



HOW TO

**LGBT*IQ FOR BEGINNERS
WHY DIVERSITY IN
THE WORKPLACE PAYS OFF**

A GUIDE FOR EMPLOYERS



**THINK
OUTSIDE
THE BOX**

LGBT*IQ IS EVERYONE'S BUSINESS

Why should heterosexual employers take an interest in lesbians, gays and other people who are “different”? Why is everyone suddenly talking about diversity, a third gender option and gender-inclusive, gender-fair language? What interest is it to managers if their employees come out and why are some German texts full of stars or underscores? And anyway: what does LGBT*IQ mean?

CONTENT

LGBT*IQ IS EVERYONE'S BUSINESS	3
LGBT ... WHAT? WHAT'S IT ALL ABOUT?	5
LGBT*IQ IN THE WORKPLACE	6
THERE ARE NO STUPID QUESTIONS	8
FIRST STEPS TOWARDS AN OPEN WORKING ENVIRONMENT	12
GOOD TO KNOW	18
SIDELANCES	22

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LGBT ... WHAT? WHAT'S IT ALL ABOUT?

LGBT*IQ IS EVERYONE'S BUSINESS

— Let's start from the beginning: LGBT*IQ stands for lesbian, gay, bisexual, trans, intersex and queer – in other words, anyone who is not heterosexual or does not fit the typical definitions of male or female. All those who fall into this “traditional category” are also referred to as cisgender people.

— The concerns of people who identify as LGBT*IQ affect companies more than you might first think. On the one hand, there are more LGBT*IQ people than we suppose; on the other, only 37% of them dare to come out completely. This is precisely where a key issue arises: people who permanently have to hide their sexual orientation or gender identity can't concentrate properly on their job.

LGBT*IQ – A WORTHWHILE COMMITMENT

— To put it the other way round: if everyone is free to be who they are, talents can be displayed, energies focused and perspectives broadened. This enables an open culture of togetherness to be turned into productive cooperation. LGBT*IQ is not a niche topic, quite the opposite; everyone benefits from a respectful and constructive corporate culture:

| Stronger team spirit | Higher work ethic

| Increased productivity | Greater attractiveness

— The figures also speak for themselves: the purchasing power of LGBT*IQ people worldwide is estimated at USD 3.7 trillion, with so-called pink tourism accounting for up to USD 200 billion, for example. The LGBT*IQ community and its allies place considerable importance on representation and are particularly loyal customers if a company takes a clear position.

LGBT*IQ FOR BEGINNERS

*This guide is aimed primarily at small and medium-sized businesses with limited resources that wish to understand for themselves the importance of LGBT*IQ diversity and/or are looking for practical suggestions on how to make their businesses more open to LGBT*IQ employees. It provides an overview of simple and inexpensive measures that help to create a corporate culture in which all employees can be themselves – and are thus able to focus on their work.*

LGBT*IQ IN THE WORKPLACE

Who are they – and if so, how many?

Because not everyone wants to candidly answer questions about their sexual identity, it's difficult to estimate the exact percentage of the population that is LGBT*IQ. This can lead to underestimates. The proportion is currently estimated at 7.4%, although we can assume that the actual figure is higher. Either way: given that the working population in Germany is around 44.8 million (as of February 2019), this translates into at least 3.3 million LGBT*IQ people employed in all sectors. International research, too, shows that this minority is certainly not that small.

COMING OUT IN THE WORKPLACE

Although the German LGBT*IQ population nowadays is more open about sexual orientation, gender identity and gender in the workplace, only around one-third of them dare to come out to colleagues. Fear of discrimination, loss of reputation or taking a career hit is too great. This is where corporate culture can play a major role, e.g. through open communication and/or offers of support.

HIDING YOURSELF IS COSTLY

If LGBT*IQ employees don't dare to come out, this can have serious consequences for a company.

Health: LGBT*IQ people experience more psychosocial stress than their cisgendered, heterosexual counterparts. On top of the normal strains of everyday life comes the stress factor of having to hide your true identity. Those who aren't out don't want to draw attention to themselves, avoid personal topics and are always on the alert so as not to give themselves away. [1] The resulting health impact can be dramatic – for both sides: think of the number of possible sickness absence days. The more open LGBT*IQ people can be at work, the fewer psychosomatic complaints they will have.

