



LGBT GREAT

An Allied People Group Company

Waverley
care

The Scotland Community Exchange 2026

In Partnership with BlackRock

Thursday 1st October 2026



The **OUT & Allies mission is to improve the experience of BlackRock's LGBTQ+ employees and allies**



2578

Members across
70+ locations

164

Members in
Edinburgh

Limited Distribution

OUT & Allies Pillars



Philanthropy

Create positive impact through volunteering, fundraising, and charitable partnerships



Networking

Foster connections and strengthen the LGBTQ+ community and allyship across BlackRock and external firms



Education

Increase awareness through learning, advocacy, and LGBTQ+ storytelling



Committee

Lead the network's strategy, governance, and overall success

The Edinburgh Committee



Nina Curci
Co-chair



Shana Faraghat
Co-chair



Ross Gordon
Committee Member



Rashmi Reddy
Committee Member



Kuba Smektala
Committee Member



Mike Ritchie
Senior Sponsor



Claire McMahon
Committee Member



Thomas Carlyle
Committee Member



Isla Kennedy
Committee Member



Volunteer Day at the Milestone



World AIDS Day Annual Fundraising



BlackRock Networks Roadshow



Paint Your Own Keith Haring Fundraise



ABC Pride with Aberdeen and Citi



Knit&Give World AIDS Day Fundraise



BlackRock Speaks x OUT Collaboration



Abseiling for Waverley Care



Pride Cupcake Decoration Competition



Abseiling for Waverley Care



CAPCO Pride Event



Annual Office Pride Event



BlackRock at Edinburgh Pride



Thank you for joining us!

Today's Agenda

1. The global landscape – external/internal
2. Allyship and belonging experiences
3. Live interview with our Guest Speakers



"Alone, we can do so little;
together, we can do so
much." - *Helen Keller*

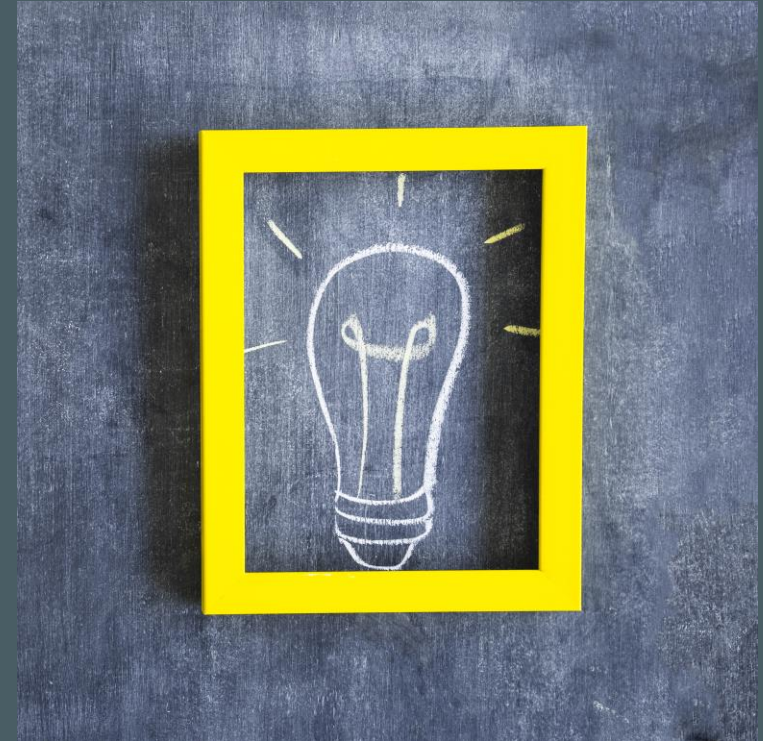


1. The Global Landscape



What is making global LGBTQ+ inclusion more complex?

1. Different legal and regulatory environments
2. Evolving cultural attitudes and social expectations
3. Changing political and economic priorities
4. Greater scrutiny of organisational commitments
5. Increasing employee needs and talent expectations
6. The levels of leadership confidence



Global consistency does not require identical delivery.

What can global complexity feel like for LGBTQ+ talent?



