

# Best Practice Examples

## Work package 2: Knowledge building

### The WE Project Consortium

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| Submission Date     | 04 January 2021 |
| Responsible Partner | UVEG            |

## 1. Executive summary

Despite respective statutes within the legislative infrastructures of EU and third country member states, discrimination on the basis of sexual orientation and gender identity persists in Europe. It can be considered a public problem with numerous consequences and impacts on the well-being of lesbian, gay, bisexual, transgender and intersexual (LGBTI) people.

The overall aim of **WE Project** is to foster equality for young LGBTI people entering the labour market through professional training of stakeholders, increasing the knowledge of non-discrimination principles for the workers themselves and to create an open exchange of workplace-based best practice examples that promote acceptance, diversity and tolerance. The collation and analysis of best practice examples presented herein will foster the exchange of best practices and facilitate the process of information sharing between countries and/or regions in Europe, speeding up the adoption and scaling-up of innovative practices.

A total of 22 best practice examples have been collected and analysed from the five countries participating in **WE Project** in order to guide the development of training materials as well as being part of the toolkit that we will develop within WP4.

## 2. Introduction

LGBTI people entering the labour market may face discrimination and greater difficulty integrating completely into professional environments that are commonly heteronormative and cis-normative. In some instances, the harassment and victimization that begins during childhood and adolescence, particularly in school settings, can continue in the workplace becoming chronic and making this group especially vulnerable. The overall aim of **WE Project** is to create an online open access platform that will provide educational materials, online courses and a place to present cases of Gender Identity and Sexuality (GIS) discrimination in the workplace. Further, we aim to highlight a range of different solutions and best practice examples for the promotion of diversity in employment settings and suggestions as to how these may be transferred into other settings.

The best practice exemplars included in this report have each been designed to promote and manage the reporting process, as well as the mediating process of diversity discrimination of (young) LGBTI+ with focus on the labour market, and emphasis on the labour rights within LGBTI+ youth discrimination monitoring systems.

A total of 22 best practices have been collected from each of the five countries participating in **We Project** (Austria, Spain, UK, Croatia, Serbia, Slovakia), which have been separated by country. The analysis of best practice examples will be used as one of the bases for recommendations and for developing an online open access platform (WP3) which aims to raise awareness and specific trainings. Moreover, the outcomes will be used to create a *Toolkit of Best Practices* (WP4), which will help professionals, as well as public and private operators in different regions to have access to a repository of best practices that would combat discrimination by sexuality and gender identity in the workplace and share knowledge at pan-European and global levels.

### 3. Approach to identify best practices

#### 3.1. Criteria for selection of best practices

**We Project** best practice exemplars are defined as inspiring real-life examples of successfully applied innovations to foster equality of young LGBTI people entering the labour market.

The criteria to be taken into account are described below which have been defined by the WHO and ExpandNet <sup>1</sup>:

- **Credible** so that they are based on sound evidence or advocated by respected persons or institutions.
- **Observable** to ensure that potential users can see the results in practice.
- **Relevant** for addressing persistent or sharply felt problems.
- **Relative Advantage** over existing practices so that potential users are convinced that the costs of implementation are counteracted by the benefits.
- **Easy to install** and understand, rather than complex and complicated.
- **Compatible** with the potential users' established values, norms and facilities; fit well into the practices of the national programme.
- **Testable** without committing the potential user to complete adoption when results have not yet been seen.

#### 3.2. Methodology for the analysis of the best practices

To facilitate the collection of best practice exemplars and ensure uniformity, all partners were provided with a template which outlined the required data to be collected from each of those examined, as well as a guide to the criteria to be followed to identify best practices in each country (section 3.1. Criteria for selection of best practices).

The template for collecting best practice information contained the following categories, which were used to complete the analysis by a representative from each country:

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<sup>1</sup> Glaser EM, Abelson HH, Garrison KN. Putting knowledge to use. San Francisco: Jossey-Bass Publishers; 1983. Quoted in World Health Organization and ExpandNet. Nine steps for developing a scaling-up strategy. Geneva: WHO; 2010. Available from: [www.who.int/reproductivehealth/publications/strategic\\_approach/9789241500319/en](http://www.who.int/reproductivehealth/publications/strategic_approach/9789241500319/en)

- Name of best practice
- Type of entity implementing the initiative
- Purpose
- Target (youth LGBTI+, adult LGBTI+, schools, labour market)
- Kind of intervention: 1. training and/or group workshops, 2. individual counselling 3. individual interventions to encourage skills and/or personal competence development, which should foster self-knowledge 4. training for professionals, 5. Other
- Objectives
- Description of the implementation
- Resources needed for implementation
- Results of implementation

## 4. Collected Best Practices

This section presents a total of 22 best practices, differentiated by the country in which they have been implemented. This analysis is intended to be the basis for the development of training materials as well as being part of the toolkit that will develop within **WE Projects'** WP4.

### 4.1 Austria

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| <i>Name</i>  | <b>Takeda</b>  |
| <i>Entity<br/>(Type of entity implementing the initiative)</i>         | A pharmaceutical company   |
| <i>Purpose</i>   | Respecting the individual for who they are                                 |
| <i>Target<br/>(youth LGBTI+, adult LGBTI+, schools, labour market)</i> | Employees within the company   |
| <i>Kind of intervention</i>  | 2. Individual-based interventions  |
| <i>Objectives</i>  | From the company: to give a positive appeal that works well for its image; |

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|  | For the employees/clients: to give a sense of emotional security, sense of belonging, valued corporate culture and self- motivation  |
| <i>Description of the implementation</i>   | Case example: Takeda accompanied two transgender individuals through their gender confirmation process by allowing them to change their work area in the company due to their gender, and by knowingly employing one of them who was in the process of undergoing their change in civil status, and thereafter re-introducing them and re-integrating them with their confirmed identity in the company. |
| <i>Resources needed for implementation</i> | Employer and employee resources have been unspecified  |
| <i>Results of implementation</i>           | Expected results are an increase in motivation and engagement, furthering of talent pool, new business opportunities and clients, valued corporate culture, greater respect and genuine mutual interest  |

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| <i>Name</i>  | <b>BASF</b>   |
| <i>Entity (Type of entity implementing the initiative)</i>         | A chemical company  |
| <i>Purpose</i>   | To share positive resources such as communication and social exchanges on sexuality and gender orientation                                |
| <i>Target (youth LGBTI+, adult LGBTI+, schools, labour market)</i> | Labour market, adults LGBTI+  |
| <i>Kind of intervention</i>  | 3. Social network competency development  |
| <i>Objectives</i>  | To give a sense of emotional security, sense of belonging, valued corporate culture and self-motivation                                   |
| <i>Description of the implementation</i>                           | BASF has an employee network 'LGBT + Friends' where issues and concerns of homosexual, bisexual and Transgender individuals are addressed |
| <i>Resources needed for implementation</i>                         | Employer and employee resources have been unspecified   |

