



LGBT GREAT

An Allied People Group Company



LLOYDS BANKING GROUP

Global LGBTQ+ Inclusion: Insights and Data-Led Perspectives

In Partnership with Lloyds Banking Group

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Thursday 17 September 2026

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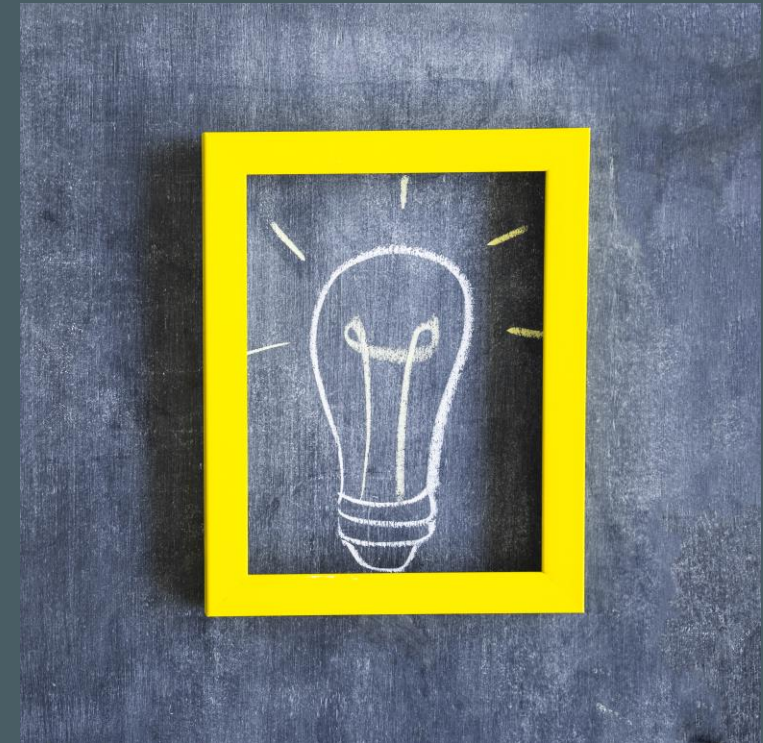
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What is making global LGBTQ+ inclusion more complex?

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 should every LGBTQ+ employee be able to expect wherever they work?

Wordcloud Poll



37 responses



25 participants



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

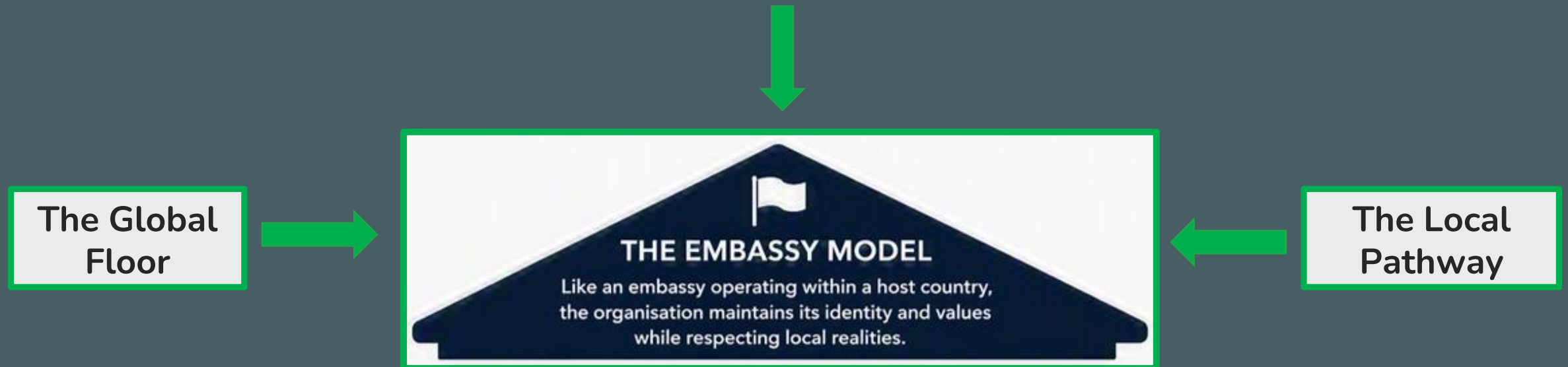
1,061

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

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.

