



LGBT GREAT
Insight | Connection | Visibility

Leading Pride Well in a Changing World

*The Pride 365 Leadership Toolkit for Leaders Across
LGBT Great Member Organisations*



April 2026

Unlocking What's Possible

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“Pride becomes meaningful when values are felt, leadership is visible, and people are supported, not just in June, but all year round.”

An Introduction from our Chief Executive

One of the most valuable things our members consistently tell us is this: your insight matters.



Not just information, but perspective that helps you lead well, especially when the context feels more complex.

For many leaders, Pride in 2026 does not feel as straightforward as it once did. Progress now sits alongside hesitation, fatigue and heightened scrutiny, around visibility, safety, credibility and what meaningful leadership really looks like in this moment. In that environment, your leadership is felt deeply.

The most powerful cultures are built when everyone sees themselves as a leader, not by title, but by impact.

At LGBT Great, we see Pride not as something organisations *do*, but as something people *experience* at work. For some of your people, Pride can feel affirming and empowering. For others, it may feel exposing, uncertain or emotionally charged. Leading Pride well means recognising those different realities, and creating a workplace where LGBTQ+ people, their colleagues and their communities feel seen, valued and part of something bigger. Not just in June, but all year round.

The **Pride 365 Leadership Toolkit** is exclusive member insight designed to support you in that responsibility. It offers perspective, reflection and practical guidance to help you make thoughtful decisions, hold honest conversations and translate intent into action. Not perfection, but progress, led with empathy, confidence and consistency.

This is an invitation to lead with intention and raise your bar even higher. To think bigger about what is possible. And to keep showing up, especially when it feels harder to do so.

Matt J. Cameron (he/him)

Chief Executive of LGBT Great, part of Allied People

How to Leverage This Toolkit



This toolkit is designed to support you, whether you are a senior leader, executive sponsor, HR or inclusion professional, or employee networks, as you navigate Pride in a complex and evolving context.

You may find it useful to:

1. **Sense-check** how you are approaching Pride 2026 and in the future
2. **Support internal conversations** and leadership decisions with greater clarity and confidence
3. **Equip leaders with language** that feels authentic, considered and human
4. **Understand how LGBT Great can support you** to show up well for your people, during Pride and throughout the year

A note for ERG and employee network leads

If you lead an ERG or employee network, this toolkit is for you too. We know that much of the emotional and practical work around Pride often sits with network leads, sometimes without the visibility, influence or support that role deserves.

Throughout this toolkit, you will find questions, prompts and resources that speak directly to the realities of leading from within an organisation, not just from the top. Our intention is to support you in doing that work with confidence, credibility and care and to ensure you are not carrying it alone.

Pride 2026: Why it Matters and What's at Stake

	Insight	Key Statistic	Why it Matters	The Risk	Leadership
1	Pride is no longer just a moment	Over 40% of large organisations say Pride Month activity now carries increased reputational risk. ¹	Pride remains one of the most visible moments where organisations demonstrate values	Pride is no longer a low-risk, high-visibility activity	Not showing up is also a signal
2	Trust is under pressure	Only 16% of LGBTQ+ people believe organisations support Pride out of genuine intent. ²	Pride is a signal of leadership integrity and organisational values	When motivation is questioned, trust erodes — even visible support can be dismissed as performative	The question is no longer whether organisations show up, but why
3	Pride without substance is a risk	Only 39% of employees say their organisation's Pride activity is backed by meaningful action. ³	Employees are actively assessing whether Pride reflects real culture	A disconnect between messaging and experience undermines credibility and weakens engagement	Visibility without consistency erodes trust
4	Pride impacts belonging	Employees are 1.9x more likely to feel a sense of belonging when organisations authentically support LGBTQ+ inclusion. ⁴	Belonging drives engagement, retention and performance across all talent groups	Tokenistic activity fails to unlock these benefits, leaving performance on the table	Pride done well strengthens culture for everyone
5	The lived experience gap remains	39% of LGBTQ+ employees in the UK still feel the need to hide who they are at work. ⁵	Pride should signal safety, inclusion and progress	If everyday experience does not match Pride messaging, it reinforces caution rather than confidence	Pride is judged in moments — but experienced every day

