HIRING LGBT+ TALENT

A BEST PRACTICES GUIDE

POWERED BY : Verisk™

ABOUT PRIDE CIRCLE

Pride Circle is India's premier Diversity & Inclusion organization with a mission to enable and empower LGBT+ people and support organizations in fostering a culture of belonging. We partner with over 250 companies across India and outside to provide executive leadership development, comprehensive D&I training and consultation, and professional networking opportunities that build safe, inclusive and welcoming work environments. With our experience & growing roster of national & international partner companies, governments & non-profit organizations, Pride Circle is leading the LGBT+ inclusion revolution in India.

ABOUT RISE VIRTUAL MAY 2021 — Reimagining Inclusion for Social Equity

RISE (Reimagining Inclusion for Social Equity) is Pride Circle's annual flagship event and India's premier & biggest LGBT+ Conference, Job Fair & Marketplace – A congregation of over 1000 changemakers, business leaders, organizations, students, executives, diversity & inclusion, human resource professionals, advocates, and experts. RISE is organized across tracks:

Part I – **Conference:** enables a conversation around diversity, inclusion & belonging. We host engaging and insightful keynotes, panels by LGBT+ & Ally leaders from around the world, launch research reports, masterclasses & breakouts, networking opportunities and more.

Part II - **Job Fair:** connects the largest pool of LGBT+ students & experienced professionals.

Part III – **Marketplace:** features products & services from micro, small, and medium-sized LGBT+ owned businesses from across India.

Pride Circle has enabled over 160 Job Offers (at the time this report was written) for LGBT+ talent with inclusive workplaces through Job Fairs & Offline hiring.

ABOUT Verisk™

Verisk provides predictive analytics and decision-support solutions to customers in the insurance, energy and specialized markets, and financial services industries. More than 70 percent of the FORTUNE 100 relies on the company's advanced technologies to manage risks, make better decisions and improve operating efficiency.

The company's analytic solutions address insurance underwriting and claims, fraud, regulatory compliance, natural resources, catastrophes, economic forecasting, geopolitical risks, as well as environmental, social, and governance (ESG) matters. From helping nine of the world's largest oil and gas companies switch to renewable energy sources, to helping the insurance industry and governments predict and mitigate extreme events, Verisk operates one of the world's largest data sets with the goal of making the world better, safer and stronger.

Celebrating 50 years in business, the company operates more than 100 offices in 34 countries, and fosters an inclusive and diverse culture where all team members feel they belong.

CONTRIBUTORS

Ramkrishna Sinha(He/Him)
Author

Srini Ramaswamy(He/Him)
Author

Agniva Das(He/Him)
Author

Suranjan Paul(He/Him)
Author

Betilda Jhansi(She/her)
Author

Keerthi K. Shastri(She/her)
Editor

Kaustabh Bhalekar(He/Him)
Designer

"We live in very queer times, hence the need for finding queer leaders."

In 2019, the American Dialect Society chose the word singular pronoun 'They' (to denote a lack of gender) as 'The Word of the Decade' that went past. It is just an idea of just how influential the idea of diversity, inclusion and identity is and would be in this decade that we are in, and we have already had evidences of it. And in a World where inclusion, innovation, empathy, privacy and purpose are no longer buzzwords, but existential strategy for institutions' long-term relevance, LGBTQ+ talent (with differing ideas on identities and sexual orientations), is uniquely poised to matter as essential to driving these ideas forward to solutions. Coming to India's agile and globally aspiring market, and a society coming of age embracing a post-Section 377 and Transgender Rights Act, the cost of not including Lesbian, Gay, Bisexual, Transgender and others(LGBTQ+) is going to be too large to take.

Having founded and now leading an Wings at Tata Steel - one of the first in an Indian manufacturing company – and having found a sense of belonging being able to live my identity proudly, I have seen the wonderful effects inclusion brings to the culture, confidence and communications of a company, both internally and in the external environment. This work has also brought me in close and repeated collaboration with Price Circle right from the inception. Pride Circle, a name now almost synonymous with LGBTQ+ inclusion in India, whose impact with a purpose has changed the way organizations look at LGBTQ+ Inclusion and bridged the long-standing gap of LGBTQ+ individuals to Corporates for further economic and strategic participation.

The Report that follows is another stride with Pride, and brings together enlightening research, compelling reasons and in-depth and relevant recommendations about hiring from the burgeoning LGBTQ+ talent pool in India. It sets the stage and peers behind the curtain of what exactly ails the embracing of LGBTQ+ Inclusion in India and choreographs steps of how this gap can be truly bridged. LGBTQ+ Inclusion is often seen as a touchy topic and organizations often think long and hard with often few adequate and qualified resources, especially about India. This report that comes from Pride Circle, the leaders in the inclusion space, and is made by and for LGBTQ+ individuals, would perhaps help many organizations take the plunge more readily.

I hope this report becomes an invaluable resource for organizations trying to make their workplaces more diverse, inclusive, belonging and purposeful for talent from the LGBTQ+ community come in and perhaps lead them to further strengths.

Anubhuti Banerjee (She/her)
Manager (Analytics) at Tata Steel
Founder and Lead, Wings
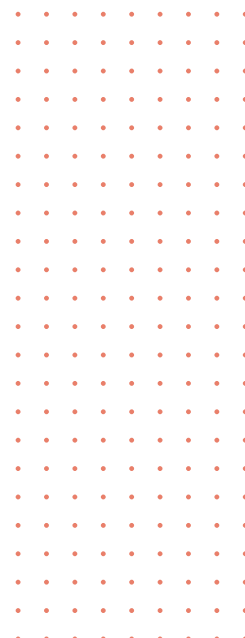LGBTQ+ Employee Resource Group at Tata Steel

TABLE OF CONTENTS

TABLE OF CONTENTS

A workplace is like a second home to many. We spend a good part of our adult life in a workspace, and it is paramount to 'feel at ease' with our surroundings. Workplaces must foster psychological safety & inclusion.

All job seekers evaluate the environment and work culture of a business or organization before accepting a position. For LGBT+ interviewees, evaluating whether an employer is LGBT+ inclusive is essential. Social Media, LinkedIn, Glassdoor, Company's website and indices on inclusion are resources a prospective employee looks at before finally accepting the offer; besides compensation and other parameters.

By supporting LGBT+ diversity in the workplace, an employer can create a work culture that nurtures employee retention and boosts productivity. Over the last decade, many companies in India have taken steps towards ensuring that their workplaces(physical and virtual) are safe for anyone irrespective of gender, sexual orientation, region and ability.

However, there is still a lot for organizations to do in order to become truly inclusive. Many well-meaning organizations have jumped on the bandwagon to hire for diversity without having the programs and structures in place to truly bring diverse perspectives into their work environment[1].

Inclusion is about creating a welcoming and supportive environment where all employees are accepted for who they are and the value their unique perspectives and experiences bring to the workplace[2]. A successful workplace is one in which peoples' differences are viewed as an advantage that can both drive business performance and help individuals thrive[3].

1 https://prideatwork.ca/wp-content/uploads/2017/09/Beyond-Diversity-LGBT+-Guide.pdf
2 https://prideatwork.ca/wp-content/uploads/2017/09/Beyond-Diversity-LGBT+-Guide.pdf
3 https://blog.perceptyx.com/diversity-workplace-employee-retention

IN A NUTSHELL

Hiring LGBT+ talent can be challenging. The legal context, social stigma, and lack of sufficient information can make it an arduous process. This guide looks at enabling and simplifying the process of hiring LGBT+ talent in the Indian context while drawing from international data, approaches and best practices.

