

PRIDE In Manufacturing



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Foreword

Inclusion, for us, has never been a program or a moment in time - it is a belief system. A belief rooted in a simple, unwavering idea: that every individual deserves dignity, respect, and the freedom to exercise their fundamental rights. Our approach to inclusion is guided by The Godrej Way and our purpose of “Crafting Tomorrow Since 1897” — building businesses that are not only successful, but also rooted in values.

Our journey towards building more inclusive workplaces, especially within manufacturing, has been shaped by listening, learning, and acting alongside communities whose voices have too often been missing from conversations that directly impact them - as individuals and as consumers. Over the years, this has meant creating workspaces where transgender persons can participate, contribute, and thrive - not as exceptions, but as equals.

We recognize that the context in which we operate has changed. There are periods that call for greater clarity of purpose and a reaffirmation of our values. At such times, it becomes important to stay anchored in what we believe is right, while continuing to engage thoughtfully with the world around us.

This toolkit is a step in that direction. It brings together practical guidance, workplace scenarios, legal context, and everyday actions to help leaders, managers, and teams build safer and more inclusive manufacturing environments for LGBTQIA+ talent. Inclusion is ultimately shaped in small, consistent choices - in how we design our workplaces, how we make decisions, and how we treat one another.

As circumstances evolve, our commitment remains steady. We will continue to build workplaces where talent from the LGBTQIA+ community feel respected, supported, and able to do their best work. We will continue to learn, adapt, and move forward with care.

Sudhir Sitapati -
CEO & MD,
Godrej Consumer Products Ltd.

Why This Conversation Matters

Plurality in identity, expression and sexuality has never been new to India. It runs through the country's texts, traditions and lived histories — woven into the social and cultural fabric long before it became a matter of policy or public debate. In recent years, legal and institutional frameworks have begun to catch up, with growing recognition of gender and identity diversity at the highest levels of governance.

From constitutional commitments to equality to landmark legal reforms affirming LGBTQIA+ rights, inclusion has shifted from aspiration to imperative. It is no longer a question of whether — but how.

For sectors like manufacturing and FMCG, this shift carries particular weight. Organizations that genuinely embed LGBTQIA+ inclusion report stronger innovation, deeper trust and better retention. Consumers, too, are paying attention — global research consistently shows that a majority prefer brands that actively reflect inclusive values.

The Godrej Vision

Godrej's founding was shaped by the same era that gave India its independence, and by the ideals of justice, equality and liberty that defined it. Those principles are not historical artifacts. They continue to inform how the organization thinks about Diversity, Equity and Inclusion today.

Across the Godrej ecosystem, this means building workplaces that actively reject discrimination — across caste, gender identity, disability, religion, sexuality and every other dimension of identity — and creating environments where people can contribute with dignity, confidence and their full selves.

Initiatives like the Godrej DEI Lab translate this commitment into practice, strengthening inclusive systems and building organizational cultures rooted in trust and respect. For Godrej and GCPL, DEI is not a box to be checked or a peripheral agenda. It is a living, evolving priority — one that reflects the plural society the organization is part of and accountable to.

Using This Toolkit

This toolkit is designed to move inclusion from principle to practice — specifically within manufacturing environments, where structural and cultural barriers can be particularly acute. Inside, you will find:

Legal context — an overview of India’s evolving regulatory landscape for LGBTQIA+ inclusion

Workplace guidance — practical support for respectful interactions, inclusive systems and safer working environments

Pathways for action — concrete steps for leaders, managers and teams to embed inclusion into everyday decisions

Underlying all of it is one foundational belief: no person can be reduced to a single aspect of who they are. Every individual carries a multiplicity of experiences, perspectives and aspirations. Truly inclusive workplaces don’t just tolerate that complexity — they are built to honour it, so that everyone can participate fully and authentically.



Understanding LGBTQIA Identities

Understanding LGBTQIA Identities

LGBTQIA+ is an umbrella term that includes various sexual orientations and gender identities. This encompasses lesbian, gay, bisexual, transgender, queer, intersex, asexual, and other non-cisnormative identities. Throughout this toolkit, we use LGBTQIA+ to convey this multiplicity, and also acknowledge that transgender individuals frequently grapple with multiple systemic and structural obstacles in education, healthcare, employment, and legal certification. While often thought of as unified, these identities encounter varying difficulties. Taking cognisance of these realities enables inclusion and integration efforts to be more targeted and effective.