Concentration: Not being out means constantly having to hide your true self. Everyday questions such as “How was your weekend?” are already a challenge because you're having to keep up a pretence. This wastes energy that could be better channelled into your work. Team spirit suffers and motivation drops.

Who's affected? Only LGBT*IQ people? Imagine two managers loudly discussing a customer product in the canteen, dismissing it as “gay”. Doesn't matter? They didn't mean any offence? Or in fact a disastrous attitude? Remember: as well as non-out LGBT*IQ employees, there might also be staff whose family and friends are LGBT*IQ. Customers may be LGBT*IQ, too. Companies that embrace diversity can count on a broad base of support.

Satisfaction and loyalty: The more open LGBT*IQ employees can be, the greater their work satisfaction and their feeling of attachment to the company.

OPPORTUNITIES FOR THE COMPANY

By improving the working environment for LGBT*IQ employees, you are demonstrating good business sense because you will

... **recruit and retain good employees.** A more open corporate culture will appeal not only to LGBT*IQ talent, but also to all people for whom diversity is important. The talent pool will automatically be larger – as will the loyalty of these future employees.

... **boost performance.** Employees who can be themselves will be more creative and productive.

... **avoid risks.** The German General Equal Treatment Act (Allgemeines Gleichbehandlungsgesetz – AGG) clearly prohibits discrimination against people with different sexual orientations and gender identities. Employers must ensure that discrimination does not occur and are obliged to take action against it.

... **improve your image.** A diverse corporate culture and active support for LGBT*IQ employees will almost automatically improve your company's corporate image. Greater attractiveness will mean new customers and employees.

... **strengthen your business.** Whether you're a large group or a small or medium-sized business, an inclusive work environment is becoming more and more important. Increasing globalisation and the accompanying changes in society mean that, for example, customer needs are constantly evolving. Heterogeneous teams that embody diversity have a broader base and are better equipped to identify challenges and confidently master them.

[1]

To illustrate the consequences of hiding like this, PROUT AT WORK has published a poster.

For more information, visit proutatwork.de

THERE ARE NO STUPID QUESTIONS ...

LGBT*IQ – why the complicated acronym?

It's a fair question. But if we made shorter, we'd exclude some people. For example: if we only said "homosexual", most people would think of men who love other men, but not women who love other women. The term LGBT*IQ attempts to include all lesbian, gay, bisexual, trans, intersex and queer people, i.e. not to exclude anyone. Language shapes our thinking and thus creates reality.

How should LGBT*IQ employees who don't come out be helped?

To come out, you need a safe environment you trust. It's only when the immediate work environment appears safe to LGBT*IQ employees that they will come out – and can then become completely absorbed in their work.

Can I ask employees or colleagues if they are LGBT*IQ?

Coming out should always be someone's personal choice. Signal that you are open and sympathetic to LGBT*IQ people and make yourself visible as an ally. This will give employees the confidence they need to come out of their own accord.

What is an ally?

LGBT*IQ allies show solidarity with LGBT*IQ people and stand up for them, especially in situations where they need someone to speak up for them.

- > Send simple signals of your acceptance and support. It's precisely these signals that LGBT*IQ people look for when deciding whether it's safe for them to come out.
- > Be brave and champion the rights of LGBT*IQ people and oppose their discrimination. Recognise that prejudices still exist.
- > After someone comes out, assure them that your relationship will in no way change for the worse.
- > You don't have to be an expert! It's the thought that counts.
- > Take your support outside the company and "go public". Take our tips to heart and you can become a true ally. [2]

[2]

— [2] —
 You'll find further tips on how to become an LGBT*IQ ally in our HOW TO No. 6 LGBT*IQ Allies on our website proutatwork.de





We don't have any LGBT*IQ people anyway, so we don't need any of this, right?

Remember the conservative estimate that 7.4 % of the population are LGBT*IQ and apply this percentage to your own workforce. You might not be right after all ...

If I shine such a strong spotlight on a minority, doesn't that tend to make them a target?

Making a group of people more visible helps them to become an active part of our society. It's true that changes often trigger negative reactions. The solution here is to engage in dialogue instead of maintaining structures that promote discrimination. And you'll be surprised how well received such changes are, too! Although it's often the negative voices that get heard, there'll be more positive ones – so concentrate on them and challenge critics by using sensible arguments. We recommend communicating in a transparent way why you are promoting LGBT*IQ and mentioning the opportunities that championing LGBT*IQ diversity will bring with it.

