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out at work

FROM PREJUDICE TO PRIDE

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This report is embargoed until 4.00 am AEST 16 August 2018.

This is a synopsis of the Report. An electronic copy of the Full Report can be found on the DCA website at www.dca.org.au/research/project/out-work-prejudice-pride



About Diversity Council Australia

Diversity Council Australia (DCA) is the only independent, not-for-profit workplace diversity advisor to business in Australia. We offer a unique knowledge bank of research, practice and expertise across diversity dimensions developed over 30 years of operation. In partnership with our members, our mission is to: lead debate on diversity in the public arena; develop and promote the latest diversity research, thinking and practice; and deliver innovative diversity practice resources and services to enable our members to drive business improvement. DCA works in partnership with members to generate groundbreaking high impact diversity research that drives business improvement through providing evidence-based guidance on how to fully leverage the benefits of a diverse talent pool.

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In 2017, the Australian public was invited to vote on marriage equality.

While to many people, this was regarded as an opportunity to have a say on an issue that had been in the public domain, for Australia's LGBTQ+ community the issue was deeply personal, and the national conversation about their lives and relationships was a difficult time.

While this debate was happening around them, LGBTQ+ people continued to come to work. And so for many Australian workplaces, this national debate became a test about what inclusion means for the LGBTQ+ people in their ranks.

LGBTQ+ inclusion is a relatively new component of diversity and inclusion. But the conversations we had with over 1600 LGBTQ+ workers about their experiences showed us just how important it is for Australian organisations to continue to build on that work.

In this report, we present the evidence about what it means to be out at work, and what organisations can do to make everyone feel included.

This report is a timely contribution to the evidence on how important genuine inclusion is for LGBTQ+ people to stay safe, feel welcome and to contribute their best at work.

LISA ANNESE, *Chief Executive Officer*



*Deloitte is thrilled to be involved with **Out at Work**, an important research initiative undertaken in partnership with Diversity Council Australia, RMIT University, QBE Insurance and the Star Observer.*

To date, the evidence on this issue has shown that many LGBTIQ+ individuals have felt concerned or worried about coming out in the workplace. This important research, comprising a comprehensive survey and face-to-face focus groups, confirms what we already suspected: many individuals are still concerned that being out might negatively impact their career prospects and professional development, or worse, make them a target for bullying and harassment.

All employees deserve to be treated equally in the workplace, with dignity and respect. It's my hope that this research will help organisations better understand the unique challenges and bottlenecks that might be impacting their own people.

Making progress on workplace inclusion is critical – not only because it's the right thing to do – but because the evidence overwhelmingly shows that inclusive leaders, teams and organisations get better results and see better employee engagement outcomes.

At Deloitte we're very proud of our progress and track record in LGBTIQ+ inclusion. We intend to use this research to have targeted conversations with other businesses and help create better, higher performing and more inclusive workplaces for all.

We would like to thank Diversity Council Australia, RMIT University and the Star Observer for their strong leadership and also recognise QBE for their collaboration and support on this project.

*Great things happen when all our voices can be heard and **Out at Work** plays a vital role in bringing some of those too often unheard voices to the fore.*

CINDY HOOK, CEO Deloitte Australia



QBE is committed to creating a culture of inclusiveness and one where our people feel confident to bring their whole selves to work. It's vital for us to be successful, that our people can come to work feeling welcome and safe to be their authentic selves.

*We're proud to be supporting Diversity Council Australia on the **Out at Work: from Prejudice to Pride** research project to better understand what motivates people to be out at work, but importantly, identify what the barriers might be so that we, and other employers, can address them.*

VIVEK BHATIA, Chief Executive Officer, Australian & New Zealand Operations,
QBE Insurance

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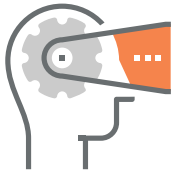
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OUR ASPIRATION

Out at Work: From Prejudice to Pride is a partnership industry research initiative between Diversity Council Australia ('DCA'), RMIT University, the Star Observer, Deloitte, and QBE.

For LGBTQ+ people, hiding who they are can be costly to their own wellbeing, as well as to the organisations they work for and the broader Australian economy. Through *Out at Work*, we sought to:

'LGBTIQ+' refers to lesbian, gay, bisexual, transgender/ gender diverse, intersex, and queer – the '+' recognises that LGBTQ doesn't include a range of other terms that people identify with, or use to describe themselves



Challenge common assumptions about coming out at work (e.g. you do it just once, you share 'all or nothing', context makes no difference, it only affects LGBTQ+ employees),



Better understand why LGBTQ+ workers share or conceal their sexual orientation, gender identity or intersex variation at work, and



Show how employers can create safe and inclusive workplace environments where LGBTQ+ people can be themselves at work and have a real choice about being out at work.

OUR TERMINOLOGY

At DCA we are committed to language that is respectful, accurate and relevant as a powerful tool for inclusion.

We acknowledge that we may not always get it right, but commit ourselves to being open to change and willing to continue learning from the people we are hoping to represent. Please see the end of this report for important information on terminology and a glossary.

OUR EVIDENCE BASE

We drew on the insights and experiences of over 1600 LGBTIQ+ workers, shared through an online survey and think tanks, to answer the following two key questions:

- 1** Why do LGBTIQ+ individuals share or conceal their LGBTIQ+ identity or status at work?
- 2** What can Australian organisations do to make their workplace a safe and inclusive place for LGBTIQ+ workers to be themselves?

We thank our research participants for generously sharing their stories and insights.



WHY DOES BEING OUT AT WORK MATTER?

