

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 Einarsdóttir

Top down or bottom up? Strategies to assess the needs of LGBTIQ+ employees
Prof. Jojanneke 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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LGBTIQ+ Employee Resource Groups:
Benefits, Challenges, and Opportunities



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Welcome by Jojanneke 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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LGBTIQ+ Employee Resource Groups:
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Keynote by Anna Einarsdóttir
Senior Lecturer in Work , Management & Organising at York University

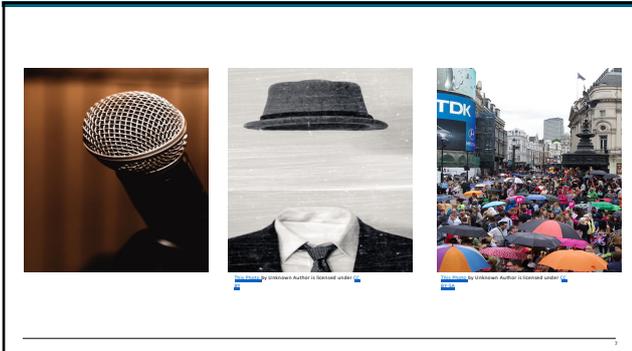
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Have LGBTIQ+ employee resource groups been derailed?

Dr Anna Einarsdóttir
Reader in Critical Diversity Management

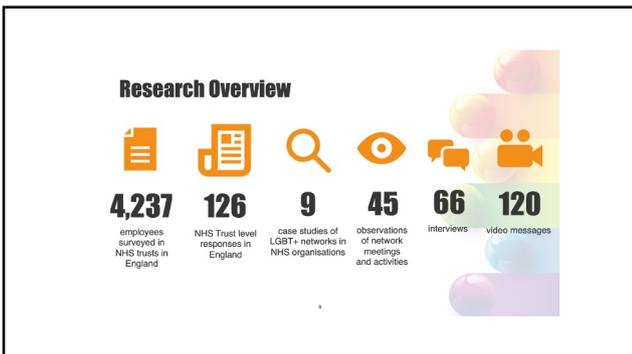
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Identities, absence and silence

- 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)

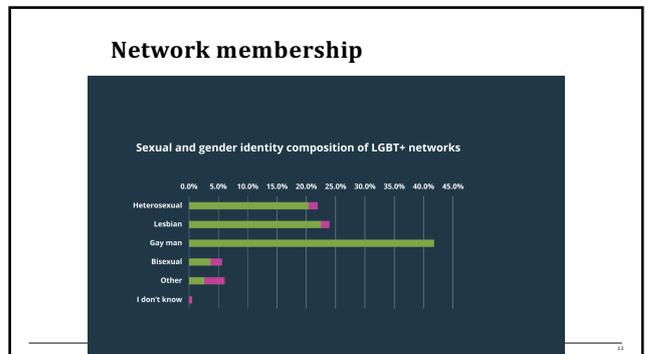
I don't think it's overly represented by a particular group. (Trust C)

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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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?

4 in 5 LGBT+ network members agree that staff networks make matters better for employees with protected characteristics

compared to...

- 78%** of sexual & gender minority members
- 93%** of heterosexual cisgender members
- 71%** of other network members

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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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<https://lgbtnetworks.org.uk/>

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UNIVERSITY of York

Thank you

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

Economic and Social Research Council

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

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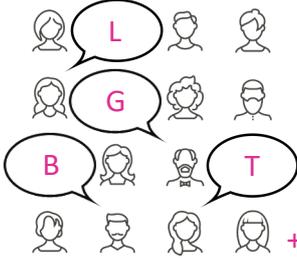
Top down or bottom up?
Strategies to assess the needs of LGBTIQ+ employees



