Dedicated to improving the lives of LGBTI people in workplaces all over the world

NEW HORIZONS

GREAT EXPECTATIONS

ENVISIONING A NEW DECADE OF LGBTI WORKPLACE INCLUSION

05 Changing of the guard
New Co-Chairs for the Foundation

COVID-19
Impact on the LGBTI community

19 Not quite over the rainbow
Heteronormativity explained

31 LGBTI+ INCLUSION
A key ingredient of resilient cities

To find out more visit workplacepride.org

THE INTERNATIONAL PLATFORM FOR LGBTI INCLUSION AT WORK
Great Expectations, but still a long way to go!

Who would have thought, even just a couple of months ago, that our world could change so completely in such a short period of time? Earlier this year, as Workplace Pride prepared for our International Conference with the theme “Great Expectations, Envisioning a New Decade of LGBTI Workplace Inclusion,” we and the LGBTI community were in a different place altogether.

In the meantime though, the global pandemic has turned our world upside down. It has strengthened some LGBTI individuals and communities with much work being done online. This makes staying connected around the globe that much easier. Conversely, it has marginalised many people within our community who are trapped in situations of abuse, cut off from systems of support, subject to increased persecutions by repressive governments or simply no longer able to be their true selves. At the same time, social changes resulting from the #metoo and #BLM movements are now unstoppable. These, of course directly impact the LGBTI community as well.

Workplaces of course have not been spared by the pandemic, nor the social changes. We have seen some very creative and supportive outreach to LGBT staff and communities from many of our member organisations, including better connections with widespread networks. However, physical separation from supportive colleagues has proved to be a challenge for many LGBT people for whom the workplace has been a haven for their identity. This is particularly the case in countries where LGBTI people continue to be ostracised and persecuted, many of which our member organisations are active in.

This edition of New Horizons touches upon many of these topics. It puts the impact of the pandemic under the microscope and helps us all to realise that the new decade that we will be creating for LGBT people in workplaces around the world WILL come with a host of challenges and barriers. It also makes clear that we can only overcome these obstacles by working together as individuals, communities and organisations.

We however, DO still have great expectations and hope that the LGBT community and our allies will rise to the occasion. Together, and with our considerable combined social, economic and societal impact, we can create a decade which rises above ‘just’ inclusiveness and creates a true sense of BELONGING for all.

David Pollard
Executive Director
Workplace Pride

Our Foundation Leaders

A special thank you to our Workplace Pride Foundation Leaders who, through their leadership, have contributed to raise the bar for LGBTI inclusion in workplaces around the world.
n March of this year, as the world slowly began to adjust to the new reality of the COVID-19 global pandemic, Workplace Pride quickly began to prepare our own response to the crisis. Of course our main goal was and still is to provide value to our members and to the LGBTI community in workplaces around the world through:

• Cutting edge information about LGBTI workplace inclusion topics
• Exchanging good practices among and with our members and the global LGBTI community
• Networking possibilities for all stakeholders to help progress the movement

In the past, many of our activities have been through live events so this new paradigm presented us with a bit of a dilemma. Luckily, it also presented us with a clear opportunity to reach even more people around the world via online channels. Whereas Workplace Pride always had the intention to do more online outreach, the pandemic fast tracked our plans in a big way! It was also fortunate that technology has now caught up enough for us, as for many other people and organisations, to make the switch to an online environment much easier.

Taking the 3 main value points above the Foundation re-designed our 2020 programming as follows:

1. Cutting-edge information about LGBTI workplace inclusion:
   Workplace Pride created 9 online events leading up to the Online Symposium on June 19th that dealt with LGBTI workplace topics. These “Keeping Members Connected” events:
   • Addressed specific, pressing issues for our members and the LGBTI community, particularly in light of recent events worldwide.
   • Were made available online to our members and other stakeholders via live-streamed webinars.
   • Drew upon the experiences of our members and external stakeholders.
   • Interacted extensively with our members to host and participate in conversations on specific topics.

2. Exchanges of Good Practices:
   Workplace Pride hosted an “LGBTI Workplace Online Symposium” on June 19th that brought our members together for 2 hours in a virtual, conference-like setting. The symposium will include speakers on specific topics, virtual breakout sessions, and interactive chats. A complete recap of the Online Symposium can be found in this issue of New Horizons magazine.

3. Networking amongst our stakeholders:
   This element is the most challenging given that the COVID-19 pandemic is still evolving on a daily basis. As we feel that there is no real substitute for networking face to face, Workplace Pride intends to hold a “Conference Lite” on the 9th of October, provided that conditions will allow us to do so by then.
   This event will take some of the conclusions from the previous Keeping Members Connected, and LGBTI Workplace Online Symposium elements and share them in a plenary session with attendees. While not planned to be as extensive as our usual annual International Conference, we will be looking for every mechanism available to continue to spread the word about LGBTI workplace inclusion in a safe and secure environment.

Collectively, these three elements are known as the “Workplace Pride 2020 Outreach Platform” to keep it in line with this year’s unique situation. Despite the change in format, the theme of the platform remain the same as was planned with the International Conference namely:

Since the redesign of our programming back in March and, with the tragic death of George Floyd as a catalyst, the world has also woken up to the challenges of racism in many communities. It is with this in mind, plus the solidarity that all marginalised communities should have with each other, that the theme of ‘Great Expectations’ remains even more relevant to the global LGBTI community going forward.
Everyone deserves a place where they feel at home.

At IKEA we are committed to creating a workplace where our LGBT+ co-workers feel welcome, safe and accepted every day.
Chair Farewell
Mark Emdin

These are certainly exciting times to be welcoming Michel and Bianca as co-chairs of Workplace Pride, and I am excited by their plans for the future.

Over the last six years, we have seen our Foundation grow in terms of membership and activities. And more importantly, growth in impact.

If there is one word that sums up what I am most proud of, in terms of what has been achieved, it is co-operation. Changing attitudes towards human rights, ensuring workplace inclusion for all and creating safe spaces for dialogue is a collective effort. I am particularly proud of the international partnerships we have fostered. I would never have imagined that we would be co-hosting workshops and exploring tough issues in Moscow, Chennai or Krakow. In doing so, growing local capacity and building connections with local business and establishing long term, lasting and mutually beneficial partnerships.

Closer to home, through our relationship managers we have built closer bonds with our various members allowing us to help you have more impact within your places of work. Our focus on benchmarking and activities and geographical reach: providing such big shoes for Bianca and myself to fill! It is really exciting to jump on the Workplace Pride bullet train today and experience it moving at incredible speed towards the next challenges of things we must still do in the arena of LGBTI Workplace Inclusion.

