

# **Transcending Barriers: Promoting Trans Inclusion in the Workplace**

## National Report

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### **ITALY**

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## CONTENT

<b>1. Highlights.</b>	<b>2</b>
<b>2. Introduction</b>	<b>3</b>
<b>3. Legal and political context on trans inclusion in the workplace</b>	<b>4</b>
3.1. Context	4
3.2. Legal Framework	6
<b>4. Methodology</b>	<b>8</b>
<b>5. Findings</b>	<b>9</b>
5.1. Trans and non-binary individuals	9
5.1.1. Experiences	10
5.1.2. Organisational Culture	13
5.1.3. Training needs	14
5.2. HR professionals and managers	16
5.2.1. Experiences	16
5.2.2. Organisational Culture	17
5.2.3. Training needs	19
<b>6. Overall evaluation</b>	<b>21</b>
<b>7. References</b>	<b>23</b>
<b>8. Annexes</b>	<b>24</b>

# 1. Highlights.

- **Organisational inclusion remains partial and inconsistent**, with both T/NB respondents and HR professionals reporting low levels of structured protection: few organisations have trans-specific policies, protocols, or training, and formal equality plans often fail to translate into concrete practices, leaving T/NB employees insufficiently safeguarded.
- **Workplace discrimination is under-recognised by HR but actively experienced by T/NB workers**: while HR professionals report low perceived discrimination, T/NB respondents describe persistent microaggressions, misgendering, administrative barriers, and disproportionate exposure to harassment and sexualised violence, especially among trans women and non-binary workers.
- **Organisational culture is characterised by conditional or symbolic inclusion**, with T/NB employees rating safety, respect, visibility, and leadership support as weak; heteronormative assumptions, limited recognition of Pride or trans-specific events, and the absence of openly T/NB leaders reinforce a climate where inclusion depends largely on individual goodwill rather than institutional commitment.
- **Training needs are high and converge across both groups**, with T/NB respondents emphasising legal literacy, protection against subtle and overt discrimination, and mental-health resilience, while HR professionals call for specialised training on gender identity, transition processes, inclusive leadership, and anti-discrimination frameworks, signalling a shared recognition of competence gaps in managing gender diversity at work.

## 2. Introduction

This national report examines the employment experiences of trans and non-binary (T/NB) people in Italy and the organisational practices that shape their working conditions. Its purpose is to contribute to the broader European project “*Transcending Barriers: promoting Trans Inclusion in the Workplace*” (CERV-2023-EQUAL Citizens, Equality, Rights and Values), implemented in Italy, Spain, Bulgaria and Lithuania, by providing a country-specific analysis of how gender identity influences labour-market participation, workplace dynamics, and organisational cultures. By integrating the perspectives of both T/NB workers and Human Resources professionals, the report identifies points of convergence and divergence in how inclusion, discrimination, and protection are perceived and enacted across different institutional actors.

Despite increasing public attention to diversity and inclusion, the findings reveal ongoing structural vulnerabilities, limited visibility, and persistent forms of both overt and subtle discrimination for T/NB workers. Against this backdrop, the report offers evidence-based insights that can inform policy development, organisational reform, and capacity-building strategies, including training materials and mentoring programmes, at national and European levels. In doing so the report focuses on several interconnected analytical dimensions: workplace experiences, organisational culture, and training needs, drawing on and comparing the perspectives of T/NB workers (and, more broadly, the LGBTQIA+ cis community) and HR professionals as two sides of the same system.

To address these dimensions, it draws on survey data from T/NB individuals and HR professionals, as well as qualitative interviews with the two target groups.

In particular, the report is organised into four main sections. Section 2 outlines the national context and the legal framework shaping the rights and working conditions of trans and non-binary people in Italy. Section 3 presents the methodological approach and participant composition. Section 4 provides the core findings, structured around experiences, organisational culture, and training needs from the standpoint of both T/NB workers (4.1.) and HR professionals (4.2.).

# 3. Legal and political context on trans inclusion in the workplace

## 3.1. Context

According to Transgender Europe (TGEU) 2025, Italy reached just 7,5 out of 32 points in terms of legal and social protections for transgender people, placing it among the lowest-ranking countries in Western Europe. The same study assigns Italy a score of 0/1 for the level of protection granted to trans people against discrimination in employment, as the country still lacks legislation that explicitly prohibits discrimination on the basis of gender identity (see, however, section 2.2.) Findings from the Eurobarometer on Discrimination (2023) further illustrates the challenging climate for trans people in Italy. When asked how comfortable the respondents would feel if one of their children were in a romantic relationship with a trans or intersex person, 41% of respondents declared themselves “totally uncomfortable,” compared with an EU-27 average of 34%. This is the scenario that provokes the highest level of discomfort among all those surveyed. Attitudes in other contexts, though less extreme, remain concerning: 16% of Italians reported feeling totally uncomfortable with the idea of having a trans colleague in daily contact (EU-27: 15%), while 19% expressed total discomfort with a trans person holding the highest elected political position in the country (EU-27: 22%). Moreover, 29% of respondents believe that a candidate’s gender identity (such as being transgender) could put them at a disadvantage in hiring processes, slightly above the EU-27 average of 26%.

The European Union Agency for Fundamental Rights (FRA) LGBTIQ Survey III (2023; published 2024) provides further evidence of the severity of discrimination faced by trans and non-binary individuals in Italy. In the five years preceding the survey, 16% of trans women, 28% of trans men, and 15% of non-binary and gender-diverse individuals reported being physically attacked. In the year prior to data collection, 10% of trans women, 15% of trans men, and 9% of non-binary respondents experienced a physical or sexual attack specifically because they are LGBTIQ. Experiences of employment discrimination are similarly widespread: In the year before the survey, 47% of trans men, 47% of trans women, and 37% of non-binary and gender-diverse respondents felt discriminated against at work or when looking for work, rates significantly higher than the overall LGBTI population (21%). Workplace hostility is also pervasive. Over the past five years, 58% of trans women, 56% of trans men, and 43% of non-binary individuals encountered negative comments or conduct at work due to being LGBTIQ, while 87%, 73%, and 71%, respectively, perceived a generally negative workplace climate towards LGBTIQ people.

These patterns are confirmed and deepened by the recent 2023 ISTAT (National Institute of Statistics) - UNAR (National office for racial discrimination) exploratory

survey on labour discrimination towards T/NB people<sup>1</sup>, which documents the structural dimensions of workplace inequality. Nearly 50% of trans and non-binary respondents reported experiencing at least one discriminatory event when seeking employment due to their gender identity, underscoring substantial barriers in job access. Among those currently employed or with previous work experience, 40.6% reported explicit discriminatory behaviours in the workplace, such as exclusion from professional opportunities, unfair treatment, or obstacles directly linked to their gender identity. Furthermore, 37.1% described a hostile work environment or aggressive conduct, and more than 80% reported experiencing micro-aggressions related to their identity. Overall, 57.1% of employed or formerly employed respondents stated that their gender identity had disadvantaged them at some point in their career, including in relation to earnings, recognition, and career advancement.

