

EMBRACING DEI

DIVERSITY IS A FACT, EQUITY AND INCLUSION IS A CHOICE

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From Corporate Social Responsibility (CSR), business stakeholders have increasingly emphasised their impact on various aspects of society. Coined by American economist Howard Bowen in 1953, the term CSR has been commonly known by many companies for decades – although in recent years, it has been evolved into terms such as ESG and DEI, terms that newly gained traction in the modern world, but are actually concepts from over 60 years ago.

These two acronyms get a lot of attention and spark a lot of questions and controversy today: ESG and DEI.

ESG – Environmental, social and governance

DEI – Diversity, equity and inclusion

With roots in the 1960s, the practice of ESG began as socially responsible investing, with investors excluding business portfolios based on activities such as tobacco production or involvement in the South African apartheid regime.* Around the same time, DEI has evolved from the civil rights movement and equal employment training in the mid-1960s,** to centering intersectionality at its core of modern DEI and taking into account more circumstances that shape our identities.

In order to have a meaningful impact, companies should value diversity and inclusion from Day One. Breaking down barriers is tough. Many companies make the mistake of dismissing diversity early on, only to realize later how foundational it is to their success or failure.

– Christine Tsai, CEO & Founding Partner @500GlobalVC



* <https://www.msci.com/esg-101-what-is-esg/evolution-of-esg-investing#:~:text=The%20practice%20of%20ESG%20investing,the%20South%20African%20apartheid%20regime.>

** https://academyhealth.org/sites/default/files/publication/%5Bfield_date%3Acustom%3AY%5D-%5Bfield_date%3Acustom%3Am%5D/deiglossary_nov_2021_1.pdf

DIVERSITY

Diversity refers to all aspects of human difference, social identities, and social group differences, including but not limited to race, ethnicity, creed, colour, sex, gender, gender identity, sexual identity, socio-economic status, language, culture, national origin, religion/spirituality, age, (dis)ability, and military/veteran status, political perspective, and associational preferences.

EQUITY

With time and the expansion of understanding complex identities and intersectionality, DEI has also evolved from "Equality" to "Equity". Equity refers to fair and just practices and policies that ensure all campus community members can thrive. Equity is different from equality in that equality implies treating everyone as if their experiences are exactly the same. Being equitable means acknowledging and addressing structural inequalities — historic and current — that advantage some and disadvantage others.

INCLUSION

Inclusion refers to a community where all members feel respected, have a sense of belonging, and are able to participate and achieve their potential.



EQUALITY



EQUITY

Images by [Equity tool](#)

INTERSECTIONALITY

Kimberlé Crenshaw introduced the concept of "Intersectionality" in 1989 to elucidate the discrimination experienced by African-American women.* This concept emerged from a specific incident where a black woman was unjustly denied a job opportunity. While black individuals and women individually encounter distinct obstacles in their pursuit of employment, the compounded effects of being both black and female create a set of challenges that are distinct and interconnected.

'it cannot be emphasised enough that the [political] demands of trans people align with those of disabled people, migrants, people with mental illnesses, LGB people and ethnic minorities (and, [...] trans people can be found within all of these groups).'

– "The Transgender Issue" by Shon Faye



Kimberlé Crenshaw (on the left);
Shon Faye (on the right)

* <https://scholarship.law.columbia.edu/books/255/>



Ryousuke, his intersecting identities of being trans, deaf as well as having both Hong Kong and Macau citizenship has brought him unique challenges in his journey of gender transition. For example, after Ryousuke went to the Immigration Department to apply for his change of gender marker on his HKID, as a deaf person, he often received calls from the Immigration Department to communicate about administrative matters such as changing appointments, but without considering the fact that Ryousuke is deaf and could not communicate on the phone. When Ryousuke tried to go through the formalities at the immigration office, there was no sign language interpreter to facilitate the process. Even Ryousuke went to the hospital for medical assistance, there was also no sign language interpreter, and communication has always been through pen and paper. On another hand, being both Macau and Hong Kong citizen, Ryousuke can only change his gender marker on his HKID, but could not update his Macau ID since there is no appropriate gender recognition policy in Macau. (translated from [AAmedia Macau](#)*)

Dr. Brenda Alegre, lecturer at the University of Hong Kong where she teaches Sexuality and Gender, perhaps one of the very few trans-identifying academics in Hong Kong. Being a migrant worker from the Philippines, Brenda recalled when she first arrived at the HK airport, the ground staff directed her to the designated queue for migrant domestic workers, and refused to believe Brenda was a lecturer until she showed her employment contract to the staff. Growing up in the religious 80s/90s in the Philippines, Brenda highlighted the importance of representation, community, and legal safety. With the lack of trans-positive language and anti-discrimination law in the Philippines, Brenda has been active in advocacies for women, migrants and LGBTQI folks in both the Philippines and Hong Kong.



