Can we visualize equity and sustainable development without Inclusivity?

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Abstract-The study followed a descriptive research design to assess the employee readiness for inclusive workplaces that permit transgender. The sampling method used is cluster sampling. 185 enterprises were contacted for collecting data through the structured questionnaire, out of which 152 respondents from 79 companies have participated in the research study. To test the hypothesis, Partial least square based approach was adopted. WarpPLS version 8.0 was used for hypothesis testing. The research attempted to address the stigma in the minds of the employees, to accommodate transgenders at workplace. Results demonstrated that the co-worker and senior management support was influential in reducing the stigma of peers and helped in accommodating transgenders in the workplace. Using sensitization programs and creation of structural measures, the team succeeded in placing nine transgender employees in the textile unit.

Keywords: Transgender, Partial Least square, WrapPLS, Inclusivity
JEET Category - Research

I. INTRODUCTION

Sustainable Development Goal (SDG) number five is on gender equality and the empowerment of women and girls. The main idea behind this goal is to ensure that no one is left behind in an attempt to build an inclusive and sustainable future. With the vision of making corporates an Inclusive place, Great Place To Work®(GPTW) launched a Workplace Inclusion Index, and was able to garner the voice of a lakh employees across the country spanning 11 industry sectors. Diversity, Inclusivity and Equity (DIE) has become a common buzz word in the corridors of India Inc. Awards and recognitions for most inclusive places follow suit taking companies to hall of fame. An initiative of, IBM India along with Interweave consulting launched a program for LGBT inclusivity in 2017, where a consortium of 30 companies joined hands to participate. A chapter 'Bain LGBT association' was started by Bain and Company in India for diversity for hiring and retaining LGBT colleagues.

The very first attempt by India to collect data on people with non-binary gender identities did not begin until the year 2011.As far as India is concerned it can be said that sex is biologically determined, gender still continues to be a social construct. Data collection therefore was largely sex focused rather than gender focused as per the reports by IDRC – International Development Research Centre in 2020.

Transgender individuals are labelled and stigmatized group in the society. Most of the times they are rejected, excluded and oppressed (Goffman, 1963) & Logie et al., 2018). They also undergo discrimination (Fassinger, 1991); Ozbilgin and Pompper (2014). As there is social stigma in all walks of life, transgender people are very vulnerable, and put in a fix in day-to-day situations which leads to high risks, health problems, inaccessibility to quality education, poverty, inadequate legal protection, and of particular relevance to this paper, reduced or no access to livelihood as well as under- and unemployment.

To categorize the lesbian, gay, bisexual, transgenders, the term LGBT is used. Some others theories also refer to them as Queer community. The denials, rejections, oppression, discrimination and inappropriate treatment of such communities, also transpire to workplaces (Elmslie & Tebaldi, 2007, Haggerty, 2013, & Rogers, 2009). Research indicates a shocking statistic of more than 50 per cent queer community employees, have experienced harassment at work (Grant et al., 2011). Another research also indicates that the queer employees are two times more likely to experience bullying and discrimination at workplaces than their binary gender counterparts (Hoel et al., 2014, 2017). Research in the queer group also has a lacuna of which category it is addressing, this research is based on the recommendation of Gates and Viggiani, (2014), also posit that the research in the consequent years, can be on the unique experiences of separate groups of the sexual minorities.

While the literature is flooded with research citing the trans employee's experiences at their workplaces, challenges faced, and coping strategies (Branch, S., Ramsay, S. and Barker, M. (2013), Chung, Y. B. (2001), Eliason, M. J., Carl StreedJr, C. and Henne, M. (2018), Gates, G.T. and Viggiani, A.P. (2014) used by them, in the western countries, there are very few studies in India. As India passed the law in 2014, regarding decriminalization of LGBT community, corporates have shifted their focus on diversity, inclusivity and equality only in the last one decade.

This study aims to assess the organizational readiness for employing transgender employees, by doing a detailed study on employee's intentions to create a workplace climate for

transgenders, Senior management support for employing trans employee, co-worker support for trans employee, the stigma of working with a trans employee and perceived fairness in accommodation.

