



LGB *and* T:

# Transgender @ Chevron



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## Introduction

As Chevron's first established employee network, **Chevron PRIDE's** mission includes education, fostering dialogue and helping achieve an inclusive and productive environment for all employees.

**Having an inclusive environment means that employees can be honest and open about who they are.**

While many people may be familiar with terms that denote sexual orientation such as "straight", "gay", "lesbian" or "bisexual", they may be less familiar with the terms like "transgender" or "gender identity".

**Transgender** is an umbrella term referring to a person whose gender identity or gender presentation falls outside of stereotypical gender norms.

Fact: Just as there are gay, lesbian and bisexual employees at Chevron, there are also employees who are transgender. Some are "out", others are not.

This guidebook was created to help foster dialogue and understanding of transgender issues in the workplace. It is based on work undertaken by organizations such as the Human Rights Campaign Foundation (HRC), GenderPAC, Out & Equal Workplace Advocates and best practices from other companies which have implemented similar policies as Chevron. Those companies include Kodak, American Airlines, Raytheon and JP Morgan Chase.

Originally published in 2005, "Transgender @ Chevron" was published on the Human Rights Campaign Foundation (HRC) Web site as an industry best-practice. Based on your feedback and input, this publication has been updated to include additional information, resources and guidance.

Questions, comments and feedback are always welcome. Please email us at [pride@chevron.com](mailto:pride@chevron.com) .

"We value and demonstrate respect for the uniqueness of individuals and the varied perspectives and talents they provide. We have an inclusive work environment and actively embrace a diversity of people, ideas, talents and experiences."

-- *The Chevron Way*

*"[t]he determining factors in recruiting, hiring, selection, and placement of applicants and employees shall be the overall requirements of the job. In any aspect of employment...no individual shall be discriminated against on the basis of race, religion, color, national origin, age, sex, disability, status as a disabled veteran, gender identity, political preference, sexual orientation, membership or non-membership in any lawful organization, or other basis prohibited by local laws or regulations. Further, it is Company policy that a working environment should be provided for all employees that is free of harassment based on sex, sexual orientation, gender identity, race, religion, age, national origin, disability, or veteran status."*

-- *Chevron Policy 200  
Employment*

## Terminology you may encounter

### Coming out

This is the process in which a person first acknowledges, accepts and appreciates his or her sexual orientation or gender identity and begins to share that with others. This process can be challenging and may be accompanied by a wide range of emotions because the person “coming out” often does not know how friends, relatives, co-workers or others may react.

### Gender

Gender (sometimes referred to as “sex”) refers to the biological attributes that classify one as male or female. Gender (masculine or feminine) is generally associated with features that include physical sex and other features such as height, weight and body hair.

### Gender Characteristics

Gender characteristics include dress, mannerisms, physical characteristics, speech patterns or other external characteristics and behaviors that are socially defined as either masculine or feminine. Social or cultural norms can vary widely and some characteristics which may be accepted as masculine, feminine or neutral in one culture may not be assessed the same in another.

### Gender Identity

Gender identity is a person’s innate, deeply felt psychological identification as male or female. This may or may not correspond to that person’s body or sex as assigned at birth.

### Gender Identity Disorder (GID) / Gender Dysphoria

GID is a psychological diagnosis, recognized by the American Psychiatric Association, of severe distress and discomfort caused by the conflict between one’s gender identity and one’s sex at birth. Some people who experience this condition are transsexual, but not all transsexual people experience gender dysphoria or are diagnosed with GID. Furthermore, not all people with GID are transsexuals.

### Presentation

Presentation refers to how a person expresses their gender to the world (see Gender Characteristics). A person may be biologically one gender, but “present” as that of their gender identity. This is an important milestone in the transition process.

### Transgender

Transgender is a broad term that applies to people who live all or substantial portions of their lives expressing an innate sense of gender other than their birth sex. This includes transsexuals, cross-dressers and people who simply feel like their biological sex fails to reflect their true gender.

### Ally

**An ally is a person like you – someone who supports and honors diversity, acts accordingly to challenge homophobic or transphobic remarks and behaviors, and explores and understands these forms of bias within him or herself.**

### Transitioning

This is the process through which a person modifies his/her physical characteristics and/or manner of expression to satisfy the standards for membership in a gender other than the one he/she was assigned at birth. Some people transition simply by living as a member of the other gender, while others undergo medical treatment to alter their physical characteristics. This may or may not include hormone therapy and eventual sex reassignment surgery.

