

A Manifesto for Trans Inclusion in the Indian Workplace

www.indiaculturelab.org/lgbtq



Presentation Overview

- Transgender - meaning and history
- Background – culture, law, society and state
- The business case for LGBTQ inclusion
- Why trans inclusion + recommended strategy for companies in India
- Case studies and resources

A close-up photograph of a human hand, palm facing up, with a vibrant rainbow spectrum of light projected onto the skin. The colors transition from red at the bottom to purple at the top. The text "Meaning and History" is overlaid in a bold, white, sans-serif font across the center of the hand. The background is a soft, out-of-focus light color.

Meaning and History

Key definitions

- **Transgender persons** are those individuals who are socially, legally and medically categorized as being either male or female, but who assert that **this is not their self-identity and/or expression**. **Transgender people may or may not be intersex. It is a self-stated identity.**
- **Intersex persons** are those individuals who have **atypical sex characteristics** [anatomical, chromosomal, hormonal, etc.] that do not conform to the social, legal and medical categories of being either male or female.
Intersex people may or may not be transgender.
- **Cisgender:** A term used to describe people who are not transgender, those whose gender identity is aligned with the one they are assigned at birth.

Text courtesy:

- sampoornaindiablog.wordpress.com
- www.glaad.org
- Dhamini Ratnam, Hindustan Times

Key definitions

What do we mean by 'Transgender'?

Transgender is an umbrella term for:

- Cross dresser
- Transvestite
- Drag king
- Drag queen
- Androgynous
- Transsexual
- Transgender
- Transwoman
- Transman

Text courtesy: Zainab Patel

Key definitions

And more specific to the Indian context:

- **Hijra:** Hijras are biological males who reject their masculine identity and identify either as women, or 'not-men', or 'in-between man and woman' or 'neither man nor woman' (NALSA judgement, 2014). Hijras are an ethno-religious group. However, intersex people are also a part of hijra gharanas.
- **Kinnar:** The term for hijras in North India.
- **Aravani:** The term for hijras in Tamil Nadu. The meaning of the term 'Aravani' literally means a person who worships Lord Aravan. It is an ethno-religious group.
- **Kothi:** Cis men who show varying degrees of being effeminate. They prefer to take the feminine role in same-sex relationships, though kothis can be bisexual.
- **Shiv-shakthis:** Community of transwomen in Andhra Pradesh who are 'married to the gods', particularly Lord Shiva. It is an ethno-religious group.
- **Jogti/Jogtas and Jogappas:** In Maharashtra and Karnataka, jogtas and jogtis refer to male and female servants who dedicate (or are made to dedicate) their lives to gods.

Text courtesy:

- <https://scroll.in/article/662023/hijra-kothi-aravani-a-quick-guide-to-transgender-terminology>
- Shubha Chacko, Solidarity Foundation
- Dhamini Ratnam, Hindustan Times

A very brief background to trans presence in Indian culture

Ardhanarishwara

The composite androgynous form of Shiva and Parvati



Ardhanarishwara painting
Picture from
www.fineartamerica.com

Brihannala

The form of a trans person taken by Arjuna in the Matsya kingdom



Brihannala painting
Picture from
<https://archive.org/details/mahabharata02ramauoft/page/n3>

Ottoman Empire and Mughal empires in medieval India

They held important positions in court such as those of generals, administrators, and advisors.



Senior Wives Playing Chaupar in the Court Zenana with Trans people.
Picture from James Ivory Collection,
www.indianexpress.com

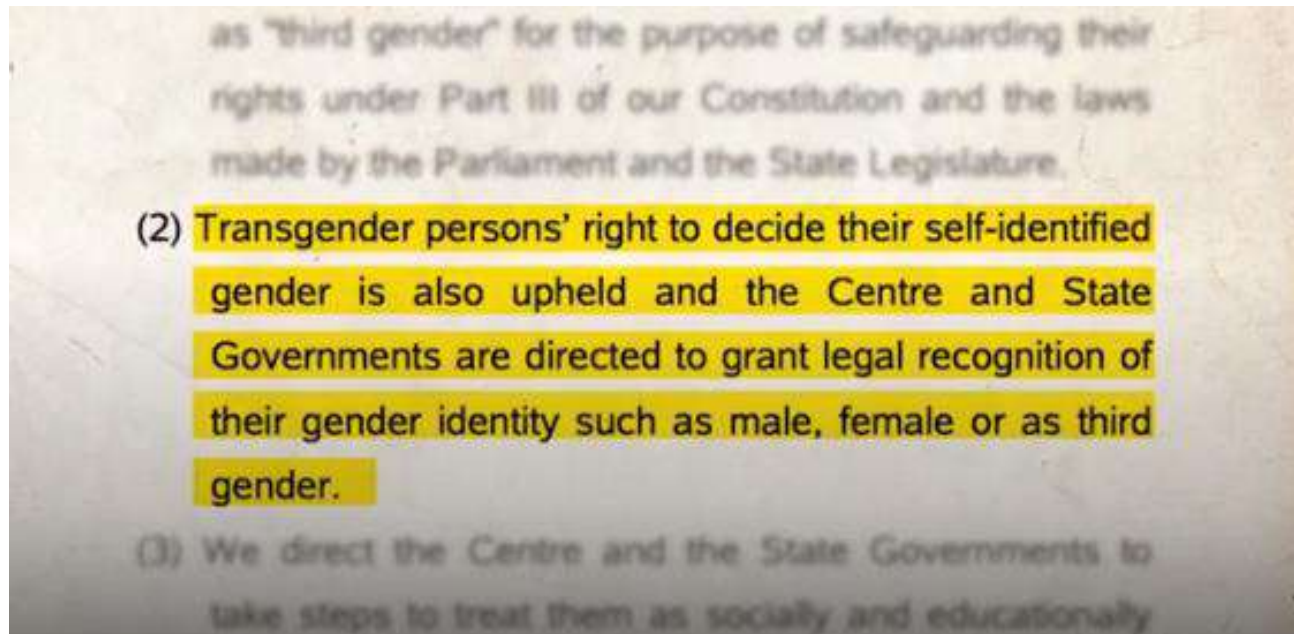
Transphobia was compounded by colonial English rule - hijras came under the Criminal Tribes Act, 1871. The Act mandated the registration and surveillance of trans people, and they could be arrested without warrant. To this day, they are marginalised and subjected to violence and invisibilisation in most institutions.



Law, Society and State

Legal Scenario around Trans Rights in India today

The 2014 NALSA judgement



The Transgender Bill 2016 will do more harm than good to trans persons: <https://scroll.in/video/864332/video-the-transgender-bill-2016-will-do-more-harm-than-good-to-transpersons>

Legal Scenario around Trans Rights in India today

The proposed Transgender Persons (Protection of Rights) Bill, 2016

PROS	CONS
Penalises violence against the community	Unscientific definition of transgender, no self-identification
Disallows discrimination in employment, recruitment and promotion	Introduction of 'screening committee'
Declared as Backward Class	No clear employment schemes or livelihood opportunities

