

SAP Gender Transition Guidelines

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External

Table of content

1	Introduction	4
2	Definitions	4
3	GUIDELINES CONTENT.....	6
3.1	<i>Guidelines for Employees.....</i>	6
3.1.1	<i>Notification of Gender Transition</i>	6
3.1.2	<i>Appearance Standards.....</i>	6
3.1.3	<i>Customer-Facing Employees.....</i>	6
3.1.4	<i>Restroom Access and Health Facilities.....</i>	6
3.1.5	<i>Right to Privacy.....</i>	7
3.2	<i>Guidelines for Management and Human Resources</i>	7
3.2.1	<i>Getting Information and Finding Support.....</i>	7
3.2.2	<i>Statement of Confidentiality.....</i>	7
3.2.3	<i>Addressing Concerns of Colleagues</i>	8
3.2.4	<i>Name Changes and Pronoun Use.....</i>	8
3.2.5	<i>Leave Benefits for Transgender Employees.....</i>	9
3.2.6	<i>Medical Treatment and Surgery</i>	9
4	Additional Information/Resources: Job-Related Planning for a Gender Transition.....	9
4.1	<i>Employees: Advanced Preparation.....</i>	9
4.2	<i>Managers: Initial Conversation</i>	10
4.3	<i>Managers: Information/Announcement Meeting.....</i>	11
4.4	<i>Managers: First Day of Gender Transition at the Workplace.....</i>	11
4.5	<i>Resources for Employees and Managers.....</i>	12

Cover Sheet

Objective	<ul style="list-style-type: none"> All employees have the right to express their gender identity openly in a work environment of dignity and respect without fear of consequences. These Guidelines are intended to assist in providing such a work environment and, more specifically, for addressing the needs and challenges that a transgender person may encounter during their SAP work life.
Rationale	
Why – the benefits and strategy alignment	<p>Supporting transgender employees is part of the scope within LGBT+ inclusion. This has the following benefits:</p> <ul style="list-style-type: none"> LGBT inclusion is linked to an average individual productivity increase of 24%. LGBT-inclusive companies are up to 72% better at attracting allies as employees. LGBT people who are not out are 17% more likely to leave than non-LGBT people. LGBT-inclusive companies outperform on the stock market by 3% per year. 72% LGBT individuals and 82% of allies are more likely to purchase goods and services from LGBT-friendly companies. 85% of enterprises agree that diversity results in the most innovative ideas.

SAP Gender Transition Guidelines

	<ul style="list-style-type: none"> The global LGBT population is estimated at 450 million people worldwide representing \$3.7 trillion in spending power annually. The SAP Global Diversity and Inclusion Commitment Statement, SAP Global Anti-Discrimination Policy, and SAP Global Human Rights Commitment. Statement clearly state that SAP believes all employees should be treated fairly and with respect. These policies support an inclusive environment and prohibit discrimination against individuals based on personal factors such as gender, gender identity, gender expression, and/or sexual orientation.
Risk of Non-compliance to SAP	<ul style="list-style-type: none"> Law suits for discrimination, harassment, workplace bullying/mobbing Unsupportive work environment Unhappy/unhealthy employees Reduced productivity/engagement SAP no longer seen as an employer-of-choice
Applicability	
Primary group applicable to	<ul style="list-style-type: none"> All employees, globally
Indirectly Affected Areas	<ul style="list-style-type: none"> Not applicable
Confidentiality	<ul style="list-style-type: none"> External Document
Enforcement	<ul style="list-style-type: none"> Non-compliance is reported through management and/or Human Resources, and supported by HR, the Global HR Compliance Office, the Ombudsperson and/or Global Legal.
Ownership	
Policy Owner	<ul style="list-style-type: none"> SAP Global Diversity & Inclusion Office
Board Area	<ul style="list-style-type: none"> Human Resources
Board Sponsor	<ul style="list-style-type: none"> Stefan Ries
Board Area Contact	<ul style="list-style-type: none"> Judith Williams, Chief Diversity & Inclusion Officer
Reviewers	<ul style="list-style-type: none"> SAP Global Diversity & Inclusion Office, Pride@SAP, SAP Global HR Compliance Office, SAP Health & Well-Being
Approved by (Board Members)	<ul style="list-style-type: none"> Stefan Ries
Document Information	
Master Document URL	<ul style="list-style-type: none"> <insert Hyperlink to the master policy document>

