

# GUIDE <sup>L</sup>G <sup>B</sup>T <sup>Q</sup>I <sup>A</sup>

For equality and inclusion  
in organisations



**Gender**  
**Awareness** and  
**Transformation** for  
**Equality**

**LGBTQIA+**

**movetia** Austausch und Mobilität  
Echanges et mobilité  
Scambi e mobilità  
Exchange and mobility



Co-funded by  
the European Union



**Title:**

GATE PROCESS<sup>+</sup> GUIDE FOR EQUALITY AND INCLUSION IN ORGANIZATIONS

**Edition:**

SEPTEMBER 2024



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**Project developed by:**



**Acknowledgements:**

InteRed, Bowie Creators, ASU Padova (Associazione Studenti Universitari), SNFCC Youth Council, Docentes LGTBI+.

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HelMSIC - Hellenic Medical Students' International Committee.

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**GUIDE  
FOR EQUALITY  
AND INCLUSION  
IN ORGANIZATIONS**

## INDEX

Introduction	1
What is this guide for?	2
Why should we dedicate time to work on this topic in our organisation?	3
How to use this guide?	5
GATE LGBTQIA+ process	6
<b>PHASE 1: STARTING POINT</b>	
1 <sup>st</sup> Gate Introductory session to Gender and sexuality diversity	9
2 <sup>nd</sup> Gate: Current photo	10
3 <sup>rd</sup> Gate: Choosing the path	11
<b>PHASE 2: TRANSFORMING FROM THE INSIDE</b>	
4 <sup>th</sup> Gate: Building a Safer Space	13
5 <sup>th</sup> Gate: Connection with LGBTQIA+ concepts and realities	15
6 <sup>th</sup> Gate: Personal transformation	16
7 <sup>th</sup> Gate: Organisational transformation	20
8 <sup>th</sup> Gate: Community transformation	27
<b>PHASE 3: SAFE &amp; EQUAL TRAVELS</b>	
9 <sup>th</sup> Gate: Other inspirations	31
10 <sup>th</sup> Gate: Next steps	32
11 <sup>th</sup> Gate: Evaluation	33
12 <sup>th</sup> Gate: Follow up	34
Who are we?	36

Y'ALL  
MEANS  
ALL!

## Introduction

Promoting diversity, inclusion, and violence prevention is a responsibility that concerns us all. To create an organisational environment where everyone feels welcomed and valued, it is important for us to review both the formal and informal structures, processes, and how we interact with each other. We must dedicate ourselves, both individually and collectively, to create safer and more respectful environments, thereby contributing to the development of fairer societies.

Let's nurture empathy, respect, and appreciation for the richness that diversity brings, as it not only shapes our individual identities but also enhances the unity and strength of our communities.

In a context where violence is learned, tolerated, perpetuated, and normalised, it is crucial to adopt different practices, promote new ways of relating to each other and create alternative narratives.

The topic of gender and sexuality extends beyond the LGBTQIA+ community; it impacts everyone, permeating all aspects of human existence, since gender norms and sexuality expectations shape our society and influence our daily lives, relationships, and self-perceptions. Where do you see yourself in the movement towards LGBTQIA+ equality?



**GATE process** is a journey into gender and sexuality awareness. We navigate through the seas of gender and sexuality topics with you, stopping at different aspects of life to have a look, understand them better, learn tools to promote LGBTQIA+ rights and be agents of this important transformation.

Given that gender equality is one of the 17 UN sustainable development goals, we want to foster it by working at three different levels: organisational, personal and community level. This guide is specifically oriented to the organisational level: the target groups are youth organisations and NGOs, entities, institutions, businesses, associations, teams, groups and collectives.

The goal is to look through the gender lens into the internal life of the organisation, to promote internal awareness, development and change, as gender inequalities are present in our daily working relationships, processes, and structures.

We need to prepare individually and as a team to begin this navigation.

*Are you ready?*

## What is this guide for?

The main objective of the guide is to promote LGBTQIA+ equality and diversity in youth -and other organisations and working environments-. In order to do this, we will:

- ▮ Provide tools and guidelines for the real incorporation of the gender and sexuality diversity perspective in organisations: in the formal structure, in their processes and in the relationships between the people.
- ▮ Accompany a pro-gender and sexuality equality and diversity transformation process which includes:
  - ◊ Detecting and understanding how inequalities regarding gender identity and sexual orientation occur,
  - ◊ Understanding how inequalities influence the processes and work carried out in your organisation, in visible and invisible ways,
  - ◊ Creating changes and establishing measures to transform inequalities and bring awareness on this topic.

### What does LGBTQIA+ mean?

LGBTQIA+ is an acronym for lesbian, gay, bisexual, trans, queer, intersex and asexual people. The “+” plus symbol stands for the numerous other identities and diversities that exist in the sexuality and gender spectrum.

The patriarchal, heteronormative and cis-normative system has historically favoured the validation of certain identities while disregarding, excluding, and punishing others. This explains the inherent biases within the system, which have perpetuated the marginalisation and violence of diverse identities and experiences.

Please take a look at the graphic of the Gender Unicorn below which provides a clear visual of the main concepts related to gender and sexuality, and take a look at our [Introduction to Gender and Sexuality Topics](#) for a detailed presentation of all identities and terms:

## Why should we dedicate time to work on this topic in our organisation?

We could say that addressing LGBTQIA+ topics will lead to improved organisational results, increased productivity, and so on. However, this is not the reason why we wish to focus on this topic. Nor is it simply to support organisations to fulfil formal or legal requirements.

Instead, we are inspired to promote equity, and inclusivity, and create a supportive environment for all individuals within the working environments. Our focus on LGBTQIA+ topics is driven by a desire to promote understanding, respect, and acceptance, fostering a culture where everyone feels valued and empowered to be their authentic selves. Creating organisations where everybody fits as they are.

More reasons to care and work for LGBTQIA+ inclusion are:

**Prevention of violence & discrimination.** It's important to confront the harsh reality: LGBTQIA+ individuals still face high levels of discrimination and violence in our society. As organisations, it's not enough to simply talk about diversity; we must actively work to create environments where everyone feels safe, respected, and recognized. Let's not forget that LGBTQIA+ rights are human rights!

