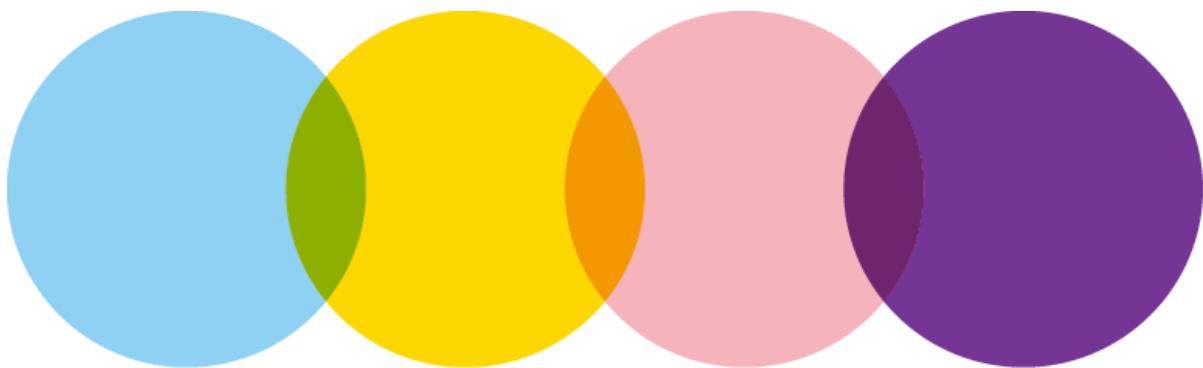


INCLUSION4ALL:

Training toolkit for human resources professionals



INCLUSION **4** **A** **L** **L**

TRANS, INTERSEX AND NON-BINARY PEOPLE AT WORK

Title: **Inclusion4All: Training toolkit for human resources professionals**

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Publisher: **Transgender Netwerk Nederland (TNN)**

Date: **November 2022**



This publication was produced as part of the project, Inclusion4All: Trans, Intersex and Non-binary people at work, co-funded by the European Union's Rights, Equality and Citizenship Programme (2014-2020).

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If you have any questions about this toolkit or its contents, feel free to email TNN at info@transgendernetwerk.nl

Introduction

This toolkit is a product of the Inclusion4All: Trans, Intersex, and Non-Binary People At Work project, co-financed by the European Commission under the Rights, Equality and Citizenship Programme. This training toolkit is meant for international use and has been produced with knowledge and insights gathered by the European Inclusion4All consortium partners from the Netherlands (TNN), Hungary (Háttér), Spain (SURT Foundation), Croatia (Zagreb Pride), and Italy (University of Brescia).

Disclaimer: This toolkit is to be used as a guideline for HR training on the topic of creating inclusive workplaces for transgender, intersex, and non-binary people. Due to the low number of intersex respondents to the Inclusion4All surveys (in conjunction with a general lack of research into workplace-related needs of intersex people), the parts on intersex inclusion in this toolkit are unfortunately more limited than those on transgender- and non-binary inclusion. This shines a light on that more funded research into—and more general awareness of—the needs of intersex people is needed.

Inclusive organisations are shown to promote better business and individual performance, healthier work environments, and better reflect the world we live in through the people that work there. However, trans, intersex, and non-binary employees (from now on referred to as 'TINb' in this toolkit) continue to disproportionately experience workplace discrimination, including in the field of recruitment. The recent Inclusion4All research, funded by the European Commission, further establishes that this is true in many of the European Union's member states. This toolkit is intended for HR professionals and aims to provide practical assistance to help build trans, intersex, and non-binary inclusive workplaces, including model policies that help deal with and eliminate discrimination, as well as best practices to disseminate knowledge on the lives and workplace experiences of trans, intersex and non-binary people in general.

In chapter 1, we will provide some general information on transgender, intersex, and non-binary people that is needed to understand the rest of this toolkit, as well as general do's and don'ts in creating an organisation and policy that properly includes them. In chapter 2, we will discuss how to act when employees express the intent to transition. This includes setting up a transition plan with the employee at the centre, privacy needs, how to deal with absence from work, and training scenarios on these topics. In chapter 3, we will discuss how to act when TINb employees report discrimination. This will include how to create inclusive protocols, examples of different cases, and training scenarios on these topics. Finally, in chapter 4, we will discuss how to create inclusive spaces within your organisation. This includes how to signpost your intentions for inclusion to employees, restroom policies,

dress codes, how to implement inclusive language within your organisation, and training scenarios on these topics.

A. Learning Objectives.

- Recognize how to affirm transgender, intersex, and non-binary employees through utilising gender-inclusive language in everyday conversations, documentation, policies, and procedures.
- Recognize how to affirm transgender and non-binary employees through using their correct names and pronouns in everyday conversations, documentation, and transitional periods.
- Define and differentiate intersex identities from transgender and non-binary identities.
- Identify strategies to promote transgender, intersex, and non-binary awareness and advocacy, and to create transgender, intersex, and non-binary-inclusive workplaces and workplace communications.
- Learn how to protect transgender, intersex, and non-binary employees in non-discrimination policies.
- Recognize how to be inclusive of prospective employees who are transgender, intersex, and non-binary in recruitment initiatives.
- Identify steps to support a transitioning employee before, during, and after this process, as well as their colleagues and managers.
- Identify strategies for intersex inclusion in Employee Resource Groups (ERGs).
- Recognize the importance of maintaining rights to privacy policies in protecting transgender, intersex, and non-binary employees.
- Recognize the need for workplace monitoring and auditing in ensuring policies and activities meet the needs of transgender, intersex, and non-binary employees.
- List arguments for trans-inclusive workplaces.
- Discover how to support the mental health and well-being of transgender, intersex, and non-binary employees.

B. How to use this toolkit

This toolkit is meant for trainers as a foundation for their own individual training design. In this document, you will find background information, practical tips, policy suggestions, and conditions to create a transgender, intersex, and non-binary-inclusive organisation. Every chapter consists of knowledge to share, as well as case scenarios to practice the information. Bringing the scenarios to life can aid the training process, and will help you to show trainees the need for policy.

The toolkit can be used in any particular order. We recommend using the practical scenarios in between more general discussions on the topic. The toolkit should function as a jumping-off point for you to create your own training module. The most important parts of the training are the scenarios, which can help people to understand the urgency and the complex nature of inclusion. For trainees to be most likely to understand this, they should be given tools and a basis beforehand.

Considering the sensitive nature of the topic of inclusion, it is important to be respectful towards the trainees. As a trainer, you should create a space where everyone feels free to speak up and share their personal experiences and/or backgrounds. However, this should not be compulsory. Any and all discussions should be based on mutual respect.