SAP Gender Transition Guidelines

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1 Introduction

For many people, their gender identity (i.e., their innate sense of being male or female) is the same as the sex that they were assigned at birth and they never question their gender identity; these individuals are “cisgender.” For some people, however, their sense of gender identity differs from the sex they were assigned at birth; these individuals are “transgender.” Many transgender people will undergo a process of aligning their lives and physical identities to match their gender identity; this process is known as “gender transition.”

Because many transgender employees need to “come out” to their employers so that they can live consistently in their gender identity full time, their employers become a key component of the gender transition process.

The following guidelines exist to assist transgender employees, their managers, colleagues and additional business partners through the gender transition process, as well as to inform SAP employees of concepts related to gender identity and expression.

These guidelines shall be updated regularly while best practices for the transgender community continue to be established.

2 Definitions

The following list of terms are general “text book” definitions intended to provide a working understanding of the guidelines in this document. Please recognize that understanding of these and other terms may vary by individual.

- **Cisgender:** Cisgender is used to describe people who identify with the gender assigned to them at birth, which is the opposite of transgender.
- **Coming out:** Coming out is the process in which a person first acknowledges, accepts, and appreciates their 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, colleagues or others may react.
- **Gender:** Gender refers to the socially constructed and culturally specific behaviors, roles, and attributes assigned to women and men, respectively, whereas “sex” refers to the biological differences. The two terms are not interchangeable.

SAP Gender Transition Guidelines

- **Gender expression:** Gender expression refers to how a person represents or expresses their gender identity to others, often through behavior, clothing, hairstyles, voice or body characteristics.
- **Gender identity:** Gender identity refers to an individual's internal sense of being male, female, or a blend of both or neither (see also "non-binary"). Gender identity can correlate with assigned sex at birth or it can differ from it. Since gender identity is internal, a person's gender identity is not necessarily visible to others.
- **Gender transition:** Gender transition is the time when a person begins the process toward living as the gender with which they identify rather than the gender they were assigned at birth.
 - Some people socially transition, whereby they might begin through choice of clothing, using names and pronouns and/or be socially recognized as another gender.
 - Transitioning may or may not also include medical and legal aspects, including taking hormones, having surgery, or changing personal identity documents.
- **Intersex:** Intersex people are born with physical, hormonal, or genetic features that are neither wholly female nor wholly male; or a combination of female and male.
- **Misgendering:** Misgendering refers to someone by the wrong pronoun or name once it has been established which name and pronoun the transgender employee prefers. Deliberate misgendering is prohibited under the SAP Global Anti-Discrimination Policy.
- **Non-binary:** Non-binary is a term used by some individuals who identify as neither male nor female. There is a diverse range of nonbinary gender identities; some people use the term "genderqueer."
- **Sex:** Sex is the biologically based presumption of reproductive capability to determine a person's label of female, male or, as recognized in some countries, intersex. This label, at birth, is usually based on a medical practitioner's visual assessment of a baby's genitalia.
- **Sexual orientation:** Sexual orientation is a person's emotional, romantic, and/or sexual attraction to other people. Sexual orientation is independent of one's gender identity. Heterosexual, gay, lesbian, bisexual, and pansexual are all sexual orientations.
- **Transgender:** Transgender, or "trans" for short, is an umbrella term for people who do not identify with the gender they were assigned at birth. Within this umbrella, there are many different transgender identities. Transgender is used as an adjective, as in transgender people, transgender woman or transgender man.
 - For example, transgender women are those who were assigned male at birth, but identify as female; although when referring to themselves, many transgender women will identify themselves only using the term "women" and not as "transgender women." The same applies to transgender men.
 - People in the transgender community may describe themselves using one or more of a wide variety of terms. It is important to always use the term preferred by the individual.
 - Also, important to note, being transgender does not imply any specific sexual orientation. Therefore, transgender people may identify as straight, gay, lesbian, bisexual, pansexual, etc.
- **Transsexual:** The term "transsexual" is contentious. Historically, the word was used to describe a person who had changed, or was in the process of changing, their physical sex characteristics, or legal sex, to conform to their internal sense of gender identity. However, many transgender people reject the term because it can be incorrectly interpreted as referring to sexuality or sexual behavior, rather than gender. It is important to note that the term might still be found in current medical and legal documents.