Glossary Spotlight

MISGENDERING is using the wrong name, pronoun or form of address for someone's gender identity. It may seem minor, but it can erode respect in everyday interactions. Think of it like your name being repeatedly mispronounced or your identity being incorrectly assumed — it adds up.

The fix is simple: don't assume, follow the person's lead, and correct yourself with ease.



Key Terms & Concepts

Sex

The biological makeup of a person, based on external or internal body parts, hormones, sex chromosomes, and other physical characteristics.

Sexual Orientation

A person's enduring pattern of emotional, romantic, or sexual attraction to others. Sexual orientation is distinct from gender identity and gender expression.

Gender Identity

How an individual defines their own gender, based on their deeply felt internal experience. Gender identity is self-determined — only an individual can declare what their gender identity is. It need not correspond to the sex assigned to them at birth, and there is no medical test for it.

Cisgender

Gender identity aligns with assigned sex at birth

Transgender

An umbrella term for people whose gender identity and/or gender expression differs from the sex assigned to them at birth. Being transgender does not imply any particular sexual orientation.

Non-Binary

An umbrella term for gender identities that are not exclusively male or female. Non-binary people may express their gender in ways that are masculine, feminine, or neither. Non-binary people may or may not also identify as transgender.

Intersex

People born with innate sex characteristics — including chromosomes, hormones, or reproductive anatomy — that do not fit medical or social norms for female or male bodies. Being intersex is not the same as being transgender; intersex people have the same diversity of gender identities and sexual orientations as anyone else.

Gender expression

How a person publicly expresses or presents their gender, through appearance, behaviour, dress, hair, voice, body language, and chosen name and pronouns. Gender expression does not automatically reflect a person's gender identity.

Genderfluid

A gender identity in which a person's sense of gender shifts or varies over time. Genderfluid people may identify within or outside the male/female binary, and may or may not also identify as transgender.

Gender dysphoria

The distress a person may experience when the sex assigned to them at birth, or the gender role associated with it, does not match their gender identity. Not all transgender or gender non-conforming people experience gender dysphoria, and experiencing it does not mean a person will seek or require medical treatment.

Across India, trans and gender-diverse people are recognized through a rich tapestry of region-specific identities — many rooted in centuries of cultural and spiritual tradition. The table below captures some of these terms as they vary across the country.

These identities rooted in different regions indicate the complexity of trans experiences in India. This recognition is crucial to align inclusion efforts with actual lived experiences of the community and to create policies grounded in constitutional rights and social and cultural reality.

A note on language:

Some of these terms carry deep cultural significance and are reclaimed with pride by community members, while others may be considered outdated or derogatory depending on context, the speaker, and the community itself. When in doubt, follow the lead of the individual, ask respectfully what term they prefer, and honor that.



Term	Meaning/Identity	Region
Hijra हिजरा	Biological males who identify as women or non-binary and are part of a traditional community.	Pan India (North & East)
Kinnar किन्नर	Regional term for Hijras.	North India
Aravani அரவாணி	Ethno-religious group that identifies with lord Aravan and have similar roles as Hijras.	Tamil Nadu
Kothi कोठी	Cis men expressing and assuming femininity in same sex relationships - do not always identify as Hijra or transgender.	Various informal groups
Shiva-Shakthis शिव-शक्ति	Trans persons married to lord Shiva functioning as astrologers/healers.	Andhra Pradesh
Jogti/Jogappa जोगती/जोगप्पा	Trans persons distinct from the Hijra community, in the service of temple gods.	Maharashtra, Karnataka
Transman ट्रांसमैन	Biological females who identify as males and face unique challenges.	Pan-India

அழுகிய மனதோடு
ஒரு நாள் சொந்த நிலத்துக்கு திரும்பினேன்;
மொழி தெரிந்த வீதிகள்
என்னை பாசமாய் பார்த்தன;
சொந்த நிலம் என்ற சொல்
எனக்குள் ஒரு புது உயிரை ஊட்டியது.

“Godrej” என்ற கதவின் முன்
என் வாழ்வின் அடுத்த அத்தியாயம் தொடங்கியது;
அந்த கதவுக்குள் நுழைந்த போது
என் நெஞ்சம் கேட்டது -
“இங்கேயாவது மனிதநேயம் இருக்கும் தானே?”