Workplace discrimination is still a persistent problem for the Queer employees, world over according to the reports of Human Rights Campaign. The law indicates that 32 states in the US can terminate people for their sexual orientation (HRC, 2014), however companies have gone one step forward to include the gender identity in their anti-discriminatory procedures. Is India yet there is a question mark? There are very few studies that have assessed the Queer Community - inclusive workplace climate. A study on such climate and its impact on performance was studied by Cunningham (2010). The positive impacts of Inclusivity on business and its productivity were confirmed Li and Nagar (2013), Waldo (1999).

II. LITERATURE REVIEW AND THEORETICAL BACKGROUND

Queer theory formulated by Teresa de lauretis is the first of its kind that gives a new perspective to gender contrary to the binary standards that exist. It considers how LGBT literature question gender and sexual orientation. The theory seeks to entitle everyone to equal rights as the differences are inborn, innate and unchangeable. Queer politics tries to address the assumptions of power structures that classify people and tries to unite by removing the hierarchies and divisions. It imagines a future workplace where identities are fluid as against the binary setup. The Queer theory is very comprehensive as it addresses the individual level, group level and organizational level. It examines the individual, the immediate groups that he works with, the society at large are explored with the communities around them as well as the communities they form. The goal is to undo the hierarchy and fight for equality. Yet another early works in labelling theory opines that no identity of a person including sexual orientation that is different should be stigmatized, in case there is deviation, it usually happens when people in power stigmatize those who are having lesser power through a social process of formulations and interpretations. The modified labelling theory states that the individuals who are labelled will initially decide to accept or decline the label vested upon them and then act in accordance to it. The withdrawal behavior usually would be withdrawing, concealing or educating others when they feel discriminated (Link et al., 1989). This research paper attempts study the willingness of employees in creating a climate for the labelled, assessing the superior support and co-worker support for trans employees. It also attempts to measure the impact of the climate, management support and co-worker support on the stigma on accommodating transgenders (labelled) and the perceived fairness in accommodation.

A. Workplace Climate for Inclusivity

Workplace climate for transgender can be defined as the employee's perception about their company's formal policies and work practices, it includes not just the process

and systems but also the procedures they know and follow and patterns they observe among co-workers. (Schneider 1990, 2013). It takes a lot more than formal policies to make a workplace trans people-friendly. Companies work culture and climate can have a great impact as much as a companywide policy can influence the impact (Chetkovich, 1997). The organizational climate for accommodating trans people also enables us to examine the Ally ship which is defined as a particular model of active support extended to the minority groups, in this case trans people (Luke Fletcher & Rosa Marvell, 2022). Literature indicates that one of the most important drivers for employee attitudes, and behaviors in the organization (Hicklenton et al., 2019, Afsar et al., 2018 & Spanjol et al, 2015). While climate affects employee outcomes like satisfaction, engagement, commitment and employee experience, it is also said to have an impact on how they perceive stigmatization of trans people.

B. Senior Management Support

Senior management support is the employees view about their superiors and senior management value their contributions and care about them as employees. The first step of support that is extended to the trans people is when organisations are willing to employ them without hesitation. This is viewed as a primary source of support for employment, and thereby lively hood. This initial step is also viewed as the social acceptance as they rewarded, protected, motivated and inspired (Phungsoonthorn & Charoensukmongkol, 2019). According to Skiba and Wildman (2019), senior management support helps in reducing the uncertainty at the workplace for workers. While most studies indicate a direct relationship between the support and results, this study attempts to measure the impact on perception about stigmatization. The senior management support here is grounded in the assistance that is made available through the organization itself and therefore is structural, it is to a certain extent instrumental (Mathieu,M., Eschleman K J., & Cheng, 2019) Bamberger et al., (2017) and Parker et al., (2013).

C. Co-worker Support for Transgender

While there are various ways through which support can be provided to the trans people by different groups in the organization. The social support that is made available by the co-worker is emotional and enhances the interpersonal interactions. The support extended usually manifest through organizational policies, procedures and practice, superiors' willingness to hire and co-worker's acceptance.

