

Transcending Barriers: Promoting Trans Inclusion in the Workplace National Report

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1. Highlights

- **The legal progress does not automatically translate into implementation or effective rights.** Despite recent advances in anti-discrimination and trans equality legislation in Spain, gaps remain between normative development and practical enforcement. The current legal framework still lacks specific, enforceable mechanisms and sufficient monitoring and promotion measures to ensure that trans and non-binary individuals can fully exercise their rights in the workplace.
- **The social climate is inseparable from work experiences.** The rise of a far-right discourse and trans-exclusionary feminism has created a context of increasing hostility and tension. This environment directly shapes how trans people experience employment, as workplace realities are simultaneously social and professional. For the participants, labour discrimination is embedded within broader patterns of social marginalization and everyday transphobia.
- **A structural transformation of organizational cultures is necessary to translate legal protections and equality plans into meaningful workplace inclusion.** Workplaces often reproduce cisheteronormative and classed expectations that limit the impact of formal equality measures. Consistent institutional support is essential to develop the resources, procedures and professional teams required to implement internal tools and protocols effectively.
- **Intersectional inequalities shape access to both employment and the conditions of workplace inclusion.** Trans and non-binary individuals do not experience exclusion uniformly: visibility, gender identity, migration status, class position, disability and age combine, exposing people to differentiated forms of violence. Any strategy for workplace inclusion – in policy or practice – must address these structural inequalities rather than treating trans experiences as homogeneous.

2. Introduction

This national report was produced under the auspices of the European project *Transcending Barriers: Promoting Trans Inclusion in the Workplace* (2025–2027-CERV-2023-EQUAL Citizens, Equality, Rights and Values), implemented in Spain, Bulgaria, Italy and Lithuania. The project aims to advance the workplace inclusion of trans and non-binary individuals by strengthening the capacity of organizations – particularly Human Resources (HR) professionals and managers – to apply diversity management practices and uphold equality in the workplace.

This report analyses the employment experiences and needs of trans and non-binary people in Spain, together with the perceptions and training needs of HR professionals and managers. The findings will inform two key outputs of the project: (1) a training curriculum on trans inclusion and diversity management; and (2) a mentoring guideline to support trans and non-binary individuals in accessing and improving employment opportunities.

The report focuses on three main areas: the legal and political framework regulating equality in the workplace; the labour experiences and organizational cultures shaping inclusion; and the intersectional factors (such as visibility, migration status or education) that influence workplace participation.

The analysis is based on data collected through an online survey and semi-structured interviews conducted during the fieldwork phase, following shared methodological and ethical standards between the participating countries and in compliance with the EU's GDPR framework. This project received the approval of the Ethics and Biosecurity Committee of the University of Girona (reference number: CEBRU0036-25), in addition to the approval of all the ethics committees of all the participating universities.

The report is structured as follows: Section 3 presents the legal and political context; Section 4 outlines the methodology; Section 5 summarizes the key findings; and Section 6 presents the main conclusions and identifies strategic areas to inform future actions.

3. The legal and political context behind trans inclusion in the workplace

3.1 Context

3.1.1 Social and political context

In recent years, Spain has been internationally recognized as one of the European countries with the most progressive legislation regarding LGBTI and trans rights. The public visibility of trans and non-binary people has increased significantly, especially through media, activism and institutional campaigns. However, social attitudes remain ambivalent: while general acceptance has grown, transphobic discourses and anti-gender movements have gained visibility, particularly in online spaces and in the rhetoric of far-right parties. These movements, often aligned with broader anti-feminist or so-called gender-critical currents, have sought to contest the legitimacy of trans identities and to challenge recent legislative advances such as Law 4/2023 (see sections 3.1.2 and 3.2). Their social impact is persistent, contributing to polarized narratives and to the stigmatization of trans and non-binary people in public debates.

3.1.2 The legal and social recognition of trans identities

Spain has one of the most advanced legal frameworks in Europe for gender recognition. Under Law 4/2023 on the Real and Effective Equality of Trans People and for the Guarantee of LGBTI Rights, legal gender can be changed through self-determination, without the need for medical, psychological or hormone requirements. The procedure is available to adults and, with specific guarantees, to minors aged 14 and above.

Despite this progress, non-binary identities are not explicitly recognized in Spanish legislation, leaving people who identify outside the male/female binary in a legal and administrative vacuum. In practice, documentation, public databases and employment systems still operate largely according to a binary gender model.

Access to legal gender recognition for non-citizens remains limited. Migrants and asylum seekers can face bureaucratic obstacles, as the Immigration Law (Organic Law 4/2000) links several rights and procedures – including residence, healthcare and employment – to administrative status.

3.1.3 Access to healthcare and gender-affirming services

Healthcare access for trans people is formally guaranteed within the Spanish public health system. Most autonomous communities offer gender-affirming treatments

and specialized care through public units. Nonetheless, territorial inequalities remain; waiting times, medical protocols and service coverage vary widely.

For non-binary individuals, the available services are often still pathologizing or binary in design, and medical pathways may not correspond to their identities. Administrative status also shapes access: undocumented migrants may encounter significant barriers to healthcare and gender-affirming services.

3.1.4 Labour inclusion and socioeconomic status

The available data indicate that the unemployment rates for trans and non-binary people in Spain are far above the national average, revealing patterns of structural exclusion (Abad & Gutiérrez, 2023; López & Tobalina, 2022). A high prevalence of short-term and part-time contracts has also been documented, producing precarious and fragmented employment trajectories (Pérez et al., 2022).

Discrimination remains a major barrier to both access to and retention of employment. According to the Fundamental Rights Agency (FRA, 2024), only 34% of trans respondents in Spain reported *not* having experienced workplace discrimination in the past year. Recruitment processes are especially problematic, with many trans people choosing to conceal their identity for fear of exclusion (Abad & Gutiérrez, 2023). Around 62% report receiving no support during workplace transition, and 80% believe that colleagues and supervisors lack basic knowledge about trans realities (Pérez et al., 2022).

These restrictions in the formal labour market often push trans and non-binary people toward informal and vulnerable employment. The research has identified sex work as one of the most common survival strategies, particularly among trans women who face multiple forms of exclusion (Coll-Planas & Missé, 2018; Hernández-Millán, 2025). This trajectory is shaped by limited access to formal jobs, a lack of social protection and persistent stigma.

