LGBT GREAT

Striving for More©

Authentic Allyship Guide

Contents

1. Introduction: Allyship In Context

Welcome! 'Allyship' is a term whose meaning has become obscured. The Cambridge Dictionary defines allyship as "the quality or practice of helping or supporting other people who are part of a group that is treated badly or unfairly, although you are not yourself a member of this group" (2022).

This definition outlines the active elements of allyship clearly - helping and supporting. When promoting allyship within a business it can be easy for what is helpful and supportive to become obscured by what is good for a brand. This allyship guide has been designed with the intention to promote and model effective, constructive allyship where tangible strategies for support form the backbone of allyship initiatives.

When we talk about allyship, we must go beyond the performative. But how do we determine what is performative allyship and what is authentic allyship?

	PERFORMATIVE ALLYSHIP	AUTHENTIC ALLYSHIP
CELEBRATING PRIDE MONTH	Spending budget on cupcakes, balloons, making pride a 'party'.	Reviewing internal policies for LGBTQ+ inclusion, spending budget on internal training, platforming LGBTQ+ voices in the company.
RACIST COMMENTS FROM ONE COLLEAGUE TO ANOTHER	Only speaking up once matter has been escalated by other parties.	Active bystander intervention, reporting and escalating matters to HR/relevant senior leadership
ADDRESSING GENDER INEQUALITY	Posting about International Women's Day on LinkedIn- and doing nothing else	Speaking up when women are talked over in meetings, initiating internal pay disparity assessment, reviewing and updating internal childcare & pre-natal support policies.

Through these examples we can see the difference between performativity and authenticity; performativity can make us 'seem' good to the outside world at first glance. Authenticity does measurable good at all levels, albeit sometimes at a cost. Performativity is easy but is ineffective in changing workplace culture in the long-term. Authentic allyship takes courage and can involve taking some risks to one's position within a company - or even externally. At LGBT Great our conviction is this; it is a risk worth taking and building any powerful, effective and inclusive company involves some level of discomfort. Authentic allyship isn't about walking the path already carved out in front of you - it means being willing to endure your own discomfort and the discomfort of others to do the right and effective thing in a way others have not done before.

"We must always strive for more and this includes me. Authentic allyship is more than a concept - it is a set of established practices and approaches that can be quantified, replicated and disseminated amongst communities and organisations. This guide is a launchpad for authentic allyship - but maintaining effective allyship practices involves a continual engagement with resources and the perspectives of those outside of our default social circles. "

Matt Cameron (he/him), CEO of LGBT Great

2. What is at Stake?

Naturally, the question we may next be inclined to ask is "why does authentic allyship matter?". What is at stake for your business and your people when we are not willing to integrate authentic allyship into your workplace culture and practices?

1. Employer Reputation and Trust

When it comes to workplace inclusion, the numbers are stark. In LGBT Great's research *Powering Proud Work*, we discovered the following insights about LGBTQ+ welfare in the workplace:

- About **62%** LGBTQ+ respondents **agreed / strongly agreed** that they would be **more inclined** to apply for a role at an organisation if they had been formally assessed for **LGBTQ+ inclusion**.

- **60%** also said that they would feel more comfortable sharing their personal data with such organisations.

- LGBTQ+ employees were **28% more likely** to have a concern in submitting their **diversity data** when compared to non-LGBTQ+ employees.

- About **6 in 10** LGBTQ+ respondents also think that **current job boards** in the market need to be **more LGBTQ+ inclusive**.

- **6 in 10** LGBTQ+ respondents would actively **consider leaving their job** for a company that was **more LGBTQ+ inclusive**.

- 4 in 10 senior employees and executives would **leave their current roles** to find a company that is **more LGBTQ+ inclusive**.

- **1 in 4** LGBTQ+ respondents **did not think that leaders/ senior executives** were **effective allies** to the LGBTQ+ community.

2. Connectivity and Access to the Global LGBTQ+ Marketplace

The LGBTQ+ market is a vibrant and dynamic client segment with tremendous economic impact and potential for growth. Embracing and addressing the needs and aspirations of this community is essential for businesses striving to succeed in a diverse and inclusive global economy.

The LGBTQ+ population is estimated to represent 5-10% of the global population. With increasing awareness and equality, the LGBTQ+ community is experiencing significant consumer segment momentum.

According to LGBT Capital, the global spending power of this community (LGBTQ+-GDP) is approximately US$4.7 trillion annually, based on a 15+ LGBTQ+ population of about 388 million people worldwide.

Additionally, the global household wealth of the LGBTQ+ population (LGBT-Wealth) is estimated to be around US$30 trillion, reflecting their substantial economic influence and investment potential.

Requests for Proposals (RFPs) and Asset Allocation

Scrutiny on LGBTQ+ issues is increasing from Asset Owners and Investment Consultants. The Asset Manager Diversity and Inclusion Questionnaire is a tool that standardises complex diversity metrics beyond gender to improve disclosures. This initiative, along with the **Asset Owner Charter Toolkit**, supports the implementation of the Charter, covering critical topics like manager monitoring and selection. These efforts are designed to enhance transparency and drive meaningful progress in diversity and inclusion.

LGBTQ+ workplace inclusion is often reduced down to 'awareness training' and Pride events - but the needs of the LGBTQ+ community are more complex and serious than matters of awareness and visibility. As is evidenced in the statistics shown, fundamental changes to workplace culture are required to ensure the psychological safety of LGBTQ+ employees.