¹ PR Daily Corporate Survey 2026

² Axios / Harris Poll, 2025

³ Perceptyx, Pride Inclusion Study 2025

⁴ Perceptyx, 2025 Workforce Inclusion Data

⁵ Stonewall, Workplace Report

The Context of Pride in 2026

What some member organisations are experiencing and why it matters for leadership

Across the LGBT Great Member community, some organisations are telling us that Pride feels different in 2026. Leaders are recognising a shift in how Pride is experienced and in what is expected of leadership.

Members are sharing a number of consistent reflections that may resonate with your own organisation:

1. **Some LGBTQ+ colleagues are feeling less confident** about being visible at work than in previous years
2. **Many organisations are taking a more considered approach** to wellbeing, safeguarding and participation in high-profile Pride activity
3. **In some workplaces, colleagues are questioning** whether Pride activity reflects everyday reality, creating tension or mistrust
4. **Leaders, particularly those operating globally**, are navigating increased social, legal and cultural complexity under greater scrutiny

Many leaders are also describing the challenge of holding multiple responsibilities at once: demonstrating support, protecting wellbeing, leading consistently, and navigating real global complexity. Members are clear that feeling this tension is not a failure of leadership, it is the reality of leadership in 2026.

Member organisations are pausing to ask a very real leadership question:

"How do we show up for Pride in a way that feels genuine and supportive, without being performative, reactive or unsafe?"

A shared challenge: leading across global complexity

For organisations operating across multiple jurisdictions, Pride leadership carries additional weight. In some markets, LGBTQ+ rights are actively contested or restricted by law. In others, cultural norms mean visibility can create real risk for colleagues.

Member organisations are clear that this does not mean silence. It means leading with greater care, greater consistency, and a clear understanding of what safety looks like in each context. The principles in this toolkit are designed to travel across geographies, even when how they show up needs to look different.

Why showing up still matters

Despite this complexity, Members are equally clear that Pride continues to matter, often more than people say out loud.

Where organisations show up well:

- ✓ Colleagues feel reassured and supported
- ✓ Trust and psychological safety are strengthened
- ✓ Values are felt in practice, not just stated
- ✓ Leadership is visible where it matters most

Where organisations are silent, inconsistent or unclear, uncertainty grows, particularly for those who are already feeling vulnerable.

Showing up well in 2026 is not about doing more activity. It is about showing up more deliberately, with judgement, consistency and care. It is within this context that many forward-thinking organisations are redefining what it means to lead Pride well.

“Real insight is born when leaders learn alongside one another. This toolkit reflects the lived experience of our Members and the organisations working with care and conviction to define what Pride leadership truly means for LGBTQ+ people, their colleagues, and their communities.”



David Kim (he/him)
Business Development Manager
LGBT Great, part of Allied People

Leading Pride Well: Leadership Insights from Forward-Thinking Organisations

As leaders of progressive organisations, you will recognise that leading Pride effectively is far more than a one-month commitment.

The most forward-thinking organisations are exercising leadership with intention, consistency and accountability throughout the year, demonstrating Pride 365 in both word and deed.

The expectations placed upon you have evolved. Pride now serves as a visible measure of leadership credibility, presenting a moment when your culture, values and behaviours are under close scrutiny.

Many leading organisations tell us that trust is built when leaders move beyond performative gestures and embed Pride into a holistic, year-round approach to leadership, inclusion, talent and organisational culture.

From across organisations, six essential leadership insights are emerging:

1. Substance over symbolism

Leaders in forward-looking organisations are clear: visibility only delivers value when it mirrors lived experience - through policies, behaviours and leadership accountability. Where this alignment is absent, increased visibility can diminish trust rather than strengthen it.