C. Methodology

As this toolkit is a part of the international Inclusion4All project, knowledge from the project's research stages has been used in the production of this toolkit. This research primarily involved two online surveys:

- 1) one survey to find the needs of trans, intersex, and non-binary people within all partner states' job markets, as well as their experience with (un)employment and workplace discrimination.
- 2) one survey to ascertain the affinity of HR professionals with inclusive policy, their knowledge of- and attitudes towards trans, intersex, and non-binary people's inclusion in the workplace. The online surveys were primarily conducted during the period of March-July of 2020.

These surveys were translated and disseminated nationally among all five European consortium partner states so that differences between job-market inclusion per country would become apparent. The quantitative research of these surveys was also supported by a series of in-depth interviews with both HR professionals and trans, intersex, and non-binary people to go into further detail about the above-described research questions. In both the interviews and surveys, people were also asked for their training needs.

This research, supported by prior research and insights by the Dutch national transgender and non-binary advocacy organisation Transgender Netwerk Nederland (TNN) forms the basis for the contents of this toolkit. A further literature study was performed by members of TNN to round out the body of content that you can find in this toolkit.

D. Inclusion4All research results

Before diving into the content of this toolkit, there are some general results from the Inclusion4All research that are important to note as a context for those who intend to provide training with this toolkit in mind. These are summarised here briefly.

Disclaimer: The full reports on the Inclusion4All research results can be found on the project's website www.inclusion4all.eu. There, you can find the national reports detailing the findings in each consortium member's countries, as well as a comparative report summarising and analysing these findings as a whole.

Anti-discrimination provisions

The legal framework across the five countries is quite heterogeneous. Generally, legal instruments broadly aimed at guaranteeing the right to equal treatment, equal opportunities, and non-discrimination in the field of labor also include specific provisions in order to protect LGBTQI+ workers and/or jobseekers but while sexual orientation is always mentioned this is not the case for gender identity and expression and intersex status.

Within the countries participating in the Inclusion4All project, the research on the topic of workplace inclusion towards trans, intersex, and non-binary people is quite limited.

Experience of HR professionals

The level of knowledge of HR professionals interviewed regarding LGBTI+ basic terminology and pertinent legislation is overall rather low. Most interviewees seemed to lack a full awareness of the meaning of relevant terms or at least they were not able to define them themselves. Knowledge of relevant legislation is also not entirely widespread: many of the professionals interviewed made a rather general reference to anti-discrimination law but were unable to say whether gender identity and expression or intersex status were covered by such provisions.

Despite the poor familiarity of what being trans, intersex or non-binary entails and the limited experience, most participants recognize as their responsibility nourishing an inclusive and diverse work environment. Lack of knowledge, prejudiced attitudes, poor acceptance of diversity, jokes from colleagues, fear to be discriminated against and unconscious bias in recruiters are mentioned as the most common obstacles hindering the inclusion of trans, intersex and non-binary persons in the work field. But also, a case-by-

case approach (i.e., take care of the “problem” when and if it arises instead of acting proactively and prospectively) and the focus on products and productivity, rather than people, appear to be, according to several professionals, obstacles to the development of an inclusive, or more inclusive, workplace.

Training goals

Only about half of the respondents received training on diversity and inclusion issues, but while disability, ethnicity and cultural differences were usually addressed during these training events, trans, intersex and non-binary issues were rarely mentioned.

Regarding the training format, both online and face-to-face training are considered appropriate tools, with some interviewees explicitly suggesting the use of workshops and brainstorming and favouring a practical approach over a theoretical one, including some exercises.

1. General tips & knowledge

A. Why strive for inclusivity

Creating a welcoming and safe organisation for LGBTQI+ people not only works to create much-needed inclusion and diversity by itself. It also has economic and efficiency benefits. All in all, there are many arguments to strive for better trans, intersex, and non-binary-Inclusive workplaces, such as:

- Better **business performance** by improving staff innovation, collaboration and retention, and external brand strength.
- Stronger **individual performance** as employees can bring their whole selves to work, and feel more satisfied, motivated, and open.
- Having LGBTQI+ supportive policies in the workplace is associated with reduced incidence of discrimination, and less discrimination is associated with better psychological health and increased job satisfaction among LGBTQI+ employees. LGBTQI+ employees report more satisfaction with their jobs when covered by LGBTQI+ supportive policies and working in positive climates.
- Employers recognize that the best ideas and solutions are developed by gathering input from people who have different perspectives as well as tangible differences.
- Diverse groups of people bring diverse ideas: They understand that having perspectives from different communities improves entrepreneurship and creativity.
- Employers care because they know we live in a competitive world: They understand that to get the best talent, they must recruit from a diverse talent pool and create a culture to be proud of.
- The presence of LGBTQI+ supportive policies and workplace environments are associated with improved relationships among LGBTQI+ employees and their co-workers and supervisors. In addition, LGBTQI+ employees are more engaged in the workplace, are more likely to go above and beyond their job description to contribute to the work environment, and report greater commitment to their jobs.
- Among consumers and job seekers who value LGBTQI+ inclusive diversity practices, businesses with LGBTQI+ supportive policies may be seen as better companies from which to buy products or for whom to work, thereby increasing their customer base and pool of prospective employees.
- Some companies find that they are better able to serve a diverse customer base when they have a diverse workforce that includes LGBT people.

- Studies have demonstrated a positive relationship between the adoption of LGBTQI+ inclusive policies and the value of company shares in the stock market.

B. Glossary of terms

We may use certain terms you are unfamiliar with throughout the toolkit. These terms may describe the demographics of LGBTQI+ people, social phenomena, or specific forms of inclusive policy. If you don't already know all of these terms, it is advisable that you make sure you understand them before delving into the more practice-related content of this toolkit.

Sexual orientation: whether a person is sexually or romantically attracted to persons of the same gender, to persons of a different gender, or persons of any gender.

Gender identity: refers to each person's deeply felt internal and individual experience of gender, which may or may not correspond with the sex that person was assigned at birth.

Gender expression: refers to a person's outward presentation of their gender identity (e.g. behaviour, mannerisms, dress). Gender expression may or may not be in line with a person's gender identity. Gender expression also includes a person's choice of pronouns.

Sex characteristics: a person's physical traits, indicative of their biological sex; they include primary sex characteristics (chromosomes, gonads, sex hormones, genitalia) and secondary sex characteristics (breasts, body hair, body form, etc.).

The gender binary: refers to the 'traditional' classification of gender as consisting only of masculine and feminine, whether by social system or cultural belief. Most cultures use a gender binary, recognising two genders (men/women). However, this is often a glaring oversimplification of both gender and biological diversity as it often ignores the existence of intersex and non-binary people.

Intersex: a variation on the (reductive) norms that determine whether someone is from the male or female sex. People with an intersex status do not fit these norms, since their sex characteristics (chromosomes, genitalia, sex hormones, etc) differ from the binary norm. However, being intersex does not necessarily mean that you do not identify as 'man' or 'woman'.

