**Managing**

# LGBTI
# Diversity

**within companies**

Guide to
Best Practices

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# LGBTI
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within companies

Guide to
Best Practices

Ajuntament
de Barcelona

Barcelona
Activa

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# Introduction

Over the last few years, companies have become more interested in being socially responsible in areas beyond their economic activity and commercial operations. The improvement of the relationship with their in-house public, immediate environment and society in general has become one of the top priorities in making companies equally competitive and committed.

**Human capital is the most important resource a company has; the competitive advantage of an organisation comes from its people.**

As a reflection of reality, the workforce has become more diverse over the years. Far from being a complex challenge, carrying out an effective and competitive diversity management is an opportunity for every organization. Firstly, it gives value to ideas such as equality, respect for difference and **absolute rejection towards any form of discrimination**

It also constitutes an innovative approach to a constantly changing reality, forcing companies to **offer solutions for the new necessities and attracting the most capable talent** to achieve it.

Diversity is a broad and cross concept that refers to cultural and ethnic differences, capabilities, sexual orientation and gender, among others. It is essential that companies work on diversity from a global perspective, guaranteeing equal treatment and opportunities for the whole workforce, but also to work each diversity in a specific way, given that each has different connotations and requires different actions to ensure that this principle of respect is fulfilled and becomes effective.
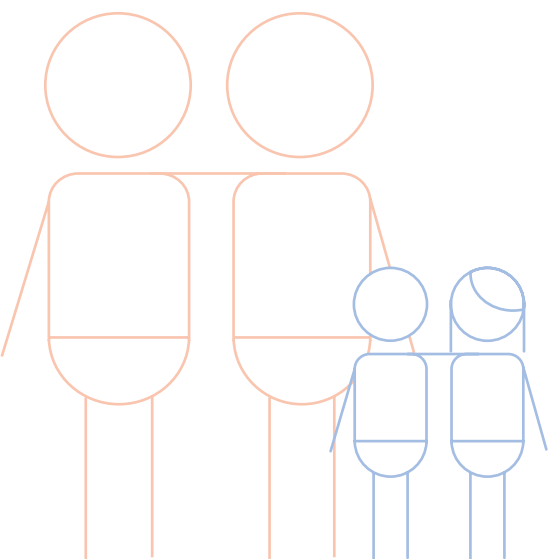
Barcelona's commitment to sexual and gender diversity goes back a long way. In 1977, the city hosted the first demonstration for LGBTI rights in Spain. The demonstration shone a light on the struggle for equal rights for lesbian, gay, bisexual, transgender and intersexual people and was supported by many organizations and social entities. As a result of this constant mobilization, years later, Spain, in general, and Catalonia, in particular, are territories with a legal system that not only guarantees the equality of LGBTI people, but also anticipates various measures to eradicate LGBTIphobia in all areas of life. These measures range from the creation of the Office for Non-Discrimination (OND) to various plans on sexual diversity and gender, as well as the passing of Law 11/2014 to ensure the rights of lesbian, gay, bisexual, transgender and intersex people and to eradicate homophobia, biphobia and transphobia.

Considering diversity in sexual orientation and gender identity and expression allows us to promote a more socially fair economic business model.

**The management of sexual and gender diversity improves the attraction, recruitment and retention of talent, generates work teams that are more productive, creative and innovative, and allows the company to increase its overall results.**

In addition, implementing these actions impacts positively on the company's image and reputation (CSR) and demonstrates that the organization evolves at the same rate as society does.

**Business organizations must also contribute to the advancement of equal opportunities and fight against any discrimination based on sexual orientation and gender expression.**

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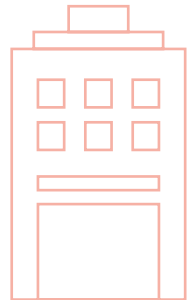
The United Nations has recently presented its behavioural standards, by which it invites companies to value diversity and to promote a culture of respect and equality, both in the workplace and in the communities in which they operate.

Based on this initiative, Barcelona Activa, Barcelona's local development agency, aims to accompany the city's business fabric in the process of advancing towards the management of sexual and gender diversity.

This guide proposes some specific recommendations and actions that can be developed within different areas of the company to promote an inclusive and diverse environment.

The document provides a guideline, which can be adapted to each organization. The structure of the guide is not intended to be a route for companies to implement the recommended actions sequentially, but rather a compilation of some of the best practices that companies that already work on sexual diversity and gender have promoted, each at their own pace and in the order they consider most appropriate for their organisation.

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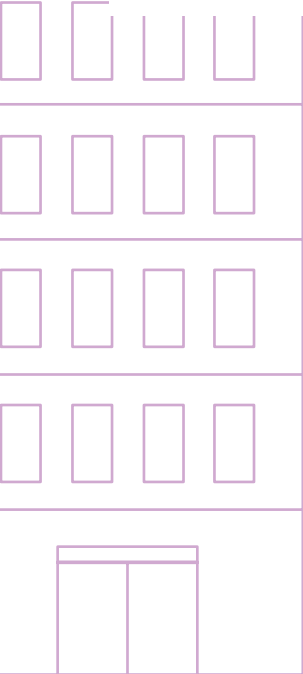
**The ultimate goal is to favour an innovative, diverse and inclusive entrepreneurial ecosystem, able to attract and retain talent; an economic environment that, like Barcelona and its citizens, shares the values that allow us to move towards a more fair and egalitarian society.**

# A

# Senior Management

# 1.
## Obtaining the commitment of senior management

**The commitment of senior management to design and implement a plan to manage sexual and gender diversity is necessary for any company interested in working towards equality.**

Promoting LGBTI diversity and inclusion must be a strategic project within the company and, like other important initiatives, and in order to maximise its success, it is highly recommended that the general management and the presidency endorse the plan from the beginning.

**The aim of the project must be to make diversity and LGBTI inclusion a fundamental value of the company and part of its culture.**

Therefore, senior management must formally show their support for the teams in charge of leading the design and implementation of the plan (usually the areas of corporate social responsibility or human resources), with the support of groups of LGBTI workers and the representation of the workforce and trade unions.

In the case of multinational companies, the matrix general management is usually responsible for taking the first step on a global level, so that afterwards, the delegations or subsidiaries in each country extend the commitment and implementation in its territory.

**LGBTI:** an acronym for the terms lesbian, gay, bisexual, transgender and intersex. There are also other acronyms such as LGBTIQ+, which incorporate the Q of Queer and the + of others.

**ACHIEVING SENIOR MANAGEMENT'S SUPPORT HAS MANY ADVANTAGES, INCLUDING:**

Promoting by example and with a top-down approach, being the management the first to acquire this commitment towards diversity, and passing it down, transmitting an image of honesty and authenticity from the beginning of the project.

Sending a clear message to everyone who works at the company about the values of the organization, reinforcing the importance of respecting diversity.

Guaranteeing the necessary resources for the corresponding areas to set up the plan to manage LGBTI diversity within the company.

Carrying out a subsequent follow-up of the project's progress from senior management, to evaluate the degree of success achieved and take the appropriate measures, if necessary, to energize it.

Ha ha ha!

Halting any type of action contrary to the respect of LGBTI diversity by a person in the workforce, including those in senior positions and middle management.

In the first place, Article 20.2 of Law 11/2014 to guarantee the rights of lesbian, gay, bisexual, transgender and intersex people and to eradicate homophobia, biphobia and transphobia, establishes that:

*"Companies must respect equal treatment and opportunities for LGBTI people. For this reason, measures aimed at avoiding any kind of labour discrimination must be taken. These measures must be subject to negotiation and, if necessary, agreed with the employees' legal representatives."*

In order to obtain the commitment of senior management, if the initiative comes from another person or area of the company, it is advisable to prepare a presentation showing the advantages that would be gained if you manage sexual orientation and gender diversity.

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**Furthermore, managing LGBTI diversity is a topic related to business ethics and corporate social responsibility. It therefore has a positive impact on a company's image and reputation.**

Lastly, managing LGBTI diversity brings economic benefit to the company, the so-called diversity business case, which will be explained in more detail later.

