



THE EMPLOYEE LIFECYCLE

Engaging and
supporting employees
throughout their journey

INTRODUCTION

At Stonewall, we know that people perform better when they can be themselves. Creating an LGBT-inclusive workplace isn't only the right thing to do, but is crucial to the success of any organisation.

THE BUSINESS CASE

Open for Business (2015) found that LGBT diversity and inclusion in the workplace impacts upon two key areas of productivity – business performance and individual performance.

BUSINESS PERFORMANCE

LGBT inclusion leads to improved talent attraction and retention, innovation, collaboration and brand strength.

Talent attraction and retention: by demonstrating you're an LGBT-inclusive organisation, you'll gain a greater diversity of applicants and talent.

Innovation and collaboration: bringing together staff with different backgrounds helps facilitate innovation and collaboration; employees will have varying perspectives on business problems and solutions.

Brand strength: showing commitment to LGBT inclusion in the wider community will increase your brand reputation and strength, encouraging loyalty to your products and services from LGBT communities and their allies.

INDIVIDUAL PERFORMANCE

LGBT inclusion enables employees to bring their authentic selves to work, leading to higher levels of motivation and satisfaction, and more fulfilling personal development.

Greater job commitment: staff will be more committed to their job and employer if the organisation values the unique input they bring.

Higher levels of satisfaction and motivation: creating an LGBT-inclusive working environment increases staff satisfaction and motivation levels as employees will feel supported.

Improved workplace relationships: LGBT inclusion will improve relationships between employees by increasing trust, understanding and awareness.

THE EMPLOYEE LIFECYCLE

This guide examines each stage of an employee's typical journey in an organisation. It provides a comprehensive overview of the steps you can take to ensure your LGBT employees are fully supported and can thrive.

PART ONE:
Attracting and recruiting LGBT talent

PART TWO:
Onboarding, induction and training

PART THREE:
Internal communications

PART FOUR:
Career development

PART FIVE:
Exit process



PART ONE: ATTRACTING AND RECRUITING LGBT TALENT

Diverse workforces drive innovation and collaboration, with a range of perspectives enabling higher quality decision-making. To achieve a diverse workforce, not only do you need to stand out to LGBT jobseekers early on, you also need to ensure they receive fair treatment throughout the application and assessment process.

ATTRACTING TALENT

PROMOTING YOUR ORGANISATION AS LGBT INCLUSIVE

Inclusion is often a key part of an employer's brand proposition. To make sure it reaches as many potential LGBT candidates as possible, information about LGBT inclusion in your workplace should be made available across all your communication channels, including:

JOB APPLICATION PACKS AND FORMS – keep information clear, concise and signpost to your website or an extra document for more in-depth information.

WEBSITE RECRUITMENT PAGES – ensure explicitly LGBT-inclusive information for jobseekers is easily accessible on your jobs pages or careers website. Examine the user experience on your website and use analytics to measure the success of your content.

SOCIAL MEDIA – in addition to promoting specific jobs through your social media, tell your followers what it's like for LGBT people in your workplace. You could do this by sharing employee stories, or reporting on inclusion-themed events you're running. Schedule the content regularly, especially around periods of high recruitment and key dates in the LGBT calendar.

STARTING OUT – THE LGBT CAREERS GUIDE

Starting Out is Stonewall's flagship careers guide for students, graduates and jobseekers, showcasing LGBT-inclusive employers. Every year it's distributed to thousands of schools, colleges and universities across Britain.

Stonewall Diversity Champions automatically receive a listing in the printed guide and can submit their organisation's profile [online](#). For more information about joining the programme, visit www.stonewall.org.uk/dc.

WHERE TO ADVERTISE YOUR ROLES

Where you advertise your jobs is just as important as the content you provide. If you regularly recruit from the same websites, you'll continue to get the same types of applicants. Consider a variety of different advertising options in accordance with your budget and capacity. These could include:

DIVERSITY RECRUITMENT SITES OR AGENCIES – there are many job boards focussing on all strands of diversity within the workplace that reach diverse talent pools.

LGBT-SPECIFIC RECRUITMENT SITES – Stonewall's **Proud Employers website** is the only LGBT-specific jobsite in the UK, receiving an average of over 13,000 hits per month. Advertising on the site is exclusively for Diversity Champions, providing an opportunity for organisations to recruit diverse talent and promote themselves as an employer of choice for LGBT people. For more information, contact proud.employers@stonewall.org.uk.