ஆம்!
அவர்கள் கண்களில் இகழ்ச்சி இல்லை;
அவர்கள் வார்த்தைகளில் நஞ்சில்லை;
அவர்கள் கைகளில் காயம் இல்லை;
அவர்கள் இதயத்தில் மட்டும்
சிறு புன்னகை, சிறு அக்கறை.

முதல்முறை
யாரோ ஒருவர் என்னுடன்
அதே மேசையில் அமர்ந்தார்;
முதல்முறை
என் பெயரை அன்போடு அழைத்தார்;
அந்த நொடி
என் கண்ணீருக்கு இனிமை வந்தது.

பணியில் மரியாதை,
உணவில் பக்கத்தில் நட்பு,
வார்த்தைகளில் பாசம் -
அவை எல்லாம் என்னை
மனிதனாக்கின!

அவர்கள் சொன்னார்கள்:
“உனக்கு திறமை இருக்கிறது;
உனக்கு கனவு இருக்கிறது;
நாங்கள் உன்னோடு இருக்கிறோம்!”
அந்த வார்த்தைகள்
என் உள்ளத்தின் எரிமலையை
மலராக மாற்றின.

நான் சிரித்தேன்;
பல வருடங்கள் பிறகு,
மனமார சிரித்தேன்;
என் வாழ்க்கை பாசத்தால்
மீண்டும் பிறந்தது.



With a broken heart,
One day, I returned to the land that bore me;
The streets, fluent in my tongue,
Looked upon me with quiet affection.
The word “homeland”
Breathed new life into my weary soul.

Before a door marked “Godrej,”
The next chapter of my life began.
As I stepped inside,
My heart asked softly –
“Will I find humanity here?”

Yes –
There was no scorn in their eyes,
No poison in their words,
No wounds in their hands –
Only a gentle smile,
A flicker of care in their hearts.

For the first time,
Someone shared a table with me.
For the first time,
Someone called my name with kindness.
In that moment,
My tears tasted sweet.

In work – respect;
In meals – friendship beside me;
In their words – affection.
All these things
Made me human again.

They said:
“You have talent,
You have dreams,
We are with you.”
And those words
Turned the volcano in my soul
Into a blooming flower.

I smiled –
For the first time in years,
Truly smiled from the heart.
Bathed in their warmth,
My life was born anew.



Legal Context

Legal Context



India has seen significant evolution in its journey and recognition of LGBTQIA rights through landmark court rulings, national and state level initiatives. While the legal landscape continues to progress, MNC's have a critical role to play in actualizing these foundational rights to reality. The following section outlines national legal advancements, helping organizations align policy with practice.

Key Legal Milestones in India's LGBTQIA+ Journey :

2014

NALSA Judgment: Recognized transgender individuals as a third gender and called for affirmative action and welfare protections.

2018

Section 377 Decriminalized: Decriminalization of same-sex relationships, proclaiming respect and constitutional equality.

2019

Transgender Persons (Protection of Rights) Act: Forbade discrimination in employment, education, and healthcare. Necessitated grievance officers to be appointed in every establishment.

2023

Marriage equality Ruling: The Supreme Court acknowledged queer partnerships but deferred legalization of marriage to Parliament - highlighting the limits of judicial action.

Further the Ministry of Social Justice's National Institute of Social Defence (NISD) has partnered with NGOs to host Transgender Employment Melas (job fairs) connecting trans job-seekers with companies, as part of the Transgender Act.

What Are State Governments Doing?

Haryana

- Draft Transgender Persons (Protection of Rights) Rules, 2024 provides for infrastructure replacements and non-discrimination.
- Reservation initiatives in education and public employment.