D. Stigma for Transgender at Workplace

A social process where transgender employees are labelled, stereotyped, discriminated or rejected due to their differences is called Stigma or stigmatization (Phelan et al., 2008, Link et al., 2001). Stigmatization can be of classified into three categories based on the levels in which they are experienced. Structural stigma is where workplaces make policy changes for day to day functioning, resource sharing to be inclusive, the second type is interpersonal stigma, which includes discrimination at team and group level or at person to person

level where they undergo verbal abuse, physical violence, assault, ignorance, ostracism etc., the third level is at individual level, when the person holds on to the own feelings and believes , resulting in shame, guilt, withdrawal behaviors etc., All the three forms of Stigma namely Structural, interpersonal, and individual are widespread among transgender people and have been associated with depression, anxiety (Reisner et al., 2014; Sevelius, 2013 Nemoto et al., 2011). This study however attempts to study only the stigmatization from the perspective of the peers and co-workers. If a trans person works for a company, will there be stigmatization at the work place is explored, making this research a novel one. Similarly, if a workplace has structural policies, will trans people be easily accommodated and not stigmatized is studied.

Hence the hypothesis to be tested shall be

H₁: A inclusive workplace for transgenders shall reduce the Stigma for transgender employees

H₂: A higher senior management support for a inclusive work place shall reduce the stigma among the peers to work with transgenders

H₃: Co-worker support for transgender helps in reducing the stigma for transgender at workplace

E. Perceived Fairness in Accommodation

When companies allow / accommodate trans people to be on roll, and create policies to accommodate them, there is a need to sensitize other employees. Many employees' reaction is to see if there is any preferential treatment will be given to transgender employees. Employees opinions towards accommodation requires the cooperation and support from all. As long as the accommodation happens without any a special request or disrupting their work schedules and job duties, the employees are in favor of accommodation (Jansen-van Vuuren, J., & Aldersey, 2020)

H₄: The lesser the stigma for transgender employee shall help in improving the perceived fairness in accommodation for the transgender employees
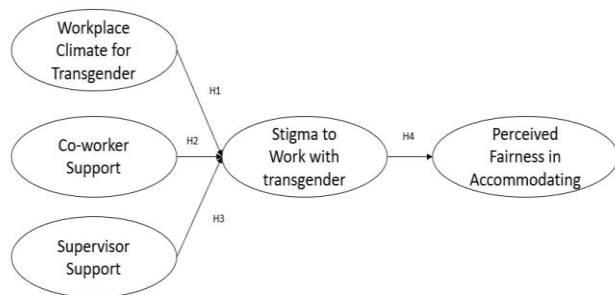

Fig 1 Conceptual Framework

F. Objectives of the Study

To test whether workplace climate for transgenders, co-worker support and supervisor support can help reduce stigma to work with transgender employees.

1) To test if reduced stigma to work with transgender impacts perceived fairness in accommodating transgender employees
2) To apply the learning from the research to create suitable interventions for creating inclusivity at a textile firm

III. METHODOLOGY

The study followed a descriptive research design, and tries to assess the employee readiness for inclusive workplaces that permit transgender. Coimbatore being a hub for the entrepreneurship and start-ups have industrial estates (SIDCO) with SMEs functioning in more than three locations. The Industrial estates were considered for choosing the SMEs to study the extent of inclusivity. In the development of Small-Scale Industries and hastening the industrial dispersal, Transgender of partially skilled and unskilled can be made to work and train them to improve their skills and create a diversity-based workplace environment. It would also help in enriching quality of life and workplace culture. The sampling method used is cluster sampling. 185 enterprises were contacted for collecting data through the structured questionnaire, out of which 152 respondents from 79 companies have participated in the research study.

A. Measures

1) Inclusive workplace climate for transgender people
Inclusive workplace climate questionnaire was adopted from three instruments ,6 questions were taken from Liddle et al.'s (2004) Lesbian, Gay, Bisexual, and Transgendered Climate Inventory ("LGBTCI") while three survey items were taken from Anderson et al., (2001) and Waldo (1999). The statements were measured using a 5-point scale from strongly agree to strongly disagree (coded 5 to 1). Some sample statements used for measurement include "At my workplace, the HR team will be concerned with issues concerning or affecting Transgender employee", In General, employees would voice their opinion if the environment is not very tolerant for Transgender employees.