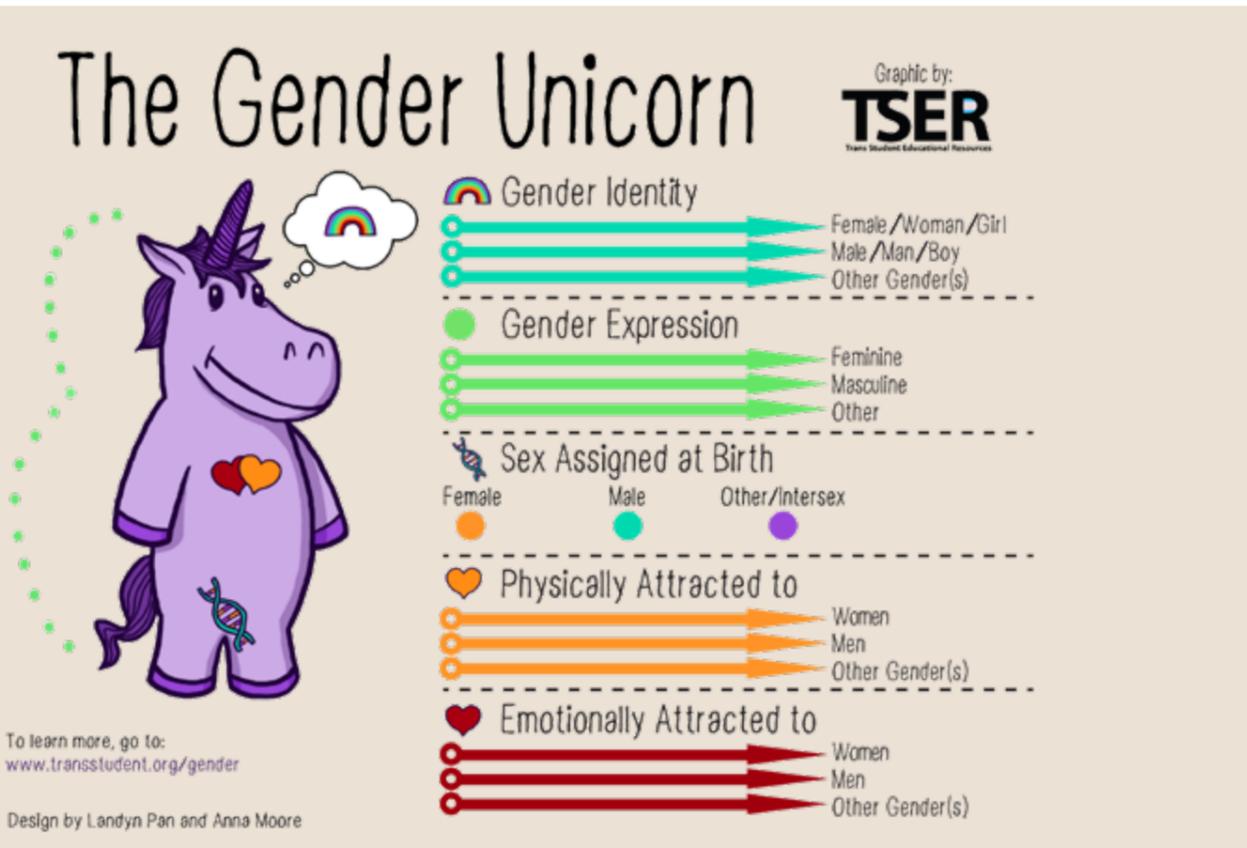
By appreciating diversity, we **unlock the potential of individuals** and our own. By embracing people of various identities, backgrounds, and perspectives, we're not just fulfilling a formal requirement; we're opening gates to innovation, new ideas, and fresh insights.

### Is this guide only for LGBTQIA+ people or LGBTQIA+ organisations?

No, this guide is designed for all organisations interested in creating an inclusive and supportive environment for their employees and beneficiaries, clients, members and volunteers, including those who identify as LGBTQIA+.

If there are no individuals who openly share their LGBTQIA+ identities within an organisation, it is easy to assume that this topic is irrelevant. But is this assumption accurate? Can we confidently say that among all current or prospective employees, members, clients, and volunteers in our organisation, there are no LGBTQIA+ individuals? Or is it highly likely that there are many, but they remain silent due to barriers of which we may be unaware?

Understanding and respecting diverse sexual orientations and gender identities is essential for fostering an inclusive culture within any organisation. This awareness not only helps to prevent discrimination but also promotes empathy and better connections among colleagues and team members. By acknowledging and respecting each individual's unique identity and experiences, organisations can create an atmosphere where everyone feels valued and included, regardless of their sexual orientation or gender identity. This, in turn, enhances overall team dynamics by fostering trust, cooperation, and mutual respect among team members. Embracing diversity in all its forms enriches the organisational culture and enables teams to thrive in a supportive and inclusive environment. What we do for the development of inclusive organisations now, will ensure that people with diverse identities can feel welcomed also in the future.



Let's explore how diversity isn't just beneficial for our own organisations; it's essential for cultivating a culture of empathy, understanding, and mutual respect.

**Leading the change.** As organisations, we have a unique opportunity and responsibility to be agents of change in creating a more inclusive and equitable society. By advocating for LGBTQIA+ inclusion, we're not just changing our organisations; we're changing hearts, minds, and practices in our communities.

### What is not a right motivation to do this work? What are we trying to avoid?

We should not talk about LGBTQIA+ topics as a marketing strategy or make superficial gestures if the actual structures, policies and processes in the organisation are not aligned with these values. This practice is known as PINKWASHING, and we aim to avoid it as an organisation.

Pinkwashing, or *rainbow-washing*, occurs when organisations support LGBTQIA+ matters as a way to obtain more visibility and/or increase their profit without doing a deep transformation of their structures and practices towards actual inclusivity. Even if it is unintentional, pinkwashing is very likely to happen if there are no transversal policies and real work done in the organisation. Please check our [infographic on pinkwashing](#).

### Is being LGBTQIA+ a “trendy” topic?

Identities are not a trend; respecting one's identity is a core human right. Equality, equity, respect, the right to self-expression, safe social spaces, and social justice are the values which are at stake. LGBTQIA+ individuals have always existed throughout history, and their experiences, struggles, and contributions to society extend far beyond any notions of fashion, and have brought

the topic to the forefront of public consciousness, shaping the dialogue around diversity, inclusion, and human rights where it is today. Their efforts have paved the way for greater visibility and acceptance of LGBTQIA+ individuals in mainstream society, challenging stereotypes and breaking down barriers. Today, the LGBTQIA+ community continues to push for progress and social change, for real equality and inclusivity everywhere.

### Intersectionality

This guide has been developed incorporating an intersectional perspective and framework. [Please check our infographic on Intersectionality](#).

Intersectionality describes how race, class, gender, sexuality, (dis)ability and other individual characteristics “intersect” with one another and overlap, recognizing that individuals hold multiple identities simultaneously, which shape **unique experiences of discrimination and privilege**<sup>1</sup>.

**How does Intersectionality affect our work?** It compels us to recognize that experiences of discrimination and marginalisation of individuals are shaped not only by their sexual orientation or gender identity but also by other intersecting factors such as race, ethnicity, (dis)ability, socioeconomic status, and more. It is important to consider all these different factors as variables of discrimination, with LGBTQIA+ identities being one of them, but not the only one. The intersection of different variables creates more complex experiences of discrimination and privilege. Therefore, it is important to seek solutions and proposals that integrate this perspective.