RECRUITMENT FAIRS – a range of recruitment fairs and events are held across the UK. Some are for recruiting diverse talent in general, and others are specific to recruiting LGBT people, for example National Student Pride. Regardless of the type of event, ensure that you're demonstrating your commitment to LGBT inclusion in your messaging, leaflets and other collateral.

COMMUNITY EVENTS – community events like Pride are a great opportunity to raise awareness of your organisation as an LGBT-inclusive place to work and to promote your employment opportunities.

ADVERTISING YOUR ROLES

To attract LGBT candidates when promoting your roles, you should think carefully about the content of your adverts, how you position your organisation and where you advertise. You should also consider your wider organisational image or employer brand. When looking for roles, jobseekers don't just look at recruitment pages – they'll scrutinise your broader website, social media and the services and products you provide.

WHAT INFORMATION TO PROVIDE:

A STATEMENT OF COMMITMENT TO LGBT EQUALITY

– clear statements setting out your commitment to diversity and inclusion, which are explicitly inclusive of LGBT equality, send a strong signal to jobseekers about your organisational values and beliefs.

SIGNPOST TO YOUR POLICIES

– Stonewall's [LGBT in Britain - Workplace Report 2018](#) found that more than a third of LGBT people (35 per cent) looking for work were worried about being discriminated against or harassed at work due to their sexual orientation or gender identity. Making your LGBT-inclusive policies public and easily accessible will demonstrate to jobseekers that not only do you have a zero tolerance approach to any form of homophobia, biphobia or transphobia, but that you're committed to meeting the needs of your LGBT employees.

INFORMATION ABOUT YOUR LGBT EMPLOYEE NETWORK GROUP

– network groups are huge assets to employers and employees alike. Tell potential candidates about your LGBT employee network group, what it's for and how it works. Bring it to life through case studies, quotes, images and videos of events.

CONTACT DETAILS FOR SPECIFIC DIVERSITY AND INCLUSION QUESTIONS

– these could be for your HR team, your diversity and inclusion team or your networks. It will allow potential candidates to raise any concerns they may have or ask questions about your initiatives.

RELEVANT LOGOS AND ACCREDITATIONS

– if your organisation is a Stonewall Diversity Champion, or a member of other LGBT workplace programmes, display the logos on your website and in recruitment material, and explain why you participate.

DIVERSE IMAGERY – use images that reflect the breadth of diversity within your workforce so that potential employees can see themselves reflected in the organisation they may join.

PROFILE LGBT ROLE MODELS FROM YOUR ORGANISATION – to give potential applicants an insight in to your workforce, profile role models from a diverse range of LGBT communities, talking explicitly about their identities and responsibilities. This will reassure jobseekers that they can be both comfortable and successful at your organisation.

INFORMATION ABOUT THE DEMOGRAPHICS OF YOUR WORKFORCE

– make the most of your monitoring exercises by providing workforce demographic data to jobseekers. This will demonstrate to potential applicants that they'll be joining an organisation that understands the importance of examining the diversity of their workforce, and LGBT employees' experiences, to improve policies and practice.

REASSURANCE THAT LGBT WORK AND VOLUNTARY EXPERIENCE IS VALUED

– some candidates will worry that LGBT-related experience, such as involvement in employee networks or community organisations, will disadvantage them in the application process. Explicitly encouraging candidates to share these forms of experience helps ensure that LGBT candidates feel able to tell you about the full breadth of their skills.

GOING ABOVE AND BEYOND LEGAL COMPLIANCE

When creating content to attract LGBT talent, it's not enough to state that you welcome everyone or list protected characteristics from the Equality Act 2010. Legal compliance is essential, but LGBT jobseekers will also look for an explicit commitment to LGBT equality, as well as further information that demonstrates how diversity is central to your ways of working.

There's also a lack of clarity around non-binary identities within the current legal framework. The descriptive term used in the Equality Act is 'gender reassignment', but this is a very narrow definition of what it means to be trans. Organisations should talk about 'gender identity' – a term more inclusive of non-binary identities. For more information, see Stonewall's [First steps to trans inclusion](#).

INCLUSIVE RECRUITMENT

Attracting LGBT talent to apply for positions within your organisation is the first step to creating a diverse workforce. However, Stonewall's [LGBT in Britain - Workplace Report 2018](#) found that almost one in five LGBT people (18 per cent) who were looking for work said they were discriminated against because of their sexual orientation or gender identity while trying to get a job in the last year. The next step is to ensure that your recruitment process is fair, transparent and free from discrimination.