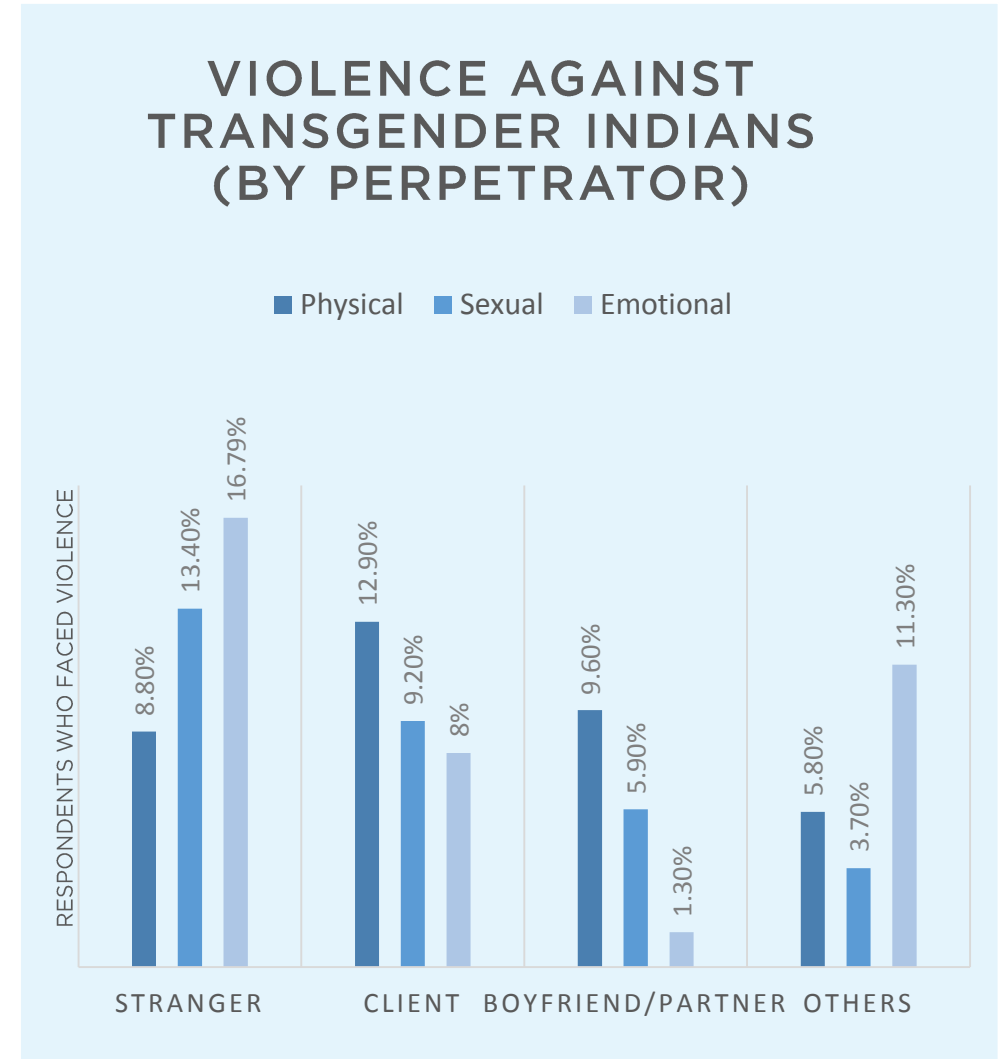
Legal Scenario around Trans Rights in India today

The end of Section 377

- On the 6th of September, 2018, the Supreme Court read down the draconian Section 377 that criminalised homosexuality
- Trans activists such as Akkai Padmashali and Uma Umesh petitioned against it
- Step towards legal recognition for trans people and also the **removal of an obstacle for corporates** and other stakeholders when it comes to inclusion efforts

Societal Challenges of Trans People in India

- **Family:** Trans children are often discriminated against and ostracised by their family
- **Violence:** 52% of trans people face police brutality and nearly 40% have experienced sexual abuse before turning 18
- **Literacy:** 58% of trans people dropped out of school before the 10th standard
- **The *jamaat* system:** While it serves as a safe space for the transwomen, it sometimes is an obstacle to bring trans people into mainstream employment channels



Graph source: Swasti Health Resource Centre
Text courtesy: Shubha Chacko

Trans People blazing a trail in the non-corporate world



K Prithika Yashini, Tamil Nadu
First transwoman sub-inspector in India



Lalit Salve, Maharashtra
Constable and transman who fought for leave for surgery



Swati Baruah, Assam
First transgender Lokpal judge in Assam

Signs of Progress by State Governments across India

Karnataka

- Self-employment grants
- Reservation in housing schemes



www.thelogicalindian.com

Akkai Padmashali of Ondede worked towards voter IDs being issued to 10,000 transgender people in Karnataka

Tamil Nadu

- Free registration of lands and ration cards
- Soft loan to incentivise business
- Vocational training
- Free health insurance

Odisha

- BPL cards and free housing schemes
- 100 days of paid work annually
- Entitled to 5kg food grains
- Pensions and loans to start up businesses

Kerala

- State TG Cell for skilling and training
- Committee that issues ID cards
- Scholarship for school and higher education

Text courtesy:

- UNDP, Good practices post the Supreme Court Judgement, 2016
- YP Foundation, 2018



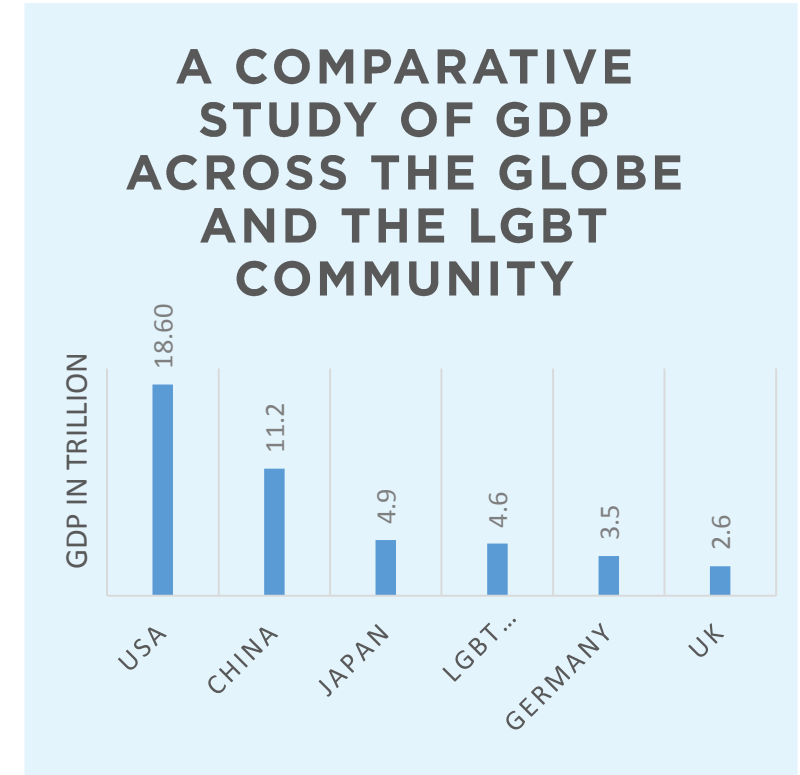
Before we focus on Trans Inclusion at the corporate workplace, let's take a step back and look at

The Business Case for LGBTQ Inclusion

Money

LGBTQ inclusion can make you a lot of money!

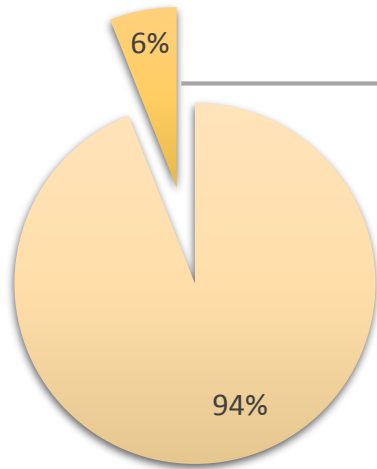
- \$3.7 trillion - **\$4.6 trillion**: Global Spending Power. This is not inclusive of allies and friends and family or LGBTQ individuals that support them. (LGBT Foundation, 2018; LGBT Capital, 2015)
- **4th largest economy** in terms of GDP (LGBT Foundation, 2018)



LGBT Foundation, 2018

Money

LGBTQ inclusion can make you a lot of money!