3 GUIDELINES CONTENT

3.1 Guidelines for Employees

3.1.1 Notification of Gender Transition

- An employee may first wish to contact the confidential personal counseling service available from SAP Health & Well-Being (EAP; Employee Assistance Program); the SAP Global Diversity & Inclusion Office; or a member of the employee network Pride@SAP, which focuses on issues facing lesbian, gay, bisexual, and transgender (LGBT+) colleagues. Contact can be made by telephone or e-mail, as well as in person.

It is important that an SAP employee notify the company of their plan to transition; such notification should be made well in advance of their planned transition date. The following are suggested touchpoints:

- While the regular channel to communicate with the HR organization is through HRdirect tickets, it is also possible that employees contact their Human Resources Business Partner (HRBP) or their local Diversity & Inclusion counterpart when beginning the transition process and be prepared to speak about their specific plans and any concerns.
- At some point, it is important that the employee's manager not only be informed, but also become part of the employee's support team.
- Internal and external resources to assist transitioning employees in this educational effort are listed at the end of this document.

3.1.2 Appearance Standards

SAP has the right to set standards for employee appearance in the workplace for reasonable business purposes according to responsibility, work location, and function. SAP's dress code and/or appearance standards can usually be found in the local SAP Employee Manual or Handbook.

As long as an employee's appearance meets SAP's dress code and/or appearance standards, employees have the right to dress consistently with their gender identity, whether they are in a customer-facing role or in an office-based function.

The decision as to when and how the transitioning employee dresses in line with their gender identity remains up to the employee.

3.1.3 Customer-Facing Employees

SAP's commitment to maintaining a positive work environment and to conducting business in a positive, professional manner is communicated to customers in the SAP Code of Business Conduct and the "*About → Diversity and Inclusion*" section on the public website [sap.com](https://www.sap.com).

3.1.4 Restroom Access and Health Facilities

Transgender employees may use the restrooms and other sex-segregated health facilities, including physical fitness and locker/dressing rooms, that correspond to their gender identity, regardless of

SAP Gender Transition Guidelines

their sex assigned at birth. Where possible, the company has provided additional facilities including single-occupancy or gender-neutral facilities.

Building management should be informed by the local HR organization that SAP facilities should provide employees with a gender-neutral restroom.

3.1.5 Right to Privacy

SAP respects the privacy of all employees and transgender employees and will not disclose medical information unnecessarily. In addition, current and prospective employees encountering problems concerning identification documentation, such as payroll and insurance forms, should feel comfortable raising those concerns via HRdirect ticket. Same as in 3.1.1., if they do not feel comfortable with this, they may reach out to their HRBP directly or a D&I (Diversity & Inclusion) representative within SAP.

Employee privacy in medical and other records may be protected by various federal, state, and country legislation or data protection laws. The corresponding SAP subsidiary should consult their legal counsel regarding their obligations regarding requesting and handling transgender employees' records.

3.2 Guidelines for Management and Human Resources

The support of both Human Resources and the manager of transitioning employees is critical. How a manager supports employees during their transition may directly impact the employee's well-being.

Managers and Human Resources contacts can ask their transgender employees for more information or ask for support from the Global Diversity & Inclusion Office (diversity@sap.com), local health and diversity contacts, or the employee network Pride@SAP, which focuses on issues facing lesbian, gay, bisexual, and transgender (LGBT+) colleagues.

Managers should focus on listening and remaining open-minded when discussing these issues with the employee in question.