What should remain non-negotiable?

The Global Floor

What every employee should experience everywhere:

- Respect
- Safety
- Fairness
- Confidentiality
- Support
- Opportunity



GLOBAL FLOOR
Non-negotiable everywhere

 Freedom from discrimination, harassment and retaliation

 Confidentiality and respectful treatment

 Fair access to recruitment, progression, reward and development

 Trusted reporting, support and routes to remedy

 No forced disclosure, representation or advocacy

 Duty-of-care support for travel, assignments and security incidents

Adapt the delivery. Never lower the standard.

What should be adapted to local reality?

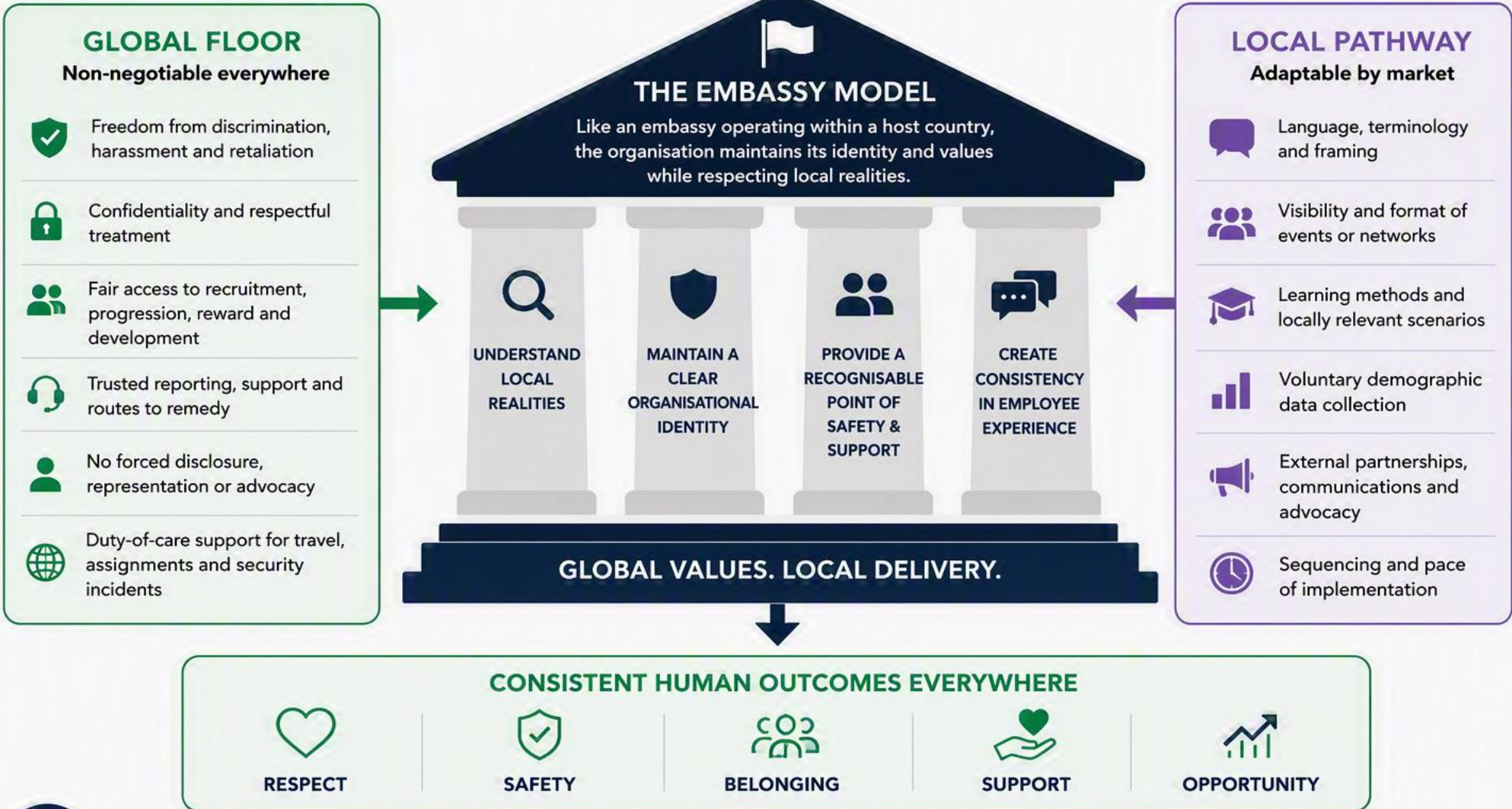
The Local Pathway

Adaptable depending on market:

- Language and terminology
- Employee networks
- Events and awareness
- Learning and communications
- Data collection
- External advocacy



The foundations are strong. The pathway is locally informed.



When might an organisation use the Embassy Model?

1. INTERNATIONAL MOBILITY

Principle: Opportunity should not require someone to compromise their safety or identity.

Question: *How do we protect opportunity and safety?*

2. DISCRIMINATION & PROTECTION

Principle: Local law may establish the legal minimum. The organisation can establish a higher internal standard.