2) Co-worker support and senior management support for transgender people
In many literatures the supervisor support is usually misinterpreted as perceived organisation's support (Kingand Cortina, 2010) and vice versa. Statements concerning senior management support as well as co-worker support are indicated separately in the questionnaire.
Coworker support includes a subsection of its own and involves "At my workplace, Transgender employees will feel comfortable talking about their personal lives with their coworkers", "At my workplace, Transgender employees will attend work-related social events without hesitation about their gender identity"
On the other hand, Senior Managers support included the perception of whether or not they value and support transgender colleagues and transgender issues at the work place. It included questions like "At my workplace, Senior management will value Transgender employees and will communicate this to the rest of the workforce", "At my workplace, Transgender employees shall be mentored similar to other coworkers" The scale was adopted from Carreiro, and Seth John Cabral (2014).

3) Stigma

Stigma, the pivotal construct was measured with 16 item survey instruments. It was modified from the work of Jones et al., 1984, that were applicable to peers who were subjected to work with trans employees. While the scale had scope for measuring social impact, unattractiveness, perils of working with transgenders, we also modified the statements to include the inability to perform and their expected behaviors at the workplace. Current employees in the company were asked to rate their agreement with working with transgender 's on a five-point scale. Some of the statements included were "Employing Transgender will make co-workers uncomfortable", "Transgender employees sometimes are unpredictable at work".

4) Perceived fairness of accommodation

Perceived fairness of transgender people's accommodation was measured using a semantic differential scale on how employees feel about transgender. The scale used bipolar adjectives, like good/bad, fair/unfair, just/unjust, necessary/unnecessary, reasonable/unreasonable, and deserved/undeserved in each of the six statements. (McLaughlin, M. E., Bell, M. P., & Stringer, D. Y. 2004).

IV. RESULTS AND DISCUSSION

To test the hypothesis, Partial least square based approach was adopted, as it is does not require the data to follow a normal distribution. WarpPLS version 8.0 was used for analysis to support the hypothesis testing. Evidence also exists for using Warp PLS for testing theoretical models that do not yet have a theory-based foundation (Hidayat, 2019). The package can be used for non-recursive and non-liner models. The outer model or the structural model was measure separately and the inner model or the measurement model was analyzed to test for linearity. Ramsey Regression equation specification test (popularly known as Ramset RESET Test) was administered and the results of the same are given below in table I. The results indicate the existence of linear relationship across all the four paths discussed in the model as the p value is less than 0.05. (Solimun, Fernandes, A. A. R., & Nurjannah. 2017)

TABLE I RESULTS OF LINEARITY

Results of Ramsey Regression Equation Specification Test	P value	Linearity
Workplace Climate for transgender -> Stigma to work with transgenders	0.021	Exists
Co-worker Support -> Stigma to work with transgender	0.013	Exists
Senior Management Support -> Stigma to work with transgender	0.004	Exists
Stigma to work with transgender-> Perceived Fairness in Accommodation	0.007	Exists

As all the quality criteria were acceptable, it can be said that the Goodness of Fit of model was accomplished, the

hypothesis testing can be carried out (Sholihin, M. and Ratmono, D., 2013). The outer model / Measurement model was built with reflective indicators as per the requirements of the study. The following discussions focus on the validity (convergent, discriminant) and reliability of the constructs. The evaluation results of the measurement model follow.

A. Reliability and Validity
1) Indicator reliability

Most of the social science research uses reflective indicators. In order to measure the construct, the variance explained by the indicators in measured and is called the indicator reliability. To compute the variance explained the indicator loading is squared that is a bivariate Pearson correlation between the indicator and the construct. An indicator loading of 0.708 is suggested by social science research studies (Hulland, 1999). Indicators which have a value of 0.40 or less is considered as very low loading and are removed from the measurement model (Hair Jr, J. F., Hult, G. T. M., Ringle, C. M., & Sarstedt, M. 2021).

