



**prideindiversity<sup>®</sup>**

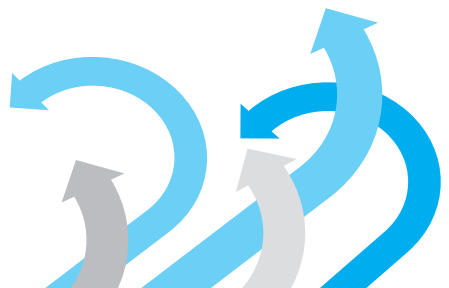
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STRATEGIC PLAN 2015 - 2017



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# EXECUTIVE SUMMARY

Pride in Diversity is a social inclusion initiative of ACON, established in 2009 to improve the health and wellbeing of LGBTI people by reducing exclusion, invisibility, homophobia and stigma in the workplace.

Pride in Diversity was initially established by ACON with the assistance of Stonewall UK and Diversity Council Australia late 2009. Its mandate to reduce stigma, homophobia and discrimination in the workplace and set a national benchmark for leading workplace practice in LGBTI inclusion is being realised via the national employer support program (Pride in Diversity) and the Australian Workplace Equality Index (AWEI).

Since the launch of Pride in Diversity in 2010, we have seen significant changes in the acceptance and uptake of LGBTI inclusion initiatives within Australian workplaces. Pride in Diversity is proud to have been the driving force behind these changes and to have witnessed the emergence of what is now considered by many, to be one of the fastest growing areas of Diversity and Inclusion on the Australian Workplace Diversity Agenda.

We are equally proud to have developed the national benchmarking standards by which LGBTI inclusivity is measured. The Australian Workplace Equality Index (AWEI) not only benchmarks Australian practice in LGBTI workplace inclusion but has since the initial launch of the index shifted Australian practice to be on par with international best practice. The AWEI continues to define current practice and lead the way in terms of its comprehensive external measurement and workplace data analysis. The AWEI Top Employers list has fast become one of the most coveted and celebrated employer diversity awards and its associated employee survey is the largest and most significant annual employee survey on LGBTI inclusion currently available within Australia.

The uptake of LGBTI workplace inclusion initiatives across Australian workplaces moving forward will continue to grow and the focus of initiatives during this time will develop as employers move through their own cycle of LGBTI inclusion. This Strategic Plan outlines how Pride in Diversity intends to respond to these new opportunities. It outlines our key areas of focus, our partnerships and our challenges.

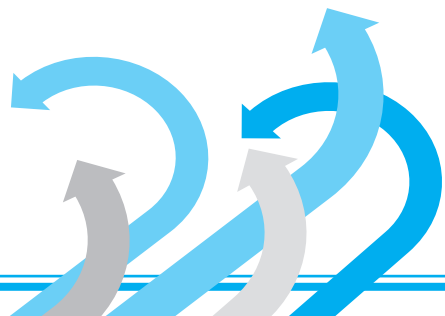
## HISTORY

Pride in Diversity is a social inclusion initiative of ACON, Australia's largest LGBTI health organisation established to reduce stigma, social isolation, homophobia and discrimination in the workplace thereby improving the mental health and wellbeing of LGBTI employees alongside the effectiveness of employer organisations committed to promoting a diverse and inclusive workplace culture.

Established in late 2009 with the combined assistance of Diversity Champions Program (Stonewall) in the UK and the Diversity Council of Australia, Pride in Diversity was, and still is, the first and only national not-for-profit employer program to support Australian employers in all aspects of LGBTI workplace inclusion. The program was officially launched in February 2010 by Pride in Diversity Patron, the Hon. Michael Kirby AC, CMG with the support of eight foundation members: Department of Defence, Australian Federal Police, KPMG, Goldman Sachs, ING Australia, Telstra, IBM and Lend Lease.

The Australian Workplace Equality Index, Australia's definitive national benchmarking tool designed to measure, benchmark and progress LGBTI inclusion in Australia was launched by Pride in Diversity in November 2010 with the assistance of the Australian Federal Police (AFP) and Stonewall UK.

Pride in Diversity has since its launch established strong international partnerships with a significant number of global not-for-profit workplace inclusion programs and has become recognised internationally as the leading authority for LGBTI workplace inclusion in Australia and one of the few centres of expertise for this aspect of diversity and inclusion internationally.



