of professionals well-prepared to support you.

You can contact the Psychological Support Service anytime you want.

SHELTERING CHANNEL

Available 24 hours a day, 7 days a week:



0800-2872270

Available 24 hours a day, 7 days a week

PSYCHOLOGICAL SUPPORT SERVICE:

Available 24 hours a day, 7 days a week:



0800-2872267

Option 2

⁴The Support Channel is available to handle sexual violence issues and available to the Petrobras workforce only (holding).

3) record the facts and gather as much evidence as possible

- Keep written records of the incident, if possible, including dates, times, places, detailed descriptions of the improper behavior, and information on the people involved;
- If there is relevant physical evidence such as pictures, videos, printed messages, or other documents, gather it adequately and keep it safe; this may be useful to prove the existence of improper behavior.
- Keep records of any chats, messages exchanged, or other forms of communication regarding the improper behavior; this may include records of e-mails, text messages, chats on social media, or telephone call records.

4) Complain!

- Complain! It is important to mention that the Petrobras Complaint Channel⁵ (Contato Seguro) is available to receive complaints of violence at workplace environment, not limited to moral harassment, sexual harassment, and discrimination. Cases of isolated violence, without recurrence, may and should also be reported.

DENOUNCEMENT CHANNEL

Available 24 hours a day,
7 days a week:



0800 601 6925

Information on “what,” “when,” “who,” and “where” are essential for an effective and fair investigation into complaints of violence at work and sexual violence.



Attention: Our internal investigation procedures include gathering all the possible evidence to support the sexual violence complaint, even if the victim has not collected the pertinent evidence.

WHO CAN MAKE A COMPLAINT?

Anybody can make a complaint! Direct employees or of outsourced companies, interns, young apprentices, suppliers, customers, and business partners. Anyone! No lawyer or attorney-in-fact is required to make a complaint.



Attention: all of us must put a stop to the cycles of violence. Breaking the silence is an important step.

⁵ The Support Channel is available to handle sexual violence issues and available to the Petrobras workforce only (holding).

What if I am a witness or know about facts that may bring to light such violence in the workplace environment?

- If possible, **indicate** to the person who is acting or speaking in a questionable manner that their conduct is inappropriate. Some kinds of violence can be avoided with a warning at the first time.
- Offer **support** to the harassed/discriminated person and offer to be a witness, if applicable, in proceedings in the competent instances to file a harassment/discrimination complaint.
- Support with **discretion**, listen actively without judgment, preserve the identity of those involved, and respect the alleged victim's wishes.
- **Inform** about the Denouncement Channel and the Sheltering Channel, or seek the Multipliers Network to get the necessary explanations (integrity agents, members of the Women's and Diversity Groups, CIPAs – Comissões Internas de Prevenção de Acidentes e Assédio – and Human Rights Committees)

Every form of violence at workplace environment is unacceptable and liable to disciplinary measures.

Petrobras will take all the applicable measures to combat every form of discrimination, moral harassment, sexual violence, and retaliation, punishing those responsible for any of those behaviors.



We must be aware that the company has control procedures in place and that failure to abide by the principles and commitment of the Code of Ethical Conduct and other regulations of Petrobras may lead to the adoption of disciplinary measures (warning, suspension, and employment contract termination) or other consequences as stipulated in the applicable law and internal regulation.

ATTENTION, LEADERSHIP!

Be the example

- *Do not commit, permit, or stimulate micro aggression, discriminatory and harassing speech and attitudes;*
- *Combat this kind of behavior and lead based on a culture of respect;*
- *Beware of actions that may constitute a kind of retaliation.*

Pay attention to the environment.

- *Do not permit relations in which micro aggression, discriminatory and harassing speech, and attitudes, or retaliation are natural;*
- *Pay attention to isolated people, sudden drop in productivity, signs of depression, or panic;*
- *Promote a safe and reliable workplace environment.*

(+) *You may request lectures from the **Compliance** area and require specific training for certain groups.*

Support the person who claims to be a victim.

