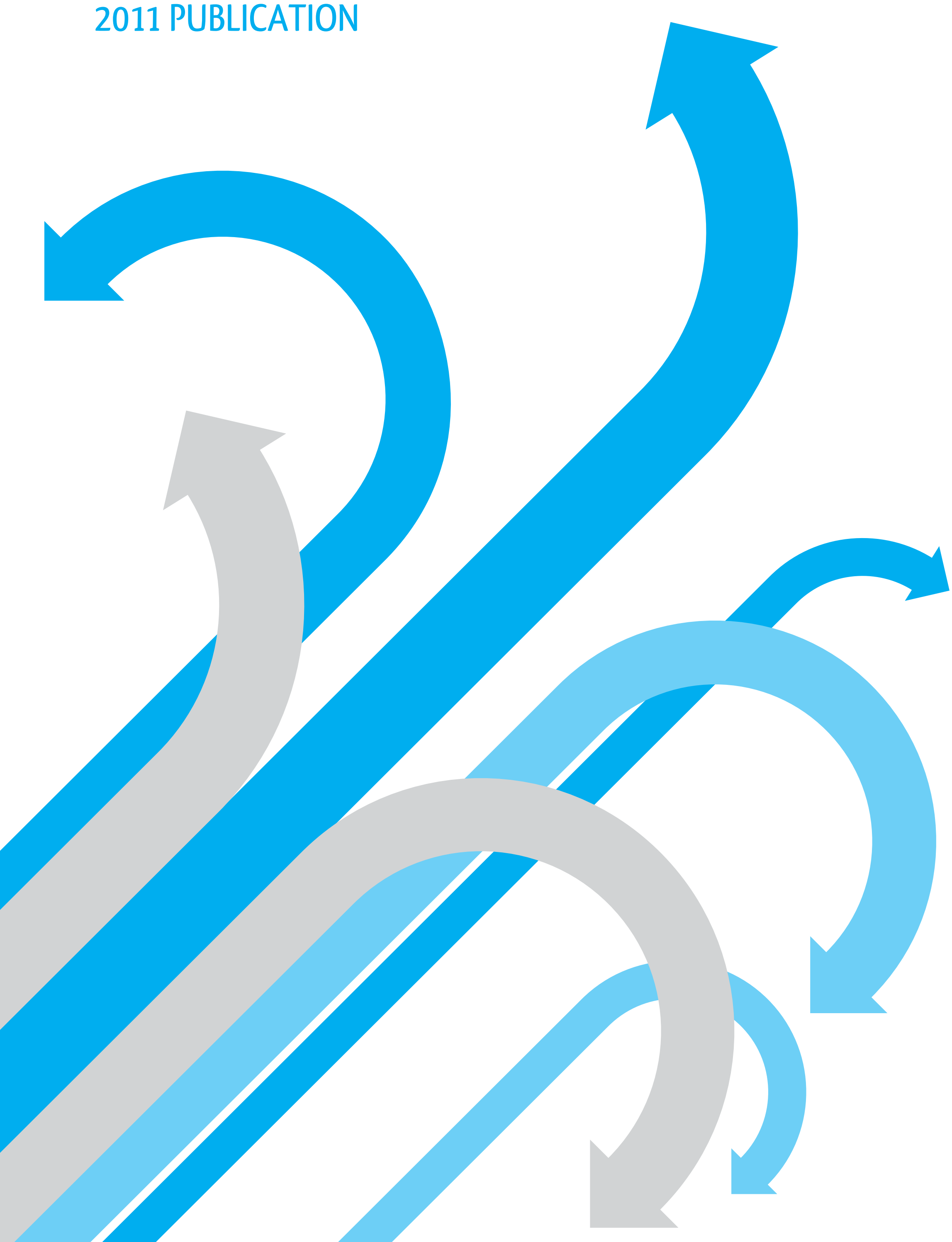
ESTABLISHING AND MAINTAINING SUCCESSFUL LGBT NETWORKS IN AUSTRALIAN WORKPLACES

prideindiversity®

2011 PUBLICATION



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DAWN HOUGH
Program Director, Pride in Diversity

Welcome to the 2011 Pride in Diversity publication *Setting up and maintaining successful lgbt networks in australian workplaces*.

LGBT Employee Network Groups lie at the heart of workplace inclusion and according to Stonewalls research of its Diversity Champion members[1], are the single most important factor in driving successful cultural change when it comes to LGBT inclusivity.

This publication is not intended to be a definitive guide on the setup of LGBT Employee Network Groups, nor is it intended to portray a "one size fits all" or an authoritative "must do" instruction on how your group should be established. Rather it is a collection of resources, information, case studies, experiences and suggestions designed to inspire, motivate and get you thinking of the most effective way to establish and/or maintain a successful network in your place of work.

Every organisation is different. Every workplace culture is different and of course there are many work cultures within the one organisation. A more conservative traditional culture may need a very different approach to that of a young, upbeat, innovative culture where LGBT inclusion initiatives are expected, taken for granted or even considered obsolete. Regardless of your workplace culture, we are hoping that you will find information within these pages that will enable you to establish, grow or re-energise your network beyond your wildest expectations.

And for those networks operating within organisations that are members of Pride in Diversity, we encourage you to actively engage with us. Your membership provides ongoing support for your employee network group and we are more than happy to partner with you to ensure that your network continually thrives, grows and contributes, not only to the working lives of your LGBT peers and allies, but to your organisations overall objectives and efforts to create a truly inclusive work environment for all of its employees.

Dawn Hough
Pride in Diversity, Program Director

MARK LATCHFORD
Publication Sponsor, IBM

IBM is proud to sponsor this guide on establishing and maintaining successful LGBT employee networks in Australian workplaces. IBM's 20-year history of supporting our GLBT employees stems from a belief that defines IBM as a whole - diversity is the fuel of innovation.

Our GLBT employee networking group, EAGLE (the Employee Alliance for Gay and Lesbian Empowerment), has played an important part in promoting a safe and open working environment for all our employees. They have been active in raising awareness, education, networking and supporting our community activities such as the Midsumma Festival.

Employee networking groups play a vital role in enhancing employee engagement and driving inclusive work practices, both of which are fundamental to ongoing business success. It's this collaboration between the brightest people of different gender, sexual orientation, cultures and life experience that drives successful innovation.

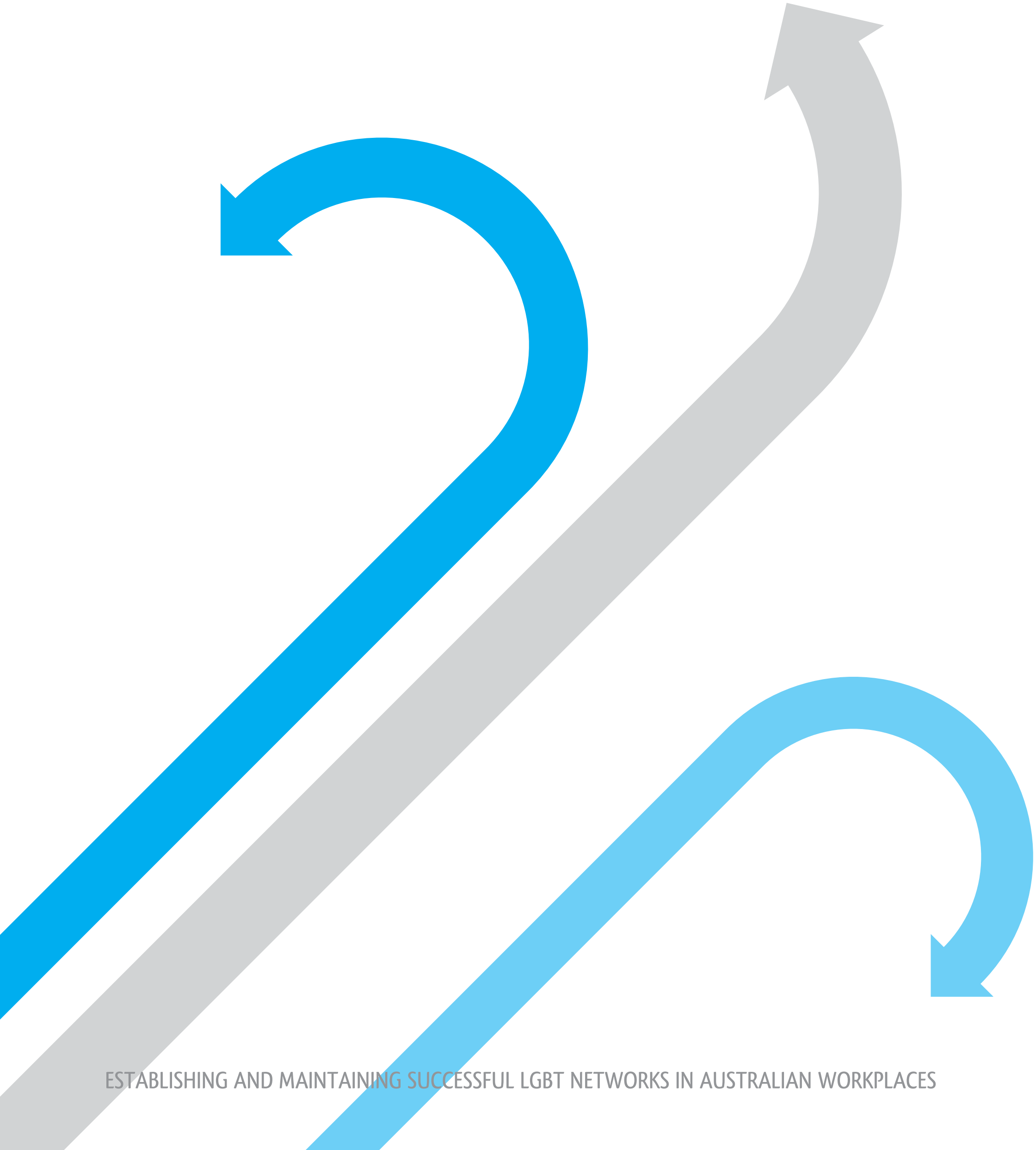
Mark Latchford
GLBT Executive Sponsor
General Manager, Sales, Integrated Technology Services
IBM Australia & New Zealand & Asia Pacific

[1] *Stonewall's Diversity Champions program is the sister program of Pride in Diversity, operating out of Britain. For more information on Diversity Champions, visit http://www.stonewall.org.uk/at_work/diversity_champions_programme*

TERMINOLOGY USED WITHIN THIS PUBLICATION

Terminology within organisations and within diversity practice varies. For this reason we have provided the following table, outlining the terminology used throughout this publication along with our intended meanings.

Organisation	When we use the term organisation, we are referring to your workplace. This terminology differs amongst public and private sectors, not-for-profits and higher education. Throughout this publication we have used the term as an umbrella term for your employer.
LGBT vs LGBTI or LGBTIQ	In line with all other documentation and the Pride in Diversity (PID) program mandate on LGBTI offerings, we have used the term LGBT throughout this publication. We recognise that many places of work will use different terminology ie. GLBT, LGBT, GLBTI, LGBTIQ. Our training certainly covers all groups and our intention is not to be exclusive in our terminology nor offensive to any individual, but rather to maintain consistentency with our program mandate and aligned areas of expertise. Our program mandate on offerings for lesbian, gay, bisexual, transgender and intersex people can be found at: ***http://www.prideindiversity.com.au/member-benefits/***
Allies	We use the term allies to refer to heterosexual supporters and advocates of LGBT inclusion. A number of different terms have also become popular: mates, supporters, friends, etc.
LGBT Employee Networks	There is a trend to move away from the term "employee networks" to more performance aligned terms such as "employee resource groups" or "employee action groups". For the sake of consistency, we have used the term LGBT Employee Networks. We do not have any specific recommendation one way or the other due to the varying nature and cultural fit of groups that are established.



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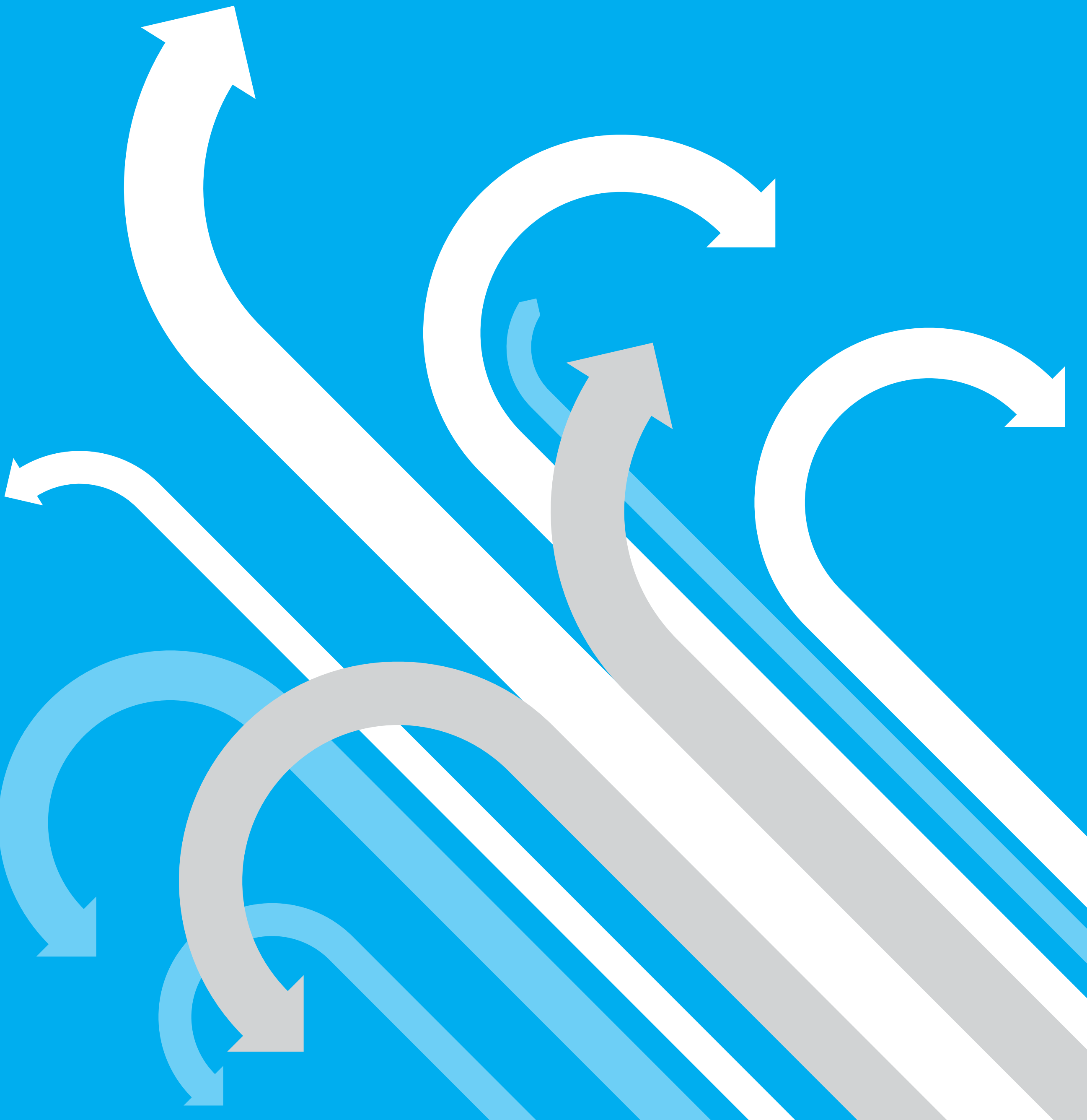
SECTION 1:
BUSINESS CASE



FOR LGBT INCLUSION

Most people are now well aware of the business case for diversity. In simple terms, organisations need to:

- Create and innovate products and/or services that will meet the needs of the entire community
- Create inclusive work environments that are safe, free from bullying, harassment and discrimination
- Manage and engage employees, clients and relationships that are diverse
- Reflect the communities that they serve
- Attract the best talent from the entire talent pool
- Harness the backgrounds, experiences, innovation and needs of diverse groups in order to stay relevant and competitive in a global and diverse markets; and
- Mitigate risk and exhibit a genuine duty of care.

For many, the need for LGBT specific inclusion initiatives are still unclear.

Common responses are often seen as objections but often only exhibit a lack of understanding. The following common objections can be easily turned into strong cases for inclusion.

TURNING OBJECTIONS INTO REASONS

OBJECTION	CASE FOR INCLUSION
Sexual orientation is a private thing, it doesn't belong in the workplace	→ Everyone has a sexual orientation. For most of us, it's heterosexual and that heterosexual orientation is on display 24/7, at home, at work, and socially. It's such an intrinsic part of who we are that most of us don't even think about it. Photos, rings, talking about the weekend, getting engaged, having children, family events, anniversaries, phone calls, introducing partners, accompanying partners at events are all examples of this. It would be inconceivable to think that we could hide all of this or pretend it didn't exist. → For those who identify as gay, lesbian, bisexual or transgender, there is a very real danger of social exclusion, non-acceptance, intolerance, harassment and/or discrimination if they too were to bring their "whole self" to work. As forward thinking as we would like to think our society is, homophobia and intolerance are still very real issues and as a result, "coming out" at work can be a very difficult decision, one that for many is just too hard, or too risky. Personal authenticity is an intrinsic human need. The inability to be yourself has negative impacts not only on one's personal health and wellbeing but on important organisational factors such as retention, engagement, productivity and team cohesion. People should not have to learn to be inauthentic to do their job. → In addition, LGBT Inclusion initiatives encourage compliance with anti-discrimination laws and help to mitigate the potential risk of not addressing harmful or discriminatory behaviours. → LGBT inclusion initiatives enhance your reputation and drive brand loyalty. Where an organisation publicly recognises the value of LGBT employees, customers and clients, their friends and family will be far more inclined to access that service or use that product. Brand loyalty is extremely high amongst LGBT community members, their families and social circles when organisations are openly inclusive. → External to the LGBT community, LGBT inclusion is also seen as a litmus test for how inclusive and valuing of diversity an organisation is overall.

OBJECTTION	CASE FOR INCLUSION
We treat everybody the same, we haven't had any complaints	→ The difficulty here is that those who do not openly identify as lesbian, gay, bisexual or transgender at work choose not to do so for a reason. Why would anyone choose to take on a different persona at work or pretend to be something they're not? Because it's safer. Herein lies the problem. We have a hidden population, a population that is silent and therefore often assumed to be non-existent. This is a population that will just walk, not talk. Complaining about the inability to be who you are, or about overt/covert harassment, exclusion, discrimination or inequity means that you are going to have to "out" yourself. If the risk of doing so outweighs the benefits, employees will choose to work hard at being someone they're not, at editing conversations, at avoiding personal questions, networking events and/or social engagements and that's not healthy – for them or their team. → How inclusive do you really think your culture is of LGBT employees? Who are you asking – heterosexual colleagues? Rough figures estimate that between 6-10% of the population identify as gay, lesbian or bisexual. You would never pick the large majority of those who do identify as LGBT because they don't fit society's stereotypes of what gay, lesbian, bisexual or transgender people look, sound or act like (only about 8% do!) → Silence is not an indicator if inclusivity, nor does it mean that you don't currently have employees who are being harassed or bullied. → People are *not* being treated the same if they have to be someone else in order to do their job.
We are a conservative organisation, the timing is not right for us	→ This is another way of expressing fear around a possible backlash or belief that there will be people within the organisation that would not support initiatives around LGBT inclusion because of either religious, cultural or conservative beliefs. It is important to understand that inclusion is not about beliefs or personal values. Everyone is entitled to their beliefs and their values but you need to take these *out* of the debate. This is about creating a safe and inclusive work environment for ALL of your employees. Everyone has a right to come to work, and do their job without fear of being bullied, harassed, discriminated against or socially excluded. This is about workplace behaviours, living organisational values and addressing ANY behaviour that is the cause of undue stress and/or anxiety to other employees. There is a duty of care here and a very real element of risk mitigation. There aren't many who would not be supportive of that. → As a workplace that promotes values such as integrity, teamwork, honesty and respect (or similar), you cannot endorse any behaviour that forces someone to hide, be inauthentic or to live in fear of being found out or ridiculed due to a differing orientation or gender identity. → This is not about endorsing something that intrinsically you are not comfortable with, it is about ensuring a safe, inclusive and productive work environment for all of your employees. It's about saying to your entire employee base, "we hired you for the skills that you bring and the contribution that you can make". It's about saying to your entire employee base that we will provide you with an environment in which you can come to work, do your job and know that bullying, harassment and/or discrimination of any form, against any employee, will not be tolerated.
We have several "out" employees and they don't have a problem – is this really needed?	→ How large is your employee base? How many out employees do you know of that identify as LGBT? Does that equate to the estimated 6-10% of your population? → Of course, not everybody will want to be out at work, this is a very personal decision and one that is enormously impacted by how 'safe' an employee feels it is to be out. LGBT employees, particularly those who have been in the workforce for some time, are VERY used to having to hide their orientation or gender identity at work. There will be varying comfort levels with being out in the workplace, and for those who choose not to be, their reasons will be significant enough for them (and usually tied into the risk of exposure). This is NOT about running down corridors waving rainbow flags or being the organisations' LGBT activist, this is simply about the ability to come to work without fear of someone that you are not close to, finding out and negatively reacting to you as a person. For most people, it's just easier to pretend, or to avoid. → While you may have some employees who are out at work, we can guarantee that there will be MANY MORE who are not. Your culture may have something to do with that.