Concealing Compromises Wellbeing

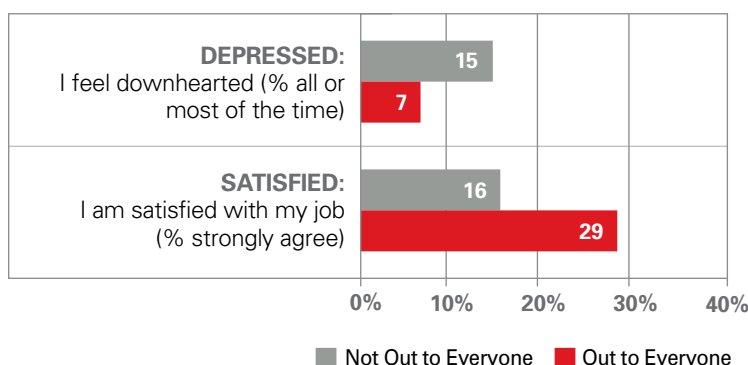
Our survey revealed that LGBTIQ+ employees who are not out to everyone at work¹ are:

2x as likely

to **feel downhearted** as employees who are out to everyone at work

45% less likely

to **be satisfied** with their job



Being Out at Work Drives Performance

Being out at work benefits much more than just the LGBTIQ+ person – **our survey demonstrates it is linked to better innovation, effectiveness, and customer service.**

LGBTIQ+ employees who are out to everyone at work are:

50% more likely

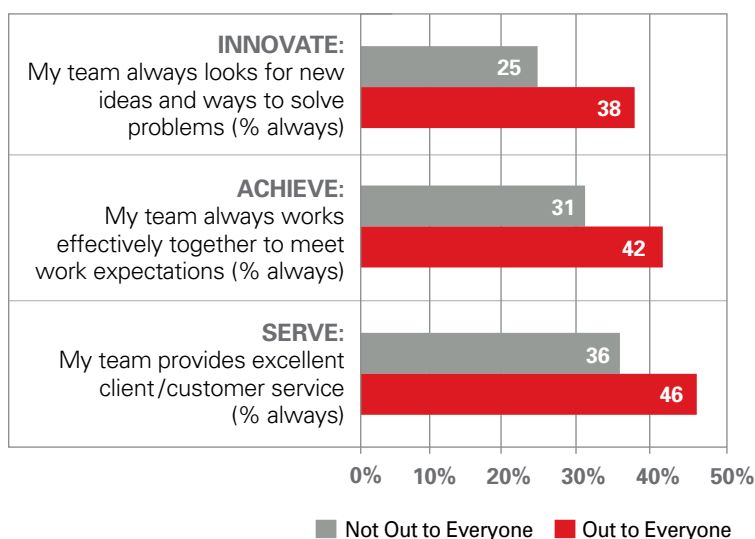
to **innovate** than workers who are not out to everyone

35% more likely

to **work highly effectively** in their team

28% more likely

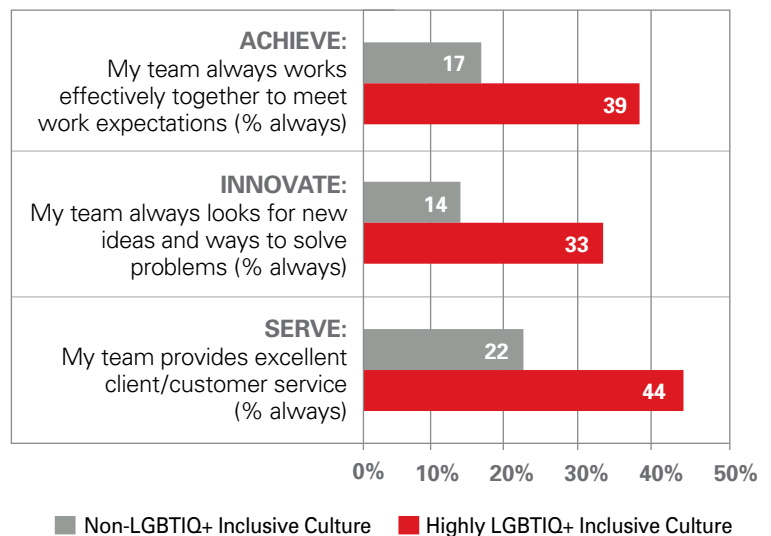
to provide **excellent customer/client service**



"By being in a safe environment you can be the best possible version of yourself."

LGBTIQ+ Inclusive Cultures Drive Performance

Employees in organisations which are highly LGBTIQ+-inclusive² are at least **twice as likely** as employees in non-inclusive cultures to **achieve, innovate, and provide excellent customer/service**

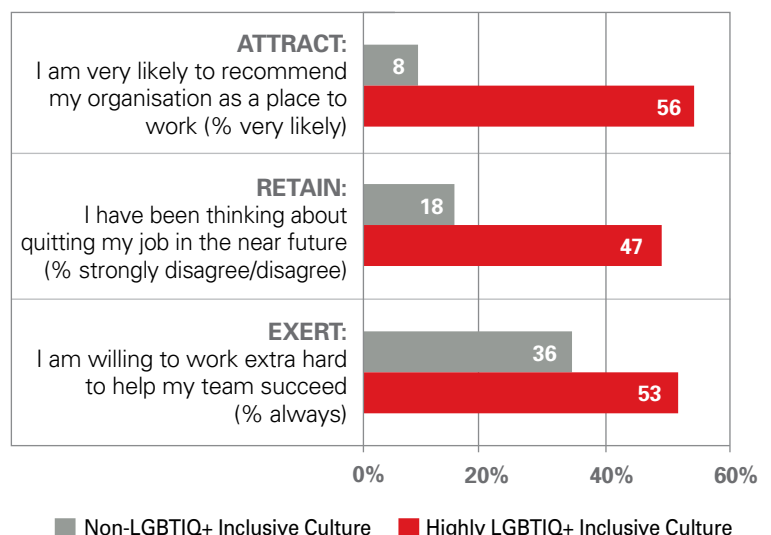


Employees in organisations which are highly LGBTIQ+ inclusive are also:

7X as likely
to **recommend their organisation**
as an employer of choice

Half as likely
to intend to **leave**

47% more likely
to **work extra hard** than employees
in non-LGBTIQ+ inclusive cultures



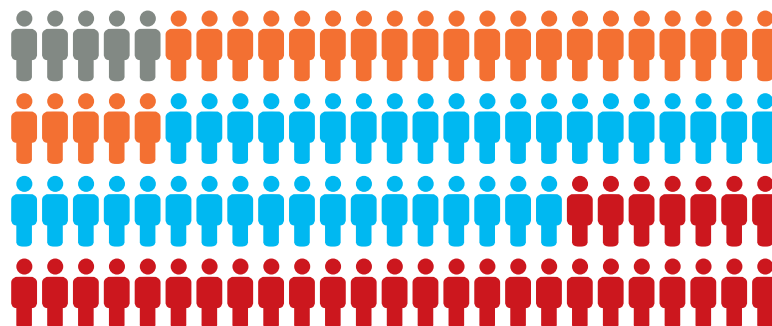
WHO'S OUT AT WORK? THE-STATE-OF-PLAY

Although Australian organisations are increasingly developing policies to support and include their LGBTIQ+ workforce, our research reveals a sizeable proportion of LGBTIQ+ employees are still not comfortable being out at work.

While 74% of LGBTIQ+ respondents in our survey told us that it was important to them to be able to be out at work, only 32% were out to everyone with whom they work.

If LGBTIQ+ workers in our survey were 100 people, approximately³:

- 5 would be out to no one
- 25 would be out to some people
- 38 would be out to most people
- 32 would be out to everyone



More Likely

Lesbians and gay men were most likely to be out at work – 80% were out to everyone or most people at work, with 37% of lesbians and 38% of gay men being out to everyone at work.

Less Likely

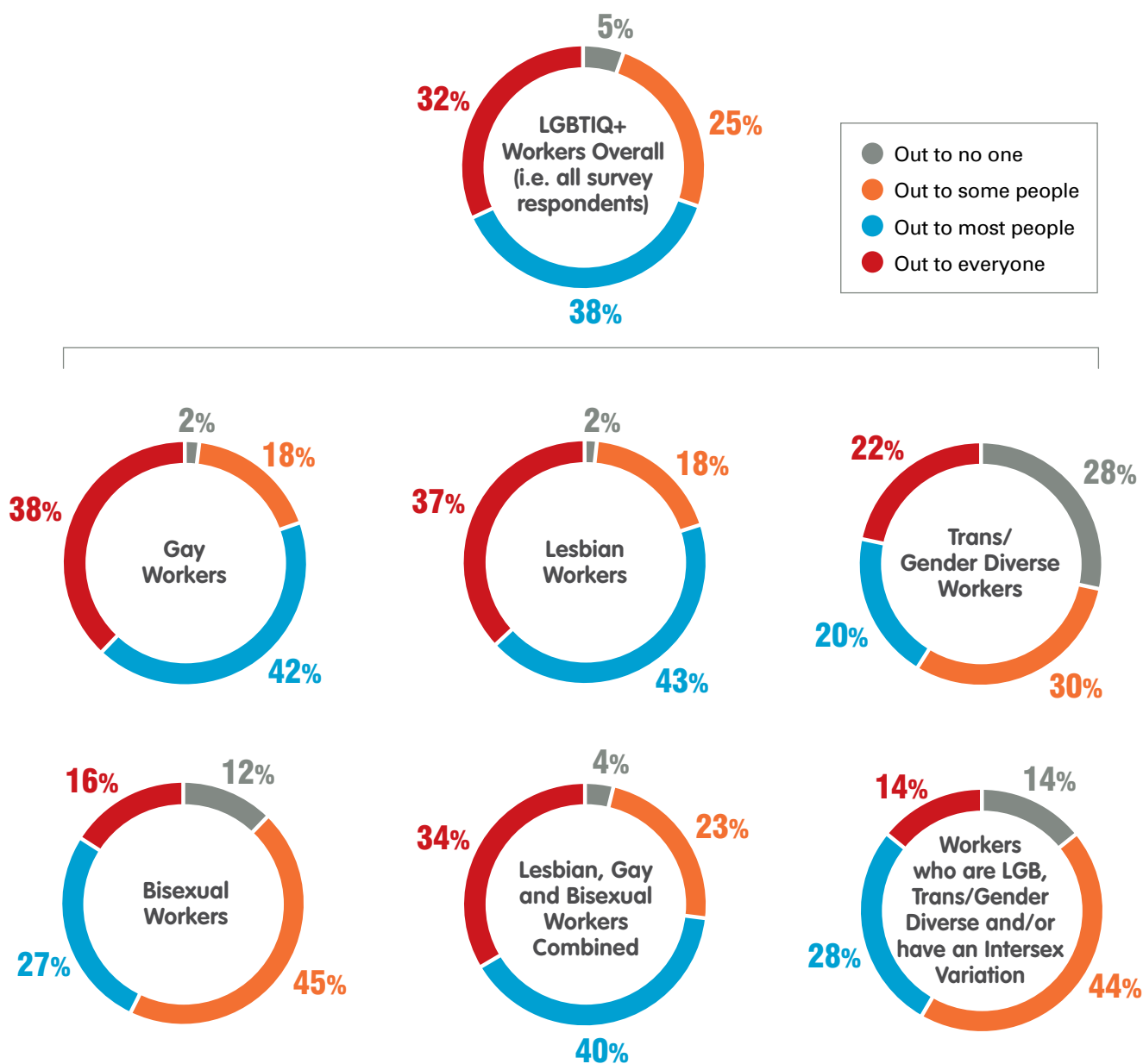
Workers who had more than one LGBTIQ+ attribute – for example, they may be transgender and gay, or bisexual and have an intersex variation – were least likely to be out.

