

prideindiversity[®]

2013 MEMBER PUBLICATION

A MANAGER'S GUIDE TO LGBTI WORKPLACE INCLUSION



This publication
is proudly sponsored by



TERMINOLOGY

Throughout this publication we use the term Manager. We appreciate that this may not reflect the terminology used within your organisation. Our intention in the use of the word Manager is to refer to any individual who is responsible for managing others. This includes, but is not restricted to Supervisors, Team Leaders, People Leaders, Executives.

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PRIDE IN DIVERSITY DIRECTOR DAWN HOUGH



Welcome to Pride in Diversity's fourth annual member publication on topical issues within LGBTI workplace inclusion.

Our first publication entitled *Sexual Orientation and Gender Identity in the Workplace* was printed in 2010. The 2011 publication covered *Establishing and Maintaining Successful LGBTI Networks in Australian Workplaces* and last year we looked at *Engaging Allies for Change*. This year we focus on managers, assisting those who have leadership responsibilities within the organisation to understand some of the *Why, What* and *How* of LGBTI workplace inclusion.

We encourage all people managers to take some time to read through this publication. It has been designed as a reference; one that you can use to answer specific questions, one that will help you to understand a little more of the challenges faced by LGBTI employees and one that you can refer to, as and when needed. This publication will assist you in creating a truly inclusive work environment for all employees, not just those within your immediate team.

While some of the content within this publication may not reflect the practice of every organisation (ie. the existence of LGBTI employee networks and/or an LGBTI inclusion strategy), it does reflect the practice of many organisations actively working within this space. Regardless of where your organisation sits in terms of experience, we trust that you will find this publication useful. We hope that it will help you to both understand and communicate why this aspect of Diversity & Inclusion is so important.

I would also like to take this opportunity to thank those who have contributed to this publication. Firstly **IBM**. **IBM** has sponsored this publication now for three years. Without your support the development and distribution of this publication would not be possible. Thank you!

I would also like to thank the Pride in Diversity team. Thank you to Steph Mellor, Daniel O'Neill and Lin Surch for ongoing proofreading and editing. And a big thank you to Danny Adams at CLICKGRAVITY for graphic layout and design.

For more information on LGBTI workplace inclusion, please contact your diversity team, or contact us here at Pride in Diversity. We are here to assist in any way we can.

Until next year.

Dawn Hough
Director
PRIDE IN DIVERSITY



Brilliance isn't born out of conformity.

Simply put, the world is a more interesting place when people are free to be themselves. To share their diverse range of viewpoints. And to hone their unique skills. IBM has always believed that this diversity is not just a necessity, but our responsibility. That's why we respect and support a strong LGBT community, where everyone is encouraged to stand out instead of blend in. It's what propels us as a company. It's what makes us smarter.

Let's build a Smarter Planet.



ibm.com/diversity/au

LGBTI EXECUTIVE SPONSOR IBM ROB LEE



IBM is again proud to sponsor the annual Pride in Diversity publication. The Pride in Diversity Manager's Guide to LGBTI Inclusion resonates with IBM's long legacy of inclusion and equality for all employees regardless of sexual orientation, gender identity or expression. Having incorporated sexual orientation in our equal opportunity policy for over 20 years, we have pioneered practices that strive to make IBM as inclusive as possible. Not only is this commitment embedded in our culture and diversity heritage, but is continually being reinvented through innovative initiatives that contribute to an environment in which all IBM employees, including our LGBTI community are valued, respected and empowered.

Research has shown that engaging manager support is a key catalyst in driving change for LGBTI inclusion. At IBM we endeavour to equip managers with the knowledge, skills and resources they need to advocate for LGBTI inclusion in the workplace. Manager support yields a multitude of benefits. Not only does it help us foster an inclusive workplace within which our LGBTI community can thrive, it contributes to crafting a recruitment brand that helps us attract the best and brightest and allows us to take advantage of the innovative thinking that comes from a diverse workforce.

IBM strongly supports Pride in Diversity's Manager Guide to LGBTI Inclusion. We believe this guide is a valuable and relevant resource that will help managers gain confidence in championing equality and inclusion to drive change in their teams and organisations.

Rob Lee

Executive Sponsor for LGBTI, IBM Australia & New Zealand
Managing Director, IBM New Zealand



Make inclusion a key management approach. Without dedication to equality and human rights by managers and senior staff, attempts to create an inclusive workplace are likely to fail. Senior managers must set the standard for others, and play a vital role in promoting inclusion.

If senior staff do not take inclusion issues seriously, then no matter how many policies are in place to tackle discrimination and unfair treatment, lack of action by managers acts as an example to be followed throughout the organisation.

Line managers play a very important part in promoting inclusive working. They have direct day to day contact with staff so it is essential that this contact takes place within a context of dignity and respect, and that values of inclusion are integrated into all aspects of daily management¹.



¹ http://www.equalityhumanrights.com/uploaded_files/publications/an_employer_s_guide_to_creating_an_inclusive_workplace.pdf

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“I was one of the first IBM executives to be asked to take part in a new LGBTI reverse-mentoring program that kicked off at the end of 2012. We call it reverse-mentoring, but it’s really a sharing of experiences and I now more openly support the LGBTI community. I just didn’t think to talk about the fact that it’s something I’m quite comfortable with and that I’ve had a lot of exposure to LGBTI folk. So, I am now more proactive, I organised a session on workplace diversity for my team with my reverse mentor, Steven, and I build this topic into every external and internal speech I give.”

Sara Watts

Chief Financial Officer, IBM Australia & New Zealand

WHY THE FUSS?

SECTION 1



IS THIS REALLY NECESSARY?

OVERVIEW

Times are changing. Legislation is changing. Employee expectations are changing. Now more than ever before, employers are seeing the importance of targeted inclusion initiatives for Lesbian, Gay, Bisexual, Transgender and Intersex (LGBTI) employees. If you are wondering what all the fuss is about, then this publication is for you.

This publication has been designed to provide Executives, Managers, People Leaders, Supervisors, Team Leaders and Line Managers (anybody with people management responsibility) with an understanding of why LGBTI inclusion is so important and what the organisational expectations are of you as a leader within your organisation.

SECTION 1: WHY THE FUSS?

This opening section looks at why LGBTI inclusion is important. Essentially, it is the business case, or part thereof. It provides you with an overview of the workplace protections for LGBTI employees. It explores the changing value proposition for recruitment and talent acquisition and investigates the impact of an inclusive culture on both employee engagement, productivity and business as a whole, whether that be as a commercial organisation, government agency or in service delivery.

SECTION 2: WHAT'S INVOLVED?

Here we look at what's involved in becoming an inclusive employer, typical areas of focus and what you need to know in terms of organisational policies, family benefits and support offered. This section contains the nuts and bolts of LGBTI workplace inclusion and shows how you, as a people leader, can role model and support LGBTI inclusion within your organisation.

SECTION 3: RESPONDING TO QUESTIONS / OPPOSITION

Diversity by default means difference. We already have diversity within our organisations. Inclusion is the ability to work with all of those differences respectfully, thereby creating an environment in which all employees can bring their whole selves to work.

However, the more diverse an organisation, the greater the chance that you will encounter some opposition to LGBTI inclusion initiatives. Whether it be due to deeply held religious convictions, cultural norms, conservative mind sets or a lack of understanding as to why this is a valid area of diversity and inclusion practice for employers.

Section 3 will identify some of the questions and some of the opposition that you may encounter as a people manager within your organisation. This section provides insight into how we respond to those statements and will in turn, provide you with some assistance in answering some of these questions yourself.

SECTION 4: MANAGER'S QUICK GUIDE TO LGBTI INCLUSION

This section provides a quick visual summary as to how you can personally support LGBTI inclusion initiatives within your organisation.

SECTION 5: WHAT IF?

It would be remiss of us to not address both the external and internal conflict that can sometimes arise in this space.

What if there's some LGBTI diversity related conflict in your team? How do you handle this effectively?

What if you are personally uncomfortable in this space, or have conflicting religious or cultural beliefs? What does this mean for you?

What if you need further assistance, where do you go?

SECTION 6: APPENDIX

In compiling information for inclusion within this publication, we found some great quotes. We have provided some of these within the Appendix as well as some information on your entitlements as a Pride in Diversity member organisation.

We hope that you find this publication beneficial in answering many of the questions and objections that we, at Pride in Diversity, hear on an ongoing basis. We hope that it will assist you to become actively engaged and supportive of your organisations LGBTI inclusion initiatives.

As a Pride in Diversity member organisation, we are here to support you in whatever way we can. For more information on Pride in Diversity, or how can we work with your organisation, please visit www.prideindiversity.com.au.

THE LAW: NEW LEGAL OBLIGATIONS

On 28 June 2013 amendments to the Sex Discrimination Act 1984 (Cth) (SDA) received royal assent introducing greater protections for LGBTI people against discrimination on the grounds of sexual orientation, gender identity and intersex status¹.

From August 1, 2013 it became unlawful under **federal law** to discriminate against a person on the grounds of their:

- sexual orientation
- gender identity
- intersex status

Same sex couples are also protected from discrimination under the new definition of 'marital or relationship status' (previously called marital status).

WHAT DOES THIS MEAN FOR EMPLOYERS?

Employers are legally responsible for the actions of their employees (or agents) that occur in the workplace or in connection with someone's employment **unless** they can show that they have taken all reasonable steps to prevent the discrimination from occurring (vicarious liability).

The Act specifically covers both direct and indirect discrimination against LGBTI employees and in doing so introduces new responsibilities for employers to prevent and respond to discrimination.

Examples of both direct and indirect discrimination:

Direct: Refusal of promotion based on one's orientation, gender identity or intersex status.

Indirect: An employer's family or benefits policies indirectly discriminating against an employee who has a same sex partner or the inability to change the sex on an employee's record.

The Australian Human Rights Commission is also able to accept complaints of discrimination on these grounds for matters occurring on or before 1 August 2013.

WHAT DOES THE HUMAN RIGHTS COMMISSION RECOMMEND AS GOOD PRACTICE?

The Australian Human Rights Commission recommends that employers:

- Develop and promote specific anti-discrimination policies which address the new grounds
- Build capacity in human resource departments
- Have key managers as champions
- Train managers and staff to identify and prevent discrimination
- Establish a network of contact officers (grievances)
- Establish an effective complaints mechanism
- Monitor organisational culture

PRIDE IN DIVERSITY SUPPORT

As a member of Pride in Diversity, we actively support your organisation in all of these areas. For more information on support offered, please contact your HR or Diversity team.

Source: www.humanrights.gov.au + SDA Amendments external presentation by Human Rights Commission 26 July 2013.

¹ The Sex Discrimination Amendment (Sexual Orientation, Gender Identity and Intersex Status) Act 2013 (Cth) (SDA Amendment Act) inserts new grounds into the Sex Discrimination Act 1984 (Cth) (SDA).

EMPLOYEE VALUE PROPOSITION (EVP): RECRUITMENT AND TALENT ACQUISITION

The need to attract good people to your organisation, university or agency is critical. Not every employer can compete on money. So, if you are not offering the most exciting job on the highest level of pay, what is going to attract people to that role that you so desperately want to fill?

Your organisations' employee value proposition (EVP) is critical. It's that which the organisation offers over and above the role and/or compensation. It's that which tells an employee that the culture is one in which they can personally thrive.

