

# Gender Transition

Guidelines

Uber



# To Those Considering Transition

This is, from beginning to end, your transition

You may utilize the resources available to you in whatever capacity you deem fit. This plan is designed to be all encompassing so as to be tailored to the individual's wants, needs, and aspirations.

Uber is here to support you.

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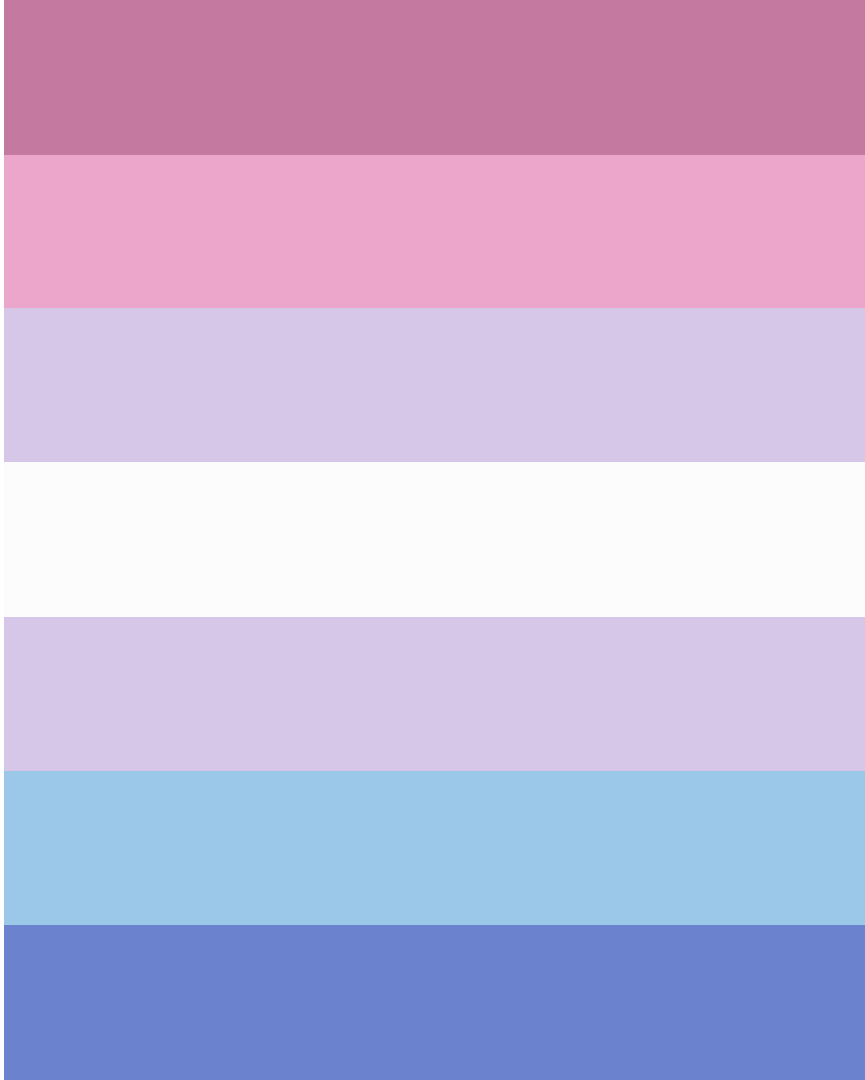
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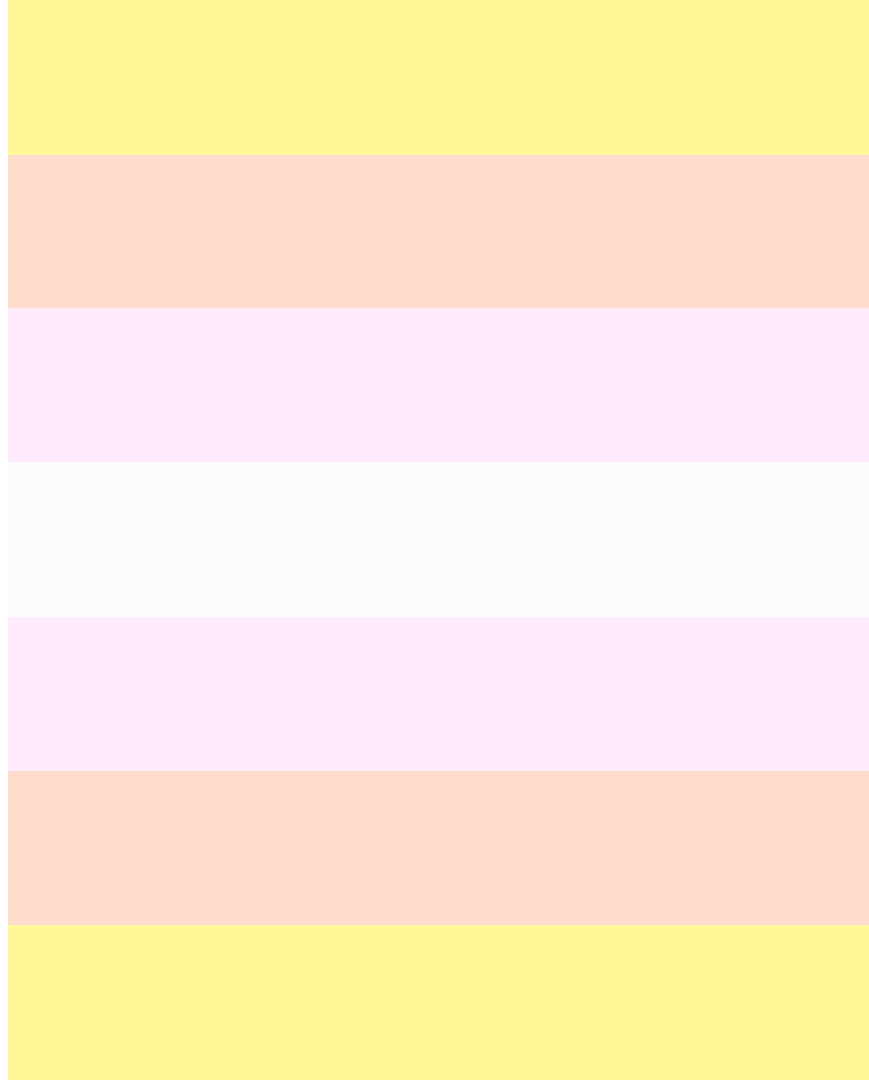
# General Information

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# Document Purpose

Just as there are cisgender male and female employees at Uber, there are also employees who are transgender, non-binary, and gender non-conforming. Some are open about their gender identity or expression and others may not be.

These guidelines are intended for Uber's transgender and gender non-conforming employees, their coworkers, managers, human resource professionals, LGBTQ+ employee group leaders and others who may be involved. It covers best practices for employees and managers as well as how to address customers and clients.