**Gay:** A man who feels sexual and emotional attraction for other men.

**Lesbian:** A woman who is sexually and emotionally attracted to other women.

**Bisexual:** A person who is sexually and emotionally attracted to both men and women.

**Intersexual**, person with intersex variations or DSD (differences in sexual development): An evolving term that refers to a person who has a set of variations in sexual characteristics that do not seem to fit in completely with the standard, binary notion of male and female. It is not a pathology.

**Trans, trans person:** A term used in a similar way to transgender, as it includes different disconformities in the sex/gender of a person.

# 2.

## Studying the current internal perception: is the company diverse and inclusive regarding sexual and gender diversity?

**When a company decides to start managing LGBTI diversity, a good starting point is to analyse the initial situation regarding this issue.**

If it seems there are hardly any LGBTI workers in the company, it is likely that LGBTI people are hiding their identity or expression of gender or sexual orientation because they perceive that their work environment is not inclusive enough, or they have doubts about how their superiors and co-workers will react, so they prefer not to assume the risk of being exposed.

In Spain, more than 60% of LGBTI people are in this situation . If this happens, it is proven that the company loses some of the potential of these people: several studies show that when a LGBTI person conceals his or her identity, expression or orientation to the company, his or her productivity decreases by about 20-25% [3].

**In Spain more than 60%** of LGBTI people hide their identity, gender expression or sexual orientation

**In these cases, productivity decreases by about 20% - 25%**

It could also be that the company is not conveying an image of an inclusive organisation to the market, so it is not appealing to or capturing LGBTI talent, and this loss would be occurring as a consequence of not correctly managing this type of diversity.

None of the above assumptions are obviously desirable for a business organization.

In a workforce of **1.000 people** then there should be between

## 50-150

**LGTBI professionals**

*If it is estimated that between 5% and 15% of the population are LGBTI, then there should be between 50 and 150 LGBTI professionals.*

In such a situation, if the management of the company or the human resources department is not in a position to identify the LGBTI people who treat this aspect naturally in their day-to-day work with their team, they will be facing an unequivocal situation that needs to be addressed by managing LGBTI diversity and implementing specific actions to guarantee inclusive environments.

**Gender indentity:** Self-conception of the person's gender. It has to do with the identification of people, with the roles that are socially attributed to men and women, it does not necessarily coincide with the person's biological sex and it has nothing to do with sexual and emotional orientation.

**Gender expression:** A person's social behaviour, regardless of his or her birth sex and gender identity.

**Sexual orientation, sex-affective orientation:** A person's tendency to be attracted to another person or persons. It is customary to talk about three different sexual orientations: heterosexuality, homosexuality and bisexuality, although there are others.

In order to make a diagnosis of the current situation, in addition to the quick initial calculations and initial thinking, carrying out the following is recommended:

**WORK ENVIRONMENT SURVEYS:**

In Spain, it is forbidden to store a data file with the gender identity and expression or the sexual orientation of staff. However, the company may circulate an anonymous survey in which workers can identify themselves, if they wish, as LGBTI. It can be done through the work environment survey, as will be seen in later chapters. Even though many will not want to give this information, this should not make companies reconsider the action. Surely a percentage of people will be identified as LGBTI in the survey, which will be useful as an analysis group to contrast their answers with those of the rest of the workforce. Thus, how they perceive the company regarding LGBTI diversity can be measured and if there are differences considering the perception that both groups (LGBTI and non-LGBTI) have on this point.

**INTERVIEWS WITH PROFESSIONALS:**

Another way to do a study of the current situation is to conduct individual interviews with LGBTI and non-LGBTI professionals from the company to obtain in-depth information. The absence of anonymity makes this action more delicate. That is why special attention should be paid to who performs the interview and how it is carried out, so the people (especially LGBTI people) being interviewed understand the purpose and collaborate. The interviews can be done by people working in the company, but employees usually appreciate hiring an external company to carry them out. In addition, privacy must be ensured, and in no case shall the opinion given be used against the interviewee, nor will it have negative repercussions on professional practice. Obviously, this method is put into practice once several LGBTI people have been previously identified within the company.

The development of this type of action to "take the temperature" of the company will be useful not only to measure the present degree of opening-up that exists within the workforce, but also to generate a debate within the organisation by simply putting them in place, as some comments may arise or will awaken interest on seeing that the organization is starting to work internally on these issues. These types of reactions will also serve to measure the degree of the company's current inclusiveness towards LGBTI diversity.

# 3.

## Reviewing internal policies to explicitly include sexual and gender diversity

**The first step to building inclusive work environments within an organisation is to ensure that there is an internal regulatory framework that is inclusive and always protects LGBTI diversity in a clear and explicit way.**
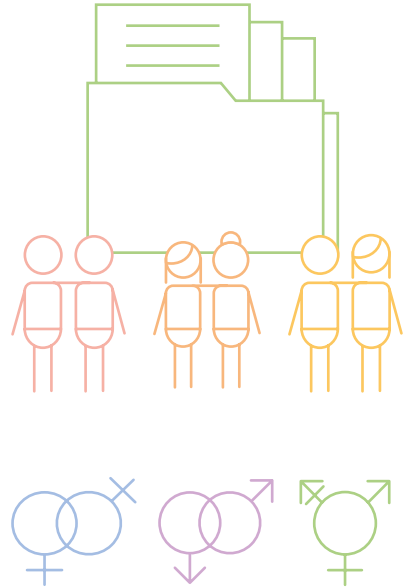
When the internal rules of a company are not clear and explicit regarding LGBTI diversity, although not intentionally, LGBTI employees may feel that the company does not protect them or take them into account or have doubts about it. It is therefore particularly important that companies know how to transmit this properly to the workers. And the best way to do this is to be as inclusive as possible, by using declarations and statements that refer specifically to LGBTI diversity.

Therefore, reviewing and adapting (if necessary) the company's policies collected in documents such as plans, forms, regulations, protocols, etc., are recommended to ensure that they are inclusive of sexual orientation and gender identity diversity. It is advisable to include words such as gay, lesbian, bisexual, transsexual, intersex, identity and gender expression, sexual orientation in these types of documents.

**Article 20.3 of Law 11/2014** to guarantee the rights of lesbian, gay, bisexual, transgender and intersex people and to eradicate homophobia, biphobia and transphobia, establishes that *"the Government must promote the voluntary adoption of gender equality and non-discrimination plans, through appropriate promotional measures, especially directed to the small and medium enterprises, that have to include the necessary technical support."*

If the company has a gender equality plan, it should be revised to be inclusive of diversity of sexual orientation and gender expression and identity. Specific goals and measures aimed at this group should be established, as well as indicators and criteria for monitoring at a later stage.

Within internal rules and regulations, it is necessary to ensure that discrimination and/or harassment on the grounds of identity or expression of gender and sexual orientation are expressly prohibited, as well as ensuring the existence of specific protocols for action in situations of discrimination or harassment of LGBTI people. It must also be verified that they establish clear consequences for a person who carries out this type of conduct towards the LGBTI group within the organisation. Regarding internal policies on family benefits, it is necessary to review and consider the reality of same sex couples in order to guarantee equality when referring to parenthood, as well as issues related to health insurance for spouses or descendants or other similar benefits (life insurance, pension plans, etc.).

The appointment of a person within the company to address any queries relating to sexual orientation, gender identity and expression and to ensure privacy and sensitivity throughout the process, is a good practice that provides all LGBTI professionals with a safe and clear way to channel any doubts, requests or complaints.

It is advisable for companies that want to start managing LGBTI diversity to start by making a list of all the documents and internal regulations likely to be reviewed, including the gender equality plan, if it exists. The idea is to proceed with the revision and modification of each document to ensure the inclusion and protection of LGBTI rights.

In general, this task is usually led by the human resources department, which must work with other departments, as well as employees' legal representatives.

Within the revision of internal policies, companies need to address the support offered to trans people who undergo gender transition in the workplace, as will be seen later in the guide.

Once all the internal regulations have been reviewed, it is advisable for the company to develop a code of good practice for LGBTI rights, made available to the whole workforce to help raise awareness and educate all staff on sexual and gender diversity.

However, in the case of multinational companies, it is necessary that the policies are addressed from the matrix to offer protection to the whole group, and later on, provide an explanatory document for each country that will help, among other aspects, to revise the regulatory framework in their territory to make it more inclusive and to guarantee protection of LGBTI people.