One of the great surprises for us here at Pride in Diversity is the number of calls we receive from people who are not lesbian, gay, bisexual, transgender or intersex themselves, but who are interested in roles that may be available within our member organisations. Why? It's the notion of the litmus test.

LGBTI inclusion has often been described as the litmus test for how serious an organisation is about creating a workplace culture that is inclusive and accepting of all diversity. It's a tough space and one that many employers are still hesitant to work in. People feel that if employers are getting it right in this area, then it's a pretty good indicator of how well they are doing with the whole inclusion piece.

There are many employers that proudly promote their diversity awards but still shut the doors on LGBTI inclusion. Why? Because many hold largely unfounded fears as to how their customers or employees will react (we say largely unfounded as it is a minority that will object; far more will be supportive).

Young people entering the workforce today want to know that their employer is serious about inclusion. Corporate Social Responsibility and Good Corporate Citizenship are high on the agenda when it comes to choosing an employer. Consider also the large number of people who have family members, friends, colleagues or loved ones that are lesbian, gay, bisexual, transgender or intersex; why wouldn't they want to work for an employer who is openly inclusive of all?

With increased visibility of LGBTI people in Australia and their fight for equality, there's also greater visibility of the anger, inequality and hatred towards this population. A quick glance at any social media site, blog or newspaper commentary focusing on gay couples will reveal not only a outpouring of support, but an insight into some of the more extreme animosity and anger targeting the promotion of everyday life or equal rights for this population.

People want to work for inclusive employers. People don't want to see this reflected in the places that they work.

And let's not forget LGBTI employees who are in the job market. Working for an LGBTI inclusive employer is also high on their "want" list. 82% of LGBTI employees interviewed in

the 2013 AWEI Survey¹ stated that LGBTI inclusion initiatives would directly influence their decision to join an organisation.

For LGBTI employees, an inclusive culture is the difference between being able to relax, put your head down and get on with your job or constantly being on the guard, editing your conversations, learning how to be inauthentic simply to do what you do every day, work!

Magda Szubanski in her "coming out" interview said it beautifully when she said "I love, love, love my job. I should not have to choose between what I do and who I am".

This publication will highlight some of the unique challenges faced by LGBTI employees in the workforce. To understand these is to understand "the carrot" of an inclusive workplace. When someone can truly be themselves at work, engage authentically with their colleagues and know that any targeted harassment will most definitely be addressed, they are unlikely to want to leave that employment to retreat back into "the closet", even for a better job or higher pay.

With more and more employers active in LGBTI workplace inclusion, there's no need to accept a job in a non-inclusive work environment. And if you are not seen to be active in this space, why would anyone take the risk? That's why your organisation is doing what it can to create an environment in which all people, regardless of their individual differences, can enjoy a safe and inclusive environment; a workplace culture that doesn't just 'tolerate' or 'accept' diversity but openly embraces it.

Now that's a value proposition!

¹ AWEI Annual Survey is Australia's largest annual workplace survey on LGBTI workplace inclusion providing unique insights into the experiences of LGBTI employees working within organisations active in LGBTI inclusion. 2013 Survey received 3026 employee submissions. For more information visit www.prideindiversity.com.au/awei



“I think it is critical for anyone in a management or leadership position to support a company’s inclusion initiatives. We need to walk the talk when it comes to role modelling an inclusive workplace culture. As a Recruiting Director I understand how important an inclusive culture is to job seekers. It can be a differentiator in a tough market. When you want to attract the best talent, you have to be competitive not only in your job offerings but in your stand on inclusivity, equity and diversity. Your employee value proposition is critical and people want to work for an employer that they can be proud of, one that they can respect, one that embraces differences not just tolerates them, and one that fosters a workplace culture in which all employees can thrive, not despite of their individual differences but because of them.”

Mike Hulse

APAC Recruiting Director, Salesforce

CULTURE: PRODUCTIVITY & ENGAGEMENT

It is difficult for people to understand the impact that “being in the closet” has on your lived day-to-day work experience unless they’ve lived that experience themselves. You may not care if someone identifies as lesbian, gay, bisexual, transgender or intersex but it’s going to be difficult for your LGBTI colleagues to know that unless you have indicated otherwise. It’s one thing for the organisation as a whole to be inclusive, but it’s the immediate team that the employee engages with on a day-to-day basis and, sadly for many, the in-built assumption is that being out and open in the workplace is always going to carry risk.

We live in a diverse society and our workplaces reflect that diversity. The estimated number of people who identify as lesbian, gay, bisexual alone is between 6-10%. Some argue that these estimates are too conservative; but until people feel that they can openly identify without repercussions, it’s going to be difficult to know. The truth of the matter is there’s a lot more LGBTI employees working in your organisation and very possibly your team than the few you may personally be aware of. So where are they? Sadly, the answer for many is “in hiding”. And that hiding has a cost, a human cost, a productivity cost and an engagement cost.

Just as you can’t tell someone is gay by looking at them, a person can’t tell by looking at you whether or not you would have an issue with it. Would knowing their orientation, gender identity or intersex status change your working relationship with them? Would it impact their career? Would they now be seen as the ‘gay lawyer on level 3’ instead of the ‘great lawyer on level 3’? Would you either consciously or unconsciously revert to stereotypical assumptions? Would it matter to you? Would it matter to the team?

When the answer is not clear, it is both easier and safer to hide that part of one’s self that could be detrimental to both your career and your working relationships.

The 2013 AWEI revealed that even within organisations active in LGBTI inclusion, only 49.4% of employees were completely out at work. Even those who claimed that they were not out because it really wasn’t anybody’s business stated that not wanting to be labelled (42.5%) and being unsure of repercussions (33%) were key reasons for hiding that part of themselves to their manager and more generally, their colleagues. The 2013 AWEI reported that 19.5% of lesbian, gay, bisexual employees and 66.7% of transgender employees within active organisations felt that they had to hide a large part of who they were at work. 14.4% of lesbian, gay, bisexual and 41.7% of transgender employees reported expending a lot of energy hiding aspects of self just to fit in with the immediate work environment. In addition, 81.5% of lesbian, gay, bisexual employees, 83.4% of transgender employees and 100% of intersex employees stated that an LGBTI inclusive culture was extremely important to their personal levels of engagement.

Stonewall UK (a sister program to Pride in Diversity) conducted similar research back in 2008. In that study, many LGB employees reported a culture of exclusion, stating that many managers were either not confident in dealing with some of the issues or uncomfortable in this space. Stonewall also found that LGB employees could be as much as 20% less productive if actively engaged in hiding their identity.

The drop in productivity reported by Stonewall was not related to an employee’s unwillingness to engage or work hard, but rather the significant amount of effort that it takes daily to constantly self-edit, avoid questions, not give too much away or steer away from what are for the rest of us very natural interactions and conversations.

The headline results from both studies found that staff who can be open about their sexuality, gender identity or intersex status are far more likely to enjoy going to work, feel free to be themselves, form honest relationships with their colleagues, be more confident and ultimately, more engaged and more productive.

High levels of team productivity and employee engagement are the hallmarks of an effective people leader. This publication has been designed to show you how you can create an environment in which all of your employees can thrive, even those who may be a little uncomfortable in this space!

Inclusion is about creating an environment in which all of your employees can bring their whole selves to work and be valued for the contribution that they make, not despite individual differences, but because of them!

In return, you will get a very productive and engaged workforce.

THE BUSINESS OF INCLUSION

We know that it is unlawful to discriminate against your employees. It is equally unlawful for organisations to discriminate against customers, key stakeholders and other agencies.

Just as there will be a significant number of employees nervous about how you might respond to them, there will be a significant number of people you do business with, or work with externally who will feel the same.

Smart organisations are not just looking for inclusion initiatives to merely ensure compliance internally but are extending their inclusion initiatives to directly attract new markets, engage with key stakeholders, produce new products, and provide greater levels of visible inclusivity within external service offerings.

Some leading U.S. organisations in particular are very good at this. At a recent international conference we saw ample evidence of organisations promoting their products and services to LGBTI communities. Financial Services organisations provided an array of dedicated promotional materials offering LGBTI employees the resources, tools and expertise they needed to meet their short and long-term financial planning goals. These organisations actively promoted a level of understanding and engagement with the community.

Service providers and government agencies here in Australia also provide promotional flyers showing how their offerings are inclusive of LGBTI people (Carers NSW, Prostate Cancer Foundation to name just a few). Commercial organisations promote LGBTI in their collateral. Universities in WA, Queensland and NSW have targeted LGBTI recruitment campaigns not only for employees but prospective students. The Australian Federal Police utilise Gay, Lesbian Liaison Officers to interact with the LGBTI community, providing both internal and external support.

The way that we engage with others is paramount to our success as an organisation or agency. However external messages of inclusion can be detrimental if the lived employee experience internally doesn't match up. To be successful in whatever our endeavour, we need to ensure that both our external and internal messages are one and the same - one of inclusion.

For LGBTI people, that message has to be a visible one.

SOME FACTS

A 2009 Roy Morgan report estimated the LGBTI travel market alone is estimated to be worth \$965 million per year.¹

Pink Media Group founder and managing director Ben Mulchaly says the gay market consists of 2.21 million people with an annual disposable income of \$20 billion dollars.²

¹ Soccio, Matth (2012), Chasing the Pink Dollar - <http://www.start-upsmart.com.au/sales-and-marketing/advertising/chasing-the-pink-dollar/201211228259.html>

² ibid

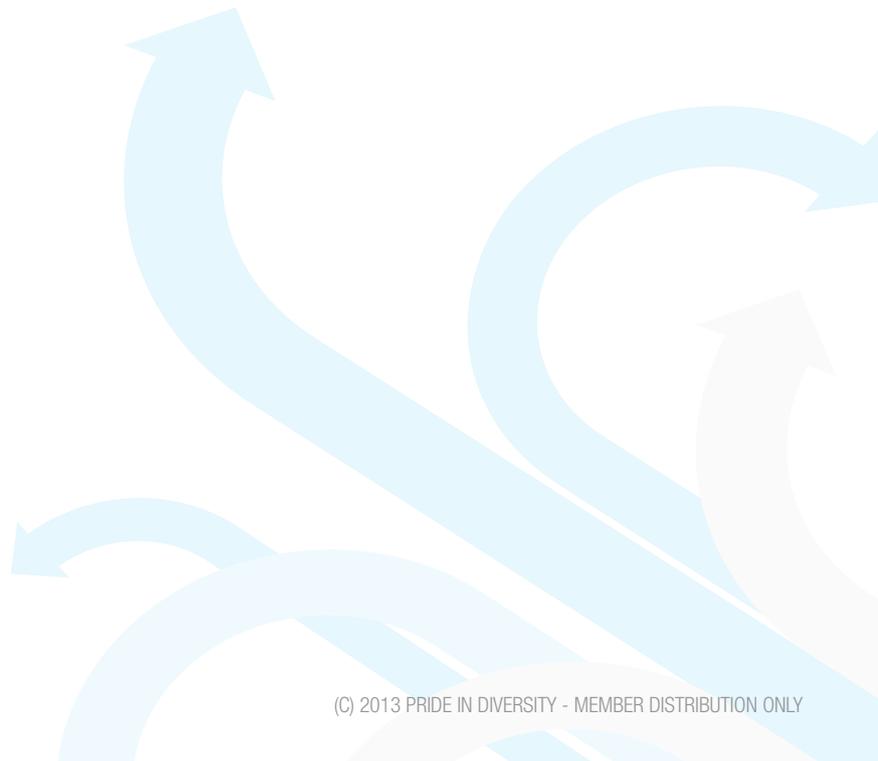
REPUTATION & CORPORATE SOCIAL RESPONSIBILITY (CSR)

Reputation is paramount to an organisation's success and closely aligned to your ability to not only attract employees but key external markets / stakeholders and/or customers.

