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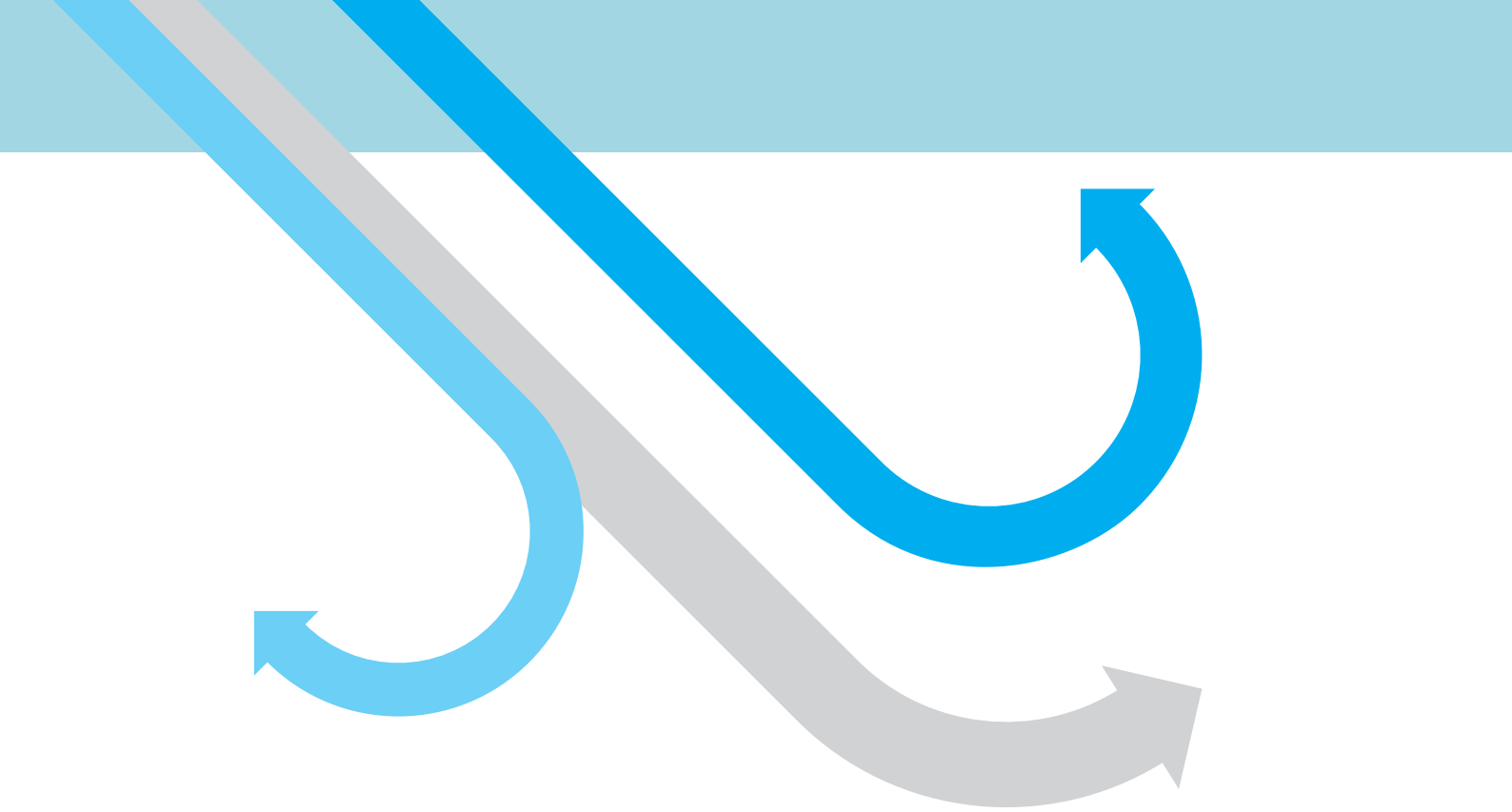
2012 PUBLICATION

ENGAGING ALLIES FOR CHANGE

How to engage LGBTI allies for cultural change

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DAWN HOUGH Program Director, Pride in Diversity



It gives me great pleasure to welcome you to our third annual Pride in Diversity publication. Each year we focus on a particular area of LGBTI inclusion with the hope that each publication will both equip and inspire you to greater success in your inclusion initiatives.

When we conducted a member survey at the end of last year to determine what you would most like this year's publication to focus on, the engagement of workplace allies received an overwhelming response.

I would like to thank all who participated in the compilation of this document. From Paul Wild, our wonderful communications volunteer who interviewed some of our Top 10 organisations in relation to how they engaged allies, to the many individuals who took the time to complete our survey, the comments from whom are scattered throughout these pages.

I would also like to take this opportunity to send a very big thank you to IBM who have sponsored the annual publication since 2011. Without your generous sponsorship, the printing and distribution of this publication to our member base would not be possible. It is through the sponsorships and generosity of our members that we are able to continually provide you with quality resources.

In conjunction with this publication, we have also launched a four-hour interactive ALLY training program, which as Pride in Diversity members, you are free to access at any time. This training has been specifically designed to equip allies with the knowledge and tools that they need to be effective and active allies in support of your inclusion initiatives. We certainly hope that as members, you will take advantage of this training. A unique ally kit will be provided to all those who attend. This kit includes training notes, a set of 5 postcards, the Count Me In Ally pocket guide, an Ally banner pan pin and a unique Ally badge available only to those who have participated in the program.

For more information on this training, or to book your free program, please contact the Pride in Diversity office.

Until next year ... happy reading!

Dawn Hough
Pride in Diversity, Program Director



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.



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ENGAGING ALLIES FOR CHANGE

ROB LEE

Executive Sponsor LGBT, IBM Australia



IBM is proud to sponsor this guide on Engaging Allies for Change. IBM has had LGBT inclusive policies as a cornerstone of our business strategy for many years. In fact, in 1984 it was one of the first major organisations to include sexual orientation in its equal opportunity policy. Diversity and inclusion are an integral part of IBM culture. This commitment to inclusion has helped to foster a vibrant and growing LGBT community, whose creativity, intelligence and diversity of thought continue to help drive our success.

At IBM we encourage all our employees to be champions of diversity and inclusion. One of the ways that we do this is through our LGBT reverse mentoring program. This program aims to increase understanding and awareness of LGBT issues at an executive level. An 'out' LGBT employee is paired with a senior executive to help them better understand the importance of LGBT inclusion and build a workplace culture that supports LGBT employees.

IBM fully supports Pride in Diversity's Engaging Allies for Change initiative. We believe LGBT allies in the workplace can further assist in providing an inclusive work environment, and help create an atmosphere where employees are not just valued, but empowered to think freely and to be themselves.

Rob Lee

Executive Sponsor, LGBT

Client Managing Director, Westpac Integrated Account,
IBM Australia



I chose to be an Ally as I've seen the consequences of what happens when people don't have a support network, nor people they can turn to when things appear darkest. I've had dear friends who I've lost to suicide and illness. Friends and colleagues who have quit or moved countries to avoid issues related to who they are and not being able to honestly express themselves in social and work environments. As a parent to two young children, if I want them to be true to themselves then I owe it to them to bring that attitude into the work place and put actions into words. Being an ally is an action that we should all consider embracing.

Chris Selby, LGBTI Ally

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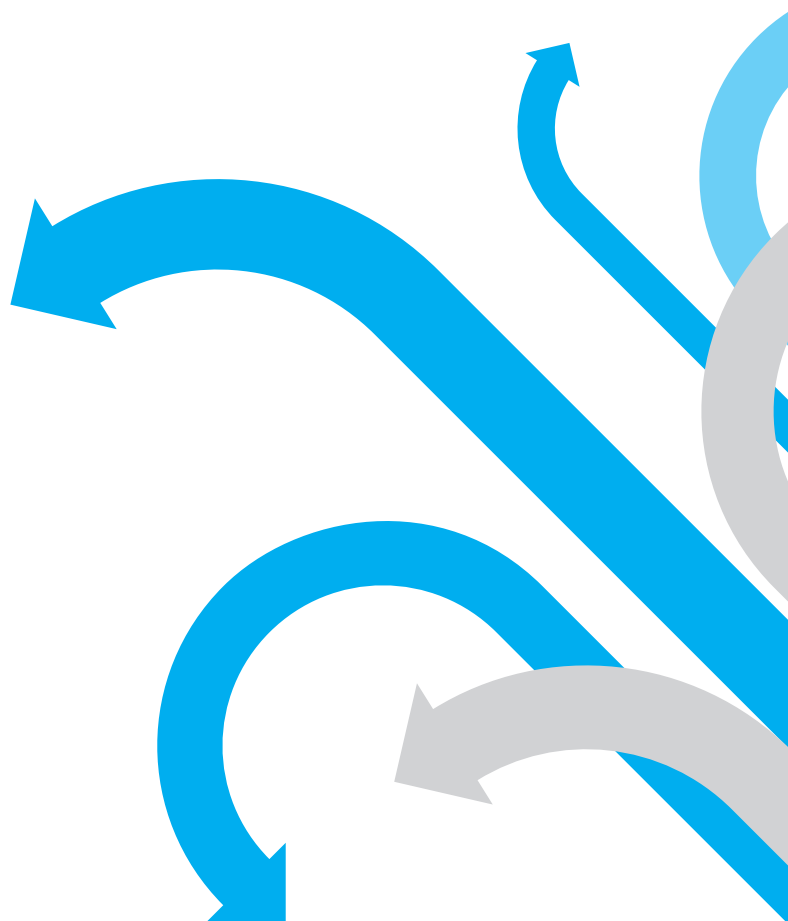
Everyone has the right to feel and be safe in the workplace and that they can bring their whole selves to work. As a straight ally, I hope I am making a difference for my LGBTI colleagues to know that they are supported and that they belong. It's not just that I value diversity in our workplace; I'm taking an active part in developing our culture of diversity and inclusion.

Since working more closely with some of my LGBTI colleagues through my company's LGBTI employee network, I've become more informed on a range of LGBTI issues, and I feel more confident to speak up and challenge homophobic behaviour where I see it, whether at work or in life in general. It has also been incredibly rewarding and these colleagues have become great friends.

Alison Molloy, LGBTI Ally

SO WHY ALL THE FUSS ABOUT ALLIES?

In this section, we will discuss why the involvement of allies is key to cultural change and effective LGBTI inclusion initiatives and what motivates allies to become involved.



START - UP ACRONYMS AND INCLUSIONS

When organisations first start looking at creating an LGBTI employee network, there are two questions that often get asked ... the first is in regard to language – GLBT, LGBTI, GLBTIQ ... etc. What is the correct use of the acronym? The second is in regard to the groups inclusivity (to include or not include allies).

In terms of terminology, it is certainly not the intent of Pride in Diversity to stipulate a particular terminology for your network, or indeed for your workplace. The acronyms that we use here at Pride in Diversity have been determined in line with our initial community consultation and program deliverables. The acronyms that you use, we would imagine, would be determined in consultation with your LGBTI employees. It is important though that you do have a common language and that while your network is inclusive of everyone, it does give a voice and a visibility to those who share a diversity of sex, gender identity and/or orientation.

The most commonly used acronym within current diversity practice is LGBTI and this is often reflected in network names. However, we do not need to be limited to that. In fact some of the network names that we love the most steer away from the acronym dilemma altogether in favour of all-encompassing names or place equal emphasis on allies with phrases such as "and everybody else", "and friends", "and mates", "and allies".

Your network name is up to you ... but the incorporation of all within your network, in our eyes, is an absolute must!

Which of course, by default, covers off the second most common question – to include or not to include allies?

There has traditionally been a little hesitation in opening up a new network to all employees. While it may not necessarily be the experience of your organisation, it is not uncommon for questions to be asked and concerns raised in relation to the openness of a start-up group.

ALLY: Straight (heterosexual) advocate for LGBTI workplace inclusion – a supporter, a friend, a person who wants to see change and is prepared to help bring it about.

Opening the group up to allies obviously requires a wider communication strategy and in start-up days, there are concerns as to how you do that successfully (see our 2011 publication on Establishing and Maintaining Successful LGBTI Employee Networks in Australian Organisations). Questions have also been raised as to why allies would want to be involved, how you would reach them and in fact, whether or not this will impact an LGBTI employees decision to get involved.

We have over the years addressed many genuine and well-meaning concerns such as "what is the point of having an LGBTI employee network if its open to everyone?", "if straight people are coming, LGBTI people won't come because essentially they'll be outing themselves", and "how can our heterosexual colleagues contribute to LGBTI inclusion if they have never walked in our shoes?".

All are valid questions and need to be addressed. This publication hopes to answer those questions, not only convincing you of the need and value in including allies within your network, but the need and value of generating ideas and strategies that will engage your allies, promote, equip and support them in a way that will most benefit your organisation and your LGBTI employees within it.