The Inclusion4All national report - Italy 2022, conducted within the framework of the European project “Inclusion4All - Trans, Intersex and Non-binary People at Work”<sup>2</sup> (see Togni, Spinelli, Viggiani, 2022), highlights persistent challenges for trans, intersex, and non-binary people in the Italian workplace. More than one-third of respondents reported being not “out” at work, and among those who were, only a small proportion had disclosed their identity to management. The study also found that diversity, equality, and inclusion policies are poorly developed, with only two out of ten respondents working in organizations implementing such measures. Psychological harassment emerged as the most common form of workplace discrimination, particularly perpetrated by colleagues, and often unchallenged by the victims themselves. The research further indicated that Italian HR professionals generally have limited experience with T/INB

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<sup>1</sup> The survey sample consisted of 630 respondents: 34.1% identified as trans men, 19.4% as trans women, and 46.5% as non-binary. Previous studies by ISTAT and UNAR investigated labour discrimination experienced by LGBT+ people in Italy, documenting higher exposure to hostile workplace behaviours, aggression, micro-aggressions, discrimination, and disadvantage during their working life due to sexual orientation. See in particular: Istituto Nazionale di Statistica - Istat, e Ufficio Nazionale Antidiscriminazioni Razziali - UNAR. 2023. L'indagine Istat-UNAR sulle discriminazioni lavorative nei confronti delle persone LGBT+ (non in unione civile o già in unione). Anno 2020-2021. Roma, Italia: Istat. <https://www.istat.it/it/archivio/284467>; Istituto Nazionale di Statistica - Istat, e Ufficio Nazionale Antidiscriminazioni Razziali - UNAR. 2022a. L'indagine Istat-UNAR sulle discriminazioni lavorative nei confronti delle persone LGBT+ (in unione civile o già in unione). Anno 2020-2021. Roma, Italia: Istat. <https://www.istat.it/it/archivio/268470>; Istituto Nazionale di Statistica - Istat, e Ufficio Nazionale Antidiscriminazioni Razziali - UNAR. 2022b. Diversità LGBT+ e ambito lavorativo: un quadro d'insieme. Statistiche su inclusione e diversità LGBT+. Anni 2019, 2020 e 2021. Roma, Italia: Istat. <https://www.istat.it/it/archivio/270665>; See also: UNAR/ISTAT, Discriminazioni lavorative nei confronti delle persone LGBT+ e le Diversity Policy, 2024, <https://www.istat.it/wp-content/uploads/2024/07/Discriminazioni-lavorative-persone-LGBT-diversity-policy-Ebook.pdf>

<sup>2</sup> *Inclusion4All - Trans, Intersex and Non-binary People at Work* is a project founded by European Union's Rights, Equality and Citizenship programme (2014-2020). For more info see: <https://inclusion4all.eu/>

individuals and are largely unaware of their specific needs as employees and jobseekers<sup>3</sup>.

These findings reveal a serious and ongoing culture of workplace discrimination against trans and non-binary people in Italy, highlighting the need for targeted anti-discrimination policies and inclusive diversity practices in employment contexts (see also *infra*, section 4.2.2.).

## 3.2. Legal Framework

Anti-discrimination law concerning working conditions is primarily the result of the transposition of EU anti-discrimination provisions. While sexual orientation is explicitly recognised as a prohibited ground of discrimination under Directive 2000/78 (transposed in Italy by Legislative Decree No. 216/2003), gender identity and gender expression are not mentioned in EU anti-discrimination legislation; nor has the national legislature ever intervened in this regard.

However, the Court of Justice of the European Union (CJEU) has interpreted the concept of sex/gender to include gender identity, notably in the landmark judgment P., C-13/94, establishing that the prohibition of discrimination on grounds of sex/gender applies to persons who have changed or intend to change their gender. Recital 3 of Directive 2006/54/EC reinforces this interpretation, specifying that discrimination on grounds of sex/gender encompasses gender identity when applying the directive's provisions.

Consequently, national anti-discrimination provisions prohibiting discrimination on the grounds of gender in the workplace, as contained in Legislative Decree No. 198/2006 (the Equal Opportunities Code- which prohibits discrimination on grounds of sex also in access to goods and services) also cover gender identity. In practice, however, case-law addressing discrimination against trans persons in the workplace has never applied these provisions directly on the merits, instead upholding or dismissing claims through other legal avenues (RIZZI-FILICE, 2022).

In a 2022 case, the Corte di Cassazione (Italian Supreme Court) confirmed that the prohibition of gender discrimination in access to goods and services under Legislative Decree No. 198/2006 applies to discrimination based on gender identity. The collective agreement for employees of local government functions in

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<sup>3</sup> For additional context, earlier but still significant studies on workplace discrimination and diversity policies affecting LGBT+ people in Italy may also be consulted. A 2010 study by Arcigay, co-funded by the Ministry of Labour, found that transgender individuals faced elevated risks of discrimination both in hiring and within existing employment relationships (Arcigay, 2011). Similarly, in 2011 the Italian National Institute of Statistics (ISTAT) conducted its landmark study *La popolazione omosessuale nella società italiana* (The Homosexual Population in Italian Society), which for the first time included questions concerning trans people in the work environment (ISTAT, 2012). The results revealed that nearly one-quarter of respondents considered it justifiable for an employer not to hire a qualified employee because they are transgender (very justifiable: 7.7%; quite justifiable: 17.1%), while approximately one in ten believed it justifiable for a transgender worker to be treated worse than their colleagues (very justifiable: 3.4%; quite justifiable: 6.7%): See also: Lorenzetti, A. and G. Viggiani. 2016.

the public administration allows workers undergoing gender transition to use an alias identity, as do numerous collective agreements in the private sector<sup>4</sup>. More generally, legal protection against unlawful behaviour in the workplace can also be invoked under broader labour law provisions. For example, the Statuto dei Lavoratori (Workers' Statute) restricts employers from probing into irrelevant personal beliefs or private matters during recruitment and employment. Additionally, the Civil Code imposes a duty on employers to safeguard employees' physical integrity and personal dignity. The Italian Constitution, while not explicitly prohibiting discrimination based on gender identity, gender expression, or intersex status, guarantees equality and non-discrimination (Articles 2 and 3), which may be interpreted to extend protection to trans, intersex, and non-binary workers. Regarding the recognition non-binary identities, recently the Constitutional Court addressed the issue in Judgment No. 143/2024. The Court recognized the existence and the right to gender identity of non-binary persons, but it rejected a request for legal recognition of a third, non-binary gender, reasoning that the matter falls within the legislative competence of Parliament. In doing so, the Court effectively deferred to the legislature the responsibility to create a legal framework allowing for recognition of a gender category beyond "male" or "female"<sup>5</sup>.

