

# A Manifesto for Trans Inclusion in the Indian Workplace

[www.indiaculturelab.org/lgbtq](http://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 forward, with a vibrant rainbow light effect projected onto the skin. The light is most intense on the palm and fingers, creating a spectrum of colors from red to violet. The background is a soft, out-of-focus warm light. The entire image is framed by a thin white border.

# 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:

- sampoonaindiablog.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](http://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](http://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.



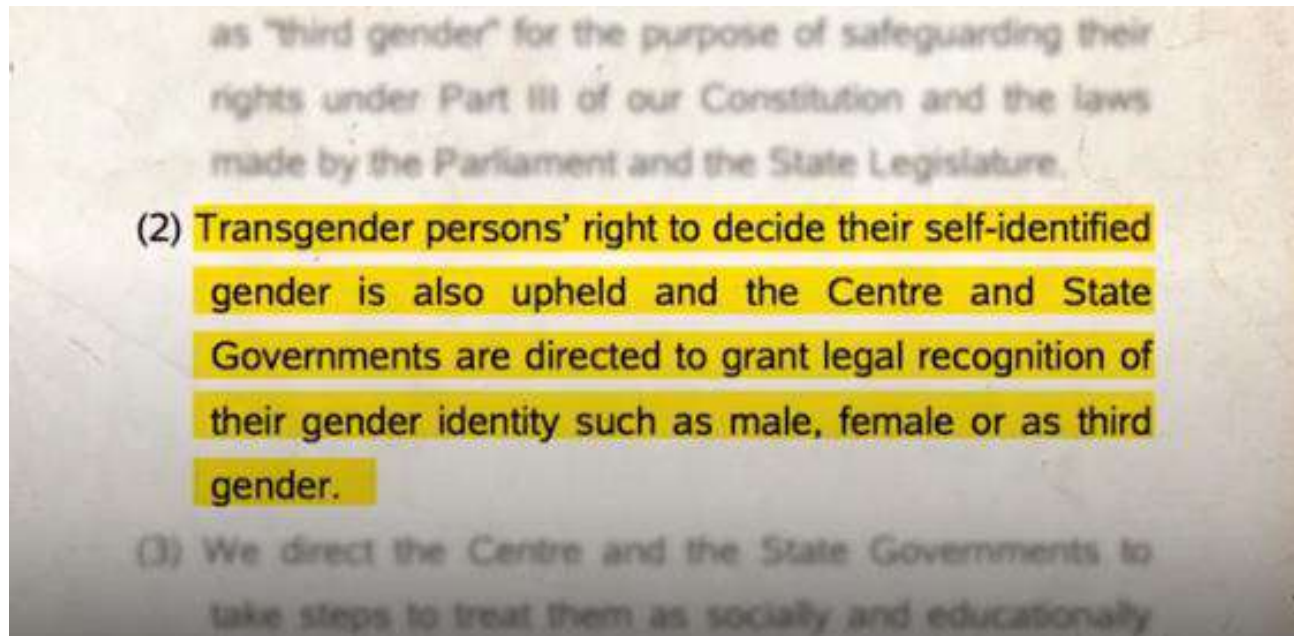


# Law, Society and State



# 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 end of Section 377

- On the 6<sup>th</sup> 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



# Legal Scenario around Trans Rights in India today

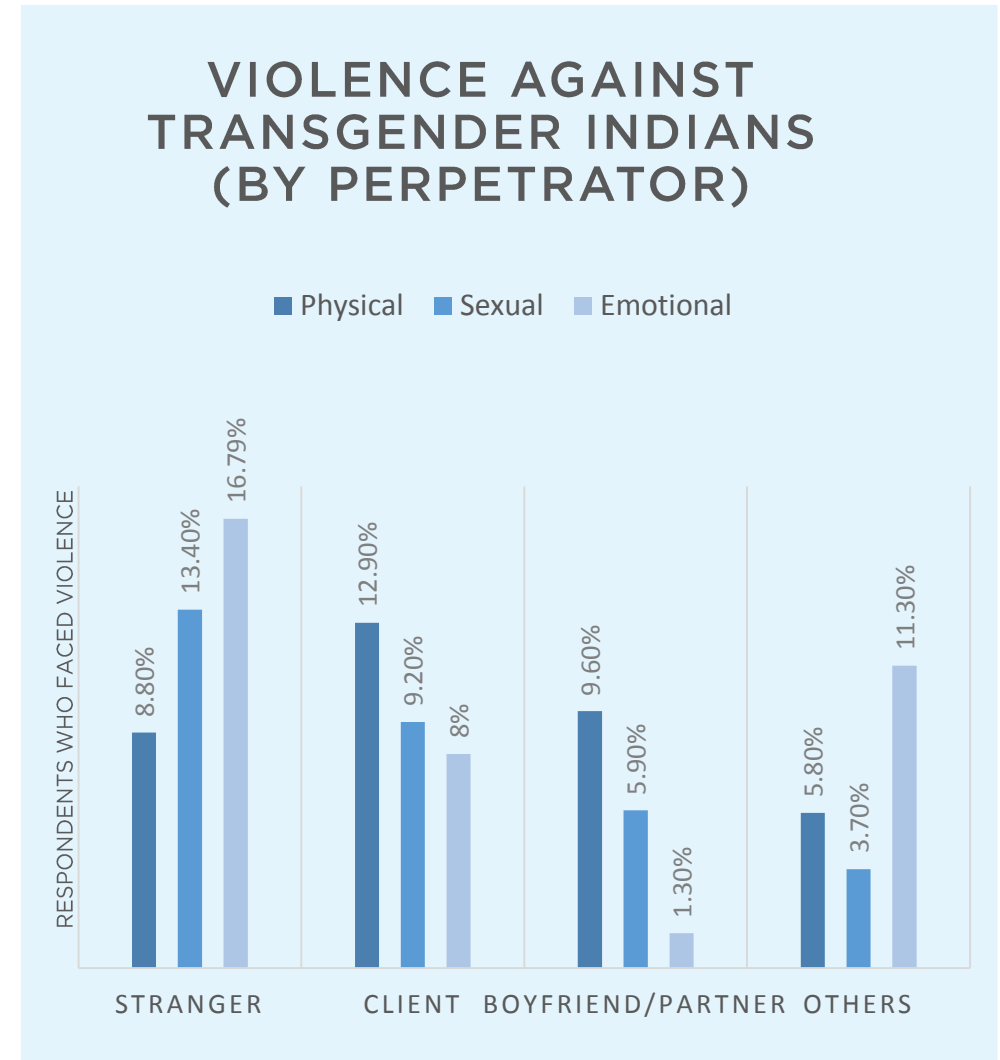
## The Transgender Persons (Protection of Rights) Bill, 2018