But people come here to work! Isn't all this a private matter?

Do people who identify as LGBT*IQ really share more about their lives than heterosexual cisgender people? Of course not. Think, for example, about how many of your heterosexual colleagues have a photo of their partner on their desk. Being LGBT*IQ can't become normal until mainstream society stops seeing it as something shameful or scandalous. However, for this to happen, LGBT*IQ people must be visible.

Are there any quick and easy methods that will help me to raise awareness of the topic in my company?

Yes, there are. We have compiled some easy-to-implement measures from page 12 onwards. In addition, PROUT AT WORK offers a large number of other publications, workshops and materials which you can use to gradually draw greater attention to the topic of LGBT*IQ diversity in the workplace.
[3]

[3]

Want to stop searching and develop a strategy for more LGBT*IQ diversity that's tailored to your company?

Just contact us at info@proutatwork.de – together we'll find the right approach for you!



Who can I contact if I have any questions?

Below is a list of organisations that champion LGBT*IQ and diversity in general and that are of relevance to the world of work. They'll be happy to answer any questions you have:

PROUT AT WORK (charitable foundation for equal opportunities in the workplace for LGBT*IQ people)
www.proutatwork.de

Völklinger Kreis (Association of Gay Managers)
www.vk-online.de

Wirtschaftsweiber (Association of Lesbian Managers)
www.wirtschaftsweiber.de

Charta der Vielfalt (Diversity Charter) (employer initiative to promote diversity in companies and institutions)
www.charta-der-vielfalt.de

LSVD (German Lesbian and Gay Association)
www.lsvd.de



FIRST STEPS TOWARDS AN OPEN WORKING ENVIRONMENT

Becoming an LGBT*IQ-friendly company is actually quite easy. Not all measures can and must be taken at the same time. What matters more is making a start and then continuing step by step. It is better not to discriminate and do so imperfectly than to discriminate and do so thoughtlessly.

EXTERNAL EFFECT

There are many ways in which companies can show that they're open to LGBT*IQ people. Standing up publicly for diversity in general and equal opportunities for LGBT*IQ people in particular has a powerful effect – on talented people and future employees as well as on your customers, partner companies and businesses.

Language matters: Use language that is gender-inclusive and gender-fair. Yes, it's a change – but it's a matter of getting used to it. And it's worthwhile not excluding people by the language you use. By addressing everyone, you can be appealing to everyone.

Show your support: For example, add the rainbow flag to your email signatures, put it up on office doors or at the entrances to your company.

New channels: Make a point of publishing job adverts in LGBT*IQ-friendly media, e.g. in regional LGBT*IQ magazines.

Take a stand: Add a diversity notice to your homepage, e.g.:

At [company name], we live diversity. We employ people irrespective of their age, ethnic background, physical and mental capabilities, gender identity, gender expression and/or sexual characteristics, sexual orientation and religion/world view. We promote a balance between work and family life in all its forms and colours. And we are committed to the equality of all genders.

A picture paints a thousand words: Be mindful of your visual language, too. For example, show rainbow families or rainbow flags.

Reinforce your commitment: Sign the *Charta der Vielfalt* (Diversity Charter) and become a member of the PROUTEMPLOYER cooperation. The *Charta der Vielfalt* is an employer initiative to promote diversity in companies and institutions. Its aim is to advance the recognition, appreciation and integration of diversity in German workplaces. Employers who sign the centrepiece of the initiative, a certificate, undertake to promote diversity and appreciation in the workplace. The PROUTEMPLOYER cooperation is an initiative launched by PROUT AT WORK and is aimed at employers who, together, advocate an open, tolerant, constructive corporate culture and LGBT*IQ diversity.





INTERNAL COMPANY LIFE

Within the company, too, you can show that LGBT*IQ employees are welcome.

What obstacles exist? Regularly ask your employees – regardless of their sexual orientation – to express their wishes, concerns or ideas. Their responses can form a realistic starting point for developing new solutions.

Train yourself and your employees in how to uncover possible prejudice and deal with it in a natural way by holding special events designed to approach the topic of LGBT*IQ. [4]

Speak about the topic: Make a point of addressing the topic of diversity and in particular LGBT*IQ – in meetings as well as in everyday conversations, e.g. at lunchtime. This way, you'll show your openness and break down inhibitions.

Show your support within the company, too, on important LGBT*IQ days by entering them in the company calendar or organising small activities or events for your employees. You'll find an overview of important dates on page 21.