OBJECTTION	CASE FOR INCLUSION
We don't believe in forcing people to come out at work	→ LGBT initiatives are not about forcing people to come out. They are about creating a visibly inclusive environment for a group of people who have been so used to protecting themselves against the possibility of discrimination and harassment that feel they they can't be themselves at work or choose not to be. → LGBT initiatives are about diminishing the negative impacts to both the individual and organisation that taking on different personas entails → LGBT initiatives are about showing support for a significant population of your employee base, as well as those who are family and friends of LGBT people → LGBT initiatives are about saying "it is not okay to bully, harass, or discriminate against someone because of their orientation or gender identity" → LGBT initiatives are also about **drawing on the life experiences, insights and knowledge** of this group to improve your culture, awareness, innovation, products, services and markets.
We don't have enough LGBT employees here, or Let's see if there's some interest first	→ Both of these responses are problematic due to the fact that your LGBT employee base is predominantly hidden. → Unless LGBT employees feel that it is completely safe to be who they are in the workplace and that any bullying, harassment, discrimination will clearly not be tolerated, they are not going to disclose their orientation via a survey or any other means. In fact, "prefer not to say" responses are often a direct correlation to how threatened a person feels. → Organisations need to show that they are visibly inclusive before people will feel comfortable participating in, or contributing to networks. Even then, not everybody will participate and that's ok. Effective networks made up of both LGBT employees and allies are the most effective agents of workplace change and inclusion, far more so than simple statements around policies, diversity and inclusion.

STATISTICS

- 2 in 5 lesbian and gay staff facing discrimination will change careers if discrimination continues[2]
- 50% of LGBT employees would feel more committed and loyal to employers who introduce LGBT diversity policies and programs[3]
- 46% of same sex attracted youth have been verbally abused, 13% physically abused[4]
- Employees who feel that they are able to be "out" in an inclusive culture tend to be more productive; this is reflected in career development and remuneration[5]
- LGBT individuals who report higher levels of discrimination are more likely to have negative work attitudes and fewer promotions[6]
- People perform better when able to be themselves at work - one third of gay staff conceal their sexual orientation from their employers and co-workers[7]
- Jude Irwin, NSW Gay & Lesbian Rights Lobby and University of Sydney, The Pink Ceiling Report:
  - 53% of lesbians and gay men experience workplace harassment and discrimination
  - 50% experience homophobic remarks/jokes in the workplace
  - 28% experience aggressive or unwelcome questions about their status
  - 22% report being "outed" in the workplace against their will; and
  - 17% report having restricted career due to their homosexuality
- 84% of Victorian LGBT study respondents experienced discrimination as a result of their orientation, 70% of these being either verbal or physical public abuse[8]

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[2] *Harris Interactive, US*

[3] *Same Same : The Gay Census, 2008*

[4] *Hiller, Harrison & Dempsey (1999), Whatever happened to duty of care, Melbourne Studies in Education, p. 59-74*

[5] *Same Same : The Gay Census, 2008*

[6] *Ragins & Cornwell, 2001*

[7] *Same Same, The Gay Census, 2008*

[8] *Victorian Gay and Lesbian Righs Lobby (2000), Enough is enough : a report on the discrimination and abuse experienced by lesbians, gay men, bisexuals and transgender people in Victoria*

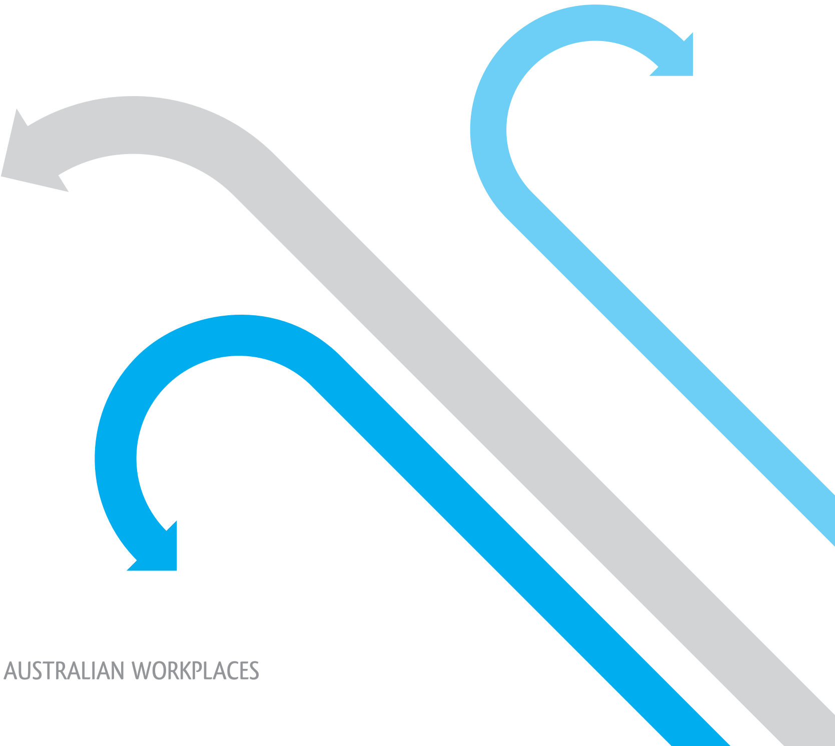
ARGUMENTS FOR AN LGBT EMPLOYEE NETWORK

BENEFIT	REASONING
Promotes diversity and inclusion.	→ LGBT Employee Network Groups are often quoted as being the most enthusiastic and productive if structured well. For many LGBT employees there is a sense of genuine enthusiasm and excitement regarding the ability to be themselves in a supportive workplace culture. Once the intent and desire has been established by the organisation it is not difficult to find individuals who will passionately work towards promoting a more inclusive workplace. → LGBT Employee Networks have a significant impact on how your diversity and inclusion initiatives are viewed externally. Many people see LGBT inclusion as the ultimate litmus test for workplace inclusivity.
Identify gaps, examples of basic support and areas of inequity	→ Your LGBT network can be a great source of information for HR and Diversity managers. With first hand experience of LGBT life outside of HR walls, the group can provide valuable input around the inclusivity of policies, communications, initiatives and the culture overall.
Improve products and services	→ Your LGBT networks can be a great source of information when it comes to targeting the LGBT population with products or service offerings. → LGBT networks may be able to assist the organisation in tapping into new and lucrative markets and client bases. → LGBT networks can be utilised to develop a better understanding of the needs and expectations of LGBT clients and customers. → Your LGBT Networks can also help identify barriers that LGBT customers may face when accessing services or products.
Build retention, engagement and productivity	→ People perform better when they can be themselves (www.stonewall.org.uk) and the impact of active LGBT Employee Network Groups within organisations has been shown to significantly increase engagement, productivity, retention and brand loyalty amongst LGBT employees (evidence from employee feedback and corporate diversity surveys)
Increase brand loyalty and reputation for inclusion	→ LGBT employees actively promote inclusive workplaces. Both internal and independent surveys have shown that brand loyalty amongst the employees, friends and family can increase significantly due to LGBT inclusion initiatives realised through the existence of active internal and external networks. → 47% of LGBT consumers (as opposed to 18% of heterosexual consumers) are more likely to make a purchasing decision based on their awareness of a company's diversity policies (Winfield, 2005).
Ally involvement significantly increases change impacts	→ LGBT networks provide an opportunity for allies to support their LGBT colleagues, families, friends and significantly impact the organisational culture for change. → LGBT networks also provide support for the families and friends of LGBT people.
Mitigate risk	→ LGBT networks are a point of contact for those considering coming out at work and are also a sounding board for any issues that arise as a result of being lesbian, gay, bisexual or transgender at work. LGBT employees are far more likely to contact an LGBT network contact or leader than ask questions through formal HR or contact officer / diversity officer channels which can assist in the early detection of bullying/ harassment issues and the mitigation of risk.

ARGUMENTS FOR AN LGBT EMPLOYEE NETWORK (CONTINUED)

OUT & EQUAL WORKPLACE ADVOCATES ALSO OUTLINE SOME OF THE AREAS IN WHICH LGBT NETWORKS CAN CONTRIBUTE[9]. THESE INCLUDE THE ABILITY TO:

BENEFIT	REASONING
Develop and implement internal policies and practices	→ Provide input on non-discrimination policies, benefits (partner benefits and transgender-inclusive benefits), diversity training and leadership development → Serve as an alternative source of information in relation to the availability of benefits → Facilitate open communication between employees and management to ensure that policies and practices have their intended effect
Promote visibility to foster a sense of safety and acceptance for LGBT employees in the workplace	→ Provide support and offer services and programs for LGBT employees and allies → Provide training and education forums around sexual orientation and gender identity in the workplace → Promote the contributions of LGBT employees → Develop relationships with other employee groups → Identify LGBT organisations for charitable donations or alignment
Assist with recruitment and business strategy	→ Work directly with LGBT groups at colleges, universities, graduate schools and professional associations → Sponsor external educational networking and community service events consistent with the organisation's mission → Establish relationships with external organisations to provide pro bono services and in-kind donations to extend the brand and enhance internal competence on LGBT issues
Provide leadership development	→ Provide leadership opportunities to identify talented employees → Establish mentorship programs



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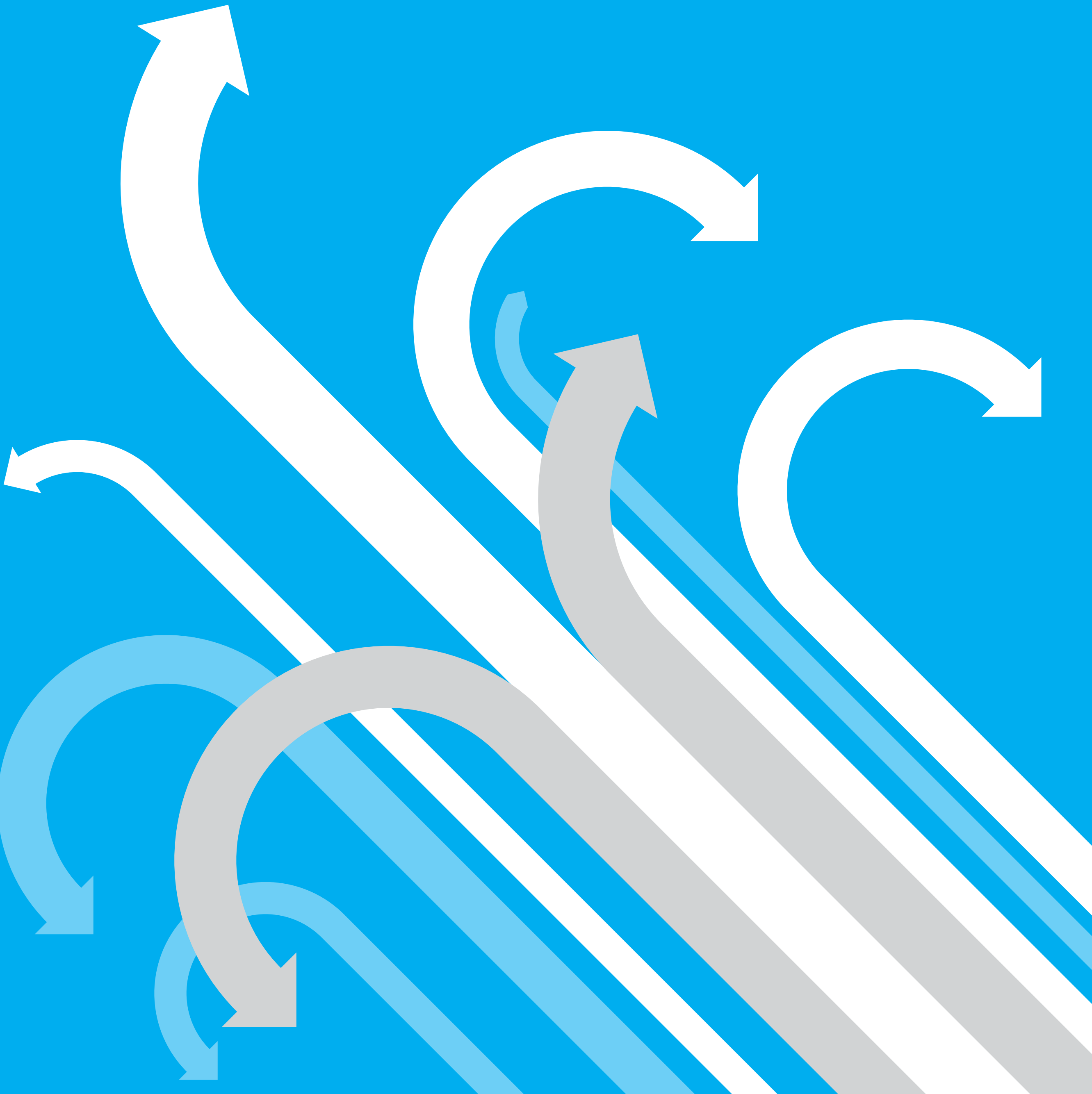
[9] *http://www.hrc.org/issues/workplace/diversity/employee-groups.htm*

SECTION 2:
SETTING UP YOUR NETWORK WITH STRUCTURE AND PURPOSE



So you're ready to set up a network, or you have an existing network and want to ensure that you have everything in place.

This section has been designed to provide you with a series of discussion points, ideas and case studies that will assist you in setting up a firm plan for your network, one that will be strategically aligned, supported by leadership, clearly communicated and ready to launch.

If you are new to LGBT networks, then ideally these ideas will generate discussion between your defined network leadership and:

- → A representative of your diversity / HR team
- → A number of engaged LGBT employees who are also keen to take on a leadership role; and
- → An executive sponsor if you already have one established.

We recommend that you work your way through this manual, making notes of the ideas that you wish to implement or incorporate into your overall plan. As you do, take into account the resources that you have, any past attempts at establishing a network, any existing networks and the overall organisational culture.

Should you have any questions in regard to any of the content of this publication, please call your Pride in Diversity account manager.

NETWORK VISION / PURPOSE

Every network needs a clearly articulated vision or purpose.

Regardless of the terminology that you use, we are basically talking about a short 'elevator statement' that describes why your group exists. An elevator statement is a statement that can be given in as much time as it takes an elevator to move up or down three floors. It's designed as a quick response to the question "why do you need a group?" or "why do you have an LGBT network?" – and that's a question that you will often get asked.

Obviously this is not something that needs to be relayed verbatim, but it should be clearly communicated on network documentation and the basic elements of the statement should be easy for members to recall when asked.

Consider the following:

- → Why does the group exist?
- → Why is it needed?
- → Broadly, what are you trying to achieve?

Examples

"The aim of the [x] network is to help create a culture in which all employees can bring their whole selves to work, including those who identify as gay, lesbian, bisexual, gender and/or sex diverse".

"The aim of the network is to create a workplace culture that respects all diversity and is equally inclusive of those who are gay, lesbian, bisexual and/or transgender."

"The purpose of the network is to support the organisation's policies of diversity and inclusion as it pertains to LGBTI employees"

You may also want to extend your vision / aim to include more of the organisational benefits of inclusion.

Examples

"The group contributes to the organisation's ability to attract and retain engaged and motivated talent while openly drawing on the unique backgrounds, experiences and networks of LGBT employees to increase brand awareness, loyalty and reputation."

Obviously these statements will vary greatly between the private sector, public sector, not-for-profit organisations and higher education. This is obviously why there is not a "one-size-fits-all" solution. It will be up to you to determine the statement that best fits your organisation, but these should at least provide you with a good starting point.

NETWORK STRATEGY / PLAN

Once you have established the overall vision or purpose of the group, you need to look at its' key objectives. This essentially becomes your strategy or plan.

- What are the key areas that the group will focus on in order to achieve or support its vision or purpose?
- What are the key outcomes that you hope to achieve within each of those key areas?
- What timeline / milestones / action plans can you create to support and/or measure this?

Ideally your strategy will link directly into the LGBT component of your organisation's diversity strategy, or at least be responsible for part of it. The more strategically aligned your strategy is, the greater levels of organisational support and buy-in you'll be able to achieve.

If your organisation does not have a diversity strategy, consider some of the key strategic objectives of the organisation. Typically the work of your network can be tied into people strategies or HR metrics around engagement, retention, attraction and inclusion. This is why it is ideal to have an HR or Diversity person work with you during the planning stages as they will be well aware of the key people metrics and/or initiatives being focused on over the next year or so.

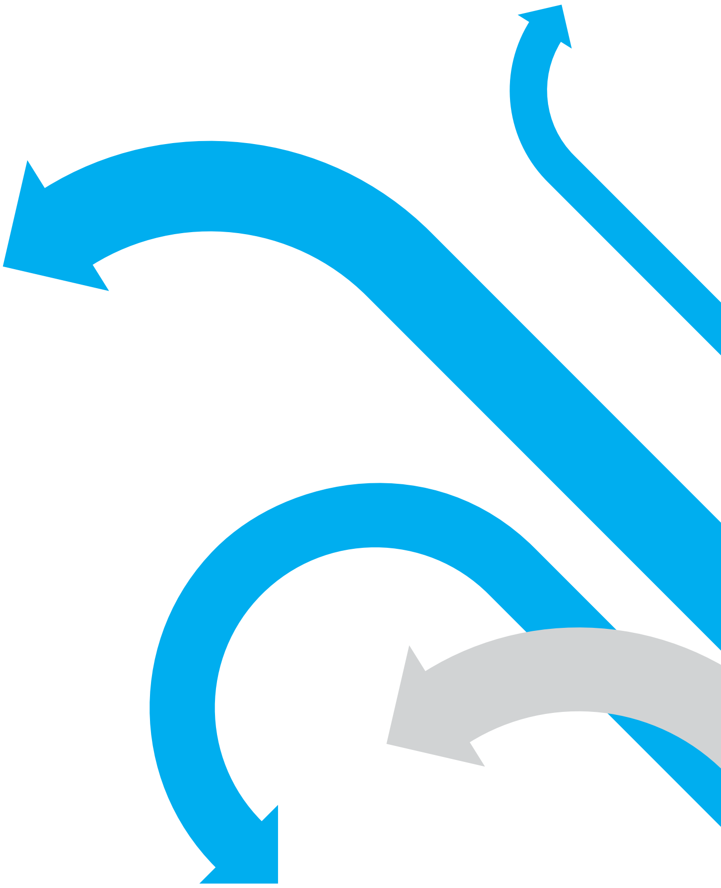
Always reflect back to your groups' purpose; will these actions help to achieve the overall purpose of the group?

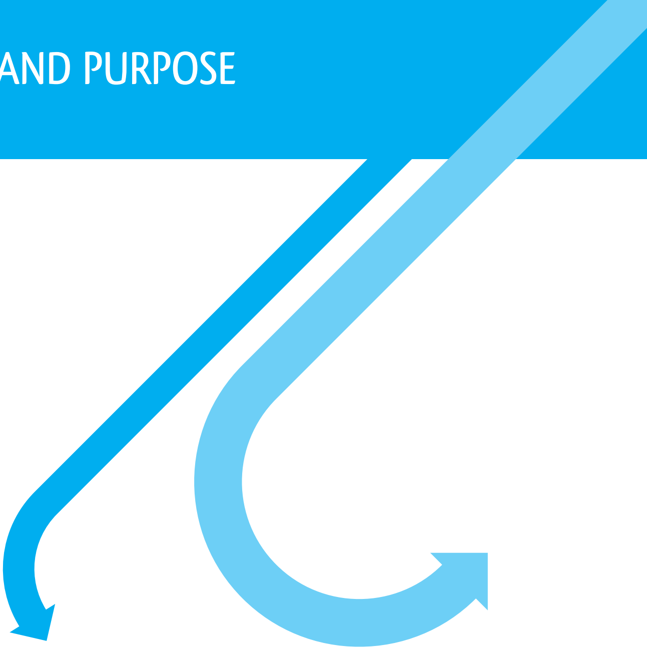
As mentioned, an LGBT strategy is important to the group's credibility and buy-in. It shows value back to the organisation. Your network is much more likely to get leadership support if the group is seen to be contributing to some of the key organisational outputs.

There can be a tendency to go a little overboard. It is much more important to focus on 1-3 key areas with only one or two objectives beneath each and do those well. Your plan needs to be achievable with a little stretch and it also needs to be somewhat organic in the early stages. Be prepared to discuss and make adjustments to your plan, but always, involve your key stakeholders in that process (HR, Diversity, Executive Sponsor, Group Steering Committee or Leadership)

Remember, being this *outcome driven* builds credibility, helps to maintain ongoing commitment and shows a return on investment. Even if the group is just starting, a clear plan from Day 1 will help to ensure that the group has a purpose and intent to keep it focused and on track.

The following page provides an example of a clearly articulated plan.





EXAMPLE: LGBT EMPLOYEE NETWORK PLAN

AIM

INTERNALLY:
The aim of the [Organisation]'s LGBT network is to openly support lesbian, gay, bisexual, transgender employees in all aspects of workplace inclusion thus contributing to a safe, equitable and respectful work environment in which all employees can bring their whole selves to work.

EXTERNALLY:
This in turn will contribute to the organisation's ability to attract and retain engaged and motivated talent while openly drawing on the unique backgrounds, experiences and networks of LGBT employees to increase brand awareness, reach, loyalty and reputation.

PARTIAL EXAMPLE

STRATEGIC OR CORPORATE DIVERSITY GOAL	NETWORK GOAL	DELIVERABLES / MEASURES	MILESTONES / TIMELINES	RESPONSIBILITY / ACCOUNTABILITY
This would be drawn directly from the LGBT component of the diversity plan or reference the strategic or people plans of the organisation	*What goal does the network have that directly relates to this strategic goal?*	*What will be your key deliverables / outcomes for this goal?*	*What date / dates will you achieve key milestones for this goal?*	*Who will take key responsibility for this?* *Who will you be accountable to?*
Increase awareness of LGBT inclusion within the organisation	LAUNCH LGBT NETWORK 1.1 Prepare to launch LGBT Employee Network	1. Network Leadership Team, Sponsor and roles identified 2. Network Strategy signed off 3. Communications Plan signed off 4. Launch plan signed off & speakers locked in 5. Intranet Page ready to go 6. Promotional brochures & posters printed	(Dates against each of the deliverables)	(Accountability for each of the deliverables identifying who in the group will take ownership and who will sign off)
	1.2 Launch Network	1. Pre launch pack and invites sent to senior managers & key stakeholders by Exec Sponsor 2. Launch communications with details and invitation to come along sent to all staff 3. Intranet page launched 4. Launch event!		
	1.3 Engage employees	1. Post-launch poster and brochures distributed 2. First information session held for interested LGBT employees and allies 3. Promotion of straight allies and executive sponsor on intranet		

NETWORK STRUCTURE / LEADERSHIP

Not all network groups will look the same. Structure will depend on geographical span, the number of interested people ready to take on leadership roles, the number of Diversity/HR team members involved and whether or not you have an Executive Sponsor.