For LGBTQ+ talent who wish to bring their best selves to work, the barriers to inclusion are numerous and exhausting to face. As allies, you can bear some of this weight - to help carve out space for your LGBTQ+ colleagues and work collaboratively to achieve measurable change. This guide is designed to equip you with the knowledge, strategies and motivation to take your approach to allyship to the next level.

3. Allyship in Action

Given the business case at hand for workplace equity, diversity and inclusion, it is important that you and your teams feel equipped to achieve your DEI goals through authentic allyship. To ensure your approach to allyship remains effective, we should be able to identify authentic (and performative) allyship.

Your approaches to allyship and our DEI initiatives should always be assessed as objectively as possible before implementation - and there are questions we can ask ourselves to enact this assessment. When considering the authenticity or performativity of allyship, consider the following:

1) Who stands to benefit from these actions / initiatives? Is it predominantly the people affected, or predominantly the company brand?

2) Are my decisions grounded in the expressed interests and beliefs of the people affected? If not, how do I realign my decisions?

3) Do these actions / initiatives disrupt the status quo? Are you protecting and unfairly prioritising the comfort of those in power?

4) Is what I am *doing* as an ally, speaking louder than what I am *saying* on the subject at hand? How do I centre my allyship around actions, instead of words?

The above questions should be asked routinely throughout any DEI initiative or process of intervention - at conception, execution and upon reflection. Some of these questions can make us uncomfortable; challenging social norms can be an anxiety-inducing practice. However, discomfort is a central component of the learning process of allyship; it brings us closer to taking responsibility for our own areas we need to learn more about and rebuilding our internal schemas around equity, diversity, inclusion and justice.

These are also questions that prompt us to continually consider our own position and what we can stand to learn from others; allyship is a continual practice, not a finish line that we cross.

Allyship in Action

No one person can become an expert in the human experience and authentic allyship and all people (even the LGBT Great team!) remain within a continuous learning process as active allies.

It is impossible for any one person to learn, understand and internalise the lived experience of every other person- and thus there will always be opportunities to learn from our colleagues and associates and adjust our world view accordingly.

As evidenced in the above, authentic allyship is fundamentally grounded in actions - but the actions behind authentic allyship can take many forms. So, if we outlined the core principles of allyship in action, what would they look like? Our checklist below is a thorough (but not comprehensive) guideline of what allyship - at all levels of seniority or reach - can and should involve.

- **Inclusive language** - Addressing how internal biases are reflected in our language is a powerful approach to internalising effectively allyship practices. For example, swapping male-oriented language (e.g. manpower, mankind) or binaristic language (e.g. ladies and gentlemen) for gender-neutral terms is a small act of inclusion that signposts you as a trusted person for LGBTQ+ employees.

- **Active listening** - Active listening involves engaging with a speaker and their content, asking specific questions about the matter at hand, demonstrating relevant empathy and sympathy, and internalising what they have shared for personal reflection and application. Active listening is a crucial facet of allyship as it demonstrates recognition of the value of a person's perspectives, even when they are (very) different from our own.

- **Intervening in conflict or microaggressions** - Bystanders to acts of conflict and microaggression can apply their allyship principles in de-escalating, neutralising and, where needed, intervening in these encounters. Directly addressing the person making the mistake and calling out their behaviour and/or checking in on the welfare of the person affected can demonstrate to others that the workforce stands alongside marginalised people. This, in turn, improves the psychological safety of marginalised employees in the workplace.

Allyship in Action
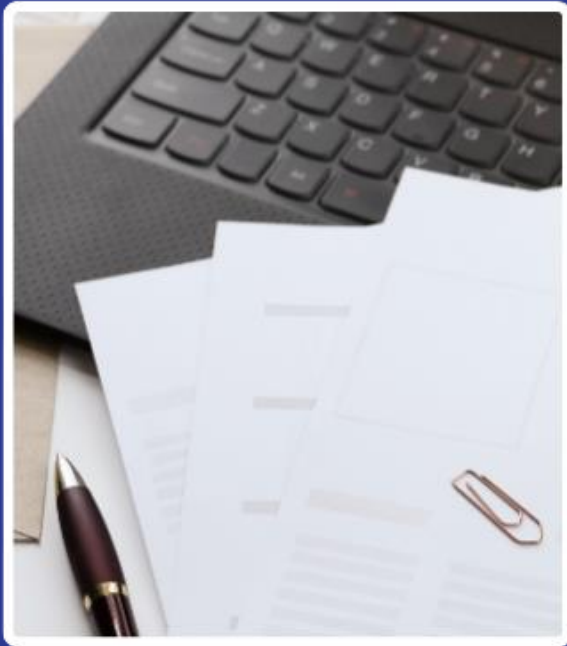
- **Empowering Workplace Policies** – Encouraging regular policy reviews on DEI matters can have a profound impact on worker welfare. These policy reviews can be made around key awareness dates (e.g. reviewing remote working/ tech accommodations during Neurodiversity Celebration Week) or any time of year. Regardless of seniority, making these calls to action can be highly effective and can vastly improve workplace accommodations and inclusion practices.

- **Educating Others** – Often, the responsibility to educate people on the challenges faced by a marginalised community falls upon members of that community themselves. For some, this level of responsibility can be exhausting, emotionally taxing and takes away time from their work deliverables. The distribution of this work can be adjusted when allies step up, take responsibility, as well as educate and disseminate knowledge to those around them. Examples of this could be intervening in conversations to explain sensitive subject matter to colleagues or advocating on a DEI issue on the behalf of someone who is not in the room.