Our guide of best practices will enable you in not just hiring but also retaining LGBT+ talent. The guide also provides insight into what an LGBT+ employee looks for in organizations to consider it 'safe' and 'employable' and focuses on three major areas:

ATTRACTING LGBT+ TALENT

THE HIRING PROCESS: JOB INTERVIEW, ONBOARDING AND BACKGROUND VERIFICATION

GROWTH, RETENTION AND MORE

RESEARCH AND INSIGHTS

RESEARCH

There are two main research methodologies used:

Qualitative:

We spoke to several LGBT+ interviewees to get insights on the hiring process, and what they look for before applying for jobs. We also gathered inputs from HR personnel, D&I leads, from companies that have successfully hired and retained LGBT+ talent.

Quantitative:

We conducted secondary research to support the qualitative research and created an easy-to-follow framework for organizations to hire and retain LGBT+ talent.

INSIGHTS

Major issues faced by LGBT+ job applicants during job application, the interview process and post-hiring are:

Bias and lack of awareness:
Some interviewers were hesitant to hire LGBT+ interviewees solely based on appearance standards like clothing, hand gestures etc.

Language:
The language used in many job postings are non-inclusive and gender options in the application forms are limited. This is particularly applicable to trans and non-binary person interviewees whose gender identity/expression lies beyond the binary of male/female.

Voice:
The discrepancy in the voice and gender mentioned on the resume of many LGBT+ interviewees creates confusion and results in rejection at times.

Dress code and privacy violation:
During face-to-face interviews, many non-binary and trans-persons are asked inappropriate and invasive questions on choice of clothing, the kind of surgeries they have undergone etc. A lot of cisgender LGB interviewees face questions on their marital status etc, which are irrelevant to the interview process.

Change of documentation (trans-person or intersex interviewees):
The major issue in post-hiring is documentation and past employment checks (BGV) for trans-person interviewees, where the name and gender of the interviewees differ to the one on their latest application forms, which leads to rejection.

RECOMMENDATIONS

Based on the challenges faced by LGBT+ interviewees, below is a list of recommendations for workplaces to foster inclusion and thereby successfully hire and retain LGBT+ talent. Here's a quick look at what organizations can do:

1) WORKPLACE INCLUSION

A Create awareness and address biases

- Sensitize and train all employees on D&I.

- Encourage leadership to champion inclusion. If business leaders become visible and vocal champions of inclusion, it encourages mid-management and all employees to buy-in into an inclusive mindset.

- Address microaggressions or unconscious biases of employees.

B Have inclusive policies and benefits

- All policies and benefits must be reviewed to include LGBT+ individuals and families.

- Medical insurance must cover same sex partners (in absence of legal recognition of same-sex marriage in India). Gender Affirmation Surgery, also known as Sex Reassignment Surgery (SRS) to be covered for trans, non-binary and intersex persons.

- Verbal, physical, sexual harassment and discrimination must be non-negotiable and POSH policies should be gender neutral. It is also recommended to have representation from the LGBT+ community in the Internal Complaints Committee (ICC).

- Personal Data Protection policy for all employees.

- Employee Assistance Programs should ensure access to queer affirmative mental health experts.

- Create or modify infrastructure to include gender neutral washrooms and/or changing rooms.

C Have an Employee Resource Group (ERG) and enable visible Allyship

- Having an ERG can be a great tool to build a culture of inclusion.

- ERG can contribute significantly to training and sensitization, HR policies and other initiatives targeted towards LGBT+ inclusion.

- A strong Ally network is extremely important to create an effective support framework.

D Communicate effectively

- Your stance on inclusion must be 'loud and visible' both within and outside the organization. While having great policies and programs is crucial, it is equally important to communicate them internally and externally.

- Participate in LGBT+ inclusion indices. Indices are a great resource for all stakeholders to gauge and understand a company's progress of LGBT+ inclusion.

2) JOB POSTINGS

A Use inclusive language

- Gender neutral language must be used for job advertisements.

B Provide gender options beyond binary

- Include more options such as male, female, transgender, transman, transwoman, non-binary and choose not to disclose, in the gender marker section of applications.

C Use preferred/chosen names

- For individuals whose legal identity documents do not yet reflect the individual's gender identity and new name, companies can have policies to support such needs. The legal name (deadname[1]) should be shared only on a need -to-know basis, with human resources and other functions, while the employee's preferred name and gender can be used for all other purposes.

1 https://www.forbes.com/sites/ashleefowlkes/2019/07/25/transgender-inclusion-in-the-workplace-part-i-burying-the-dead-name/?sh=53b8210c1acf

3) HIRING

A Create awareness

- The hiring panel must be provided training to address conscious and unconscious bias to ensure that decisions are based on skill and experience and are not tainted by their personal opinions on interviewee's sexuality, gender identity and/or expression.

B Be empathetic

- Telephonic and face-to-face interviews should be handled with sensitivity. It is important that interviewers are made aware of different gender identities and gender transition processes.

C Don't Assume

- Ask "What is your pronoun?" or "How would you like to be addressed?" instead of making assumptions about anyone. However, questions must be respectful and mindful of the candidates' privacy and should be relevant to the hiring process.

D Inform LGBT+ interviewees about the Background Verification (BGV) process

- The interviewee must be made aware of all aspects of the BGV and their consent must be received in case disclosure of a candidate's gender identity to an external agency is required.

4) ENGAGE WITH LGBT+ CONSULTANTS AND PARTICIPATE IN JOB FAIRS

A Engage with a LGBT+ consultancy

- Many companies are willing, but are unaware of the nuances and technicalities of LGBT+ hiring. Engaging with experts can be a great way to accelerate an organization's inclusion journey.

B Participate in targeted job fairs

- Participating in LGBT+ job fairs is an easy way to tap into the LGBT+ talent pool.

C Train LGBT+ candidates

- Create and run dedicated internship/training programs for LGBT+ talent.

D Building the talent pipeline

- Find avenues to build the pipeline of LGBT+ talent is different ways to engage and hire.

E Expanding the scope

- Engaging with third-party vendors to source for open roles in support functions such Real-estate Management, Housekeeping, Security, Front or Back Office etc, will create opportunities for marginalized sections of the LGBT+ community who may not have formal educational qualifications.

F Skilling through Corporate Social Responsibility (CSR)

- CSR can be used for upskilling or reskilling marginalized LGBT+ talent.

SETTING THE CONTEXT

In Canada, the Human Rights Act was amended in 1996 to prohibit sexual orientation as a ground for discrimination which led to many organizations to include LGBT+ diversity and bring changes at the policy level in the organization[1].

The work on LGBT+ inclusion started in many western countries post **1990.**

Global spending power of LGBT+ community

$**3.7 trillion** or ₹**254 trillion**

Published by[2] **LGBT+ Capital,** a venture capital firm, year 2015

In 2009, a guide by Forbes India and Out Now consulting found that under 200 billion dollars which makes 6 percent of our GDP, are assumed to be earned by LGBT+ people in India[3]. Marginalization and discrimination of LGBT+ leads to great loss in revenue, it affects markets and economic growth. According to a World Bank guide, India loses about 1.7 percent of GDP which is about 32 billion dollars due to transphobia and homophobia[4]. Apart from economic cost, there are other kinds of cost which are not included in GDP. Lee Badgett, the author of the World Bank guide, believes that there are factors such as LGBT+ people leaving India due to stigma and brain drain, which makes these numbers much larger[5].

In India, there is still a huge gap when it comes to hiring and inclusion of LGBT+ people in the workplace. However, there are some companies in India who have taken steps towards LGBT+ inclusion and have brought changes in their policies.

Godrej Industries is a pioneer ofLGBT+ inclusion in India. They have made many changes to their company policies;such as different options of gender for new joiners, changes in terminology like 'partner', three months paid leave to primary caregivers in case of adoption and health insurance for same-sex partners were introduced[6] to become more inclusive.