Throughout this publication you will see many of the comments that we have gathered from straight allies and LGBTI employees in relation to this topic. These comments are predominantly from our member organisations, many from engaged allies or LGBTI employees in other organisations and some offered through your network of friends and associates. These comments provide a common voice and in some cases, different perspectives. All will collectively provide you with a picture of the value and worth of a collaborative and engaged team effort when it comes to initiatives designed to increase the LGBTI inclusivity of an organisation's culture.

You can't promote inclusivity by being exclusive : bring everyone on the journey with you, there's so many supporters out there willing and able to make a difference!

THE ROLE THAT ALLIES PLAY

So, once we do engage allies, what role do they play?

We've identified below many of the roles that allies play within an organisation, but this is certainly not exhaustive. Organisations every day are discovering the benefits of an engaged ally workforce while the ongoing role that allies play may be quite fluid dependent upon the maturity of your organisation and the speed with which it adapts and grows.

Here's what we know:

- Allies help to extend and grow an employee network, allowing for a greater, collaborative and more diverse voice for LGBTI inclusion. This is particularly important in the early days when numbers may be low and LGBTI identifying people may be wary of participating.

In organisations with lower numbers of Australian based employees you get support from wherever you can. You can get better progress with people who aren't LGBT identifying because you're never going to reach a critical mass of people who are.

Bohdan Abrat, Goldman Sachs

- Allies clearly promote the network as an all-inclusive network, one that is not just for the "gays and lesbians". This makes it far easier for those who are not "out at work" to participate without identifying themselves as someone within the LGBTI community. It allows people to "test the waters", meet people who are most like themselves, determine whether or not the organisation really is accepting without committing to be out themselves.
- Allies can call anti-gay behaviour and slurs, address negative stereotypes, correct destructive myths and take a stand against gay jokes in a way that LGBTI cannot. It's a different voice taking a stand, one that may carry more weight with some people and one that will be privy to a lot of the comments that LGBTI people may not be, just by the very nature of them being there.

Allies can call anti-gay behaviour and slurs, address negative stereotypes, correct destructive myths and take a stand against gay jokes in a way that LGBTI people cannot.

- Allies can be a tremendous support to other employees who may have family and/or friends that identify as LGBTI people, who may not want to come on board as an ally but may want to talk to someone who understands and will lend a supportive ear.
- Allies can support LGBTI employees by sharing factual information with their colleagues, helping to clear up common misconceptions, destructive myths and outright incorrect information.

- Allies can help to normalise language and the life of LGBTI employees by talking openly about events, their friends, the network and their views on current political commentary involving LGBTI people.
- Allies can come on board to assist you with your network initiatives. Many provide that much needed extra resource or "man-power" to achieve what needs to be done.
- Allies bring their own passions for equity, inclusion and essential human rights and are able to channel that in a way that will promote what it is you are trying to achieve.
- Allies help to confront the "silence" and discrimination that normalises heterosexuality at the expense of LGBTI employees.
- Allies are educators and agents for change.
- Allies are your supporters, your advocates, your friends and they are able to take everything they learn about LGBTI inclusion at work out to their family, their friends and their external social networks.

The new workforce (Gen Y and beyond) are increasingly discerning re: their potential employers and their track record in diversity, corporate social responsibility and ethics. Many see LGBT inclusion as the ultimate litmus test and question employers who promote diversity and yet continue to deliberately exclude what is still a highly stigmatised group. For many, being part of the change is being part of the solution.

WHY WOULD ALLIES WANT TO BE INVOLVED?

There are many reasons why people may decide to get involved in LGBTI initiatives as an ally.

A belief in Social Justice, Inclusion and Essential Human Rights

For some, it's a strong belief in social justice, inclusion and essential human rights. For many straight allies, it's incomprehensible what some LGBTI employees still go through on a daily basis just to do their job, particularly in this day and age, it makes them want to take a stand, get involved and be part of the change. Many see it as a great way to make a difference, particularly if they have been privy to the experiences of LGBTI family, friends or colleagues.

A way of showing support for LGBTI family and friends

Supporting LGBTI initiatives within the workplace is a great way to show support for family, friends and loved ones who are lesbian, gay, bisexual, transgender, intersex.

It is not uncommon for mothers, fathers, brothers, sisters, cousins, daughters, sons to become active in LGBTI workplace initiatives in order to learn more about their family and those they care about, or to become part of the change that they hope will make a difference to their loved ones and the community to which they belong.

Some of society's greatest LGBTI activists are spurred on by the love they have for family members and the inequity they see them experience in many areas of everyday life.

“Staff feel very happy when the organisational values align with their personal values

Beverley Hill, UWA

To gain a better understanding of LGBTI people and the challenges faced

For some, it's simply about better understanding LGBTI people, the wonderful diversity that they bring to an organisation, the challenges that they face and their view of organisational culture and society as a whole.

“I have always been passionate about social equality of all kinds, especially gay rights. If there is anything I can do to support inclusion in the workplace, I want to be involved. It also gives me the opportunity to do something different than my everyday routine and meet colleagues I wouldn't normally meet. Bonus!

Maryke Blume

This not only allows allies to interact and engage with people who are not like themselves, but it generates a greater appreciation of the importance of inclusion and assists in better understanding the true value of diversity.

To meet new people, make new friends

The opportunity to build new social and professional networks is another reason why people become involved in workplace networks as allies. It's a great opportunity to make new friends, engage with people unlike themselves and build a wider network of colleagues, associates and possible business contacts.

To offer skills and expertise in meaningful way

Some people have skills and expertise that they feel can really contribute to an initiative that they support and become involved simply to assist, offer their expertise and hopefully make a difference in doing so.

“I have a history of working in human rights organisations ... I have a commitment to ensuring people are treated with dignity. Certainly some of the ways LGBT people are treated in workplaces or are referred to leave a lot to be desired in terms of their being treated with dignity.

Margaret Bennett

WHAT MAKES A GOOD ALLY?

Every ally will bring a different set of strengths and possibly skills to your LGBTI inclusion initiatives. For some it will be their passion and enthusiasm, for others, their willingness to address homophobic comments or gay slurs within the workplace, but essentially, a really great ally is one who:

- has a level of understanding as to why LGBTI inclusion is so important to the company;
- has an understanding of LGBTI terminology and challenges; and a willingness to ask questions and learn
- has a strong sense of self;
- displays a willingness to play a part, no matter how small or large;
- has an understanding of; and a respect for an individual's confidentiality.

A STRONG SENSE OF SELF

A strong sense of self is critical for allies and it is certainly worth discussing this with new allies when they come on board, particularly when a network is newly formed within an organisation.

Every ally contribution is valuable, no matter how great or small. It is important for allies to know how they can contribute, in a way that is most comfortable for them.

It is not unusual for people to question the sexual orientation of those involved in the network and allies need to be somewhat prepared for that.

While there might be a sense of inclusion within a workplace, there is still an underlying stigma evident within society as a whole in relation to identifying as lesbian, gay, bisexual and/or transgender and this often shows itself in the form of jest and practical jokes.

The following are all examples of how this may take place; confident allies with a strong sense of self can assist in addressing some of these issues.

- It is not uncommon for individuals to be placed on internal LGBTI employee network lists by others as a practical joke forcing somewhat reluctant members to call the network to request that they be removed from the list. The joke is intended to embarrass another, imply that one is gay, make fun of, offend or generally fool around.
- When flyers, postcards or brochures are distributed announcing the formation of a new LGBTI employee network, we have witnessed several instances of teams piling these flyers on an individual's desk, around their workstation, sticking them to their

keyboards and screens; again with the intent to embarrass, make fun of, fool around.

- When allies become involved in a network, they will almost certainly be faced with comments like "why are you getting involved in that gay stuff, are you gay?". In fact, this is one of the main reasons reported for not getting involved in a network even though an individual may really support the initiative. An underlying fear that people will think an ally is gay is a significant de-motivator and one that an ally must consider.

Comments and reactions such as those stated above are great opportunities for allies to respond in a positive and constructive way that defuels the joke, the comment or reaction to involvement.

A WILLINGNESS TO PLAY A PART; NO MATTER HOW SMALL OR GREAT

One of the great fears of those considering becoming an active ally within an inclusion initiative is the impact on their time and/or visibility.

It is important to understand that not all allies will want to put their heart and soul into the network. Some will take a much more relaxed approach, supporting the initiative through event attendance. Others will actively address homophobic behaviour and gay slurs when they hear them; and there will of course be allies who are so passionately engaged that they will be happy for you to promote them extensively throughout the organisation as an ally in an effort to encourage others to come along.

Every ally contribution is valuable, no matter how great or small. It is important for allies to know how they can contribute in a way that is most comfortable for them.

Ideally networks will have a prepared list of ways in which allies can contribute, from minimal involvement to quite extensive. Armed with ideas, allies can engage with the organisation in a way that most suits them and feel that they are contributing to what the organisation is trying to achieve in a productive way.

It is also important not to put pressure on allies. Some allies become involved to build new networks and make new friends. Their participation in the network activity is support in itself and should be encouraged without trying to imply that they need to actively engage at a greater level.

AN UNDERSTANDING AND RESPECT FOR AN INDIVIDUAL'S CONFIDENTIALITY

It is important for an ally to understand that regardless of how accepting and inclusive they personally are, there are many people who do not want to be out at work, or choose only a few select people to be out to. Confidentiality around how one identifies is extremely important and needs to be well understood by allies.

Allies need to ensure that the following does not occur:

- Unintentionally outing someone because an ally is personally so comfortable with people being gay that they did not think to guard one's orientation in conversations
- Trying to get people that they know are gay to actively participate in the network even though they may not be out to the majority of people at work
- Making assumptions re: one's gender identity or orientation due to their involvement in the network and "drilling them" in an effort to gather more information.

Section 2 *What allies should know* provides further information on the sensitivities surrounding one's orientation and/or gender identity.

I personally support diversity in every sense of the word. I continue to be baffled by the fact that in this day and age, we still find ourselves working hard to encourage people to be accepting of people based on their sexual orientation ... if LGBTI people need my support, they have it!

Diana Hewitson

I have a passion for LGBTI issues in the workplace and a background in communications. I wanted to use my skills and contacts to really make this EAG (Employee Action Group) work and be successful.

Kristina Andersson



I was brought up to always be true to myself and to this day, that's what makes me the person I am. I can't imagine living in a world where I'm constantly having to edit or censor who I am because other people were uncomfortable with difference. Being an Ally for me isn't something I do because it's the right thing to do, it's something I do because it's part of my values that everyone should be treated with the same respect and dignity.

I also don't believe in being a silent champion and waiting for others to take a stance, I want to help make a difference. Rather than tell people why I'm an Ally, I ask them why aren't they?

Kate Arnold, LGBTI Ally

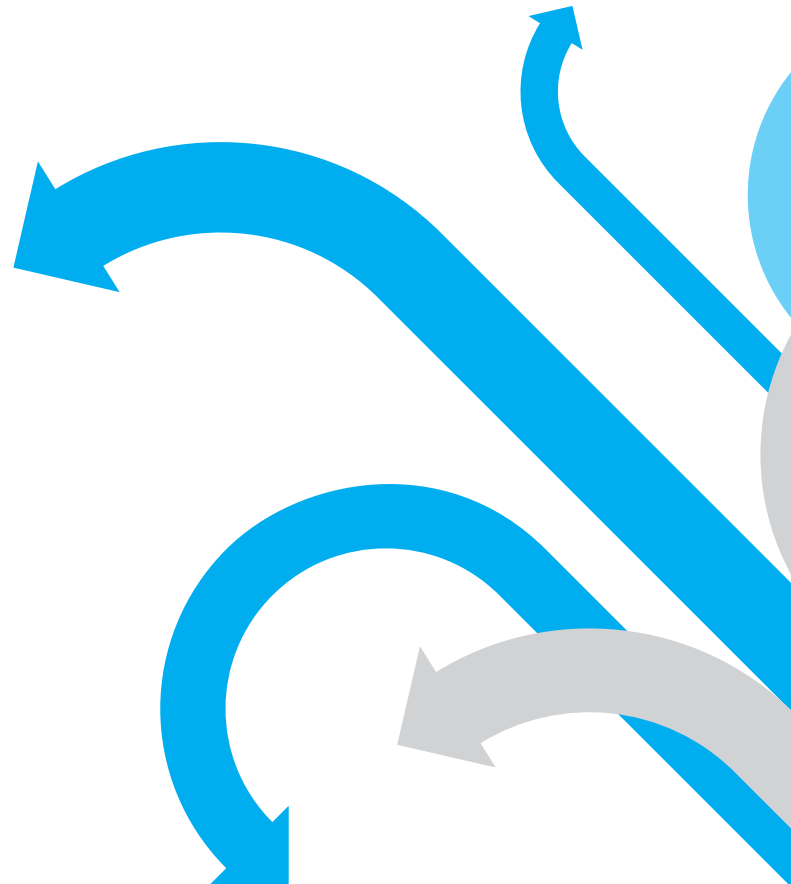


“I have the privilege, as a heterosexual person, of being part of the dominant group in our society and as such I don’t need to account for my sexuality. I am free to express my sexuality without contemplation or question. I do not feel judged, nor vindicated. I believe that every person should have the right to be themselves so long as they do not bring harm to others and that Ally networks contribute to awareness raising and affirming diversity”

Sally Webster, LGBTI Ally

WHAT ALLIES SHOULD KNOW

In this section, we will look at some of the important information that allies should know. Pride in Diversity currently runs training programs specifically designed to equip allies with this knowledge and can be booked by member organisations free of charge.