- **Leveraging Your Platform** – Using your influence, authority and seniority can be a tremendous act of allyship. Many believe that this approach to allyship is only relevant to senior leadership, but we strongly believe everyone has the potential to step up as an authentic and impactful ally, using their voice and actions to drive positive change to the communities around them. Leveraging your platform can also involve acts of mentorship, such as bringing more marginalised employees up the ladder behind you through training, guidance and support.

- **Pay Equity** – Being open and explicit about your salary and holding employers accountable to equal wages is perhaps one of the most transformative acts of allyship. By speaking up when colleagues in the same role or department are being markedly underpaid, you can take leveraging your platform even further and hold employers accountable for these disparities. Companies also can really walk the walk here through open and transparent pay banding, collecting and publishing pay equity/parity reporting.

4. Approaching Allyship Intersectionally

If you have engaged in DEI or workplace allyship in the past 5 years, you have probably come across the term 'intersectionality'. Moreover, you will have likely come across the term being misused as a synonym for 'inclusion'. So, what does intersectionality truly mean - and how is it relevant to allyship?

Intersectionality is a term coined by legal scholar and human rights activist Kimberlé Crenshaw in 1989. Crenshaw originally used this term to describe how the discriminatory and prejudicial experiences of African-American women were not merely explained through the sum of racism and sexism. Crenshaw argued that where racial and gendered identity intersected- like roads at an intersection- they created a unique identity which was more than both facets combined.

Intersectionality is a methodology which explores how the interactions between our personal characteristics (including but not limited to: gender, sexuality, race, physical ability, social class, socioeconomic status, nationality) create complex identities, identities which can be adversely impacted by a multitude of conscious and unconscious discriminatory practices and prejudicial perspectives. If we return to Crenshaw's example of African-American women, we can see how the discrimination faced by Black women (termed misogynoir*) is more than 'racism + sexism'.

We can see how this becomes relevant to allyship, that in understanding the nuances of the inequality faced by our colleagues and peers, we must also understand the nuances of their identity. There is a complex interplay of characteristics and accompanying biases - and allyship means listening to those whose intersectional lived experience can provide us with essential insight and skills as an ally.

So how do we practically apply an intersectional lens to our allyship? Our Intersectional Considerations table on the next page provides a few examples of where our key focus (LGBTQ+ inclusion) requires expansion to consider how LGBTQ+ people from different class, race, socioeconomic and disability backgrounds can also be accommodated for.

*An example of Misogynoir?

It has been shown that in some instances Black women are falsely considered "unfeminine" because of how standards for femininity and physical beauty are grounded in reductive Eurocentric stereotypes; put more plainly, because white women are considered the 'default' woman, Black femininity is not perceived as legitimate. Misogynoir does not affect white women as sexism does, nor does it affect Black men as racism does. it is a unique form of discrimination born from the complex intersectional nature of social politics.

LGBTQ+ WORKPLACE CONTEXTS	INTERSECTIONAL CONSIDERATIONS
OFFSITE PRIDE EVENT	Venue accessibility (disability), diversity of speakers (all protected characteristics), cost of transport/entry (socioeconomic status, class), paying for sign language interpreters if required (disability).
LGBTQ+ POLICY REVIEW	Ensure support for birthing/adopting parents is equal across all levels of company (class), ensure relevant HR paperwork is accessible and uncomplicated (disability, neurodiversity).
INCLUSIVE LANGUAGE TRAINING SEMINAR	Addressing correct name pronunciation and etiquette as well as pronouns (race, class), providing training materials ahead of time where possible (disability, neurodiversity), providing visually accessible training materials (disability), using closed captioning software for hybrid events (disability).

Intersectional allyship is a lens you can use to assess inclusion from multiple angles and perspectives. Approaching allyship intersectionally is fundamentally about considering who can fit through the door you have opened and how to ensure people from as many different backgrounds and communities as possible can be accommodated for.