# 4.

## Preparing the business case of sexual and gender diversity

**In 2017, the UN presented the report Tackling Discrimination against Lesbian, Gay, Bi, Trans, and Intersex People: Standards of Conduct for Business[4].**

**The first of the precepts that the UN recommends to companies is respect for human rights.**

**Undoubtedly, this should be the first reason for a company to start managing LGBTI diversity, a principle that is related to corporate social responsibility and business ethics.**
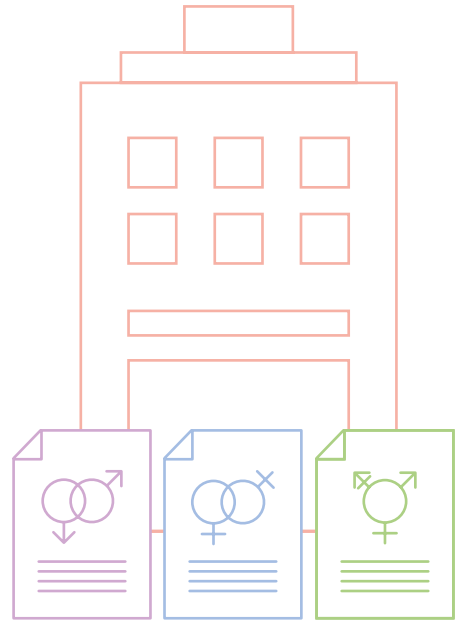
It is advisable for companies to make their own business case to estimate the impact that the application of good practices in LGBTI diversity management has or would have on their activity, applying these ratio averages to their real business figures. In this way they would obtain an estimated income statement calculated with the impact of:

▸ The increase in income due to the improvement in the productivity of the work teams and the expected increase in sales.
▸ The estimated cost reduction because of lower staff turnover, among others.

Moreover, thanks to the experience of companies that decided to address the management of LGBTI diversity decades ago, particularly in countries like the United States, the United Kingdom, Germany and the Netherlands, there are currently several studies and data that demonstrate the impact that this measure has on company business.
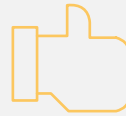
This positive effect comes from numerous factors:

**ATTRACTING THE BEST TALENT TO THE COMPANY**
Inclusive companies can capture the best talent, regardless of their identity and gender expression or sexual orientation.

Allied individuals prefer to work in inclusive environments that respect, among other things, LGBTI diversity.

**IMPROVEMENT IN THE RESULTS OF THE LGBTI PEOPLE WORKING IN THE COMPANY**
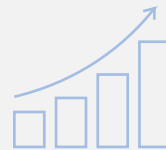Increase in productivity by not having to conceal their identity and expression or orientation during the working day.

Feeling more comfortable and involved with the organization and its values decreases the level of staff turnover.

**IMPROVEMENT OF TEAM RESULTS**
It has been proved that diverse and inclusive teams are more innovative and productive.

**SALES INCREASE**
As product and service consumers, both LGBTI and allied people are sensitive towards companies that respect LGBTI diversity.

*Ally:* Someone who advocates for and supports members of a community other than their own. Reaching across differences to achieve mutual goals.

## HERE ARE SOME DATA TO KEEP IN MIND THAT REINFORCE THE PREVIOUS MESSAGES*:

**3%**

LGBTI inclusive companies have a 3% better performance in the average market than non-inclusive companies.

85% of people who hold managing director positions agree that a diversity and inclusion strategy helps to obtain better results[5]

**85%**

**24%**

**85%**

85% of companies believe that diversity generates the most innovative ideas[6]
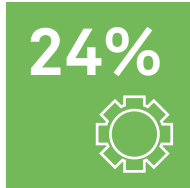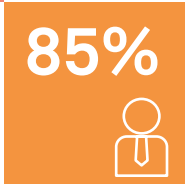
Open LGBTI people are on average 24% more productive[8]

**72%**
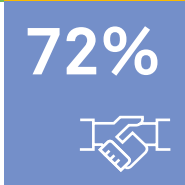
LGBTI inclusive companies are up to 72% better at attracting allied people.[7]

LGBTI people who are not open in their companies are 17% more likely to switch companies.[9]

**17%**

**71%**
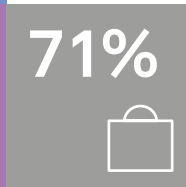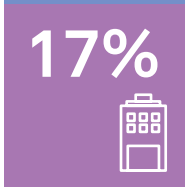
71% of LGBTI people and 82% of allied people prefer to buy goods and services from LGBTI inclusive companies.[10]

*The sources from which these data have been extracted can be consulted in the reference section of this same guide (p. 62) with the reference numbers indicated.

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# 5.
# Defining a project plan and monitoring indicators

**When a company decides to start managing LGBTI diversity, a project plan must be established to serve as a roadmap to implement the actions deemed appropriate, as well as a chart of indicators that enable periodic monitoring of the progress and impact of the initiatives.**

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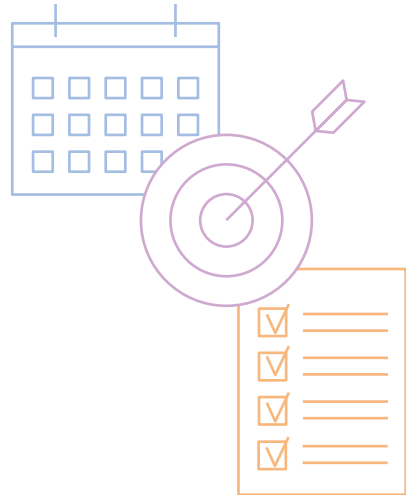
The LGBTI diversity plan should include a list of actions together with a schedule and designate the people responsible for each line of action.

Since the plan will affect various areas of the company, the designation of a PMO (Project Management Office) or plan leader is recommended, to be responsible for monitoring and coordinating actions between all the areas involved, as well as reporting the degree of progress directly and periodically to the management.

Depending on the size and location of the company, it is advisable that the project plan lasts between one and three years to ensure that the process is carried out progressively and consistently, addressing the different dimensions.

**THE PLAN COULD HAVE THE FOLLOWING STRUCTURE:**

## PHASE 1:
### Design and planning.

At this stage it would be advisable:

a. To carry out a survey of the current situation in the company to detect the main areas for improvement.
b. To design the action plan.

## PHASE 2:
### Implementation of diversity management at an internal level.

At this stage actions such as the following be implemented:

a. Review and adaptation of internal policies.
b. Awareness and training programmes for the workforce.
c. Revision and adaptation of internal processes.
d. Creation of a group of LGBTI workers and allies.
e. The use of internal communications to reinforce and make visible the different actions implemented.
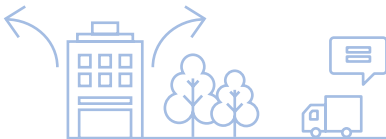
## PHASE 3:
### Implementation of LGBTI diversity management at an external level.

At this stage the following actions will be implemented:

a. Presence in public events related to LGBTI diversity and the media.
b. Inclusion of LGBTI clauses in supplier contracts.
c. Reviewing the company's current offers of products and services to make them inclusive or targeted at LGBTI people.

The monitoring indicators vary in each organization, depending on the current degree of commitment to LGBTI diversity, the defined implementation plan and the company's own characteristics, such as its size, its territory of action, the type of business, etc.

In any case, companies are advised to consult EMIDIS[11] as a point of reference to define their indicators. This is a FELGTB[12] programme, developed with the collaboration of REDI[13] and LesWorking[14], whereby companies and organizations can obtain a diagnosis of their level of commitment to LGBTI diversity management and the current positioning of the organization in this field.

EMIDIS offers a series of general indicators that serve as a tool for the company to find out its current situation in this field and set measurable improvement targets over time.

Informatively, examples of other indicators are:

▸ Number of people who are registered in the LGBTI working group and allied company members, as well as activities promoted by this team.

▸ Results of anonymous surveys within the workforce, comparing the answers of the LGBTI and the non-LGBTI workers.

▸ Number of executives at the company, i.e., senior management professionals or intermediate managers, who are visible LGBTI.

▸ Presence of the company in rankings and studies on good practices in LGBTI diversity.

▸ Number of LGBTI diversity events in which the company has been present during the last year.

▸ Number of incidents registered, related to sexual and gender diversity within the company.