3.1.5 Intersectionality

Labour exclusion is not homogeneous within the trans population. Rather, it is intensified by intersecting axes such as gender identity, visibility, migration status, education, class and age. Based on the analytical proposal by Coll-Planas and Missé (2018) and complemented with updated data and research, the following factors are of particular importance:

- Gender identity: trans women, especially those who are visibly trans or engaged in sex work, face the highest levels of discrimination – up to a 55% report rejection rate during recruitment (FRA, 2024).
- Visibility (appearance, voice, documentation) strongly affects hiring outcomes and safety at work.
- Migration status limits access to formal employment and to gender recognition procedures.

- Educational exclusion due to transphobia leads to lower qualifications and a concentration in allegedly safer or low-paid sectors, such as beauty or care work (Pérez et al., 2022).
- Socioeconomic background affects access to both education and the resources needed for transition and social mobility.
- Lack of family support is a major determinant of early school leaving and vulnerability.

These intersections generate profiles characterized by heightened exclusion, particularly among trans women with histories of sex work and limited formal education; workers undergoing gender transition within the workplace without institutional support; and visibly trans individuals seeking employment in hostile or discriminatory environments.

3.1.6 Informal workplace and structural exclusion

A considerable share of trans and non-binary people remain outside formal employment systems, either due to a lack of work permits or previous experiences of discrimination. Sex work, informal domestic labour and self-employment without registration are frequent strategies for survival. These forms of work, however, provide no access to social security or legal protection, reinforcing cycles of precarity and marginalization (Coll-Planas & Missé, 2018).

3.2. Legal framework

Spain: the legal and policy employment framework for trans and non-binary individuals

Context

In recent years, Spain has moved from fragmented regional legislation to a comprehensive national approach. However, discrepancies remain in implementation, data collection and the protection of non-binary and migrant people.

3.2.1 National anti-discrimination framework

Spain's constitutional framework establishes equality and non-discrimination as fundamental principles of its legal order. Article 14 of the Spanish Constitution guarantees equality before the law and prohibits discrimination on grounds such as birth, race, sex, religion or opinion. This constitutional principle extends throughout the legal system and includes the Spanish Criminal Code, which reinforces it by penalizing acts of discrimination and hate crimes based on sexual orientation, gender identity or gender expression. Building on this foundation, subsequent legislation has expanded the scope of protection to include sexual orientation, gender identity and gender expression. The current legal architecture against discrimination is primarily articulated through two key laws:

Law 15/2022 of 12 July, on Equal Treatment and Non-Discrimination

This general law represents a major step forward in Spain's equality legislation, aligning it with EU standards. It explicitly prohibits discrimination on numerous grounds, including sexual orientation, sexual identity and gender expression, and applies to education, healthcare, services and employment.

In the workplace, the law establishes a general obligation for all employers to respect equal treatment for LGBTI individuals and reinforces protection mechanisms for victims.

Law 4/2023 of 28 February, on the Real and Effective Equality of Trans People and on the Guarantee of the Rights of LGBTI People

Adopted to address legal fragmentation and long-standing social demands, this law provides the first comprehensive national framework dedicated to the trans and LGBTI population. It fully depathologizes trans identities, eliminating medical requirements for legal gender recognition, which is based on self-determination of gender.

3.2.2 Alignment with EU directives

Spain's framework aligns with and, in several respects, exceeds EU equality directives, particularly Directive 2000/78/EC on equal treatment in employment¹ and Directive 2006/54/EC on gender equality.² Unlike EU law, Spanish legislation explicitly establishes gender identity and expression as protected, filling a gap at the European level.

The main challenge lies not in transposing equality plans, whether corporate or institutional – Spain has fully incorporated EU directives into domestic law – but in effective implementation and enforcement, which remain uneven across sectors and regions.

3.2.3 Workplace inclusion and corporate obligations

Law 4/2023 introduces a range of obligations for both private companies and public institutions:

- As per the provisions of Royal Decree 1026/2024, which develops Law 4/2023, companies with more than 50 employees must implement LGBTI equality plans, including protocols to prevent and address LGBTI-phobic harassment and violence.

¹ Directive 2000/78/EC establishes a general framework for equal treatment in employment and occupation, prohibiting discrimination based on religion or belief, disability, age or sexual orientation. While it does not explicitly include gender identity or expression, its principles have been progressively interpreted to cover related cases of discrimination.

² Directive 2006/54/EC on gender equality, interpreted in light of the *P v. S and Cornwall County Council* (1996) ruling, recognizes that discrimination arising from gender reassignment falls under the prohibition of sex discrimination. This interpretation laid the legal basis for protecting trans persons in EU employment law.

- Employers must integrate sexual and gender diversity into their equality and human resources policies, following the model of gender equality plans.
- Equality plans – corporate or institutional – must explicitly consider trans realities, paying specific attention to trans women and their experiences of double discrimination.

The law also promotes LGBTI equality indicators, introduces a quality seal for inclusive companies and establishes the LGBTI Participation Council to collect and disseminate good practices in workplace inclusion.

Some regional and local authorities have also developed programmes supporting trans employment and awareness-raising campaigns in collaboration with civil society organizations, though these initiatives remain uneven across the different territories.

3.2.4 Limitations and implementation gaps

Despite significant legal progress, several limitations persist:

- Non-binary people are not explicitly recognized in either Law 15/2022 or Law 4/2023, leaving them in an administrative grey area regarding documentation and workplace inclusion.
- The Immigration Law (Organic Law 4/2000) restricts access to certain rights for migrant and undocumented LGBTI and trans individuals, limiting the effective exercise of protections established under equality legislation.
- Enforcement and monitoring mechanisms remain limited, with challenges in resource allocation, coordination between institutions and awareness among employers.
- There is a lack of systematic data on the employment situation of trans and non-binary people, hindering evidence-based policy design.

Further efforts are needed to harmonize equality, labour and migration policies, and to ensure that legal recognition translates into real equality in the labour market.

3.2.5 Evidence and data availability

Official data on the labour situation of trans people in Spain remain scarce. National statistics rarely include gender identity or expression as variables, and existing information largely comes from NGO reports, academic research and EU-level surveys (e.g. the EU FRA survey).

Recent studies by organizations like Spain's Ministry of Equality, the General Union of Workers (UGT)'s LGBTI+ department and various academic research teams (e.g. Coll-Planas & Missé, 2018; Pérez et al., 2022; Abad & Gutiérrez, 2023) provide the most comprehensive evidence currently available. These sources document persistent barriers in access to employment, workplace discrimination and the limited

presence of inclusive measures, particularly affecting trans women and non-binary individuals.