APPLICATION PROCESS

You should always use an anonymised recruitment process for your roles. This means separating the candidate's personal details from their application form or CV. Being aware of a candidate's personal details can allow biases and assumptions to influence the decisions of staff who are shortlisting applications.

POSITIVE ACTION AND POSITIVE DISCRIMINATION

Positive discrimination is unlawful in the UK and refers to when an employer treats an individual or group more favourably solely because of a protected characteristic. For example, promoting one employee over another because they identify as bi without taking into account the merit, skill and experience of both employees.

Positive action refers to when an employer takes steps to help or encourage underrepresented or disadvantaged groups to access education, training or employment. For example, supporting or mentoring individuals, reserving spaces for certain groups, or using a protected characteristic as a deciding factor in recruitment if the candidates are equally qualified and of equal merit for the job.

TRAINING YOUR RECRUITMENT STAFF

All employees responsible for recruitment, including shortlisting and interviews, should be trained to reduce discrimination in the process.

THIS TRAINING SHOULD INCLUDE:

Why your organisation is committed to LGBT inclusion.

An overview of your diversity and inclusion policies and procedures, particularly those relating to recruitment.

How they can challenge and reduce discrimination at each stage, making it clear that this is everyone's responsibility.

Examples of where discrimination might occur in the recruitment process, such as:

Shortlisting – for example, dismissing LGBT-related work or voluntary experience

Phone interviews – for example, making judgements about a candidate's gender identity or sexual orientation based on their voice

Interviews – for example, making assumptions about someone's sexual orientation because of their personality or use of language

UNCONSCIOUS BIAS TRAINING

Many organisations provide unconscious bias training for their employees who are involved in recruitment. While this can be useful in helping employees understand how their social upbringing and environment can influence their judgements about candidates, it should never be the only intervention made to prevent discrimination in the recruitment process. Unconscious bias training can be ineffective when delivered as a stand-alone session, without providing participants with actions that they can take away to remove these biases.

If your organisation delivers unconscious bias training, you should also ensure it features a diverse range of LGBT-specific examples and scenarios.

USING RECRUITMENT AGENCIES

Recruitment agencies represent your brand to potential employees. If you use agencies, there should be a clear expectation that they'll source diverse candidates and that they'll uphold your values when interacting with them.

During the tendering process, check the policies of potential providers to ensure they explicitly ban discrimination on the basis of sexual orientation and gender identity. Ask about their other internal workplace practices, including LGBT-inclusive diversity and inclusion training and any inclusion-related accreditation they have.

You should monitor their approach to equality and diversity through regular contract meetings, sharing good practice and recruitment training, as well as inviting them to participate in your LGBT network and ally activity. Similarly, you should work with existing recruitment partners to understand and help improve their recruitment practice so that your organisation benefits from the widest possible talent pools.

MEASURING SUCCESS

Measuring the impact of any practices you introduce to attract, and recruit, LGBT talent is crucial to understanding where interventions work and where they can be improved.

MONITORING APPLICATIONS

WHY? This allows you to examine how well you're attracting LGBT talent overall. It can also help assess which of your marketing mechanisms are most and least successful, informing future decisions.

HOW? Ask applicants to complete an anonymous diversity monitoring form, separate to their application. Monitoring data should only be available to a small number of HR personnel for analysis purposes. This should be clearly communicated so applicants understand why you're asking and that it won't be seen by employees involved in shortlisting.

ANALYSING APPLICATION TO APPOINTMENT RATES

WHY? This allows you to examine whether your recruitment process is fair and free of discrimination. It can also help you assess the long-term success of any interventions you make to the recruitment process, such as training.

HOW? Compare monitoring data from the application stages with data collected through diversity monitoring forms for all new starters. These should be compulsory, with a 'prefer not to say' option included.

If LGBT application to appointment rates are proportionally worse than others, examine the recruitment journey to make improvements.

YOU SHOULD ALSO PAY PARTICULAR ATTENTION TO:

DIFFERENT LEVELS OF SENIORITY AND TYPES OF JOB – for example, how do the rates vary between entry-level and manager posts?

DIFFERENT EXPERIENCES WITHIN THE LGBT COMMUNITY – for example, how do the rates vary between trans and LGB candidates, and between gay/lesbian and bi candidates?

MULTIPLE IDENTITIES – for example, how do the rates vary between black, Asian and minority ethnic (BAME) LGBT candidates and white LGBT candidates?

BEST PRACTICE MONITORING QUESTIONS

Use the following questions when asking service users about their gender identity and sexual orientation:

ASKING ABOUT GENDER IDENTITY:

WHAT BEST DESCRIBES YOUR GENDER?