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| <i>Results of implementation</i> | Increase in motivation and engagement, furthering of talent pool, new business opportunities and clients, valued corporate culture, greater respect and genuine mutual interest |
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| <i>Name</i>  | <b>MA 17</b>   |
| <i>Entity<br/>(Type of entity implementing the initiative)</i>         | The Municipal Department for Diversity and Integration, Austria  |
| <i>Purpose</i>   | To periodically evaluate issues on poor awareness with regards to diversity related benefits and effects   |
| <i>Target<br/>(youth LGBTI+, adult LGBTI+, schools, labour market)</i> | Clients, employees and organisation as a whole   |
| <i>Kind of intervention</i>  | Development of professional competency and well-being  |
| <i>Objectives</i>  | To understand the needs of clients and to be able to give professional support in all matters concerning diversity   |
| <i>Description of the implementation</i>                               | <p>'Diversity Check', is a management instrument used to evaluate various departments within the Municipal Departments of Vienna and their employees using self-analysis to ascertain the current status of "managing diversity" and, based on this, to develop improvement measures. It involves sensitisation, reflection and exchange among staff and creation of a diversity-specific dialogue space.</p> <p>The Diversity Check supports customer-orientation of the services, the products and the service level of the departments.</p> |
| <i>Resources needed for implementation</i>                             | Approximately 12 hours per month per employee is dedicated to improve diversity management.  |
| <i>Results of implementation</i>                                       | The Diversity Check was awarded the Austrian Administrative Prize in December 2008. The decisive factor was that the Diversity Check is designed in such   |

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|  | a way that it can be applied to any service and pursues the goal of increasing employee satisfaction and customer orientation. |
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## 4.2 Spain

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| <i>Name of best practice</i>                                       | <b>EMIDIS – Empresas por la Diversidad (Companies for Diversity)</b>  |
| <i>Entity (Type of entity implementing the initiative)</i>         | FELGTB – Federación Estatal de Lesbianas, Gais, Trans y Bisexuales<br>(National Federation of Lesbians, Gays, Trans and Bisexuals)  |
| <i>Purpose</i>   | Improving companies' strategies to deal with and enhance LGTBQ+ diversity in the workplace.   |
| <i>Target (youth LGBTI+, adult LGBTI+, schools, labour market)</i> | Labour market, companies.   |
| <i>Kind of intervention</i>  | 1. training and/or group workshops<br>4. training for professionals<br>5. other   |
| <i>Objectives</i>  | The main objective of the EMIDIS program is to provide useful tools for companies to adequately promote and support sexual and gender diversity in a work environment.  |
| <i>Description of the implementation</i>                           | <ul style="list-style-type: none"> <li>- <b>Diagnostic report for companies:</b> Companies receive a report containing feedback on their performance regarding LGBT diversity management, as well as an individualized improvement plan.</li> <li>- <b>Consultancy:</b> EMIDIS provides support and advice for companies on any topic related to sexual orientation or gender identity.</li> <li>- <b>Training:</b> A training event is held at every company once a year (some of the topics of this session are sensitization on LGBT diversity, LGBT prejudice prevention, human resources management from an LGBT perspective, etc.)</li> <li>- <b>Corporate volunteering program:</b> Volunteering programme aimed at actively involving employees in EMIDIS projects.</li> <li>- <b>Internal and external communications:</b> Communication strategies both within the company and through social media platforms.</li> </ul> |

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|  | <ul style="list-style-type: none"> <li>- <b>Reputation/Visibility:</b> Participant companies are allowed to use the EMIDIS logo in their internal reports. Also, their corporative logos are included in EMIDIS publications.</li> <li>- <b>Networking events:</b> Annual EMIDIS event and invitation to FELGTB events.</li> <li>- <b>Free access to FELGTB information and documentation</b></li> </ul> |
| <i>Resources needed for implementation</i> | <p>Human resources for:</p> <ol style="list-style-type: none"> <li>1. Diagnostic report for companies</li> <li>2. Provide support and advice for companies on any topic related to sexual orientation or gender identity</li> <li>3. Experts on LGBT diversity, LGBT-phobia prevention to give the training courses.</li> <li>4. Communication strategies</li> </ol>                                     |
| <i>Results of implementation</i>           | <ul style="list-style-type: none"> <li>- Significant outreach and impact.</li> <li>- Some of the participant companies: Repsol, Netflix, Amazon, BBVA, IBM, Airbus, etc.</li> </ul>  |

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| <i>Name of best practice</i>                                       | <b>Proyecto Ámbar (Amber Project)</b>   |
| <i>Entity (Type of entity implementing the initiative)</i>         | 'Fundación 26 de Diciembre'<br>(Funding: Community of Madrid grant)   |
| <i>Purpose</i>   | Reducing the unemployment rate among the trans community.   |
| <i>Target (youth LGBTI+, adult LGBTI+, schools, labour market)</i> | Youth/adult trans community.  |
| <i>Kind of intervention</i>  | 3. individual interventions, as to encourage skills and/or personal competence development, which should foster self-knowledge<br>5. other  |
| <i>Objectives</i>  | - Training and support for trans people   |
| <i>Description of the implementation</i>                           | <ul style="list-style-type: none"> <li>- <b>Training:</b> Free training sessions aimed at mastering work skills. The foundation works with partner institutions and companies that are in charge of these workshops.</li> <li>- <b>Individual Employment support:</b> Support in all stages of job hunt, including professional and soft</li> </ul> |

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|  | <p>skills training, search strategies, job interview preparation.</p> <ul style="list-style-type: none"> <li>- <b>Professional Intermediation:</b> Mediation between job candidates and hiring companies. Creation of a network of partner companies (Ámbar network), including relevant firms such as Pantene, Carrefour or PayPal.</li> </ul> |
| <i>Resources needed for implementation</i> | <ul style="list-style-type: none"> <li>- Human resources to offer training</li> <li>- Mediation team.</li> <li>- Funding</li> </ul>   |
| <i>Results of implementation</i>           | <ul style="list-style-type: none"> <li>- No available data yet (recent implementation).</li> </ul>  |