### Transsexual

A person who identifies with the roles, expectations and expressions more commonly associated with a sex different from one he/she was assigned at birth, a transsexual often seeks to change his/her physical characteristics and manner of expression to transition to the other gender. After transitioning, transsexuals may identify themselves as male-to-female (MTF) or female-to-male (FTM) to acknowledge their transition.

Whether a person is transsexual has no direct or predictable connection to his/her sexual orientation.



## Gender Identity & Sexual Orientation

One area that sometimes creates confusion is differentiating between sexual orientation and gender identity issues.

It is a myth that someone who is homosexual is confused about his or her gender identity. This may have been perpetuated because some gays and lesbians are gender non-conforming – adopting unconventional gender norms, although they may not be attempting to present themselves as a different gender.

### What is sexual orientation?

Sexual orientation is the direction of thought, inclination, or interest expressed with regards to emotional, physical or romantic attraction. Orientations include gay, lesbian, bisexual and heterosexual.

If you are gay or lesbian, this means that you have innate strong physical, emotional and romantic feelings for people of the same gender. Being bisexual means you are attracted to both men and women. Being heterosexual means you are attracted to the opposite gender.

### What is gender identity?

Gender identity is a person's innate, deeply felt psychological identification as male or female. This may or may not correspond to that person's body or sex as assigned at birth.

Most people give little thought to their gender identity. There is no "disconnect" between physical appearance and their feeling male or female.

Transgender people often say that they are trapped in the wrong body — they were born one sex but feel more like another. Health care professionals often describe this as "gender dysphoria," literally, feeling confusion about one's gender.

For those who are transgender, coming out means acknowledging their gender identity — the internal sense of being male or female — and then determining how to express that identity.

### Everyone has both a sexual orientation and a gender identity.

When someone is categorized as a straight man, that person has just been identified by both orientation (heterosexual) and gender (male).

## Gender Roles and Culture

Nearly every human society throughout history has distinguished between male and female gender through appearance and behaviors – whether hair styles, clothing or body ornamentation.

Think about how significantly gender roles have shifted over time and how they can shift from culture to culture.

In some traditions, men have been considered ill-suited to being the primary caregiver for children. To some, women playing sports was considered too masculine for proper ladies.

Cultural expectations and roles may also have a gender component. These may translate to the workplace as attitudes about what may or may not be appropriate work for a person that have no objective grounds in terms of performance.

Such notions may seem "quaint" or "outmoded" based on your personal experiences or background.

"Quaint" or not, the consequences for gender non-conformity – even today – can range from silent disapproval to verbal taunting and even escalating to harassment and physical violence.

**Double Cross:**  
In Renaissance England, it was illegal for women to perform in theaters. Female roles in the plays of Shakespeare were originally played by cross-dressing men or boys.

*This meant that many famous works like "As You Like It", "The Merchant of Venice" and "Twelfth Night, or What You Will" involved double-cross-dressing: male actors playing female characters disguising themselves as males.*



## Transitioning

The transition process is extensive. In general, it will involve psychological testing, monitoring and a trial period living as the other gender to ascertain the level of comfort the person has in the reassignment. All of this is accomplished with the help of medical professionals in accordance with recognized standards of care.

Given that many transitioning employees must come out to their employers in order to live consistently with one's gender identity full-time, employers necessarily become involved in an employee's transition.

It is usually at the beginning of the trial living stage that the employer is notified of an employee's diagnosis and intentions.

## Guidance for Transitioning Employees

If you are a transitioning employee, you have the right to openly be who you are. This means expressing your gender identity, characteristics or expression without fear of consequences. It is important, however, that you inform key personnel who can assist you.

Your first point of contact may be your immediate supervisor, your local Human Resources partner or Ombuds.

Contact should be made by the employee well ahead of the employee's planned transition date. Explain your intentions, needs and concerns to the person to whom you've chosen to speak.

If you are not sure or perhaps uncomfortable contacting the above-mentioned individuals, contact any board member of Chevron PRIDE. We can help provide the right connections.

### **Remember you are covered under Chevron's equal opportunity and non-discrimination policy.**

Your manager, HR contact and others may not be educated about transgender issues and may not understand clearly what your needs may be. You should be prepared to spend some time educating people.

