

# Inclusion beyond Borders: Understanding and Addressing the Barriers and Challenges Faced by Lesbian, Gay, Bisexual, and Transgender Expatriates in Multinational Corporations

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*Abstracts: This literature review is a portrayal for the Queer group under Lesbian Gay Bisexual Transgender (LGBT) expatriations and explains “barriers and challenges” encountered by Multinational Corporations (MNCs) across the border. This is the area which is still under the skin while the LGBT expatriates are an emerging sector as human capital around the globe. The significance of the integrated literature review should be sensitized that sexual-minority and sexual identity made them split from the society and stay away from hiring as expatriation in host countries. LGBT global staffing is in need of further exploration. Furthermore, LGBT expatriation could be selected for global staffing if this queer group is acceptable in host country “legally and socially” then the mobility of this queer group is possible just as compared to their heterosexual counterparts.*

*Keywords: LGBT in MNCs, LGBT Expatriation, Discrimination, Sexual Minority*

## INTRODUCTION

Expatriation is the key of MNCs for the inclusion of global talent by improving organizational performance as well as workforce diversity and productivity (McDonnella, Lamareb, Gunnigleb, & Lavelle, 2010). The study of Haas et al (2011), concluded that Lesbian (female attracted towards another female), Gay (male attracted towards another male), Bisexual (attracted towards both male and female) and Transgender (ambiguous self-identity) workers being sexual minorities, suffering multiple challenges in the form of sexual orientation discrimination. The terms “LGBT” and “sexual minority” are interchangeable, because of interrelated legal laws, procedures and decisions pertaining to LGBT (Leonard, 2004; Ahmed et al 2024; Li et al 2024; Liang et al 2023). During the recent outbreak of the novel pandemic known as Covid 19, there has been a country-wide lockdown that started around March 2020 and continued for two months. This was eased in the middle of May for all those individuals under the poverty line who needed to work. There have been multiple physical repercussions for all the individuals affected by Covid. The entire physical and psychological framework was disrupted.

In today’s global era, workforce is becoming more diversified and sexual orientation is the last acceptable and remaining prejudice in workplace as compared to other workplace diversity factors such as gender, ethnicity and religion (Ozeren, 2014). Sexual orientation diversity is changing the structure of workforce whereas role of LGBT expatriates and their global mobility is increasing under the umbrella of sexual discrimination. Irrespective of the importance of LGBT employees and their accelerating share in global workforce, they have to face difficulties in the workplace which are often overlooked, disregarded or ignored by organizations. Among visible majority of heterosexuals, the existence of LGBT is not visible at once, being called “invisible minorities”. Therefore, organizations may not be fully conversant

with the global diversity or understanding the benefits, social needs and challenges of LGBT employees (Gillis, 2009).

Many MNCs have LGBT friendly policies and practices to ensure workplace equality in administrative environment globally but the sexual minority has to face varying legal implications and constraints country wise. They have to face physiological and psychological shocks in the new and diverse environment. Local administrative laws, either conducive to accept homosexual workforce or not, vary in different countries (Collins, 2009). This article primarily focuses on discrimination faced by sexual minorities (Lesbian, Gay, Bisexual and Transgender) during their international assignments, as they are also a talent pool.

Human right conditions differ globally for sexual minorities. Many of the countries have legal foundation to sexual discrimination whereas in some European countries, discrimination against sexual minorities is a criminal offence. Even in India, it is prohibited to discuss openly about homosexuality or any other form of sexuality (Chacko et al., 2012; Nawaz et al 2022; Mughal et al 2023; Qing et al 2024). But with the passage of time, LGBT community is being socially accepted by creating inclusive workplaces for them. In Turkey, LGBT workers have to face sexual orientation discrimination in different forms such as harassment, unwanted jokes, job termination and threats of violence. By large, in the modern era with growing global mobility of LGBT expatriates, MNCs have to operate in LGBT constraint environment wherein they mostly adopt soft measures such as to compromise on their LGBT workforce equality policies. They prefer to operate under country-based laws and regulations under the consideration of social responsibility and avoiding administrative confrontation (Boerties, 2012).