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| <i>Name of best practice</i>   | <b>Proyecto de fomento del empleo LAMBDA<br/>Lambda project for the promotion of employment</b>  |
| <i>Entity<br/>(Type of entity implementing the initiative)</i>         | City of Valencia's unit for municipal development in partnership with LAMBDA (LGBT non-profit)   |
| <i>Purpose</i>   | Fostering the integration of LGBT people in the labour market with the intention of reducing LGBT-phobia in the workplace.   |
| <i>Target<br/>(youth LGBTI+, adult LGBTI+, schools, labour market)</i> | Youth LGBTI+<br>Adult LGBTI+   |
| <i>Kind of intervention</i>  | 2. individual counselling<br>3. individual interventions, as to encourage skills and/or personal competence development.   |
| <i>Objectives</i>  | <ul style="list-style-type: none"> <li>- Facilitating the access of LGBT individuals to the labour market or enhancing their chances of promotion in their current job.</li> <li>- Special attention is paid to people in a situation of socio-occupational vulnerability.</li> </ul>  |
| <i>Description of the implementation</i>                               | <ul style="list-style-type: none"> <li>- <b>Job Orientation:</b> Free service with a proactive and participative approach. Some of the services offered include: <ul style="list-style-type: none"> <li>• Individualized interview,</li> <li>• Job profile analysis.</li> <li>• Professional skills training</li> <li>• Support in job interview preparation</li> <li>• Management of job offers</li> <li>• Entrepreneurship advice</li> </ul> </li> </ul> |

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|  | - Access to the 'Valencia Activa' job bank featuring job opportunities from several partner companies and institutions. |
| <i>Resources needed for implementation</i> | - Human resources team.<br>- Training team<br>- Job bank supported by collaborating companies.                          |
| <i>Results of implementation</i>           | Not available.  |

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| <i>Name of best practice</i>                                       | <b>"Que no te brillen los prejuicios" campaign (Don't let you prejudices shine through)</b>  |
| <i>Entity (Type of entity implementing the initiative)</i>         | NGO.<br>Médicos del Mundo.   |
| <i>Purpose</i>   | Facilitating trans women's access to the Spanish labour market.  |
| <i>Target (youth LGBTI+, adult LGBTI+, schools, labour market)</i> | Labour market, companies.  |
| <i>Kind of intervention</i>  | 5. other: publicity campaign   |
| <i>Objectives</i>  | The main objective of the campaign was to reduce discrimination towards trans women trying to enter the labour market, hence enhancing their chances to be hired and/or promoted.  |
| <i>Description of the implementation</i>                           | - A video spot was launched and advertised mainly through social media platforms (e.g. Facebook, Twitter).<br>- The hashtag #QueNoTeBrillenLosPrejuicios (Don't let your prejudices shine through) was publicized for the advertisement of the campaign.<br>- Interested companies were encouraged to publish their current vacant or future job offers in a job bank for trans women created by the promoter NGO. |
| <i>Resources needed for implementation</i>                         | - Video shoot (in this case, an advertising company and a theatre company were contacted for this purpose)<br>- Social media platforms.<br>- Job bank creation.  |
| <i>Results of implementation</i>                                   | No information available yet.  |

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| <i>Name of best practice</i> | <b>Xarrad/Aps</b> |
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| <i>Entity<br/>(Type of entity implementing the initiative)</i>         | University (Universitat de Valencia)   |
| <i>Purpose</i>   | Conduct informative talks on biological and cross-cutting topics: Gender, Sex and Sexuality: A Psychosociobiological Perspective   |
| <i>Target<br/>(youth LGBTI+, adult LGBTI+, schools, labour market)</i> | Schools  |
| <i>Kind of intervention</i>  | 5. other: informative talks  |
| <i>Objectives</i>  | Promoting students to become critically minded   |
| <i>Description of the implementation</i>                               | Develop talks (about 50 minutes) interacting with students on different topics related to biology<br>In the talks we approach biological topics in schools clearly and with the use of active methodologies.<br>At the end of each of the talks we open a debate with the students on the proposed topic and answer the questions that arise.<br>This combats misinformation and brings a series of basic notions for establishing a conceptually clear map in relation to different identities (using a psychosociobiological perspective).<br>These are: sexuality, gender identity, gender expression, sexual orientation, counselling relational, biological sex and LGTBI + phobia. |
| <i>Resources needed for implementation</i>                             | Contact with <a href="mailto:xarradapsuv@gmail.com">xarradapsuv@gmail.com</a><br>Fill out a form to request the talk, they are only available in Spanish or Valencian.   |
| <i>Results of implementation</i>                                       | The project has just begun, its implementation has not yet been evaluated.   |

### 4.3 United Kingdom

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| <i>Name</i>  | <b>UK Government's LGBT Action Plan</b>  |
| <i>Entity<br/>(Type of entity implementing the initiative)</i>         | Government Equalities Office (GEO) – a part of the UK Cabinet Office   |
| <i>Purpose</i>   | Following the completion of the National LGBT Survey which collected data from 108,100 LGBT people living in the UK, the GEO committed to advancing “the rights of LGBT people both at home and abroad” and improving “the way that public services work for them” (GEO, 2018, p.5)  |
| <i>Target<br/>(youth LGBTI+, adult LGBTI+, schools, labour market)</i> | The entire population of LGBT people living in the UK  |
| <i>Kind of intervention</i>  | Various national initiatives, including: <ul style="list-style-type: none"> <li>- The articulation of a series of commitments, including those around enforcement of anti-discrimination legislation and improvement of sexual orientation and gender identity monitoring</li> <li>- The development of free resources available to employers and employees to tackle LGBT discrimination in the workplace</li> <li>- The convening of a panel of employers to develop targeted interventions to improve the experiences of LGBT workers</li> <li>- Acting as a role model by having the Civil Service embody best practice in being an inclusive employer in the UK.</li> </ul> |
| <i>Objectives</i>  | To advance the right of LGBT people both at home and abroad. It sets out a vision for everyone, regardless of their sexual orientation, gender identity or sex characteristics, to be able to live safe, happy and healthy lives where they can be themselves without fear of discrimination.  |
| <i>Description of the implementation</i>                               | Budgeted £4.5m for the implementation of the LGBT action plan from 2018 – 2020. The funding was allocated to deliver the objectives of the plan and to enable public, private and voluntary sector organisations to respond to the actions. Included naming LGBT Health Adviser (Dr Michael Brady) and establishing LGBT Advisory panel  |

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| <i>Resources needed for implementation</i> | <ol style="list-style-type: none"> <li>1. Large scale national budgetary support</li> <li>2. Government and civil service agreement and 'buy-in'.</li> <li>3. Political will and capital</li> </ol> |
| <i>Results of implementation</i>           | To be determined. No updates on the delivery of the action plan have been released at a national scale  |

