LGBTIQ+ Workplace Inclusion Symposium

15 September 2023

Leiden University
• The symposium is being recorded. Avoid the front seats if you prefer not to be seen in the recording.

• Communicating about the symposium on Twitter/Insta? Please include @UniversiteitLeiden and @WorkplacePride
Welcome by Michiel Kolman
Workplace Pride Co-Chair and Senior VP at Elsevier
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Introduction by Jojanneke van der Toorn

Professor of LGBT+ workplace inclusion at Leiden University
Meeting tips and rules

• The symposium is being recorded

• To ask questions and make comments, raise your hand

• Please use respectful and inclusive language at all times

• Communicating about the symposium on Twitter/Instagram? Please include: @UniversiteitLeiden @WorkplacePride #lgbtiqinclusion
Keynote by Teri Kirby

“Inclusive” definitions of diversity: Ironic effects on the LGBTQ+ community
Overview

What are the implications of shifting our definition of diversity?

Why do people engage in these processes?

• Motivations for broadening
• Motivations for focusing on belonging/inclusion
First there was ‘diversity.’ Then ‘inclusion.’ Now HR wants everyone to feel like they ‘belong.’

Everyone is Diverse!

Published on July 27, 2019

Always remember that you are absolutely unique. Just like everyone else.

- Margaret Mead
Who Counts as Diverse?

Are definitions of diversity **broadening**? (Edelman et al., 2001; Tatli, 2011)

- Social category vs. informational/functional diversity (van Knippenberg et al., 2004)
- Surface-level vs deep-level diversity (Mohammed & Angell, 2004)
- Demographic vs viewpoint diversity (Howard, Cervone, & Motyl, 2021)

Demographic vs. Broad
Is Broadening More Inclusive?

By definition, yes?
Safer for minoritized groups (e.g., LGBTQ+ community)?

Group-level identities crucial for minoritized groups (Gerard & Hoyt, 1974)
Need for differentiation? (Leonardelli et al., 2010)
Is Broadening More Inclusive?

Downplays demographic identities

But also downplays role of power dynamics in constructions of diversity

Puts prejudice/discrimination concerns in same category as every other individual characteristic (also see Kteily & Richeson, 2016).
Is Broadening More Inclusive?

Or does it detract from the original intention of diversity initiatives:

*To protect oppressed groups from discrimination and facilitate their inclusion* (Kelly & Dobbin, 1998)

Does it DILUTE diversity?
Is Broadening More Inclusive?

## Study 1: Statement Coding

<table>
<thead>
<tr>
<th>Demographic</th>
<th>Broad</th>
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<tbody>
<tr>
<td>Demographic groups, particularly ones protected from discrimination, such as ethnicity, race, gender, sex, sexual orientation, nationality, religion, disability status, age</td>
<td>Individual characteristics, such as personality, skills, abilities, talents, life experiences, background, working styles, expertise, perspectives, views</td>
</tr>
</tbody>
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**Broad+Demo = Both**
Deeply rooted in our values and principles is the need to respect each colleague as an individual at Marsh. Colleagues are our most valued asset. Diversity of thought, opinions, and skills set Marsh apart and help enable us to improve the services we provide to our clients.

Prevalence (2020)

- Broad: 48%
- Broad-Demo: 15%
- Demographic: 37%

Has increased since 2014
Studies 2-4

Diversity Dilution

Broad vs Demo vs Broad+Demo

Interest/Identity Disclosure

275 US sexual minority participants (42% bisexual, 31% lesbian, 15% gay, 7% queer, 4% pansexual, and 2% unspecified) from Prolific (77% white)
We define diversity broadly, appreciating diversity of thought, style, technical capabilities, personality...

"Anyone can be diverse – inclusion is about everyone. Be it an introvert, be it a left-handed person, be it a libertarian, be it a visual learner, we ensure that every individual is comfortable in the EGD environment and we seek to build up diversity in our workforce. We consider these factors in our hiring and in our company diversity initiatives – we want everyone to be themselves and have initiatives geared towards their uniqueness and growth."