PROS	CONS
Penalises violence against the community	Denies the right to self identify (Introduction of District Screening Committee)
Disallows discrimination in employment, recruitment and promotion	No reservations for trans people in public sector or educational institutions
Declared as Backward Class	Criminalises traditional livelihoods
Revised definition of 'Transgender person'	No civil rights (Marriage, property, adoption and partnership)



# 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](http://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

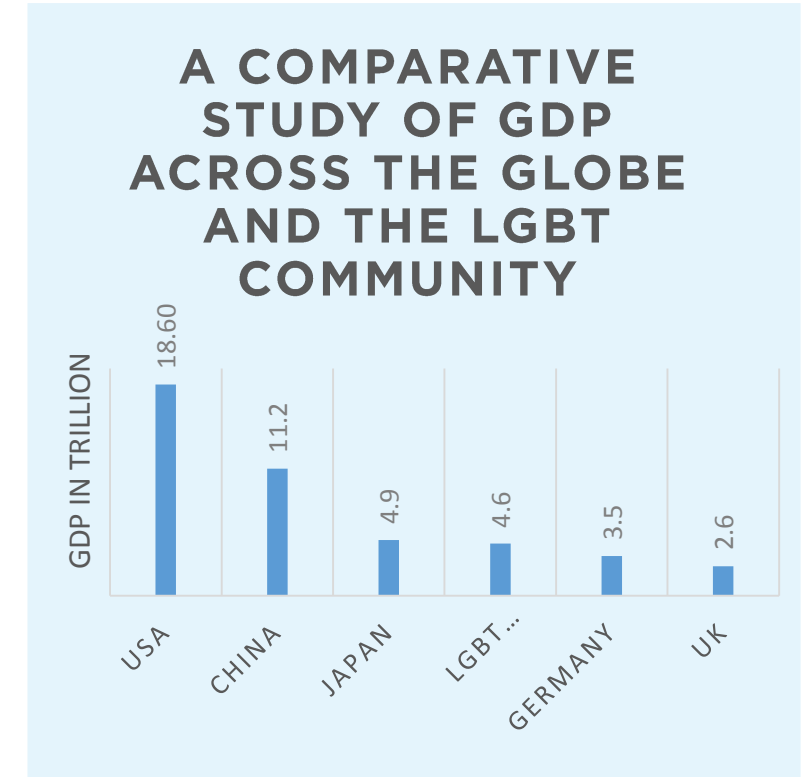
# **The Business Case for LGBTQ Inclusion**



# 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)
- **4<sup>th</sup> largest economy** in terms of GDP (LGBT Foundation, 2018)

