

UNDERSTAND ME! MOM, DAD, TEACHER



*Workshop outline for institutions
cooperating with professional trainers and coaches*

1. Workshop outline for trainers - general information

Main objective of the workshop:

- Enhancing the competence of employers and their employees to work and collaborate with LGBT+ people.

Specific objectives (workshop content):

- Increase participants' knowledge of LGBT+ definitions and terminology.
- Understanding the issues and challenges faced by LGBT+ people in the workplace.
- To familiarise participants with Polish law on discrimination in the workplace.
- Understand the legal implications of discrimination in the workplace.
- To make participants aware of the benefits of diversity in the workplace.
- Developing skills to create an inclusive working environment.
- Learning how to avoid discrimination in the recruitment process.
- Learning about recruitment strategies that take gender identity into account.
- Developing allyship attitudes towards LGBT+ people.
- Creating support plans for transgender and non-binary people in the organisation.
- Prepare participants to introduce and implement inclusive policies in their organisations.
- Practising practical skills in simulated work situations.

The achievement of the above specific objectives will allow participants not only to understand and assimilate relevant information on working and collaborating with LGBT+ people, but also to practically apply the acquired knowledge and skills in their daily work.

Methods:

- Interactive lectures
- Group discussions
- Practical exercises
- Case study
- Simulations and role-playing

Training materials:

- Multimedia presentations
- Case studies
- Work sheets for practical exercises

Results:

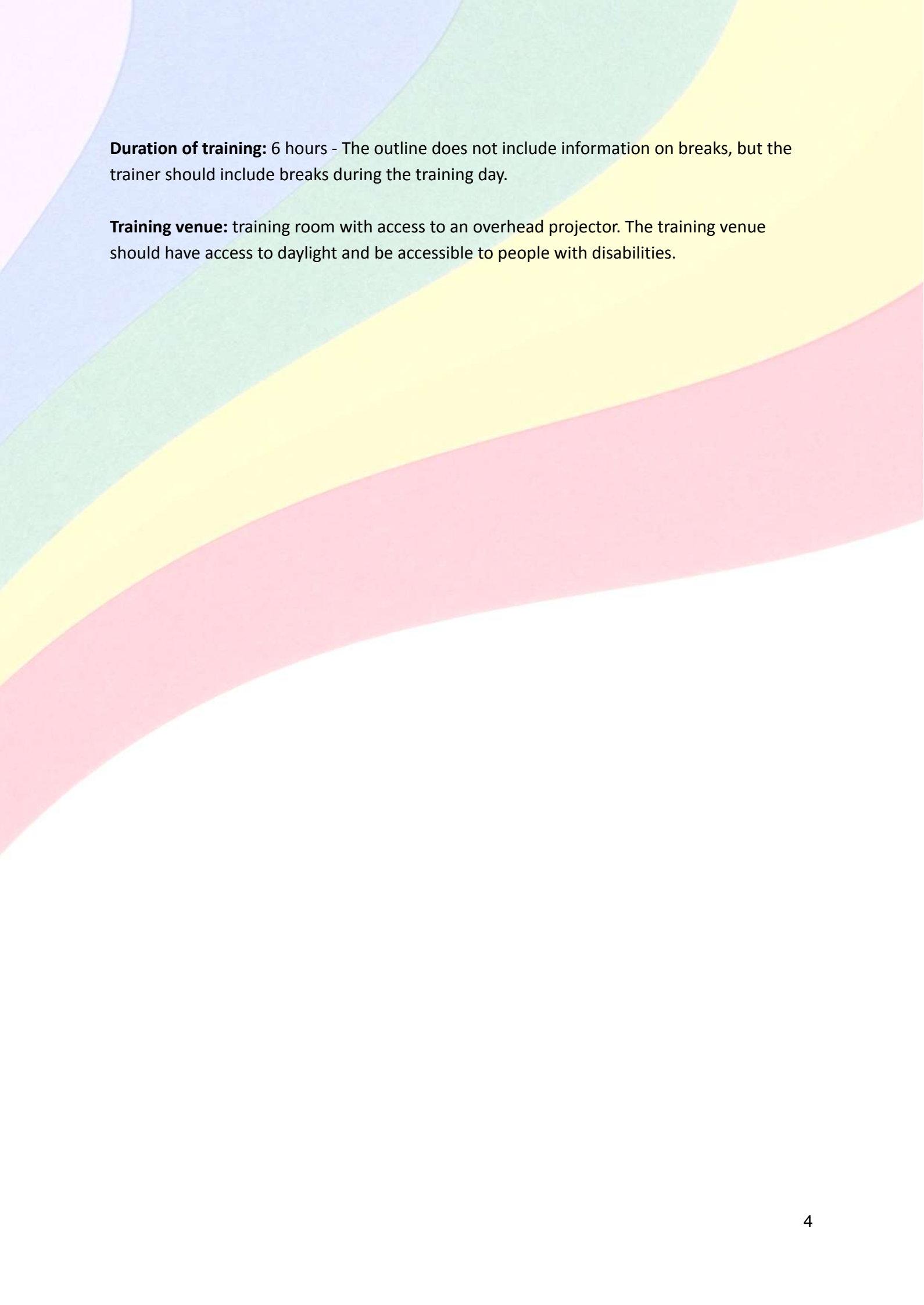
1. Increased awareness and understanding:
 - Participants will have a solid understanding of LGBT+ terminology to help them communicate and create inclusive work environments.

- Understanding the issues and challenges faced by LGBT+ people will enable participants to better support these people in their organisations.
- 2. Knowledge of Legislation:
 - Participants will be aware of workplace discrimination legislation and the consequences of non-compliance.
 - With knowledge of the law, participants will be able to effectively protect LGBT+ people from discrimination.
- 3. Promoting Diversity:
 - Participants will understand the benefits of diversity in the workplace, which will influence their approach to recruitment and team management.
 - Participants will be able to create and implement policies that support diversity and inclusivity in their organisations.
- 4. Better Recruitment Practices:
 - Participants will avoid discriminatory mistakes in the recruitment process, thus increasing the employability of LGBT+ people.
 - Recruitment will be more sensitive to the needs of transgender and non-binary people, which will contribute to greater inclusivity.
- 5. Support for LGBT+ People:
 - Participants will be active allies of LGBT+ people, improving the atmosphere and feeling of safety in the workplace.
 - Participants' organisations will have specific plans to support transgender and non-binary people, increasing their engagement and job satisfaction.
- 6. Practical Skills:
 - Participants will know how to introduce and implement inclusive policies in their organisations, which will contribute to creating more open and supportive working environments.
 - The practical skills gained during the exercises will enable participants to effectively apply the knowledge gained in their daily training and recruitment work.

The implementation of the above workshop outcomes will contribute to:

- Increase inclusivity and diversity in the organisations the participants represent.
- Improve the working atmosphere and employee satisfaction through better understanding and support of LGBT+ people.
- Reduce the risk of discrimination in workplaces through increased legal awareness and practical application of knowledge.
- Increase recruitment efficiency by being sensitive to gender identity and avoiding discriminatory errors.

Through these outcomes, participants will be able to more effectively promote an inclusive and diverse work environment, which will contribute to creating more aligned, satisfied and engaged teams, as well as improving the organisation's reputation as a place that respects and supports all employees, regardless of their gender identity, sexual orientation or other diversity characteristics.



Duration of training: 6 hours - The outline does not include information on breaks, but the trainer should include breaks during the training day.

Training venue: training room with access to an overhead projector. The training venue should have access to daylight and be accessible to people with disabilities.

Course of the workshop (15 min)

- 1. Reshuffle of the person leading the workshop.**
- 2. Presentation of the work plan during the workshop.**

The facilitator briefly talks about the objectives and purpose of the workshop programme.

The main objective of the workshop is to enhance competences and provide knowledge in working and collaborating with LGBT+ people.

The premise of the workshop is:

- Increasing inclusivity and diversity in the organisations that participants represent.
- Improved working atmosphere and employee satisfaction through better understanding and support of LGBT+ people.
- Reduce the risk of discrimination in workplaces through increased legal awareness and practical application of knowledge.
- Increase recruitment efficiency by being sensitive to gender identity and avoiding discriminatory errors.