In the political space, we have supporters and opponents of our community. Whilst a president in Poland is vilifying LGBTI people, we’ve also seen the US supreme court with their landmark ruling against LGBTI workplace discrimination. As we celebrate marriage equality in more countries on more continents than ever, from Costa Rica to Taiwan, we also see that the Corona pandemic hurts minorities most, including our community. And in the fight against racial injustice nothing can be more important than standing shoulder to shoulder with the black community. Just as during the Stonewall riots against police violence which was the start of the gay liberation movement fifty one years ago.

In these turbulent times, it is very important that LGBTI folks can at least be themselves at work, bringing their authentic self to the workplace and contributing to their fullest potential. This is our moral mission which coincides with a clear business upside as well. Inclusive organisations perform better financially. They take better decisions and they are more innovative. Are these not characteristics any organisation would like to achieve, and even more so today, in times of a health and economic crisis?

Compelling as these arguments are, we, collectively, should do a better job of making the case for D&I high on the agenda and I am committed to fighting for that together with Bianca, the other board members, David and his team and of course all the members and friends of Workplace Pride.

We have also seen our membership evolving into a broader and very diverse group of organisations. From mostly large, international companies, we now have strong representation from the government (Gemeente Amsterdam, de Rijksoverheid), the NGOs (e.g. Oxfam, Novib) and also the academic and research organisations, such as the universities of Leiden, Tilburg, Delft, Saxion, and the Leiden University Medical Center as well as NWO, the largest research funder in the Netherlands. Our membership is personifying diversity!

Reaching real inclusion is the day when a black transgender person celebrates a Muslim man who celebrates a gay woman or any other way we choose to express ourselves, we should all realise that being diverse is the strength that we are taking into this new decade.

Hello from our new co-chairs
Bianca Nijhof
+Michiel Kolman

Firstly, let me express our appreciation and gratitude to Mark Emdin for chairing the Workplace Pride board for the last six years. A lot has been achieved, while seeing enormous growth in membership, activities and geographical reach: providing such big shoes for Bianca and myself to fill! It is really exciting to jump on the Workplace Pride bullet train today and experience it moving at incredible speed towards the next challenges of things we must still do in the arena of LGBTI Workplace Inclusion.

In the political space, we have supporters and opponents of our community. Whilst a president in Poland is vilifying LGBTI people, we’ve also seen the US supreme court with their landmark ruling against LGBTI workplace discrimination. As we celebrate marriage equality in more countries on more continents than ever, from Costa Rica to Taiwan, we also see that the Corona pandemic hurts minorities most, including our community. And in the fight against racial injustice nothing can be more important than standing shoulder to shoulder with the black community. Just as during the Stonewall riots against police violence which was the start of the gay liberation movement fifty one years ago.

In these turbulent times, it is very important that LGBTI folks can at least be themselves at work, bringing their authentic self to the workplace and contributing to their fullest potential. This is our moral mission which coincides with a clear business upside as well. Inclusive organisations perform better financially. They take better decisions and they are more innovative. Are these not characteristics any organisation would like to achieve, and even more so today, in times of a health and economic crisis?

Compelling as these arguments are, we, collectively, should do a better job of making the case for D&I high on the agenda and I am committed to fighting for that together with Bianca, the other board members, David and his team and of course all the members and friends of Workplace Pride.

We have also seen our membership evolving into a broader and very diverse group of organisations. From mostly large, international companies, we now have strong representation from the government (Gemeente Amsterdam, de Rijksoverheid), the NGOs (e.g. Oxfam, Novib) and also the academic and research organisations, such as the universities of Leiden, Tilburg, Delft, Saxion, and the Leiden University Medical Center as well as NWO, the largest research funder in the Netherlands. Our membership is personifying diversity!

Reaching real inclusion is the day when a black transgender person celebrates a Muslim man who celebrates a gay woman or any other way we choose to express ourselves, we should all realise that being diverse is the strength that we are taking into this new decade.
As global business leaders, we must set the example in our communities and create workplaces where every human being feels a sense of belonging and being valued. This is why the UN LGBTI Standards of Conduct is a welcomed common ground for collective action in support of lesbian, gay, bi, trans, and intersex people around the world. Holding ourselves accountable to these standards will strengthen Sodexo’s efforts to create an inclusive and safe culture for our LGBTI employees and LGBTI communities around the world.

We invite other companies to adopt these standards and promote equality, fairness and advocate against discrimination and violence to make these a thing of the past.

Margot Slattery - Sodexo Global Chief Diversity & Inclusion Officer

(Pronouns: She/her)
Being yourself in uniform

Members of the LGBTIQ+ community enjoy a relatively good life in the Netherlands, even though being yourself is not always given, even here.

In 2005, Gabriël started his military career as a sailor with the Royal Netherlands Navy, where he had some unpleasant experiences because he was gay. “In those days I was really insecure,” relates Gabriël. “I doubted myself, and you soon start feeling like the odd one out. During a fire drill, I had to play the role of someone unconscious. Instead of helping me, one of my fellow sailors just left me lying there. Later he jokingly said to the other colleagues that all gay men have AIDS, so he didn’t want to help me.”

This happened 14 years ago, but incidents like this still happen today. “There are always two sides to a story,” explains Gabriël, “but some words and specific behaviour really cross a line, and are simply insulting and hurtful. I’m not saying it’s always like that, as it really depends on the team you’re working for and the person in charge.”

Everyday reality

In the meantime, the Ministry of Defence has done a lot to fight violations and work on inclusiveness. “There is, however, still a long way to go, as we are an organisation that draws its strength from uniformity and unity, so differences are particularly noted,” says Gabriël. “As a member of the armed forces, you can also be deployed to countries with a different culture, where LGBTIQ+ is forbidden.”

Some colleagues therefore go back into the closet, or continuously feel unsafe when they are on a mission, “Gabriel explains. “help me.”

The approach

Military, political leaders and senior civil servants of the Ministry of Defence strive for an inclusive culture in which diversity is the standard. The government-wide Strategic Personnel Policy 2025 has been adopted, and within the Ministry of Defence it has a focus on leadership, education and training; inflow, throughflow and outflow of personnel; social safety, and the deployment of networks and ambassadors. The Defence LGBTIQ+ network (Eenheden Huisstijlredding of Whiggamite; Whig) is also actively involved. “I am a member of the board,” explains Gabriel, “and we strive for social safety within the organisation, for everyone and for LGBTIQ+ colleagues in particular.”