2) Internal consistency (Reliability)

TABLE II FACTOR LOADING AND INDICATOR RELIABILITY

	Workplace Climate for transgender	Stigma to work with transgenders	Co-worker Support	Stigma to work with transgender	Perceived Fairness in Accommodation	pvalue
						<0.001
WC1	0.809					<0.001
WC2	0.497					<0.001
WC3	0.817					<0.001
WC4	0.589					<0.001
WC5	0.592					<0.001
WC6	0.586					<0.001
WC7	0.735					<0.001
WC8	0.513					<0.001
WC9	0.824					<0.001
SS1		0.879				<0.001
SS2		0.601				<0.001
SS3		0.875				<0.001
CWS1			0.901			<0.001
CWS2			0.911			<0.001
CWS3			0.929			0.155
CWS4			0.081			<0.001
Stig1				0.717		<0.001
Stig2				0.845		<0.001
Stig3				0.737		<0.001
Stig4				0.641		<0.001
Stig5				0.681		<0.001
Stig6				0.685		<0.001
Stig7				0.73		<0.001
Stig8				0.718		<0.001
Stig9				0.425		<0.001
Stig10				0.655		<0.001
Stig11				0.761		<0.001
Stig12				0.7		<0.001
Stig13				0.783		<0.001
Stig14				0.722		<0.001
PFA1					0.831	<0.001
PFA2					0.864	<0.001
PFA3					0.871	<0.001
PFA4					0.899	<0.001
PFA5					0.65	<0.001
PFA6					0.802	<0.001

The next step in assessing reflective measurement model is to measure the internal consistency reliability. This is an attempt to measure the degree to which the items in one construct are

associated with one another. While a value of 0.6 -0.7 is good for exploratory studies, 0.7 or above is needed for other research studies, but not more than 0.9 which is considered problematic (Diamantopoulos, A., Sarstedt, M., Fuchs, C., Wilczynski, P., & Kaiser, S., 2012) Cronbach's alpha reliability is satisfactory lower-bound approximation (Trizano-Hermosilla & Alvarado, 2016), however the present measure used is HTMT.

3) Convergent validity

Following the tests of reliability, the convergent validity is measured. This is an indicator of how well the construct congregates to elucidate the variance of the items in the construct. The criteria to measure this is Average Variance Explained (AVE) computed as the grand mean value of the squared loading of the items under the construct. The AVE value can be accepted if it above 0.50. The higher the AVE the better, and it indicates that the construct explains more than 50 % of the variance. It means the items make up the construct (Hair et al., 2022).

4) Discriminant validity

Finally, in the measurement model the discriminant validity has to be measured. The degree to which one construct is empirically distinct / different from the other constructs is Discriminant validity. The traditional measure used is the Fornell and Larcker (1981) criterion, the results of which are given in brackets in the table as the same has some setbacks, According to Henseler et al., 2015, a better alternative method is the HTMT Criterion, heterotrait–monotrait ratio (HTMT) of correlations.

TABLE III RESULTS OF CORRELATION ANALYSIS AND DISCRIMINANT VALIDITY

Constructs	WC	SS	CWS	Stigma	PFA
Work Climate for Transgender	-0.674				
Senior Management Support	0.723*	-0.795			
Co-worker Support	0.753*	0.751*	-0.792		
Stigma to work with transgender	-0.359*	-0.095	-0.104*	-0.706	
Perceived Fairness in Accommodation	0.202*	0.2*	0.171*	-0.340*	-0.851
(Square roots of average variances extracted (AVEs) shown on diagonal)					

B. Collinearity

When using PLS SEM it is important to assess and eliminate any possibilities of collinearity. Most researchers use the variance inflation factor (VIF) to measure collinearity. Higher the VIF values is an indication of higher collinearity, especially when they cross a threshold of 5 or above. If the VIF values are lesser than 3 it is ideal (Hair et al., 2022)

TABLE IV RESULTS OF RELIABILITY AND COEFFICIENT OF DETERMINATION

Constructs	CR	Cronbach's Alpha	AVE	VIF	R2	Adj R 2	Q Sqrd
Work Climate for Transgender	0.582	0.619	0.454	3.363			
Senior Management Support	0.834	0.697	0.633	2.753			
Co-worker Support	0.843	0.727	0.628	3.013			
Stigma to work with transgender	0.932	0.92	0.499	1.423	0.197	0.181	0.154
Perceived Fairness in Accommodation	0.948	0.934	0.724	1.176	0.117	0.111	0.121