Transgender/trans: is an umbrella term referring to people whose gender identity and/or gender expression differs from the sex they were assigned at birth.

Cisgender: a term referring to people whose gender identity corresponds with the sex they were assigned at birth.

Non-binary: an umbrella term for all who don't identify as (just) female or male. Though there are many kinds of non-binary identities, some people identify as "non-binary" only.

Transition: the process of changing one's gender expression or sex characteristics to be in accordance with one's gender identity. This may or may not include medical interventions such as hormone replacement therapy or surgery. Each transition is different; just as people are.

Outed: to reveal the sexual orientation, gender identity, or intersex status of another person (without their consent).

LGBTI+: lesbian, gay, bisexual, transgender, and intersex, an acronym to refer to sexual and gender minorities in general.

Transition leave: a transition leave is granted to people who are absent during (parts of) their transition. Due to medical appointments, psychological support, or personal reasons, people can be temporarily absent. To make sure that they have access to time off without the unnecessary use of sick leave (since they are in fact not sick), special leave can cover their absence.

C. Awareness training

At multiple points throughout this training toolkit, we will propose that additional awareness training to all employees, not just HR, could be an important step to take within organisations looking to create more inclusive and diverse workplaces. Depending on your region, there might be many possible trainers who offer such training. In general, when picking or preparing an LGBTQI+ awareness training, consider the following:

- Offer awareness training that not only provides definitions around any acronyms or terms used internally but also seeks to expel binary assumptions of bodies, sex, gender, orientation, and gender expression.
- Consider awareness and inclusion training about the intersex community be delivered by intersex organisations or people, if available, rather than LGBTQ+ organisations.
- Adding the letter "I" or the word intersex to LGBTQ+ doesn't make your policy or marketing inclusive; it can even alienate if the substance of a policy or statement makes assumptions about a homogeneous community or a set of identities. Material focusing on LGBTQI+ communities or alliances needs to pay attention to the needs of intersex people. To do this, you can always reach out to intersex advocacy groups with a request for help. Additionally, create awareness that intersex status is

about variations of biology, not gender identity or sexual orientation. The same issue applies to transgender and non-binary people.

- Ensure that diversity conflict in any awareness training always be brought back down to acceptable and unacceptable workplace behaviour. By focusing on behaviour, as opposed to individual beliefs or values, you are respecting the rich diversity of different cultures and beliefs while focusing on the inclusive culture created via respectful workplace interactions.

2. How to: transitioning employees & planning

Undergoing gender transition is not only a new experience for the employer, it is also new for the employee. A transition can be a stressful experience. To properly support employees who express the intent to transition, some preparation from HR is needed.

A. Be prepared

A best practice would be to develop a general transition guideline so that this can easily be modified when an employee wants to transition. Having this guideline ready and clearly available will also help to create a norm that transitioning is something that is possible in your organisation and that it is not an impossible hill to climb.

When writing a guideline, it is important to find a balance between being prepared and being able to modify the guideline to the individual needs of your employee. Every person is different, and therefore every transition is unique. Not all people will follow the same steps, and not all employees will want to follow the same course. Therefore, flexibility is key. When constructing a guideline, consider the following questions and steps:

- Who will be supporting and guiding the transition process of the employee?
- What documents have names and gender markers that need to be changed?
- How can email addresses and other communication channels be changed to the employee's correct name?
- What obstacles do you expect to encounter, and how can you tackle them?
- How can you make clear that your transition guideline is flexible, and that these steps can be changed if desired?
- How can you ensure that every employee knows that transitioning is an option in your organisation and that a guideline exists?
- How will colleagues be informed about the transition, and will this be done by the employee and/or by a supporter?

In order to best support your transitioning employee, be sure to:

- Have knowledge of what being trans and/or non-binary entails. Do not rely on your employee to inform you about these things (but be open to their views).
- Be aware that not all people transition to a binary gender (man/woman), and make sure that your organisation is welcoming to non-binary individuals.
- Have a simple checklist of all necessary steps.

- Create a timeline, which includes document changes, informing colleagues, and possible time-off.
- Use the correct names and pronouns for your employee, i.e. the name and pronoun that they wish to use.
- Centre your employee, and follow their wants and needs in this process.
- Take on the responsibility of dealing with unwanted behaviours, bullying, and/or insensitive comments. Additionally, it should not be the responsibility of the transitioning employee to address colleagues' or clients' concerns regarding their transition.

B. Privacy needs

Due to the nature of gender transitions, transitioning at work can often be a kind of public process. However, this does not mean that your employee has to be open about each and every aspect of their personal life. Transitioning can be a vulnerable process, and it is important to protect the privacy and safety of your employee. Regardless of how an employer learns an individual is transgender, confidentiality must be maintained at all times. Information should be shared solely on a need-to-know basis or in consultation with the employee. During the transition period, the employee should be the person who decides who can know about their transition.

An employee could also inform you about their transgender identity, and that they already live in their desired role. In this case, too, it is vital to protect the privacy and identity of your employee. They can choose to inform (some of) their colleagues, but it is also likely that they want to keep this private. In this case, it is your task to make sure that their private information is protected.

In order to protect your employee, be sure to:

- Treat an employee's former name and transgender identity as strictly confidential. This information should only be shared if the employee gives their permission.
- Make it clear that your conversation will be held in confidence and make note of those things for which you may wish to seek outside guidance.
- Listen carefully to what the individual is telling you and how they'd like to be treated (do they want to keep their transition private, or do they wish to celebrate publicly?).
- Have comprehensible protocols for data management to avoid any non-consensual disclosure of trans employees' trans status.
- Inform your employee that they are not required to disclose medical information to the organisation. Do not ask your employee for medical details either.

- In cases where an employee has changed their personal information on some documents but not others, it is important for managers and HR staff to prevent that the employee is “outed” if a member of staff is able to link up old and new documents.
- Protect a transgender employee’s gender history where records may be revealing but the employee is not “out” in the workplace as transgender.

C. How to deal with absence

Some people who transition will also undergo a medical transition. This can include medical procedures, such as appointments with doctors or surgeries, or meetings with psychologists. Trans people may have a higher absence at work because of their transition. Therefore, it is important to create a safety net for them, so their absence does not cause any problems.

Although medical appointments concerning transitioning are covered under sick leave, this is not the most ideal way to deal with absence. Placing absence due to transitioning as ‘sick leave’ has negative consequences. First of all, the sick leave of these employees is unnecessarily high, even though they are not sick. Second of all, considering transitioning as an illness can have a stigmatising effect on transgender people, since transitioning is about gender identity, not disease. If possible, employees should be able to use a special leave for their needed time off, which does not reflect badly on their record. Due to the nature of this leave, it is important to protect privacy here as well.