☐ Female

☐ Male

☐ Prefer to self-describe: _____

☐ Prefer not to say

DO YOU IDENTIFY AS TRANS?

☐ Yes

☐ No

☐ Prefer not to say

Including a free-text space enables people who don't identify as male or female to express their gender, for example people who are genderqueer or non-binary.

Here you should consider including a short definition of trans: "Trans is an umbrella term to describe people whose gender is not the same as, or does not sit comfortably with, the sex they were assigned at birth."

ASKING ABOUT SEXUAL ORIENTATION:**WHAT IS YOUR SEXUAL ORIENTATION?**

- ☐ Bi
- ☒ Gay/lesbian
- ☐ Heterosexual/straight
- ☐ Prefer to self-describe: _____
- ☐ Prefer not to say

Gay/lesbian should be included as a single option, rather than having separate options for gay man and gay woman/lesbian. This means that people of all gender identities can choose the option that best suits them.

You can cross-reference gender identity and sexual orientation data to break down responses from different groups e.g. responses from gay men and responses from gay women/lesbians.

SMALL DATA SETS

It's important to be cautious before reporting on small data sets, as you may risk outing individuals as LGBT or making them identifiable in reports. When data sets are below 10, they should always be omitted or aggregated with other data. For example, if your data set is too small to report on bi as a stand-alone group, you should analyse LGB data as a whole. Or, if your data set is too small to report on LGBT data for a single pay grade, you should analyse LGBT data across sets of similar grades.



PART TWO: ONBOARDING, INDUCTION AND TRAINING

From the moment they've accepted their job offer, an LGBT employee should know they've joined an organisation that values their identity, so they can feel comfortable being themselves. Formative experiences of a workplace environment are very important – if an employee feels the need to hide part of their identity at the beginning, it can become harder to be their authentic self as time goes on.

BEFORE JOINING

If you send any pre-joining materials to new starters, ensure you include information about your LGBT employee network group and any other initiatives.

If these materials include information about dress codes and facilities, you should ensure that these are explicitly trans inclusive. For information on how to do this, see [Stonewall's Trans Inclusive Policies and Benefits guide](#).

IN THE FIRST WEEKS

LGBT-specific information should be consistently built into every new starter's induction plan, regardless of whether they have come out to their new manager or HR personnel. This information should include:

■ Messages from senior leaders of their commitment to diversity and inclusion, explicitly including LGBT equality.

■ An introduction to your LGBT employee network group, including what it is, its key initiatives and events, and how to get involved.

■ Explicitly LGBT-inclusive policies, including those on bullying and harassment, discrimination, family, benefits, leave and transitioning at work. For guidance on ensuring these are fully inclusive, see [Stonewall's Inclusive Policy Toolkit](#).

THIS KEY INFORMATION CAN BE COMMUNICATED IN A NUMBER OF WAYS, SUCH AS:

■ Face-to-face induction sessions.

■ Staff handbook or leaflets.

■ Introductory posts on your staff intranet.

■ E-learning modules.

ENSURING YOU HAVE TRANS-INCLUSIVE WORKPLACE SYSTEMS

As well as providing sufficient information to support and reassure new LGBT employees, it's also important that your onboarding systems and processes themselves are trans inclusive. Many systems will be available to employees, ranging from pass cards to intranet profiles to email accounts – it's important to review the inclusivity of each of these. Considerations might include:

REGISTERING TITLE – if a title is required, gender-neutral options such as Mx should be included.

REGISTERING GENDER – you should not need to record the gender of new employees except as part of broader diversity monitoring exercises.

PROVIDING MORE THAN ONE ACCOUNT – gender fluid employees may require more than one pass card, intranet profile or email account to represent their identity.

CHANGING DETAILS AND PHOTOS – for all systems, there should be clear and simple processes for employees who are transitioning to change their details.

Trans-inclusive systems should always be underpinned by trans-inclusive policies, including a policy relating to transitioning at work. For more information about developing trans-inclusive policies, see [Stonewall's Inclusive Policy Toolkit](#)

IN THE FIRST MONTHS

Within their first few months at your organisation, every employee should receive mandatory training on LGBT identities and issues. Effective training helps employees understand how everyone's behaviour contributes to creating a safe and comfortable working environment in which people can perform at their best.

Where possible, you should involve your LGBT employee network group in the design of any diversity and inclusion training to ensure it reflects their lived experiences and is relevant to the work of your organisation.