1. SAFETY – “Can I be open about who I am?”
2. BELONGING – “Will I feel seen, valued and connected?”
3. CAREER – “Can I progress without holding part of myself back?”
4. MOBILITY – “Can I safely accept an international opportunity?”
5. SUPPORT – “Where can I find trusted information and help?”

Organisational complexity and challenge become personal challenges.

What do the data points tell us?

66 countries still criminalise LGBTQ+ people

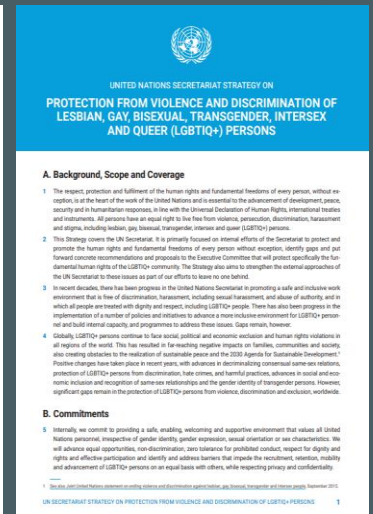
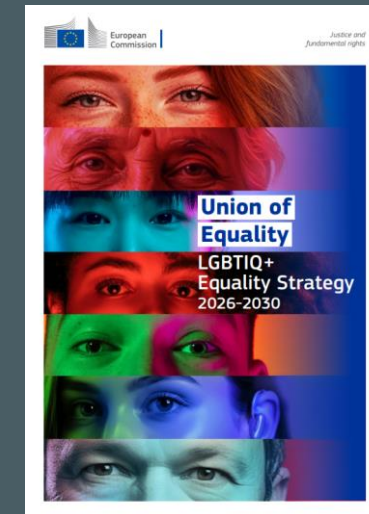
42% of LGBTQ+ employees surveyed experienced non-inclusive behaviour at work

1 in 3 were actively looking for a more LGBTQ+ supportive employer

5,300 trans and gender-diverse people murdered since records started in 2009

1,061 Anti-LGBTQ+ bills introduced in the USA in 2025, further 791 in the 2026 session. 50 enacted.