When an employee lets you know that they will be absent due to their transition, consider:

- Medical assessments and treatments such as therapy appointments, surgical procedures, hair removal, or speech therapy should be included in the leave for employees. These procedures should be considered as necessary care, instead of elective.
- An employee may also experience negative side effects from medical procedures, and therefore need to take time off from work.
- How can you protect your employee’s privacy during their absence?
- How can you make sure that the leave policy is adjusted to their personal needs?
- Realise that not all people wish to medically transition and that every person’s process is different.

Practice: John wants to transition

Scenario: One day, your employee John walks into your (HR) office. While John is a good employee and very technically skilled, John says to be making some important life changes and wants to be assured that your workplace will be inclusive and safe. John has been working with a therapist, and has been diagnosed with gender dysphoria. She informs you that she intends to transition, will be using the name Edie from now on, and would like your support.

Discussion questions:

- Firstly, what will you say to Edie?
- What is your knowledge and understanding of the term gender dysphoria?
- What policies do you have in place surrounding transitioning employees, if any at all?
- What will you say to Edie's manager and colleagues?

Facilitator: Do's and Don'ts

Do's

- From the outset, make it clear that you want to proactively work with Edie to provide support.
- Inform Edie about your transition guideline, and what rights and responsibilities she has.
- Advocate for Edie, inform other team members if Edie wants you to do so, and make sure she is treated in a respectful and professional way.
- Ask Edie what pronouns she uses and use them going forward —acknowledge that team members may make innocent mistakes at first, and gently remind them by setting an example, e.g. "**John's** work on that project was really great, I don't know what we would do without **him.**" (**wrong**) "You're right, **Edie** really is a valuable member of the team and **she** does great work." (**correction**). If other team members repeatedly use incorrect pronouns or Edie's former name, pull them aside to have a conversation in which you clearly state that disrespect to Edie will not be tolerated, including misgendering and misnaming.
- Update Edie's personnel records, email address, and business cards as soon as possible to reflect and reinforce the change.
- Make sure that Edie's conversations with you are confidential.

Don'ts

- Don't ask Edie about any medical treatments she may be considering. As with any employee, demanding access to private information with questions about their genitals and other medical matters, including physical changes like breast augmentation or facial hair growth, is invasive and could violate your company's code of conduct, as well as legal guidelines on harassment.
- Don't ask Edie to educate you on transgender issues, including how her relationship with family may or may not change. It is your responsibility to learn the relevant issues.
- Don't disclose any personal information to others if Edie does not want this to happen.

3. How to: tackle discrimination through policy

A. Creating inclusive nondiscrimination protocols

Transgender, intersex, and non binary people are too often victims of discrimination. This issue also occurs at work. It is therefore important to proactively tackle discrimination here too. However, just stating that ‘everyone can be themselves’ is not enough to achieve this. An organisation has to take thoughtful steps to create safe workplaces. Most organisations already have anti-discrimination protocols. Unfortunately, these rarely explicitly include TINb people. Making these protocols inclusive towards these employees is a vital step in your efforts to stop discrimination. One of the practical ways to improve existing protocols is by adding statements that pertain to TINb employees.

In order to successfully stop discrimination, consider:

- What protocols are already in place, and do they explicitly include transgender, intersex, and non-binary people as a protected group?
- Gossiping and joking about people should be seen as harassment, and therefore be included in anti-discrimination policies.
- Misgendering (referring to someone by incorrect pronouns) and name-calling of TINb people should be included in anti-discrimination policies. Expressing transphobic and intersexphobic statements should similarly be unacceptable.
- How to make all employees aware of the anti-discrimination policies.
- How can unacceptable behaviour be prevented, and how can repercussions for such behaviour be enforced?
- TINb people are a diverse group of people. Therefore, be aware that they can experience discrimination in more than one aspect of their identity.
- Connect with advocacy organisations for TINb people. Invite their expertise and ask them for guidance on diversity and inclusion issues.

Steps to take are:

- Include in your policies and documentation that the bullying, harassing, or discriminating transgender, intersex, and non-binary employees will not be accepted.
- Include gender identity, intersex status, and gender expression as aspects that cannot be discriminated against.
- Include sex characteristics in nondiscrimination policies that discuss discrimination based on sex.

- The support of managers and other leading staff is crucial to implementing your inclusive plans. Communicate to managers the nature and importance of issues that affect LGBTQI+ employees.
- Include transgender, intersex, and non-binary in anti-discrimination training for employees.
- Create procedures for handling specific complaints (e.g. harassment, forced outing, etc.).
- Provide information to employees on the steps that they can take if they believe that they have been subject to incorrect behaviour. Make this information easily accessible.
- Make sure that complaints of TINb people who experience trans- or intersexphobia are taken as seriously as other instances of harassment. Whether or not the instance occurred intentionally, or was based on someone's beliefs that disrespect TINb people, should not influence the process.
- The issues that people face based on their gender identity, gender expression, or intersex status vary strongly from those based on sexual orientation. Inclusive practices should focus and make specific reference to trans or intersex employees, instead of treating gender identity as if it is the same as sexual orientation.
- Listen carefully to TINb employees and people in your networks and follow their lead. However, keep in mind that different voices exist within this community and may present conflicting viewpoints.
- Create the position of diversity and inclusion officer. This paid position should be tasked with making the workspace as inclusive as possible. Furthermore, this person can provide input for new inclusive measures in the organisation. A paid inclusion officer prevents that the responsibility of improving the workspace comes to lie with the TINb employees.

In order to create a diverse and inclusive organisation, hiring is an important topic to pay close attention to. Consider not only the ways and criteria that you use to hire people, but also consider the information that you provide applicants. When making your hiring policies inclusive, pay attention to:

- Include non-discrimination statements in job listings, which mention gender identity, intersex status, and gender expression.
- Show applicants on the vacancies site your efforts towards equality and diversity and include anti-discrimination policies. This can also include partnerships that your organisation has with transgender and/or intersex-related charities.
- Employees in charge of hiring should be aware of the organisation's aim to be inclusive, and of how they can be inclusive in their contact with applicants.

- Noting if people in charge of hiring have (internalised) gender-based prejudices, roles, and stereotypes. Training can help people to be aware of these prejudices, and how they can overcome them.

B. Backlash & focus on action

LGBTI+ inclusion is a worldwide, prolonged effort. It is something that we have to strive for in the long-term and is often not something that is easily 'solved'. Although the opinions on inclusion and diversity may differ, it is important to remember that debates about this impact people's everyday lives. Employers and organisations have a responsibility towards their employees to create safe workplaces without discrimination for *all* employees, even if some other people disagree. It is crucial to speak out in favour of inclusion and to work towards this goal. Discussions about and motivations for inclusion should always be based on respect for marginalised communities. However, within Europe, a significant part of consumers insist on LGBTI+ inclusion and rights, even in countries where there is backlash. Many organisations in and outside of Europe are underlining their support for these groups of people and highlighting LGBTI+ people among their leadership to this end.