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

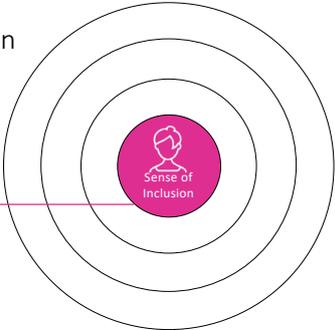


Jojanneke van der Toorn
Utrecht University/Leiden University

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

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Processes of inclusion

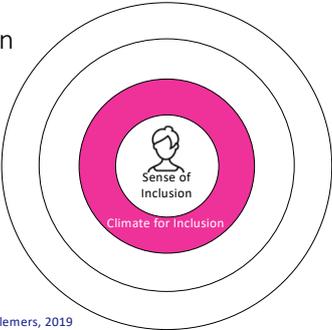


Belonging + authenticity

Sense of Inclusion

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Processes of inclusion

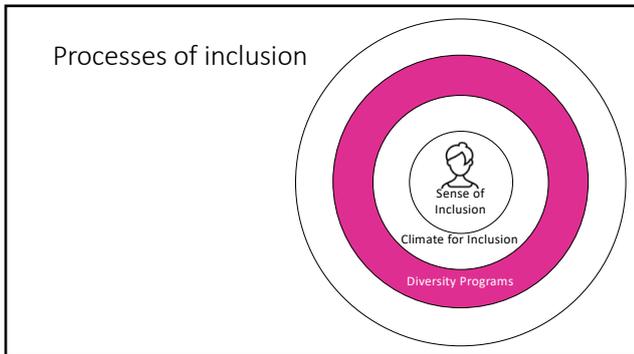


Sense of Inclusion

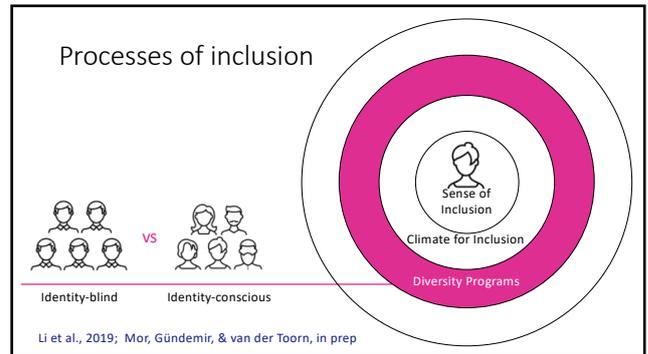
Climate for Inclusion

Sahin, van der Toorn, Jansen, Boezeman, & Ellemers, 2019

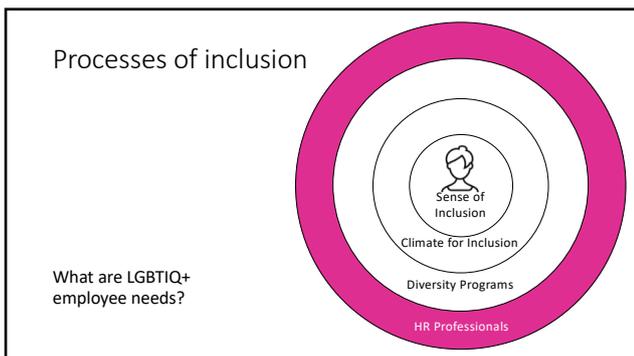
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Interdisciplinary collab

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



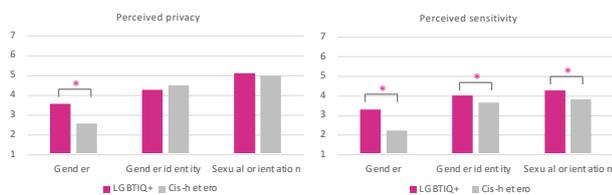
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Study 2 + 3: Employee perceptions

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

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Perceived privacy and sensitivity

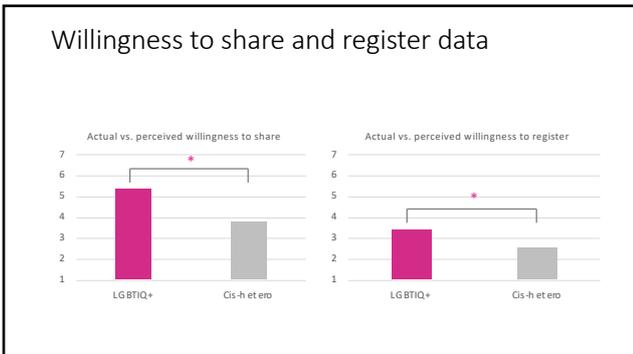


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Trust employer with data



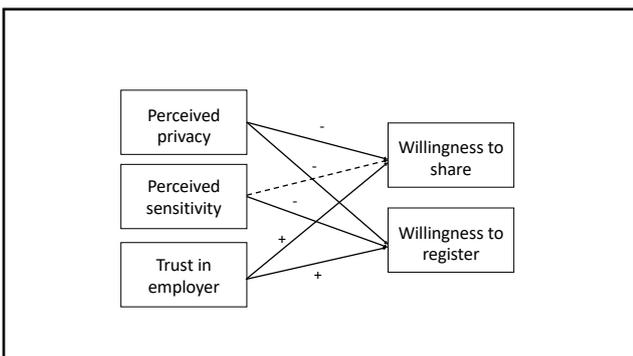
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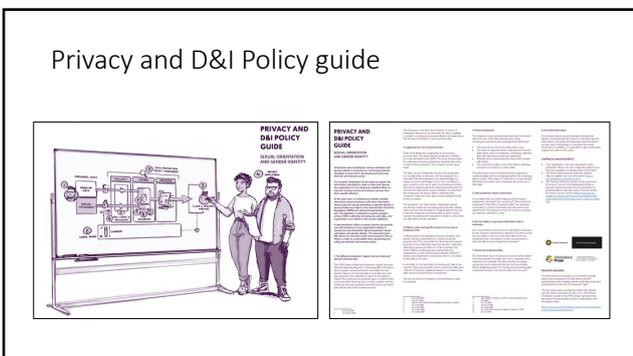


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Conclusions

- 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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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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