3.2.1 Getting Information and Finding Support

Human Resources, together with the Global Diversity & Inclusion Office and/or local health or diversity representatives, can provide advice and assistance for managers working with a transgender or transitioning employee.

Managers should be careful of personal opinions regarding an employee's appearance or behavior. If an employee dresses or behaves unprofessionally in the business context, the issue should be dealt with in the same manner it would with any other employee.

Managers should contact HR through HRdirect to reach their HR Advisors, their HR Business Partners or the SAP Global Diversity & Inclusion Office if they have any questions or concerns.

3.2.2 Statement of Confidentiality

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 where appropriate in helping to educate their colleagues at whatever level and at whichever time the transgender employee feels comfortable.

3.2.3 Addressing Concerns of Colleagues

A lack of knowledge about transgender issues can create misunderstandings, tension, and conflict in the workplace. Employees are expected to conduct themselves in accordance with company policies, including the SAP Code of Business Conduct, the SAP Global Human Rights Commitment Statement, the SAP Global Anti-Discrimination Policy, and the SAP Global Diversity and Inclusion Commitment Statement.

It is strongly recommended that colleagues of a transitioning or transgender employee complete The Focus on Insight LGBT inclusion training module and attend locally organized briefing sessions prior to the employee's transition. This Focus on Insight training provides important information to colleagues and managers on what to expect when an individual begins the transition process. Establishing some level of comfort as to what the transition is and what happens during the process is important for preventing future misunderstandings or issues. These sessions can be arranged through the Global Diversity & Inclusion Office, HR, or local health and diversity representatives.

Employees who raise concerns about a transgender colleague should be referred to the SAP Global Human Rights Commitment Statement, the SAP Global Anti-Discrimination Policy, and the SAP Global Diversity and Inclusion Commitment Statement, which commit to a workplace of dignity and respect regardless of, for example, gender identity, and that failure to do so will be considered prohibited conduct and appropriate action will be taken.

If employees express concern regarding the appearance of a transgender colleague after reviewing the policy or if they are curious about changes in the colleague's appearance or behavior, the manager may meet with these employees to provide more information and answer questions. If the transgender employee agrees, an informal team meeting may be held, in which the employee or the manager announces the transition and offers trainings or briefing sessions for employees on transgender issues (see section 4.1). This can help promote a positive work environment for all employees.

3.2.4 Name Changes and Pronoun Use

Employee records and work-related documents should be retained under the employee's legal name (as reflected on identification documents verified at the start of employment) unless and until the employee makes a legal change. Regardless of the transitioning employee's legal name change status, the employee's new name should be used on all non-regulatory documentation (i.e., e-mail, phone directory, company identification card or access badge, name plate, etc.) except where records must match the legal name, such as on payroll and insurance documents.

In everyday written and oral speech, the employee's new name and pronouns should be used at such time as the employee is ready and has notified HR and their manager.

Fellow employees may not be certain as to which pronouns to use when referring to a transgender person. It is appropriate to respectfully ask a transgender employee which pronouns they prefer; alternatively, the transitioning employee can offer the correct pronoun and name to use.

In general, it is considered inappropriate to refer to someone by the wrong pronoun or name once it has been established which name and pronoun the transgender employee prefers. Deliberate misgendering is prohibited under the SAP Global Anti-Discrimination Policy.

3.2.5 Leave Benefits for Transgender Employees

Managers should provide sufficient flexibility to accommodate an employee's needs for medical appointments. Leave for medical procedures related to the transitioning process should be treated the same as other medically necessary and scheduled procedures.

3.2.6 Medical Treatment and Surgery

The process of transitioning may require medical treatment(s) and/or surgery(ies) resulting in the employee having to be absent from work. To the extent possible, the employee should inform management and/or Human Resources in advance of his/her/their plan(s) to take such leave(s) of absence to allow work transition, as needed, to minimize disruption of the business. Any medical information that an employee may be sharing, including treatment plan(s), with management and/or Human Resources is to be treated confidentially. It is the employee's responsibility to contact their local HR team to determine which benefits are available under their specific circumstances.