The goal is to see the differences between colleagues not as a hindrance or threat, but as basics for team performance and a source for synergy: it should lead to satisfied employees who are able and willing to perform as much as possible in a team under all circumstances. As a major employer, we also have social responsibility to ensure a diverse workforce. These goals are endorsed government-wide, and various government departments are therefore working together to achieve progress.

The future

Gabriel sees positive changes within the Ministry: “There is a stronger focus on things such as social interaction, but we do more than this. We indicated, for instance, that arrangements for parents are not always convenient for LGBTIQ+ parents, and we published a handbook on transgender people and their transition process. He is not alone within the Defence organisation, as many colleagues are now working hard for diversity and inclusiveness. From that point of view, they work together on the mission of the Ministry of Defence: ‘Protecting what is dear to us’.”

As part of our 2020 Outreach Platform, we decided with the urgency brought about by the onset of the pandemic, to swiftly dive into uncharted territories for Workplace Pride.

As the COVID-19 situation escalated, it was clear that even more than ever, the LGBTIQ+ community would be affected in acute ways, both in terms of personal life and career but despite this, our community is no stranger to adversity and overcoming obstacles.

This meant shifting our narratives from primarily the actual, to the virtual in the online world.

Initially, we felt an urgent need to support our members and connecting them via live webinars might bring people together, provide discourse and hopefully ease some of the psychological distress that was weighing on us all.

During the lockdown period our initial goal was to reach out to our members and partners in the foundation to see how and what we could do to mitigate some of the problems arising as a result of the situation with the pandemic.

Despite a steep learning-curve ahead, we hosted our first live webinar for Workplace Pride members with David Pollard hosting and fielding a live Q&A with the webinar viewers.

With positive feedback, it soon became apparent that the webinar format should be opened up and become even more effective with an open invitation to attend subsequent webinars to members and friends.

Keeping Members Connected

Workplace Pride embarked on nine weekly live webinars covering various topics and hosting various global speakers from all sides of the rainbow. Highlights included the UNI Standards Toolkit launch and walkthrough. UNI hosted “I am a new me” which brought a heartfelt set of insights around being Transgender and inhabiting the true “you” in the workplace. Tech@WorkplacePride provided a fascinating look into data collection and how it affects inclusion and how COVID-19 has influenced privacy fears around technology.

And last, but not least, Margot Slattery from Sodexo shared her experiences in the compelling webinar, ‘Female Leadership in Times of Crisis’ hosted by Women@WorkplacePride.

Is there any kind of silver lining to the global pandemic? If anything, people have realised how important it is to connect with one another and that even a global pandemic cannot stop our ability to adapt.

In Workplace Pride’s case, through cooperation and connectivity we have succeeded in providing sobering and positive discourse about the effects of COVID-19 on the working population and the stress it’s creating both economically and psychologically which of course, inevitably trickles down with increasing concentration on LGBTIQ+ communities.

As we go to press, the pandemic is clearly far from over. The radical shift in the forms and locations that some jobs take may have been irreversibly changed going into this new decade and we all are waiting with bated breath to see how things develop. Nevertheless, through cooperation and collaboration from all stakeholders, LGBTIQ+ inclusion in the workplace will continue to make progress and lead the way for other marginalised communities.

For further information, visit workplacepride.org or email info@workplacepride.org
LGBTI equality

“We too many LGBTI people continue to live in the shadows, afraid of being ridiculed, discriminated or even attacked. Even though some countries have advanced LGBTI equality, our survey findings show that overall there has been too little real progress, leaving many LGBTI people vulnerable. Their job and healthcare difficulties may worsen due to COVID-19. Policymakers should take note and do more to actively promote full respect for rights of LGBTI people,” says FRA Director Michael O'Flaherty.

More lesbian, gay, bisexual, and intersex (LGBTI) people are now open about who they are but fear, violence, and discrimination remain high. These are the results of the EU Fundamental Rights Agency’s survey on experiences of LGBTI people in Europe. With 140,000 respondents, covering the EU 27 Member States, the UK, Serbia and North Macedonia, the FRA’s 2020 survey is the largest ever on hate crime and discrimination against LGBTI people. For the first time, it also includes experiences of intersex people and young LGBTI people aged 15 to 17. The findings are designed to drive policy measures to further protect and promote the rights of LGBTI people. It goes without saying, though, that this also has a direct impact on how LGBTI people function and react at work in countries throughout the continent.

Imagine being afraid to hold your loved one’s hand in public, skipping office banter to avoid divulging with whom you share your life, choosing the long way home to sidestep potentially hostile ground, or enduring ridicule every time you show your personal identification. This report shows that, in the year 2020, these remain realities for all too many lesbian, gay, bisexual, and intersex people across the European Union and beyond.

The 2020 report follows the agency’s first survey on LGBTI people in the EU conducted in 2012. Unfortunately, its results show little progress over the past seven years. More people are open about being LGBTI – but a majority still avoid holding their partner’s hand in public. They may have good reason to be discreet. Among those who are very open about being LGBTI, 40 % say they experienced harassment. Physical or sexual attacks also remain a concern: one in ten survey participants say they were targets of such violence in the five years before the survey.

The report goes on to show that everyday discrimination persists. LGBTI individuals encounter it at work and at school; at cafes, restaurants, bars and nightclubs; when looking for housing; when accessing healthcare or social services; and in shops. Especially for trans and intersex people, identification documents that specify a sex can trigger ridicule. FRAs large-scale surveys show, over and over again, that victims of discrimination and abuse are reluctant to report incidents. LGBTI people are no exception. Reporting rates are low for all types of organisations, but especially so for the police.

The results make clear that trans and intersex people face an even more uphill struggle. And the young? The survey gives reason for both concern and cautious optimism. Participants aged 15 to 17 experienced more harassment than their older peers. Yet they also say they see more individuals standing up for LGBTI people at school – and hear more talk of LGBTI issues in educational settings.

There are also striking differences between countries as detailed in the report. But whether they live in countries that shine or struggle. And the young? The survey gives reason for both concern and cautious optimism. Participants aged 15 to 17 experienced more harassment than their older peers. Yet they also say they see more individuals standing up for LGBTI people at school – and hear more talk of LGBTI issues in educational settings.

