SUPPORTING LGBT INCLUSION:
A HOW-TO GUIDE FOR ORGANIZATIONS AND INDIVIDUALS

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About Catalyst

Founded in 1962, Catalyst is the leading nonprofit membership organization working globally with businesses and the professions to build inclusive workplaces and expand opportunities for women and business. With offices in the United States, Canada, and Europe, and more than 400 preeminent corporations as members, Catalyst is the trusted resource for research, information, and advice about women at work. Catalyst annually honors exemplary organizational initiatives that promote women's advancement with the Catalyst Award.

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USING THIS GUIDE

Creating and maintaining inclusive workplaces takes concerted effort and sincere commitment from both organizations and individuals. However, research shows that the awareness, knowledge, and skills necessary to foster LGBT inclusion in the workplace is lacking. This guide is designed to support those who are ready to develop successful initiatives. It provides self-assessment questions and actionable strategies for organizations and individuals. Links embedded in the text connect to resources within this guide and on the Catalyst website.

Human resources professionals, diversity and inclusion practitioners, and members of diversity councils will find the first section on organizational assessments particularly relevant. Guidance for senior leaders and managers is in the second section. Employees at all levels can learn how to support LGBT inclusion in their workplaces in the third section. The fourth section highlights additional Catalyst resources on LGBT inclusion.

1. **Organizations: Assessing the Workplace and Laying the Foundation**

2. **Senior Leaders and Managers: Setting the Tone and Fostering Inclusion**

3. **Employees at All Levels: Engaging and Supporting Inclusive Workplaces**

4. **Catalyst Resources on LGBT Inclusion**

1. ORGANIZATIONS: ASSESSING THE WORKPLACE AND LAYING THE FOUNDATION

Organizations should strive to foster an inclusive workplace where all employees are welcomed, valued, and respected. This section will help organizations evaluate current policies and practices and assess strategies for building knowledge about the workplace experiences of LGBT employees. Listed at the end of this section are concrete recommendations for developing initiatives that support organizational efforts to build LGBT-inclusive workplaces.

Check the boxes in each section if your organization already has the policies, practices, or knowledge and consider the items that were not checked as potential new strategies for fostering LGBT inclusion.

ASSESS THE ORGANIZATION

Effective support of LGBT inclusion can only occur when organizations have structures in place that protect all employees against discrimination and allow them to engage and contribute to their full potential. Organizations must also continually review LGBT programs and policies and determine if new ones should be considered. Use the following checklist to assess organizational plans for implementing and supporting LGBT-inclusive policies, strategies, programs, and practices, and advocating on behalf of LGBT employees.

DOES YOUR ORGANIZATION HAVE:

Policies
- ☐ Anti-discrimination policies?
  - ☐ …that explicitly include LGBT?

- ☐ Sponsored health benefits?
  - ☐ …with same-sex partner coverage?
  - ☐ …with transgender/transsexual employee benefits?

Internal Knowledge-Building Activities
- ☐ A clearly articulated business case for diversity?
  - ☐ …that includes LGBT?

- ☐ A diversity council?
  - ☐ …with LGBT inclusion as part of its mandate?

- ☐ Formal employee engagement surveys?
  - ☐ …that address LGBT inclusion?
  - ☐ …in which employees can confidentially self-identify as LGBT?

- ☐ Human resources information systems to track career development?
  - ☐ …in which employees can confidentially self-identify as LGBT?

Programs and Practices
- ☐ An LGBT network or employee resource group (ERG)?
  - ☐ …that includes allies?
  - ☐ …with an executive sponsor?

- ☐ A formal mentoring program?
  - ☐ …in which mentors and mentees can self-identify as LGBT?

BUILD KNOWLEDGE

Organizations have a bottom-line incentive for supporting LGBT inclusion because it can enhance profitability by decreasing costs, increasing employee engagement, and tapping new markets. Issues facing LGBT employees also impact their family, friends, coworkers, managers, clients, and customers. Thus, LGBT inclusion will have a positive effect on many people.

BUILD A FACT BASE ABOUT LGBT INCLUSION

☐ Build an organization-specific business case for LGBT inclusion with solid data.
  ☐ Consider costs associated with unwanted turnover, benefits associated with increased employee engagement, opportunities for tapping new markets, and increased customer loyalty.
  ☐ Communicate the business case to all employees.