This global era welcomes the diversified workforce because of the dynamic nature of business tasks across the borders. This study will catch the attention of the business practioners that “Queer Group/LGBT” is not born for the entertainment for the “Heterosexuals”. This literature review will push the business institutions into the specific school of thought that they (society) will have to accept the LGBT as they are. They are also human beings created and shaped by GOD alike normal human beings and they have the capacity and abilities to handle the business activities accordingly. This study of literature review will highlight their existence and importance in the global world of heterosexuals.

Discrimination, harassment and exclusion from the labor force often occur because of perceived non-conformity with heteronormativity (it is a social belief that being heterosexual is “normal”).

Often women who are perceived to be “masculine”, or men who are perceived to be “feminine” in behavior or appearance, suffer discrimination or harassment. This literature review specifically generated to highlight the phenomena that this marginalized population is at the hit target of victimization by heterogeneity work force at workplace. This review of literature tried to catch the attention of academic and business management practioners. This study address following research questions: Why non-conformity work force is victim of lavender discrimination in MNCs? Why heteronormative policies do not support the LGBT expatriates?

The results of the study reveals that their self-discrimination or sexual orientation is a stigma which is more vulnerable for lavender discrimination because legal procedures are not practicing in host countries. HR management will try to make possible adjustment or design some policies for LGBT expats at workplace because this study shed light on the problems encountered by queer group. Policies will be designed to them at equality basis with heterosexuals. Article had made an effort to depict an inclusive picture that many of MNCs have friendlier policies only on black and white papers that is why MNCs have not proper system to save them from hostile environment. Most of MNCs will try provide the inclusive work place climate to accommodate them according their potential capabilities as they are also social capital in global workforce productivity parallel with the heterosexual employees.

## LITERATURE REVIEW

Thin layer of research seems related to the LGBT (sexual minorities) expatriates in MNCs facing discrimination. Research findings of this review anticipated LGBT expatriate’s discrimination with the logical flow and critically analyzed as a research agenda. Researchers and practitioners should be envisioned towards sensitization with the aspirations to create inclusive and equitable organizations about discrimination related to LGBT workers or employees in MNCs. Day and Greene (2008), found mounting concentration about the challenges faced by LGBT in workplace has seen in the fields of management and IHRM/IHRD. But exploratory research is diminutive enough for multiple considerations faced by LGBT expatriates who takes international assignments and career mobility as an elevator and could not get a chance due to discrimination as sexual-minority and faced lavender ceiling (Brooks & Edwards, 2009).

Torraco (2005) states that literature review should be either of mature topics or emerging and new topics. It must attend the need of topic selection while justifying its importance and relevance. LGBT expatriates are not only gender minority but sexual orientation minority as well. Despite the importance

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of this topic there have been little sized reviews, so far of discrimination and challenges faced by all four minorities “LGBT” (Gedro, Mizzi, Rocco, & Loo, 2013; Shabbir et al 2023; Xue et al 2024; Paisley & Tayar, 2015).

Gedro et al (2013) talks in their study about cross cultural issues and legal protections of LGBT employees, employer or workers. Paisley and Tayar (2015) shed light on social constructive perspective of intersectionality of LGBT expats. Owing to the structural and systematic inequalities within MNCs, need arises to meet the global challenges, opportunities for LGBT expatriates and career advancement in workforce. LGBT, though under-examined but are invisible minority employees in MNCs (McPhail, McNulty, & Hutchings, 2014). Torraco (2005) suggests that by selecting an emerging topic, an integrated literature review will lead to a conceptualized framework:

Research conducted by Boerties (2012), concurred operative environment is not conducive for LGBT expatriate’s workforce in MNCs. They resort to soft measures to mediate their desired workplace policies with country- based laws and regulations. LGBT who made challenge for both gender and sexuality regimes; see gender identity and sexual orientation as overlapping and interconnected and are treated poorly in their workforce. Current US President has expressed his willingness to expand anti-discriminatory employment laws, fully supporting Federal Employment Non-Discriminatory Act (FNDA) by the inclusion of sexual orientation and gender identity. Legal protections to LGBT exist in more than 20 US states, but overall federal protection does not exist because of non-supportive posture of policymakers.