4 Additional Information/Resources: Job-Related Planning for a Gender Transition

The following are the recommended steps in an on-the-job transition for a transgender employee at SAP. It may be appropriate to adapt this generic process to fit an individual person or a specific organization. This planning document is to be used as a supplemental tool for the purpose of planning a transition.

4.1 Employees: Advanced Preparation

1. The transgender employee meets with their HR or local D&I counterpart to share their transgender identity and intent to transition (see "Initial Conversation" below)
2. The HR counterpart and the employee meet with the employee's manager to share the employee's intent to transition gender.
 - a. If necessary, involve others as appropriate, such as a local transgender expert; local representatives from Pride@SAP, the LGBT+ and ally employee network; or the local Employee Assistance Program.
 - b. The stakeholders should become familiar with educational resources like the LGBT inclusion module of the Focus on Insight: Diversity and Inclusion eLearning program, as well as company policies, such as SAP Global Human Rights Commitment Statement, SAP Global Anti-Discrimination Policy, and SAP Global Diversity and Inclusion Commitment Statement.
 - c. Consider who at SAP may need to be engaged at some point during the transition and when they need to be engaged.
 - d. Consider any specific issues that need to be addressed sooner rather than later.
3. Plan the transition. Include answers to the issues below:
 - a. The date of the transition (i.e., the first day of the change of gender presentation, pronoun use, and name). Recognize that the date of the transition will be driven primarily by the employee's situation and concerns.

- b. How the employee's team, customers, and/or business contacts will be informed of the change. Before a formal announcement, the employee may choose to talk to some colleagues to disclose transitioning plans on a one-on-one basis.
 - c. Determine whether there is an educational training or workshop available to employees complementing the LGBT Inclusion module of the Focus on Insight D&I Training.
 - d. Determine which changes will be made to records and systems, and when.
 - e. Learn about the current SAP policies referring to gender identity and expression (SAP Global Human Rights Commitment Statement, SAP Global Anti-Discrimination Policy, and SAP Global Diversity and Inclusion Commitment Statement), and the local relevant benefits.
 - f. Define how the dress code will be followed.
 - g. Discuss expected plan for use of gender-specific facilities, such as restrooms.
 - h. Plan any time off required for medical treatment, if known.
4. Make advance arrangements for name changes to be effective on the day of transition, so that phone lines, nameplates, ID cards, etc., will be available on the first day. See the list under "Managers: First Day of Gender Transition at the Workplace" below. Consider how long certain HR functions take (e.g., legal name changes in HR systems, e-mail accounts, etc.).

4.2 Managers: Initial Conversation

1. Immediately reassure the employee that you and the company will be as supportive as possible. Assure the employee that they are covered by the existing policies outlined in the "Introduction" section of this document.
2. Make it clear to the employee that your conversation will be held in confidence and inform the employee that you want to discuss how you and the company can assist them during their transition.
3. Ask the employee for their suggestions on what you can do to help. Confirm who will be the company's main point of contact (manager or HRBP) to manage the transition and schedule a meeting with the employee to discuss and agree upon an action plan to assist the employee in their transition.
4. Ask the employee if they wish to inform their colleagues and customers themselves, or if they prefer that this be done for them. Then determine the best timing for that process.
5. Ask the employee if they expect to change their name. If yes, ask what name and pronoun the employee will use and when the employee will want you to begin referring to them using the new name and/or pronoun.
6. Discuss the expected timeline and anticipated time off required for medical treatment, if known. Explain that normal sick pay and leave policies will apply.
7. Discuss and agree upon the procedure for adhering to the company's dress code and agree on the timing in which the employee will begin their transition at work. This will probably be the point at which the individual begins to present consistently with their gender identity, including change of name, pronouns, clothes, appearance, and restroom use.

8. Provide the employee with the available resources outlined in the “Resources” section of this document.
9. Ask the transitioning employee to inform you of anything else you can do to be of assistance.

