



References

Ten sources behind the pack — standards bodies, style guides, and the business case. All verified live 2026-08.

Cite these when you make the case internally — the argument lands differently when the Linux kernel and Microsoft's style guide are on the slide. Each entry notes what the source actually establishes; don't stretch them further. URLs verified 2026-08-12.

Standards bodies and industry initiatives

1. **Inclusive Naming Initiative** — the cross-industry framework (Cisco, IBM, Red Hat, the Cloud Native Computing Foundation, the Linux Foundation, VMware, and others) with tiered word-replacement lists and an evaluation framework for new terms. The word lists are the working artifact. — inclusivenaming.org · word lists at inclusivenaming.org/word-lists/
2. **ACM Diversity & Inclusion Council, "Words Matter"** — the computing profession's list of charged terminology with suggested alternatives (master/slave, blacklist/whitelist, blind review, and others). — acm.org/diversity-inclusion/words-matter
3. **Linux kernel, coding-style — "Naming"** — the kernel's 2020 change, now folded into the coding-style document §4: avoid new usage of *master/slave* and *blacklist/whitelist* in symbol names and documentation, with recommended replacements; existing ABI/API and hardware-spec compliance excepted. Notable as a precision-first precedent: the exceptions are engineering judgment, logged as policy. — kernel.org/doc/html/latest/process/coding-style.html
4. **3GPP, "Initiative to remove non-inclusive terms"** — the telecom standards body's agreement to replace *master/slave* and *whitelist/blacklist* across Release-17 specifications, with drafting rules (TR 21.801) updated to match. Standards bodies changing their *drafting rules* is terminology governance in exactly this pack's sense. — 3gpp.org/news-events/3gpp-news/inclusivity

Corporate style guides

1. **Microsoft Writing Style Guide, "Bias-free communication"** — gender-neutral language, disability language, and term replacements, maintained as part of the product-documentation standard. — learn.microsoft.com/en-us/style-guide/bias-free-communication
2. **Google developer documentation style guide, "Write inclusive documentation"** — ableist-language and idiom guidance plus a word list; note its migration pattern for established terms (introduce *allowlist* first, acknowledge legacy *whitelist* parenthetically) — a useful model for your own transition period. — developers.google.com/style/inclusive-documentation
3. **Indeed Engineering, "Making Our Code More Inclusive" (2020)** — a first-person engineering account that names *tribal knowledge* specifically (recommending *institutional knowledge*) alongside

blacklist; useful because it documents the terms inside a real codebase migration. — engineering.indeedblog.com/blog/2020/07/inclusion-in-code/

Professional and academic bodies

1. **American Psychological Association, "Inclusive Language Guide" (2nd ed., 2023)** — the successor to APA's 2021 guidelines; person-first and identity-first language, and the reasoning patterns behind replacements. — apa.org/about/apa/equity-diversity-inclusion/language-guidelines
2. **Linguistic Society of America, "Guidelines for Inclusive Language" (2016)** — the linguists' own guidance; short, careful, and useful when the pushback is "language doesn't work that way." — lsadc.org/guidelines_for_inclusive_language

The business case

1. **McKinsey & Company, "Diversity Wins: How Inclusion Matters" (2020)** — the widely-cited analysis of 1,000+ companies across 15 countries linking leadership diversity to financial outperformance. Cite it for the climate your clients operate in, not as proof that terminology drives revenue — this pack's load-bearing business case is retrieval and precision, and it stands on its own. — mckinsey.com/featured-insights/diversity-and-inclusion/diversity-wins-how-inclusion-matters

A note on drift: sources 8 and 9 moved or were revised since first collection — which is itself the lesson. References not like terminology does; re-verify before you present.

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