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<sup>4</sup> Corte di Cassazione, March 7th, 2022, n. 7414.

<sup>5</sup> Corte Costituzionale, July 23rd, 2024, n. 143. See: C. RINALDI, G. VIGGIANI, Il riconoscimento giuridico del "terzo sesso": un esempio di inclusione-esclusione? Riflessione socio-giuridiche e culturali sulla condizione intersex, in *Cambio. Rivista sulle trasformazioni sociali*, Vol. 12, n. 23/2022, pp. 149-162

## 4. Methodology

This study aims to explore the workplace experiences of T/NB people in Italy, with particular attention to the barriers they encounter, the presence of organisational diversity and inclusion policies, and the overall work environment. It also investigates the experiences and practices of HR and management professionals regarding workplace inclusion of T/NB individuals, and identifies the training needs of both HR staff and T/NB workers to support the development of more inclusive workplaces.

The research was conducted in Italy by UNIBS and ADL following the methodological guide developed by the University of Girona, project partner. This guide provides detailed protocols and guidelines for each research activity and incorporates all relevant ethical considerations. The main documents governing implementation include interview scripts, the survey template, and the informed consent forms for all interviewees. The study obtained ethical approval not only from the University of Girona Ethics Committee but also from the ethics committees of all participating universities, including the Ethics Committee of the University of Brescia (UNIBS). This multi-institutional approval underscores the project's commitment to rigorous ethical standards.

Data collection combined qualitative interviews and quantitative online surveys, targeting both LGBTIQ+ cis community, T/NB individuals and HR and management professionals. A total of 11 in-depth interviews were conducted, including 7 with T/NB participants and 4 with HR professionals. The online survey gathered responses from 161 LGBTNBQA+ participants, of whom 96 identified as T/NB, and 67 HR and management professionals.

Quantitative data were analysed through descriptive statistics. Disaggregation was applied selectively, based on analytical relevance and the size of available subgroups; for trans and non-binary participants, gender identity was used as the primary axis of disaggregation. Qualitative data from interviews were transcribed and analyzed using inductive thematic analysis, identifying patterns and themes corresponding to the research focus (1) workplace experiences, 2) organisational culture, and 3) training needs) thereby complementing and deepening the survey findings.

Participants were recruited through multiple channels, made possible by the joint efforts of the Italian project partners—UNIBS, ADL, and the Human Age Foundation—which facilitated access to both T/NB individuals and HR professionals. Snowball sampling and personal networks proved particularly effective. Recruitment was further supported through social media and online platforms, including posts on project and partner pages, and through public events, which provided additional opportunities to engage potential participants.

## 5. Findings

In this section the results of Italian *Transcending Barriers* surveys will be presented together with the opinions collected from interviews. In particular, as underlined before, the research structure primarily involved two online surveys, one addressed to T/NB people to investigate their experience in the work field, the organisational culture of the workplaces respondents worked in as well as their training needs, and one survey to find out the experiences of HR professionals towards T/NB people, the level of diversity and inclusion policies implemented, if any, in order to address T/NB workers and jobseekers' needs, as well as HR professionals training needs. Alongside the results of the online surveys in the following sections the opinions of HR professionals and T/NB people interviewed will be reported connected to the three main streams of the analysis: 1) experiences; 2) organisational culture; 3) training needs.

### 5.1. Trans and non-binary individuals

The Italian survey sample comprises 161 LGBTNBQA+ participants and among them 96 respondents identify as T/NB. Within the Italian T/NB group (N=96) the distribution of gender identity shows that the composition of the sample for this character is quite varied, with a predominance of trans women (28,8%, N=46) followed by non-binary people (18,1%, N=29) and trans men (16,9%, N=27).

The Italian T/NB sample has a mean age of 34.40 years, ranging from 19 to 71 with an age variation across gender identities (TW: 36.74 years; TM: 32.33 years; NB: 34.41 years). This is a predominantly working-age population, sufficient to provide longitudinal insight into workplace experiences.

When asked whether they belonged to *any other minority besides gender identity/sexual orientation*, a large proportion of Italian T/NB participants report belonging to no minority other than gender identity (76.6%) However, reported minorities include: disability (6.4%), religious minority (2.1%), migrant background (2.1%).

Among Italian T/NB respondents, trans women are predominantly engaged in paid employment (66,7%, N=30) under formal contractual arrangements. Trans men display more heterogeneous employment trajectories, including comparatively higher rates of self-employment (26,9%, N=7). Non-binary participants are likewise concentrated in paid work (67,9%, N=19). All categories include a share of unemployed respondents (TW 20% (N=9), TM 15,4 % (N=4), and NB 14,3% (N=4).

Although numerically limited, a proportion of trans women (4,4%, N=2) and non-binary individuals (7,1%, N=2) reported to work outside the legal system. These figures should be interpreted as indicative of the survey's limited reach into informal labour contexts, rather than as estimates of prevalence.

Regarding primary employment sectors, trans men (59,3%, N=16) and non-binary respondents (41,4%, N=12) are mainly employed in the public sector, whereas trans women predominantly work in the private sector (54,3%, N=25), followed, though to a lesser extent, by trans men (40,7%, N=11). Only 27,6% (N=8) of non-binary respondents work in the private sector, while a notable share remains employed in the third sector (20,7%, N=6).

Education and training (11,8%, N=11), Technology - ICT (10,8%, N=10), followed by construction and manufacturing and salesperson in a store (7,5%, N=7) constitute the main employment sectors represented in the sample. A portion of respondents reports engagement in sex work; however, whereas 12,8% (N=5) of cis LGBTQIA+ respondents indicate such involvement, only 2,2% (N=2) of the T/NB sample reports the same, in contrast with the recurring stigma that disproportionately associates transgender people with sex work.

Finally, with respect to the income, it is noteworthy that one in five individuals (N=20) in the combined trans and non-binary sample reported an annual gross salary below €8,500, a striking proportion when compared to the cis LGBTQIA+ sample, where the corresponding figure is substantially lower (7,14%, N=3). Overall, T/NB respondents reported lower income levels, with a discrepancy that remains particularly pronounced in the salary range between €13,000 and €20,000. Moreover, 5 out of 45 trans women reported earning more than €41,000 compared to 1 out of 42 respondents in the LGBTQIA+ CIS sample.