3. Integrative Exercise: "Two Truths and a Lie"

Objective:

- Integration of participants
- Breaking the ice
- Establishing an atmosphere of openness and trust
- Duration: 10-15 minutes

Materials: none

Instructions to participants:

Each participant reflects on three statements about themselves: two of these are truths and one is a lie.

Statements can be both funny and serious, but should not be too personal or offensive.

Running the exercise:

The facilitator starts to show how this works by giving their three statements. The rest of the group then tries to guess which of these statements is a lie. One by one, each participant presents their statements and the rest of the group guesses which one is a lie. After guessing, the person who made the statements reveals the truth.

Summary:

Briefly discuss what was most surprising or interesting. Emphasising how diverse our experiences can be and how important it is to approach others openly.

Example:

Moderator: "I have three cats, I have visited 10 countries, I am a professional chef."

Group: "We think it is a lie that you are a professional chef."

Moderator: "Yes, it's true, I'm not a professional chef, but the rest is true."

This short exercise will allow participants to get to know each other quickly in a fun and engaging way. In addition, it will introduce the topic of tolerance and acceptance of people with different ways of life.

4. Rules of the workshop.

The facilitator, together with the group, sets the rules during the workshop by writing them on the board/flipchart. Participants propose their rules.

Example of workshop principles:

- we mute telephones
- when someone speaks, we do not interrupt
- everyone is entitled to their own opinion
- we are frank and open
- we do not judge or criticise others
- we are active and committed.

The facilitator asks the participants to fill in an initial questionnaire exploring their level of knowledge in the area of working with LGBT+ people (**Annex 1**). In addition, she collects application forms from the participants (**Annex 4**) and gives an attendance list to sign (**Annex 5**).

2. General overview - introduction to LGBT+ (30 min)

1. Moderated discussion/brainstorming.

The facilitator asks what LGBT+ stands for. A discussion moderated by the facilitator begins. Participants respond, the facilitator guides the discussion to answer the question of who an LGBT+ person is. After the discussion, the facilitator gives a mini lecture on the meaning of the acronym LGBT+ and the history.

2. Mini lecture on the history and meaning of the acronym LGBT+

LGBT+ is an acronym used to describe different sexual and gender identities. The acronym expands as follows:

L stands for lesbian, or women who are attracted to women.

G stands for gay men, i.e. men who are attracted to men.

B stands for bisexual, i.e. people who are attracted to both men and women.

T stands for transgender people, i.e. those whose gender identity is incompatible with the sex assigned at birth.

+ means that there are many more possibilities.

The + may be followed by the following letters:

Q stands for queer people, i.e. those who do not find themselves in the traditional categories of gender or sexual orientation.

A stands for asexual people, i.e. those who do not feel the need to enter into close sexual or romantic relationships.

History of LGBT+ Abbreviation

1. Beginnings (1960-1970):

- In the 1960s and 1970s, the civil rights and feminist movements influenced the beginning of the struggle for homosexual rights. Originally, the term 'homosexual' was used to describe these communities.

2. LGB (1980):

- In the 1980s, the terms 'lesbian' and 'gay' were introduced as more accepted and positive terms. Alongside this, the abbreviation LGB began to be used to include bisexual people.

3. LGBT (1990):

- In the 1990s, the letter 'T' was added to the abbreviation to include transgender people. This was an important change that reflected the growing awareness and acceptance of different gender identities.

4. LGBT+ (2000 and beyond):

- As public awareness and acceptance of the diversity of sexual and gender identities has grown, the LGBT acronym has been expanded with the '+' symbol to include a broader spectrum of identities such as queer, intersex, asexuality, pansexuality, agender, genderqueer, non-binary and others.

The history and definition of the acronym LGBT+ shows how society has evolved in its approach to sexual and gender diversity. It is an important element in building inclusivity and acceptance, which is key to creating a fair and equal society.

3. Practical exercise: Short case study - group discussion

Objective:

- Putting the LGBT+ knowledge gained into practice
- Developing the ability to analyse situations and develop appropriate responses
- Promoting group discussion and exchange of experiences

Materials:

- Case study cards
- Flipcharts or large sheets of paper
- Markers

Instructions:

1. Division into groups:
 - The facilitator divides participants into small groups (about 5 people in each).
2. Distribution of materials:
 - The facilitator distributes a card with a description of one case to each group.
3. Case description:
 - Each group has to read the description and discuss the situation in the context of the LGBT+ knowledge gained.
4. Questions for discussion:
 - What problems are presented in the description?
 - What actions could be taken to address these issues?
 - What support strategies could be applied in this situation?
 - What consequences (positive or negative) might arise from different approaches?
5. Presentation of results:
 - After a group discussion, each group presents its findings and proposed solutions to the forum.
 - Other groups can ask questions and share their comments.
6. Summary:
 - The facilitator summarises the exercise, highlighting key aspects and best practices that emerged during the presentation.

Case descriptions (examples):

I. Discrimination in the recruitment process

Anna, a transgender person, applies for a job at a large consulting firm. During the interview, the recruiter repeatedly asks questions about her gender identity that are not relevant to the requirements of the position. Anna feels uncomfortable and feels that her job qualifications

are not taken seriously because of her gender identity. After a few days, she is informed that she has not been accepted, even though she met all the requirements of the position.

Questions for discussion:

- What problems are presented in this description?
- What rights of Anna might have been violated in this situation?
- What measures should the company take to avoid such situations in the future?
- What support strategies could the recruitment team use in this situation?
- What consequences could arise from such a company's approach to recruiting transgender people?

I. Inclusivity in the workplace

Cuba, an openly gay employee, is part of the marketing team in a large company. Although the company declares a policy of inclusivity and diversity, Cuba regularly encounters subtle displays of discrimination. His colleagues often joke about LGBT+ people in a way that makes Cuba uncomfortable. In team meetings, Cuba notices that his ideas are often ignored or marginalised by colleagues. Although Cuba has reported these problems to his supervisor, no concrete action has been taken to improve the situation. Cuba begins to feel stressed and discouraged at work.


Questions for discussion:

- What problems are presented in this description?
- What action should Cuba's supervisor take to respond appropriately to the issues raised?
- How could the company put in place and enforce policies against subtle discrimination and microaggressions?
- What support strategies could be used to improve the comfort level of Cuba and other LGBT+ employees?
- What consequences (positive or negative) might result from the implementation of appropriate corrective actions?

Each group presents its findings to the forum.

Discussion on what lessons can be learned from these cases and how to apply them to real workplace situations:

- Groups discuss what mistakes were made in the recruitment process.
- They indicate what measures could improve the situation and ensure that all candidates are treated fairly.
- They suggest specific policies and practices that could be put in place to promote diversity and inclusivity in the recruitment process.



The presenter summarises the issues discussed, highlighting key aspects and best practices.

3 Polish law and discrimination in the workplace (45min.)

1. Overview of current legislation:

Purpose: to familiarise participants with the provisions (constitutional and statutory) of generally applicable law on anti-discrimination issues in the workplace.

The presenter, in the form of a mini-lecture, presents participants with the names and official gazettes of the applicable legislation in which norms concerning the protection of employees against discrimination in the workplace can be found, with a particular focus on discrimination based on sexual orientation. He points to specific legal provisions and derives norms that relate to discrimination and unequal treatment. The presenter interprets the norms in such a way as to also show the protective value against discrimination on the basis of sexual orientation.

In Polish law, an act superior to any other, is the Constitution of the Republic of Poland of 2 April 1997 (Journal of Laws of 1997, No. 78, item 483). Already in it one can find legal provisions from which anti-discrimination norms are derived:

- Article 32(2), which states that no one shall be discriminated against in political, social or economic life on any ground.