▸ Number of LGBTI workers who have enjoyed paid leave for marriage or family benefits provided by the company such as medical insurance for couples.

▸ Number of trans people who have undergone transition while at the company in a satisfactory manner and number of permits allowed for it.

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# B

## Human
## Resources

# 6.
# Evaluating the impact on culture and managing change

**A company's culture must be considered as fundamental when tackling LGBTI diversity management. Each company has an internal culture that will encourage or hinder the implementation of actions to promote LGBTI diversity management and inclusion.**

A good way to evaluate if the company's culture can easily include LGBTI diversity is to observe how inclusive the company is regarding other diversities, such as gender diversity, functional diversity, ethnic, race or cultural diversity, generational diversity, etc.

**The more inclusive the company is, the easier it will be to start embracing LGBTI diversity.**

On the contrary, if the organization does not yet work on diversity and inclusion of other more visible realities, it probably has a long way to go before it can start considering LGBTI diversity, a diversity often invisible if people in the community decide not to share it.

**TO EVALUATE THE LEVEL OF INCLUSIVENESS REGARDING OTHER DIVERSITIES, ASPECTS SUCH AS THE FOLLOWING SHOULD BE CONSIDERED:**

The use of inclusive corporate language, both on the website and in public declarations, in business conferences and internal work meetings, etc.

The current company values, to check if they already include respect towards diversity in general.

Collaboration with institutions and platforms that promote good practices in diversity management in general, such as Fundación Diversidad, or that specialize in a specific diversity (gender, ethnic or origin, functional, etc.).

The real diversity existing in the company workforce, especially among management and managerial positions. Are there women? Are there people from other races or cultures?

The level of senior executive involvement in issues related to the management of the workforce, such as diversity and inclusion, work-life balance, talent management, etc.

Those organizations with a not so open business culture towards diversities must start working LGBTI diversity in a much wider framework and as part of a global strategy for the promotion of diversity and inclusion. The process will be much slower, bearing in mind that groundwork will be needed.

**On the other hand, companies with a much more open business culture, that are already working for diversity and inclusion, are much better prepared to start working on LGBTI diversity.**

Organizations that in principle seem to be better prepared to start working on LGBTI diversity because of their sensibility towards other kinds of diversity, may not be so sensitized with LGBTI reality and so neither their managers nor the rest of the staff will be either. In order to change the company's culture, the organization must start training to learn basic aspects such as, LGBTI terminology, the way to address this issue within the company, aspects relating to the unconscious bias that people could have regarding the LGBTI community, etc.

**The following sections of the guide will deal with examples of specific good practices to successfully carry out this change in management and thereby evolve towards a corporate culture that embraces diversity, specifically including LGBTI diversity.**

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# 7.

# Raising awareness and educating the whole workforce in sexual and gender diversity

**One of the first steps when starting to work on LGBTI diversity within companies is to raise awareness and to train the staff in issues regarding sexual diversity and gender, paying particular attention to training people leading the project, people working in human resources and people in charge of working teams.**
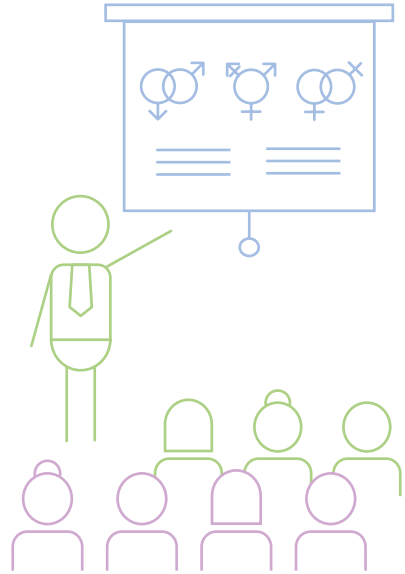
In order to raise awareness, companies usually organize lectures, presentations, testimonies, etc., to help people become aware of and empathize with the LGBTI reality.
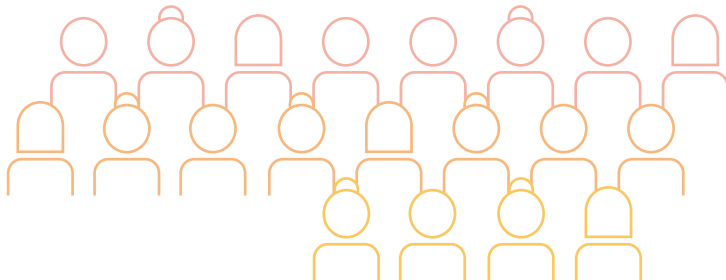
Organizations develop specific material on sexual diversity and gender to train the workforce.

**The contents of the training course should deal with basic aspects,** such as:

Terminology and meanings: forexample, is it common for people unfamiliar with the community issues to know what the initials LGBTI mean? What is an intersex person? What is the difference between gender identity, gender expression and sexual orientation? What differentiates a transsexual person from a transvestite? Etc.
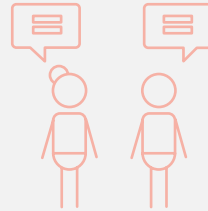
How to tackle this question in the workplace: Why does it need to be tackled within the company? How to talk to an LGBTI person? What to say and what not to say? How to be inclusive with the LGBTI community reality? How to become an ally and why?

Questions regarding the unconscious bias that people might have regarding the LGBTI community and how they can affect decision-making processes.

Aspects that particularly affect each of the subgroups that form part of the LGBTI community: lesbians, gays, bisexuals, transsexual and intersex people.

Using everyday situations as examples (using fictional characters) in the training courses is recommended to make messages more understandable. Short tests after the course can also be included.

To develop content and provide training, it is advisable to have the support of an external company or institution, specialized in LGBTI diversity in the corporate environment, to ensure the quality and suitability of the content given.

Apart from the previously mentioned contents, which are general and applicable to all organizations, it is necessary to include specific aspects that are of interest to the company, such as the existing internal regulations concerning LGBTI, particularly the existing protocols and sanctions for discrimination, abuse or harassment on the grounds of sexual orientation, gender identity or gender expression.

Companies that already carry out training in diversity and equality for their staff tend to incorporate training in sexual diversity and gender as a specific module within this general course. They also tend to incorporate this question into the generic training of the company (for example, during the initial training when a new person joins the company).

The training can be in person or online, depending on the company.
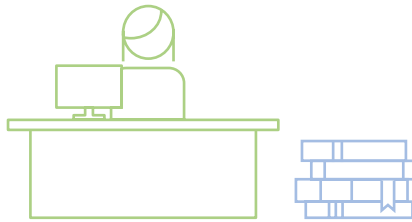


**It should be noted that companies usually offer diversity training, including LGBT diversity, as an optional resource, and not as a compulsory task for the whole workforce, as there are studies that show that this type of sessions generates the opposite effect to the one desired when imposed by the management.**

Organizations that take this decision choose to:

▶ Include compulsory training to explain the existing internal regulations, protocols and sanctions.

▶ Promote the rest as optional training, through internal communication strategies that encourage the staff to take part in these courses (when joining the company, through reminders sent on important dates for the LGBTI community such Pride Day, etc.).

# 8.

# Promoting a group of LGBTI workers and allies

**A good practice that companies working on LGBTI diversity often implement is to encourage the creation of a group of LGBTI workers and allied people.**
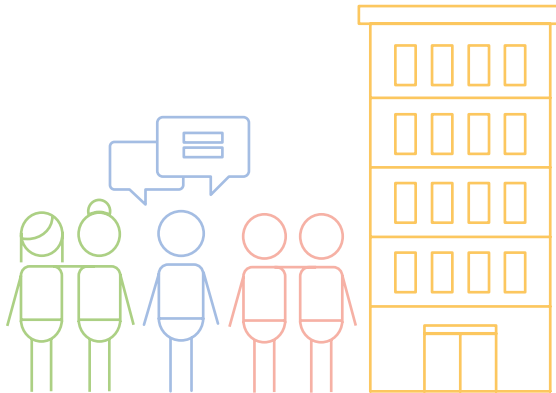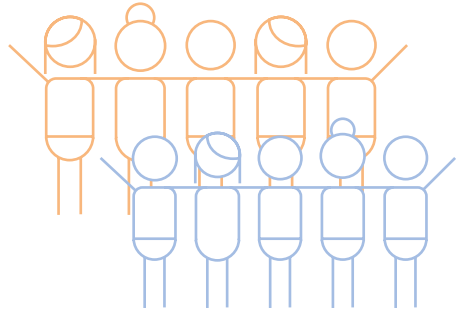
This group would form part of the company's ERG's (Employees Resource Groups), accompanied by the human resources area, but made up of LGBTI people, as well as by people who, without belonging to the group, support them and want to be seen as allies.