- Corporate Social Responsibility and Good Corporate Citizenship are both high on the 'wish list' of prospective graduates and discerning customers.
- There are now job boards dedicated to ethical jobs, ethical employers and to roles in which people can make a difference. This highlights the importance of corporate social responsibility, ethics and reputation in today's job market.
- Media can be quick to jump on allegations of discrimination and exclusivity. You can't take the risk.
- Word of mouth plays a significant role in terms of how potential employees/stakeholders/markets see you.
- A good reputation will never be earned with exclusion.

SOME FACTS

- 74% gay and 42% straight consumers are less likely to buy products from organisations holding negative views of lesbian and gay people (Harris Interactive)
- The new workforce (Gen Y and beyond) are increasingly discerning about potential employers and their diversity track record.



A WORKFORCE REFLECTIVE OF OUR SOCIETY

Australia is diverse. Our workforce needs to reflect that.

If we are to be competitive, innovative and able to deliver products or services to a diverse society, then we need to both understand that diversity and reflect it.

Your LGBTI employees will play a key role in helping your organisation understand the LGBTI market and community. Having initiatives that openly support LGBTI inclusion not only provides those employees with an opportunity to promote you as an inclusive employer but also provides you with inhouse subject matter expertise.

This expertise can be harnessed and utilised not only for your internal inclusion initiatives but your overall applicability, communication, service or product delivery to a discerning LGBTI market.

And that's got to be good for business!

THE FACTS: LGBTI EMPLOYEE EXPERIENCES IN AUSTRALIA

When presenting LGBTI workplace inclusion to employers, we will often hear *“we are inclusive here, we treat everybody the same”*, *“we haven’t received any complaints in this area”* or *“haven’t witnessed any problems yet”*. On the surface, this seems positive, but ultimately, our organisations are made up of many diverse groups, each with their own set of challenges to face. This in effect means that treating everyone the same with a *“one size fits all”* approach does not recognise diversity or create an inclusive work environment for all.

Of course policies, benefits and expectations around performance and delivery need to apply to all, but over and above that, true inclusion requires an organisation to uncover and address any inequities or challenges for diverse populations to ensure that people are not disadvantaged as result of their individual differences. This in turn enables our staff to work in an environment that both respects and values who they are, not just what they do. An environment in which all employees can enjoy a level playing field, one in which all employees can thrive.

People will often express discomfort with *“raising one group above another”* as a result of diversity related initiatives. In actual fact, inclusion is about bringing a group that does not currently enjoy the same level of privilege up to the level of privilege experienced by the majority. It’s not about raising one group above another at all.

Please also be mindful that not being a lesbian, gay, bisexual, transgender or intersex person yourself may also mean that you personally do not experience some of the discrimination (direct or indirect), exclusion or harassment that some of your LGBTI colleagues or employees do.

We need to be aware of the lens that we are looking through. Not every employee sits in your seat. Not every employee looks through your lens. Not every employee will experience the workplace culture in quite the same way that you do. Nor will every employee enjoy the freedoms that you do.

Later in this publication, we will address some of the unique challenges faced by LGBTI employees in the workplace. Here however, we have provided you with some statistics on the workplace experiences of LGBTI employees within Australia. These statistics show that LGBTI employees not only experience high levels of bullying and harassment at work but further amplify the need for LGBTI workplace inclusion initiatives.

With recent amendments to the Sex Discrimination Act (see the section on The Law: New Legal Obligations) employers need to do far more than simply meet minimum requirements (compliance). By implementing inclusion initiatives and striving for best practice, employers not only create fairer and more inclusive workplaces but can position themselves to offset significant risk.

AUSTRALIAN STATISTICS

- 53% of lesbians and gay men experience workplace harassment and discrimination, 50% experience homophobic remarks/jokes in the workplace. 28% experience aggressive or unwelcome questions about their status and 22% report being *“outed”* in the workplace against their will. 17% report having a restricted career due to their orientation.¹
- 56.3% of AWEI 2013 LGB employees surveyed within organisations active in LGBTI workplace inclusion stated that they still witness or have been the target of negative commentary/jokes targeting LGBTI people. 34.8% of respondents have witnessed or been the target of more serious LGBTI related bullying/harassment.
- 66.7% of employees surveyed were not out to their manager. Only 50% agreed that they would respond honestly if asked about their partner/family by a client, customer or key stakeholder. 44.4% of employees *“not out at work”* feared repercussions. 11.1% felt that being out would be career limiting. Only 41.7% believed that being out would not change their relationship with their manager.
- 33% reported that gay jokes/innuendo have had a negative impact on their day to day experience. Only 66.7% felt confident that their immediate manager would address homophobic behaviour in their work team²

¹ Jude Irwin, NSW Gay & Lesbian Rights Lobby and University of Sydney, The Pink Ceiling Report

² AWEI Annual Employee Survey of organisations participating in the Australian Workplace Equality Index (active in LGBTI inclusion). Published by Pride in Diversity. 3026 employees participated in the 2013 survey.

WHAT'S INVOLVED?

SECTION 2



WHAT SHOULD PEOPLE MANAGERS DO TO SUPPORT INCLUSION?



UNDERSTAND WORKPLACE PROTECTIONS

The earlier section *The Law: New Legal Protections* provided information on recent amendments to the Sex Discrimination Act providing greater workplace protections for lesbian, gay, bisexual, transgender and intersex employees.

Under federal law, the Australian Human Rights Commission can now investigate and conciliate complaints of alleged discrimination and human rights violations on the basis of sexual orientation, gender identity or intersex status in specific areas of public life e.g. employment, provision of goods and services, education.

Discrimination may be direct or indirect.

Employers are legally responsible for the actions of their employees or agents unless they can show that they have taken all reasonable steps to prevent the discrimination from occurring.

As a people leader within your organisation, it is important for you to ensure that your team is free from such behaviour. It is important to ensure that your team is educated in terms of inappropriate and non-acceptable behaviours and to ensure that inappropriate behaviour is quickly addressed, as with any other form of inappropriate or discriminatory behaviour. Behaviour such as this not only violates organisational values and codes of conduct but it is both a compliance issue and an important aspect of risk mitigation.

Direct discrimination specifically relates to treating (or proposing to treat) another person less favourably as a result of their sexual orientation, gender identity, intersex status than someone without such protected attribute in the same or similar circumstances.

Indirect discrimination relates to imposing a requirement, condition or practice which disadvantages employees based on their orientation, gender identity or intersex status which is not deemed reasonable in the circumstances.

An example of direct discrimination in terms of **sexual orientation** may be excluding someone from events or asking an employee not to bring their partner/family to a function based on the fact that they are in a same-sex relationship. Indirect discrimination may be the exclusion of same-sex families in family benefit or travel and relocation policies.

Discrimination in terms of **gender identity** covers the gender-related identity, appearance, mannerisms or other gender-related characteristics of a person. This may include the way a person expresses or presents their gender, recognising that a person's gender identity may be an identity other than male or female. This is regardless of what sex the person was assigned at birth or whether the person has or has not undergone any medical intervention.

An example of indirect discrimination may be the inability to change one's employee records from male to female or vice versa).

The definition of **intersex** within the Act recognises that sex is not a binary concept and that an intersex person may have the biological attributes of both sexes, or lack some of the biological attributes considered necessary to be defined as one or the other sex. This definition is not intended to create a third sex but recognises biological variation. Indirect discrimination of an intersex person may be that a policy deems a particular medical treatment as only appropriate for men or women, disadvantaging an intersex person with both male and female characteristics.

The SDA also changes the term marital status to **marital or relationship status** to accommodate same-sex de facto couples.

In July 2013, the Australian Government also released a paper entitled *Australian Government Guidelines on the Recognition of Sex and Gender*.

Best practice, based on the paper, states that employers should only collect data on sex and gender when necessary, and when collecting, recommends using the terms Male, Female, X. The document also contains key terms and definitions noting that there may be multiple terms and definitions. Terms and definitions issued by the Human Rights Commission and the Australian Government on the Recognition of Sex and Gender are covered on the next page.

It is important for organisations (particularly their HR and Diversity teams) to have an understanding of both the terminology and legal protections surrounding lesbian, gay, bisexual, transgender and intersex people. This information also needs to be well understood by all people managers.

It is imperative that managers are able to identify and address behaviour that contravenes the act.



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Recent amendments make it unlawful under the Sex Discrimination Act 1984 (Cth) to discriminate against a person on the basis of their sexual orientation, gender identity or intersex status. These changes came into **effect on 1 August 2013**. It is important for managers to be aware of these changes. Businesses should review their policies, processes and training to ensure that they do not discriminate against people on the basis of sexual orientation, gender identity or intersex status.

Professor Gillian Triggs
President
Australian Human Rights Commission

UNDERSTAND THE LANGUAGE / TERMINOLOGY

Terminology in this area is extensive. With a wide range of acronyms and definitions published, it is sometimes difficult for organisations to decide on which acronym or definition to use for consistency in communications and / or policy & benefit references.

Pride in Diversity recognises the complexities of language in this area and that the terms and definitions we use here are certainly not applicable to all people. The intention behind all terms however, is one of complete inclusion.

It is common practice within the Australian Organisational Diversity & Inclusion context to use the acronym LGBTI when referring to inclusion initiatives for lesbian (L), gay (G), bisexual (B), transgender (T) and intersex (I) employees.

Many institutions and community organisations also incorporate Q (Queer) as many young people prefer to identify under an umbrella term as opposed to specific or more clearly directed 'labels' which may or may not apply.

For consistency, we recommend that Pride in Diversity members utilise the following definitions as set out by the Australian Human Rights Commission. These definitions were published after consulting with community groups for inclusion in the recent amendments to the Sex Discrimination Act.

In reviewing these definitions, it is really important that you understand the differences between:

- Sexual Orientation (please **do not** use the terms sexual preference or lifestyle choice)
- Gender Identity, and
- Sex

HUMAN RIGHTS COMMISSION DEFINITIONS

Sexual orientation means a person's sexual orientation towards:

- a) Persons of the same sex or
- b) Persons of a different sex or
- c) Persons of the same sex and persons of a different sex

Some terms used to describe a person's sexual orientation include gay, lesbian, homosexual, bisexual, straight, heterosexual. The new definition does not use labels, as these may be offensive or inaccurate; however, it is intended to cover these orientations.

Gender Identity means the gender-related identity, appearance

or mannerisms or other gender related characteristics of a person. This includes the way people express or present their gender and recognises that a person's gender identity may be an identity other than male or female.

Some terms used to describe a person's gender identity include trans, transgender and gender diverse. This definition does not use these labels however it is intended to cover these identities and more.

The Sex Discrimination Act provides protection from discrimination for people who identify as men, women and neither male or female. It does not matter what sex the person was assigned at birth, or whether the person has undergone any medical intervention.

Intersex status 'means the status of having physical, hormonal or genetic features that are:

- a) neither wholly female nor wholly male or
- b) a combination of female and male or
- c) neither female nor male.'

Being intersex is about biological variations, not about a person's gender identity. An intersex person may have the biological attributes of both sexes, or lack some of the biological attributes considered necessary to be defined as one or other sex. Intersex people typically also have a gender identity and sexual orientation.