It is true that this provision is addressed to the public authorities - its effect has not been extended horizontally to all entities - but it does, however, oblige, like the next cited provision, to legislate in such a way that the so-called essence of the principle of equality is preserved. The essence of the principle consists in the fact that all subjects of the law characterised by a given relevant characteristic (in this case, being an employee) to an equal degree are to be treated equally. That is, according to an equal measure, without discriminatory as well as favourable differentiations. Legislative bodies (but also local and central government) should make such laws, and implement them in such a way that no one is treated better or worse than another.

- Article 66(1), which states that everyone has the right to safe and healthy working conditions. The manner in which this right is exercised and the employer's obligations are determined by law.

The conclusion can be drawn from the cited provision that the legislator is obliged to concretise legal norms in such a way that every employee has the right to, among other things, safe working conditions. This should also take into account aspects related to the employee's inner conviction of this safety and thus also safety in the context of anti-discrimination. In other words, the legislator should legislate in such a way that the employee is treated with respect and with consideration for his/her inherent dignity - also in terms of sexuality - at his/her place of work.

The two provisions of the Constitution cited above are reflected - are concretised - in statutory labour norms, in particular in the Labour Code Act of 26 June 1974 (consolidated text: Journal of Laws of 2023, item 1465), as well as in the Act of 3 December 2010 on the

implementation of certain provisions of the European Union on equal treatment (consolidated text: Journal of Laws of 2024, item 1175, hereinafter: "the Equal Treatment Act").

It should be noted that the provisions of both Acts relate directly to employment. Thus, the object scope of the Equal Treatment Act covers, inter alia, taking up professional activities within the scope of the employment relationship (Article 4(2)), as well as the derivative joining of trade unions and the use of labour market instruments and services specified in the Employment Promotion and Labour Market Institutions Act of 20 April 2004 (Journal of Laws of 2023, item 735). The Labour Code, in turn, sets out, inter alia, the rights of employees and the obligations of employers also in terms of anti-discrimination.

The key to understanding the issues further is to distinguish discrimination from mobbing. The topic of the training does not go beyond discrimination, but it is important to point out that mobbing means actions or behaviours concerning an employee or directed against an employee, consisting of persistent and prolonged harassment or intimidation that cause the employee to have a low opinion of his or her professional suitability, cause or aim to humiliate, ridicule, isolate or eliminate him or her from the team of co-workers. It is important to distinguish between the causes of possible discrimination (e.g. sexual orientation as a cause) and the causes of mobbing (e.g. personal dislike of the employee, not caused by his or her characteristics), as well as the duration of the discriminatory phenomena (there can be one-off behaviour) and mobbing (the behaviour must be persistent and long-lasting).

Employers have a duty to prevent discrimination and to treat employees equally with regard to the establishment and termination of the employment relationship, terms and conditions of employment, promotion, access to training to improve professional qualifications. Adherence to the principles under the Labour Code, as indicated below, is essential to create a fair and equal working environment that promotes diversity and inclusion. Employers must provide all employees with equal opportunities and treat them with respect. This is not only a legal obligation, but also an important element of good management practice.

Principle of equal treatment in employment - Article 11³

Employees should be treated equally with regard to the establishment and termination of the employment relationship, terms and conditions of employment, promotion and access to training to improve their professional qualifications, irrespective of, inter alia, their sexual orientation and irrespective of whether they are employed on a temporary or permanent basis or on a full-time or part-time basis.

Prohibition of discrimination in employment - Article 18^{3a}

An employer has a duty to prevent all forms of discrimination in the workplace, whether direct or indirect, made on the basis of an employee's personal characteristics.

Direct discrimination occurs when an employee is treated less favourably than other employees in a similar situation.

Indirect discrimination, on the other hand, occurs when apparently neutral rules, criteria or practices unjustifiably affect the treatment of certain people.

Consequences of a breach of the principle of equal treatment and claims in respect thereof - Articles 18^{3c} - 18^{3d}

An employee who has suffered discrimination is entitled to compensation of not less than the minimum wage. An employee who has exercised his or her rights under the protection against discrimination may not be treated unfavourably or suffer any negative consequences because of it.

In the event of a breach of the principle of equal treatment, an employee has the right to pursue a claim before an employment tribunal. An employee who believes that he or she has been subjected to discrimination does not have to prove discriminatory intent on the part of the employer, but only to indicate facts that may suggest discrimination.

Possibility of affirmative action

The Labour Code allows affirmative action to level the playing field for persons belonging to disadvantaged groups (e.g. women, persons with disabilities) in accessing employment and promotion, provided that it is proportionate and justified.

The Equal Treatment Act - in the context of discrimination based on sexual orientation, introduces similar mechanisms and principles to those regulated in the Labour Code:

Prohibition of discrimination: The Act prohibits discrimination in the workplace on the basis of, inter alia, sexual orientation. This covers all aspects of employment, including recruitment, working conditions, pay, promotion and dismissal.

Equal treatment: Employers are obliged to ensure that all employees are treated equally, irrespective of, inter alia, their sexual orientation. This means that all employment decisions should be based solely on qualifications and skills and not on employees' personal preferences.

Measures of protection: Employees who experience discrimination on the basis of sexual orientation have the right to pursue their claims in court. The law provides employees with legal protection and the possibility to seek compensation for the harm they have suffered.

Protection bodies: The implementation of the principle of equal treatment is entrusted to the Ombudsman and the Minister for Equality.

2. Examples of cases of discrimination and their legal consequences

Aim: To increase participants' sensitivity to discriminatory behaviour and to unequal treatment of employees on the basis of their sexual orientation. To identify the legal avenue to pursue claims of discrimination in the workplace.

The trainer distributes cards with the facts described. Participants answer the trainer's questions on the facts presented. Participants do not see the answers suggested below.

Fact 1: Refusal of promotion

Anna, a sales employee, applies for a promotion to team leader. Despite having the best qualifications and experience of all the applicants, a less experienced employee is promoted. Anna learns unofficially that her sexual orientation was the main reason why she was denied the promotion.

I. Is this discriminatory behaviour and why?

Yes, this behaviour is discriminatory because the decision to refuse promotion was made on the basis of Anna's sexual orientation and not her qualifications or skills.

II. What legal steps should be taken?

- o She should report the case to her company's HR department and make a formal complaint.
- o It can apply to the State Labour Inspectorate to investigate the situation.
- o He has the right to file a lawsuit in the labour court, claiming compensation for discrimination and moral damages.

Fact 2: Comments and jokes at work

Simon, who is openly gay, has regularly faced inappropriate comments and jokes about himself from work colleagues for the past five weeks. Although he initially ignores these behaviours, the situation is worsening and affecting his comfort and efficiency at work. Simon has started therapy for this reason.

Questions for analysis:

I. Is this discriminatory behaviour and why?

Yes, this behaviour is a form of discrimination in the workplace as the jokes and comments are directed against Simon because of his sexual orientation, creating a hostile and unfriendly working environment.

II. What legal steps should be taken?

- o Simon should report incidents to his supervisor or HR, documenting all incidents.
- o The employer should investigate the matter and take disciplinary action against those responsible.
- o If there is no reaction from the employer, Simon can report the case to the State Labour Inspectorate or file a lawsuit in the labour court, demanding compensation for discrimination. Due to the persistence of the behaviour and its persistence (he has started therapy), he can also claim bullying.

Factual situation 3 - Dismissal

Peter, who had worked at an IT company for several years, was suddenly dismissed after revealing his sexual orientation at a company meeting. Previously, he had received positive appraisals and there were no objections to his work.

Questions for analysis:

I. Is this discriminatory behaviour and why?

Yes, the dismissal of Peter because of his sexual orientation is a form of direct

discrimination, as the employer's decision was made on the basis of his personal characteristics and not an assessment of his work.

II. What legal steps should be taken?

- o Peter should report the case to the State Labour Inspectorate and seek legal assistance.
- o He can file a lawsuit in the labour court for reinstatement or compensation for wrongful dismissal and discrimination.
- o It is worthwhile for Peter to consult an employment lawyer for support during the proceedings.

Facts 4 - Refusal of employment

Catherine, who openly declares her orientation as bisexual, applied for a position in a large corporation. Despite meeting all the requirements, she was not offered the job. She later found out that the company had an informal policy of not accepting people of her orientation.