WHY LGBTI INCLUSION IS SO IMPORTANT TO THE ORGANISATION

Pride in Diversity regularly presents to organisations on the importance of LGBTI inclusion initiatives and the kinds of responses that we receive are often indicative of a general lack of understanding in relation to workplace relevance.

Allies will hear similar responses and will get asked questions that equally denote confusion or inability to link the importance of LGBTI inclusion to workplace practice. It is important therefore that allies are well aware of the business benefits of LGBTI inclusion particularly as some will be more interested in the business benefits than “it’s the right thing to do” response.

It’s reverse mentoring. Allies ask you questions and you help to educate them. They develop you and give you professional advice.

Michelle Nyberg, Goldman Sachs

Section 4: *Resources for Allies* provides some useful information for allies in relation to the business benefits particularly in terms of branding, reputation and risk mitigation.

However this section of the publication covers equally important information that can be useful in helping to understand the importance of an inclusive culture.

HETEROSEXUAL PRIVILEGE

Few people are brave enough to walk into a new job ‘gay’. For many, there is a testing of the waters or what we commonly at Pride in Diversity refer to as a cultural scan. This cultural scan may be a conscious effort to determine how LGBTI friendly an organisation is and may include a review of diversity initiatives, scanning of language used within HR policies or determining if there is an LGBTI employee network. Alternatively it may be quite unconscious in so much as a “sensing” of whether or not this organisation is one in which an individual can be truly be themselves.

Sexual orientation is often a sensitive topic in the workplace but is not something unique to those who identify as lesbian, gay or bisexual. We all have a sexual orientation. Most people, identifying as heterosexual, don’t even consider the fact that their sexual orientation is on display 24/7 and is brought to work on a daily basis.

- We talk about our husband or wife, our children, our families.
- We celebrate engagements, weddings and birth of children with morning teas, greeting cards and perhaps team gifts or lunches
- We have photos on our desk, screensavers or mobile phones
- We bring our loved ones to Christmas parties or workplace dinners
- We socialise and use families as a means of small talk, getting to know one another
- We speak to our loved ones throughout the day
- We talk about our weekends etc.

Some academics refer to this as *heterosexual privilege*.

While many people, regardless of how they identify, may not feel that they can bring their “whole selves to work” or can truly be themselves at work, most take this heterosexual privilege for granted. A heterosexual’s orientation is such an incredibly innate part of who they are, they don’t even consider the fact that “who they sleep with is flaunted or on display for all to see” (a phrase commonly referenced in terms of the inappropriateness of being out at work).

While many people, regardless of how they identify, may not feel that they can bring their “whole selves to work” or can truly be themselves at work, most take heterosexual privilege for granted.

Unfortunately for many lesbian, gay, bisexual employees, the equivalent *privilege* carries great risk. Hence the initial nervousness about being out at work. Consider the alternative

scenarios. How comfortable would your workplace be with:

- A gay man talking about his husband, children, family.
- Celebrating the engagement of a lesbian teammate with a morning tea, greeting card, team gift or lunch
- A gay man having photos of himself with his boyfriend and young daughter in a loving embrace on his desktop; and within a frame on his desk
- A lesbian bringing her long term partner to a Christmas event, or key stakeholder event
- A gay person openly and honestly answering small talk around family and marriage when meeting an important client or senior executive within the organisation.

It is hard to gauge one's reaction to any of the above. In relation to a simple and honest answer to personal questions, reactions may range from:

- An obvious look of discomfort and a move away from personal questions of any nature
- An attempted discreet excusing of oneself to mingle / catchup with others
- An obvious sense of disapproval
- An immediate acknowledgement of how many gay people the person knows and an uncomfortable focus on all things gay from there on in.
- Oblivious unqualified acceptance (less common)

While a person is *in the closet*, they are free to engage with people with a sense of ease. However, people who do not fit the heterosexual 'norm' are well aware that people may have personal issues in relation to their orientation based on:

- A conservative view of what should or should not be disclosed in the workplace
- A personal discomfort with someone who identifies as gay or bisexual
- Conflicting religious beliefs / values

For this reason, a large proportion of gay people *stay in the closet* at work. Unfortunately, the constant stress of having to self-edit conversations, pretend to be someone they are not and keep up the guise both in and outside of work takes its toll.

So is a scan of an organisation's policies and the existence of a network enough to determine whether or not one can truly be themselves within a workplace? While these things may give an indication of whether the organisation is actively engaged in building an inclusive culture, these things alone are not adequate. For this reason, many people will test the waters by making comments about gay friends and watching for reactions; listening

to the responses of team mates in relation to gay jokes or political commentary and observe carefully the reactions of others when someone is put down because of their orientation or gender identity.

Of course if the team does not know that this person is gay, they are free to respond naturally; without restriction – this is the real test and this is why allies are SO important. The responses of allies to these situations helps to balance the negative messages with the positive and create the perception of a culture that could possibly be ok, as opposed to one that sends a message of exclusion.

"I have learnt a great deal, no matter how attuned you think you are to the issues, there is always something to learn"

LGBTI Ally

IMPACT OF ORGANISATIONAL CULTURE ON LGBTI EMPLOYEES

Dr. Charmine Härtel, Professor of Management and Organisational Studies, Business School, University of Queensland presented a paper at Pride in Diversity's 2011 Pride in Practice Conference outlining the impact of an organisations culture on those with an invisible stigmatised identity¹.

Her research clearly states that we cannot blame the individual if he/she chooses not to be out at work ie. *"we don't have an issue with gay people here, it's their problem if they choose to stay in the closet"*. Rather it's the social context that determines the degree of stigmatisation (Hebl & Dovidio, 2005; Panchankis, 2007).

Härtel argues that if one feels that they have to hide their identity, then they are more likely to monitor consciously or unconsciously the environment for cues of stigmatisation or negative stereotypes (Murphy, Steele & Gross, 2007). This stigmatised aspect of their identity then becomes more central (important) to self, activating stigma-related thoughts and increasing anxiety and perceptions of being the target of prejudice and discrimination (Major & O'Brien, 2005).

Once again, one of the key roles that allies play is in balancing the negative perceptions of stigmatisation and exclusion with the positive experiences of those who, as straight allies, take a stand against any derogatory commentary or innuendo that would be destructive to gay, lesbian, bisexual, transgender employees.

I want to raise people's awareness and tolerance for any person in a minority group. I think I have been able to educate people somewhat with my own experiences as a parent of an openly gay child. I don't hide the fact he is gay and I am quite happy to discuss the challenges faced as a parent. Make yourself known as an Ally – be honest and open and willing to share your personal story (if you have one) and listen to others.

Annette

¹ Stigmatised identity: being gay, bisexual, transgender. Invisible stigmatised identity: people do not know that you are gay, bisexual, transgender.

TERMINOLOGY AND SENSITIVITIES

While nobody likes to be labelled, the acronyms used to reference those who identify as lesbian, gay, bisexual, transgender or intersex carry with them a degree of sensitivity and dissention. Terminology in this space is extremely fluid and therefore does require a degree of comfort with its fluidity, but more importantly an understanding of the diversity within the identified group and an understanding of what each of the letters within the most commonly used acronyms represent.

The most common acronym used in HR/Diversity practice currently within Australia is LGBTI (Lesbian, Gay, Bisexual, Transgender, Intersex) although elsewhere you will see many variations of this from the simplistic GLB (referencing sexual orientation only) to the more elaborate acronym of LGBTTSIQQAA².

It is important to understand in terms of the more commonly used LGBTI acronym, that LGB refers to one's sexual orientation, T refers to one's gender identity and I refers to Intersex. While many within this group share common experiences of homophobia, exclusion and a sense of 'invisibility' and to a degree, some overlap, the three aspects of self are very different and the collective grouping within the acronym is not always a comfortable one (equally there are many that will advocate for this).

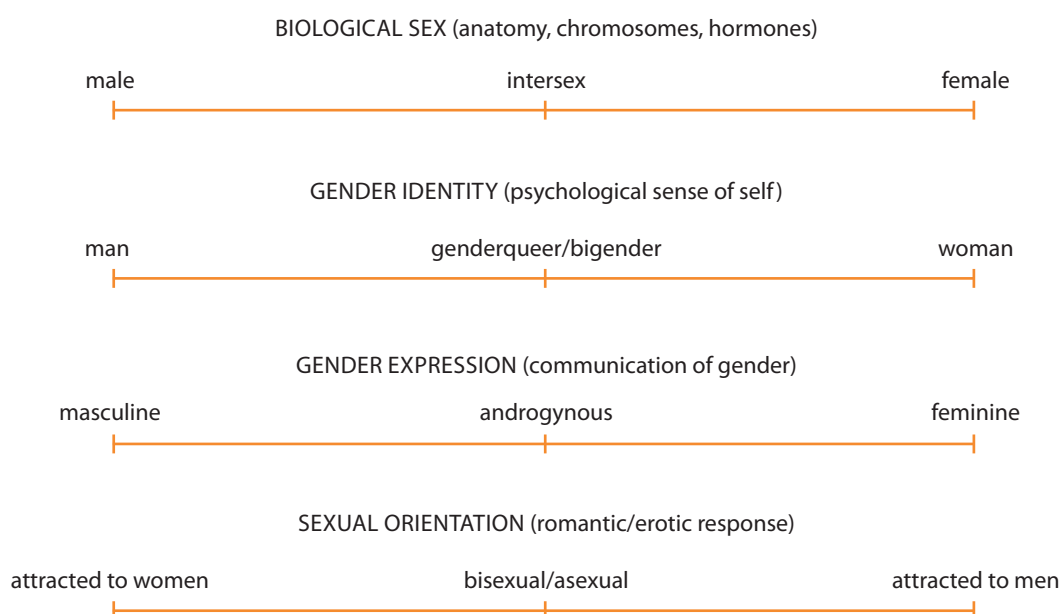
The following diagram is one that is often circulated and well regarded in an attempt to explain the differences. Pride in Diversity does conduct training for allies that incorporates discussion around the differences between sexual orientation, gender identity, gender expression and biological sex but for the purpose of this publication, this somewhat simplistic diagram introduces the naivety of binaries and some of the language commonly used to identify the diversity within.

For purposes of clarification, Intersex refers to physical differences in sex where a person may appear to have features typical of both a male and a female, where a person may not be fully male or female or where a person is neither male or female.³ A term previously used for intersex people was hermaphrodite, considered now by many to be extremely offensive.

² Lesbian, gay, bisexual, transgender, two-spirit, intersex, queer, questioning, asexual and allies – academic example reference by Hall (2009), p5.

³ <http://oiiaustralia.com/18194/intersex-101/>

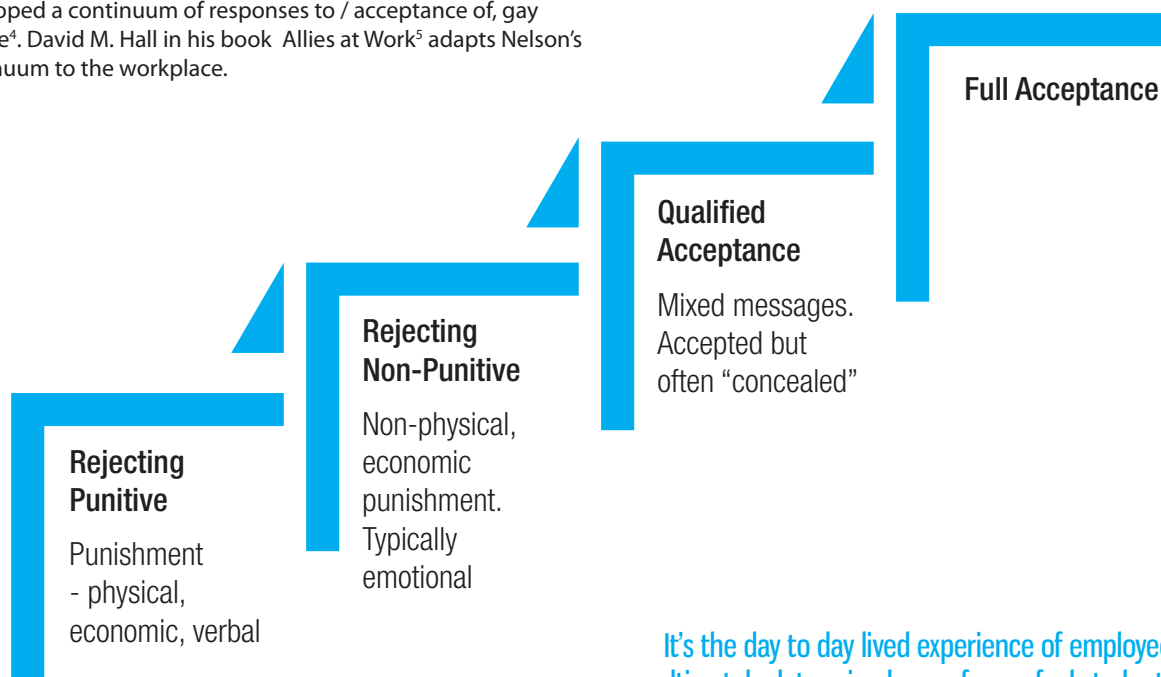
DIAGRAM OF SEX AND GENDER



Source: <http://www.gendersanity.com/diagram.html>

THE NELSON CONTINUUM – SCALES OF WORKPLACE INCLUSION

Dr. Nelson is professor of Christian ethics at United Theological Seminary of the Twin Cities, New Brighton, Minnesota. Nelson developed a continuum of responses to / acceptance of, gay people⁴. David M. Hall in his book *Allies at Work*⁵ adapts Nelson's continuum to the workplace.