When an employee takes steps to live consistently with their gender identity full-time, employers often become involved in that transition. As with all change, gender transitions may affect many people – the individual transitioning, supervisors, peers, clients, and even those with incidental affiliation such as working in the same location or practice area.

These gender transition guidelines were created to help foster dialogue and understanding of transgender issues in the workplace. They provide guidance for transitioning employees, colleagues, managers and human resources and provide a starting point for building awareness around a topic that is still evolving in the workplace.

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# Uber's Commitment

We believe that providing a work environment based on respect, trust, and collaboration creates an exceptional experience where employees can bring their whole selves to work and thrive in their careers.

Uber values the diversity of its workforce and takes steps to create and maintain an inclusive, non-discriminatory workplace where individuals can effectively and efficiently utilize their skills and experience.

These guidelines support Uber's Equal Employment Opportunity policies (regardless of whether your state or country have these specific legal protections in place), including its policies prohibiting discrimination and harassment, which address gender identity and expression. Uber is committed to the principles of equal employment opportunity for its employees and complies with all relevant federal, state and local laws.

Uber provides equal employment opportunities to all employees without regard to race, color, religion, sex, national origin, age, marital status, sexual orientation, gender identity, citizenship, real or perceived disability or handicap, genetic predisposition, veteran status, campaign or expedition for which a campaign badge has been authorized and/or any other protected category in accordance with applicable federal, state or local laws. This policy applies to all terms and conditions of employment including, but not limited to, hiring, placement, promotion, termination, layoff, recall, transfer, leaves of absence, compensation, and training.

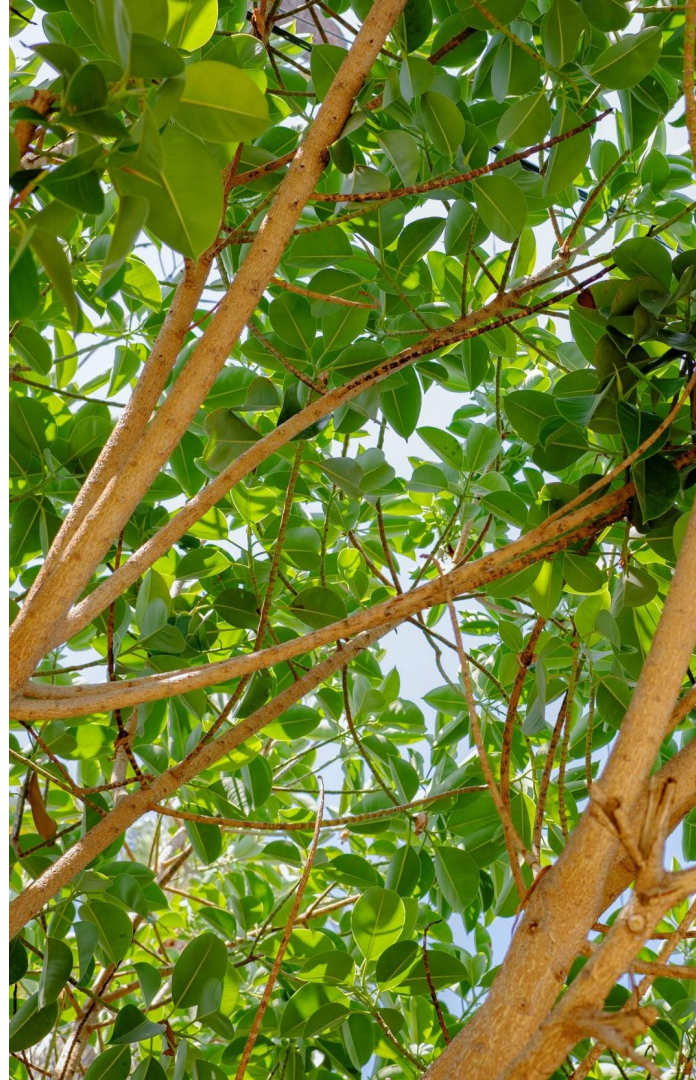
# Uber's Commitment

Uber also prohibits any form of unlawful employee discrimination and/or harassment discrimination based on race, color, religion, creed, sex, sexual orientation, gender identity, national origin, age, marital status, citizenship, real or perceived disability or handicap, genetic predisposition, veteran status, campaign or expedition for which a campaign badge has been authorized, and any other legally protected status in accordance with applicable federal, state and local laws.

These policies apply to all persons involved in the operations of Uber and prohibit discrimination and/or harassment by any employee of Uber. Uber's policy also prohibits discrimination and/or harassment by vendors or clients, and prohibits Uber employees from discriminating against and/or harassing vendors or clients.

Failure to comply with our non-discrimination policies could result in corrective action, including termination of employment. If you need any assistance understanding something in this document or would like to have a conversation about transgender-related issues, please contact your Human Resources Business Partner or see the resources section found at the end of this document.

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# What is Transitioning?

Most people are assigned a gender based on physiological observations at birth. While some are comfortable with that identity (cisgender), others realize their gender is different than the one assigned at birth. A portion of this group takes initiative to express their preferred gender identity.

The process of a transgender individual publicly changing their gender presentation in society is known as “transitioning”. If the individual remains at their same place of employment during this transition, it is known as “gender transitioning on the job” or “gender transitioning in the workplace”.

The process for transitioning individuals can be extensive and may involve some - but not limited to the following - emotional, psychological, physical, and legal elements.

Psychologically, an individual may undergo psychological evaluation, monitoring, and counseling with a medical professional. During this time, they may experience a trial living period of at least one-year (the “real life experience”) to ascertain the level of comfort the individual has in the confirmed gender. It is usually as the individual approaches this trial living period that the employer is given notice of the individual’s transition plan.

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# What is Transitioning?

Physically, an individual may actively change their physiology through gender confirmation surgery (e.g. chest, genital, and/or facial reconstruction), hormone replacement therapy (i.e. male to female or female to male), and/or gender expression (e.g. dress, jewelry, mannerisms, voice, vocabulary). Not all people who consider themselves to be or who may be transgender will undergo a medical transition.

Legally, an individual may change their name although a legal name change is not required to recognize one's preferred identity. This process is extensive and can take many months to years to complete.

Each individual transitioning will have their own set of unique factors which will require a customized plan. Our human resources and management team are here to work with transgender employees in an open and honest way to allow a smooth process within the workplace.

A transition requires courage, determination and thinking outside the box about gender assumptions. Because of existing stereotypes both in the workplace and society in general, many transgender individuals simultaneously face difficult situations/interactions in their personal, professional, family, and financial lives simultaneously.

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# What is Transitioning?