5. Archetypes of Allyship:
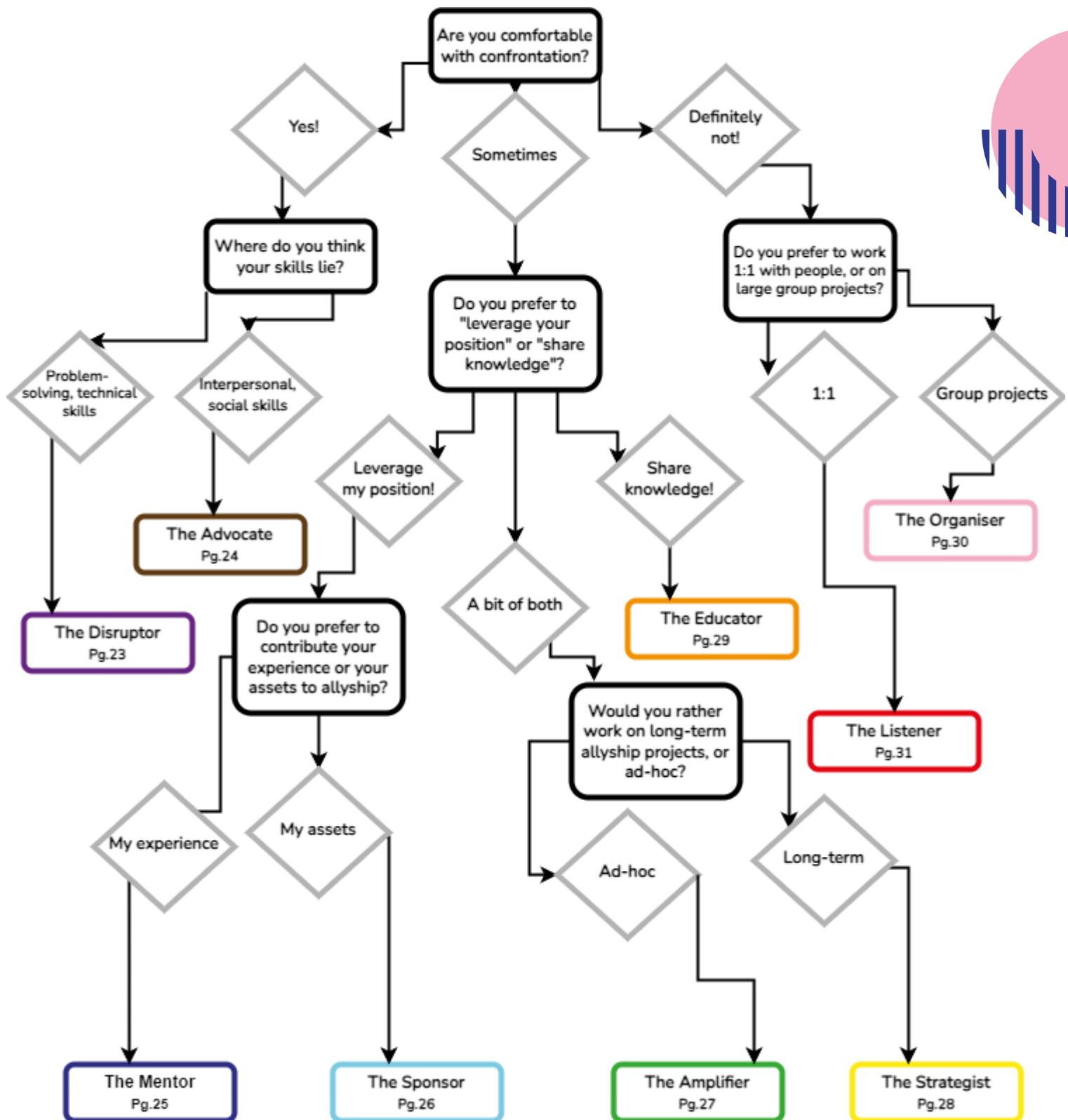## Developing Your Strategy

You may be curious about what it would look like for you or those around you to be effective allies; you may also be apprehensive about where to begin with your allyship. Oftentimes, conversations about allyship can become overwhelming - we may feel a pressure to do 'everything' right to be a 'true ally'. However, effective allyship takes many forms and identifying your own allyship approach is predominantly about learning to play to your own strengths.

If you are interested in understanding your own approach to allyship, use our flowchart below to identify your 'allyship archetype' - each archetype is outlined in Appendix A of this guide and provides an overview of your approach, as well as tips and tricks for applying allyship in your workplace.

As our flowchart demonstrates, allyship can be enacted in many different forms, finding the strategy that works for you is about applying your strengths and attributes to transformative, measurable change. As each archetype demonstrates, effective allyship can emerge at different career stages and through various job roles; the only key component that all these archetypes share is an intent to act.

9 Archetypes of Allyship ©

Are you comfortable with confrontation?

- **Yes!**
  - **Where do you think your skills lie?**
    - **Problem-solving, technical skills** → The Disruptor Pg.23
    - **Interpersonal, social skills** → The Advocate Pg.24

- **Sometimes**
  - **Do you prefer to "leverage your position" or "share knowledge"?**
    - **Leverage my position!**
      - **Do you prefer to contribute your experience or your assets to allyship?**
        - **My experience** → The Mentor Pg.25
        - **My assets** → The Sponsor Pg.26
    - **A bit of both**
      - **Would you rather work on long-term allyship projects, or ad-hoc?**
        - **Ad-hoc** → The Amplifier Pg.27
        - **Long-term** → The Strategist Pg.28
    - **Share knowledge!** → The Educator Pg.29

- **Definitely not!**
  - **Do you prefer to work 1:1 with people, or on large group projects?**
    - **1:1** → The Listener Pg.31
    - **Group projects** → The Organiser Pg.30

"As an ally of the Pride Network at the Financial Reporting Council (FRC), I realised that although I had a strong interest in Diversity, Equity and Inclusion that I needed to learn more about the issues facing individuals identifying as transgender. For me allyship is about showing a genuine interest in colleagues from a marginalised group, acknowledging the dynamics of power and privilege and educating yourself.

As a result, I took it upon myself to enter into a structured programme of learning and development where I undertook a 6-month course to learn more about the issues facing the LGBTQ+ community. I also contributed to developing a workplace policy on Intersex and Transgender [welfare] which was entirely new territory for me. As a result of undertaking this learning, I feel more aware of the issues affecting individuals identifying as transgender and I feel that I am doing my part to contribute towards creating greater inclusion at the FRC."

Senior Leader, Financial Reporting Council

6. Allyship for Leaders

As senior members of a workplace's culture, executive sponsors and senior leaders have substantial influence on the allyship practices of their organisation. With increased influence over budget, company vision and DEI initiatives, allyship is a practice that senior leaders can bring to workplaces through impactful and formalised methods. However, research suggests that senior leadership engagement in LGBTQ+ welfare and empowerment is not at the level it could be.

The LGBT Great report *Seeing Is Believing* found that nearly 1 in 2 respondents neither agreed nor disagreed with the statement "senior leaders within my organisation visibly engage with LGBTQ+ DE&I", highlighting a significant engagement and knowledge gap around LGBTQ+ inclusion from senior leadership.