It's the day to day lived experience of employees that will ultimately determine how safe one feels to be themselves.

According to Hall, moving companies and workplace culture along this continuum should be an ongoing goal of any LGBT inclusion initiative.

“Companies that truly value equity go beyond a perfect rating on an LGBT diversity index, they work to change corporate culture” At the end of the day workplace equality is not just about the policies companies put in place. Workplace equality is about creating a culture of inclusiveness that encourages employees to bring their whole selves to work.⁶

While it may be hard to gauge the overall inclusivity of an organisation's culture (due to sub-cultures between departments, teams etc), it is a useful model to use when considering the culture of your immediate area.

Rejecting Punitive sits at the bottom of this scale. In a workplace setting this relates to some form of “punishment for being gay”. While physical violence or property damage would lie at the extreme end of this, economic and/or verbal punishment would be more likely examples. Here we might see people miss out of promotional opportunities / pay incentives / bonuses or employment opportunities due to their orientation. While their orientation would not be stated as a reason behind such decision, there have been enough cases upheld in relation to this to show that it certainly does happen.

Alternatively, punishment may take the form of verbal abuse.

Rejecting Non-Punitive moves us up the scale a little but still may include some form of economic punishment or disadvantage. Here we are more likely to see forms of exclusion that would fall under the banner of ‘emotional’ punishment or abuse. Deliberate exclusion from events or team social activities or behaviour that would make it difficult for employees to engage with the team would be a common example of this. Other examples may include an inability to talk openly about family or constant sexual innuendo or reference by team mates in regard to one's orientation or gender identity. In this scenario, negative comments not only remain unaddressed but provoke ongoing banter at the expense of the individual.

Qualified Acceptance moves us closer towards an inclusive culture, but with “guidelines” or “provisions”. This is where we find most organisations active in the work of LGBT inclusion. It may be okay for an employee to bring a partner to an event but the employee is encouraged to introduce their partner as a “business colleague”. People may be comfortable in their team environment, but a team may be nervous about gay employees bringing their partners / children to family type events (how would they explain this to their children?). The organisation may be happy to promote inclusion but don't really want any gay people to talk about being gay to clients, media, senior managers. Common scenarios include a promotion of inclusivity but an obvious discomfort with open displays of one's orientation (unless heterosexual).

Full Acceptance is where orientation / gender identity is neither here nor there when it comes to working with colleagues, clients, managers, teams, stakeholders. It is a given that employees will be their authentic selves and there are certainly no disadvantages felt or implied for those who identify as gay, lesbian, bisexual, transgender. Should an instance of homophobic behaviour or commentary / innuendo in relation to one's orientation or identity arise, it is quickly addressed. Workplace values around respect, inclusivity, authenticity are upheld.

SUB-CULTURES AND INDIVIDUAL LENS

The reasons people do not feel comfortable to bring their whole selves to work are varied, complex and personal so we need to listen and adapt.

LGBTI Ally

One of the findings of the 2012 Australian Workplace Equality Index⁴ was the difference in perceptions of an organisations inclusivity between LGBTI individuals and heterosexual employees (up to 32 per cent). The same applies to the various sub-cultures within the wider organisational context, the perceptions of one group or area within the organisation may vary significantly from another.

We need to be mindful that how we personally perceive an organisations culture may be very different to how someone else perceives the culture. Our lens, is just that – “our” lens and should not be used as an authoritative guide on the lived experiences of other individuals. This is particularly true if we sit in the somewhat comfortable areas of HR / Diversity.

Straight allies are much more inquisitive, and more likely to approach and constructively challenge things in the workplace. They've brought a different angle and energy to the committee.

Ryan Burke, KPMG

THE IMPACT OF ALLIES IN RELATION TO THE NELSON CONTINUUM



One of the primary roles of the ally is to assist in the balancing of perceptions in terms of LGBTI inclusivity between the negative and the positive within the immediate work area.

For someone who is well tuned into the reactions of others and ‘used’ to being extremely guarded in relation to their identity, there are ample messages in most workplace cultures to warrant questioning the possible negative impact of being out.

Workplace culture can be difficult to change and while an organisation may be doing everything in its power to ensure that all policies are inclusive; that networks are established and that there is an overall message of inclusivity, it's the day to day lived experience of employees that will ultimately determine how safe one feels to be themselves.

Visible signs of inclusion and active participation in the network by allies within the immediate work area not only sends a strong message of support to those who identify as lesbian, gay, bisexual, transgender (regardless of whether they are out or not) but also sends a message of acceptable / non- acceptable workplace behaviour.

By balancing the negative messages with messages of support and inclusion, allies can shift the perceptions of employees in relation to an organisations overall inclusivity. This level of engagement also helps to shift the power and negativity of destructive behaviours and ‘in-jest’ comments made under the guise of “a little fun”.

⁴ <http://www.religion-online.org/showarticle.asp?title=430>

⁵ Pride in Diversity carries stock of this book and copies can be purchased directly from the Pride in Diversity office.

⁶ Hall, David (2009) Allies at Work, Out & Equal Workplace Advocates

⁷ Australian Workplace Equality Index (2012) is the national benchmarking publication on LGBTI workplace inclusion published by Pride in Diversity annually. Copies can be found at www.prideindiversity.com.au/awei

CONFIDENTIALITY AND PRIVACY

Confidentiality is another important aspect of being an ally and one that allies really need to understand.

Many people are quite comfortable being out at work but by the same token, may not appreciate being 'outed' to people outside of their immediate circle (this of course will vary with each individual). It is important that allies be mindful of some of the sensitivities around disclosure of one's orientation or gender identity and not take it for granted that because someone may be out to you, that they are comfortable being out to others.

"I was talking to Jack about how great your boyfriend is ... oh Jack's fine ... he doesn't have any issues with anything like that"

We also have to be careful that both LGBTI identifying people and allies do not in their enthusiasm of a newly formed network, target those who they know identify, or who they think are gay to come on board. This can be put people in an extremely awkward position.

Sadly being 'gay' is often used as a sole identifier for people (as hard as we work to discourage that), and as a result, many people are wary of being involved to a degree that this will may now become how they are known.

"I stopped becoming the great auditor, now I'm the lesbian on level 3"

Not every lesbian, gay, bisexual, transgender person will want to get involved in the network and that's fine. Both allies and those who identify will need to respect an individual's privacy and decision re: involvement.

Not only are allies encouraged to redirect statements that solely focus on one's orientation but are also encouraged to ensure that their own language and personal conversations do not do the same. While in a perfect world it wouldn't be an issue, being 'out' is a very personal thing and for some people, it's quite difficult. While some will have no trouble with this at all, as a precaution its best to protect ones privacy and confidentiality by ensuring that in our enthusiasm for inclusion initiatives, we do not cause someone to feel as though they need to retreat back into anonymity.

People in the community who identify as GLBTI can face discrimination even from their closest family members and friends ... I want to learn how I can support the GLBTI community so if one day another family member or friend comes out, they will be less likely to be treated the way my cousin was.

Kylie Owens

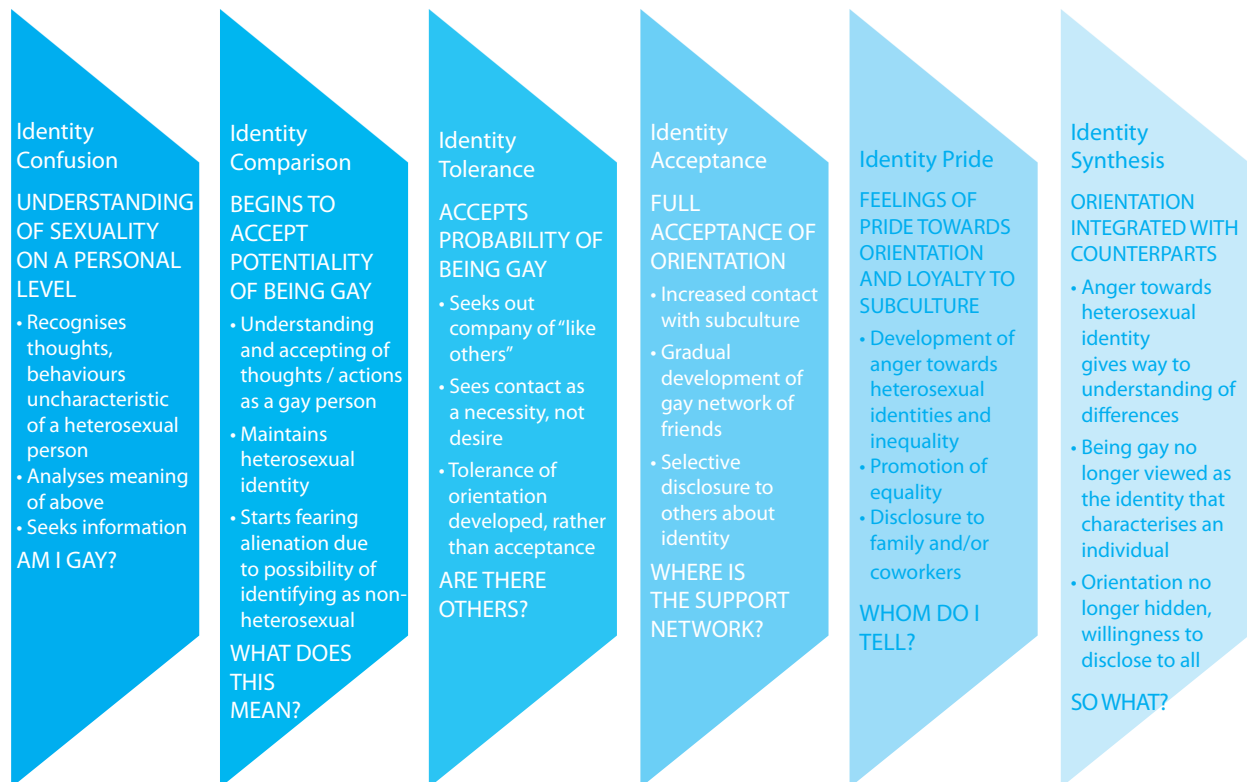
It's not all about lesbians, gay men, bisexuals and transgender people. It's about allies: a visible group of informed people who support gender and sexual equality.

Daniel O'Neill, Macquarie University

Do you talk about 'gays' or people?
Do you refer to someone as your 'gay' friend or your friend?
Do you call him the 'gay' guy on level 3 or Tom?
Sometimes we need to catch ourselves thinking and be mindful of the impact of our words.
People are more than an orientation.

VIVIAN CASS'S MODEL OF IDENTITY DEVELOPMENT

Source: "Homosexual Identity Formation: A Theoretical Model" by Vivienne C. Cass
[Journal of Homosexuality – Vol 4 (3), Spring 1979]



Many scholars and researchers have set out to better understand the process leading to the development of a positive LGBT identity. One of the most widely accepted models for the development of a lesbian/gay identity was created by Vivienne Cass. While this model was created working with lesbian and gay participants, the process is thought to be similar for bisexual and transgendered individuals.

In understanding this model it is really important that it is read in the context that it was intended and not misinterpreted to create further levels of exclusion or opportunity to label others: **Cass stipulates that not all LGBT individuals travel through each of these stages or in the same sequence/order. Neither do the final stages indicate a "higher level" of development.** They are simply stages commonly experienced by individuals at different times, to different degrees and over different durations.