Question: *What happens when local standards fall below ours?*

3. VISIBILITY & PRIDE

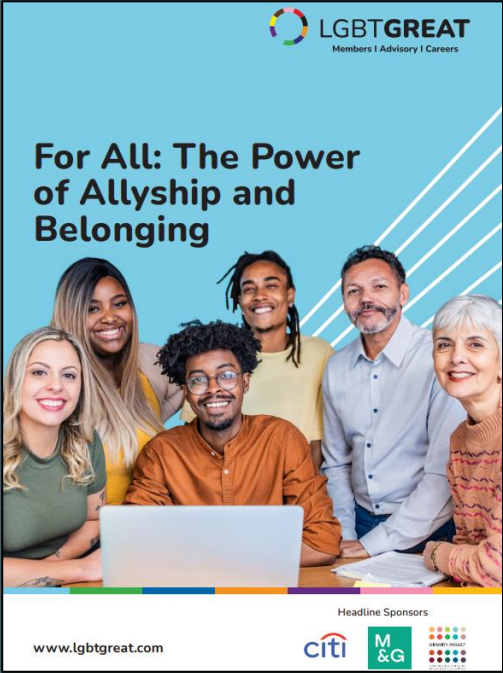
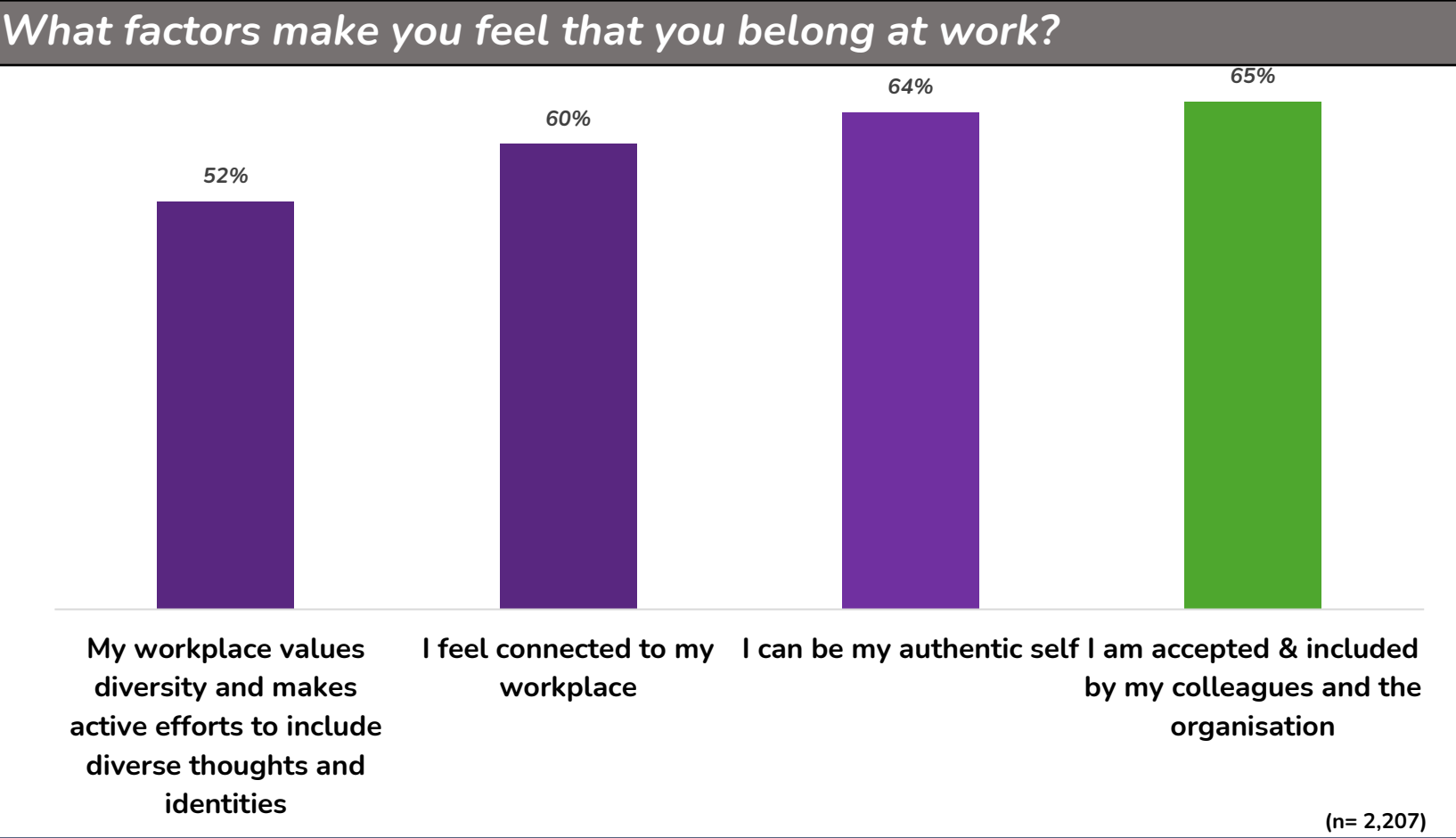
Principle: Consistency doesn't mean doing the same thing everywhere.

Question: *How do we advance inclusion without creating additional risk?*

Adapt the approach not the commitment.