These groups always have one or several people at the forefront who lead them voluntarily and require, in general, a small budget to operate and a low level of support from human resources.

**It is advisable for the group to have the help of a person at management level who can support the group's activities and serve as a link to the company's senior management.**

**It is essential that these groups are made up of LGBTI people as well as allied people for two reasons:**

▶ For the whole group to be inclusive and for all the staff to feel part of it.

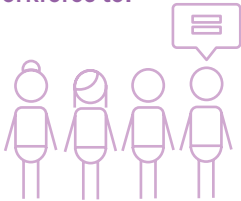▶ To help people who have not made their sexual orientation or gender identity public yet, so they can be a part of the group without being forced to do so. In this way, they can join in and, little by little, if they consider it appropriate, make it public when they feel safe.

**Groups of LGBTI people and allies allow the workforce to:**

▶ Develop an internal network to strengthen relationships between professionals who belong to or give their support to the LGBTI community.

▶ Create a safe environment to socialize and share experiences with colleagues from other areas of the company through chats, events, networking, etc.

▶ To hold a forum to present good practices in LGBTI diversity management within the company and from where proposals or requests to human resources or to the management of the company can be made.

▶ Establish relations with groups of LGBTI people and allies of other organizations, which will allow the expansion of the circle of professional contacts for the people in the network.

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The inclusion of mentoring/coaching programmes is recommended to accompany LGBTI people in managerial positions during the process of making themselves visible, provided that they themselves request it.

**Having a group of LGBT people and allies also has benefits for the company:**

▶ It is an economic mechanism, fast and effective to transmit to the whole organization its commitment with LGBTI diversity.

▶ It is a particularly useful source of information for the company and a forum to channel the actions and requirements related to LGBTI diversity within the organization.

▶ It offers a support group to LGBTI people in the company that will result in the protection of their rights and their level of satisfaction within the organization.

**The following is recommended if the groups do not emerge through their own initiative:**

▶ Identify a LGBTI or allied person who wants to and can lead the group, as well as someone in management that supports it.

▶ Suggest the challenge to the prospective leader, showing him or her what can be obtained in return: high visibility within the company, development of organizational and leadership capacities, greater network of professional contacts inside and outside the company, etc.

▶ Provide support from human resources and management, through a director who visibly supports the group, as well as a minimum budget to start it up and obtain the support of more professionals within the company.

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Many multinational companies have an international LGBTI network. In these multinational companies, subsidiaries are recommended to scale up this issue internally and to build on existing resources globally within the company, in order to extend the group of LGBTI people and its allies.

# 9.

## Avoiding prejudice in the selection and talent management processes

**Everyone can have prejudices or unconscious biases that affect the way in which they make decisions. It is necessary to be aware of them and to work to prevent them from affecting the processes of attraction, selection and retention of talent.**

Prejudices can be revealed in different phases of the recruitment process, for example:

▸ When writing up offers of employment, using non-inclusive language.

▸ When studying curriculum vitae presented for an offer of employment, because it may include personal data that may make us unconsciously reject the application, such as a photograph of a non-binary person or the applicant is a volunteer with a LGBTI organization.

▸ By treating candidates differently because of their appearance, voice or unclearly defined gender expression during job interviews.
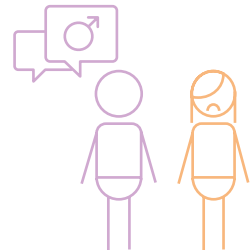
Prejudices can also be manifested in team management, decisions on promotions and incentives, etc.

Professionals in the area of human resources and team leaders are the people who have to pay most attention to avoid falling into biases that lead them to make judgements based on prejudices that have nothing to do with work, performance, job capacity and potential.

**The most important thing that can be done to avoid these situations is to be vigilant and to receive training, in order to avoid falling into stereotypes or prejudices towards LGBTI people.**

Within the LGBTI community, trans people are the most affected by unconscious biases and prejudices, especially during selection processes.

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**According to FELGTB,**

**85-90%**

**of trans people in Spain do not have a job**

**due to existing prejudices**

**In this sense, the Barcelona City Council, through Barcelona Activa, has developed over the years several initiatives to guarantee the social and labour integration of trans people, offering training itineraries and specific tools for the search for quality employment.**

On the other hand, some multinationals have specific programmes to help trans people to occupy skilled jobs, they give help and guidance to find the most appropriate job suited to their professional profile.

# 10.

## Accompanying trans people in their transition process

**Trans people who begin the transition process may make this decision while they are working in a company. When this happens, the organization must be prepared to accompany them throughout the process.**
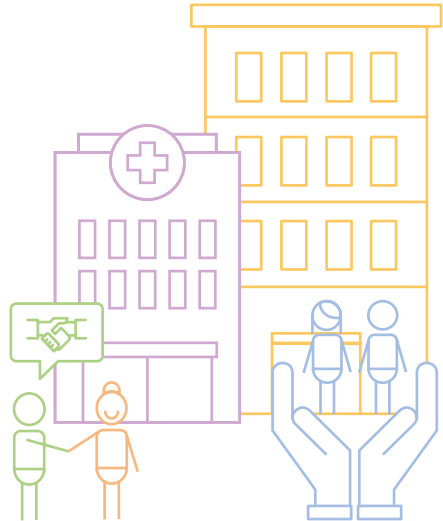
**THE COMPANY MUST CONSIDER ASPECTS SUCH AS:**

▸ Support and protection during the transition process, given the special vulnerability they will encounter and to prevent any kind of discrimination or harassment.

▸ Adaptation of working hours for medical needs that arise during the transition process (hormone therapy and/or gender affirmation surgeries, etc.).

**Gender Affirmation Surgery (formerly Sex Reassignment Surgery):** Surgical procedures that change one's body to better reflect a person's gender identity. This may include different procedures, including those sometimes also referred to as "top surgery" (breast augmentation or removal) or "bottom surgery" (altering genitals). Contrary to popular belief, there is not one surgery; in fact there are many different surgeries. These surgeries are medically necessary for some people, however not all people want, need, or can have surgery as part of their transition. "Sex change surgery" is considered a derogatory term by many.

Trade unions can help both people who decide to transition while in the workplace, offering support and guidance throughout the process, as well as companies facing this situation for the first time, providing the necessary tools and training to respond to and accompany the person correctly.

In this respect, it is advisable to consult the document *Persones trans en l'àmbit laboral. Guia per al procés de transició*[15], written by CCOO and FELGTB, which offers specific information on how to deal with the transition process within the company. The document provides templates for communications and protocols for easy introduction in companies and public administrations.

Companies wishing to have more information on how to handle the health requirements of trans or gender-variant people, and how they can accompany and help in this aspect, can also consult *Informe de model d'acompanyament i assistència a persones trans a la ciutat de Barcelona*.

In countries such as the United States or the United Kingdom, some large corporations that offer health insurance to their staff as part of the remuneration package have started to include medical coverage during the transition process.

▶ Use of the gender identity and name chosen by the trans person, regardless of the data contained in official identification documents, from the moment the person makes and communicates their decision. This information must be modified in all the company's databases, corporate e-mail address, etc.

▶ Use of clothes and installations to be decided by the trans person, where gender differentiation between men and women exists in the case of uniforms, bathrooms, changing rooms, etc.

▶ Communication, training and raising the awareness of their work team, managers and people working under them, always considering the person's opinion.

# 11.

## Measuring the impact on workers: working environment surveys

**Working environment surveys are a good tool to measure the impact of LGBTI diversity management within the company.**

Firstly, these are anonymous surveys that allow questions such as people's gender identity or if they belong to the LGBTI community to be made.

It is recommended that different questions are asked so that the person can identify their biological sex, gender identity and sexual orientation. In this way, the aggregated answers can then be analysed as well as the answers given by each group making up the LGBTI community.