4. Methodology

Data were collected through two complementary instruments: (1) a quantitative tool based on an online survey completed by 729 participants in Spain – 635 LGBTIQ+ individuals (including 361 trans and non-binary respondents) and 94 HR and management professionals, which used a single-entry link that redirected participants to two tailored questionnaires according to their profile. The responses from the LGBTIQ+ group were used to assess workplace diversity management more broadly and provided a comparative baseline for analysing the specific experiences of trans and non-binary individuals. The sociodemographic tables can be found in the appendixes; and (2) a qualitative approach involving 20 semi-structured interviews with 16 trans and non-binary individuals, 3 HR professionals and 1 HR professional who also identifies as trans. The HR participants represented diverse sectors, while the trans participants reflected varied gender identities, ages, educational backgrounds and employment conditions.

Participants were recruited through personal contacts, community networks and snowball sampling, supported by LGBTIQ+ associations, public administrations and social media. Attempts were also made to reach companies on a larger scale, using a promotional video that featured a young trans influencer to engage audiences beyond activist circles.

Quantitative data were analysed through descriptive statistics, and qualitative interviews through thematic coding, making it possible to compare across participant groups. The combined analysis provides a concise picture of the barriers and enablers shaping trans and non-binary people's inclusion in the Spanish labour market.

5. Findings

5.1 Trans and non-binary individuals

5.1.1. Experiences

5.1.1.1 Structural and material conditions

A. Access to employment and aesthetic norms

The qualitative analysis identified persistent barriers in access to employment linked to expectations related to aesthetic norms and gender-conformity. Rejections were often framed in ambiguous comments such as ‘you’re not the profile we’re looking for’, which conceal judgments about appearance or gender presentation. T1, a non-binary participant, described feeling pressured to align with narrow aesthetic norms – eschewing piercings, brightly coloured hair or a shaved head – and to conform to gendered expectations of femininity or masculinity. This experience highlights the broader challenge that non-binary people face when navigating workplace cultures organized around binary gender norms, which restrict the possibilities of fitting in without compromising one’s identity.

This pattern is also reflected in the account of T7, a visibly trans woman. She explained that although she had essentially been offered a bus-driver position over the phone, upon arriving for her in-person interview, she perceived visible discomfort among the staff, followed by brief closed-door conversations and a rushed interview, all of which ended with the vague explanation that they had ‘probably already found someone’. The shift between the initial phone screening and the face-to-face interaction illustrates how gendered perceptions may abruptly reshape hiring decisions.

B. Structural barriers

The accounts also show how structural inequalities intersect with gender identity. Throughout the interviews, the participants described being excluded from job opportunities, despite having relevant experience and skills, highlighting how formal educational requirements often operate as gatekeeping mechanisms. These experiences underscore the absence of a class perspective in mainstream employment discourses; advice like ‘just study’ tends to overlook material constraints related to rent, food or care responsibilities, producing frustration and a sense of disconnection from more privileged colleagues or professionals.

Interviews with participants engaged in sex work – or familiar with community members who are – further highlighted the importance of work-permit documentation, legal name and gender-marker changes (particularly among migrants) and access to educational qualifications to expand employment opportunities. These structural conditions shape not only access to formal labour markets, but also the horizons of what is perceived as attainable or realistic.

C. Material conditions as fundamental priorities

In the interviews, participants consistently foregrounded material needs as primary. When asked about broader priorities for the trans community, responses such as 'decent housing' and 'access to a job to pay the bills' were recurrent, reflecting how basic economic security remains a prerequisite for any meaningful experience of inclusion.

5.1.1.2 Gendered and hetero/cis-normative dynamics in organizations

A. The intersection between sexism and LGBTIQ+ phobia

Sexism intersects with transphobia within workplace structures, shaping organizational dynamics and career trajectories. T6 and T15, who have worked in sectors where sexism is structurally embedded (IT and the music industry), described professional paths characterized by shifting forms of exclusion. Initially, they encountered rejection, questioning and objectification when they were perceived as women or lesbian women. After coming out as non-binary or as a trans man, these patterns evolved into more explicit hostility and forms of violence. In both cases, the escalation from gendered discrimination to trans-specific aggression ultimately led them to leave their jobs or significantly modify their roles.

B. Age and trans experience

Age emerges as a key intersecting axis shaping trans people's professional experiences. Younger trans employees describe being perceived as inexperienced or naïve, and two participants expressed uncertainty about whether the undermining attitudes they encountered were linked to their age, their trans identity, or the interplay between the two. As T3, a young trans woman, explained: 'I'm not sure to what extent they're infantilizing me because they see me as a little girl, and to what extent the fact that I'm a trans person is coming into play'.

For older trans women, age operates differently but nonetheless compounds exclusion: it becomes an additional barrier in job search processes, intersecting with transphobia in ways that further limit employment opportunities.

C. Cispassing as an inclusion/exclusion mechanism

In all the interviews, cispassing emerged as a central factor shaping workplace experiences, as this phenomenon often grants individuals greater control over the contexts and people to whom they disclose their identity. Participant narratives indicate that cispassing is not fixed, but can shift in different situations and degrees of proximity, particularly for trans women. One such example concerns being perceived as cis at first sight, but not in closer or more prolonged interactions.

Conversely, the absence of cispassing – or inconsistencies between legal documents, the name and one's appearance – was described as an immediate barrier to employment. Several trans women, non-binary and transmasculine

participants reported being excluded from recruitment processes or interviews because their visible transness or mismatched documentation seemed problematic to potential employers, often leading to self-exclusion from job applications in anticipation of rejection.

These dynamics take a distinct form for non-binary participants. As a non-binary trans person, T16 noted that the limited legibility of their identity often means that when they cispass, they are interpreted as their sex assigned at birth. In such cases, this situational protection comes at the cost of invisibility, as acceptance requires erasing their identity according to cisnormative norms.

By contrast, T8 described how transitioning to a trans man and being perceived as cis resulted in a noticeable increase in workplace privilege for him, particularly in the form of greater attention and validation in meetings and decision-making spaces. His account highlights how access to masculinity – when socially recognized as credible – can translate into professional advantages.

Overall, these narratives reveal the polyhedral nature of cispassing: while being perceived as cis may grant temporary access to privilege or safety, it often entails other forms of constraint, such as the obligation to conceal one's identity or conform to normative expressions of gender. This highlights the need to understand trans workplace experiences beyond binaries of privilege and oppression, focusing on the dynamics where recognition, visibility and belonging are continuously renegotiated.

5.1.1.3 Interpersonal dynamics, violence and identity management

A. Disclosure management and hypervigilance

Several accounts highlighted persistent uncertainty about how participants were being perceived – whether colleagues read them as cis or trans – which created ambiguity regarding what others might know about their identity. This ambiguity, in turn, generated heightened self-monitoring of what the respondents shared in the workplace and fear of potential negative reactions if colleagues were to 'find out'. Managing visibility, thus, became an ongoing form of emotional labour.