■ Estimated LGBTQ population in India

Spending power
of Indian LGBTQ
population is
estimated at
\$200 Billion

2009 study by Forbes India and Out Now Consulting

“Discrimination against the LGBT community in our country cost us 1.7% in potential GDP. That’s the equivalent of USD 32 billion. Just think about that for a second.”

Bollywood star Farhan Akhtar at the launch of the UN Business Standards of Conduct at Godrej in October, 2017



Money

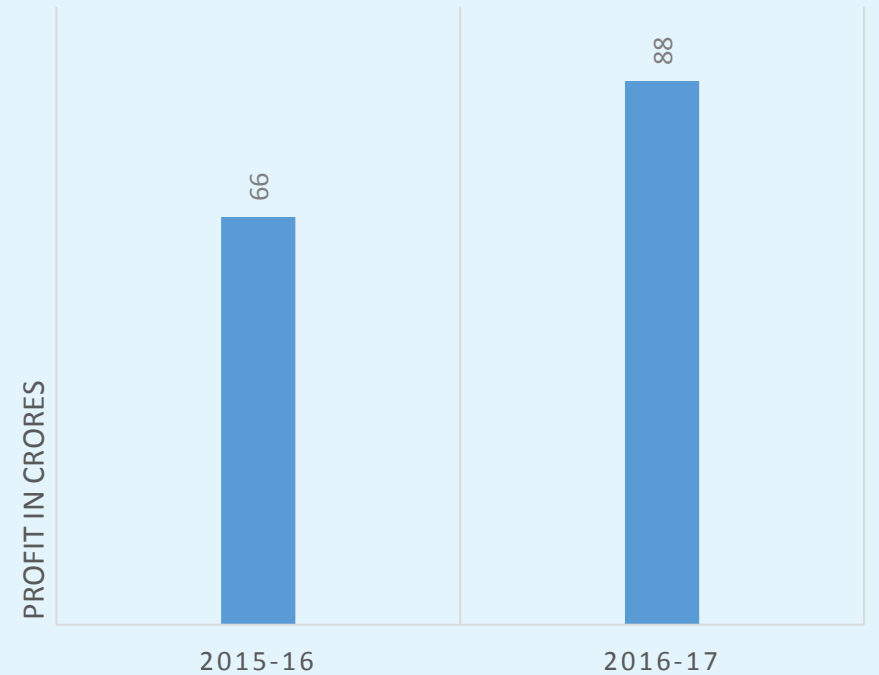
'Out' Leaders



Radhika Piramal
VIP INDUSTRIES LTD.

“LGBTQ+ individuals are just looking for legitimacy, and corporates can definitely work towards that.”

NET PROFIT AFTER RADHIKA CAME OUT IN 2015



Baggage queen, Business Today, 2017

Money

'Out' Leaders

VIP Industries Ltd. share prices from 2015 (after Radhika publicly came out) to 2018



www.moneycontrol.com

“Inclusivity does mean innovation. The more inclusive you are, the more debates you can have, the less hierarchy you have, the faster it is to recover from failure... if you say everyone should ‘talk like me, look like me, be like me, have the same background as me’ - I don’t think that would work well for companies.”

Nisaba Godrej,
Chairperson of Godrej Consumer Products Ltd.



Talent

Talent Attraction

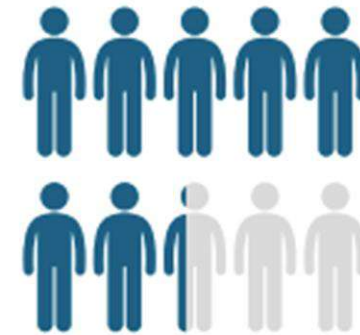
- Mixed groups perform better (Kellogg Insight, 2010)
- Tata Steel aims to have 25% diversity, 5% LGBT by 2020 (The Wire, 2018)



“At Godrej, the focus is on my work, not on my gender.”

-Nyra D’Souza

attract and retain top talent from around the world

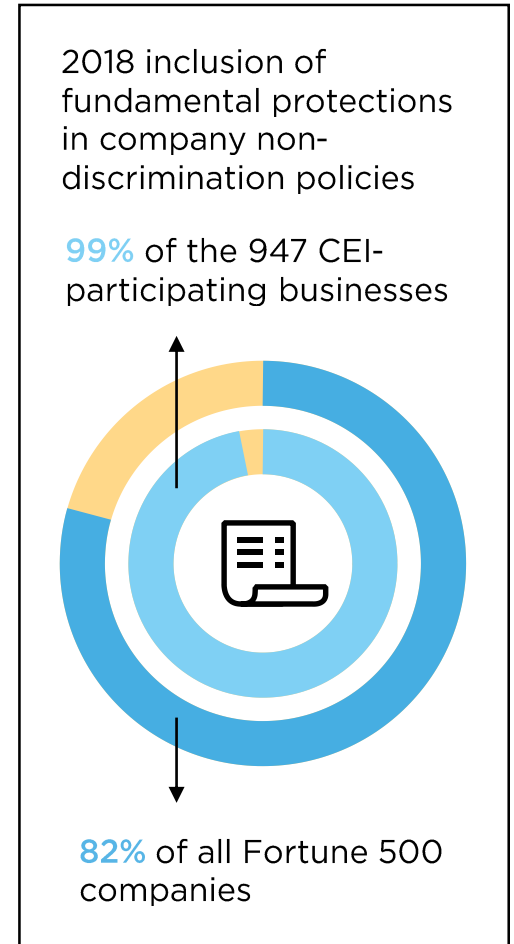


72% of allies say they are more likely to accept a job at a company that’s supportive of LGBT employees

(Human Rights Campaign Foundation, CEI 2016)

Talent

- The Corporate Equality Index is an American benchmarking survey and report for policies on LGBTQ employees
- In 2002, 13 businesses had earned a perfect rating. In 2018, 99% of participating companies earned a perfect rating. 87% of Fortune 500 companies earned a perfect rating
- We believe that companies in India will follow the same trajectory of inclusion. (Already industry bodies FICCI and CII are having conversations on LGBTQ inclusion at their annual conclaves, and Community Business just instituted the D&I awards in India)



Supporting the journey: gender transition in the global workplace by IBM and HRC, 2018

Talent

Talent Retention



“I can finally bring my whole self to work, and I feel I belong, which is the most motivation one can ask for. I have been able to start a discussion at my workplace about LGBT issues.”

Anubhuti Banerjee,
Tata Steel’s first ‘out’
employee



“Same sex partner benefits make me feel that the top management at my company really cares about the LGBT community.”

Apekshit Khare,
Godrej Properties Ltd.



“After my transition at work I found I could excel at my job.”