In comparing FRAs first LGBTI survey carried out in 2012 with this one reveals little overall progress over the seven years. The EU averages mask important differences between countries. In some, over 70% LGBTI respondent say society is more tolerant, while in others, up to 68% say it is less.

Key survey findings include:

- **Openness:** 6 in 10 avoid holding hands in public with their partners.
- **Harassment:** 2 in 5 respondents say they were harassed the year before the survey.
- **Attacks:** 1 in 5 trans and intersex people were physically or sexually attacked, double that of other LGBTI groups.
- **Discrimination:** 1 in 5 feel discriminated against at work and over 1 in 3 feel discriminated against when going out to eat, drink or being social.
- **Schooling:** 3 in 2 LGBTI students say someone among their peers or teachers supported LGBTI people.
- **Economic situation:** 1 in 3 LGBTI people say they have difficulties to make ends meet. The situation is worse for intersex and trans people (about 1 in 2).

For further information, visit workplacepride.org or email info@workplacepride.org
The evidence of the FRAs report will support the European Commission’s LGBTI Equality Strategy due this year. The FRA also calls on the EU and its Member States to put in place measures protecting the rights of LGBTI people, including:

- **Hate crime** – build a culture of zero tolerance towards violence and harassment of the LGBTI community so that LGBTI people can enjoy their right to move freely and without fear.
- **Reporting** – make it easier for victims to report crimes and discrimination through online reporting tools, community liaison and police training.
- **Discrimination** - adopt the Equal Treatment Directive to extend protection against discrimination beyond employment. Realise comprehensive national actions plans to promote respect for rights of LGBTI people across all areas of life.
- **Schooling** – create safe and supportive environment for young LGBTI people at school.
- **Lead by example** – everyone can play their part so that equality becomes a reality.

**ILGA Europe’s Rainbow Europe map and index brings together both the legal index of Lesbian, Bisexual, Trans and Intersex People’s equality and an overview of the social climate for LGBTI people in each country based on their annual Review of the Human Rights Situation. The 2020 Rainbow Europe reveals that, once-leading countries in Europe, are falling behind in their commitments to equality for LGBTI people.**

### Key findings of the Rainbow Map 2020 include:

- **There has been no positive change for LGBTI people in 49% of countries.**
- **For the second year in a row, countries are moving backwards on the Rainbow Index, as existing protections are disappearing.**
- **Trans rights are where most of the current movement in terms of LGBTI equality is happening, for better or worse.**
- **Other forward movement, although on a smaller scale, is in the inclusion of equality measures protecting intersex people against discrimination.**
- **Regression is most visible where the inclusion of equality measures protecting intersex people against discrimination.**

**Country ranking: All categories**

**Country ranking: Equality & non-discrimination**

**Employment covers:**

- **Sexual orientation:** Only express mention of sexual orientation should be counted.
- **Gender identity:** Express mention of gender identity only should be counted. Equivalent ground e.g. sexual identity, gender reassignment, etc accepted too.
- **Sex characteristics:** covers employment anti-discrimination legislation. Only express mention of sex characteristics should be counted.

While employment is therefore only one element by which countries are judged, as a part of the larger Equality and Non-discrimination category, it is telling that many countries in which Workplace Pride members have large numbers of employees do not score well in this category. Even though there are many nuances and differences of interpretation in how countries deal with LGBTI topics, it is striking that in 2020, with all of the social change currently underway that LGBTI people in the workplace and in society still must face so many hurdles to simply being themselves.

**“Workplace Pride applauds this important work by the FRA and ILGA Europe as it clearly indicates our community in a dire situation in Europe,” says David Pollard, Executive Director of the Foundation. “At the same time we strongly urge our members, and all employers from whatever sector to engage at the highest levels, with national and local governments in those countries where they employ people and in which they invest in order to improve the situation for LGBTI people.”**

ILGA Europe is the premier LGBTI human rights organisation in Europe and is a leader on this topic in the world. Workplace Pride has worked with ILGA Europe on a number of occasions and sees their work as crucial to advancing legislation and the changing of mindsets in the European arena.
Workplace Pride is a not for profit foundation dedicated to improving the lives of Lesbians, Gays, Bisexuals, Transgenders and Intersex (LGBTI) people in workplaces all over the world.

For more than thirteen years, and in service to our community, Workplace Pride has been working to highlight the positive and constructive side of LGBTI inclusion in the workplace.

We do this together with the Foundation’s seventy plus members which include both private and public sector organisations, multinationals and national organisations as well as academia and many other stakeholders. Through a variety of targeted programs, research, small and large scale events, and most recently our transition to holding various events online, we all work together to proactively create workplaces where LGBTI people can be themselves all over the world.

In the last six months, almost every corner of the world has been affected by the pandemic. We are still far from knowing the true extent that COVID will have on redefining societies in the long term, particularly for LGBTI people. In the meantime, Workplace Pride has redesigned our 2020 programming in order to support our members as much as we can as we go forward into a new era.

For more information:
Visit our website at www.workplacepride.org or email to info@workplacepride.org
“Heteronormativity not only exists in the collective minds of people, but is also ingrained in the very fabric of our social, legal, economic, political, educational and religious institutions”

Over the past decade, many countries around the globe have adopted stronger anti-hate crime and discrimination laws and procedures (e.g., Albania, Cuba, Georgia, Mexico, Nepal and South Africa), leading to greater visibility and acceptance of the LGBTQI+ community. As one recent example, the US Supreme Court ruled that a landmark civil rights law protects gay and transgender workers and not just the United States. In fact, making it legal to fire workers for being gay, lesbian, bisexual or transgender in all states. While the ruling is a long-sought, and unexpected victory for the LGBTQI+ equality movement, it also brings into focus the long road ahead. The unexpectedness of the victory exemplifies the unrelenting and insidious nature of heteronormative ideology that permeates our societies, and not just the United States. In fact, about half of all LGBTQI+ individuals in the EU report personal experiences with discrimination or harassment based on their non-heteronormative identities, with over 25% of them having experienced violence, and about two thirds feeling compelled to hide their identities to avoid prejudice and discrimination. Even in the Netherlands, widely recognized as a pioneer in LGBTQI+ rights, 30% of LGBTQI+ individuals report experiences of discrimination and/or harassment, and LGBTQI+ teens face, on average, four times as much bullying as heteronormative teens. Heteronormativity at work

Heteronormativity refers to the belief that there are two separate and opposing genders (men and women) with associated natural roles (masculine and feminine) that match their assigned sex (male and female), and that heterosexuality is a given. Heteronormativity is not only descriptive in that people are assumed to be cis-gender and heterosexual because this characterizes the majority of people, it is also prescriptive in that people are often supposed to be cis-gender and heterosexual. Heteronormative beliefs have far-reaching consequences; blatant and explicit prejudice based on sexual orientation and gender identity is far too common, but there are also more subtle and implicit ways in which heteronormativity negatively affects the lived experiences of LGBTQI+ people. In the work domain, for example, heteronormativity manifests in the belief that sexual orientation and gender identity are unrelated to the workplace while the prototypical worker is thought to be cis-gender and hetero and can share details about their private lives without social penalties. Hence, LGBTQI+ employees are accepted at work if they conform to the heteronormative majority (e.g., by concealing their sexual orientation and gender identity) but they cannot be their authentic selves. Why is heteronormativity pervasive and persistent?