Only 14% were out to everyone at work, compared to 37% of lesbians and 38% of gay men.

The vast majority of the 8% of Australian LGBTIQ+ workers who had multiple LGBTIQ+ attributes were people who identified as trans and gender diverse as well as being lesbian, gay or bisexual (117 of 127 respondents).

Workers who were bisexual were also less likely to be out to everyone at work – only 16% were out to everyone at work.

Of particular note, workers who are trans or gender diverse were least likely to be out – 28% are out to no one at work, compared to only 4% of LGB workers.



Out to Who?

LGBTIQ+ workers are most likely to be out to their immediate colleagues and least likely to be out to customers and clients. In all, 49% of lesbian, gay or bisexual (LGB) workers openly talk about their identity with colleagues, while only 9% do with clients/customers.

Similarly, 22% of trans/gender diverse workers openly talk about their identity with colleagues, while half that many (10%) do with clients/customers.

"Many of my customers are deeply homophobic which makes being out very hard."

"I'm trans and lesbian. Transphobia is a lot more complex and embedded than homophobia. People hide it, but you can tell."

WHAT ENABLES BEING OUT AT WORK?

It's More Than Just Policies: Culture is What Counts

More than anything else – it was having an **LGBTIQ+ inclusive culture** that made LGBTIQ+ people feel safe to be themselves at work. LGBTIQ+ people in highly inclusive cultures were **three times as likely** as workers in non-inclusive cultures to be out to everyone at work – 37% of workers in highly LGBTIQ+ inclusive cultures were out to everyone compared to 12% of workers in non-inclusive cultures.

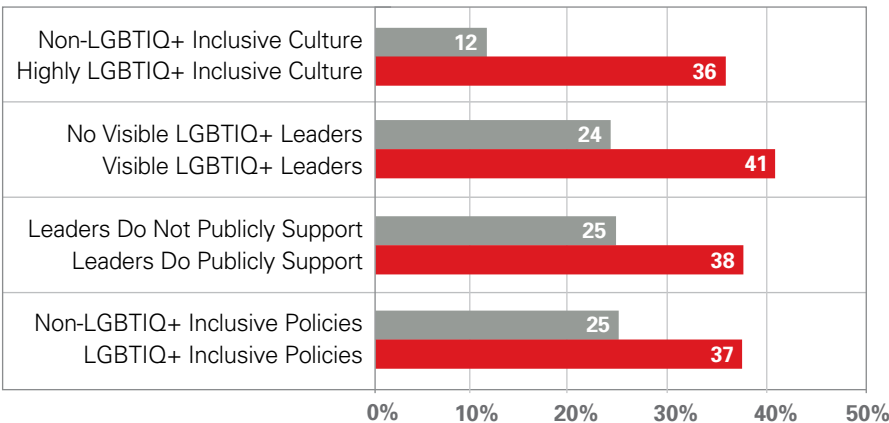
Genuine Bold Leadership is Critical for Culture

Leadership, by both those who are LGBTIQ+ and those who are not, was the organisational factor next most strongly linked to LGBTIQ+ people being out at work – 41% of LGBTIQ+ workers in organisations with visible LGBTIQ+ leaders were out to everyone compared to 24% of workers in organisations with none. Importantly, the LGBTIQ+ workers we spoke with emphasised it was not enough to just have leaders who made a token gesture every now and then (such as an occasional email). Leaders need to show genuine and bold commitment to LGBTIQ+ issues.

But Policies Are Still Important

Policies and strategies that recognised the specific needs of and sometimes just the existence of LGBTIQ+ people were the next organisational factor most strongly correlated with LGBTIQ+ people feeling comfortable to share their identity or status at work.

**LGBTIQ+ Workers Who are Out to Everyone at Work:
By Various Organisational Factors**









“It’s more than just putting your brand in rainbow colours.”

“I don’t even have to think about coming out in my organisation. The leaders here are so supportive of it.”

“The lack of formal policies and procedures, and lack of acknowledgement of LGBTIQ people on the diversity pages on the intranet were issues that caused me grief prior to coming out to my manager.”

FINDING A SOLUTION

How can organisations create inclusive cultures that enable real choices about being out at work?


<p>TALENT LOCK 1: </p> <p>INVISIBILITY</p>	<p><i>"There is often a misconception in the straight community that ignoring is the same as accepting. But pretending not to see a difference is choosing not to understand difference, and heteronormativity becomes the default."</i></p>	<p>TALENT KEY 1: </p> <p>MAKE PEOPLE VISIBLE (BUT NOT TOO VISIBLE)</p>
<p>TALENT LOCK 2: </p> <p>DILUTED DIVERSITY</p>	<p><i>"I'm extremely feminine so don't appear to be queer. Everybody always says "WOW! You don't look gay at all!!" And that's so hurtful, because there is no set look."</i></p>	<p>TALENT KEY 2: </p> <p>UNDERSTAND DIVERSITY OF LGBTIQ+ PEOPLE</p>
<p>TALENT LOCK 3: </p> <p>HARASSMENT</p>	<p><i>"My married male boss makes me sick the way he talks about lesbians. Things like 'Lesbians are only okay when they are in their 20s and slim.'"</i></p>	<p>TALENT KEY 3: </p> <p>HAVE THE COURAGE TO CALL IT</p>
<p>TALENT LOCK 4: </p> <p>LANGUAGE THAT EXCLUDES</p>	<p><i>"Saying, 'I don't care if you're gay, I'll treat you like you're normal' sounds accepting to a straight person. But I've heard that they don't care about my identity and don't think I am normal."</i></p>	<p>TALENT KEY 4: </p> <p>USE WORDS THAT WORK</p>
<p>TALENT LOCK 5: </p> <p>ASSUMPTIONS</p>	<p><i>"'Are you married?' is always a difficult question. I'll say, 'Well I have a partner', and they'll say, 'What's her name?' Then I say, 'It's a he actually.' And then there's an awkward silence."</i></p>	<p>TALENT KEY 5: </p> <p>DISRUPT ASSUMPTIONS</p>
<p>TALENT LOCK 6: </p> <p>IT WON'T WORK IF IT'S JUST US</p>	<p><i>"It's always the same people who have to point things out. We need to recognise that that burden has to be shared by allies."</i></p>	<p>TALENT KEY 6: </p> <p>BE IN IT TOGETHER</p>