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| <i>Name</i>  | <b><i>The Stonewall Workplace Equality Index</i></b>   |
| <i>Entity (Type of entity implementing the initiative)</i>         | Charitable Organisation – offering a charter mark for employers to opt-in to and receive a score based on their submission and action plan   |
| <i>Purpose</i>   | <p>The Workplace Equality Index is branded as the UK's leading benchmarking tool for LGBT inclusion in the work place.</p> <p>Employers conduct a self-assessment of their organisation against 10 criteria domains and are scored. In addition to the self-assessment, employers are required to prepare an 'action plan' on how they will improve their policies, culture and practice to promote LGBT inclusion. The top 100 employers are ranked and published to highlight their success.</p>   |
| <i>Target (youth LGBTI+, adult LGBTI+, schools, labour market)</i> | Labour Market  |
| <i>Kind of intervention</i>  | 5. Other (voluntary self-assessment by employers against 10 criteria domains of LGBT inclusion in the workplace)   |
| <i>Objectives</i>  | <p>The aim of the workplace equality index is for employers and organisations to conduct a review of their performance across 10 domains (policies &amp; benefits; employee lifecycle; LGBT employee network groups; allies and role models; senior leadership; monitoring; procurement; community engagement; clients, customers and service users; additional work). Organisations that submit are required to have their employees take part in an anonymous survey to assess their experiences, knowledge and perceptions of their employer)</p> |
| <i>Description of the implementation</i>                           | Since launched in 2005, the workplace equality index has received c.400 – 500 submissions from employer organisations in the UK per year. The applying organisation is required to submit an application where   |

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|  | it self-assesses itself against the 10 criteria domains and to have employees complete an anonymous survey to help triangulate the self-assessment with employees' experiences.  |
| <i>Resources needed for implementation</i> | Subscription fee (unknown, but substantial) to undertake self-assessment and subscribe to the work place equality scheme<br>Staff to prepare self-assessment and develop, implement and monitor progress against the action plan   |
| <i>Results of implementation</i>           | Each year, the workplace equality index publicizes a list of the top 100 employers and these organisations are then eligible to advertise their ranking within this index on their promotional, recruitment and advertising materials. Inclusion on the index has become a coveted 'charter mark' for employers across industries (including the civil service, public health service, universities, financial institutions, the military, private/public companies). It is regarded as the gold-standard in external evaluations of an employer's commitment to LGBT inclusion in the workplace |

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| <i>Name</i>  | <b><i>Proud Futures – The Proud Trust</i></b>   |
| <i>Entity (Type of entity implementing the initiative)</i>         | Charitable Organisation (funded by the EU European Social Fund).  |
| <i>Purpose</i>   | Professional development course targeted at youth aged 16 – 25 not currently in work, education and training  |
| <i>Target (youth LGBTI+, adult LGBTI+, schools, labour market)</i> | Youth LGBTI+ (16 – 25)  |
| <i>Kind of intervention</i>  | 1. (training and/or group workshops)  |
| <i>Objectives</i>  | A programme tailored around the needs and skills of LGBTIQ+ young people designed to help them to develop the skills and knowledge needed to secure meaningful work, education or other opportunities. The scheme particularly targeted minority ethnic LGBT populations and those with a visible or invisible disability |
| <i>Description of the implementation</i>                           | A 6-month scheme that involved weekly workshops (2 per week) that covered topics such as understanding the Equality Act (2010), LGBT Communities and  |

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|  | Education, exposure to employers led by LGBT+ people, education on unions and workers' rights, CV development and professional skills support. Those who complete the programme are eligible for a 2 week work placement with a recognised LGBT inclusive employer |
| <i>Resources needed for implementation</i> | Youth workers to run and lead the sessions<br>Access to LGBTQI+ employers as mentors   |
| <i>Results of implementation</i>           | To be confirmed, scheme currently running.   |

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| <i>Name</i>  | <b>Stonewall 'Starting Out – The LGBT Careers Guide'</b>  |
| <i>Entity (Type of entity implementing the initiative)</i>         | Charitable organisation   |
| <i>Purpose</i>   | A publicly available guide provided to support all LGBTQI+ people in being able to identifying what makes a best and inclusive employer.  |
| <i>Target (youth LGBTI+, adult LGBTI+, schools, labour market)</i> | Targeted at young LGBTQI+ people who are entering the job market  |
| <i>Kind of intervention</i>  | 5. Other (publicly available information)   |
| <i>Objectives</i>  | To provide a reference guide and information for LGBTQI+ people commencing their careers or changing their careers on employers that have embraced equality and diversity practices   |
| <i>Description of the implementation</i>                           | This report is published annually by Stonewall to provide those seeking employment with information on employers that have adopted equality and diversity principals within their organisation, through their engagement with the workplace equality index. |
| <i>Resources needed for implementation</i>                         | Employers need to partake in a scheme similar to the workplace equality index and to commit to improving their processes and procedures to be considered eligible in this publicly available guide  |
| <i>Results of implementation</i>                                   | The production of an annual guide that LGBT people can access freely that highlights employers who are  |

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|  | accepting and supportive of sexual and gender minority staff |
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| <i>Name</i>  | <b>LGBTJobs.co.uk</b>  |
| <i>Entity<br/>(Type of entity implementing the initiative)</i>         | Charitable entity  |
| <i>Purpose</i>   | A job sourcing website specifically targeted at recruiting LGBT employees  |
| <i>Target<br/>(youth LGBTI+, adult LGBTI+, schools, labour market)</i> | Labour market<br>youth LGBTI+, adult LGBTI+  |
| <i>Kind of intervention</i>  | 5. other: advertise job postings on the website.   |
| <i>Objectives</i>  | A publicly accessible jobs noticeboard specifically targeting LGBTQI+ employees  |
| <i>Description of the implementation</i>                               | A recruitment website specifically targeting LGBTQI populations. In order to be able to advertise job postings on the website, recruitment materials are vetted and approved for their accessibility and consideration of sexual and gender minority employees. Employers are each vetted to ensure that they meet minimum thresholds around their advertisements and internal policies and procedures |
| <i>Resources needed for implementation</i>                             | Staff to consider submissions from employers, website design and management skills   |
| <i>Results of implementation</i>                                       | A single, publicly available resource where LGBTQI+ people are able to seek out employment opportunities assured that the employers recognise and value equality and diversity for their staff.  |

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| <i>Name</i>  | <b>Accenture</b>  |
| <i>Entity<br/>(Type of entity implementing the initiative)</i> | Global services and consulting company, offering strategy, consulting, digital and operations service   |
| <i>Purpose</i>   | To adhere to strict non-discrimination and meritocracy policies and provide a clear, open line of communication between employees and management, |