This can lead to high stress levels, particularly when individuals are in the initial stages of transitioning. Every employee can have a positive impact on the transition process by dealing respectfully with the transitioning individual and actively seeking knowledge about the process. In the spirit of our inclusive environment, transition gives us all the opportunity to work together to acknowledge the person.

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# The Process

Roles & Expectations

Guidance for the Transitioning Employee

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Guidance for Parents and Family

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# Roles & Expectations

The number of people involved in the transitioning process of the individual is based on a discussion between the transitioning employee, HR, and management. Below is a list of possible roles in the process. *\*One person can serve in multiple roles on this list:*

<b>Transitioning Employee</b>	Employee who is transitioning their gender identity in the workplace.
<b>Direct Manager</b>	Employee's direct reporting manager.
<b>Initial Point of Contact</b>	The first contact at Uber you shared your plans to transition with; this person will be involved in the Transition Support Team and planning. You can reach out to the UberPride ERG if you would like a transition advisor - someone who has transitioned before or has experience with the process. They will do their best to advise you.
<b>Senior Sponsor</b>	A member of senior management to aid in setting the tone and business' expectations of staff going forward. This person may help communicate top-down inclusive messages and expectations.
<b>Transition Support Team</b>	Transitioning Employee, initial point of contact, employee's manager, supportive co-workers, and any other identified sponsors. This group will be determined by the transitioning employee and discussed with HR.
<b>Human Resources Partner (HRP)</b>	Your HRP is here to help you navigate the transition process. They will support employees undergoing gender transition and ensure that those protections are incorporated into the organization's policies, practices, training and communication initiatives.

Guidance for the

# Transitioning Employee

## Best Practices

If you are transitioning, you have the right to fully and publically express your identity in whatever capacity you see fit. This means that, while still maintaining professional expectations, if you choose to express your gender identity, characteristics, or expression, you may do so without fear of consequences.

With this right comes the expectation that you express your needs to others and understand their needs and expectations of you.

As part of a team, it is important to inform key personnel who can assist you.

Your first point of contact may be:

- your immediate manager
- a member of Uber's People Team
- or a member of the UberPride Employee Resource Group

**It is important that at some point your immediate manager or HR representative becomes part of your support team.**

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Remember, as with all employees, you are covered under Uber's non-discrimination policy. Take the time to explain to your Initial Point of Contact, manager, and/or HR business partner your intentions, needs, and concerns in order for Uber to provide the best support.

There is the possibility that your manager, HR representative, and/or other coworkers may not be well-informed about transgender issues. **IT IS NOT YOUR RESPONSIBILITY TO EDUCATE THEM.** Your number one priority, if you so choose, is to live open and honestly and express your needs and gender identity. This policy guide is one element of that education. They can also reach out to the UberPride Employee Resource Group or look at the resources at the bottom of this document to further their own education around transitioning.

If you do plan to have discussions with your co-workers, the UberPride Employee Resource Group is available to help you think through your ideas and prepare those conversations if you desire. UberPride can also try to get you in touch with other employees who have transitioned in the workplace and be able to assist you with questions you may have.

Connect with UberPride by emailing [pridebod@uber.com](mailto:pridebod@uber.com). This is a confidential email address only accessible by the UberPride Board. You can also join the UberPride uChat group (UberPride) and Slack group (#lgbt).

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## Self-Guided Pre-Planning

Transitioning is an exciting and empowering time in your life. You embark on a journey to fully and honestly express your true identity. For the workplace, we recommend creating a Gender Transition Plan to help facilitate this process, reduce uncertainties and provide a common road map for everyone.

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**Develop a Transition Support Team list**

**Develop a stakeholders list**

**Create a timeline**

**Make Decisions**

### **Develop a Transition Support Team list**

Think about who might best join your support team.

- Who will be your First Point of Contact?
- This will involve your manager, HR representative and/or other supportive co-workers.
- You'll all work together to develop an appropriate plan for you and your line of business.

### **Develop a stakeholders list**

Who are all the people in your line of business you may need to engage at some point during the transition? Example, HR representative, manager, customers, partners, clients, etc.

- When and how do they need to be engaged?
- Are there any time sensitive considerations that need to be addressed sooner rather than later?

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### **Create a timeline**

What are your ideal milestones?

- Legal name change, co-worker notification, transition milestones and other events.
- When and how long should conversations happen with those on your stakeholder list
- Anticipated time off required for medical treatment, if known.

### **Make Decisions**

How would you like your team to find out about your transition?

- letter, group meeting, individual discussions, your manager/HR representative
- Will you need to make workspace changes during the transition?
- How long do certain HR functions take? (e.g. legal name changes, company directories, etc.)
- When will you need to process any necessary changes to professional licenses?
- Do a search for your current name on the company's intranet for team rosters and other references in order to know which pages need to be altered or removed?

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## Your Transition Plan

### Employee

- Set up a conversation with your Initial Point of Contact to make aware of the upcoming transition. This can be an HRP or direct manager.
  - If this person is not an HRP or direct manager, then work with your Initial PoC to set up a meeting with your HRP and direct manager (in that order) to discuss your transition plan.
- Complete the Gender Transition Plan: Employee Section
  - Schedule time to review and discuss the initial plan with your HRP.

### HR & Employee

- Review the Gender Transition Plan: Employee Section; answer any questions, fill gaps
- Complete the Gender Transition Plan: HR & Employee Section
- Discuss how to handle difficult conversations and potential conflict
- HR will inform the Transition Support Team and schedule the Transition Support Team meeting
  - HR will prep all members of this Transition Support Team who should familiarize themselves with the company's policies (this document) and any other relevant resources that provide educational information about transgender issues.

### Transition Support Team

- Meeting 1:
  - Complete Gender Transition Plan: Transition Support Team Section
- Meeting 2:
  - Meet to Finalize the Gender Transition Plan
  - Determine action items and ownership

Guidance for

# Co-Workers

## Best Practices

The moment a friend, loved one, colleague or acquaintance makes the decision to fully and honestly express their gender identity is a powerful time in their life. When someone confides their truth to you, it is an act of trust. There is no one way to demonstrate your support and there are more ways to be supportive than marching in parades or becoming an activist.

### **Be open and honest with your co-worker and expect the same in return.**

- If this is new for you -- and if you feel awkward, say so.
- Ask your coworker to hold you accountable for things you say or do that make them uncomfortable.
- Let your co-worker know if they say or do something that makes you uncomfortable.
- Ask questions but also understand that these questions are usually best asked of an external facilitator or support group. Neutral third parties are usually happy to help both during and afterward the transition is complete.
- Take the time to talk and be prepared to listen.