TALENT LOCK 1:

INVISIBILITY

- More than 40% of LGBTIQ+ respondents worked in organisations where LGBTIQ+ people were not specifically included in HR policies, and three quarters worked in organisations that did not have a specific policy to support trans or gender diverse people through a transition.
- LGBTIQ+ people reported being told to *'keep it to yourself'*, and gay, lesbian and bisexual respondents (in particular) talked about working in a culture of *'don't ask, don't tell'* in relation to their sexuality.
- Invisibility was evident in the way relationships were not mentioned or were ignored.
- Invisibility was also evident when organisations ignored events of significance for LGBTIQ+ people (e.g. making no comment during the debate on marriage equality) or failed to celebrate diversity days for LGBTIQ+ people.



"There is often a misconception in the straight community that ignoring is the same as accepting. But pretending not to see a difference is expressly choosing not to understand difference, and just results in heteronormativity becoming the default."



TALENT KEY 1:

MAKE PEOPLE VISIBLE (BUT NOT TOO VISIBLE)

- While it's good to make sure LGBTIQ+ people are visible in your organisation, don't make them too visible. Consult to find the right balance between celebrating and welcoming LGBTIQ+ people and shining such a spotlight on them that it draws unwelcome attention and they feel uncomfortable or put on display for the benefit of the organisation⁴.
- Be visible in signs – such as rainbow flags, employee resource groups (Pride Groups), and events to mark days of LGBTIQ+ significance.
- Be visible in policies – include sexual orientation, gender identity, and intersex status in D&I policies, have gender transition policies, ensure your parental leave policies recognise LGBTIQ+ people.
- Be visible in public – for example, by marching in Mardi Gras or taking a public stance on LGBTIQ+ issues such as marriage equality.
- Make some bathrooms gender neutral, and introduce gender neutral dress codes.

Visible LGBTIQ+ Celebrations in Deloitte

Each August Deloitte celebrates GLOBE month, to coincide with Wear It Purple Day. Throughout the month of August, Deloitte runs a multi-faceted communication campaign that brings faces, stories and names of Deloitte's LGBTIQ+ employees and allies to the fore. In 2017, this campaign included a significant visual poster campaign in all offices – featuring colourful "GLOBE" artwork – giving information to LGBTIQ+ employees and also allies. The campaign concluded with packed-out Wear It Purple events all around the country where senior leaders, LGBTIQ+ individuals and allies came together to talk about the importance of LGBTIQ+ inclusion in the workplace.

Visible LGBTIQ+ Celebrations in QBE


The annual QBE Pride Month has a clear purpose: to contribute to an inclusive workplace that is safe and supportive for everyone; and create an environment where the attributes that make each of us unique are acknowledged, valued and celebrated. After a soft launch in 2015, the initiative has become bigger and better each year. In 2017, QBE launched an internal campaign, "*Bring your selfie to work*", which was actively led by both LGBTIQ+ and Ally Leaders and widely supported by our people. Through awareness campaigns, educational speakers, internal symbols, profiling the lived experiences of LGBTIQ+ people, along with celebratory events, the importance of LGBTIQ+ Workplace Inclusion and the role each individual can play, remains central to QBE Pride Month's purpose.



TALENT LOCK 2:

DILUTED DIVERSITY

- Stop only focusing on lesbian, gay and bisexual issues, and overlooking trans and gender diverse people, or people with intersex variations (as well as people who are or identify with being pansexual, agender, on the aromantic and asexual spectrum, queer, omnisexual etc.)
- Stop assuming everyone's experience of being LGBTIQ+ will be the same. LGBTIQ+ women experience 'double jeopardy' where their gender and LGBTIQ+ status combine to make it more difficult for them in the workplace. Bisexual women have different experiences to transwomen who identify as heterosexual.
- Stop assuming people don't have more than one LGBTIQ+ attribute. Recognise that people with multiple LGBTIQ+ attributes (e.g. trans/gender diverse people who are also LGB) can experience double jeopardy.



"People mainly talk about sexuality when it comes to LGBTIQ+ but we have three issues here – sexuality, gender and sex. These are three different communities and types of inclusion we need to have strategies for."



TALENT KEY 2:

UNDERSTAND DIVERSITY OF LGBTIQ+ PEOPLE

- Think about LGBTIQ+ inclusion from three separate spheres – sexual orientation, gender identity/expression and intersex issues – and devise workplace strategies accordingly.
- But also recognise people may have more than one LGBTIQ+ attribute (e.g. gay and have an intersex variation) and more than one strategy might be relevant!
- Learn about all segments of the LGBTIQ+ community – not just lesbian, gay and bisexual people.
- Use the acronym correctly – if you are organising an event for LGBTIQ+ people make sure that you include representation of people from a diversity of LGBTIQ+ identities (i.e. not just gay and lesbian people).
- Get knowledgeable on gender diversity – to many D&I practitioners ‘gender diversity’ refers to the inclusion of women, but to LGBTIQ+ people ‘gender diversity’ refers to a wide range of expressions of gender that exist outside the binary of man and woman.

Transform Your Talent Pool

To improve recruitment of trans and gender diverse people, connect with specialist recruitment services like the [Trans Employment Program Australia](#). Their purpose is to improve recruitment for trans and gender diverse people, through offering services to individuals to assist them with transition in the workplace, as well as services for organisations.