☐ Assemble all information regarding LGBT inclusion at your organization. Include success factors as well as career advancement barriers that LGBT employees currently face.
  ☐ Develop opportunities to collect additional information in the future. For example, consider including questions related to LGBT inclusion in employee surveys.
  ☐ Consider allowing employees to self-identify as LGBT in employee surveys to understand their workplace experiences.

☐ Consider allowing employees to self-identify as LGBT in human resources information systems as a means for tracking their development and advancement compared to that of non-LGBT employees with similar qualifications and competencies.

☐ Ensure privacy measures are in place to protect employees who choose to self-identify in surveys or in human resources information systems.
  ☐ Broadly communicate privacy measures and zero-tolerance discrimination policies to increase employee comfort in self-identifying.

☐ Use metrics and statistics in your business case for LGBT inclusion. How does the organization compare with Catalyst members?

LGBT INCLUSION AND CATALYST MEMBERS[1]

89%   Catalyst member firms offered domestic partner benefits for same-sex partners

82%   Catalyst member companies offered domestic partner benefits for same-sex partners

65%   Catalyst member companies had LGBT employee networks

57%   Catalyst member firms had LGBT employee networks

15%   Catalyst member companies had an LGBT mentoring program

4%   Catalyst member firms had an LGBT mentoring program

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1. Catalyst, *2006 Catalyst Member Benchmarking Report* (2006).

DEVELOP POLICIES AND PRACTICES

SUPPORT EFFORTS BY SENIOR LEADERS, MANAGERS, AND INDIVIDUAL CONTRIBUTORS TO BUILD A MORE LGBT-INCLUSIVE WORKPLACE

☐ Ask employees how the organization can better support their LGBT-inclusion goals and efforts.

☐ Ensure information and resources are widely available to employees, regardless of whether they identify as LGBT or openly acknowledge their interest in supporting LGBT inclusion.

☐ Raise awareness of LGBT inclusion through diversity and inclusion training, employee handbooks, talent management policies, and new employee orientation materials.

☐ Engage LGBT employees and allies in educating themselves about the benefits of an inclusive workplace. Then, engage them in educating other employees.

SUPPORT AND LEVERAGE NETWORKS AND EMPLOYEE RESOURCE GROUPS (ERGS)

☐ Establish an LGBT ERG and ensure that it has an executive sponsor and commitment from senior leaders. The executive sponsor does not have to identify as LGBT but should be able to effectively champion LGBT efforts.

☐ Leverage the support of senior leaders who identify as LGBT or who are allies.

☐ Ensure allies and advocates are able to participate in some LGBT ERG activities.

☐ Encourage the LGBT ERG to collaborate with other ERGs for mutual support, to share resources, and to meet common objectives.

☐ Structure ERG activities so that they support organizational goals and objectives.

☐ Offer leadership development opportunities and discuss advancement strategies at ERG activities.

☐ Find opportunities for ERG members to support education about LGBT issues.

☐ Ensure diverse employees (e.g., with respect to gender, race/ethnicity, age) participate in LGBT ERG activities.

ENGAGE POTENTIAL CUSTOMERS, CLIENTS, SUPPLIERS, AND EMPLOYEES THROUGH OUTREACH EFFORTS

☐ Consider the benefits of supplier diversity and use suppliers that support LGBT individuals and communities. Include LGBT suppliers on vendor lists. Monitor the diversity messaging of suppliers affiliated with the organization.

☐ Form connections with LGBT nonprofit organizations. Leverage these relationships to support your organization's business and diversity and inclusion objectives as well as the nonprofits' missions.

☐ Review how charities and community activities are selected for support and ensure that those in the LGBT community are included.

☐ Encourage employees to participate in outreach to the LGBT community and recognize community outreach activities in performance reviews.

☐ Participate in external surveys that benchmark the organization against others with respect to diversity and inclusion. Do not assume that low numbers will put the organization at risk. Rather, recognize that participation in such surveys provides evidence that the organization wants to find out what is happening internally and is willing to set goals and track progress toward them.

2. SENIOR LEADERS AND MANAGERS: SETTING THE TONE AND FOSTERING INCLUSION

Setting the tone from the top is an essential step toward fostering LGBT inclusion. Senior leaders and managers must demonstrate accepted and encouraged behaviours as well as educate direct reports about them. In this section, a series of reflective questions and actionable strategies helps senior leaders and managers build self-awareness, increase knowledge about LGBT issues, and develop skills for supporting the creation of a comfortable and inclusive workplace.

Check the boxes if you already have the awareness, knowledge, or skills described. Use the items that were not checked as potential strategies for setting the tone and fostering LGBT inclusion. For support, reach out to human resources personnel, diversity and inclusion practitioners, networks, and employee resource groups (ERGs), as well as LGBT employees, allies, and advocates.

