



WHAT IS THIS?



UK-WIDE CROSS-SECTOR INSIGHT SURVEY

FIELDWORK: NOV 2025 - JAN 2026



n = 136 ORGANISATIONS

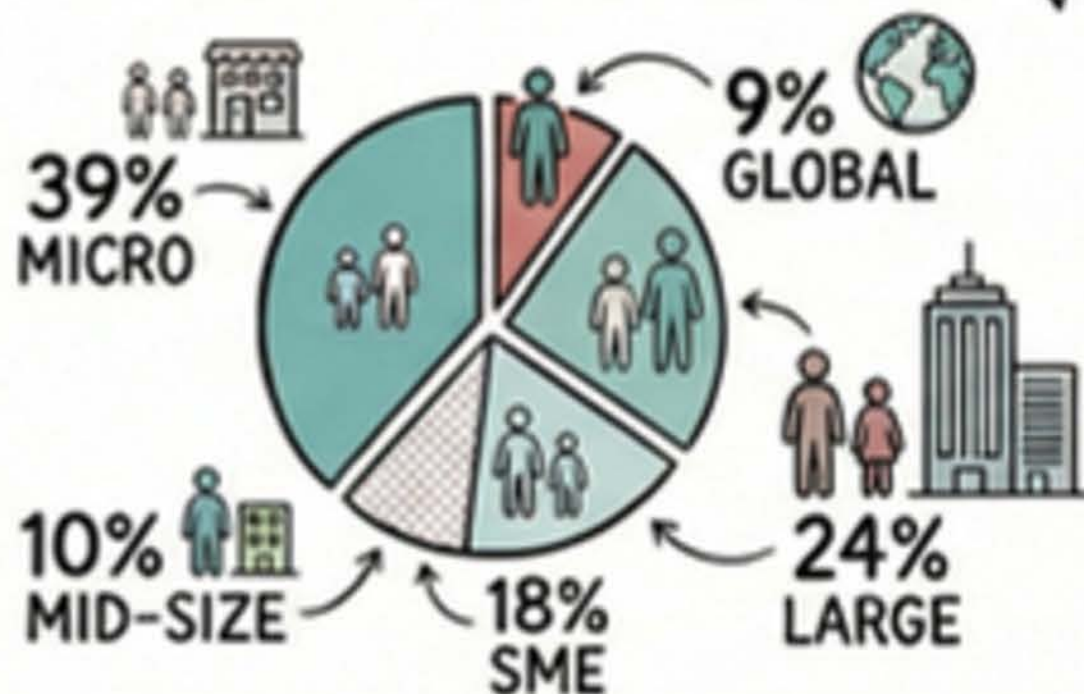


6 DOMAINS

- POLICY
- LEADERSHIP
- SYSTEMS & DATA
- FACILITIES
- TRAINING
- PRESSURE & RESILIENCE



WHO RESPONDED?



THE SURVEY AT A GLANCE

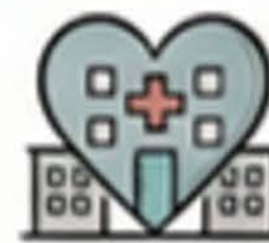
Beyond Compliance: Trans Inclusion in UK Organisations (2025-26)

SECTOR MIX

GENUINELY MIXED BASE



44% PRIVATE



28% THIRD SECTOR



18% PUBLIC



HOW TO READ IT

SELF-REPORTED

SIGNAL DETECTION
NOT CENSUS

BASES VARY

'DON'T KNOW' = DATA

RISK INDICATORS



DESIGN

- ANONYMOUS BY DESIGN
- CONDITIONAL LOGIC
- MIXED METHODS
- 25 PEER REVIEWERS



THE POLICY SPLIT

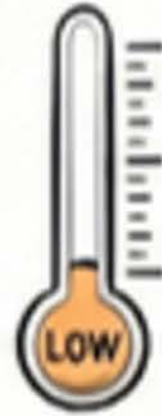


50.7% of organizations report no formal policy; 49.3% have one (public, internal, or draft).

36.4% of policy-holding organizations provide zero guidance to the managers implementing them.