The model assists LGBT employees and allies to understand the different sensitivities around being out and certainly emphasises the absolute importance of confidentiality and sensitivity. However, the model should be used with caution. It is an incorrect use of this model to use the various stages as yet another way to identify a particular person or to assume that everyone who opposes any inclusion initiatives is at the identify confusion stage.

In this instance, we have included the model to show the importance of allies and the difference that allies can make to

the "lived experience" of LGBT people within an organisation. With an equal balancing of messages between the negative and positive, the adverse cues of what may be perceived as an "unsafe" environment are minimised. For every negative message, there's a positive message or 'cue'.

Without inclusion initiatives, a heightened sensitivity towards cultural stigma and exclusion will not only impact an individual's sense of health and wellbeing within that organisation but true ability to bring their whole selves to work. Time and energy constantly invested in reading these cues, interpreting them, self-editing conversations and guarding any personal information is not only exhausting but takes away from an individual's ability to truly focus on the task at hand, engage with people in a natural and authentic way and remove the secrecy that is so often misread by those who endeavour to strike up close working relationships.

Organisations working on LGBT inclusion initiatives will fare well regardless of whether or not an employee "comes out" at work.

The role of the ally in creating a visible sense of inclusion is important. Small signs of inclusion such as anti-homophobia postcards pinned up at workstations or openly chatting about gay friends or network activities helps to break down the barriers and 'normalise' gay life, taking it from the "don't ask don't tell" to a point of everyday, very natural conversation.

| Possible reactions | |
|---------------------|---|
| Identity Confusion | <ul style="list-style-type: none"> • Self rejection / denial may result in higher levels of motivation to resist inclusion initiatives (little to gain, much to lose via open support) • May appear homophobic and oppositional (varying degrees) |
| Identity Comparison | <ul style="list-style-type: none"> • Begins to accept self but struggles with how to handle new identity • Aware that some will see them as perverse : relationships may change if people find out • Starts to evaluate workplace: questions impact of new identity • Heightened sensitivity to inequalities, gay commentaries and negative attitudes • May remain "hidden" |
| Identity Tolerance | <ul style="list-style-type: none"> • Increases engagement with "like" others • May show somewhat limited – perhaps anonymous support of LGBTI networks (even as straight ally) - breaking down walls of isolation • May anonymously participate in LGBTI conference calls, blogs • Heightened sensitivity to workplace culture, policies, LGBTI activities, network activities • Regularly scans environment – can I expect acceptance / rejection? |
| Identity Acceptance | <ul style="list-style-type: none"> • Network becomes increasingly important • Observes others, levels of acceptance, workplace isolation etc • Prepares for possible rejection • Seeks role models • May open up to limited few • May take advantage of confidential LGBTI network contacts |
| Identity Pride | <ul style="list-style-type: none"> • Stronger identity –self-acceptance • May openly participate in employee networks serving as a role model for others • Sense of community pride and in the organisation itself if deemed supportive / inclusive. (Workplace acceptance / rejection impacts expression of pride). In which case engagement and loyalty to the organisation increases (and often productivity) • Critical resource in the organisational development of the company |
| Identity Synthesis | <ul style="list-style-type: none"> • No longer leading role although still supportive of the community and still angered by heterosexism/discrimination • Supports the development of an inclusive culture but may no longer take an active role • Orientation one part of identity, but not primary defining quality. Lower level of importance on that aspect of self. |

It is an incorrect use of this model to use the various stages as yet another way to identify a particular person or to assume that everyone who opposes any inclusion initiatives is at the identify confusion stage.

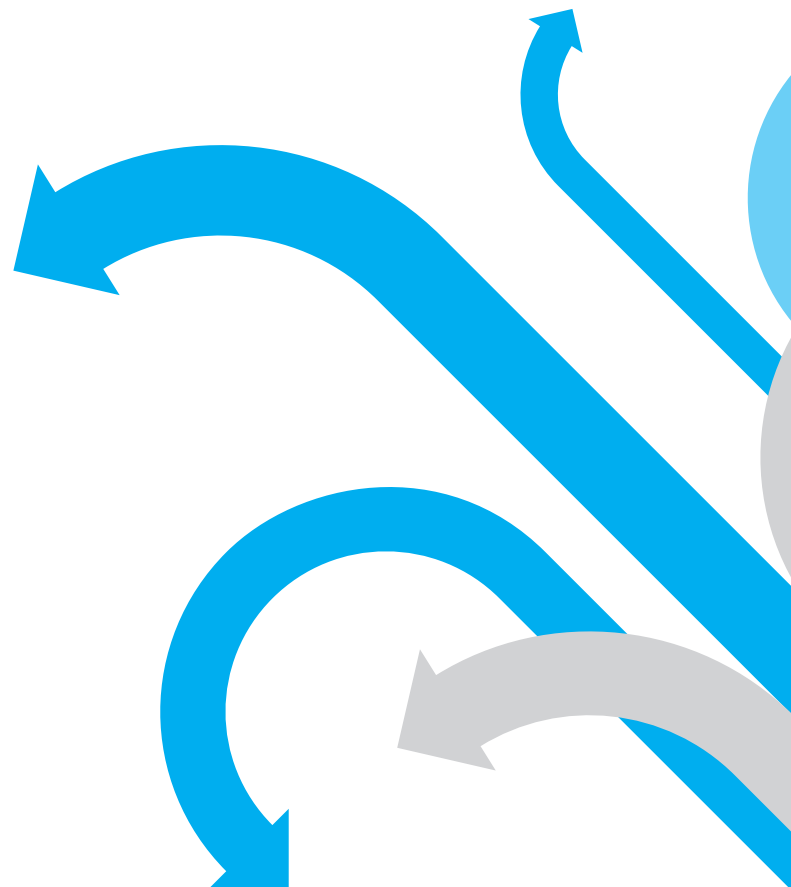


Born to another race, growing up in another country and being reminded that you are different are strong memories of my childhood. Through school, sport and my career I have always had the feeling I had to try harder, to prove myself to be better, to fit in and to be respected for who I am. A little older and hopefully a little wiser, I tell my children - you try hard to be your best for you and not for someone else. respect others and respect yourself. Respect is such a small word but means the world to those who don't have it. I am an Ally because I believe in people and believe in respect.

Rowan Arndt, LGBTI Ally

ENGAGING ALLIES

In this section we will tackle questions around how you can engage, include, promote and support your workplace allies.



PROMOTING THE NETWORK TO ALLIES

There are a number of ways that you can engage allies, the opportunities are limitless, and what works well in one organisation may not work so well in others. But here are some tried and tested methods that many of our members have found to be incredibly successful.

Invitations for allies to join your network may be sent through a number of communication channels.

- It may be a postcard in your orientation kits that promote the network and invite LGBTI employees and allies to get involved.
- You may post an invitation for allies to become involved in your company newsletter.
- You may hold an LGBTI employee network stall at a company diversity day and provide flyers/ brochures/information sheets encouraging anyone interested in the network to come along.
- You may take advantage of some of the significant LGBTI calendar dates to involve allies and subsequently provide an invitation flyer to your network ie. IDAHO, Wear It Purple, World AIDS Day.
- You may hold an information session inviting people to come along to find out more.
- You may put out a call for ally involvement at the end of diversity training sessions.
- You may engage your existing allies in encouraging others to come along.
- You may put a "calling all Allies" section on your networks intranet page.
- You may promote your existing allies with photos and quotes as to why they joined your network on your networks intranet page or promotional postcards. People often get the idea to participate by seeing or hearing from others who are active in your network.

You will be the best gauge of what will work well within your organisation. As mentioned in the previous sections, there are many reasons why allies may want to be involved in LGBTI inclusion. Unless the invitation is out there, you may be missing out on lost opportunities to grow your network and involve people who may be really keen to participate.

Consider the different communications channels that are available within your organisation to promote the different ways in which allies can be involved and pinpoint some of the reasons why they may choose to do so.

People want to be involved – they want to know what they can do.

Diana Greshtchuk, PwC

I have benefitted tremendously from being an ally, especially in terms of increasing my friendship group, building networks in the LGBTI community and just generally growing in understanding and empathy as a person.

LGBTI Ally

Are you passionate about workplace inclusion?

Do you have family, friends, colleagues who identify as lesbian, gay, bisexual, transgender, intersex?

Do you want to meet new people or put valuable skills and experience to use?

Why not get involved in [EMPLOYEE NETWORK]. You don't have to be gay to be involved! Family, friends, allies all welcome. To find out more, contact ...

Make sure you are visible, it has an impact.

Steven Preston, IBM

Deutsche Bank
dbPride

for my LGBT colleagues
Passion to Perform

Role of an Ally

- Get to know your co-workers, make time to speak to your LGBT colleagues, friends and family about their experiences
- Be yourself, ask yourself how you would like to be treated at work
- Be visible, make clear public statements about the importance of LGBT equality to you
- Put words into practice, support dbPride by attending events and bringing your colleagues along
- Make it natural, be yourself

Join our myDB Group <http://shortcut.db.com/dbPride>

“Be clear about why you want allies to join and what is involved; it’s about being visible and supporting the objectives ... membership isn’t always about activism and change, and it doesn’t have to take a lot of time.”

Steve Preston, IBM



The University of Queensland Ally Program

Become an Ally and help end prejudice, violence, harassment and fear on our campuses.

What is the Ally Program?

An Ally provides a “safe zone” for same-sex attracted (Lesbian, Gay, Bisexual), diversely gendered (Transgender, Transexual) and Intersex students and staff. Official Allies display an Ally sign in their work area. Their visible presence assists in combating heterosexism and sexual prejudice. Allies undertake a short (half day) training program and can attend follow-up seminars to extend their knowledge. They are provided with information and community resources listings, which they can then pass on to those who enquire. Allies do not provide “expert” advice or counselling, but instead provide a safe, welcoming and confidential environment for SSA, diversely gendered or Intersex staff and students, or others seeking information.

MOTIVATING ALLIES TO BECOME MORE INVOLVED

Having allies on your network mailing list and seeing many attend your networking or social functions is incredibly rewarding and sends a very powerful message to LGBTI employees and heterosexual employees alike in regard to the support held within the organisation. However, real change comes when allies are actively engaged in trying to make a difference within their immediate work area.

It is important that allies feel that they can support inclusion initiatives in a way that sits most comfortably with them. Trying to enforce a set of rules or imply a certain level of activity will almost certainly backfire.

To engage allies, we recommend that you:

- Provide training for allies to ensure that there is a degree of comfort in regard to terminology and some of the challenges faced by LGBTI employees
- Provide allies with visible symbols of support that they can utilise around their workspace if they so choose (ie. your network postcards or logos, anti-homophobia cards, ally stickers etc)
- Provide allies with a list of what they can do to be actively engaged within inclusion initiatives ranging from minimal involvement to quite extensive.
- Ensure that allies are aware of their value, importance and that just by being an ally they are making a difference.

By providing allies with a list of possible activities and training, you are equipping people with the know-how and ideas about how they can personally contribute.

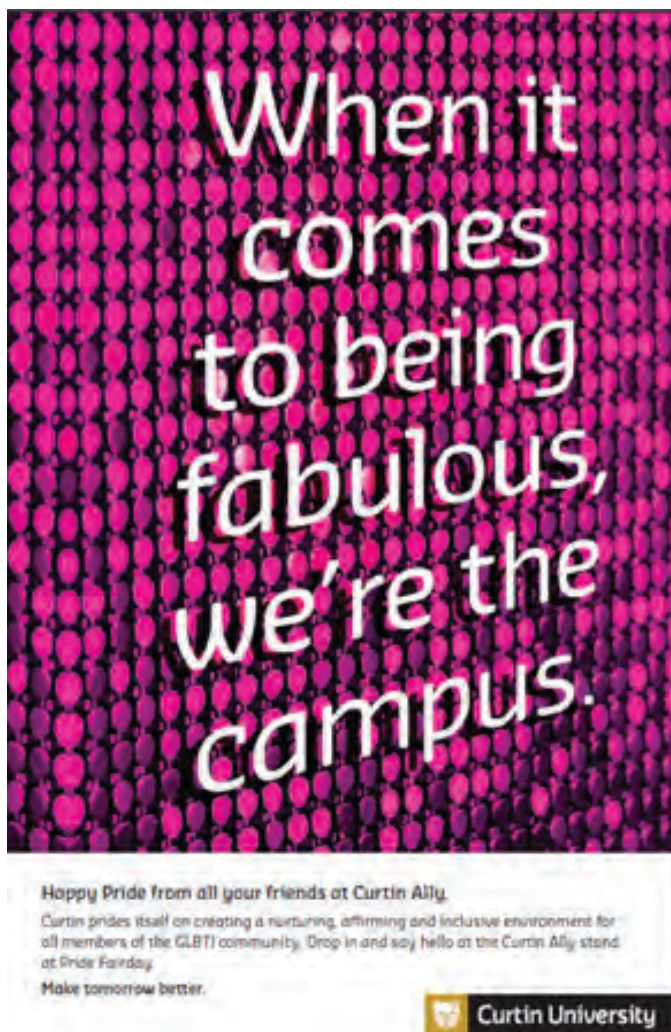
The *Pride in Diversity Count Me In* ally pocket guides and banner pens provide useful pointers for allies and can be purchased at discounted rates by members for distribution to allies and as part of any inclusion initiatives or training.