LGBT Great is absolutely committed to supporting organisations of all sizes and LGBTQ+ DE&I maturities to navigate the ever-evolving landscape of corporate DE&I. There is a long way still to go in creating workplaces that authentically integrates DE&I at all levels. Yes, there may be challenging conversations ahead; however, we believe in equipping senior leaders and sponsors to proactively champion these conversations. Below, we outline a range of tangible and achievable starting points for executive sponsors and senior leaders looking to engage in effective allyship:

1. Creating and sponsoring non-discrimination policies that explicitly protect and support LGBTQ+ employees

In a senior position, your ability to influence core company policies is a significant asset in your allyship toolkit. Although you may be inclined to believe that DEI is only relevant to equal opportunities or anti-harassment policies, LGBTQ+ inclusion is involved in policies regarding:

- Adoption, Surrogacy and Parental Leave
- Family Support
- Workplace Healthcare Subsidisation (transitioning support)
- Data Protection and Data Management (gender and sexuality data protection, restricted access to paperwork with deadnames)
- Dress Code (gender expression in the workplace)
- Sick Leave (gender transitioning support)

The impact of inclusive policies is two-fold; the primary effect, of course, is employee support. The secondary effect is what these policies do for the reputation of a company - attracting diverse talent who value the integrity and actively inclusive practices of your organisation. Policies build culture and culture attracts (and crucially retains) the best and brightest employees - across the whole spectrum of identities.

2. Sponsoring and implementing inclusion training programs for all your employees

Another crucial facet of changing the diversity and inclusion of your workplace culture is ensuring that DEI training is accessible to **all employees.** Gender and sexuality awareness is often a challenging and intimidating topic for prospective allies because of the pervasive fear of 'getting it wrong' and causing unintentional harm. For those looking to improve LGBTQ+ awareness in the workplace, providing education on the subject is an essential step forward.

Diversity and Inclusion training should be more than a one-stop box-ticking exercise. Training should cater for LGBTQ+ awareness beyond the fundamentals, with employees building on their knowledge to generate a fully expansive awareness of the subject over multiple sessions. Furthermore, regular training ensures that new employees (or employees returning from leave) are afforded the same educational opportunities.

3. Establishing and supporting employee resource groups (ERGs) for LGBTQ+ employees and allies

ERGs are an essential facet of employee support and welfare in any organisation. ERGs allow employees from marginalised or underrepresented backgrounds to connect, share perspectives, provide support to one another and strategise approaches to improving DEI matters within their organisation. Although many companies may feel hesitant to launch ERGs- due to, for example, time and resource constraints, the business case for ERGs is clear:

- McKinsey found that **90% of Fortune 500 companies have ERGs**, and the groups are more likely to foster community building compared to other efforts, such as external engagement, allyship and leadership connection.
- ERGs can create a sense of **belonging, provide support and empathy**, increase performance and decrease turnover, especially with diverse workers.
- **Employees who rated their ERGs** as effective or very effective in one or more categories were significantly more likely to report positive inclusion scores than employees who rated their ERGs as ineffective or very ineffective: 83% compared with 59%.
- According to a **McKinsey report**, **66%** of employees believe that their ERG is effective at fostering a sense of community.
- **70%** of organisations rely on their ERG to build a workforce that reflects the demographics of their customer base.
- **90%** of organisation use their ERGs to help new recruits get onboarded.

ERGs are a fundamental component of healthy - and productive - workplace culture. Championing their development and establishment helps ensure spaces for employees who face greater hurdles in their working lives can find solidarity and connectedness in colleagues of shared lived experience. Where possible, organisations and leaders should empower their people to consider engaging in ERG related activities as a crucial and legitimate aspect of their jobs – moving this from 'side of desk' to 'front and centre'. We have seen successful incentives including financial and performance-based initiatives. However, the most impactful, indeed sustainable, interventions that an organisation can make are simply to formally encourage and support employees to allocate a percentage of their time and resources to support the ERG.

4. Creating accountability for their own actions and that of others to create an inclusive and equitable workplace

Ultimately, as a senior leader or executive sponsor, the weight of influence you carry is undeniable. At the core of your allyship should be a commitment to setting a standard for behaviour through your own actions and principles.

A company's culture is only ever as good as the worst behaviour you are willing to accept.

7. Allyship for Recruiters

Recruiters play a pivotal role in building an LGBTQ+ inclusive workplace by attracting and recruiting under-represented talent into your business.

By crafting inclusive job postings with gender-neutral language, emphasising the company's commitment to diversity, and promoting LGBTQ+ supportive policies, recruiters can help to strive for more by creating a welcoming environment for all candidates. Utilising targeted outreach through LGBTQ+ specific job boards, community organisations, and social media campaigns ensures a broader reach, while structured interviews and bias training minimise unconscious bias in the hiring process.

Partnering with LGBTQ+ organisations and supporting the formation of employee resource groups further solidifies an inclusive culture. Engaging with community events, sharing success stories of LGBTQ+ employees, and ensuring leadership's visible support for inclusion highlights the company's dedication. These efforts not only attract diverse talent but also enhance the organisation's reputation and contribute to a more innovative and successful workplace.

Below, we outline a range of tangible and achievable starting points for recruiters looking to engage in effective allyship:

1. Ensuring the use of inclusive job postings

To create an inclusive job posting, avoid biased language by using gender-neutral terms such as 'they/them' instead of 'he/she' and avoiding phrases like 'manpower.'