Holok started exploring their gender fluidity since 2016, experiencing their expression through an alien form. Their experience of gender is more like a mode of life – a spirit of coexisting in both masculine and feminine identities. Their journey of self-discovery stemmed from not fitting in as a binary trans person, which made them first identified as a gay man, and then resonated with nonbinary identity once they've found the language for it. Desperate to secure an official diagnosis of bipolar condition since 2019/20, Holok decided to withhold information about their gender identity during their hospital visits, in order to make sure they can receive appropriate treatments for their mental issues at the time. Holok observes a multitude of similarities between gender identity and mental health stigmatisation. The fear of harassment, accusation of 'attention-seeking', and difficulty in navigating the dating scene – Holok rose above from social expectation and stereotypes, found themselves living in euphoria as their whole self.

The intersectionality of trans identities leads to vulnerabilities often observed as housing issues or homelessness, refugee status, racial and ethnic biases, etc. Trans identities are not singular, they are complex and myriad due to their intersecting and overlapping challenges as a result of existing in a world that is catered to the "majority".

LIVING OUTSIDE OF THE DEFAULT

TRANSGENDER IN DEI; DEI IN TRANSGENDER

Despite an increasing global recognition of the challenges encountered by transgender individuals, numerous employers still lack the necessary resources and understanding to establish conducive policies and foster inclusive workplace cultures for trans employees. The issue stems, in part, from a limited awareness regarding these unique obstacles. Even companies that demonstrate support for the LGBTQ+ community often prioritise efforts related to lesbian, gay, and bisexual (LGB) individuals over those concerning transgender and other gender diverse (TQ+) individuals.

To examine the issues that transgender individuals face in the ESG context, some examples can be drawn from the "Social" and "Governance" aspect.

Transgender in DEI can look like:

DIVERSITY

Recognising and embracing the diversity of gender identities, including transgender individuals, as part of a broader understanding of gender diversity. This includes promoting representation and visibility of transgender individuals in leadership positions and decision-making processes.

EQUITY

Ensuring equitable treatment and opportunities for transgender individuals in areas such as hiring, promotion, and access to resources and benefits. This involves eliminating discrimination and bias, advocating for fair policies and practices, and addressing systemic barriers that may disproportionately affect transgender individuals.

INCLUSION

Creating an inclusive environment where transgender individuals feel safe, respected, and supported. This includes using inclusive language, establishing gender-affirming policies, providing access to appropriate healthcare and support services, and fostering education and awareness among employees to promote understanding and allyship.

SOCIAL

Bias and Discrimination

Transgender individuals may face discrimination, bias, and harassment within the workplace, which can negatively impact their mental health, job satisfaction, and career progression. Discrimination can manifest through misgendering, exclusionary practices, lack of support during transition, and unequal opportunities for advancement.