Secondly, working environment surveys tend to measure subjective aspects perceived by the  employees, such as:

▸ Whether the company is a good place to work
▸ If the employee is motivated and stimulated
▸ If they feel welcomed by the other people in their area or department
▸ If they have witnessed homophobic behaviours within the company, etc.

These aspects are the ones that tend to improve when actions regarding diversity and inclusion are put in place, including those related to LGBTI diversity management.

The way to analyse the results of the survey to find out the impact of the actions of LGBTI diversity and inclusion within the company will depend on each organization and the questions included in the survey.

**PROPOSALS FOR RECOMMENDED TYPES OF ANALYSIS:**

**- Evolution of the working environment indicators before and after introducing LGBTI diversity and inclusion plans**

▶ Including all answers

▶ For people who are part of the LGBTI community

▶ For each of the internal groups that form part of the LGBTI community (lesbians, gays, bisexuals, trans and intersex).

The aim is to evaluate the degree of impact that the actions introduced have had on the whole workforce, LGBTI people and each internal group within the community. Special consideration should be given to the questions referring to the perception of the company's working environment and particularly to the feeling of belonging. In this sense, a positive impact would be expected particularly in the LGBTI community on aggregate and in each of the groups that form part of it.

**- Analysis of working environment indicators for the LGBTI community on aggregate and for each of the groups (gay, lesbian, etc.) separately.** The aim is to identify in which groups it is necessary to reinforce support from the company.

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**Working environment surveys are usually done annually, so they can be a good indicator for measuring the impact after implementing specific actions for LGBTI diversity management, and also to carry out periodic follow-ups, as recommended in previous sections.**

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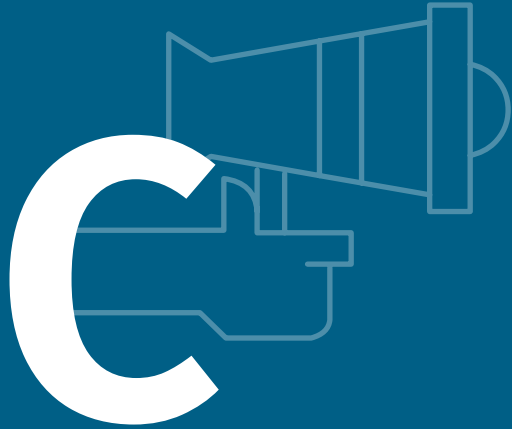
# Communication and Corporate Social Responsibility

# 12.
## Prioritizing and aligning internal communication

**Communicating the actions to be taken on LGBTI diversity management within the organization is almost as important as carrying them out. There is little point in having a group of LGBTI workers and allies, or having designed specific protocols to respond to situations of harassment or discrimination related to identity and gender expression or sexual orientation, if the company's personnel do not know of their existence and therefore do not have access to them.**
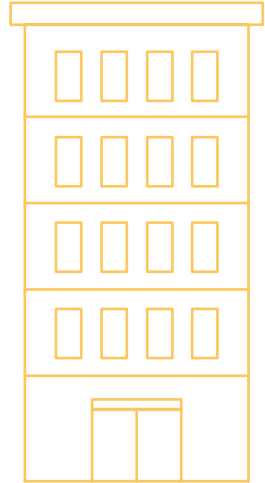
This line of work is really important to the LGBTI diversity management plan, and in order to execute it successfully, the communication area must be totally coordinated with the human resources department, the LGBTI group of people and allies and the company management leading the implementation of the plan (if different from human resources).

## Why is internal communication so important?

▶ Because it will send a clear message to the whole organization regarding the position of the company with respect to LGBTI diversity.

▶ Because it will help LGBTI people to understand that they have the support of the senior management and the whole company, as well as being aware of the resources that are at their disposal (LGBT and allied personnel networks, the person responsible for diversity, internal policies, protocols for action in cases of discrimination or harassment, etc.).

▶ Because it discourages other staff to act or make discriminatory judgements in the workplace.

▶ Because it is one of the main tools that the organization has in order to develop the company's culture towards a more modern and inclusive one.

## What should be included in the communication?

▶ The commitment of senior management to LGBTI diversity. This communication should be addressed periodically to the entire workforce (once or twice a year, for example) to reinforce the message.

▶ The existence of the LGBTI and allied workers group and the name of the person responsible for diversity, not only in the documentation given to people joining the company, but also through intranet or other internal presentations aimed to inform about the resources made available by the company to the staff.

▶ Training programmes on LGBTI diversity, whether these are online or in person: where and how they are given, how to register, etc.

▶ Other actions to be carried out in the context of LGBTI diversity: events organized or sponsored by the company, celebrations on special days for the LGBTI community, etc.

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**What communication tools should be used? All of those available for the internal communications in the company:**

▶ Internal newsletter for workers

▶ Company Intranet

▶ Welcoming dossiers or manuals

▶ Staff portal

Lastly, it is worth highlighting the importance of prioritising internal communication in the face of external communication, particularly in relation to advertising directed at a potential LGBTI public.

**It is important to remember that if a company has not worked on LGBTI diversity internally and this has not been perceived by its own workforce as a commitment to LGBTI reality, when launching a message on the market to try to attract the LGBTI public, there is a risk that LGBTI associations and communities see it as a mere opportunistic commercial action, lacking in values and authenticity, and they may start a campaign that could damage the company's image.**

Companies must give priority to designing a LGBTI diversity management plan to be worked on internally first, and only when it has been established within the entire workforce, should external communication be approached.

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# 13.
# Celebrating diversity in an inclusive way

**In the same way as it is necessary to ensure that the whole organization is LGTBI inclusive, it is important that all actions aimed at LGBT people are inclusive with the rest of the organization.**
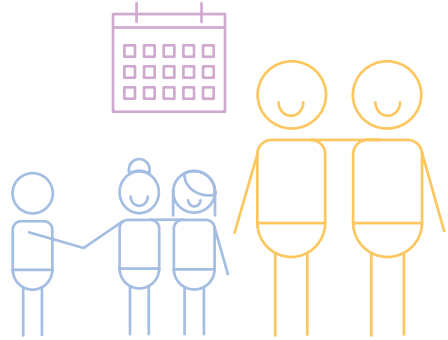
These actions are usually carried out on important dates for the LGBTI community, such as:

**31st** MARCH

International Transgender Day

**26** APRIL

International Lesbian Visibility Day

**17** MAY

International Day Against Homophobia, Transphobia and Biphobia (IDAHOT), commemorating the elimination of homosexuality from the list of mental illnesses by the World Health Organization (WHO) in 1990.

**23** SEPTEMBER

International Bisexual Visibility Day

**11** OCTOBER

Coming Out Day ("Coming out of the closet" day)

**28** JUNE

International Pride Day for LGBTI, which commemorates the Stonewall Revolts (New York) in 1969, which marked the beginning of the LGBTI movement. This is the most important date for the LGBTI community and in many cities in the world, such as Barcelona, different festive and protest activities are organized.

In this sense, it is recommended to invite all staff, not just LGBTI people, to participate in the acts and events organized internally to celebrate or inform about the LGBTI diversity.

The ways of celebrating vary from company to company. Below are some examples of actions carried out internally in some companies, which do not require a large budget:

▶ Organisation of talks or presentations by open LGBTI people and allies, with a subsequent networking.

▶ Projections on screens, putting up of posters, flags or other types of materials in visible places that include the colours of the rainbow or any other element associated with LGBTI diversity.

▶ Distribution to the entire workforce of different types of objects or small gifts to celebrate LGBTI diversity.

▶ An internal e-mail sent to the entire workforce to celebrate LGBTI diversity, using attractive and positive designs.

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Celebrating general special days, not only related to the LGBTI community, is also recommended, such as family days, which should be inclusive, mentioning all the different types of couples and family realities that exist.

Other business celebrations (Christmas dinner, etc.) should also be inclusive, making it easy for everyone to feel included, regardless of their identity and gender expression and sexual orientation.

# 14.

## Participating in forums, events and studies of good practices

**A good practice for companies managing LGBTI diversity is to participate in forums, events and studies on the matter.**

Some of the reasons for doing so:

**1** To demonstrate their commitment to this diversity and to position themselves in the market as a company committed to the LGBTI community.