<sup>1</sup> Source: Christodoulou, J. (2005). Glossary of gender-related terms. Mediterranean Institute of Gender Studies. European Institute for Gender Equality. [https://medinstgenderstudies.org/wp-content/uploads/Gender-Glossary-updated\\_final.pdf](https://medinstgenderstudies.org/wp-content/uploads/Gender-Glossary-updated_final.pdf)

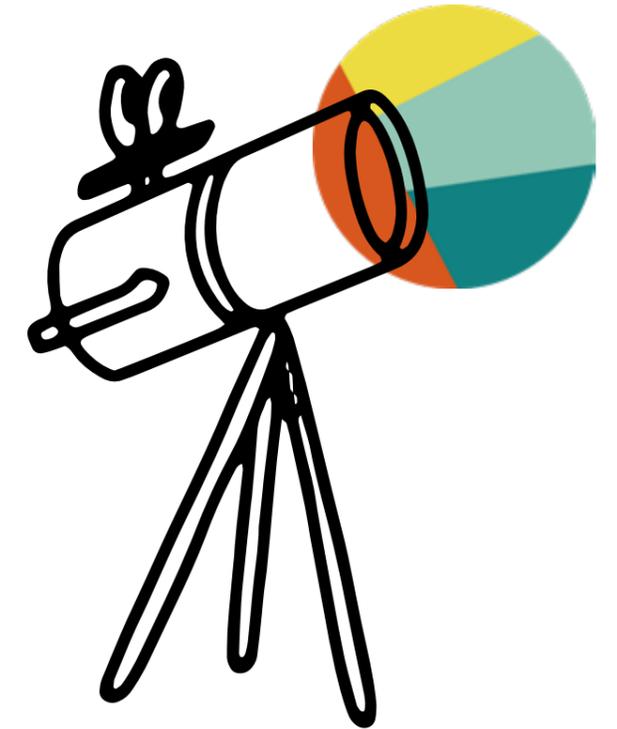
## How to use this guide?

This guide offers resources and tools for organisations to create their own process on gender awareness and transformation. We provide a set of prioritised activities as a suggested roadmap designed to facilitate this journey.

We invite organisations which are interested in promoting gender equality within their working environment and structure, to create a team, the “Navigation Crew”, which will facilitate and implement the GATE process using this guide.

Are we ready to deconstruct the invisible barriers we may still have around, examine the inclusivity of our working processes, and make efforts to open *GATES* to (more) LGBTQIA+ individuals?

It's essential to recognize that creating change, specially paradigm changes, requires effort and dedication, and also facing a lot of resistance and many challenges; but the benefits of a truly inclusive workplace are immeasurable, for individuals, for the organisation and our society as a whole.



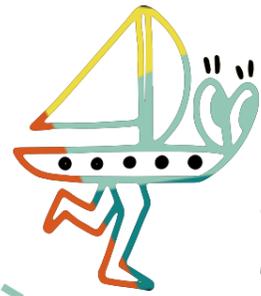
Be ready to:

- Feel **uncomfortable...** Please don't run away, stay open and shrill in uncomfortable moments.
- **Welcome complexity!** With more understanding, issues become more complex... touching these complex topics means no easy and simple solutions. This topic invites us to consider the diverse ways in which people experience and express their identities, which in turn affects how they interact with the world. By engaging with these complexities, we cultivate a spirit of openness and empathy, fostering a society that respects and acknowledges the rich tapestry of human experience.

- Reflect on our stereotypes and our own beliefs, and challenge them!
- **“Learn in progress”:** We are all learning, and we may make mistakes! Don't miss the opportunity to exchange and grow in this process. Show your interest, and be open for corrections if needed. And also offer apologies.

### FACILITATION TIPS for the Navigation Crew

*Please read the [tips and recommendations](#) before starting this journey to gain clarity on the tasks assigned to the Navigation Crew and the aspects that require special attention during the process.*



let's navigate into it!

# GATE + LGBTQIA process

## Estimation of GATE LGBTQIA+ process duration

This guide offers a journey to explore different aspects of the organisation to transform it into an inclusive and diverse environment. Taking into account the different stages of the process, we estimate a **minimum of 6 hours** of work in order to open, develop and close a *summarised version* of GATE process, focusing on one main path (out of the 2 possible):

- | 1° Phase Starting Point: 2 hours
- | 2° Phase Transforming From Inside: 3 hours
- | 3° Phase Safe and Equal Travels: 1 hour.

A version of GATE LGBTQIA+ PROCESS going through all the activities of personal transformation, one path of organisational transformation and community transformation needs approximately 8 hours to be completed.

6

7



- 1<sup>st</sup> INTRODUCTORY SESSION TO GENDER AND SEXUALITY DIVERSITY
- 2<sup>nd</sup> CURRENT PHOTO
- 3<sup>rd</sup> CHOOSING THE PATH



- 4<sup>th</sup> BUILDING A SAFER SPACE
- 5<sup>th</sup> CONNECTION WITH LGBTQIA+ CONCEPTS & REALITIES
- 6<sup>th</sup> PERSONAL TRANSFORMATION
- 7<sup>th</sup> ORGANISATIONAL TRANSFORMATION
- 8<sup>th</sup> COMMUNITY TRANSFORMATION



- 9<sup>th</sup> OTHER INSPIRATIONS
- 10<sup>th</sup> NEXT STEPS
- 11<sup>th</sup> EVALUATION
- 12<sup>th</sup> FOLLOW UP

## 1<sup>st</sup> GATE: Introductory session to Gender and sexuality diversity

To begin exploring gender and sexuality diversity, it's essential to gain a deeper understanding of fundamental concepts and theoretical foundations. This is the objective of this first gate, as it will provide every participant with greater awareness of the aspects aimed to be addressed.

The *Navigation Crew* invites for a first session of the LGBTQIA+ Awareness Training (GATE) process, gathering in a welcoming space for an introduction to the thematics. This meeting offers an opportunity to share concepts, voice questions and uncertainties about the subject, initiate the exchange of knowledge, discuss challenges, and share personal experiences if desired.

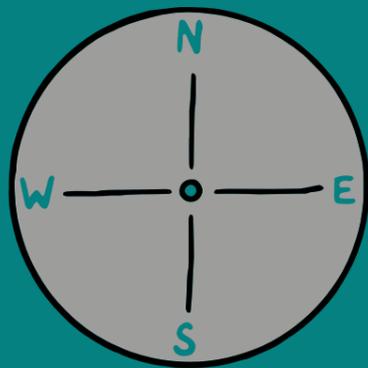
Please use the following documents for this Introductory session:

- | Introduction to Gender and Sexuality Topics (GATE I and GATE LGBTQIA+)
- | GATE LGBTQIA+ presentation
- | Organisational Framework (for path 1)

You can find these documents in the GATE Supporting Materials directory in our website.

At this stage, it is crucial to understand the following aspects:

- ◇ Basic terms and concepts
- ◇ Stereotypes & norms around gender and sexuality
- ◇ How do heteronormative, binary social systems affect us?
- ◇ What is Intersectionality?
- ◇ Importance of representation of LGBTQIA+ experiences
- ◇ What is Pinkwashing & how to avoid it.



# PHASE I: STARTING POINT



## 2<sup>nd</sup> GATE: Current photo

Once we have completed the basic LGBTQIA+ introduction training, we have a clearer notion of what we are addressing during this process.

It is time to go into our own organisation and examine how things are working right now, with particular focus on:

- | **The formal structure**
- | **The processes leading to results**
- | **The relationship dynamics among people in the organisation.**

To ensure a safer space where people can freely share their experiences, we created an **anonymous questionnaire** to be sent to all participants involved in the GATE process or those interested in responding. The answers will help to guide the implementation of the GATE process by identifying the most important aspects to explore at the moment. The questionnaire is anonymous and confidential.