Companies such as IBM, NatWest Group plc (formerly RBS) and Accenture have launched internship programmes for transgender people which would help them get acquainted with corporate culture and hone their skills[7].

NatWest Group plc included hospitalization benefits for LGBT+ employees and extended its surrogacy leave to all genders[8].

1 http://www.ohrc.on.ca/sites/default/files/attachments/Policy_on_discrimination_and_harassment_because_of_sexual_orientation.pdf
2 https://www.entrepreneur.com/article/334983
3 https://www.thehindubusinessline.com/catalyst/marketing-the-rainbow-consumer/article25113447.ece
4 https://www.worldbank.org/content/dam/Worldbank/document/SAR/economic-costs-homophobia-lgbt-exlusion-india.pdf
5 https://openknowledge.worldbank.org/handle/10986/21515
6 https://www.citethisforme.com/cite/sources/websitemanualcite
7 https://timesofindia.indiatimes.com/business/india-business/cos-recruit-lgbt-but-right-talent-rare/articleshow/70832992.cms
8 https://www.citethisforme.com/cite/sources/websitemanualcite

What is diversity in the workplace?

Diversity in the workplace is employing people who come from various backgrounds. Skill and talent can come from any background and workplaces should provide equal opportunity to all employees irrespective of their race, ethnicity, sexual orientation, gender, age, religion, caste, disability and others. It does not mean only hiring people from different backgrounds, but ensuring they have equal participation in the workplace along with equal rights and benefits.

WHY IS IT IMPORTANT?

Like everyone else, millennials and GenZ job seekers desire a diverse workplace that supports gender, race, LGBT+ equality and more. They want their companies to stand for what is right and take definitive action towards inclusion for all. Allies too, want to work for companies that have demonstrated active steps towards LGBT+ inclusion. Promoting support for LGBT+ diversity in the workplace has become increasingly important over the last decade, here's why:

1

Different Perspectives

In a world of hyper customization and customer segmentation, it has become increasingly important that workplaces reflect the target population they look to serve. People from diverse backgrounds bring different perspectives to the table, because of different lived realities. Different life experiences and skill sets create varied problem solving capabilities and help create robust businesses.

2

Innovation

A diverse workforce enables a melting pot of ideas. Out of the box thinking, innovative ideas and different views increase the chances of new discoveries or breakthrough innovations. For innovation, the two most important things are brain storming and feedback, and the more diverse teams can bring together different ideas which will improve products, procedure and process of the organization[1].

1 https://hbr.org/2017/06/does-diversity-actually-increase-creativity

3 Bigger Talent Pool

Diversity increases an organizations talent pool for hiring. It would mean finding an exceptionally skilled interviewee for a job. The process of hiring would also be quicker and efficient. Having diverse employees would also make your business have a positive impact on the image of the organization attracting more clients and consumers from the untapped market[1].

4 Better Retention

Building a diverse team will help in better retention[2] of employees and would reduce employee attrition in the organization. It has been seen that having diverse employees and inclusion in the workplace makes employees feel more accepted and valued making it more likely for them to stay for a longer duration in the organization[3].

5 Better problem solving

Adding a person to a homogeneous group leads to increased focus on commonality, while adding a person to a heterogeneous group leads to focus on different value add, different individuals bring. As per Harvard Business Review heterogeneous teams are faster in problem-solving than homogeneous teams as their cognitive processes are different[4].

6 Increased Productivity

As per research by Stonewall UK, hiding one's sexuality at the workplace caused 30% loss of productivity for LGBT+ employees[5].

1 https://ideal.com/workplace-diversity/
2 ttps://blog.perceptyx.com/diversity-workplace-employee-retention
3 https://www.talentlyft.com/en/blog/article/244/top-10-benefits-of-diversity-in-the-workplace-infographic-included
4 https://www.talentlyft.com/en/blog/article/244/top-10-benefits-of-diversity-in-the-workplace-infographic-included
5 https://www.interengineeringlgbt.com/wp-content/uploads/2016/04/gas-international-april.pdf

7 Higher Profits

Research shows that pro-LGBT+ company's stock outperform competitors. It is also seen that organizations with better diversity have higher profits. In 2015 McKinsey did a study with 366 public companies and found that companies with better diversity are likely to have 35% more profit as compared to their peers[1]. In another study with US-based public companies, it was found that companies that have diverse executive board members have 95% higher returns on equity as compared to those who have homogeneous executive board members[2]. Additionally, a company that is vocal about its support for LGBT+ diversity attracts not just LGBT+ customers but also allies.

1 https://www.mckinsey.com/business-functions/organization/our-insights/why-diversity-matters
2 https://www.cultureamp.com/blog/diversity-in-the-workplace-benefits-and-challenges/

THE GROUND REALITY

Data from Glassdoor shows that LGBT+ individuals still face significant discrimination in the workplace. In a Glassdoor survey conducted by The Harris Poll, 53 % of LGBT+ employees reported that they have experienced or witnessed anti-LGBT+ comments by co-workers[1].

LGBT+ employees prioritize supportive work environments when considering new jobs — 70% of LGBT+ respondents said they would not apply to work at a company that does not support its LGBT+ employees. Still there are:

■ Workplaces that don't support LGBT+ employees - **68%**

■ Workplaces that support LGBT+ employees - **32%**

LGBT+ EMPLOYEE-SUPPORTIVE WORK ENVIRONMENTS

In a report published by MINGLE in 2016 titled[2] 'In & Out -The Indian LGBT+ Climate Survey', the following was found:

40% report that they are often or sometimes are subject to harassment in the workplace for being LGBT

SO GAY NO HOMO FAGGOT DYKE FRUIT...

2/3 Report hearing homophobic comments in the workplace

1/5 faced discrimination by their own Managers/HR

1 https://www.glassdoor.com/blog/lgbtq-study/
2 https://vartagensex.org/wp-content/uploads/2019/10/1559396942000-mingle-lgbt-wrkplc-climt-srvy-2016.pdf

However, regardless of whether someone is out or not, most respondents are clear that they would like to work in an organization that is LGBT friendly, and that an organization's HR policies on the topic would play a significant role in the job acceptance decision.

65% take into consideration HR/Diversity policies while deciding to join an organization

