



LGBTIQ+ Employee Resource Groups:
Benefits, Challenges, and Opportunities

Universiteit
Leiden

19th May 2022
Leiden University

Workplace
Pride

Welcome by Michiel Kolman
Workplace Pride Co-Chair and Senior VP at Elsevier

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Program

10.30-12.00 Symposium

Have LGBTIQ+ employee resource groups been derailed?
Prof. Anna Einarsdottir

Top down or bottom up? Strategies to assess the needs of LGBTIQ+ employees
Prof. Joanneke van der Toorn

Getting down to business: Maximizing the benefits of LGBTIQ+ employee resource group
Kshitij Mor, Linn ten Haaf, Erik Poolman and David Pollard

12.00-13.00 Coffee and Tea

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Welcome by Joanneke van der Toorn
Professor of LGBT+ Workplace Inclusion at Leiden University

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Meeting tips and rules

- The symposium is being recorded (on-site)
- To ask questions and make comments, **raise your hand** (on-site) or use the **chat** (on-line)
- Please use respectful and inclusive language at all times.
- Communicating about the symposium on **Twitter/Instagram**?
Please include: @Leiden @WorkplacePride #lgbtqiinclusion
#workplaceinclusion #IDAHOBIT #rainbowworkplaces

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Keynote by Anna Einarsdottir
Senior Lecturer in Work , Management & Organising at York University

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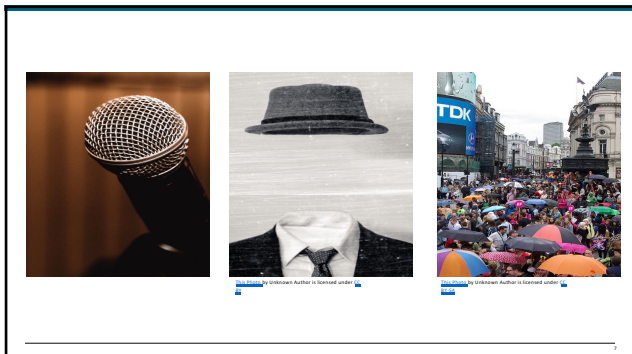


UNIVERSITY
of York

Have LGBTIQ+ employee resource groups been derailed?

Dr Anna Einarsdóttir
Reader in Critical Diversity Management

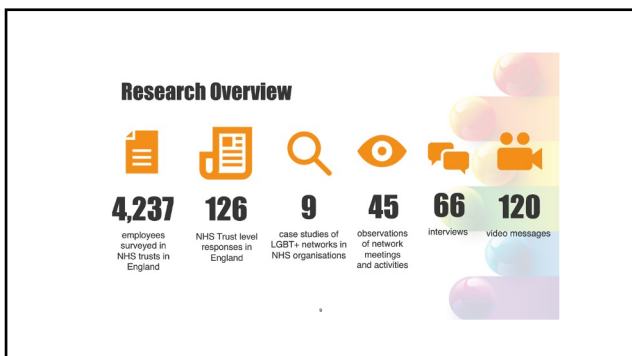
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Identities, absence and silence

Lack of discussion about identities in meetings.

Introductions (if done at all) focused on professional identities.

'Don't ask, don't know' culture, chairs and members unaware of who is represented.

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I think there's a good representation. (Trust D)

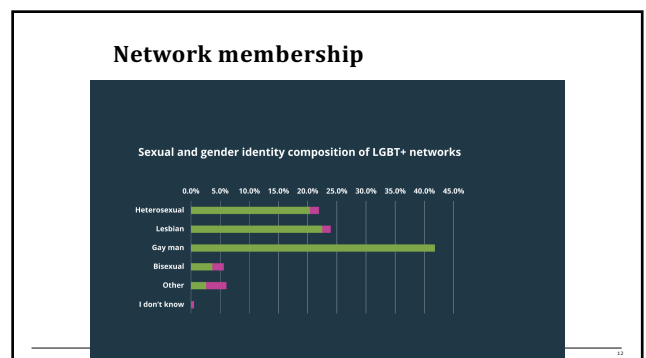
I don't think it's overly represented by a particular group. (Trust C)

We did have somebody who identified as bisexual, but he's left, left the trust. (Trust C)

I'm aware of two other trans people in the organisation. (Trust B)

There is no trans in the group, I don't think there's a trans in the organisation. (Trust A)

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Lack of diversity and inclusion

Networks dominated by gay men and, to a lesser extent, lesbian women, usually white, and in managerial positions.

Reports of outreach programmes to improve diversity of network members are rare (14%)

Networks were marketed as 'LGBT+', but this obscured the reality of who was a member.