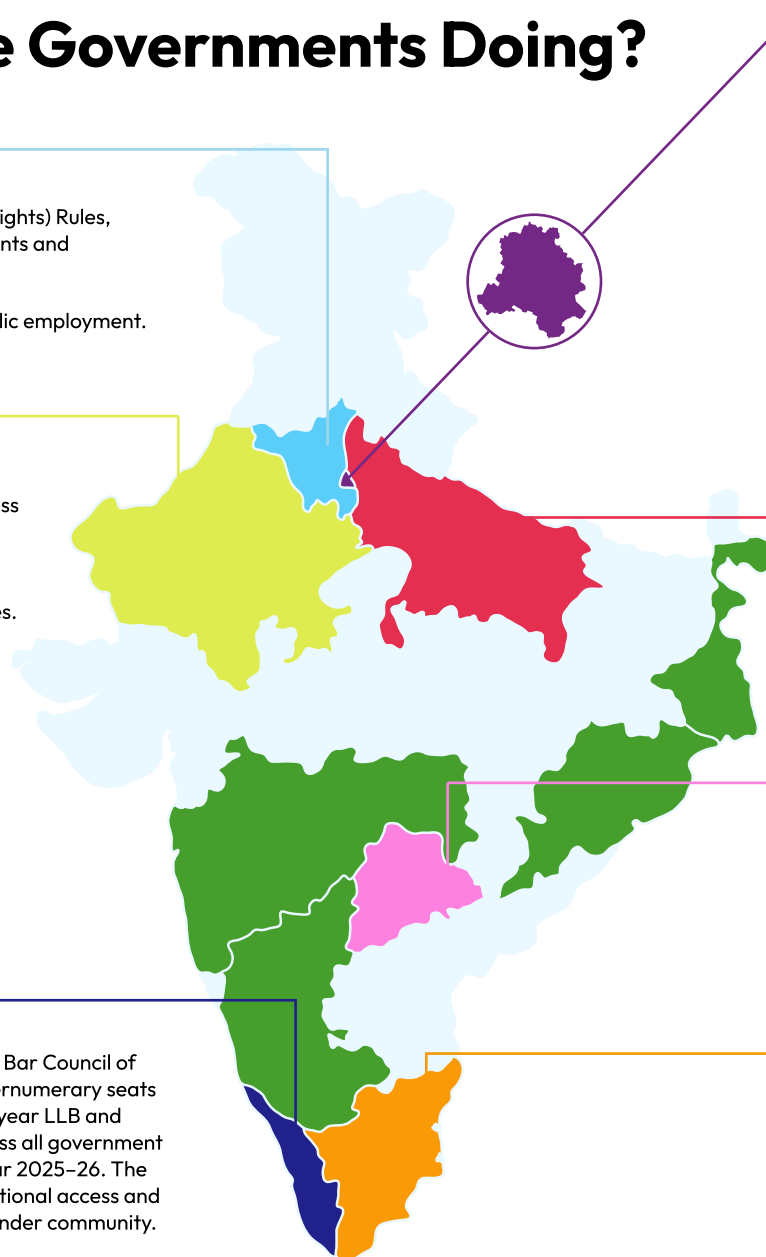
Rajasthan

- Transgender Welfare Board created for safeguarding their rights and enabling access to government schemes.
- Transgender Utthan Kosh: Provides them financial assistance for setting up businesses.

Kerala, Odisha, Maharashtra, Karnataka, West Bengal - Various schemes in education, healthcare, skill development, and policy formulation.

Kerala

- Following a Kerala High Court directive, the Bar Council of India granted interim approval for two supernumerary seats for transgender students in both the three-year LLB and five-year integrated LLB programmes across all government law colleges in Kerala, for the academic year 2025-26. The move marks a concrete step towards educational access and professional representation for the transgender community.



Delhi

- Organizations like the Humsafar Trust serve the function of community support centers.
- Nazariya, a queer feminist resource team located in Delhi, holds workshops and advances LGBTQIA rights.
- The Delhi High Court recorded the Ministry of External Affairs' clarification that transgender citizens who have undergone gender-affirming surgery abroad may re-enter India and update their passports using a sworn affidavit and a surgical reconstruction certificate from the treating hospital — without necessarily possessing a Transgender Act certificate. An Emergency Certificate with a gender affirmation endorsement can also be issued for re-entry, allowing subsequent documentation to be completed in India.

Uttar Pradesh

- Transgender Welfare Board (2021) safeguards the interests of transgender persons.
- Extension of old-age home benefits to transgender persons above 60, including providing shelter, pensions, and health cards.

Telangana

- Hyderabad Metro Rail Limited (HMRL) inducted 20 transgender personnel into its frontline security services in December 2025. Following completion of formal induction training, they were deployed across selected metro stations and inside metro trains — a public-facing employment initiative that signals expanding inclusion in essential public services.