**2** To share the best practices in LGBTI diversity and inclusion with other companies in the same or other sectors and do networking.

**3** To learn new actions that contribute to creating inclusive environments for LGBTI diversity and to become an ever-increasing inclusive company.

**4** To act in the public sphere, to actively contribute to the defence of human rights. This is especially important in the case of multinational companies operating in countries where the human rights of LGBTI people are violated, as recommended in the UN report on LGBTI diversity in the corporate world[16].

**FORUMS, EVENTS AND STUDIES OF GOOD PRACTICES THAT MAY BE ATTRACTIVE TO COMPANIES OPERATING IN BARCELONA AND THE SURROUNDING AREAS\*:**

**REDI (Red Empresarial por la Diversidad e Inclusión LGBTI[17])**
First corporate forum that promotes good practices in LGBTI diversity and inclusion in Spain. Large companies from various sectors (consultants, technology, insurance companies, law firms, pharmaceutical, financial, service and consumer goods companies, etc.) form part of this association, along with academic institutions, SMEs and some professionals who join in a private capacity.

**EMIDIS[20]**
Index developed by the FELGTB, in collaboration with REDI and LesWorking, to measure companies in their management of diversity and LGBTI inclusion. Companies can participate anonymously by including the name of the company and its logo or by being part of the top 10 ranking.

**LesWorking, Lesbian Networking[18]**
A professional network for lesbian women that has more than 1200 women from different professional categories and sectors in Spain and Latin America. LesWorking organizes conferences and networking activities and works to give visibility to lesbian women in society and companies.

**Aequalis[21]**
Report on good practices of LGBTI diversity within the company.

**Fundación SERES LGBTI diversity good practices[22]**
Report in which more than a dozen companies participated.

**ALEC[19]**
Association of Lesbian Entrepreneurs of Catalonia, launched at the end of 2017 as a working group of ACEGAL (Associació Catalana Empreses LGTBI) to promote networking and give visibility to the projects of lesbian entrepreneurs in Catalonia.

**LGBT@Work[23]**
Annual event organised by the Instituto de Empresa in Madrid that promotes LGBTI diversity management in the corporate environment.

**Rankings produced by different media** that give visibility to professionals from different sectors who are openly LGBTI.

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\* For more information on the different initiatives, please consult the references section of this guide (p. 62) with the reference numbers indicated.

For companies carrying out operations in other countries, it is advisable to identify the local LGBTI partners that give support in LGBTI diversity management.

**SOME OF THE RECOMMENDED ORGANIZATIONS ARE:**

**France:**
L'Autre Cercle[24]

**United Kingdom:**
Stonewall[25], OutStanding[26]

**Germany:**
Prout at Work[27],
Stick&Stones[28],
Unicorns in Tech[29]

**Netherlands:**
Workplace Pride
Foundation[30]

**Italy:**
Parks - Liberi e Uguali[31]

**United States:**
Out&Equal[32], Human
Rights Campaign[33],
OutLeadership[34],
Lesbians Who Tech[35]

**Mexico:**
PrideConnection[36]

**Brazil:**
Forum of
companies and
LGBT Direitos[37]
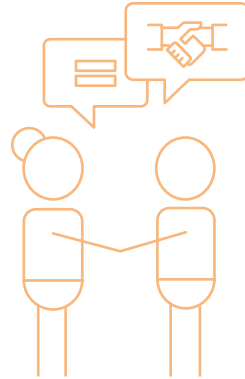
**Chile:**
Fundación
Iguales[38]

**Argentina:**
GNetwork360[39]

# 15.
# Demanding good practices from suppliers

**Companies can and should demand that the suppliers they work with promote equal opportunities and non-discrimination of LGBTI people in their companies.**

For example, in its contracting processes, Barcelona City Council promotes compliance with minimum responsibility criteria from tendering companies. In this sense, for contracts that have a significant workforce or provide services to citizens, the company may be requested to provide proof that codes of conduct or action protocols for equal opportunities and non-discrimination of LGBTI people have been adopted, as a condition for the execution of the contract.[40].

**The implementation of this measure by large companies will help to extend good practices in LGBTI diversity management to many SMEs as they will need to address this issue within their own business to be able to continue as suppliers to large companies.**

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The model clause used by Barcelona City Council is reproduced below so that it may be considered as a reference for companies that want to demand these measures from their suppliers through contracts:
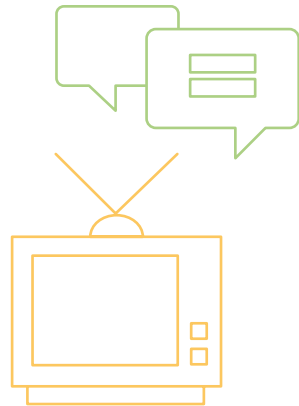
Model clause:

*Equal opportunities and non-discrimination of LGBTI people, the contracting company will provide, within a maximum period of fifteen days from the date of formalization of the contract, the protocol or action plan that it will apply in the execution of the contract to guarantee equal opportunities and non-discrimination of LGBTI people, whether this be the case among the personnel executing the contract or the people receiving the service. The measures may consist of training, content related to the discrimination that LGBTI people may suffer and knowledge of diversity in terms of sexual orientation, gender identity and gender expression. If the company justifies the impossibility of delivering the Protocol or action plan within the established period, the person responsible for the contract may assign an additional period of ten days. Barcelona City Council will organize dissemination sessions, which will be held with all the companies contracted by the City Council and the companies in the Municipal Group, a general reflection on the implementation of the measures in public contracts.*

# 16.
# Establishing the plan for inclusive external communication with sexual and gender diversity

**The company that decides to opt for an inclusive position towards sexual and gender diversity must review and adapt its communication plan to be able to also reach the LGBTI audience.**

To achieve this, companies often choose to include LGBTI characters in inclusive and generalist campaigns, investing in advertising in media aimed at LGBTI people or carrying out specific actions that show their commitment to them.

It is recommended that communication texts, messages and images are reviewed to ensure that they are inclusive and consistent with the media in which they are published.

# 17.
# Checking distribution channels

In some sectors it is important to review whether specific distribution channels have been used to reach the LGBTI audience in a more direct way, with a specific (gay/lesbian), hetero-friendly or inclusive LGBTI product.

If there are no specific distribution channels for the LGBTI community and the usual general channels are used, processes and materials at the points of sale must be reviewed, as well as the design and texts of the digital distribution channels to ensure that the system is inclusive and the LGBTI person feels well served at all times.

**If, for example, an external communication campaign is launched to position a company as LGBTI inclusive but for some reason a LGBTI person feels discriminated against in one of its establishments, this will cause a serious credibility problem, and the company could find itself in the middle of a controversy.**

To avoid these situations it is highly recommended, as indicated on other occasions, to have previously worked on LGBTI diversity management internally within the company and to have trained staff. It is also advisable to have action protocols so that the staff attending the public know how to act against discriminatory and LGBTI-phobic behaviours from customers, both in the physical store and online channels.
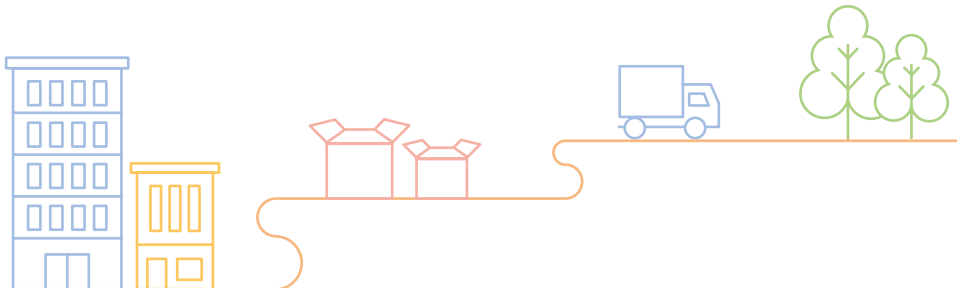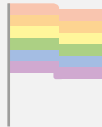
Some examples of good practices to make distribution channels more inclusive:

Demand an explicit commitment to LGBTI diversity from all individuals and companies to ensure safe and inclusive environments for all customers.

Include non-binary options and same-sex couples in the forms to be filled out by customers.

Create sections to quickly identify products or services targeted at LGBTI audiences.