### GATE questionnaire.

Do **not** share the direct results of the questionnaire with the group. Maybe you can mention some of the most relevant aspects or emerging themes, but do not offer a formal report or share parts of the responses to open questions, because even if it is anonymous, some of the answers could be connected to people, and this would affect the confidentiality and safety of the process.

**TIP**

Before asking people to fill in the questionnaire, the *Navigation Crew* should determine how the results of the questionnaire will be utilised and, who will have access to them. They should then communicate this information to all the participants, ensuring a safer space for them to answer.

Please, also take into account that, since the information will stay with the organisation, some LGBTQIA+ individuals may choose not to disclose their identity.

## 3<sup>rd</sup> GATE: Choosing the path

Finally, once the *Navigation Crew* has collected and analysed all the information from the questionnaires, they will propose focusing on one of the 2 main paths of the GATE LGBTQIA+ process to begin with.

Another way of deciding which path to pursue is to suggest to the group the following dynamic:

Name	Pathway Selection
<b>Time</b>	10'
<b>Process</b>	<ol style="list-style-type: none"> <li>1. The Navigation Crew explains the 2 possible paths we can dive into in the GATE LGBTQIA+ process for organisations. <ul style="list-style-type: none"> <li>  <b>PATH 1 Structure of the organisation:</b> the structure of the organisation, its formal processes, meetings and the ways decisions are taken.</li> <li>  <b>PATH 2 Relationships between people, and microaggressions<sup>1</sup>.</b> The internal dynamics, interactions between people, tensions and conflicts, jokes and uncomfortable comments, discriminations and violent situations.</li> </ul> </li> <li>2. Each path is allocated on opposite sides of the room. For example: <i>Structures</i> on the right side, and <i>Relationships</i> on the left.</li> <li>3. In silence, people should move around and position themselves on the side corresponding to the topic they prefer to begin with. If needed, the group can talk about their positioning to agree on the decision.</li> <li>4. The side with more participants determines the focus of this session. However, it's important to acknowledge that both topics are very relevant and interconnected, and discussions related to the other path may arise. In addition to this, the group can follow the other path later on.</li> </ol>

<sup>1</sup> Explain microaggressions. Check the infographic of GATE GLOSSARY.

We are ready to embark on the chosen journey. Together, we will dive into targeted activities and proposals on the **personal, organisational, and community levels**. Our aim is to challenge certain beliefs, enhance our understanding of LGBTQIA+ topics, engage in debates, share experiences, cultivate greater awareness of gender and sexuality-related topics, and take action to transform our organisation and society into a more inclusive and non-discriminatory one.

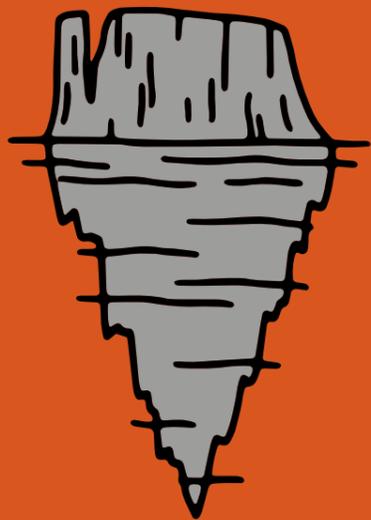
## 4<sup>th</sup> GATE: Building a Safer Space<sup>1</sup>

As we are starting this journey together, we will be exploring topics that may be uncomfortable for some people, potentially leading to challenging situations where we may feel exposed, vulnerable, or hesitant to share.

The initial and crucial step to start the workshop is to do a *round of introductions* with all participants and respectfully inquire about **the pronouns each individual uses**.

We understand that discussing topics such as gender identity, sexual orientation, and related topics in our own organisation can be challenging. Nevertheless, we are committed to tackling these topics together. To do so effectively, we recognize the need to create a special and distinct space from the ones we typically use for coordination meetings and decision-making. This journey calls for attitudes of openness and respect for others people's sharing, as well as a heightened awareness of our communication. On the other hand, it also requires us to reflect on our own boundaries regarding the topics we are comfortable discussing. It should be a space where we can share information we choose and keep private, if desired so, the information others share. Respect confidentiality: we have the right to decide when and with whom we share our personal information.

<sup>1</sup> The term "safer spaces" is used to acknowledge the ongoing effort to create environments that are more inclusive and respectful, understanding that achieving absolute safety for all individuals may be challenging and not realistic.



PHASE 2:  
TRANSFORMING  
FROM THE INSIDE

Name	Creating safer spaces in professional environments
<b>Objectives</b>	Identify behaviours, tips and advices to build safer spaces in your organisational environment, required for this GATE journey
<b>Time</b>	40'
<b>Materials</b>	<ul style="list-style-type: none"> <li>  Markers</li> <li>  Paper</li> <li>  Glue</li> <li>  Scissors</li> <li>  <a href="#">Infographic Safer Space</a></li> </ul>
<b>Process</b>	<p>In small groups:</p> <ul style="list-style-type: none"> <li>  Review the infographic and cut out the tips you most feel connected with.</li> <li>  Would you add or change anything, or propose other tips that could help in building a safer space for this journey together? Write them.</li> </ul> <p>In the big group:</p> <ul style="list-style-type: none"> <li>  Discuss and share inputs and create your own proposals for creating a safer space in your organisation.</li> <li>  Create a final poster/flipchart or document which summarises and records the group's proposal.</li> </ul>
<b>TIP</b>	These agreements can be exclusively applied for the GATE journey, or be adopted as group guidelines for daily interactions within your organisation.

## 5<sup>th</sup> GATE: Connection with LGBTQIA+ concepts and realities

Name	Guess my concept
<b>Objectives</b>	Warm-up activity that helps to learn and/or remember different concepts related to LGBTQIA+ topics.
<b>Time</b>	30'
<b>Materials</b>	<ul style="list-style-type: none"> <li>  Sticky notes and marker</li> <li>  <a href="#">Infographic GATE Glossary</a></li> </ul>
<b>Process</b>	<p><i>Preparation:</i> The <i>Navigation Crew</i> selects terms from the GATE Glossary and writes them on post-its (one term per post-it).</p> <ol style="list-style-type: none"> <li>1. Form a big circle. The <i>Navigation Crew</i> will then place one post-it note on each participant's forehead, ensuring that no one sees what is written on their note.</li> <li>2. As in the game "Who I am?", these are the rules: <ul style="list-style-type: none"> <li>  Each participant takes turns trying to guess which concept they have on their forehead.</li> <li>  During their turn, they can ask up to 3 YES/NO questions to the rest of the group.</li> <li>  The rest of the group can only answer with YES or NO.</li> <li>  If a participant guesses their concept correctly, they win! If not, the game continues to the next person in the circle.</li> <li>  Each person can attempt to guess their concept at any time during their turn. If they don't have any more questions to ask or if they're unsure, they can choose to pass, and it moves on to the next person in the circle.</li> </ul> </li> </ol> <p>In the end, review in the <a href="#">GATE Glossary</a> or the <i>Unicorn diagram</i> in the <a href="#">GATE Introduction to Gender and Sexuality Topics</a> any concept or term that was not clear.</p>

Name	LGBTQIA+ facts: True or False?
<b>Objectives</b>	A warm-up activity that helps to learn different or understand better facts about the realities of LGBTQIA+ people.
<b>Time</b>	20'
<b>Materials</b>	<a href="#">True and False on LGBTQIA+ Reality</a>
<b>Process</b>	In the big group, read each statement and say if it is True or False:  Please feel free to add any facts you know and believe are relevant at this time. Ensure the information is accurate.  Reflect on each statement: What do you feel when you listen to this reality?