Ask yourself: *If a colleague were asked whether our external Pride presence reflects their day-to-day experience, what would they say?*

2. Authenticity over performance

There is no universal blueprint for Pride. Credibility for leaders is built by being transparent about your organisation's journey, acknowledging successes, identifying gaps and outlining next steps. The most respected organisations understand that progress builds confidence, while exaggerated claims can erode it.



Ask yourself: *Are we communicating what we are genuinely doing, or what we want to be seen as doing? Are we doing the work?*

3. Safety and wellbeing first

Among leading organisations, there is a consistent message: Pride should never be a source of pressure. Leading well means placing dignity, psychological safety and choice at the forefront, empowering your people to decide how they participate and engage if they wish to do so.

Ask yourself: *Have we made it genuinely easy for people to opt out, as well as opt in?*

4. Pride as part of something bigger

The most effective organisations make Pride part of a larger, ongoing conversation, connecting it to leadership behaviour and culture every day, not just as a once-a-year event.

Ask yourself: *If we removed the rainbow branding, would our commitment to LGBTQ+ inclusion still be felt?*

5. Leadership accountability over delegation

Pride is a core leadership responsibility. The most forward-thinking organisations demonstrate visible senior ownership, aligning Pride initiatives to clear objectives, governance and outcomes, rather than relegating it to a side project.

Ask yourself: *Who is accountable for Pride in our organisation, and do they have the seniority, resource and mandate to deliver?*

6. Consistency over seasonality

While June remains important, trust is shaped throughout the year. Leaders in pioneering organisations are actively avoiding the “spike and silence” pattern, opting instead for continual visibility, engagement and meaningful action.

Ask yourself: *What will we still be doing in September that we are committing to now?*

Looking ahead, how well you lead Pride is the leadership differentiator

It signals whether you are simply participating - or intentionally creating an environment where people can succeed, contribute and thrive.

How Organisations Are Evolving Their Approach to Pride

	The Shift	Description	Our View
1	Public visibility to internal engagement	Pivoting from public Pride activity; strong leadership ensures internal experience is strong, consistent and credible.	Pulling away externally carries risk. Pride leadership is increasingly judged by showing up authentically and lived experience.
2	Rethinking sponsorship without withdrawing commitment	Reassessing sponsorships and event funding; redirecting investment into internal year-round inclusion, learning and support.	Reducing sponsorship is not the same as reducing commitment — when leaders are explicit about where impact is being created.
3	Authentic storytelling over generic campaigns	Shifting towards authentic storytelling, elevating lived experience in opt-in, supported and collective ways.	Authenticity is a baseline expectation of credible leadership. Providing spaces to share lived experience was cited in our research as a key act of allyship.
4	Investing in communities, not just moments	Supporting LGBTQ+ communities financially and structurally through charitable partnerships, funding initiatives and long-term collaboration.	Giving back is increasingly seen as a leadership act, not an add-on. Provides an actionable way to create impact.
5	Designing Pride to be welcoming to all	Inviting LGBTQ+ people, their colleagues and communities to engage. Broadening messaging to reach everyone.	Pride is strongest when people feel invited in, not when participation is assumed.
6	Collective senior leadership sponsorship	Commitment through multiple leaders showing up in complementary ways — visible, collective and sustained.	Pride credibility increases when leadership ownership is visible, collective and sustained.

Pride 365 Tools with LGBT Great

Pride is a moment when leadership is visible. Pride 365 is how leadership is *experienced*.



As a Member, you have access to a range of engagement tools designed to support your leadership visibility, your people and your long-term impact - during Pride and well beyond it. These tools are available from now through 2027 and can be used in ways that fit your organisation, your context and the moment you are in.

The tools below are designed to help you show up thoughtfully during Pride and after - and to demonstrate consistent, credible leadership throughout the year by empowering your people with insight, connection and visibility. Used together, they support learning, recognition, development and community in ways that extend far beyond a single moment.

You are also invited to see Appendices:

A – A simple Self-Assessment – How Are You Doing?