OUT
CLOSETED

55%
38%
25%
25%
26%
13%
16%
03%
06%
16%

TRUST IN THEIR EMPLOYERS*

SATISFIED WITH RATE OF PROMOTION*

THINKS HOW FAIR THEIR PERFORMANCE EVALUATION IS?**

COMFORTABLE INTERACTING WITH COLLEAGUES AND MANAGERS**

STRESS LEVEL
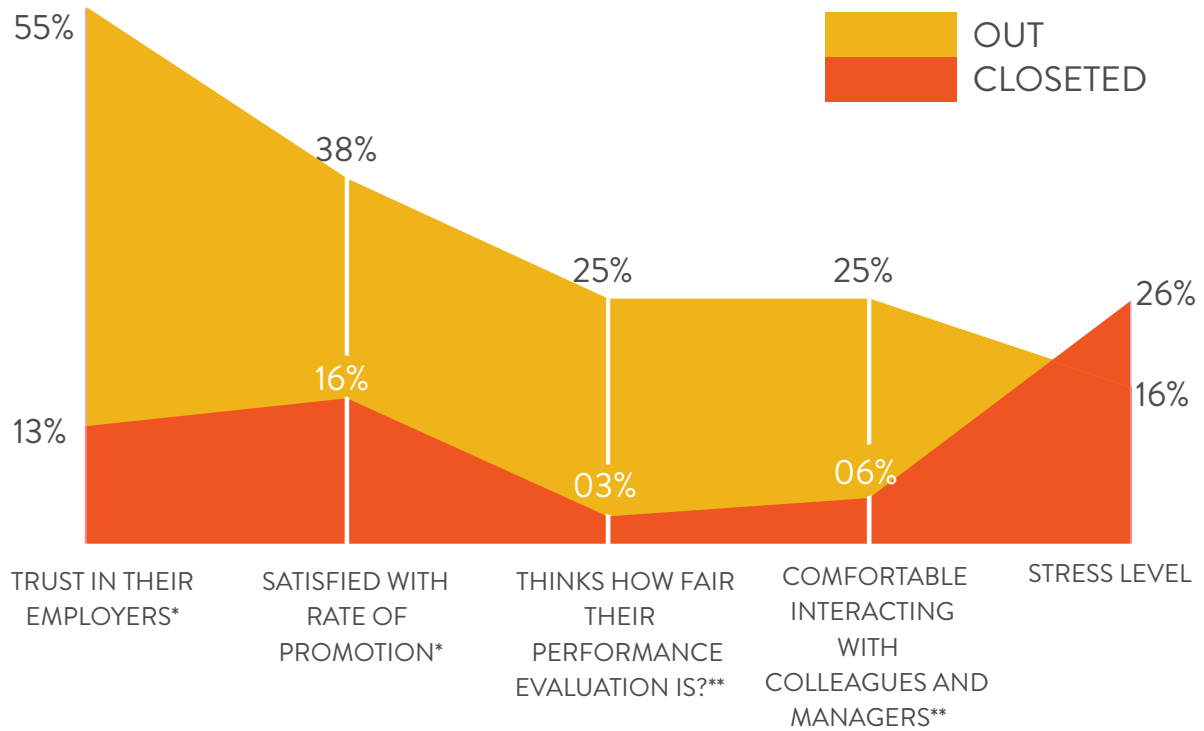
As per the report titled 'A New LGBTQ Workforce Has Arrived- Inclusive Cultures Must Follow' by BCG & The Center, published in 2020 brings out the importance of inclusion at the workplace.

Discrimination Negatively Impacts the Performance of LGBTQ Employees and Diminishes the Organization's Ability to Attract and Retain LGBTQ Talent

How frequently have you experienced discrimination in the past year at work?

LGBTQ | 25% | 34% | 41%

Never   Infrequently   Routinely
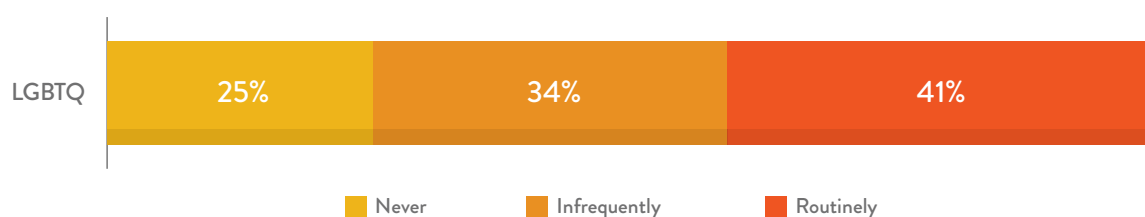
People who experience more discrimination

Are less innovative

"I feel safe making mistakes and trying again"

1.4x

46%
39%
33%

Are less productive

"I always want to do my best whenever I'm at work"

62%
61%
46%

And are less empowered

"My manager recognizes my full potential"

53%
49%
35%

Recruitment
Are 7x more likely to have declined a job offer because of company culture

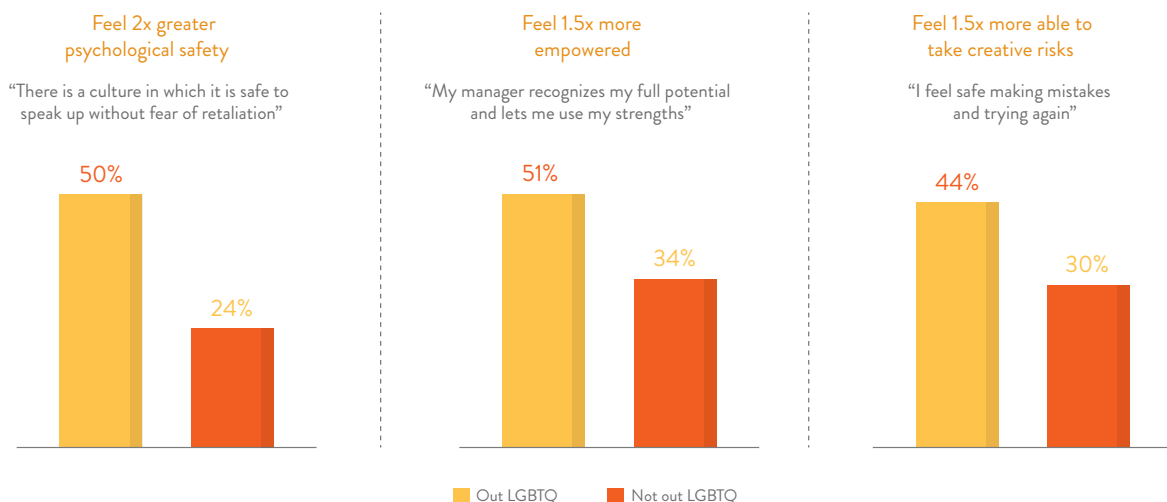"I have decided not to apply or declined a job offer because I believed the company did not have an LGBTQ-inclusive culture"

70%
27%
10%

Retention
Are 13x more likely to have quit because of company culture

"I have resigned from a job because I believed the company did not have an LGBTQ-inclusive culture"

59%
14%
4%

Being out at work leads LGBT+ employees to feel safer, more empowered, and more creative

Out LGBTQ employees

Feel 2x greater psychological safety

"There is a culture in which it is safe to speak up without fear of retaliation"

50%
24%

Feel 1.5x more empowered

"My manager recognizes my full potential and lets me use my strengths"

51%
34%

Feel 1.5x more able to take creative risks

"I feel safe making mistakes and trying again"

44%
30%

Out LGBTQ   Not out LGBTQ

LGBT+ HIRING BEST PRACTICES

In this section, we will delve into LGBT+ hiring and inclusion within the workplace and obstacles that LGBT+ employees face.

While the order and action of things can be debated, we believe that workplace inclusion programs can run in parallel to hiring LGBT+ talent. However the order may also depend on an organization's current policies, size, geography, and industry.

ATTRACTING LGBT+ TALENT

WORKPLACE INCLUSION

1) Conduct awareness trainings

Sensitization and D&I training of all the employees in an organization is important for holistic implementation of inclusion initiatives. D&I training should be provided to all levels of employees, periodically and should also be made available on demand. Training modules should be living documents which must be updated from time to time. These play an essential role steering organizational culture, especially during the induction process of new employees.

LEADERSHIP BUY-IN AND VISIBLE ALLYSHIP

It is important that an organization's leadership is on-board and takes active interest to drive inclusion in their respective business units. Business leaders being visible and vocal champions of inclusion, will help employees engage better and reinforce the importance of inclusion.

SUPPORT STAFF SENSITIZATION

Take the onus of educating support staff about the LGBT+ community and the company policies about them, For in-person meetings the support staff may be the first people an interviewee may meet. Frisking is often mandatory in many offices, and other support staff including house-keeping, canteen, transport officials, security etc. need to be made aware of the sensitivities surrounding gender or gender identity. It's possible they might address employees incorrectly or ask invasive unwanted questions. Usage of vernaculars may aid in effective communication during sensitization training.

Visible global LGBT+ role models like **Tim Cook -CEO Apple, Wachowski Sisters** (the makers of Matrix movie series), **Dr. Lynn Conway** (she made significant contributions to the VLSI industry), and many more have proved time and again that leadership encouragement has a profound effect on the entire company culture.