GOVERNANCE

Lack of inclusion policies, or more so the implementation of harmful regulations

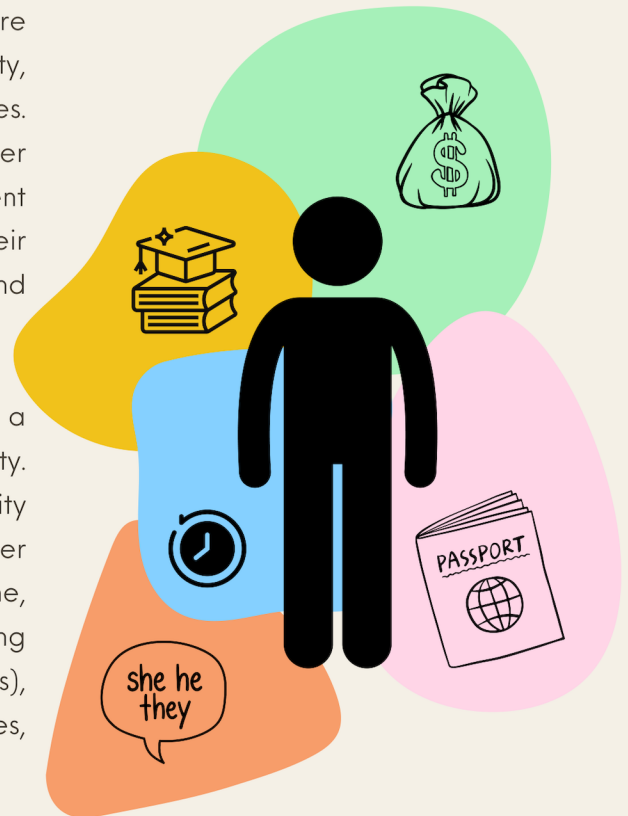
In the UK, Section 28 prevented local authorities from "intentionally promot[ing] 'non-traditional family values'". It had a particular impact in schools, as teachers were prevented from discussing queer families, educating about LGBTQ+ issues or challenging homophobia. Section 28 was only abolished in November 2003.

In the corporate scene, examples like lack of trans-inclusive policies/ affirming insurance plans can impact their wellbeing at work.

DEI frameworks aim to create inclusive environments where individuals of diverse backgrounds, including gender identity, feel valued, respected, and have equal opportunities. Needless to say, recognising and affirming transgender individuals is essential for fostering an inclusive environment and culture. It involves acknowledging and respecting their gender identity, providing equal rights and opportunities, and addressing the unique challenges they may face.

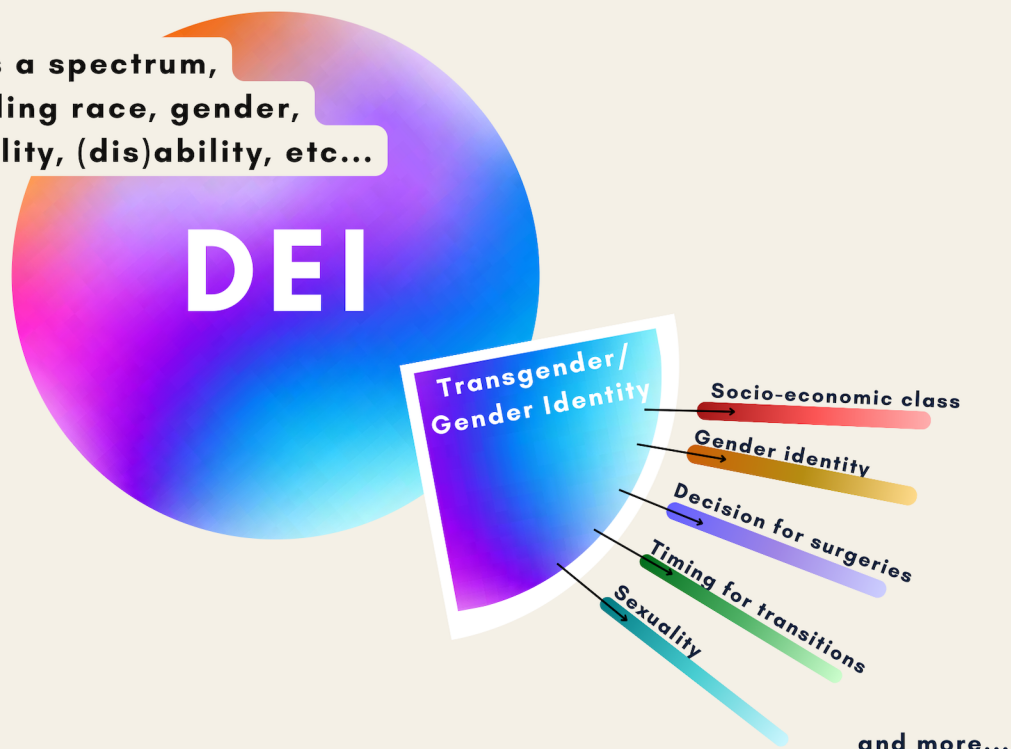
However, just as all humans are different, there can also be a wide spectrum of diversity within the transgender community. It could encompass in various aspects such as Gender Identity (nonbinary, genderqueer, genderfluid, and/or other gender identities), Socioeconomic Status (different levels of income, education, and employment), Age (different ages, ranging from children and adolescents to adults and older adults), Ethnic and Cultural Backgrounds (different races, ethnicities, and nationalities) and more.