Tamil Nadu

- India's first Transgender Welfare Board (2008)
- Free gender affirmation surgery in government hospitals.
- 10% payroll subsidy for manufacturing firms hiring women, trans, or differently-abled employees (2024-25).

National - Level Schemes

SMILE (Supporting Marginalized Individuals for Livelihood and Enterprise)

provides rehabilitation and health support under the Ministry of Social Justice and Empowerment.



Garima Greh shelter homes

offer placement, counselling and vocational training to transgender individuals.



Ayushman Bharat TG Plus

provides health insurance up to Rs 5 lakh, for gender affirming surgeries and health care services.



National Portal for Transgender Persons

provides a centralized digital platform for self identification, facilitating issuance of ID certificates (<https://transgender.dosje.gov.in/>).



Transgender Act Amendment

A Legislative Development to Watch



The Indian LGBTQIA+ community is still seeking to understand the full implications of a significant recent legislative development. Transgender Indians and their allies are responding critically to the Transgender Persons (Protection of Rights) Amendment Bill, 2026 — passed by both Houses of Parliament in March 2026 and assented to by the President on 30 March 2026, though yet to be enforced by the Central Government. The Amendment proposes material changes to how transgender status is legally recognised: it narrows the definition of who qualifies as transgender, makes scrutiny by a state-level Medical Board a mandatory prerequisite for the issuance of identity certificates (replacing the previous self-identification system established under the 2019 Act), and mandates hospitals to report gender-affirming surgeries to District Magistrates. Critics — including members of the National Council for Transgender Persons, who have stated the draft was not shared with them — argue these changes may restrict the freedom of trans individuals to self-identify and access gender-affirming support. The extent to which this may shape workplace culture and HR policies supporting transgender employees in India remains to be seen. Organisations are encouraged to monitor official guidance as implementation details emerge.

While the policies and initiatives in the previous page reflect the most current developments at the time of writing, policies may expand, evolve or be newly introduced in the future. We highly encourage readers to regularly check official government portals and stay connected with state level notifications and regional circulars to remain updated about the latest developments and legal provisions.

Thus, while India’s legal landscape reflects a growing commitment to LGBTQIA rights and inclusion, it remains a work in progress. While public policy enables access, it is the corporate environment that shapes daily realities. Sustainable inclusion requires alignment between the two. It should be noted, however, that as businesses turn to global DEI models, there is no one-size-fits-all approach to inclusion. While global strategies offer valuable insights, they need diligent adaptation to local socio-cultural realities - building on intrinsic strengths and lived experiences that shape everyday workplace experiences.



Before you turn the page: A Perspective

Laws can enable inclusion, but they do not, by themselves, guarantee it. Between what is written and what is experienced lies a crucial gap, shaped by how laws are interpreted, implemented and lived in everyday contexts. For LGBTQIA+ individuals, this often means that legal recognition does not always translate into safety, dignity or belonging at work. Closing this gap requires more than compliance. It requires awareness, intent and everyday action.

FMCG & Manufacturing Landscape

FMCG & Manufacturing Landscape: India Lens

45.4M

people in India identify as LGBTQIA+
Forbes India, 2024

17%

of Indian adults identify as LGBTQIA+
Ipsos, 2022

3% Gay/Lesbian • 9% Bisexual • 4% Pansexual • 1% Asexual

GLOBAL CONTEXT

9%

identify as LGBTQIA+ globally
Ipsos, 2023

THE GENERATIONAL SHIFT

27%

of the workforce is Gen Z — projected ~33% by 2030
WEF
Gen Z is significantly more likely to identify as LGBTQIA+
than previous generations.