## 6<sup>th</sup> GATE: Personal transformation

During this GATE journey, we are going to go through 3 different levels of awareness:

- | **Personal transformation**
- | **Organisational transformation**
- | **Community transformation**

In this first level, we propose different activities to reflect on our own personal experience, question the **heteronormative, binary gender system and beliefs** we have grown up with, and see how they have affected the development of our own identities and how we relate to LGBTQIA+ topics.

To effectively advocate for the inclusion of LGBTQIA+ individuals and create meaningful impact, it's crucial to begin by addressing our own understanding and attitudes. This serves as a foundation before reaching out to the organisational or community level and engaging with target groups.

The following activities help identify potential knowledge gaps, explore feelings and attitudes related to the topic, and lay the grounds for further work on LGBTQIA+ inclusion.

Name	What do you have in mind about LGBTQIA+ topics?
<b>Objectives</b>	To identify gaps in our understanding of LGBTQIA+ topics, to critically examine the origins of our perceptions, and to guide individuals toward trustworthy sources of information on LGBTQIA+ topics.
<b>Time</b>	40'
<b>Materials</b>	Pens   Paper   <a href="#">GATE Introduction to Gender and Sexuality Topics</a>
<b>Process</b>	<p>1. <b>Personal reflection (these informations will not be shared with others).</b> In a piece of paper make 3 columns and reflect:</p> <ul style="list-style-type: none"> <li>◇ 1° column: Aspects I KNOW about LGBTQIA+ topics (facts you are sure of)</li> <li>◇ 2° column: Aspects I THINK around LGBTQIA+ topics (aspects you heard but you are not sure of, opinions, assumptions, etc.)</li> <li>◇ 3° column: Aspects I FEEL about LGBTQIA+ topics (emotions, ambivalences, etc.)</li> </ul> <p>Where are these beliefs, knowledge and ideas coming from? Identify the different origins (for example: coming from family, friends, social media, newspapers and magazines, TV, radio, films, school, work experience, church or other religious activities, scientific books or research articles, direct observation, personal experience, etc.)</p> <p>2. <b>In the big group:</b></p> <ul style="list-style-type: none"> <li>◇ In which column (I KNOW, I THINK, I FEEL) did you have more items? Why do you think it is so?</li> <li>◇ Which sources of information were popular, and which were less frequent? How reliable do you think each of these sources are?</li> <li>◇ How open are these sources to the LGBTQIA+ reality? How do these sources reinforce stereotypes, discrimination and violence?</li> <li>◇ Where can we find reliable information regarding LGBTQIA+ issues?</li> </ul>

Name	Stereotypes towards LGBTQIA+ people
<b>Objetives</b>	Personal reflection on the stereotyping ideas towards LGBTQIA+ people.
<b>Time</b>	45'
<b>Materials</b>	<ul style="list-style-type: none"> <li>  Markers</li> <li>  Paper</li> <li>  <a href="#">GATE Introduction to Gender and Sexuality Topics</a></li> </ul>
<b>Process</b>	<p>1. <b>Personal reflection.</b> Consider the specific stereotypes that exist related to LGBTQIA+ people, in particular about:</p> <ul style="list-style-type: none"> <li>◇ Lesbians</li> <li>◇ Gays</li> <li>◇ Bisexual people</li> <li>◇ Trans people</li> <li>◇ Intersex people</li> <li>◇ Asexual people</li> <li>◇ Queer people, etc.</li> </ul> <p>Now think of an identity or characteristic(s) of yours for which you have been facing stereotypes (e.g. physical aspect, origins, split family, economic status, etc.). How does it feel to be treated according to a stereotype?</p> <p>2. <b>In the big group:</b></p> <p>1. Go back to the bias on LGBTQIA+ people, and reflect on the impact that these stereotypes have:</p> <ul style="list-style-type: none"> <li>◇ For the person and their relationship with themselves?</li> <li>◇ For the relationship with others?</li> <li>◇ In different spaces of their lives (school, work, family, public institutions, media, sports, etc.)?</li> <li>◇ How do LGBTQIA+ stereotypes affect the working environment?</li> </ul>

Name	Films and series I watch
<b>Objetives</b>	Analyse gender roles portrayed in movies and series, and evaluate LGBTQIA+ representation.
<b>Time</b>	20'
<b>Process</b>	<p>1. <b>Personal reflection.</b> Choose between 1 and 3 movies or series you like the most</p> <p>2. <b>In small groups</b> (3-4 people). Share:</p> <ul style="list-style-type: none"> <li>◇ Does the movie and series showcase diversity of gender identities, expressions and sexual orientations?</li> <li>◇ How movies and series could incorporate diversity and inclusivity in its portrayal of gender roles, avoiding the reinforcement of stereotypes?</li> </ul>



# 7<sup>th</sup> GATE: Organisational transformation

20

21

## PATH 1: STRUCTURAL CHANGE

Name	Glass ceiling
<b>Objectives</b>	Reflect on the obstacles that LGBTQIA+ people have to work through when in leading positions.
<b>Time</b>	30'
<b>Process</b>	<p><b>In couples:</b></p> <ol style="list-style-type: none"> <li>Search on the internet for the members of: <ul style="list-style-type: none"> <li>Supreme court in your country.</li> <li>International Bank.</li> <li>Chamber of Commerce of your country.</li> <li>Leading positions in 5 big multinational companies.</li> <li>Leading positions in 3 NGOs.</li> </ul> </li> </ol> <p>Discuss and share if you identify gender and sexuality diversity.</p> <ol style="list-style-type: none"> <li>Search for people who belong to the LGBTQIA+ community who are out and are also in leading positions.</li> <li>Debate: <ul style="list-style-type: none"> <li>How difficult was it to find openly LGBTQIA+ leaders?</li> <li>Reflect on the following fact: <i>“One in four (26 %) respondents hide being LGBTI at work”</i><sup>1</sup> according to a FRA – European Union Agency for Fundamental Rights.</li> <li>What are the obstacles LGBTQIA+ people have to overcome to obtain leading positions?</li> <li>What does it mean for a person to hide their true identity?</li> </ul> </li> </ol> <p><b>In the big group</b></p> <ol style="list-style-type: none"> <li>Share with the group what you discussed in your couples. Why is it important to actively avoid glass ceiling?</li> </ol>