Explicitly state your commitment to LGBTQ+ allyship by including phrases such as "we welcome applicants from all backgrounds and identities."

Additionally, highlight policies and benefits that support LGBTQ+ employees, such as health coverage for same-sex partners, transgender-inclusive health care, and active LGBTQ+ employee resource groups.

These steps help ensure that job postings are welcoming and inclusive, encouraging a diverse range of applicants.

2. Utilising LGBTQ+ recruitment channels and job boards

To reach a broader audience, post job openings on LGBTQ+ focused job boards and websites, such as LGBT Great Careers. Engage in community outreach by collaborating with LGBTQ+ partners, universities, and online forums to advertise job opportunities. Utilise social media platforms like LinkedIn, Twitter, and Facebook to connect with diverse candidates, and actively participate in LGBTQ+ events and conversations online. These strategies help ensure that job postings are visible to a wide range of potential applicants, fostering a more inclusive.

3. Implementing unbiased interview techniques and processes

Use structured interviews with a consistent set of questions for all candidates to reduce bias, focusing on skills and experiences relevant to the job role, and provide the questions in advance. Implement unconscious bias training for all interviewers to help them recognise and mitigate their biases. Develop clear, objective evaluation criteria based on skills, knowledge, and competencies to ensure decisions are made fairly and not influenced by personal characteristics.

4. Partnering with external LGBTQ+ organisations

Establish partnerships with LGBTQ+ organisations (such as LGBT Great!) to elevate your engagement and employer brand. Sponsor LGBTQ+ career fairs, events, and conferences to connect with potential candidates and showcase your commitment to the community. Additionally, provide access to mentorship programs that support the professional development of LGBTQ+ employees. These collaborations, sponsorships, and mentorship initiatives help build a strong, inclusive workplace and attract diverse talent.

5. Using your influence to inspire community and increase visibility

Highlight stories and achievements of LGBTQ+ employees in your recruitment communications and on social media to amplify their voices. Advocate for and implement inclusive policies, such as anti-discrimination measures, inclusive dress codes, and supportive workplace environments. Additionally, organise or participate in visibility campaigns, like Pride Month celebrations, to demonstrate your company's commitment to LGBTQ+ inclusion. These efforts collectively foster a more inclusive workplace and reinforce your dedication to supporting LGBTQ+ employees.

Looking to the Future
Challenges to Champion in the Workplace

What remains on the horizon for LGBTQ+ inclusion in the workplace?

As we conclude this guide, you will hopefully be feeling inspired and motivated to apply your skills and influence to enacting effective allyship. Transforming your workplace with socially conscious initiatives can be a rewarding and affirming experience which reinforces the bonds of solidarity, community and (professional) kinship that we feel with our colleagues.

So, what's next? As a new (or newly empowered ally), it may feel easy to take on too much at once and become overwhelmed- so we recommend focusing your energy on one project or mission as you begin your journey into workplace allyship. The following areas of concern for LGBTQ+ workplace welfare have been selected by LGBT Great based on our observations around current industry workplace trends and supporting data from our research *Seeing is Believing* and *Powering Proud Work*. We encourage allies of the LGBTQ+ community to focus their efforts in one of these areas and have suggested next steps for you to consider.

1. Supporting Your Emerging LGBTQ+ Talent and Role Models

In LGBT Great's *Seeing is Believing* report, 53% of LGBTQ+ respondents would actively not apply for a role if they could not see visible LGBTQ+ role models in the organisation. The impact of this is stark- valuable LGBTQ+ talent is not engaging with organisations who are not creating inclusive platforms for trailblazing members of their community.

What can you do?

It is important that, in identifying LGBTQ+ talent in your workplace, you do not risk outing people against their will- or push them to come out. Instead, look for people who have spoken up about LGBTQ+ inclusion in your workplace- the majority of those most vocal about LGBTQ+ issues and welfare are likely to belong to the community. Put weight behind their contributions by amplifying what they share and sending opportunities their way if possible. With their consent, defer emerging questions about LGBTQ+ inclusion to this person- and during Pride Month, push for their contributions to be recognised and celebrated accordingly.

2. Addressing Any LGBTQ+ Workload Imbalances

This suggestion is particularly relevant for allies in managerial positions; allyship can also look like protecting the time and resources of LGBTQ+ colleagues. Many LGBTQ+ individuals may be inclined to take on additional work to address LGBTQ+ issues within their organisation and thus become overwhelmed with requests, questions, projects and

commitments. In our *Powering Proud Work* research, we found that a work environment that was too competitive and fast paced was the biggest dissuading factor for LGBTQ+ talent when taking a new role. Burnout is a risk factor for all employees- but employees who are emotionally invested in projects which affect their community may find it much harder to say no and protect their own time.

What can you do?

Oftentimes, LGBTQ+ employees may end up excessively responsible for handling LGBTQ+ workplace matters. Where possible, ensure that appropriate workplace policies and handbooks are available to guide people on LGBTQ+ matters, as to take weight off of LGBTQ+ employees. Make sure employees are aware of the existence of these resources and have regular conversations with any LGBTQ+ direct reports to assess their workload.

3. Protecting Diversity and Inclusion Data

Allyship, as we have demonstrated in this guide, can take many forms. Ensuring LGBTQ+ data is managed and protected can be a phenomenal act of allyship. Our *Powering Proud Work* research showed that 1 in 4 Trans, Non-Binary & Intersex respondents said that they would never feel comfortable disclosing their gender identity at any stage of the talent life cycle. Creating comfort with data is about more than using appropriate language in surveys, it is also about controlling access to that data and ensuring effective storage.
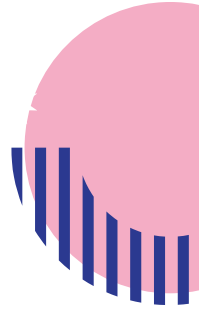
What can you do?