More often than not, bigotry against LGBTI+ people is rooted in ignorance of their lives and lived experiences. The targeted sharing of knowledge (such as training) may help in this regard. When knowledgeable about the lives of LGBTI+ people, especially when someone has a personal connection with an LGBTI+ person, it becomes much harder to maintain such bigotry or fear.

However, not all cases of bigotry against LGBTI+ people may be resolved in such a way. People may retain a lingering fear of LGBTI+ as 'other' or harbour more proactive resentment for LGBTI+ people. This may not always be transparent when looking at it from an outside perspective, which is partially why it is so important to trust and believe your LGBTI+ employees when they come to you to report discrimination. In some cases, when supporting LGBTI+ people within your organisation or highlighting your support for these groups, you may experience internal or external backlash. Though most organisations don't experience such backlash, it's important to be able to handle such negative responses in a consistent way and to stay on message. Let's imagine a worst-case scenario to learn about effective responses to backlash.

For example, when enacting inclusive policy (anti-discrimination or otherwise), multiple employees (at any level within the organisation) may imply that you are trying to change people's beliefs or give too much attention to a smaller group. This vocal minority is

creating discomfort in employees (both TINb and others). In responding to such backlash, consider:

- Stating that you simply value and respect all employees (including TINb employees) and so want them to feel safe at work like everyone should.
- Stating that these policies are meant to establish a climate of professional respect and fairness for all employees.
- Stating that the policy is in line with your organisation's diversity and inclusion values.
- Stating that the policy helps further establish your organisation as a place where all are treated fairly.
- Stating that it is the responsibility of all employers that their employees feel safe and respected at their job.
- In the case of anti-discrimination recruitment policy, stating that such policy will help in the effective recruitment and retention of committed talent from these demographics.

It is important above all to stay on message. Back-peddling inclusivity policies may signpost to employees within your organisation that LGBTI+-phobic backlash works, which may increase the likelihood of it occurring in future situations. Furthermore, it may significantly damage TINb employees' trust in the organisation. In general, consider:

- Not letting the potential of backlash intimidate you. We are continually growing as a society and backlash can be a part of that. Remember that the safety and inclusion of TINb employees should outweigh the fear or discomfort of other employees.
 - Additionally, it may not be as big a deal as it is perceived to be. Critically gauge whether the group creating the backlash is a vocal minority, for example, and whether all of them will follow through with their criticism.
- The senior-level support for the inclusivity policy. With proper preparation of senior-level support before the rollout of the policy, senior-level management, as well as employees broadly, may find managing backlash easier.
- The timing of the announcement of such policies. If you fear backlash, it is generally recommendable to avoid announcing inclusivity policies in the run-up to major organisational events or meetings. Such timing may have the effect of creating a public forum for backlash.
- Potential allies in creating or rolling out inclusivity policies. By developing partnerships or positive communication with TINb advocacy groups or NGOs, you can find advice and help in developing responses to potential backlash and the avoidance of it.

- Reflecting on backlash after it has occurred. What lessons can be learned from how it unfolded? What statement might have better mitigated the backlash?
- Try to deal with people who have critique in a direct way. Have the responsible HR professional reach out to them for a personal conversation about the values of the company.

C. Making your policies known

Having a clear and inclusive anti-discrimination policy is a great step to prevent discrimination. But for it to work best, the policies have to be known by your employees. People who do not work in HR or management positions should also be aware of the fact that their employer has protocols to prevent discrimination and harassment. They should also know what these protocols consist of, and where they can find them. This way, not only all employees are aware of the boundaries and support they can expect at their work, but you also create a norm that they work in an inclusive space, and that transgressions will not be accepted.

There are different ways to give inclusion the attention it deserves:

- The use of intranet and the production of communication outputs such as posters, videos, photos are a great way to spread your inclusive message and plans within your organisation.
- Make being an inclusive organisation a clear goal for the entire organisation. Discuss this goal in meetings, newsletters, and on your intranet.
- Give attention to important dates, such as Transgender Visibility Day (31 March), IDAHOBIT (17 May), Non-Binary People's Day (14 July), Coming Out Day (11 October), and Intersex Awareness Day (26 October). On these dates, your organisation can host events that have public speakers or share information, celebrate diversity and hoist transgender/non-binary/rainbow/intersex flags.
- Celebrating important dates can make TINb people feel more welcome and at home in your organisation, as well as create the social norm that diversity in gender and sex is embraced at your organisation.
- Create an employee group, focused on LGBTI+ employees. This group can help in implementing your inclusion agenda and organising events on TINb dates, as well as offer visibility and support to TINb employees.
- Have strong role models and champions in the organisation but ensure that they feel comfortable having a public profile. (TINb role models and vocal, active allies can both be powerful tools to support trans and intersex inclusion at work.)

D. Monitoring progress

Monitoring is an important tool to know whether you are reaching your goals. Asking your employees questions in existing employee surveys is an easy way to gather information anonymously. This way, you can learn more about the diversity in your teams, the needs and wishes of your employees, and what issues they encounter. When monitoring, make sure to:

- Offer employees multiple options to identify themselves. For example, when asking about their sex, first consider whether this information is necessary to know. If it is, offer multiple options, for example, 1. Man 2. Woman 3. Non-Binary, 4. I would rather not say.
- Respect the privacy of your employees, and make sure that their information is anonymously collected and protected.
- Consider opportunities to record de-identified statistical data on the presence of intersex staff in your organisation, if intersex people feel comfortable disclosing their intersex status, or if workplace adjustments are required either during recruitment or on the job.

Practice: Jack is routinely being ignored

Scenario: Jack, a non-binary employee, is routinely talked about as if they are not present. When birthdays of everyone in their group are celebrated, they are not invited, and their birthday is the only one not celebrated. Their work is quite demanding and requires working closely and often with colleagues. Their colleagues don't respond to their requests for input in a timely way, and joke about leaving them hanging. Although their mental health had been stable for many years before joining this group, within months, it is clearly declining. What do you do?

Discussion questions:

- What will you say to Jack?
- How will you address Jack's colleagues?
- What policies do you have in place with regards to discrimination on the basis of gender identity?
 - How do those policies work to effectively tackle the discrimination of Jack specifically?

Facilitator: Do's and Don'ts

Do's

- Make certain that discriminatory behavior against LGBTQI+ employees is clearly articulated in your bullying and/or harassment and discrimination policies, and in documentation, that such behavior will not be tolerated or deemed acceptable within the workplace. It is vital to engage staff and implement comprehensive sensitivity and anti-harassment training—from senior management to junior employees.
- Make employees aware that your anti-discrimination policy includes discrimination on the basis of gender identity and gender expression.
 - If your anti-discrimination policy does not include these things explicitly, work to change that as soon as possible.
- Oversee an all-staff meeting addressing anti-bullying policies against LGBTQI+ employees.