THE ACCOUNTABILITY GAP

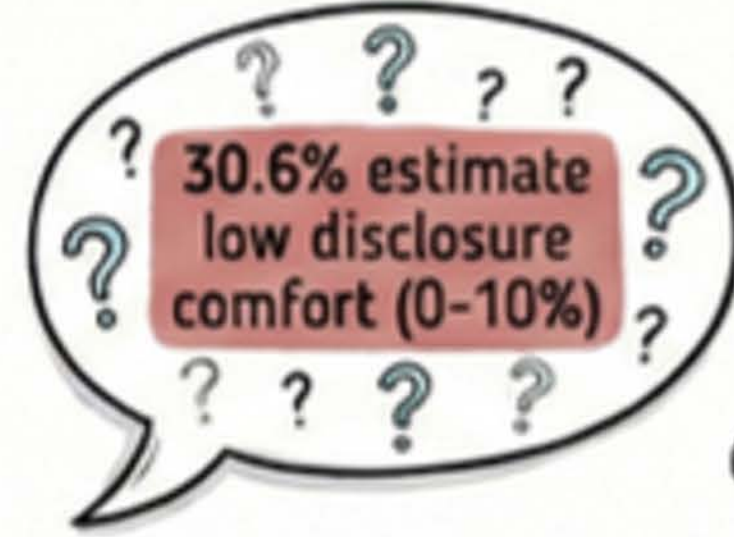


ONLY 6.1% tie inclusion to executive KPIs



48.5% of leadership teams lack explicit ownership.

THE TRUST DEFICIT



69.2% report no openly trans leaders.

SYSTEMS FRICTION & FACILITIES



EMPLOYEE BECOMES THE INTEGRATION LAYER.



21.6% of HR systems provide no support for nonbinary markers or chosen names.

KEY INSIGHTS FROM THE SURVEY

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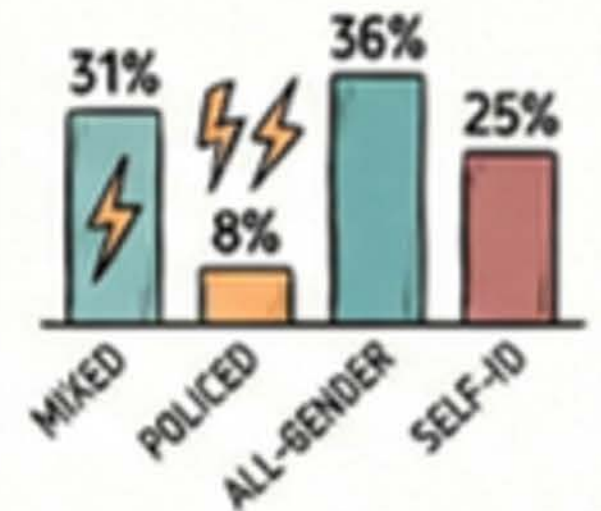
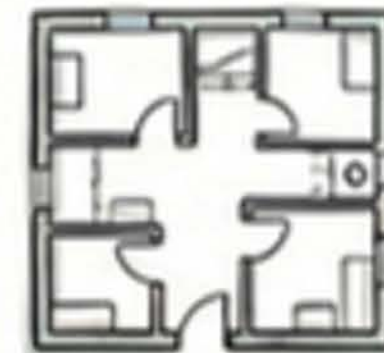


THE PRESSURE IS REAL

41.4% experienced pushback; only 51% of leadership stood firm when challenged.



FACILITIES FLASHPOINT



Facilities often become a flashpoint under pressure, with only 36% offering all-gender options.

THE CENTRAL RISK IS NOT LACK OF GOODWILL — IT IS LACK OF INFRASTRUCTURE

DO THIS FIRST PRIORITY STACK

3 HORIZONS OF RESILIENCE

1 0-90 DAYS: MINIMUM VIABLE RESILIENCE



Stabilize the baseline with policy posture summaries, decision pathways, and RACI maps.