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# Guidance for Co-Workers

**Here are some ally behaviors that help create an inclusive workplace:**

- Don't make assumptions about a person's sexuality or gender. These are separate and secondary characteristics to a person's identity.
- Don't fall trap to appearance or behavior stereotypes.
- Know and understand Uber's policies on sexual orientation and gender identity: non-discrimination, harassment, domestic partner benefits, bereavement leave, etc.
- Let your co-workers know that you won't tolerate even subtle forms of discrimination or harassment in the workplace.
- Join the UberPride Employee Resource Group. Allies are welcome and encouraged to join the group.

**Why become an ally?**

- Make a positive impact on a co-worker's life
- Become a better leader
- Personal and professional growth
- Personal satisfaction
- Help create a better and more productive workplace
- Career networking
- Champion and celebrate all aspects of diversity

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Guidance for

# Managers

## Best Practices

Uber is committed to and supports diversity. If someone who reports to you informs you of their plans to transition or if an individual in your workplace is currently in the transition process, it is important that you demonstrate an understanding, and use a sensitive approach to their needs and concerns.

### Key Principles

- The transition process is employee-driven. The manager's responsibility is to actively support/shepherd the individual.
- If you are unfamiliar or uncomfortable with the transition process, seek education and support from the UberPride Employee Resource Group as well as your People Team. The transitioning employee may also feel comfortable sharing their experience with you, but this is not required or to be expected.
- Listen carefully to what the individual is telling you about how they'd like to be treated. For example, do they want to keep their transition as quiet as possible or do they wish to celebrate publicly?
- Be open-minded and discuss the transitioning individual's needs and concerns.
- There are certain basic accommodations that must be made regardless of your particular comfort level
  - Badging, Benefits, etc.
  - Connect with your HRBP to determine your obligations.

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# Guidance for Managers

Based on past experiences of individual bias, it may be quite stressful and frightening for your employee to be vulnerable with you, a person upon whom their job depends. Make it clear that you support Uber's policies on sexual orientation and gender identity (non-discrimination, harassment, domestic partner benefits, bereavement leave, etc.) and that your conversation will be held in confidence.

Also, if they haven't spoken with an HRP, ask their permission to talk with a People Team Member for further assistance. Explain any questions and concerns you might have and ask their opinion on matters covered in subsequent sections.



Guidance for

# HRP Representatives

Best Practices

Uber is committed to and supports diversity. If someone from your line of business informs you of their plans to transition or if an individual in your workplace is currently in the transition process, it is important that you demonstrate an understanding, and use a sensitive approach to their needs and concerns.

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# Guidance for HRP Representatives

## Key Principles for Employee Support

- Discuss the employee's transition timeline
  - When will they start to present themselves in their new gender?
  - When might they need to take some time off for medical needs? These dates can change, depending on the person's readiness at each stage.
- Provide support: Employees might be exposed to various levels of stress during the transition process. It is important that you provide information on the Employee Assistance Program and other resources for one-on-one counseling during the transition process.
- If the transitioning employee prefers to move work locations, the business should work on a best-effort-basis to move the employee to a similar role, within an appropriate distance.
- If the individual is married or partnered, ask how you should refer to them during and after the transition, e.g. partner, wife, husband, etc. and identify if there are any implications to employer-provided benefits.
- Discuss the Gender Transition Plan

Make it clear that you support Uber's policies on sexual orientation and gender identity (non-discrimination, harassment, domestic partner benefits, bereavement leave, etc.) and that your conversation will be held in confidence.

Assure the employee that the individuals who will help plan their transition will be provided materials to educate themselves about transgender issues and the transition process.

The employee always have the main voice in the timing of their transition at work including when they begin to work in their new gender role and any changes in their workplace routine



# Guidance for HRP Representatives

## Key Principles for Manager Support

- Regular check-ins not only with the manager and the transitioning employee are important.
- Work closely with the manager and the transitioning employee to set-up individual and Transition Support Team meetings
- Ensure the proper external support is being leveraged.
- Keep a close 'pulse' on the business unit to ensure there are no negative issues in the workplace that are not being addressed.
- Check-in over the long term and not just during the initial transition process. Some issues may not surface until some time has passed and the initial focus on transition is over.

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# Guidance for HRP Representatives

## **Respecting the Individual's Privacy**

Each individual's specific steps, timing, and how public they want to be as they transition is customized to their needs and comfort. There is no single formula for managing gender transitions in the workplace.

Some may prefer very few people know they are about to transition and seek privacy during this time. Others are committed to educating the public about transitioning and are eager to answer questions, and continue to talk openly about being transgender long after transition. Some may be public about some aspects and private on other aspects of their transition and update their comfort level at different points in the process. Comfort, consent, and disclosure is completely driven by the individual at all times during the transition.

At times, the type of workforce; the nature of work being done; the amount of interaction the individual employee has with peers and customers and the surrounding culture all have a bearing on how the transition should be handled. If these realities aren't aligned with the transition needs and comfort of the employee, a new work role/location might be a possible solution. The business should work on a best-effort-basis to move the employee to a similar role, within an appropriate distance.

Control over the flow of information is very important in managing the transition process. The manner in which co-workers and clients are informed about the employee's transition and the timing of this disclosure are critical components. Open, honest communication and a commitment to understanding of each involved party must be established to build trust and help ensure a successful transition.



# Guidance for HRP Representatives

## **Dealing with Customer Standards**

Transgender individuals who deal with customers are held to the same appearance and behavior standards as everyone else. Serving clients and employee preference is not a reason to deny a transitioning individual the right to dress and present in their chosen gender.

Communicating with clients may require difficult conversations so a meeting should be held with the transitioning employee beforehand to clarify how certain situations should be handled. Additional information on how to navigate this can be provided by the UberPride ERG.

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# Guidance for HRP Representatives

## **Telling Co-Workers**

There are many ways to communicate an employee's transition with their team. An email, group meeting, individual discussions, and/or notice from manager/HRP representative are some of the possible ways. If the transitioning employee's manager has not been part of the initial conversation, they should be told about the upcoming transition shortly before the employee's co-workers are told.

A group meeting may be the preferred setting for informing co-workers. When coordinated with the manager, HRP, and UberPride, it tends to effectively provide a consistent message of support for the upcoming transition. This information meeting should be timed to occur before the individual begins presenting themselves in their new gender role.

The transitioning employee may or may not be present for all of the meeting. They may wish to speak either personally or in the form of a distributed letter. Some co-workers may have thoughts about sex and gender that raise strong emotions and discomfort. Because of this, it can sometimes be helpful for the transitioning employee to allow for group discussion both with them present and out of the room.

All employees should be encouraged to examine their feelings and speak to the appropriate resources if necessary. HRP representatives, as well as subject matter experts can be a valuable resource to acknowledge feelings and avoid potential situations before they become a problem.