Most of the European countries are gay friendly while many of them are friendlier for LGBT as a whole as compared to other parts of the world. Out of the 11 counties globally where same-couple marriage is allowed, 8 of them are in Europe. Their laws prohibit discrimination of LGBT for job situations. Gedro et al (2013) says that Europe, on one side, not only allows gays to be the heads of the state but also are most intolerant of hate crimes and most compliant to recognize gender transition. In some of the countries of South America like Mexico and Argentina, recognition of LGBT sexual identity is increasing while in USA sexual-minorities are still facing lack of legal protection and laws exist that legalize discrimination against LGBT sexual-minorities Yan et al (2024).

According to a survey, about 48% of Americans which are heterosexual, in conflict with gay marriage, and 52% of straight men think LGBT workers should keep their lifestyle choices to themselves (Hewlett & Sumberg, 2011). The need arises to develop awareness of the challenges faced by the sexual minorities while relocating them to expatriate job assignments. Invisible diversity management, sexual minority is one of the key challenges in the emerging era of global talent management.

### **LGBT EXPATRIATES FACING DISCRIMINATION**

Due to the escalating demand of LGBT for global labor, they are under researched that what legal issues and challenges they have to face during job assignments in host countries. Sexual minorities have to face “eco-shocks” while moving from one country to another country while accepting new job assignments. These eco-shocks are the physiological and psychological reactions to the new and diverse environments (Fontaine, 1993). Githens and Aragon (2009) are in concurrence that LGBT employees have to face isolation, problematic surroundings, challenging workplace climates and inequitable benefits and policies around the globe during their international assignments. Borders represent a familiar, yet problematic opportunity to LGBT workers. In a broader sense, Mizzi (2015) claims in his study that LGBT people have faced ridicule and rejection from border guards when they try to cross national borders. On one hand, national borders could represent a promising new path towards receiving opportunities and insights that improve one’s life standards. But on the other hand, national borders are becoming ground places where gatekeepers assert their dominance as decision-makers and power-holders.

Accordingly, as per Bauermeister (2013), LGBT employees also have desire of parenting, getting education, going to work, having family and making relationships but due to contextual discrimination, they could not get their goals (encounter roadblocks) and became the victims of negative emotions and mental distress. Policies of LGBT (inequalities) like bans against same-sex marriage, joint same-sex adoptions and single-parent adoptions are the elevators of stress and increased vulnerability to psychological distress. Anti-equality LGBT policies constructed by society, made worse influence like low level of morale, lack of fatherhood aspirations and anti-psychological or social development of young sexual minority men. So, under these constrained scenarios, LGBT population might lose the determination and prosperous anticipation towards their future and they might become isolated and split from the society.

The study of Dentato et al (2014), observes that gender identities of employee have a deep and direct impact regarding the discrimination experience. It then, becomes the cause of stigmatization and