### 5.1.1. Experiences

Nearly all T/NB respondents reported having come out; however, when asked specifically about the workplace, 29,7% stated that they had not come out to their colleagues, 23% had come out only to a few, and 16,2% to some (total N respondents=74). Similar patterns emerge when respondents are asked about their immediate superior or head of department. An even higher absence of coming out is reported with respect to the professional network or industry peers, and even more so in relation to customers, clients, and other external actors in the workplace. This finding suggests that the degree of coming out decreases as the relational distance increases.

The decision to come out at work and possibly undertake a process of gender affirmation is often linked to job security, as highlighted by one interviewee: *"I was fortunate that when I began my journey, first questioning and then affirming my gender, I already had a permanent contract and, as a result, even if I were to suffer mobbing, bullying, or some other form of oppression at work, it would be balanced out by the fact that I had strong stability, which I could use to fight back"* (TNB 6).

The job insecurity and the fear to undertake a gender affirmation process in an unsafe work environment could be one of the reasons why two-thirds of the trans and non-binary survey respondents have changed jobs at least once in the past five years, a frequency higher than that of the LGBTQIA+ cis community, which is just over one-third.

When asked to what extent the participants in the survey experienced forms of harassment in the workplace or work environment over the past five years on a Likert scale 1-5 (1=Never, 2=Occasionally, 3=At times, 4=Frequently, 5=Very Frequently) Italian T/NB respondents reported measurable exposure to several forms of hostile behaviour. The most frequently cited conducts include *name calling such as personal attacks or insults* (M=2,03 - N=67), *ridiculing* (M=2,32 - N=65), and *excessive or constant negative comments* (M=2,13 - N=68). Occasional exposure was also reported in relation to *mobbing*, other verbal insults or abuse or humiliation, spreading rumours or lies, and forms of social exclusion such as being isolated or deliberately ignored. Although the detailed frequency values vary across items, the overall pattern indicates that harassment is neither rare nor exceptional for T/NB respondents.

More broadly, within the T/NB community, experiences of harassment are reported more frequently by trans women and non-binary respondents than by trans men. Across all items, workplace harassment is consistently more frequent within the T/NB group than among the LGBTQIA+ cis community.

With respect to experiences of workplace violence, the most recurrent form reported by T/NB respondents (N=75) is *making degrading sexual remarks*, with more than one third of the sample (41,3%) indicating that they had experienced this form of violence (occasionally: 20%, at times: 9,3%, frequently: 9,3%, very frequently: 2,7%). This is followed by *non-consensual physical contact* (e.g., groping or inappropriate touching) (occasionally: 16%, at times: 10,7%, frequently: 1,3%, very frequently: 2,7%), and by *unwanted sexual advances* (occasionally: 10,7%, at times: 9,3%, frequently: 6,7%, very frequently: 2,7%). As observed for harassment indicators, these forms of workplace violence are more frequently reported by trans women and non-binary respondents than by trans men.

Analysis of the Italian subsample reveals a consistent pattern of moderate yet pervasive negative workplace experiences among transgender respondents, with trans women exhibiting the highest overall exposure, followed by non-binary respondents, and trans men reporting the lowest mean scores across most indicators. In particular, across items measuring interpersonal mistreatment, trans women report the highest mean scores related to *being treated with less respect* (M=2,38 - N=29), *people acting as if they thought they were "not clever"* (M=2,20 - N=30), *people acting as if they thought they were untrustworthy* (M=2,53 - N=30), *people acting as if they were better than them* (M=2,43 - N=30), and *being avoided by others* (M=2,43 - N=30). These patterns converge toward a profile in which trans women are disproportionately targeted by subtle yet persistent forms of symbolic and relational exclusion. NB respondents also report comparatively elevated levels of negative treatment, with mean scores of 2,36 for being treated with less respect (N=22), 2,32 for being seen as not clever (N=22), 2,32 for being perceived as untrustworthy (N=22), 2,64 for others acting as if they were better than them (N=22), and 2,09 for being avoided (N=22). Although these values remain slightly below those reported by trans women, they nonetheless indicate systematic exposure to marginalisation, reinforcing evidence that non-binary identities elicit social sanctioning within traditionally gendered work

environments. Trans men, by contrast, report consistently lower mean levels across most indicators: *being treated with less respect* (M=1,56 - N=18), being perceived as not clever (M=1,44 - N=18), being perceived as untrustworthy (M= 1,41 - N=17), others acting as if they were better than them (M=2,00 - N=18), and being avoided (M=1.82 - N=17). While this does not suggest an absence of discriminatory experiences, it underscores the gendered asymmetries within transphobic workplace dynamics, possibly shaped by societal gender hierarchies and differing visibility of gender-affirmation processes.

This last aspect was underlined also by an interviewee: *"Fortunately, yes [I can pass as a cisgender person]. I say fortunately because, sadly, I realize that I am privileged. Let's say that in my experience, yes, and I also notice a big difference: when you become a man, you gain rights, don't you? Because you're a man! I just realized that!"* (TNB 7).

Also the job position of the person seems to play a role as pointed out by one interviewee: *"Let's say that, for now, I haven't faced any [discrimination] from a direct work perspective, but I think that due to the current situation, i.e., my role is in high demand, things don't move forward if there isn't a doctor in general, and so people (employers and patients) would probably even accept an alien, as long as they have a medical degree"* (TNB 3).

On the other hand, perception of having experienced microaggressions may be shaped by processes of minimisation or normalisation, as trans and non-binary people may be accustomed to experiencing such behaviours over time. As pointed out by one interviewee with regard to the failure to report two incidents in which transgender people were insulted and ridiculed: *"I didn't do that in either case. Actually, I do report unpleasant things that happen in the contexts in which I work to my supervisor, but even now I'm noticing that it didn't even occur to me to do so in these cases [those concerning jokes about transgender people]. Probably because these are things that tend to be minimized a lot. Then again, maybe my supervisor wouldn't have downplayed it. Probably because of my background, for various reasons and causes, it has always been normal for me to see the things that happened to me or that I felt being downplayed, so this could certainly have led me to underestimate the situation... to say ok this thing happened, it was bad, but there's nothing I can do about it"* (TNB 4).

In Italy, experiences of workplace support during the gender affirmation process showed a mixed picture. For trans women, acceptance and correct use of names and pronouns is reported as "frequently" or "very frequently" by a notable proportion (around 45% - N=20), while co-worker support is more commonly experienced "frequently" or "very frequently" (57.9% - N=19), indicating generally positive peer interactions. Company support for updating official documentation, however, appears less consistent, with only one third reporting frequent support and none "very frequently" (N=15). Changes in dress codes and uniforms to match gender identity are infrequently facilitated, with 77.8% reporting no support (N=9). Access to gender-aligned restrooms shows variability, with more than a half of respondents reporting the presence of these facilities, ranging from "at times" to "very frequently" (N=17). On the other hand, more than half of respondents report

never having access to internal resources (e.g., diversity committees, LGBTQ+ support groups - N=16). Trans men and non-binary employees reported similar patterns, confirming frequent challenges in accessing resources and suggesting that institutional support structures remain limited.