Questions for analysis:

I. Is this discriminatory behaviour and why?

Yes, it is a form of employment discrimination because Catherine was rejected on the basis of her sexual orientation and not on the basis of her qualifications or work experience.

II. What legal steps should be taken?

- o Catherine should report the case to the State Labour Inspectorate, which can investigate the company's informal policies.
- o He can complain to the Ombudsman.
- o If evidence of discrimination is obtained, Catherine can bring a claim in an employment tribunal, seeking damages for breach of equal treatment.

Factual situation 5: Omission in the allocation of bonuses

Magda, who is openly bisexual, did not receive the annual bonus that was awarded to other members of her team. The bonuses were awarded on the basis of clearly defined performance criteria which Magda, according to the company, did not achieve. Magda believes that this decision is related to her sexual orientation, as she had previously had no problems obtaining bonuses.

Questions for analysis:

I. Is this discriminatory behaviour and why?

Upon investigation, it appears that bonuses were awarded on the basis of clearly defined performance criteria, which Magda did not meet this year. The documentation shows that her performance ratings were lower because of a drop in efficiency, not because of her sexual orientation. Other employees who also did not meet the criteria also did not receive bonuses.

II. What legal steps should be taken?

- o Magda should consult with her supervisor or HR to discuss the bonus criteria and get clarity on what areas need improvement.

- o There are no grounds for legal action as the failure to award the bonus was based on objective performance criteria and not discrimination.

Facts 6: Change of position

Charles, working in the finance department, was transferred to another position in the same company after revealing his sexual orientation as a homosexual. The change involved different responsibilities, but the salary remained the same. It resulted from a restructuring within the company, which also involved other employees from different departments. Charles believes that the change is discriminatory because the reasons for the decision were not explained to him.

Questions for analysis:

I. Is this discriminatory behaviour and why?

Upon closer examination, it appears that Charles' transfer was part of a larger restructuring within the company, which also involved other employees from different departments. The change was not related to his sexual orientation, but was dictated by the need to adapt the organisational structure to the new business objectives.

II. What legal steps should be taken?

- o Charles should speak to his HR department or supervisor to seek clarification on the restructuring and assurances that the transfer was not related to his sexual orientation.
- o If she still feels unsure after the interview, she can consult a lawyer, but in this case there are no grounds for legal action on the grounds of non-discrimination.

3. Discussion.

Purpose: To summarise the issues discussed and analyse the situations that have actually occurred.

The trainer concludes this block of workshops. He points out to the participants the necessity to analyse carefully what has happened and to collect evidence if there is discriminatory behaviour. The facilitator encourages a discussion on discrimination in employment, based on participants' experiences or on examples they have found in the media.

The key to investigating whether there is employment discrimination on the basis of sexual orientation is to have a thorough understanding of the context of the situation and the reasons for the decisions taken, in order to distinguish between actual discrimination and actions in line with company policy, based on objective criteria. In all cases, it is important to gather evidence of discrimination, such as emails, interview notes, and testimony from other employees. It is also important that aggrieved employees are aware of their rights and use the legal mechanisms available to protect themselves against discrimination in the workplace.

4 Practical benefits of diversity at work (45 min)

1. Introduction to the theme of diversity.

Purpose: To introduce participants to the main business benefits of diversity in the workplace.

The facilitator conducts a brief introduction to the topic of diversity and inclusivity, aiming to explain what diversity means in the context of the workplace. The introduction also aims to emphasise that diversity encompasses different aspects such as gender, age, ethnicity, sexual orientation, gender identity, religion, disability, etc.

Diversity in the context of the workplace means taking into account and valuing the wide range of characteristics and experiences that employees bring to an organisation. This includes differences in personal, cultural, work and life identities, which can affect the way people think, act and work together as a team.

Key aspects of diversity in the workplace:

- Gender identity and sexual orientation:
 - Consideration and acceptance of different gender identities (e.g. female, male, non-binary) and sexual orientations (e.g. heterosexuality, homosexuality, bisexuality, pansexuality).
- Ethnic and cultural origins:
 - Appreciating employees from different cultures, nationalities and races, which can enrich the workplace with diverse perspectives and approaches to problems.
- Age:
 - Employing people of different ages, from young workers to older people, which can lead to an exchange of knowledge and experience between generations.
- Education and work experience:
 - Diversity in employees' educational and professional backgrounds, which can bring new approaches and innovative solutions.
- Disability:

- Including people with different types of disabilities (physical, sensory, intellectual), which can contribute to a more inclusive and empathetic working environment.
- Religion and worldview:
 - Respect for different religious beliefs and worldviews, which can enrich the organisational culture with different values and perspectives.
- Working style and personality:
 - Appreciation of different working styles and personality types (e.g. more analytical people and more creative people), which can contribute to more effective teamwork.

Benefits of diversity in the workplace:

- Innovation and creativity:
 - Teams made up of people with diverse perspectives are more likely to generate innovative ideas and solutions.
- Improved problem solving:
 - Diverse teams can approach problems from many different angles, leading to more comprehensive and effective solutions.
- Increased employer attractiveness:
 - Companies that promote diversity are seen as more attractive by potential employees, which helps to attract and retain talent.
- Better understanding of customers:
 - Diversity within the team allows a better understanding of the needs and expectations of a diverse customer base, which can lead to better tailored products and services.
- Improving the working atmosphere:
 - An inclusive working environment, where everyone feels accepted and respected, contributes to higher employee satisfaction and lower turnover.
- Increasing engagement and productivity:
 - Employees who feel valued and accepted are more engaged and productive.

Diversity in the workplace is more than just accepting differences - it is actively promoting an environment where these differences are valued and used as assets. Organisations that

effectively manage diversity gain a competitive advantage through more innovative and flexible teams that are more responsive to market and customer needs.

2. Exercise: Benefit analysis based on case studies from different companies

Aim: To enable participants to understand and analyse the benefits of diversity through practical examples.

- Instructions to participants:

- Divide participants into small groups (3-5 people in each).
- Distribute to each group a case study describing a company that has implemented diversity and inclusivity policies.

- Case study 1:

- **Company:** International technology company.
- **Description:** the company has introduced an LGBT+ recruitment programme and support policies for transgender people (e.g. providing access to bathrooms according to gender identity, medical support).
- **Benefits:** Increased innovation, improved talent retention, increased employee satisfaction.

- Case study 2:

- **Company:** Global retailer.
- **Description:** the company has implemented diversity training for all employees, created support groups for different minorities (LGBT+, people with disabilities, etc.).
- **Benefits:** Better understanding of customer needs, increased customer loyalty, improved corporate image.

- Case study 3:

- **Company:** Small consulting firm.
- **Description:** The company has introduced flexible working hours and remote working policies to support employees with diverse needs and family commitments.
- **Benefits:** Increased productivity, improved team morale, greater ability to attract and retain talent.

Each group is asked to read their case study and discuss the following questions:

- What specific actions has the company taken to promote diversity and inclusivity?
- What benefits has the company gained from these measures?

- What challenges may have arisen in implementing these policies and how could they be overcome?

After 10 minutes of discussion, each group presents its findings to the forum. The other groups can ask questions and share their comments.

The presenter summarises the cases discussed, highlighting the key benefits of diversity and inclusivity and best practice.

5 Good practices in the employment of LGBT people (45 min.)

1. Recruitment strategies and diversity management

The presenter introduces participants to strategies that they can apply to recruitment and diversity management in the organisation.

- Inclusive job ads:

- The content of job advertisements should be gender-neutral and sensitive to diversity.
- Avoiding language that may exclude LGBT+ people.

- Recruitment open to diversity:

- Using techniques to proactively seek out candidates from LGBT+ groups (E.g.: running marketing campaigns targeting the LGBT+ community that highlight the company's commitment to diversity and inclusivity; using social media such as LinkedIn, Facebook, Twitter, or Instagram to reach out to groups and pages related to the LGBT+ community).
- Collaboration with organisations supporting LGBT+ people.