EXECTUTIVE SPONSORS

Executive sponsors are very important to an LGBT employee network group.

Executive sponsors are ideally:

- The most senior person you can find who is happy to take on an active executive sponsorship role for the network
- Preferably somebody who does not work in HR, Diversity, People & Culture etc (to avoid the notion of "well, that's part of his/her job"). However, in saying that, we have seen some amazing executive sponsors who have also been responsible for HR!
- Someone who would be a contact point for media should interviews be requested (and therefore knowledgeable and up-to-date regarding network happenings and the importance of LGBT inclusion)
- Someone who would be happy to be the figurehead for the group, with photographs on the intranet site, quotes in brochures etc
- Someone who would advocate for and speak on LGBT inclusion at relevant events, be they internal or external
- Someone who would advocate for inclusion and support the group at senior levels of the organisation
- Someone who would be happy to speak for the group and promote LGBT inclusion via all staff emails, newsletters and communications (this does not have to be an exhaustive commitment).

Your expectations of the executive sponsor will also differ depending on the size of the organisation, the seniority of the person and the level of activity within the network itself. However, as a guide, an executive sponsor would ideally be able to commit to:

- At least 2-3 meetings a year with the network steering committee or leadership team to discuss strategy, progress against strategy, provide input, feedback etc.
- Attend an internal LGBT network function at least twice a year specifically to get to know some of the network and get feedback on the inclusivity of the organisation and the network itself
- Attend the occasional external function as a sponsor and spokesperson for LGBT inclusion within the organisation
- Send at least 3 all staff or managerial communications regarding LGBT inclusion and/or network progress to show senior level support and endorsement
- Assist the network group with senior levels of endorsement for appropriate resources and funding.

Executive sponsors come on board for a myriad of reasons. For many, it's a personal endorsement of human rights, equity or social/workplace inclusion. Some have family or close friends who may identify as LGBT., or they themselves may identify and for some it's just a leadership role that they are happy to take on.

When seeking an executive sponsor, it is important to clearly identify what you are looking for and the types of activities that you would be looking for them to be involved in. Being clear about levels of involvement and commitment can save you some disappointment later down the track. Use the guidelines provided here as a starting point and go from there.

What you want to avoid is simply a figurehead with little or no involvement within the network itself. This will soon become apparent not only to your network members but to the broader organisational community. You do want someone active and engaged and it is better to have someone a little less senior who will take this seriously than someone who is talked into becoming a sponsor with very little involvement thereafter.

The more structured your group, and clearly articulated your vision and strategy, the greater your chances of getting the right person on board.

It would also be extremely beneficial for your executive sponsor to undergo some LGBT cultural awareness training if they have had little exposure to or no involvement with the LGBT community. This may involve spending some time with your LGBT leadership team or simply having someone from Pride in Diversity spend an hour or so with your sponsor to familiarise them with some of the acronymns, the LGBT culture, some Australian stats and awareness of some of the issues faced. Pride in Diversity can also put your sponsor in touch with other very senior sponsors who would be happy to mentor or coach them if required.

LGBT NETWORK GROUP STEERING COMMITTEE OR LEADERSHIP TEAM

Your network definitely needs some structure. There needs to be a clearly defined leadership team or steering committee that will take responsibility for elements of the strategy and for the development of the network.

The allocation of roles and the formalisation of a leadership team may be casually decided amongst interested members. Some groups may choose to go down a more formal route via nominations and/or "terms served". Find out what will work best for your group.

Regardless of the terminology that you use (Executive, Steering Committee, Leadership Team), this group would ideally consist of:

- Executive Sponsor (although he/she may not attend all meetings)
- HR and/or Diversity representative to ensure alignment and awareness of activities within people divisions (may attend every meeting or semi-regularly)
- Representation of motivated and engaged LGBT employees keen to take on a leadership role, and
- Representation of motivated and engaged straight allies keen to take on a leadership role (ideal).

Consider the following role expectations for your leadership team:

- Willing to meet on a regular basis to discuss events, strategy, progress, issues etc (anywhere between once a month to every two months)
- Willing to contribute to the group via discussion, ideas, assistance at events and accountability for assigned role and tasks (to be agreed amongst members)
- Willing to advocate for the network on a casual basis to colleagues at work and regularly participate in events
- Willing to make a visible stand for inclusion (addressing offensive behaviour, being a contact point for the network, being accessible to members).

Promotion of your sponsor and leadership team may include:

- Photo, quote and endorsement of your executive sponsor on intranet pages, brochures etc.
- Network roles, contact phone numbers and email addresses of leadership team members on the intranet as a point of contact
- Invitation on brochures, intranet pages to call specific members of the leadership team for issues or questions related to being lesbian, gay, bisexual and/or transgender at work or just for further information on the network
- A confidential and anonymous means of contact for those wishing to speak to someone without identifying themselves.
- Clear communication of confidentiality at all times.

Consider the geography of your leadership team.

Many LGBT networks are geographically diverse. It can be difficult not to be seen as a "city centric" network if you have offices in all states and/or across regional areas. To keep your group connected, it is often a good idea to have representation from at least the main geographical locations represented within your network leadership team. Members can meet by teleconference while meeting notes and paperwork can be easily emailed so it is not essential that you all reside in the same location. This also allows your externally located members to take a leadership role within their location and promote regional or state specific news to the wider group.

Pride in Diversity events are also conducted nationally and different state/regional representatives will be able to tap into these.

Clearly define roles and expectations

Some leadership teams distribute tasks and accountabilities based on current members availability and work / external commitments. Most often, these roles are voluntary roles for which time is not additionally allocated, so we have to be mindful of not loading any one person up too much. For larger groups with greater leadership participation, formal roles may be allocated with specific accountabilities for tasks. Task allocation can be based on areas of expertise, interest or professional development (the latter tying a learning component into network participation).

During your first meeting, it will be important to discuss roles and expectations to ensure that people are comfortable with their commitment levels. The commitment to working on the leadership team does not need to be exhaustive. It may range from a couple of hours a week, to 2-4 hours every 6-8 weeks. Your team may change regularly due to unforeseen circumstances so regular informal communications between team members is important. Meeting once a month, even for half an hour may be too much for some teams, but any less than quarterly can make it hard to maintain momentum.

NETWORK MEMBERSHIP

Network membership not only relates to who formally joins your network but also who attends events, who the network is promoted to and which acronym you choose to use for your network or within your network promotional material (if any acronym is used at all). Regardless, your terminology carries a lot of weight, so you need to be prepared to answer questions should someone ask or voice their disappointment.

WHICH ACRONYM? (TRANSGENDER AND INTERSEX INCLUSION)

This is an important area that is often overlooked when first setting up a network so it is important to understand some of the history and a little of the politics around the acronym LGBT. This will assist you in determining the best way to promote your network.

Firstly, not everyone may be comfortable with the acronym you use, whichever way you go. In order to respond to questions in relation to the acronym used, it is important to have a clear understanding of the differences between a group that is promoted as:

- LGB or GLB
- LGBT
- LGBTIQ etc.

LGB (Lesbian, Gay, Bisexual) refers to sexual orientation. T (transgender) refers to gender identity and I to sex (intersex). Some groups also include Q which stands for either Queer or Questioning (depending on who you're talking to).

Some people put forward strong arguments for not including 'T' in LGB networks because it blurs lines between gender identity and orientation. The case can also be made for intersex inclusion (sex being different to gender identity and orientation).

However, there are equally strong cases made for including both Transgender and Intersex people within your network. Although not the same as orientation, both Transgender and Intersex people can suffer homophobic exclusion, discrimination and prejudice. For this reason, many of their experiences may be similar and can be addressed via the presence of a network.

If you do not include transgender and intersex people within your group, you may get asked why not. If you do, you may get asked why. Obviously it's difficult to have the right answers for everybody, but please do make sure you are very aware of the differences and can talk articulately in regard to your reasoning.

Pride in Diversity offers training on Sexual Orientation and Gender Identity in the workplace which clearly differentiates between orientation, gender identity and sex (intersex). Training also covers gender expression and role. The training provides definitions, culturally appropriate language as well as insights into some of the challenges faced and the damage caused by blanket stereotyping and highly offensive myths. It is highly recommended that your HR and Diversity teams participate in this training which typically takes between 2-3 hours and is free to members.

SENSITIVITIES AROUND MEMBERSHIP

Many networks in a passionate endeavour to get started, actively seek out and encourage all the LGBTI people (or suspected LGBTI people) to become part of the network. In doing so it is important to be aware of sensitivities around identity as well as the grouping of orientation, sex and gender identity as discussed above.

Some gay, lesbian and bisexual people would much rather fade into the background and won't necessarily want to be associated with an LGBT network and of course that is their right and their choice. Equally, while there will be some people who identify as transgender or intersex who would jump at the chance of being involved, on the flip side of the coin, there will be some who will not.

People will either be comfortable, uncomfortable or indifferent to the alignment and grouping of LGBTI employee networks. Someone's sex and gender identity is quite independent of their orientation and some believe that combining all into one group blurs the line and only perpetuates the lack of distinction which in turn reinforces harmful stereotyping and assumptions that are often inferred as a result.

Many transgender people do not identify as trans-women or trans-men but rather women or men and wish to disappear into this group without reference to their past expression. Some Intersex people may be incorrectly identified by others as transgender or vice versa dependent on one's awareness, another reason why sensitivity is such an important aspect of LGBT / I networks.

It is important that both members and allies are aware of sensitivities and respect individuals for who they are without the need to label, fit them into a membership "box" or place undue pressure on becoming involved to support the cause. Unwelcome curiosity can be harmful and in our enthusiasm to get a network up and running, this can sometimes be forgotten.

NETWORK NAMES

Network names are common place and are usually an acronym typifying the membership of the group. Creating a network name and logo certainly helps with visibility and saves you having to constantly articulate the alphabet soup of letters associated with LGBT networks; acronymns that few really understand.

You may choose to go with something quite simple ie: [Organisations]'s PRIDE network for easy identification or something a little more obscure and creative.

For example, we have provided six Australian Case Studies of our 2010/2011 AWEI highest performing network groups in the latter part of this manual; their chosen names reflect a way of incorporating the organisation, membership and/or purpose of the group.

GLLO - Australian Federal Police's **G**ay and **L**esbian **L**iaison **O**fficers

GLAM - Goldman Sachs **G**ays **L**esbians **a**nd **M**ates

GLEE - PWC's **G**ays, **L**esbians and **E**verybody **E**lse

Telstra's SPECTRUM - a nod to difference and variety - all the colours of the rainbow

EAGLE - IBM's **E**mployee **A**lliance for **G**ay and **L**esbian **E**mpowerment

KGEN - **K**MPG's **G**ay (Lesbian, Bisexual and Transgender) **E**mployee **N**etwork

ALLIES OR JUST LGBT?

This is a question we often get asked, but the answer is clear. You definitely do need to open your membership to allies / supporters. Your allies will be instrumental in bringing about organisational cultural change for inclusion, in a way that identifying lesbian, gay, bisexual, transgender or intersex people may find difficult.

We have also found that the level of support from allies to your LGBT employees is incredibly encouraging and provides a level of safety and comfort that moves beyond a closed LGBT group.

The open inclusion and promotion of allies also provides those LGBT employees who are not yet comfortable being out in the workplace (or may never be) an opportunity to participate without outing themselves. With membership that promotes a good mix of LGBT employees and allies, attendance at events does not equate to one being gay, sex or gender diverse.

Networks also provide those allies with family, friends and/or colleagues who identify as LGBT an opportunity to show their support while providing the added benefit of being a greater voice within the organisation on the importance of inclusion.

Welcome allies to your group as they will be your greatest force for change.

NETWORK VISIBILITY

A network that operates secretly, underground or without the full endorsement of your organisation sends very mixed messages. On the one side you are professing to endorse the network but on the other you are saying "keep it quiet". These networks only reinforce the "it's not OK to be me" sentiment that so many LGBT people have fought against.

Your network needs to be visible within the organisation and the existence of the network needs to be communicated with great pride. That's not to say that you can't do this sensitively in a conservative culture. You can … but there's a difference between being sensitive and being secretive or marginal.

Let me ask you a couple of questions:

- If I was going for a job at your organisation and I wanted to check out whether or not you had an LGBT network or were inclusive of LGBT employees, would I be able to determine this by looking at your people or diversity pages on your *external* website?
- If I am participating in external LGBT workplace initiatives, events, conferences, would I see representation from your organisation or would it be notably absent?
- Day one on my job, I'm looking through the intranet pages. Am I able to easily find information on the LGBT network?
- If I have just started work at your organisation and I'm attending an orientation program, do you talk about valuing people / diversity and if so, do you provide information on your employee networks (including LGBT)? If you talk about diversity but LGBT is not even mentioned amongst the other areas of focus, what will I conclude?
- Is there a contact name, number that I can confidentially call to find out a little more about the network and what it's like to be gay and/or gender diverse at your organisation?

LGBT Employee Network Groups are the greatest indicator of LGBT inclusion within an organisation. By law, organisations need to be LGBT inclusive when it comes to policies etc. but they aren't required to have an LGBT employee network. An LGBT employee network that cannot be easily located, and whose existence is not widely known amongst ALL employees diminishes its effectiveness significantly.

Consider how you might promote the existence of your network:

- By promoting the start up of a new network or the re-launch of an existing one with an all-staff invitation to attend
- Holding an information session for LGBT employees and allies … "come along to find out more"
- Postcards or flyers that get included within letters sent out to new employees (usually part of a welcome kit, or orientation pack along with information on other diversity / social groups)
- Do you have a kitchen poster culture? Consider posters regarding the network, inviting LGBT employees and allies to contact you to find out more
- All staff electronic or hard copy newsletters – always see if you can get a small piece in about the network or an event
- Networking with other internal diversity groups – finding out about other diversity groups, presenting to them on the LGBT network and encouraging them to come along
- Networking externally – meet with other LGBT employees and network externally to expand your professional circle, hear about what other organisations are doing and promote the existence of your network
- Intranet page with contact details of your network's steering committee or leadership team, information about why the network exists, profiles of some of your straight allies and LGBT employees encouraging others to join, explanations around the inclusivity of family benefits
- Regular all staff communications from your executive sponsor in regard to the network or a recent event, milestones achieved, etc.
- LGBT inclusion identifiers at your workstation. Your network postcard or flyer pinned up at your desk
- Participation in your organisation's diversity days or celebrations (consider having a stall or a speaker)
- Offer to mentor or be a spokesperson on LGBT inclusion within your workplace
- Encourage participation in LGBT awareness training
- Offer to speak at management courses in relation to diversity within the workforce and challenges faced by LGBT employees
- Send out newsletters

Ideally, your ideas would develop into a communications plan that would be incorporated into your strategy. Find out who can assist you and the channels that you need to go through to get all staff communication approved. Aim to contribute regularly to all staff newsletters.

The more visible your network the greater the impact.

NETWORK OPPOSITION AND EFFECTIVE RESPONSE / COMMUNICATION STRATEGIES

We talk elsewhere in this manual about the importance of the language that you use when launching or promoting your LGBT network, here we will address the values component of your communications.

It would be most unusual if you did not get some negative responses to LGBT initiatives within your organisation. These can come in at any time and will either be directed to the network itself or to the organisation's executive, HR or diversity teams. Language can be a powerful tool is helping to minimise resistance and if your communications are clearly framed within your organisational values or diversity/inclusion messages, you are at least addressing the "why" up front. The clearer the organisational intent behind LGBT inclusion, the less vocal resistance there will be.

For some people, an LGBT employee network is seen as a "sexual" network that doesn't belong in the workplace. Those from either faith based backgrounds or cultural backgrounds that traditionally oppose LGBT inclusion or just those with a very conservative mindset are often the most vocal in their opposition of inclusion initiatives for LGBT people. People with strong opposing beliefs and values can't be argued against or talked around and to try and do so would be futile.

Of course, everyone is entitled to their own personal beliefs and values, inclusion initiatives are by no means an attack on these nor should they be seen as such.

> *We need to take personal values and beliefs out of the equation. This will take the heat out of the debate*

The message is important. LGBT inclusion is about workplace behaviour, not about trying to change or favour someone's beliefs / values over another. LGBT inclusion is about creating a safe and inclusive workplace for all employees. Everyone has the right to come to work without having to take on a different persona just to do their job. Inauthenticity can ultimately lead to heightened and unnecessary levels of workplace stress and anxiety. As an organisation we have a responsibility to ensure that the workplace is safe and equitable for everyone. The right to work in an environment that is free from bullying, harassment, discrimination; and where we are all treated equitably and with respect does not belong to only those who follow a particular belief or value system. That is your message!

Just as someone with very strong beliefs and values that oppose LGBT inclusion would expect a safe and inclusive environment free from bullying and harassment, so do our LGBT employees.

An example of values based language may include:

Launch
"[Organisation] values and respects all employees and believes that our diversity contributes enormously to our rich employee culture and our ability to meet the needs and expectations of both our employees, customers and key stakeholders (insert appropriate language). In alignment with our diversity policies, we are pleased to announce the launch of a new employee network for lesbian, gay, bisexual, transgender employees, their families, friends and supporters and we invite all interested employees to attend the launch of the network being held on ….. " etc.

Event Invitation
"In alignment with our diversity policy and workplace values around respect, integrity and inclusion, we would like to invite you to an event put on by our [network] … "

Poster
Do you identify as gay, lesbian, bisexual, gender or sex diverse?

Or do you have family, friends, colleagues who do that you would like to support?

In alignment with our diversity policy and workplace values around …….[insert] ….., we would like to invite you to join our [name] network. For more information, please contact ….

Of course, as your network becomes more established, is widely known throughout the organisation and active in newsletters, events etc, there will be less of a need to frame your communications consistently in this manner. But certainly, in the initial startup stages where opposition is expected, it would help to address the question of "why" and may limit the number of calls received to question this.

Liz Winfield (2005) in her book *Straight talk about gays in the workplace* adamantly reinforces the mantra *behaviour not beliefs, education, not endorsement.* While she claims that she may harbor secret desires to have everyone agree with her point of view, believe what she believes and think the way she thinks, those desires are not part of the work she does, nor can they be. Her argument is that people think for themselves, it's part of their nature and that if you can give them good, factual information with an open mind and heart, they will receive at least some of it.

Winfield further argues that we cannot force our personal or organisational positions on LGBT inclusion down the throats of those who disagree, nor allow that disagreement to lead to any kind of workplace discrimination. We can't check our orientation at the door any more than we can check our convictions there, but we can all enter into a common agreement about behaviour at work in support of goals which are usually productivity and/or profitability based (p. 22-23).

Communications framed around organisational values and behaviour will help people to understand the reasons for LGBT initiatives far more than arguments based on right or wrong.

NETWORK CONFIDENTIALITY

There are some very good reasons to support and maintain network confidentiality within the workplace.

Some people are very comfortable being out at work, particularly younger people who have not experienced the levels of exclusion, harassment or discrimination that older generations have. It is sometimes difficult for younger folk to appreciate just how hard it is for others to be that open amongst colleagues so don't be surprised if you get disagreement on this point. Confidentiality will allow your group to grow. There will be members who will join because they know that member lists will be kept confidential and not readily available for others to scrutinise.

Even though your networks are open to straight allies as well, confidentiality allows people to sit behind the scenes a little, gauging how safe the network is. They may not come to events (and they may!), but they may want to keep informed and be kept up to date. It's important to respect that.

Confidentiality of membership only applies to your mailing list or membership lists. Of course the existence of your group should be widely publicised, and those that are happy to be promoted as LGBT members or straight allies should be widely promoted on your intranet pages or within your brochures. Of course, confidentiality at events is impossible to maintain as these are open to all, but with the inclusion of straight allies, the event will be far less daunting for those who are still a little cautious.

The difficulty with open mailing lists is that they can be passed on and scrutinised by those not on the list. As archaic as that sounds, unfortunately it does still happen and bullying/harassment or attention seeking taunts can result. For this reason we recommend that lists be kept only by the network leadership, not visible to members or employees as a whole and we recommend that all email communications go out bcc:

Of course sending out all communications bcc: has its own unique limitations. It means that invitations to events can't be sent out as calendar invites as attendee lists are visible to all. The promotion of confidentiality and bcc: communications is essential if you want to encourage those potential members who are still very cautious to come along.

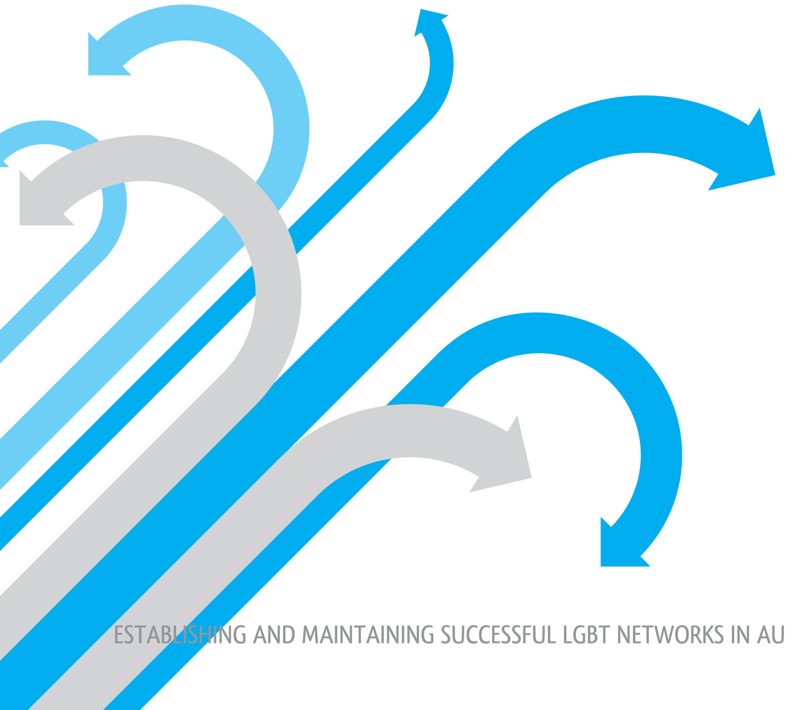
For this reason, the easiest way to send out calendar invitations may be to:

- → Create an email that goes out to the entire list bcc: outlining the event, asking people to RSVP by a certain date to a dedicated email address for your group, or to one of the leadership team (a dedicated LGBT network email box may be visible to all LGBT network leadership).
- → Create an attendee list from the RSVP list sending them an individual invite if you wish to include calendar invites with discreet details, or asking them to enter the event in their diaries when your confirm their attendance.
- → Send an email (bcc) out to all attendees the day of the event reminding them.