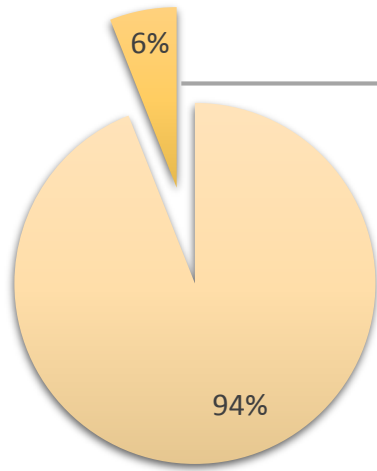


LGBT Foundation, 2018



# 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





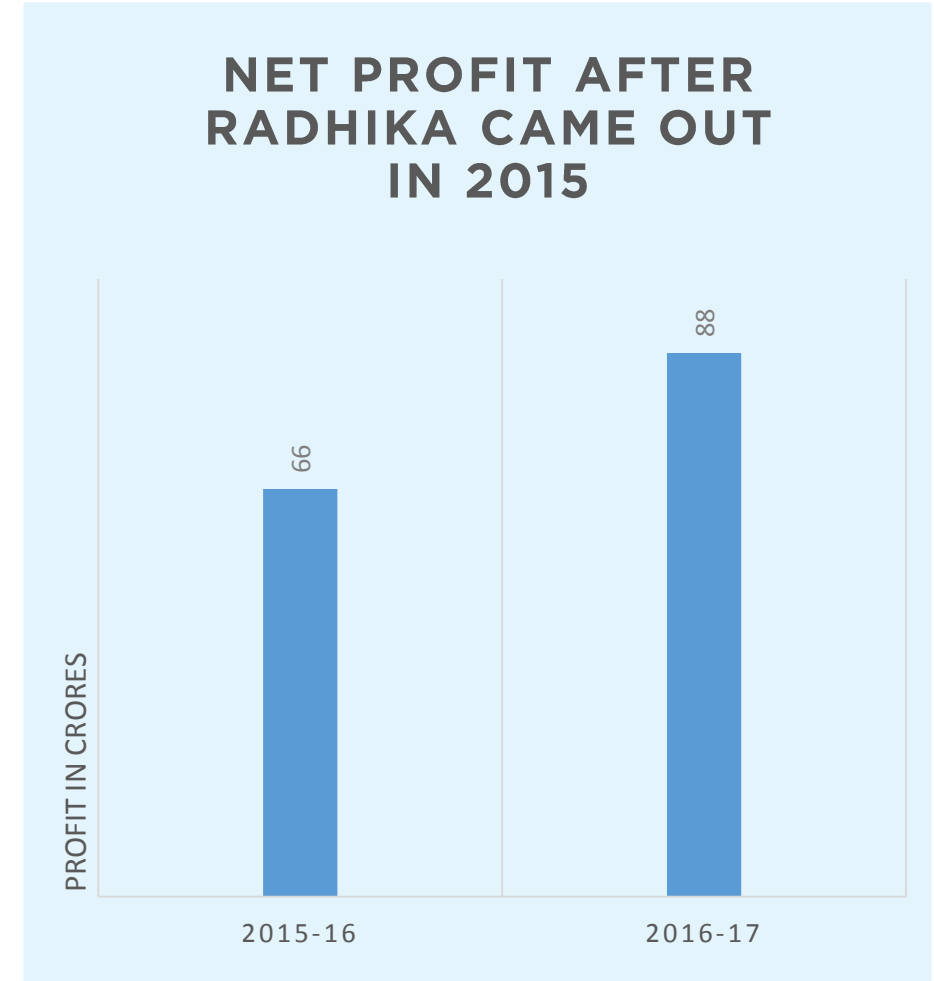
# Money

## 'Out' Leaders



**Radhika Piramal**  
VIP INDUSTRIES LTD.

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



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](http://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

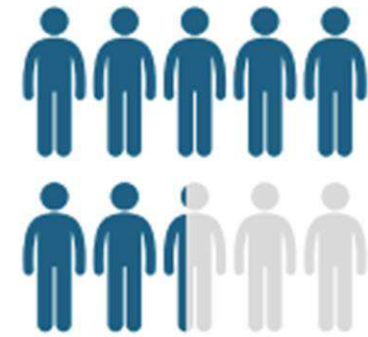
- Mixed groups perform better (Kellogg Insight, 2010)
- Tata Steel aims to have 25% diversity, 5% LGBT by 2020 (The Wire, 2018)



*“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)

2018 inclusion of fundamental protections in company non-discrimination policies

99% of the 947 CEI-participating businesses



82% of all Fortune 500 companies

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](http://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'