We recommend creating a Workplace Engagement Plan as part of your transition process. This can be used as a springboard for initial conversations as well as a way to help create the support team you will need during this time. Some suggestions for how to create an engagement plan can be found at the end of this document.

### **A matter of confidence**

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

*The collection, maintenance and disclosure of "personal" or "personally identifiable" information affect employees, contractors, directors, customers and all other persons with whom Chevron transacts business.*

*Chevron respects the confidentiality of information relating to identified or identifiable individuals. Company policy guards against unauthorized or improper disclosure of such information, which includes handwritten or electronic material.*

*-- Chevron Business Conduct & Ethics Code*



## Guidance for Supervisors and Managers

If you have an employee who is transitioning, it is important that you demonstrate an understanding and sensitive approach to his/her needs and concerns. It may be frightening to an employee to make himself or herself vulnerable to a person in a supervisory capacity.

**You should always act in accordance with the Chevron Way and the Company's non-discrimination and privacy policies.**

If your employee informs you of his/her desire to transition or if an employee is currently in the transitioning process, your support is critical.

Be open-minded and discuss with the employee his/her needs and concerns. Make it clear to the employee that your conversation will be held in the strictest of confidence. Explain any concerns you might have and ask the employee's opinion regarding the best method and time for informing co-workers about the transition process.

**Don't be afraid to ask questions.** Allow the impacted employee to help educate you. You can also seek advice and assistance from the Employee Assistance Program, Office of Ombuds, Human Resources and Chevron PRIDE.

Confirm who will be the company's main point of contact (manager or Human Resources) during the transition process and schedule a follow-up meeting with the employee to discuss and agree upon an action plan to assist the employee in his or her transition. (See "Creating a Workplace Engagement Plan" at the end of this document.)

During the early stages of an employee's transition, few, if any, accommodations will be required on your part. However, at some point, you may be faced with issues concerning an employee's physical appearance and use of restroom facilities. Human Resources will provide information and advice.

## Appearance Standards

Individuals who are transitioning will assume the appearance and role for their Gender Identity.

The decision as to when and how to begin the real-life experience remains the employee's choice. Part of that experience is dressing in the desired gender role.

Human Resources will provide advice and assistance for supervisors working with a transitioning individual.

Generally a transitioning employee will dress the same as other individuals of the desired gender in the workplace. If, as a manager, you are concerned about the appearance your transgender employee will present when she or he starts coming to work in the other gender role, you might ask for a picture of her or him in professional attire.

## The Restroom Question

Restrooms are a mundane part of life, yet this one issue seemingly causes more discussion than any other aspect of the transition.

Restroom access issues need to be handled with sensitivity not only to the Company's obligation to provide transitioning employees with the same level of restroom access available to non-transgender employees, but also to the emotional responses and privacy concerns of co-workers relative to the idea of sharing facilities with a transgender co-worker.

Transitioning employees will be permitted to use the facilities that correspond to their Gender Identity. However, usage of available single-occupancy or unisex facilities may be considered for a temporary period during the employee's transition process or on an ongoing basis.

Once transition is complete, a transgender employee has the right to the same access as a non-transgender employee of the same gender.

## Guidance for Co-Workers

The moment a friend, loved one, colleague or acquaintance makes the decision to “come out” as transgender, is always a unique event. Understand that when someone “comes out” to you, this is an act of trust – and that person deems you trustworthy.

There is no one “right” way to demonstrate your support — and being supportive does not require you to march in parades or become an activist. (Although you are welcome!)

### **Be as open and honest as you would like your co-worker to be with you.**

- If this is new for you -- and if you feel awkward, say so.
- Ask your co-worker to be honest with you about what you say or do, which may make him or her uncomfortable.
- Tell your co-worker if he or she does or says something that makes you uncomfortable.
- Ask the “dumb questions.”
- Take the time to talk and be prepared to listen.

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

- Don't make assumptions about a person's sexuality or gender. Not everyone's appearance or behavior plays to stereotypes.
- Know and understand Chevron's policies that pertain to 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 Chevron PRIDE employee network.

### **Why become an ally?**

- Make a positive impact on a fellow employee'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
- **It's the Chevron Way**

### **What's in a name?**

*If a co-worker is transitioning and you are not certain which pronouns to use, it is appropriate to respectfully ask his or her name and which pronouns you should use. In general, it is considered insensitive to refer to someone by the wrong pronouns once you have established which set of pronouns he or she prefers.*



## Creating a Workplace Engagement Plan

Chevron's culture values process-oriented planning. Our company has spent significant sums developing and using world-class project and change management programs. (You may be surprised at how easily many of these tools can be adapted to your needs.) We recommend using the concepts and vocabulary of these programs to create a Workplace Engagement Plan.