LGBT / ALLY IDENTIFICATION : DO WE ASK?

Some networks choose to ask how people identify within the network on signing up or joining or via a yearly survey. This can actually be a very useful thing to do providing you provide an option 'prefer not to say' and make it voluntary. This provides you with some valuable information and the 'prefer not to say's' are often an indication of how safe people feel disclosing within the organisation, which can be a measure in itself.

Should you decide to do this, please ensure that you frame this really well. Why are you doing this? How confidential is the information? Who has access to it?



An Example

Thank you for signing up to our [name] network mailing list. We will keep you up to date with events, news items and articles of interest. Please feel free to contact us at any time should you require any information or wish to talk to someone in our network. All communications are considered confidential unless you choose otherwise. Our contact details can be found at [intranet page].

To provide us with information on our network group and to track some important statistics for growth and impact, we ask that you consider completing the following survey and returning it to us. This is completely confidential and will only be viewed by members of the network leadership team. Data will be extracted in reporting without any identifying information. This survey is optional. If you are uncomfortable for any reason completing this, please just ignore.

How did you find out about the network?

How do you identify (please choose all applicable):

○ *Heterosexual / Straight Ally*
○ *Gay man*
○ *Gay woman / lesbian*
○ *Bisexual*
○ *Transgender*
○ *Intersex*
○ *Other*
○ *Prefer not to say*

What is your primary reason for joining the network? (please choose all applicable)

○ *Support for family / friends / colleagues*
○ *Believer in inclusion / equity for all employees*
○ *Professional networking*
○ *Meet other LGBTI employees*
○ *Just to be kept up to date on what's happening in this area*
○ *Events*
○ *Other :*

Thank you for your input.

ORGANISATIONAL AND OPERATIONAL CONSIDERATIONS

Another important area to reach agreement on is the operating rules of the group itself and the resources that are available to it. These would ideally be built into a Network Charter, a document that clearly outlines the structure, purpose and operational guidelines of the network.

This once again takes a group from a casual social group to a business focused network operating under the support and terms of the organisation in relation to how it is conducted, resources utilised, time spent etc.

The table below has been provided as an example for discussion within your steering committee / leadership team (with representation from your Executive Sponsor and HR/Diversity person).

DETAIL	CONSIDERATIONS	WHAT HAS BEEN AGREED
Meetings	→ Frequency of leadership team meetings → Frequency of meeting with Exec. Sponsor / HR → Limitations on company time spent in network meetings → Company facilities available for meetings (rooms etc)	
Resources	→ Brochures/document design assistance → Printing / photocopying → Phone / Fax → Administrative or operational assistance	
Communications	→ Formal all-staff communications assistance → Formal sign-off procedures for communications / brochures → Use of staff bulletin board postings → Use of kitchen posters → Dedicated mailbox → Responsibility for own intranet page (or processes) → Use of company logo and brand?	
Training and Events	→ Funding for training, relevant events (budget?) → Funding for training of network, allies (budget?) → Funding for internal events → Rules around events (ie. Alcohol / catering / comms)	
Budget	→ Budget Allocated? → Budget owned or on request? → Expenditure reporting process	
Accountabilities	→ Reporting frequency → Reporting formats	
Other		

EXAMPLE: NETWORK CHARTER

A network charter is used to clearly document the aim, structure, objectives and rules of the network. Network charters can be used to articulate the reasons for the network, provide information on its strategic goals, provide rules of engagement for network members and clearly outline roles, responsibilities and areas of strategic support.

Essentially, it is up to you what you include within the charter, but it should always at the very least outline the networks purpose, objectives, structure of the group, operating rules and resources available.

Network charters should be easily accessible to anyone interested in understanding how your group operates. It would ideally be signed off by key stakeholders (Executive Sponsor, Diversity/HR) and reviewed every year for accuracy and relevance.

An example has been provided on the below:

[Name] LGBT Employee Network Charter

AIM OF THE GROUP - The aim of the [ ] employee network is to ...

KEY OBJECTIVES - Key objectives of the group are to (example provided):

- Align the LGBT network business plan and accountabilities to the organisations diversity strategy in order to contribute to the current strategic goals of engagement and inclusion
- Create a point of contact and a professional support network for LGBT employees and allies through the provision of peer support, networking, social events, communications and external activities
- Provide support and advice to the organisation in all aspects of LGBT inclusion via feedback, input into culture, policies, benefits, communications and initiatives
- Promote inclusivity of the organisation both internally and externally via active involvement in external events and through internal communications and initiatives
- Objectively measure LGBT inclusivity against national benchmark and strategically work to increase ranking

LEADERSHIP STRUCTURE - Network leadership consists of a formal steering committee comprising:

- Executive Sponsor
- HR and/or Diversity representation
- A team of [ ] employees comprising both LGBT identifying employees and straight allies (if the latter being the case)

KEY CONTACTS (LIST NAMES AND CONTACT DETAILS)

ROLES AND RESPONSIBILITIES

- Outline roles and responsibilities of Executive Sponsor, Steering Committee, Diversity / HR Team
- Outline roles and responsibilities of network members (ie. Professional conduct at all internal/external events, respecting confidentiality of network members etc).

RESOURCES AVAILABLE

- Outline budget allocated (or use the term predefined budget) and any sign-off processes
- Outline any additional resources or assistance made available to the group

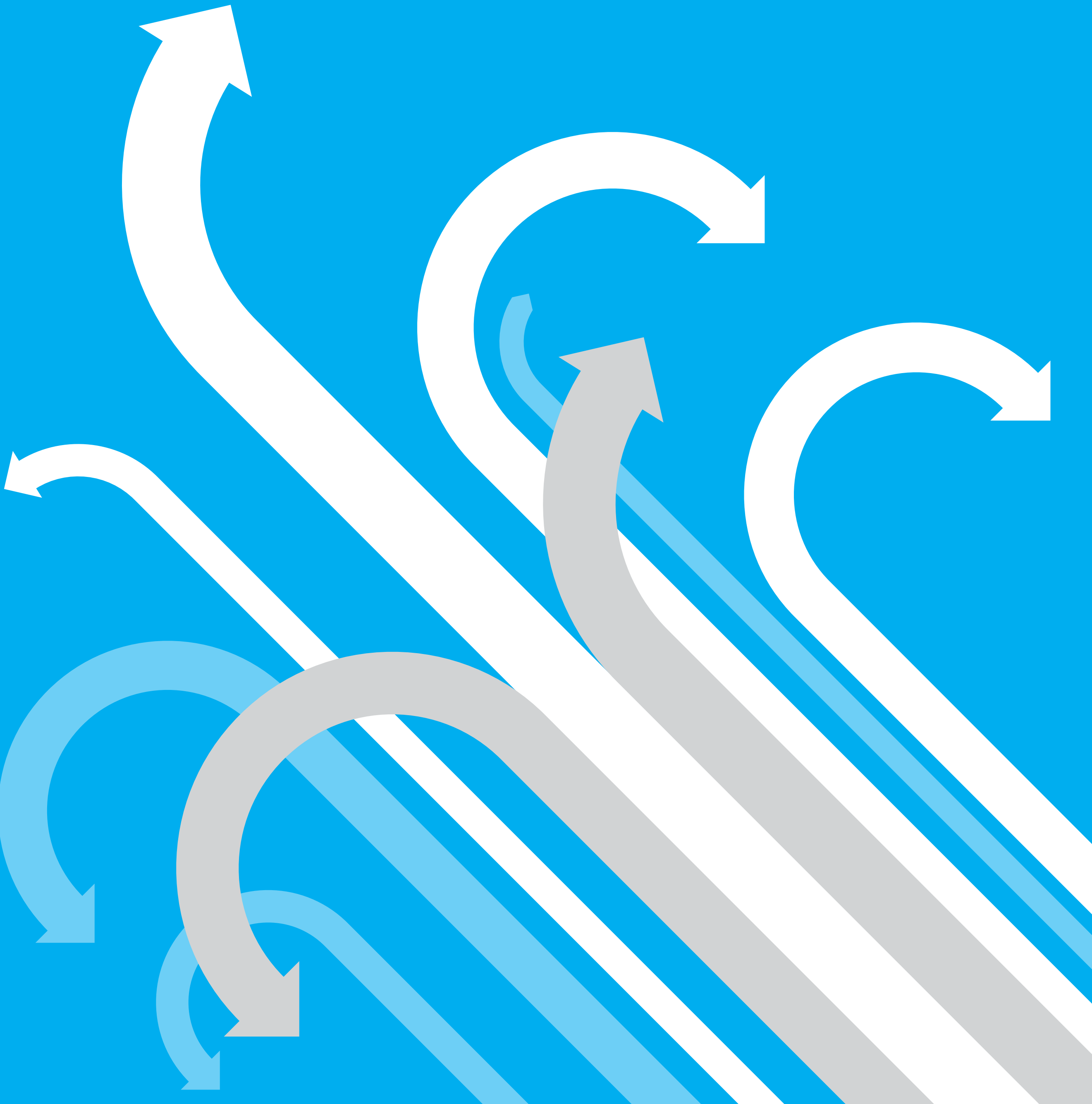
NETWORK MEMBERSHIP

- Example: Membership is open to all employees both those who identify as LGBT and straight allies
- Membership lists are confidential, accessed only by the Steering Committee
- All email communications to the network membership are sent bcc:

ORGANISATIONAL & OPERATIONAL DETAILS

- Rules and expectations of the group, resource limitations, office space limitations, amount of time allocated to network work if applicable etc.

SECTION 3:
THE IMPORTANCE OF ALLIES



WHY ALLIES ARE SO IMPORTANT

Stonewall UK's workplace inclusion program Diversity Champions has long held that LGBT networks are one of the most important factors for, and the greatest contributor to LGBT workplace inclusion that we have. Stonewall along with many other organisations that work in this area, upholds the importance of straight allies.

Even with LGBT inclusion starting to spread its wings within Australian organisations and LGBT employee networks popping up in even the most unexpected workplaces, homophobia and heterosexism still persist.

The percentage of openly lesbian, gay, bisexual and transgender individuals in the workplace is growing but despite the remarkable progress that has been made to date, there's still a long way to go.

We currently find ourselves in interesting times. While many workplaces are now actively working on LGBT inclusion, many others do not yet feel they're ready.

While we have many conservative views in boardrooms and positions of leadership arguing against the need, we have growing numbers of graduates coming into workplaces comfortable with their orientation and/or gender identity with an expectation that their workplace will be inclusive. As for their identity, they have no intention of hiding who they are just to do a job. This puts non-inclusive organisations in quite an awkward position, one that will intensify as more and more younger people enter our workforce.

This is where the importance of allies becomes so evident.

Allies have a unique role to play in our workplaces and in society as a whole. It is rare these days to find a person who does not have a family member, a friend, a neighbour or a work colleague who is gay. And for those who have been close enough to see the difficulty that is often faced by LGBT people, there is at the very least a sense of discomfort in regard to the levels of exclusion, harassment and/or inequity that is often faced by their loved ones. It is a cause that requires some courage and patience, but there are so many allies that would deeply benefit from an opportunity to stand alongside their LGBT family and friends to show their support and very often, LGBT employee networks are one avenue in which they can choose to do so.

This wonderful group of supporters provides LGBT resource groups with an opportunity to extend their network, extend their support mechanisms, increase their voice and more importantly, really impact the prevalence of homophobic bullying, harassment, taunts or exclusion that the rest of us may not be privy to.

It's one thing to try and make a difference as an LGBT employee, it's quite another to have a whole army of support behind you!

WHY DO PEOPLE BECOME ALLIES?

There are many reasons why somebody may want to become an ally. Some of the most common include:

- Wanting to show support for family, close friends and colleagues who identify as LGBT
- Having family or close friends who identify as LGBT and wanting to understand a little more about some of the challenges that face them
- Wanting to mix with more LGBT people in order to broaden networks
- Wanting to mix with like-minded people in a professional context
- Wanting to make a difference to inclusion initiatives within the organisation
- People who believe in diversity and equity and see this area as an area that still requires a lot of understanding and work and are willing to help that along.

When we first started our network, we considered making it open to only those who identify as LGBT and we met off-site after work to talk about the network over drinks. One of the people who came along brought a friend who did not personally identify as LGBT but wanted to support her friend who felt uncomfortable coming alone. She also wanted to support her brother indirectly who was also gay (but did not work for the organisation).

The level of support that she received from the group that night was amazing. People really welcomed her and were thrilled that she came along to show her support. She talked about how important this network was and how she wanted to be involved.

We decided then and there to open the network up to allies and it was the best thing we ever did. The network grew enormously and the number of allies that called us over the next year or so to tell us how rewarding the network has been for them was been phenomenal.

We've never looked back .

Beginnings of the ING Australia Network
March 2008

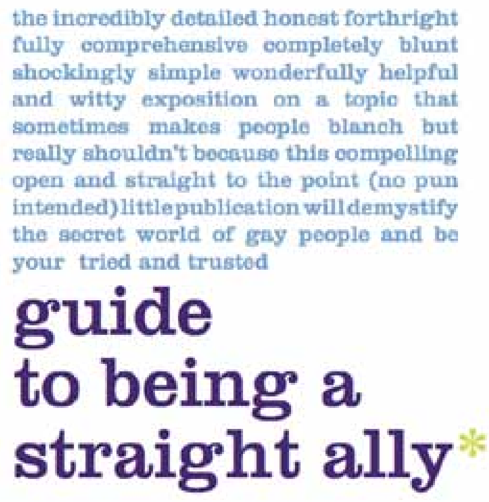
WHAT IS EXPECTED OF ALLIES?

Certainly involvement within the LGBT employee network is already a great show of support from our allies, but you will find people who want to be more actively involved.

It is extremely useful to have some documentation on hand that you can distribute within the organisation and to new members in relation to what it means to be a straight ally.

There are some fantastic publicly available documents that you can use, or you can create your own network welcome pack that contains information / flyers incorporating a straight ally support brochure.

A great example of a publicly available document is the one put out by PFLAG (parents friends and families of lesbians and gays).



the incredibly detailed honest forthright fully comprehensive completely blunt shockingly simple wonderfully helpful and witty exposition on a topic that sometimes makes people blanch but really shouldn't because this compelling open and straight to the point (no pun intended) little publication will demystify the secret world of gay people and be your tried and trusted

guide to being a straight ally*

This wonderful publication outlines a number of key steps that guide people in becoming an effective ally for change:

- Stay informed (terminology, issues faced etc)
- Speak up (call/address offensive conversations, terminology, behaviours)
- Be honest (if you're not sure, ask, no need to tip toe)
- Support equality (change won't happen without people like you)
- Come out (as an ally that is !)

This document is available for download or purchase from: http://www.straightforequality.org/

Hall (2009) also suggests tips for success when it comes to being a straight ally. We've included a couple of them here:

- Accept everyone regardless of sexual orientation or gender identity / expression
- Be passionate in advocating for an equitable work environment
- Possess a strong sense of self (you may be taunted for your participation and people may question your identity)
- Be culturally competent in lesbian, gay, bisexual and transgender issues
- Possess a clear understanding of the legacy of heterosexism and homophobia

ENCOURAGING ALLY MEMBERSHIP AND PARTICIPATION

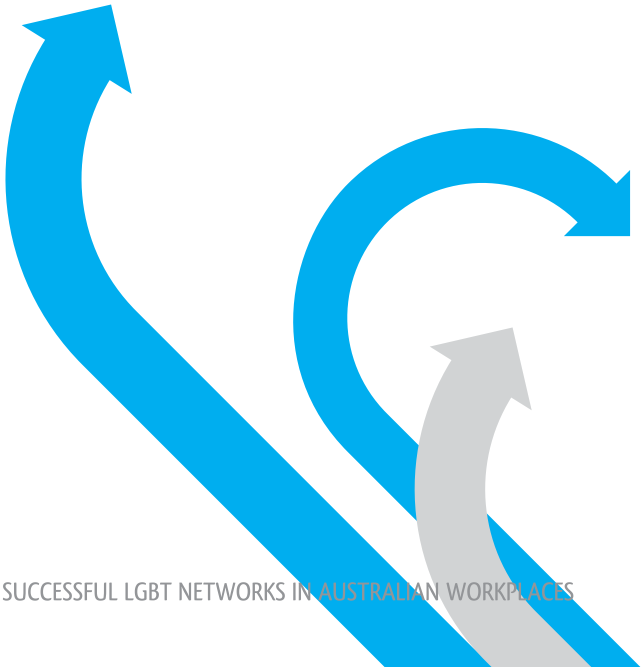
The following tips may assist you in encouraging straight allies into your network:

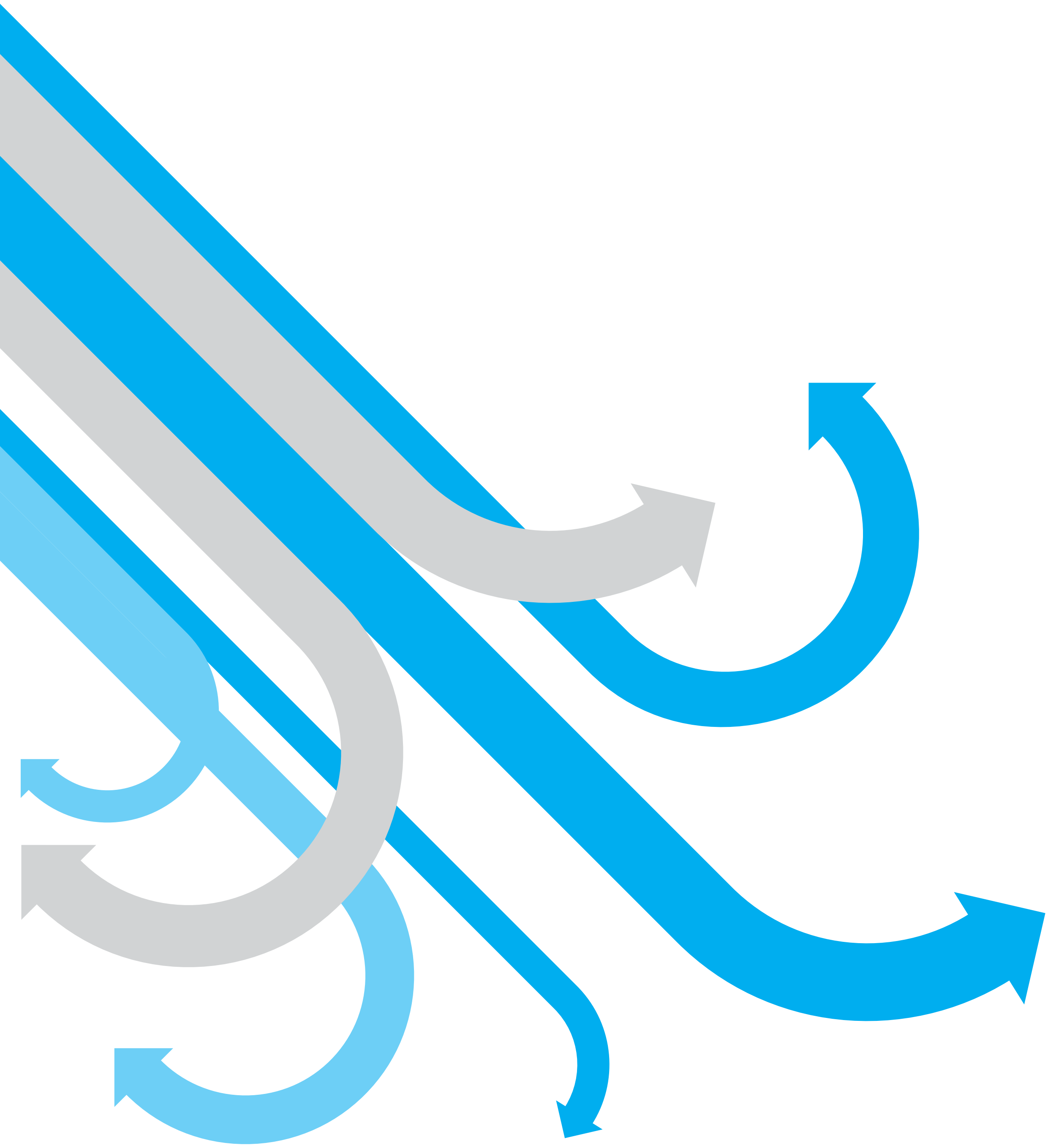
- Always include "and allies" (or appropriate terminology) in your documents, intranet pages and invitations
- Have a section of your intranet page dedicated to straight allies listing some of the reasons why they might want to join, a photo of a couple of willing straight allies along with a short quote on why they joined
- Create a small brochure for allies encouraging support, how they can benefit, what they can contribute and where to go for more information. Include the brochure in any network welcome packs or have the equivalent on your intranet pages
- Encourage your straight allies in encouraging others to participate
- Let your straight allies know that they can really make a difference and are really welcomed within the group
- Provide awareness training for allies (particularly appealing to those with family, friends who identify as LGBT).