### 5.1.2. Organisational Culture

Findings on organisational culture revealed an overall picture of ambivalent and only partially supportive workplace environments for T/NB respondents. T/NB respondents (N=55) evaluated their organisation's respect and safety culture with a moderately low mean of 2,91 (M3 = "somehow") .

This suggests that many T/NB individuals did not experience overt hostility, yet neither did they perceive their workplaces as consistently affirming or secure. Such a score reflects what sociological literature describes as conditional inclusion: environments where acceptance depends heavily on individual colleagues, informal norms, or personal relationships rather than on robust institutional structures or explicit protections. In these contexts, safety is experienced as contingent, uneven, and dependent on context rather than as a stable organisational guarantee.

LGBTQA+ cis respondents (N=39) score a slightly higher mean of 3,05, indicating a slightly more positive perception of inclusivity. The gap, although not large, illustrates the distinct challenges faced by T/NB employees that are more exposed to misgendering, commentary, and institutional inflexibility.

A similar dynamic came out in the perception of the importance attributed to LGBTQA+ diversity within organisations, which received an average score of 2,40. This value indicates that T/NB respondents (N=50) perceive diversity to be acknowledged at some level but not deeply embedded into organisational culture. The score (below "somewhat important") seems to suggest that respondents do not see their organisations engaging in sustained or structural efforts to support gender-diverse employees.

LGBTQA+ cis respondents (N=40) again report a slightly higher mean (M=2,85), supporting the interpretation that T/NB employees encounter a more fragile or superficial commitment to inclusion.

Measures in favour of T/NB people often do not result from formal policies or institutional programs, but may instead reflect the personal awareness or sensitivity of colleagues or supervisors. This was confirmed by one participant, who explained: *"So, let's say there are no inclusion programs, zero, zero at all. Let's say that there are a couple of procedures that become mandatory when you get your documents corrected. One of the work issues I've had for a couple of years has been the fact that in medicine, for example, your name is certified, so you have to sign with your legal name, because my signature basically has legal value, from a point of view of liability, even for third parties. And so, even though I haven't used my dead name for a long time now, and people don't even know it, until last year, when I still had my old documents, I was forced to stamp and sign with my dead name at work, even though everyone knew me with my chosen name"* (TNB 3). This example illustrates how, in the absence of clear institutional guidelines, the

experiences of T/NB individuals can hinge heavily on informal practices and the discretion of colleagues, rather than on standardized inclusion measures.

The lack of T/NB-specific inclusion policies (e.g., pronoun guidelines, administrative procedures for name/gender changes, restroom access, etc.) may result in highly divergent outcomes, ranging from supportive practices to outright denial, as highlighted by interviewees: *“From a bureaucratic point of view, I was actually pleasantly surprised because I asked to change my company email address and they did it without any problems. At the moment, as I have not yet had my name changed on official records, at least at work I am known by my name and I also have contacts with clients who know me by this name because my work email address reflects my chosen name”* (TBN 6) - *“The only thing was that I asked my area manager for an alias, but it was useless. My manager knows about this, but she's not doing anything to help me. For a while, I tried wearing a label with my pronouns and name on it, but it didn't really help, but when my area manager saw it, she made me take it off immediately, without even asking me any questions. And that's it, I haven't taken any other measures for now”* (TNB 5).

Moreover, organisations appear to lack robust safeguarding systems: *the existence of policies or protocols to protect LGBTI people from discrimination, harassment, or violence* receives a low mean score of 2,43 for T/NB respondents (N=47), indicating that such measures are perceived as largely insufficient. Similarly, *training or workshops specifically about LGBTIAQ+ issues or gender identity* are described as rare, with an equally low mean of 1,76, suggesting that companies invest very little in awareness-raising or capacity-building initiatives that could reduce everyday bias and ignorance in the workplace (N=51). Perceptions of equality in career advancement compared to other employees remain moderate at best (M=3,33 - N=46), pointing to a persistent sense of structural disadvantage despite not falling into the lowest range. Recognition of community-relevant events (such as Pride Month or Trans Day of Visibility) is also limited (M=1,93 - N=54), reinforcing the impression that organisations rarely take public or symbolic actions to signal inclusion or allyship toward T/NB staff. Communication practices mirror this pattern: references to LGBTIQA+ topics in internal or external company communications score similarly low (M=1,89 - N=55). Moreover, involvement of LGBTIQA+ employees in decision-making processes remains weak (M=2,23 - N=40), and leadership support is perceived as only modest (M=2,35 - N=48), pointing to a lack of meaningful engagement from those in positions of power within organisations. Finally, representation in leadership roles is extremely limited, with a very low mean of 1,62 concerning the presence of openly T/NB people in senior positions (N=47).

### 5.1.3. Training needs

Across all training dimensions, T/NB respondents showed a consistent pattern of moderate-to-high perceived training needs, indicating that the areas seen as most urgent are those directly linked to legal protection and identity-related vulnerability. The strongest priorities concern knowledge of *dealing with subtle*

and visible discrimination at work, with a mean of 4,35 on a five-point scale. Another major training need concerns the legal framework, including *labour rights* (M=4,33 - N=80), *legal rights and protection* (M=4,16 - N=79) and *laws related to LGBTIQ+ rights* (M=4,02 - N=78).

The importance of knowing one's rights and what to do in the event of discrimination was also highlighted by more than one interviewee: *"Knowing how to protect yourself and having concrete references to turn to. Having, I don't know, training on how to handle any incidents at the "first aid" level for any assaults, microaggressions, verbal assaults. Mainly that."* (TBN 5); *"Knowing your rights is important because it allows you to understand whether a question asked during an interview is legitimate or not"* (TBN 1).

The Italian data show that training related to *mental health and well-being* (M=4,26 - N=80) and *emotional self-protection* (M=4,23 - N=80) emerges as an especially urgent priority for T/NB respondents, alongside the need for support in managing questions about gender identity in the workplace, which reaches a mean of 4,10 (N=78), reflecting the frequency with which T/NB individuals are compelled to defend or explain their identities in the work environment and the emotional burden this entails.

A second tier of needs includes job-search preparation and interviewing skills (both M=3,76 - N=78), which highlight the perception that recruitment processes constitute moments of heightened exposure, requiring tailored strategies to mitigate bias or misunderstanding. More general career-development skills, such as networking strategies and enhancing professional skills for career growth (M=3,75-3,88 - N=75-77) are viewed as well important, followed by *Leadership and management training* receive (M=3,55 - N=77). Finally, *personal branding and online presence* appears to be perceived as the least essential, although relevant (M=3,14 - N=69).