DEVELOP SELF-AWARENESS

DETERMINE WHAT YOU KNOW AND DON'T KNOW ABOUT LGBT INCLUSION: REFLECT ON PAST, CURRENT, AND EXPECTED FUTURE BEHAVIOURS

☐ Are you informed about the harmful effects of discrimination and stereotypes on LGBT employees?

☐ Are you aware of anti-discrimination policies at your organization, including implications for those who do not follow them? If so, how do you communicate these to employees?

☐ Do you know whether information about the experiences of LGBT employees is collected at your organization? If so, how is it collected and communicated?

☐ Do you know whether LGBT employees face career advancement barriers at your organization? If so, what types of barriers do they face? What is your organization doing to mitigate these barriers?

☐ Are you comfortable collaborating with others—reaching out to human resource personnel, diversity and inclusion practitioners, employee resources groups, LGBT employees, allies, and advocates—to build self-awareness?

ACKNOWLEDGE YOUR BIASES AND LIMITATIONS

☐ Are you comfortable enforcing your organization's anti-discrimination policies?

☐ Are you comfortable developing, advancing, and advocating for LGBT employees?

☐ Are you prepared to actively eliminate discriminatory behaviours in the workplace?

☐ Have you practiced a response to inappropriate comments or behaviours?

☐ Are you informed about ways to work through your biases and limitations? If not, the following sections will help you learn more about taking action.

GET INFORMED

LEARN ABOUT ANTI-DISCRIMINATION POLICIES AND RESOURCES FOR LGBT EMPLOYEES

- ☐ Contact your human resources department, LGBT networks or ERGs, or external professional organizations, associations, government agencies, or LGBT advocacy groups to learn about anti-discrimination policies in all the regions where you conduct business.
- ☐ Become informed about the resources that your organization offers. Find out if your organization has, for example, LGBT ERGs, same-sex partner coverage, and transgender benefits. If your organization does not offer resources that you believe would be beneficial, suggest them to your human resources department and support its efforts to provide additional resources.
- ☐ Find out how other organizations support LGBT inclusion. The last section of this guide describes diversity and inclusion programs, policies, and practices that support LGBT inclusion and summarizes other Catalyst resources for LGBT inclusion.

CREATE A FACT-BASED BUSINESS CASE FOR LGBT INCLUSION

- ☐ Learn about the negative effects that homophobic comments, stereotypes about LGBT employees, and exclusionary behaviours and policies have on the career advancement and job satisfaction of LGBT employees.
- ☐ Collect metrics on employee satisfaction and turnover. If data for LGBT employees specifically are not available, support activities for collecting them in the future.
- ☐ Read studies that demonstrate the link between diversity and inclusion and business success to build your knowledge and the business case.
- ☐ Determine how existing data as well as data that will be collected in the future can be leveraged to support and measure progress toward diversity and inclusion goals.
- ☐ Help develop a business case customized to your organization that highlights how diversity and inclusion can support organizational and individual goals (e.g., being an "employer of choice," reaching new customers, building new business opportunities).

LISTEN TO LGBT EMPLOYEES

- ☐ Become informed about the workplace experiences of LGBT employees in your organization by initiating one-on-one discussions with employees who have identified themselves as LGBT, attending LGBT ERG activities, and connecting with those "in the know."
- ☐ Support efforts to include LGBT issues in employee engagement surveys and human resources information systems.
- ☐ Develop informal and confidential means by which employees can contribute suggestions and provide feedback.

TAKE ACTION

EDUCATE OTHERS ABOUT ANTI-DISCRIMINATION POLICIES

- ☐ Discuss anti-discrimination policies and the importance of zero-tolerance policies against homophobia and stereotyping with your direct reports and teams.
- ☐ Immediately acknowledge any inappropriate comments. This will allow you to increase awareness and model inclusive behaviour.
- ☐ Ensure that anti-discrimination policies are included in communications related to human resources policies (e.g., employee handbooks, new employee orientation, diversity training).
- ☐ Communicate anti-discrimination policies broadly so that all employees are informed. For example, use meetings about talent management, recruitment, workplace inclusion, and human resources policies as opportunities to educate others.