## FUNDING

Pride in Diversity is a not-for-profit program at ACON. It does not receive any government funding.

The program is funded entirely through employer memberships, corporate sponsorship, event participation and inclusion merchandise.

Pride in Diversity sits within the ACON Training & Consulting Division of ACON, a registered charity dedicated to HIV prevention, HIV care and support and LGBTI health and wellbeing.

## GOVERNANCE

The Pride in Diversity program sits within the ACON Training & Consulting Division.

Divisional leadership reports directly to the CEO of ACON. The ACON board is responsible for the governance of the Pride in Diversity program.



## KEY STAKEHOLDERS

Pride in Diversity has established the following forums to ensure that key stakeholders actively contribute to and engage with program development:

- During the first 18 months of the program, founding members of Pride in Diversity Program were engaged in the development of initiatives and the first round of the AWEI.
- Pride in Diversity launched national member roundtables. Diversity Managers, leaders and those involved in LGBTI inclusion are invited to attend these roundtables 3-4 times a year to discuss program developments, share best practice and provide feedback on current deliverables.
- In 2013, an Executive Strategic Forum was established. This Forum acts as an advisory mechanism to Pride in Diversity and is rotated bi-annually. It comprises senior leaders from active member organisations. Current Executive Forum Members and the organisations represented can be found on the Pride in Diversity website. This forum meets 3-4 times a year; provides ideas and advice contributing to the overall program development and its alignment with current business needs.

## DETERMINATION OF PROGRAM OFFERINGS

The Pride in Diversity program is guided by the following:

- The ACON Strategic Plan 2013-2018, sets out a number of initiatives that aim to reduce social exclusion, stigma and discrimination of LGBTI people. Pride in Diversity is one such program. The work of Pride in Diversity sits under Part 3 of the ACON Strategic Plan : Advocacy & Social Inclusion in that it “continues to improve the inclusion and the positive lived experiences of LGBTI employees within Australian workplaces via education, benchmarking and targeted initiatives via the Pride in Diversity Program”
- International best practice in LGBTI workplace inclusion determined by ongoing collaboration and partnership with global not-for-profit employer support programs in the UK, US, Canada, Netherlands, Ireland and across Asia Pacific.
- Key Stakeholder Group: Pride in Diversity Executive Strategic Forum comprising senior leaders from active member organisations. This Strategic Forum operates as an advisory board to Pride in Diversity, meeting 3-4 times a year to provide strategic guidance, support and input into program offerings.
- Key Stakeholder Groups: Diversity Practitioners and those involved in LGBTI inclusion participating in national roundtables comprising representatives from member organisations across all operational states three to four times a year.
- Results of the Australian Workplace Equality Index (AWEI) Benchmarking Instrument and Employee survey measuring current practice in LGBTI workplace inclusion and lived experiences of employees working within organisations active in this space.



## LGBTI PEOPLE IN THE WORKPLACE

Irwin (1999) in a survey of over 900 sex and gender diverse employees across multiple organisations and a variety of industries found that the experience of homophobia and heterosexism was prolific within Australia with over half of all respondents reporting personal incidents of homophobic treatment within their current or previous workplace.

Barrett et al (2011) undertook a study of LGBTI employees in Queensland and found that while LGBTI employees were self-disclosing more within the workplace, they were also encountering higher incidents of discrimination even though policies were in place to protect them.

The Victorian Equal Opportunity and Human Rights Commission in 2012 reported a rise in workplace discrimination complaints relating to sexuality and gender identity. These numbers were identified as a significant increase on last year's complaints (VEOHRC, 2012) despite state-based protections and the workplace legislative changes that had taken place four years prior.

These findings do not sit in isolation but have been replicated by other researchers showing that discrimination has been and continues to be a common workplace experience for LGBTI employees within Australian workplaces (AWEI 2012-2014, Kirby 1999; Appleby 2001; Pitts et al 2006; HREOC 2007; Maddison & Partridge 2007; Willis 2009; Barrett 2011; Smith et al 2013).

The Australian Workplace Equality Index (AWEI) employee survey findings from 2012-2014 has increasingly shown that while LGBTI inclusion initiatives are becoming more commonplace within the Australian workplace diversity agenda, there are still some very real challenges and concerns; for both employers in understanding the "how and why" of inclusion and for employees in dealing with the repercussions of a stigmatised identity.