Amita Karadkhedkar
works for the Indian arm
of a major UK bank

Talent

- Millennials are forming LGBTQ support groups and clubs at their colleges
- They are aware of how inclusivity affects mental health and productivity
- MBA graduates show preference for inclusive companies
- 83% of more than 3000 LGBTQ+ people would prefer to work with visible LGBTQ+ leaders



Text courtesy:

- www.insideiim.com
- Vodafone and Out Now Consulting, 2018

Talent

The Ethical Consumer

- Millennials want to work with LGBTQ friendly brands (MINGLE, 2016)
- Millennials gravitate towards brands that reflect their values (Boston Consulting Group, 2014)



AJIO employees at a Pride march in Bengaluru

Talent

Talent Migration and the Brain Drain



THE WORLD BANK

*“People are leaving India... the stigma of being a LGBT person results in a **brain drain cost...** the study’s numbers are conservative.”*

Lee Badgett,
Author of the
World Bank Report on cost
of homophobia in India



*“A lot of **software professionals have left India,** and this isn’t good for the industry or the country.”*

Pallav Patankar,
Humsafar Trust



*“Many of my queer friends considered applying to **Canada for Permanent Residence** due to the anti-discrimination laws there.”*

Tony Christopher,
Infosys and Queer
Professional Network

Talent

Brain drain was also cited in the IIT Petition against Section 377 in the Supreme Court

*“Section 377 has also further contributed to the **brain drain of several LGBT petitioners** from the IITs across industries. **LGBT alumni in India have chosen sectors or companies with progressive policies** over those that might have provided better career trajectories or in STEM fields which are instrumental in building a modern and strong India.”*

Talent

Case study: Bengaluru (Open for Business, 2015)

Bengaluru tech sector worth \$150 billion contributes to 10% of India's GDP

THE CREATIVE CLASS (FLORIDA, 2002)

TALENT

- Tech hub attracts bright minds from across the country
- Rated best environment for startups
- Migrant and immigrant population

TECHNOLOGY

- App-based businesses
- 400+ MNCs
- High growth rate

TOLERANCE

- Film festival, pride, community group, parties
- Diverse, makes use of the 'pink rupee'

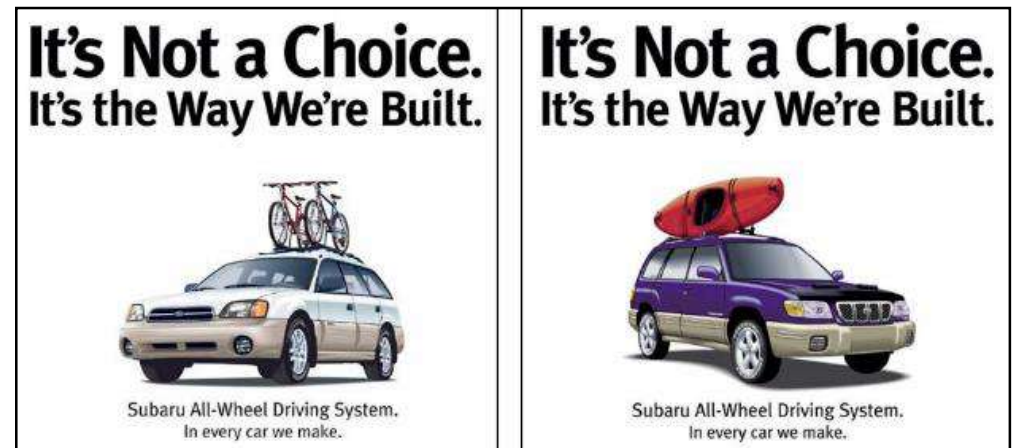
Reputation

Pro LGBTQ advertising reaps big rewards globally

- Subaru hired Martina Navratilova, a lesbian and former tennis pro
- Rainbow Card innovation supported LGBTQ organizations
- Resulted in growth (Harvard Business School, 2005)



www.lesbianbusinesscommunity.com

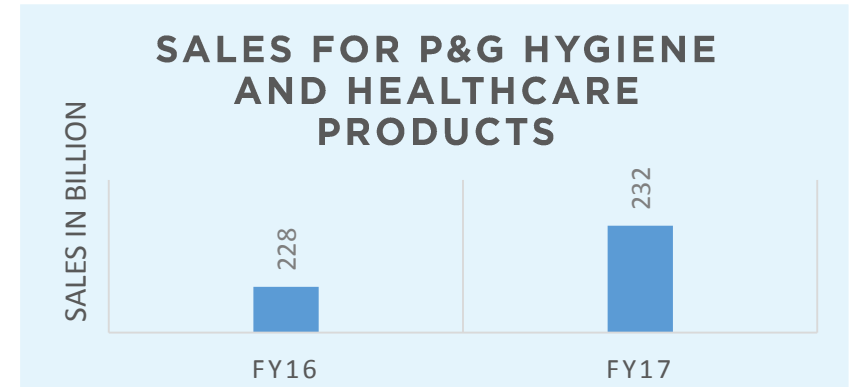


www.marketingtherainbow.info

Reputation

India-based P&G Vicks built their brand on trans motherhood in 2017

- An average viewership of 37.21 million from one of the most watched Hindi shows
- Sales of health products rose (*Business Standard*)
- The ad (as well as the brand) received international press coverage



www.business-standard.com



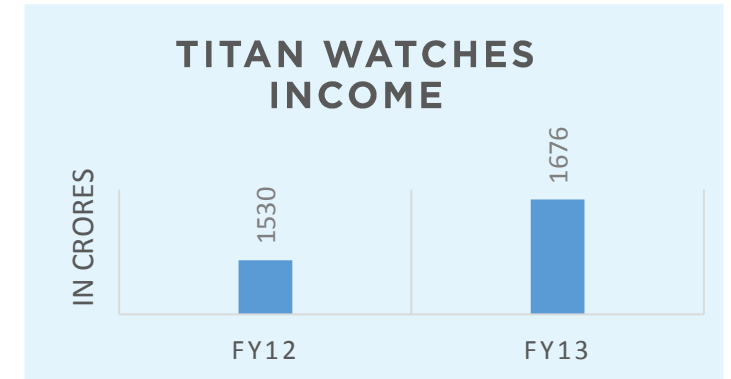
“..growth was driven by a strong focus on brand fundamentals and **equity building campaigns like #TouchOfCare.**”

- P&G Hygiene and Healthcare Ltd. Annual Report 2016-2017

Reputation

India-based Fastrack targeted the youth during IPL in 2013

- Income rose due to marketing campaigns targeting the youth
- An average of 3.8 million impressions – Fastrack ad during IPL 6
- They boldly ran this in 2013 right after the initial Supreme Court judgement on Section 377 that re-criminalised LGBTQ citizens



www.business-standard.com



*“Fastrack ran **impactful marketing** campaigns for each of its product categories and had successful activations [...] its **edgy style of communication** resonates with the youth across the length and breadth of India.”*

- Titan Annual Report 2012-13

Reputation

Many Indian companies are using digital platforms for LGBTQ focused advertising today with good results

- 78% of LGBTQ online consumers buy from companies with targeted advertising for the LGBTQ community (UN Standards of Conduct)
- Myntra ad: 10 million views in 10 days

“Brands must embrace the LGBTQ community. Neutrality will not inspire the deep relationships they want with their consumers.”

- Seema Chawla, CMO of AJIO

ebay



myntra.com



AJIO



Reputation

₹11.7 crores equivalent of publicity for Godrej just for post 377 verdict coverage in September, 2018



Judgment opens the doors for further legal victories

BY INVITATION
PARMESH SAHANI

At the Constitution Club in Delhi on July 7, the weekend before the Supreme Court (SC) bench began its deliberations on Section 377, the mood was somber. All of us gathered there knew well how precarious our hope was.

Three days later, as the SC hearings began, millions of Indians held their breath. It was a shared suspense, a history being created. Advocate Manika Gargawary emphasised that her petitioners, a club of 177, were the markers of India, but were feared to be closed. She said, "It was just consensual sex between homo-

sexual partners that this Court should recognise, but their love for each other, how strongly they loved each other, those were not our business." 377?

"The law makers, protectionist empowers. This progressive judgment adds another layer of protection."

The constitution bench has established jurisprudence that will empower country's LGBTQ citizens and also open the doors to further legal victories. Globally, LGBTQ equality has led to the legalisation of marriage, rights for same-sex couples to adopt children, and inherit their partner's property, and I see no reason why India should not embark on a similar journey.