PEOPLE MANAGERS

They are usually the first people employees may come out to, seek guidance from, or ask for transition support etc. in the workplace; hence it is important that all people managers are mandatorily made aware of LGBT+ inclusion policies and resources available within their organization.

HR AND RECRUITMENT TEAMS

Training for HR and recruitment staff is essential, as they play a crucial role in employee engagement and must be aware about all dimensions of diversity.

ALL EMPLOYEES

All employees must be made aware of the Code of Conduct for their workplace and adhere to all LGBT+ inclusion initiatives.

"Sensitization sessions and mandatory e-learning modules or classroom training are an excellent way to communicate or educate employees about the day to day struggles of many LGBT+ individuals. It helps address questions, concerns and unconscious bias amongst employees."

Head of D&I at a Captive Bank

Training must be conducted at regular intervals to reflect addition or modification of company policies or country laws, etc. Use vernaculars if necessary. The sessions should be neutral toned and informative with sufficient relatable examples. If you have 'out' employees or leaders, it would be beneficial to get them involved and co-create training modules together. However, company policies must be open for discussion but not interpretation. For example, it should never be assumed that casual sexism or jokes are 'ok' and 'wasn't meant to be hurtful'.

"All the recruiters are groomed and trained on the below soft skills"

1. Respect each person walking in for an interview
2. Show empathy for all candidates, applicants and joiners
3. Do not judge anyone basis their attire, body language or way of speaking
4. Keep the discussion professional pertaining to the job in hand
5. Every candidate to be evaluated on the basis of their skill & qualification pertaining to the job

Aarti Jalpota
Senior Director HR, [24]7.ai

2) Address biases

The ability to work and excel isn't based on one's gender identity or expression. There is also a lot of bias about the talent and competence of LGBT+ community, it's important to bust such myths by spotlighting LGBT+ role models. This can be done in multiple ways such as:

Inviting LGBT+ leaders as keynote speakers in key company events

Engaging with LGBT+ individuals from different locations of your company or other companies

3) Create or engage an ERG

Having an ERG can be a great tool to build a culture of inclusion and also provides opportunities for employees to engage.

ERG can provide significant contributions to training and sensitization, HR policies and other initiatives targeted towards LGBT+ inclusion.

An ERG core team should have a good mix of LGBT+ and allies across functions and hierarchies in the workplace. In the absence of out LGBT+ employees the ERG should engage with ERG members from other geographies in the company, and/or with external LGBT+ individuals to bring in their perspectives.

Make use of the ERG network to announce good work, allyship, available support, policy benefits through emails, group meetings (virtual or other-wise) within the organization. Ensure every department has a Point of Contact (POC) who employees can reach out to for help and information, this will also drive better membership to the ERG from across the organization.

4) Have inclusive policies and benefits

MAKE CHANGES AT POLICY LEVEL IN THE ORGANIZATION

Policies form the bedrock of employee engagement. It is one of the first things that prospective LGBT+ employees look for in the company before making the decision to apply for a job. Policies should be such that all employees are treated fairly and equally, regardless of their sexual orientation and/or gender. Companies should make sure that there are strong anti-discrimination policies, and ensure that all employees are given equal benefits. All policies and benefits must be reviewed from the lens of inclusion of LGBT+ individuals or families.

MEDICAL INSURANCE MUST BE QUEER INCLUSIVE

Medical insurance must cover same sex partners (in absence of legal recognition to same-sex marriage in India) individuals. Gender Affirmation Surgery also known as Sex Reassignment Surgery (SRS) and Hormone Replacement Theraphy (HRT) must be covered for trans, non-binary and intersex persons. Please note that some trans, non-binary and intersex persons may choose to undergo medical procedures while others may not.

HARASSMENT MUST BE NON-NEGOTIABLE AND POSH POLICIES SHOULD BE GENDER NEUTRAL

Verbal and Physical harassment stemming from discrimination must be non-negotiable.

There should be employee personal data protection policies in place, which protect personal information and ensure LGBT+ people are not outed without consent.

It is also recommended to have representation from the LGBT+ community in the ICC committee.

Infrastructure including gender neutral washrooms, changing or shower rooms etc. These facilities are especially important as many trans-person interviewees may not be comfortable to use a binary designated facility.

ANONYMOUS REPORTING

Many people who are not 'out' may not be comfortable to report a case of harassment in open forums. Create a helpline or other form of support that ensures anonymity while reporting cases. You must also ensure to act on the reported incident respectfully and without bias. Encourage every individual to report harassment when they see it, even when they are not a victim of the incident. Encourage employees to take accountability and be an active participant in building a culture of inclusion for all.

5) Communicate effectively

While having great policies and programs is crucial, it is also important to communicate it internally to all employees. Since LGBT+ can be an invisible area of diversity, it is important to communicate about it to all employees. It ensures reach to LGBT+ employees who are not out and also helps all employees understand this under-represented minority (URM) better, along with the workplace policies around the same.

Externally, visible commitment to LGBT+ inclusion not only helps attract LGBT+ talent but also positively impacts ally's decision to join a company. From leadership bytes, mentioning LGBT+ affirmative programs on the company's website, to informing LGBT+ interviewees about the LGBT+ ERG in pre-placement talks, there can be various ways to provide information to potential hires. Social Media platforms such as LinkedIn, Facebook, Instagram can be utilised to be vocal about the company culture and openness towards LGBT+ individuals.

Most of LGBT+ interviewees do their research before and on applying to a job via these platforms. Therefore, the content on these platforms should be inclusive and clearly talk about measures taken by organizations to foster inclusion.

"The D&I team participates in the Pre-Hire Orientation sessions to emphasize the importance of inclusion for [24]7.ai. We also talk about various initiatives for people from the [LGBT+] community and to create a sense of belonging in the organization for people from the community."

Aarti Jalpota
Senior Director HR, [24]7.ai

6) Participate in index or surveys

Indices are a great resource for stakeholders to gauge and understand a company's progress of LGBT+ inclusion. Participating in LGBT+ inclusion indices demonstrates a company's commitment to inclusion and provides stakeholders with reliable data.

Like the Human Rights Campaign's Corporate Equality Index in USA, Stonewall UK workplace Equality Index in UK, India now has an **India Workplace Equality Index (IWEI)**[1] which is a definitive benchmark for companies operating in India. IWEI provides participating companies with Gold, Silver and Bronze Top Employer Rewards based on this score for their survey submission.

1 https://workplaceequalityindex.in/

"IWEI is a remarkable, one of a kind platform for organizations to evolve their DEI agenda and benchmark their LGBTQ initiatives at the workplace. The survey helped us look through our existing support structures with the lens of continuous evolution, and reflect on what we do well and what we can do better when benchmarking to other best in class workplaces. Being recognized for our existing culture through receiving the Gold certification is a proud moment for Bain and Company India; it provides us with the encouragement to continue our commitment to this critical agenda."

Sonali Misra
Vice President
Talent, Bain & Company

JOB POSTING AND APPLICATION PROCESS

1) Use inclusive language

Language is one of the most important tools that a company has for effective communication. It reflects our day-to-day biases and assumptions. We live in a society which is dominated by the gender-binary and heteronormativity which is reflected in the language that we use. It is common practice to use man-woman, husband-wife, and pronouns such as he or she. Language may not be noticed by many prospective cis-gender and heterosexual employees or customers, but it has huge implications on other people and could lead to exclusion.

"When it comes to hiring, it is important to use inclusive language. This process should start from the job advertisement or job posting itself. The job advertisement is one of the first places where people come in contact with the company or organization."

Head of D&I of a Captive Bank

Gender neutral language must be used for job adverts, in Internal Job Postings (IJP) or external advertisements. For instance, instead of using man or woman, 'person' or 'individual' can be used. And pronouns they/you can be used instead of he/she to make postings more inclusive.