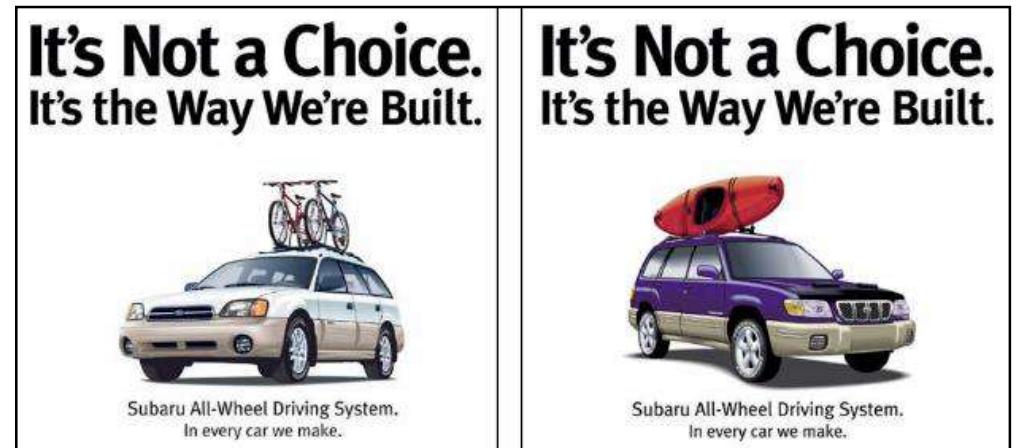
# Reputation

## 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](http://www.lesbianbusinesscommunity.com)



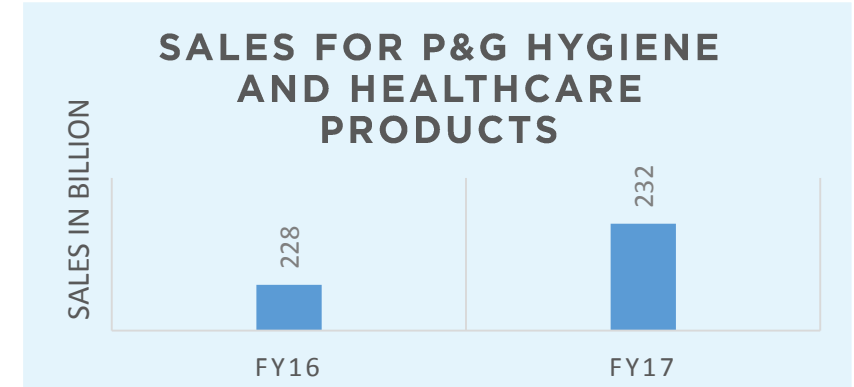
[www.marketingtherainbow.info](http://www.marketingtherainbow.info)



# 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](http://www.business-standard.com)



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

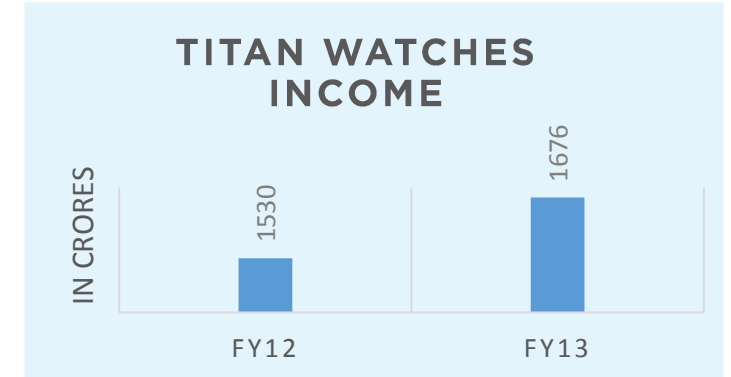
- P&G Hygiene and Healthcare Ltd. Annual Report 2016-2017



# 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](http://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





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





# Companies and LGBTQ inclusion in India



Diversity Dialogues (2017)



ThoughtWorks®



intuit.