TOPICS SHOULD INCLUDE:

ORGANISATIONAL POLICY AND LEGISLATION –

information about laws that protect LGBT people at work, as well as your policies relating to discrimination. This should include clearly setting out your zero-tolerance approach to all forms of bullying and harassment.

AN INTRODUCTION TO SEXUAL ORIENTATION AND GENDER IDENTITY –

an overview of LGBT identities and definitions of key terms.

LANGUAGE, STEREOTYPES AND ASSUMPTIONS –

discussion of common issues that LGBT employees face in the workplace. This should acknowledge the diversity of LGBT communities; exploring lesbian, gay, bi and trans experiences, as well as multiple identities ('intersectionality').

CHALLENGING INAPPROPRIATE BEHAVIOUR –

tools to identify and challenge homophobic, biphobic and transphobic language and behaviour in the workplace. Employees should also be given the opportunity to explore different scenarios, so they understand what unacceptable behaviour looks like.

ROUTES FOR REPORTING BULLYING AND HARASSMENT –

details of how complaints are handled; reassurance that anyone can make a complaint and that they will always be taken seriously.

LGBT SPECIFIC OR LGBT INCLUSIVE?

Many employers incorporate this information into their broader diversity and inclusion training during induction. This can be helpful in making clear that sexual orientation and gender identity are just as important as all other protected characteristics. However, to be effective, this training must still provide a range of LGBT-specific information, examples and scenarios.

The best employers provide dedicated training sessions on LGBT equality in addition to this. These sessions allow employees to explore issues and scenarios in much more depth, often with more time for discussion.

TRAINING METHODS

Face-to-face delivery is often the most effective method of training, allowing flexibility for staff to ask questions and check their understanding. However, in some cases this may not be practical or cost-effective. If using online training, make sure to provide staff with a place to ask follow-up questions and get further support. Another option is to follow a train-the-trainer model, equipping staff in different regions to deliver the training themselves.

WHEN DECIDING ON YOUR TRAINING METHOD, CONSIDER:

The size of your organisation.

Employees working without access to computers or online facilities.

Employees working in dispersed locations or field-based roles.

Employees with different shift patterns (e.g. night shifts).

FOLLOW-UP AND REFRESHER TRAINING

In addition to training at induction, refresher sessions may be needed to check employees' continual learning and keep them up to date with current legislation and terminology.

These courses should involve action planning, to make sure employees are putting their learning into practice now they're more familiar with their day-to-day job. Action planning encourages participants to think about what they are going to do differently and commit to practical actions.

Managers should be encouraged to follow up with individuals about the action plans they create in training. Reward inclusive behaviour by building these actions into ongoing staff objectives and appraisals.

Remember – regardless of the format, if you're introducing LGBT-specific training for the first time, it should be made mandatory for all employees, not just new starters.



Consistent communication of your organisation's commitment to LGBT inclusion helps make clear the working environment you want to create. Effective communication will:

■ Demonstrate to LGBT employees that you support them and that their work is valued and respected.

■ Show all employees that you take LGBT inclusion seriously.

■ Highlight sources of support on LGBT matters to LGBT and non-LGBT employees.

■ Empower all employees to develop their knowledge of LGBT equality and step up as allies.

WHAT TO SAY AND WHERE TO SAY IT

Your commitment to LGBT inclusion cannot be summed up in a single act or statement. For your communications to be seen as more than a tick-box exercise, and to reach as many of your employees as possible, you should use a variety of messages and methods.

The most effective communications are regularly and proactively sent out to staff, as static communications can easily be missed. Messages about internal LGBT inclusion events and initiatives are particularly powerful as they match your communications with action and give a platform for the lived experiences of employees to be shared and heard.

Consider consulting your LGBT network group when shaping the content of your messages to ensure they're appropriate and use correct terminology.

INTERNAL COMMUNICATIONS CASE STUDIES:

BRYAN CAVE LEIGHTON PAISNER POSTERS FOR PRIDE



Celebrating Pride at BLP

"For me, Pride is about self-acceptance. Don't be ashamed or hide who you are. Just be proud."

Graeme Thomas
Trainee Solicitor & LGBT* group member





Celebrating Pride at BLP

"Celebrating Pride isn't just about having fun; it is a declaration of self-acceptance, an affirmation that I am truly a part of the LGBT* community and I am proud of it."

Iman Roy
Associate & LGBT* group member





Celebrating Pride at BLP

"I don't think I've got special skills to be an LGBT* Ally. You've just got to want to make a difference and be willing to try."