The survey data show that 26.8% of trans and non-binary respondents had not come out to any colleague at work, with an additional 20.6% having come out only to a few (N = 257). In contrast, disclosure rates were substantially higher with friends (1.3% and 6.2%, respectively). Furthermore, 41% of the respondents had not come out to any of their immediate superiors (N = 238), and 59.4% had not disclosed their identity to any customers or clients at work (N = 239). Overall, the low disclosure rates reflect the wider climate of uncertainty and hypervigilance described in interviews, with visibility being negotiated cautiously and often at personal emotional cost.

B. External questioning and internal doubt

External questioning of identity – through language, social interactions or the refusal to recognize self-defined pronouns – undermined the participants' confidence and wellbeing. They described how jokes, remarks about neutral pronouns being 'ugly' (particularly in Catalan), explicit refusals to use the pronouns or comments suggesting that 'trans identities don't really exist' or are 'just a trend' created a constant sense of invalidation. T1 explained that repeated exposure to such invalidation led to moments of self-doubt: 'When you experience this kind of violence, it makes you doubt and think – maybe I'm not really trans'.

C. Forms and expressions of violence

Alongside these forms of everyday invalidation, several participants described more overt and explicit forms of violence in their workplaces. T5, a trans woman with a visual disability, recounted how colleagues mocked her makeup, turning what for her was an act of self-affirmation into a source of public humiliation. Others reported becoming targets of gossip and rumours related to their transition, often framed as curiosity but experienced as invasive and demeaning.

In more severe cases, the participants described situations of overt aggression or abuse – verbal, psychological and physical – where transphobia compounded other axes of vulnerability such as disability or migrant status. The participants also situated their experiences within a broader climate of hostility toward trans people, noting that media polarization around the 2023 'Trans Law' (Law 4/2023) and the rise of far-right discourses had contributed to a heightened sense of scrutiny and increased feelings of exposure in daily interactions. While these perceptions were not necessarily linked to specific workplace actors, they shaped how participants interpret social dynamics at work and influenced their sense of safety and visibility.

These experiences underscore how transphobic violence operates along a continuum, from everyday ridicule and social exclusion to explicit harm, reinforcing the need for institutional accountability and preventive measures in workplaces. These qualitative accounts are supported by survey findings³ that show that a

³ In the survey, when asked about the types of harassment experienced in the workplace (N = 238), the respondents most frequently reported: ridiculing (18.4% frequently or very frequently, 19.3% at times, 29% occasionally); excessive or constant negative comments (20.2% frequently or very frequently, 14.3% at times, 25.6% occasionally); and being isolated from something or someone (16.8% frequently or very frequently, 13.9% at times, 23.1% occasionally), with the last of these being significantly higher among trans women (Mean = 2.35; Mdn = 2 for trans women vs Mean = 1.65, Mdn = 1 for trans men and Mean = 2.02 and Mdn = 2 for non-binary individuals).

When asked about experiences of workplace violence (N = 249), the respondents highlighted: degrading sexual remarks (10.1% frequently or very frequently, 11.5% at times, 19.4% occasionally); unwanted sexual advances (6.3% frequently or very frequently, 6.3% at times, 18.1% occasionally); and slamming doors or objects (4% frequently or very frequently,

substantial proportion of respondents experienced workplace harassment – particularly ridicule, negative comments and social isolation – as well as sexualized and threatening behaviours, with social isolation and sexualized forms of violence reported more frequently by trans women.

D. Responsibility for educating others

Participants frequently reported being expected to educate or correct colleagues in the absence of institutional mechanisms or adequate training. This unacknowledged emotional and informational labour generated fatigue and reinforced feelings of isolation, while remaining essential for maintaining a minimally safe and respectful work environment.

5.1.1.4 Community belonging and protective factors

For the interviewees, the absence of formal workplace support meant that informal networks – friends, peers and community spaces – became central sources of care, validation and practical guidance. These networks helped counteract isolation and provided emotional stability when family or workplace environments were not perceived as safe.

The participants who were engaged in activism or embedded in trans communities often reported feeling more empowered as subjects of rights, better positioned to defend themselves in cases of workplace harassment. In contrast, those with limited access to trans networks described greater anxiety and heightened isolation, evidencing how community connections function as protective factors in organizational contexts where inclusion remains partial or inconsistent.

5.1.2 Organizational culture

In the interviews, trans and non-binary participants described organizational cultures where a recurring discrepancy persisted between declared commitments to equality and their everyday implementation. While diversity was often presented as ‘important’, many participants were unsure whether their organization had an equality plan or how to use existing protocols, revealing weak institutional communication and limited operationalization of inclusion frameworks. This gap suggests that inclusion is frequently framed at the level of values rather than embedded in specific organizational practices.

The survey data provide insight into organizational cultures related to diversity management. Using a scale from 1 (Not at all) to 5 (Totally), both trans and non-binary respondents and LGBTIQA+ (cis) respondents (N = 266) reported low to moderate levels of organizational policies or protocols aimed at protecting

6% at times, 12.7% occasionally). Reports of sexualized forms of violence were particularly prevalent among trans women, followed by non-binary and transmasculine participants.

LGBTIQA+ individuals from discrimination, harassment or violence, with average responses falling between 'a little' and 'somewhat' (Mean = 2.73; Mdn = 3).

On average, the respondents also indicated that their organizations had provided little or no training or workshops specifically addressing LGBTIQA+ issues or gender identity for employees (Mean = 1.95; Mdn = 1). Similarly, organizations rarely celebrated or formally acknowledged events like LGBTIQA+ Pride Month, the Transgender Day of Visibility or similar initiatives (Mean = 2.04; Mdn = 1). Together, these findings suggest that diversity efforts tend to prioritize symbolic recognition over sustained capacity-building and deeper cultural change.

Perceived executive support for LGBTIQA+ employees, both public and private, was likewise limited (Mean = 2.75; Mdn = 3). In addition, leadership positions within organizations very rarely included individuals who were openly trans or non-binary (Mean = 1.66; Mdn = 1).

The interview participants highlighted the influence of cisnormative and binary expectations – including assumptions about how gender should be expressed, embodied and recognized – as well as classed norms around professionalism, appearance and behaviour. These expectations shaped how trans and non-binary people were read, evaluated and occasionally policed through organizational norms. Some participants, particularly trans women, noted receiving meaningful support from female colleagues, though this solidarity depended on individual initiative rather than institutional design.