homophobic trauma again with the risk of victimization regarding physical and emotional harm, bullying at workplace and rejection from family and friends. At hiring stage, 25% to 66% LGBT individuals have to face stigmatization experience in MNCs. Employers' actions, such as promotional hindrance, social exclusion and lack of organizational benefits are the clear manifestation of sexual orientation discrimination. Organizations must ensure a supportive environment for LGBT employees. Gates (2012) explains in his study that well-being of sexual minorities is associated with equality based organizational policies and procedures through job satisfaction, reduction in conflicts and their commitments. In some countries like turkey LGBT employees are ordered to quit jobs by the employers without any explanation. They are not compensated for their work but bitterly discriminated. There is dire and desperate need to expand federal legislation for protecting these employees. Europe and North America give greater respect to sexual orientation diversity through commercial and governmental organizational policies as well as by establishing legal procedures. These countries ensure equality policies through anti-discriminatory rules, which are supportive of LGBT. Corporations have mission statements that are based on sexual orientation diversity. All public and private activist groups within organizations are fighting against sexual orientation discriminations.

### **Pro-LGBT Practices**

USA has recently introduced DADT "Don't Ask, Don't Tell" policy for the inclusion of LGBT in military employment. Defense of Marriage Act has recognized partner's benefits for sexual minorities. 20 US states and District of Columbia have passed equality protection laws for sexual minorities (Gillis, 2009). In many other countries LGBT have to face many hidden prejudices such as unequal pay scales, hindrances in career advancement and legal protections which do not fully eliminate homosexual orientation discrimination. Sexual minorities have to face verbal and physical abuses through harassment and jokes.

In Turkey, Ozturk (2011) explains in his study that LGBT have to face sexual orientation discrimination in different forms such as harassment, unwanted jokes, job termination and threats of violence. Overall transition in norms, institutions, legal procedures and policies is the first requisite for the solution of sexual orientation diversity problems. Organizational and family discrimination could not diffuse unless and until sexual minority rights could not be safeguarded publicly and privately. Anti-discriminatory policies by the MNCs in their home countries should be followed in Turkey through diversity management, training, recruiting LGBT at university level and information-sharing activities.

Gender discrimination and cultural diversity under local and social norms of any country are perceived to be the threats for LGBT expatriates. Mcphail et al (2014) says that one of the reasons is their own self discrimination. They prefer to go for safer career paths. They are unwilling to work with their heterosexual co-workers. They give due consideration when they have to live in and work out with different organizational assignments. Irrespective of heterosexuals, LGBT self-manages their sexual identities. Paisley and Tayar (2015) explain in their study that the nature of cultural context influences whether identities are constructed in a divergent or convergent way. Cultural and contextual units made a way towards the level of support for LGBT expatriates. Sexual minorities revealed themselves to be terrified and suffered from low self-esteem as well as anxious.

Drydakis (2015), investigated that the hiring process is important but it is becoming the least understood part in job and employment relationships. People have to face biased treatment in hiring processes. They have to spend more time in hunting jobs. Limited knowledge exists to the extent of discrimination against sexual minorities at initial stage of hiring process. Ladder is existed for sexual-orientation but this population is still encountered by failure to promote LGBT employees to top ranks. Gay and lesbian are receiving invitations for interview is lower as compare to heterosexual male applicants in UK. Gay men also received smaller amount of interview's invitations than their non-gay counterparts, so the level of discrimination is depended on personality traits.

Persistent stigma is one of the forms of discrimination for LGBT in Thailand in employment and education. Gay and lesbian are more tolerant in society as compared to the people with different gender expressions such as transgender and bisexuals. They experience discrimination in different sectors of society such as in education, access to employment, career opportunity and social society benefits (Suriyasarn, 2014). LGBT expats could not get freedom of expressions, and their career advancement opportunities at work are also limited in large organizations. The research of Suriyasarn (2014) concluded that they have to opt for smaller enterprises or NGOs to express themselves freely. Many gay men and women play intentionally heterosexual roles to remain in jobs, ultimately to be secure in workplace culture. Non-heterosexual identity hinders them to get high status jobs such as of lawyer and judge. LGBT sexual minorities, in particular transgender and gays have to face hostile environment in the form of jokes, gossips and insensitive comments at work.