2 3-12 MONTHS: BUILD INFRASTRUCTURE

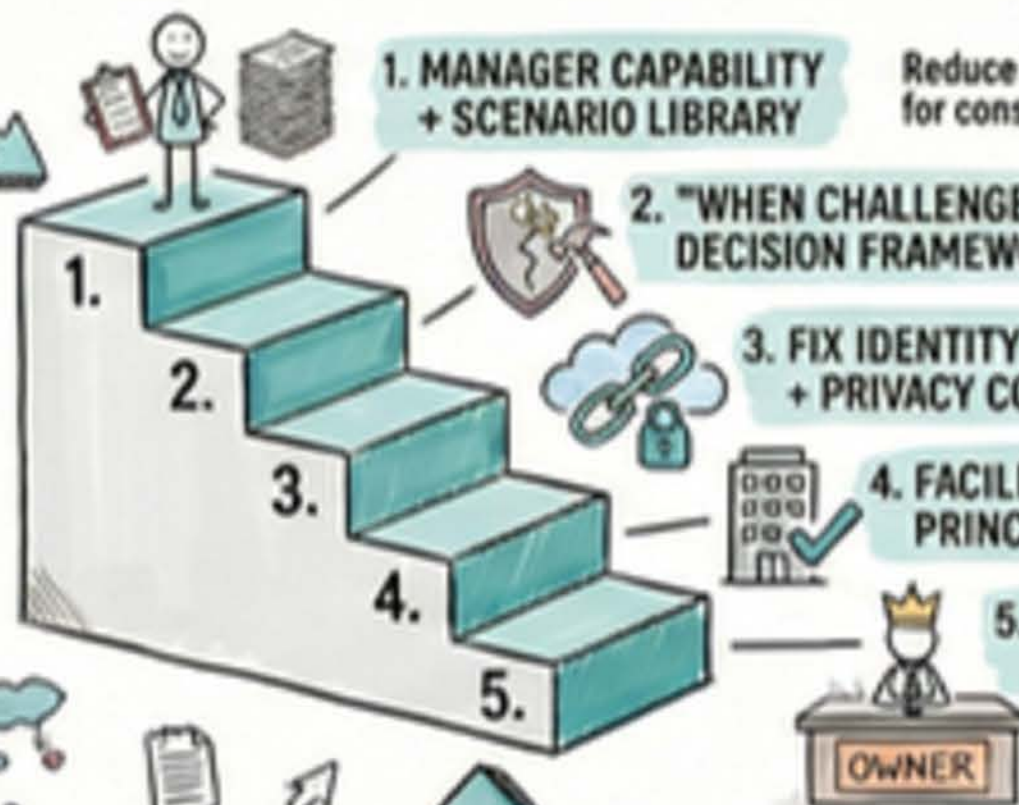


Establish training standards, governance dashboards, and service-edge readiness packs.

3 GOVERNANCE HARDWIRING



Implement executive KPIs, contestation playbooks, and auditable decision log systems.



1. MANAGER CAPABILITY
+ SCENARIO LIBRARY

Reduce 'manager lottery' by providing practical tools for consistent day-to-day implementation.

2. "WHEN CHALLENGED"
DECISION FRAMEWORK

Define authority, logic, and escalation routes to ensure defensibility under pressure.

3. FIX IDENTITY WORKFLOW
+ PRIVACY CONTROLS

Create a single workflow to update all systems and protect sensitive data.

4. FACILITIES GOVERNANCE
PRINCIPLES

Standardize site consistency and ensure additional options expand choice rather than segregate.

5. NAME EXECUTIVE
OWNERSHIP

Assign explicit ownership for policy, systems, and communications to end the permission vacuum.

FROM EVIDENCE TO INFRASTRUCTURE

Recommendations · Beyond Compliance
(2025-26)

THE ONE-LINE TEST (Managerial Authority)



"WHAT DO I DO?
WHAT IS MY AUTHORITY?
WHERE DO I ESCALATE?
HOW DO I RECORD IT?"

The essential four-part test for any manager facing a contested situation.

DECISION DISCIPLINE





LINE MANAGERS

**WHEN SOMEONE DISCLOSES:
FOLLOW THE WORKFLOW**

Confirm pronouns and preferences while updating systems according to the pre-defined 'need-to-know' identity workflow.

**WHEN A COMPLAINT ARRIVES:
DON'T NEGOTIATE DIGNITY**

Focus on conduct standards rather than identity; offer alternatives to the complainant, not the trans individual.

**EVERY DAY:
CONSISTENCY
OVER DISCRETION**

Intervene on harassment and use correct names/pronouns without asking intrusive medical questions.

MANAGER & HR CHECKLIST

Practical Actions for Day-to-Day Implementation · Beyond Compliance (2025-26)

5 PRINCIPLES

**DIGNITY IS
NON-NEGOTIABLE**

Ensure people and access access workflows without 'special identity handling' or rinrative burden self-advocacy.

**BEHAVIOUR
STANDARDS,
NOT IDENTITY POLICING**

Set contuct expectations expection that apply to everyone rather attempting to verify identitng.

**POLICY & SYSTEMS:
PRIVACY BY DESIGN**

Audit HRIS for nonbinary markers and map identity change workflows to prevent 'administrative burden transfer'.



**HR
TEAMS**

**MANAGER ENABLEMENT:
CAPABILITY OVER AWARENESS**

Provide a scenario library and clear escalation routes to unblock the 'frozen middle' of management.

**MEASUREMENT:
TRACK OUTCOMES,
NOT ACTIVITY**

Monitor leading indicators like disclosure comfort and maintain decision logs for contested issues.

**GOVERNANCE:
DIGNITY IS NON-NEGOTIABLE**

Ensure people access work without 'special handling' or repeated self-advocacy.

WHEN IN DOUBT: ESCALATE, DON'T IMPROVISE