4.3 Managers: Information/Announcement Meeting

1. Hold a formal team meeting to “announce” the gender transition or include the announcement in an already-scheduled face-to-face meeting; teleconference in any stakeholders not in that location. Everyone in the team with whom the employee often interacts should be included. The employee should choose whether to be personally present at this meeting, depending on comfort level.
 - a. Do not make the announcement by e-mail.
 - b. A handout is optional in conjunction with the face-to-face meeting.
2. The manager of the team (or team lead, for example) should make the announcement, in conjunction with the highest-level manager in the group, to show support. The manager should:
 - a. Make it clear that the transitioning employee is a valued employee and has management’s full support in making the transition.
 - b. Explain company policy and recommendations.
 - c. Stress that on the transition day the employee will present themselves consistently with their gender identity and should be treated as such; for example, they should be called by the new name and new pronouns.
 - d. Lead by example; use the new name and pronouns in all official and unofficial communication.
 - e. Make it clear that work in the team will continue as before.
 - f. Be prepared for and answer employee questions.
 - g. If a training session or workshop is part of the transition plan, announce it. However, this should be offered before the employee’s first day of transition.
3. If the employee is customer facing, they may request that their manager or other relevant SAP stakeholders (account executives, client partners, project managers, etc.) reach out to customers and if relevant, partners, to inform them of the employee’s transition as well as make them aware of SAP’s non-discrimination policy.
 - a. In order to do this, managers might also seek support from the HR and Diversity & Inclusion organizations at SAP. However, no customer or partner conversation should take place without the employee’s consent.

4.4 Managers: First Day of Gender Transition at the Workplace

On the first day of transition, the employee’s manager should **ensure that the following steps have been taken**, much as they would for a new or transferred employee:

1. Make sure the employee gets a new company ID card with a new name and photo.
2. Place a new nameplate on door/desk/cubicle/workstation.
3. Update any organization charts, distribution lists, and other references to the new name.
4. Issue paperwork for the HR database, effective the first day of transition, to change the following:

SAP Gender Transition Guidelines

- a. New Name
 - b. Change the gender marker (“M” “F” or “X” – if a third option is available).
 - c. Update the e-mail address if it contains the old name.
5. The manager should plan to be on-site with the employee the first day to make introductions, support the worker, ensure respectful and inclusive treatment, and make sure that work continues as usual.

4.5 Resources for Employees and Managers

- [HR Direct](#): to reach Local Human Resources counterparts
- [Employee Assistance Program](#)
- [Global Health programs](#) and [Local Health and Well-Being Offers](#)
- [SAP Global Diversity & Inclusion Office](#)
- [LGBT Inclusion module](#) of the Focus on Insight D&I Learning Program
- Related SAP policies and commitment statements:
 - o [SAP Global Diversity and Inclusion Commitment Statement](#)
 - o [SAP Global Anti-Discrimination Policy](#)
 - o [SAP Global Human Rights Commitment Statement](#)
- [Pride@SAP](#) – the SAP LGBT+ and ally employee network

Appendix A: FAQ for Transgender Employees

I identify as transgender person and wish to transition; who do I need to contact first for support?

Transitioning employees may contact their HRBP to notify them that they plan to transition. Additionally, employees can contact members of the Pride@SAP ENG for advice and support.

Where can I get confidential advice around transitioning?

In addition to these Gender Transition Guidelines and the [LGBT Inclusion Module](#) of the Focus on Insight: Diversity & Inclusion Learning program, more information about transitioning can be found following the links in Appendix D. It is recommended that individuals who would like medical intervention, such as hormone therapy or surgery, find a doctor who adheres to WPATH (World Professional Association of Transgender Health) Standards of Care. A list of recognized providers can be found on their website:

<https://www.wpath.org/>

Will all my colleagues be informed of my transition?

SAP respects the privacy of all employees. Colleagues will be informed ONLY with the explicit consent of the transitioning employee, and no medical information will be disclosed. With the employee's permission, managers may call a meeting, as advised in these Gender Transition Guidelines, to inform the employee's coworkers of their transition. The employee may wish to be present at the meeting, though it is not necessary.

Can I assume a different role within the organization while I'm transitioning?

If the employee believes that they will not be able to fulfill their normal duties during their transition, they can speak to their manager about possible options.