EU & EN Strategies

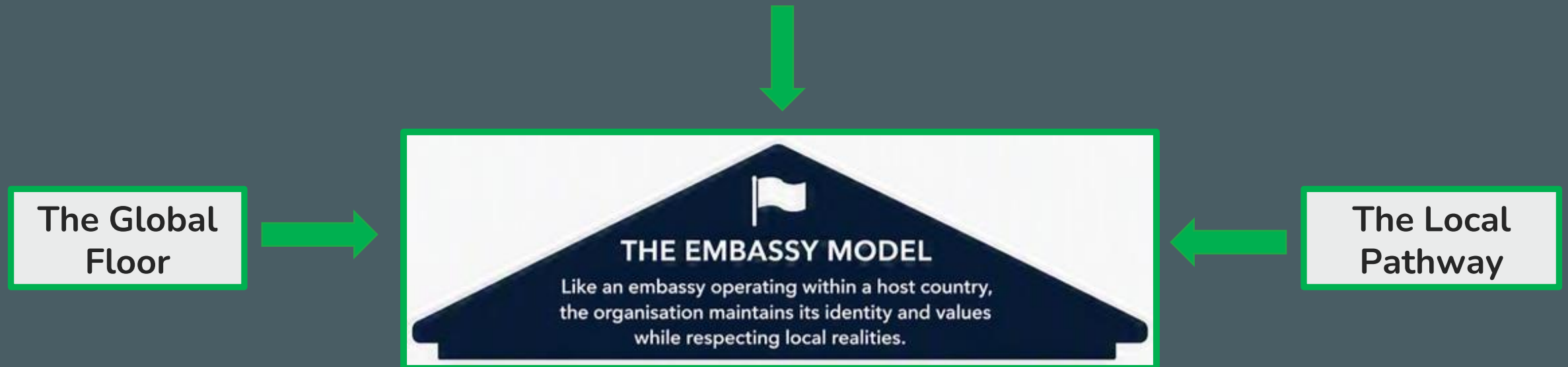


Sustainable DGs

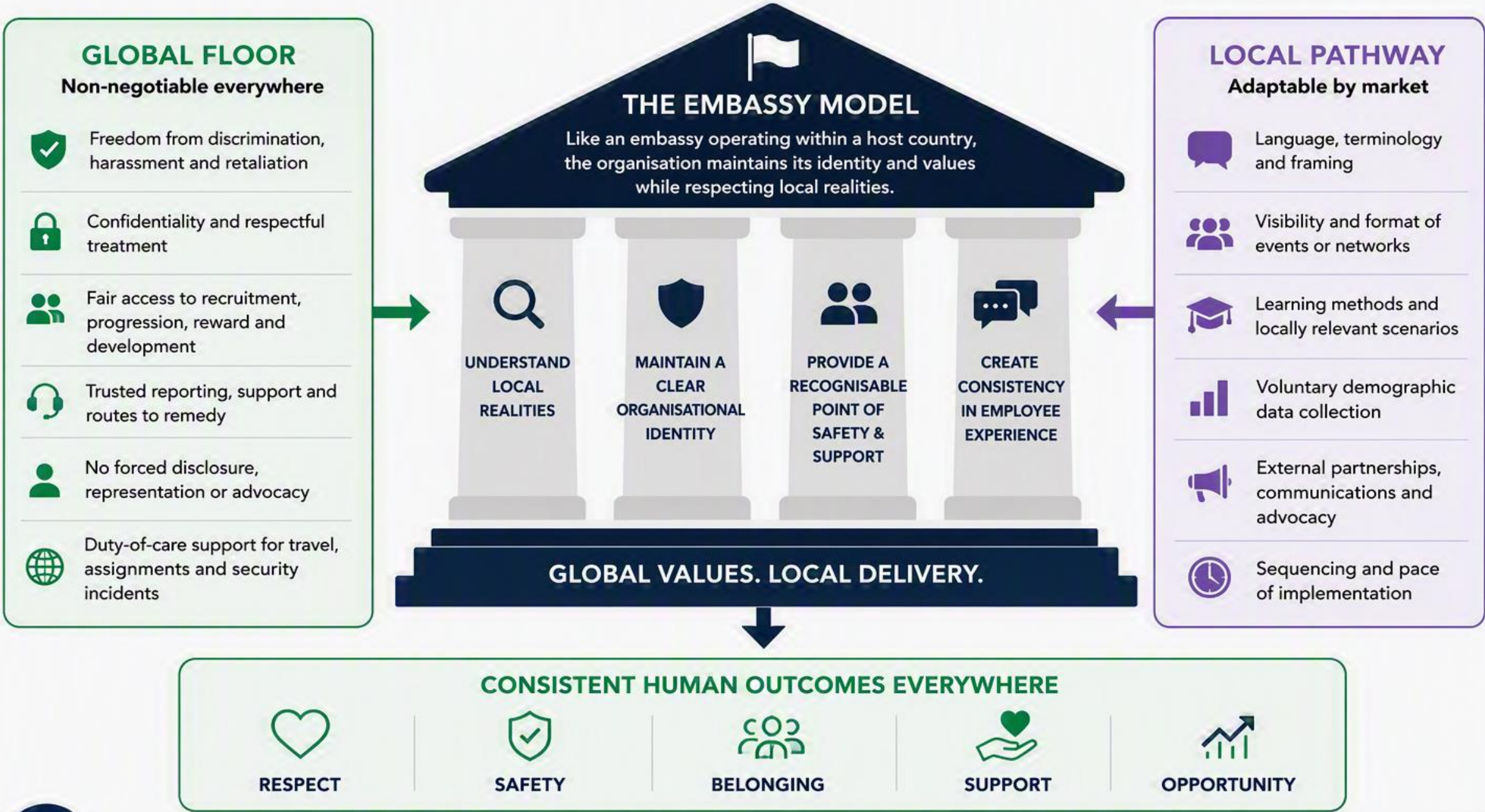
The reality for LGBTQ+ talent varies dramatically around the world.

What is The Embassy Model?