Draft an equality policy that takes a clear stand against any form of discrimination, including based on sexual orientation and/or gender identity. Communicate this to all employees.

STAFF DEVELOPMENT

Continuing professional development can be a particular challenge for LGBT*IQ employees as it requires them to leave their familiar working environment. They may, for example, not have enough energy for this, they may fear discrimination or they might not feel able to come out in new teams.

Talk to LGBT*IQ employees about their concerns and the obstacles that they face. Ask experienced LGBT*IQ employees to lead the way and set an example.

Encourage LGBT*IQ employees to attend continuing professional development courses. Ensure that your company's managers do the same.

Explain to all employees why you are specifically including LGBT*IQ people in staff development activities. If you offer specific training units for LGBT*IQ employees, there should also be suitable alternatives for other staff.

Generally, we're talking about all vocational training and continuing professional development measures. When selecting external providers, go for those that match your standards in terms of LGBT*IQ diversity as this will increase the likelihood of LGBT*IQ employees feeling safe and secure if they decide to attend.

BULLYING/ HARASSMENT AND DISCRIMINATION

Discrimination and bullying can be both direct and indirect, open or covert, malicious or simply thoughtless. Experiences range from not being hired, being transferred to another position, and being dismissed, to an internal letter of wedding congratulations addressed by default to a woman and a man, although a female employee married her female partner.

Draft an anti-bullying and harassment policy that makes it clear that behaviour that is hostile to LGBT*IQ people will not be tolerated. Be specific and use examples to show what you mean: forced outing, rumours, social exclusion, etc.

No joke: Jokes at the expense of minorities are rarely funny. If necessary, take action and call on your employees to do the same.

Be enlightened in your leadership: Advise your managers on how to identify and tackle behaviour that is hostile to LGBT*IQ people.

Zero tolerance: Prohibit all forms of discrimination against LGBT*IQ employees, regardless of whether it comes from colleagues, direct supervisors, customers or partner companies.

Snitching allowed: Offer different ways of reporting misconduct, including anonymised ones, so that LGBT*IQ employees who are not out can have a voice, too.

Document and analyse behaviour that is hostile to LGBT*IQ people in order to reveal any patterns that may exist (e.g. discrimination in certain departments).

WORKSHOPS [5]

Inappropriate or downright hostile behaviour – be it conscious or unconscious – towards LGBT*IQ employees happens frequently in the workplace. It's important that employees' attention is drawn to such behaviour and that it is not tolerated. The reasons for this should be explained to staff.

Slow and steady: Start an ongoing programme of workshops for all employees that addresses respectful behaviour towards LGBT*IQ employees as well as your equality and anti-bullying and harassment policies.

LGBT*IQ is everyone's business: Ensure that all new employees also attend these workshops.

Get management on board: Make your managers aware that they are responsible for ensuring that their staff attend and learn from these workshops.

One size doesn't fit all: Offer different kinds of workshops tailored to different roles. Managers, for example, should be able to identify and tackle behaviour that is hostile to LGBT*IQ people in the workplace as well as provide advice to LGBT*IQ employees; employees who have contact with customers should be aware of the specific requirements of LGBT*IQ people (e.g. LGBT*IQ in the area of elderly care).

[4]

To this end, PROUT AT WORK offers regular in-depth workshops that address acute issues relating to LGBT*IQ diversity – our Deep Dives. Once a year, we also hold a conference in which key topics are looked at from different angles. We'd be delighted to welcome you to one or more of our events. For more information, please visit: proutatwork.de

[5]

PROUT AT WORK would be happy to put you in touch with trainers or make you an offer regarding training courses. Just contact us at info@proutatwork.de





SALARIES AND BENEFITS

Irrespective of profession, sector or level of experience, LGBT*IQ individuals earn lower wages than heterosexuals. They are also disadvantaged when it comes to benefits such as bonuses or special leave.

Update your documentation: Check your documents on employee benefits to ensure that they are the same for all employees, regardless of sexual orientation, gender or gender identity. Change the language so that it is gender-inclusive and gender-fair, and all employees feel that they're being addressed.

Broaden minds: Hold training on unconscious bias for the human resources department and managers who make decisions on special benefits such as bonuses. This type of training is crucial when it comes to salary negotiations, too.

Address everyone: If, in your recruitment activities, you refer to benefits such as workplace childcare or special leave for getting married, make sure you also include examples of same-sex partners and rainbow families.