Additionally, the participants identified sectorial barriers, observing that trans women in particular continue to be channelled into a narrow set of roles (beauty, nightlife, sex work) while facing obstacles in accessing more stable or diverse employment opportunities. These structural constraints informed their perceptions of organizational culture and underscored the limitations of inclusion efforts that focus on individual adaptation without addressing broader inequalities in recruitment, role allocation and access to rights.

5.1.3 Training needs

The participants identified a range of training needs that cannot be understood apart from the structural inequalities shaping trans people's access to work. Rather than individual 'skills gaps', these needs reflect organizational contexts structured by cisnormative, sexist and classed assumptions, which place the burden of adaptation on the trans and non-binary individuals. They emphasized that support should be flexible and responsive to each individual's priorities and circumstances, recognizing the wide diversity of experiences related to gender identity, educational background and professional trajectories. Consequently, any training or guidance offered needs to be adapted to the participants' own goals, rather than impose prescriptive or patronizing forms of support.

5.1.3.1 Knowledge and tools for labour market access

The participants expressed the need for clear, accessible information on labour rights, anti-discrimination frameworks, administrative procedures and the specific protections available for trans people. This qualitative demand is strongly supported by the survey data, which show high levels of a perceived need for training regarding labour rights and legal protections, including laws related to LGBTIQ+ rights (mean scores above 4 on a 5-point scale).⁴ Training adapted to different sectors was seen as particularly important, especially for those with temporary or precarious contracts or those navigating documentation changes.

The interview participants also requested support regarding developing job-search strategies, with survey data indicating a stronger perceived need for training related to interview skills than to preparing CVs or cover letters.⁵ Guidance on how to manage identity in recruitment processes – such as whether to use their chosen or legal name, how to handle documentation inconsistencies and how to anticipate discriminatory questions – was identified as a significant need. Participants also valued orientation about available training paths, networking strategies and options for career development.

Interviewee T9, who had experience in sex work, highlighted the shortage of tools to recognize and articulate transversal skills (e.g. communication, negotiation, organization, digital competencies, market analysis), and integrate these competencies into employment resumés by linking them to other short-term or occasional jobs, but without exposing them to stigma.

5.1.3.2 Navigating workplace interactions and hostile environments; access to psychological support

The participants identified a strong need for training in assertiveness, boundary-setting, emotional regulation and strategies to respond to discriminatory comments or microaggressions. They described organizational cultures where binary gender expectations, aesthetic norms and misrecognition create everyday challenges. Tools like role-playing, scenario-based exercises and communication strategies were seen as helpful for managing stressful or triggering interactions. These qualitative insights are strongly reflected in the survey data, with participants rating training on emotional self-protection, mental health and wellbeing, as well

⁴ On a Likert scale from 1 (Strongly unnecessary) to 5 (Strongly necessary), the survey identified the following: laws related to LGBTIQ+ rights (M = 4, Mdn = 4; N = 307); legal rights and protections (M = 4.23, Mdn = 5; N = 305); labour rights (M = 4.22, Mdn = 5; N = 307).

⁵ In the survey, training related to CV building and resumé writing received a moderate rating (M = 3.47 and Mdn = 4; N = 305), suggesting that while this support is useful for some participants, others may not require it. Interview skills received a higher rating (M=3.98, Mdn=4; N = 305).

as handling both subtle and explicit workplace discrimination, as highly necessary (mean scores above 4 on a 5-point scale).⁶

Building on this, the participants underscored the importance of access to specialized psychological support, particularly for those facing violence, discrimination or precarious conditions. They emphasized that emotional self-care training should be optional, and that support needed to be tailored to the individual's own rhythm and requirements. One participant with experience as a sex worker specifically highlighted the importance of therapists trained in gender diversity and sex work.

5.1.3.3 Community resources, social support and representation

The participants valued training that facilitates access to peer networks, community organizations, activist groups and trans-led initiatives. They stressed the importance of diverse trans and non-binary pathways or success stories, together with information about supportive employers, employment programmes and safe professional environments.

5.1.3.4 Structural conditions shaping training relevance

Finally, the participants noted that training is only meaningful when accompanied by broader structural changes. Barriers such as housing insecurity, unstable contracts, sectorial segregation (especially affecting trans women) and tokenistic inclusion measures limit the impact of individual training. T4 observed that access to study grants or scholarships would make a significant difference, as many trans and non-binary people cannot access further education or professional training without financial support. The interviewees emphasized that stable conditions, meaningful opportunities for advancement and long-term inclusion policies are necessary if training is to translate into concrete employment opportunities.

⁶ The survey participants rated the following areas highly: emotional self-protection (M = 4.25, Mdn = 5; N = 305); mental health and wellbeing (M = 4.3, Mdn = 5; N = 306); dealing with subtle and visible discrimination at work (M = 4.26, Mdn = 5; N = 306).

5.2 Human Resources professionals and managers

5.2.1 Experiences

The HR interview participants reported limited direct experience with trans and non-binary employees, highlighting the low levels of visibility in their workplaces. In two organizations, the interviewees stated that they did not know of any openly trans staff members, with one only suspecting that a colleague might be trans. None of the participants had processed complaints related to trans issues or had interviewed openly trans candidates. In contrast, the case of HRI offers an illustrative counterpoint. While transitioning within the organization, HRI implemented internal changes, protocols and policies that were supported by the organization's executives.

The survey included 34 organizations that reported having employed a person who was perceived as either openly trans or non-binary, representing 47.2% of the organizational respondents. When asked about the extent to which they had noticed, been informed of or received reports of different forms of harassment or violence against trans and non-binary people in the workplace, the respondents had mean scores across all the items close to 1 (Never), indicating very low levels of reported incidents within the organizations. However, rather than indicating the absence of harassment or violence, these low levels of reporting may reflect limited awareness, under-reporting mechanisms or barriers to disclosure within the organizational contexts.

One recurring theme in the interviews with the HR professionals was the idea that authenticity is a condition for wellbeing at work. The possibility of expressing one's identity openly, without fear or concealment, was described as lifting a weight, as an emotional shift that enabled focus, balance and increased engagement. As HRI explained: 'I think about it for myself. Since I transitioned, what I've been able to implement [in my organization] has absolutely nothing to do [with before]; suddenly, I could focus on giving the best of myself instead of hiding. So... of course, that made my productivity increase a lot and created a real sense of belonging. (...) And they made that possible through the support they gave me. If they had reacted differently, I probably wouldn't be here'. This qualitative insight aligns with the survey findings, which show that the respondents who transitioned in their workplace (N = 44) reported improved wellbeing and confidence after coming out (Mean = 3.54, Mdn = 4; on a scale where 4 indicates experiencing this frequently).