“An approach to global inclusion that maintains consistent standards of dignity, safety, fairness and non-discrimination, while adapting delivery to each market’s legal, cultural and social context”



Like a house. Protect the foundations. Adapt the floors.

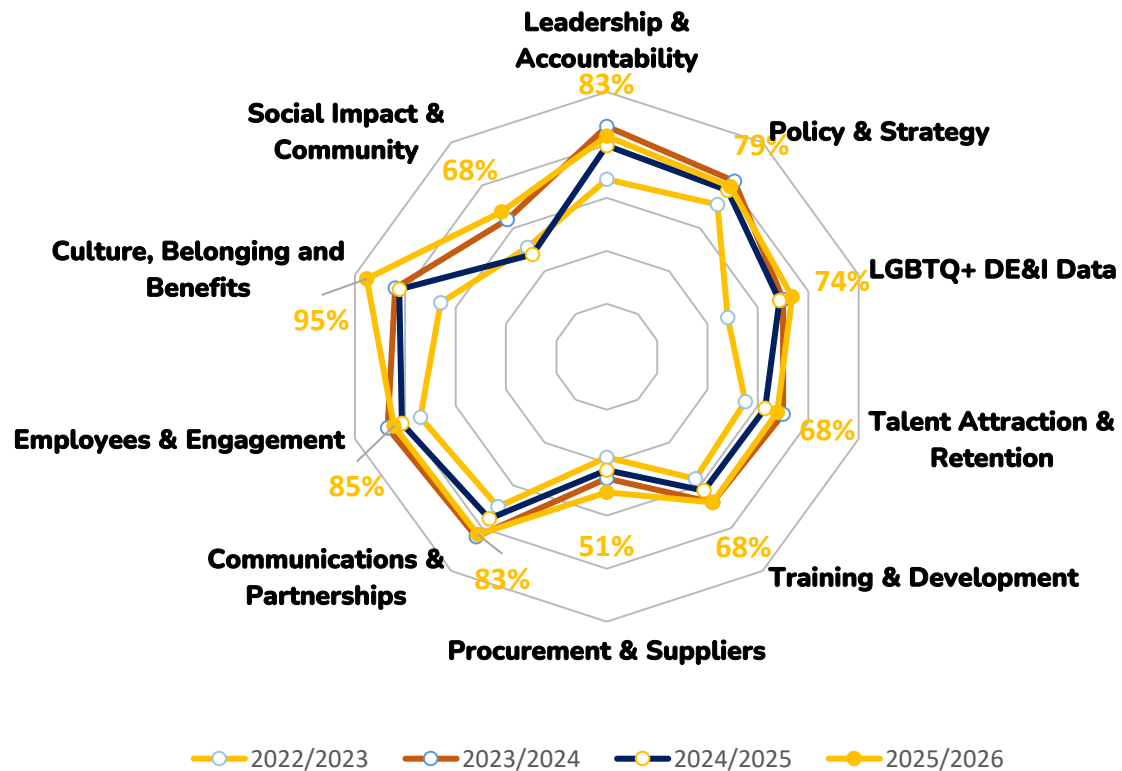




A global community committed to helping people and workplaces prosper.

What patterns are we seeing across organisations?

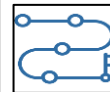
LGBT Great Accreditation - iiBT Aggregate Reporting Findings



The iiBT supports organisations to:



1. Affirm strengths



2. Define growth opportunities

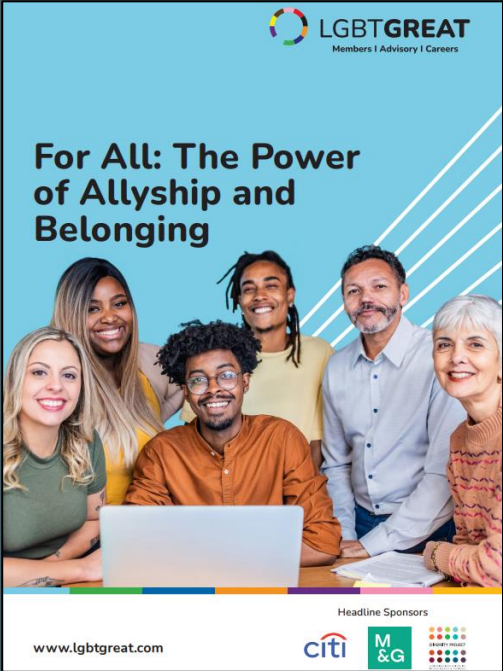
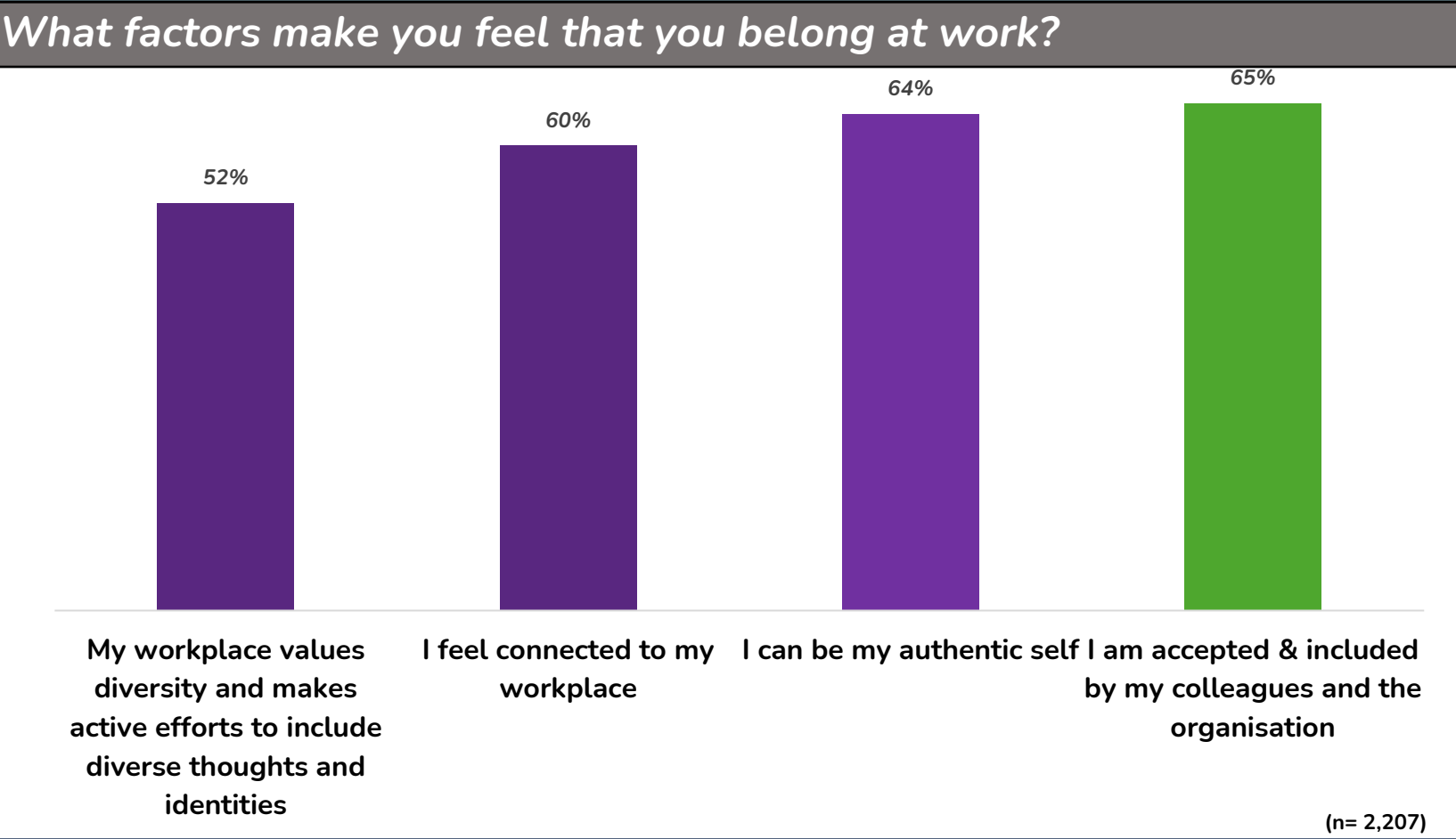


3. Benchmark progress



2. How is allyship and belonging experienced?

What makes people feel at home at work?