[6]

PROUT AT WORK enables you to meet contacts from other networks, e.g. from the same sector or geographical area or from companies of a similar size. In addition, PROUT AT WORK will help to connect your diversity management team with other diversity managers.

LGBT*IQ NETWORKING – IN YOUR COMPANY, TOO?

Zero-tolerance campaigns against discrimination are a good start for an LGBT*IQ-friendly company. For ongoing activities, it's helpful to set up an LGBT*IQ network. This allows LGBT*IQ employees and LGBT*IQ allies to organise themselves, be heard and find support. Members of such networks are more open about their identity, which in turn has a positive impact on the company. Establishing such a network as an employer sends a signal to LGBT*IQ employees that their concerns are taken seriously and shows everyone else that LGBT*IQ diversity is important to you.

Let the experts have their say: Before setting up a network, consult with your LGBT*IQ employees, e.g. via the intranet or emails.

Green light from the top: Your management team should actively support the network in order to send a signal to everyone.

Stronger together: Smaller companies that don't have a sufficient number of employees for a network can approach networks that operate across sectors. Make information available about this. [6] Alternatively, you can team up with other (small) companies.

Safe space: Organise network meetings at discreet locations so that employees who are not out can attend, too.

Touch base: Stay in contact and communication with the network.

Presence: Provide information about the network, in particular to new employees.

SET AN EXAMPLE FOR OTHERS ...

A company that stands for diversity looks closely at who it works with and for.

Make an explicit demand to your suppliers and dealers for equality that includes LGBT*IQ people. Also be aware of how your business partners deal with the topic of diversity.

Consequences: Call on suppliers, dealers and business partners to actively improve their workplaces for LGBT*IQ employees. If they fail to do so, work together to determine the reasons why and come up with solutions. If you find out that they actively discriminate against LGBT*IQ people, terminate your contracts with them.

Training: Provide further training on LGBT*IQ issues to employees who draw up contracts with suppliers and dealers.

Points of contact: Offer workshops to employees who are in contact with LGBT*IQ customers in order to prevent even unconscious discrimination (make your call centre employees aware, for example, that same-sex marriage really does include everyone).

Make yourself available: Convey to your customers a corporate image that respects and takes account of LGBT*IQ people. Be open to feedback. Document complaints relating to behaviour that is hostile to LGBT*IQ people and take action against it.

SUPPORTING REGIONAL LGBT*IQ COMMUNITIES

Regional LGBT*IQ organisations often work on a voluntary basis to tackle hostile behaviour against LGBT*IQ people at school or in the healthcare system, for example. Supporting them in their work also brings various advantages to companies – from sending a positive signal internally to the company's public image.

Get involved: Show your support by attending LGBT*IQ events such as the Christopher Street Day parades or the International Day against Homophobia, Biphobia, Transphobia and Interphobia (IDAHOT) on 17 May each year.

Donate to your regional LGBT*IQ community so that they can maintain their programmes (e.g. LGBT*IQ education in schools).

Invite: Support your regional LGBT*IQ community, e.g. through targeted offers of internships for LGBT*IQ youth organisations or by offering rooms for use by community groups.



GOOD TO KNOW

A QUICK ABC OF LGBT*IQ

Binary	An idea that emerged from western culture, according to which gender is thought to be exclusively “male” or “female”. See also Third option, Intersex, Heteronormativity.
Bi/Bisexuality	Describes people who do not have romantic and sexual relationships exclusively with people of a certain gender.
Cis/cisgender	A person whose gender identity matches the sex that they were assigned at birth. The term has its origin in the Latin “cis-” (on this side), which is the opposite of “trans-” (on the other side, across from). See also Gender, Gender identity.
Gay	Homosexual person.
Gender	Gender is a sociocultural term and encompasses gender role (including expectations) and gender identity. It differs from biological sex, which refers to all physical sex-specific characteristics.
Gender expression	The manner in which gender/gender identity is outwardly embodied. Gender expression goes way beyond a style of dress. It can be found in all the little characteristics and attributes that we attach to gender roles: how someone walks, the vocabulary they use, their posture, the pitch of their voice, how they look after their body and behave socially, etc. See also Gender identity.
Gender identity	The gender that a person feels that they belong to – regardless of their actual biological sex. Gender identity may, but does not have to, match the gender assigned at birth. It’s important to understand that everyone has the right to choose their gender identity themselves.
Heteronormativity	Cultural point of view that defines heterosexuality as well as the gender binary and cisgender system as the social norm and can be the cause of disadvantages and discrimination.