2) Offer gender options beyond the binary

nclude more options such as male, female, transgender, transman, transwoman, non-binary and choose not to disclose, in the gender marker section of applications. Some LGBT+ interviewees also suggested doing away with gender markers from applications. Companies such as Goldman Sachs and Infosys have made gender a non-mandatory aspect of recruiting in India[1].

3) Create option for using preferred/chosen name

For individuals whose legal identity documents do not yet reflect the individual's gender identity and preferred name, companies should have policies to support 'display name/ preferred name'. The legal name (deadname) should be shared with the human resources and other functions, only on a need-to-know basis, while the employee's preferred name and gender could be used for organizational email address, etc.

1 https://indiaculturelab.org/assets/Uploads/Godrej-India-Culture-Lab-Trans-Inclusion-Manifesto-Paper3.pdf

THE HIRING PROCESS

Hiring panels must be trained to address conscious and unconscious bias to ensure that hiring decisions are based on skill and experience and are not tainted by personal opinions on sexuality and gender identity or expression. Training must cover aspects of LGBT+ identity, language, pronouns etc. so that recruiters are aware and sensitive. It's also important that recruiters are aware of the D&I policies/initiatives within the workplace to provide LGBT+ interviewees with information on such programs.

1) Sensitize interviewers before conducting telephonic interview

As an interviewer, instead of assuming the gender of the candidate, it's polite to ask "What is your pronoun?" or "How would you like to be addressed?"

A major concern noted by trans-persons who are in the transition process, when it comes to telephonic interviews is of voice. With Hormone Replacement Therapy (HRT) a lot of physiological changes happen, and one of the major changes is that of voice.

> "If a trans man is on HRT, his documents may have not changed and his voice has been changed because he has been on hormones for long, this can result in rejection from the job"
>
> **An interviewee**
> identifies as trans man

Candidates maybe in the process of changing their Govt. ID cards (like PAN, Adhaar), because of gender transition. It's a good idea to seek the candidate's permission on their willingness to discuss the matter.

> "Pronouns added to profile/ signatures: We urge all our recruiters and everyone at TW to add pronouns in their email signatures, social networks and in their conversations. Use of Inclusive language is also emphasised in the sensitisation and awareness workshops and in the DEI celebrations that we do i.e., International Pronoun Day."
>
> **Tina Vinod**
> Head DEI, ThoughtWorks

2) Sensitize interviewers before conducting face-to-face or video interviews

Interviewers must be aware of different gender identities and gender transition processes.

During the interview, the interviewer should be prepared to hear and see peole who may not be traditionally masculine or feminine, or may not match the gender mentioned in their documents. One of the major issues faced by LGBT+ applicants during face-to-face interviews is related to norms of gender expression.

Gender expression is the external representation of gender. It can be expressed through various ways such as name, pronouns, clothing, haircut, voice or various body characteristics[1]. Our society has different norms for masculine gender expression and feminine gender expression. Typically, most people follow these gender expression norms to determine a person's gender identity either consciously or unconsciously.

Usually, transgender people seek to align their gender identity rather than the sex that was assigned to them at birth[2].

In cases where a person is going through gender transition and their previous name and gender on the documents has not been changed, many interviewers tend to misgender the application or question their clothing choices and various other forms of gender expression.

A participant we interviewed, recommended that, if the interviewer has any doubts, it is best to ask the candidate directly with respect, and not make any assumptions. However, it should be kept in mind that if an interviewee is uncomfortable to discuss their orientation or gender identity, then the decision must be respected too. Also, note that questions should be relevant to the job the applicant is being interviewed for and should not be invasive.

> "It was difficult to find a job in Odisha as during every interview, people were more interested in finding out about my identity than my skills. No company wanted to hire a transwoman. Even if some companies agreed to give me a job, the salary was so low that even a daily laborer earned more than it! Sometimes I rejected the job when I felt the staff looked at me with fear and speculation. "
>
> **Sonal**
> An interviewee

The interviewer should not make assumptions and misgender interviewees, it is always better to ask the person about the pronouns they use. Hana who identifies as a transwoman says, "If they ask the preferred pronouns and preferred name in the beginning, it will eradicate a lot of miscommunication and 50% of the issues."

1 https://indiaculturelab.org/assets/Uploads/Godrej-India-Culture-Lab-Trans-Inclusion-Manifesto-Paper3.pdf
2 https://indiaculturelab.org/assets/Uploads/Godrej-India-Culture-Lab-Trans-Inclusion-Manifesto-Paper3.pdf

3) Establish a 'change of documentation process'

Discrepancy in documents that are required by companies upon hiring is one of the major issues faced especially by transgender people.

There are many instances where the preferred name and gender of the person has not been changed in legal identification and other documents. Due to this, LGBT+ interviewees are not able to use their preferred name and gender upon joining and in many cases LGBT+ interviewees are also rejected from jobs because of this discrepancy. There is currently no process in India to change the name and gender in one's education documentation.

Companies should have policies to address this issue. It is recommended that companies make policies that previous (legal) name and gender is shared only on a need-to-know basis, such information should be made available only to human resources and employees preferred name and gender could be used in rest of the places such as email address etc, if feasible. Companies can also update their documents as and when an employee complete gender and name change in other official documentation.

4) Make LGBT+ interviewees aware of the BGV process

Inform the interviewee about the Background Verification (BGV) process and get consent in case disclosure of a candidate's gender identity to an external agency is required.

One of the procedures that is followed after hiring is BGV by companies or their third-party vendors. The company should be prepared that LGBT+ interviewees' past employment can be in their previous name and gender (for trans LGBT+ interviewees). Most importantly, the focus of these checks should be on performance and work ethics of the LGBT+ interviewees.

5) Engage an interviewee with the ERG

In case an interviewee 'comes out' during the application/interview process the recruiter may choose to offer to connect the interviewee with a current ERG member for a better understanding of the programs in place. Also talking to a current LGBT+/Ally employee may help build confidence of the interviewee in the potential employer. Such members would help the interviewee understand the workplace culture and policies better. Having a buddy assigned to a new LGBT+ hire is another great way to make an interviewee feel comfortable.

THOUGHTWORKS
GOES A STEP EXTRA WHEN IT COMES TO INTERVIEWING
LGBT+ TALENT

MITRA COLLECTIVE AS A PART OF THE INTERVIEW PANEL:

During the interview process for the LGBTQ+ candidates, we ensured that a member from the MITRA Collective (this is an affinity group for LGBTQ+and allies) is part of the panel and there throughout the recruitment process.

the mitra collective

BUDDY FOR NEW HIRES:

For all the LGBTQ+ hires, we have a dedicated buddy from the Mitra Collective for the first 3 months at ThoughtWorks.

ThoughtWorks®

the mitra collective
ThoughtWorks®

LGBTQ+ & ALLIES

BIAS IN HIRING PANEL

👍 DO'S

- 👍 Address your unconscious bias before conducting an interview.

- 👍 Talk to the person before advocating on their behalf.

- 👍 Ask questions relevant to the job and skills required.

- 👍 Ask pronouns and names people use instead of asking "are you a he or a she?

- 👍 Ask about identity with sensitivity (don't force or try to get an answer out of the person, many people may not be comfortable with disclosing their identity).

- 👍 If you make a mistake in referring to anyone then apologize and correct yourself.

- 👍 Ask a similar set of questions to applicants' regardless orientation or gender.

- 👍 Ask the interviewee if they have any questions regarding the policies around D&I. This gives you an opportunity to make the interviewee feel at ease.

👎 DONT'S

- 👎 Label an individual as "the gay guy" or "the lesbian girl".

- 👎 Assume anyone's gender identity.

- 👎 Make diversity hiring a "ticking the box" exercise.

- 👎 Out someone without their consent.

- 👎 Question anyone's clothing choice, for instance, don't ask "Why you are dressed like a woman or a man."