Heteronormativity not only exists in the collective minds of people but is also ingrained in the very fabric of our social, legal, economic, political, educational, and religious institutions. This pervasive and insidious nature is not surprising when considering that heteronormative beliefs are propagated through socialization and other widely held ideologies (such as certain religious beliefs) and are prevalent among both cis-hetero and LGBTQI+ individuals. From birth, children are raised with the heteronormative notion that there are boys and there are girls, and that each have distinct ways of thinking and behaving. Developmental research has demonstrated that children’s gender attitudes are influenced by the sexual orientation of their parents and their parents’ gender ideologies, and even more so by the extent to which their parents’ division of labor conforms to normative gender roles. Parents with more traditional gender role attitudes were also found to more frequently engage in attempts to change the gender-nonconforming behaviors of their children to fit in with societal expectations for gender. Beyond the early formative years, heteronormative ideology is further bolstered by common representations in both the media and people’s immediate social environment, and reinforced through interactions with significant others and peers. Heteronormativity is further supported through religious ideologies, as many religions encourage traditional gender roles and incorporate explicit heterosexism (at least with regard to sexual acts between men). In line with this, research has consistently shown religiosity to be related to heteronormative attitudes and beliefs such as prejudice against sexual and gender minorities. Because heteronormativity is propagated through socialization and other widely held ideologies, it is even prevalent among LGBTQI+ people themselves. Social psychological research has found that gay men and lesbian women show a weaker tendency than heterosexuals do to implicitly favor members of their own group over those in other groups, and to sometimes even agree with the negative opinions that society has about their group (referred to as internalized homonegativity). The strength of heteronormative socialization is powerfully illustrated in this quote from one-person show Nanette by the Australian entertainer Hannah Gaddby: “Seventy percent of the people who raised me, who loved me, who trusted, believed that homosexuality was a sin, that homosexuals were heinous, subhuman, pedophiles, 70 percent! And by the time I identified as being gay, it was too late, I was already homophobic. And you do not get to just flip a switch on that.”

How can we combat heteronormative beliefs?

Given that the expression of heteronormativity is pervasive, persistent and interwoven into the processes and culture of institutions, combating it is a real challenge. These challenges are compounded by the fact that sexual orientation and gender identity prejudice is increasingly subtle. Common approaches to combating heteronormative ideology are focused on reducing sexual orientation and gender identity prejudice. A review of the literature suggests that promising interventions are those aimed at evoking empathy and perspective taking toward sexual and gender identity minorities, or at developing alliances between minority and majority members (such as Gender-Sexuality Alliances in High Schools). Most interventions are neither based on research nor scientifically evaluated for their effectiveness. If we want to effectively reduce sexual orientation and gender identity prejudice, we need prejudice-reducing interventions that are robust across time and contexts and address both blatant and subtle forms of prejudice, as well as their underpinnings. We also need to change the context. In the workplace, a good starting point would be question the apparent distinction between the private and the public realm when it comes to sexual
“Organizations should not underestimate the power of context; even if they’re doing everything right to create an inclusive climate, their employees are still affected by the broader environment too.”

Read more on this topic from our Chair?

The Unrelenting and Insidious Nature of Heteronormative Ideology

Orientation and gender identity. The LGBTI+ networks have an important role to play here. They are uniquely placed to provide a safe space for LGBTI+ employees, facilitate alliances between LGBTI+ employees and their allies, and advocate for structural changes in the organization (e.g., at the policy level). While organizations tend to implement identity blind policies which focus on equal opportunities for employees by providing the same measures across the board. However, there are indications that in order to create an inclusive climate, identity conscious policies which focus on specific groups of employees are most effective. But organizations should not underestimate the power of the context: even if they’re doing everything right to create an inclusive climate within the organization, their employees are still affected by the broader environment too. This is especially important in countries where there is a hostile societal environment.

Great expectations

For further information, visit workplacepride.org or email info@workplacepride.org

The “Great Expectations” theme is therefore more relevant than ever in 2020! Change needs to happen and it needs to happen now. We expect workplaces where people of colour are given equal opportunities; We expect gender parity for women; and, perhaps above all, we expect workplaces where LGBTI+ people from all backgrounds can thrive without the fear of being who they are, who they love or how they express themselves, no matter where that is in the world.

literature

13. Great Expectations: envisioning a new decade of LGBTI workplace inclusion for its 2020 International Conference. Despite the dramatic changes that have taken place in society since the beginning of the year, the theme is still relevant and, perhaps, even more so! The year 2020 will undoubtedly go down in history as one of the most challenging that humanity has had to deal with in recent memory due to the COVID-19 global pandemic. The LGBTI community is facing additional challenges of marginalisation in many countries around the world due to the pandemic and it should go without saying that this also has an impact on the workplace. To put the marginalisation of LGBTI people into context, human rights organisation, Outright Now, conducted 60 rapid research interviews with LGBTI people in 38 countries and from all regions of the world on the impact of the pandemic. The report overwhelmingly shows that the challenges faced by LGBTI people as a result of the virus and surrounding containment measures are specific and amplified compared to the broader population. These include:

- Devastation of livelihoods
- Disruptions in accessing health care
- Elevated risk of domestic and family violence
- Social isolation and increased anxiety
- Scapegoating, societal discrimination and stigma
- Abuse of state power
- Concerns about organisational survival

(Click here to view the full Outright Now report)

All of these challenges directly impact how well LGBTI+ people are able to function at their place of work. Taken alongside other current and pressing issues such as the stark new awareness of racial discrimination in societies (including workplaces), gender inequality (that permeates workplace), the additional concerns of specific points to a new decade in which social change is well overdue.