5.2.2 Organizational Culture

The organizational culture plays a key role in shaping whether inclusion efforts are substantive or merely symbolic. Uneven commitment, conflicting equality discourses and reliance on individual, rather than structural, responsibility constrain both daily experiences and the long-term sustainability of diversity practices.

In the Spanish case, the survey data show that 67.2% of the participating organizations reported having an equality plan, 20.7% did not and 12.1% of the

respondents were unsure (N = 58). Where an equality plan existed, 87.7% indicated that it included specific protective measures (N = 39). However, when asked about the actual implementation of these plans, protocols and measures, the respondents reported low levels of application (M = 2.05, Mdn = 2; where 2 corresponds to 'occasionally'). This gap between formal commitments and their practical enactment supports the perception of organizational inclusion as uneven and, at times, merely symbolic.

5.2.2.1 Cultural resistance and the 'equality already achieved' discourse

In the interviews, several participants described limited engagement with diversity and inclusion initiatives, particularly concerning trans and non-binary issues. In organizations where training opportunities are currently available, attendance remains low, indicating limited engagement even when structured initiatives are offered. HR1 and HR2 noted that some colleagues perceive that 'too much' attention was being devoted to these topics, and they framed LGBTIQA+ inclusion as an ideological agenda rather than an organizational priority. HR3 and HR4 identified this discourse in their organizations, often justified by the high visibility of LGBTIQA+ employees. The presence of openly queer staff was interpreted by some as evidence that equality has already been achieved, reducing the perceived need for further policies or structured action.

The discourse of 'we already do enough' reproduces a broader pattern in which proclaimed equality serves as a cultural device to hide structural discrimination and deflect institutional responsibility.

Such narratives function as a barrier: they position inclusion as optional and external, something driven by personal beliefs rather than an institutional responsibility. When these interpretations circulate within organizations, they weaken the impact of equality plans, which run the risk of devolving into symbolic documents without consistent implementation, monitoring or follow-up.

5.2.2.2 Reactive participation

In contrast to these expressions of resistance, the interview data indicate that participants who do engage in training often do so for reactive reasons. Participation is motivated less by an organizational commitment to trans inclusion and more by the need to respond to specific situations that the staff feel ill-equipped to manage.

As HR1 explained, attendance was particularly common among colleagues who had directly witnessed discriminatory situations – derogatory jokes in the hallways, incidents of harassment, everyday microaggressions – and who felt they lacked the tools to intervene. Training thus becomes a protective strategy, a way for individuals to reduce uncertainty, mitigate risk or avoid becoming complicit in harmful dynamics.

5.2.2.3 The importance of institutional commitment

The analysis shows that institutional leadership is a decisive factor in shaping how organizations address trans inclusion, with the interviews revealing contrasting organizational dynamics. In one case (HR4), the interviewee reported a clear lack of interest from the top executives, with no dedicated resources, and were uncertain about the existence of an equality plan. Although the organization had non-binary employees, this had not translated into any structured policies. In another organization (HR1), the HR professional – who is trans – had implemented multiple measures with explicit support from their executives, enabling more consistent and embedded practices. A third case (HR2), from a Catholic, volunteer-led NGO, revealed an ambivalent situation. While the HR professional promoted inclusion based on personal commitment and legal obligations, the NGO leaders expressed a limited interest in receiving training or developing specific measures.

Throughout these cases, the pattern is clear: when diversity efforts rely on individual initiative rather than organizational commitment, progress remains fragile and uneven. Clear mandates, dedicated teams and allocated resources are essential if equality plans are to move beyond aspiration and become effective tools for structural change. Where commitment to equality among the leaders is weak or inconsistent, inclusion becomes peripheral, only implemented on the initiative of a few motivated individuals.

5.2.2.4 Representation and lived experience in equality teams

One of the themes that emerged from the interviews is the value of including LGBTIQ+ employees – particularly trans and non-binary individuals – in equality and diversity teams. Their lived experience provides insights that complement technical expertise and helps identify blind spots that may otherwise go unnoticed. However, their presence cannot replace institutional responsibility. Without a clear organizational framework that ensures recognition, role clarity and adequate resources, trans and non-binary employees risk the informal expectation that they will educate their colleagues or compensate for structural gaps in organizational practice.

5.2.3 Training needs

The interviews reveal two complementary perspectives related to training needs: those identified by HR professionals and those raised by trans and non-binary participants. Together, they highlight the importance of competence-based, bias-aware and structurally informed inclusion practices.

5.2.3.1 Training needs identified by HR and managers

A. Evidence-based and bias-aware recruitment practices

Training should focus on dismantling common myths and stereotypes about trans and non-binary people through data-driven learning.⁷ The professionals emphasized the need to raise awareness about implicit biases to ensure that recruitment and promotion decisions are based on competence and qualifications rather than conformity to gendered expectations or personal impressions during interviews.⁸

Some organizations already integrate structured procedures – such as scoring systems that allow for the positive weighting of candidates from underrepresented groups (e.g. trans, neurodivergent or disabled people) – to promote fairer outcomes. This approach helps HR staff make more equitable decisions while addressing systemic barriers to employment in certain sectors.

B. Developing organizational protocols and LGBTIQA+ plans

The participants stressed the need for clear guidelines and structured protocols to support inclusion. Well-designed LGBTIQA+ plans can serve as frameworks for step-by-step improvement, offering practical measures and procedures for training, recruitment and workplace accompaniment.⁹ Such plans help reduce ambiguity and distribute responsibilities across teams, rather than concentrating them in individual actors.

The dissemination of good practice materials, model plans and templates for inclusive protocols was identified as an effective support strategy that helps organizations operationalize inclusion practices.

C. Inclusive communication and language

The participants noted that training in inclusive and affirming language is a key need. HR1 specifically pointed to the importance of learning to ask about pronouns and preferred names during interviews, rather than assuming them based on appearance or documentation. Introducing one's own pronouns at the start of an

⁷ The survey respondents considered training related to key concepts – the meaning of the LGBTIQA+ acronym; differences between sexual orientation, gender identity and gender expression; common myths and realities about sexual and gender diversity – necessary (M = 3.86, Mdn = 4; N = 64). Similar levels of importance were given to training on laws related to LGBTIQA+ rights and the prevention of LGBTIQA+ discrimination in the workplace (M = 3.92, Mdn = 4; N = 64).

⁸ The survey respondents also rated training on good practices for gender-inclusive hiring and onboarding processes as necessary (M = 3.91, Mdn = 4; N = 64).