An engagement plan can help smooth the employee's transition by reducing uncertainties and giving everyone involved a common roadmap to from which to work.

### Getting Started

You, as a transitioning individual, should create a support team. Involve your manager, HR partner and/or other supportive co-workers to develop an engagement plan that is appropriate for you and the company.

#### Develop a stakeholders list

- Who are all the people in the company you may need to have engaged at some point during the transition?
- When do they need to be engaged?
- Are there any specific issues that need to be addressed sooner rather than later?

#### Create a timeline -- Day 1 minus 365 days

- What are the transitioning employee's milestones?
- Block out dates such as legal name change, transition milestones, and other events.
- Document agreements on appearance, dress code and use of gender-specific facilities
- Review the stakeholder list and develop the program to allow time for education & engagement

#### Things to Consider

- Will workspace changes need to be made during the transition? (e.g., installation of privacy screens on desks)
- How long do certain HR functions take? (e.g., legal name changes in HR systems, company directory, etc.)

#### *Expect the unexpected*

Brainstorm potential roadblocks and adjust your workplace engagement plan accordingly.

For example --

- List all the things that a new employee must do during the first week of employment – getting a security badge photo, W4 forms, insurance paperwork, etc. How long do these normally take?
- Do a search for the transitioning employee's current name on the company Intranet for team rosters and other references. How many of these pages will need have altered or taken down?

## Bottom Line:

Chevron believes having an inclusive and supportive environment for all employees is important. There are several places you can go to get support when you need it – from your HR partner, PRIDE network, Ombuds, management and co-workers.

*It's the Chevron Way.*



## Resources

*On the Chevron Intranet*

### **Chevron PRIDE**

[pride@chevron.com](mailto:pride@chevron.com)

Office of Ombuds

Human Resources

Employee Assistance & WorkLife Services  
(U.S.)  
(Global Listing)

Office of Global Diversity

### *Internet Links*

Human Rights Campaign Foundation  
<http://www.hrc.org>

Out & Equal Workplace Advocates  
<http://www.outandequal.org>

Parents, Family & Friends of Gays & Lesbians  
<http://www.pflag.org>

The Human Rights Campaign Foundation (HRC), Out & Equal Workplace Advocates and Parents, Family & Friends of Gays and Lesbians (PFLAG) are 501c3 non-profit organizations whose missions include education, outreach and providing resources which help promote equality and inclusion in the workplace for gay, lesbian, bisexual and transgender employees.

Note on Internet Links: These links require Internet access. External Web sites, while reviewed by Chevron, are not under Chevron control and cannot be guaranteed to remain Chevron-appropriate on a continuing basis. Because of filtering software used for workplace Internet access, some resources linked from these sites may generate a warning, so please use caution when accessing.



## Chevron PRIDE Promote Respect, Inclusion & Dignity for Everyone

Chevron PRIDE is the first established employee network in Chevron. Since its founding in 1991 in the San Francisco Bay Area, the network has grown to include membership mirroring Chevron's global presence across six continents.

Our network's mission & commitment is to support gay, lesbian, bisexual, transgender employees and allies by helping Chevron build an inclusive work environment which allows everyone to fully contribute to corporate objectives.

In 2005, the network was recognized "Employee Resource Group of the Year" by Out & Equal Workplace Advocates, a national GLBT organization.

The network played a key role in Chevron attaining a 100% rating in the Human Rights Campaign Foundation (HRC) Corporate Equality Index, as well as Chevron's endorsement of the Employment Non-Discrimination Act (ENDA) through the HRC Business Coalition for Workplace Fairness.

## Human Energy™

*"When you embrace a diversity of people, ideas, talents and experiences, innovation and high performance naturally follow.*

*As one of the Human Rights Campaign's "Best Places to Work for GLBT Equality", we are pleased to be a recognized leader in the energy industry.*

*At Chevron, our gay, lesbian, bisexual, and transgender employees are part of a rich fabric stretching across the 180 countries we operate. Their 'Human Energy™' makes achieving our vision to be 'the global energy company most admired for its people, partnerships and performance' a reality."*

Carole Young  
General Manager,  
Offices of Global Diversity & Ombuds