- 👎 Ask questions about surgery and kind of surgeries, costs etc.

- 👎 Ask "How were you in childhood?"

- 👎 Ask "How was it when you were in the male/female body?"

- 👎 Ask "Why do you want to change your gender?"

- 👎 Ask questions like "When did you learn you were gay?"

- 👎 Ask about periods

- 👎 Ask "How does the gender transition feel?"

- 👎 Ask "Is it a phase?"

- 👎 Ask the previous name or dead name.

- 👎 Make them feel that you are doing a favour or just hiring to have a better image.

- 👎 Force an interviewee to become the 'face of diversity' for the official communication messages internally or externally. If an interviewee is out and willing to, it's completely fine. If they are not, then you are taking advantage of them.

It is important to ask questions and not make assumptions during the hiring process. However, during the hiring process applicants are often asked certain questions which are invasive and irrelevant. This is a compilation of some of the do's and don'ts, as shared by LGBT+ interviewees and employers.

1) Engage with a diversity consultancy/recruitment agency

Engaging an expert can be a great way to accelerate an organization's inclusion journey. The consultant must have a deep understanding of the queer community and should have demonstrated credible work. Many companies have
the willingness but are unaware of the nuances and technicalities of LGBT+ hiring.

"

Tina Vinod
Head DEI, ThoughtWorks

- Some people from the LGBTQ+ community are in the closet and it is difficult for an organization to tap into the right talent pool. LGBTQ+ recruitment firms help to bridge the gap between corporate and community.

- LGBT+ recruitment firms do the necessary due diligence and vetting out of candidate profiles before they present them to the orgs so this is very useful.

- They will also help sensitise orgs on what they need to be aware of about the candidate (preferred pronoun, skills etc.) to ensure org's are aware ahead.

- LGBT+ Recruitment Firms also help close the loop, keep in touch with the candidate."

"

2) Participate in job fairs

Partnering with hiring consultants would ensure that as a company you get relevant profiles matching the job description. You can incentivise internal referral programs for the LGBT+ URM too.

Gaurav Mishra
The Lalit Hotels

"It provides platforms to both the organisations and the talent by bringing them together. While it helps organisations prove their inclusive stance for the community, it also helps LGBT+ community look for opportunities at various organisations under one roof. Job Fairs really do bridge that gap. It is important to have them exclusively for LGBT+ folks because the community does deserve that kind of dedicated attention and safe space to be able to get out of their shell and feel accepted and included."

Tina Vinod
Head DEI, ThoughtWorks

"Exclusive LGBTQ+ job fairs offer a safe and inclusive space to hire LGBTQ+ talent. It also provides organisations a vetted out talent pool from the community and organisers help bridge any concerns the candidate or the organisation may have."

Anonymous
an LGBT+ candidate, RISE Job fairs organized by Pride Circle

"Job fairs help companies realise that we are not some extra terrestrial beings with no capabilities or skills. One mustn't judge talent solely based on orientation, dressing sense, speech etc. An LGBT+ job fair levels the playing ground for us and boosts our confidence. Many of us who wish to not disclose our identity to the whole world, find it easier to participate in job fairs. It makes us feel confident which reflects in the interview process."

3) Train to empower LGBT+ talent

Create dedicated internship and growth programs.

Some companies have dedicated internship programs for LGBT+ Talent. Accenture and NatWest Group plc have internship programs targeted at the trans talent pool. This is an easy way to further inclusion.

INTERNING WITH PRIDE:

This is a first-of-its-kind 4 month internship program by ThoughtWorks for techies from the LGBTQI+ community. It aims to challenge heteronormative thinking and biases associated with the LGBTQI+ community thereby providing a safe space for interns to pursue their ambitions and be reflective of the society we live in.
It helps participants sharpen their programming skills around object-oriented programming practices and expose them to agile practices and the latest trends in technology. It will also provide them with hands-on industry experience and mentorship under some of the industry's best technologists. Currently we are in the process of kick starting our 2nd edition of IWP which will be virtual.

https://www.thoughtworks.com/interning-with-pride

4) Build the talent pipeline

Finding avenues to build the pipeline of LGBT+ talent is another way to engage and hire.

Pride Circle's Road to RISE, a skill building program is a great way for companies to engage with the LGBT+ talent over workshops on topics relevant to the companies. These workshops provide insight to the LGBT+ interviewees on the skills to be acquired or sharpened to be relevant in the Talent Market and get a closer look into the companies' inclusive work culture.

5) Expand the scope

While companies hire highly skilled talent, it is also important to expand the scope of affirmative action by providing opportunities to the marginalized sections of the community. Engaging with third-party vendors to open hiring in support function roles like real estate management, housekeeping, security, front/back office will open opportunities to the deeply marginalized section of the lgbt+ community who may not have formal educational qualifications to find mainstream employment.

6) Upskill through CSR

Corporate Social Responsibility can be another tool to leverage for upskilling/reskilling LGBT+ talent. Many LGBT+ people may not have the required skill set or language proficiencies to bag jobs. Training individuals to provide them a multitude of job opportunities is recommended.

For example, **'Project Transformation',** a joint initiative of Pride Circle Foundation, Connecting Dream Foundation and other partners provides trans-people a 6 months coursework on English, Computer Education, Entrepreneurship and more. Supporting such programs will help companies give back to the society and also build a talent pipeline that can be absorbed in workplaces. PeriFerry, Humsafar Trust, Tweet Foundation and many other organizations also have programs on skill building.

CASE STUDY

[24]7.ai

[24]7.ai is a customer experience software and services company based in California that uses artificial intelligence and machine learning to understand consumer intent. It helps companies create a personalized experience across all channels.

As an organization focused on inclusion and belonging for all, they conduct sensitization and awareness training for all their employees, have no-tolerance to harassment policy and have taken multiple steps for LGBT+ inclusion. From visible communication on inclusion, celebration of Pride Month, mobilizing employees for allyship to affirmative policies and gender-neutral infrastructure at the workplace, they also participated in RISE: **India's first LGBT+ Job Fair, that was held on 12th July 2019 at Bangalore.** They successfully hired Sonal, a trans woman, who has now completed 1.6 years at the organization and has helped the company with effort for inclusion.

Sonal Pradhan
a transwoman from Bhubaneswar,
RISE2019 India's First LGBT+ Job Fair applicant,
and got a job offer from [24]7.ai

"I always feel excited to share my life changing experience. I feel proud to say that I attended the first ever LGBTQ+ job fair held in Bangalore. I came across a friend who informed me about the job fair and I knew I had to go. It was in July 2019 that the fair was conducted and people from all over India came to attend it. I saw so many people like me willing to find a career. I had no idea about a job fair, but with little hesitation I approached all the job counters. The hirers made us feel not only comfortable but also explained what they do and whether we can find a suitable position in their companies. The fair went on and I submitted my resume for almost half of the companies among which [24]7.ai was one."

"Initial round of interviews were completed however I still needed to complete other rounds of interviews for which I had to come Bangalore again."

"I am so happy that I got hired by [24]7.ai in August 2019 and was called in to join in September 2019."

"My happiness knew no bounds, and I have been with the organization 1.6 years now. The journey so far has been amazing. It's a wonderful place to work at and grow my career."

"My life is changed, for which I shall forever be grateful to the RISE Job Fair and my company as well."

DEFINITIONS

1

PRIDE MONTH

Those that identify as LGBT+ have sought equal representation since the 50's and 60's culminating in the Stonewall Riots in June 1969. June is now considered 'Pride' month and highlights the continued progress in the LGBT+ movement.