David Hall in his publication Allies at Work (available from Pride in Diversity) offers the following tips for working successfully with allies:

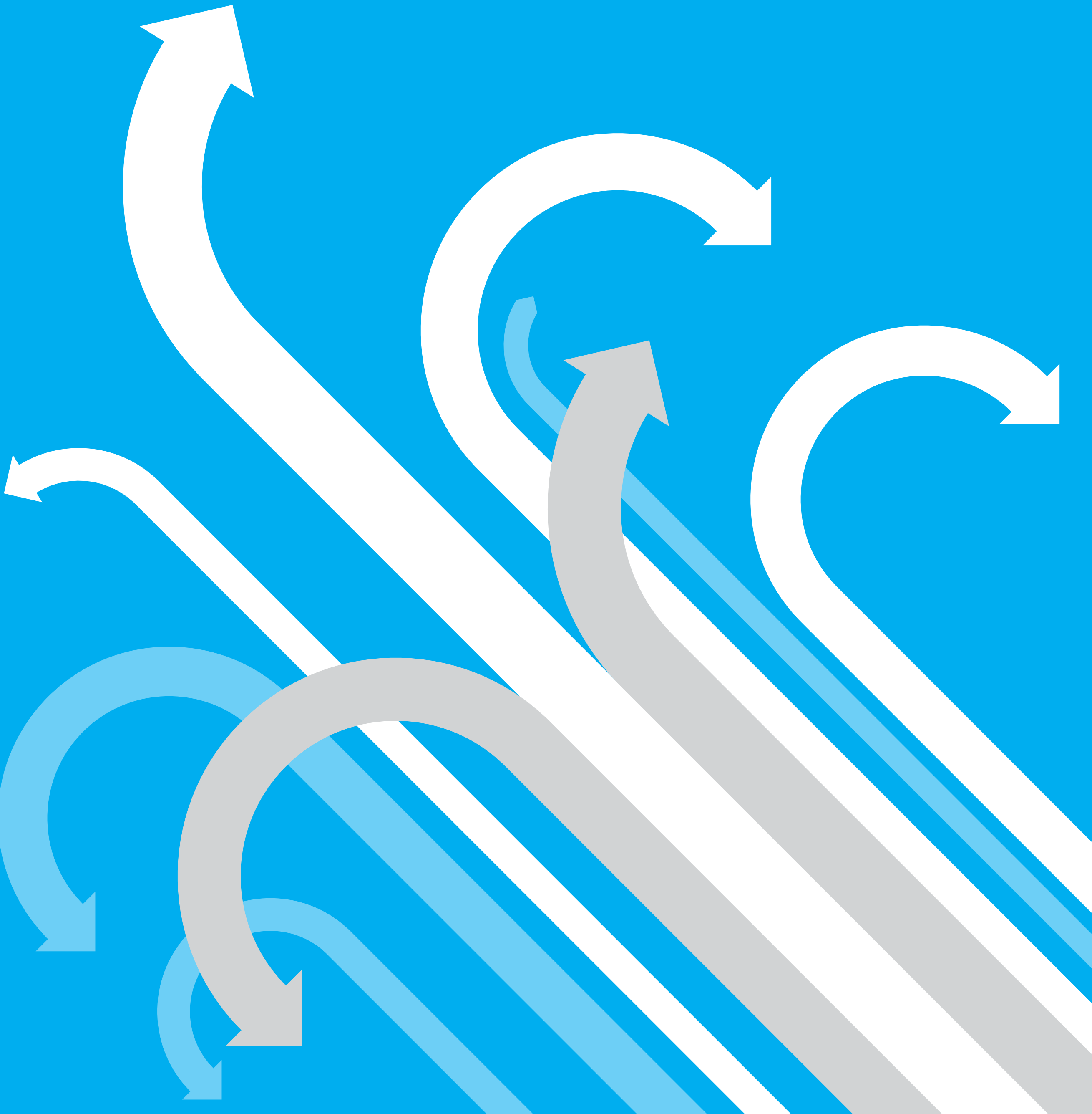
- Develop strategies to avoid the major obstacles to ally involvement (ie. lack of time, fear of not being accepted, closed LGBT cliques, having motives questioned etc)
- Develop strategies for ally involvement (opportunities, collaboration)
- Identify examples of basic and moderate levels of support and advocacy enabling those interested to see how they can be more involved.

Pride in Diversity conducts LGBT cultural awareness training for your networks and allies. These sessions can take between 1-2 hours and can be held outside of office hours in a more social setting if required.





SECTION 4:
REINVIGORATING EXISTING NETWORKS



DOES THIS SOUND FAMILIAR?

We started with great passion, energy and some good interest

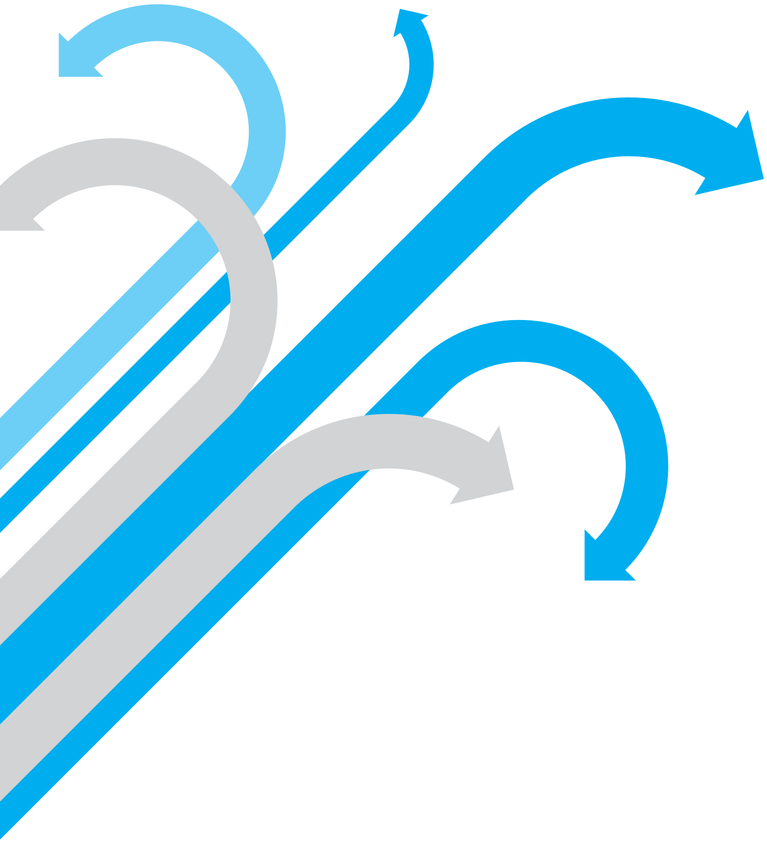
We're now nothing more than a Friday night drinks group

Nobody has the time to keep it up and running

We've been doing this a long time now, people have just lost interest

People have lost interest and we don't have a lot of support

We have hardly any women coming along



Good news is, you're not alone. Many LGBT networks start off with one or two keen employees ready, willing and very enthusiastic about getting a network up and running and for a while, it's all working really well. There's some interest, some support, but before too long it fizzes out.

Here are some of the most common reasons for this happening:

- → The network was heavily reliant on one or two key personalities and when they weren't around to manage it, it just fell by the wayside
- → The network was not strategically supported by the organisation so there were no clear accountabilities, deliverables or support mechanisms in place to ensure its success
- → The network was run as an underground operation, almost as a secret clique with very little awareness of its existence outside of the group itself
- → The network had no structure, leadership or executive sponsorship
- → The network didn't have a plan, a strategy and therefore lacked endorsement

Setting up your network with structure and purpose (covered earlier in this publication) goes a long way to ensuring that your network will survive and thrive.

If you do have a network in need of reinvigoration, the following checklist may help you to identify what you can do to get it back on track.

PROBLEM	QUESTIONS TO ASK	ACTIONS
Lacking organisational support	→ Do we have a clearly articulated business case for the network? → Do we have information on what our competitors or other Australian organisations are doing in this area? → Do we have responses to common arguments (ie. our focus is only on women at the moment, not right timing for us, we don't have the resources, we're a conservative organisation, we treat all of our employees the same etc) → Are we aware of our organisations diversity objectives or people metrics? → Can we articulate how the networks objectives will contribute to these? → Do we have organisational buy-in from HR / Diversity? → Do we have an executive sponsor? → Do we have a plan? → Do we have keen individuals ready to take a role? → Do we have a clearly articulated charter?	
Lacking resources	→ With the right organisational buy-in, could we get access to additional resources? → What external resources can we call on to assist? (Pride in Diversity assists greatly here) → Have we sent a call out across the organisation for interested people? → Do straight allies know that they could get involved? → Can we better allocate or distribute tasks/responsibilities to best utilise those who have more time? → Are too few people trying to do too much?	
No leadership or too reliant on one or two people	→ Do we know of anyone who would be interested in taking on a leadership position to help reinvigorate the group? → Do we have a formal leadership structure that would encourage involvement? → Do we have an executive sponsor that would support us and help communicate the message? (forming part of our leadership team) → Do we have a clear link into HR / Diversity / Executive Sponsor for accountability and strategic support (forming part of our leadership team) → Can we communicate across the organisation that we looking for interested people to take on some leadership roles (with endorsement)?	
Limited visibility of the network	→ How do people currently find out we exist? → How widely known are we across the organisation? → Do we have an intranet page that is regularly updated? → Where else can we communicate the existence of the group?	

PROBLEM	QUESTIONS TO ASK	ACTIONS
Limited visibility of the network (cont)	→ Who do we need to talk to or ask about organisational-wide communications? → Who can assist us with an effective communications strategy and/or branding and promotion? → Are we able to present at orientation or all staff meetings across divisions? → What levels of approval do communications need to go through? → How do other networks get themselves known?	
Membership is failing	→ What events or news pieces can we use to promote membership and activity? → Do we fully utilise our pride in Diversity membership to increase event and networking opportunities with other organisations? → Do people know why we are here and how they can get involved? → Do people think they have to identify as LGBT to join? → Are we promoting straight ally involvement enough? → Do we give enough reasons to join?	
No contact with other networks	→ Who can we connect with externally to inspire us (competitor groups, different industries, AWEI award winners) → What can we learn from other diversity networks in the organisation – how did they tackle these problems? What makes them successful?	

ENSURING CONTINUING RELEVANCE

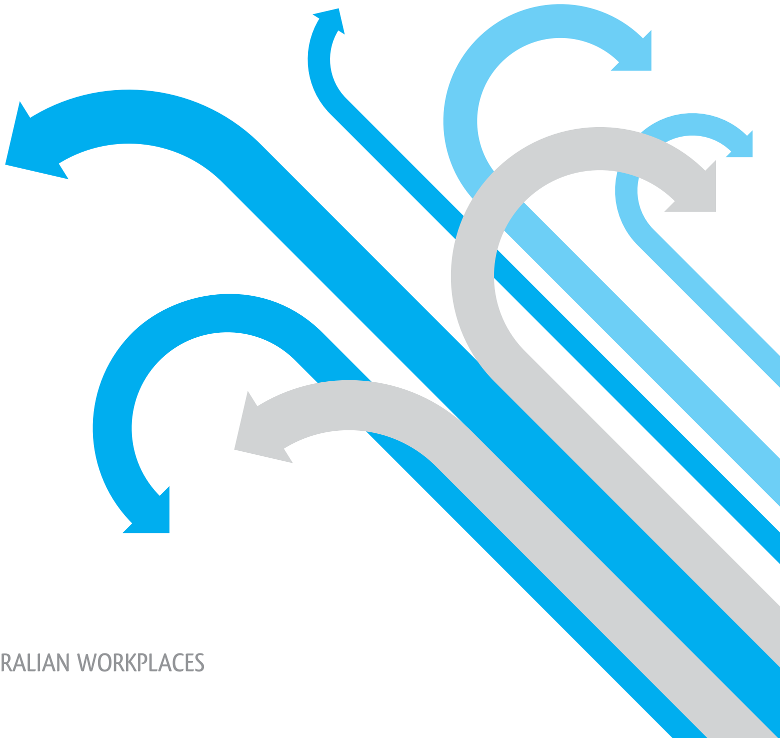
It is also important to consult members periodically to find out what they want from the group. Design a feedback form to gather views on specific events and future activities. It's a good idea to do this annually as your membership changes. As your network starts to make an impact within the organisation, the groups' needs may change as well.

It's also a good idea to give managers a chance to feed into the groups' development by consulting with senior stakeholders, your executive sponsor and HR and/or diversity teams.

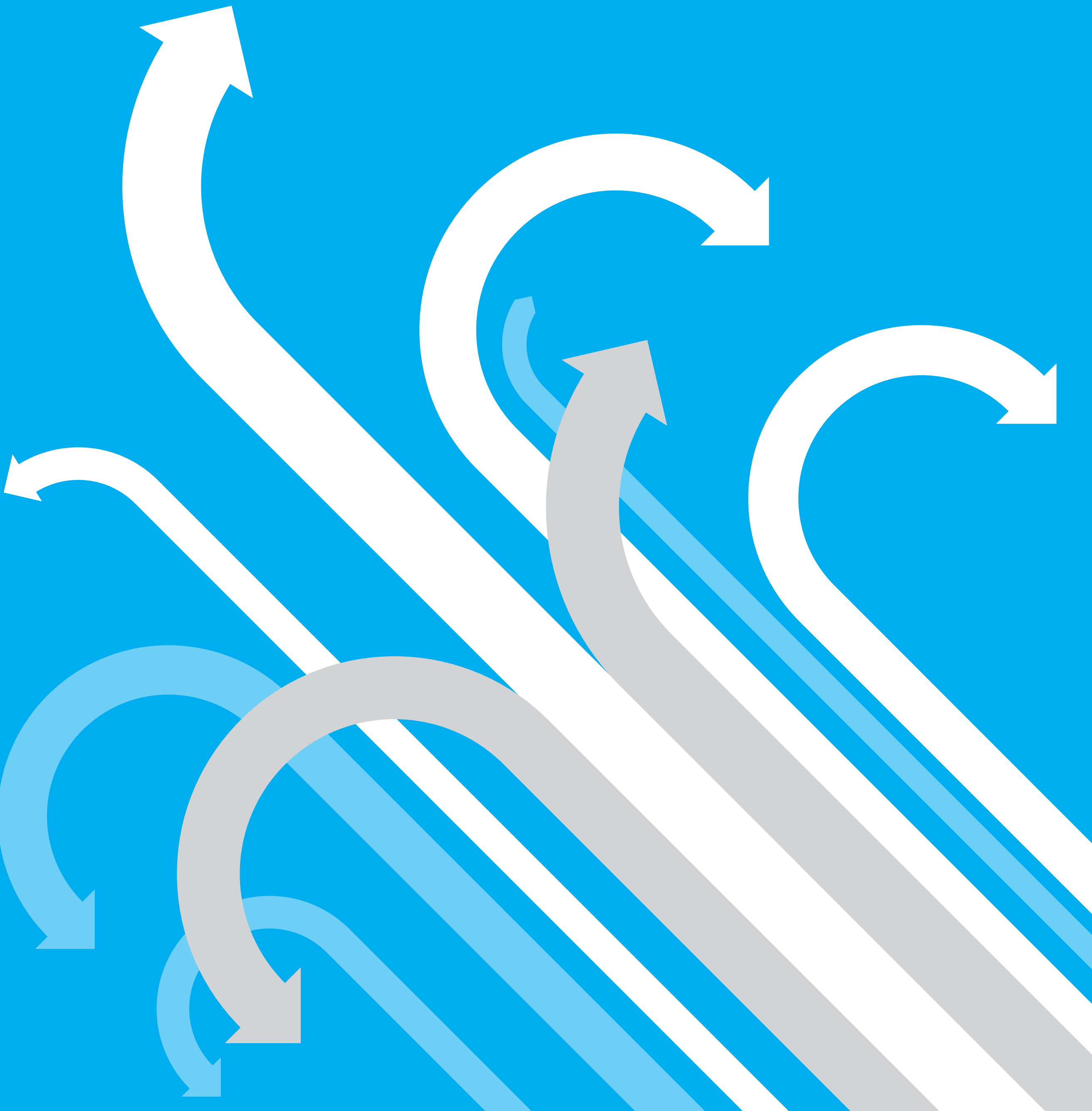
Find out what LGBT employees who don't participate in the group think of the group. They also benefit from any positive cultural changes that the network inspires in the workplace, so their views are important as well.

Ask why people don't participate? Is it that they are just not the type of person to participate in employee networks or is it something to do with the way it operates and promotes itself.

Most importantly, if you do conduct such a consultation, publicise your results and any changes that will be made amongst members and wider stakeholders.



SECTION 5:
EDUCATION AND INCLUSION



There will always be people within organisations that oppose LGBT inclusion, some silently, some vocally and each may have very different reasons, experiences, values or beliefs that drive that. Many traditional organisations fear the backlash of LGBT inclusion and feel that initiatives are best left a little "underground" so as not to rock the boat. Unfortunately, that does not change exclusive or inequitable workplace cultures - it simply reinforces them.

We have talked about the fact that LGBT employee network groups have shown to be one of the most powerful contributors to LGBT inclusion in the workplace. The other great contributor is training.

Pride in Diversity has conducted many training sessions (all of which are free to members) on Sexual Orientation and Gender Identity in the workplace. These sessions are only short but the feedback that we have received from them has been amazing. We can guarantee that within a day of conducting a session at a workplace we will have received at least three emails talking about how powerful the training has been, or how it made someone think so differently, or how much it has opened their eyes. We've had feedback from LGBT employees stating how much they'd learned, from Transgender employees thanking us and from heterosexual employees claiming that they see things so differently as a result of participation.

Knowledge is the key to breaking down barriers. Education is a powerful tool and its impact on inclusion cannot be underestimated in any LGBT workplace initiatives.

We encourage LGBT employee networks to be active in the promotion of training and allow a component of your strategy to address this.

IMPORTANT COVERAGE

Listed below are some of the topics covered within the Pride in Diversity training. We see these as the core essentials, the delivery of which can be tailored to suit your audience. These topics take an organisations' training beyond obligatory EEO providing much higher levels of awareness and ultimately greater levels of understanding and inclusion.

- The differences between being heterosexual, gay, lesbian, bisexual, transgender or intersex. This covers the diversity within our humanity moving people from a focus of "it's just about sex" to an understanding of how naïve heteronormative assumptions are and how inaccurate the black and white model of male/female, gay/straight is.
- Insight into offensive and non-offensive terminology, history into the inequity, challenges, discrimination faced and an understanding of why LGBT inclusion is so important in the workplace.
- A breaking down of stereotypes. A deconstruction of the destructive myths that fuel opposition.
- The business case, workplace diversity landscape, organisational impact, risk mitigation and duty of care associated with LGBT inclusion.
- Both the business impacts of non-inclusive cultures and the destructive personal impacts of fearing disclosure.
- Case studies relevant to audiences, managers, HR teams, diversity teams, executive, diversity councils.
- Diversity conflicts, managing opposition and effective responses to common management and team scenarios.

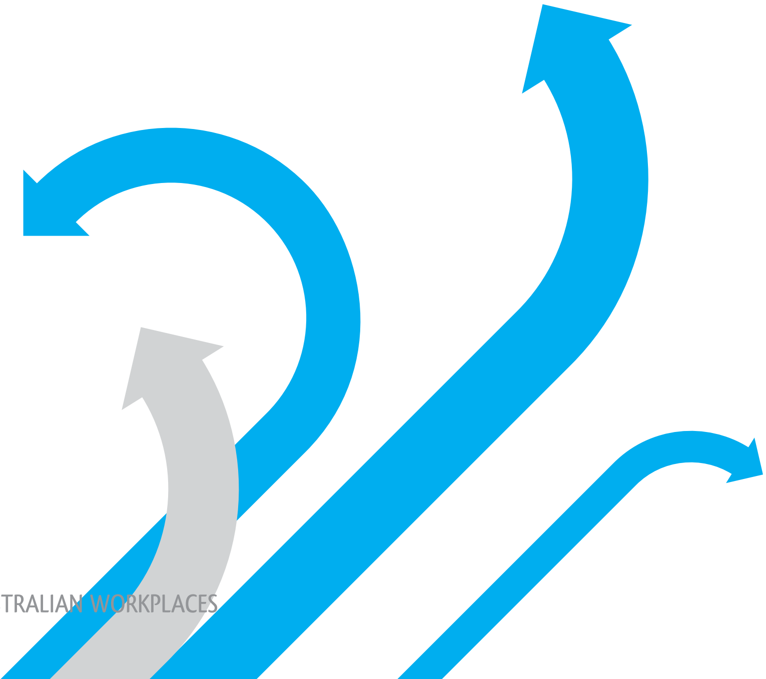
WHO SHOULD ATTEND LGBT INCLUSION TRAINING?

We believe that in an ideal world, all employees would be required to undergo diversity / cultural training. Our workplaces are incredibly diverse, our key stakeholders are diverse, our clients, customers are diverse. It is essential that we be able to work with, communicate with, supply to, engage, manage and support people of all ages, backgrounds, cultures.