Promote a Diversity of Role Models – Deloitte’s Outstanding 50 LGBTI Leaders

In 2016, Deloitte released Australia’s [first list of 50 LGBTI Executives](#), with the purpose of providing visible role models to LGBTI Australians of all ages. The list was published in the Australian Financial Review’s *BOSS Magazine* and featured household names such as Alan Joyce, Jennifer Westacott and Michael Ebeid. In 2018, Deloitte partnered with Google Australia and took an inclusive approach to look beyond only executive leaders and provide a wealth of new role models including: public sector; government; small and medium-sized business. The second list was published in May 2018, and consciously sought out a diverse group of LGBTIQ+ leaders from across the LGBTIQ+ spectrum, from a wide variety of cultural backgrounds, ages, genders etc. This conscious targeting showed the public how diverse the LGBTIQ+ community really is. The impact of these campaigns has been immense, with the combined reach surpassing 4 million Australians via traditional print, digital and social media channels. Deloitte will continue to profile these role models throughout the year, to help and create more inclusive workplaces in every industry, around the country.



TALENT LOCK 3:

HARASSMENT

- Stop homophobia, transphobia, biphobia and intersexism – Don't tolerate inappropriate comments from managers, clients, or staff.
- Stop derogatory comments, 'jokes' and comments that might be passed off as 'boys-club' banter in male-dominated work environments.
- Stop sexual harassment – Gay, lesbian and bisexual participants talked of being taken to strip clubs, and asked inappropriate questions, while LGBTQ women reported being sexually harassed and their concerns being minimised by colleagues because they were LGBTIQ+.
- Stop asking sexual questions – It's not ok to ask someone about their sex life just because they are LGBTIQ+.
- Stop asking inappropriate questions – It's **not** ok to ask transgender people if they have had surgery.



"My married male boss makes me quite sick the way he talks about lesbians. Things like, 'Lesbians are only okay when they are in their 20s and slim.'"



TALENT KEY 3:

HAVE THE COURAGE TO CALL IT


- Develop and implement clear guidelines about inappropriate language and ensure these are communicated and demonstrated from senior leadership. Ensure workplace conversations are respectful at all times, particularly when people have differing worldviews.
- Use DCA's *Words At Work* Guidelines to develop a Courage to Call It campaign. When we confront someone about their language, not only are they less likely to do it again, they are also more likely to change their views on what is appropriate behaviour – as are any bystanders.
- Make complaint processes clear and fair, and ensure complaints are investigated appropriately and sensitively.
- Have zero tolerance for sexual harassment and make sure training recognises the experiences of LGBTIQ+ people.
- Be bold – Take a stance to not serve clients who are homophobic. For example, during the marriage equality postal survey one large company had a script ready to deal with any potential backlash over the company's support for marriage equality.
- Work is not the place to talk about someone's sexual practices or medical history. If you wouldn't ask the question of a cisgender or heterosexual person, don't ask an LGBTIQ+ person.
- Check out the '[10-Point Guide to Not Offending Transgender People](#)' from the ABC.



TALENT LOCK 4:

LANGUAGE THAT EXCLUDES

- Over and over again, respondents reported hearing and seeing non-inclusive language that alienated and excluded them – for example, women being asked about their “husband” and men about their “wife” rather than partner.
- Stop misgendering – using language to refer to a person that is not aligned with how that person identifies their own gender or body. For trans and gender diverse people, misgendering was a consistent obstacle to feeling included.
- Participants reported hearing the phrase “that’s gay” to describe something negative.
- Terms like “cultural fit” exclude LGBTQ+ people because cultural fit is often used to mean “not like me [heterosexual and cisgender]”.



“Terms such as ‘Oh I don’t care if you’re gay, I’ll treat you like you’re normal.’ To a straight person this sounds accepting. As a gay woman, I’ve heard that they both don’t care about my queer identity and don’t think I am normal.”



TALENT KEY 4:

USE WORDS THAT WORK


- Check out DCA's *Words at Work* Guidelines on inclusive language. Learn to recognise and avoid heteronormativity and understand the impact that heteronormative language can have on people at work.
- Challenge yourself to be open to new ideas about language. Trust people with lived experience. Language is constantly evolving and it's ok to get something wrong. If you make a mistake, apologise and move on.
- When you're talking to colleagues, try asking about their "partner" instead of "husband" or "wife".
- Use words that work – Use resources developed by peak groups such as ACON, the LGBTI Health Alliance and others to better understand inclusive language for trans and gender diverse people.
- Use the correct pronouns! If you're not sure which pronouns to use, ask the person, but make sure to do so privately and respectfully.
- Review your workplace forms to ensure they are inclusive. Think about whether you need to ask about gender on forms, and make sure to include an option for people who don't identify as male or female. Have a look at Pride in Diversity's excellent guide, [Let's Talk Gender](#).



TALENT LOCK 5:

ASSUMPTIONS

- Don't assume heterosexuality: the assumption that everyone is straight can be frustrating and difficult for LGBTIQ+ people, requiring them to come out over and over again.
- Don't assume someone is LGBTIQ+ because of how they look.
- Don't assume gender refers only to men and women: this erases the experience of non-binary and gender diverse people.
- Don't assume it's ok to 'out' someone – A number of participants, particularly trans people, spoke about the impact that being outed by colleagues and managers had on them.



“Are you married?” As a gay man, it’s always a difficult question. It typically goes along the lines of, ‘Well I have a partner’, and then they say, ‘What’s her name?’ and then I say, ‘It’s a he actually.’ And then there’s an awkward silence.”