# Guidance for HRP Representatives

This is also an opportunity for the **Senior Sponsor** to express support through a letter, email, or in-person. This has the effect of both lessening the stress on the individual transitioning and avoiding potential backlash from fellow employees. At this meeting, it is extremely important to reinforce Uber's commitment to diversity, inclusion and belonging, and to be supportive of the employee. This disclosure meeting should also include a training component.

Sometimes, an employee in transition may want to personally tell a few co-workers with whom they are close before everyone else is notified. These conversations can be empowering to employees as they begin their transition and should be held in strictest confidence. Include these conversations in the Gender Transition Plan.

It is strongly recommended that the manager and People Team member work closely with an outside expert on transgender issues and gender transition. This expert should be at the initial meeting to answer any questions employees may have and available for 1-on-1 sessions for additional information and support.

Guidance for

# Parents and Family

## Best Practices

Every family is unique. They come in all configurations: biological, adoptive or foster parents, grandparents, extended family, mentors, or one's chosen family made up of close friends. Each family is a reflection of different cultural, social, and religious influences. Similarly, parenting can be done by a variety of adults in a child's life, not just by legal parents or guardians.

This section is for all types of "family" and all adults who "parent" a child and can also be applied to peers who may have a child who is exploring their gender.

The moment a loved one, family member, or child makes the decision to fully and honestly express their gender identity is a powerful time in their life. Parents and other adults have a very powerful role to play during this part of a transitioning youth's life. Supportive parenting can significantly affect our children's positive outlook on their lives, their mental health and their self-esteem.

On the other hand, rejecting parenting practices are directly correlated to transgender youth being more depressed and suicidal. Unfortunately, many transgender and gender expansive youth are rejected by their genetic and adoptive families. Research shows that the most crucial thing we as parents, mentors, and family members can do is to allow the youth in our lives to be exactly who they are.

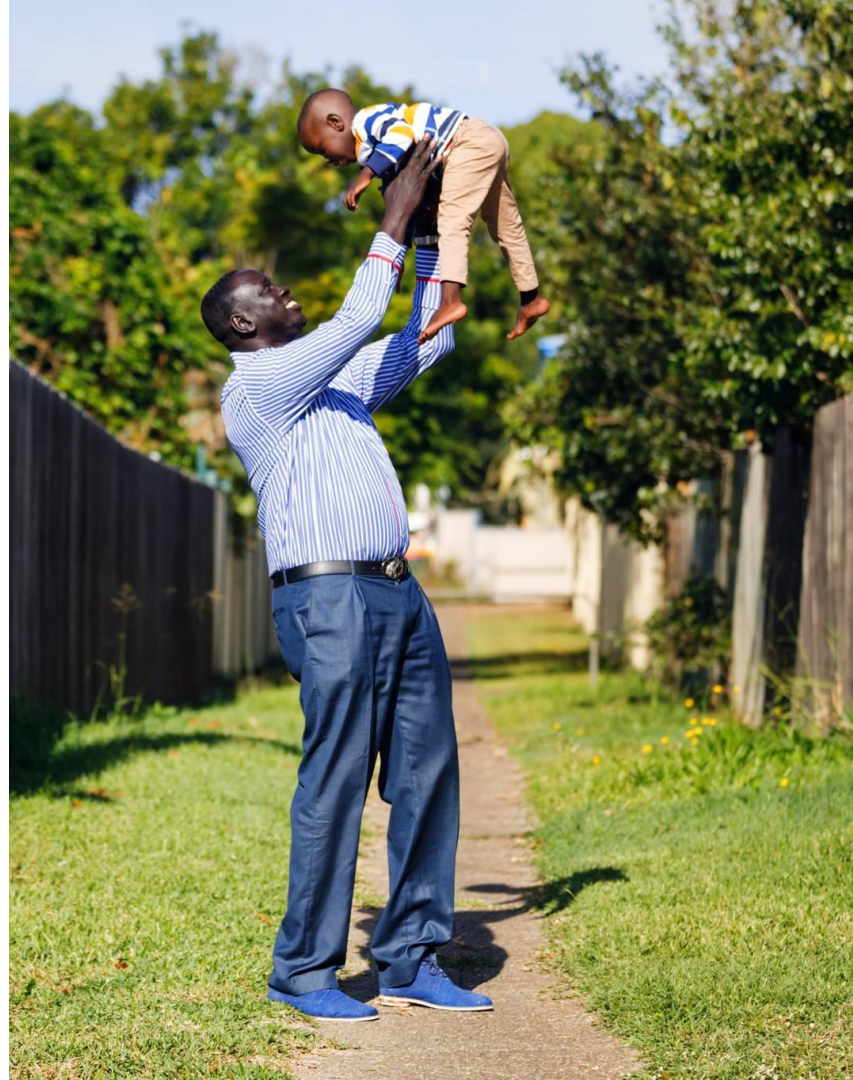
When someone confides their truth to you, it is an act of trust. There is no one way to demonstrate your support and there are more ways to be supportive than marching in parades or becoming an activist. The rest of this section will help guide you on different behaviors you can exhibit, thoughts you may have, and actions you can take to help support and build trust during this time in your child's life.

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# Guidance for Parents and Family

## Affirming behaviors

- Create a supportive family environment.
- Require respect from everyone in contact with your child.
  - Your child's well being is more important than someone else's comfort with their identity.
- Express love and support for your child's gender.
- Allow them to choose, without pressure or unspoken messages:
  - Clothes they wish to wear
  - Fashion accessories they favor
  - Manner in which they wear their hair
  - Decorations and images with which they surround themselves
  - How and with whom they play
  - Favorite toys
- Don't let your parenting rules go out the window.
  - The same rules apply to your cisgender and transgender children.
- Maintain open and honest communication with your child and family.
  - This is a journey for all of you
  - This open level of communication will also help you know your child's level of stress or distress, and whether they may need additional outside support or intervention.



# Guidance for Parents and Family

## Non-affirming behaviors to avoid

- Zero tolerance policy for physical, emotional, or verbal abuse.
  - It won't get them to change, and it places them at a far greater risk of depression, self-harm, and suicide.
- Do not promote or permit exclusion from family activities.
  - The urge to avoid being embarrassed by your gender expansive or transgender child sends a message of shame and implies change is required in order to be a member of the family.
- Do not promote or permit denigration, placing blame, and/or ridicule upon your child.
  - When you speak or treat your child with disrespect, or allow others to, it shows them that they cannot count on you for the love and protection they desperately need.





# Guidance for Parents and Family

## **Is this just a phase?**

For some children, expressing gender-expansiveness may be a phase; for others, it is not. Only time will tell for your child. We suggest using the concept of insistence, consistency, and persistence to help determine if a child is truly gender-expansive or transgender.