A previous term used to describe an intersex person was 'hermaphrodite'. This is an offensive term to many intersex people. Please do not use this term.

Marital or relationship status

For greater inclusivity, the term marital status has also been amended to *marital or relationship status*.

Reference:

<https://www.humanrights.gov.au/new-protection>



As leaders we need to be aware of how we communicate. We need to ensure that our language is inclusive of all sexual orientation and gender within our teams and clients. This allows us to positively maintain a diverse culture and a safe environment for the people we attract into the business. Diversity is so important to our business because our business is our people.

Doug Simpson
Advisory Asia Pacific Managing Partner
Ernst & Young

UNDERSTAND EQUITY ACROSS ALL HR POLICIES AND STAFF BENEFITS

HR policies, guidelines and information in regard to staff benefits have no doubt been in place for quite some time within your organisation.

In light of recent changes, it will be important for organisations to review these to ensure that lesbian, gay, bisexual, transgender and intersex employees are not directly or indirectly discriminated against.

Pride in Diversity has published a paper on the Members Only website called Understanding same-sex parenting: A guide for HR and Diversity Practitioners. This guide provides HR practitioners with useful information in terms of terminology, definitions and best practice when outlining benefits within policy documentation.

In many instances, employers opt for gender neutral terminology and/or definitions within their policy and benefits documentation. This is one area in which this may prove detrimental. The more explicit you are in terms of inclusion in your HR policies and benefits, the clearer your intent in relation to your intended inclusivity. This also ensures that employees who are not open about their orientation, gender identity or intersex status are not put in the awkward position of having to ask for clarification.

COMMUNICATE INCLUSION

Not only should policies be reviewed in light of these changes, but the inclusion of all employees within HR policies and staff benefits should be clearly communicated.

Not all employees will be aware of legislative changes; for many there will be an ongoing assumption of exclusion or uncertainty.

If organisations have LGBTI employee networks in place, then a great place to communicate this would be on the networks intranet page.

People managers, organisational wide communications, newsletters, policy updates, inclusion statements within policy documentation also provide effective communication channels.

PEOPLE MANAGERS NEED TO UNDERSTAND POLICY INCLUSIVITY

It is important for managers to understand that all policies apply equally to all employees. You may be asked if family entitlements apply to same-sex families, if a person can take carer's leave to care for their same-sex partner or if a new parent can take leave for a newborn brought into a same-sex family through means other than biological conception. The answer in all cases needs to be a resounding yes (providing of course that general guidelines for inclusion are met).

COMMONLY MISSED AREAS

While definitions of family, partner, parent, relationship status would be the obvious places to ensure inclusivity, some of the areas often missed are:

- Family Benefits (including new child)
- Carers Leave
- Superannuation
- Insurance benefits
- Health Cover (non-gender specific)
- Coverage of partners in car insurance policies (company cars)
- Travel and relocation policies
- Transitioning policies (transgender employees)
- Bullying & Harassment policies / procedures specifically identifying homophobic and transphobic behaviour

Pride in Diversity actively works with member organisations to ensure that HR policies and staff benefits are inclusive.

UNDERSTAND THE DAILY CHALLENGES FACED BY LGBTI EMPLOYEES

It's not always easy for someone who does not walk in the shoes of a lesbian, gay, bisexual, transgender or intersex employee to fully understand some of the challenges faced, but those challenges do exist. And they have an impact; not only on the individual, but on the organisation.

We work in a diverse society and as a result, your organisation would typically have a diverse workforce. With difference comes a lack of understanding and in some cases, a lack of acceptance. For LGBTI people, this lack of acceptance can have very real career impacts.

LGBTI inclusion can sometimes be seen as a particularly sensitive area of diversity given that there are strong opinions, beliefs and mind sets within our society that would oppose such initiatives.

This creates a level of risk for LGBTI employees. Just as you wouldn't necessarily know whether or not a person is gay, lesbian, bisexual, transgender or intersex by looking at them, an LGBTI person would not know by looking at you or other members of the team what your reaction might be should that aspect of themselves be known.

We would hope that in this day and age it wouldn't be such an issue for people, but unfortunately experience shows that it still is. The impact of disclosing this part of oneself is largely unknown. Will it change their relationship with you? Will they be ostracised from the team? Will they be labelled, be made the target of inappropriate (and constant) innuendo or jokes? Will it impact their career?

If there's no visible sign of LGBTI inclusion, not only organisationally but, more importantly, from you as their manager or from their team members, there's no way to guarantee it won't be an problem and quite honestly, why would they take the risk?

Ultimately this "not knowing" results in people either fictionalising a false persona just to do their job or utilising avoidance strategies to escape any level of personal interaction that may give them away. While some may say "well it's just nobody's business", many will still go out of their way to hide that part of themselves due to perceived or genuine repercussions.

The result of having a large percentage of your LGBTI employees in hiding is an invisible population. Leaders within an organisation can as a result falsely assume that there are not enough LGBTI employees to warrant such an effort. This hidden population not only promotes the claim that there are insufficient numbers to worry about such things but also provides very little evidence to support there ever being a problem for those who do work there.

In training we often ask people to imagine a perfect job on the perfect salary. We then ask that if this job meant that they had to extract themselves entirely from who they really are, from family, friends, conversations, photos, telephone calls anything that would assume that they had a life outside of the role - would they take it? Of course some say they would. The next question is "how long would it be before that starts to take its toll?". Nobody should have to fictionalise a persona just to do their job.

In leadership we talk about the need for personal authenticity. In HR, Organisational Development and Diversity circles we talk about the value in people being able to bring their whole selves to work. Yet when it comes to sexual orientation, being transgender or intersex we hear so many people claiming that this is not a workplace issue. Many still believe that this is a personal issue and one that should be left at home. The inference here is that one's sexual orientation or gender identity is a choice. A decision that one makes and for which one has to bear the consequences. This could not be further from the truth.

Inclusion is not "inclusion for all ... EXCEPT group X" - whatever that group may be. If sexual orientation for example has nothing to do with the workplace, let's make that rule a rule for all, not just those of a PARTICULAR sexual orientation.

Very few people start a new job gay. Most will put the feelers out, get a sense of "how safe" it is. Positive messages of inclusivity will help to counter-balance any negative messaging.

If the positive messages of inclusivity for LGBTI people are few, it's little wonder that few will take the risk. To have so many employees expending so much effort hiding who they are for fear of repercussions is not good for the organisation, is not good for the employees and is certainly not good for an inclusive culture.

KNOW YOUR ORGANISATION'S DIVERSITY & INCLUSION (D&I) STRATEGY

Many large employers publish a diversity and inclusion strategy. That strategy will either identify pillars of diversity (ie. Gender, LGBTI, Cultural) or adopt a blended approach whereby diversity and inclusion more generally contributes to over arching goals.

Smaller employers or those new to diversity and inclusion may articulate their support for diversity through value statements, diversity statements or equal employment opportunity statements.

Regardless of your organisation's approach, LGBTI workplace inclusion is only one aspect of diversity practice. While this publication only looks at this aspect, we acknowledge that LGBTI workplace inclusion fits within a much broader framework.

However, interest in LGBTI workplace inclusion has grown significantly over the last couple of years. Several years ago, there were only a handful of employers who promoted their work in this area. For now, it seems that LGBTI inclusion is viewed by many as the new frontier of diversity and inclusion practice or the new litmus test for how seriously an organisation takes their inclusion work.

Nobody would deny that there is a lot to do in this space. And while ensuring policies are inclusive and educating people in legislative changes is important, that won't necessarily deliver an inclusive culture or change the lived day-to-day experiences of employees.

Pride in Diversity works with member organisations to clearly articulate 3-4 clearly defined LGBTI inclusion goals for incorporation into broader diversity strategies. Through the Australian Workplace Equality Index, Pride in Diversity benchmarks organisations providing feedback and strategy support alongside a comparison to other Australian employers, best practice organisations and, in some cases, industry peers. This ensures that organisations stay at the forefront of practice.

Having an LGBTI inclusion strategy not only clearly articulates what the organisation is wanting to achieve in this space but allows employee networks to contribute to the work of the strategy. It also provides leadership with insight into what the organisation is wanting to achieve and the alignment between diversity & inclusion strategies and broader organisational goals.

If your organisation does have a diversity and inclusion strategy, it may be worthwhile obtaining a copy. This will provide you with a greater understanding of what your organisation is aiming to achieve.

If your organisation does not have a strategy, it may be worthwhile familiarising yourself with any existing diversity policy statements. This will enable you to better articulate the purpose of diversity and inclusion initiatives to your team.

ATTEND AND PROVIDE LGBTI AWARENESS TRAINING FOR YOUR TEAM

Our experience has shown that the majority of people don't "not" support LGBTI workplace inclusion, they just don't fully understand why it is necessary.

Training, education and LGBTI awareness sessions all play a vital role in communicating the reasons for such initiatives as well an opportunity to address some of the questions or concerns that employees may have.

Many Pride in Diversity member organisations call on us to conduct these sessions. The training topics listed below are typical of the kind of sessions we run. Some employers choose to conduct training internally in which case topics may vary. Regardless of who is conducting the session, and the topics covered, it would be extremely beneficial to not only attend these sessions but to also encourage your team to attend.

Training sessions may:

- Provide information on legislative changes, new legal obligations, compliance and risk mitigation (this is not just a nice to have).
- Address common objections around LGBTI inclusion and the importance of inclusion initiatives
- Outline challenges faced by LGBTI employees along with some of the current statistical data that we have in this area
- Address the potential conflict between LGBTI inclusion and those with strong religious / cultural / conservative beliefs. (This assures employees that LGBTI inclusion is not about trying to change individual values/beliefs but rather about acceptable/non-acceptable workplace behaviour, very clearly outlined within organisational value and code-of-conduct statements)
- Showcase the importance of an inclusive culture to ALL employees
- Provide education in terms of LGBTI terminology and the diversity within the LGBTI population
- Identify ways in which a workplace culture can be more inclusive and what that means for employees within your organisation.

If you have an LGBTI employee network within your organisation, this group may also be a valuable resource in terms of providing greater levels of awareness to your team. Check in with this group and/or your Diversity team to fully understand the resources that are available to you.

DEMONSTRATE ZERO TOLERANCE OF HOMOPHOBIC & TRANSPHOBIC BEHAVIOURS

There's a lot of fun banter in our culture. Jokes and innuendo for many are part and parcel of how we build rapport. It is absolutely imperative however that as a people manager you distinguish between harmless banter (on all sides!) and that which is intended to, or inadvertently, offends, belittles or ostracises a member of your team.

One of the most quoted reasons for "not coming out at work" in the most recent AWEI survey was the unwillingness to be the target of such banter. Suddenly the "gay" identity becomes the only identity. Likewise, constant innuendo or jokes around one's gender identity, expression or intersex status can be extremely harmful. While we are all capable of laughing at our own expense and putting on a brave face when needed, constant commentary at anyone's expense can be exhausting and with enough frequency can be the difference between being able to do your job effectively and loathing coming into the office.

By calling or addressing any continual banter at the expense of another, you are not only role modelling the workplace values set by your organisation but you are mitigating risk.

Best practice organisations are encouraged to include constant innuendo and commentary on one's sexual orientation, gender identity, expression or intersex status as an example of bullying and harassment within grievance documentation.

The clearer the guidelines on what is and what is not acceptable workplace behaviour, the clearer the boundaries and the easier it will be to call such behaviour as a manager.