- Training for recruiters:

- Diversity and inclusivity training for recruiters.
- Making recruiters aware of their own biases and how to neutralise them so that they do not affect the assessment of the candidate.

- Recruitment process:

- Conducting interviews in an inclusive manner. Creating a welcoming and fair recruitment process that respects diversity and provides equal opportunities for all candidates.
- Considering preferred pronouns and respecting candidates' gender identity.

2. Examples from companies in Poland and worldwide

The presenter presents participants with concrete examples of companies that have successfully implemented diversity and inclusivity policies.

First, he asks the question: what companies do you know that have implemented diversity and inclusivity policies?

In Poland, more and more companies are beginning to recognise the importance of diversity and inclusivity in the workplace. Here are some examples of Polish companies that have implemented such policies:

Examples of companies from Poland:

- **Santander Bank Polska** is one of the leaders in diversity and inclusivity. The bank pursues a strategy that includes, among other things, gender equality, the promotion of talent regardless of origin, age or sexual orientation, and support for employees with disabilities.
- **ING Bank Śląski** also actively promotes diversity and inclusivity. This bank works towards gender equality by supporting women in managerial positions, and implements measures to support employees of different sexual orientations, ages and ethnicities.
- **The PZU Group** has implemented a diversity policy that includes promoting equal opportunities for all employees, regardless of their gender, age, disability, sexual orientation or ethnicity. The company regularly publishes reports on its progress in this area.
- **Skanska Poland** is part of an international group that strongly promotes diversity and inclusivity. The company implements policies to increase the representation of women in leadership positions and to create an open and welcoming working environment for all employees, regardless of their identity.
- **Orange Polska** places a strong emphasis on diversity and inclusivity, particularly in the context of gender equality and support for LGBTQ+ employees. The company has a number of initiatives to promote diversity, including mentoring programmes for women and anti-discrimination measures.
- **Citi Handlowy** is another company that actively implements a diversity and inclusivity policy. This bank promotes gender equality and supports the development of employees regardless of their age, ethnicity or sexual orientation.
- **Procter & Gamble Poland** has extensive diversity and inclusivity activities, including the promotion of gender equality and equal opportunities in the workplace, as well as initiatives to support LGBTQ+ employees.

Examples of companies from the world:

- **GOOGLE** implements support programmes for LGBT+ employees, inclusive recruitment policies, active promotion of diversity.

- **Ikea** bases its actions on values such as equality, diversity and inclusion. It believes that every person is entitled to fair treatment and equal opportunities. The company strives to create a work culture where everyone feels welcome, respected and valued for their uniqueness. Since 2019, IKEA has been implementing an Equality, Diversity and Inclusion Strategy, part of which also includes support for LGBTQ+ people in the workplace.
Ikea's actions also include equal benefits for same-sex couples, support for transition, the ability to choose a 'chosen name' in internal systems and the promotion of inclusive language.
- **Nike** is committed to building a more diverse, inclusive team that represents male and female athletes and the communities in which we live and work. We are setting clear, ambitious goals and creating strategies and development schemes that increase the visibility of diversity at Nike.
- **Coca-Cola** places a strong emphasis on diversity and inclusivity, particularly in the context of the company's global presence. Diversity policies include support for women in leadership positions, promotion of ethnic diversity and support for equality initiatives in the communities in which the company operates. Coca-Cola also invests in education and development for employees from diverse backgrounds.
- **Johnson & Johnson** is a company that has long promoted diversity and inclusivity as core values. The company has programmes to support employees of diverse backgrounds, including women, ethnic minorities, people with disabilities and LGBTQ+. Johnson & Johnson also implements policies aimed at sustainable career development and gender equality at all levels of the organisation.
- **Microsoft** is one of the pioneers in promoting diversity and inclusivity in the technology industry. The company runs a variety of initiatives, including training programmes on unconscious bias, support for employee groups representing diverse identities and mentoring programmes for women and minorities. Microsoft regularly publishes reports on its progress on diversity and inclusivity.

These companies are just examples of organisations in Poland and around the world that are actively working to build more diverse and inclusive workplaces. Diversity and inclusivity policies are increasingly recognised as a key element of business strategy that benefits both employees and the companies themselves.

3. Exercise: "Map of the Road to Inclusivity"

Aim: To enable participants to visualise the process of introducing good practices and diversity policies in their organisations by creating a 'road map' that identifies steps, resources and potential challenges.

Instructions to participants:

Divide participants into small groups (3-5 people in each).

Each group will create their 'Road Map to Inclusivity' for their organisation.

Materials:

Each group is given a large sheet of paper (flipchart) or whiteboard, coloured markers, sticky notes.

Making the map:

Stage 1: Starting point - Groups start by defining the current state of their organisation's diversity and inclusivity policy (analysis of the current situation).

Stage 2: Goals - Each group then identifies the main goals they want to achieve (e.g. greater representation of LGBT+ people, introduction of diversity training).

Step 3: Steps to be taken - Groups identify key actions that need to be taken to achieve their goals (e.g. reviewing and revising job advertisements, organising training, engaging with organisations that support LGBT+ people).

Step 4: Resources and support - Identify what resources are needed (finance, training, external partners) and who in the organisation can provide support.

Stage 5: Challenges and risks - Groups identify potential challenges (internal resistance, lack of resources) and ways to overcome them.

Step 6: Measures of success - Determine how success will be measured (e.g. number of employees trained, improvement in employee satisfaction surveys).

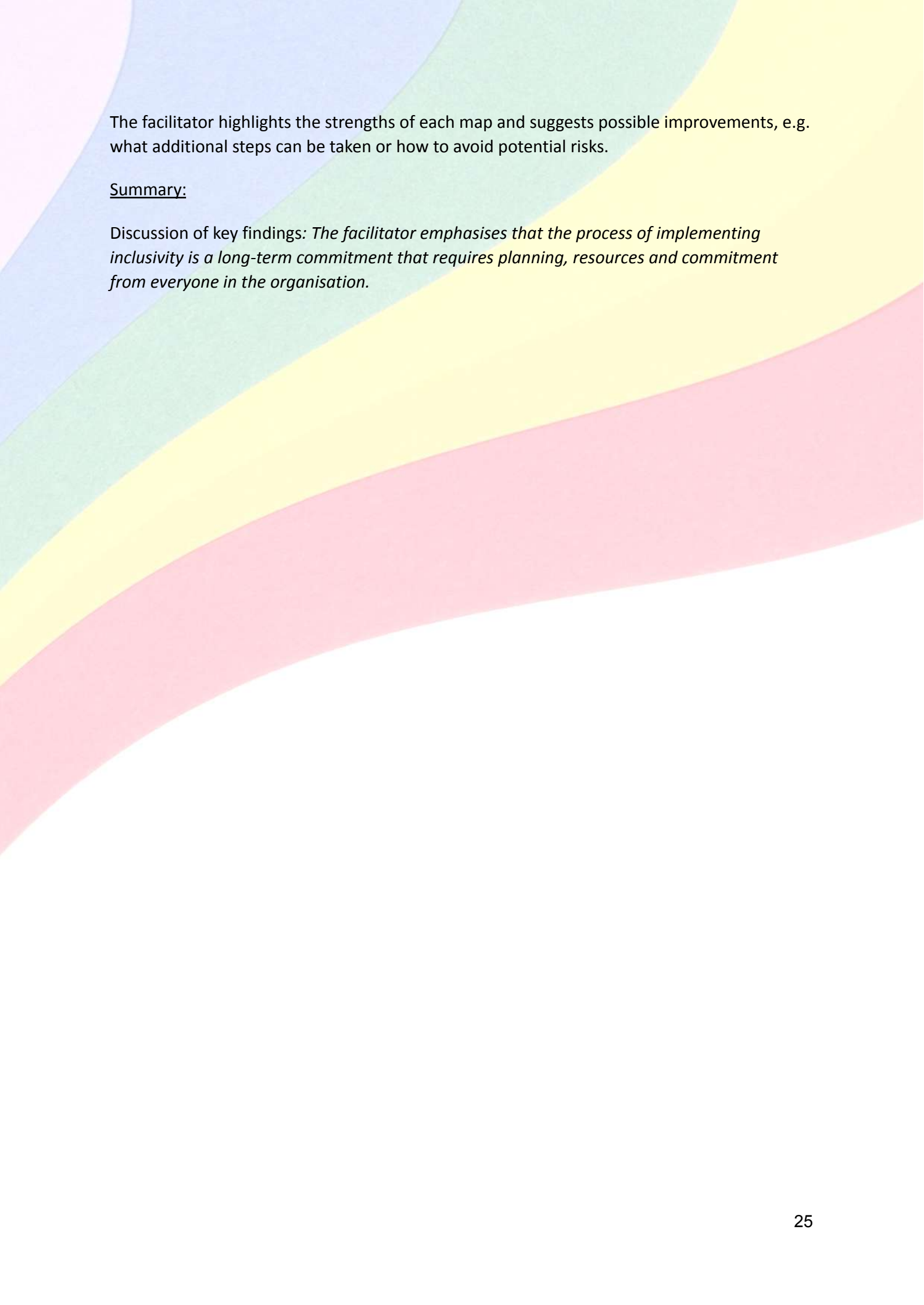
Map presentation:

Each group presents their 'Road Map to Inclusivity' to the forum, discussing each step. Groups can use visuals to make their map clear and easy to understand.

Discussion and Feedback:

After each presentation, the facilitator moderates a discussion, encouraging other groups to ask questions, share their thoughts and suggest improvements.

Feedback from the presenter:



The facilitator highlights the strengths of each map and suggests possible improvements, e.g. what additional steps can be taken or how to avoid potential risks.

Summary:

Discussion of key findings: *The facilitator emphasises that the process of implementing inclusivity is a long-term commitment that requires planning, resources and commitment from everyone in the organisation.*

6 Recruitment sensitive to gender identity - what to avoid? (45 min.)

1. How to avoid discrimination in the recruitment process.

Aim: To understand how to conduct the recruitment process in a way that does not discriminate against candidates on the basis of their gender identity.

Awareness of legislation:

- It is worth knowing the anti-discrimination laws that protect transgender and non-binary people (for an overview of the laws, see Polish law and discrimination in the workplace).
- The employer should comply with employment law and equal treatment laws.

Creating inclusive job advertisements:

- Using neutral language that does not exclude any group.
- Include information on the company's equality and inclusivity policies.

Transparency of the recruitment process:

- Clear and transparent communication of the recruitment process, stages and assessment criteria.
- Ensure that all stages of recruitment comply with the principles of equal treatment.

2. The most common mistakes and how to avoid them

Aim: To identify common mistakes that can lead to discrimination and learn how to avoid them.

● Mistakes to avoid:

- Assuming pronouns: Do not assume what pronouns the candidate prefers; always ask for preferred pronouns.
- Inappropriate questions: Avoid questions about gender identity, medical history or transition plans.
- Lack of training for recruiters: Not training recruiters on diversity and inclusivity can lead to unconscious discrimination.

● Examples of good practice:

- Use of language-neutral forms: Recruitment forms should allow candidates to enter their preferred pronouns and gender identity.

- Training for recruiters: Regular training on diversity, inclusivity and gender neutrality.

3. Exercise: Simulating a recruitment interview taking into account gender identity

Aim: Practical application of knowledge in simulated recruitment situations to learn how to conduct interviews in an inclusive manner.

Instructions to participants:

- Divide participants into small groups (3-4 people).
- Each group simulates a recruitment interview, with one person playing the role of the candidate and the rest being the recruiters.

Example scenarios:

- **Scenario 1:** The candidate introduces him/herself as a non-binary person and asks for the use of 'they/them' pronouns.
- **Scenario 2:** Candidate talks about his activities in LGBT+ organisations and asks about the company's inclusivity policies.
- **Scenario 3:** The candidate has changed his/her name and asks to use the new name during the interview.

Roles and tasks:


- **Candidate:** Describes his/her qualifications and answers questions from recruiters.
- **Recruiters:** they conduct the interview, trying to take into account the candidate's preferences and needs without discrimination.

Summary and discussion:

After the simulation, each group discusses its experience, points out what went well and what could be improved. Forum discussion on best practice and lessons learned from the exercise.

After the exercise, the facilitator summarises the topic, highlighting the most important aspects:

- The importance of avoiding discrimination in the recruitment process.
- Awareness of the most common mistakes and how to avoid them.
- Practical skills gained through simulated interviews.



Finally, a short Q&A session to clarify any doubts and share additional insights.

7 How to be an inclusive, diversity-supportive employer in practice? (45 min.)

1. Creating an Inclusive Work Environment

Purpose: To outline concrete steps that an employer can take to create a work environment that is conducive to diversity and inclusivity.

The presenter outlines specific actions that an employer can apply in their organisation to implement a diversity and inclusivity policy.

- Education and training:
 - **Regular training on diversity and inclusivity:** Making employees aware of diversity, explaining how to avoid discrimination and prejudice.
 - **Bias workshops:** Organise workshops to help employees recognise and counter unconscious bias (bias training).
- Setting up support groups:
 - **Employee Resource Groups (ERGs):** Encourage the creation of support groups for LGBT+ employees that can serve as a space to share experiences and ideas for improving inclusivity in the workplace.
 - **Mentoring and coaching:** Introduce mentoring programmes where senior staff can support LGBT+ people in their professional development.
- A culture of openness and acceptance:
 - **Promoting open communication:** Encouraging employees to express their opinions and share their experiences in a safe and supportive environment.
 - **Visibility of support for diversity:** Organising events, campaigns and internal initiatives that highlight the company's commitment to promoting diversity.

2. Introduction of Policies and Procedures to Support Diversity

Purpose: To discuss key policies and procedures that can be implemented in the company to support diversity and inclusivity.

- Anti-discrimination policies:
 - **Clear and specific policies:** Introduce anti-discrimination policies that make it clear that the company does not tolerate any form of discrimination, including on the basis of gender identity or sexual orientation.
 - **Whistleblowing procedures:** Create easily accessible procedures for reporting discrimination that provide anonymity and protection from retaliation.
- Inclusive HR procedures:
 - **Policy on pronouns:** Implement procedures to allow employees to declare and update preferred pronouns and first names to be used in documents and internal communications.

- **Adaptation of forms and documentation:** Transform all internal documents and forms to be gender-neutral and take into account the diversity of gender identities.
- Support for transgender and non-binary people:
 - **Procedures to support transgender people:** Provide support for transgender employees, e.g. through flexible working hours, psychological support and access to appropriate medical resources.
 - **Availability of gender-neutral toilets:** Ensure gender-neutral toilets as standard in company offices.

3. Discussion: Perspectives on Diversity - Panel Discussion

Aim: Participants will take on the roles of different characters representing diverse perspectives in the workplace. The exercise aims to understand how different people can experience the workplace and how policies of inclusivity can affect their everyday reality.

Materials:

Character cards with descriptions (e.g. transgender person, person with a disability, person with a diverse cultural background, parent of young children, LGBT+ person)

Sample character sheets can be **found in Annex 6**. The trainer can propose his/her characters taking into account the specificities of the organisation for which the training is being conducted.

List of discussion questions (can be displayed on screen or printed out)

Instructions:

The facilitator introduces the topic of the exercise, explaining that participants will have the opportunity to understand the different perspectives of employees in the organisation by playing the roles of characters with different identities and needs.

Each participant draws or chooses one of the character cards that describes a person in the organisation (e.g. 'I am a person with a mobility disability and need accessibility support in the office'). It is important that each participant has a different character to allow for a diversity of perspectives.

Panel discussion (10 minutes):

The facilitator asks the group questions which participants discuss from the perspective of their assigned characters. Example questions may include:

- ❑ What challenges do you face at work and how could the company better address them?

- ❑ What activities could make you feel more involved and supported by the organisation?
- ❑ How do current diversity policies help or hinder your day-to-day work?
- ❑ What do you think could improve the atmosphere of inclusivity in the company?

