



ENGAGING ALL STAFF IN TRANS INCLUSION

How to engage all levels of
staff in the trans inclusion
journey

SUPPORTING TRANS
STAFF IN THE WORKPLACE

In collaboration with

trans^{*}formation



Stonewall

Acceptance without exception

ENGAGING ALL STAFF IN TRANS INCLUSION

This series explores different aspects of trans inclusion. Resource one introduces trans inclusion, terminology and legislation. Resource two explores how you can effectively communicate your commitment to trans inclusion to your staff. Resources three and four cover key policy considerations for trans inclusion, including creating a transitioning at work policy. One activity which runs throughout all these aspects is staff engagement, covered in this resource.

WHY IS ENGAGING ALL STAFF IMPORTANT?

All staff should be engaged with your organisation's trans inclusion work. As well as the business and moral case for trans inclusion, creating a more positive and productive workplace (covered in the second resource of this series), engaging your employees effectively will:

- Demonstrate your organisation's commitment to trans inclusion and your trans staff
- Drive positive change within your organisation and the wider community
- Raise awareness of trans issues, inequalities, success and empowerment at all levels of your organisation
- Link the positive values and priorities of your organisation with your inclusion work

It takes all staff to create an inclusive working environment and everyone, no matter what position or level within the organisation, has a role to play.

ENGAGING ALL STAFF THROUGHOUT THE EMPLOYEE LIFECYCLE

Attract diverse talent

Utilise your social media channels and community engagement opportunities to demonstrate your commitment to trans inclusion. This could be around trans specific events such as International Day of Trans Visibility or trans pride events like Sparkle in Manchester or Trans Pride Brighton. Raising awareness of your organisation's commitment to trans inclusion, but also inclusion in general, will attract diverse talent.

Recruitment

Ensure your recruitment process is inclusive, using flexible questions about gender within monitoring forms.

GENDER: Female Male

If you prefer to use your own term, please describe it here: _____

Where appropriate, for example when recruiting line managers, incorporate questions which scrutinise their knowledge of diversity and inclusion within interviews or assessments, such as "tell me about a time when you've managed a diverse team".

Induction

Use your induction process to effectively demonstrate to staff from day one that your organisation is trans inclusive. Include information about your LGBT staff network and the trans specific work it does. Ensure that your all-staff D&I training covers trans specific topics and case studies.

Development

Continue to engage employees and raise awareness through network group activity, communications and events.

Communicating with all staff is essential in engaging with everyone. For more information on effective communication, see the second resource in this series.

ENGAGING DIFFERENT LEVELS OF STAFF

The way an organisation is structured varies significantly, but the below is a template of activities and engagement across all levels of seniority. You can use this as a starting point and map the engagement for trans inclusion to your own organisational structure.

BOARD LEVEL

Why? The board is often responsible for the strategic and long-term oversight of the organisation. It's important to have buy-in from the very top of an organisation, and for board executives to understand the business case and impact of trans inclusion. These decision-makers can ensure the agenda does not slip off the radar and that it is fully embedded within the organisation.

Messages:

- The business case for trans inclusion (covered in the second resource of this series)

Engagement

- Creating a D&I committee at board level, with specific reference and remit including trans inclusion
- Making D&I a standing item on board meetings and specifically reserving time for trans inclusion
- Introducing reverse mentoring of board members by trans staff
- Speaking at internal or external events about trans inclusion
- Sending a communication to all staff around trans inclusion
- Providing cascading D&I training that specifically covers trans inclusion, starting with the board

LINE MANAGERS

Why? Line managers can have a huge impact on their teams and within an organisation, so should be fully involved in your trans inclusion journey.

Messages:

- The business case for trans inclusion
- Responsibility for combatting any transphobia in their teams
- Responsibility for promoting an inclusive environment within their teams

Engagement

- Creating a line managers guide for supporting trans staff
- Actively encourage line managers to become role models or trans allies
- Creating a standing item in their team meetings for LGBT network events and engagement
- Actively encouraging staff to participate in LGBT network events
- Actively supporting and promoting events such as International Day of Trans Visibility
- Celebrating trans role models and trans allies
- Empowering staff to tackle transphobia in their team through training

SENIOR MANAGEMENT

Why? As the highest level day-to-day decision-makers, gaining buy-in from your senior management team will allow for easier navigation of the organisation. Creating a senior champion who is visible and can actively engage with the agenda on a day-to-day basis will ensure trans inclusion remains a priority within the organisation.