Obviously this, along with more serious forms of discrimination, bullying and/or harassment should be dealt with swiftly.

Ignoring such behaviour as trivial banter essentially endorses it, letting the recipient know that you not only condone such behaviour by not addressing it, but that you are quite happy to let it continue. This is contrary to everything inclusion initiatives are setting out to achieve.

If you are unsure as to the guidelines set by your organisation in dealing with this, or would like assistance in doing so, please contact your HR advisor or diversity team.



SUPPORT YOUR LGBTI EMPLOYEE NETWORK OR RESOURCE GROUP

Many organisations establish diversity employee network groups, all of which contribute to the inclusivity of the culture.

Whether they are called network groups, resource groups or action groups, the intention is usually the same: to establish a group of like-minded individuals that will both promote and support the organisation in creating a more inclusive and engaged workforce. These groups usually have a particular area of focus ie. Women in Leadership, Mature Age Workers, Young Parents, LGBTI, Disability / Ability.

LGBTI employee networks are not just open to LGBTI employees. These networks are open to all employees regardless of how they identify and provide ideal opportunities for family, friends and colleagues of LGBTI people to show their support for both the people they care about and the organisations inclusion initiatives in this area.

A great way to support diversity and inclusion within your organisation is to openly support the diversity networks. As a people leader within your organisation you may choose to actively promote any up and coming events across the networks. You may choose to attend occasional events, engage in conversations promoting the networks and support team attendance in any activities or roles that relate to the network.

Effective networks also provide a tremendous amount of support back to the organisation in helping it achieve its diversity and inclusion targets. Networks provide subject matter expertise and can provide sound advice on and insight into the inclusivity of policies, communications, advertising, training, culture, new markets and promotions.

Network leadership can often be called upon to provide insight into the challenges faced by diverse groups and assist in awareness training.

If you have an LGBTI employee network within your organisation, it may be worthwhile accessing their intranet page or getting in contact with one of the network leaders to determine how you might support the group or to get a better understanding of the work that the group engages in.

To achieve success NAB recognises the importance of diversity and inclusion in the workforce.

Our diversity program centres on providing an environment that encompasses acceptance and respect, where individuals feel safe and are comfortable to be themselves.

In Small Business we are committed to these values and are, therefore, avid supporters of Pride. I am extremely impressed with the progress Pride@NAB have made for our diversity and inclusion agenda across NAB. It is vital to ensure that regardless of an individual's origin, ethnicity, gender, sexual orientation or identity everyone is treated with respect. Ours is an environment where people are socially accepted, and are welcomed in our workforce wholeheartedly.

For me personally, I embrace diversity and inclusion through recognising the richness that comes with each individual. I believe that, to be the best we can be, it is imperative NAB's workforce truly reflects our diverse Australian population.

David Bannatyne
General Manager, Small Business, Personal Banking,
NAB

BE MINDFUL OF YOUR OWN ASSUMPTIONS / LANGUAGE PATTERNS

Consider the following scenario. You are meeting with a new member of your team, a new colleague, your new manager or a new customer/client/key stakeholder.

During small talk, in trying to get to know this person a little better, you ask what they are doing on the weekend. The conversation evolves, you start talking about your family or an evening with friends.

You are about to ask ... *are you married?* or perhaps *What does your wife/husband do?*

What can be a seemingly innocent question can send someone into a flurry of panic, fumbling or, alternatively, eloquent masking. It's difficult. This person is wanting to engage with you but now they are faced with a situation that will either cause them to:

- (a) Lie
- (b) Use an avoidance strategy, or
- (c) Take a risk that may in fact impact how this relationship develops.

It would be naive to assume that all people are not perturbed by one's orientation (and equally there are extremely challenging situations for transgender and intersex people). All too-often LGBTI people have ample experience of negative reactions to back up that fear.

Responses to finding out someone is gay can vary. Some people become suddenly uncomfortable, not sure of what to say and essentially the relationship is fractured from there on in. Others completely ignore what you have just said but make an excuse for a quick exit. Some over compensate, now the conversation is about every gay person they know and all things gay. For some, it simply doesn't matter, there's no awkwardness, no flinch - it's irrelevant. Of course, we would hope for the latter reaction, but sadly, it's not always the one we receive.

As mentioned earlier within this publication, you do not know if someone is gay, lesbian, bisexual, transgender or intersex by looking at them. In fact, only 8 per cent of the lesbian and gay population fit the majority stereotype of what a lesbian or gay person looks or acts like.

Likewise a lesbian, gay, bisexual, transgender or intersex person does not know by looking at you how you will respond to that information. If you do have religious, cultural or conservative beliefs that conflict, there is also no way of knowing whether or not that will impact your relationship going forward. It's a risk.

Being mindful of one's assumptions, language patterns and stereotypes held can go a long way in creating a respectful and inclusive culture or business interaction.

Here are some tips on how you might do that:

- Do try to use the word partner if you are not sure whether someone is heterosexual
- Do try not to flinch or act surprised if someone mentions the name of a same-sex partner
- Do engage in normal conversation. No one wants you to be so politically correct that everyday conversation becomes difficult
- Do understand that stereotypical assumptions are no more than stereotypical assumptions and for the majority will be totally incorrect - best to avoid these
- Do understand some of the sensitivities around disclosure. While someone may have felt comfortable disclosing to you, it's not OK for you to assume that they would be OK with you disclosing to others on their behalf
- Do where possible, talk about your own family and/or friends who openly identify. While there are sensitivities around personal identification LGBTI people are normal everyday people just like everybody else and life should not be delegated to the hush-hush "we can't talk about that" level of secrecy
- Always assume that there is a gay or transgender person working within your team, department or project
- Never refer to sexual orientation as sexual preference, a choice, an alternative lifestyle or something that has to be admitted or confessed.

UNDERSTAND THE SENSITIVITIES AROUND DISCLOSURE

It is important as a people leader to understand the sensitivities around disclosure. For anyone who carries what is typically referred to as a stigmatised identity, there is a very real risk in disclosing.

There are still many people who believe that being gay, lesbian, bisexual or transgender is not natural and believe it's a choice. For those that feel this way, the expression of an unnatural behaviour or persona is not only distasteful but offensive. In a workplace setting, there are rarely obvious clues as to who those people might be. If someone within their team, their manager or one of their key stakeholders feels this way, it could really jeopardise not only their working relationship going forward, but their career progression within the organisation.

While there are obviously many people who are really comfortable in their own skin and are happy to take the risk, there are many for whom this is still a very intimidating scenario. It is important for managers to be aware of the sensitivities around personal disclosure.

LGBTI inclusion initiatives are certainly not about forcing people to disclose. These initiatives are about creating inclusive workplaces, ensuring that all employees, regardless of their individual difference, can come to work, engage with others and have equal opportunity in terms of their career. It's also about ensuring that, should somebody be bullied, harassed or discriminated against because of their sexual orientation, gender identity or intersex status, this will be addressed swiftly by both their manager and the organisation.

Sometimes the difficulty with LGBTI inclusion initiatives is that well-intentioned people enthusiastically set out to find every LGBTI person in the place, get them involved and use them on posters or in network leadership positions to support inclusion initiatives. Or, assume that because the organisation supports LGBTI inclusion and somebody has disclosed to them, it's not a problem for them to then disclose on their behalf to others or directly ask people if they are gay.

What should I do if I have a team member who is gay but not out to me? Should I approach them?

As a manager, one of the most valuable things that you can do is understand the sensitivities and challenges around disclosing one's orientation, gender identity or intersex status. It's a big thing for many people, particularly those who are not altogether comfortable being out in the workplace, to disclose, be it in casual conversation or more directly to you as their manager, colleague or direct report. It takes trust and a confidence that you will in turn respect their confidentiality (unless otherwise stated).

It is sometimes difficult to understand the significance of this if we have not personally been privy to the challenges that are faced. It is also important to understand that even if your team members do not disclose to you personally, that your visible inclusivity will still have a significant impact on their overall sense of inclusion.

While we certainly don't want people managers to tip toe around people or go on a mission to confirm the orientation or gender identity of certain individuals within their team, managers can play a huge role in how individuals feel about working for the organisation by being proactive and visible in their support of LGBTI workplace inclusion.

Why not put a homophobia free coaster on your desk or attend a network meeting and talk about what a great time you had to your team? Actions such as these will make a huge difference.

Don't take it personally if someone doesn't disclose to you. There are many reasons that could contribute to this, none of which may directly relate to their working relationship with you. Just make obvious your support of the LGBTI initiatives and have a zero tolerance for any negative commentary or inappropriate jokes targeting LGBTI individuals.

If someone does personally disclose to you, understand the significance of this and respect their confidentiality.

Leadership support for all diversity & initiatives is critical to the success of these programs. Your Diversity Manager / Team can provide you with ample opportunities as to how you might become better informed and/or engaged in your workplace inclusion initiatives.

SHOW SUPPORT & COMMITMENT TO LGBTI WORKPLACE INCLUSION

Leadership support is critical to any diversity and inclusion initiative.

In the 2013 AWEI survey, of the 3026 employees who responded, only 65.2% expressed confidence that senior leaders within their organisation supported LGBTI workplace inclusion. 68.8% expressed confidence that managers / team leaders within the organisation were supportive. All participants were working for organisations active in this space.

In the same survey 80.6% felt that the organisation overall was inclusive. With a disconnect between inclusivity and senior leadership support, there's a clear case for greater leadership commitment and visibility.

In terms of team leadership only 71.1% of all respondents felt confident that their manager/team leader would address LGBTI related bullying and/or harassment.

Managers and team leaders can do a lot to show their support for inclusion initiatives. We are certainly not suggesting that offices or desks be adorned in rainbow flags, but by engaging in conversations around what the organisation is doing and how this benefits everybody, you are advocating for inclusion. You are also role modelling management behaviours, setting the example and providing "permission" for others to do the same.

We often get asked about how a manager can show support of LGBTI employees if he/she does not know who the LGBTI employees are. We certainly don't suggest that you seek out all LGBTI employees and encourage them to be out at work or quiz people on the spot, but if you would like to show your support discreetly, there are a number of ways that you can do this:

- Have a homophobia free zone cup coaster on your desk
- Have a flyer, postcard or sticker from your LGBTI employee network on your desk, on your whiteboard or office window (a great conversation starter and opportunity to show your support)
- Discuss inclusion initiatives within the organisation at a team meeting inviting people to participate (name LGBTI as one of the initiatives)
- Quickly address any negative behaviour or commentary
- Don't participate in gay jokes or banter
- Where there is an opportunity in conversation, show your support.

“Inclusion is a fundamental right in the workplace. Being inclusive means allowing for difference in people and accepting that this is an important part of our workplace. It is reflective of the society we live in.

A safe, inclusive workplace allows people to flourish, be productive and creative. It also means that everyone is equal and has the opportunity to be successful. Closing our minds to a particular population demographic is limiting.

I want to be part of a workplace that people can enjoy and feel they belong.”

Mark Adams

Executive General Manager, Specialised Sales, Business Banking, NAB

ASK QUESTIONS : LEARN MORE

The most effective way to understand some of the challenges faced by lesbian, gay, bisexual, transgender and intersex people is to talk to someone who would be willing to share some of those experiences with you. A conversation discussing the challenges, the impact of people's reactions and those things that really make a difference can be very enlightening.