SUPPORT EQUITABLE CAREER ADVANCEMENT AND DEVELOPMENT OPPORTUNITIES AND PRACTICES

- ☐ Encourage fairness in the career development and advancement of direct reports and those they manage.
- ☐ Evaluate your organization's formal processes for development and advancement and look for elements that may favour some individuals and/ or groups over others.
- ☐ Consider how informal information-sharing about development opportunities may exclude some employees. Catalyst research on unwritten rules can help you better understand how unequal access to information creates workplace barriers for some employees.
- ☐ Learn about programs and practices offered by other organizations and adapt some of their elements to meet your organization's needs.

BRIDGE NETWORKS THAT SUPPORT CAREER ADVANCEMENT AND WORKPLACE INCLUSION

- ☐ Support the formation of important workplace relationships through both formal and informal means.
- ☐ Consider how you support personal and professional connections among employees and ensure that LGBT employees are not unintentionally excluded.

- ☐ Get to know your direct reports by using inclusive language (e.g., address transgender people by the pronoun of their choice, do not use language that presumes that someone is married or heterosexual), asking questions about employees' goals and interests, and allowing for different levels of disclosure about personal lives.
- ☐ Encourage involvement in formal networks and ERGs. Help LGBT ERGs collaborate with other ERGs (e.g., those for women or minorities). Help LGBT employees leverage programs that support relationship-building, such as mentorship, special committees, and special-interest activities (e.g., sporting events, book clubs, environmental awareness committees).

BUILD A ROBUST LGBT-INCLUSION STRATEGY

- ☐ Use results of employee engagement surveys to target LGBT issues specific to your organization.
- ☐ Leverage the knowledge and skills of employees in the LGBT ERG to support strategy formation for LGBT inclusion.
- ☐ Ensure that contributing to diversity and inclusion planning is recognized and valued as an employee development opportunity in performance evaluations.

DEMONSTRATE YOUR COMMITMENT TO INCLUSION PUBLICLY

- ☐ Review communications (e.g., performance review materials, hiring practices and job descriptions, newsletters) to ensure language is inclusive (e.g., use the word "partner" instead of "husband" or "wife," refer to your organization as an equal opportunity employer, use performance competencies that do not ascribe stereotypical characteristics to women and men). Encourage direct reports to use inclusive language.
- ☐ If permitted by your organization, post or encourage visible symbols of LGBT inclusion such as the rainbow "safe space" stickers or pride stickers in areas where your team works (e.g., bulletin boards, conference rooms, offices).

3. EMPLOYEES AT ALL LEVELS: ENGAGING AND SUPPORTING INCLUSIVE WORKPLACES

Understanding the challenges that LGBT employees face can be complex, especially given the great diversity within LGBT communities. Employees at all levels are encouraged to reflect on what they do and do not know about supporting LGBT workplace inclusion. Employees should remain receptive to learning new information and supporting organizational efforts to enhance diversity and inclusion. This type of engagement benefits both employees and organizations.

This section contains a series of reflective questions and actionable strategies. Check the boxes if you have already taken action related to the awareness, knowledge, or skills mentioned. Use the items that were not checked as a starting place for identifying what you can do to foster LGBT inclusion at work.

DEVELOP SELF-AWARENESS

☐ Have you benefitted directly or indirectly from diversity and inclusion efforts at your organization? Do you recognize how working with others who have benefitted from such efforts has helped you?

☐ How can a more inclusive workplace create opportunities for you as well as others? Reflect on how you might benefit from a greater awareness of challenges facing your LGBT colleagues.

☐ Are you aware that LGBT-inclusive language can help LGBT employees feel accepted and encourage them to share their thoughts and feelings more openly without feeling vulnerable to judgement? Have you made efforts to include LGBT employees in informal conversations? Reflect on whether you have unintentionally made comments that might exclude LGBT employees.

☐ Have you actively engaged in behaviours that make LGBT employees feel safe and comfortable interacting with you?

☐ Are you comfortable working as an ally or advocate for an LGBT-inclusive workplace? If not, what is prohibiting you from doing so?

☐ Have you heard subtle or overt homophobic jokes at work or language that might exclude some of your colleagues? If your answer is no, we encourage you to pay close attention to the comments and questions people make about their professional and personal activities and interests. For example, have you heard colleagues ask questions that assume someone's partner is of the opposite sex?

☐ Are you aware of how discriminatory comments and behaviours contribute to an uncomfortable workplace for LGBT and non-LGBT employees? How do you avoid saying or doing things that could be interpreted as exclusionary?

☐ Do you have a response for inappropriate comments and behaviours in the workplace? How do you respond when you hear colleagues using offensive language?