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



Associate Partners



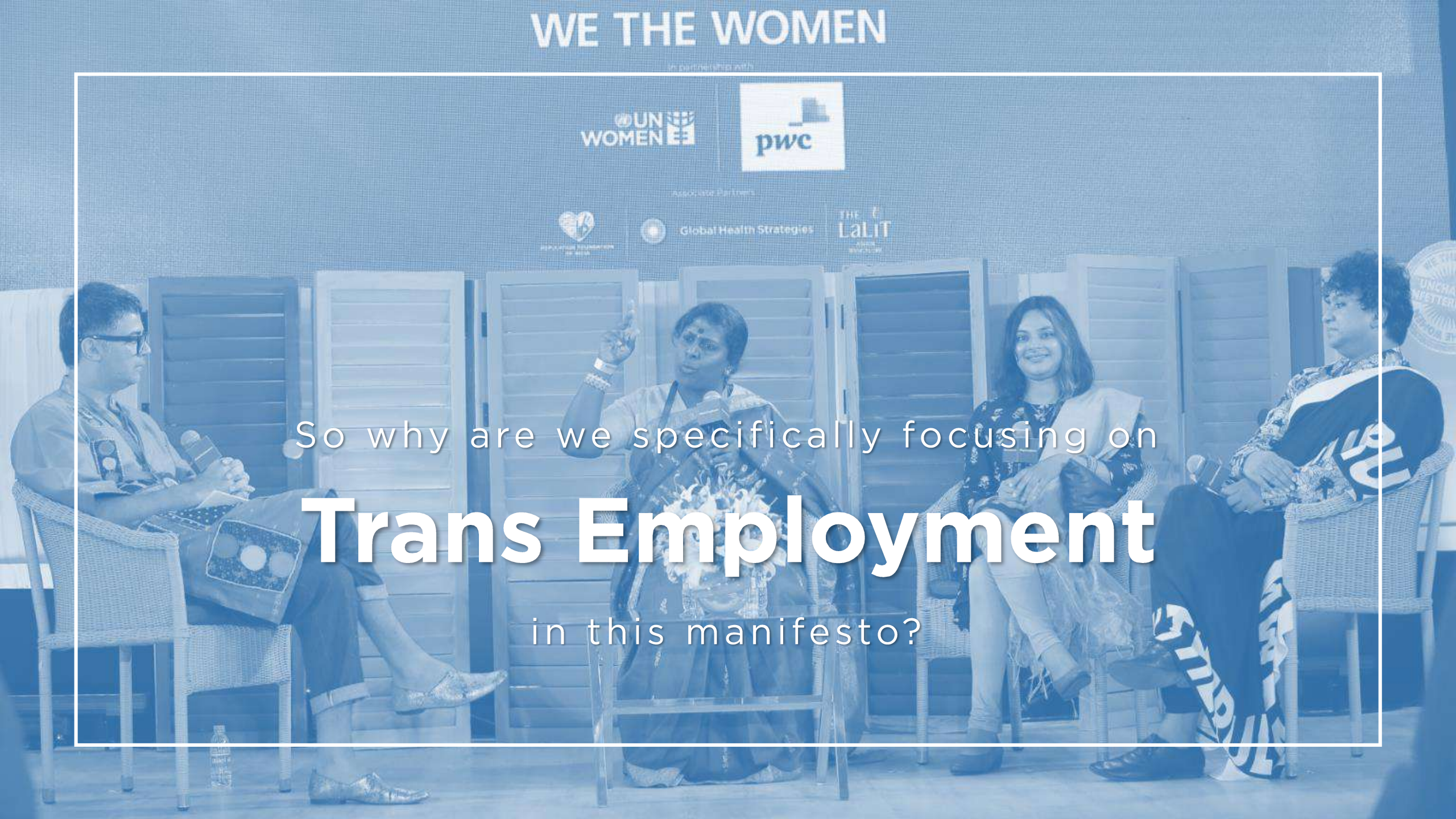
Global Health Strategies



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





# **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



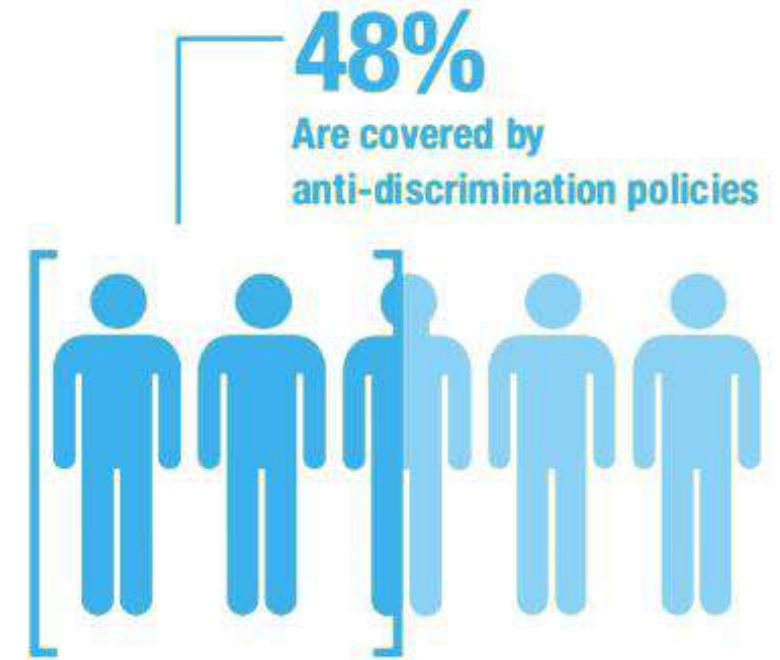
# Trans Inclusion Strategy

## 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)



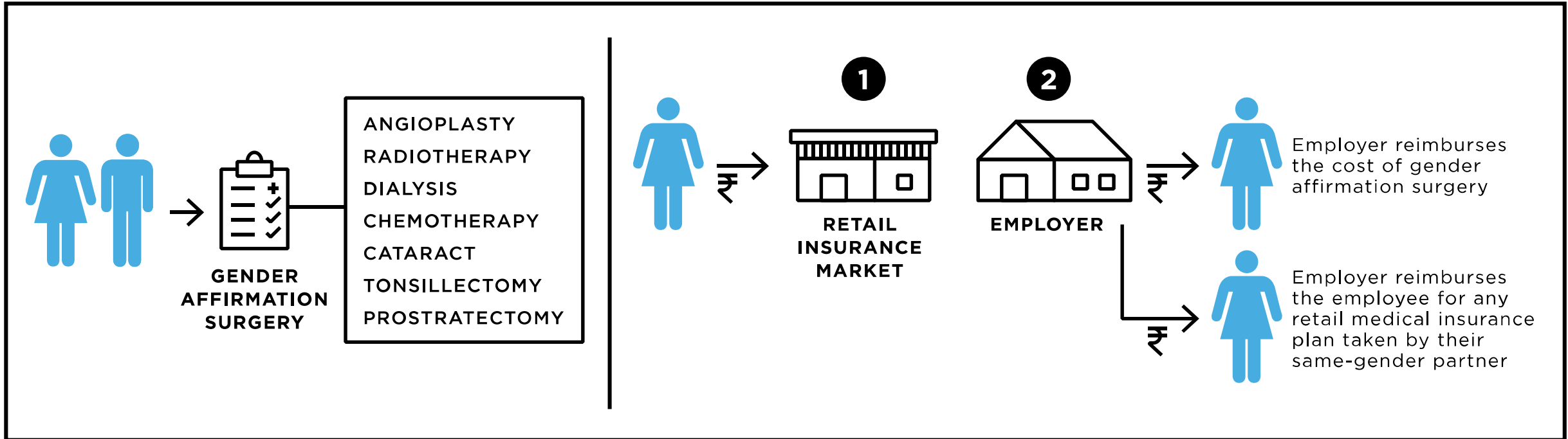
*"It is important not to dwell on the number of people that will come up and take advantage of these benefits. The fact that the company is being inclusive and providing equal benefits to everyone is far more important."*