If your organisation has an LGBTI employee network, why not contact one of the network leaders, ask for a meeting, ask them to provide you with some insight into what the workplace challenges are within your organisation and ask them to suggest ways in which you might better support the network or engage with LGBTI employees.

If you have family or friends who would be happy to talk about what their experience has been, create an opportunity whereby you can sit and have a discussion.

Understanding a little more about the challenges faced and asking questions of people you know can go a long way to understanding just how important these initiatives are.

Talking with LGBTI employees from your own organisation can provide you with remarkable insight into the workplace culture as they see it, and can certainly open your eyes to some of the difficulties and/or challenges faced that you may not have been privy to otherwise.

If there is terminology that you are unsure of, if you don't understand why certain things are so important or sensitive (ie. self disclosure), talk to people who would be willing to provide you with some personal examples and experiences.

We all see the world through our own lens, our own experiences ... sometimes it is useful to step outside of that to see what the world would be like through the lens of someone else.

We highly recommend that you give it a try!





Until recently homophobia was often considered to be the 'last acceptable prejudice'. In the workplace this attitude rendered staff with diverse sexual or gender identities invisible, or forced them to leave some aspect of their identity in the car park. As a member of the majority world I could see it was vital to start a conversation with our people managers that said 'it is OK not to know exactly what to do, and there are no 'dumb questions'. The important message to get across is that managers need to be proactive in this area and make a point of knowing where in the organisation they can go to for advice, assistance and resources.

Beverley Hill
Associate Director, Equity and Diversity
The University of Western Australia

RESPONDING TO QUESTIONS / OPPOSITION

SECTION 3



After years of presenting LGBTI workplace inclusion to CEO's, Executives, Leaders, HR/Diversity teams and general employee audiences, we can almost put money on the questions that are going to be asked and the objections that will be raised. As a result, we can guarantee that at some stage, you will be asked similar questions or hear similar comments/objections.

This section has not been provided as a script, but rather an idea of how to respond to these. If you have some of these questions / concerns yourself, or need some assistance in tackling some of these difficult questions, then we think you will find the following pages particularly useful.

DO WE REALLY NEED INITIATIVES LIKE THESE IN THIS DAY AND AGE?

Sadly, the answer is yes. Unless you yourself are gay, lesbian, bisexual, transgender or intersex, it is unlikely that you will experience the challenges faced or come up against some of the harmful reactions or accusations that LGBTI people encounter; just for being who they are. The fact that we are not personally tuned into this, or the target of it, doesn't mean it doesn't exist.

With higher levels of visibility of LGBTI people and their fight for equality and rights within our society, comes a higher level of visibility of the anger, hatred and hostility in response. If you want evidence of this, simply follow any online blog or response to editorials or commentary tackling any news story in this area. While there will no doubt be support, this will typically be outweighed by commentary articulating intolerance, anger and hostility. This continual expectation of hostility and refusal to accept clearly impacts LGBTI people, as it always has. The result can lead people to question both their ability to be themselves at work as well as any potential repercussions.

The diversity within our society means that there will, by default, be people with religious¹, cultural or conservative values that fiercely oppose any form of inclusion initiative for LGBTI employees. While LGBTI inclusion is definitely not about changing individuals values or beliefs, it is about ensuring that these do not translate into behaviours that will cause others undue stress or anxiety due to their individual difference.

If we want people to be authentic at work and feel that they can come in and do their job without fear of repercussions, then we have to first ensure that the environment is safe to do so.

By having a visible inclusion agenda for LGBTI people, we are communicating inclusion for all employees, regardless of their sexual orientation, gender identity, expression or intersex status.

We are also clearly outlining what is, and what is not, acceptable workplace behaviour.

“Any initiative that enhances and promotes the rights of individuals, regardless of their age, ethnicity, gender, sexual orientation or religious beliefs has my full support.

Society is a better place when we can all be who we want to be, to be ourselves, whether that's in the corporate world or the sporting field, at home or socially.

The world is a better place when we respect each other and we respect each others' differences.

NAB stands always for doing the right thing and helping our customers and our communities reach their potential, and our employees are our most important community.

I am proud of our Pride@NAB program because it will absolutely help make us a better employer and a better place to work by allowing our employees to be themselves.”

Gavin Slater

Group Executive, Personal Banking, NAB

¹ We recognise that not all religious groups or individuals with strong faith convictions oppose LGBTI inclusion.

WON'T THIS BE OFFENSIVE TO SOME OF OUR EMPLOYEES / CUSTOMERS OF DIFFERING RELIGIOUS, CULTURAL OR CONSERVATIVE BACKGROUNDS?

Many employers worry that initiatives such as this will be offensive to employees and/or customers/clients/key stakeholders from different cultures, of different religious beliefs or simply with more conservative mind sets.

There is a very simple response to this.

LGBTI Workplace Inclusion is absolutely **not** about trying to change individual values or beliefs. It **is** about workplace behaviour and how we interact with each other in a working / professional relationship.

The very nature of diversity means that we will have cultural, religious and attitudinal differences amongst our employees. We don't say that we support diversity "providing you think this way about a particular issue".

We understand that diversity brings with it difference and, as a result, there will be an expectation (particularly in this space) that not everybody will be happy with the direction that the company is taking.

But there is a key point to be made here.

Diversity = Difference

Inclusion = Working with all differences respectfully

People's personal views, values and beliefs are their own. It's behaviour that inclusion initiatives target.

As an employer, we have a duty of care to provide a work environment in which all employees can thrive.

It is against the law to discriminate against individuals because of their individual difference.

By supporting LGBTI workplace inclusion, you are not only saying that this is a workplace in which all employees can thrive but you are also communicating that harmful, discriminatory or exclusive behaviour targeting those who do identify, will not be tolerated.

And it works both ways. Just as the organisation would address destructive behaviour targeting someone of a particular faith or cultural background, the organisation will also address destructive behaviour targeting someone because of their orientation, gender identity, expression or intersex status.

SEXUAL ORIENTATION IS A PERSONAL THING : IT DOESN'T BELONG IN THE WORKPLACE

We often hear this, along with *"I don't talk about my sex life at work, why should they be allowed to flaunt theirs"*.

Of course every single one of us has a sexual orientation. For most of us, it's heterosexual. The difficulty is that for many heterosexual people, their orientation doesn't even come into question. It's such an incredibly innate part of who we are, it doesn't even occur to us that this orientation is on display for others to see 24/7.

Example?

We talk about our families, we bring our partners to events, we may have a photo on our desk, or on display in our wallet. We invite each other to social events, we talk about our weekends, we engage in healthy social conversations about our husband/wife/kids. We mention anniversaries, we celebrate weddings, we coo over baby photos. We wear wedding rings. Our team mates often know the name of our partner.

It's everyday life.

And yet, if someone mentions the name of a same-sex partner or if they tell someone they are gay, then suddenly that part of their persona takes over. And some team mates suddenly become incredibly uncomfortable.

From here on in, that person is known as the gay lawyer instead of the great lawyer. The guy in the next aisle is the gay guy in the next aisle. The woman who recently got promoted becomes that lesbian woman.

Their orientation has taken over and this is how they are often identified from here on in. It's odd isn't it. We wouldn't dream of talking about the heterosexual woman that just started on Level 1.

Let us clarify. This is not about someone's sex life. It's about someone's orientation. The two are very different.

While most of us go through daily life without giving our orientation a second thought, many lesbian, gay and bisexual people go through daily life safeguarding that part of themselves. Why? Because at the end of the day, that small piece of information can be detrimental to critical workplace, social and family relationships.

Employers know that people perform better when they can be themselves. Employers know that the constant energy it takes to self-edit is exhausting. And so, it makes good business sense to create an environment in which people can simply turn up, do their job, perform to the best of their ability, and then go home.

So what's the problem? The problem is that all too often, if someone even hints at their orientation, there will be an individual, somewhere, who will accuse that person of flaunting their sex life.

You cannot divorce a person from their orientation. If people are encouraged to bring their whole selves to work then sexual orientation, regardless of what it is, is very much a workplace issue.

If we are to be truly equitable, and we wish to remove sexual orientation from the workplace, then we need to apply a "one rule fits all". That means no more family invites, no more discussion re: family life, no more personal calls, no more celebratory events or congratulations around weddings, engagements, anniversaries, childbirth. No more photos, no more wedding rings. No more family benefits.

Sounds crazy doesn't it.

Every single one of us has a sexual orientation. We bring it to work every day. This should be no more the case for one than another.

Although LGBTI people rarely want to be solely defined by their sexual orientation, sex or gender identity, for many it is an important part of who they are and why should they hide that? Nobody else does.

Time for change.



“

I'm a straight ally and I'm proud to be one. Many of my friends are LGBTI people, and I don't like to see or hear discrimination in private or in public. I think it's really important to have straight people in the workplace and in the community who are prepared to speak up in inappropriate situations and provide a level of protection against inappropriate behaviour towards LGBTI people. By having the courage to point out inappropriate behaviour and hopefully educate those who need it, I'd like to think I'm helping create a work environment that is truly inclusive. There is no place for discrimination, so it makes sense personally and professionally for me to do my bit to stop it.

Ian Bennett
PwC

I DON'T BELIEVE IN PREFERENTIAL TREATMENT: RAISING ONE GROUP ABOVE ANOTHER

This is not what diversity or inclusion initiatives are about.

Academics refer to 'heterosexual privilege'. It's that privilege that heterosexuals enjoy that they don't even know they have - because it's the way it's always been. We could in fact say this of any majority group in a particular setting.

In terms of LGBTI inclusion, it is not about raising one group above another, but about bringing a group that doesn't currently enjoy the same level of privilege up to an even playing field.

The majority of people can talk freely about their family.

The majority of lesbian, gay, bisexual, transgender people can't.

The majority of people don't have to think about their orientation and whether or not it's on display.

The majority of Lesbian, Gay, Bisexual people do.

The majority of people don't have to hide their gender identity; are not bullied or harassed because of it

The majority of transgender people do : may be.

The majority of people don't hesitate when filling out forms asking for their sex or gender.

The majority of transgender and intersex people do.

The majority of people don't receive condemnation, harassment, discrimination because of their orientation or gender identity.

The majority of LGBT people do .

The majority of people won't be fearful of their orientation, gender identity impacting their career.

The majority of LGBT people will.

The majority of people won't be the target of constant jokes, innuendo, negative commentary as a result of their orientation

The majority of lesbian, gay and bisexual people will.

The majority of people can talk freely to their managers and colleagues about their weekends

The majority of LGBTI people can't.

This is not about giving a group of people special treatment. Rather, it is about creating an even playing field where people are welcomed into your team for the skills that they bring and the contributions that they make. And, once they're there, it's about allowing everyone (without exception) the privilege of coming to work, doing their job and not worrying about how their diversity may impact their relationships going forward, the work that they do and ultimately, the career that they have within your organisation.

WE ARE A LITTLE MORE CONSERVATIVE - WE ARE NOT READY FOR THIS

Fortunately, the law begs to differ.

This is no longer a “nice to have” or “the right thing to do”. It’s law.

The truth of the matter is, employers are responsible for the actions of their employees. The Australian Human Rights Commission and Anti-Discrimination Board can now investigate and conciliate complaints of alleged discrimination and human rights violations under federal law in specific areas of public life including employment, provision of goods and education.

Specific measures to ensure inclusion for a demographic that is all too often the target of prejudice, bullying and harassment, let alone discrimination is not only a duty of care or a compliance issue but an exercise in risk mitigation.