- Phillip Wilson, CEO, on diversity

EGD-Sponsored Communities

- Free Spirits Unite
- Introvert Inclusion Group
- Mathematical Thinkers
- Night Owl Advocacy Commission

Click here for a full list of EGD-sponsored communities
We define diversity broadly, appreciating diversity on the basis of race, ethnicity, age, gender...

& Broad+Demo Condition

Demographic Condition
Study 2: Broadening Increases Dilution

This organization has lost sight of the original meaning of diversity

*I would be likely to disclose my sexual orientation

\[ F(2, 268) = 39.99, p < .001 \]

\[ F(2, 267) = 9.57, p < .001 \]

Error bars = SE
Summary

Sexual minorities and people of color view broadened definitions of diversity as a *dilution* of its original purpose

- Only hurts interest and id disclosure if broadened without demographic
- Do they assume marginalized groups are still the priority?

In follow-up research, organizations with broad statements have lower representation of people of color (Hildebrand, Kirby, & Kung, in prep)

Yet, these are most common approaches
Google is committed to bringing together people—in our workforce, our industry, and on the web—who have a broad range of attributes, experiences, and points of view. We believe our differences make us stronger, and produce better, more innovative work.

Identity-blindness = minimizing diversity or difference to focus on similarities
Underlying Motivations

Identity-Blind Beliefs

We should treat citizens of this country as Americans and not as members of particular ethnic, religious, or sexual communities.

Anti-Egalitarian Beliefs

An ideal society requires some groups to be on top and others to be on the bottom.

Broadening


498 straight, White undergraduates in U.S. psychology department (68% women)
Underlying Motivations

Anti-Egalitarian Beliefs

Identity-Blind Beliefs

?
Underlying Motivations

- Anti-Egalitarian Beliefs
- Identity-Blind Beliefs
- Non-demographic
- Advantaged demographic (straight/cis)
- Disadvantaged demographic (LGBTQ+)

Who should be included in the initiative below? [Mentoring program, student center, etc]
Underlying Motivations

Anti-Egalitarian Beliefs

Identity-Blind Beliefs

- a path: $b = .79, p < .001$
- c' path: $b = -.31, p < .001$
- c path: $b = -.18, p < .001$
- b path: $b = -.18, p < .001$

Non-demographic

Advantaged demographic (straight/cis)

Disadvantaged demographic (LGBTQ+)
Summary

Some preliminary evidence that identity-blind/anti-egalitarian motives might underlie shifts in diversity rhetoric

Dovetails with findings that dominant groups have lower threshold for labeling an organization as “diverse”

• Driven by a desire to maintain their standing in social hierarchy (Danbold & Unzueta, 2020; Unzueta et al., 2012)
Beyond Broadening: Why Rhetoric Shifts?

First there was ‘diversity.’ Then ‘inclusion.’ Now HR wants everyone to feel like they ‘belong.’
Motivations for Belonging Initiatives

“Diversity is being invited to the party and inclusion is being asked to dance” (Gündemir et al, 2023)

Belonging/inclusion crucial for queer community (Kirby et al., in press)

But everyone has a strong need to belong (Baumeister & Leary, 1995)

Belonging initiatives may seem broadly appealing to everyone

• Even if original intention was LGBTQ+ or other minoritized groups

Dominant groups associate themselves more with belonging than diversity (Kirby & Zhang, in prep)
Diversity comes in many forms, both visible and invisible. It’s the unique differences we all have that you can see and/or describe. Inclusion is about having a culture that truly embraces and appreciates those differences. Where everyone experiences a sense of belonging and has the opportunity to be their best.

**Belonging/Inclusion Prevalence**

<table>
<thead>
<tr>
<th>Term</th>
<th>2014</th>
<th>2020</th>
</tr>
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<tbody>
<tr>
<td>Inclusion</td>
<td>136</td>
<td>193</td>
</tr>
<tr>
<td>Belonging</td>
<td></td>
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Notice anything else about this statement?