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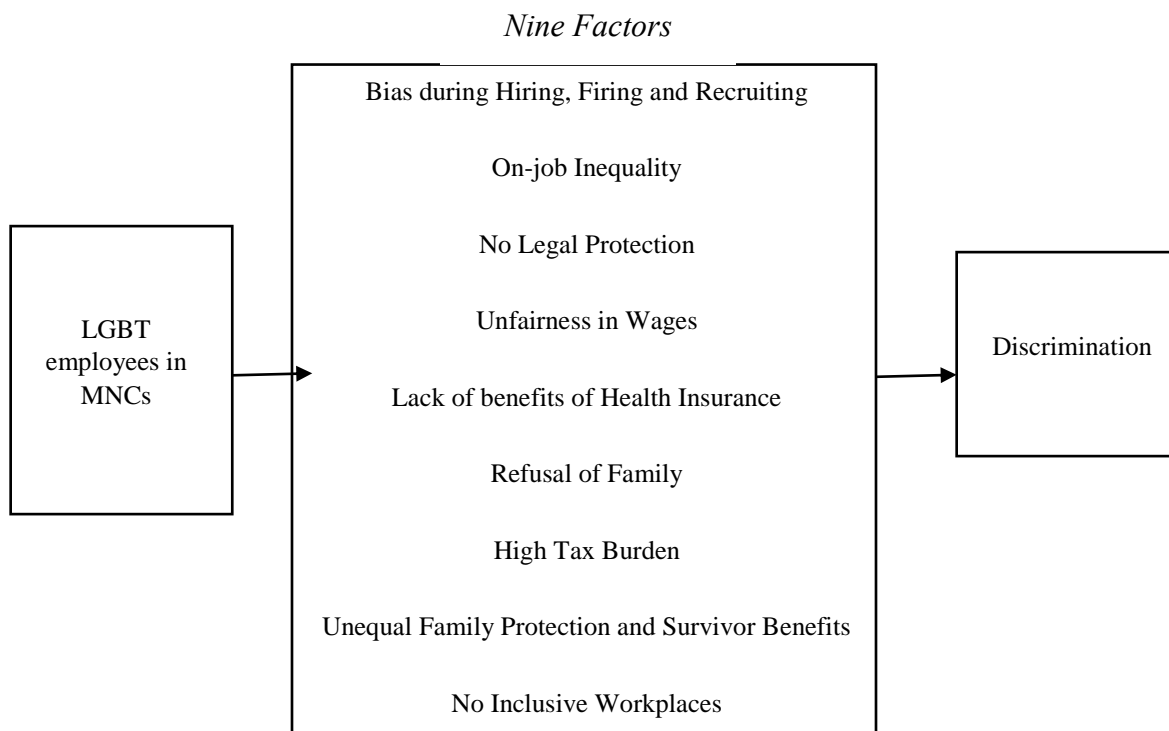
America's basic bargain "work hard and get ahead" is not seen for LGBT workers. They have to work under a "Broken Bargain". LGBT also have least provided social benefits. By making same mandatory contributions to social security, they are denied benefits for themselves and their families also. They are excluded from health insurance. They are denied equal benefits and paying more taxes as compared to other co-workers. On one side, protection of laws against race, religion, ethnicity and disability exists but on other side, picture of sexual discrimination against sexual minorities is quite alarming (Higbee, 2013). Most of the European countries are gay friendly while many of them are friendlier for LGBT as a whole as compared to other parts of the world. Out of the 11 countries where same-couple marriage is allowed, 8 of them are in Europe.

### CONCEPTUAL FRAMEWORK

Conceptual approach that our study adopted is interconnected with the reviews of other authors that had been made observation about LGBT expatriates at work-place. Our conceptual framework is encapsulating the factors of discrimination which have generated from the literature reviews. Figure 1 will depict these factors:

Conceptual framework is consisted of key elements which lead the discussion towards LGBT and discrimination in MNCs or work place, data generated from the integrative literature review and secondary data. These elements include (a) LGBT (sexual minority) (b) discrimination (c) LGBT employees (d) workplace (e) social capital theory. Conceptual framework is consisted of key elements which lead the discussion towards LGBT and discrimination in MNCs or work place, data generated from the integrative literature review and secondary data. These elements include (a) LGBT (sexual minority) (b) discrimination (c) LGBT employees (d) workplace (e) social capital theory.