Natalie Graham
Associate & LGBT* Ally



WELSH GOVERNMENT INTERNAL NEWS ARTICLE

[News archive](#)
[Organisation](#)

[Connect > Home > Update > Organisation](#)
Transgender Day of Visibility
 31/03/2017

[Related Links](#)
[Transitioning \(Transgender\) Policy](#)

As an organisation we're committed to creating an inclusive environment where everyone feels valued, respected and safe to be themselves.

Today, we're marking International Transgender Day of Visibility (TDOV) which is dedicated to celebrating trans people, raising awareness of discrimination faced worldwide and recognising their visible progress and empowerment.

Commenting on the day, Prism Transgender Champion, Kate Rose said:

For trans people, visibility is a complex area. Although we have existed in our millions throughout history and across cultures, we have struggled to be seen.

There are barriers to visibility; a lifetime of hearing that your existence is considered by some to be shameful or that your deepest sense of who you are as a person is not "real" can be hard to overcome, and coming out as trans or transitioning can sometimes be quite daunting. Historically, trans men and non-binary people have been ignored, and trans women judged harshly by their ability to "pass", with those less able to fade into their lived gender denied access to transition-related care. Many of us still want, quite legitimately, to simply move on quietly and privately with our lives.

To see trans people that are living (and thriving) openly, with pride, can be an enormous source of inspiration for all of us, but particularly those struggling to overcome these barriers. Those that choose to surrender a part of their privacy help build a society where being trans is less something "other" and exceptional, to being more ordinary and a part of the wonderful richness and diversity of humanity.

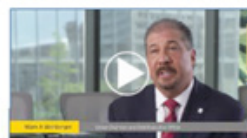
On every day, but especially on International Trans Day of Visibility, I am proud to say "I am trans".

Commenting on the progress within our own organisation, Equalities Champion, Gillian Baranski said:

"International Transgender Day of Visibility is an opportunity for us to reflect on the empowerment of Transgender people, both on an international stage and within our own organisation. Over the last 12 months, we've made some significant progress including an awareness raising event during Equalities Week, the introduction of a new Transitioning Policy in February and a gender neutral toilets pilot in Aberystwyth. We will continue to work with our award winning LGBT+ staff network, PRISM, including Kate as our Transgender Champion, to further increase understanding around this important subject and identify what more we can do to ensure everyone has the support they need to be themselves at work".

EY STATEMENTS FROM SENIOR LEADERS

Why does EY believe in LGBT inclusion?



"I am committed to building an inclusive culture at EY so we can have engaged people who can be their authentic selves at work. I'm proud of the inclusive culture and exceptional people here at EY."

Mark Weinberger, Global Chairman and CEO

"EY enabled me to be myself at work, empowering me to use the platforms my role affords me, whether it's at the World Economic Forum or elsewhere, to speak openly on the personal and business importance of supporting our LGBT people around the world."

Beth Brooke-Marciniak, Global Vice-Chair for Public Policy



Steve Varley, UK Chairman, is clear in his commitment to our transgender colleagues:



"Recognising the contribution our transgender colleagues make to our business and understanding the particular challenges they may face is something we must strive to do. I want all of us to commit to building an open and inclusive culture, where all our people express their own individual gender identity, or where necessary feel able to undergo gender transition, with the support of their colleagues and the firm as a whole. I'm proud of the steps we have taken so far, but there is still work to be done."

INTERNAL COMMUNICATIONS CASE STUDIES:

COOP INTRANET ARTICLE FOR BI VISIBILITY DAY



What you can do

After the amazing support received from colleagues over summer for Pride we'd like to ask those Support Centre colleagues that participate in dress down Friday to show support for Bi-visibility Day by wearing one or all of the Bi flag colours - see these on the above logo (Pink, Purple and Blue).

For those colleagues that have to remain in uniform we would love to hear from you, Tweet @CoopRespectLGBT with your #prideincoop stories and plans for Bi-Visibility day

YOUR HOMES NEWCASTLE IDAHOBT SCREENSAVERS



EVALUATING IMPACT

Regularly review your communications to measure impact, using a range of metrics to compare the success of different mechanisms and initiatives. Helpful metrics might include page-view rates, click-through rates, or a question in your staff survey about the last LGBT-related communication the employee saw. This will ensure that you are consistent and effective in your communications.



PART FOUR: CAREER DEVELOPMENT

LGBT employees can face a number of barriers that prevent or restrict their career development in an organisation. These barriers can include discriminatory attitudes from managers, reluctance to leave a job that feels safe and secure for one that's more unknown, and, in informal networking environments that can aid progression, a fear of exclusion.