DISRUPT ASSUMPTIONS

- Encourage staff to get to know their colleagues as individuals, whose sexual orientation and gender identity is just one part of who they are as a person, and so may or may not influence how they would like to be treated.
- Disrupt assumptions through LGBTIQ+ awareness training. Make sure training sessions include people who are non-LGBTIQ+.
- Disrupt assumptions by asking questions in an inclusive way – for example, instead of asking a man if he has a girlfriend or wife, try asking if he has a partner. Similarly, don't exclude LGBTIQ+ parents by assuming LGBTIQ+ people don't have children.
- Never 'out' someone without their permission.

Disrupt Assumptions Through Training

As the leading employer support program for LGBTI workplace inclusion, Pride in Diversity offers training and consulting services to assist organisations with all aspects of LGBTI workplace inclusion (e.g. LGBTI Awareness, LGBTI Ally Training, Employee Network Group Training, Training for HR Staff, Contact Officers, Diversity Teams and Executives).

Navigate Assumptions Through Building Relationships – Deloitte's LGBTIQ+ Mentoring Program


In 2017 Deloitte launched a national LGBTIQ+ mentoring program, where a more junior LGBTIQ+ staff member is mentored by a more senior LGBTIQ+ manager, director or partner. As opposed to more traditional professional development mentoring programs, the purpose of the GLOBE mentoring program is for the more senior manager to share their own experience in being LGBTIQ+ in the workplace, to help the more junior employee navigate some of the more common challenges they may face and also provide introduction and access to LGBTIQ+ friendly professional networks and/or events. After a successful 2017 pilot program, Deloitte formally launched the national GLOBE mentoring program in 2018.



TALENT LOCK 6:

IT WON'T WORK IF IT'S JUST US

- Don't ask LGBTQ+ people to do all the work on LGBTQ+ inclusion by themselves. Participants told us how exhausting it could be when they were constantly the person called on for any LGBTQ+ related advocacy at work.
- Don't leave the burden of role modelling to LGBTQ+ people. Respect should be an organisational value, not left up to LGBTQ+ people only.
- Don't leave calling out inappropriate behaviour to LGBTQ+ people alone. If LGBTQ+ people are always the ones to call out inappropriate language and behaviour it can become exhausting, and they can feel like 'troublemakers'.



"One of the biggest burdens that falls on the LGBT minority is the need to educate, or shut up and put up. It would be a relief if people from the majority could do this for us."



TALENT KEY 6:

BE IN IT TOGETHER

- Develop active and equal partnerships between LGBTQ+ and non-LGBTQ+ allies that ensure a balance between 'nothing about us without us' and always relying on LGBTQ+ people to do the work on inclusion.
- Allies should include senior leaders who will speak out in support of LGBTQ+ people and issues that affect them (but don't force them to, it needs to be genuine).
- Good allies are visible, well-informed and committed – Encourage non-LGBTQ+ people to attend LGBTQ+ events and training.

Partner with Allied Leaders

Deloitte's CEO, Cindy Hook, is the executive sponsor of Deloitte's LGBTQ+ network and leadership forum – "GLOBE". Through CEO support and leadership, Deloitte has significantly expanded its work on LGBTQ+ inclusion. Cindy has also championed and encouraged other senior leaders to step up and stand behind the firm's LGBTQ employees – with the firm releasing a film featuring the Deloitte executive and office managing partners talking about the importance of LGBTI inclusion. She has also ensured that LGBTQ inclusion is prominent in the firm's wider inclusion strategy by ensuring equal time and representation at significant employee events such as the firm's twice-yearly State of the Nation and annual partner conference.

Partner with Your Neighbours

Partnering with others highlights the power of connection and collaboration as an accelerator for positive change. At QBE's Park Street premises, we now have a tradition of inviting our "neighbours" – LGBTQ+ employee groups of other tenants in our building – to join us to celebrate key dates such as Mardi Gras and our annual Pride Month event. As a result, our people can share we now reciprocally attend their events.

Partner with Community

QBE supports LGBTQ+ people in the community, through partnerships with the Sydney Swans, and support of the annual Pride Game, and a partnership with The Pinnacle Foundation that supports LGBTQ+ students. QBE Foundation enabled four at-risk students to continue their undergraduate studies through Pinnacle's mentoring program.

AN IMPORTANT NOTE ON TERMINOLOGY

At DCA, we are committed to language that is respectful, accurate and relevant as a powerful tool for inclusion.

Language is Powerful and Evolving.

Language is a powerful tool for building inclusion (or exclusion) at work. The way we speak to each other creates a culture in which everyone can feel valued, respected, and one of the team (included), rather than undervalued, disrespected, and out of place (excluded). It's important to acknowledge that language is constantly evolving. We recognise that one label or description may not be able to capture the breadth of the LGBTIQ+ community. Our intention has always been to be as succinct as we can, but inclusive of everyone and apologise for any unintended offence.

Language Based on Lived Experience.

The terminology we have used in this report is based on advice from peak groups representing people with lived experience of being LGBTIQ+, as well as the generous advice of people from the LGBTIQ+ community who gave their time to review drafts, participate in pilot surveys and contribute to our Think Tanks.

Our Thanks & Appreciation. We would particularly like to acknowledge those people who reached out to us when we got it wrong. We would like to thank them for taking the time to help us understand, and also doing the hard work of educating others. We acknowledge that we may not always get it right, but commit ourselves to being open to change and willing to continue learning from the people we are hoping to represent.

LGBTIQ+ People. For this report we use the acronym LGBTIQ+ (lesbian, gay, bisexual, transgender/gender diverse, intersex, and queer – the '+' recognises that LGBTIQ doesn't include a range of other terms that people identify with or use to describe themselves).

Where we use different acronyms in this report, including LGBT, LGBTI, and LGBTIQ, we are quoting other studies and using the acronyms the authors used.

People with Intersex Variations. While we aimed in this research to provide a snapshot report of the experiences of people with intersex variations, the very low number of respondents with an intersex variation meant that this was not possible. We have, however, included these respondents in the overall findings for LGBTIQ+ survey respondents and for this reason have included the 'I' in the LGBTIQ+ acronym when referring to our overall research findings.