GET INFORMED

BE OPEN TO EDUCATION AND INFORMATION

☐ Keep an open mind and do not rely on generalizations or stereotypes about LGBT individuals.

☐ Learn about the experiences of LGBT colleagues who are comfortable discussing them with you. Recognize that some LGBT employees want colleagues to ask questions and learn about their experiences, while others prefer that colleagues educate themselves so that they are not responsible for providing information.

☐ Seek out additional information about the issues LGBT employees face in the workplace. If your organization does not offer sufficient resources, ask for suggested materials from the human resources department or the LGBT ERG.

☐ Participate in diversity and inclusion training offered by your organization. Determine if there are gaps in the training you receive and ask organizers and facilitators for additional resources when necessary.

LEARN AND USE THE CORRECT PRONOUN FOR TRANSGENDER AND TRANSSEXUAL EMPLOYEES

☐ Become informed about gender identity and gender expression,[2] including how they differ from sexual orientation and what issues transgender and transsexual individuals may face.

☐ Regardless of whether transgender or transsexual colleagues fit stereotypical images of what women and men look like, it is important to respect and use the words they prefer when referring to their gender.

☐ If you are uncertain about what to say or do, ask them what they prefer.

☐ If you are uncomfortable asking them directly, seek support from your manager or someone in human resources who can ask on behalf of employees who are striving to be respectful.

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2. Gender identity is one's inner sense of being a woman or a man, regardless of biological birth sex; gender expression refers to how an individual manifests a sense of femininity or masculinity through appearance, behaviour, grooming, and/or dress. At some points in their life, people who are transgender may express and/or identify with the characteristics, roles, behaviours, or desires of the gender different from the one they were assigned at birth. Transsexuals change or seek to change their physical characteristics through surgery or hormone therapy to that of the opposite sex—for example, individuals born as males seek to change their sex to female.

TAKE ACTION

TREAT LGBT EMPLOYEES THE SAME AS EVERYONE ELSE

☐ Avoid comments or questions that presume heterosexuality. For example, do not assume a single female colleague is interested in dating men.

☐ Treat LGBT employees the same as you do everyone else and allow LGBT employees to choose how fully to participate in conversations about their personal lives. Make efforts to include LGBT employees in day-to-day conversations.

☐ Focus on what you have in common, and do not focus on sexual orientation as the only way to understand others. Try not to be distracted by differences.

DEMONSTRATE YOUR ACCEPTANCE OF LGBT INDIVIDUALS IN PUBLIC AND VISIBLE WAYS

☐ Use LGBT-inclusive language (e.g., "partner") in both day-to-day conversations and official corporate communications.

☐ Actively create "safe" office spaces by putting up symbols (e.g., pride stickers) that publicly display your commitment to inclusion. Suggest to your supervisor that public spaces (e.g., lunch room, photocopy room) be visibly identified as safe spaces.

☐ Specifically indicate your acceptance of LGBT individuals in everyday conversations and openly acknowledge friendships with LGBT individuals when appropriate and relevant.

NEVER MAKE HOMOPHOBIC JOKES

☐ Understand how jokes made at the expense of LGBT individuals or communities can make people uncomfortable and lead to hostile workplaces, even when they are not intended to be offensive.

☐ Never make homophobic jokes or use derogatory slang, even if you identify as LGBT or an ally. Think critically about language and comments that might be unintentionally exclusive.

☐ Consider whether any jokes or terms used in your workplace might be considered offensive by LGBT employees and allies.

☐ Practice a response to colleagues who make inappropriate jokes and take action when such jokes are made. If you are uncomfortable addressing your colleagues or managers directly, speak with someone in human resources to gain support on handling inappropriate comments.

PARTICIPATE IN LGBT ACTIVITIES AS AN ALLY

☐ Seek out formal opportunities to participate in LGBT ERG activities as an ally or advocate.

☐ Collaborate with LGBT ERG leaders to create opportunities for more actively engaging other allies and advocates.

☐ Participate in diversity and inclusion training and formal knowledge sharing with others inside and outside of the workplace.

☐ Promote LGBT-inclusive values both formally and informally by encouraging others to accept differences in ways that are inclusive.

CATALYST RESOURCES ON LGBT INCLUSION

Organizations can leverage diversity and inclusion programs, policies, and practices to support LGBT inclusion. The Catalyst Diversity & Inclusion (D&I) Practices and resources on LGBT inclusion featured below illuminate the recommendations provided in this guide.