IV. Results of Hypothesis Testing

The results of hypothesis testing for the four paths are shown in the above table. The inner model is evaluated based on the impact of workplace climate for transgender, co-worker support and senior management support for managing stigma experienced by the peers, the second facet of analysis was to measure, if the stigma is reduced among co-workers, will it positively influence perceived fairness in accommodation. The path coefficient was -0.50, -0.23 and -0.36 against stigma to work with transgenders respectively. All the path coefficients were less than 0.05 indicating the paths can be validated. The hypothesis stands supported. Similarly, the path coefficient for stigma to work with transgender impacted their perception on accommodating with a value of 0.34 and a significance less than 0.01. The t values reported for all the path coefficients are greater than 1.96, signifying the acceptance of the hypothesis.

TABLE V RESULTS OF PATH COEFFICIENT AND T STATISTICS FOR THE MODEL

Paths	Path Coefficient	T statistics	Sig	Hypothesis Supported /Rejected
Workplace Climate for transgender -> Stigma to work with transgenders	-0.5	-6.793	0	Supported
Co-worker Support -> Stigma to work with transgender	-0.23	-2.452	0	Supported
Senior Management Support -> Stigma to work with transgender	-0.16	-3.024	0.03	Supported
Stigma to work with transgender-> Perceived Fairness in Accommodation	-0.34	-4.563	0	Supported

A. Testing for Goodness of Fit

The inner model / structural model is evaluated using a few goodness of fit measures. WarpPLS results have indicated more than one measure to evaluate the goodness of fit. (Solimun., 2010).

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The average path coefficient, R squared, Adjusted R Squared were all found to be significant. The multicollinearity statistics were within the prescribed limits. Tenenhaus Goodness of Fit index was medium. The results of GoF indices are depicted in table II. All the model fit indices and quality criteria were in acceptable levels and limits.
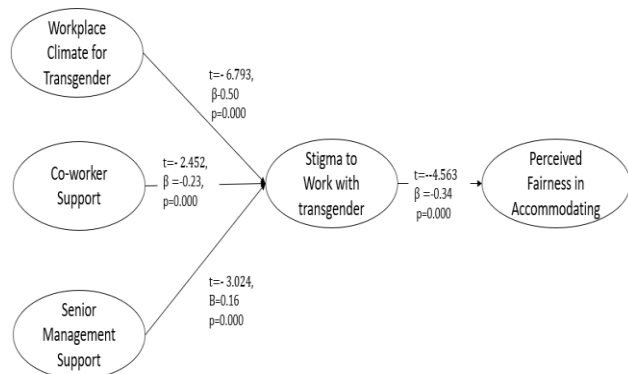

Figure 2 WarpPLS results for Model fitness

TABLE VI RESULTS OF GOODNESS OF FIT CRITERIA

Goodness of Fit and other Criteria	Results	Acceptable levels
Average path coefficient (APC)	0.276	P<0.001
Average R-squared (ARS	0.157	P=0.012
Average adjusted R-squared (AARS)	0.146	P=0.016
Average block VIF (AVIF)	1.765	acceptable if <= 5, ideally <= 3.3
Average full collinearity VIF	2.346	acceptable if <= 5, ideally <= 3.3
Tenenhaus GoF (GoF)	0.304	sm>= 0.1, med >=0.25, l>=0.36
Simpson's paradox ratio (SPR)	0.750	acceptable if >= 0.7, ideally = 1
R-squared contribution ratio (RSCR)	0.980	acceptable if >= 0.9, ideally = 1
Statistical suppression ratio (SSR)	0.500	acceptable if >= 0.7
Nonlinear bivariate causality direction ratio (NLBCDR)	0.875	acceptable if >= 0.7

The results of the study indicate that top management support, senior management 's attitude towards hiring transgender and co-worker support go a long way in reducing the stigma and hesitation of the employees to work with transgender, similarly with reduced stigma the higher is the fairness in accommodating them at the work place. The discussions that follow includes the interventions that were carried out in a textile firm to create an inclusive workplace.