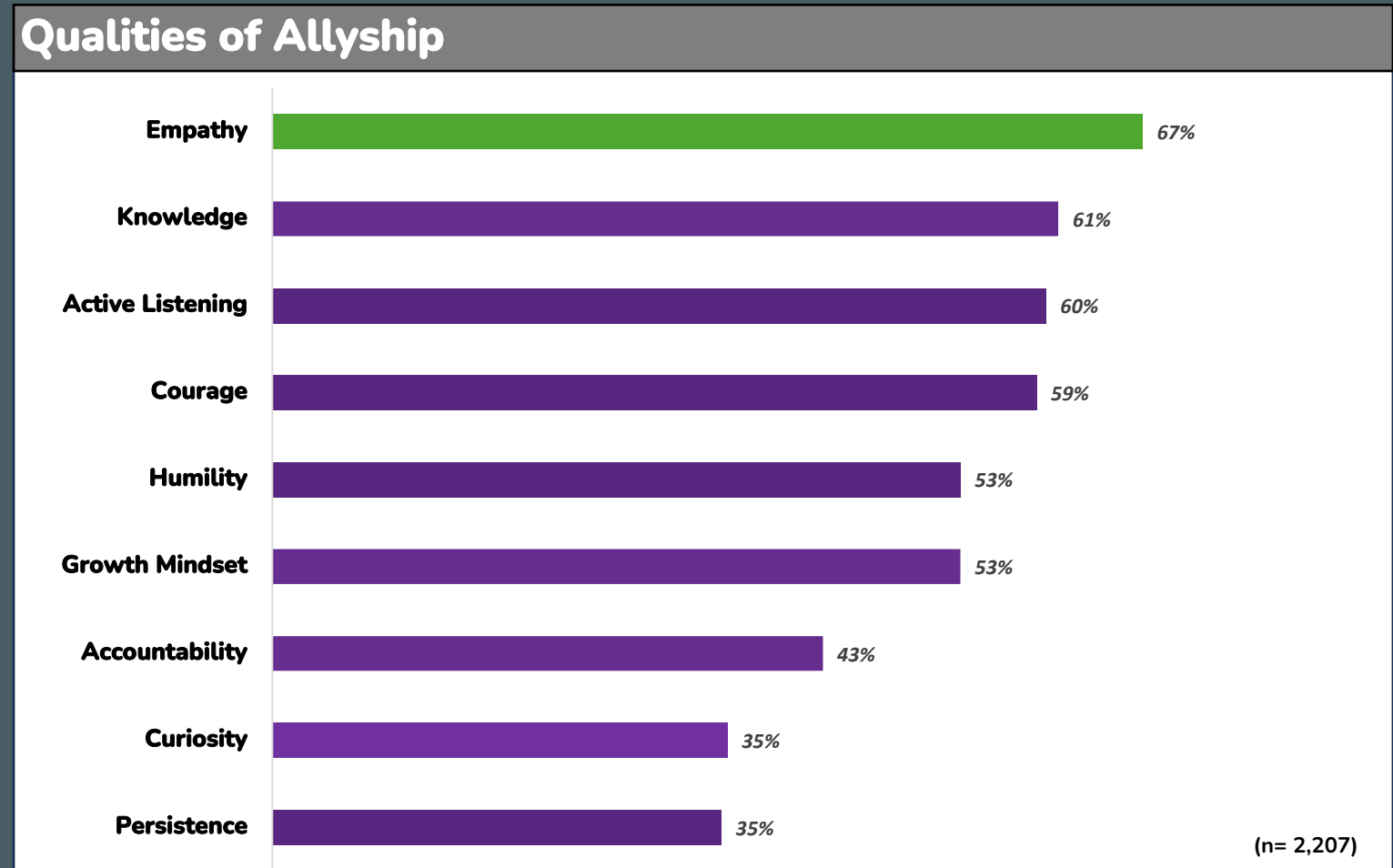


Download Here

Are the qualities of allyship actually the qualities of great leadership?