Employees are still fearful of the negative impact that "bringing their whole self to work" may have on their career and daily workplace experience, particularly the younger generation and those seeking graduate employment. There are still daily reports of harassment, unwelcome commentary and social exclusion. Federal protections for LGBTI employees continue to give way to workplace cultures that in some instances, view homophobia as an acceptable form of prejudice.

Continual self-editing of conversations, living in fear of being “outed” at work, always mindful of what others might see or overhear is weighed up daily against potential discrimination, unwelcome commentaries, career impacts and social isolation. These occurrences impact not only the mental health and wellbeing of a great number of our employees but trigger higher occurrences of workplace stress, anxiety and exposure to unsafe work practices. The stigma alongside the detrimental health and wellbeing impacts of having to hide such an intrinsic part of self at work impact not only the individual but key organisational drivers such as productivity, engagement, team cohesion, attraction and retention.

While some LGBTI employees may proudly enter new workplaces comfortable in their own skin, we know that this is not the case for the all if not the majority of LGBTI people. Both potential employees and employers will continue to reap the negative repercussions of workplace cultures where LGBTI inclusion is neither fully understood nor embraced.

The Australian Workplace Equality Index (AWEI) employee survey (2012-2014) has continually shown that those organisations most active in LGBTI workplace inclusion not only have a direct positive impact on the lived experience of their LGBTI employees but also positively impact their ability to attract and retain productive, engaged and loyal employees. Inclusive workplaces and socially responsible

employers are high on the list of desirable employer attributes amongst graduates and job seekers.

Even though LGBTI is making its way onto the mainstream diversity agenda, this is still an enormous of work to be done in this space. Many employers refuse to acknowledge this area of diversity and inclusion; there are still employers who suffer the negative organisational impact of a workplace culture that do not ‘tolerate’ (let alone accept) LGBTI employees. And, there are still many Australian employees that suffer stigma, discrimination, harassment, negative career impacts, isolation and exclusion as a result of their orientation, gender identity, expression or intersex status.

It is against this backdrop that Pride in Diversity has articulated its key strategic objectives with the ultimate aim of not only contributing to Australia’s social inclusion agenda by improving the mental health and wellbeing of LGBTI employees through the reduction of exclusion, invisibility, homophobia and stigma in the workplace but by providing Australian employers with resources, tools and benchmarking data that they need to differentiate themselves both nationally and internationally in this fast growing area of diversity and inclusion.

# PRINCIPLES

The principles underpinning this plan are:

## Terminology

As both a community based organisation and an employer support program, it is difficult to agree terminology that is both culturally current and meaningful within the D&I profession, across academic, community and activist groups.

We understand that terminology can be contentious but we also understand the importance of a consistent language for employers. For the purpose of this documentation and our current communications, we use the term LGBTI as a representative term for our community. We acknowledge that there is a diversity of identities within our community and that no one term is capable of encompassing them all.

We do not in practice, education, service delivery or intention exclude any one identity or person from within our community.

## Peer Based

The peer-based foundation of the Pride in Diversity program is our strength and distinction. Embedded within Australia's largest LGBTI health not-for-profit community organisation, Pride in Diversity has the foundation and impetus to deliver initiatives that will positively impact LGBTI people and the mental health and wellbeing of our community overall. Residing within ACON also provides Pride in Diversity

with a wealth of community resources, research, programs and initiatives that provide a value add to members and an invaluable resource to the workplace inclusion program.

## Professional Team

The Pride in Diversity team are not only members of our community but are also sourced from within business with relevant qualifications and extensive experience in Human Resources, Organisational Development, Learning & Development, Talent Management, Strategic Diversity, Change Management and Leadership.

## National and International Reach

Pride in Diversity has strong national and international reach with active membership Australia-wide and a growing number of regional memberships spanning Asia Pacific.

Pride in Diversity also works closely with peer international organisations. These partnerships involve regular meetings, reciprocal sharing of information, best practice, study tours, learning, conference invitations/presentations and collaborative discussions around change. International partnerships are critical to Pride in Diversity staying at the forefront of LGBTI inclusion and for the promotion of Australian practice worldwide.

## STRATEGIC FRAMEWORK

The strategic framework for Pride in Diversity is driven by:

- The social inclusion directive of ACON, contributing to the mental health and wellbeing of LGBTI people by reducing exclusion, invisibility, homophobia and stigma in the workplace.
- Global best practice in LGBTI Workplace Diversity & Inclusion (D&I).
- Australian LGBTI workplace inclusion practice, its trajectory and performance in terms of global best practice.
- The needs and requirements of member organisations and Australian employers overall.