V. INTERVENTIONS AT TEXTILE FIRM FOR CREATING INCLUSIVE WORK SPACES

With the data collected and analyzed from participants, some noteworthy findings have been arrived at that contribute to diversity and inclusivity research and also has supported in formulating some interventions to promote accommodation of transgender people at work. This result provides empirical support for several factors like creating a climate, Senior

management attitude towards inclusive workplaces, co-worker support has been proposed, however the same has not been considered and verified in earlier literature. An important part of this work is that there is a critical part of this contribution is that we identified a performance impact factor for reducing stigma and found that it was the only one of several stigma factors related to acceptance.

A proactive HR approach to inclusion is critical to surmount the genuine boundaries that restrain transgender inclusion at work. HR's can formulate a companywide training on transgender inclusion. There is a deep and broad knowledge gap regarding transgender issues even within the HR's. There are certain issues that are to be understood, from the management ranks to entry-level employees to create awareness on their issues. Some of the simplest efforts that need to be taken include adding gender neutral bathrooms, setting up sensitization programs and training to communicate with all employees in treating each other fairly, creating and implementing a formal non-discrimination policy, creating a clear complaint redressal mechanism to avoid future escalations.

A. Partnering with Vilumbu – Centre for Inclusivity

Vilumbu was launched in 2018, and they specialize in consultancy for creating workplace for marginalized people by aligning inclusion strategy with business strategy. Vilumbu functions with the core aim of creating job opportunities for transgender people, support organisations to frame and implement appropriate policies for inclusivity and providing sensitization program and training program for corporate employees and supported in identifying a textile firm for the pilot study

1) Suggestive interventions to be designed

The sensitizing program with inclusion & diversity training at ACC is handled by corporate trainers Th. Jay and Prof. Rathinavel, 32 of their current employees and 9 new marginalized intakes attended the sensitizing program. Based on the feedback received from the company after the sensitization program and also using the framework of Modified Social Ecological Model for transgender stigma and stigma interventions, some interventions have to be designed and implemented. The below figure represents the possibilities of interventions at Individual, interpersonal and structural level.
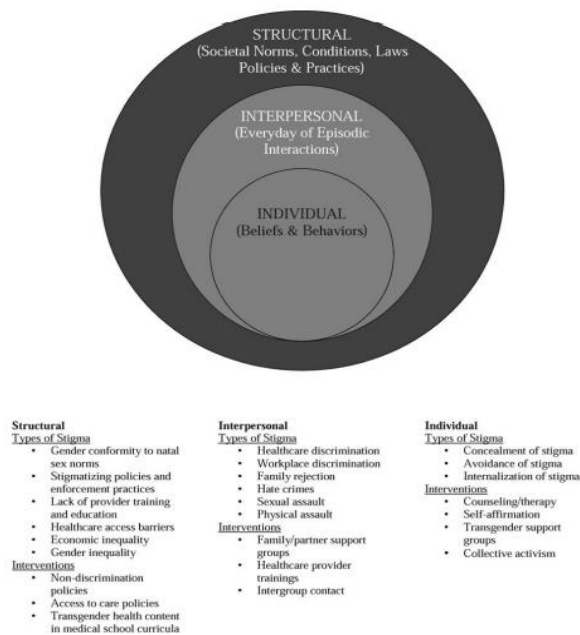
Figure 3: Showing different types of stigmas along with the interventions
Source: adopted from Hughto, J. M. W., Reisner, S. L., & Pachankis, J. E. (2015).

VI. CONCLUSION

The research attempted to address the stigma in the minds of the employees, to accommodate transgenders at workplace. The data collected regarding creation of work climate, co-worker support and senior management support in reducing the stigma of peers helped in confirming that the accommodation of transgenders is a possible mile stone to attain. Based on the results of the study. Measures were taken to design interventions at one of the textile units to make it more inclusive. Using sensitization programs and creation of structural measures, the team succeeded in placing 9 transgender employees in the textile unit. The existing employees supported the cause.

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