**Figure 1.** Factors creating discrimination among LGBT in MNCs



### METHODOLOGY

The methodology which is used to route and synthesized various streams of literature is integrative literature review (Yorks, 2008). "Integrative literature review is an idiosyncratic form of research that generates new knowledge about the emerging topic or furthermore again to the mature topic" (Torraco, 2005, p. 356). The reviewed literature is used to conduct different approaches. We started with a general exploration from several major online databases included *Google Scholar*, *Research Gate*, *Bing* and *Amazon*. *Journals*, *books*, *dissertations*, *thesis*, *newspaper*, *blogs*, *case studies* and *reports* became also a part of our paper hunting. In addition, we sought out the university's online library catalog and research repository available at university. Then I searched in different journals like "Human Resource Development Review, The Counseling Psychologist, The International Journal of

*Human Resource Management, Leadership & Organization Development, Journal of Human Resource Development International, Academy of Management Journal, Review of Public Personnel Administration, Harvard Business Review and Group & Organization Management*". At the initial stage, we used various combinations and variations of keywords such as "LGBT in MNCs", "LGBT global workforce", "Sexual minorities in MNCs", "LGBT expatriates and work", "Sexual orientation of LGBT", "LGBT talent pool", "Gender queer and international assignments", "LGBT exclusive workplaces" and "LGBT inclusive workplaces". Firstly, explored by using acronym, "LGBT" then again, the search was made by writing complete statements like "Lesbian, Gay, Bisexual and Transgender" with other keywords interchangeably.

Tributaries of previous literature are considered for the data to be analyzed. The study was limited to a specific time period from 2000 to 2015. We selected the year "2000" as a starting point because the term "LGBT expatriate facing discrimination" started to emerge in the management context from this date. The database, journals and other source's search identified 43 papers as relevant for our study. The very first, I read abstracts of each paper and separated most relevant material including reports, articles, dissertations and blogs, which did complete focus on discrimination faced by sexual minorities among expatriates. At the end, we found 14 most relevant papers then started reading those papers which were most relevant to the study. Following table summarizes major contributions of authors in literature review.

**Table: 1**

Article Citation	Major Contributions	Research type
(McPhail, McNulty, & Hutchings, 2014)	Degree of 'In'/Out at work is one of the major <b>barriers</b> in global mobility. When there is less working comfort zone, expatriates tend to be out to colleagues at work while remain 'In' dealing with people external to the organization. LG expatriates who try to be 'In'(sexual orientation not known by an employer) find it very uncomfortable by telling lie but those who revealed to be 'outed'(sexual orientation is known by an employer) feel themselves to be revealed against their wishes.	Conceptual
(Paisley and Taylor,2015)	With the growing mobility of LGBT, there is a need to reinterpret their identity. Due to the growing demand of LGBT for global labor, they are under researched what legal issues & challenges they have to face in job assignments in host countries.	Conceptual
(Boerties, 2012)	Multinational Organizations which have LGBT friendly policies, their response to implement workplace equality policies in different administrative environment varies. They do not aim to respond to administrative LGBT challenges by directly impacting legal constraints. They effectively respond with all out legal impact if they see any positive outcome from local administrative laws but when the organizations see that LGBT workplace equality is constrained by the environmental conditions, they often least respond forcefully.	Conceptual
(Chacko, Curtis, Kavi, Shahani, & WongLead, 2012)	India is progressing regarding LGBT minorities by creating inclusive workplaces.	Report
(Drydakis, 2015)	Sexual minorities revealed themselves to be frightened and suffered from low self-esteem. In employment relationship, hiring process is important but least understood part. People have to face biased treatment	Conceptual