2

QUEER (Q)

An adjective used by some people, particularly younger people, whose sexual orientation is not exclusively heterosexual (e.g. queer person, queer woman). Typically, for those who identify as queer, the terms lesbian, gay, and bisexual are perceived to be too limiting and/or fraught with cultural connotations they feel don't apply to them. Some people may use queer, or more commonly genderqueer, to describe their gender identity and/or gender expression. Once considered a pejorative term, queer has been reclaimed by some LGBT+ people to describe themselves.
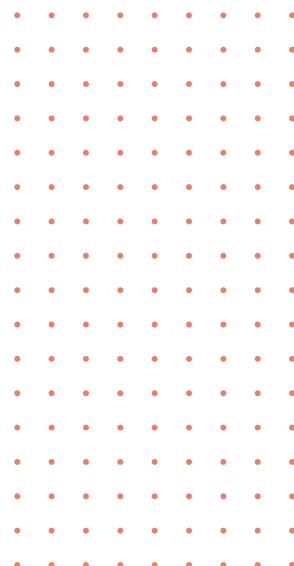
3

LGBT+

It is an acronym for Lesbian, Gay, Bisexual, Transgender, Queer and Intersex. The + sign donates all other identities which are not mentioned.

4

LESBIAN (L)

A woman who's enduring physical, romantic, and/or emotional attraction to other women. Some lesbians may prefer to identify as gay (adj.) or as gay women.

5 GAY (G)

The adjective used to describe people whose enduring physical, romantic, and/ or emotional attractions are to people of the same sex (e.g., gay man, gay people).

6 BISEXUAL (B)

A person who has the capacity to form enduring physical, romantic, and/ or emotional attractions to those of the same gender or to those of another gender. People may experience this attraction in differing ways and degrees over their lifetime.

7 TRANSGENDER /TRANS (T)

A broad range of people who experience or express their gender differently from what most people expect—either in terms of expressing a gender that does not match the sex listed on their original birth certificate (i.e., designated sex at birth) or physically changing their sex. It is an umbrella term that includes people who are transgender or otherwise gender-diverse.

8 INTERSEX (I)

An umbrella term describing people born with reproductive or sexual anatomy and/or a chromosome pattern that can't be classified as typically male or female. Those variations are also sometimes referred to as Differences of Sex Development (DSD). While some people can have an intersex condition and also identify as transgender, the two are separate and should not be conflated.

GENDER IDENTITY

A person's internal, deeply held sense of their gender. For transgender people, their own internal gender identity does not match the sex they were assigned at birth. Most people have a gender identity of man or woman (or boy or girl). For some people, their gender identity does not fit neatly into one of those two choices. Unlike gender expression, gender identity is not visible to others[1].

9

GENDER EXPRESSION

Gender expression refers to external characteristics and behaviours that are socially defined as either masculine or feminine, such as dress, grooming, mannerisms, speech patterns and social interactions. Social or cultural norms can vary widely and some characteristics that may be accepted as masculine, feminine or neutral in one culture, may not be assessed similarly in another.

10

GENDER DYSPHORIA

Gender Dysphoria or GD is a psychological diagnosis recognized by the American Psychiatric Association (APA) and the American Medical Association (AMA). This dysphoria is marked by severe distress and discomfort caused by the conflict between one's gender identity and one's designated sex at birth. Not all transgender people experience gender dysphoria or are diagnosed with GD. The previous term used was Gender Identity Disorder or GID. This term is no longer used by the medical community as it was recently replaced by gender dysphoria in the updated DSM-5 manual[2].

11

CIS-GENDER

It refers to those individuals who experience their gender in the traditional manner of someone born in that sex and in ways that society deems as traditional. Most people are cisgender and experience fewer issues presenting their gender expression in daily life.

12

1 https://indiaculturelab.org/assets/Uploads/Godrej-India-Culture-Lab-Trans-Inclusion-Manifesto-Paper3.pdf
2 https://outandequal.org/

TRANSMAN

13

A transman is a man who was assigned female at birth. The label of transgender man is not always interchangeable with that of transsexual man, although the two labels are often used in this way. Many trans men choose to undergo surgical or hormonal transition, or both to alter their appearance in a way that aligns with their gender identity Trans men are often termed as the minority within the minority because the narrative around the trans experience is centred around trans women. In this guide, trans man, trans-man and transman are used interchangeably[1].

TRANSWOMAN

14

Individual who is born and perceived to be male who transitions to publicly and privately live as a female.
In this guide, trans woman, trans-woman and transwoman are used interchangeably.

HETERONORMATIVE

15

Denoting or relating to a world view that promotes heterosexuality as the normal or preferred sexual orientation.

1 https://indiaculturelab.org/assets/Uploads/Godrej-India-Culture-Lab-Trans-Inclusion-Manifesto-Paper3.pdf

REFERENCES

- Budahazy, J. LGBT+, Positivity and Inclusion in the Workplace. https://hiring.monster.ca/employer-resources/work-force-management/improving-employee-relations/lgbt-diversity-inclusion-in-the-workplace/

- Danish Industry. Diversity at work: Best practices for creating an LGBT+-inclusive workplace [Ebook]. https://www.dan-skindustri.dk/DownloadDocument?id=81914&docid=72653

- Diversity in the Workplace | Encyclopedia.com https://www.encyclopedia.com/finance/finance-and-account-ing-magazines/diversity-workplace

- Great Place to Work® and Pride at Work Canada. Beyond Diversity: An LGBT+ Best Practice Guide for Employers [Ebook]. https://prideatwork.ca/wp-content/uploads/2017/09/Beyond-Diversity-LGBT+-Guide.pdf

- GLAAD Media Reference Guide - Lesbian / Gay / Bisexual Glossary Of Terms. https://www.glaad.org/reference/lgbtq

- Jerath, A. (2018). LGBT+ inclusion at the workplace. https://www.citethisforme.com/cite/sources/websitemanualcite

- Lure of the 'pink rupee': Why Indian firms are investing in LGBT+ events - Firstpost https://www.firstpost.com/busi-ness/lure-of-the-pink-rupee-why-indian-firms-are-investing-in-lgbt-events-797413.html\

- Lee, S. Diversity in the workplace – benefits and challenges https://www.cultureamp.com/blog/diversity-in-the-work-place-benefits-and-challenges/

- Martic, K. (2018). Top 10 Benefits of Diversity in the Workplace. https://www.talentlyft.com/en/blog/arti-cle/244/top-10-benefits-of-diversity-in-the-workplace-infographic-included

- Nambiar, N., & Shahni, P. (2018). A Manifesto for Trans Inclusion in the Indian Workplace [Ebook]. Godrej India Culture Lab. https://indiaculturelab.org/assets/Uploads/Godrej-India-Culture-Lab-Trans-Inclusion-Manifesto-Paper3.pdf

- Out & Equal workplace advocates. Workplace Gender Identity and Transition Guidelines [Ebook]. https://outande-qual.org/app/uploads/2016/09/Transition-Guidelines-Full-Edition.pdf

- Patel, A. (2014). Homophobia May Cost India's Economy Billions of Dollars. https://blogs.wsj.com/indiareal-time/2014/06/10/how-homophobia-hurts-indias-economy/

- Radcliffe, C. (2016). The real cost of LGBT+ discrimination https://www.weforum.org/agenda/2016/01/the-re-al-cost-of-lgbt-discrimination

- Singh, N. (2019). Companies recruit LGBT+, but right talent rare https://timesofindia.indiatimes.com/business/in-dia-business/cos-recruit-lgbt-but-right-talent-rare/articleshow/70832992.cms

- What Is Diversity In The Workplace? Examples, Definition https://www.giveagradago.com/news/2019/08/what-is-diver-sity-in-the-workplace/424

- Why Diversity In The Workplace Is Essential For Success | Sling https://getsling.com/blog/diversity-in-the-workplace/

contact@thepridecircle.com

@pride_circle

@PrideCircles

Pride Circle

@pride_circle

Pride Circle