B – Leadership Reflection Questions

C – Pride 365 E-mail Communications Toolkit

D - Pride 365 Intranet Post Communications Toolkit

E – Pride 365 Townhall Communications Toolkit

F – Making Pride Feel Welcoming

1**Do Something Great: LIVE - 10 Nov 2026 - In Partnership with Allied People**

A new annual leadership conference focused on showing up and the future of cohesive leadership, convening senior leaders, ERGs, and inclusion, talent and HR professionals who are shaping what comes next. Create space for your people to learn from peers, connect across organisations, and gain insight into what effective leadership looks like now and next. [Register Here](#).

2**Participate in New Research (2026–2027) - In Partnership with Allied People**

Invite your people to contribute perspectives to our upcoming research exploring workplace experience and organisational approaches to cohesive leadership. Participation allows you to demonstrate leadership grounded in insight and connection, while giving your organisation early access to findings. **Research details announced on Thursday 30th April.**

3**Top 100 Gamechangers Awards 2026 – In Partnership with Allied People**

Recommend colleagues for recognition through Top 100 Gamechangers 2026, which features exceptional individuals at all levels who are helping to raise the bar for leadership, optimism and empowerment at work. This is a powerful way to show up by recognising others spotlighting those who ‘*do something great*’ to support colleagues, strengthen communities and turn intent into meaningful progress. [Recommend and Nominate Here](#).

4**Empower Talent Through Our Mentoring Programme**

You can participate in one of the few mentoring programmes of its kind, designed to support long-term talent development. Each organisation may invite Mentees to join the programme, with structured guidance and touchpoints throughout. [Read More Here](#).

5**Extending Impact Through Connection and Visibility**

Use LGBT Great LIVE sessions to bring Pride 365 to life in a way that is accessible, practical and empowering. Register for LGBT Great LIVE moments taking place across June and July [here](#).

Optionally, create a social media spotlight to share and amplify your organisation's Pride content, events, or partnerships across our channels, increasing visibility within the wider professional community. Email members@lgbtgreat.com to get involved.

A Final Thought

Leading Pride well in 2026 is about showing up authentically

It is about noticing what your people need, acting with intention, and continuing the work, especially when it feels more complicated.

For LGBT Great Members, Pride 365 is an opportunity to lead with care, build vision for the future, support talent meaningfully, and help shape workplaces where people and communities can thrive.

The organisations that will look back on 2026, and ahead to 2027, with pride will not be those that did the most. They will be those that showed up consistently, acted with integrity, and kept putting people first when it mattered most.



Appendix A - Pride 365 Simple Self-Assessment

Use the six principles outlined above to take a quick, honest temperature check across your organisation.

For each one, consider where you are right now, whether your approach feels strong, developing, or an area that needs attention. This is not about scoring yourself perfectly. It is about clarity, alignment and knowing where to focus next.

Principle	Strong	Developing	Needs Attention
1 Substance over symbolism			
2 Authenticity over performance			
3 Safety and wellbeing first			
4 Pride as part of something bigger			
5 Leadership accountability over delegation			
6 Consistency over seasonality			

If this reflection raises questions, uncertainty, or areas you want to explore further, you do not need to work through them alone. LGBT Great Members can access support and guidance to help sense-check decisions, explore options and strengthen leadership confidence.

To find out more, contact David Kim at david@lgbtgreat.com

Appendix B - Leadership Reflection Questions

An invitation for leaders to pause, reflect and honestly examine how their organisation is showing up for Pride — balancing visibility with responsibility, symbolism with substance, and short-term activity with long-term commitment.

1 Leadership Intent and Visibility

- How are we choosing to show up for Pride this year — and why?
- Are we intentionally evolving our approach, or quietly retreating from visibility?
- What message does our current approach send to talent, especially those feeling most vulnerable?

2 Credibility, Trust and Lived Experience

- Does our Pride activity reflect the lived experience of LGBTQ+ people in our organisation?
- Where might visibility be building trust — and where might it be eroding it?
- How confident are we that our Pride activity is grounded in substance, not symbolism?

3 Safety, Wellbeing and Responsibility

- Are we prioritising safety and wellbeing without defaulting to silence?
- If we have reduced external Pride activity, what are we doing internally to support our people?