People who identified anything other than gay or lesbian were 'othered' by the discourses used within the meetings:

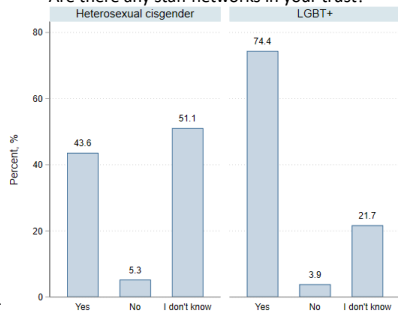
Obviously, we're keen to make sure that sort of, the, the queer, erm, the non-binary, sort of, broader sexual identities, erm, are properly represented, so we're not too old. (Trust F)

It gets very confusing, doesn't it? You know, when you heard of gender fluid, binary, non-binary, pansexual, a long list now. (Trust A)

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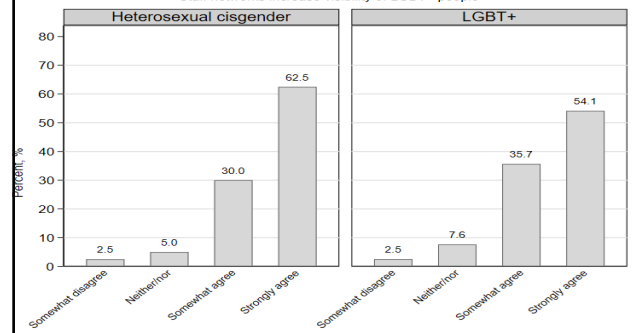
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Are there any staff networks in your trust?



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Staff networks increase visibility of LGBT+ people



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Operation

Procedural tone at meetings.

Limited space for the personal.

Focused on organisational aims and objectives.

Presence of allies and other staff from the organisation (HR, E&D, Comms) felt inhibiting.

Meetings dominated by culture and discourse of the NHS.



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Impact

Networks face pressure to keep activity levels up and to evidence impact.

Without evidence of local issues that need addressing activities tend to be generic.

Many rely on rainbow material/other freebies to raise awareness, signal understanding of LGBT+ related matters, or to showcase the organisation as inclusive, with outcomes difficult to measure.

Involvement of allies linked to generating impact.



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Build community

I feel like 'part of the family' at this organisation

On average 55% of the respondents involved in LGBT+ networks agree with the statement.

- Heterosexual cisgender respondents (60%)
- LGBT+ respondents (51%)

Only 38.5% of the LGBT+ respondents, who are not involved in any staff networks, agree.

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Build community

I have at least one friend among the people I work with

Almost two-thirds of respondents who are involved in an LGBT+ network agree with this statement (no difference between heterosexual cisgender and LGBT+ respondents in whole sample).

Only around half of the LGBT+ respondents, who are not involved or do not have staff networks, agree.

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Can LGBT+ networks protect you against negative behaviour?



LGBT+ network members agree that staff networks make matters better for employees with protected characteristics

compared to...



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Common questions

...and those we need to ask

Why do people join networks?	Why do they leave?
How do you grow membership?	Do numbers matter?
How diverse are networks?	Is everyone welcome?
What structure works best?	For who?
What is the purpose of networks?	What are the issues people face in your organisation?
What do networks do?	Who benefits from network activities?

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Key messages

Networks lack diversity and do not represent the communities they are meant to serve

Involving allies can be double edged

The purpose of network is not clear

Focus shifted from supporting LGBT+ employees to championing organisational agenda on equality, diversity and inclusion

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Thank you

anna.einarsdottir@york.ac.uk
• <https://lgbtnetworks.org.uk>

 Economic and Social Research Council



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Professor of LGBT+ Workplace Inclusion at Leiden University

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Top down or bottom up?
Strategies to assess the needs of LGBTIQ+ employees

Jojanneke van der Toorn
Leiden University / Utrecht University



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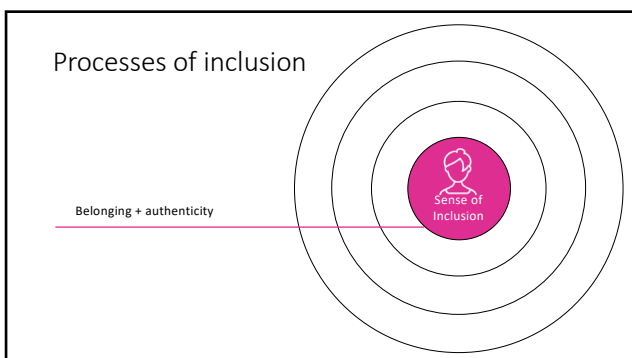
Top down or bottom up?
Strategies to assess the needs of LGBTIQ+ employees

Jojanneke van der Toorn
Utrecht University/Leiden University



Van der Toorn (2019)
Van der Toorn, Pliskin, & Morgenroth (2020)