**The law defines what
organisations can do. Leaders
define what people experience.**

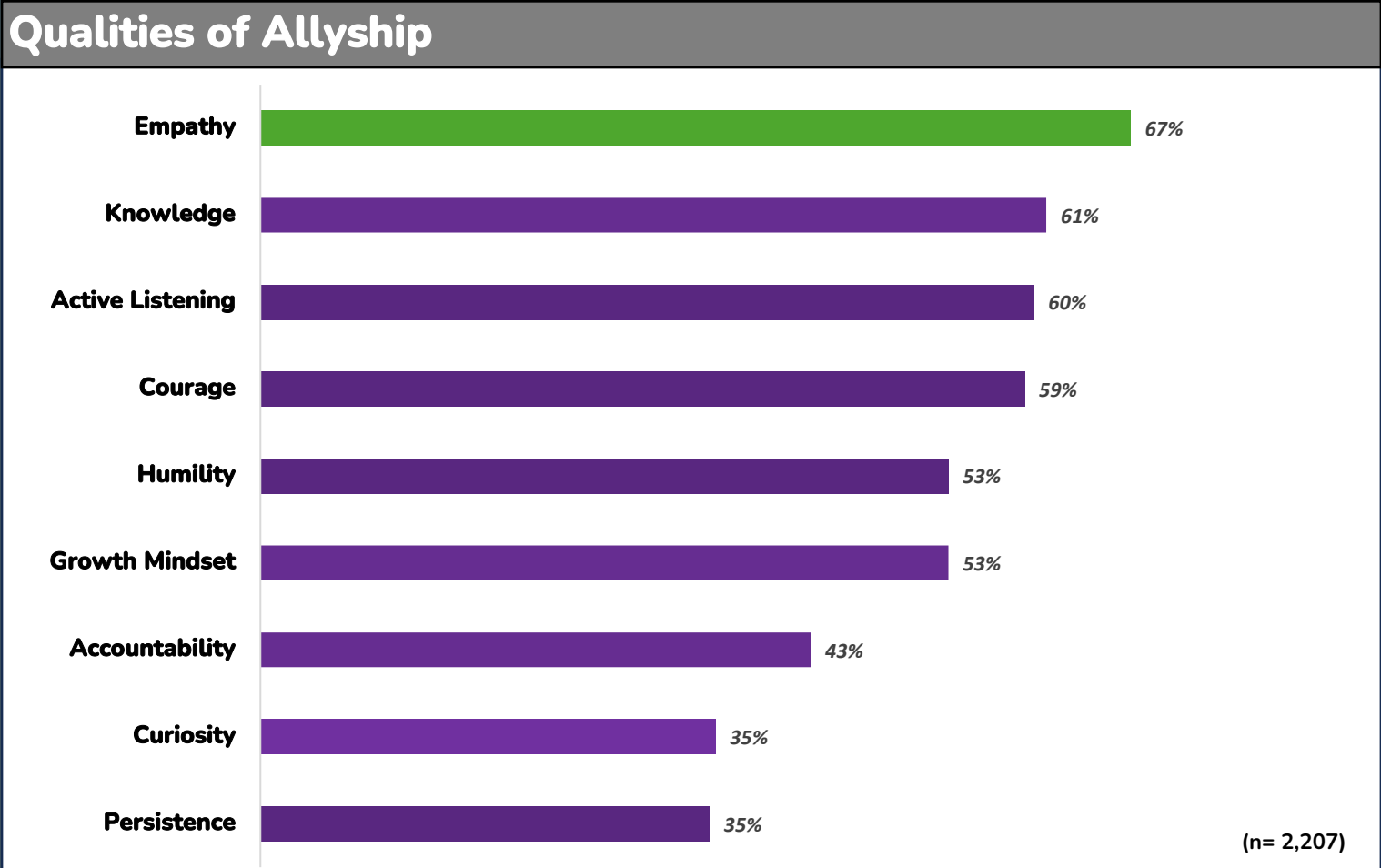
What makes people feel at home at work?



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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.



Who is LGBT Great?

LGBT Great is our award-winning global B2B platform. We bring organisations together to unlock what's possible and help LGBTQ+ people, their colleagues and communities to feel seen, valued and part of something bigger at work.

As part of **Allied People Group**, we connect our specialist LGBTQ+ expertise with broader leadership, culture and workplace solutions, helping organisations build capability, strengthen cohesion and create cultures where every community feels valued.



LGBTGREAT



ALLIEDPEOPLE

How does LGBT Great help members?

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1. INSIGHT

Research
Thought leadership
Benchmarking
Tools and Guidance

Gain the confidence to move from assumption to informed action.

2. CONNECTION

Peer Community
Events and Forums
Learning and Development
Engagement

Build capability, share experiences and accelerate progress together.

3. VISIBILITY

Careers Job Board
LGBT Great Accreditation
Awards and Recognition
Editorial Content

Show commitment, celebrate progress and build trust with stakeholders.

Trusted by Organisations and Leaders Worldwide

40,000+
Careers Job
Applications

500,000+
Employees
Represented

2,800+
Connected
Organisations

11,000+
News Digest
Readers

5-star
Client
Rating



Join a global community committed to helping people and workplaces prosper.