It is important to be mindful that the above mentioned intersectionality leads to transgender individuals having diverse life experiences and perspectives. It can be shaped by these factors and affecting decisions such as coming out, transitioning, navigating healthcare systems, legal frameworks, and societal acceptance. These varied experiences contribute to the richness of perspectives within the trans community.



TRANSGENDER IN DEI; DEI IN TRANSGENDER

**DEI as a spectrum,
including race, gender,
sexuality, (dis)ability, etc...**



HOW CAN I EMBRACE DEI?

As individuals, we can ask ourselves, do we, and in what ways do we embrace DEI? We can reflect on the ways in how we interact with people with identities that we don't necessarily share with: When was the last time you encountered a person with an invisible disability, a migrant worker, a person who needs to breastfeed their baby, or someone who's ethically different from yourself? Are you aware of, or did you learn about their needs, concerns, or how can you act as an ally to support them? As a trans/ gender-diverse person, have you ever explored opportunities to advocate for yourself and your community, as well as to educate others what your needs and concerns are?

Corporates can reach out to the local trans community about how to transform your workplace to be more trans-inclusive - to elevate the voices of the local trans representation. A lack of trans-specific policies can lead to higher turnover, less work satisfaction and even litigation. Whereas a diverse workforce can enhance creativity and innovation, attract talent and increase employee engagement and retention. By embracing diversity as a core business value, organisations can gain a competitive advantage and drive sustainable success in today's diverse and interconnected world.

We are all a part of a community - inclusion does not imply special treatment or accommodation to a specific group of people, but creating an environment where everyone belongs - just like a sidewalk ramp, not only it benefits wheelchair users, but also parents with buggies, elderlies with shopping trolley, or cyclists and roller skaters.



擁抱 DEI

多元是事實，公平和共融是選擇

由HOPE WONG撰寫及設計；KASPAR WAN編輯



從

企業社會責任（CSR）開始，不少企業持份者都越來越強調他們在不同社會關注面向上的影響。CSR一詞由美國經濟學家Howard Bowen於1953年提出，幾十年來已普及各行各業——而近年來，CSR漸漸演變為ESG和DEI等術語，雖然這些簡稱近來較多受到關注，但其背後理念已有60多年的歷史。

近年來，這兩個簡寫引起了不少關注及討論：

ESG： 環境（E, Environmental）、
社會（S, Social）、
政策及制度（G, Governance）

DEI： 多元（D, Diversity）、
公平（E, Equity）、
共融（I, Inclusion）

源於1960年代，ESG最初為社會責任投資，意指投資者應拒絕投資任何與菸草生產、或與南非種族歧視政權相關的業務*。而DEI則從同樣相約於60年代中期的民權運動和平等就業培訓**，演變到較現代的「多元交織性」（intersectionality），關注現時社會環境所塑造的不同身份認同。

「要真正作出有意義的影響，公司應該從第一天起就重視多元共融。打破社會隔閡固然困難，而不少公司在發展初期忽略了多元共融，後來才意識到多元對公司的成敗是有多重要。」

Christine Tsai 蔡李成美，
CEO兼創始合夥人@500Global新創公司



* <https://www.msci.com/esg-101-what-is-esg/evolution-of-esg-investing#:~:text=The%20practice%20of%20ESG%20investing,the%20South%20African%20apartheid%20regime>.

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多元

多元是指人與人之間各式各樣的不同，無論是在個人(先天或社會性)或社群的層面，包括但不限於種族、國籍、信仰、膚色、性別、性別認同、性傾向、社會經濟地位、語言、文化、出身、年齡、傷健、軍事/退伍軍人身分、政治觀點等等。

共融

包容是指每個人都感到受尊重、有歸屬感、能夠積極參與並發展個人的潛力。

公平

隨著時代發展、以及大眾對身份交叉複雜性的理解，過去常用的「平等」(Equality)亦轉變為現時的「公平」(Equity)。公平是指實行公正、洽當的措施和政策以照顧社群每一個成員的需要。