Messages:

- The business case for trans inclusion

Engagement

- Creating a senior champion for trans inclusion
- Periodically meeting with the LGBT network group
- Encouraging trans staff to reverse mentor the senior management team
- Speaking at an internal or external event around trans inclusion
- Sending a communication to all staff on trans inclusion
- Engaging with the board on trans inclusion through D&I standing items

ALL STAFF

Why? It takes all staff to create an inclusive environment, regardless of position or level.

Messages:

- The organisation is on a trans inclusion journey
- The organisation expects full support from all staff and is open to conversations about why this is important
- Responsibility for challenging or reporting any transphobia they may hear or see
- Transphobia and discrimination will not be tolerated

Engagement

- Attending LGBT network group events and trans specific events
- Attending lunch and learns to understand different trans identities and how they can support colleagues
- Awareness raising (guidance/training) on what transphobia means and how any member of staff can challenge it
- Participation in and driving the LGBT staff network group
- Consultations on policies and procedures (where appropriate)

UTILISING YOUR EMPLOYEE NETWORK GROUP

Employers are increasingly setting up LGBT staff network groups within their organisations; 82 per cent of employers who entered Stonewall's Workplace Equality Index 2016 had either an LGBT network group or access to a regional/sector specific LGBT network group.

However within these groups, trans equality and gender identity and expression issues are not fully explored and can be invisible altogether at LGBT events, seminars and initiatives.

NETWORK GROUPS CAN HELP SUPPORT TRANS INCLUSION IN YOUR WORKPLACE IN A NUMBER OF WAYS:

1. Creating a confidential and safe space for staff to talk and receive support
2. Educating the wider organisation through awareness raising events around trans equality and gender identity issues
3. Consulting on and inputting into relevant policies and procedures
4. Creating a platform to engage trans role models and trans allies

EXAMPLES OF ENGAGEMENT WITH TRANS EQUALITY AND GENDER IDENTITY ISSUES

Communication – think about how your network can communicate with all staff about trans inclusion

Events – consider what events the network are organising and whether trans people are represented

Seminars – think about what trans specific seminars the network group could host or facilitate

Initiatives – consider what initiatives network groups could engage in around trans specific events

Role models and allies – encourage members of staff to step forward as trans role models or allies

TOP TIPS:

- Have a specific trans rep on your steering group or committee to ensure representation in network group activity
- Ensure the LGBT network focuses on the variety of experiences of trans people
- Do not assume that everyone in your LGBT network group has knowledge on gender identity issues and educate where necessary
- Use the network group to upskill individuals and build knowledge on gender identity – the LGBT network group should be your core group of trans allies
- Proactively acknowledge network group participation in your performance appraisal process – this can be linked to your values and mission

CASE STUDY: THOUGHTWORKS LGBT+ GROUP

'In November 2016 ThoughtWorks hosted Leng Montgomery — a trans man who works for Stonewall — in our London office to share his story. ThoughtWorks regularly invites interesting and inspirational speakers to talk at our space in Soho. ThoughtWorks is committed to building a diverse and inclusive work environment because we firmly believe a wide range of experiences and backgrounds contributes positively to the quality of our products and services. It is with that spirit in mind that we invited Leng to join us in sharing his story.

The event was a "lunch and learn" style talk, where food is provided and employees are invited to spend an hour over lunch listening to a speaker, with a chance to ask questions and open discussion. ThoughtWorks runs this style of event each week, to hear from a breadth of speakers and topics. The event was publicised via email and streamed throughout other offices to give access to those who are not physically in the office to also participate.

This was the first of many publicised events organised by the ThoughtWorks LGBT+ group. Attendees valued the opportunity to hear from someone fighting for equality on the frontlines. Many of them noted they were able to draw parallels between struggles in their own lives and in Leng's, and left more sensitive to the unique situations trans people face, being newly aware of issues they had not considered. At ThoughtWorks we believe diversity creates more productive teams and recognise diversity is very complex.