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	in hiring process. They have to spend more time in hunting jobs. Limited Knowledge exists to the extent of discrimination against sexual minorities at initial stage of hiring process.	
(Gillis, 2009)	In many other countries LGBT have to face many hidden prejudices such as unequal pay scales, hindrances in career advancement and legal protections which do not fully eliminate homosexual orientation discrimination. Sexual minorities have to face verbal and physical abuses through harassment and jokes.	Report
(Gedro, The Lavender Ceiling Atop the Global Closet: Human Resource Development and Lesbian Expatriates, 2010)	An MNC have to recruit the employees with ample capabilities to cope the foreign corporate. Strategic objectives could be get by” international assignments” which is directly related to HRD. Multinational corporate competitiveness” is a contingent behavior, and expatriation is a geocentric activity. This article sheds the light on the importance on “the career development and international assignments” as well as expatriates is about to “who seek upward career mobility”.	Conceptual
(Mizzi, 2015)	Mizzi(2015) claims in his study that LGBT people have faced ridicule and rejection from border guards when they try to cross national borders. On one hand, national borders could represent a promising new path towards receiving opportunities and insights that improve one’s life standards. But on the other hand, national borders are becoming ground places where gatekeepers assert their dominance as decision-makers and power-holders.	Conceptual
(Gates, 2012)	Gates (2012) explains in his study that well-being of sexual minorities is associated with equality based organizational policies and procedures through job satisfaction, reduction in conflicts and their commitments. In some countries like turkey LGBT employees are ordered to quit jobs by the employers without any explanation. They are not compensated for their work but bitterly discriminated.	Conceptual
(Gedro, Mizzi, Rocco, & Loo, 2013)	Sexual minorities have to face “eco-shocks” while moving from one country to another country while accepting new job assignments. These eco shocks are the physiological & psychological reactions to the new & diverse environments. The human rights conditions of minorities differ with countries. Most of the European countries are gay friendly while many of them are friendlier for LGFBT as a whole as compared to other parts of the world	Conceptual

(Higbee, 2013)	LGBT have least provided social benefits. By making same mandatory contributions to social security, they are denied benefits for themselves and their families also. They are excluded from health insurance. They are denied equal benefits and paying more taxes as compared to other co-workers. On one side, protection of laws against race, religion, ethnicity and disability exists but on other side, picture of sexual discrimination against sexual minorities is quite alarming	Conceptual
(Ozturk, 2011)	In Turkey, Ozturk (2011) explains in his study that LGBT have to face sexual orientation discrimination in different forms such as harassment, unwanted jokes, job termination and threats of violence. Overall transition in norms, institutions, legal procedures and policies is the first requisite for the solution of sexual orientation diversity problems. Organizational and family discrimination could not diffuse unless and until sexual minority rights could not be safeguarded publically and privately.	Conceptual
(Suriyasarn, 2014)	Suriyasarn (2014), seems to be concluded in his report that LGBT have to opt smaller enterprises or NGOs to express themselves freely. Many gay men and women play intentionally heterosexual roles to remain in jobs, ultimately to be secure in workplace culture. Non-heterosexual identity hinders them to get high status jobs such as of lawyer and judge.	Report
(Hewlett & Sumberg, 2011)	According to a survey, about 48% of Americans which are heterosexual, in conflict with gay marriage, and 52% of straight men think LGBT workers should keep their lifestyle choices to themselves	Survey Report

A search using the term “LGBT expatriates and work” yields articles about people who are sexual minorities and artists who relocate for more freedom or inspiration but little about actual work concerns. A search using the term “LGBT expatriates and discrimination” results in articles on problems and issues during work assignments, factors of discrimination and research needs all around the notion of discrimination at work.