Don'ts

- Do not ask Jack to directly address and mitigate the bullying themselves.
- Do not go in with the intention to find a median or common ground with those ignoring Jack. Such actions should be unacceptable regardless of the employees' gender identity, whether your anti-discrimination policy explicitly includes discrimination on the basis of gender identity and gender expression or not.

Practice: Ilse faces ridicule

Scenario: Mike, a manager, hears from someone on his team that there was "something funny" about Ilse. Mike calls Ilse into his office and demands to know what this is about. Ilse tells Mike that they are intersex. He then demanded that Ilse stand in front of all the staff at a team meeting the next morning to explain what an intersex person is.

Discussion questions:

- What will you say to Ilse?
- What will you say to Mike?
- How will you address the employee who spread the rumour?
- What policies do you have in place to protect intersex employees, if any?

Facilitator: Do's and Don'ts

Do's

- Address Mike and indicate that his behaviour is regarded as bullying and will not be tolerated. Furthermore, refer to the organisation's rights to privacy policy.
- Similarly confront the employee who began this rumour and articulate that their bullying behaviour is not acceptable.
- Oversee an all-staff meeting addressing anti-bullying policies against LGBTQI+ employees.
- Contact an intersex advocacy group or organization (or and LGBTI+ advocacy group with intersex-specific experience) to explore the options for specific training, the development of intersex-specific support within your organisation, or networks that Ilse might benefit from.
- Examine in what way intersex employees are explicitly or implicitly protected within your organization from invasive questions into their medical history and about their body.

Don'ts

- Don't expose Ilse's intersex status to anyone unless Ilse gives you permission to do so.
- Further probe into Ilse's status in an attempt to provide support in the future. Simply make Ilse aware of existing resources for support, if any, or be preemptive in establishing such options.

4. How to: create inclusive spaces

When talking about discrimination and how to tackle it, many people primarily think of organisational anti-discrimination policy. But creating spaces that bolster inclusivity and equality is as much an important part of creating a diverse and welcoming organisation as any. After all, we want every employee to feel welcome and safe within your organisation.

Our spaces and the way we interact with them reflect our values. And there are many ways that taking a critical look at these things may benefit TINb people and the work they do, for example through inclusive facilities (such as bathrooms), reviewing dress codes, implementing inclusive language organisation-wide, and making your stance on TINb inclusion visible in your organisation's spaces.

A. Signposting inclusivity

Creating a culture of respect

Provide and promote leadership at all levels:

- Identify someone at a senior level within your organisation who could act as a driving force for LGBTQI+ equality and inclusion.
- Create role models by publicising the success of any-high profile openly LGBTQI+ people in your organisation.
- Have a lead person for LGBTQI+ issues at board level.
- Have employees who are paid to work on TINb inclusion within the organisation. Make sure that these efforts do not stop when one of these employees switches to a new job.

Employee resource groups

- ERGs are best utilised as think tanks in addition to social networking events.
- Accessing LGBTQI+ community members through active ERGs or open calls can create opportunities for LGBTQI+ stakeholders to provide feedback around policy changes, educational opportunities, service provision, or other relevant conversations.

Making spaces feel welcoming

- Make visible/explicit what your stance on TINb inclusion is. This will help TINb employees feel welcome and backed within your organisation. Consider hanging posters, an inclusivity flag, or disseminating informative pamphlets on this topic or

your inclusivity policy in particular. As previously discussed, LGBTI+ dates such as Pride, IDAHOBIT, and Trans Day of Visibility are great for this.

B. Restroom & changing room policies

It is important to be inclusive in every aspect of your organisation. This also includes the facilities. Trans, intersex, and non-binary people should have access to the same restrooms as other employees. This also applies to people who are transitioning. These employees should only use a separate restroom if they wish to do so. Inclusive facilities can be created by inclusive signage and minor changes to the design.

Employees who identify as a binary (man or woman) gender should have access to the facilities that fit that gender; trans men and cisgender men should have access to male restrooms. However, it would be best to create gender-inclusive facilities that people of all genders can use. This way, people who are transitioning and people who identify outside of the gender binary can use restrooms that correspond with their identity. Another positive consequence would be that the usual long lines for female restrooms would be shorter since they would have access to more toilets.

In order to create inclusive facilities, consider:

- That each restroom needs to have the same quality, facilities, and care.
- Changing a disabled toilet to an inclusive restroom is not sufficient. Not only are TINb people not disabled, but this also takes away a disabled-only stall.
- Although a TINb employee may prefer to use a separate gender-neutral facility, they should never be required to use one.
- Informing employees about the importance of inclusive restrooms.
- How to deal with possible discomfort from colleagues. If a cisgender employee expresses discomfort about sharing a gendered facility with another colleague, the cisgender employee should be offered the use of a separate gender-neutral facility. Thus, coworkers uncomfortable with a transgender employee's use of the same restroom or locker room should be advised to use separate facilities rather than ask the transgender employee to use a separate facility. This should be included in facility policies and guidelines.
- Only adding one inclusive restroom to the building is not enough; people should not have to search for a restroom.

Steps to create inclusive facilities:

- If your organisation uses single-stall restrooms or locker rooms, these can easily be converted to all-gender facilities by only changing the signage.
- Utilise signage that doesn't reinforce gender binaries, such as an image of a toilet instead of gendered pictograms.
- Urinals should be separated from the other toilets in the restroom so that people who use urinals can use them privately, and colleagues won't feel uncomfortable by their presence.
- All restrooms need to have bins in the toilet stalls. Not only cisgender women use sanitary products, and therefore access to bins should be in all stalls, including those meant for men.
- One way to increase privacy for restroom users is by building the sink and mirrors in the bathroom stall.
- If changing all facilities at once is too costly, building them one at a time during scheduled renovations can cut costs.

C. Dress Codes

Reviewing your organisation's dress codes may be beneficial to the wellbeing of TINb people in its employ, such as non-binary people who do not feel comfortable with gendered clothing or employees who are transitioning. Dress can be an important part of one's gender expression and feeling restricted in this due to dress codes can hinder TINb employees in their work. To avoid this, consider:

- Replacing gendered dress code policies with simple guidance concerning principles of general professionalism.
- Promoting inclusive dress codes by incorporating a dress code that does not differentiate between genders (e.g., encouraging all persons to wear dresses/skirts or pants) as gendered dress code policies may work to regress our understanding of gender and professionalism.
 - If gender-specific requirements must remain, transgender employees should follow the gender-specific requirements that feel most comfortable to them.
- Ensuring that dress codes apply consistently to all employees. Modify dress codes to avoid gender stereotypes. Transgender and gender non-conforming employees should be allowed to dress consistently in accordance with their full-time gender presentation.