In the worst cases, these barriers can also extend to direct discrimination in the promotion process. Stonewall's [**LGBT in Britain - Workplace Report 2018**](#) found that one in ten LGBT employees (10 per cent) said they did not get a promotion they were up for at work in the past year because they are LGBT. This number rises to 24 per cent of trans people, compared to seven per cent of LGB people who aren't trans. Black, Asian and minority ethnic LGBT people are also more likely to have not got a promotion, 19 per cent, as are LGBT disabled people, 16 per cent.

Targeted interventions are needed to tackle these obstacles and ensure that LGBT employees can reach their full potential in your organisation.

PROMOTING GENERAL OPPORTUNITIES TO LGBT EMPLOYEES

Some LGBT employees may not feel that professional development opportunities are relevant to them or may have reservations about signing up. These opportunities might include development programmes, leadership training and one-to-one career guidance.

Work with your LGBT network to identify what the most pressing development issues are for its members. To overcome these barriers, you should proactively target communications about relevant development initiatives to LGBT employees via your network. Communications should include an explicit message that applications from LGBT employees are encouraged, and that sexual orientation and gender identity won't be barriers to career development or progression. Remember – sexual orientation and gender identity data collected for monitoring purposes should not be used to target career development opportunities.

While networks are an important way to reach LGBT employees, it's also vital that these messages of inclusivity are promoted beyond the network, for example through all-employee comms channels or across all-employee diversity networks. This will help reach LGBT employees who aren't out at work, or who aren't actively involved in the LGBT network.

IDENTIFYING BARRIERS AND SOLUTIONS

To fully understand the barriers that your LGBT employees might face to their career progression, you should carry out in-depth monitoring and consultation exercises. This will help you establish a robust business case for targeted initiatives.

Begin by analysing the spread of LGBT employees at different pay grades and levels within your organisation. Access to monitoring data should be restricted to a number of HR personnel for analysis purposes. This analysis will help you assess whether, and in which areas of your organisation, there appear to be barriers to progression.

Follow this up by consulting your LGBT network group to gain a deeper understanding of the barriers that exist. You should also work with the network group to identify the most appropriate initiatives to tackle these barriers.

When monitoring and consulting, always pay careful attention to different identities within LGBT communities, including multiple identities, to get a full picture of the diverse experiences within your organisation.

DEVELOPING AND PROMOTING LGBT-SPECIFIC OPPORTUNITIES

LGBT-specific development opportunities, both internal and external, can go a long way to helping LGBT employees meet their potential in your organisation. These might include leadership programmes, seminars, conferences and mentoring schemes. Mentoring is often set up by LGBT network groups, providing junior LGBT employees the opportunity to receive career guidance from a senior LGBT role model.

You should also seek external initiatives that you can support your employees to attend. These don't necessarily cost – for example, some sector-wide LGBT networks hold free evening seminars.

NETWORK GROUPS AND APPRAISAL FRAMEWORKS

LGBT employee network groups are not only a valuable sounding board for potential career development initiatives, they can also play a crucial role in developing the careers of your LGBT employees themselves. Employees can develop a wide range of skills when they become part of a network group. Encouraging employees to take on committee positions, and being flexible in terms of the time they commit to the role, is a simple first step any organisation can take to support LGBT career development.

These contributions should be proactively recognised during performance appraisals. You should ensure there's a space to identify any inclusion work the employee is doing and make explicit that LGBT network group activity will be valued and recognised. This may also be relevant for non-LGBT employees who have supported allies campaigns in your organisation. Recognition doesn't need to be financial but should be systematic and applied to all performance appraisals, not just those of the network leads.

EVALUATING IMPACT

To ensure the continued success of career development initiatives, organisations should have comprehensive feedback, evaluation and monitoring systems in place. These should include:

- Monitoring sexual orientation, gender identity and other protected characteristics in the feedback process. This will help you identify who's accessing both generic and LGBT-specific initiatives, as well as whether they're meeting all LGBT participants' needs.

- Regularly consulting LGBT employees about your generic and LGBT-specific opportunities. Your network can make recommendations about future initiatives and help identify any continuing issues relating to career development in your organisation.

- Tracking career progression in the long term. Examine changes to the proportion of LGBT employees at different levels of your organisation to establish the long term impact of your work.