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|   | and to increase the engagement of our LGBT employees in local communities and geographies  |
| <i>Target</i><br>(youth LGBTI+, adult LGBTI+, schools, labour market) | LGBTI+ and other labour market, labour market  |
| <i>Kind of intervention</i>   | 1. Training<br>2. Policies<br>3. Employee Benefits<br>4. Professional Development  |
| <i>Objectives</i>   | To raise awareness and educate Accenture staff about their LGBT community, while simultaneously supporting their LGBT employees worldwide, reflecting the core values of Accenture, which shapes its culture, defines its character and fosters its ability to help their clients achieve high performance.  |
| <i>Description of the implementation</i>                              | 1. Training programs designed to build awareness and understanding of the LGBT community<br>2. The recruitment, promotion and retention policies and guidelines are aimed to ensure the equal treatment of employees regardless of sexual orientation or gender identity and expression, where permitted by law.<br>3. Benefits, strive to provide identical employee benefits to same-sex and opposite-sex partners in all the countries in which we operate and where permitted by law. In addition, in the United States, comprehensive health benefits are offered for US-based transgender employees including coverage for hormone therapy, mental health counselling and transgender-specific surgeries.<br>4. Professional development is meant to facilitate career growth and encourage networking and mentoring among our LGBT+ employees |
| <i>Resources needed for implementation</i>                            | Not stated   |
| <i>Results of implementation</i>                                      | In the United Kingdom, Accenture ranked 7th in the Stonewall Top 100 Employers 2012 and as one of its “consistent top performers.”   |

#### 4.4 Croatia

|  |  |
|--|--|
| <i>Name</i>  | <b>Croatian Business Council for Sustainable Development</b>   |
| <i>Entity (Type of entity implementing the initiative)</i>         | Association (non-for-profit organisation)  |
| <i>Purpose</i>   | protection against discrimination and the development of diversity and equal opportunities   |
| <i>Target (youth LGBTI+, adult LGBTI+, schools, labour market)</i> | No target groups specified. Diversity Charter is predominantly directed towards business sector.   |
| <i>Kind of intervention</i>  | 5.Other:policy recommendations oriented to business sector   |
| <i>Objectives</i>  | <p>Develop diversity and non-discrimination policy, in order to develop an organizational culture based on mutual respect and appreciation of individual differences.</p> <p>Develop a diverse work environment by encouraging the integration of employees of all profiles, regardless of gender and sexual orientation, racial or ethnic origin, religion or belief, disability, age and any other characteristics.</p> <p>Develop the skills and competencies of management, employees responsible for human resources, training and career development, on the implementation of diversity and non-discrimination policy.</p> <p>Use a diversity and non-discrimination policy in hiring management to enable a better understanding of management decisions and be more open to innovative ideas with the aim of strengthening the competitiveness and sustainability of the organization.</p> <p>Develop awareness and educate employees about diversity policy.</p> <p>Encourage the implementation of a diversity policy with customers and suppliers.</p> <p>Develop and regularly update an action plan for the promotion of diversity and non-discrimination policies that will include measurable indicators, and in the development and implementation of which employees will be involved.</p> <p>Annually report on the implementation of the diversity and non-discrimination policy, including the measures and internal procedures applied to achieve the objectives</p> |
| <i>Description of the implementation</i>                           | The Association calls Croatian companies to sign the Diversity Charter and act accordingly.<br>No monitoring system has been found.  |

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| <i>Resources needed for implementation</i> | Not applicable.                  |
| <i>Results of implementation</i>           | No public information was found. |

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|--|--|
| <i>Name</i>  | <b>Consortium of organisations:</b> <ul style="list-style-type: none"> <li>- Gender and Media Culture Space K-Zone</li> <li>- Lesbian Organization Rijeka LORI</li> <li>- SOLIDARNA - Foundation for Human Rights and Solidarity Stichting Centrum Tumba from the Netherlands</li> <li>- BRID - Base for workers' initiative and democratization</li> <li>- Zagreb Pride</li> <li>- TransAid</li> </ul>  |
| <i>Entity (Type of entity implementing the initiative)</i>       | Consortium of organisations  |
| <i>Purpose</i>   | protection against discrimination and the development of diversity and equal opportunities   |
| <i>Target (youth LGBT+, adult LGBT+, schools, labour market)</i> | LGBTI+ persons   |
| <i>Kind of intervention</i>                                      | 5.Other: knowledge exchange and fostering cooperation between unions, employers and civil society  |
| <i>Objectives</i>  | To contribute to the protection of rights and combating discrimination against LGBTI+ people in the workplace and in employment through the development and implementation of educational models and tools, knowledge exchange and fostering cooperation between unions, employers and civil society organizations and raising awareness of workers' rights among the LGBTI+ community.  |
| <i>Description of the implementation</i>                         | Education and training for LGBTI+ persons and business sector representatives.<br>Opinion Research among LGBTI+ population about conditions in the workplace.<br>Workplace Equality Indicator, an instrument by which organizations can measure their performance and success in reducing discrimination based on sexual orientation and / or gender identity and expression and creating an inclusive environment in the workplace<br>Promotional activities including innovative use of art especially film and theatre.<br>Advocacy activities involving key stakeholders from all sectors.<br>Offering legal advice. |

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| <i>Resources needed for implementation</i> | Not applicable.         |
| <i>Results of implementation</i>           | As per “Description...” |

#### 4.5 Slovakia

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| <i>Name</i>  | <b>IBM</b>   |
| <i>Entity (Type of entity implementing the initiative)</i>         | multinational technology and consulting company  |
| <i>Purpose</i>   | Raising awareness on equal treatment among employers, respecting the individual for who they are and sharing positive communication on sexuality and gender orientation  |
| <i>Target (youth LGBTI+, adult LGBTI+, schools, labour market)</i> | Labour market, Employees, clients, and organisation as a whole   |
| <i>Kind of intervention</i>  | training and/or group workshops  |
| <i>Objectives</i>  | Company: image of the company and positive appeal for employers and jobseekers in order to find the best person for the respective job<br><br>For the employees: to give a sense of emotional security, sense of belonging, valued corporate culture and self- motivation  |
| <i>Description of the implementation</i>                           | all of the companies organise internal workshops, information published on internal newsletters and official FB/Instagram pages regarding diversity and topics such as 'parents of LGBT kids'. They provide for free days in order to marry/enter into a registered partnership (abroad) even though Slovakia does not recognise either. |
| <i>Resources needed for implementation</i>                         | Employer resources (unspecified), employee resources (unspecified)   |
| <i>Results of implementation</i>                                   | Increase in motivation and engagement, furthering of talent pool, new business opportunities and clients, valued corporate culture, greater respect and genuine mutual interest  |