⁹ Regarding protocols and plans, training about the needs and rights of individuals undergoing gender transition within the organization was considered necessary (M = 3.97, Mdn = 4; N = 64).

interview was also described as a simple yet powerful gesture that signals a safe and informed environment. The participants noted that this type of communicative practice not only helps reduce anxiety in candidates, but also models inclusive norms in teams.

D. Understanding the everyday realities of trans people

HR professionals need to be made more aware of the daily impact of administrative and interpersonal practices on trans and non-binary employees.¹⁰ Seemingly minor issues like using outdated names for email accounts or personnel databases can have significant emotional consequences. Exposure to first-hand testimonies and discrimination data, along with knowledge about barriers to access and wellbeing, were considered essential for cultivating empathy and understanding. Training should also help HR staff differentiate between relevant professional questions and invasive or inappropriate ones, particularly in contexts where uncertainty about 'what can be asked' leads to avoidance or discomfort.

E. Monitoring and organizational self-assessment

The participants suggested that organizations conduct periodic assessments of workplace inclusion to identify strengths and deficits. Surveys exploring employees' perceptions – whether they feel safe to be visible, whether identity is perceived as a barrier to advancement, whether their voices are heard – can provide valuable feedback for continuous improvement. Monitoring mechanisms are most effective when results are communicated transparently and linked to concrete action plans, rather than used as symbolic compliance tools.

Some organizations have plans to collect this information without directly asking about identity or orientation in order to respect privacy, while still evaluating the inclusiveness of the organizational culture.

5.2.3.2 Training needs identified by trans and non-binary participants

In addition to the perspectives of HR professionals, interviews with trans and non-binary participants highlighted several areas where HR staff require further preparation. These insights reveal everyday gaps in organizational practices and emphasize the need for HR work grounded in competence-based, bias-aware and respectful procedures.

¹⁰ This need is also reflected in the survey results: on a Likert scale from 1 (Strongly unnecessary) to 5 (Strongly necessary), the personal testimonies of trans and non-binary workplace experiences were rated as necessary (M = 3.94, Mdn = 4; N = 64), as was training about LGBTIQ+phobia and transphobia, particularly what these forms of discrimination are and how they manifest in the workplace (M = 3.92, Mdn = 4; N = 63).

A. Focus on professional competence

The participants stressed that recruitment and evaluation processes should prioritize candidates' skills and qualifications rather than their physical appearance, gender expression or assumptions related to transition. They described experiences where normative ideas about so-called professionalism shaped judgements more than their actual skills.

Trans and non-binary interviewees emphasized that HR staff must avoid questions about bodily changes, identity documents or deadnames, and should recognize that binary readings of gender are neither neutral nor objective. Decisions should be based on curricular criteria and the real capacities of applicants, not on gendered or classed aesthetic expectations.

B Addressing gendered, binary and aesthetic stereotypes

The participants identified the need for HR training to critically address binary and cisnormative expectations, including stereotypes about femininity and masculinity and narrow norms for what is considered appropriate appearance. Such expectations disproportionately affect trans women, non-binary individuals and people whose gender expression challenges conventional or middle-class professional norms.

The respondents suggested practical tools like role-playing exercises (e.g. mock interviews with trans women or non-binary applicants), activities aimed at breaking prejudices and explicit discussions about what constitutes LGBTIQ+phobic behaviour and what does not. These tools could help HR professionals recognize how biases shape their everyday assessments and interactions.

C. Awareness, sensitivity and inclusive communication

Trans and non-binary participants stressed the importance of mandatory equality training for HR staff that encompasses gender diversity, racism, sexism and LGBTIQ+phobia. Beyond conceptual knowledge, they emphasized the need to cultivate empathy and sensitivity, including respectful pronoun use, the consistent use of chosen names and an understanding of the specific challenges faced by non-binary people.

The interviewees noted that HR should be prepared to 'host the possibility of transness' – that is, to assume from the outset that trans applicants and employees may be present, and to adjust their communication accordingly. When HR staff have questions or are uncertain, the participants suggested that this be addressed privately and respectfully, without placing the burden of explanation on the employee and always adjusting the support to the person's own pace.

D. External expertise and complementary support

Finally, the participants encouraged organizations to make use of external expertise – including local equality offices, specialized associations and community-led organizations – to strengthen HR capacity and avoid over-reliance on internal goodwill. Such collaboration can help organizations develop clearer procedures, understand trans-specific needs and implement more robust anti-discrimination measures.

6. Overall evaluation

The findings reveal that the challenges surrounding trans and non-binary workplace inclusion operate simultaneously throughout legal, social, organizational and structural levels. Legal progress, while significant, continues to fall short in practice, due to weak enforcement, uneven implementation and gaps in recognition. These limitations are amplified by a broader social climate marked by polarization and rising anti-gender discourse, which shapes everyday experiences of discrimination at work.

Within organizations, a cisheteronormative and classed normative frame constrains the impact of equality measures, placing the burden of adaptation and education on trans employees.

Moreover, these dynamics do not affect all trans and non-binary people equally; intersecting factors like visibility, migration status, class position, disability, age and gender identity itself produce differentiated forms of exclusion and harm. Together, these insights underscore the need for coordinated action across multiple levels, rather than relying on isolated interventions or goodwill-based initiatives.

The following SWOT analysis summarizes these dynamics in a structured and accessible format.

Strengths	Weaknesses
Advanced legal framework (Law 15/2022; Law 4/2023) that depathologizes trans identities and establishes employer obligations	Major implementation gap: poor knowledge of equality plans, weak monitoring, territorial inequalities
Existence of good organizational practices where committed leadership enables safe transitions and inclusive protocols	High unemployment, underemployment and precarity among trans and non-binary people; reliance on informal work for survival
Strong trans and LGBTIQ+ community networks providing care, support and resources	Cisheteronormative, binary and classed organizational cultures; aesthetic norms in recruitment; frequent misrecognition and everyday expressions of violence
	Strong intersectional barriers (visibility, migration status, class, disability, age) that are rarely addressed institutionally

Opportunities	Threats
<p>EU governance tools and funding to support more effective implementation and data collection</p> <p>Potential alliances with community organizations and equality bodies – which are well established in Spain – to co-develop protocols and training</p> <p>Recognition of significant training gaps among HR professionals – and the insights provided by trans and non-binary participants – to create opportunities to develop competence-based, bias-aware curricula</p>	<p>Rising anti-gender and trans-exclusionary narratives in politics and the media, increasing stigma and resistance</p> <p>Material conditions (housing, precarious job market, restrictive migration policies) that limit the impact of training</p> <p>‘Already achieved equality’ discourses that minimize discrimination and undermine motivation for change</p>