4 Pride 365 Leadership and Long-Term Commitment

- What does year-round support for LGBTQ+ people actually look like in our organisation?
- How are we demonstrating Pride 365 leadership beyond June?
- How clear are we about the leadership behaviours we are reinforcing through Pride?

5 Empowerment, Ownership and Support

- Are we empowering our people with insight, connection and visibility — or expecting them to carry this work alone?
- What support do our ERG and network leads have access to, and is it enough?

Appendix C - Pride 365 Email Communications Toolkit

Subject: Pride 365 - how we're showing up, together

Dear Colleagues,

Pride is often seen as a moment in June. For us, it is part of something bigger - a year-round leadership commitment to creating a workplace where LGBTQ+ people, their colleagues and communities feel seen, valued and able to thrive.

That is why we partner with LGBT Great and {insert other key works/credentials where relevant}. This should never be about statements or symbolism. It is about giving our people access to insight, connection and visibility throughout the year, and ensuring our approach to Pride reflects how we aim to lead every day.

Through Pride 365 with LGBT Great, colleagues across our organisation can access:

- **Insight:** evidence-based research and learning shaped by real workplace experience
- **Connection:** a global peer community spanning organisations, roles and regions
- **Visibility:** opportunities to be recognised, to learn from others, and to spotlight leadership at every level

Some of the key opportunities we are supporting through the partnership in 2026 and into 2027 include:

1. **Do Something Great: LIVE (10 November 2026)** - a new leadership conference bringing together senior leaders, employee networks, and inclusion, talent and HR professionals to explore what cohesive, inclusive leadership looks like now and next. [Register for a ticket here.](#)
2. **Participation in global research (2026–2027)** – Contribute perspectives that help shape insight across workplaces, with early access to findings we can share internally. Look for further details announced on the 30th of April on www.lgbtgreat.com
3. **Top 100 Gamechangers Awards 2026** - recognising colleagues at all levels who are doing something great to support others and strengthen community. [Recommend and Nominate a Colleague Here.](#)
4. **Across Company Mentoring** - investing in long-term development, confidence and visibility for our talent. Read More [Becoming a Mentee on Going for Great Mentoring Programme Here.](#)

Pride 365 is not about doing more. It is about showing up consistently, listening closely, and supporting one another throughout the year.

Thank you for everything you do to help make our culture stronger, together.

Best regards,
[Leader name]

Appendix D - Pride 365 Intranet Post Communications Toolkit

Headline: Pride 365 - how we're showing up, together

Pride is often seen as a moment in June. For us, it is part of something bigger, a year-round leadership commitment to creating a workplace where LGBTQ+ people, their colleagues and communities feel seen, valued and able to thrive.

That is why we partner with LGBT Great and {insert other key works/credentials where relevant}.

This partnership is not about statements or symbolism. It is about giving our people access to insight, connection and visibility throughout the year, and ensuring our approach to Pride reflects how we aim to lead every day.

What Pride 365 with LGBT Great offers colleagues

Through Pride 365 with LGBT Great, colleagues across our organisation can access:

- **Insight**
Evidence-based research and learning shaped by real workplace experience
- **Connection**
A global peer community spanning organisations, roles and regions
- **Visibility**
Opportunities to be recognised, learn from others, and spotlight leadership at every level

Key opportunities in 2026 and beyond

Some of the opportunities we are supporting through this partnership in 2026 and into 2027 include:

1. **Do Something Great: LIVE — 10 November 2026**
A new leadership conference bringing together senior leaders, employee networks, and inclusion, talent and HR professionals to explore what cohesive, inclusive leadership looks like now and next.
Register for a ticket [here](#).
2. **Participation in new global research (2026–2027)**
Contributing perspectives that help shape insight across workplaces, with early access to findings we can share internally.
Read more [here](#).
3. **Top 100 Gamechangers Awards 2026**
Recognising colleagues at all levels who are doing something great to support others and strengthen community.
Recommend and nominate a colleague [here](#).
4. **Across-Company Mentoring**
Investing in long-term development, confidence and visibility for our talent.
Read more about becoming a mentee on the [Going for Great Mentoring Programme](#) [here](#).