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Thank you

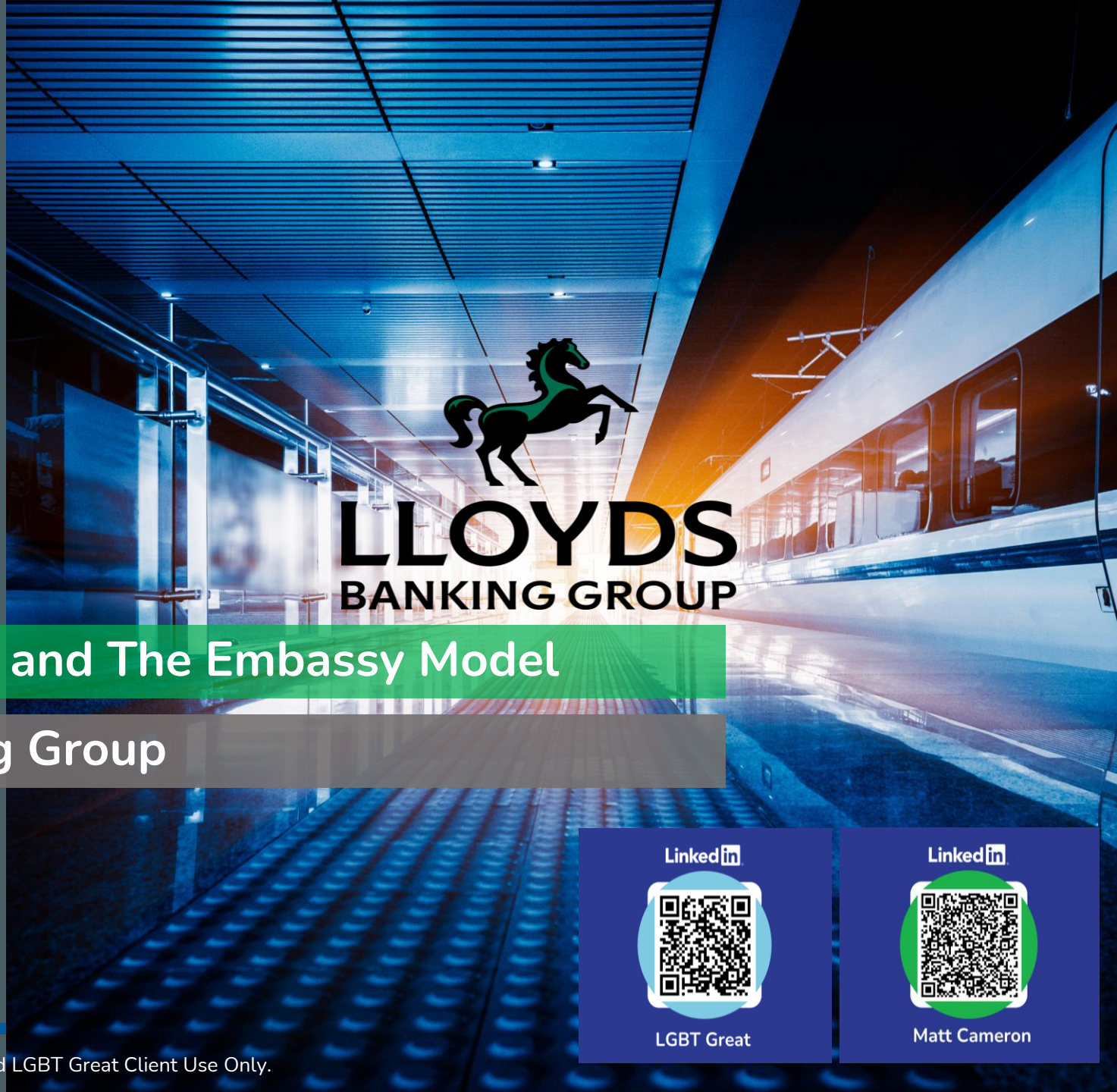
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