- *If you receive a report from a person who claims to be a victim of moral harassment, discrimination, or sexual violence, practice active listening, listening to them with attention, empathy, and friendliness;*
- *Be discreet! The reported information must be treated with responsibility and secrecy to preserve and protect all those involved;*
- *Inform the person about the Sheltering Channel⁵ and encourage the person to file their report on the Complaint Channel.*

(+) *If someone reports difficulties or doubts about filling out the complaint form, instruct the person to seek a professional from the **General Ombudsman**.*

(+) *Seek help from the **Multipliers Network** (integrity agents, Women's and Diversity Groups members, CIPAs – Comissões Internas de Prevenção de Acidentes e Assédio - and Human Rights Committees) to answer questions or help disseminate the issue.*

⁵ The Support Channel is available to handle sexual violence issues and available to the Petrobras workforce only (holding).

Do not judge!

- *Do not investigate or categorize the report on your own. Petrobras has specialized areas to classify and inquire into complaints of moral harassment, discrimination, sexual violence, and retaliation;*
- *Only impose disciplinary measures when determined by the Integrity Committee. All incidents concerning discrimination, moral harassment, sexual violence, and retaliation are issues under the scope of the Integrity Committee and must observe the provisions under DI-1PBR-00305.*

Exercise your managing power to handle conflicts.

- *Assess the severity of the situation and act to prevent the integrity of the people involved, taking the managing measures you consider to be applicable;*
- *Observe that cannot be applied double punishment for the same event;*
- *Adopting managing measures (as long as they are not imposed with disciplinary intent) does not prevent the analysis of the case and the imposition of punitive measures.*

(+) Flagrant cases, where an investigative procedure needs to be adopted, must be immediately communicated to Corporate Integrity (INC/ADMIS), which will refer the concrete case to the Integrity Committee for analysis.

(+) If the manager becomes aware of facts involving their team, understand that if they need to be investigated and the possible victim refuses to access the Denouncement Channel, it will be possible to contact the General Ombudsman/TDE to examine the concrete case, checking the possibility of requesting assessment or other measure to handle the case.

(+) In case of doubt about imposing managing measures, please contact HR for assistance.

(+) In case of sexual violence involves their team, the manager can also seek assistance from the Sheltering Channel, if desired.

The Petrobras System leaders must combat prejudice and discrimination and promote diversity to ensure respect for people. But how do we promote respect in our culture?

See the suggestions in Chapter 8.



8- PROMOTING RESPECT IN OUR CULTURE AND OUR WORKPLACE ENVIRONMENT.



*Are there signs of a
TOXIC WORKPLACE environment?*

Although there are multiple and complex causes for harassment and discrimination at the workplace environment, some factors may directly or indirectly contribute to such behaviors, such as a highly hierarchical organizational structure, an authoritarian management style based on strict discipline and excessive control, job organization in which duties are not well-defined, or targets cannot be reached; a constant effort to achieve targets, stimulating rivalry and competitiveness among team members; and a working structure that does not encourage people's autonomy and their participation in the decision-making process.

TIPS to measure the level of toxicity in the workplace environment

Some signs may indicate toxicity in our workplace, such as how people speak and are heard at meetings, the decision-makers, the undertone of jokes and playful interactions in the workplace environment, and how often workers get sick or take leave of absence from work.