Most people have some sense of their Gender identity between the ages of two and four years old. For most, this awareness, whether of the assigned or opposite gender, remains stable over time. In some instances, a young child who strongly identifies with the opposite gender may change their mind around 9-10 years old. It is unclear if this change indicates that the child has learned to hide their true self, or if it was indeed just a childhood phase.

Another typical time for gender identity to come into question is at puberty. Since adolescence is a time of exploration and change in general, it can be hard to know if this is just a teenage phase, or whether their child is “really” gender-expansive or transgender. Again, look to the concept of insistence, consistency and persistence to determine if a child is truly gender-expansive or transgender. This may mean you won’t have an answer for quite a long time.

Though these are two common times for gender identity to come up for children, a child at any age, even to adulthood, can start feeling differently about their gender identity or expression.

# Guidance for Parents and Family

## What about my feelings?

- **Guilt.** Some parents blame themselves when a child falls outside of gender norms. You may ask yourself, “Is it my fault somehow?” “Where did I go wrong?” “Was I too permissive?” You may be angry and refuse to accept you gender-expansive child. Please know:
  - Gender diversity is not an illness or a result of poor parenting.
  - Gender is “hard-wired” in the brain from birth.
  - Loving support and acceptance is one way to overcome guilt.
- **Loss.** Families, parents, and siblings may feel a sense of grief at the idea they are “losing” a son or daughter, a brother or sister; this person we thought we knew.
  - Sadness, anger, and mourning are possible reactions as we (or our other children) take this journey to celebrating our child’s authentic identity.
- **Uncertainty.** Gender identity is not always “one or the other.” Not every child is on the path to choosing a male or female gender identity.
  - Many children (and adults) feel like they are both genders, neither gender, or go back and forth in a space outside typical gender constructs.

# Guidance for Parents and Family

## Privacy and safety concerns

Transgender and non-binary children are often the victims of mistreatment or even violence. As caregivers, you must ensure the physical and emotional safety of these kids in the face of that general reality. Place your child's needs at the forefront of your decision making process:

- Are you obligated to disclose if your child is going on a playdate?
- What if they are sleeping over at a friend's house?
- Going to a school dance?
- A school overnight trip?

There are no rules about when and how you share information about your child. What type of body your child has is no one else's business. The only considerations we need to think about are what's best for our child in each situation.

**Be open and honest with your loved ones and expect the same in return.**

[Click here for a deeper dive into parenting for transgender and non-binary children.](#)

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# Managing Day-to-Day Issues in the Workplace

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# Name and Gender Changes

Changes to a legal name and gender marker (i.e., “M” or “F” on legal identity documents) can sometimes take months or even years. Until then, every effort should be made to use the new name and gender marker on all internal documentation. (e.g. email, phone directory, company identification card or access badge, name plate, etc.) The only exception is where records must match the person’s legal name, such as on payroll and insurance documents.

Employees with a completed legal change of name and/or gender marker should notify a member of the Payroll Team in your region. You will be asked to provide documentation of this change (e.g. copy of a court order, and/or updated national or state-issued ID). This change will then be updated on all remaining internal and benefits-related systems. You can also update your pronouns on Whober at any time, regardless of legal change of name and/or gender marker.

In everyday written and oral communication, the new name and pronouns should be used when the individual is ready.

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# Using the Appropriate Pronoun

If a co-worker is transitioning and you are not certain which pronouns to use, it is appropriate to respectfully ask their name and which pronouns you should use. Until you have received directions from them, it is appropriate to use the gender neutral “they”. Some employees also share the pronouns they use on their Whober profile.

## **NEVER USE “IT” TO REFER TO A PERSON.**

In general, it’s considered insensitive to refer to someone by the wrong pronoun once you have established what they prefer. Transitioning individuals should also be prepared to understand honest mistakes and help educate their co-workers as necessary.

Continued and prolonged use of the incorrect name and/or pronouns to refer to a colleague can be considered harassment and will be addressed under Uber’s Employee Handbook.

he

she

they

# Addressing Concerns of Co-workers and Customers

The likelihood of negative reactions can be reduced by establishing a culture of appreciation of differences, providing adequate training, and treating all employees fairly.

A diverse and inclusion workplace means that employees must be able to work with all kinds of people. All employees are entitled to their beliefs, but everyone should treat the transitioning employee and all employees with respect and without bias. A lack of knowledge about transgender issues has the potential for creating misunderstanding and tension in the workplace.

While everyone is expected to conduct themselves in accordance with Uber's Employee Handbook, we must also ensure that a forum is made available for individuals to express their concerns, ask questions and learn about transitioning in the workplace. It is important to always have a subject matter expert available to help in answering questions or concerns.

## “Sensitivity” Training

In addition to a potential team meeting where the individual's manager or HR representative may announce the transition, training or briefing sessions for employees on transgender issues are recommended. Training helps reduce fear of the unknown and helps promote a positive work environment for all employees.

Training or briefing sessions should be completed prior to the individual's transition. This provides important information to co-workers, managers and customers on what to expect when the individual begins their transition. Establishing some level of comfort as to what the transition is and why it is happening is important for preventing future misunderstandings or issues.

# Monitoring for Signs of Resentment & Hostility

Co-workers can sometimes feel resentful of a transgender employee. They may believe the transgender employee has been given special privileges, is allowed to get away with things they could not, or is being given more attention and consideration. HR representatives should remind these employees that they are protected by the same laws and policies and receive appropriate accommodation and protection against discrimination as any other employee.

In some workplaces, co-workers express hostility toward the transgender employee by refusing to use the new name and correct pronouns, verbally harassing the employee or refusing to work with the employee. Sometimes, the transgender employee will not report such behavior. **No form of discrimination or harassment is tolerated at Uber and should be reported without fear of retaliation.**

In addition, managers must be proactive in monitoring behavior toward the transgender employee and provide a way for the employee to report discrimination or harassment confidentially. Any discrimination or harassment that is taking place should be dealt with immediately. This behavior is unacceptable and will have legal consequences for the employees involved.

People who raise concerns about a transgender coworker should be coached to differentiate personal beliefs from appropriate workplace behaviors where necessary. They will need to work cooperatively with their co-workers regardless of their gender identity and failure to do so could result in disciplinary action.

If people express concern regarding the appearance of a transgender co-worker after reviewing Uber's policies or if they are curious about the change in appearance of an employee who has transitioned, the people manager should meet with team members individually to inform them of the change and to answer questions.





# Right to Privacy & Confidentiality

Transgender employees at Uber have the right to be who they are without unnecessary disclosure of medical information or gender history. In addition, current and prospective employees who encounter problems concerning identification documentation, such as payroll and insurance forms, should feel comfortable raising those concerns with their manager or HR representative.

The transgender status of an individual is considered confidential and should only be disclosed on a need-to-know basis, and only with the consent of the individual. However, transitioning individuals are encouraged to participate in the necessary education of their co-workers at whatever level they are comfortable.