**Example**

Diversity comes in many forms, both visible and invisible. It’s the unique differences we all have that you can see and/or describe. Inclusion is about having a culture that truly embraces and appreciates those differences. Where everyone experiences a sense of belonging and has the opportunity to be their best.
Motivations for Belonging Initiatives

Identity-Blindness (via Broadening)

χ²(N = 247) = 3.52, p = .061
Representation in Leadership

No Inclusion

Inclusion

Minoritized Representation (%)

No difference in lower levels of org

$t(1, 92) = 2.37, p = .010, d = 0.26$
Motivations for Belonging Initiatives

Identity-Blind Beliefs

Need to Belong

I have a strong “need to belong.”

Belonging Focus

A mentoring program...
...to foster the advancement of diverse groups of people

VS

....to foster inclusion

354 straight, White undergraduates in U.S. psychology department (48% women)
Initiative Endorsement

![Bar chart showing initiative endorsement between Diversity and Belonging. Error bars represent SE.](chart)

\[ F(1, 362) = 30.05, p < .001, d = 0.21 \]

*Error bars = SE*
Identity-Blind Motivations?

Even when controlling for need to belong!

Even when controlling for need to belong!

$r = -0.29, p < .001$

$r = -0.59, p < .001$
Summary

Dominant group members support belonging over diversity initiatives
Not clearly motivated by desire to help minoritized groups belong
Appears to be motivated by a self-focused orientation
  • But not one’s own belonging needs
  • Instead, by desire to maintain the hierarchy

But belonging/inclusion is so crucial for the queer community!
Thank you!

Collaborators
Nicole Russell Pascual
Laura Hildebrand
Junming Zhang
Casey McMahon

Research Assistants
Britney Ramos
Shannon Sturt
Trina Makalintal
Jacob Lo
Keynote by Jojanneke van der Toorn

Heteroprofessionalism: Its implications and the importance of an LGBTIQ+ inclusive climate
What do these people have in common?
What do these people have in common?
What do these people have in common?

Women
Actresses
Blonde
What do these people have in common?

Black

Women

Famous
People are blind to the norm category
What is the norm?

MALE
WHITE
HETEROSEXUAL
CISGENDER
ABLE-BODIED
The workplace is heteronormative

Van der Toorn (2019); Van der Toorn, Pliskin, & Morgenroth (2020)
Manifestations of heteronormativity at work

UK residents
18+
Self-identified heterosexual or LGB+
Working with > 3 colleagues
→ 99 LGB+ & 99 non-LGB+

Zhou, Jaspers, & Van der Toorn, in prep
Manifestations of heteronormativity at work

Group
(LGB+ vs. non-LGB)

Work-sexual Identity conflict

Zhou, Jaspers, & Van der Toorn, in prep
Manifestations of heteronormativity at work

Group (LGB+ vs. non-LGB) → Work-sexual Identity conflict → Workplace well-being

Zhou, Jaspers, & Van der Toorn, in prep
The importance of an inclusive climate

Inclusive climate → Work-sexual Identity conflict → Workplace well-being

Group (LGB+ vs. non-LGB)
How can an inclusive climate be achieved?
Diversity Approaches

Identity-Blind Approach

Identity-Conscious Approach
Diversity Approaches

Identity-Blind Approach

- Everyone is an individual first. We should focus on individual differences and/or similarities
Diversity Approaches

Identity-Blind Approach
- Everyone is an individual first. We should focus on individual differences and/or similarities

Identity-Conscious Approach
- Everyone has a different social identity, which is valuable and affects their lived experience
Mor et al., in prep
Social identity contingencies

• The range of vulnerabilities and opportunities a person expects to face based on the settings’ response to one or more of the person’s social identities.

• May be physical, ideological, and social.

Purdie-Vaughns, Steele, Daies, Ditlmann, & Crosby, 2018
Identity Safety

Identity is Valued ➔ Authenticity

Identity is Welcomed ➔ Belonging

No de-evaluation/hinderances as a result of identity ➔ Justice
Heteronormative Environment
Heteroprofessionalism
Identity safety
Methods

N=407;466

UK LGBTQ+ Participants – Prolific

Vignette Design:

- Diversity Statements
- Between-subject design

- Organizational Attractiveness
- Belonging
- Authenticity
- Justice
Organizational D&I statements

• On the next page, you will be presented with a statement from the webpage of an organization called Wynn Inc. Please carefully read the statement and answer some questions about this organization. We are interested in your first impressions.
Our Mission

While other firms mistakenly try to shape their staff into a single mold, we at Wynn Inc. believe that embracing our differences enriches our culture. We feel that focusing on diversity fosters a more unified, exciting, and collaborative work environment.