“I became a personal manager for a gay person in my company. He was very talented and able in his field of expertise but his performance lagged at times for no obviously apparent reason. It was my job to determine why and help him to overcome the issues impacting his performance. In the process I learned of unique problems he was encountering due in part to his sexual orientation. I made it my business to understand those issues that impact LGBT individuals in the workplace so that I could eliminate some of the issues and help my staff member achieve the potential I knew he had.”

LGBTI Ally

“I dislike prejudice and bigotry of any kind. Skill and talent is not confined to any one gender or sexual orientation ... it is essential to have an open mind and a willingness to understand differences in people. Get rid of preconceived ideas and stereotyping. Listen to people, their stories and learn.

LGBTI Ally



“Being in a leadership position, I thought it important that staff in my own portfolio who identify as LGBTI are aware of my views as this may contribute to them feeling secure and comfortable in the working environment. It is also important that all other staff in my portfolio are aware of my views because there is absolutely a ‘no tolerance’ stand of any form of discrimination in our area. I also hope that if I take a strong and open stance on identifying as an ally, other staff in my area may feel more inclined to follow suit and join up too.

Val Raubenheimer

LEVELS OF ALLY ENGAGEMENT

The following table provides a useful starting point for ally involvement and can be modified to suit. Remember, providing allies with ways and means to get involved in a way that most

suits them is one of the keys to motivating allies to actively participate and contribute to inclusion initiatives. Most people will find at least one thing they can do.

| Level of Involvement | Suggested activities (one or more of the following) |
|----------------------|--|
| Minimal | <ul style="list-style-type: none"> • Become part of the employee network by adding your name to the communications distribution list • Attend network functions whenever you are able • Attend training to equip yourself with a base level understanding of why inclusion is important, some of the LGBTI terminology and challenges faced by LGBTI employees. • Question your own assumptions and beliefs around LGBTI culture • Ask questions of others in the network to expand your knowledge • Be mindful of your own language, stereotyping and use of potentially negative phraseology (ie. "that's so gay") |
| Moderate | <ul style="list-style-type: none"> • Let people know you are an ally • Display visible signs of being an ally around your workstation (ie. anti homophobia cards or network logos etc) • Talk openly about some of the events you attend and encourage interested people to come along • Talk about why you are part of the network • Take a stand against any negativity • Question the workplace relevance when people talk about someone being gay • Attend training and talk to others about what you have learnt • Be known as an advocate for inclusion across the board, not just for LGBTI employees • Don't buy into gay jokes or innuendo, make it clear that these are not appropriate |
| Extensive | <ul style="list-style-type: none"> • Offer to be promoted as an ally on internal promotional material or network intranet pages • Ask the network leadership about ways that you can further contribute to the group or inclusion initiatives • Offer your skills and expertise to the group • Actively advocate for LGBTI inclusion • Take an active stand against gay jokes, innuendo, gay slurs or negative comments in relation to LGBTI people. • Become a contact point for others who would like to talk about the network • Learn as much as you can and share that knowledge with others. |

TRAINING ALLIES

It is really important that allies are trained. Understanding the terminology and acronyms around LGBTI inclusion is confusing enough, let alone the sensitivities in relation to being out or why initiatives such as these are so important to the organisation.

For this reason, Pride in Diversity has developed two training programs that can be run throughout member organisations free of charge.

The first training is more of an overall awareness training, the second is specifically designed for allies and covers a lot of the “what allies should know” section of this publication.

Both training programs are constantly updated and refreshed, but the focus of the content remains the same.

Sexual Orientation and Gender Identity in the Workplace

Target audience:

- HR / Diversity
- Contact Officers
- Diversity Councils
- Executive
- General Lunch’n’Learn

1-2 hour presentation
(3 hours if utilising
a case study)

- Overview of diversity practice within Australia
- Commonly asked questions around relevance of LGBTI inclusion to the workplace (business case)
- LGBTI terminology (sex, gender identity, gender expression, orientation)
- Challenges faced by LGBTI employees
- Australian research and statistics re: impact of organisational culture on LGBTI employees
- The role and impact of inclusion initiatives


Count me in! Engaging Allies for Change

Target audience:

- Employee networks
- Allies

4 hour interactive training

- What you need to know about LGBTI workplace inclusion (responding to questions of relevance)
- Key workplace challenges for LGBTI employees (being aware of the issues)
- Scales of workplace inclusion (balancing the negative with the positive)
- Fluidity, impact and sensitivities of terminology (understanding the terminology)
- The role of allies (understanding the importance of being an ally)
- Characteristics of an effective ally
- Levels of engagement (identifying the role you personally can play)
- Stages of Identity Development (understanding sensitivities around being out at work and the importance of confidentiality)
- Addressing negative comments (equipping you with responses to frequently made comments)



“When we first started we found that there was a positive but passive attitude around sexuality. People were supportive of diversity but didn't think it was up to them to do anything about it. Our most recent survey showed that 50 per cent of people who did our diversity training had switched from passive to active support and were out there making changes.

Beverley Hill, UWA

Straight allies provide a different set of eyes on the language we use, the way we plan events, even the graphics we use. We want to make it meaningful for everyone, not just an exclusive club.”

Erin Goulding, KPMG

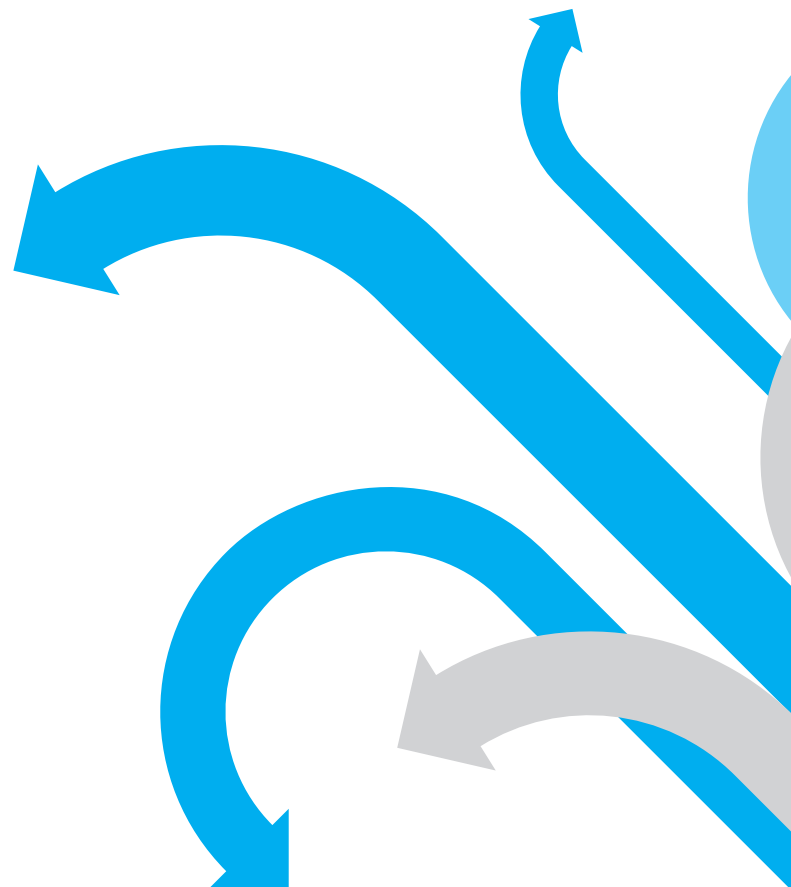


Any type of discrimination upsets me, but homophobia just makes me angry. Throughout my life, some of the people who've meant the most to me and to my family have been gay. The inequality they can often experience really upsets my deep sense of justice. It inspires me to create a different world for my children to live in, and more inclusive workplaces for us all.

Chris Lamb, LGBTI Ally

RESOURCES FOR ALLIES

This section provides information in relation to additional resources available for allies and ideas as to how you might further support LGBTI allies within your organisation.



I have personally benefitted by the people I have met within the organisation and the greater LGBTI professional community. Most importantly I feel a lot prouder of my organisation and its people and I feel proud to be a part of this change.

Kristina Andersson

NETWORK WELCOME KIT

One of the things you may like to consider is the development of a network welcome kit. This would be an ideal welcome when someone signs up to the network and may include any of the following:

A letter from your network leader / executive welcoming them to the employee network

Any promotional materials you have printed in relation to your network (ie. postcards, brochures et)

A frequently asked questions or objections sheet with examples of responses

A list of different ways in which allies might become involved

Contact names and phone numbers for the network executive

A copy of your network charter

A list of any up and coming training opportunities and an invitation to attend

A calendar of network events

Any ally resources such as "how to" guides, promotional materials etc.

You have to create a safe space for everyone. You can't just make your LGBT staff safe; you have to make the allies feel safe as well.

Beverley Hill, UWA

PRIDE IN DIVERSITY ALLY RESOURCES

Pride in Diversity also develops resources to assist you with all your LGBTI inclusion initiatives and several of these are specifically geared towards allies. These resources are available via www.prideindiversity.com.au/shop and are discounted for member organisations. These resources also double-up as a fundraiser for Pride in Diversity. As a not-for-profit organisation, these resources contribute greatly to the on-going work of the program.

At the time of printing, these resources were available. It may also be worthwhile checking the Pride in Diversity website for any additional resources that have been developed since.



Postcards of different designs can be placed at workstations for visible signs of inclusion. At the time of printing, postcard messages included:

- Taking a stand against homophobia? Count Me In
- Some people are gay, so what?
- Homophobia free zone
- LGBT Ally
- Out and Proud



This handy pocket guide provides some useful tips on being an LGBTI ally at work. It covers:

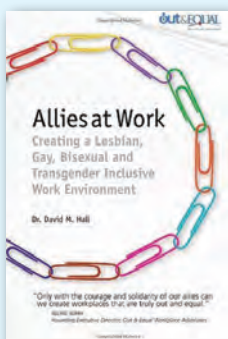
- Why people become allies
- Why allies are so important
- What allies can do
- Being informed
- Being mindful
- Being visible
- Being heard
- Being involved; and
- Being part of the solution



The pull-out Pride in Diversity banner pen provides a novel summary of the Count Me In Ally Guide.



The Count Me In Ally lapel pin can be worn by allies or pinned onto workstation petitions, onto the front of compendiums and notebooks, bag handles etc.



David Hall in conjunction with the US group 'Out & Equal' published a book on Workplace Allies and Pride in Diversity have secured a number of these from the U.S. which can be purchased via the Pride in Diversity website. Although American in focus, it does contain a lot of useful information.

RESPONSE SHEETS TO COMMONLY ASKED QUESTIONS

It would also be worthwhile creating a response sheet to commonly asked questions. We tackle this in the PID Ally Training course, but for your internal use, it may be useful to develop a set of responses that would best fit your culture and reflect your own terminology and workplace values.

Questions that you may wish to tackle include:

- "I can't believe that the organisation is spending all this time and energy on LGBTI workplace inclusion, I mean really, who cares?"
- "Did you know that Tom is gay?"
- "I suppose he's going to bring his "boyfriend" (sarcastic) to the event."
- "I don't see why we are being exposed to all this, what's it got to do with work?"
- "Bet she's a dyke"
- "There's a new gay guy starting on level 3"
- "God, he's so gay!"
- "What are you getting involved in all that gay stuff for, you a closet gay?"
- "Who cares if someone's gay, why are they getting all the attention?"
- "Can't believe this, now they're trying to recruit gay supporters, talk about cowering to political correctness"
- "Don't say anything to her about being gay, she'll have you up at HR"
- "He's playing the 'gay' card"
- "I'm so over all this political correctness, why don't they just do their job like the rest of us"
- "Who cares who someone sleeps with"
- "People shouldn't bring their personal lives to work, it's got nothing to do with work"
- "Don't invite her, she'll bring all her lesbian mates"
- "I like Michael a lot, but I'm not really comfortable with him bringing his partner and kids to this event, how do I explain that to my kids?"
- "Please don't take offence but why are you going to that - are you gay?" (address both the 'offence' statement and the 'why')

HETEROSEXUAL QUESTIONNAIRE

By: Martin Rochlin⁹

This Heterosexual Questionnaire reverses the questions that are very often asked of gays and lesbians by straight people. By having to answer this type of question, the heterosexual person will get some intellectual and emotional insight in to how oppressive and discriminatory a "Straight" frame of reference can be to lesbians and gays.