What This Means for Organizations

- Inclusive workplaces actively attract and retain LGBTQIA+ talent. Representation matters at every level of the organisation — from the shop floor to the boardroom.
- Psychological safety enables LGBTQIA+ employees to bring their authentic selves to work, unlocking discretionary effort, creativity, and sustained performance.
- Inclusion is not just a moral imperative — it is a business one. Organisations that embed belonging into culture outperform peers on innovation, engagement, and long-term resilience.
- Only 38% of LGBTQ+ employees in India are aware that their company has a non-discrimination policy — compared to 82% in the Philippines and 57% in Brazil. This points to an urgent need for foundational policy communication in Indian workplaces.
- Across all markets surveyed, 50–80% of those who experienced discrimination did not report it, highlighting the gap between policy and practice.
- 34% of LGBTQ+ people in India cite concerns about their personal safety as a barrier to being out at work (Deloitte, 2023, as cited by Workplace Pride Foundation).
- 53% of Indian companies do not have career-development opportunities for LGBTQ+ employees.
- Only 9.5% of surveyed organisations have made significant efforts towards LGBTQ+ inclusion.

The FMCG Landscape – Inclusion in Progress

A 2023 Deloitte survey found about 42% of LGBTQ+ employees worldwide have faced non-inclusive behaviors (e.g. harassment or microaggressions) at work. In India, IT and finance sectors have made progress, while FMCG and manufacturing industries are catching up, with more and more Indian companies hiring transgender individuals in factories. However, this marks only the first step. Retention depends on enabling a culture where LGBTQIA employees feel respected, supported and empowered.



GLOBAL ACCEPTANCE RANGE

Acceptance of LGBTQIA+ individuals ranges from 15% in more progressive countries to as low as 4% in more conservative contexts — underscoring the need for context-sensitive inclusion strategies.

According to a 2018 global survey by Vodafone and Out Now, 83% of LGBTQIA+ job seekers in India said they prefer workplaces with visible LGBTQIA+ leadership. Further a study by the Center for Talent Innovation (2016) found that 72% of allies are more likely to join a company known to support LGBTQ staff – translating inclusion into a competitive advantage in hiring and employer branding. **Inclusive companies are also 83% more likely to innovate successfully** according to a 2019 study by Boston Consulting Group (BCG) while exclusionary cultures adversely impact team cohesion and trust. Simply hiring is not enough – without the right ecosystem, culture and infrastructure, inclusion efforts can be insufficient. In sectors such as FMCG and manufacturing, with varying workplace contexts and diverse field force, including white and blue collar roles, it is critical to create environments where LGBTQIA talent can grow and thrive.

Bridging the Divide: White & Blue Collar Inclusion

As companies look to advance LGBTQIA inclusion in the FMCG sectors, it is crucial to account for the varying nature of the workforce - particularly the divide commonly referred to as “white collar” and “blue collar” roles. While we acknowledge that these terms are largely used, they may not be reflective of the diversity and value of different forms of labor. Thus, we opt for more inclusive alternatives in this toolkit - such as industrial operators instead of blue collar and corporate professionals in place of white collar.

Why inclusion strategies must be tailored?

Inclusion cannot be one-size-fits-all. Corporate employees generally benefit from more formalized DEI policies while industrial operators have seen slower progress in inclusion, unless specifically included. Thus, organizations must adapt their inclusion strategies to align with the realities of each group, instead of assuming a top down approach that applies to everyone.

Driving Inclusion at every stage

While white collar hiring allows greater control for organizations to seek out diverse talent, blue collar hiring through third party contractors makes it harder to influence their policy of inclusion. However companies can still drive inclusion by embedding DEI in supplier agreements and holding vendors accountable.

This highlights the importance of an ecosystem where inclusivity extends across all channels, going beyond employment models to embed equity at every level of organizational culture.



Key Legal Milestones in India’s LGBTQIA+ Journey :

A key question emerges - how can organizations foster a level playing field in manufacturing contexts? This starts with an intentional effort at sourcing LGBTQIA talent, especially in tier 2 and tier 3 cities, where manufacturing sites are typically located and awareness about DEI discourse may be limited. That is why hiring must go hand in hand with:

- Community outreach and trust building
- Sensitization of local staff and managers including specific do’s and don’ts
- Language and context appropriate training

Outreach can never suffice unless backed by a supportive on-site environment. Companies must integrate inclusion on site - not simply on paper.

Rethinking Talent - Centering strengths & focusing on potential

Hiring from the community requires valuing skill-based assessment. While candidates may have limited experience in some formal set ups, their lived experiences foster resilience, adaptability and other interpersonal strengths that are relevant on ground.

To efficiently tap into the available talent pool, roles should prioritize must have qualities while allowing the space to build teachable skills.