The best work environment can be achieved if we better appreciate our differences and recognize and celebrate unique contributions that employees bring in based on their group memberships. Such an environment helps not only us but also our clients.

At Wynn Inc., as soon as you walk through our doors, you'll appreciate the strength that we derive from the diversity in race, ethnicity, gender, sexual orientation and religion of our employees.
Diversity Vignettes

- “recognize at the core we are all the same…”
- “you’ll appreciate the strength we derive from our similarities irrespective of race…”
- “appreciate our differences and recognize and celebrate unique contributions…”
- “you’ll appreciate the strength we derive from the diversity in race…”
Organizational attractiveness

• For me, this company would be a good place to work.
• I would not be interested in this company except as a last resort. (R)
• This company is attractive to me as a place for employment.
LGBTQ+ participants

Mor, Gündemir, & Van der Toorn, in prep
Underlying mechanisms

Identity consciousness vs. blindness + Fairness + Belonging + Authenticity + Organizational attractiveness

Mor, Gündemir, & Van der Toorn, in prep
Mor et al., in prep: Consequences

Mor, Gündemir, & Van der Toorn, in prep
Van Winden et al., in prep
Panel discussion moderated by Kshitij Mor

Allyship: How to effectively engage the majority on behalf of the minority
Panel members

Jason Jie
Deloitte / U Tilburg

 Liesbeth van de Garde
UWV

 Marijn Pijnenburg
IBM

Kshitij Mor
Moderator
Opening of the Academia@WPP year
by dr. Michiel Kolman
Academia@WPP Lead and Workplace Pride Co-Chair
Opening of the 2023/2024 Academia@WPP year at Leiden University

- Michiel Kolman, PhD
- academia@WPP lead
- Co-chair Workplace Pride board
Mission/Vision of Academia@WPP

• To contribute to academic and research workplaces in which all staff, students and faculty members **belong and can be themselves**.

• To acknowledge that Academic and Research organisations work differently than other organisations. Leverage this **unique** starting point to bring us together.

• Academia@WPP contributes to the **knowledge** generation and dissemination, in coordination with the work of the WPP Chair, Jojanneke van der Toorn.
Activities 2023

Feb 15 – Company visit at The Green Village - TU Delft 15 February 2023
“Diversity in the Built Environment”

May 26 – Roundtable International conference:
“Creating Brave(r) and Safe(r) Spaces in Academia”

August 30 – Women@Academia event
“The power of women in the age of superdiversity”

Sept 15 – Symposium and opening Academia@WP year
Upcoming events for 2023

- **11 October** – Twente symposium on *Happiness & Pride* – on Coming Out Day
  - 12 hr -5 hr plus drinks; in Enschede
- **3 November** – Workplace Pride *Impact Awards Gala* in scheepvaartsmuseum (maritime museum) in Amsterdam
- **8 December** – Purple Friday event together with Young@WPP and Tech@WPP
Possible topics for 2024:

**Self-ID**: Discussion of Self-ID at universities / research orgs: legal/org challenges to implement. Once available not that many employees participate as shown by some multinationals.

**Pride Flag**: Introduction of the new Progress Pride flag also representing intersex: how is this perceived in the academic rainbow community?

**Rainbow Families**: how are they supported in academia (HR support, parental leave for all parents, the pushback). See also the HR session below.

**VR & gender identity**: Research at TU Delft into VR experience of someone who is transgender or non-binary. Saxion has VR lab which could offer this – time for a ‘company visit’ to Saxion?

**Politics & queer (academic) community**: World and EU elections in 2023/2024 (50 key elections globally): impact on queer community in academia and beyond.

**Dedicated HR session**: parental, transition leave, HR systems and gender identity, etc. Idea to bring HR Director (possibly your HR ally) to this event.
Thank you!
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15 September 2023

Leiden University