The Unrelenting and Insidious Nature of Heteronormative Ideology

orientation and gender identity. The LGBTI+ networks have an important role to play here. They are uniquely placed to provide a safe space for LGBTI+ employees, facilitate alliances between LGBTI+ employees and their allies, and advocate for structural changes in the organization (e.g., at the policy level). While organizations tend to implement identity blind policies which focus on equal opportunities for employees by providing the same measures across the board. However, there are indications that in order to create an inclusive climate, identity conscious policies which focus on specific groups of employees are most effective. But organizations should not underestimate the power of the context: even if they’re doing everything right to create an inclusive climate within the organization, their employees are still affected by the broader environment too. This is especially important in countries where there is a hostile societal environment.

Great expectations

For further information, visit workplacepride.org or email info@workplacepride.org

The “Great Expectations” theme is therefore more relevant than ever in 2020! Change needs to happen and it needs to happen now. We expect workplaces where people of colour are given equal opportunities; We expect gender parity for women; and, perhaps above all, we expect workplaces where LGBTI+ people from all backgrounds can thrive without the fear of being who they are, who they love or how they express themselves, no matter where that is in the world.

Come join Workplace Pride, the global LGBTI community and all of our allies organisations around the world to tackle these important issues in the years ahead. Together we can design future workplaces in which all people and organisations will flourish. The time to act is now and the urgency is clearer than ever!
The Workplace Pride United Nations LGBTI Standards Toolkit is designed to support the business community in tackling discrimination against lesbian, gay, bi, trans and intersex (LGBTI) people around the world.

The UN Standards of Business Conduct themselves were developed several years ago as an initiative of the UN High Commissioner for Human Rights. Along with several of our members and other LGBTI focused NGOs, Workplace Pride was requested to take part in consultations to create the Standards which were officially launched in 2017. Since then, close to 300 companies around the world have now endorSED the UN Standards. This commitment translates into creating workplaces around the world where LGBTI people can truly be themselves and contributing to positive social change in the communities where they do business.

**WHY DO THE UN LGBTI STANDARDS OF BUSINESS CONDUCT MATTER?**

**LGBTI Workplace Inclusion, supports the LGBTI Community and supports Business**

**Social and Moral**
- Companies are operating in 70 UN member states which criminalise consensual same-sex activity, even with the death penalty.
- Companies that respect their employees expect zero tolerance for such discrimination or harassment.
- Put simply this is “The Right Thing to do”

**Talent and Leadership**
- Staff who are fully out at work have 70% higher retention rates.
- 72% of LGBTI alumni say they are more likely to accept a job at a company that is supportive of LGBTI employees.

**Productivity and Performance**
- Staff who are fully out at work have 70% higher retention rates.
- 72% of LGBTI alumni say they are more likely to accept a job at a company that is supportive of LGBTI employees.

**Brand and Reputation**
- LGBTI Consumers represent a $3.7 trillion market.
- 71% of LGBTI consumers are more likely to buy from a company that supports LGBTI equality.

**HOW DOES THE TOOLKIT WORK?**

For each of the UN LGBTI Standards we have identified two or three themes. Each theme is connected to templates which shows which actions are required, determines who needs to act and provides tools for activation.

**Respect human rights**

1. LGBTI Business Case
2. Code of Conduct
3. International Mobility and Safety
4. HR Policy and Practice
5. Self-Identification

**Eliminate discrimination**

6. Awareness and Training
7. Leadership Development
8. Employee Networks

**Provide support**

9. Supplier awareness
10. Customer Access

**Prevent other human rights violations**

11. Advocacy and Diplomacy
12. Civil society interface

**Act in the public sphere**

**A Message from The United Nations**

**Peggy Hicks**
Director of the Thematic Engagement, Special Procedures and Rights to Development Division
United Nations Office of the High Commissioner for Human Rights
In 2017, the Office of the United Nations High Commissioner for Human Rights, launched the UN Standards of Conduct for businesses tackling discrimination against Lesbian, Gay, Bi, Trans and Intersex (LGBTI) people.

This toolkit translates the Standards into a concrete step-by-step guide for businesses who are working to align their policies and practices with human rights principles with an eye to eliminating discrimination against LGBTI people in the workplace. Thank you for doing your part!

**A Message from The Government of the Netherlands**

**Yoka Brandt**
Secretary-General
Ministry of Foreign Affairs of the Netherlands

The UN LGBTI standards clarify the responsibility of businesses and other organizations to respect the human rights of LGBTI persons wherever they operate in the world. As there are many countries in which criminalization, discrimination, violence and stigma on the basis of sexual orientation, gender identity and expression, and sex characteristics are still of great concern, having these standards can support businesses and other organizations to operate while respecting the human rights of all.

**Project leader for the Workplace Pride UN Standards Toolkit:**

**Graham Sparks**
Global Consulting Partner

**Endorsing the UN LGBTI Standards is an important step forward in our work to create a diverse workforce, one where differences are understood, embraced and valued. Collaboration is the best way to achieve results. We welcome the opportunity to join other companies who have the same goals, under the umbrella of the United Nations.”**

**Ben van Beurden**
CEO

**“As global business leaders, we must set the example in our communities and create workplaces where every human being feels a sense of belonging and being valued. This is why the UN LGBTI Standards of Conduct is a welcomed common ground for collective action in support of lesbian, gay, bi, trans, and intersex people around the world. Holding ourselves accountable to these standards will strengthen Sodexo’s efforts to create an inclusive and safe culture for our LGBTI employees and LGBTI communities around the world. We invite other companies to adopt these standards and promote equality, fairness and advocate against discrimination and violence to make this a thing of the past.”**

**Margot Slattery**
Global Chief Diversity & Inclusion Officer

**“Baker McKenzie is committed to a diverse and inclusive culture where all of our people flourish, contribute their ideas and skills to the success of the business of the Firm and achieve a sense of meaningful wellbeing and purpose at work. Diversity and inclusion are foundational to the Firm’s global strategy and focuses on our clients and people, and the communities we serve. If we had to distil the O&D message into one tangible call to action - it would be this: we must show it, not just say it. Wherever we work, whatever role we fulfil in our Firm, we must not only ‘talk the talk’, but be sure to ‘walk the walk’. It’s important to all our People, and for our clients it is fast becoming a non-negotiable. Being a truly diverse and inclusive business is not just the right thing to do – it is business critical.”**

**Anna Brown**
Global Director of Diversity & Inclusion

For further information, visit workplacepride.org or email info@workplacepride.org
For further information, visit workplacepride.org or email info@workplacepride.org

The breakout sessions

To see the UN Standards Toolkit Breakout click here (https://youtu.be/wNEB-Ka4N2w)

To see the Open For Business Breakout click here (https://youtu.be/u80KJjaJ1Ls)

To see the Young@Workplace Pride Breakout click here (https://youtu.be/4pvsjVmcmRw)

To see the ILGA Europe Breakout click here (https://youtu.be/LxSfid85Ut8)

Friday, June 19th was the big day! After re-designing our entire 2020 program due to the global pandemic, overcoming numerous technological challenges, and shifting mid-stream to embrace the growing conversation surrounding the Black Life Matters movement, our 2020 Online Symposium finally hit the airwaves.