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|--|--|
|  | <b>Accenture</b>   |
| <i>Entity<br/>(Type of entity implementing the initiative)</i>         | Multinational professional services company  |
| <i>Purpose</i>   | Raising awareness on equal treatment among employers, respecting the individual for who they are and sharing positive communication on sexuality and gender orientation  |
| <i>Target<br/>(youth LGBTI+, adult LGBTI+, schools, labour market)</i> | Employees, clients, and organisation as a whole  |
| <i>Kind of intervention</i>  | Training and/or group workshops  |
| <i>Objectives</i>  | Company: image of the company and positive appeal for employers and jobseeker in order to find the best person for the respective job<br><br>For the employees: to give a sense of emotional security, sense of belonging, valued corporate culture and self- motivation   |
| <i>Description of the implementation</i>                               | All of the companies organise internal workshops, information published on internal newsletters and official FB/Instagram pages regarding diversity and topics such as 'parents of LGBT kids'. They provide for free days in order to marry/enter into a registered partnership (abroad) even though Slovakia does not recognise either. |
| <i>Resources needed for implementation</i>                             | Employer resources (unspecified), employee resources (unspecified)   |
| <i>Results of implementation</i>                                       | Increase in motivation and engagement, furthering of talent pool, new business opportunities and clients, valued corporate culture, greater respect and genuine mutual interest  |

|  |                                     |
|--|-------------------------------------|
| <i>Name</i>  | <b>Henkel</b>                       |
| <i>Entity<br/>(Type of entity implementing the initiative)</i> | chemical and consumer goods company |

|   |  |
|---|--|
| <i>Purpose</i>  | Raising awareness on equal treatment among employers, respecting the individual for who they are and sharing positive communication on sexuality and gender orientation  |
| <i>Target</i><br>(youth LGBTI+, adult LGBTI+, schools, labour market) | Labour market: Employees, clients, and organisation as a whole   |
| <i>Kind of intervention</i>   | 1. Training and/or group workshops   |
| <i>Objectives</i>   | Company: image of the company and positive appeal for employers and jobseeker in order to find the best person for the respective job<br><br>For the employees: to give a sense of emotional security, sense of belonging, valued corporate culture and self- motivation   |
| <i>Description of the implementation</i>                              | all of the companies organise internal workshops, information published on internal newsletters and official FB/Instagram pages regarding diversity and topics such as 'parents of LGBT kids'. They provide for free days in order to marry/enter into a registered partnership (abroad) even though Slovakia does not recognise either. |
| <i>Resources needed for implementation</i>                            | Human resources: Employer resources (unspecified), employee resources (unspecified)  |
| <i>Results of implementation</i>                                      | Increase in motivation and engagement, furthering of talent pool, new business opportunities and clients, valued corporate culture, greater respect and genuine mutual interest  |

|   |   |
|---|---|
| <i>Name</i>   | <b>Slovenská sporiteľňa</b>   |
| <i>Entity</i><br>(Type of entity implementing the initiative) | Bank  |
| <i>Purpose</i>  | Raising awareness on equal treatment among employers, respecting the individual for who they are and sharing positive communication on sexuality and gender orientation |

|   |  |
|---|--|
| <i>Target</i><br>(youth LGBTI+, adult LGBTI+, schools, labour market) | Labour market: Employees, clients, and organisation as a whole   |
| <i>Kind of intervention</i>   | 1. Training and/or group workshops   |
| <i>Objectives</i>   | Company: image of the company and positive appeal for employers and jobseeker in order to find the best person for the respective job<br><br>For the employees: to give a sense of emotional security, sense of belonging, valued corporate culture and self- motivation |
| <i>Description of the implementation</i>                              | Slovenská sporiteľňa supports several LGBT cultural activities of NGOs in order to promote diversity of its clients and therefore sending a strong signal to their employees and possible jobseekers on diversity.   |
| <i>Resources needed for implementation</i>                            | Human resources: Employer resources (several thousand of EUR), employee resources (unspecified)  |
| <i>Results of implementation</i>                                      | Increase in motivation and engagement, furthering of talent pool, new business opportunities and clients, valued corporate culture, greater respect and genuine mutual interest  |

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|---|--|
| <i>Name</i>   | <b>Slovenská národné stredisko pre ľudské práva</b>  |
| <i>Entity</i><br>(Type of entity implementing the initiative)         | National body for protection and promotion of human rights   |
| <i>Purpose</i>  | Raising awareness on equal treatment among employers, respecting the individual for who they are and sharing positive communication on sexuality and gender orientation. |
| <i>Target</i><br>(youth LGBTI+, adult LGBTI+, schools, labour market) | 1.Labour market: Employees   |
| <i>Kind of intervention</i>   | training and/or group workshops  |

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|--|--|
| <i>Objectives</i>                          | For the employees: to give a sense of emotional security, sense of belonging, valued corporate culture and self- motivation  |
| <i>Description of the implementation</i>   | This body organised an internal photo campaign that broke the stereotypical perception of people around us and a workshop 'diversiTea' where employees could discuss various topics. |
| <i>Resources needed for implementation</i> | Human resources: Employer resources (unspecified), employee resources (unspecified)  |
| <i>Results of implementation</i>           | Increase in motivation and engagement, furthering of talent pool, new business opportunities and clients, valued corporate culture, greater respect and genuine mutual interest      |

#### 4.6 Serbia

Various recommendations and studies can be found on the topic of discrimination in the workplace of LGBTI+ persons in Serbia, but there is no documented review or case study of the application of recommendations related to discrimination in the workplace or the flow of reported cases of discrimination in the workplace.

LGBTI+ AND EMPLOYMENT IN SERBIA: The only research conducted on this topic (Gaten, 2012) says that Serbia does not pay enough attention to the employment of vulnerable and difficult to employ categories through active measures.

When LGBTI+ people are hired, 31.3% do not reveal their identity, 8% of those who have revealed their identity have problems at work, 12% are not sure, 26% are not aware of the existence of protective measures against discrimination at work and 30% are aware of the existence of these employment measures.

"When it comes to LGBTI+ people and the sphere of work and employment in Serbia, there are almost no explicit examples of policies and affirmative action measures in this context.

LGBTI+ people are left to fend for themselves in terms of employment as well as treatment in the workplace ("Good practices of measures against discrimination in employment", European Union, Serbia, and the Western Balkan region. SRUC, Belgrade 2014).