Asexual or Aromantic People. We also note that there are other groups who are not covered in this report, including though not limited to, individuals who identify as asexual or aromantic (ACE). The experiences of these people are important, and we recognise the need for additional and further research into people who identify as ACE.

Not Out. LGBTIQ+ people are not a homogenous group. Being 'out' means different things, and different people use different language to describe not being out. In this report, we use the terms not out, closeted, concealing and hiding to describe different aspects of not being out. We recognise that terminology is important and have strived to use the language shared with us by the people who generously gave their time to contribute to this research.

The Difference Between Disclosure and Sharing. Coming out is a disclosure decision, but sharing implies a personal choice. We would hope that the outcome of this report is that more Australian workers can feel safe and comfortable sharing who they are at work.



"My workplace is very inclusive so I feel comfortable being out at work. It works for me and for my organisation, as I don't waste energy and time mentally dancing around each interaction wondering, 'Do I avoid it completely or risk coming out (yet) again?' But I'm very conscious that I'm one of the fortunate few – for many LGBTIQ+ people bringing their full selves to work is just not realistic as the consequences are just too costly."

GLOSSARY

Aromantic: A person who does not experience romantic attraction.

Asexual: Someone who does not experience sexual attraction.

Bisexual: Someone attracted to people of the same gender or opposite gender. We have used the term 'bisexual' in this report, but we include in this group people who would also self-describe as pansexual.

Cisgender: A term used to describe people who identify their gender as the same as what was assigned to them at birth (male or female). 'Cis' is a Latin term meaning 'on the same side as'.

Gay: A man sexually attracted to other men.

Heteronormativity: A worldview that promotes heterosexuality as the 'normal' or preferred sexual orientation rather than one of many possibilities. Often in combination with heterosexism (which can be defined as prejudiced attitudes or discriminatory practices against homosexuals by heterosexuals). Heteronormative worldviews also usually ascribe fixed gender roles to men and women, and view gender as binary.

Intersex: Intersex is a term for people born with atypical physical sex characteristics. There are many different intersex traits or variations including genetic, hormonal or physical characteristics that are not exclusively 'male' or 'female'. Intersex people may identify as either men, women or non-binary.

Lesbian: A woman sexually attracted to other women.

Pansexual: Someone attracted to people of diverse genders, and gender identities.

Plus +: The + recognises the rich diversity within the community and that LGBTQ doesn't include a range of other terms that people might use to describe themselves or identify with. We acknowledge that any one "label" or description, including LGBTQ+, cannot adequately define the rich diversity within our community. Our intention is to be as succinct as we can with our words, but inclusive of all.

Queer: A term used to describe a range of sexual orientations and gender identities. Although once used as a derogatory term, the term queer now encapsulates political ideas of resistance to heteronormativity and homonormativity and is often used as an umbrella term to describe the full range of LGBTQ+ identities. We use the term 'queer' to refer to people who are not heterosexual.

Transgender / Trans / Gender Diverse: These are umbrella terms that describe people who identify their gender as different to what was assigned to them at birth. Some trans people position 'being trans' as a history or experience, rather than an identity, and consider their gender identity as simply being female, male or a non-binary identity. Some connect strongly with their trans experience. The processes of transition may or may not be part of a trans or gender diverse person's life.

OUR METHODOLOGY

We drew on three data sources to develop this evidence-based approach to LGBTIQ+ workplace inclusion:

1. **Extensive Literature Review** of the latest international and national academic and industry research to establish what it tells us about coming out decisions, the impact of concealing identity, and LGBTIQ+ workplace inclusion.
2. **Online Survey** of over 1600 LGBTIQ+ workers, developed in consultation with experts in the field, LGBTIQ+ workers, and LGBTIQ+ community groups to understand the factors that may hinder or facilitate coming out.
3. **Think Tanks** with over 60 LGBTQ+ workers from a variety of organisations, industry sectors, organisational levels, and backgrounds, to build a deep understanding of the barriers to and enablers of LGBTIQ+ workers feeling comfortable to be out at work if they choose.

ENDNOTES

- 1 *Out to All Versus Not Out to All* – *Out to All* workers indicated this on the survey, while *Not Out to All* workers indicated that they were Out to Most, Out to Some or Out to No One.
- 2 Workers in Highly LGBTIQ+ Inclusive Cultures scored their organisation on average at least 5 or above out of 7 on survey questions asking how inclusive their organisation is (where 7 = very inclusive, 4 = neutral, and 1 = not inclusive). Workers in Low Inclusive Cultures scored their organisation on average less than 4 out of 7.
- 3 These numbers are approximate, as this way of representing the findings requires rounding down or up percentages with decimal places e.g. 5.4% (87) of all 1614 LGBTIQ+ survey respondents has been rounded down in this figure to five.
- 4 Patrick Gervas Vice President of GreenRoom quoted by L. Tigar, '7 LGBTQ Execs on How Companies Can Celebrate Pride Without Pandering', *Fast Company*, 13 June, 2018. Available at: https://amp.fastcompany.com/40583629/7-lgbt-execs-on-howcompanies-can-celebrate-pride-without-pandering?twitter_impression=true

FIND OUT MORE

DCA members can access the Full Report by logging into the Members Only area of the DCA website.

The Full Report includes detailed information on:

- The business and personal case for creating safe and inclusive workplace environments where LGBTIQ+ people can be themselves at work and have a real choice about being out at work.
- The state-of-play when it comes to being out at work in Australia.
- The risks and benefits for LGBTIQ+ workers of being out at work in Australia.
- Strategies LGBTIQ+ workers use to manage awareness of their LGBTIQ+ attributes at work.
- Practical steps organisations can take to create safe and inclusive workplace environments for LGBTIQ+ people.
- Case studies, practical examples, available tools and resources.
- Research methodology and all research references.





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