In his comments about the Union government's stand on Section 377, our law minister, Kiren Rijiju, said, "Maybe sexual progression is a personal choice. Other issues like same-sex marriage are a step-

equal to other citizens of this country."

We will have to work collectively on transforming the bigoted views expressed by those opposing discrimination, one of the places where we can achieve results is the Indian workplace. A new survey report stated that two-thirds of Indian employees have homophobic views. Transgender are routinely harassed and denied jobs, despite these challenges, I see a new inflection point each day as we move across our country.

As Gargawary, I am part of the movement that has brought new ideas. Also, we need to change our minds and move away from LGBTQ inclusion. Most of them have LGBTQ members like the Ahmedabad's City, or others that are in Pune, Mumbai, and Chennai. The Indian LGBTQ citizens. Why should we have these people? We are no longer criminals. Why should we be anything less than

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I am gay & that's ok: Rainbow colours find a place in the sun



Overwhelmed members of the LGBTQ community thronged the city's streets on Thursday

Mumbai: "Giddy", "overwhelmed", "thrilled", "narcotic", "disbodied", "at peace". The spectrum of emotions was as wide and varied as the rainbow arch that defines the LGBTQ community of lesbians, gays, bisexuals and transgenders. Singing through midtown Mumbai on Thursday, they celebrated reclaiming of their sexual rights following the Supreme Court's verdict on Section 377 of the Indian Penal Code.

In what looked like an off-season parade or an early start to the festive season, alternate sexuality was flamboyantly out of the closet and on the streets from Vikhroli to Kaituma, strutting with cheers, tears, show-stops and choruses of "I am gay and that's okay."

For the community living under the shadow of the 156-year-old colonial law that criminalised gay sex, Thursday's judgment was an affirmation of all the work that has gone on for decades in the face of condemnation and discrimination. "This day is a dream. An impossible dream," said Vivek Anand, 30, of Humatar Trust, one of India's oldest LGBTQ organisations founded in 1984. Recounting 34 years of struggle for his citizenship, Anand, now 57, said, "I didn't realise if you had been good student or done good work. People wouldn't treat us well just because of our sexuality."

To defend ourselves at every step of the way was daunting. No one our kids being raped, brown out, blackmailed and killed for being different. Most of them have LGBTQ members like the Ahmedabad's City, or others that are in Pune, Mumbai, and Chennai. The Indian LGBTQ citizens. Why should we have these people? We are no longer criminals. Why should we be anything less than

crossed on social media and stray voices were heard rejoicing and mainstreaming as the foundation on which the real victories for equal rights will be won—and discrimination policies, same-sex partner insurance benefits, marriage, inheritance or workplace inclusion," said Shubhami, LGBTQ activist and filmmaker. Sridhar Ramasamy agreed, pointing at the

disgust got its independence 72 years ago but millions got theirs today. The judgment has laid the foundation on which the real victories for equal rights will be won—and discrimination policies, same-sex partner insurance benefits, marriage, inheritance or workplace inclusion," said Shubhami, LGBTQ activist and filmmaker. Sridhar Ramasamy agreed, pointing at the

large number of LGBTQ youths in rural and small-town India unaware of their rights. "It's time to cross the line for individual changes, which can happen through rigorous awareness drives. Gender identity needs to be included right at the school level."

This day ended on a high with night-long revelry for some and a long pending good night sleep for others.

Companies and LGBTQ inclusion in India



Diversity Dialogues (2017)



ThoughtWorks®

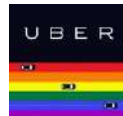


intuit.

Google

The above companies have been featured in the Indian media or representatives from the above companies have participated in LGBT+ prides, festivals, diversity events and/or have active employee resource groups for LGBT+ or have sponsored resource guides

Globally LGBT+ inclusive brands with presence in India



LGBTQ inclusive policies and benefits that some Indian companies already have:

- **Equal opportunity policy** which covers sexual orientation and gender identity without any discrimination
- **Same-sex partnership benefits:** the company recognises same-sex partners and gives them equal benefits at par with married spouses
- **Gender neutral adoption leave:** Leave of 3 months – given to the primary care-giver

WE THE WOMEN

in partnership with

UN WOMEN



Associate Partners



Global Health Strategies

THE Lalit
Centre for Health Research

So why are we specifically focusing on

Trans Employment

in this manifesto?



Trans Employment

Why focus on Trans Employment?

The human capital case

- 92% of India's 4.9 lakh trans people are unable to participate in any economic activity
- Less than half of them have access to education. Of those, 62% face abuse and discrimination
- Only 2% live with their families (NHRC Report)
- Most visible of the LGBTQ community, face high incidence of violence

Trans Employment

Why focus on Trans Employment?

The skilling case

- 2011 census places trans population at 4.9 lakh – loss of potential talent and skill
- **Strong focus on skilling:** 249 schemes, from national and state governments, can potentially be accessed by trans people
- But at the national level, only the Deen Dayal Upadhyaya Grameen Kaushalya Yojana (DDU-GKY) mentions transgender persons as beneficiaries (UNDP, 2017)



Skill India
कौशल भारत - कुशल भारत



Text courtesy:

- <https://timesofindia.indiatimes.com/india/First-count-of-third-gender-in-census-4-9-lakh/articleshow/35741613.cms>
- UNDP, Skilling and livelihoods for transgender community, 2017

A photograph of a group of women in a meeting or conference. One woman in the foreground is speaking into a microphone. The image has a warm, orange-toned filter. The text is overlaid in the center in a large, white, sans-serif font.

Recommended Trans Inclusion Strategy for Companies in India

Trans Inclusion Strategy

We recommend that companies in India follow these 9 steps on their path towards trans inclusion

1. The first and most basic step:
An anti-discrimination policy
2. Active trans hiring efforts through HR
3. Sensitisation of existing employees
4. Restroom infrastructure
5. Health insurance and medical benefits
6. Support system for employees transitioning in the workplace
7. Formation of an employee resource group
8. Robust advocacy of the trans policies both within and outside the company
9. Being mindful of trans employees' particular circumstances

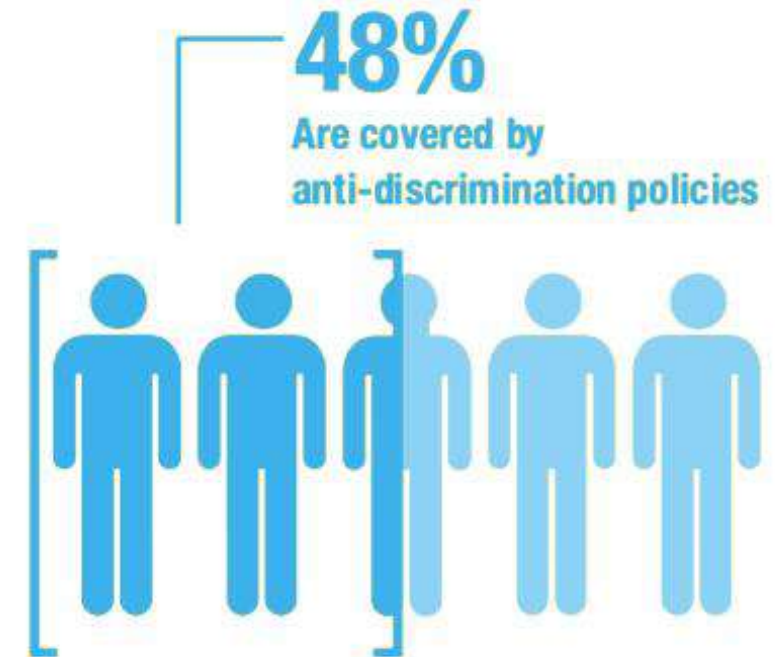
Trans Inclusion Strategy

1. The first and most basic step: An anti-discrimination policy

- Not only sexual orientation, but gender identity as well as gender expression should be prohibited grounds for discrimination
- The policy must highlight what behaviours and actions are particularly transphobic