Discussion:

After the discussion, participants step out of their roles and share their feelings about how they felt in their assigned role. *The facilitator moderates the conversation, asking participants what lessons they can learn from the exercise and how they could apply these lessons in their real work environment.*

Through this exercise, participants will gain a deeper understanding of the different perspectives and challenges that people with diverse identities may face in the workplace. This exercise will help to foster empathy and build policies and procedures to support true inclusivity in the organisation.

8 The legitimacy of creating an inclusive organisation for transgender people, including non-binary people (45 min)

1. The importance of inclusivity for trans and non-binary people

Aim: To make participants understand why creating an inclusive working environment for transgender and non-binary people is crucial, from both an ethical and business perspective.

Introduction to the topic:

- Definitions:

- **Transgender people:** People whose gender identity differs from the sex assigned to them at birth.
- **Non-binary persons:** Persons who do not identify exclusively as male or female may identify as both genders, neither, or otherwise outside the gender binary.

- Why inclusivity is important:

- **Equality and respect:** an inclusive working environment allows for the full and equal participation of all employees, regardless of their gender identity.
- **Mental health and wellbeing:** an inclusive workplace reduces stress, anxiety and discrimination, which has a positive impact on the mental health of transgender and non-binary employees.
- **Commitment and productivity:** employees who feel accepted and supported are more committed, loyal and productive.
- **Company reputation:** Organisations that actively support diversity are seen as modern and socially responsible, which attracts talented employees and builds a positive image.

2. Examples of organisations supporting transgender people

Aim: To present concrete examples of companies and organisations that effectively support transgender and non-binary people and discuss the benefits of this approach.

- IBM

- **Policy:** IBM has implemented anti-discrimination policies covering transgender people for many years, including access to transit-related medical support and diversity and inclusivity training for employees.
- **Results:** Improved employee engagement, increased satisfaction and loyalty, positive impact on company reputation.

- Accenture

- **Policy:** Accenture has implemented mentoring programmes targeting transgender people and training for managers and employees on inclusivity.
- **Results:** Increased innovation, improved team collaboration, positive impact on organisational culture.

- Google

- **Policy:** Google has introduced wide-ranging measures to support transgender and non-binary people, including covering transit-related costs and creating gender-neutral toilets.
- **Results:** Increased employee retention, better performance in top employer rankings, positive image as a diversity leader.

3. Workshop: Creating a plan for a trans and non-binary inclusive organisation

Aim: To practically develop an action plan to help participants implement or improve inclusive policies in their own organisations.

Instructions to participants:

- Divide participants into small groups (3-5 people).
- Each group is tasked with developing an action plan to help make their organisations more inclusive of trans and non-binary people.

Plan elements:

- **Assessment of the current situation:**
 - What policies and procedures are already in place? What needs to be improved?
- **Objectives:**
 - Set short-term goals (e.g. conduct diversity training) and long-term goals (e.g. introduce gender-neutral toilets).
- **Activities:**
 - Concrete steps such as creating anti-discrimination policies, offering psychological support, providing flexibility in the use of preferred pronouns.
- **Schedule:**
 - Definition of deadlines for the implementation of individual activities.
- **Monitoring and evaluation:**
 - How progress will be assessed and what indicators of success will be used.

- **Presentation of plans:**
 - Each group presents its plan to the forum.
 - Discussion of proposals, exchange of ideas, discussion of possible challenges and how to overcome them.

The facilitator summarises the exercise and the whole topic by highlighting key points such as:

- The value and importance of inclusivity for transgender and non-binary people.
- Practical benefits for organisations of implementing inclusive policies.
- The role of participants in promoting and creating inclusive work environments.

9. Developing allyship attitudes towards LGBT+ people. (30 min.)

1. What does it mean to be an ally?

The facilitator explains who an ally is and what their role is.

An ally is a person who is not part of an LGBT+ group but actively supports the rights and dignity of LGBT+ people. An ally works for equality, opposing all forms of discrimination and inequality.

The role of the ally:

The ally listens, educates, raises awareness and intervenes in discriminatory situations. Alliance uses its position and influence to support LGBT+ people in its professional and private environment.

2. Practical ways to support LGBT+ people in the workplace

Creating a safe environment:

- Encourage openness and ensure that all employees feel accepted.
- Responding to discriminatory comments and behaviour.

Education and awareness:

- Organise training and workshops on diversity and inclusivity.
- Providing educational material on LGBT+.

Support for policies and procedures:

- Implementation and promotion of anti-discrimination policies.
- Creating support groups for LGBT+ people in the workplace.

Active stance:

- Engage in initiatives that support the LGBT+ community.
- Participation in equality events and campaigns.

Daily activities:

- Use of inclusive language, e.g. use of preferred pronouns.
- Showing support by wearing symbols such as the rainbow flag.

3. Exercise: Role-playing scenarios of alliance behaviour

The facilitator divides participants into small groups (3-4 people). Each group is given a scenario depicting a situation in which the intervention of an ally is needed. Participants role-play, trying to find the best solution to the situation.

Scenarios:

- **Example 1:**

Situation: a colleague at work regularly tells homophobic jokes, and other employees laugh, even though one of the colleagues is gay.

Aim: To find a way to respond appropriately and support a colleague.

- **Example 2:**

Situation: In a team meeting, one of the team members uses inappropriate pronouns in relation to a transgender person.

Goal: To react and improve the situation in a supportive way.

- **Example 3:**

Situation: New inclusive policies have been introduced in the company, but not all employees understand and accept them.

Purpose: To interview employees, explaining the importance and benefits of these policies.

Presentation and discussion:

- Each group presents its scenarios and activities to the forum.
- The facilitator discusses different approaches and suggests best practice.

Summary by the facilitator:

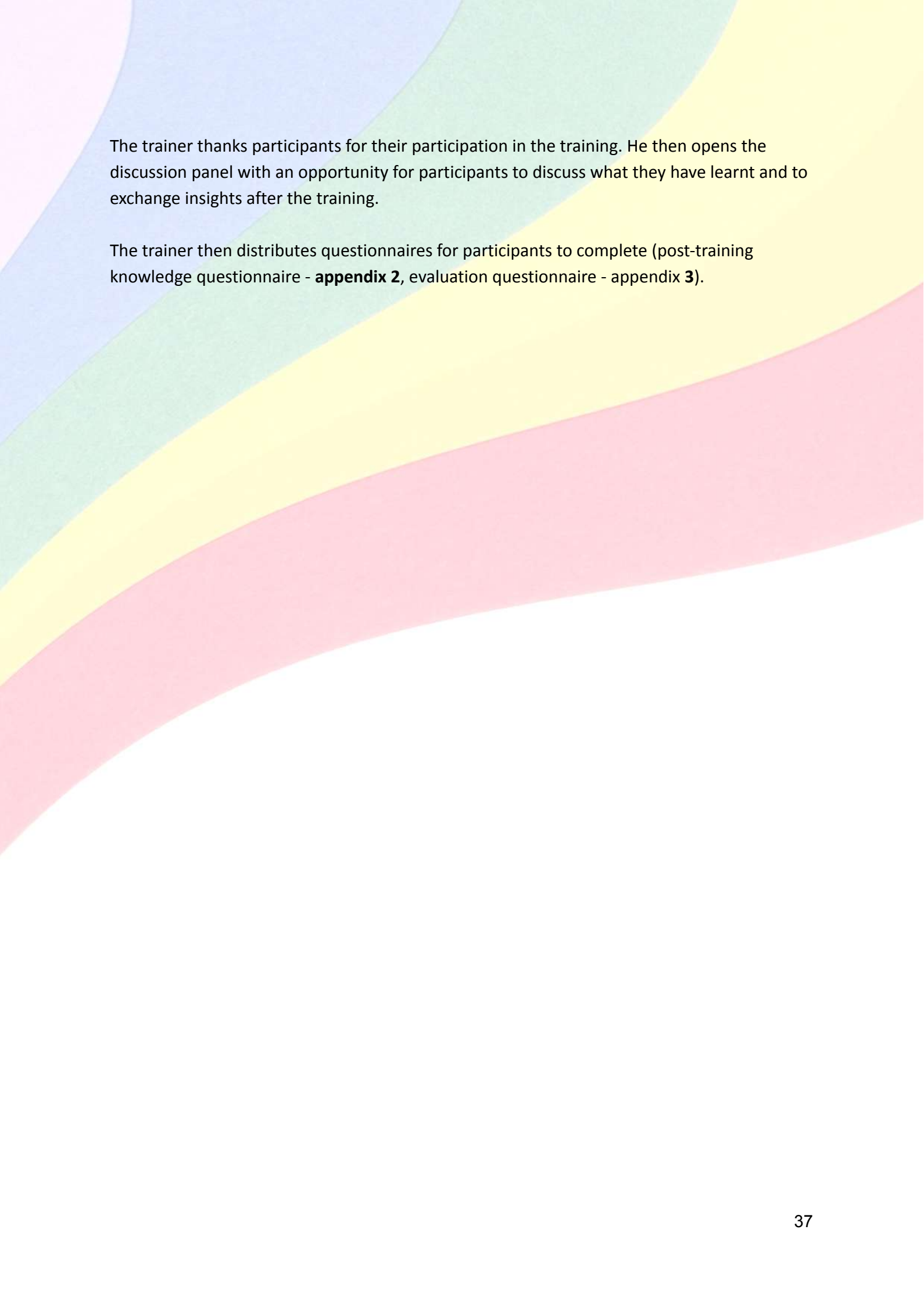
The presenter emphasises the role of the ally:

- Allies play a key role in creating an inclusive working environment.

The presenter encourages activism and support for LGBT+ people

- Encourage participants to further their education and become active in supporting LGBT+ people.

10. Summary and Question and Answer Session (15 minutes)



The trainer thanks participants for their participation in the training. He then opens the discussion panel with an opportunity for participants to discuss what they have learnt and to exchange insights after the training.

The trainer then distributes questionnaires for participants to complete (post-training knowledge questionnaire - **appendix 2**, evaluation questionnaire - **appendix 3**).

Pre-training **knowledge survey**

Thank you for participating in the training. Please complete the questionnaire below before the training so that we can assess your level of knowledge of the topics covered.

- 1. What is the full meaning of the acronym LGBT+?**
 - *(Space for reply)*

- 2. Are you familiar with Polish legislation on workplace discrimination in the context of LGBT+ people?**
 - Yes
 - Partially
 - Not

- 3. List three benefits of diversity in the workplace.**
 - *(Space for reply)*

- 4. Do you know what good practices are in place for employing LGBT+ people?**
 - Yes
 - Partially
 - Not

- 5. What mistakes can be made in the recruitment process for trans and non-binary people?**
 - *(Space for reply)*

- 6. What actions can an employer take to be inclusive and support diversity?**

- *(Space for reply)*

7. What does it mean to be an ally of LGBT+ people?

- *(Space for reply)*

Post-training knowledge survey

Thank you for participating in the training. Please complete the following post-training survey so that we can assess your level of knowledge of the topics covered and your knowledge gain.


1. **What is the full meaning of the acronym LGBT+?**
 - *(Space for reply)*

2. **Are you familiar with Polish legislation on workplace discrimination in the context of LGBT+ people?**
 - Yes
 - Partially
 - Not

3. **List three benefits of diversity in the workplace.**
 - *(Space for reply)*

4. **Do you know what good practices are in place for employing LGBT+ people?**
 - Yes
 - Partially
 - Not

5. **What mistakes can be made in the recruitment process for trans and non-binary people?**
 - *(Space for reply)*

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6. **What actions can an employer take to be inclusive and support diversity?**

○ *(Space for reply)*

7. **What does it mean to be an ally of LGBT+ people?**

○ *(Space for reply)*

Evaluation questionnaire

Thank you for participating in the training. Please complete the survey below to help us evaluate and improve our future training.

1. overall evaluation of the training:

- How would you rate the overall quality of the training?
 - Very good
 - Well
 - Medium
 - Poorly
 - Very poorly

2 Training objectives:

- Did the training meet your expectations?
 - Yes
 - Partially
 - Not

3 Training content:

- How would you rate the content of the training?
 - Very good
 - Well
 - Medium
 - Poorly
 - Very poorly
- Which of the following topics did you find most valuable? (You can tick more than one)
 - Clarification of the meaning of the acronym LGBT+
 - Polish law and discrimination in the workplace
 - Practical benefits of diversity at work
 - Good practices in the employment of LGBT people
 - Recruitment sensitive to gender identity - what to avoid?
 - How to be an inclusive, diversity-supportive employer?

- The legitimacy of creating an inclusive organisation for transgender people, including non-binary people
- Developing allyship attitudes towards LGBT+ people

4 Training methods:

- How would you rate the training methods (lectures, discussions, practical exercises)?
 - Very good
 - Well
 - Medium
 - Poorly
 - Very poorly

5. training leader:

- How would you rate the preparation and commitment of the presenter?
 - Very good
 - Well
 - Medium
 - Poorly
 - Very poorly
- Was the trainer available and helpful during the training?
 - Yes
 - Partially
 - Not

6 Organisation of training:

- How would you rate the organisation of the training (logistics, training materials, etc.)?
 - Very good
 - Well
 - Medium
 - Poorly
 - Very poorly

7. knowledge and skills learned:

- How do you assess your new competence in working with LGBT+ people after the training?
 - Very good
 - Well
 - Medium

- Poorly
 - Very poorly
- Do you feel better equipped to support LGBT+ people in your work?
 - Yes
 - Partially
 - Not

8. further training needs:

- Do you have suggestions for future training topics or areas you would like to explore more?
(Space for comments)

9. additional comments and observations:

- Do you have any additional comments or feedback on the training?
(Space for comments)

Thank you for completing the survey! Your feedback is very valuable to us.

Application form

Attendance list

Example character sheets

1. Visually impaired person

"I am visually impaired and need support in terms of software to facilitate my work and the availability of materials in a format that I can read easily."

2. Senior employee

"I am 58 years old and I feel that I am seen as less dynamic than my younger colleagues. I worry that my ideas are being ignored because of my age."

3. Person with different ethnic background

"I come from another country and sometimes I feel that my culture is misunderstood or not sufficiently taken into account in the workplace."

4. Parent of young children

"I am a parent of two young children and sometimes find it difficult to balance work and family responsibilities. I need more flexibility at work."

5. LGBT+ person

"I am a non-heteronormative person and sometimes I am concerned about how my personal life might be perceived at work. I would like the workplace to be more open and supportive."

6. Introverted person

"I am an introverted person and feel overwhelmed in situations that require frequent public speaking or a lot of interaction with the team. I need support in terms of being comfortable working in such settings."

7. Employee fresh out of university

"I am a new employee who has recently graduated and sometimes feel overwhelmed by the expectations in the workplace. I would like more support in terms of mentoring and professional development."

8. Transgender person

"I am a transgender person and I am transitioning. I need support from HR and understanding from colleagues to feel comfortable in the workplace."

9. Employee with a mental health disorder

"I struggle with a mental health disorder, which sometimes affects my productivity and mood. I would like to have access to appropriate support resources within the company."

10. Person coming out of a long-term career break

"I have returned to work after a break of several years due to caring for a family member. I feel like I need to catch up with a lot of the changes that have taken place in the industry during my absence."

11. Person with different religion

"I practise a religion that requires me to follow certain rules regarding dress, food and the celebration of festivals. Sometimes I feel that my religious needs are not fully taken into account."

12. Employee with flexible working hours

"Due to my family responsibilities I have to work flexible hours. I am concerned that this may affect my perception as a less committed employee."

13. Person with a mobility disability

"I use a wheelchair and need adapted office space and mobility facilities, such as the availability of lifts and suitably adapted toilets."

14. Person with immigration experience

"I came to this country as an immigrant and am struggling to adapt to a new culture and language. I would like the company to offer more support in terms of integration and language learning."