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# Coaching the Transitioning Employee

Sometimes a transitioning employee is excited about the changes they are going through and wants to share the details with others. Some co-workers may object to hearing about their transition. A transgender employee should discuss these matters only after checking to make sure everyone within hearing wants to listen or save these conversations for outside the workplace.

Some transgender employees may also be sensitive about people making honest mistakes with their name and pronouns. Remind the employee to give people a chance to get used to their new identity. Coach the employee on appropriate responses to co-workers who need more time to adopt the new name and pronouns into their vocabulary.

# FAQ

Restrooms

Leave Benefits for Employees

Medical Care

What if...?

Uber



## Restrooms

Per our employee handbook, 'Restroom access issues should be handled with respect and consideration. Thus, employees are encouraged to use restrooms that correspond to their gender identity.'

## Leave Benefits for Employees

Managers should provide sufficient flexibility to meet the individual's needs for appointments. Time off for medical appointments and procedures is to be granted on the same basis as for any other scheduled medical appointments and procedures

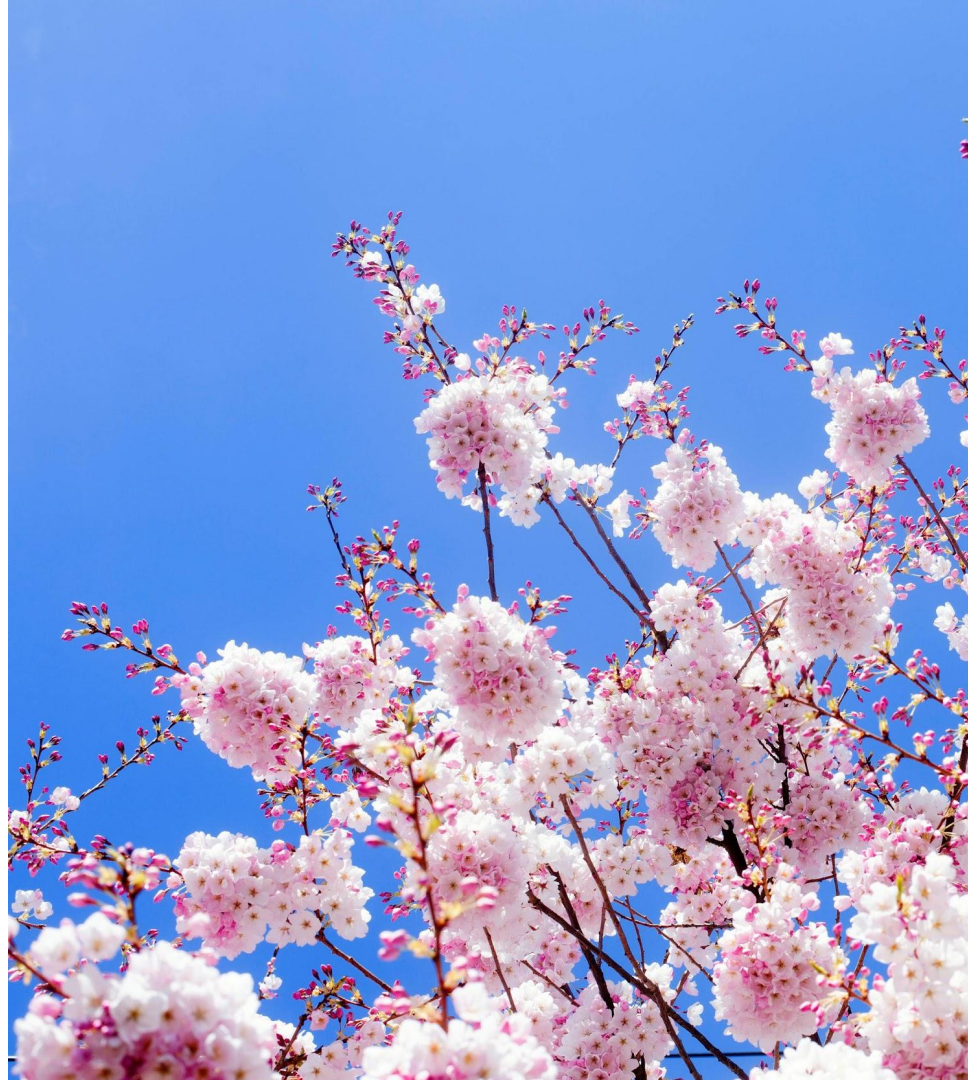
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# Medical Care

Employees (and covered dependents) in the process of transitioning may wish to have appropriate medical care to support their transition including treatments such as hormone replacement therapy and/or gender confirmation surgery. Depending on your location, Uber's health insurance may or may not provide certain coverage for transgender care.

As with other aspects of a transition, plans should be discussed and communicated only with affected parties in order to manage expectations and to minimize disruption. Medical information, including surgery plans communicated by an individual, should be treated confidentially.

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# What if...?

... I experience mistreatment by a team member post-transition?

Start by discussing with your manager. If you experience a situation your manager cannot help or address, engage your HRP and/or UberPride leads.

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# Resources

Terminology

External Resources

Books

Uber

# Terminology

To understand and to manage transgender-related situations in the workplace, it is helpful to develop an understanding of certain terms and definitions.

## **Ally**

An ally is a supporter or advocate for the Lesbian, Gay, Bisexual and/or Transgender Plus community. Being an LGBTQ+ ally is about using inclusive language, showing respect and support for your colleagues and members of the LGBTQ+ community through your actions and your words. LGBTQ+ allies may or may not self-identify as LGBTQ+.

## **Cisgender**

A term for people whose gender identity, expression or behavior aligns with their assigned sex at birth. It is the accepted term for people who are “non transgender.”

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## **Cross-dresser**

A cross-dresser wears the clothing and/or accoutrements, such as makeup and accessories, that are considered by society to correspond to the “opposite sex.” Unlike transgender individuals, crossdressers typically do not seek to change their physical characteristics and/or manner of expression permanently or desire to live full-time as the opposite gender. (Cross-dressers are sometimes called “transvestites,” but that term is considered pejorative and Uber does not endorse using it.)

Employees who cross-dress some of the time may fear that discovery of their cross-dressing, even when on personal time, may lead to discrimination or harassment at work. While cross-dressing off-duty is not related to an employee’s job performance, a person who cross-dresses off-duty is still protected by our EEO policy prohibiting discrimination or harassment based on gender identity.

## **Gender**

The term “gender,” while often used interchangeably with “sex,” refers specifically to the behavioral, cultural, psychological or social traits typically associated with one sex, rather than biological characteristics.