**Pride in Diversity's key strategic objectives are to:**

- Contribute to Australia's social inclusion agenda by improving the mental health and wellbeing of LGBTI employees through the reduction of exclusion, invisibility, homophobia and stigma in the workplace.
- Provide Australian employers with a leading edge, internationally recognised employer support program at the forefront of LGBTI workplace inclusion practice globally.
- Drive Australian practice in LGBTI workplace inclusion while contributing to best practice internationally.
- Contribute to research, thought leadership and innovation in LGBTI workplace inclusion at both a national and international level.

**These strategic outcomes are delivered via the following six key areas of focus:**

1. The provision of a leading edge, internationally recognised employer support program for all aspects of LGBTI workplace inclusion
2. The ongoing development of an internationally recognised equality index to determine, promote and shift best practice within Australia
3. The provision of an world class LGBTI Workplace Inclusion Conference annually
4. The connection of LGBTI inclusive employers with graduate populations and job seekers
5. Contribution to international research, thought leadership and innovation
6. Ongoing development of strategic global partnerships and alliances.



Key Action Area 1:

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**THE PROVISION OF  
A LEADING EDGE,  
INTERNATIONALLY  
RECOGNISED  
EMPLOYER SUPPORT  
PROGRAM FOR  
ALL ASPECTS OF  
LGBTI WORKPLACE  
INCLUSION**

Pride in Diversity provides Australian employers with a leading edge, internationally recognised employer support program for all aspects of LGBTI workplace inclusion via:

- The articulation of a strong business case for LGBTI inclusion, emphasising the positive impact of LGBTI inclusion on both the individual and the organisation
- Ongoing provision of information in regard to key legislative changes impacting discrimination against LGBTI employees
- The provision of tailored strategy sessions to assist employers mitigate risk and respond to stigma and exclusion specific to their organisational culture and prior expertise
- Expert advice on LGBTI diversity and inclusion strategy formulation aligned to current best practice both nationally and internationally
- Provision of consulting expertise in organisational and cultural change specifically designed to positively impact the lived experience of LGBTI employees
- The provision of expert advice in terms of HR Practices, policies and benefits as they relate to LGBTI inclusion
- The provision of ongoing support and assistance with cultural change initiatives that promote an inclusive culture
- Delivery of training and awareness sessions across a wide range of LGBTI inclusion focus points
- Provision of executive coaching for LGBTI Sponsors and Champions
- Facilitation and analysis of internal focus groups for internal perception/experience analysis and feedback
- Facilitation of aligned networking opportunities and best practice sharing via practitioner round table, educational forums and networking
- Provision of expertise in establishing and maintain successful LGBTI employee networks that contribute to both the D&I outcomes of the organisation and the cultural lived experience of LGBTI employees
- The provision of world class employer resources and publications to assist with LGBTI workplace inclusion
- Appointment of an organisational relationship manager to work closely with you on all aspects of LGBTI workplace inclusion.

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## 2015-2017 Key Performance Indicators:

- Employer participation to exceed 110 member organisations
  - Obtain a minimum 15% sponsorship contribution of operational income
  - Grow strategic active international partnerships/alliances to no less than 10
  - Employ 4 full-time dedicated Relationship Managers
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Key Action Area 2:

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**AN  
INTERNATIONALLY  
RECOGNISED  
EQUALITY INDEX  
TO DETERMINE,  
PROMOTE AND SHIFT  
BEST PRACTICE  
WITHIN AUSTRALIA**



The Australian Workplace Equality Index (AWEI) has been instrumental in driving Australian practice in LGBTI workplace inclusion since its launch in 2010. The first three years of the index saw a significant shift in practice and as a result a second reiteration of the Index was published in 2013.

The 2013 reiteration has brought the Australian rubric (on which the benchmark is based) up to the standard of international best practice, bringing Australia on par with some of the work currently being undertaken in the US and UK.

The AWEI is a free offering of Pride in Diversity. Employers do not need to be a member of Pride in Diversity to participate.