1. What do you think caused your heterosexuality?
2. When and how did you first decide you were a heterosexual?
3. Is it possible that your heterosexuality is just a phase you may grow out of?
4. Is it possibility that your heterosexuality stems from a neurotic fear of others of the same sex?
5. If you've never slept with a person of the same sex, is it possible that all you need is a good gay lover?
6. To whom have you disclosed your heterosexual tendencies?
7. Why do you heterosexuals feel compelled to seduce others into your lifestyle?
8. Why do you insist on flaunting your heterosexuality? Can't you just be what you are and keep it quiet?
9. Would you want your children to be heterosexual, knowing the problems they'd face?
10. A disproportionate majority of child molesters are heterosexuals. Do you consider it safe to expose your children to heterosexual teachers?
11. Even with all the societal support marriage receives, the divorce rate is spiraling. Why are there so few stable relationships among heterosexuals?
12. Why do heterosexuals place so much emphasis on sex?
13. Considering the menace of overpopulation, how could the human race survive if everyone were heterosexual?
14. Could you trust a heterosexual therapist to be objective? Don't you fear that the therapist might be inclined to influence you in the direction of his or her own leanings?
15. How can you become a whole person if you limit yourself to compulsive, exclusive heterosexuality and fail to develop your natural, healthy homosexual potential?
16. There seem to be very few happy heterosexuals. Techniques have been developed that might enable you to change if you really want to.
17. Have you considered trying aversion therapy?

BUSINESS CASE FOR LGBTI INCLUSION

This document aims to provide a succinct rationale for LGBTI workplace inclusion. Australia still lags significantly behind US and UK efforts in this area, reflecting negatively on Australian diversity initiatives. It is only now that LGBTI inclusion is starting to appear more frequently on the Australian Diversity Agenda and as a result, considered an area of leading diversity practice. The Pride in Diversity program is a not-for-profit employer support program specifically designed to assist Australian employers in all aspects of LGBTI workplace inclusion. We would be happy provide you with any additional information on the program, its benefits and/or our national benchmarking tool. The AWEI (Australian Workplace Equality Index) published by Pride in Diversity annually benchmarks Australian LGBTI inclusion practice, acknowledges the Top 10 employers for LGBTI employees and provides employee research annually designed specifically to support and inform your work. A copy of the 2012 benchmark publication can be found at www.prideindiversity.com.au/awei.

BRAND / REPUTATION

- The new workforce (Gen Y and beyond) are increasingly discerning re their potential employers and their track record in diversity, corporate social responsibility and ethics. Many see LGBTI inclusion as the ultimate litmus test and question employers who promote diversity and yet continue to deliberately exclude what is still a highly stigmatised group.
- Gender diversity is no longer a differentiator, while important; people are looking beyond mainstream diversity initiatives to gauge an organisation's inclusivity.
- Stonewall UK (UK's equivalent of Pride in Diversity) argues that now is the time to invest and establish a competitive advantage. Investing in policies and programs that are LGBTI inclusive will provide a strong and long reaching return on investment.¹⁰

MARKETS / CONSUMERS

- LGBTI employee representation and inclusion can help align produce and service offerings to LGBTI consumers and investors providing valuable insight into new and often untapped markets. LGBTI employee resource groups provide valuable, previously untapped subject matter expertise – a sounding board for new markets, products and services.
- Witeck-Combs Communications Consultancy estimates that gay Americans spend \$835 billion a year. In 2001 Merrill Lynch created a private-banking team that focused exclusively on the gay market, courting gay non-profits and providing seminars on financial planning for domestic partners. Within five years the group had brought in more than \$1 billion of business (Schumpeter, 2102). Businesses worldwide are looking to LGBTI inclusion and the attraction of the pink dollar. In the nineties, smart businesses began their battle for niche customers targeting the Dual Income No Kids market. Today the market is Pink. Australian businesses are becoming aware of the shift. In March 2011 an article titled Myer joins fight for the Pink Dollar shows that battlelines have been drawn between rivals Myer and David Jones for what is described as the lucrative gay market.¹¹

- Australian LGBTI households control an estimated annual disposable income of \$10 billion (The A to Z of the pink dollar, The Age 2004)
- 74% of gay and 42% of straight consumers are less likely to buy products from organisations holding negative views (or exclusive of) lesbian and gay people (Harris Interactive).
- 47% of LGBTI consumers as opposed to 18% of heterosexual consumers) are more likely to make a purchasing decision based on their awareness of a company's LGBTI diversity policies (Winfield 2005)
- 23% of LGBTI adults have switched products or services in the past year because a different company was supportive of the LGBTI community. Even if a brand is costlier or less convenient, 71% of lesbian and gay people would remain loyal to that brand should they be supportive of and friendly to LGBTI issues. 87% of LGBTI adults and 75% of non-LGBTI adults would consider a brand that has equal benefits for LGBTI employees. In addition, 47% of LGBTI adults are more likely to purchase a company's products or services when an advertisement has been tailored to an LGBTI audience.¹²

RISK MITIGATION

- Human Rights Commission Victoria (Jan 2012) announced that there has been a substantial increase in workplace complaints in relation to one's sexual orientation and gender identity. HRC claimed this is predominately due to LGBTI employees knowing their rights and no longer being prepared to fictionalise their persona at work, or learn how to be personally inauthentic, just to do their job. Without formal awareness training or inclusion initiatives, heterosexual employees are ill-equipped to deal with diversity incidents or conflict that may arise from intolerance due to personally conflicting values, beliefs or cultural background.
- In Australia, it is estimated that one third of LGBTI employees spend considerable time and effort hiding their orientation in the workplace (Gay Census 2008, Same Same). This hidden population contributes to the false assumption that there are not enough LGBTI employees within your organisation to warrant the attention. Prof. Hartel (University of Queensland) 2012 states that those who feel they have to hide their identity often develop a heightened sensitivity to discrimination and inequity, be it actual or perceived, thereby impacting individual stress, anxiety levels and organisations exposure to higher levels of turnover, mental health leave and complaints.
- 2 out of 5 LGBTI employees have at some time changed their jobs due to direct discrimination experienced in the workplace (Irvin, J. 2002).
- Diversity Council Australia have estimated that it costs on average \$125,000 to manage a serious external complaint¹³. Awarded damages in anti-discrimination cases have exceeded \$1M¹⁴. Legal fees to defend complex cases can exceed \$100,000¹⁵. Turnover costs in cases can range from 50-150%

EMPLOYEE PRODUCTIVITY, ATTRACTION, RETENTION AND ENGAGEMENT

- 50% of LGBTI employees would feel more committed and loyal to employers who introduced LGBTI diversity policies and programs¹⁶.
- Almost half of LGBTI people experiencing lack of workplace inclusion report that they achieve less as a result. The constant effort involved in concealing ones identity reduces performance¹⁷.
- 47% of gays who have come out of the closet say that they are "very trusting" of their employers, compared with 21% who are still in the closet. Some 52% of closeted gays said that they felt stalled in their careers, compared with 36% of non-closeted gays¹⁸.
- Pride in Diversity (AWEI 2012) found up to a 32% disconnect between the views of heterosexual employees and LGBTI employees in relation to how inclusive organisations were. AWEI 2012 Top 10 organisations employees rated their organisations higher on scales of safe and inclusive work environments, inclusive workplace culture and confidence in report homophobic bullying/harassment showing that those organisations actively engaged in LGBTI initiatives were in fact having a direct and positive impact on their target group. This directly impacts employee productivity, engagement, retention as shown by many research papers within the last 5 years.
- Younger people (16-24 age demographic) were most fearful across the board of being "out at work" fearing repercussions and career impact. This has significant implications for graduate recruitment and an organisations ability to attract the best talent. Visible inclusivity of LGBTI employees is a differentiator for gay and heterosexual students. (AWEI 2012).
- While up to 70% of lesbian, gay, bisexual people were out to colleagues at work (within organisations active in LGBTI inclusion), when it came to be out to their immediate manager, numbers dropped to 56%. There is still hesitancy in relation to career impacts. Implications for leadership authenticity, engagement and team cohesion. (AWEI 2102)

There was up to a 32% disconnect between the perceptions of heterosexual people and their lesbian, gay, bisexual counterparts on the scales of LGBTI inclusivity, senior management support and the ability to be themselves at work. While heterosexual respondents felt that their organisations were inclusive and supportive, their LGBTI employees were not so convinced (AWEI 2012)

Dr. Charmine Hartel (2011), Professor, Business School & Organisational Studies, University of Queensland has shown that a hidden stigmatised identity (being gay and not being able to be yourself at work) activates stigma-related thoughts, increases anxiety and perception of being the target of prejudice and discrimination (Major & O'Brien, 2005). Attempts to suppress these thoughts often rebound with intrusive thoughts increasing. This increased stigma consciousness has detrimental effects on a person's emotions,

intentions and behaviours (Pinel & Paulin, 2005), subsequently leading to underperformance (Marx, Brown & Steele, 1999).

EXECUTIVE COMMENTARIES

Published with consent in our AWEI awards publications 2011/2012

Luke Sayers, CEO, PwC Australia

"At PwC Australia we pride ourselves on delivering value to Australia's communities and business networks. We recognise that people are the key to our success as a business, which is why we are committed to building a culture that empowers every individual and celebrates difference. Being recognised as the 2012 AWEI Employer of the Year was therefore a great honour, and a well deserved recognition of the efforts of our GLEE network, which was also awarded the LGBTI employee network of the year. Our LGBTI employees and many of their straight colleagues, through the GLEE network, have launched a number of initiatives that have made our workplaces more inclusive, supporting and empowering. Already, these initiatives are being adopted by our clients and other firms in the global PwC network. While we still have progress to make, PwC is proud to be making a difference to the lives of LGBTI employees and members of our wider Australian community. We look forward to building on our momentum and sharing the journey with others." (2012 AWEI)

Geoff Wilson, CEO, KPMG

"KPMG is proud to rank 2nd in the Australian Workplace Equality Index 2012, up from 3rd place last year, an achievement that recognises our commitment to attract and retain talented individuals of all sexual orientations. We believe that the diversity of experience, skills and backgrounds directly influences the quality of business outcomes we offer clients. As such, we want to ensure that our people are able to enjoy a fair and inclusive workplace where they are comfortable in bringing their whole selves to work. This includes taking practical steps towards this by creating new policies or revising current ones to ensure inclusion and respect. Although we clearly have more work to do, the AWEI award is welcome affirmation of our diversity strategy, policies and programs, and the KPMG partnership and I are delighted that KPMG has been recognised as one of Australia's most gay friendly workplaces." (2012 AWEI)

Anthony Miller, Managing Director and Co-Head of Financing Group in Australia and New Zealand, Goldman Sachs

"Given our continued focus on creating an inclusive and engaging environment where everyone in the firm feels valued, I am encouraged by this important external recognition of Goldman Sachs Australia as a place where LGBTI employees can feel welcomed, supported and enjoy coming to work." (2012 AWEI)

Mark Menhinnitt, Chief Executive Officer Australia, Lend Lease

"We are delighted to have placed in the Top 10 Australian Workplace Equality Index for 2012, and our inclusion is a tribute to the work of the Lend Lease LGBTI Employee Resource Group, as well as our Australian Diversity Council. Our continued commitment to diversity will ensure we create a workplace that is fair and equitable for all our LGBTI employees and Lend Lease as a whole" (2012 AWEI)

JT Macfarlane, Chief Country Officer, Deutsche Bank AusNZ

"I am delighted that Deutsche Bank in Australia has been

awarded 'Most Improved Employer for LGBTI Employees', as part of the Australian Workplace Equality Awards. This award is great recognition of the Bank's early progress and positive momentum to break down hidden barriers in this area of workplace diversity and inclusion. At Deutsche Bank, we believe diversity contributes enormously to our culture and our ability to meet the expectations of our employees and clients, and LGBTI inclusion is a key pillar of our global diversity agenda. As executive sponsor of Deutsche Bank's dbPride Network in Australia and New Zealand, I look forward to championing progress towards our goal of creating an inclusive workplace where all of our employees can bring their whole self to work, and contribute fully to the future success of the Bank." (2012 AWEI)

Andrew Stevens, Managing Director, IBM Australia & New Zealand

"IBM is delighted to have been named the most lesbian, gay, bisexual and transgender (LGBT) friendly employer in the country in the inaugural Australian Workplace Equality Index. At IBM we have always cherished difference ... as a result we have a vibrant, loyal and growing LGBTI community, whose intelligence, creative brilliance and diversity of thought help drive our success" (2011 AWEI)

David Thodey, CEO, Telstra

"Being recognised as one of Australia's leading employers for gay, lesbian, bisexual and transgender people is a source of great pride for our company, because having a culture of inclusion and connecting people is at the heart of who we are at Telstra. I am particularly proud of our success in the first Australian Workplace Equality Index, where we were acknowledged for our work in eliminating discrimination and encouraging workplace inclusion. Receiving this acknowledgement is only a milestone on our journey though. We know that there is more work to be done across all businesses in Australia to increase acceptance of diversity and to leverage the strengths it delivers. I am delighted that Telstra has taken a leadership position in this area". (2011 AWEI)

Further Information

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Pride in Diversity Current Members:

<http://www.prideindiversity.com.au/list-of-members/>

2012 AWEI Benchmarking Publication:

<http://www.prideindiversity.com.au/awei/>

Pride in Diversity Program Benefits:

<http://www.prideindiversity.com.au/member-benefits/>

⁹ From: "Lesbian & Gay Issues: A Resource Manual for Social Workers," Natalie J. Woodman, Travis L. Peterson and Hilda Hildalgo, editors, NASW, 1984

¹⁰ Stonewall is the UK equivalent of Pride in Diversity, LGBTI workplace inclusion employer support program. www.stonewall.uk.org

¹¹ Stephen Walker (2012), The business of inclusion: The benefits of Pink, AHRI, <http://blog.ahri.com.au/?author=11>

¹² Harris Interactive and Witeck-Combs Communications, "LGBT Adults Strongly Prefer Brands That Support Causes Important to Them and That Also Offer Equal Workplace Benefits" (2011).