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8. Appendix

Appendix 1. Demographic profile and sample

Section A. Interviews with trans and non-binary individuals

	Year of birth	Gender identity	Sex assigned at birth	Sexual orientation	Highest completed education level	Migrant background (trans-national)	Legal status in Spain	Current employment or activity status	Job sector
T1	1999	Non-binary	Male	Bisexual, pansexual	Post-secondary non-tertiary education	No	Citizen	Working with a formal contract (full time) through insertion plan	Private sector
T2	2000	Trans woman / non-binary	Male	Bisexual, asexual	Short-cycle tertiary education	No	Citizen	Working with a formal contract (full time) through insertion plan	Public sector
T3	1997	Non-binary (demi-boy)	Female	Omni-sexual	Bachelor's degree	No	Citizen	Working with a formal contract (full time) through insertion plan	Public sector
T4	1989	Trans woman	Male	Bisexual	Post-secondary non-tertiary education	No	Citizen	Studying	In the past, Private company
T5	1976	Trans woman	Male	Lesbian	Short-cycle tertiary education	No	Citizen	Working with a formal contract (full time)	Private company
T6	1992	Non-binary	Female	Bisexual	Master's degree	No	Citizen	Working with a formal contract (full time) through insertion plan	Public sector
T7	1976	Trans woman	Male	Bisexual	Post-secondary non-tertiary education	No	Citizen	Working with a formal contract (part time)	Private company
T8	1992	Trans man	Female	Hetero-sexual	Post-secondary non-tertiary education	No	Citizen	Working with a formal contract (full time)	Private company
T9	1981	Trans woman	Male	Lesbian	Bachelor's degree	Yes, Mexican origin	Citizen	Working with a formal contract (full time) and working without a contract	Private company and informal work
T10	1999	Trans woman	Male	Bisexual	Bachelor's degree	No	Citizen	Working with a formal contract (part time)	Public sector

T11	1986	Trans woman	Male	Lesbian	Lower secondary education	Yes, Ecuadoran origin	Resident	Working without a contract	Informal work
T12	1989	Trans woman	Male	Bisexual	Post-secondary non-tertiary education	Yes, Chilean origin	Resident	Working with a formal contract (full time)	Private company
T14	1992	Non-binary	Female	Bisexual	Post-secondary non-tertiary education	No	Citizen	Working with a formal contract (part time)	Public sector
T15	1981	Trans man	Female	Heterosexual, demisexual	Bachelor's degree	No	Citizen	Working without a contract, self-employed	Private company
T16	1975	Trans woman	Male	Lesbian	Post-secondary non-tertiary education	No	Citizen	Not working	In the past: Private company and Public sector

Table 1

Section B. Interviews with professionals

	Year of birth	Gender identity	Highest completed education level	Role in the organization	Years of experience	Work sector	Organization size (number of employees, geographic level)
HR1	1989	Trans man	Ph.D.	Equality Director	8	Private company (university)	270; regional
HR2	1984	Woman	Master's degree	Head of People Development	3	Private company (NGO)	1,200 (employees and volunteers); international
HR3	1969	Gay man	Bachelor's degree	Planning and people management	17	Private company (transport and tourism)	100-500 (season-dependent); national
HR4	1997	Man	Master's degree	People Operations Adviser	2	Private company (tourism)	1,800; international

Table 2

Section C. Survey with transgender, non-binary and lesbian, gay, bisexual, intersex and queer individuals

General information

Variable	Value
Total number of LGBTIQ+ responses	N=663
Total number of trans and non-binary (TNB)	N=375 (56.6%)

Table 3

General information within the TNB group

Variable	Value
Age	Mean= 27.83 SD= 9.29
% of employment	62%

Table 4

Main categories

Category	Variable	N	%
Gender identity	Trans man	84	22.4
	Trans woman	155	41.33
	Non-binary	136	36.27
Employment situation	Formal contract	172	48.87
	Informal work	28	7.63
	Self-employed	28	7.63
	Unemployed	105	28.61
	Student	117	31.9
	Volunteer/unpaid work	22	5.99
	Retired	2	0.54
Primary work sectors	Arts and entertainment	57	11.22
	Waiter and tourism services	56	11.04
	Education and training	52	10.26
	Technology	48	9.47
	Shop salesperson	47	9.27
	Healthcare and social work	42	8.28
	Construction and manufacturing	24	4.73
Education level	Early childhood education	0	0
	Primary school	6	1.6
	Secondary school (ESO 2 nd year)	17	4.5
	Secondary school (ESO 4 th year)	44	11.7
	Post-secondary non-tertiary (intermediate vocational training programme)	39	10.4
	Short-cycle tertiary education (high school or equivalent)	149	39.7
	Bachelor's degree	74	19.7
	Master's degree	38	10.1
	Ph.D.	3	0.8
Minority group membership	Racialized (skin colour or ethnicity)	23	6.1
	Migrant background	26	6.9
	Asylum seeker/refugee	9	2.4
	Disability	45	12

Table 5

Section D. Survey with professionals

General information

Variable	Value
Total number of responses	94
Age	Mean: 38.45 SD: 12.057 Max. 63, Min. 18
Years of experience	Less than 1 year: 5.2% 1-3: 19.9% 4-6: 21.3% 7-10: 18.7% 11-15: 10.1% 15-20: 10.1% More than 20 years: 12%
% of respondents/organizations acknowledging trans or non-binary employees	Yes: N= 34; 47.2% No: N= 18; 25% Don't know: N=20; 21.3%

Table 6

Main categories

Category	Variable	N	%
Gender identity	Female	64	68.8
	Male	23	24.7
	Trans or non-binary	8	8.5
Role in the organization*	HR professional manager, generalist, administrator, HR business partner, recruitment specialist, consultant	41	44.09
	Management Team leader, department head, supervisor, project manager, junior/senior manager	17	18.28
	Executive director	12	12.9
	Other	17	18.27
Primary work sectors	Healthcare and social work	20	21.7
	Public administration	17	18.5
	Education and training	9	9.8
	Waiter and tourism services	7	7.6
	NGO, policy and advocacy	6	6.5
Highest completed education level	Early childhood education	0	0
	Primary school	0	0
	Secondary school (ESO 2 nd year)	0	0
	Secondary school (ESO 4 th year)	3	3.2
	Post-secondary non-tertiary (intermediate vocational training programme)	7	7.5
	Short-cycle tertiary education (high school or equivalent)	11	11.8
	Bachelor's degree	34	36.6
	Master's degree	36	38.7
	Ph.D.	2	2.2
Size of the organization	Local	28	30
	Regional	27	29.3
	National	17	18.5
	International	17	18.5

Table 7