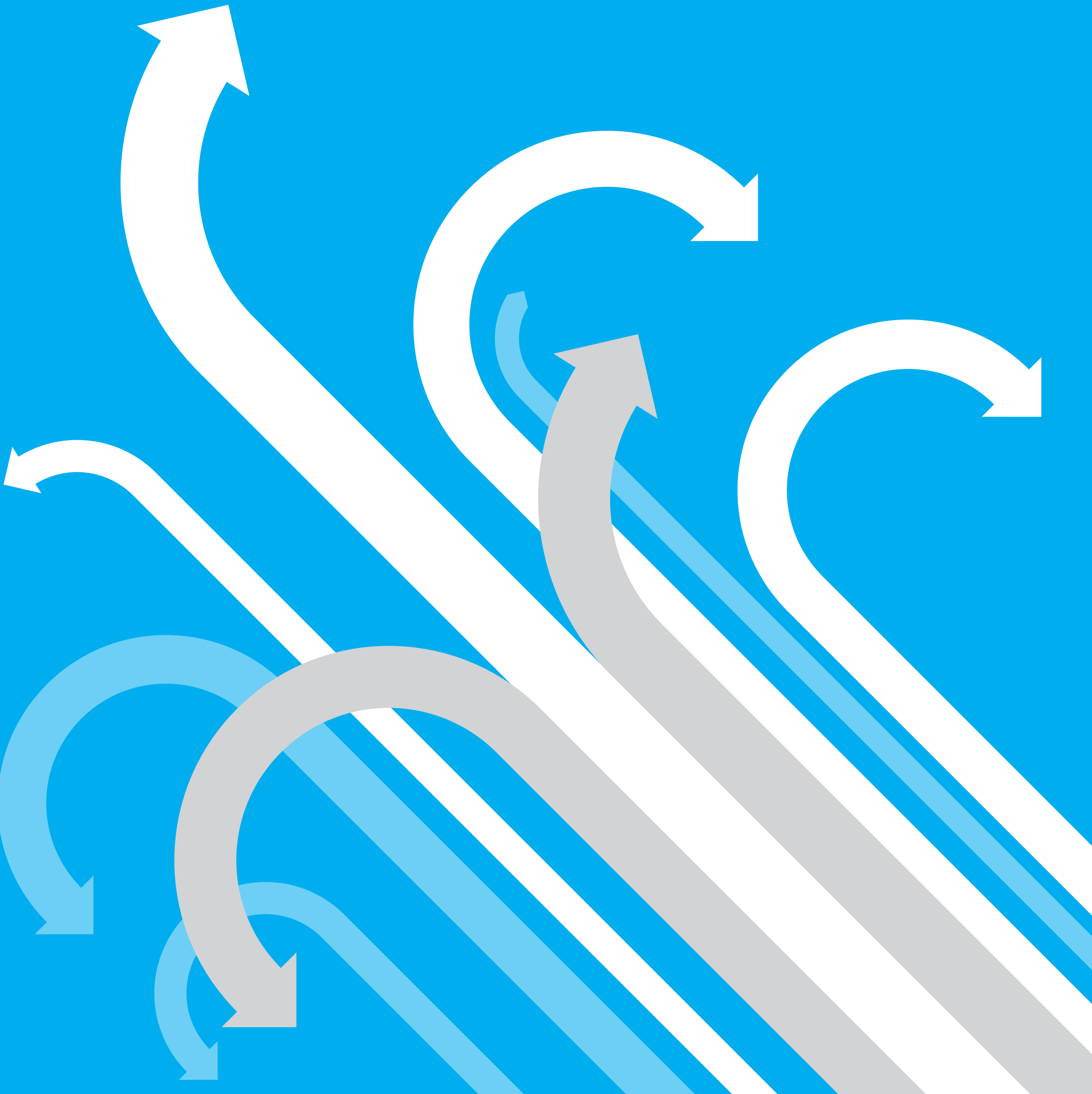
For this reason, many organisations include training on topics such as Managing Diverse Teams, Working with Differences, Cultural Awareness and Unconscious Bias into their training curriculum.

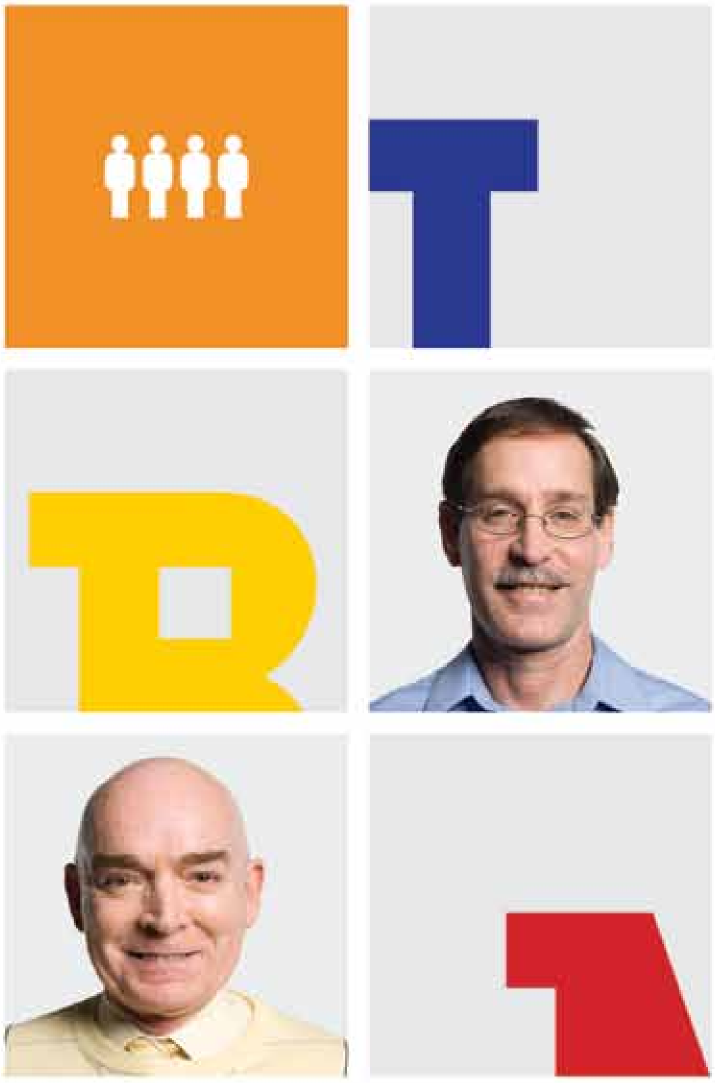
Training on Sexual Orientation and Gender Identity in the Workplace may be an equal component within your overall diversity training, or it may be a standalone topic. While many organisations hold this as opt-in training (which isn't ideal as it is usually those who don't need the training that attend, not those who do), we do recommend that as a bare minimum the following groups attend:

- Your Diversity Council and/or those working in the area of Diversity
- HR (as these are the people that will ultimately address issues such as employee transitions (transgender), LGBT harassment, equity in policies etc)
- Your LGBT Network Leadership Team, Executive Sponsor and interested members
- Your LGBT Allies (we recommend training specifically for and tailored to Allies)
- Executive and those in strong leadership positions
- People managers



SECTION 6:
HIGH PERFORMANCE LGBT EMPLOYEE NETWORKS AND THE AWEI





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 GLBT community, where everyone is encouraged to stand out instead of blend in. It's what propels us as a company. It's what makes us smarter.

Let's build a Smarter Planet.

ibm.com/glbt

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AUSTRALIAN WORKPLACE EQUALITY INDEX

The Australian benchmark for LGBT Workplace Inclusion is the Australian Workplace Equality Index (AWEI). Any employer can participate in the index and you do not need to be a member of Pride in Diversity to do so.

The index requires participating organisations to submit a document detailing work in identified areas of LGBT inclusion along with all supporting evidence to validate claims. Evidence that meets the criteria is graded against a comprehensive rubric to determine a confidential percentage rating for the organisation which can then be used to measure year-by-year progress in LGBT inclusion.

Data collected from the index is collated and provided without identification for Australian benchmarking purposes. This is compiled each year in a report of the years top employers and can be found online at: www.prideindiversity.com.au/awei.

The index changes as LGBT diversity practice increases and is designed to not only improve the focus and effectiveness of LGBT diversity practice within Australia but to also acknowledge top employers in this area.

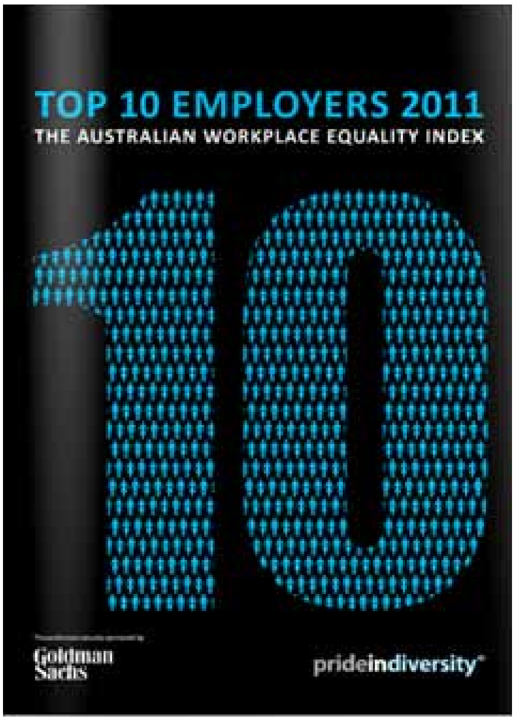
A significant portion of the index is dedicated to LGBT employee networks and their effectiveness. For this reason, many LGBT networks take joint ownership of the index (in conjunction with HR/Diversity) and use the index to help map their strategy and report back their progress (ie. increasing an organisations inclusivity from 40% to 52%).

Pride and Diversity can assist you with strategy support that is aligned to current good practice.

The 2010/2011 publication acknowledged six high performing network groups, all of which achieved full marks within the LGBT Employee Network section of the index.

A case study of each of these groups has been provided within the following pages along with a table identifying those areas in which all of these groups achieved full marks.

If you wish to benchmark your network (and LGBT inclusion initiatives) or would like external confidential feedback on your percentage scores, we encourage you to participate in the AWEI. For more information, please contact Pride in Diversity.


TOP 10 EMPLOYERS 2011
THE AUSTRALIAN WORKPLACE EQUALITY INDEX
10
Goldman Sachs
prideindiversity

CASE STUDY: IBM (EAGLE NETWORK)

> “Every business should think about diversity as part of its strategy”
>
> *EAGLE at IBM*

IBM is a leading technology company that provides services, hardware and software to companies around the world. In 2011 it marked its centenary, and its ability to adapt and innovate over the past 100 years is just as evident in its equality accolades as its commercial successes.

“We keep the client at the forefront of everything we do. We are all here to drive the business and provide value for our shareholders, and diversity is another way we can achieve this goal,” says Steven Preston, Marketing Executive and leader of IBM’s Employee Alliance for Gay and Lesbian Empowerment (EAGLE) network in Australia and New Zealand.

EAGLE, one of several employee network groups established at IBM, works to develop, support and retain GLBT (Gay, lesbian, bisexual and transgender) talent within the company. It is a global networking group with branches in various countries in which IBM operates, each helping to deliver corporate equality policies according to local priorities.

“We seek ideas and support from other groups, but we are locally run and empowered to make decisions and to allocate our budget,” Preston says.

Executive support for the EAGLE network is crucial and helps keep a focus on the business rewards that equality and GLBT networking can provide. Mark Latchford, General Manager of Sales for IBM’s Integrated Technology Services, provides an executive view on priorities and helps align day-to-day activities with the larger business picture.

“We are ultimately here to work, so an executive sponsor helps EAGLE ensure its activities support the company.” Preston agrees that community vitality is important, but EAGLE develops this in a corporate setting, for example by engaging in inter-company networking events that help create business opportunities through the shared experiences of employees.

Executive sponsorship also helps maintain visibility throughout the company and beyond. Initiatives such as Pride In Diversity (IBM was ranked as the top employer in the 2011 Australian Workplace Equality Index) are affirming for staff and also provide opportunities for business growth and talent retention. EAGLE also supports Latchford and his executive colleagues by promoting IBM’s record of corporate responsibility and leveraging his business connections to spread this message and develop similar networks in corporate partners.

“IBM is often recognised as a leader in this field. I feel it’s an obligation to share best practises with other companies,” says Preston. Developing networks in other companies helps to build relationships with potential partners that, in the long-term, can provide real business returns.

Preston cites dedication to its membership as the main reason for EAGLE’s success. “It requires engagement broadly to sustain it. It’s important to have a group of people who are like you and support each other.”

By providing social and networking opportunities to its members, EAGLE helps keep its activities relevant and ensures that staff benefit from continued engagement with the group.

In such a large company, it can be easy to overlook offices outside the metropolitan areas of Sydney and Melbourne. EAGLE provides web-based information and activities for more remote staff, where GLBT communities may be smaller and less willing to identify themselves. Employees are encouraged to meet EAGLE members when they travel on business and build personal networks for support and development.

“We make it clear that equality and inclusion are expected, wherever you are,” says Preston.

Within the company as a whole, visibility is everything. All new IBM employees receive a personal invitation from Latchford to an annual “Welcome to IBM” function, where EAGLE explains what they do, how they benefit, and where to get more information. Communications at key times of the year help keep messages relevant, and sharing successes such as the 2011 Pride In Diversity award help staff feel engaged in EAGLE’s ongoing efforts.

It’s not all plain sailing, of course. Keeping staff engaged remains an ongoing challenge, and Preston and the EAGLE network constantly assess and adapt the value proposition to ensure that everyone finds it rewarding and useful.

“Commitment is key, from the business and employees. A dedicated budget and resources are vital, but the success of the group is the result of the people of IBM. It’s my honour to represent them.”

CASE STUDY: AUSTRALIAN FEDERAL POLICE (GLLO NETWORK)

> *"We can look at ourselves and be pretty pleased with our achievements."*
>
> *GLLO at the Australian Federal Police*

The Australian Federal Police (AFP) is a progressive and multi-faceted law enforcement organisation that has a range of responsibilities at home and overseas. It is most widely known for commonwealth policing with counter terrorism and national security as a priority, and community policing in the ACT, Jervis Bay, Norfolk Island, Christmas Island and the Cocos (Keeling) Islands.

In 1996, it launched its pilot Gay and Lesbian Liaison Officer (GLLO) program with two police officers at City Police station in Canberra.Today the program has more than 200 members including gay, lesbian, straight, transgender and intersex officers across the country.

In 2011, GLLO will mark its fifteenth anniversary. Delia Quigley, Team Leader of Capacity Development Training at the International Deployment Group and Chair of the AFP GLLO Network, is excited but philosophical about this milestone.

"How do you measure success?" she says. "It's all subjective. Ten years, 15 years, some people say that is success, but more awareness of what we do is success in itself."

GLLO is a voluntary corporate citizenship role that officers – sworn and unsworn – undertake alongside their normal responsibilities. After a three-day training program they are free to get involved as much or as little as they choose.

GLLO, unlike many LGBT employee networks, has a dual focus. Like most networks, it supports LGBTI officers & staff in their day-to-day roles, but it also acts an external contact for the LGBT community.

"There are still people who are afraid to talk to the police," says Quigley. GLLOs help to break down barriers between the LGBT community and the police by providing a common ground between officers and the public, giving people who might otherwise stay silent the confidence to come forward.

"It shows the value of the program and the need to bridge the gap between the police and the LGBT community."

Maintaining engagement over 15 years has been a big challenge and Quigley admits, "there have been times when things have regressed a little. You need a strong committee to drive things so that when people change roles you don't lose momentum. You need passion. Passionate people have more drive."

The rewards of GLLO's longevity are plain to see, not least the institutional commitment to the program. The AFP has a strong Diversity Plan which includes having a Diversity Council that meets regularly with Senior management. Executive sponsorship is not just one pro-active individual, but the role of Network Patron has been built into the role of the National Manager for Human Resources.

This year, for the first time, time allowances for GLLO work will be incorporated in the enterprise bargaining agreement. HR policies are being re-written to make it explicit that LGBTI staff are considered and included. Change and equality are being written into the fabric of the AFP. Quigley puts this down to patience and perseverance.

"If you come across as even-handed, willing to discuss things and not hardline you will achieve more," she says. "Political acumen is a must. It's important to be able to achieve your goals without alienating people."

It's an approach that has paid dividends.

"There's definitely less reluctance to come out at work. For most people it's not an issue, and if there is an issue then they know where to go to get help."

Quigley believes a stable and accepting work environment frees up staff to engage fully in the workplace, and doesn't have to cost you millions.

"We're a government agency so funding goes to core business and the GLLO budget is limited. But we're the AFP, so people look and take notice. If we get things wrong, people know about it.

"We're a benchmark for what we do. Management also had enough insight to see how beneficial joining Pride in Diversity could be for all of us. Once you lift your standards in one area of diversity, they rise overall. The AFP is much more inclusive now than it was 28 years ago when I started here.

"We know we're not perfect, and we don't claim to be, but we can look at ourselves and be pretty pleased with our achievements."

CASE STUDY: KPMG (KGEN NETWORK)

"The power of leadership"

KGEN at KPMG

KPMG is one of the "Big Four" professional services firms. With over 135,000 employees around the world, diversity in the workforce is a daily experience for most staff. Liz Forsyth, Partner and Board Member, is KPMG's executive sponsor for LGBT diversity and admits that the industry has "traditionally had a reputation for being conservative".

As a firm, KPMG tackled diversity in the workplace head-on, with a board-level approach to reforming the working culture. In 2006 the firm established a Diversity Advisory Board to better understand the day-to-day experiences of its staff. Several key groups were identified, among them LGBT employees. The Board developed a strategy to help engage these groups, and the KPMG GLBT Employee Network Group (KGEN) was formed in 2008.

They began with a "communications blitz" to all employees, inviting LGBT staff and allies to join KGEN and "to bring your whole self to work". For privacy purposes, staff were not required to identify as LGBT and were given the choice of being visible or not to other network members.

"Ensuring you provide a safe method for people to engage is key," says Forsyth. "And don't expect the floodgates to open; starting small is ok. It will grow."

KGEN's first order of business was to review the Diversity Board's strategy so far, and suggest ways to change and improve it.

"We spent a lot of time locking down broad strategies," says Erin Goulding, leader of KGEN. Effective long-term strategies have helped to guide the group over the past four years. Activities have changed each year, but having a long-term focus has helped them build LGBT equality values into policies across the organisation.

"If you have an inclusive workplace it flows into other groups; it builds on and binds our diversity," says Forsyth. HR policies and documents have been updated with inclusive language that helps the firm handle different personal circumstances equitably. Examples of day-to-day challenges encountered by LGBT staff are included in staff training exercises, and leadership development explores areas of personal bias to help managers relate to staff members they might not have previously understood. All this contributes to a supportive environment where employees feel confident they can realise their full potential.

"Prior to KGEN, LGBT staff found it more difficult to find support," explains Amelia Britton, Diversity & Inclusion Manager. She also explains that it wasn't just LGBT staff that felt adrift: managers found there was little help for challenges they didn't always fully understand.

Building equality into training has helped spotlight day-to-day challenges LGBT staff can face, and simple messages in regular communications have helped create a mutually respectful workplace. Nowhere is this more apparent than KGEN's success in engaging non-LGBT allies from across the company.

"A number of our members are straight allies," says Goulding. "They often have LGBT friends or family, or just a commitment to broader inclusion."

Part of the key to KPMG's success has been executive support from the very beginning. KGEN and the company's other employee network groups were established after an executive decision to embrace diversity in KPMG. Cultural change on this scale is no small task, but the team is unfazed.

"Size doesn't matter. Perseverance and consistency with the values you hold are important. It really proves the power of leadership. We were the only one of the Big Four when we started, and now they have all taken this on. Large corporates we work with are coming to us and asking us for advice," says Forsyth.

"This isn't something you go out and do with the aim of fixing. It's a journey."

CASE STUDY: PWC (GLEE NETWORK)

> *"It's the club that creates change"*
>
> *GLEE at PwC*

PwC is the largest accounting and consulting firm in Australia, employing around 5,800 staff across the country. At the start of 2010, the Gays, Lesbians and Everybody Else (GLEE) network group formed to develop LGBT awareness alongside the company's other networks, which had traditionally focussed on women in the workplace.

"The organisation's business strategy made diversity more explicit," explains James Collins, Markets Director and GLEE leader. "We're working to drive LGBT as a part of that." Collins started the "GLEE initiative" with six or eight like-minded individuals and drove organisational change from the bottom up.

"Finding six or eight people who will help you make the change you want to see" was key for Collins. "It's not about gathering numbers: it's about making a difference and driving change."

Finding an executive sponsor also helped make GLEE a success. "Our sponsor is one of the partners and meets with the CEO every quarter. Some people would think that a CEO wouldn't have the time, so a quarterly meeting and genuine interest is great for visibility."

GLEE set itself "modest goals" in the first year: developing an articulate vision and clear messaging; helping HR implement the company's diversity strategy; incorporating an LGBT element in development programs; and growing their membership through employee engagement.

"We wanted to get the "Everybody Else" part right, as it's important to involve other champions." GLEE now has around 150 members, half of whom do not identify as LGBT. "Generally they've got family who are LGBT, or friends, or some part of their lives is already involved." GLEE is mindful of confidentiality, giving as much flexibility in communications as possible to ensure that anyone can join, no matter what their personal circumstances.

Like all grass-roots organisations, GLEE has faced a range of challenges, not least achieving a consensus between its members, each with a different idea about what they should be trying to achieve.

"You have to decide what you are and stick to your priorities. We're not a lobby group," Collins says. "We're not just social drinks. We want to encourage LGBT networking, but we're trying to make PwC more inclusive by being more visible in the firm, coaching senior executives and talking about our experiences."

Finding time to get the club off the ground was also a challenge. "You have to get your day job done so you have credibility in the company," says Collins, in a warning against taking on too much too soon. "Focus on one-on-one relationships. Talk to people. Change one mind at a time."

With a name like GLEE ("It's not very original, is it?" Collins jokes) there have been some misunderstandings. "For International Women's Day we were asked to come along and sing and dance. They thought we were a real glee club," says Collins. To highlight the serious side of the work they do, the group take these opportunities to dispel myths about LGBT staff and culture. "We're changing the stereotype by talking to people. It can change their perception from thinking it's all a bit flippant."

One area that hasn't proved a challenge is the industry reputation of conservatism. "The average age at PwC is 30. The senior executives are older, obviously, but the vast population of the staff is young. Their attitudes are quite modern, so it's not much of a problem. They're actually really supportive.

"It's not as intimidating as you might think. It's actually surprising and when you talk to people you get some nice reactions. It can be quite rewarding," Collins says.

With their goals for their first year achieved, GLEE has switched its focus from start-up to consolidation. "We want to make GLEE a vibrant and sustainable part of the firm," Collins says. The club is setting up a program around people engagements, diversity training for staff in small groups (run by members), and working with clients to help develop their own networks.

"LGBT will be more engaged in the organisation, faring well for talent, and that will help us to build relationships with clients and unearth opportunities that we might not have otherwise had." says Collins.

CASE STUDY: TELSTRA (SPECTRUM NETWORK)

> "For our people, in our communities, serving our customers"
>
> *Spectrum at Telstra*

"We have enough acronyms; we don't need another one," says Troy Roderick, Head of Diversity and Inclusion at telecoms giant Telstra, of the name of their employee network group, Spectrum. "The name was voted on by the original members. It's a nod to difference and variety – really all the colours of the rainbow".