It's now nearly impossible to find a corner in ThoughtWorks London where you don't spot "Some people are trans. Get over it!" stickers and we were proud to host Leng and hear his story to help inspire us to become better allies to the trans community. The event helped spark honest and transparent discussions.'

UTILISING ROLE MODELS

Employers have come to recognise that role models are incredibly important in the workplace. Role models are members of staff who identify openly as a certain protected characteristic. This visibility can provide inspiration for different members of staff and demonstrate that no matter who they are and how they identify, they can always achieve within the organisation. According to the Workplace Equality Index 2016 staff survey, only 19 per cent of trans respondents reported seeing trans role models in the workplace.

HOW TO FIND ROLE MODELS IN AND OUTSIDE OF YOUR ORGANISATION

1. Ideally the role models who you profile should be from within your organisation; however you should never force someone to be visible, come out as trans or use any information without their permission. You should also be careful not to place the burden to do trans equality work solely on them. They must be willing to act as a role model.
2. If there are no openly trans people in your organisation, you may wish to look wider in to your service user or client groups to identify any suitable role models. Again, this should be done in a sensitive manner and the individual should drive their involvement.
3. You can also profile role models from popular culture or the wider trans community. Be aware of the cultural context within which you're profiling people and read up about the individual fully.

TOP TIPS:

- Think about how you can mix together all three levels of role models when communicating with your staff
- Think carefully about the different identities you profile – ensure they represent different experiences of the trans community and the gender spectrum, including non-binary people
- Make sure any profiling opportunities – particularly in print or text based – explicitly talk about the identity of the individual
- Think about how you can anchor the profiles to trans specific events throughout the year
- Think about the communication mechanisms you have available within your organisation and how the role models can be most effective in driving change and raising awareness

A NOTE ON TRANS

Some people, after transitioning, may not identify as trans. For example, an individual who has transitioned and identifies as female, may refer to herself as a woman, not a trans woman. This personal decision should be respected at all times, including when thinking about role models.

Fundamentally, being a role model involves being uncompromising about your values. Whether public or subtle, the method chosen to demonstrate this is a personal choice. I feel privately living your life in a way that questions other people's conscious or subconscious negative bias towards you can be just as impactful as someone who is a vocal and public advocate.

Personally, I've adopted a public and private approach which I implement depending on the situation. Publically a few of the things I have done are speaking at Imperial College, speaking at the Stonewall Workplace Conference, being interviewed by the BBC Asian Network and also joining Unity (the LGBT staff network at EY). In addition to this, within the more private space, I believe by living my life with dignity, performing at work, building and maintaining relationships with people around me and making positive contributions to society, I'm helping to positively influence those around me and question stereotypes or judgements they may have about transgender people.

Organisations can support individuals to step up as role models by forming staff networking groups. As a result, individuals would be able to appreciate they can be their authentic selves at work and still realise their potential. In addition to this, organisations have a responsibility to be more public in their advocacy of minority groups thus defining their zero tolerance attitudes towards discriminatory practices in the workplace. This approach will not only boost employee morale, but will ensure organisations are able to recruit and develop the best talent and form stronger relationships with stakeholders based on good practice, which in turn will have an impact on their bottom line.

ANJELI

UTILISING ALLIES

An ally is any person who does not identify as LGBT, but is supportive of and helps drive LGBT equality. They may have many different reasons for being passionate about LGBT equality, for example, they may have family members and friends who identify as LGBT. Conversely they may have no direct contact with the LGBT community, but still feel a commitment to equality in general which drives their work as an ally.

Allies are important as it takes everyone to build an inclusive environment, not just the voices of the LGBT community. Allies should be active advocates for LGBT equality, creating change with those they meet and raising awareness of the LGBT community.

LGBT ALLIES AND TRANS ALLIES

It's great to have LGBT allies but think more specifically about how you can develop people as trans allies.

As with any activity involving the LGBT community as a whole, many times the T can be invisible. How will you specifically raise awareness of trans equality and gender identity issues with your allies?