D. Implementing inclusive language

The implementation of inclusive language matters greatly to the comfort and, potentially, the safety felt by TINb employees in your company. Gendered language is a pervasive custom in many aspects of daily life, as well as many corporate environments. However, unnecessarily gendered language may cause discomfort or, in the long term, even harm to TINb people in your organisation if it is wrongly applied. Luckily, most gendered language can be easily avoided both in written text and daily usage. Consider, for example:

- Avoiding saying such phrases as “Ladies and Gentlemen” or “You guys”. Instead, use a gender-neutral greeting, such as “friends, people, folks, you all, everyone.”
- Removing gendered language from policies and other written texts within the organisation. For example, when talking about an unknown or potential employee, instead of using “she/he”, use “they.”
- Replacing gendered language with gender-inclusive language wherever possible in everyday conversation.
- Examining and updating existing documents, policies, and procedures to remove gender-specific language or include options beyond male and female. If your current documents do not provide options for listing gender identities outside of male and female, migrate to platforms and offerings that do. If collecting data on prefixes and titles in HR documentation, include gender-neutral options, such as Mx. (pronounced miks or muks).
- Teach employees about the value of inclusive language at work and the impact of everyday hetero-and-gender-normative occurrences on trans, intersex and non-binary people.

Pronouns.

Using employees’ pronouns correctly is an important part of making them feel welcome and safe within your organisation, as well as an important in respecting them. A common gender-neutral pronoun is ‘they/them’. Correctly using they/them pronouns works as follows:

‘She’s working on the quarterly report’ - becomes - ‘They’re working on the quarterly report’

‘His input has been great lately’ - becomes - ‘Their input has been great lately’

This structure can be generally applied to pronouns. The first pronoun listed (for example ‘she’ in ‘she/her’) refers to the subject pronoun, while the second (for example ‘her’ in ‘she/her’) refers to the possessive pronoun. Some people may use pronouns other than ones that you

are aware of. The important thing is to respect these, as they reflect on the identity of the employee.

Using inclusive language also means respecting people's gender identities when they do not exactly look/sound like what we would assume for someone of that gender. Each TINb person may differ in how they identify, as well as what means or desire they have to present according to others' expectations. This does not make them less the gender they identify as. To ensure a respectful culture around pronouns in your organisation, consider:

- Including pronouns in email signatures and when introducing new employees, as well as incentivising this organisation-wide. Invite new hires to voluntarily list pronouns on onboarding documentation and name tags.
- Simply asking someone what their pronouns are if you are unsure. If you fear this may cause discomfort, ask privately.
- Do not assume people's pronouns based on how they express themselves. Someone's gender identity and gender expression do not need to overlap.
- Practising using gender-neutral pronouns on your own time. Feeling comfortable with these terms may not happen immediately and can require a concerted effort but practice makes perfect.
 - If you find that using TINb employees' pronouns correctly is a wider issue within your organisation, consider hiring a trainer to help you with this.
- Being open and willing to be corrected should you make a mistake when addressing someone. Apologise briefly and correct yourself when using the wrong pronoun. Moreover, ensure that you do not make a big deal out of the mistake.
 - Equally important, be ready to correct other employees within the organisation when they incorrectly use someone's pronouns. This is most effective when done immediately after the incorrect usage of someone's pronouns. For example, simply repeat the sentence, but with the correct usage of pronouns.
- Most, but not all, intersex and trans people who identify as women use 'she/her' pronouns. Similarly, most but not all intersex and trans people identifying as men use 'he/him'.
- Some TINb employees may prefer to be referred to using their first name instead of a gendered pronoun. Like all gendered language, this is a highly personal matter.
- Not referring to a person's prior-used pronouns or old name (also known as 'deadname') when talking about them in the past. If it is necessary to discuss the past of an employee who transitioned or changed their name/pronouns, simply refer to them as you would in the present.

Terms to avoid

Finally, during the last decades, many words and phrases describing TINb people have fallen out of favour. Such language might have proven to be inaccurate, misleading, or even harmful. Consider the following to ensure a comfortable work environment for TINb employees in your organisation:

- 'Transgender' should be used as an adjective, not as a noun. For example, don't say 'we employ transgenders' or 'Anna is a transgender'. Instead, say 'we employ transgender people' and 'Anna is a transgender woman'.
 - Mind that in written text, the space between 'transgender' and 'woman' in the last example is important. This emphasises that transgender people are not less or differently men or women and correctly uses 'transgender' as an adjective.
- Avoid saying the grammatically incorrect and confusing 'transgendered'.
- Avoid the term 'transgenderism'. This is not a term used by transgender people and dehumanises transgender people by reducing who they are to a 'condition' of sorts. Instead, simply refer to employees as 'being transgender'.
- Avoid the terms 'sex change', 'pre-operative', and 'post-operative'. Using these terms inaccurately centers surgery in the transgender person's transition. Avoid emphasising this aspect of their transition when referring to them as this is a highly personal choice and most often not suitable language for a work environment. Instead, simply use 'transition' when referring to the changes the employee is going through.
- Avoid the terms 'biological (fe)male', 'genetically (fe)male', and 'born a (wo)man'. These terms are reductive in that they oversimplify complex subjects and lives. A person's sex is not only determined by genetics, but by many complex factors. Furthermore, centering a person's biology over their gender identity may work to undermine their feeling of support. Instead, the terms 'assigned (fe)male at birth' or 'designated (fe)male at birth' are widely used by TINb people.
- Avoid using terms such as 'queer', 'sexually diverse', and 'gender diverse' when talking about intersex people. Instead, use language that is inclusive of intersex people such as 'bodily diverse', 'intersex people', and 'people with intersex variations.'
- At all times, avoid referring to TINb people as 'it', a 'he/she', or with defamatory terms. Ensure that such harmful language is included in your harassment, bullying, and discrimination policy.

Practice: A bathroom complaint

Scenario: Eva, a cisgender female employee is upset that Michelle, another female employee who is a trans woman, regularly uses the women's restroom next to her office. Eva feels that because Michelle has not 'completely transitioned', she should not be treated as female and not be allowed to use the women's bathroom. She complains to you as head of the department about being made uncomfortable by "that man in the bathroom." How do you address this situation?

Discussion questions:

- What will you say to Eva?
- What will you say to Michelle?
- What are the pros and cons of facilitating a conversation between Eva and Michelle?
- Why might you discuss what transpired as a team?

Facilitator: Do's and Don'ts

Do's

- Specifically inquire about the intricacies of what Eva is upset about. Furthermore, if relevant, ask Eva why she was looking at Michelle's private information and refer her to your rights to privacy policy.
- Hold a trans sensitivity training among all staff members.
- Remember that it is not appropriate to ask TINb people to use disabled or any other particular bathroom/changing facilities.
- Remember that it is your responsibility as HR professional to protect your employees from discrimination. This includes the denial of access to the restroom.