*“We recognize merit and perseverance and encourage diversity in our company. We do not tolerate any form of discrimination on the basis of nationality, race, colour, religion, caste, gender, **gender identity or expression**, sexual orientation, disability, age, or marital status and will allow for equal opportunities for all our team members.”*

- Godrej’s equal opportunity policy



Half of LGBT Indians surveyed could be legally fired from their jobs for being LGBT

(The Indian LGBT Workplace Climate Survey Report, 2016’)

Trans Inclusion Strategy

2. Active trans inclusion efforts through HR

- **Work with NGOs and CBOs** that are involved with the community
- Do away with gendered language in job postings
- Make sure your pro-LGBTQ policies are well-publicised on the company website
- Application process itself must be inclusive: pronoun, gender and name documents must be handled sensitively and carefully



“Life becomes easier if we have a preferred name and pronoun system.”

- Aditya B,
A corporate HR professional

Trans Inclusion Strategy

2. Active trans inclusion efforts through HR

- Bias should be eliminated at the interview level by **training employees in charge of recruitment**
- Existing policies should be made gender neutral: partnership benefits, workplace harassment and parental leave
- Dress code policies should not be gendered, or companies should allow people to dress as they identify



Solidarity Foundation placed Kusuma, a trans woman, as an attendant in the IBM cafeteria in Bengaluru

Trans Inclusion Strategy

3. Sensitisation of existing employees

- Collaborate with NGOs, CBOs, or D&I consultancies for sensitisation workshops with employees
- Employee interaction with trans people if possible
- In case there is a trans person in the organisation, they could offer their first person account of what it means to be trans and what they expect from their co-workers
- Pre-placement sensitisation for the team of the trans individual before the trans individual joins work



Intel holds ally awareness programmes and spreads awareness about how employees can participate in their LGBT ERG

Trans Inclusion Strategy

4. Restroom infrastructure

- An all gender/universal access/gender inclusive restroom goes a long way in showing support to trans people
- If your company already has gender segregated restrooms, at least one restroom in the building can be made a gender neutral restroom
- However, it is important to make sure that the gender inclusive restroom isn't in a remote or inaccessible area and is located centrally in the building



Trans Inclusion Strategy

5. Health insurance and medical benefits

- All benefits to spouses must be valid to partners of the same sex; cohabiting partners should be considered equivalent to spouses
- HIV treatment and care should be available to all employees
- **We recommend that trans employees are covered for gender affirmation surgery.** For this, you could initiate conversation with your current insurance provider about covering hormone therapy and transition procedures or reimburse the employee within the company itself (Refer to next slide)

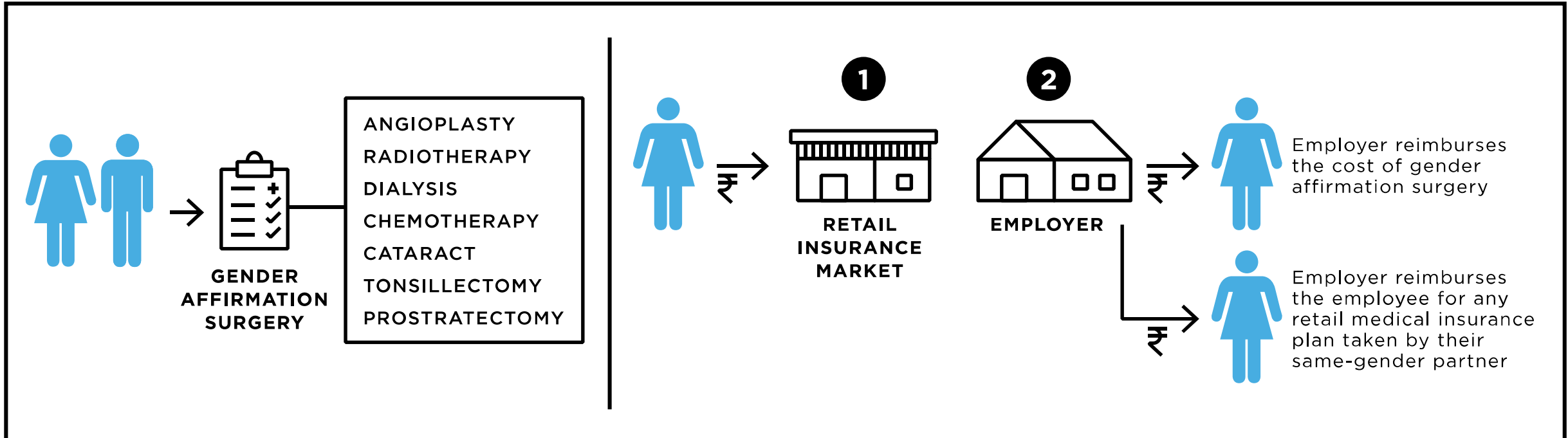


"It is important not to dwell on the number of people that will come up and take advantage of these benefits. The fact that the company is being inclusive and providing equal benefits to everyone is far more important."

- Ritesh Rajani,
IBM

Trans Inclusion Strategy

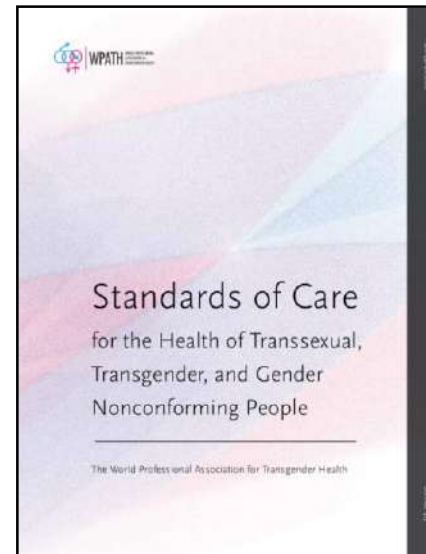
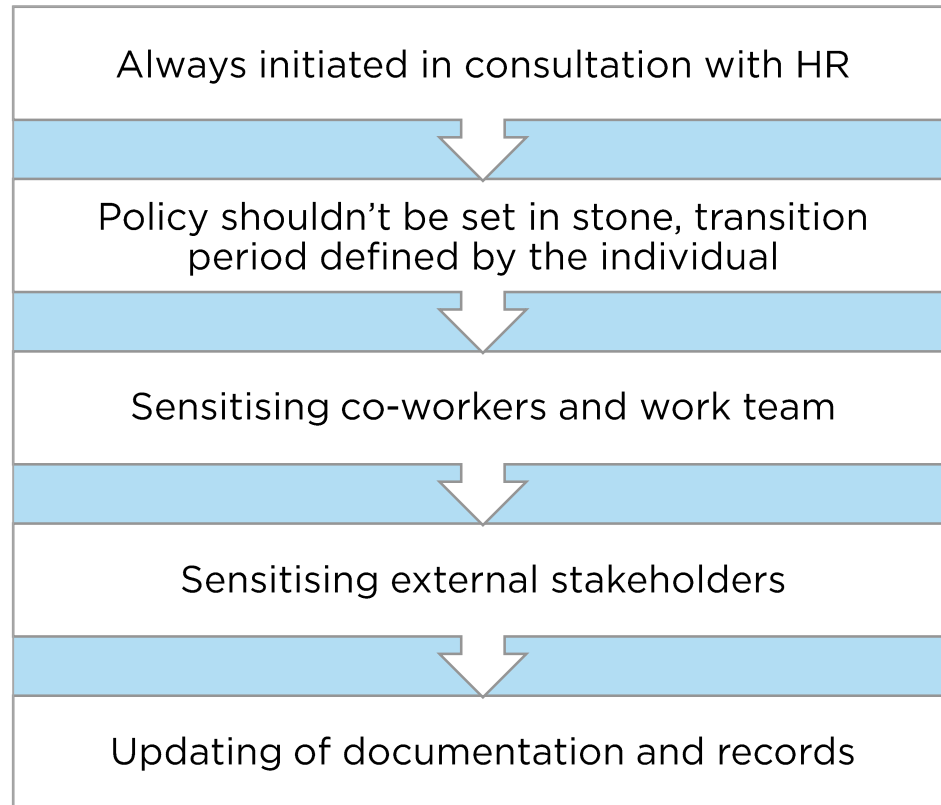
5. Health insurance and medical benefits