公平與平等不同，平等意味著每個人對於所獲的相同待遇感受到完全一樣的經驗；而公平則認同歷史或制度上所做成的不公，致造成有些人會比其他入享有更多優勢。

平等

公平

圖片源自 [Equity.tool](https://equitytool.com/)

多元交織性

(INTERSECTIONALITY)

在

美國，一名黑人女性被無理地拒絕工作機會，衍生至Kimberlé Crenshaw 在1989年引入「多元交織性」的概念^{*}，來闡明美國黑人女性因其多重身份而面對的歧視。不論是種族（黑人）或是性別（女性）都已可能令求職過程加上不必要的困難，作為黑人女性更會加倍其所面對的歧視。

「不能不提的是，不少跨性別者的需求其實與傷健者、移工、精神病患者/康復者、性小眾、及少數族裔的需求可以很類近 - （而且，這些社群中亦可以找到跨性別者的存在）

- “The Transgender Issue”，作者Shon Faye



Kimberlé Crenshaw (圖上);
Shon Faye (圖右)



跨性別身份的多元交織性可能會出現無家、難民、種族歧視等等的情況。在這個圍繞著「大眾利益」的世界中，跨性別身份落入各種交疊的挑戰中而變得複雜與多樣，無法抽出來單一地看待。

^{*} <https://scholarship.law.columbia.edu/books/255/>



海仔同時擁有多個身份：聾人、跨性別人士、香港居民、澳門居民。海仔的身份令他的性別過渡過程時常出現與其他人不一樣的情況。例如，在海仔向入境處申請更改證件後，身為聾人的他卻接到入境處來電溝通更改預約等行政事項，而忽略了海仔是聾人無法以電話溝通；他又試過到入境處辦理手續，官方卻未配置手語傳譯員等；甚至到醫院就醫時也沒有配置手語翻譯，一直以來只能以紙筆溝通。(以上取自論盡澳門*)

而身為澳門居民的海仔，由於澳門並沒有任何適用於跨性別人士的更改身份證性別政策，令海仔就算能更改香港身份證性別標記為男性，澳門身份證卻無法處理。

香港大學性/別研究講師Dr. Brenda Alegre大概是香港極少數公開其跨性別身份的學者之一。來自菲律賓的Brenda，憶起初到港時地勤人員指示她到外籍傭工的隊列，直到她出示僱傭合約後，地勤人員才相信Brenda是港大所聘請的講師。

生於80、90年代傳統宗教信仰的菲律賓，Brenda強調跨性別楷模、社群支援、以及性別承認法律的重要性。在缺乏正面的性/別語言及反歧視法的菲律賓，Brenda致力於積極參與菲律賓和香港性/別小眾、婦女和移工的倡導活動。



陳可樂自 2016 年起開始探索性別流動，透過外星人的外在表達去體驗但自身的性別身份。可樂表示，但的性別體驗比較像是一種存活形式——一種男女身份和靈魂共存的狀態。由覺得自己不符合二元跨性別者的框架，遂以男同性戀者的身份出櫃，到發掘到非二元性別的資訊，可樂就開始對非二元性別的身份產生了共鳴。

2019/20 年間，為免在其躁狂抑鬱症的診斷中節外生枝，可樂寧願隱藏其非二元性別的身份，只求先獲得較急需的精神科藥物及支援。但指出跨性別身份/性別多元和精神病兩者的污名化之間其實存在許多相似之處——擔心受到騷擾或攻擊、被指責為「誇張」、「搏出位」，或是在感情路上遇到重重難關...可樂發現，當擺脫了社會的期望和刻板印象後，但才感受到性別被肯定而來的喜悅。

走出「原廠設定」

多元共融社會中的跨性別 與 跨性別社群內的多元共融

儘

管國際間越來越關注跨性別者所面臨的挑戰，許多僱主仍然缺乏必要的資源和理解，去制定與跨性別者相關的政策和培養多元共融的職場文化。

這個問題部分源於對跨性別者的需要認知有限。即使是公開支持LGBTQ+社群的公司，也往往優先考慮與性小眾如女同性戀、男同性戀和雙性戀（LGB）的需要，而不是性別小眾如跨性別者和其他性別多元者（TQ+）的需要。

如果要用ESG的框架去檢視跨性別者所面對的狀況，可以從「社會」（Social）和「政策及制度」（Governance）的角度出發：

「社會」(SOCIAL)