If you already work in the data side of your company, this will be easier. You can help take responsibility for access to different levels of personal employee data and help maintain the data management infrastructure. However, even colleagues outside of data can help promote a culture of confidentiality and security around data management- and model behaviour by sharing their own personal data in employee surveys where relevant.

4. Inspire an increased focus on learning and training

The *Powering Proud Work* research also looked at what generating comfort for LGBTQ+ employees could look like. Nearly 65% respondents agreed/strongly agreed that they would be more comfortable applying for a position if the hiring panel had been trained formally for LGBTQ+ inclusion.

For many organisations, this awareness training is not a requirement for hiring panels. This can manifest as a lack of awareness, evidenced through misgendering or misuse of pronouns, the misuse of LGBTQ+ terminology and a lack of information about LGBTQ+ inclusive policies can severely impact the hiring power of that organisation.

What can you do?

At any level of seniority, making requests for formalised LGBTQ+ inclusion training can create momentum behind a movement for change in workplace culture. As we have already mentioned, this training may have to occur in iterations so that employees can speak with fluency on LGBTQ+ DE&I, welfare and wellbeing, starting as beginners and building to advanced. When making these calls, lean into the business case- this guide should be full of useful statistics to support your request.

5. **Speaking Up**

Given that nearly 1 in 4 LGBTQ+ respondents disagreed/strongly disagreed that 'LGBTQ+ talent is generally comfortable being openly "out" at work in financial services' (Powering Proud Work), it is undeniable that the culture shift required starts with individual interactions.

What can you do?

When you hear inappropriate, hostile or ill-informed comments being made about the LGBTQ+ community, use your position as an ally to challenge these behaviours. If you believe these behaviours stem from a lack of awareness, be proactive with sharing resources with people (such as this guide). If you believe anti-LGBTQ+ sentiment is being caused by more insidious beliefs, raise this with HR or your People Team. Regardless of your position within an organisation, **your voice is your most powerful tool.**

Conclusion

Our final suggestion to allies of the LGBTQ+ community is to stay informed and stay engaged. The climate around LGBTQ+ welfare is constantly transforming and staying aware, informed and involved demonstrates true commitment to equity and inclusion. We encourage readers of this guide to stay informed about evolving trends and challenges related to LGBTQ+ inclusion in the workplace.

A good place to start is the LGBT Great Blog, and News Digest, where our team releases interesting and topical content around awareness days and LGBTQ+ current affairs. We also recommend following LGBTQ+ voices on social media such as LinkedIn- deferring to lived experience of LGBTQ+ talent allows allies to learn from those most invested progress.

Thank you for taking the time to read our Allyship Guide, and thank you for bringing your enthusiasm, drive and compassion to the forefront of the LGBTQ+ workplace inclusion conversation.

Together let's work together to strive for more.

1. The Disruptor

Bold • Resilient • Provocative

- Unafraid to question status quo and established norms, challenging structures / behaviours that disempower the community.

- Actively suggests alternatives to perceived barriers and works with/on behalf of the community to overcome them.

Allyship Strategies for Disruptors:

- Challenging harmful/exclusionary rhetoric in meetings and work events.

- Acting as a spokesperson for others when raising concerns or requests for DEI initiatives.

- Supporting resistance in the workplace (protests, unions).

2. The Advocate

Passionate • Empathetic • Persuasive

- Speaks up for the community even when no one from that community is present, often assuming some form of risk.

- Is comfortable being uncomfortable and actively seeks to influence positive change.
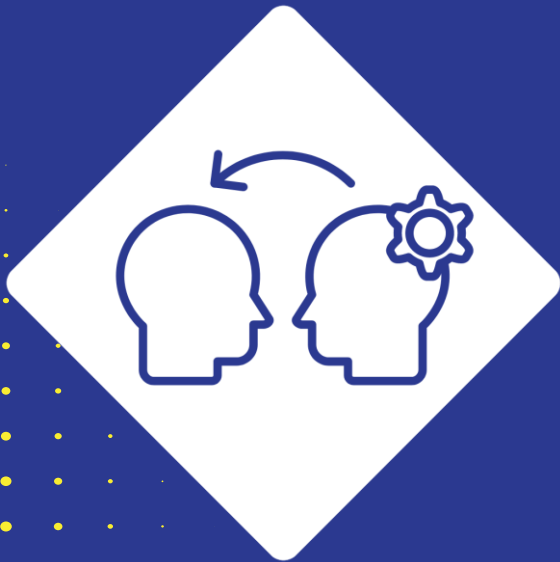
Allyship Strategies for Advocates:

- Champions underrepresented points of view at events, panels, meetings.

- Uses platform (digital and in person) to raise awareness of social inequality in other communities.

- Engages in acts of powerful solidarity (e.g. pay solidarity, raising workplace disputes).

Allyship Archetypes
# 3. The Mentor
Inspirational • Nurturing • Reliable

- Supports in a structured fashion with setting personal and professional goals.

- Time-bound and formalised relationship, acknowledging reciprocal learning and sharing potential.

Allyship Strategies for Mentors:

- Reviewing and providing support for DEI initiatives proposed by more junior colleagues.

- Identifying opportunities for junior colleagues and coaching them towards achieving them.