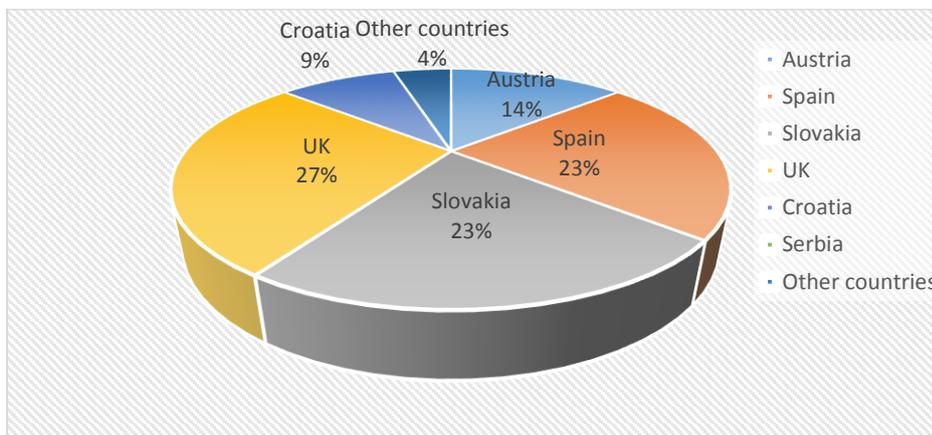
#### 4.7 Other countries

|  |  |
|--|--|
| <i>Name</i>  | <b>Ikea (U.S)</b>  |
| <i>Entity<br/>(Type of entity implementing the initiative)</i>         | Swedish DIY Furniture store  |
| <i>Purpose</i>   | To create an inclusive environment that inspires LGBT+ co-workers to be themselves   |
| <i>Target<br/>(youth LGBTI+, adult LGBTI+, schools, labour market)</i> | Adult LGBTI+   |
| <i>Kind of intervention</i>  | 5.Other: Inclusive benefits for LGBT+ co-workers and their families.<br>Medical plan coverage.<br>Specific training modules on LGBT+ inclusion.<br>LGBT+ engagement with community   |
| <i>Objectives</i>  | To protect employees and customers from discrimination, not just because it is the right thing to do, but because it is also best for business   |
| <i>Description of the implementation</i>                               | Staff benefits include: health/medical, dental, vision, bereavement, relocation/travel assistance, adoption, employee discount, supplemental life insurance and parental leave.<br>The IKEA U.S. medical plan covers a portion of gender confirmation counselling and surgery.<br>Training modules help enable all IKEA co-workers to become aware of their unconscious biases around sexual orientation and gender identity and learn how to take actions to reduce these biases. |
| <i>Resources needed for implementation</i>                             | Unspecified<br>Budget for the health plan and human resources for employee training.   |
| <i>Results of implementation</i>                                       | Achieved perfect score of 100 on Corporate Equality Index in 2019.   |

## 5. Analysis of best practices

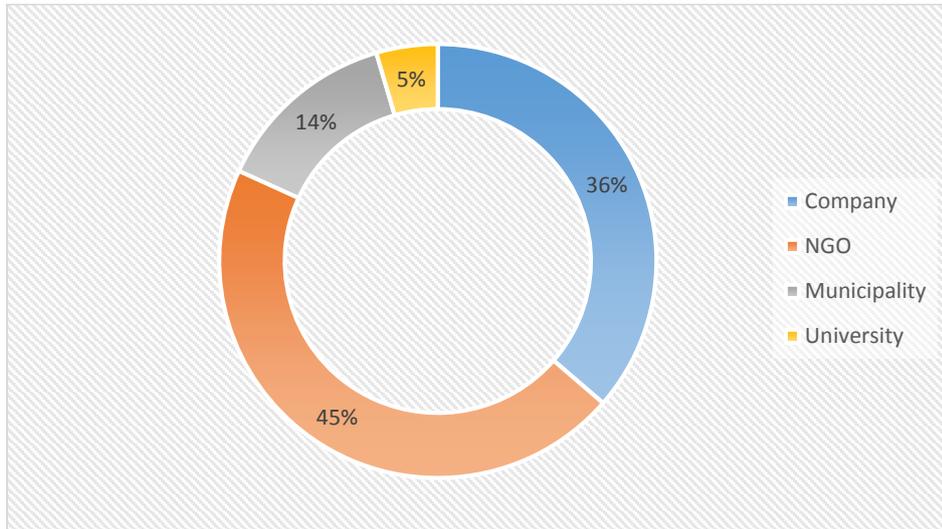
Measures and campaigns to combat discrimination in the labour market for LGBT+ people have increased, but considerable additional effort is required to ensure that the experiences of this population are protected comparatively within different member states and that young people do not suffer discrimination and exclusion when they enter the labour market. A total of 22 best practices were collected by the current analysis, which have been stratified by country. In summary, the UK collected 6 practices, Spain and Slovakia 5 each, Austria 3, Croatia 2 and Serbia none (see graph 1).

**Graph 1. Best practices by country**



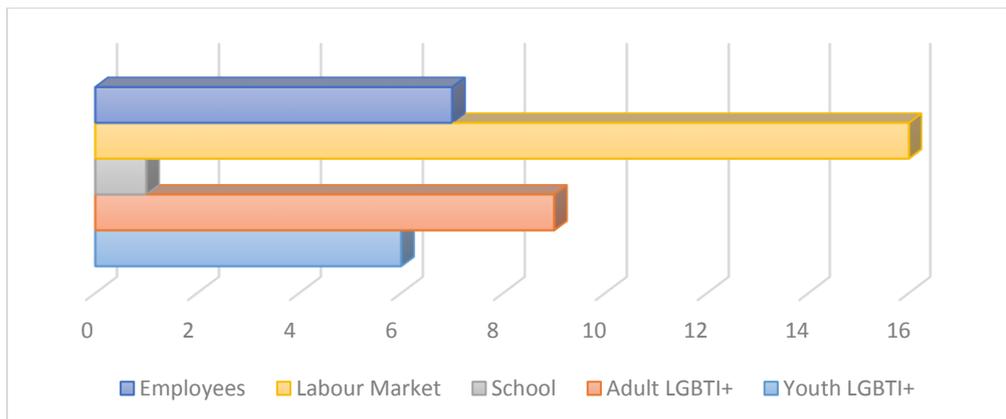
Of the total best practices analysed we found that NGOs implement the majority of initiatives (see graphic 2) with a total of 10 examples, followed by 8 practices being developed and implemented by private organisations, and 3 introduced by statutory entities (e.g., town hall, Government Department) and lastly one case introduced by a public university.

**Graph 2. Best practice type of entity**



With regard to targeting, most of the exemplars included in the current analysis target the labour market (see graph 3), but it should be noted that many of the practices are not only aimed at one target group, in most cases they are aimed at the labour market in general and also to LGBTI adults or young people.