Creating success pathways

Once hired, candidates can benefit from role based development pathways that help them transition from observer to active field roles. These include:

- Safety and communication training
- Technical know-how
- Exposure to field tasks under guided mentorship

Glossary Spotlight: Allyship

“Being an ally isn’t about grand gestures. It’s about the moment you chose not to laugh at a joke. The time you said something when it would have been kinder to stay quiet. The small, unglamorous decisions that nobody noticed — except the person who needed you to make them.”



Enabling Inclusion: Our role in the journey

Inclusion is not sustained by policy alone — it is shaped through decisions, behaviours and everyday interactions. In manufacturing environments, where teams work in close coordination across shifts, roles and locations, these interactions become even more visible and consequential.

Leaders: Setting Direction and Accountability



Leaders shape the conditions in which inclusion can exist. Through decisions on policy, infrastructure and cultural priorities, they establish what the organization stands for in practice.

This includes ensuring that systems ranging from facilities and safety protocols, to processes and programs are designed to be equitable and relevant for the LGBTQIA+ community. Leadership commitment must therefore extend beyond intent to clear accountability, embedding inclusion into how the organization operates at scale.

Managers: Translating Intent into Everyday Experience



Managers shape how inclusion is experienced on the ground. In plant environments, where work is often fast-paced and team-dependent, everyday interactions on the shop floor, during shifts, and in informal exchanges carry significant weight.

It is at this level that inclusion moves from policy to practice. Managers influence team norms through how they communicate, allocate work, respond to behaviour, and create space for participation. Their actions determine whether individuals feel respected, safe and able to contribute fully, regardless of their identity.

Associates: Shaping Peer Culture



Peer interactions often determine whether inclusion is upheld or undermined in everyday moments. Comments made in passing, humour at someone's expense, or assumptions about identity can create exclusion, even when formal systems are inclusive.

Responsibility at this level goes beyond being respectful. It includes recognising inappropriate behaviour, choosing not to participate in it, and speaking up or escalating concerns when needed. Given the time teams spend together, peer interactions often become the earliest and most influential touchpoints of inclusion.

India is increasingly becoming globally connected and integrated, with MNCs driving growth and placing greater focus on workplace inclusion and culture (Boston Consulting Group & ET Edge, 2024). As Indian companies too pave the way for becoming employers of choice, it is essential to not only meet global alignment standards but to recognize that the values of inclusion and diversity are intrinsic to our very context — reflected in our constitution and embedded in our social fabric and democratic foundation.

Diversity and inclusion are thus no longer optional for consumer businesses — they are integral to remaining relevant and competitive in a changing world.

Before you turn the page: A Perspective

On Silence: In most workplaces, silence on LGBTQIA+ issues isn't neutral. To the person wondering if they're safe, silence sounds a lot like: not here, not you, not yet. There's a difference between being tolerated and being welcomed. Most people who have ever felt like an outsider know exactly what that difference feels like — even if they've never had the words for it.

Inclusion in Practice

Application dead names vs preferred names.

Context
Priyanka arrives at the company office for her interview.

Non-Inclusive interaction

Mr Priyank
Agarwal right?
You're here for the
role of operator?



Hi, I go by the name
Priyanka now. I had
mentioned that in
my application.



Apologies, but the
system only pulls out the
legal name. Could we just
use that for now?



Inclusive interaction

Hi Priyanka! Thank you for
sharing your preferred
name and pronouns with
us. We shall use those for
all internal communication.
Would that be alright?



Yes, thank you!



Also if you need any support with
updating any official documents or
making changes down the line - our HR
team can walk you through that too



Interview Process

Context
Priyanka being interviewed by a two member panel.

Non-Inclusive interaction

Could you share a bit about your transition journey? It was very brave of you.



I'd prefer to focus on my professional experience if that's alright.



Of course. We just wanted to understand what you've overcome to be able to better support you.



Inclusive interaction

Could you tell us about a time when you managed operations or helped improve day to day processes? What approach did you take?



Yes absolutely....



Biases at play

Non-Inclusive interaction

She seems qualified but I'm unsure how well she'll adapt to the floor environment. They are a tightly-knit tough team.



Agreed. I too connected more with Akash - he reminded me of a lot of how I was when I started out. I think he would be a better fit.



Inclusive interaction

I am not sure how well Priyanka will fit in with the team. It's a fairly traditional environment, and her background might complicate things.