The next questions⁶ are a guide and aim to bring a reflection on some aspects of our workplace environment:

- 1)** Who are the people who speak and are heard at meetings? Are they diverse and representative of society?
- 2)** Are there women, black people, disabled people, and others who that characterize a diverse environment, actively participating in the decision-making process, or just white men?
- 3)** Are older people left out of specific jobs, or are their opinions ignored?
- 4)** Do team members sometimes reject other team members because of their differences?
- 5)** What is the undertone of the jokes and playful interactions that happen in the workplace environment?
- 6)** Are people getting sick in the workplace environment?
- 7)** Does the workload consider the activity's complexity, the formal and informal demands made to workers, the resources and tools available, the time available, and contingencies?
- 8)** Is the workload compatible with the maternal and caretaking work many women will probably do?
- 9)** Is there someone who seems to be taking advantage of their position of power to harass coworkers, even sexually?
- 10)** Do you often wonder whether you are using your title, authority, or position to harass someone sexually?

⁶Adapted from AJUFE (2021). Política de Prevenção e Enfrentamento do Assédio Moral, do Assédio Sexual e da Discriminação no Poder Judiciário.

An invitation to action!

Attitudes that help prevent violence from materializing:

- stop making jokes and comments that may sound disrespectful toward your coworkers;
- pay attention to the automatic judgment we pass on certain groups or people;
- do not yell at your peers, subordinates, hierarchical superiors, or anyone else;
- on conducting a meeting, give everybody enough time to speak;
- think before acting and speaking;
- settle conflicts through dialogue, with the presence of a mediator as applicable;
- develop an assertive behavior—politely tell the person that you don't appreciate this or that kind of treatment;
- learn about the channels available in-house to report any discomfort;
- speak and learn about the topic;
- practice respect in all your relations.



Respect is the golden RULE!

Remember that respect is not about yourself. It's about someone else.



REFERENCES AND LAWS

1. Constitution of the Federative Republic of Brazil 1988
2. Brazilian Criminal Code
3. Consolidação das Leis do Trabalho (CLT)
4. Lei nº 14.540 de 03 de abril de 2023 (Brazilian law - established the "Prevenção e Enfrentamento ao Assédio Sexual e demais Crimes contra a Dignidade Sexual e à Violência Sexual " program within the direct and indirect federal, state, district, and municipal governmental administration).
5. Lei nº 14.457 de 21 de setembro de 2022 (Brazilian law – established the "Emprega + Mulheres" program).
6. Lei nº 14.188 de 28 de julho de 2021 (Brazilian law - classify the crime of Psychological Violence Against Women) .
7. Lei nº 13.718 de 24 de setembro de 2018 (Brazilian law - amends the Brazilian Criminal Code to classify the crime of sexual molestation and increase the penalties for rape).
8. Lei nº 13.416 de 06 de julho de 2015 (Brazilian law - disabled-People Inclusion and prohibits discrimination in the workplace environment against disabled people).
9. Lei nº 11.340 de 07 agosto de 2006 (Brazilian law - women's protection against domestic and family violence, including violence in the workplace environment).
10. Lei nº 10.224 de 15 de maio de 2001 (Brazilian law - amends the Brazilian Criminal Code to classify the crime of sexual harassment).
11. Lei nº 9.029 de 13 de abril de 1995 (Brazilian law - prohibits discrimination in the workplace environment based on gender, colour, race, and marital status, among others).
12. Lei nº 7.716 de 05 de janeiro de 1989 (Brazilian law - classify the crimes based on race or colour prejudice, including discrimination in the workplace environment).
13. Resolução nº 351 do Conselho Nacional de Justiça (CNJ) (Brazilian regulation - "Política de Prevenção e Combate do Assédio Moral, do Assédio Sexual e de Todas as Formas de Discriminação" [Link](#)
14. Convention No. 111 on Discrimination in the Workplace of the International Labor Organization (ILO) [Link](#)
15. Tribunal de Contas da União (TCU): "Levantamento do Sistema de Prevenção e Combate ao Assédio Moral e Sexual" [Link](#)
16. Controladoria Geral da União (CGU): "Guia Lilás - Orientações para prevenção e tratamento ao assédio moral e sexual e à discriminação no Governo Federal" [Link](#)

PREVENTING AND RESPONDING TO DISCRIMINATION, HARASSMENT AND SEXUAL VIOLENCE

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