The network was launched in 2008, but its genesis was several months earlier with a "viral, underground approach", according to Roderick. Late in 2007, as part of a company-wide review of inclusion within Telstra policies, over 170 references were updated to ensure that they were LGBT inclusive. Based on staff feedback received on this review, those who had shown an interest in Telstra's work in this area were initially approached to support the formation of a new LGBT network.

"If you are wavering about starting your own group, it does take courage, but just get someone's support and do it," he says. "Taking that first step proactively places you in a much stronger position in the face of any subsequent opposition."

Spectrum's objectives have always been both customer/community and employee focused. They offer support and networking opportunities for staff, but there is a strong desire to engage the group in the contribution they also make to their organisation's business objectives, providing opportunities to build connections with Telstra's customers and within the community.

"We want it to be a way for our people to enhance our connection with diverse markets, and be a proud and visible part of the LGBT community," says Roderick, who cites the company's Midsumma festival involvement in Melbourne as one example.

"We wanted to link Telstra's network capability with Midsumma," he explains, giving Spectrum members "something that they could be part of in their community, but also proudly declare that they are part of Telstra."

Members were invited to enter a competition to win a mobile device and attend Midsumma, where they could use their prize to build an online community for the festival. The result was a website of blogs, podcasts, photos, reviews and festival advice created by Telstra's LGBT staff for the Midsumma audience.

Involvement in events like this and at Fair Day in Sydney's Mardi Gras demonstrates Spectrum's evolving and maturing approach to LGBT networking. By getting staff involved, and giving them opportunities to connect within the company and in the wider community, the network adds value on many levels.

"We want to expand the traditional view of an employee network, which in many cases is just about the organisation hosting events for staff. A network is only as good as the people in it, and its strength is in what the members themselves use their network for. You can join but it's up to you to connect; networks are a vehicle for you to contribute to other people as well as gain something for yourself," Roderick says.

Spectrum has always had an executive sponsor, and has also always been open to both LGBT employees and straight allies. It is this universal approach to equality that drives Spectrum, and makes the group not just a social network, but a unique and powerful resource for the business. Whilst their immediate plans are to consolidate their activities, Roderick hopes this highly engaged group will become involved in a more systematic way throughout Telstra, also contributing to discussions about products and services, and how we can best serve our diverse customer base.

Telstra

CASE STUDY: GOLDMAN SACHS (GLAM NETWORK)

> *"We keep in front of people as a group that is driving change."*
>
> *GLAM at Goldman Sachs*

In July 2011 Goldman Sachs, one of the world's leading corporate advisory, securities and investment management firms, acquired the remaining 55% of the Goldman Sachs & Partners business it did not already own to become an integrated part of the global firm. This change presents new opportunities for the company's LGBT employee network: Gays, Lesbians and Mates (GLaM).

As a network, GLaM had the best possible start in March 2009. The two founding members set up the network during the company's "Year of Diversity", Human Capital Management were onboard from the beginning, and was sponsored by the two Co-CEOs who, according to Michelle Nyberg, Executive Director of Corporate Services and Real Estate and GLaM co-head, have been "very supportive."

"We have been very lucky. Both the CEOs believe in and feel passionately about it," adds Executive Director Keith Purdie, a GLaM member. With only 740 employees split between Sydney, Melbourne and Auckland, both Nyberg and Purdie say that this top-level enthusiasm was integral to GLaM's success.

For GLaM's relatively small size – there are only around 30 LGBT members and 'mates' – its results have been spectacular: Goldman Sachs came fourth in the 2011 Australian Workplace Equality Index, hot on the heels of giant employers IBM, KPMG and the Australian Federal Police.

"For me, ranking fourth in the index is our biggest success," says Purdie. "We are leading the way in our industry. No other investment bank in Australia has such a highly visible network like ours."

Success of this kind is not without its challenges. Maintaining a viable membership base remains at the forefront of GLaM's objectives. Changes in corporate structure and natural staff turnover have resulted in fewer potential members. Far from disheartened, Purdie sees this as an opportunity.

"There are groups all over Goldman Sachs like GLaM that has been around for longer. I'm excited about working closely with them and injecting some new ideas," he says.

With a more open social climate and growing legal equality, smaller groups face a struggle to remain relevant to younger staff. Nyberg and the GLaM leadership constantly review their objectives and find new ways to ensure the survival of the network. Rather than worry about their size, they have embraced it.

"We started out with formal networking events, but now it's more informal since we all know one another," says Purdie. GLaM welcomes new members and provides help and support to LGBT employees, but its activities reflect a broader drive to promote good corporate social responsibility. They sponsor and contribute to LGBT events, and highlight causes that can help change the "heavily male-dominated area of banking."

GLaM have hosted a staff networking event at the Melbourne Queer Film Festival, a firm wide talk with Hon Michael Kirby AC CMG, and is lining up influential speakers from the LGBT community for future events. They open their doors to anyone – other companies' networks are regularly invited to join in, and to send staff to Goldman Sachs equality training and conferences.

This generosity of spirit extends into real philanthropy, with GLaM working to build on previous donations to the Pinnacle Foundation to set up an annual Goldman Sachs scholarship for LGBT university students.

This high profile, open approach is bringing rewards for the company as a whole. Attending Pride in Diversity events gives GLaM members an opportunity to network with like-minded colleagues from other firms and, as the only investment bank in the room, a unique business advantage over their competitors.

Given GLaM's stellar accomplishments in just two years, Purdie's advice to "start small and don't be too hard on yourself" could be seen as tongue in cheek. "It takes time," he says. But Nyberg agrees, and adds a few more ingredients to this recipe for success.

"We get lots of support from Human Capital Management, our CEOs, and the managing directors, but its determination" she says. "We have a business plan and we're driven to achieve it."

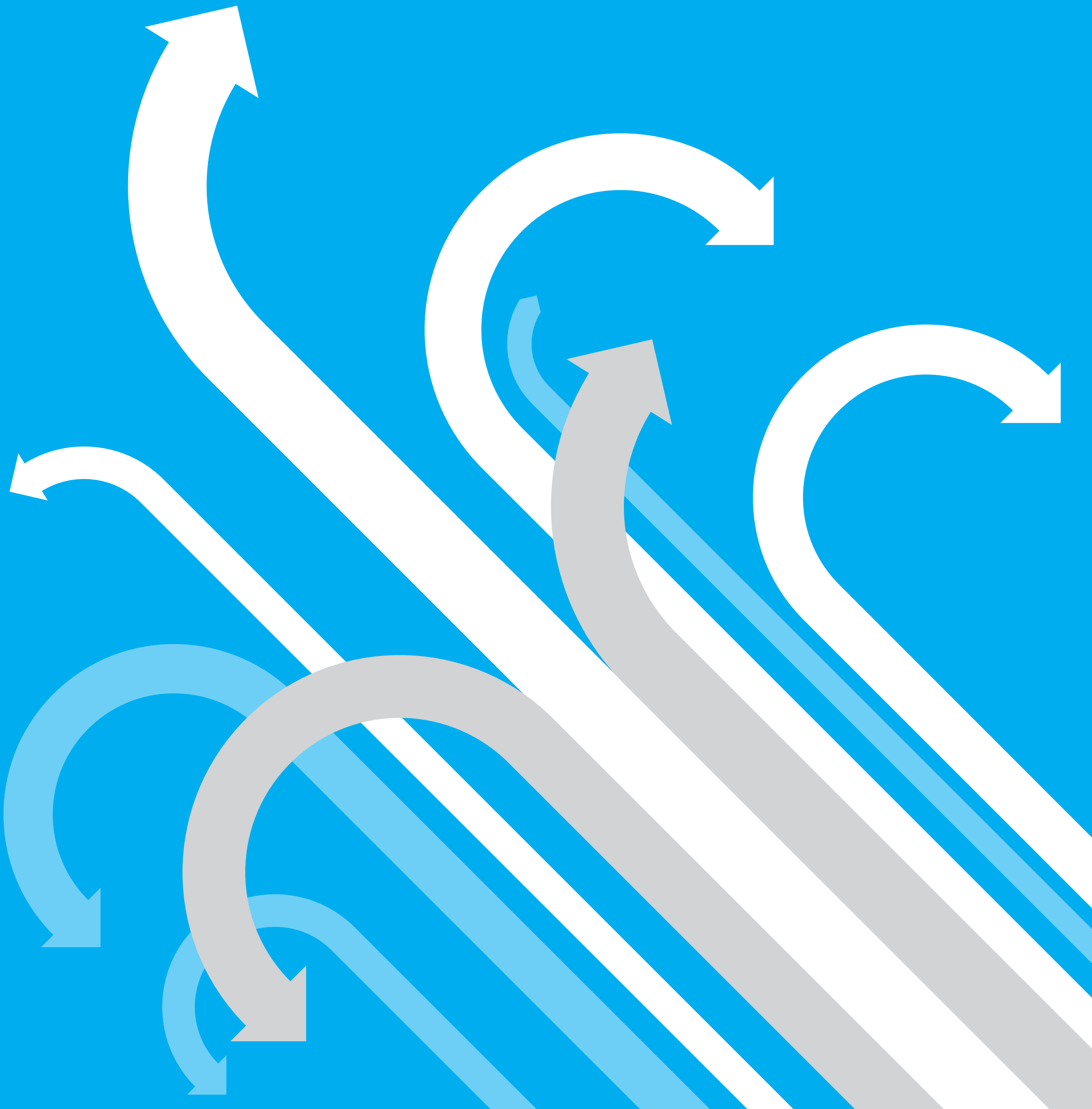
Goldman
Sachs

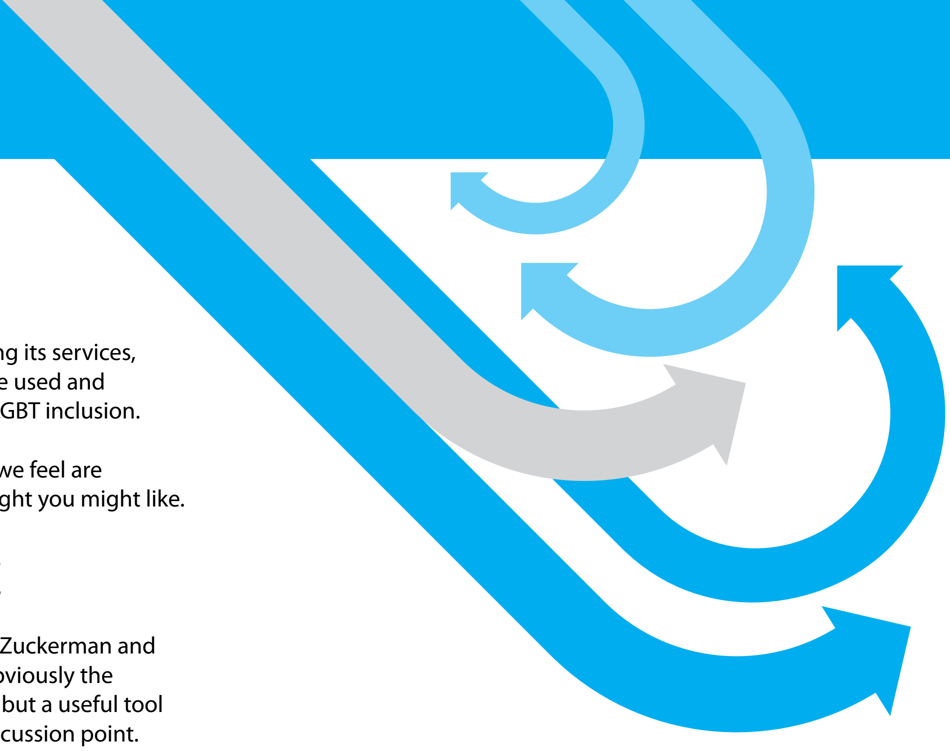
WINNNING ATTRIBUTES OF HIGH PERFORMING NETWORKS

The award winning LGBT employee networks in the 2010/2011 Australian Workplace Equality Index (AWEI) had the following in common:

Active and engaged Executive Sponsors	Executive sponsors or diversity champions that move beyond a figurehead to an engaged advocate for LGBT inclusion make a tremendous difference not only to the levels of support perceived by the organisation but also to the networks themselves. Ideally executive sponsors are very senior within the organisation and committed to working alongside the LGBT network in areas of advocacy, support and profiling – often externally as well as internally. Executive sponsors do not need to identify as LGBT but do need to be aware of the challenges faced, the culture, the terminology and objectives of the network. Good practice would see the executive sponsor advocating for LGBT inclusion and building awareness amongst senior peers, attending frequent network events, being a spokesperson for LGBT inclusion both internally and externally, being available to the LGBT network leadership team and delivering some all staff communications around LGBT inclusion and/or initiatives on a regular basis.
Structured network	Award winning networks have a clearly defined leadership structure with links into HR and their executive sponsor. The network has a clear aim/ vision and leadership has clearly defined roles and responsibilities. The network has access to Executive for reporting.
Strategic plan with accountabilities	Networks have a clearly defined strategy that links strategically into the organisations HR strategy, people strategy or strategic objectives. The strategy contains an action plan with milestones, dates, and accountabilities. The plan is reviewed regularly and achievements are reported. The network has a dedicated budget, or access to a dedicated budget in order to achieve their plan. The network makes use of organisational resources within clearly defined operating principles/guidelines.
Communications	The network is active in the communication of its existence and activities via the maintenance of an intranet page, notices, ads or news items in all staff communications, posters, postcards, presence in orientation programs and activity within diversity days. The group communicates frequently to members, has a timetable of events and maintains accurate records of membership.
Advisory	The network acts as an advisory group to the organisation, providing input into the equity of policies, processes, benefits, language, training and events. The network leadership is a point of contact for LGBT related enquiries.
Reputation / Branding	The network is active in promoting the organisation as an inclusive employer and is active in LGBT community events and fundraising.
Training	The network is an advocate for training.

SECTION 7:
USEFUL HANDOUTS





Pride in Diversity continually works on improving its services, developing training, handouts, tools that can be used and workplace guides that will assist in all areas of LGBT inclusion.

We are also keen to pass on external tools that we feel are particularly useful. Here are a few that we thought you might like.

.ORGANISATIONAL CLIMATE

This gauge has been adapted from the work of Zuckerman and Simons[14] to better fit the Australian context. Obviously the temperature measure will need to be changed, but a useful tool that you may want to adopt or consider as a discussion point.

This tool could be used to assess the organisational climate as a whole, or the climate within a particular section, branch or team.

Warm and Receptive	
60°	Programs on sexual orientation are a normal part of diversity training that all employees are required to attend
50°	Partners of gays, lesbians, bisexual, transgender employees are welcome at company events including those involving clients, key stakeholders
40 °	All of our staff benefits and HR policies have been audited to ensure that they are clearly inclusive of same-sex partners and their families
30 °	The concerns and needs of gay, lesbian, bisexual and transgender employees are being heard by management via the network
20 °	Employees are aware that homophobic behaviour, harassment or discrimination will not be tolerated
10 °	There is an LGBT employee network within the organisation endorsed by the organisation
0 ° Freezing Point	
-10 °	LGBT employees are tolerated on the surface, but not encouraged to bring partners to events or be too open about their orientation in the workplace
-20 °	One or two people are known to be gay, but nobody talks about it
-30 °	Sexual orientation is a taboo topic, people are worried about what others will say or think
-40 °	People often tell antigay jokes or make homophobic remarks
-50 °	This would not be a workplace in which you could say you were gay.
Cold and Forbidding	

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[14] *Zuckerman, AJ and Simons, GF (1996), Sexual Orientation in the Workplace, Sage Publications*

HETEROSEXUAL QUESTIONNAIRE

This famous questionnaire was developed in 1972 by Martin Rochlin, PhD. Although a little tongue-in-cheek, it was designed to help heterosexuals understand what it would be like to be asked these kind of questions in relation to their orientation. While it may not be suitable for all audiences, it can add a little humour to training.

Questions that were often asked of lesbian/gay people have simply been flipped to apply to the heterosexual population. Rochlin's instructions for the questionnaire went something like this:

> *"This questionnaire is for proudly heterosexual individuals only. If you are not openly heterosexual, then suggest it to a friend who is. Please answer the questions as candidly as possible. Your responses will be held in strict confidence and your anonymity fully protected."*

1. What do you think caused your heterosexuality?
2. At what age did you decide you were a heterosexual?
3. Is it possible that your heterosexuality is just a phase that you will grow out of?
4. Could it be 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, how can you be sure you wouldn't prefer that?
6. To whom have you disclosed your heterosexual tendencies? How did they react?
7. Why do heterosexuals feel compelled to seduce others into their 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 would face?
10. A disproportionate majority of child molesters are heterosexual men. Do you consider it safe to expose children to heterosexual male teachers, pediatricians, priests or scoutmasters?
11. With all the societal support for marriage, the divorce rate is spiralling. 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 was heterosexual?
14. Could you trust a heterosexual therapist to be objective? Don't you fear s/he might be inclined to influence you in the direction of his/her own leanings?
15. Heterosexuals are notorious for assigning themselves and one another rigid, stereotyped roles. Why must you cling to such unhealthy role-playing?
16. With the sexually segregated living conditions of military life, isn't heterosexuality incompatible with military service?
17. Why are heterosexuals so promiscuous?
18. How can you hope to actualize your God-given homosexual potential if you limit yourself to exclusive, compulsive heterosexuality?
19. Have you considered Aversion Therapy or Heterosexuals Anonymous?

HIGH PERFORMING NETWORK GROUPS CHECKLIST

Network Structure& Accountability

- ○ *Active Executive Sponsor*
- ○ *Accountable and active leadership structure*
- ○ *Active engagement with HR and Diversity*
- ○ *Clearly articulated vision / purpose*
- ○ *Clearly defined strategy (goals, measures, timelines, responsibilities)*
- ○ *Clearly articulated charter*
- ○ *Clear link between strategy and broader Equity/Diversity Plan and/or organisational strategic objectives*
- ○ *Access to dedicated budget*
- ○ *Responsibility for reporting on outcomes*
- ○ *Participation in Australian Workplace Equality Index*

Internal Network Promotion and Communications

- ○ *Communication of networks existence (Posters / Postcards / Newsletters)*
- ○ *Regular promotion of activities / achievements*
- ○ *Visibility within orientation programs and/or kits*
- ○ *Regularly maintained Intranet site*
- ○ *Regular communication with members*
- ○ *Calendar of network events*
- ○ *Strong ally engagement and promotion*
- ○ *Clearly identified points of contact for LGBT specific queries*

Cultural Change & Innovation

- ○ *Presence at workplace diversity days and/or diversity events*
- ○ *Leadership engagement on LGBT inclusion*
- ○ *Promotion of LGBT awareness training*
- ○ *Input into organisational policy, benefits reviews and workplace culture*
- ○ *Ally training on LGBT awareness and cultural impact*

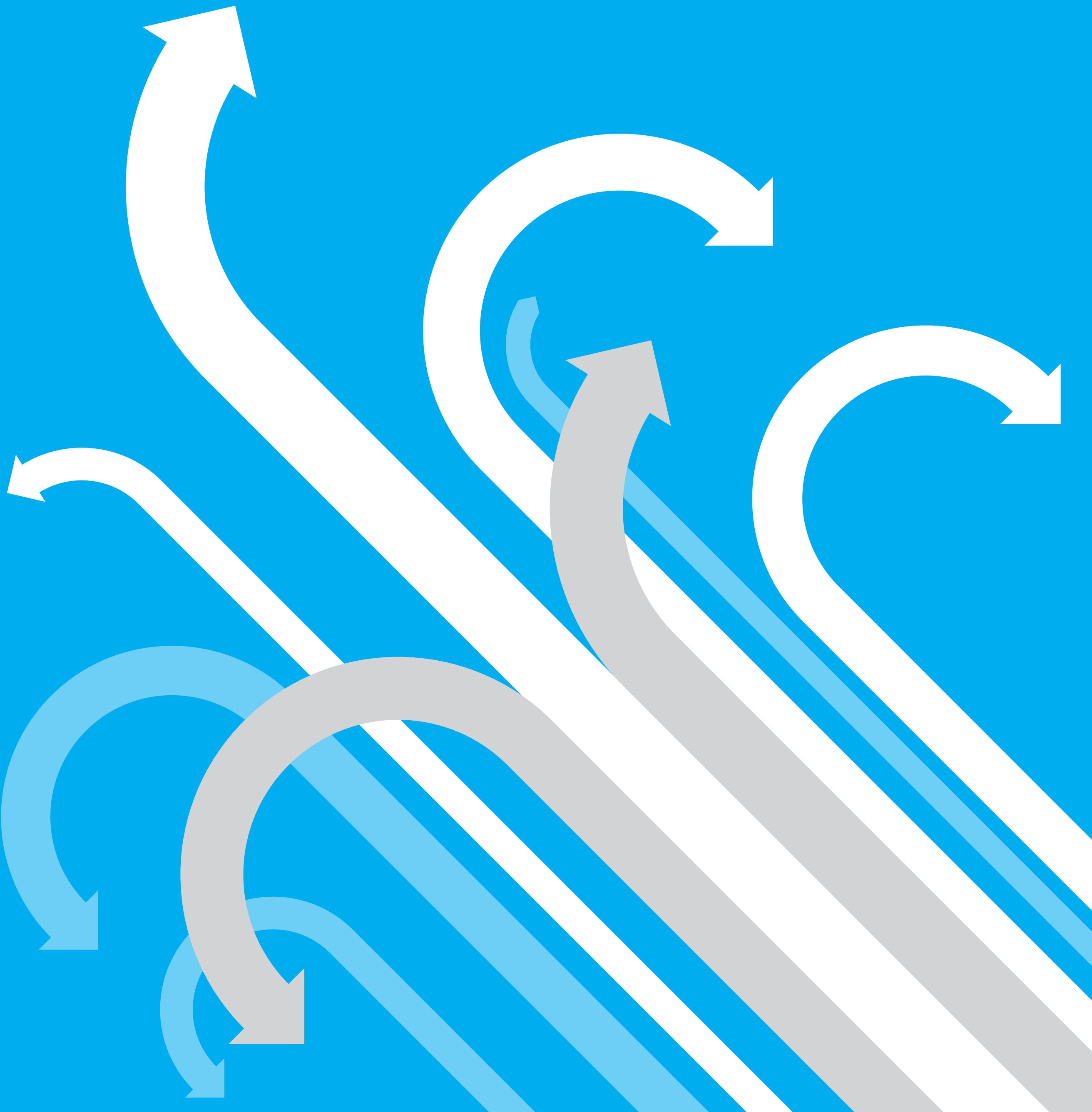
Personal & Professional Development

- ○ *Participation in Pride in Diversity professional networking events*
- ○ *Participation in Pride in Diversity member forums*
- ○ *Engagement with other LGBT networks*
- ○ *Provision of LGBT cross-mentoring initiatives*

Branding & Reputation

- ○ *Promotion of organisation's inclusivity externally*
- ○ *Participation in community and fundraising events*
- ○ *Active engagement in recruitment strategies*

SECTION 8:
AUSTRALIAN HISTORY OF HOMOPHOBIA & INTOLERANCE



We have already mentioned the fact that many LGBT people are reluctant to identify as being gay, lesbian, bisexual or transgender in surveys, hence our lack of accurate demographic data. It is also a sad fact that many LGBT people are reluctant to identify in their everyday lives.