STONEWALL'S LGBT LEADERSHIP PROGRAMME

Stonewall's flagship empowerment programme builds an understanding of how participants' LGBT identity has impacted their leadership journey and their ability to drive positive change. In a uniquely supportive environment, participants explore what it means to be an authentic and inclusive leader and how harnessing this potential benefits individuals, workplaces and communities. Each programme is a CPD-accredited, two-day residential, which offers 36 professionals a powerful opportunity to:

- Reflect on how their identity as an LGBT person has had an impact on their leadership journey.

- Expand their professional network of senior LGBT leaders, enabling future collaboration, learning and support.

- Understand what it means to them to be an authentic and inclusive leader.

- Explore how to be a more visible and inclusive leader.

- Become part of the Stonewall Alumni Programme to access ongoing opportunities to further their continuing professional development as a leader.

For more information about offering this opportunity to your LGBT employees, as well as participant case studies and feedback, visit www.stonewall.org.uk/leadership-programme or contact empowerment@stonewall.org.uk.

SENIOR LGBT ROLE MODELS

Visible LGBT senior leaders can be important role models for LGBT employees at all levels of an organisation, sending a clear message that sexual orientation and gender identity aren't barriers to progression. Profiling them will inspire confidence in LGBT employees that they can be both authentic and successful in your organisation.

It's important, however, that senior LGBT leaders aren't pressured into being out to all colleagues. In the absence of visible LGBT senior leaders, consider inviting senior LGBT leaders from other parts of your sector to speak at events.



PART FIVE: EXIT PROCESS

Though it's the final stage of an employee's journey through your organisation, the exit process is a key opportunity to learn about the experiences of your LGBT employees. LGBT-specific checks at this stage are a good way to identify any recurring issues in your workplace and make improvements in those areas. As part of exit interviews or surveys, you should:

MONITOR THE SEXUAL ORIENTATION AND GENDER IDENTITY OF EMPLOYEES LEAVING THE ORGANISATION – compared with your overall workplace demographic, are a disproportionate number of LGBT employees leaving? How does their average length of service compare to non-LGBT colleagues? Analyse statistical differences within the LGBT community, including multiple identities.

GIVE EMPLOYEES AN OPPORTUNITY TO RAISE ANY ISSUES RELATING TO DISCRIMINATION – there should be an explicit question about diversity and inclusion at your organisation in any exit survey or interview. The question should scrutinise the employee's broad experiences of the workplace, not just their reason for leaving. Ensure you implement a formal process to monitor and then act upon any issues. Surveys or interviews should be conducted by someone other than the employee's manager to help ensure the employee feels able to speak openly about any negative experiences or relationships in the workplace.

MORE FROM STONEWALL

DIVERSITY CHAMPIONS PROGRAMME

Diversity Champions is Britain's leading programme for ensuring all LGBT people are accepted without exception in the workplace. Join today and receive expert guidance on how to create an equal environment for LGBT staff and service users. We'll review your policies, give you access to networking with over 700 organisations, and support you every step of the way.

For more information, visit: www.stonewall.org.uk/dc

EMPOWERMENT PROGRAMMES

Stonewall's empowerment programmes enable individuals to make a difference for LGBT people at work, at home and in their communities. Our workplace programmes help individuals recognise their role in creating an accepting and inclusive workplace culture. We run programmes for LGBT role models, allies, trans allies, LGBT leaders and young aspiring LGBT leaders.

For more information about our in-house and open programmes, contact: empowerment@stonewall.org.uk

WORKPLACE CONFERENCES

Held annually in Cardiff, Edinburgh, Manchester and London, Stonewall workplace conferences are Britain's leading events on LGBT workplace inclusion. Experts bring our guides to life and help you adapt them for your organisation. Sessions cover all the topics in this resource and more, including supporting trans staff, delivering inclusive services and empowering senior leaders.

For more information, visit: www.stonewall.org.uk/workplace-conferences

FURTHER RESOURCES

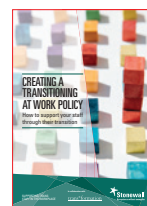
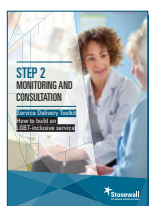
Stonewall produces a range of best-practice guides and research to help you create inclusive and accepting environments for your staff and service users.

For the full range of resources, visit: www.stonewall.org.uk/workplace-resources

SERVICE DELIVERY BRIEFINGS



SERVICE DELIVERY TOOLKIT



SUPPORTING TRANS STAFF IN THE WORKPLACE

INCLUSIVE POLICY TOOLKIT