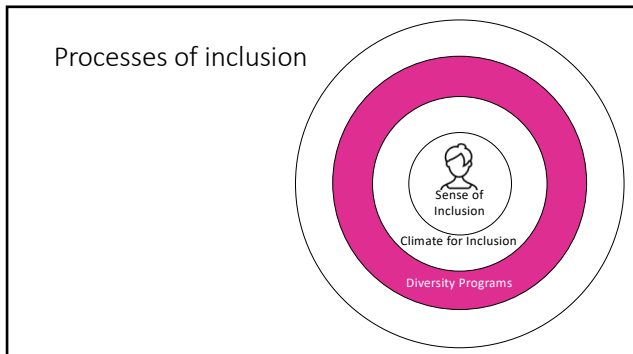
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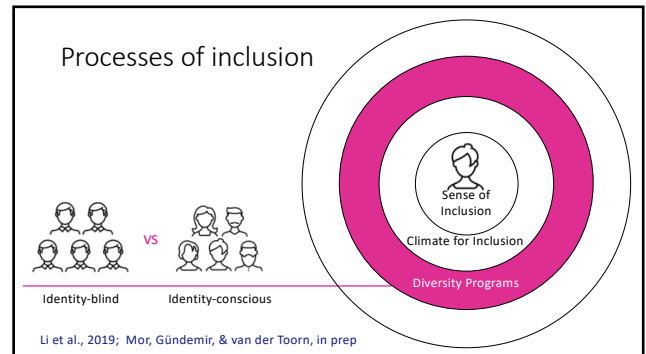
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Interdisciplinary collab

CENTRE FOR UNUSUAL COLLABORATIONS

How can 'unheard and unseen' individuals in the hospital, workplace, and neighborhood become better represented in (academic) research and advocacy efforts?

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Study 1: HR- and leadership perceptions

13 semi-structured interviews with Dutch HR-professionals and LGBTQ+ employee network representatives.

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Study 1

- What are current strategies to identify the needs of LGBTQ+ employees?
- Whether and to what extent do these strategies reach all LGBTQ+ employees?

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Study 1 - Results



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Practical, socio-cultural and assumption-driven barriers



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Data privacy and a presumed lack of trust



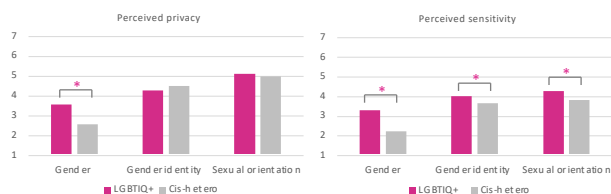
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Study 2 + 3: Employee perceptions

- Representative sample of the Dutch working population
- N = 558 (95% cis-hetero; average age = 46.23, 51.4% male).
- Sample of Dutch LGBTQ+ participants
- N = 183 (100% LGBTQ+; average age = 25.24, 29% male).
- Measures
 - Perceived privacy and sensitivity of employee characteristics.
 - Willingness to share and register these employee characteristics.
 - Perception of LGBTQ+ employees' willingness to share and register them.
 - Trust in their employer.

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Perceived privacy and sensitivity



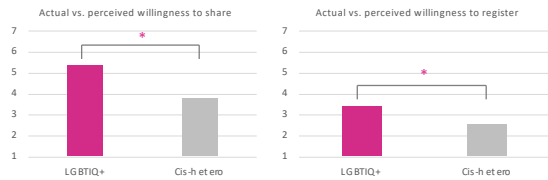
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Trust employer with data



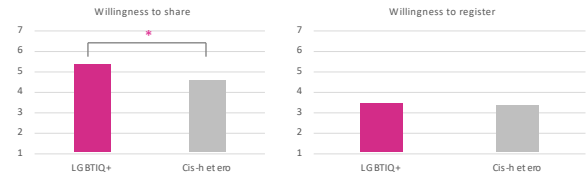
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Willingness to share and register data

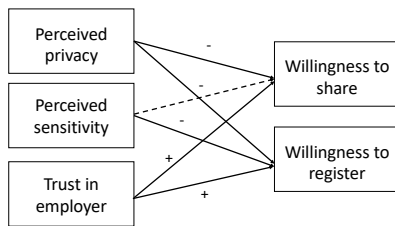


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Willingness to share and register data



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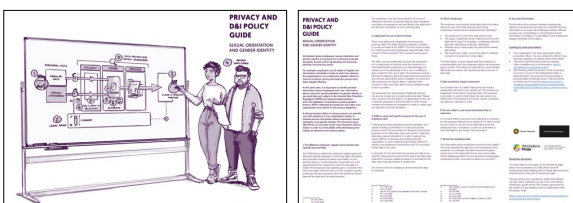
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Conclusions

- There are practical, socio-cultural and assumption-driven barriers to assessing the needs of LGBTQ+ employees at work.
- Dialogue on how to best assess the needs of LGBTQ+ employees is crucial
- Knowledge on the GDPR in relation to employee data collection

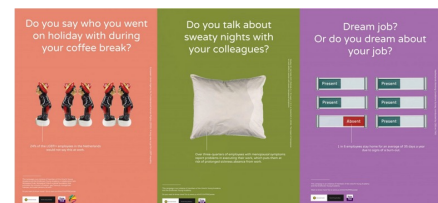
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Privacy and D&I Policy guide



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P.INC Poster Campaign



P.INC posters: sexual orientation, menopause, and burn-out

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Thank you!

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Panel discussion

Moderated by Kshitij Mor, PhD student at Utrecht University

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Kshitij Mor
Utrecht University



Linn ten Haaf
Unilever



Erik Poolman
PwC



David Pollard
Workplace Pride



Getting down to business:

Maximizing the benefits of LGBTIQ+ employee resource groups

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Kshitij Mor



Chenhao Zhou



Paula Hoffmann



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Thank you!



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