We often hear this comment; which in itself can be quite intriguing. So we ask *when is* it a good time to be inclusive? *When is* the best time to provide a safe and equitable environment for all of your employees? What does that have to do with being conservative?

It is easy to let the stigma that LGBTI people face daily impact your own decisions in regard to creating an inclusive culture. LGBTI inclusion is not about waving a banner, standing up for gay rights or taking a corporate view on a political issue.

It’s simply about ensuring that your culture values every individual for the skills and contribution that they bring (after all, that’s why people are hired). It is about ensuring that should any individual feel that they are unfairly treated, discriminated against, bullied or harassed because of their individual difference, it will be addressed.

You can’t be inclusive if you are actively choosing to exclude LGBTI people from your diversity initiatives. There are many employers who promote their commitment to diversity and inclusion and yet adamantly refuse to tackle the LGBTI space.

LGBTI inclusion is now one of the fastest moving areas of Diversity & Inclusion Practice here in Australia. LGBTI inclusion has not got anything to do with whether or not an organisation is conservative; or whether it feels ready. It’s now an expectation and it’s now law.

WE SHOULDN'T BE FORCING PEOPLE TO COME OUT

Couldn’t agree more.

LGBTI inclusion is not about forcing people to come out and it is definitely not about trying to find all of your LGBTI employees and drag them in as spokespeople, advocates or insist that they have their photographs taken for diversity websites or inclusion posters.

There will be many enthusiastic employees regardless of how they personally identify who would love to get involved in inclusion initiatives but equally there will be many who just want to sit on the sidelines, enjoy the benefits and stay out of the spotlight.

Under no circumstances do we imply that it would not be ok to do otherwise.



“Australian workplaces reflect the rich diversity of our society, which is one of our greatest strengths. As a Manager of a diverse team, I know that by actively celebrating all of our human differences, and creating an environment where the team is free to bring their whole selves to work, every day, everybody benefits.

It’s good for morale, it’s good for team cohesion and it’s good for workplace productivity.”

Nareen Young
CEO, DCA

WE DON'T HAVE ENOUGH LGBTI EMPLOYEES HERE TO WARRANT THE TIME AND EFFORT

The most probable answer to that is - yes you do.

For many people, the risk of being out in the workplace is too great. There are not enough messages of inclusion to convince someone that their orientation, gender identity or intersex status wouldn't be an issue. As a result, a significant number of employees spend copious amounts of time and energy editing conversations, fictionalising personas and avoiding any real workplace relationships or conversations for fear of being found out.

You have the numbers. You just don't know they're there.

You do not want people to have to learn how to be inauthentic just to do their job. You do not want your team members to go into self-edit mode every time they are asked a personal question. You do not want to risk team collaboration and those important workplace relationships with team members. You do not want employees who will do everything they can to avoid any out-of-work or social activity, personal questions or any situation that may reveal a little more about their life. That includes important professional networking.

You want a collegial team that gets on well and that works well together - right?

Unless LGBTI employees feel fully confident that their orientation, gender identity, expression or intersex status is neither here nor there, you are not going to get that team. And the difficulty for you is, you don't know who those LGBTI people in your team are unless the environment is safe enough for them to simply be themselves.

LGBTI inclusion is certainly not about forcing people into the open, but it is about creating a work environment that, regardless of whether or not someone is out, they are assured that it wouldn't be an issue if they were.

Typical stats stand at 6-10% of your population. Look at that number in connection with your employee base. Look at that number in connection with the people you manage. You are very possibly working with a number of LGBTI employees right now.

Can you honestly say that workplace inclusion is not an issue for them? And if you think you can say that, then why are so many LGBTI employees so invisible in so many workplaces?

I'VE SPOKEN TO A NUMBER OF OUT COLLEAGUES AND THEY DON'T HAVE A PROBLEM HERE

This is once again where we ask people to be mindful of the lens that they are looking through.

People work in different departments, different locations, different teams, for different managers and at different management levels. The experience of a few is not the experience of all.

We all know that while we talk of a "workplace culture"; workplace cultures can comprise many sub-cultures. One department on one floor can have a very different culture to that of another.

LGBTI people also have varying degrees of self-comfort in being out - whether that be to family, friends or work colleagues. Some choose to be out and deal with the repercussions. Some may be in positions or work within areas of the organisation where it simply wouldn't be an issue for them. Others would dearly love to be out but are in fear of the repercussions, don't want to be labelled or the target of constant innuendo, commentary and jokes. Others will just point blank refuse. The experience of a few cannot be used to validate the experience of all.

At the end of the day, the organisation can roll out inclusion initiatives left, right and centre, but ultimately, as a people leader, you are the one who is going to send the most significant message of inclusion or exclusion to members of your team.

Here is where you make the difference.

If I am an LGBTI employee in your team, I would like to think that should I come out, or just be honest in my responses to questions, or tell you my partner's name - it would not make any difference whatsoever. I would like to think that should there be constant innuendo, commentary or jokes made at my expense, that you would address it. I would like to think that I would have the same level of support from you as other members in my team.

But how do I know that?

You individually may not be able to ensure that "there's not a problem" for every employee in your organisation, but you can certainly make a difference to those within your team or immediate area of influence.

Of course, if you are a senior leader within your organisation, you have the opportunity to also influence other leaders.

We haven't had any complaints

We do know that many people who do identify, regardless of the degree to which they are out, will not go through formal reporting channels within the organisation to report internal bullying/harassment.

Many will either leave or go through external reporting channels. If your confidence in an organisation's ability to deal with such behaviour has already been broken, it would seem futile to take it further. Furthermore, reporting such behaviour would mean "outing yourself" to yet another person and that, once again, carries its own risk.

Lack of complaints, or silence, is not an indication of inclusivity, particularly for LGBTI employees. You will not get a lot of complaints from a silent, hidden population.

MANAGER'S QUICK GUIDE TO INCLUSION

SECTION 4



Know that it is unlawful to discriminate on the grounds of sexual orientation, gender identity or intersex status; directly or indirectly.

Understand that employers are liable for the behaviour of their employees and agents.

Mitigate risk with a zero tolerance of homophobic / transphobic behaviours.



Know your terminology: what's offensive, what's not.

Understand commonly used terms.

Understand the difference between Sex, Gender Identity, Gender Expression and Orientation.



Try to adopt the habit of not assuming everyone is heterosexual.

Use the word partner instead of husband/wife if you are unsure.

Catch yourself reverting to stereotypes or bias and make an effort to change this.

Never be surprised with the diversity of your team.

Learn a little more about your organisation's diversity & inclusion strategy.

Determine how you might both promote and support diversity and inclusion within your workplace & immediate team.



Understand the sensitivities around disclosure.

Never disclose on behalf of somebody else unless you know that they are fine with this.

Never act surprised, always support.

Know that it is often a big deal if someone discloses.

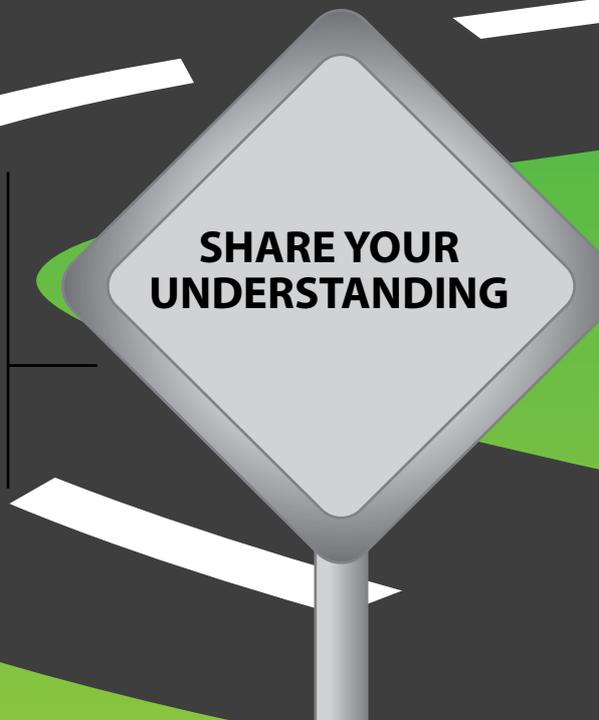
Be visible in your support so that if people don't want to disclose, they still know that you're inclusive.

Respond to questions or related commentary in a way that will both educate and inform.

Correct misunderstandings and address the negative use of stereotypes.

Take a stand for inclusion amidst any opposition.

Support your organisation's initiatives and role model it's values.



DE TO LGBTI INCLUSION

Talk to HR / Diversity or your LGBTI network leaders to discuss training/awareness for your team.

Consider having someone from your LGBTI employee network present to your team .

Ensure that your team knows where to draw the line in terms of acceptable/not acceptable workplace behaviours.

Reference changes within the Sex Discrimination Act to emphasise the importance of addressing destructive behaviours, within the team and external to it.

Eliminate concerns of those with differing religious or cultural backgrounds (behaviour focus, not forcing value / cultural change).

Identify and utilise any additional resources that your organisation offers.

PROVIDE AWARENESS TRAINING FOR YOUR TEAM

KNOW THAT YOUR POLICIES ARE EQUITABLE

Know that your HR policies, family and all other staff benefits apply equally to LGBTI employees and their families.

CREATE AN INCLUSIVE WORK ENVIRONMENT

Be active and visible in your support of inclusion.

Talk to your team about some of the inclusion initiatives or diversity events promoted by your organisation.

Display visible support for diversity and inclusion in your office or on your desk.

GET TO KNOW THE CHALLENGES

Fully appreciate inclusion initiatives by getting to know the challenges that LGBTI people face in the workplace.

Talk to family, friends, colleagues who identify and who are willing to share their own experiences.

Set up a meeting with your LGBTI leadership to learn as much as you can.

Read this guide - regularly.

RESPOND TO HOMOPHOBIA/ TRANSPHOBIA QUICKLY WHEN YOU SEE IT

Respond quickly to homophobia and transphobia in the workplace when you see it.

Have a zero tolerance for non-inclusive behaviours, including constant innuendo, jokes or commentary on one's sexual , orientation, gender identity, expression or intersex status.

Address destructive behaviour quickly.



As one of the older members of the DB team and having spent close to 30 years in the industry it is imperative that I play my part in creating a workplace environment in which all of our employees can thrive. The last thing any team wants is someone disengaged, isolated and therefore less productive as a team member because they are forced to hide who they are or what they believe. Saying you are supportive is not enough, we need to be visible in our support. LGBTI inclusion is an essential part of an organisations diversity & inclusion strategy. We need to see more leaders actively supporting this, not just because it's the right thing to do but it enables both the individual and the organisation to perform at their best.

Chris Selby
Managing Director - Wealth Management and Global Client Group
Deutsche Bank

WHAT IF...

SECTION 5



WHAT IF THERE IS SOME DIVERSITY CONFLICT WITHIN MY TEAM?

Diversity is all about difference. You can't have diversity without differences.

Any organisation that values diversity will know that the very difference that diversity brings, the differences that we celebrate, may also at times, result in conflict.

By the very nature of diversity, there will be people within your organisation who are not comfortable with any form of LGBTI inclusion. This may be due to deeply held religious convictions, cultural norms or may just stem from a more conservative mindset.

The greater the diversity of the workforce, the greater the potential for misunderstanding and conflict.

As a manager, it is imperative that you work with diversity conflict in a way that is non-judgemental and certainly not seen to be putting one person's difference, beliefs, values or mindsets over and above another. Regardless of your personal views.