Can I use the facilities, for example changing rooms and toilets, which match my gender identity?

All SAP employees retain the right to use the changing rooms and toilets which match their gender identity, at all times. Please see the corresponding section of these Gender Transition Guidelines for more information.

Who do I go to if I'm being bullied or harassed about my transition or gender identity?

If an employee experiences bullying or harassment, they should immediately contact their manager, their HRBP or SAP Global HR Compliance (HRCompliance@SAP.com). SAP does not tolerate discrimination or harassment on the grounds of gender identity. For more information, visit:

<https://portal.wdf.sap.corp/go/hrcompliance>.

Appendix B: *FAQ for Colleagues of Transgender Employees*

What does it mean if someone is transitioning and what does it involve?

When a person is transitioning, they are undergoing the process of changing their gender expression, aligning their lives, and often, but not always, physical characteristics with their gender identity. This can involve many things including changing their name, preferred pronouns, or undergoing medical procedures and hormone treatments. This time can be extremely difficult for many transgender individuals, so it is important that their coworkers are supportive during and after the process.

Someone has told me they want to transition; what can I do?

Let them know about these Gender Transition Guidelines, that they should contact their HRBP if they would like to transition in the workplace, and that they could reach out to Pride@SAP for additional support and resources. Ask them what you can do to help their transition, including what pronouns they would like you, and others to use. Be an ally and advocate.

Is there training about transitioning and transgender equality/issues?

In addition to taking the [LGBT Inclusion module](#) of SAP's Focus on Insight: Diversity & Inclusion learning program, you can find more information in the various links to international and national resources in Appendix D. Your manager and HRBP may also provide your team with locally organized training on the topic.

How do I refer to a transgender coworker?

Always use the name and pronouns that a transgender person has given themselves, and which is associated with how they present themselves at that time. Any name associated with their previous gender should not be used for any purpose. It is also not appropriate to use the previous and new name in conjunction with each other. Similarly, the correct pronoun (he/she/they) should be used to refer to the individual, and never used together for the same reasons as stated above.

What is a pronoun and how do I know which one to use?

Pronouns are the words we use to refer to someone in the third person. When we refer to people, we usually use gendered pronouns such as "he" or "she." Some individuals, however, might prefer "they" which is gender neutral. Using the correct pronouns is extremely important. Simply ask your coworker which pronoun they would like people to use and be sure to communicate this to others who need to know.

How do I respond if a customer/client/service user is using inappropriate language in relation to a colleague who is transitioning?

If a customer is using inappropriate language, unintentionally, to refer to a transgender colleague, they should be corrected and made aware of the appropriate terminology and pronouns. Customers who act this way intentionally should be made aware that SAP does not tolerate any discrimination or harassment of employees on the basis of their gender identity or expression. We recommend that you bring this up to the person managing the relationship with the customer.

When do people who are transitioning start to use the facilities, like changing rooms and toilets, which match their affirmed gender?

An employee is never obligated to use changing rooms and toilets corresponding to their biological sex if this does not align with their gender identity.

Appendix C: Additional Local Resources

Additional Local Resources	
⇒ International: <u>WPATH (World Professional Association of Transgender Health)</u> <u>GATE (Global Action for Trans* Equality)</u>	⇒ Australia: <u>Pride in Diversity</u>
⇒ Europe: <u>Transgender Europe</u>	⇒ UK: <u>Stonewall UK</u> <u>Mermaids UK</u> (for supporting transgender children and their families)
⇒ Asia: <u>Asia Pacific Transgender Network</u>	⇒ Ireland: <u>TENI (Transgender Equality Network Ireland)</u>
⇒ India: <u>Perriferry India</u> <u>Solidarity Foundation</u> <u>Transgender India</u>	USA: <u>Human Rights Campaign</u> <u>Out & Equal</u>

Appendix D: Employee Experiences of Transitioning at SAP

For more information about one SAP employee's experience of transitioning while at SAP, please read this article about SAP Ariba's Billie Lynn Ross: <https://news.sap.com/2017/03/profiling-diversity-inclusion-at-sap-billie-lynn-ross/>