## [PATH 1: STRUCTURAL CHANGE]

Name	Hetero/Cis-normativity presumption
<b>Objectives</b>	Reflect on how we can discriminate against others by assuming their sexual orientation, gender identity or intersex status.
<b>Time</b>	40'
<b>Process</b>	<p><b>In the big group:</b></p> <ol style="list-style-type: none"> <li>What does hetero/cis-normativity mean? Check the <a href="#">GATE Glossary</a>. Why is it important to challenge it?</li> </ol> <p><b>In small groups:</b></p> <ol style="list-style-type: none"> <li>Share experiences that you know - whether from your own life, your friends or family, school, work, films, tv news, series, etc. - that involve situations where hetero/cis-normativity was presumed.</li> <li>Make up a list of these situations that can happen in your organisation. It can help to think about the different spaces in the building, and which situations can emerge there: <ul style="list-style-type: none"> <li>Kitchen (coffee and lunch break)</li> <li>Meeting room</li> <li>Corridors</li> <li>Offices</li> <li>Bathroom</li> </ul> </li> <li>Choose one of the situations and prepare a roleplay of 2 minutes maximum.</li> </ol> <p><b>In the big group:</b></p> <ol style="list-style-type: none"> <li>Each small group acts out their different situations.</li> <li>Reflect about the situations</li> </ol>

<sup>1</sup> Source: European Union lesbian, gay, bisexual and transgender survey. FRA – European Union Agency for Fundamental Rights. 2020. [https://fra.europa.eu/sites/default/files/fra\\_uploads/fra-2020-lgbti-equality-1\\_en.pdf](https://fra.europa.eu/sites/default/files/fra_uploads/fra-2020-lgbti-equality-1_en.pdf)

## [PATH 1: STRUCTURAL CHANGE]

Name	Adding inclusiveness into our organisational processes
<b>Objectives</b>	Recognize processes and procedures in which diversity is not considered, and generate changes to make them more inclusive.
<b>Time</b>	50'
<b>Materials</b>	<ul style="list-style-type: none"> <li>  Blackboard or cardboard or flipcharts</li> <li>  Markers</li> <li>  Papers</li> <li>  Materials for collage (old magazines, scissors, glue, ...)</li> <li>  <a href="#">Infographic Intersectionality</a></li> </ul>
<b>Process</b>	<p>Think of the main processes, procedures or activities in your organisation. Make a list of them.</p> <p><b>List of examples:</b></p> <ul style="list-style-type: none"> <li>  Recruitment process (e.g: using masculine or binary language in job offers; during the interview process having cis-heteronormative assumptions like asking about being married/ having kids, etc.)</li> <li>  Organisation procedures (e.g.: in the decision-making process, looking at the Organisational chart, and power dynamics)</li> <li>  General meetings (e.g.: the participation in a meeting, the interruptions, the voices that are more heard and valued)</li> <li>  Payment of salaries (e.g.: the use of the expression “man-hour”, differences in the amount of salary)</li> <li>  Communication (e.g.: using images and photos in the newsletter that represent binary and hetero-cis realities, non-inclusive language).</li> </ul> <p><b>In small groups:</b></p> <ol style="list-style-type: none"> <li>1. Choose one process in your organisation that you would like to work on. How can you transform these processes and procedures to make them more inclusive? Apply the Intersectionality framework.</li> <li>2. <b>Create a poster or collage</b> to promote awareness of inclusiveness related to the process you worked on.</li> </ol> <p><b>In the big group:</b></p> <ol style="list-style-type: none"> <li>3. Present your posters and share your main insights.</li> </ol>

## PATH 2: PREVENTION of VIOLENCE and MICROAGGRESSIONS

Name	Power dynamics related to LGBTQIA+ people at work
<b>Objectives</b>	Understand power dynamics that take place in organisations, in relation to LGBTQIA+ people.
<b>Time</b>	40'
<b>Materials</b>	<ul style="list-style-type: none"> <li>  Situations of microaggressions related to gender and sexual orientation from the <a href="#">GATE+ awareness-raising and transformation campaign</a>.</li> <li>  Paper</li> <li>  Markers</li> </ul>
<b>Process</b>	<p>Preparation: The Navigation Crew provides each small group with a situation involving microaggressions from the GATE Campaign.</p> <p><b>In small groups:</b></p> <ol style="list-style-type: none"> <li>1. Each group receives a situation of microaggression that could happen at work.</li> <li>2. What is happening? Why is this happening?</li> <li>3. How can we change this? Harvest the different proposals.</li> <li>4. Draw a comic with the transformed situation.</li> </ol> <p><b>In the big group:</b></p> <ol style="list-style-type: none"> <li>5. Present the situation of violence and discrimination, and the transformation. <ul style="list-style-type: none"> <li>◇ Can we think of proposals or measures we want to work on to avoid these situations?</li> <li>◇ The Navigation Crew shares the transformed scenarios from the campaign</li> <li>◇ How are we feeling? What emotions came up during this process?</li> </ul> </li> </ol>

Name	Microaggressions in the workplace
Objectives	Identify and recognize the different types of violence and microaggressions that can take place in organisations.
Time	40'
Materials	<ul style="list-style-type: none"> <li>  Blackboard or cardboard or flipcharts</li> <li>  Markers</li> </ul>
Process	<p><b>1. Personal reflection:</b></p> <p>Think about different situations of violence that LGBTQIA+ people could experience in a workspace different from the ones used in the previous activity. Consider various scenarios that might cause discomfort, exclusion, or mistreatment, and reflect on how these situations can impact their well-being and job performance. Focus on specific details and how the actions or attitudes of others can contribute to a hostile or unsafe environment.</p> <p><b>2. In a big group:</b></p> <p>Discuss and share the different situations/types of violence.</p> <ul style="list-style-type: none"> <li>◇ What do you think may be the main causes of violence to LGBTQIA+ people?</li> <li>◇ Through what mechanisms and instruments is violence against LGBTQIA+ individuals sustained and, therefore, the hetero/cis normative system reproduced or reinforced? E.g.: jokes, lack of role models, non-inclusive language.</li> </ul> <p><b>3. [ Moving from awareness to transformation ]</b></p> <ul style="list-style-type: none"> <li>◇ At a personal level, which 3 commitments or proposals can you adopt to avoid microaggressions?</li> <li>◇ In the big group, now brainstorm on 3 team actions that can be implemented in your organisation.</li> </ul>

Name	Continuous coming out process
Objectives	Reflect on how LGBTQIA+ people feel and experience the process of Coming Out, considering different impacts and consequences.
Time	40'
Materials	<ul style="list-style-type: none"> <li>  <a href="#">GATE Glossary</a>.</li> </ul>
Process	<p><b>In the big group:</b></p> <ol style="list-style-type: none"> <li>1. What is “Coming out”?</li> <li>2. What is “Outing”?</li> <li>3. Check the GATE Glossary for the definitions</li> </ol> <p><b>Personal reflection:</b></p> <ol style="list-style-type: none"> <li>4. Consider situations involving individuals coming out that you are familiar with (either personally or through media such as movies, series or books). How might people feel in this process? It may help to answer: <ul style="list-style-type: none"> <li>◇ Have you ever had to explain any aspect of your identity again and again?</li> <li>◇ Have you ever had the situation of other people assuming an identity you don't have?</li> <li>◇ Have you ever had to explain why you don't have children or why you are not married?</li> </ul> </li> <li>5. What do you think is the impact of the process of continuous coming out: <ul style="list-style-type: none"> <li>◇ in the personal-inner level?</li> <li>◇ in the relationship with other people?</li> <li>◇ with all society? (in your work, studies, neighbourhood, etc).</li> </ul> </li> <li>6. What is the difference between LGBTQIA+ people's and hetero-cis people's ways of living and expressing their own identity at work, their ways of sharing it with others, and the judgments, the assumptions, the reactions they get etc.?</li> <li>7. Write your insights about this reflection in post-its.</li> </ol> <p><b>In the big group:</b></p> <ol style="list-style-type: none"> <li>8. Collect the post-its in a common harvesting space and discuss.</li> </ol>