**- Ritesh Rajani,**  
IBM



# Trans Inclusion Strategy

## 5. Health insurance and medical benefits

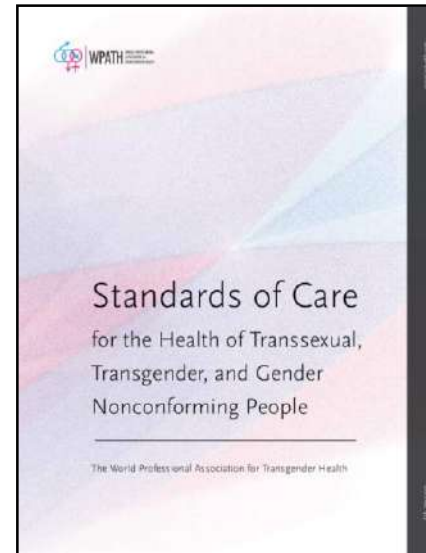
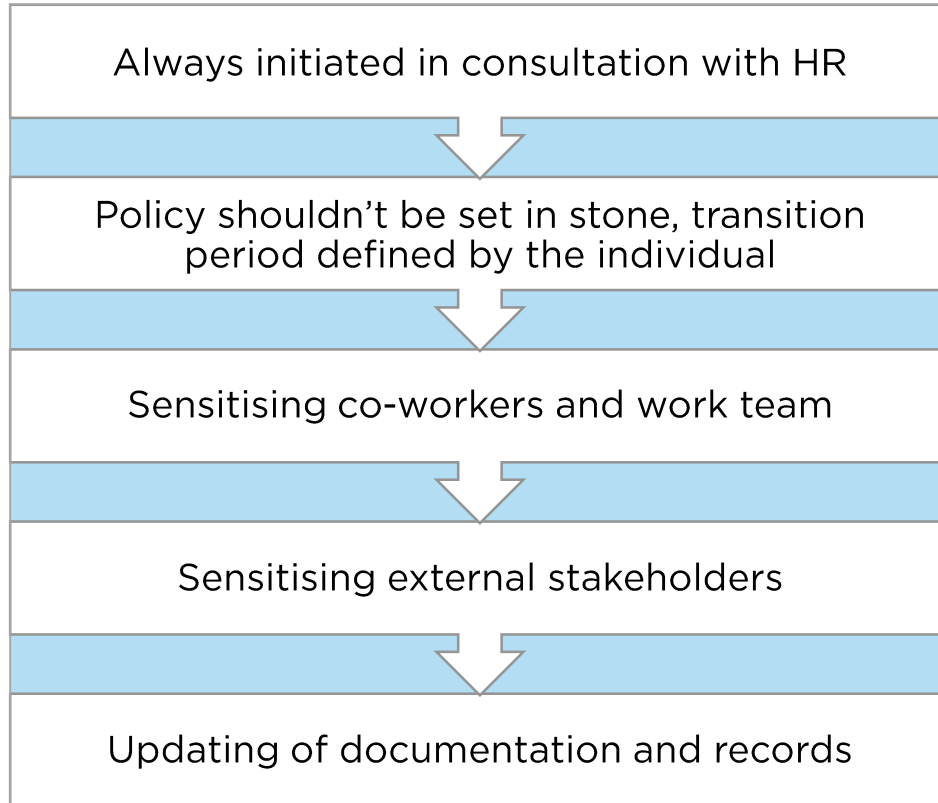


Diversity Dialogues, 2017, Providing Equal Benefits to the LGBT+ Workforce



# Trans Inclusion Strategy

## 6. Support system for employees transitioning in the workplace



Best Practices:  
WPATH Standards  
of Care, 7<sup>th</sup> Ed, 2011



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

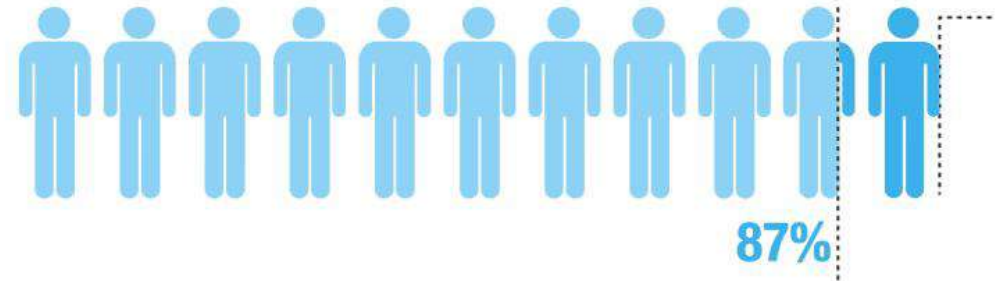
**Zainab Patel,**  
UNDP Analyst,  
Transgender  
rights activist