**Graph 3. Best practice target**



With reference to the type of intervention (see graph 4) implemented, most of the exemplars collected were not within the categories previously defined and were integrated into the "other" category, this category includes among others:

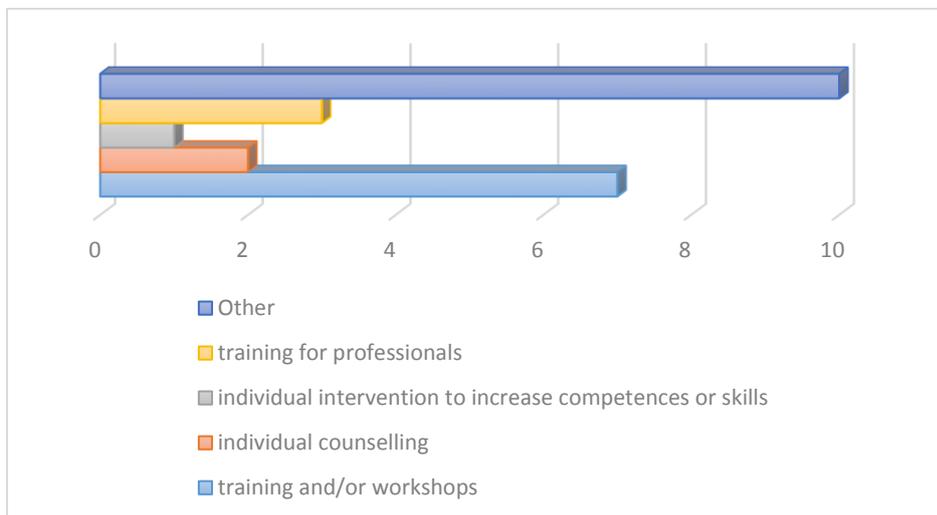
- Social network competency development



- Publicity campaign
- Informative talks
- Advertise job postings on the website
- Policy recommendations
- Medical plan coverage
- Inclusive benefits for LGBT+ co-workers and their families
- LGBT+ engagement with community

The training and/or workshop category was also highlighted in terms of type of intervention and individual interventions were the least common among the practices collected.

**Graph 4. Type of intervention**



With respect to the resources required for the implementation of the example practices gathered by the current analysis, primarily the need for human resources with training and experience in diversity is highlighted. It is important to have specifically trained human resources personnel to facilitate the employment of LGBTI people, particularly trans-individuals, who face greater difficulty in getting employed. It is also necessary to secure a budget for the design and implementation of advertising and awareness campaigns. Practices regarding political recommendations obviously require will and investment on the part of administrations and Governments to integrate these practices and carry them out.

**Table 1. Best Practices Summary table**

| <b>Name of best practice</b>                                 | <b>Country</b> | <b>Type of entity</b> | <b>Target</b>                              |
|--|----------------|-----------------------|--|
| <i>Takeda</i>  | Austria        | Company               | Employees                                  |
| <i>BASF</i>  | Austria        | Company               | Professionals, Adult LGBTI+                |
| <i>MA 17</i>   | Austria        | Municipality          | Employees, professionals                   |
| <i>EMIDIS</i>  | Spain          | NGO                   | Labour market, professionals               |
| <i>Proyecto Ámbar</i>  | Spain          | NGO                   | Youth LGBTI+, adult LGBTI+                 |
| <i>Proyecto de fomento del empleo LAMBDA</i>                 | Spain          | NGO                   | Youth LGBTI+ Adult LGBTI+                  |
| <i>“Que no te brillen los prejuicios”</i>                    | Spain          | NGO                   | Labour market                              |
| <i>Xarrad/Aps</i>  | Spain          | University            | Schools                                    |
| <i>UK Government’s LGBT Action Plan</i>                      | UK             | Municipality          | youth LGBTI+, adult LGBTI                  |
| <i>Stonewall Workplace Equality Index</i>                    | UK             | NGO                   | Labour Market                              |
| <i>Proud Futures – The Proud Trust</i>                       | UK             | NGO                   | Youth LGBTI+                               |
| <i>Stonewall ‘Starting Out – The LGBT Careers Guide’</i>     | UK             | NGO                   | Youth LGBTI+                               |
| <i>LGBTJobs.co.uk</i>  | UK             | NGO                   | Labour market youth LGBTI+, adult LGBTI    |
| <i>Accenture (Ireland, global)</i>                           | UK             | Company               | Labour market, adult LGTBI+, professionals |
| <i>Croatian Business Council for Sustainable Development</i> | Croatia        | NGO                   | Labour Market                              |

|   |          |         |                              |
|---|----------|---------|------------------------------|
| <i>Consortium of organizations</i>                  | Croatia  | NGOs    | Adult LGBTI+ , labour market |
| <i>IBM</i>  | Slovakia | Company | Labour market, Employees     |
| <i>Accenture</i>                                    | Slovakia | Company | Labour market, Employees     |
| <i>Henkel</i>                                       | Slovakia | Company | Labour market, Employees,    |
| <i>Slovenská sporiteľňa</i>                         | Slovakia | Company | Labour market, Employees,    |
| <i>Slovenská národné stredisko pre ľudské práva</i> | Slovakia | ONG     | Labour market, Employees     |
| <i>Ikea (U.S)</i>                                   | Sweden   | Company | Adult LGBTI+                 |

## 6. Conclusions

Best practice examples have been identified in four of the five constituent partner nations of **WE Project**, with the exception of Serbia. The identified examples are aimed at promoting greater respect and tolerance in the workplace, as well as strategies to combat discrimination. Analysing the 22 best practices we found that NGOs implement a greater number of practices and mostly target the labour market. The actions identified are focused on: 1) improving companies' and organisations' strategies to deal with and enhance LGBTI diversity in the workplace; 2) reducing LGBT prejudice in the workplace; 3) reducing the unemployment rate among the trans community; 4) protecting sexual and gender minorities against discrimination and the development of diversity; 5) raising awareness on equal treatment among employers; and 6) sharing positive communication on sexuality and gender orientation. We identified some exemplars specifically aimed at trans people, who according to the literature face increased barriers to access employment and also suffer higher rates of workplace harassment and discrimination.

Training and/or workshops are shown to be the most frequent interventions and interventions targeting individuals are the least common, practices related to awareness-raising or advertising campaigns, job offers, policy recommendations and business guidelines have also been collated. We often find awareness campaigns or recommendations for companies, but this does not always materialize in an effective inclusion in all sectors of the labour market, since it is often large multinationals or public companies that allocate the most resources for such equality and diversity based programmes.

We have identified that in some countries there is little involvement on the part of the Government and statutory organisations to support young people's adjustment during the labour transition. In many cases, establishing mechanisms to combat discrimination towards

LGBTI youth relies on the will of companies or the resources that NGOs can allocate. The case of Serbia is striking due to there being no documented review or case study of the application of recommendations related to discrimination in the workplace or the flow of reported cases of discrimination in the workplace, and we were unable to identify an example of best practice in their context.

In many of the practices collected the implementation of these depends on having staff trained in sexual and gender diversity who can give talks or workshops to raise awareness and inform companies or society in general. It is also up to companies to think of this type of training as necessary to prevent or combat potential cases of harassment and discrimination.

It would be interesting to increase the number of practices aimed at informing LGBTI young people about their rights at the workplace and how to claim discrimination at the workplace, since we have not found many in this regard.

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