Diversity Dialogues, 2017, Providing Equal Benefits to the LGBT+ Workforce

Trans Inclusion Strategy

6. Support system for employees transitioning in the workplace



Best Practices:
WPATH Standards
of Care, 7th Ed, 2011



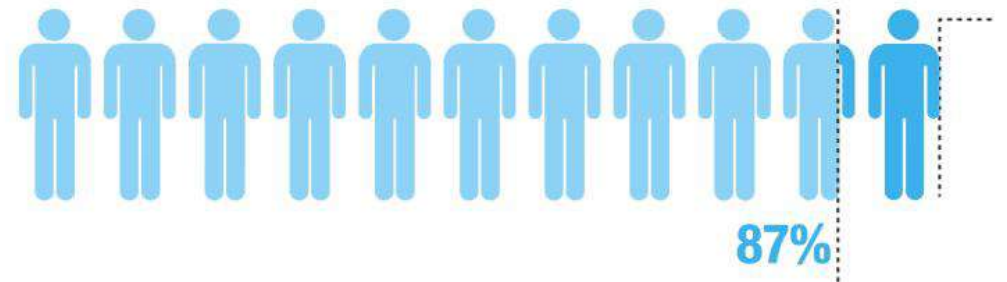
“The transition process is long and complicated - it is both medical and social. It requires coordination with the HR team.”

Zainab Patel,
UNDP Analyst,
Transgender
rights activist

Trans Inclusion Strategy

7. Formation of an Employee Resource Group (ERG)

- ERGs are leading the way for LGBTQ inclusivity in India
- They help mobilise allies, especially in a scenario where it is difficult to be 'out'
- Forum to raise concerns around LGBTQ causes
- Diversity training module, communications, events
- **Invest in local LGBTQ organisations**
- A senior leader as their advocate/sponsor



87% do not have access to formal LGBT Employee Resource Groups within their organization

(The Indian LGBT Workplace Climate Survey Report, 2016')

Trans Inclusion Strategy

8. Robust advocacy of the trans policies both within and outside the company

- The company can choose to sponsor and support LGBTQ events and organisations to publicly show their solidarity
- Empower your trans employees to advocate for trans hiring strategies in external forums
- **Advertising for the company brand** can include pro-LGBTQ themes
- **Internal communication** must make employees aware of new policies



The transwomen of the Aravani Art Project create public art in corporate spaces, thereby beginning a conversation around trans lives in the workplace.



“It is important for a company to act not just as an embassy or safe space, but as an active advocate for change.”

-Hewlett and Yoshino, *Out in the World: Securing LGBT Rights in the Global Marketplace* (2016) as cited in the UN Standards of Conduct for Business (2017)

Trans Inclusion Strategy

9. Being mindful of trans employees' particular circumstances

- **Housing:** Many trans individuals are not able to pay their rent because of hormone therapy costs. The company could help the trans employee find secure housing where they are not discriminated against
- **Documents and qualifications:** Employers can evaluate skills such as communication instead of educational qualifications because trans people often drop out of schools and colleges due to harassment
- **Bank accounts:** Companies could reach out to financial institutions or give trans individuals more time to procure documents
- **Commute:** Companies could consider shuttle services or a carpooling policy for their trans employees



"I was not given any reason for the landlady asking me to vacate the apartment. But, some other society members verbally told me that the only reason behind it was that I'm transgender. I have faced this many times in the past 15 years."

- **Urmi Jadhav,**
Humsafar Trust,
TWEET Foundation

Networking

A lot of networking is happening on the ground among companies and LGBTQ organisations in India

- Community for Pride
- Keshav Suri Foundation for LGBT empowerment
- MINGLE Summit
- Out & Equal conference
- Pride Circles in cities across India
- United Nations Business Standards launch
- Varta Trust - Online Locator for Queer Friendly Services
- Community Business' D&I In India Best Practice Benchmark & Awards 2018



Launch of Varta Trust, online locator of queer friendly health and legal service providers in India

Networking

Delta app pledge

- Park Hyatt Chennai
- Hyatt Mumbai
- Lalit Hotels
- UrbanClap
- MissMalini
- Olive Group
- WeWork





Case Studies & Resources

Case Studies

KOCHI METRO

- First public enterprise to make trans hiring effort
- Trans employees were trained, shown facilities and functions
- They were unable to pay rent, harassed on the job, didn't have gender neutral washrooms, high commuting costs. Kochi Metro has since then attempted to address these challenges
- Companies should be comfortable with learning from mistakes



www.economictimes.indiatimes.com



www.livemint.com

Case Studies

VLCC, Hyderabad

- Provides training for the job of 'Assistant Beauty Therapist'
- Stipend and assistance in placement
- Collaborating with Telangana Hijra Intersex Transgender Samithi, Udbhav, Payana and The Humsafar Trust



Activist M Rachana at a gender sensitisation workshop in SR Nagar VLCC branch (www.telanganatoday.com)

Case Studies

LALIT HOTELS

- LGBTQ and disabled-friendly policy
- Visible trans hires at Lalit Hotels, have worked with and hired nearly 35 trans people
- The Keshav Suri Foundation will provide a global platform to uplift and connect the LGBTQ community



www.eshe.in

“India is far behind in tapping into Pink/LGBTQIA tourism that has been a major contributor to the US and Brazilian economy.”

- **Keshav Suri**
Executive Director,
Lalit Hotels



www.eshe.in

“Guests, irrespective of their preferences, say they love our LGBTQ inclusion endeavours and this is a strong reason they choose Lalit over other brands.”

- **Swati Jain,**
Lalit Hotels
on brand preference

Case Studies

TATA STEEL

- Anubhuti Banerjee is an active advocate for trans recognition in the workplace at forums in India and abroad
- First company from the steel/manufacturing industry to launch an LGBTQ Employee Resource Group - 'Wings'
- Relocation and financial support is offered during transition at Tata Steel
- Have developed sensitisation modules for colleagues of transitioning individuals and support staff of the company



Anubhuti Banerjee,
Manager Analytics & Insights
(Marketing & Sales)



The launch of the Tata Steel ERG
in May 2018

Case Studies

THOUGHTWORKS

- Conducted office-wide sensitisation with Solidarity Foundation before bringing in their first trans employee
- Nayana was encouraged to pursue her interest in design. This was in addition to her role as a marketing associate
- The company also has a five-month internship programme solely for members of the LGBTQ community



www.livemint.com

“If you do not build a work culture that truly cares about an equitable society from the leadership to the grassroots level, then bringing in a transgender employee will be a challenge.”