While many may argue that "sexual orientation" is a private matter and should be kept to oneself, the truth of the matter is, we all have a sexual orientation, and for most of us it is on display 24/7. It is so innate to us, and so much a fabric of who we are, we just don't give it a second thought.

Sexual orientation is also the fabric of who LGBT people are, but unfortunately, society does not yet afford them the luxury of being true to who they are with the same guarantee of acceptance and inclusion.

This is particularly so for many older LGBT citizens who have lived through far greater levels of discrimination than we see today.

Historically, members of the LGBT community risked personal safety to fight societal, emotional and legal barriers that faced them. Courageously, since the 70's and 80's, some individuals stood 'loud and proud' as they fought and walked through difficult times of societal intolerance and public fear arising from the Grim Reaper campaign at the onset of HIV/AIDS epidemic.

In 1996, crime statistics drawn from Darlinghurst -Sydney area revealed that 13% of victims believed their assault and robberies were homophobic related (Attorney General NSW, 1998).

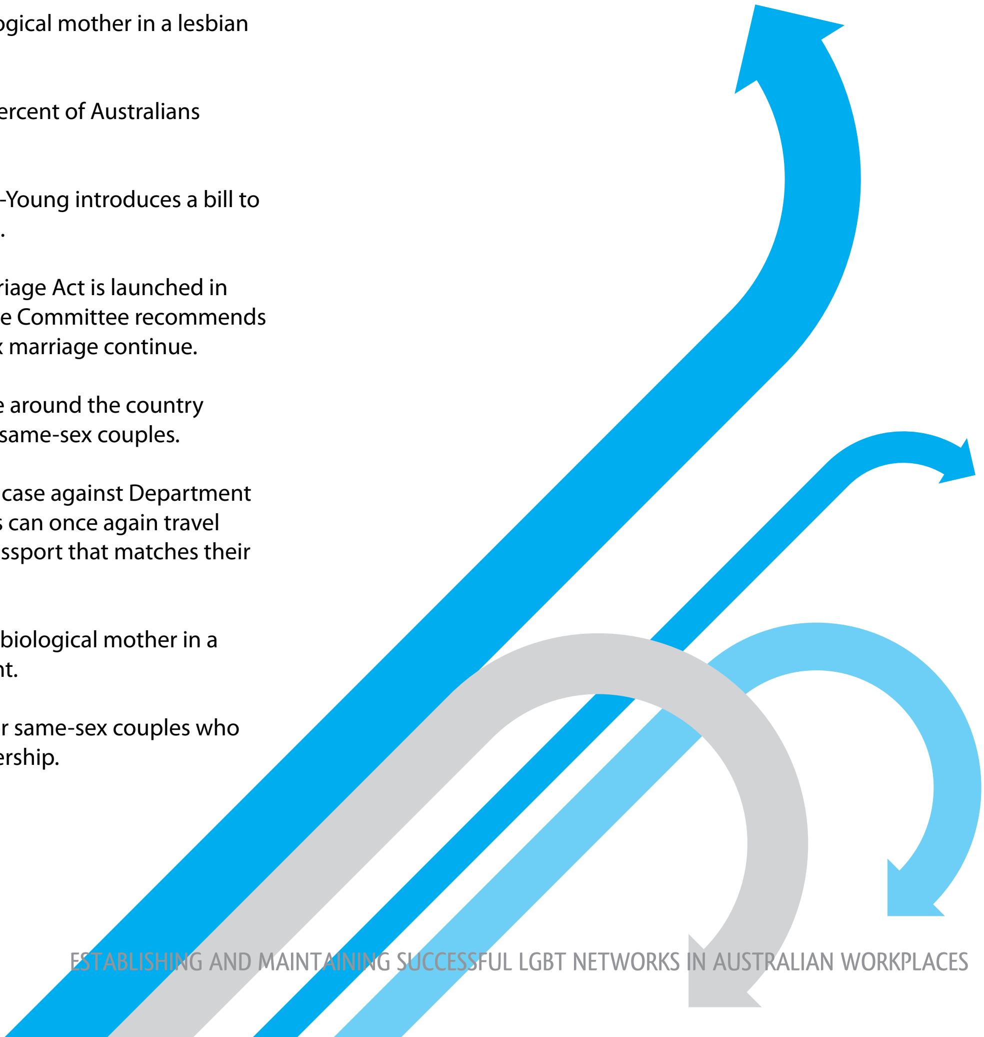
In 2003, a report into LGBT violence and abuse in NSW found that 85% of the LGBT people surveyed, reported having an experience in the past of 'one or more forms of homophobic abuse, harassment or violence and that over half (56%) had similar experiences in the last 12 months (Attorney General, NSW, 2003, p. 2-3). In this survey over two thirds (69%) feared homophobic abuse or violence from strangers regardless of city or regional location and many are unreported to police (p.3, 12-15).

In this reality, invisibility is often maintained by members of the LGBT community as a result of actual or perceived fear of stigma, isolation, discrimination and abuse related to an event involving 'those less tolerant or less accepting' (Attorney General NSW, 2003, pp. 12-15).

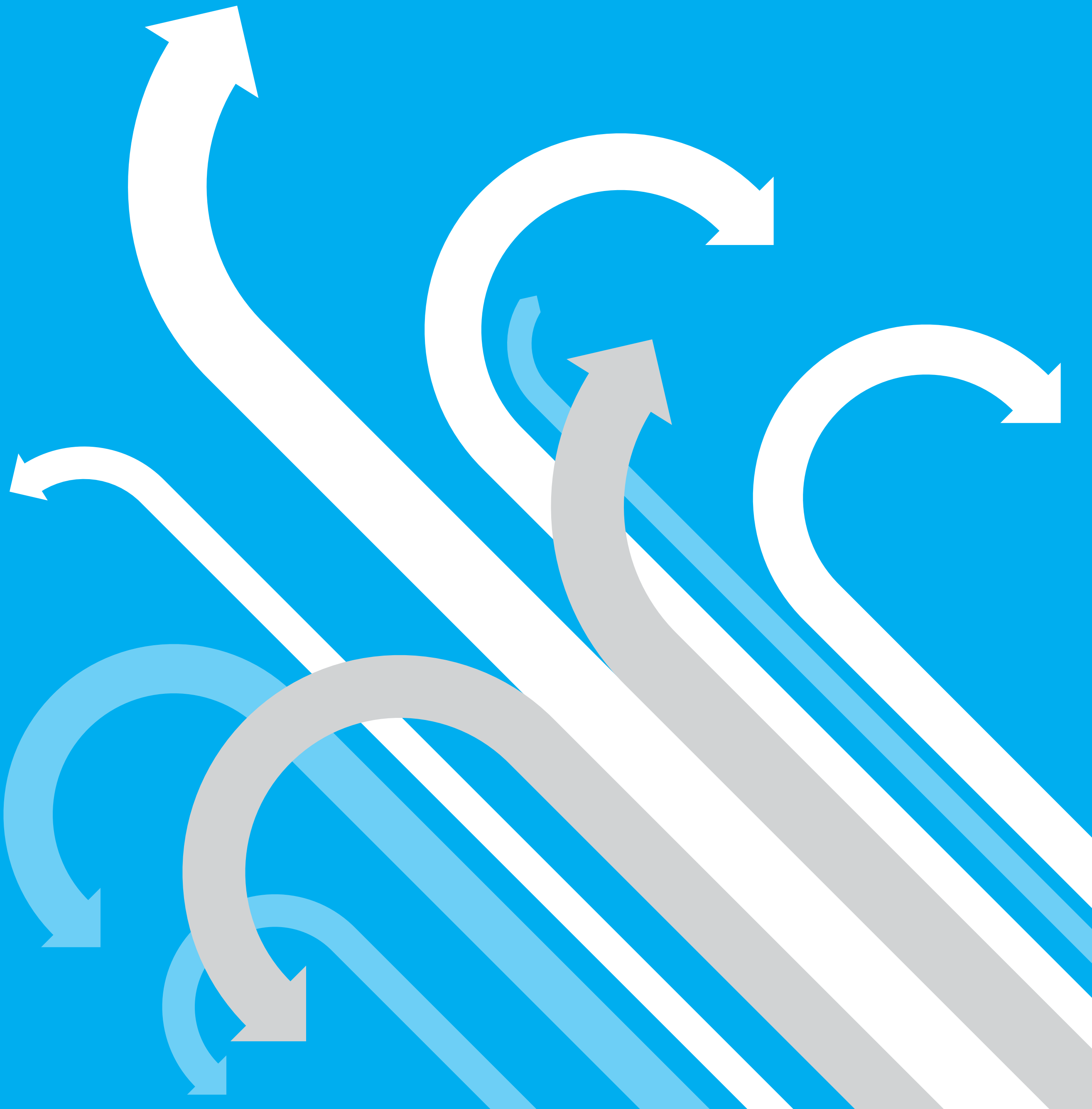
CONSIDER THE FOLLOWING

1861	Under British law the punishment for sodomy is reduced from death to life imprisonment.
1863	Henrik Witnalder is the last man hanged in Australia for the crime of sodomy.
1958	NSW Police Commissioner Colin Delaney declares homosexuality to be the 'greatest social menace facing Australia'.
1969	Psychiatrist Dr Neil McConaghy conducts a study using aversion therapy on forty homosexual patients.
1972	Gay Liberation is formed in Sydney.
	South Australia decriminalises homosexual acts between men.
1973	Gay Pride Week in held in Sydney, Melbourne, Brisbane and Adelaide.
	Lesbian and gay activists protest against Dr. Harry Bailey and Dr. Neil McConagy.
	The American Psychiatric Association removes homosexuality from its Diagostic and Statistical Manual of Mental Disorders.
1976	The ACT decriminalises homosexual acts between men.
1980	Victoria decriminalises homosexual acts between men.
1984	New South Wales and the Northern Territory decriminalises homosexual acts between men.
	The Australian Medical Association removes homosexuality from its lists of illnesses and disorders.
1989	Western Australia decriminalises homosexual acts between men.
1990	Queensland decriminalises homosexual acts between men.
1996	Crime statistics drawn from Darlinghurst -Sydney area revealed that 13% of victims believed their assault and robberies were homophobic related (Attorney General NSW, 1998).
1997	Tasmania decriminalises homosexual acts between men.
2001	Western Australia becomes the first state to allow same sex couples to adopt.
	Western Australia recognises the non-biological mother in a lesbian relationship as a parent.
2003	Tasmania becomes the first state to create a Relationship Register for same-sex couples.
	The Northern Territory recognises the non-biological mother in a lesbian relationship as a parent.
	A report into GLBT violence and abuse in NSW found that 85% of the GLBT people surveyed, reported having an experience in the past of 'one or more forms of homophobic abuse, harassment or violence and that over half (56%) had similar experiences in the last 12 months (Attorney General, NSW, 2003, p. 2-3).
2004	The Howard Government introduces the Marriage Amendment Bill 2004 to prohibit same-sex marriage.
	ACT allows same-sex couples to adopt and recognises the non-biological mother in a lesbian relationship as a parent.

2005	The City of Sydney creates a Relationships Declaration Program.
2006	The ACT Civil Unions Bill for same-sex couples is passed.
	The Howard Government vetoes the ACT's Civil Unions Act.
2007	The ACT tries again to introduce Civil Unions for same-sex couples.
	The Howard Government again disallows the ACT's Civil Unions Act.
	The Howard Government overturns a law that allows transsexual people who are travelling for surgery to list their lived gender on their passport.
	The Human Rights and Equal Opportunity Commission, now known as the Australian Human Rights Commission, releases the Same-Sex : Same Entitlements report.
	Victoria introduces a Relationship Declaration Register.
2008	Rudd Labor Government amends 85 laws that discriminate against same-sex couples.
	Victoria recognises the non-biological mother in a lesbian relationship as a parent.
	NSW recognises the non-biological mother in a lesbian relationship as a parent.
2009	A Galaxy poll shows that 60 percent of Australians support same-sex marriage.
	Greens Senator Sarah Hanson-Young introduces a bill to amend the Marriage Act 1961.
	A Senate Inquiry into the Marriage Act is launched in June. In November, the Senate Committee recommends that the ban against same-sex marriage continue.
	Equal Love protests take place around the country calling for marriage rights for same-sex couples.
	Stephanie Imbruglia wins her case against Department of Foreign Affairs. Transexuals can once again travel overseas for surgery with a passport that matches their lived gender.
	Tasmania recognises the non-biological mother in a lesbian relationship as a parent.
	The ACT allows ceremonies for same-sex couples who are entering into a Civil Partnership.



SECTION 9:
ABOUT PRIDE IN DIVERSITY



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 LGBT Network Leaders in all aspects of LGBT 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 LGBT 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 LGBT 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 LGBT 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 three good practice seminars annually to discuss topical LGBT workplace issues and to share good practice amongst PID employers, broadening your diversity network
- → Invitation to LGBT Networking Events for your LGBT 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 LGBT Network Working Groups, All Staff Presentations or Diversity Council training.
- → 25% discount on any further training/consulting for special projects, LGBT 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 LGBT 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 LGBT network group and allies to participate in the Pride in Diversity entry of the Sydney Gay and Lesbian Mardi Gras parade.
- → Access to Pride in Diversity speakers for company events, launches, diversity celebrations.
- → Full support for your LGBT 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 LGBT EMPLOYEE NETWORK LEADERS

As part of your Pride in Diversity membership, your LGBT 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 (if exceeding organisations free training limits, you receive 25% discount on Anti-discrimination board rates).
- → Invitation to attend professional networking events with other Pride in Diversity members and their LGBT employee networks (open to your entire network membership). These networking forums can be built into your network events calendars.

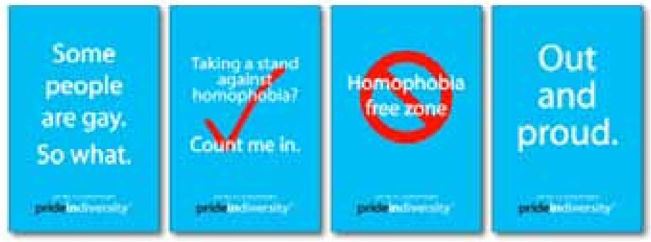
- Invitation to attend professional development forums free of charge (open to your entire organisation). These forums can be built into your network events calendar.
- Invitation to participate in the Australian Workplace Equality Index enabling you to measure progress year by year and report back tangible 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

Pride in Diversity also offers a range of merchandise that you can utilise to promote LGBT inclusion in your workplace including relevant published books, hard copies of Pride in Diversity publications and general merchandise. All proceeds from the merchandise help to support the work of Pride in Diversity. Pride in Diversity is a not-for-profit organisation.

For an updated product list of current merchandise, please visit www.prideindiversity.com.au

Postcards:


Some people are gay. So what.
Taking a stand against homophobia? Count me in.
Homophobia free zone
Out and proud.
prideindiversity

Cups:

prideindiversity
I'm not a homophobic mug.
Are you?
Homophobia free zone

Additional merchandise is available on our website.

BILIOGRAPHY

References to direct quotes or statistics have been included as footnotes within this document.

The following published books were also consulted in the development of this publication.

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- Hall, D (2009), Allies at Work, Out & Equal Workplace Advocates, San Francisco

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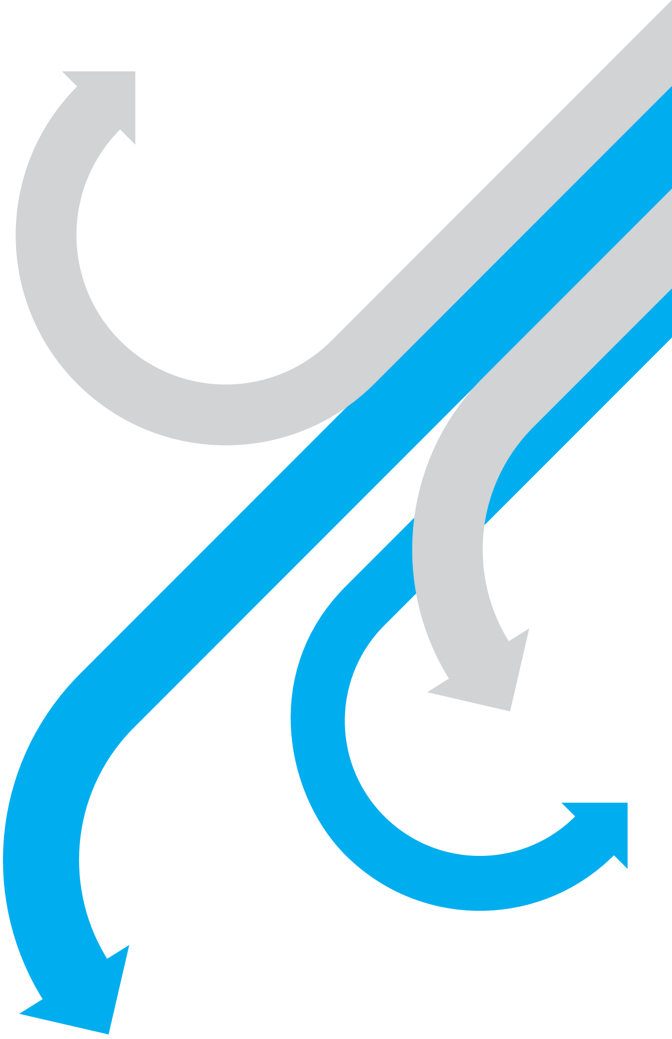
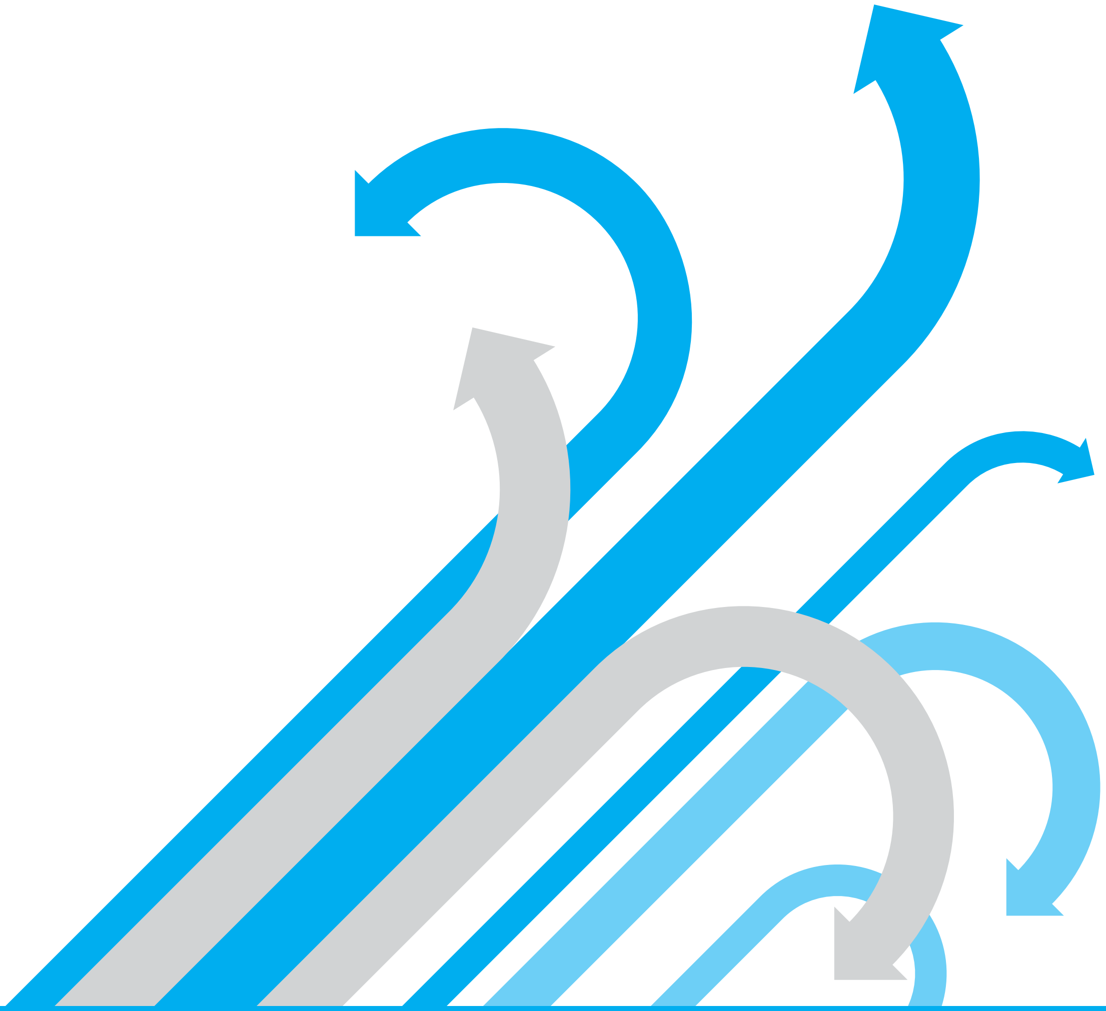
NOTES





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