# 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



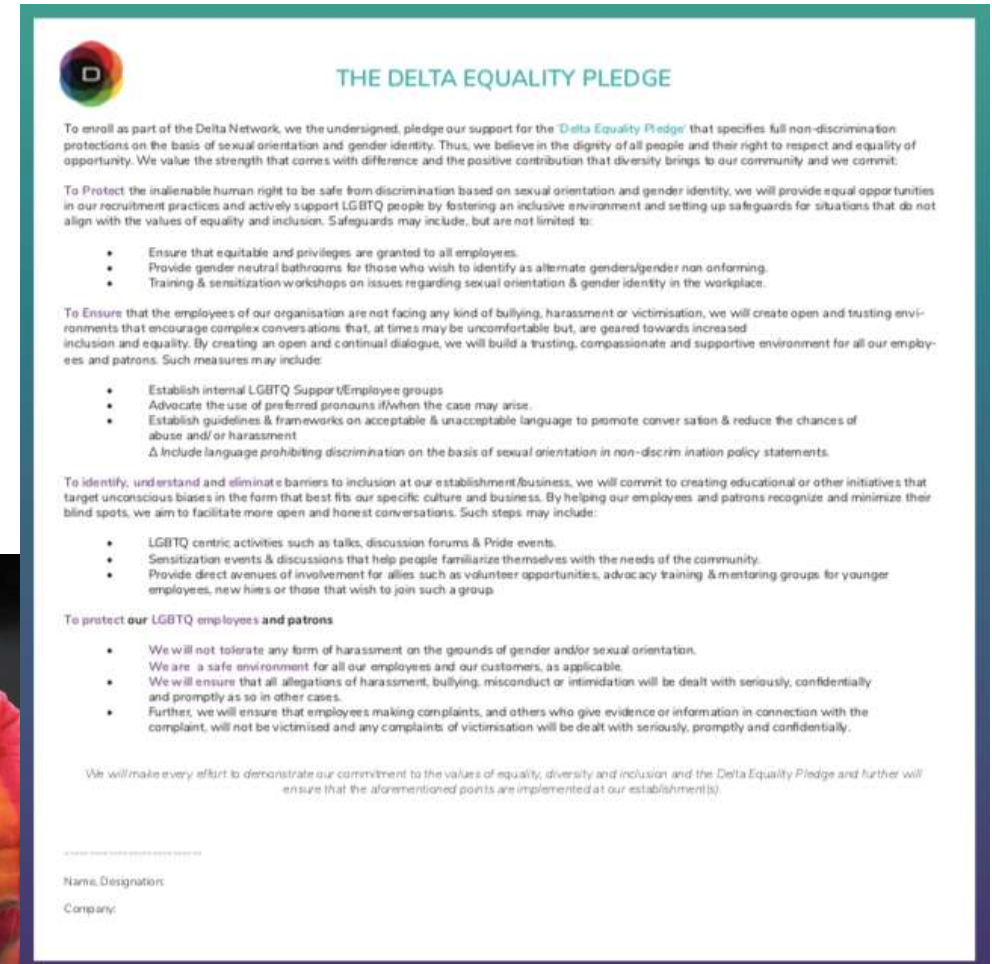
Launch of Varta Trust, online locator of queer friendly health and legal service providers in India



# Networking

## Delta app pledge

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





A photograph of three women sitting in wicker chairs, smiling at the camera. The image has a yellow overlay. The woman on the left is wearing a dark patterned top and a lanyard. The woman in the middle is wearing a dark top and a light skirt. The woman on the right is wearing a dark blazer and a light skirt, also with a lanyard. The text "Case Studies & Resources" is centered over the image in white.

# 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](http://www.economictimes.indiatimes.com)



[www.livemint.com](http://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](http://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](http://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](http://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](http://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

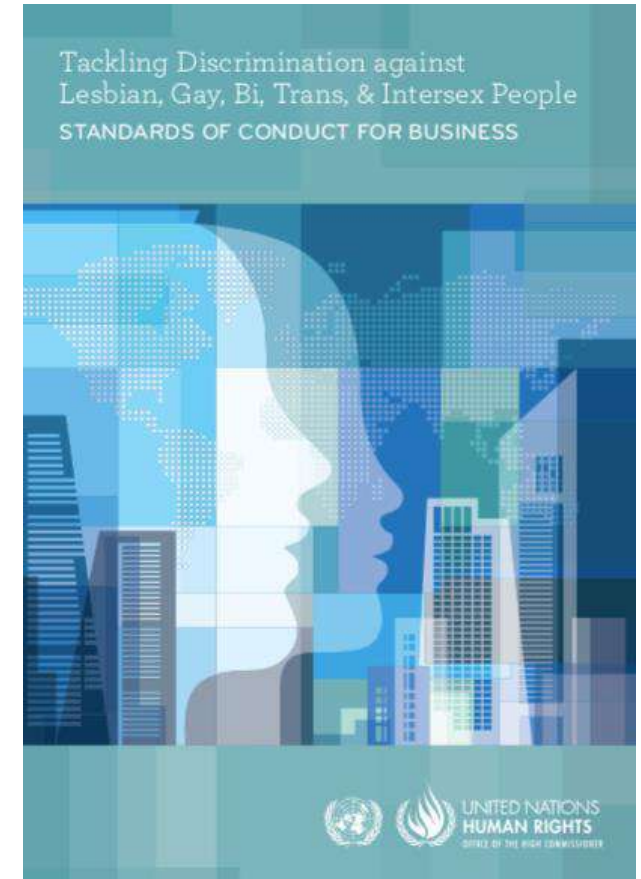
1. MINGLE
2. Periferry
3. UNDP



# Methodology - Secondary sources

## Key Texts

1. Open for Business - Miller and Parker
2. UN Business Standards of Conduct
3. European Union: Transgender Workplaces Guide
4. HRC Foundation: Transgender Workplace Manual
5. Standards of Care for the Health of Transsexual, Transgender, and Gender Nonconforming People
6. The Rise of the Creative Class - Richard Florida
7. World Professional Association for Transgender Health Standards of Care, 7<sup>th</sup> Edition
8. Orinam and Diversity Dialogues supporting Gender Affirmation: Towards Transgender+ Inclusive Workplaces in India