- Tina Vinod

Diversity and Inclusion Lead
at Thoughtworks

Case Studies

THIRD EYE CAFÉ

- The café has six transgender employees working as table attendants and kitchen staff, and they are open to hiring more
 - *“This is one platform where transgender people can come, get trained, work and progress in life.”*
- Nimesh Shetty,
Founder of the café



Hindustan Times, 2017

Resources

Resources that companies can consult with for implementing their Transgender Inclusion Strategy

- Alliance India
- Alternative Law Forum
- BD Foundation
- Community Business
- Diversity Dialogues
- Humsafar Trust, Project TRANScend
- iCall
- Innersight
- Interweave Consulting
- Kinner Jobs
- Orinam
- Periferry
- Queerala
- SAATHII
- Samāna Centre for Gender, Policy and Law
- Solidarity Foundation
- TransVision
- TWEET Foundation

Methodology - Primary sources

Key Individuals

1. Abhina Aher
2. Aditya Batavia
3. Amita Karadkhedkar
4. Anubhuti Banerjee
5. Paras Thakur
6. Urmi Jadhav
7. Vihaan Peethambar
8. Zainab Patel

D&I Consultancies

1. Community Business
2. Interweave Consulting
3. Solidarity Foundation

Companies

1. AJIO
2. Bank of America
3. Cisco
4. IBM
5. Intel
6. Tata Steel
7. The Lalit Hotels
8. Thoughtworks
9. UrbanClap
10. Walmart

Community Organisations

1. Humsafar Trust
2. Saathii
3. TWEET Foundation

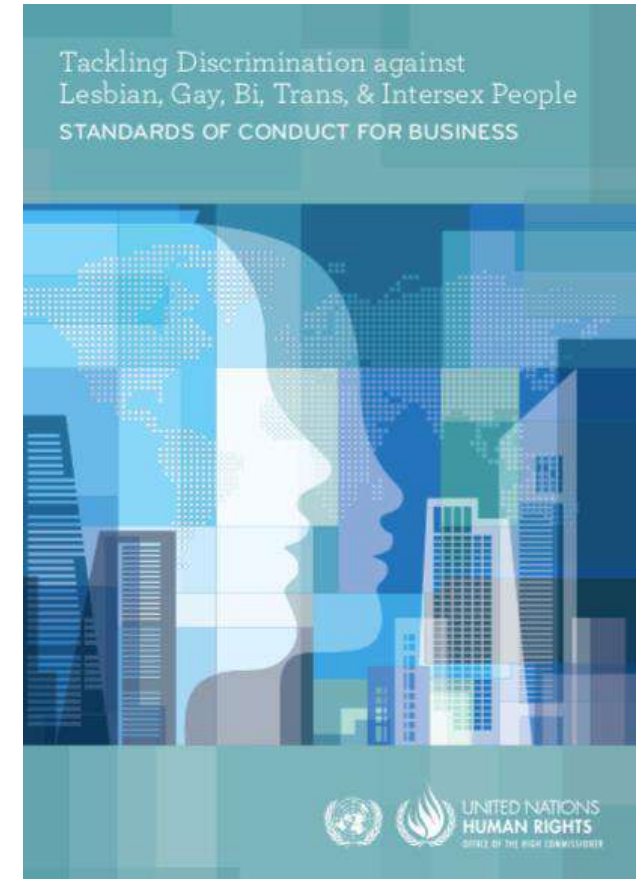
Other Organisations

1. MINGLE
2. Periferry
3. UNDP

Methodology - Secondary sources

Key Texts

1. Open for Business - Miller and Parker
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4. HRC Foundation: Transgender Workplace Manual
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6. The Rise of the Creative Class - Richard Florida
7. World Professional Association for Transgender Health Standards of Care, 7th Edition
8. Orinam and Diversity Dialogues supporting Gender Affirmation: Towards Transgender+ Inclusive Workplaces in India



Methodology - Secondary sources

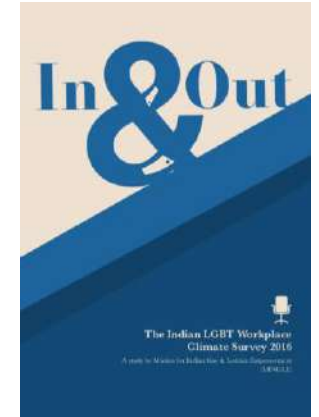
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5. YP Foundation Policy Brief
6. Corporate Equality Index Report
7. IBM Gender Transition in the Workplace White Paper
8. Humsafar Trust Transgender Manual for Corporates
9. Community Business: Section 377 Obstacle or Opportunity to Inclusion in India
10. Community Business: Creating Inclusive Workplaces for LGBT Employees in India
11. Community Business Webinar transcript
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13. Stonewall: Engaging all staff in Trans Inclusion
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17. Annual Report Procter and Gamble 2016-17
18. Annual Report Titan 2012-13



Methodology - Secondary sources

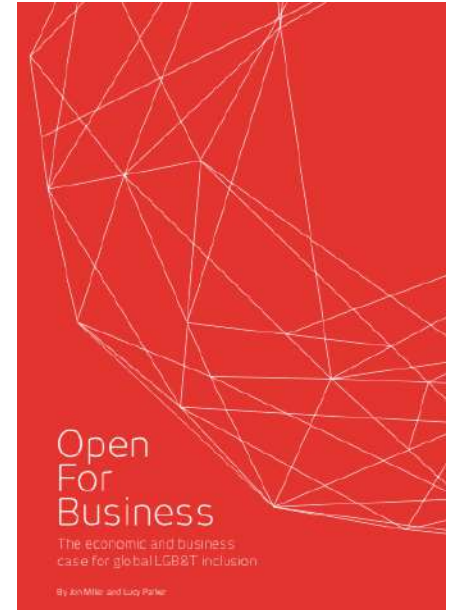
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21. Deloitte and the Victorian Equal Opportunity and Human Rights Commission, Waiter, is that inclusion in my soup?
22. Reagans, R., & Zuckerman, E. Networks, diversity and productivity: The social capital of corporate R&D teams. Organization Science
23. The Williams Institute, Economic Motives for Adopting LGBT-Related Workplace Policies
24. The Boston Consulting Group, How Millennials Are Changing the Face of Marketing Forever
25. PwC, Millennials value greater flexibility, appreciation, team collaboration and global opportunities
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28. Harvard Business Review | The Other Diversity Dividend
29. Human Rights Campaign Foundation, Degrees of Equality: A National Study Examining Workplace Climate for LGBT Employees



Methodology - Secondary sources

Articles

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2. Chicago Booth Review | Why it matters that LGBT entrepreneurs 'come out'
3. Economic Times | IBM, Google, Goldman Sachs to launch LGBT Resource Guide for India Inc
4. CityLab | The Global Map of Homophobia
5. Scroll.in | How the Centre's Bill to protect the rights of transgender people will actually hurt them
6. AdAge.com | LGBT Inclusive messages are now making their way into Indian Ads
7. The Wire | Despite Laws, Companies in India still LGBT Friendly
8. Wall Street Journal | How Homophobia hurts India's Economy
9. The Wire | IIT Students File Petition
10. Forbes | LGBTs in China Are Priming a Pink Economy That Will Overtake America's
11. Huffpost | Indian Companies are Hiring Transgender People, But it's a Rocky Road From Here



Methodology - Secondary sources

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13. Firstpost | The lure of the pink rupee
14. Huffpost | Why LGBT Inclusion makes Business Sense
15. Livemint | Workplace Equality: a Distant dream for Transgender People
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18. Hindustan Times | Tamil Nadu to get India's first transgender police officer
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20. Ndtv.com | I Am A Gay Infosys Techie. What it Took for Me To Come Out
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Thank You.