One interviewee emphasized how crucial it is to write a resume and present oneself at a job interview, also based on one's personal circumstances: *"In my opinion, I think it is important to support the person in understanding how they want to manage their work environment first and foremost, because, for example, I always wrote my resume with my chosen name and left it written at the bottom that my personal details were different until I changed my documents, but I wanted it to be clear to the people reading my resume. This obviously has advantages and disadvantages. There are other people who may prefer to keep a low profile because it is a temporary job, or perhaps it is just a phase, so 1) it is important to understand what people expect and want from their work at that moment in time, and 2) from there, support them in writing their resume accordingly and, in my opinion, also in preparing for any job interviews. I think this is essential"* (TNB 3).

## 5.2. HR professionals and managers

The Italian sample of the survey consists of 67 respondents representing a diverse cross-section of professionals engaged in Human Resources functions or managerial roles within Italian organisations. The demographic profile shows a gender distribution predominantly female (64,2%), with 34,3% male participants. The age range spans from 18 to 56 years, with a mean age of 36, reflecting a relatively young cohort. With respect to sexual orientation and gender identity, 9% identify as LGBTIQA+, and 3% as T/NB.

Educational attainment is high across the sample, with 35,8% holding a bachelor's degree and 23,9% a master's degree, whereas 10,4% hold doctoral qualifications. This indicates a respondent group with significant formal training and professional expertise, which may have implications for how organisational norms and diversity practices are interpreted and implemented.

From a professional standpoint, the Italian cohort is well diversified: it is composed primarily of HR Managers (22,4%), followed by a balanced mix of HR Generalists, Executive Directors, and Project Managers (each at 9%), as well as Consultants and Team Leaders (both at 7,5%), alongside other less represented roles (for instance HR administrators and recruitment specialists). Years of experience range widely: nearly one in four participants has more than 20 years of experience, but at the same time a similar share is at earlier career stages (10,4% with 1–3 years and 11,9% with 4–6 years). Capturing perspectives from both long-established HR workers and HR professionals at early career stages enriches the analysis, allowing the study to reflect a broader spectrum of professional trajectories and workplace experiences.

Concerning organisational characteristics, over half of respondents are employed in medium-sized cities and in organisations of considerable scale: 32,8% work in firms with 101–500 employees and 15,6% in organisations exceeding 1,000 employees. At the same time, a comparable share (15,6%) is employed in much smaller organisations with 5–20 employees.

In terms of organisational reach, the sample shows a balanced distribution across levels: 31,8% work in nationally oriented organisations, 27,3% in international ones, 24,2% in locally focused entities, and 15,2% in regionally oriented organisations.

Sectoral representation is heterogeneous: the largest share of respondents works in Education and Training (19,7%), followed by ICT and Professional Services (12,1%). The remainder of the sample is broadly balanced across several sectors, including healthcare and social work, care services, construction and manufacturing, and the non-profit sector (between 6,1% - 4,5%).

The majority of the sample is employed in the private sector (41 out of 65), followed by the third sector (15 out of 65) and the public sector (9 out of 65).

### **5.2.1. Experiences**

Across contexts, Italian HR professionals perceived relatively low levels of discrimination within their organisations, though they occasionally declare instances across all suggested grounds, including gender, age, physical appearance, ethnic origin, and gender identity.

This finding is reinforced when examining discrimination against T/NB individuals: respondents asked whether they had actually observed, been informed of, or received reports of such incidents over the past five years reported low levels of occurrence. The most frequently reported forms of discrimination included excessive negative comments and social isolation, followed by the spreading of rumors or false information, as well as verbal and non-verbal insults, ridiculing<sup>6</sup>.

With regard to the visibility of T/NB people in the work environment, 33,3% of respondents reported that their organisation has employed a transgender or non-binary person in the past five years. Additionally, 27,9% indicate that in their organisation an employee has come out or undergone a gender affirmation process at work.

Where gender affirmation processes take place, respondents occasionally reported difficulties, primarily related to updating the employee's name or gender in the company's internal systems, as well as the use of incorrect pronouns or the individual's dead name.

Regarding organisational support for individuals undergoing the gender affirmation process, respondents generally describe supportive environments, with particular attention to access to gender-aligned facilities, adjustments to dress codes or uniforms to match gender identity, and assistance with updating documentation.

Regarding recruitment and promotion opportunities for T/NB people, respondents believe it is likely or very likely that T/NB employees have the same chances of hiring and career advancement as their peers within their organisation.

### 5.2.2. Organisational Culture

More than half of respondents reported that their organisations have an equality plan in place. Among these, 69% include specific protective measures for individuals with sexual, affective, and gender diversity. However, when asked which concrete measures are included in the existing plan or in those which are going to be developed, only 18,4% stated having protocols to support T/NB people, and 20,4% affirmed having protocols to support gender transition. More than half of respondents reported that their organisations do not have measures ensuring access to gender-aligned bathrooms, nor do they have LGBTI-specific harassment protocols in place.

The qualitative findings, however, offer insights that further enrich and deepen the analysis. Interviewees emphasise that, over time, they have developed gender-related policies (M/F), which in some cases have even led to the organisation obtaining gender equality certification. One interviewee noted that these policies have evolved to reflect social change and emerging sensitivities, which for their organisation translated into the inclusion of sexual orientation within policy frameworks.

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<sup>6</sup> The sample is restricted to respondents who reported that, over the past five years, in their organisation were employed perceived or openly trans or non-binary individuals (20 respondents).

Three out of four interviewees highlight the absence of policies specifically addressing T/NB people. They justify this by referring to the fact that such issues have not yet emerged within their organisation, while also stressing that they see no obstacles to introducing such policies in the future should the need become relevant.

On the other hand, one interviewee (HR3) noted that his organisation has implemented specific policies inclusive of T/NB people. These include, for example, the provision of financial support for employees undergoing a gender affirmation path, the possibility of changing one's name in internal systems, and the option not to indicate gender on identification badges or in official communications.