- Sharing lived experience and exchanging with junior colleagues reciprocally.
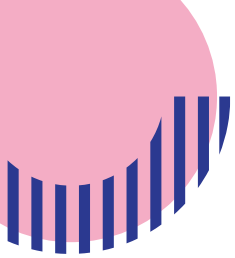
4. The Sponsor

Connected • Empowering • Ambitious

- Opens doors, unlocks opportunities and secures budget, actively leveraging position and role organisationally to champion individuals/communities.

Allyship Strategies for Sponsors:

- Negotiating and networking with other sponsors to arrange budget for DEI-informed research and development.

- Publicly associating name and brand with overlooked DEI organisations/committees/initiatives.

- Accepting risks to personal brand and position to empower marginalised individuals and help ensure their success.

Allyship Archetypes
5. The Amplifier

Influential • Enthusiastic • Proactive

- Leverages their platform to create new opportunities for conversations.

- Seeks to build mutually beneficial relationships internally and externally that champion and support the community.

Allyship Strategies for Amplifiers:

- Uses influence (in person or on digital platforms) to share content or perspectives of marginalised contributors.

- Defers to or calls upon perspectives of underrepresented voices during events and meetings, to democratise conversation.

- Pushes for inclusion of DEI initiatives in company policy and social media campaigns, to increase external and internal visibility of DEI matters.

6. The Strategist

Analytical • Visionary • Pragmatic

- Seeks to understand the bigger picture.

- Actively works with the community to develop targeted & realistic plans of action.

Allyship Strategies for Strategists:

- Assists with negotiations between ERGs looking to collaborate on events or initiatives.

- Maintains communication channels between levels of seniority across a company, to keep people updated on DEI developments.

- Assists with the creation of proposals/ project outlines for large-scale or longitudinal DEI strategies.

Allyship Archetypes
7. The Educator
**Knowledgeable • Patient • Adaptable**

- Actively invests time in understanding the lived experiences and history of the community.

- Proactively shares knowledge with others, often tailoring delivery to different audiences.

Allyship Strategies for Listeners:

- Taking time to read around social justice issues and history.

- Arranging/supporting internal training to disseminate DEI awareness.

- Creating initiatives (e.g. internal newsletter) that make DEI knowledge accessible to all.
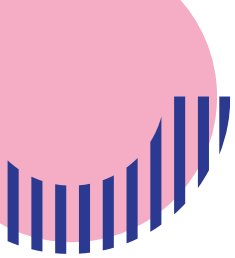
8. The Organiser

Detail-Oriented • Efficient • Structured

- Actively coordinates resources and creates new engagement opportunities with/on behalf of the community.

- Empowers others by using technical skills to make something happen.

Allyship Strategies for Organisers:

- Arranges town halls/ meetings to discuss ongoing DEI strategies and challenges.

- Supports logistics of DEI events and procures prospective stakeholders.

- Procures valuable resources (e.g. toolkits, guides, reports) for company-wide access.

Allyship Archetypes
9. The Listener
Attentive • Open-Minded • Present

- Actively yields the floor, creating new opportunities for conversation.

- Invests time 1-1 to provide support in an open and unbiased fashion.

Allyship Strategies for Listeners:

- Acknowledging when people in meetings/conversations are being spoken over, vocally deferring to them.

- Getting involved in guidance/mentorship/support schemes for marginalised/underrepresented employees.

- Asking the opinions of colleagues whose lived experience may inform your decision making and perspectives on social issues.

Appendix B: A Short Allyship Glossary

Eurocentric

Eurocentrism is a world-view that focuses on and upholds Western (predominantly European) culture as the norm. By viewing European culture as a default, people may be inclined to think unfavourably about cultural practices and norms outside of this world-view, leading to prejudicial perspectives and even discriminatory practices. This mindset is considered 'Eurocentric' thinking.

Lived Experience

Lived experience is the knowledge, skills and expertise acquired through our personal experience of the world around us. Lived experience often emerges as a consequence of how **protected characteristics** that make up our political identity are received. For example, many Black women have lived experience in recognising microaggressions about their hair because in much of the Western world, beauty standards are unfairly oriented around White women's aesthetics. Although some awareness of this can be learned by external parties by listening to others and reading around a subject, this awareness is not as comprehensive or attuned as the awareness of people who have learned through lived experience.

Microaggressions

Microaggressions are acts of ignorance and unintentional discrimination caused by internal biases. These biases lead to misconceptions about appropriate behaviour with marginalised individuals- many **individuals do not** realise that their behaviours are microaggressions. The aggregated effect of multiple microaggressions can be harmful to the welfare and mental health of those on the receiving end. For example, telling a transgender woman that she "looks just like a real woman" would be a microaggression- it is likely intended as a compliment but betrays an incorrect belief that trans women are not real women.

Misogynoir

A term coined by Black feminist writer Moya Bailey in 2008 to describe discrimination experienced specifically by Black transgender and cisgender women. This form of discrimination cannot be experienced by Black men or white women, as it is an intersectional interplay of racism and sexism which creates misogynoir.

Protected Characteristics

Protected characteristics are facets of identity that are protected in the UK under the Equality Act 2010. These characteristics are age, disability, gender reassignment, marriage and civil partnership, pregnancy and maternity, race, religion or belief, sex and sexual orientation.

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Cambridge Dictionary. (2022, September 7). allyship. @CambridgeWords. https://dictionary.cambridge.org/dictionary/english/allyship

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ARTEMIS
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BARNETT WADDINGHAM
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VANQUIS Banking Group

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