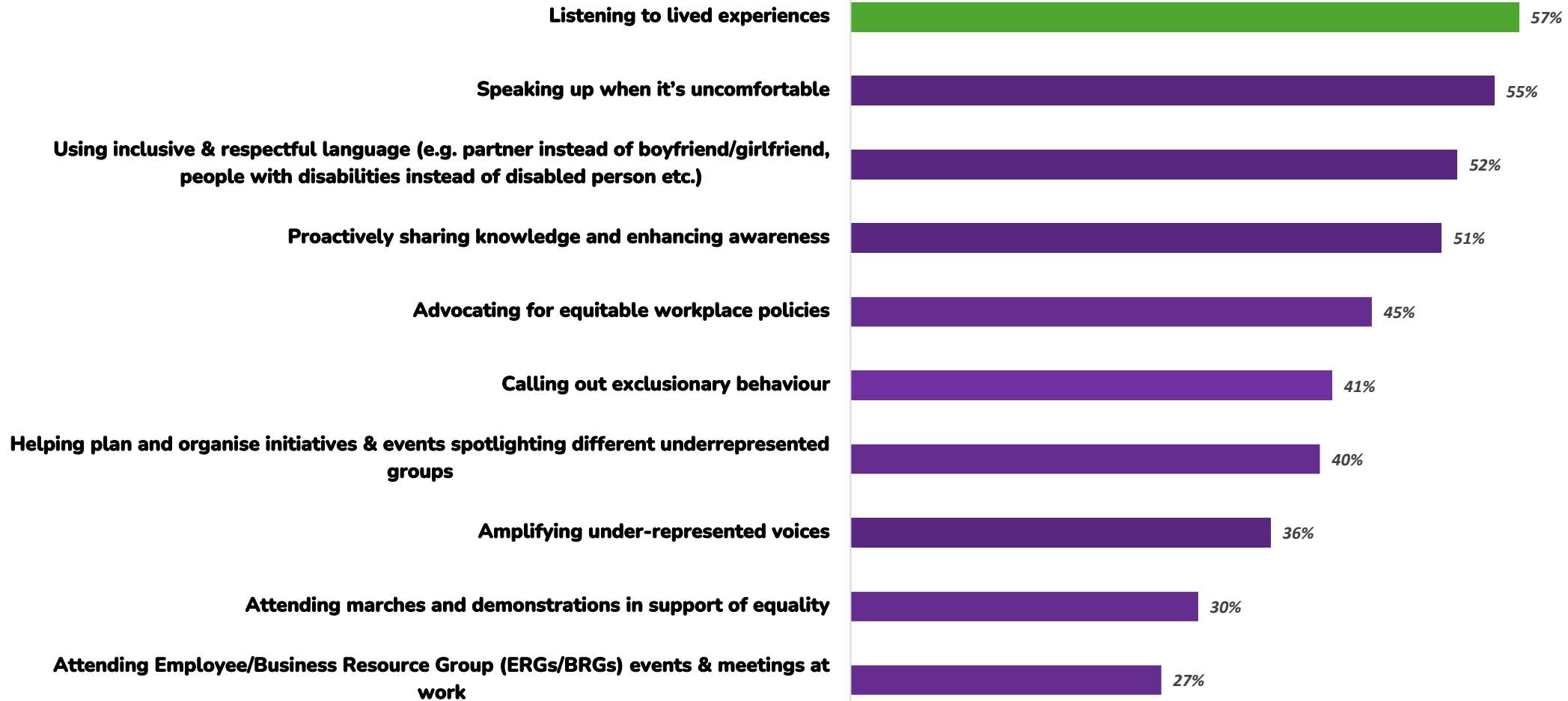
A - How a person takes action to help, support and uplift others.

B - Values, qualities and experiences inform allyship actions.



What allyship actions are most valued?

Actions of Allyship



(n= 2,207)

How does visible leadership multiply impact?



**3 in 4
Employees**

Believe visible allyship from senior leaders is crucial to a culture of inclusion and belonging.