Pride 365 is not about doing more. It is about showing up consistently, listening closely, and supporting one another throughout the year.

Appendix E - Pride 365 Town Hall Communications Toolkit

(Approx. 3 minutes, conversational)

“I want to take a moment to talk about Pride, and how we’re thinking about it this year.

Pride is often seen as a moment in June. For us, it’s part of something bigger, a year-round leadership commitment to creating a workplace where LGBTQ+ people, their colleagues and communities feel seen, valued and able to thrive.

That’s why we partner with LGBT Great, alongside {insert other key works/credentials where relevant}.

This partnership isn’t about statements or symbolism. It’s about giving our people access to insight, connection and visibility throughout the year, and making sure how we approach Pride reflects how we aim to lead every day.

Through Pride 365 with LGBT Great, colleagues across our organisation can access evidence-based learning shaped by real workplace experience, connect with a global peer community, and take part in opportunities for recognition and development at every level.

In 2026 and beyond, that includes a new leadership conference called Do Something Great: LIVE, participation in global research, the Top 100 Gamechangers Awards, and access to across-company mentoring focused on long-term growth and confidence.

Pride 365 isn’t about doing more. It’s about showing up consistently, listening closely, and supporting one another throughout the year.

Thank you for everything you do to help make our culture stronger, together.”

Appendix F – Making Pride Feel Welcoming

Practical, human-centred ways to build cohesion, that helps Pride feel inclusive, relevant and engaging for everyone, regardless of identity, by focusing on shared behaviours, learning and everyday support.

Technique	Why This Resonates	What This Looks Like
1 Acknowledge parents, families and carers	Many colleagues are parents, carers or family members supporting a young LGBTQ+ person — often privately. Pride can offer reassurance, learning and shared understanding.	Reference families and carers in Pride messaging; share resources or conversations that support parents of young LGBTQ+ people; normalise Pride as relevant at home as well as at work.
2 Frame Pride as how we show up for one another	Most people experience Pride through their relationships with colleagues, not through identity. Linking Pride to everyday behaviours makes it feel human and shared.	Talk about Pride in terms of respect, listening and dignity; recognise allyship and support between colleagues; spotlight team-based behaviours that strengthen trust and belonging.
3 Position Pride as leadership and learning for everyone	The skills Pride reinforces — empathy, curiosity and inclusive decision-making — benefit every team and every leader, regardless of identity.	Emphasise learning opportunities, mentoring and shared insight; invite everyone to engage with Pride 365 activities; reinforce that inclusion capability is part of good leadership.
4 Offer opt-in learning, not assumed engagement	Many colleagues disengage because they fear saying the wrong thing or being expected to already 'know enough'. Opt-in learning invites participation without pressure.	Frame Pride activity as an invitation to learn and listen; reassure colleagues they don't need to be experts; promote insight-led sessions and mentoring as ways to engage safely.
5 Celebrate quiet support, not just visibility	Support shows up in many forms. Not everyone wants — or is able — to be publicly visible. Valuing quiet support makes Pride feel inclusive across cultures and personalities.	Recognise listening, mentoring, inclusive management and everyday allyship; avoid implying that public advocacy is the only way to show support; reinforce that consistency and care matter.

About LGBT Great

Who We Are

LGBT Great is an award-winning, global B2B platform. We bring organisations together to unlock what's possible for LGBTQ+ people, their colleagues and communities at work.

Our Purpose

To help LGBTQ+ people, their colleagues and communities feel seen, valued and be a part of something bigger at work. When your people prosper, everyone thrives.

Our Vision

To unlock what's possible for LGBTQ+ people, their colleagues and communities — building better workplaces worldwide.

Our Mission

To empower leadership at every level through insight, connection and visibility.

Our Values

Make It Happen
Bring People Together
Think Bigger
Learn from Every Perspective