The situation that emerged from the interviews seems to be confirmed by the research that ISTAT (National Institute of Statistics) together with UNAR (National office for racial discrimination) has conducted in 2019 in order to investigate LGBT+ diversity management measures implemented by businesses with at least 50 employees in industry and services. Results of this survey show that a very small number of companies (5,1%, equal to more than a thousand companies) have adopted at least one measure aimed at promoting the inclusion of LGBT+ workers, in addition to what is already required by law. In particular, among those which did so, the most widely adopted measures are aimed at transgender workers: 3,3% of the companies have given the possibility for these workers to use toilets, changing rooms, etc. in a manner consistent with their gender identity. However, the way in which these measures are spread varies greatly according to the size of the company (from 3% for companies with between 50 and 499 employees to 7,8% for larger companies). The same can be observed for initiatives ensuring transgender workers the right to express their gender identity in a visible manner, including through clothing (this action concerns 2% of companies with at least 50 employees, while among the larger ones the share reaches 6,8%). It is worth noting that only 1,9% of companies have a diversity professional position in place, including LGBT+ diversity (i.e. diversity and/or inclusion manager).

Moreover, according to *Transcending Barriers* survey the content of such plans reveals inconsistencies in coverage: - diversity training for all staff: 30,6%; - anti-discrimination policies explicitly covering LGBTI/trans persons: 28,6%; LGBTI-specific harassment protocols: 22,4%; protocols supporting T/NB people: 18,4%; measures guaranteeing use of chosen name: 32,7%; measures ensuring access to gender-aligned bathrooms: 26,5%

Although equality plans exist, their effectiveness needs further investigation. While 46,9% of respondents reported that the measures are applicable in practice, it is notable that nearly 40% are unable to answer this question. When asked whether the measures are applied in every situation, the response is generally "occasionally" or "at times." However, according to respondents these practices, when implemented, are perceived as neither effective nor ineffective (neutral) and somewhat effective.

These findings seem to suggest that equality plans in place may comply with regulatory expectations but fail to become embedded routines.

The persistence of micro-discriminations emerges across several indicators. A significant finding concerns leadership representation: HR survey respondents reported that leadership positions within their organisation include openly T/NB people “little” or “not at all.” Heteronormative presumption also remains prevalent (M=3,20). As one interviewee pointed out, *“people’s heterosexuality is often taken for granted... the organisation is not an island: it reflects society. But I realise that this may have an impact on people who are not heterosexual”* (HR2). Beyond these broader structural dynamics, the survey data indicate the persistence of more subtle forms of exclusion. Hostile or derogatory humour, though not perceived as widespread, remains present: respondents reported that jokes or remarks targeting LGB people occur “a little,” and those targeting T/NB individuals only slightly less so. Interactions around personal matters also reveal uneven treatment. Personal topics are asked less naturally to LGB employees than to their heterosexual colleagues, and this asymmetry is even more pronounced with respect to transgender individuals, suggesting a relational distance that can reinforce marginalisation. Recognition and visibility of LGBTI relationships likewise remain limited, with respondents indicating that the everyday acknowledgment afforded to heterosexual relationships is not extended equally to LGBTI workers (Lower visibility of LGBTI relationships: M=2,31). Moreover, inclusive language is not used consistently (M=2,74), pointing to organisational communication practices that continue to rely on gendered assumptions or fail to adopt correct pronouns. Collectively, these findings illustrate how everyday interactions and communication patterns continue to reproduce unequal norms and expectations, even in the absence of overt hostilities.

### 5.2.3. Training needs

When survey participants were asked whether specialised training on T/NB topics should be offered to HR teams, most respondents considered such training useful across nearly all proposed topics. In particular, respondents rated the usefulness of specialised training topics for HR teams, with the following mean scores (M) indicating their perceived relevance:

- Needs and rights of trans undergoing a gender affirmation process (M=3,92)
- Inclusive leadership training (M=3,89)
- Wellbeing of trans people at work (M=3,87)
- Labour rights of trans people (M=3,83)
- Workplace experiences of trans people (M=3,81)
- Inclusive hiring (M=3,81)
- Managing visible- and subtle discriminations (M=3,81)
- Benefits of having an Inclusive Workplace for employee well-being and performance (M=3,81)
- Anti-discrimination legal frameworks (M=3,79)
- Handling resistance to LGBTIQA+ inclusion and fostering constructive dialogue (M=3,79)
- Understanding LGBTIQA+ phobia and transphobia (M=3,77)
- Fundamental LGBTIQA+ concepts (M=3,74)

- Benefits of having an Inclusive Workplace for business growth and brand reputation (M=3,74)
- Communication skills and advocacy for LGBTIQ+ people (M=3,55)

The qualitative interviews provide additional context. Most interviewees reported having both received and delivered substantial training on gender equality (F/M). They emphasised that this training has led to significant improvements among employees, such as increased use of inclusive language. They also expressed a desire to extend such training to T/NB topics in the near future, ideally beginning with senior leadership and subsequently rolling it out to all employees.

According to one interviewee *“extending the existing training model on gender equality to include T/NB topics could lead to similarly positive outcomes, improving overall employee attitudes and fostering a more inclusive organisational climate”* (HR1).

More broadly, one HR interviewee emphasised the importance of continuously questioning and reassessing inclusion from multiple perspectives in order to ensure its effectiveness: *“Ours is a dynamic, evolving organization that is critical of itself. How each of us sees inclusion is a topic that is constantly discussed and questioned”* - *“Diversity management is a skill that organizations must have, and to do so, it is essential to suspend judgment, focus exclusively on skills, and recognize one's own cognitive biases”* (HR2).

Interviewees also suggested several methodologies that could make T/NB-related training more effective. These include the use of *direct personal testimonies* (*“in my shoes”*) and *peer-to-peer learning* through exchanges with other organisations that have already worked with T/NB employees in order to share best practices: *“Listening to stories from people who have had this experience, stories of success and hard work, but also interacting with other companies that have already had this training experience would be important, I believe”* (HR4).

When asked to reflect on the competencies needed by HR and leadership teams to foster a more inclusive environment for T/NB employees, interviewees highlighted a consistent set of attitudes and skills. Fundamental among these are open-mindedness, the ability to move beyond personal biases, and the suspension of judgment, alongside a strong focus on candidates' competencies and talent. As one interviewee noted, *“diversity is enriching; accepting differences allows people to express themselves, and this increases the quality of work”* (HR3). Interviewees also stressed that leaders should actively promote inclusion by modelling inclusive behaviours themselves, positioning leadership as a visible example of the values the organisation aims to uphold.

## 6. Overall evaluation

The analysis of the Italian quantitative and qualitative data highlights a workplace environment marked by partial and erratic inclusion of T/NB individuals, in which normative commitments to equality coexist with persistent structural and cultural shortcomings and where formal equality frameworks remain insufficiently translated into practical implementation.

The empirical findings reveal a pronounced disparity between the lived experiences of T/NB workers and the perceptions of HR professionals. T/NB respondents report regular exposure to several forms of workplace hostile behaviours, harassments and violence, particularly for T women and NB people. These experiences are embedded within broader patterns of socio-economic precarity, including lower income levels and greater employment instability, which may exacerbate dependence on employer practices and limit the capacity to report discriminatory conduct. The limited presence of openly T/NB persons in leadership positions further constrains role-modelling and organisational learning, while widespread heteronormative assumptions and inconsistent use of inclusive language reproduce inequalities at the micro-interactional level.