I would be more likely to engage in allyship actions if I saw senior leaders doing the same

75%

Senior leaders in my organisation are visible and vocal allies

60%

"Alone, we can do so little;
together, we can do so
much." - *Helen Keller*



3. Live Interview – Looking Ahead to 2030



Guest Speakers – LIVE Interview



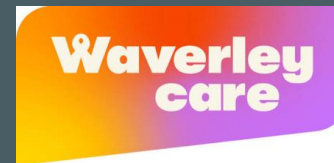
Mike Ritchie (He/Him)
Managing Director, Head
of the Aladdin Client
Transformation (ACT)
team for EMEA at
BlackRock



Connie Hammond
D&I Manager at
Rathbones Group PLC



Calum McNair (He/Him)
Income Generation
Manager at Waverley
Care





What are the most significant challenges shaping the future of work, and how can organisations create environments where people and businesses can thrive?

Open text poll 14 responses 12 participants



Anonymous

Organisations can help people thrive by asserting and re-asserting positive and inclusive values - rather than assuming things stated in previous years stand - they may stand, but people need to trust that that continues to be the case



Anonymous

Changing political and economic landscape - importance of maintaining visibility and engagement of leadership to vulnerable communities



Anonymous

We need leaders of new generations that are more related to change for the better. Organisations are too stuck in old ways.



Anonymous

One of the biggest challenges I would say is abiding with government/political challenges even if it differs with firms' or employees' values.



Anonymous

Changing company ideologies due to political differences.



Anonymous

AI. Organisations need to make sure this is handled in a responsible way. Especially for those from minority groups.



Anonymous

Tech efficiencies removing human interaction.



Anonymous

Allowing space for open dialogue without fear of negative outcomes



Anonymous

Continuing to ensure people feel valued and heard in a world of technological change



Anonymous

Provide more resource



Anonymous

Lack of funding



Anonymous

Political pressures



Anonymous

Challenge: growing uncertainty. Potential solution: better communication, adherence to values



Anonymous

Time management



How is the concept of inclusion evolving, and what will distinguish leading organisations by 2030?

Open text poll 12 responses 8 participants

-  Anonymous
Take a public strong stance in inclusion instead of being wishy-washy in order to be ok with everyone
-  Anonymous
Sticking by their morals - regardless of the political landscape
-  Anonymous
Creating impact in communities that really need it and being inclusive for PR
-  Anonymous
Continuing to support the community despite political pressure.
-  Anonymous
With income inequality growing, opportunities for all marginalized groups are getting smaller. So leading organizations should front-run this.
-  Anonymous
Protecting DEI policies and associated culture fervently during a time they could be easy to drop
-  Anonymous
Inclusion is now not seen as 'cool' so we need to make sure the focus is still on inclusion and diversity and how this benefits us all.
-  Anonymous
Support active inclusion activities, don't let inclusion become a inclusion in name only.
-  Anonymous
Provide resources and connect us with wider community
-  Anonymous
Speaking about the hard things
-  Anonymous
Providing a platform
-  Anonymous
Being loud and proud



What leadership capabilities will be required to build trust, connection, and high-performing cultures in increasingly complex workplaces?

Open text poll



8 responses



4 participants



Anonymous
TRUST!!



Anonymous
Leading by actions and not just words



Anonymous
Participation from leaders. Putting words into practise.



Anonymous
Standing for the most vulnerables



Anonymous
Confidence to support inclusion and diversity



Anonymous
Using their platform to spread the word



Anonymous
Listening and ACTIONING



Anonymous
Empathy



What workforce and organisational challenges can be addressed through more inclusive cultures and practices?

Open text poll

7 responses

4 participants



Anonymous

talk about the hard things!! Conversations and more sessions on political discussions



Anonymous

Creating a space where everyone can grow their careers without fear that who they are will affect that.



Anonymous

Funding to local charities!!



Anonymous

Equalising access to opportunity



Anonymous

Access to workforce and healthcare services



Anonymous

Access to resources



Anonymous

how to navigate the political climate



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BlackRock®



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LinkedIn



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LinkedIn



Matt Cameron