¹³ DCA's submission to the Federal Governments Senate Committee Review into the effectiveness of the Commonwealth Sex Discrimination Act (1984), Diversity Council Australia, 2008

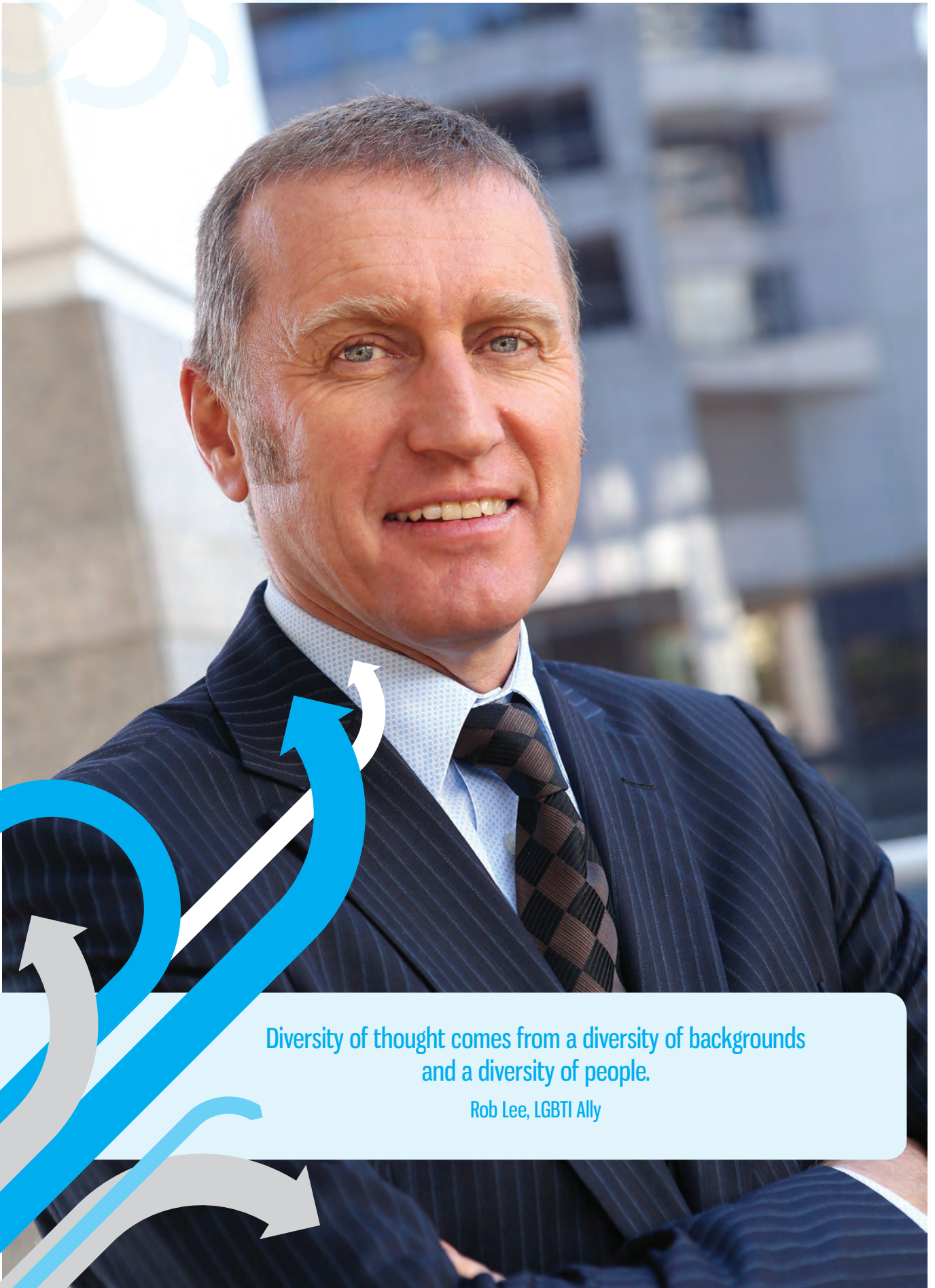
¹⁴ Naidu v Group 4 Securitas Pty Ltd, 2005

¹⁵ DCA's submission to the Federal Governments Senate Committee Review into the effectiveness of the Commonwealth Sex Discrimination Act (1984), Diversity Council Australia, 2008

¹⁶ Gay Census, 2008, Same Same

¹⁷ Ibid

¹⁸ Schumpeter, 2012 "Of companies and closets – being gay-friendly is good for business", <http://www.economist.com/node/21547222>

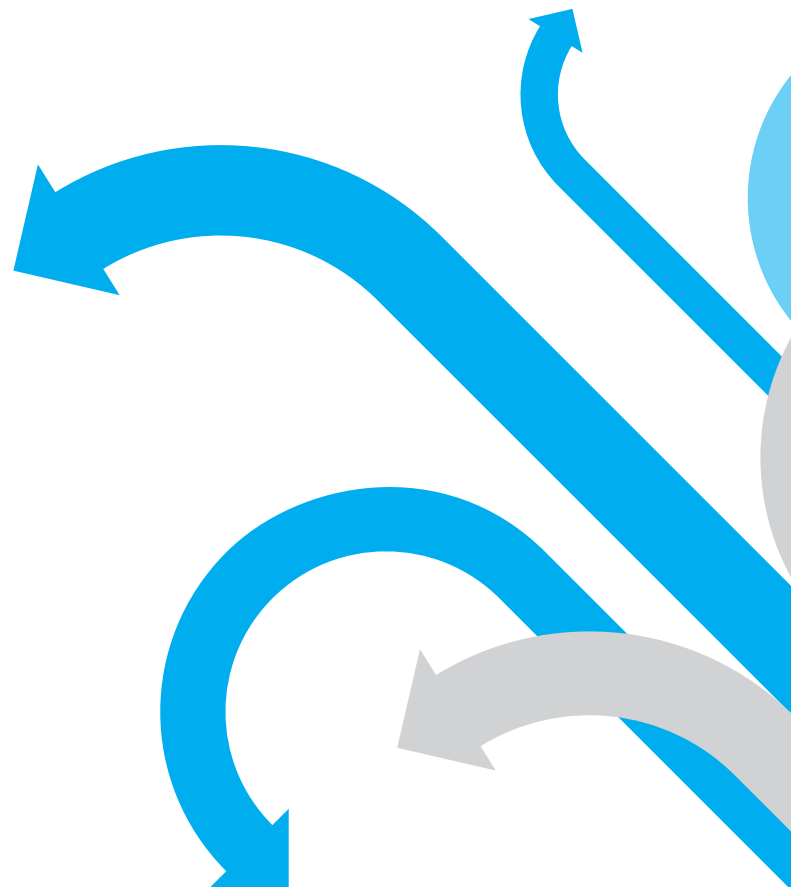


Diversity of thought comes from a diversity of backgrounds
and a diversity of people.

Rob Lee, LGBTI Ally

ABOUT PRIDE IN DIVERSITY

Pride in Diversity is Australia's first and only not for profit employer support program for all aspects of LGBTI workplace inclusion.



ABOUT PRIDE IN DIVERSITY

Pride in Diversity is Australia's first and only not-for-profit employer support program specifically designed to assist Australian organisations with all aspects of lesbian, gay, bisexual, and transgender (LGBT) inclusion.

As a member-based program, Pride in Diversity works closely with HR, diversity professionals and LGBTI Network Leaders in all aspects of LGBTI equality and within all sectors of the Australian workforce. No matter your starting point, we work with your team to help them understand the importance of LGBTI inclusion and to map out a strategy that will enable you to successfully work towards best practice. Drawing from extensive experience in organisational development, diversity practice and the implementation of LGBTI related initiatives within the workplace, Pride in Diversity brings with it years of both practical experience and know-how.

Pride in Diversity is also the developer of the Australian Workplace Equality Index, Australia's only benchmark on LGBTI inclusion. We encourage all organisations active or just starting in this area (regardless of whether or not you are a member) to participate in this yearly benchmark.

For more information, please contact Pride in Diversity on (02) 9206.2136 or visit www.prideindiversity.com.au/awei.

MEMBER BENEFITS

Full membership of the Pride in Diversity Program is \$5,000.00 per year plus GST. Members will receive the following benefits:

- A dedicated account manager to provide ongoing organisational support in all aspects of LGBT inclusion and to ensure that you maximise the full benefits of the program
- Invitation to PID member round tables across most states to discuss topical LGBT workplace issues and to share good practice amongst PID employers, broadening your diversity network
- Invitation to LGBTI Networking Events for your LGBTI Network Groups and Allies
- Free high quality training session on Sexual Orientation and Gender Identity in the workplace, tailored to meet the needs of your executive, HR / Diversity team or general staff members. This session can be substituted for LGBTI Network Working Groups, All Staff Presentations or Diversity Council training.
- Four hour Ally training complete with inclusion support materials.
- 25% discount on any further training/consulting for special projects, LGBTI Train the Trainer or organisational wide initiatives
- Free copies of Pride in Diversity yearly publication and the ability to upload to your intranet
- Members-only website with resources, research, presentations, videos, photos, workplace guides and a quarterly e-bulletin to keep you up to date and connected.
- Targeted recruitment and marketing to the LGBTI community via members-only job pages on our website - ability to post jobs and organisational profile.
- 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.
- 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. (TBC annually)
- Access to Pride in Diversity speakers for company events, launches, diversity celebrations.

- Full support for your LGBTI Network Group leaders with calendar events to assist with member engagement.
- Opportunity to participate in Pride in Diversity community and fundraising events.
- Meetings to assist with strategy direction and input.
- Unlimited telephone / email support for key organisational contacts.
- An associate membership for smaller organisations or those requiring limited support or participation is also available for \$2500.00 per year plus GST.

How Pride in Diversity supports LGBTI Employee Network Leaders

- As part of your Pride in Diversity membership, your LGBTI network leaders have full access to membership benefits, including:
- Dedicated account manager to assist in the development of your network and the formulation of your strategy.
- Availability of a Pride in Diversity speaker for your network events.
- Training for your network and allies.
- Invitation to attend professional networking events with other Pride in Diversity members and their LGBTI employee networks (open to your entire network membership). These networking forums can be built into your network events calendars.
- Invitation to participate in the Australian Workplace Equality Index enabling you to measure progress year by year and report back tangible results against an Australian benchmark (opportunity to pick up awards for your organisation).
- Invitation to Pride in Diversity community and fundraising events – events that can be built into your network events calendar.
- Discounted rates for the annual Pride in Practice LGBT Workplace Conference and other key events.
- Access to the members only pages of our website providing you with access to downloadable workplace guides, research papers, Pride in Diversity resources, presentations, photo libraries, etc.
- Merchandise to help promote inclusion in your workplace

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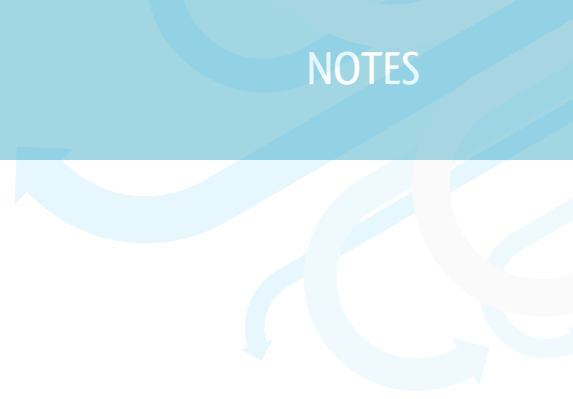
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