# Methodology - Secondary sources

## Reports

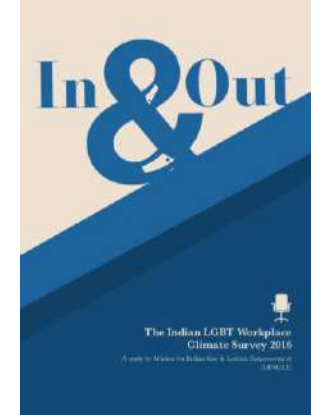
1. MINGLE LGBT Workplace Climate Survey
2. UN GLOBE draft proposal
3. Deloitte Review: Diversity as an Engine of Innovation
4. Lalit Hotels Policy Document
5. YP Foundation Policy Brief
6. Corporate Equality Index Report
7. IBM Gender Transition in the Workplace White Paper
8. Humsafar Trust Transgender 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
12. Stonewall: Creating a Transitioning at Work Policy
13. Stonewall: Engaging all staff in Trans Inclusion
14. Stonewall: First steps to Trans Inclusion
15. Stonewall: Trans Inclusive Policies and Benefits
16. LGBTIQ+ Inclusion in the Workplace
17. Annual Report Procter and Gamble 2016-17
18. Annual Report Titan 2012-13





# Methodology - Secondary sources

19. The Relationship between LGBT Inclusion and Economic Development: An Analysis of Emerging Economies - Lee Badgett
20. Deloitte, Foreign Direct Investment and Inclusive Growth – the impacts on social progress
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
26. Organ, D.W., Podsakoff, P.M., and MacKenzie, S.B., Organizational citizenship behavior: Its nature, antecedents, and consequences
27. Kellogg Insight, Better Decisions Through Diversity
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

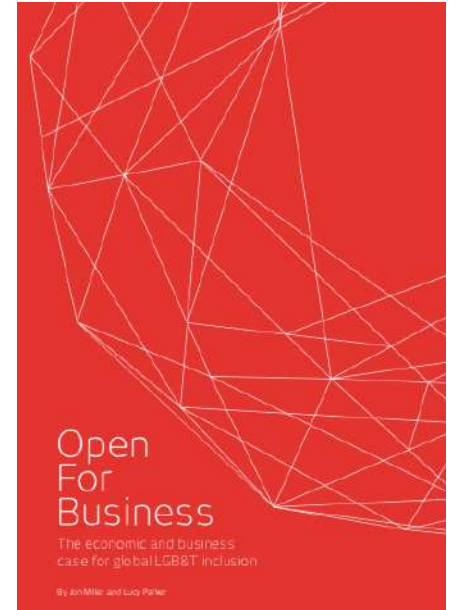




# Methodology - Secondary sources

## Articles

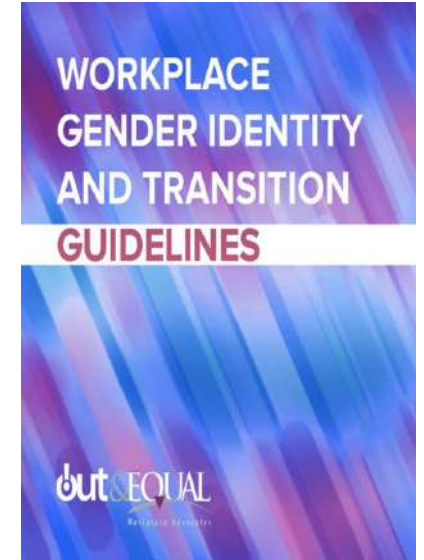
1. Harvard Business Review | Inclusive Companies are better at 3 big things
2. Chicago Booth Review | Why it matters that LGBT entrepreneurs 'come out'
3. Economic Times | IBM, Google, Goldman Sachs to launch LGBT Resource Guide for India Inc
4. CityLab | The Global Map of Homophobia
5. Scroll.in | How 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

12. The Hindu | Transgenders make Kochi Metro trendy
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
16. DNA India | The power of pink
17. Dailyhunt.in | Delta App is building India's first LGBT community networking space
18. Hindustan Times | Tamil Nadu to get India's first transgender police officer
19. Fleishmanhillard.com | Inreach to Outreach: Gay Marketing Trends for Tomorrow
20. Ndtv.com | I Am A Gay Infosys Techie. What it Took for Me To Come Out
21. Insidellm.com | In the Age Of Coming Out- IIM Bangalore's QQuest for the LGBTQ+ Community
22. MyDigitalFC.com | LGBT to get due representation at Tata Steel
23. IndianWomenBlog.org | About 45 Businesses Have Taken The Delta Equality Pledge to be Inclusive of LGBTQIA people





# Thank You.