**Create an inclusive sales process also for LGBTI people which will improve LGBTI customers' experience during the purchasing process and their perception of the brand in question.**

# 18.
# Evaluating customer satisfaction

**In former chapters we have recommended the creation of specific indicators in order to be able to follow up on the perception of the employees. Whenever companies carry out LGBTI external actions, it is equally important to evaluate customer satisfaction in order to check the positive impact on the level of this factor and brand engagement.**

Companies that publicly show their support towards the LGBTI community often obtain a better brand perception among LGBTI customers in the medium-long term.
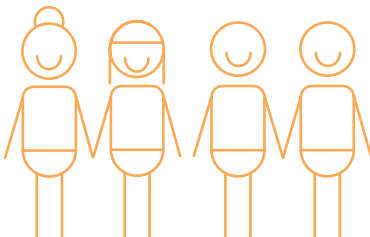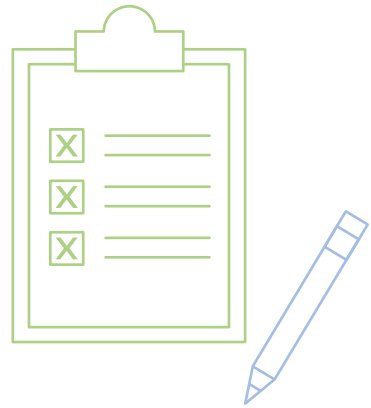
Companies can carry out any of the following activities to evaluate customer satisfaction and the impact of their actions:

Customer satisfaction surveys. If these are anonymous, include some inclusive and open questions regarding gender identity and sexual orientation. The inclusion of these questions will allow the company to make a comparative analysis of the results, comparing the answers of LGBTI customers with those of non-LGBTI customers, and to obtain more specific conclusions on satisfaction levels, frequent demands, or proposed improvement measures.

Analyze the impact the marketing strategy has had on media and social networks: positive or negative comments from LGTBI magazines, websites and social networks, as well as general media. This will be a way of measuring customer satisfaction and the brand positioning with the LGTBI community.

Compile complaints or claims received, related to the LGTBI issue, and evaluate how they have been managed to detect areas of improvement in the company processes and protocols.

Finally, it is important to remember once again that through a company's total commitment (starting at top management and moving down through all departments and the whole company) and good management of internal and external communications, it is possible to maximize the probabilities of success and increase satisfaction of the public when opting for LGTBI diversity management.

# Glossary

### ALLY
Someone who advocates for and supports members of a community other than their own. Reaching across differences to achieve mutual goals.

### ASEXUAL
A person who does not feel sexual attraction to anyone.

### BINARISM
Social construction that dichotomously categorizes the activities, behaviours, emotions and anatomy of people into two genders: male and female.

### BIPHOBIA
Aversion to bisexuality or bisexual people.

### BISEXUAL
A person who is sexually and emotionally attracted to both men and women.

### CISGENDER
Person who feels the gender attributed to him/her at birth according to his/her biological characteristics.

### DIVERSE FAMILIES
The family is considered to be the social unit formed by a group of individuals linked to each other by marriage, kinship, emotionality or affinity. The family structure can be very diverse: single parent, with a father and mother, two mothers, two fathers, etc., depending on the people who make up the family.

### DRAG-QUEEN
A cross-dressing person who dresses in a lush and sophisticated manner, often for acting on stage.

### GAY
A man who feels sexual and emotional attraction for other men.

### GENDER
A set of culturally based characteristics relating to patterns of behaviour and identity based on which the distinction between men and women is socially established. It is not static or innate but is a socio-cultural construction that has been changing and can vary over time. It should not be confused with sex. Although socially the male gender is attributed to the male sex and the female gender to the female sex, these concepts are not equivalent.

### GENDER AFFIRMATION SURGERY (FORMERLY SEX REASSIGNMENT SURGERY)
Surgical procedures that change one's body to better reflect a person's gender identity. This may include different procedures, including those sometimes also referred to as "top surgery" (breast augmentation or removal) or "bottom surgery" (altering genitals). Contrary to popular belief, there is not one surgery; in fact there are many different surgeries. These surgeries are medically necessary for some people, however not all people want, need, or can have surgery as part of their transition. "Sex change surgery" is considered a derogatory term by many.

### GENDER DYSPHORIA
A medical term that refers to a person's condition of disgust and disagreement with the gender assigned at birth.

### GENDER EXPRESSION
A person's social behaviour, regardless of his or her birth sex and gender identity.

### GENDER IDENTITY
Self-conception of the person's gender. It has to do with the identification of people, with the roles that are socially

attributed to men and women, it does not necessarily coincide with the person's biological sex and it has nothing to do with sexual and emotional orientation.

## GENDER ROLE
Set of behaviours and activities that are socially attributed to each of the sexes, which is variable according to the culture.

## HERMAPHRODITE
Incorrect term for intersex people.

## HETEROSEXUAL
A person who is sexually and emotionally attracted to people of the other sex.

## HOMOMATERNITY
Homomaternity is used to define the relationship between two lesbian mothers and their sons and daughters, and homoparenthood refers to the relationship between two gay fathers and their sons and daughters.

## HOMOPARENTALITY
Relationship that exists between two lesbian mothers or two gay fathers, and their sons and daughters, derived from the legal relationship associated with filiation.

## HOMOPHOBIA
Aversion to homosexuality or to homosexual people.

## HOMOSEXUAL
 A person who feels sexual and emotional attraction towards people of the same sex. It is a term that must be avoided, to avoid the psychiatric conception from which it comes. It is preferable to use the word "gay" or "lesbian", as appropriate.

## INTERSEX, PERSON WITH INTERSEX VARIATIONS OR DSD (differences in sexual development):
An evolving term that refers to a person who has a set of variations in sexual characteristics that do not seem to fit in completely with the standard, binary notion of male and female. It is not a pathology.

## LESBIAN
A woman who is sexually and emotionally attracted to other women.

## LESBOPHOBIA
Aversion to lesbianism or lesbian women. Often incorporated within the term homophobia.

## LGBTI
An acronym for the terms lesbian, gay, transgender, bisexual and intersex. There are also other acronyms such as LGBTIQ+, which incorporate the Q of Queer and the + of others.

## PANSEXUAL OR OMNISEXUAL
A person who can feel sexual attraction to any other person, regardless of sex, gender or sexual and emotional orientation.

## QUEER
A person who, according to queer theory, does not subscribe to the traditional binary division of genders and refuses to identify with a man or a woman or with a specific sexual and emotional orientation. There are theories that defend the existence of more than two genders and others that reject the concept of gender because they consider it a limiting construction of human nature.

## SEX
Set of biological characteristics, especially genetic, organic, and hormonal,

based on which the distinction between men and women is established. It does not necessarily determine the subject's behaviour and should not be confused with gender.

### SEXUAL ORIENTATION, SEX-AFFECTIVE ORIENTATION

A person's tendency to be attracted to another person or persons. It is customary to talk about three different sexual orientations: heterosexuality, homosexuality and bisexuality, although there are others.

### TRANS, TRANS PERSON

A term used in a similar way to transgender, as it includes different disconformities in the sex/gender of a person.

### TRANSGENDER

A broad concept that includes people with gender non-conformities, such as transgender people and/or those who do not exactly identify with either a man or a woman according to traditional gender conceptions, regardless of whether or not this person has undergone surgery.

### TRANSPHOBIA

Aversion to trans identity or transgender people, such as trans women or trans men.

### TRANSSEXUAL

A transgender person who feels that he or she is of the opposite gender to the one attributed to him or her at birth according to his or her biological characteristics. Being transsexual does not imply having any specific sexual or emotional orientation, i.e. a transsexual person can be gay, lesbian, straight or bisexual.

▸ **Transsexual man:** A person who, at birth, has the genital and biological organs corresponding to the female sex, but psychologically and vitally feels identified with the male gender.

▸ **Transsexual woman:** Person who, at birth, has the genital and biological organs corresponding to the male sex, but psychologically and vitally feels identified with the female gender.

### TRANSVESTITE, CROSS-DRESSING

A person who adopts the external forms and clothing and accessories considered socially appropriate for the opposite sex. The transvestite person does not necessarily want a reassignment of sex, since he/she can feel fully identify with the gender given at birth.

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# NOTES