社會偏見及歧視

跨性別者可能在工作場所面臨歧視、偏見和騷擾，這可能會對他們的心理健康、工作滿意度和職涯發展產生負面影響。歧視行為包括：使用不恰當的性別標記/稱號、排除跨性別者在外的措施、缺乏性別過渡期間的合適支援、以及不公平的晉升機會等等。

「政策及制度」(GOVERNANCE)

缺乏共融制度、甚至是歧視性/別小眾的條例

在英國，第 28 條禁止任何「宣揚『非傳統家庭價值』」的討論。這條例尤其對學校產生特別的影響，因為教師被禁止討論及教育 LGBTQ+ 議題，或是挑戰任何恐同的言論。一直到2003年11月第28條才終被廢除。

在企業的層面，缺乏性/別友善的措施，如公司的保險計劃未能提供性別肯定護理的支援，亦可能會影響跨性別員工在公司的工作經驗。

DEI框架內的跨性別 就有如：

多元

了解及擁抱性別身份的多樣性，不論是性別二元或非二元的跨性別者，或是性別非常規者。這包括提升佢哋在領導職位和決策過程中的代表性和能見度。

公平

確保跨性別者在僱用、晉升以及員工福利等享有公平的待遇和機會。這包括消除歧視和偏見，倡導平等政策及措施，以及解決現存制度中的不公。

共融

創造一個共融的環境，讓跨性別者感到安全、受到尊重和支持。這包括使用包容性語言、制定性別肯定政策、提供適當的醫療保險和支援服務，以及促進員工教育和提升性/別意識，從而建立共融和諧的工作環境。

DEI 框架旨在創造共融的社會環境，讓不同背景（包括性別認同）的人感到被重視、尊重並擁有平等機會。理所當然地，肯定跨性別者的存在對於培育共融環境和文化至關重要。它涉及承認和尊重其性別認同，提供平等的權利和機會，並了解和拆解跨性別者面對的獨特挑戰。

然而，正如所有人都是與別不同的，跨性別社群中也存在著廣泛的多元性。所謂多元可以涵蓋多個方面，例如性別認同（非二元性別、酷兒、性別流動或其他性別認同）、社會經濟地位（不同程度的收入、教育和就業程度）、年齡（兒童、青少年到成人和老年）、種族和文化背景（不同種族、文化和國籍）等等。

以上提及的多元交織性正正令每一位跨性別者都有著截然不同的生活經驗和觀點。每個人都有不一樣的故事：由出櫃、進行性別過渡、探索醫療支援、生活於不同的法律框架，以及經歷不一樣的社會接受程度。這些不同的經驗正正是跨性別社群內多元而獨特的集體經驗。



多元共融的多個面向，包括
性/別、種族、健障人士...

多元
共融

跨性別/性別多元

社會經濟地位

性別認同

手術的決定

性別過渡的時間表

性取向

還有更多...

我可以如何擁抱多元共融？

從個人的層面，我們可以撫心自問：我們是否、和如何擁抱多元共融？透過反思自身平日如何踏出舒適圈：你能否回想上一次與一位有隱性(殘疾)需求人士的交流？或是移工人士、正在過渡哺乳期的人士、或是與你自身種族身份不一樣的人士？你是否了解、或有否嘗試學習了解其他社群的關注及需要、或是你可以如何作為同行者支援其社群？如果你自身為一名跨性別或性別多元者，你有沒有曾經探索過如何為自己和社群發聲的機會，以及教育他人你的需求和擔憂是什麼？

從企業的層面，你可以接觸本地的跨性別團體，並提升本地跨性別社群的聲音。缺乏支援跨性別員工的政策可能會導致更高的人才流失、降低工作滿意度，甚至訴訟。而多元的工作團隊可以增強生產力和創新性，吸引人才並提高員工留職率。將多元共融文化融入公司的核心業務價值，企業不但可以增加競爭優勢，並可以在現今多元及相連的世界中突圍而出。

我們都是社會的一分子 – 共融並不等於為某個社群提供特殊待遇，而是營造一個每個人都可以有歸屬感的環境 – 就像人行道坡道一樣，不僅輪椅使用者可以使用，還有助推著嬰兒車的家長、推著購物車的老人，或是騎腳踏車和滾軸溜冰的人。