TOP TIPS:

- Think about how you can encourage all staff who don't identify as trans, including LGB staff, to be trans allies
- Consider how you can help trans allies make a visible statement of support, for example, developing a pledge

Being a trans ally has been a great experience. In the work I'd been doing with an LGBT networking group, I'd noticed that T participants weren't really catered for, which inspired me to get more involved. I've met some great people and it has really given me an insight into a part of our LGBT+ community that until very recently was often overlooked and excluded.

What I would say about being a trans ally is that the most important thing to do is listen. You aren't the expert on trans issues and it's not your place to be; being a trans ally is about helping people to live a full and authentic life on their own terms, as we would all want. You need to approach with an open mind.

The trans community is a very diverse one and there's not one single "right" opinion to have or way to be trans. But as I said, your role as an ally isn't to arrive at the correct answer after having read all the discussions; it's about understanding and supporting the experiences that trans people have in their daily lives, and doing what you can to make those lives better. You'll learn a lot, meet wonderful people and have a much wider insight into our broader LGBT+ community – go for it!

PATRICK

Within the workplace there has been growing messaging and information over the past 18 months. Even as far back as 2012 my workplace profiled a transgender colleague and their experiences. My work within the trans space started at the end of 2014 when I attended the Scottish Trans and Intersex Conference in Edinburgh. The whole day inspired and educated me about transgender and non-binary issues and how organisations can support colleagues and customers.

The event led to work such as improving the process for customers to amend their gender on bank records as well as introducing the prefix, Mx. Even though the T sits within LGBT, the stories and information that are provided to colleagues across the organisation are specific to gender identity rather than sexual orientation. The organisation wants everyone to bring the best of themselves to work and this can only be achieved if we respect everyone's choices, through gender identity, sexual orientation, disability, ethnicity, gender and religious beliefs.

Why am I a trans ally? Because I believe everyone has the right to be themselves and I want to support and help people to achieve this. I want my niece and nephew to grow up in a world where individual choice is the only option. I have had a good life so far, and I believe that other people should have the right to this also.

MARC

CASE STUDY: CREDIT SUISSE

I'd been working many years at a very senior level as global head for my group in a major investment bank and had to consider carefully the possible implications before coming out as gender fluid in the workplace. They were thankfully brilliant and it has been as much an educational and progressive experience for them as it has been empowering for me to become truly authentic in who I am at work.

I had been open to my wife, children, family and friends for most of my life about being gender fluid, I had however always held back being open at work as I never felt the workplace to be ready to embrace gender fluidity - to me it was important to be truly 'accepted' rather than 'tolerated' in the workplace.

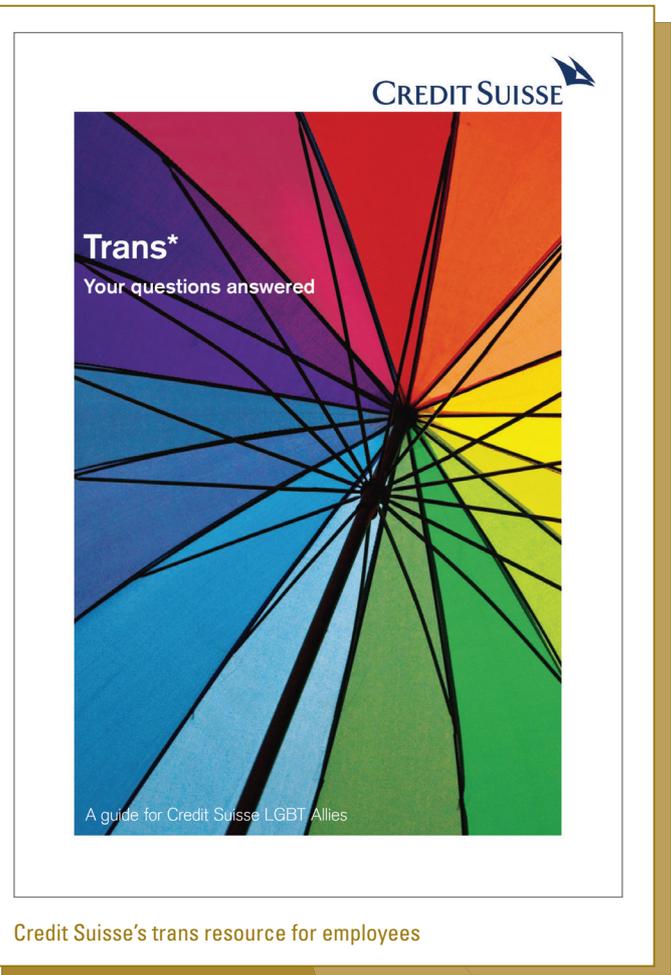
With coverage on topics such as non-binary, the wider Trans* spectrum and more emergence of gender fluidity in the media and society, I finally decided that I was no longer willing to live a lie in the workplace – having had friends in the past take their own lives through not feeling understood or accepted, it was even more important for to me to embrace and to hopefully ease this same journey for all those that will follow.