## FROM AWARENESS TO TRANSFORMATION (for both paths)

Name	How can we be allies in these situations?
<b>Objectives</b>	Transform the situations detected in the previous activities (hetero-cis normativity, processes, microaggressions, coming out), and become allies for LGBTQIA+ people in your organisations
<b>Time</b>	60'
<b>Materials</b>	<ul style="list-style-type: none"> <li>  The discriminatory and violent situations of the previous activities.</li> <li>  Paper</li> <li>  Markers</li> </ul>
<b>Process</b>	<ol style="list-style-type: none"> <li>1. Come back to the situations in the previous activities that included discrimination and violence towards LGBTQIA+ people (or choose another one).</li> <li>2. Ask the group to act it out.</li> <li>3. How would <u>you</u> react in these situations against discrimination and violence? Enter the scene (<b>as a new role</b> or in the place of another role) and act the <b>intervention you would do</b>, continuing the role play.</li> <li>4. Notice how that intervention would affect the situation.</li> <li>5. Some questions for the debate: <ul style="list-style-type: none"> <li>◇ What is the role of an ally?</li> <li>◇ What helps me to be an ally?</li> <li>◇ What are the difficulties of acting as an ally?</li> <li>◇ What should change in my organisation?</li> <li>◇ Who should we include?</li> <li>◇ What can we do to promote these changes?</li> </ul> </li> <li>6. Create a <b>list of good practices</b> for being a <i>great ally</i> to LGBTQIA+ individuals in your organisation</li> </ol>

## 8<sup>th</sup> GATE: Community transformation

At this level, and after doing the work on the personal and organisational level, we are ready to think about how we can expand the awareness and transformation on LGBTQIA+ topics **outside our organisation**, and have a **greater impact in our community**.

The best practices we have implemented within our organisation should transcend their boundaries and enrich the wider community. This can be achieved through *Inclusive Actions*, which encompass various initiatives, including training programs, outreach efforts, and other positive measures, all of which should be integrated into the organisation's written policies. By establishing and maintaining written inclusive action programs, employers, workers, and volunteers can effectively implement, document, and update these initiatives periodically.

*Inclusive Actions* aim to address under-representation and enhance the opportunities of specified minority groups within society, granting them equal access to resources and possibilities as the majority population. That includes equal opportunities in recruitment, selection, career advancement, and all other aspects at work, regardless of their race, colour, religion, sexual orientation, and/or gender identity, (dis)ability, health status, etc.



Name	Avoid pinkwashing
<b>Objectives</b>	Transform the situations detected in the previous activities (hetero-cis normativity, processes, microaggressions, coming out), and become allies for LGBTQIA+ people in your organisations
<b>Time</b>	45'
<b>Materials</b>	<ul style="list-style-type: none"> <li>  <a href="#">Infographic Pinkwashing</a>.</li> <li>  Papers</li> <li>  Markers, crayons and creative materials for collage (old newspapers, scissors, glue...)</li> <li>  The <i>Navigation Crew</i> should choose one of the below or create a new entity profile to work with:               <ul style="list-style-type: none"> <li>◇ Slow fashion bio clothing business</li> <li>◇ NGO of Urban Youth</li> <li>◇ Company selling sweets.</li> </ul> </li> </ul>
<b>Process</b>	<ol style="list-style-type: none"> <li>1. Discuss in the big group: What is Pinkwashing? What is its potential negative impact? Do you know any communication campaign that is pinkwashing? (Check infographic pinkwashing).</li> <li>2. Present the profile of the entity to work with.</li> <li>3. Divide the group into 2 teams:           <ul style="list-style-type: none"> <li>◇ One team will develop a pinkwashing communication campaign on LGBTQIA+ rights.</li> <li>◇ The other team will develop a campaign which does not engage in pinkwashing (both from the point of view of the selected entity).</li> </ul> <p>Encourage the use of creative ways of campaigning (e.g.: collage, poster, video, etc.)</p> </li> <li>4. In the big group: Present the campaigns.           <ul style="list-style-type: none"> <li>◇ What makes the difference between pinkwashing and a conscious campaign?</li> <li>◇ How can the organisation demonstrate consistent support for inclusiveness?</li> </ul> </li> </ol>

Name	Becoming an ally organisation in our community
<b>Objectives</b>	Reflect together on the potential steps that the organisation can take to demonstrate allyship, inclusivity, and awareness of LGBTQIA+ topics.
<b>Time</b>	60'
<b>Materials</b>	<ul style="list-style-type: none"> <li>  Paper</li> <li>  Pens</li> <li>  Markers</li> <li>  Post-its</li> </ul>
<b>Process</b>	<p><b>In small groups:</b></p> <ol style="list-style-type: none"> <li>1. Reflect: why is it important to promote inclusivity outside our organisation, without pinkwashing?</li> <li>2. How can an organisation actively support the LGBTQIA+ community in their local context? Make a list of actions that could work for your organisation (including events, supporting LGBTQIA+ entities and activities, training for the community, etc.). Consider the needs of your community, the general awareness of the topic, specific target groups, etc. Adapt the list to the present reality of your organisation.</li> </ol> <p><b>In the big group:</b></p> <ol style="list-style-type: none"> <li>3. Share the different options of action.</li> <li>4. From the brainstorming, choose between 1 and 3 actions that you would like to implement, considering the following criteria (add if necessary):           <ul style="list-style-type: none"> <li>◇ Immediate action</li> <li>◇ Team motivation</li> <li>◇ Feasibility</li> <li>◇ Impactful outcomes in the community.</li> </ul> </li> <li>5. Which are the first steps or activities to be taken “next Monday”? Divide into smaller groups and proceed with an Action Plan for each selected option.</li> </ol>

## 9<sup>th</sup> GATE: Other inspirations

Maybe during this exploration of gender and sexuality topics within the organisation, some topics popped up that you didn't have time to dive into (and you put them in the "Fridge of topics"). Before finishing, it would be helpful to mention these topics, and perhaps you can:

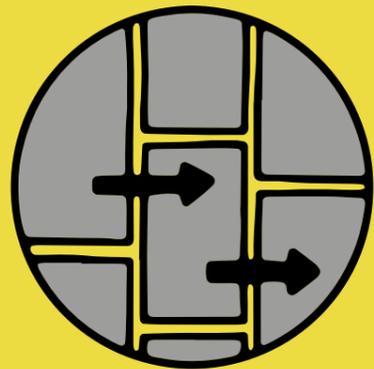
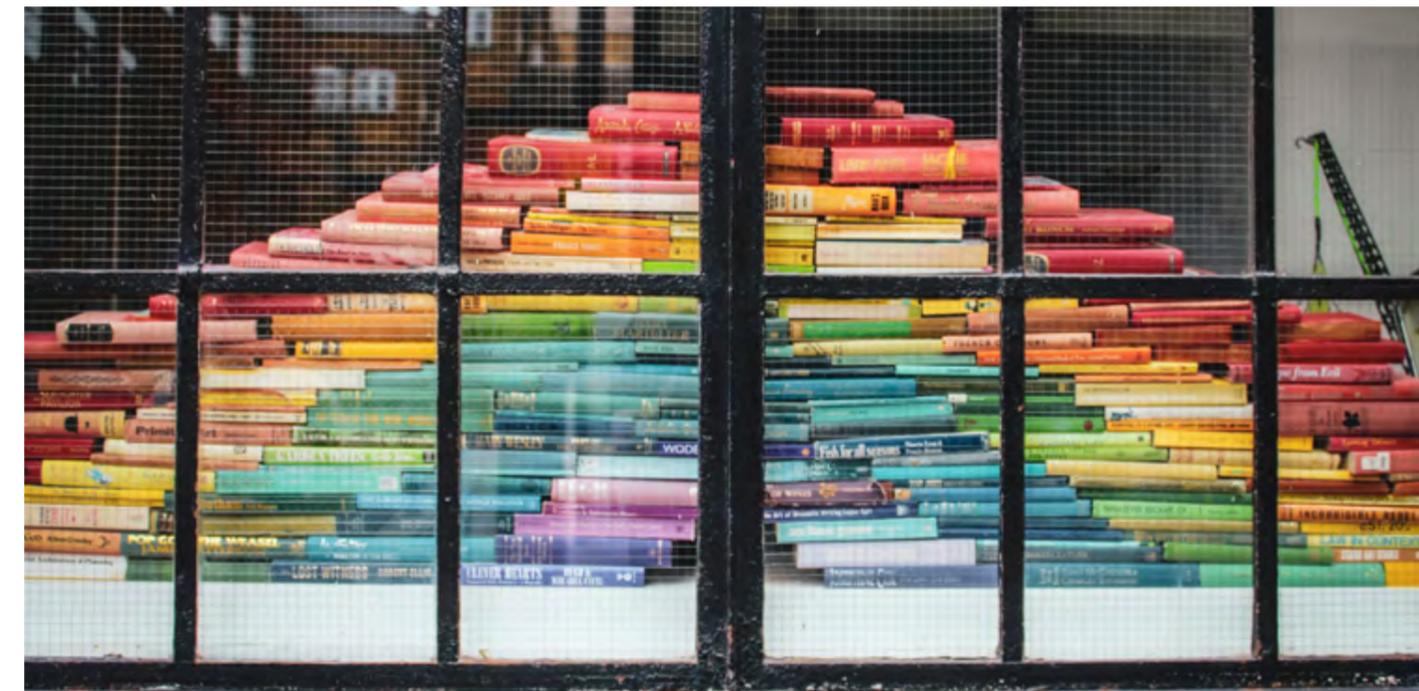
- | Present some good practices or inspiring cases.
- | Plan future meetings to dive into these topics.
- | Form small groups to prepare presentations on some topics, etc.

In our website [www.gateprocess.org](http://www.gateprocess.org) you can find:

- | An example of a Model of Protocol for the Prevention and Response to Gender-Based Violence and Harassment Based on Sexual Orientation, Gender Identity, Gender Expression and/or sex characteristics, that you can adapt and implement. It is a very good tool of prevention including also guidelines about how to act in case of gender-based violence.
- | An infographic about inclusive language in organisations, a very important and transversal topic: if we want to change the way we relate, we need to pay attention to the way we communicate!

And other interesting infographics about LGBTQIA+ topics that you can print, post, and share:

- | Create a Safer Space
- | Gate glossary
- | Pinkwashing
- | Intersectionality
- | Checklist for inclusive actions for organizations



PHASE 3:  
SAFE & EQUAL  
TRAVELS

## 10<sup>th</sup> GATE: Next Steps

Now that the GATE process is coming to an end, it is very important to have a space to define together how to make the follow up of the actions and measures that have been established in the organisation, and which are the next steps to continue towards equality for all people regardless of gender identity and sexual orientation.

Name	Follow up of the implementation			
Time	15'			
Process	Establish how will you take care of the implementation of the measures:			
	<ul style="list-style-type: none"> <li>  Establish meeting for following up</li> <li>  Set the people in charge of tasks, a calendar with advances, etc.</li> </ul>			
	What we have?			
What we need?				
Need	tasks	responsible	when	comment
<b>Group sharing in a circle:</b> <i>Are we committed as an organization to continue this process? How will this process continue in the organization to be sustainable?</i>				

## 11<sup>th</sup> GATE: Evaluation

After this process together, it is important to reflect on the following:

- | How are we feeling now?
- | What are the main learnings we take away?
- | What challenges did we face during the process?
- | What aspects helped us during the process, and which aspects would we improve or change?

Here is one way you can reflect together:

### Group Circle to Share Personal Transformations

- ◇ **Pass a “talking piece”:** Use an object like a stone, a flower, or a special item. The person holding the talking piece can share their thoughts while everyone else listens actively. When the person finishes, they pass the talking piece to the next person. Setting a recommended time, such as 3 minutes per person, helps manage the time effectively.
- ◇ Some **questions** for the Group Circle:
  - What has changed in the organisation?
  - What challenges, difficulties, or obstacles have we faced? How did we address them?
  - What have been the main learnings for me personally?

## 12<sup>th</sup> GATE: Follow up

We propose that you meet again after 3-6 months to assess how the implementation of the measures is progressing. This meeting can also be helpful for providing support with any challenges or difficulties, adjusting the plan, and promoting commitment towards further steps in achieving gender equality.

Here there are some ways of following up the process:

→ Conduct a **questionnaire** after 2 or 6 months to evaluate the implementation progress:

- | How successful has the implementation of the measures decided during the GATE process been? (rate from 1-5, and comment)
- | What are the main challenges you have faced?
- | How did you address these challenges?
- | What are the key learnings you have had during implementation?
- | What significant transformations have you observed in your organisation?
- | What should be the next steps from now?

→ Hold a **follow-up session** to review the evolution of the process and plan the next steps for implementation. You can use the same questions to guide your session.





## Who are we?

**GATE process** is a European partnership of social organizations that gathered with the objective of preventing gender violence in the youth field and promoting change in the organizations towards equality.

As organizations working with social innovation we are concerned about gender inequalities and power dynamics within organizations.

This project was developed specially focused in the youth level, although the results are applicable to all organizations.

It is based in Non Formal Education and Social Innovation: it was created through a collective process of innovation, pilot implementation, adjustments and adaptations.

**This guide has been developed through a collaborative innovation process between all the partners and local associations in each country. We have been creating the process in online meetings and in presence encounters, and doing pilots of the proposal with the local associations in their organizations, where we learned and adapted the guide with the improvements from the implementations.**

# GATE process

LGBTQIA+

## Partner organisations:

Spain



Switzerland



Italy



Greece



## Collaborators:

Spain



Switzerland



## Funders:

EU



Switzerland



# GATE<sup>+</sup> process

LGBTQIA

## GUIDE FOR EQUALITY AND INCLUSION IN ORGANIZATIONS



Co-funded by  
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Gender  
Awareness and  
Transformation for  
Equality  
LGBTQIA+