## **Gender dysphoria**

Many transgender and gender non-conforming people experience discomfort from the strong internal sense that their true gender identity does not match their physical sex. The medical term for this discomfort, which can be severe, is “gender dysphoria,” and it is listed as a mental disorder in the “Diagnostic and Statistical Manual of Mental Disorders, Fifth Edition” published by the American Psychiatric Association (APA) in 2013.

Not all transgender people experience or are diagnosed with gender dysphoria. Prior to 2013, gender dysphoria was previously diagnosed as “gender identity disorder” or GID, but the APA replaced the word “disorder” with “dysphoria” in the diagnostic label as it is not only more appropriate and consistent with familiar clinical sexology terminology, it also removes the connotation that the patient is “disordered” and the associated stigma.

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## **Gender expression**

Gender expression refers to all of the external characteristics and behaviors that are socially defined as either masculine or feminine, such as dress, grooming, mannerisms, speech patterns and social interactions. Social or cultural norms can vary widely and some characteristics that may be accepted as masculine, feminine or neutral in one culture may not be assessed similarly in another.

A person's gender expression may also be referred to as their "gender presentation." Workplace practices should generally apply to an employee's full-time gender presentation.

## **Gender identity**

The term "gender identity," distinct from the term "sexual orientation," refers to a person's innate, deeply felt psychological identification with a gender, which may or may not correspond to the person's body or designated sex at birth (meaning what sex was originally listed on a person's birth certificate).

Distinct from the term "sexual orientation," refers to a person's internal sense of being male, female, or something else. Since gender identity is internal, one's gender identity is not necessarily visible to others. Gender Non-conforming refers to individuals whose gender expression is different from societal expectations related to gender. Gender non-conforming, like transgender, is an umbrella term and includes people who may identify as "genderqueer," as neither a man nor a woman, or as "gender fluid."

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## Gender Transition

Refers to the process through which a person modifies their physical characteristics and/or gender expression to be consistent with their gender identity. It is important to note that gender transition is an individual and personal process, and there is no “one correct way” to transition. Gender transition may, but does not necessarily, include hormone therapy, sex confirmation surgeries and/or other medical or surgical components. The transition process may also include non-medical components such as telling one’s family, friends and/or co-workers, and changing one’s name and/or gender on legal documents such as one’s driver’s license, birth certificate and social security card.

Any physical part of someone’s transition process is generally conducted under medical supervision based on a set of standards developed by the World Professional Association for Transgender Health (WPATH) and endorsed by major medical associations such as the American Medical Association (AMA) and the American Psychological Association (APA). **Non-Binary**

The term “nonbinary” can mean different things to different people. At its core, it’s used to describe someone whose gender identity isn’t exclusively male or female. If someone tells you they’re nonbinary, it’s always important to ask what being nonbinary means to them. Some people who are nonbinary experience their gender as both male and female, and others experience their gender as neither male nor female.

Nonbinary can also be used as an umbrella term, encompassing many gender identities that don’t fit into the male-female binary.

## LGBTQ+

Lesbian, gay, bisexual, transgender, as well as queer, questioning, intersex, asexual, agender, pansexual, and more. The acronym can appear as “LGBT”, “LGBTQ”, “LGBTQ+”, “LGBTQIA+” also.

**MTF: “Male to Female”**

Individual who is born and perceived to be male who transitions to publicly and privately live as a female.

**FTM: “Female to Male”**

Individual who is born and perceived to be female who transitions to publicly and privately live as a male.

**Sex**

Refers to the biological classification of people as male or female. At birth, infants are assigned a sex based on a combination of biological characteristics including: chromosomes, hormones and reproductive organs.

**Sexual orientation**

“Sexual orientation” is the preferred term used when referring to an individual’s physical and/or emotional attraction to the same and/or opposite gender. As a non-exhaustive example, “Heterosexual,” “bisexual” and “homosexual” are different types of sexual orientations. A person’s sexual orientation is distinct from a person’s gender identity and expression. Transgender people may be straight, lesbian, gay or bisexual. For example, a man who transitions from male to female and is attracted to other women would be identified as a lesbian or a gay woman.

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## **Transgender**

A broad range of people who experience and/or express their gender differently from what most people expect — either in terms of expressing a gender that does not match the sex listed on their original birth certificate (i.e., designated sex at birth), or physically changing their sex. Not all people who consider themselves (or who may be considered by others as) transgender will undergo a medical transition.

“Trans” is shorthand for transgender.” (Note: Transgender is correctly used as an adjective, not a noun or verb, thus “transgender people” is appropriate but “transgenders” and “transgendered” are often viewed as disrespectful.

## **Transitioning**

The term “transitioning” refers to the process through which a person modifies their physical characteristics and/or manner of gender expression to be consistent with their gender identity. This transition may include hormone therapy, sex-confirmation surgery and/or other components and is generally conducted under medical supervision based on a set of standards developed by medical professionals. The transition process typically includes a one-year “real-life experience” in which the individual lives and presents consistently with their gender identity under medical supervision.

## **Transsexual**

An older term that originated in the medical and psychological communities. This term may be offensive due to its dated nature. It can still be preferred by some people who have permanently changed - or seek to change - their bodies through medical interventions, including but not limited to hormones and/or surgeries. Unlike transgender, transsexual is not an umbrella term. Many transgender people do not identify as transsexual and prefer the word transgender. It is best to ask which term a person prefers. If preferred, use as an adjective: transsexual woman or transsexual man.

# External Resources

Human Rights Campaign	<a href="http://www.hrc.org/workplace/transgender">www.hrc.org/workplace/transgender</a>
Gender PAC	<a href="http://www.genderpac.org">www.genderpac.org</a>
Gender Education & Advocacy	<a href="http://www.gender.org">www.gender.org</a>
Out & Equal Workplace Advocates	<a href="http://www.outlandequal.org">www.outlandequal.org</a>
Parents, Family & Friends of Lesbians and Gays	<a href="http://www.pflag.org">www.pflag.org</a>
Donna Rose - Transgender Consultant	<a href="http://www.donnarose.com">www.donnarose.com</a>
Transgender at Work	<a href="http://www.tgender.net/taw">www.tgender.net/taw</a>
National Center for Transgender Equality	<a href="http://www.nctequality.org">www.nctequality.org</a>
Harry Benjamin International Gender Dysphoria Association	<a href="http://www.hbiqda.org">www.hbiqda.org</a>
Terminology from The Stonewall Center, University of Massachusetts, Amherst	<a href="#">Linked here</a>
Gender Spectrum - Parenting and Family	<a href="http://www.genderspectrum.org">www.genderspectrum.org</a>

# Books

“As Nature Made Him” by John Colapinto

“Wrapped in Blue - A Journey of Discovery” by Donna Rose

“Becoming a Visible Man” by Jamison Green

“Transgender History” by Susan Stryker

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# It takes courage

to become  
who you  
really are.

e.e. cummings

Uber