While we have diversity, we don't always have inclusion. Inclusion is about working with all differences respectfully. As a people manager, it would be an expectation of your organisation that you model inclusive behaviour and workplace values.

Here are some tips on dealing with opposition to LGBTI inclusion with your team:

- Promptly put a stop to negative commentary in relation to LGBTI inclusion initiatives. Never let constant negative commentary towards any diverse group go unaddressed. This is not acceptable. Although much will be said in jest, when it's constant and not addressed, it can be destructive. Quickly call innuendo and/or jokes that are intended to embarrass, ostracise or bully. Call negative or hurtful commentary as soon as you hear it. This applies to ongoing gay jokes.
- Ensure employees that this is not about trying to change individual values or belief systems. Ensure that you clearly communicate this when dealing with diversity conflict. Everybody is entitled to their personal values, beliefs. Nobody is trying to change that. However, if behaviour is destructive or causing someone undue stress (regardless of which side it comes from), it will be addressed.
- Always focus on the negative behaviour, not the individuals values or beliefs. Don't buy into the value/belief debate. It's the behaviour that needs to be addressed, not individual values or beliefs.
- Communicate the offender's diversity. We are all diverse

in some way, whether it be our religion, culture, age, sex, marital or relationship status. Inclusion is about creating a safe and respectful workplace for ALL employees, not all but one particular group. Just as the offender would like to be respected for their diversity, so would others of a different diversity. Respecting diversity does not give anyone the right to harass, bully or call another. It does give everyone the right to a safe workplace and one in which they can rest assured that should they be bullied or harassed because of their individual difference, it will be addressed.

Attitudes towards LGBTI people remain a complicated issue and personal prejudices are still strong. If you are still having difficulty resolving the conflict between team members, seek the advice of your HR advisor who may be able to facilitate a meeting to address the conflict further.

Please note that this would be our advice in relation to any diversity related value conflict and is not specific to LGBTI inclusion.



Having grown up in Cairns and attending a boarding school with individuals from Torres Strait, Papua New Guinea, a mother who was a Lifeline counsellor I am used to a diverse environment. LGBTI really became real for me as I watched a friend whose daughter is gay have to explain herself repeatedly to people about her daughter's partner. I found this fascinating – the need for explanation, the uncomfortable reaction from people. Christmas Day last year was a tipping point for me when that same friend and daughter who I've known for approximately 10 years spent Christmas day with us and brought along another 4 kids who were gay and one who is going through gender reassignment. As I reflected on the day and the fantastic atmosphere I knew I wanted to be a part of the inclusion picture and an advocate for LGBTI. This then translated to the workplace as the Mardi Gras approached and made me question how LGBTI is received in the workplace. I want the environment I work in to be that inclusive workplace where the only thing we need to focus on is excellence in service, daily incremental improvements to sales and productivity. That's where I want to work and I know it starts with me championing it.

Shari Cosgriff, General Manager , Commonwealth Bank of Australia

WHAT IF I'M NOT COMFORTABLE WITH THIS

Many people with conflicting values and/or beliefs have difficulty supporting LGBTI inclusion initiatives when they are first announced. Our workplaces comprise a wide array of individual differences and, of course, this will at times generate disagreement or dissension.

Providing your behaviour does not discriminate against, ostracise or cause another employee to feel that they do not have the same level of privilege or support, then your personal beliefs / values should not impact your working relationships. Please understand that nobody is trying to change your beliefs, culture or values. This is your diversity just as someone's orientation, gender identity or intersex status is theirs. Everyone is entitled to a respectful work environment.

However, it is your role as a manager to support inclusion, workplace values and a code of conduct that would facilitate a safe and inclusive work environment for all of your team, not just those who share the same views or live a similar life.

Even outside of the role of a manager, it is a condition of employment that employees follow a code of conduct and adhere to workplace values. To move outside of this would be to not only risk dissension amongst fellow employees, instigate performance management and grievance procedures but could potentially provoke legal action. That applies to all employees, including LGBTI employees.

As you can appreciate, employees may from time to time disagree with an employer's policies or practices, but it is not acceptable to express those feelings at work in any manner that undermines the organisation's goals. Your organisation has compelling business reasons for prohibiting discriminatory behaviour that go well beyond the latest changes to discrimination law. Inclusive workplaces assist employers in achieving a myriad of organisational goals.

Workplace diversity is not about valuing one diversity over and above another. It is not about trying to pull apart your deeply held religious convictions or cultural norms. It is simply about creating an inclusive environment for all employees. While it would be wonderful if diversity conflict did not exist in any way, shape or form; the truth of the matter is that it does. That is unlikely to change.

If LGBTI inclusion initiatives are causing you great grief or inner conflict, to the point that you are finding it difficult to engage and perform your role; it is important to speak to your HR advisor (or equivalent) to discuss options of talking this through with someone. They will be able to advise of any services that may be able to support you in this instance.

Please note: This is the advice that we would give regarding any diversity value conflict. This is not specific to LGBTI workplace inclusion.

WHAT IF I NEED MORE ASSISTANCE?

Should you require further assistance in this area, you may like to try contacting:

- Your LGBTI network leadership for a broader or more comprehensive understanding of LGBTI challenges and/or issues faced within the workplace
- Your HR or Diversity team for more information on policies, staff benefits, or dealing with diversity conflict
- Your Employee Assistance Program (EAP providers) for support in dealing with issues or internal conflict in terms of LGBTI inclusion
- Pride in Diversity for member training, support or general information on LGBTI workplace inclusion
- <https://www.humanrights.gov.au/new-protection> for detailed information on new protections, consultation papers and reports.



“The importance of recognising language in your team’s environment is the difference between someone being able to bring their whole selves to work, or someone who has to use their energy to censor themselves. Productivity and morale increases and you will get the best out of your team. Think about the language you use, and how well you know your team. It could be something as simple as asking your LGBTI employee how their weekend was, or asking about their partner. Just like you would any other colleague. Small things can make a big difference.”

Kristina Andersson
Senior Associate, Client Management
Westpac

APPENDIX : WHAT OTHERS SAY

SECTION 6



WHAT OTHERS SAY

In compiling this publication we came across some compelling quotes. We have included a couple of our favourites here.

Harvard Business Review, July 2001, "For LGBT Workers, Being "Out" Brings Advantages"

"Our research suggests that many are hiding needlessly and that "out" workers may stand a better chance than closeted workers of being promoted (although there are still relatively few openly gay senior executives") This appears to be the case largely because closeted workers suffer anxiety about how colleagues and managers might judge them and expend enormous effort concealing their orientation, which leaves them less energy for actual work. Further, LGBT workers who feel forced to lie about their identity and relationships typically don't engage in collegial banter about such things as weekend activities - banter that forges important workplace bonds"

www.diversityintheworkplace.ca/newsletters/apr_08/diversity_online_apr08_article9_lgbt.pdf

"For some constantly wondering whether to come out is an ongoing source of stress which can limit the quality and authenticity of their workplace relationships, sap their productivity, and even affect their health. Being closeted at work means being more guarded about participating in social activities and personal conversations, being less engaged and as a result, being less authentic" .

Stonewall Top 100 Employers Publication, 2010 (pg 3)

"The inability to participate honestly in everyday conversations clearly hinders trust and cohesion with colleagues and superiors. However, when an organisation is clear and proactive about having an inclusive environment, LGB employees have the opportunity to put all of the energy on work tasks.

A recent study of LGB employees in the UK by Stonewall demonstrated a positive link between the workplace climate and their own productivity and performance. Lesbian and gay respondents who feel able to be out at work and well supported by their employers, reported that they were significantly more effective, more motivated and built better working relationships with colleagues. Stonewall states that "concealing sexual orientation at work reduces productivity by up to 30 percent"

Catalyst, 2009 www.catalyst.org

A study by Catalyst (US) found that LGBT employees who work in organisations with employee networks, resource groups and/or mentoring programs are anywhere from 7% to 16% higher in their workplace experience scores (engagement).

Jo Bostock, Role Models: Sexual Orientation and the Workplace, Stonewall Policy Guide (stonewall.org.uk)

"LGBT employees have a choice where to take their talents, skills and experiences and are more likely to pursue their careers in organisations that promote an open and supportive environment. Younger workers show evidence of being much more open to the legitimacy of all sexual orientations and gender expressions than prior generations and are more likely to ask direct questions about a potential employers diversity and inclusion practices. When a generational lens is put on the issue, the business case for an inclusive approach is even more compelling."

ABOUT PRIDE IN DIVERSITY



MEMBERSHIP BENEFITS

As a member organisation of Pride in Diversity, your organisation is entitled to the following benefits:

- A dedicated account manager to provide ongoing organisational support in all aspects of LGBTI inclusion and to ensure that you maximise the full benefits of the program
- Invitation to member roundtables conducted across most states several times a year to discuss topical LGBTI workplace issues and to share good practice amongst PID employers, broadening your diversity network
- Invitation to LGBTI member networking events for your LGBTI Network Groups and Allies
- Training sessions on Sexual Orientation and Gender Identity in the workplace, tailored to meet the needs of your executive, HR / Diversity team or general staff members. These sessions can be substituted for LGBTI Network Working Groups, All Staff Presentations or Diversity Council training
- 25% discount consulting for special projects, LGBTI Train the Trainer or internal training program development
- Free copies of Pride in Diversity annual publication with the ability to upload to your intranet
- Members-only website with resources, research, presentations, videos, photos, workplace guides and a regular newsletter to keep you up to date and connected
- Targeted recruitment and marketing to the LGBTI community via members-only job pages on our website
- Optional entry into the Australian Workplace Equality Index with a tailored feedback meeting, full benchmarking data and full program support for continuous improvement (worth \$1,350.00)
- Exclusive use of the Pride in Diversity logo to promote your active participation in the program
- An opportunity to build your brand reputation and leadership on diversity via sponsorship initiatives and website promotion
- An opportunity for your LGBTI network group and allies to participate in the Pride in Diversity entry of the Sydney Gay and Lesbian Mardi Gras parade (numbers pending)
- Access to Pride in Diversity speaker for company events, launches, diversity celebrations
- Nomination of an internal LGBTI Network Leader contact. This person will also have access to support and advice from the Pride in Diversity program and will be our contact for co-ordination of company participation in LGBTI networking events
- Opportunity to participate in Pride in Diversity community fundraising events
- Opportunity to profile your organisation in Pride in Diversity National LGBTI Recruitment Guide distributed to universities, TAFE colleges, recruiters and educational institutions
- Opportunity to profile your organisation on the Pride in Diversity website
- Meetings to assist with strategy direction and input.
- Unlimited telephone / email support for key organisational contacts
- Discounted ticket prices at our annual Pride in Practice LGBTI Workplace Conference.

INCREASE THE VISIBILITY OF YOUR SUPPORT

Pride in Diversity produces a range of LGBTI workplace inclusion materials that allow managers and employees to increase the visibility of their support within the workplace.

Employees from member organisations can purchase these at discounted rates. Products range from cup coasters, magnets, low cost stickers through to mugs, guides and lanyard pins.

All proceeds from this products contribute to the ongoing work of Pride in Diversity, a not-for-profit employer support program assisting organisations in all aspects of LGBTI workplace inclusion.

To see a full range of materials, visit:

<http://prideindiversity.myshopify.com/>



* Above images represent a small sample of inclusion products available.



pridein**diversity**[®]