With over 400 registrations from 40 different countries, the Online Symposium provided an innovative forum to explore its theme of “Great Expectations: Envisioning a new decade of LGBTI workplace inclusion”.

The Symposium kicked off with a heartfelt interview with Claudia Brind-Woody from IBM who shared her own experiences as an open lesbian in Academia and the business world. While she faced many challenges in her career, Claudia pointed out that she also seized and created many opportunities simply by being herself. She left us with the meaningful quote from the poet and writer Maya Angelou who said: “My wish for you is that you continue. Continue to be who you are, to astonish a mean world with your acts of kindness.”

The future of LGBTI workplace inclusion, and indeed social and economic interactions on many levels was covered in four interactive breakout sessions dealing with:

- The economic impact of LGBTI inclusive cities (Open for Business)
- A deep dive into Workplace Pride’s toolkit for the UN’s LGBTI Standards of Business Conduct (Graham Sparks, Dow & Shell)
- The situation of the LGBTI community in Europe (ILGA Europe)
- Attracting young talent in the future (Young@WorkplacePride)

Perhaps the highlight of the Symposium though was the signing of the Declaration of Amsterdam by Unilever. In a recorded message, Allan Jope, CEO of Unilever, outlined how important it was for his company to support LGBTI inclusion in all of their activities around the world. While it will be an ongoing challenge, his signing of the declaration was a very powerful step in the right direction. Workplace Pride salutes this effort in support of the LGBTI community around the world, and encourages other organisations to do the same.

Allan’s recording was followed by an interview with two of his colleagues, Annie Schreuders and Frank Galestijn, who explored in more detail how they envisioned LGBT inclusion at Unilever in the coming year, and how the company will progress towards its goal of being the most diverse and inclusive company in the world!

Last but certainly not least, and after 6 years of dedicated service, the current Workplace Pride Chair, Mark Emdin, handed over the role to our new co-chairs Bianca Nijhof and Michiel Kolman. Both gave us an insight into their vision for the future and how the foundation will continue to reach out to our community worldwide. (Link to article with Press Release)

“Adapting to adversity comes natural to LGBTI people as we have had to do it all of our lives”

David Pollard, Exec. Dir. Workplace Pride
At IBM, we believe that progress is only possible when everyone is empowered to reach their full potential.

For more than a century, IBM has championed diversity and equal rights, for our company and the world.

IBM is proud to be a founding partner of Workplace Pride.

#InclusiveIBM
Amsterdam

The most LGBTI inclusive and competitive city in the world!

Amsterdam is one of the most innovative, globally connected and socially inclusive cities in the world. It comes as no surprise that it topped our City Ratings this year. Amsterdam has many of the ingredients that make for healthy and sustainable economies: Established multinational companies, a burgeoning start-up ecosystem, world-class universities, a high quality of life and strong innovation. Amsterdam not only excels at economic competitiveness; it also has a strong culture of LGBT+ inclusion that signals to the world that the city is open to all. We congratulate Amsterdam on its achievements and future progress!

"I am proud that Amsterdam is the highest rated city in the Open For Business City Ratings 2020. One aspect that sets cities like Amsterdam apart from others is its dedication to providing a welcoming and inclusive atmosphere for everyone, regardless of national origin, religion, sex, race, creed – or, indeed, sexual orientation and gender identity or expression. I am looking forward to continuing to work to ensure that Amsterdam remains inclusive and competitive and is a place where all people can live and work freely and openly."

Mayor Femke Halsema, Amsterdam

The Open For Business City Ratings establish an evidence base for LGBT+ inclusion and its connection to better business

What does it mean for a city to be inclusive and competitive? It means a number of things: to start with, it means a city is easy to operate in, with low barriers to setting up and running a business; and it has a transparent system of governance with a low risk of corruption. It also has a strong digital infrastructure; it’s a hub for skills and talent and has a healthy “innovation ecosystem”; it has a good quality of life and a dynamic cultural environment. Finally, an inclusive and competitive city is globally connected and a welcoming place for lesbian, gay, bisexual and trans (LGBT+) people, who are often among the most marginalised communities around the world.

Why does the world need another ranking?

Although there is a wealth of data on the many different perspectives on city performance, this is the only one to provide a consolidated view of how inclusive and competitive a city is. Data in the report shows that LGBT+ inclusion is vital to a city’s economic competitiveness and cannot be forgotten. However, most competitiveness ratings do not consider inclusion in their methodologies.
Cities around the world are facing an economic crisis due to the COVID-19 pandemic, the likes of which most have never seen before. As city policymakers work to respond, Open For Business has found that cities which are LGBT+ inclusive may be better able to weather the storm.

A Key Ingredient of Resilient Cities around the world are facing an economic crisis due to the COVID-19 pandemic, the likes of which most have never seen before. As city policymakers work to respond, Open For Business has found that cities which are LGBT+ inclusive may be better able to weather the storm.

Economic resilience is linked to LGBT+ inclusion

New analysis by Open For Business shows that cities which are more LGBT+ inclusive may be better placed for economic recovery:
• There is a strong positive correlation (0.67) between how resilient an economy is and how accepting it is of LGBT+ people.
• A one-point increase in social acceptance suggests a three-point increase in that economy’s economic resilience index, even when controlling for GDP per capita.

Economic resilience policies incorporate social inclusion

The connection between economic resilience and social inclusion is widely accepted by policymakers:
• The World Bank describes “inclusive communities” as a key dimension of sustainable, resilient cities.
• The OECD identifies “inclusive society” as a driver of resilience in a city.
• The IMF contends that an economy is “more fragile and less resilient when it is not inclusive”.
• A report by UN Habitat finds that inclusion is required for a “successful urban resilience agenda”.