Conversely, HR professionals tend to describe their organisations as generally inclusive and free from significant discriminatory incidents. This divergence may stem from deficits in monitoring tools and reporting mechanisms, as well as from the normalisation of subtle bias within everyday organisational interactions.

Moreover, consistent with empirical evidence from previous studies, the present research confirms that while equality plans and diversity frameworks are increasingly widespread, their implementation often remains formalistic. Measures explicitly addressing gender identity (such as specific anti-discrimination policies, access to gender-aligned facilities, adoption of LGBTI-specific harassment protocols and protocols supporting T/NB people, measures guaranteeing use of chosen name and inclusive language guidelines) are adopted only sporadically, and their application is seldom systematic. Much of the support encountered by T/NB employees arises from individual goodwill rather than institutional safeguards, producing environments in which inclusion is fragile, contingent, and dependent on interpersonal dynamics. The resulting scenario is one of conditional or situational inclusion rather than institutionalised protection.

At the same time, the findings identify several elements that could facilitate future progress. HR professionals express substantial interest in training on the needs, rights, and wellbeing of trans employees, inclusive leadership and hiring practices, managing discrimination, and understanding LGBTIQA+ concepts and legal frameworks, recognising existing knowledge gaps and the need for operational tools to manage transition-related processes. This receptiveness, combined with increasing familiarity with gender-equality frameworks more broadly, constitutes a

foundation on which more robust and legally coherent organisational practices may be developed. Certain organisations have already implemented advanced measures, such as internal name-change procedures, financial support for gender affirmation, or non-gendered identification practices, demonstrating that effective models exist and can be scaled.

Overall, the evidence suggests that meaningful T/NB people inclusion requires a shift from discretionary and fragmented practices toward legally informed, systematic, and culturally rooted organisational strategies. Strengthening internal protocols, enhancing reporting and accountability mechanisms, investing in targeted and legally grounded training, and promoting visible T/NB leadership engagement are all essential to bridging the gap between formal commitments and the substantive protection of T/NB workers.

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## 8. Annexes

### Annex 1. Demographic profile of the sample

#### Sections:

#### A. Interviews with trans and non-binary people

	Year of birth	Gender identity	Sex assigned at birth	Sexual orientation	Highest finished educational qualification	Legal status	Current employment or Activity status	Sector of work
T1	1964	Woman	male	bisexual	High school degree	citizen	retired	Industry
T2	1953	Man	female	heterosexual	High school degree	citizen	retired	Nursing home
T3	1995	NB	male	asexual	Degree in Medicine	citizen	self-employed	health
T4	1998	NB & Trans	male	lesbian/queer	Bachelor degree	citizen	Formal contract - educator	Third sector - education field
T5	2001	TW	male	lesbian	High school degree	citizen	Formal contract at salesperson	trade
T6	1988	NB	male	lesbian	High school degree	citizen	Formal contract as programmer	IT
T7	1993	TM	female	heterosexual	Short-cycle tertiary education	citizen	self-employed	Multiservice (cleaning, maintenance)

Table 1

#### B. Interviews with professionals

	Year of birth	Gender identity	Highest finished educational qualification	Role in the organisation	Years of experience	Work sector	Organization size (number of employees+ local to international)
HR1	1975	woman	Degree in Psychology + psychotherapy	HR department	20	Third sector (mental health educators, nurses)	200 employees - local dimension

HR2	1980	man	Degree in sociology + Master's degree in social psychology and education	Member of department for inclusion of disadvantaged workers	15	Third sector (mainly cleaning activity)	570 employees - local dimension
HR3	1978	man	Degree in Economics + Master degree in Auditing	HR Advisor	20	services and consulting	21.000 Italy - international dimension
HR4	1985	woman	Degree in	HR team	10	Medical devices sector	460 Italy - national but with operating offices abroad

Table 2

## C. Survey transgender, non-binary and lesbian, gay, bisexual, intersex and queer people

## General information:

Variable	Value
Total number of answers LGBTIQ	N=161
Total number of TNB	N=96 total 59,6%

Table 3

## General information within the TNB group:

Variable	Value
Age	M=34,40 SD=11.987
% of employment	81,8%

Table 4

## Main categories:

Category	Variable	N	%
Gender identity	Trans man	27	16,9
	Trans woman	46	28,8
	Non-binary	29	18,1
Employment situation	Formal contract	35	77,8
	Informal work	1	2,2
	Self-employed	4	8,9
	Unemployed	2	4,4
	Volunteer/ unpaid work	1	2,2
	Not working (other reasons)	2	4,4
Primary work sectors	Education & Training	11	11,8%

	Technology (IT)	10	10,8%
	Construction & Manufacturing	7	7,5%
	Salesperson in a store	7	7,5%
Education Level	Primary School	5	5%
	Secondary	41	41%
	High school	28	28%
	Bachelor's degree	18	18%
	Master's degree	5	5%
	PHD	2	2%
Minority group membership	Racialized (skin colour or ethnicity)	2	6,1%
	Migrant background	2	6,1%
	Asylum seeker/ refugee	4	12,5%
	Disability	6	21,5%

Table 5

## D. Survey with professionals

## General information

Variable	Value
Age	M=36.28 SD=9.761
Years of experience	4-15 years= 47,7%
% of respondents/organizations acknowledging trans or non-binary employees	N=20 33,3%

Table 6

## Main categories:

Category	Variable	N	%
Gender identity	Man	23	34,3%
	Woman	43	64,2%
	Non-binary	0	0%
Role in the organisation*	HR professional Manager, generalist, administrator, HR business partner, recruitment specialist, consultant	32	47,9%
	Management Team leader, department head, supervisor, project manager, junior/senior manager	15	22,5
	Executive leadership Director	6	9%
	Other	12	17,9%
Primary work sectors	Education & Training	13	19,7%
	Technology	8	12,1%
	Professional Services	8	12,1%

	Health Care & Social Work	4	6,1%
Highest finished educational qualification	Primary School	1	1,5%
	Secondary School	6	9%
	High school	12	18,1%
	Bachelor's degree	24	35,8%
	Master's degree	16	23,9%
	PHD	7	10,4%
Size of the organization	Local	16	24,2%
	Regional	10	15,2%
	National	21	31,8%
	International	18	27,3%

Table 7

\* An aggregated classification has been used to facilitate international comparability across countries. If a significant number of responses fall under "Other," it is recommended to assess whether any of these could be integrated into the current table and analysis as additional categories.