Heterosexuality	Sexual orientation defined by sexual attraction to persons of the other gender (based on a binary idea of gender).
Homophobia	Fear of, discrimination against and hatred towards homosexual people. See also Interphobia, Transphobia.
Homosexuality	Sexual orientation defined by sexual attraction to persons of the same gender.
Interphobia	Fear of, discrimination against and hatred towards intersex people. See also Homophobia, Transphobia.
Intersex	<p>Intersex is a catch-all term for various self-descriptions such as inter-gender or intersexual. It serves as an emancipatory and identity-based term denoting the variety of intergender realities.</p> <p>Describes people with biological characteristics (chromosomal, gonadal, hormonal, anatomical) that contain variations to the purely female or purely male biological characteristics. In some cases, intersex characteristics can be visible at birth, while in others they are not apparent until puberty. Some hormonal/chromosomal variations do not have to be physically visible at all.</p> <p>Intersexuality refers to biological sex and should be distinguished from sexual orientation or gender identity. An intersex person can be heterosexual, gay, lesbian, bisexual or asexual. They may identify as female, male, as both or neither.</p>
Lesbian	Colloquial term for women who have romantic and sexual relationships with other women.
LGBT*IQ	International abbreviation for lesbian, gay, bisexual, trans, intersex and queer.





Queer	Catch-all term for people who feel that their gender identity is not clearly “female” or “male” and are instead positioned along the entire spectrum.
Sexual orientation	A person’s ability to experience profound emotional and sexual attraction as well as to have an intimate and sexual relationship with individuals of a different or the same gender.
Third option	Has been applicable under the German Civil Status Act (<i>Personenstandsgesetz – PStG</i>) since January 2019 and offers people who don’t identify with the binary system the opportunity to express their gender instead of having to simply leave the relevant question blank. See also Intersex .
Trans	This prefix describes people who feel that they belong to a different gender than the one assigned to them at birth.
Trans man	A transgender person who was assigned the gender female at birth but whose gender identity is male.
Transphobia	Fear of, discrimination against and hatred towards trans people. See also Homophobia, Interphobia .
Trans woman	A transgender person who was assigned the gender male at birth but whose gender identity is female.

IMPORTANT LGBT*IQ AWARENESS DAYS

31 March	International Transgender Day of Visibility
26 April	Lesbian Visibility Day
17 May	IDAHOT (International Day against Homophobia, Biphobia, Transphobia and Interphobia)
Early June to late August. Different dates in different cities: <i>csd-termine.de</i>	Christopher Street Day (CSD) Demonstrations for the rights of LGBT*IQ people and against their discrimination. Christopher Street Day is connected historically to the Stonewall uprising of 27 to 28 June 1969 – a historic day on which LGBT*IQ people in New York took to the streets for the first time to oppose violence and police brutality.
23 September	Bisexuality Visibility Day A day dedicated to the visibility of bisexual people
11 October	Coming Out Day
26 October	Intersex Awareness Day A day dedicated to the visibility of intersex people

HELPFUL BOOKS AND ARTICLES

DER REGENBOGEN-FAKTOR (THE RAINBOW FACTOR)

Book by Jens Schadendorf (AVAILABLE IN GERMAN ONLY)
ISBN 978-3868815276

HETEROS FRAGEN, HOMOS ANTWORTEN (QUESTIONS BY HETEROS ANSWERED BY HOMOS)

Book by Anja Kühne, Nadine Lange, Björg Seeling and Tilmann Warnecke (AVAILABLE IN GERMAN ONLY)
ISBN 978-3896562548

OUT AT THE OFFICE?!

Study by Prof. Dominic Frohn, Florian Meinhold and Christina Schmidt
Available at www.proutatwork.de/veroeffentlichungen/out-im-office



THINK OUTSIDE THE BOX

SIDEGLANCES

Everyday life as well as our own needs and necessities often leave us blind to the perspectives of others. But this need not be the case.

For all employers who want to know more and get a more complete picture, it's worth taking a look at our guide for employees.

**HOW TO NO. 5: LGBT*IQ – AND YOU?
COMING OUT FOR INSIDERS**

Get a change of perspective at
proutatwork.de
or just email us at info@proutatwork.de

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