That's exactly why teams need to evolve and be more inclusive. Besides, her experience clearly aligns with what we're looking for. Let's focus on competencies the role demands and not mere assumptions.



Fair point. Maybe the onus is on the team to adapt and change old norms?



Exactly! That's how we build inclusive cultures.



Inclusive Infra

Context
First day at the plant site.

Non-Inclusive interaction

Hi, is there a gender neutral restroom I can use?



Unfortunately we do not have one. There are male and female restrooms - you can use whichever one you're comfortable with.



Inclusive interaction

Priyanka, just so you know - we have both gender neutral and gender specific restrooms available. Please feel free to use whichever space feels right for you.



Inclusivity in team settings

Non-Inclusive interaction

I heard Priyanka is new to the team. Is she the one who transitioned?



Yes, I think so. What name did she go by before? Have you come across any old pictures of hers? Just curious...



Inclusive interaction

Hey, didn't Priyanka go by a different name before?



That's not something we should be talking about. Let's respect her privacy.



Thank you for calling that out. A reminder that we do not discuss anyone's identity or past unless they bring it up. Respecting one's identity and privacy are non-negotiables. No one should have to defend who they are.



Embedding inclusion in third party contracts

Non-Inclusive interaction

You can send across the usual set of candidates. No need to share background details or diversity profiles this time.



Got it. We will send across the standard group - all experienced male candidates. They are the same group as before.



Inclusive interaction

Please ensure the candidate pool reflects a range of experiences and backgrounds. Our non discrimination and inclusion policies apply to all our partners.



Sure, we will broaden our outreach efforts and share candidate profiles for you to review.



Thank you. If you require any help with sensitization or support with inclusive sourcing, we'd be happy to facilitate it.



Before You Close This Toolkit: A Perspective

Inclusion is rarely built through a single policy, workshop or announcement. More often, it is shaped quietly — in everyday interactions, in decisions that nobody applauds, and in the willingness to examine what has long been treated as “normal.” For LGBTQIA+ individuals, the workplace can often become a place of calculation:

Will I be respected here?

Will I be safe here?

Will I have to explain who I am in order to belong?

The answer to those questions is not determined by intent alone. It is shaped collectively — by leadership, by teams, by systems, and by culture.

Manufacturing environments have always been built through collaboration, trust and interdependence. Inclusion asks for the same thing. Not perfection, but participation. Not performative gestures, but consistent action.

This toolkit is not an endpoint. It is an invitation to continue listening, learning and building workplaces where dignity is not conditional, and where every individual has the space to contribute fully and authentically.



Continuing the Journey: Resources for Learners & Organizations

Organization	Focus Area	Website
The Humsafar Trust	LGBTQIA+ health, advocacy & community support	humsafar.org
Nazariya Foundation	Queer feminist education & workshops	nazariya.commrz.com
PeriFerry	Transgender employment & skilling	periferry.com
Pride Circle	Workplace inclusion & job fairs	thepridecircle.com
Solidarity Foundation	Livelihood support for transgender communities	solidarityfoundation.in
Tweet Foundation	Trans-led education & inclusion initiatives	tweetindia.org
Ya_All	LGBTQIA+ inclusion consulting & sensitization	yaall.org
Mist LGBTQ Foundation	LGBTQIA+ community support & advocacy	lgbtq.co.in
The Queer Muslim Project	Storytelling & intersectional awareness	tqmp.in

Resource	Focus Area	Website
Out & Equal	Global workplace LGBTQIA+ inclusion	outandequal.org
Human Rights Campaign Foundation	Corporate equality resources	hrf.org
Open for Business	Business case for LGBTQIA+ inclusion	open-for-business.org
ILO PRIDE Project	LGBTQIA+ inclusion at work	ILO PRIDE Project
UN Free & Equal	Global LGBTQIA+ awareness resources	unfe.org

Book	Author	Book	Author
Queeristan	Parmesh Shahani	Gender Queer	Maia Kobabe
The Truth About Me	A. Revathi	The Velvet Rage	Alan Downs
Me Hijra, Me Laxmi	Laxmi Narayan Tripathi	And They Lived... Ever After	Farhad Dadyburjor
All About Love	bell hooks	The Ministry of Utmost Happiness	Arundhati Roy

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