Diversity & Inclusion Practice
Lesbian, Gay, Bisexual, and Transgender Inclusion at Ernst & Young: bEYond

The ultimate goal of the Ernst & Young (E&Y) LGBTA initiative, driven by the bEYond network, is to lead the marketplace by attracting, motivating, and retaining the very best employees. The initiative does this by creating a workplace where LGBT employees and their allies can openly express their support for LGBT inclusion. The LGBTA initiative is based on the following core bEYond activities:

Actively Engaging Allies: Engaging allies is a vital piece of the E&Y LGBTA initiative. LGBT allies can be: 1) non-LGBT advocates for LGBT inclusion, or 2) LGBT employees who have not yet self-identified as LGBT at work. All network members can participate to support family, friends, and coworkers who identify as LGBT. E&Y finds that often family members need just as much support as LGBT employees. For example, some parents do not talk about an LGBT child or parent and must also go through a "coming out" if they haven't come to terms with their loved one's LGBT status previously. A few parents have come forward and thanked E&Y for helping them to see that it really doesn't change the person, but it is just part of who we are.

Creating an LGBTA-Supportive Structure: The bEYond network strives to create a "safe space" where LGBTA employees feel comfortable bringing their whole selves to work, including their LGBT identities. If LGBTA employees face awkward or discriminatory interactions, they can turn to local office managing partners, the bEYond leadership team, direct supervisors, and the human resources department, who will support them by intervening, if necessary, and educating both E&Y employees and clients. There is also an anonymous call-in center, EY Assist, where all employees can ask direct questions and gain advice. EY Assist has been the most utilized resource for transgender employees who have questions about transitioning at work. The firm makes sure that all LGBTA employees have access to this formalized support system in all client and employee interactions; LGBT employees know that someone will always listen to their questions, address their needs, and help them navigate through difficult situations.

Diversity & Inclusion Practice
Lesbian, Gay, Bisexual, and Transgender (LGBT) Inclusion at Chubb

Chubb's LGBT-inclusion initiative, along with its other diversity initiatives, was created to build a truly inclusive workplace environment where every employee feels welcome and comfortable. Employee groups at Chubb have always contributed to setting the direction for diversity and inclusion. Chubb has succeeded in creating an LGBT-inclusive culture by:

Educating Employees: Chubb realizes that educating managers is the key to creating a more inclusive workplace. By targeting all branch managers in an LGBT-inclusion education program, it creates systemic change throughout the organization. Chubb sends two trainers—one gay or lesbian employee and one straight ally—to lead each branch training session. Chubb has found that having straight allies co-lead sessions helps some non-LGBT employees relate to messages on LGBT inclusion.

Developing Leadership: Modeled after successful women's and minority leadership conferences, Chubb tailored a development conference for gay and lesbian employees in leadership positions (at entry-level management positions and above). The LGBT Leadership Conference, which has approximately 25 attendees every other year, works to create a workplace culture where being an out gay leader is an asset, not a challenge. It helps attendees better understand the issues, obstacles, and unique strengths that the LGBT community brings to leadership. Activities focus on a number of key elements, including the importance of trust in leadership and how not being authentic at work can compromise a leader or manager's effectiveness.

CATALYST RESOURCES

Building LGBT-Inclusive Workplaces: Engaging Organizations and Individuals in Change

This report—which contains the research findings that this guide is based upon—demonstrates that in Canada, where residents have more human rights and protections than they do in many other countries, career advancement barriers for LGBT employees still exist. Drawing on both qualitative and quantitative data, the report describes the workplace experiences of LGBT employees, including barriers to career advancement that hinder both their success and the sustainability of their organizations. In particular, a lack of awareness about LGBT issues was linked to stereotypes, discriminatory behaviours, and exclusion from networks that could support career advancement. In addition, LGBT employees who said their organization offered diversity and inclusion programs had better relationships with their managers and colleagues, perceived talent management practices as more fair, and reported greater organizational commitment and career satisfaction than did LGBT employees at organizations without such programs.

Making Change: LGBT Inclusion—Understanding the Challenges

This educational booklet provides a foundation for individuals and organizations as they take their first steps toward understanding the issues that LGBT employees face. It defines relevant terms, outlines what organizations can do to be more LGBT-inclusive, and details the business case for LGBT inclusion.

Making Change: LGBT Inclusion—Implementing Policies, Programs, and Practices

This action-oriented booklet provides strategies for organizations striving to lay a solid foundation for building and maintaining an LGBT-inclusive culture. It discusses how to integrate measurement and accountability systems into the strategy and suggests ways to involve the wider community.

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