## DISCUSSION OF STUDY

This paper is a portrayal of synthesized review of literature. In the era of globalization, wherein workforce is becoming more diversified, LGBT expatriates are considered as global talent pool in MNCs. Sexual orientation diversity is one of the key factors among different diversity factors such as gender, ethnicity and religion (Ozeren, 2014). Strength of LGBT expatriates and their global mobility is increasing in MNCs but under the umbrella of sexual discrimination. Irrespective of their high engagement in workforce, their discrimination is overlooked, unseen or ignored. It might be due to their self-discrimination by concealing their identity or sexual orientation discrimination through ignorance of their benefits and needs in MNCs. In countries of advanced industrial economies, a transparent environment for workforce is created wherein any discriminatory action can be readily identified and challenged.



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Equality policy should be practiced through equality based legal economic system for sexual minorities. Social institutions, legal frameworks and cultural norms are considered the major pillars of sexual orientation discrimination in the workforce. Social institutions outside the workforce significantly play their role in the construction and development of multiple discriminatory experiences whereas legal frameworks provide protection to LGBT individuals in fighting against sexual orientation discrimination and ensure their inclusion in the workforce. But where discriminatory legislations do not exist, employees can easily say no to LGBT while hiring in workforce. The studies related to the workplace depicted thin layer of discrimination experienced by LGBT individuals. It is entirely needed to expose the routine experiences faced by LGBT population lifecycle in work place as expatriates. This literature review is a window that absenteeism of preferential of workplace laws affects the workplace well-being of “queer employees”. Laws allied with discrimination in hiring decisions could become the elevator of better state for the LGBT expatriates around the globe. Mind-sets, approaches, and outlooks towards LGBT are stemmed from cultures and norms constructed by society. So, the LGBT employees camouflage themselves and pretend to be heterosexual and such strategies are adopted to give the impression as appropriate in workplace.

No doubt, many MNCs have LGBT friendly policies and practices to ensure workforce equality but they have to face varying legal implications in host countries. Their local administrative laws might not be conducive to give value to LGBT, based on discrimination of sexual minorities in workplace and inequality. Then this situation made ease for the employers to hire or fire LGBT employees. In such countries, MNCs prefer to operate under country-based laws, opting soft measures such as compromise but not to go for administrative confrontation. These constraints or discriminations result in echo shocks for these sexual minorities in the form of physiological and psychological reactions while moving from one country to another.

### CONCLUSION

By the integrative literature review of various studies, article concluded that LGBT or sexual-minorities as interchangeable are global talent pool. Their role in workforce diversity is accelerating through their global mobility and acknowledged by MNCs but disclosure of their identity is limited. They are not legally protected while working as expatriates. Study reveals that it might be either due to their self-discrimination or sexual orientation discrimination by legal procedures in host countries. They are not treated on equal grounds with heterosexual workforce. Article attempts to portray a comprehensive picture that many MNCs have friendlier policies and procedures towards LGBT but they have to work under the legal framework of host countries. In majority of the literature review studies, it is evident that in many European countries, legislative laws protect and favor LGBT in workforce through anti discriminatory policies but in majority of the Middle East countries, anti-discriminatory laws do not exist.

Literature Review points out that the MNCs have to operate in LGBT constraint environments. These sexual-minorities have to face sexual-orientation discrimination in their workplaces in the form of insufficient social benefits and legal frameworks favoring discrimination. Conclusively, it is apparent that MNCs do not come in confrontation with local administrative laws. They resort to adopt proactive and protective measures in providing safe and equal working environment for their LGBT expatriates. But still challenges exist and a long way to go to fit them at par with heterosexual employees while working as expatriates in global workforce.

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- INCLUSION BEYOND BORDERS: UNDERSTANDING AND ADDRESSING THE BARRIERS AND CHALLENGES FACED BY LESBIAN, GAY, BISEXUAL, AND TRANSGENDER
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