Open For Business City Ratings 2020

In 2018, Open For Business established the evidence base for the connection between LGBT+ inclusion and economic competitiveness in cities around the world. They also launched the Open For Business City Ratings - the first ever global rating to measure how inclusive and competitive a city is.

The Open For Business City Ratings 2020 build on this and add much more. In the report, you will find new data strengthening the economic case, ratings for 144 cities around the world, and regional analysis of key trends. Cities are leading the way on LGBT+ inclusion, but this isn’t the case everywhere – and this has broad implications for economic competitiveness.

Workplace Pride and Open For Business cooperate in a number of ways and have several of the same members. Our work is complementary as Open for Business produces excellent LGBTI economic research while Workplace Pride interacts with organisations in a very comprehensive way to help improve their LGBTI policies and practices around the world.

For further information, visit workplacepride.org or email info@workplacepride.org
My whole self is welcome at ING

“I don’t wait for the right moment, to say I have a girlfriend”

Karin Geerts, 35, develops financial solutions for self-employed people and small companies at ING. Being lesbian has never been an issue for her at work. Pregnant with her first child, she hopes non-traditional families win more acceptance in the future.

I joined ING in 2009 as a finance trainee. But I must say, the finance function was not for me. So after my first assignment, I switched to Corporate Strategy – the ‘McKinsey’ of ING – and worked on a lot of international projects. After a switch to Marketing, today I work in an IT team. I really like the complex solutions that we develop in my team.

As a lesbian, I never experienced any problems at ING. Maybe I’m lucky. I’m also very open about it. In the past, I often waited until I was asked whether I had a boyfriend or was in a relationship, or I waited for the right time to tell that I had a boyfriend or was in a relationship, or I waited until I was asked whether I had a girlfriend. Whereas now, I just start talking about my girlfriend when I meet someone new, without waiting for a ‘right moment’ or waiting for how someone reacts. At a certain moment I thought: heterosexuals talk about their boyfriend or girlfriend at any random moment without any explanation or introduction; why shouldn’t I?

My expectations for LGBTI in the workplace in the future? I think being gay will become more normal and accepted in the next decade. The next stage is more acceptance for transgender people too. I also hope the vision of what a family means changes – that a family doesn’t just need a biological mother and father, but that there’s more acceptance for diverse [types of] families.

For further information, visit workplacepride.org or email info@workplacepride.org

For further information, visit workplacepride.org or email info@workplacepride.org
Diversity & Inclusion in the times of corona

In my role as the former head of the International Association of Publishers and executive at Elsevier, I have noticed that the publishing industry has responded to the challenges presented by COVID-19. Even as the Chair of Workplace Pride, the similarities of the publishing industry and those of our members from many different sectors is striking when it comes to diversity and inclusion during the pandemic. The article below was published in April from the perspective of the publishing industry, but the message about diversity and inclusion is just as relevant today.

Publishing industry Diversity and Inclusion. Michiel Kolman Friday, 24 April 2020

While many publishers are busy trying to keep their businesses running during the COVID-19 pandemic, it would be easy to dismiss diversity and inclusion (D&I) as just another aspect to address when times are better. However there are compelling arguments to put D&I high on the agenda in the communication to the employees.

"[the pandemic] is a portal, a gateway between one world and the next. We can choose to walk through, dragging the carcasses of our prejudice and hatred, our avarice, our dead rivers and smoky skies behind us. Or we walk through lightly, ready to imagine another world. And ready to fight for it."

Perhaps less poetic and more local and practical, in my hometown Amsterdam we are embracing the ‘doughnut’model to restart the local economy post pandemic. It sets a minimum standard based on the Sustainability Goals (the SDGs) which is a blueprint for the planet and its population, while home schooling and baby sitting their children at the same time.

For businesses, it is well established that organizations that embrace D&I perform better financially, which is driven by the fact that they take better decisions, they are more creative and more innovative. It is these three benefits of D&I that can be absolute life savers during and after the pandemic. Which organization doesn’t want to take superior decisions and find more creative solutions in times of crisis?

For example, in Spain the best-selling author Javier Castillo is meeting 60,000 readers in lockdown to learn more about his new novel The Snow Girl. And the Penguin Talks program connects young people with the world’s leading writers and thinkers from Michelle Obama to Margaret Atwood to Stormzy.

The STM (Science Technology Math) publishers collectively worked hard to make crucial COVID-19 information freely available fast. Closer to home at Elsevier we launched the Corona virus information center for researchers, health professionals and patients. At Elsevier we announced in January the launch of the D&I board of international experts with an initial focus on gender diversity and inclusion. This board has been convened recently. Moreover the topic of D&I has remained prominently on the agenda in the communication to the Elsevier staff. And I think this is important. It signals strongly that D&I is part of our core values and it also makes clear that during the pandemic we are all in it together and solidarity among colleagues is now more important than ever.

How about post pandemic? Publishers do not operate in a vacuum and are part of the greater ecosystem. It remains to be seen whether COVID-19 will be catalyst for broader societal change. As the novelist Arundhati Roy put it:

"This is the perspective at the corporate or company level. In society and in politics we see that the pandemic will put increased pressure on the underprivileged and certainly on minorities and women – exactly the communities we are addressing in D&I policies. We already see that the more autocratic regimes have used the Covid-19 crisis as the motivation to limit personal liberties and that is not good news for minorities. That will also make the IPA’s fight for Freedom to Publish an even harder one. We also see that the worsening economic situation will put women under more pressure than men. It is therefore of utmost importance that in the workplace, that for the employees in the publishing industry, there can be true inclusion for all, and a sense of belonging, for men and women, for straight and LGBTI colleagues, for white staff and coworkers of color, for able-bodied colleagues as well as staff with disabilities. Even more because:

‘doing the right thing’ for the staff we employ will also bring such exceptional creative and innovative power: crucial characteristics during and after dramatic change.

This pandemic, devastating as it is, is also an opportunity for a better and fairer world, as well as more diverse and more inclusive publishing houses. The opportunity is now – let’s embrace it in our publishing community. And the role of the IPA will be one of best practice sharing, but surely also as a catalyst of change, as a trailblazer for a better and fairer world in which publishers can flourish, have the true freedom to publish, and in which our employees can thrive."

By Michiel Kolman, Co-Chair Workplace Pride and VP at Elsevier

For further information, visit workplacepride.org or email info@workplacepride.org