Don'ts

- Don't treat this as an isolated incident. Prepare for the potentiality that other employees agree with Eva's grievance.
 - That does not mean, however, that the comfort of those employees should trump the rights of your TINb employees. They are likely at least as uncomfortable with the situation.
- Don't make this a discussion about legal gender markers or when someone has 'completely transitioned'. Instead, set a norm that every person is to be respected in their gender identity, independent of the status of their transition.

- Additionally, be aware that many trans women opt to not undergo surgery for either medical, personal, financial, or trauma-related reasons. Such a decision is highly personal.
- Don't give Michelle the responsibility to educate her colleagues. Instead, use your own responsibility as an HR professional to tackle this situation.
- Don't assign the gender neutral restroom to Michelle. Always allow her to use women's restrooms, if available.

Practice: Rumours about the new hire

Scenario: Ash is a new hire in your organisation. She overhears colleagues talking about her, laughing and wondering whether she 'was a guy'. Ash approaches her manager for support, telling her that she transitioned in the past and that her colleague's behaviour was upsetting to her. From that point on, her manager suddenly refuses to use Ash's pronouns such as 'she' and 'her,' while previously always getting them right, and asks her to use the disabled bathroom. How do you handle this situation?

Discussion questions:

- What will you say to Ash?
- How will you address her manager? And her coworkers? What repercussions will there be for Ash's manager as well as her colleagues, if any?
- What policies do you have surrounding pronouns or specific anti-trans discrimination?

Facilitator: Do's and Don'ts

Do's

- Facilitate a meeting with all staff and indicate that your organization will not tolerate discrimination, victimisation or harassment on the basis of a person's gender identity, gender expression or trans status, including purposefully misgendering or requiring an employee to use a separate restroom.
- Inquire into Mike's reasoning for making Ash use the disabled bathroom. If there are no inclusive bathroom facilities, consider making those changes. Remember that it is not appropriate to ask TINb people to use disabled or any other particular bathroom/ changing facilities.

- Provide an LGBTI+ sensitivity training for all managers and employees and for future new hires, particularly on the topic of transgender people.

Don'ts

- Unless given express permission, do not out Ash's transgender status to anyone else.
- Do not reinforce Mike's requirement that Ash utilises the disabled bathroom.

Practice: Lars is consistently misgendered

Scenario: A few months have passed since Lars began his transition and while most of his coworkers have been accepting, one coworker in particular continues to deliberately misgender Lars and call him by his former name. Although Lars initially wanted to give his coworker the benefit of the doubt, thinking that haps the coworker was struggling with proper pronoun-use, he now feels he is being purposely misgendered. How would you support Lars in this situation?

Discussion questions:

- What will you say to Lars?
- How would you address the employee who is misgendering Lars?

Facilitator: Do's and Don'ts

Do's

- Firstly, check in with Lars before taking any other action.
- Confront Lars' coworker and indicate that intentional refusal or persistent failure to respect an employee's gender identity constitutes harassment and is a violation of your pronoun policy, if such policy exists.
 - If there is not a policy in place protecting against misgendering, create one.
- Hold a team meeting and definitively state that your organization is committed to fostering an environment of inclusiveness and that inclusive language is an important aspect of respecting each other within an inclusive and diverse organization. Be specific in that respecting pronouns is a part of this.

- Going forward, make certain that you have already developed a go-to plan for such situations as to when misgendering occurs. Ideally, this proactive plan will empower transgender employees to advocate for themselves in the face of discrimination and harassment. It's incredibly helpful for managers to simply give employees permission to be active bystanders and stand up for themselves and each other without repercussions.

Don'ts

- Don't expect Lars to act alone in addressing this consistent bullying. If the misgendering of Lars is indeed intentional, it will likely not go away without proper intervention.

APPENDIX

Training Module Examples.

In the previous chapters, we have provided possible training exercises and topics. Offering all these exercises at the same time would be too long, however. In this chapter, we have therefore provided two examples of training modules that can be used. Each of these modules is estimated to take about three hours. The modules are meant as examples, you can also construct your own modules based on the needs of your participants.

Module 1: General Knowledge

1. Introduction round, why strive for inclusion + short overview of terms. Provide information on the current state of the labour market for transgender, intersex and non-binary people.
2. Ice-breaker exercises.
3. **Practice Scenario 1: John wants to transition**, as discussed in *chapter 2. How to: transitioning employees & planning*. Introduce the case, let participants discuss it in smaller groups, then discuss it collectively. End the discussion by giving some practical Dos and Don'ts. Add plenty of time for questions and interaction.
4. Short break.
5. **Practice Scenario 2: Ilse faces ridicule**, as discussed in *chapter 3. How to: tackle discrimination through policy*. Introduce the case, let participants discuss it in smaller groups, then discuss it collectively. End the discussion by giving some practical Dos and Don'ts. Add plenty of time for questions and interaction.
6. **Practice scenario 3: Lars is consistently misgendered**, as discussed in *chapter 4. How to: create inclusive spaces*. Introduce the case, let participants discuss it in smaller groups, then discuss it collectively. End the discussion by giving some practical Dos and Don'ts. Add plenty of time for questions and interaction.
7. Concluding the session. Discuss the participant's impression of the session, ask if there are more questions, ask what people have learned in the training, and shortly evaluate. Close the session by providing contact information of the local/national organisation that participants can ask for advice too.

Module 2: Transition-Related Knowledge

1. Introduction round, why strive for inclusion + short overview of terms. Provide information on the current state of the labour market for transgender, intersex and non-binary people.
2. Ice-breaker exercises.

3. **Practice Scenario 1: John wants to transition**, as discussed in *chapter 2. How to: transitioning employees & planning*. Introduce the case, let participants discuss it in smaller groups, then discuss it collectively. End the discussion by giving some practical Dos and Don'ts. Add plenty of time for questions and interaction.
4. Short break.
5. **Practice Scenario 2: A bathroom complaint**, as discussed in *chapter 4. How to: create inclusive spaces*. Introduce the case, let participants discuss it in smaller groups, then discuss it collectively. End the discussion by giving some practical Dos and Don'ts. Add plenty of time for questions and interaction
6. **Practice scenario 3: Jack is routinely being ignored**, as discussed in *chapter 3. How to: tackle discrimination through policy*. Introduce the case, let participants discuss it in smaller groups, then discuss it collectively. End the discussion by giving some practical Dos and Don'ts. Add plenty of time for questions and interaction.
7. Concluding the session. Discuss the participant's impression of the session, ask if there are more questions, ask what people have learned in the training, and shortly evaluate. Close the session by providing contact information of the local/national organisation that participants can ask for advice too.

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