The whole topic of gender fluidity at the time was a new concept to my employer, however as part of their brilliant LGBT ally program and through them realising the importance of having role models of all LGBT varieties, they were keen to embrace it and could not have been more supportive of my coming out.

My gender fluidity involves having half my week expressing in female form and the other half male so being non-binary carries its own set of nuances in relation to gender expression. The biggest help from my employer was putting in place the LGBT ally program. This meant that I had many allies across the firm who were supportive of an open and inclusive work environment. As part of this, we also produced a Trans* guide and video that educated our allies on the whole Trans* spectrum and on topics such as gender expression, gender identity, sexuality, how gender fluidity fits in and dispelled common misconceptions.

Having this network and such education in place is vital in helping someone to feel comfortable in coming out. It also helps to ensure that employees know what language to use, can help avoid issues such as misgendering and helps highlight changes that need to be addressed in the workplace such as the support of gender neutral pronouns (i.e. Mx in systems), having Trans* inclusive policies in place that support all forms of Trans* and ensuring that your Trans* employees feel confident and supported in coming out.'

PIPPA



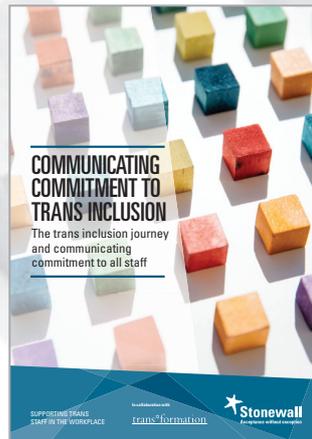
Credit Suisse's trans resource for employees

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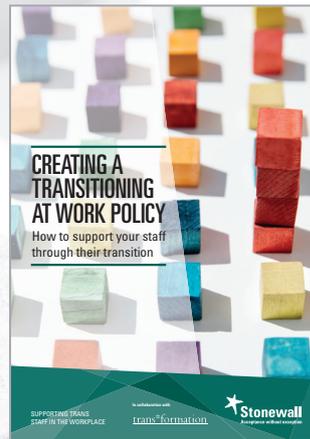
How to engage all levels of staff in the trans inclusion journey



1. First steps to trans inclusion – an introduction to trans inclusion in the workplace.



2. Communicating commitment to trans inclusion – the trans inclusion journey and communicating commitment to all staff.



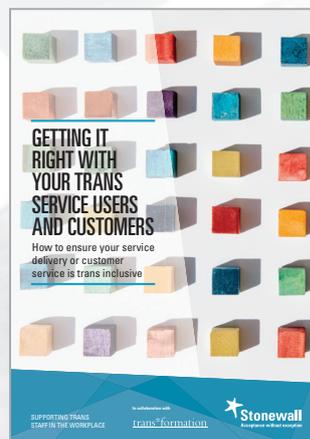
3. Creating a transitioning at work policy – how to support your staff through their transition.



4. Trans inclusive policies and benefits – how to ensure your policies and benefits are trans inclusive.



5. Engaging all staff in trans inclusion – how to engage all levels of staff in the trans inclusion journey.



6. Getting it right with your trans service users and customers – how to ensure your service delivery or customer service is trans inclusive.