Pride in Diversity will continue to build on the reputation of the AWEI, an internationally recognised equality index and shift best practice in Australia via:

- A determination, measurement and analysis of Australian LGBTI inclusion practice on an annual basis
- Annual production of benchmarking data tables and tiers for employers across, sector, AWEI tier and Top Employer and Industry Groups
- The provision of Australia's largest annual employee survey specific to LGBTI workplace inclusion and the ability to participate and benchmark organisational response sets
- The publication of annual benchmarking data and annual employee survey information distributed nationally for best practice; published internationally for global contribution
- Annual Promotion of best practice employers and individuals via the Top employers list and associated awards

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## 2015-2017 Key Performance Indicators:

- Organisations participating in the full AWEI to exceed 80
  - Individual awards submissions outside of the AWEI to exceed 50
  - Small employer/regional participation to exceed 20
  - Awards luncheon participation to exceed 400 delegates
  - An annual increase in the Global promotion of Australian Benchmarking Data and Top Employers list.
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Key Action Area 3:

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**THE PROVISION  
OF AN WORLD  
CLASS LGBTI  
WORKPLACE  
INCLUSION  
CONFERENCE  
ANNUALLY**

Pride in Diversity launched the first Pride in Practice: LGBTI Workplace Inclusion Conference in 2011. The conference draws together academic keynotes, expert panels, discussion groups and best practice sessions and is open to any organisations currently engaged in LGBTI workplace inclusion or looking at this area of D&I practice.

The provision of the Pride in Practice annual LGBTI Workplace Inclusion Conference as a world-class event is achieved via:

- The provision of an annual platform through which Australia's Top Employers in LGBTI workplace inclusion can share best practice and their award winning initiatives
- The provision of an annual event that will allow employers active in this space to learn from experts, academics, leading employers and through which they can share their insights and experience
- The engagement of international partners to provide an analysis of current obstacles or privileges globally as it pertains to LGBTI workplace inclusion, international talent rotations, regulatory visas and restrictions
- The engagement of leading academics to present on research specific to the work of LGBTI workplace inclusion
- The provision of discussion groups, expert panels and Q&A sessions on topical areas of immediate and growing interest
- Regular participation at global conferences aligned with international partners to source speakers, maintain currency and promote Australian work in this area.

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## 2015-2017 Key Performance Indicators:

- Conference participation to exceed 300 delegates
  - Annual increase to the number of international delegates
  - Expansion of conference streams and offerings to include: Government, Corporate, NGO/Community, Service Provision, Health, Leadership, Sapphire
  - Gradual modularisation of offerings across 3-4 days (day registrations)
  - Promotion of Conference as a key international event to international delegates via community partnerships
  - Development of a mobile app to support conference planning, delegates and speakers.
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Key Action Area 4:

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**THE CONNECTION  
OF LGBTI  
INCLUSIVE  
EMPLOYERS  
WITH GRADUATE  
POPULATIONS AND  
JOB SEEKERS**

In 2013, Pride in Diversity launched Australia's first National LGBTI Recruitment Guide (ANRG) profiling Pride in Diversity member organisations for their current focus on LGBTI workplace inclusion.

This guide is updated annually and distributed to all member organisations and a significant list of Universities, TAFE colleges and recruiters across Australia.

Data collection within the 2013, 2014 AWEI has shown that young LGBTI people are nervous about entering the workforce due to their sexual orientation, gender identity or expression. Pride in Diversity currently works alongside several member organisations (both universities and corporations) to build awareness of the work that employers are doing in this area.

Pride in Diversity is able to connect inclusive employers with graduate populations and job seekers via:

- The annual publication of a national LGBTI Recruitment Guide (ANRG) profiling employers active in this space.
- Compilation of a University, TAFE and Recruitment database for distribution of the Recruitment Guide targeting new graduates and job seekers
- Providing an opportunity for profiled employers within the ANRG to link their profiles to leading graduate recruitment websites
- Profiling inclusive employers web page on the Pride in Diversity website where member organisations can upload extended profiles and current job vacancies
- Providing recruiter training across member organisations and as a fee-for service outside of membership to increase awareness and competency in LGBTI recruitment.

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## 2015-2017 Key Performance Indicators:

- Continual growth of Universities/TAFE Colleges and Recruiters signed up to receive ANRG outside of Pride in Diversity membership
  - 80 percent of Pride in Diversity members profiled within the publication
  - Acquire sponsorship or pro bono support to transfer the hard copy ANRG into an app that can be easily accessed by graduates and job seekers and that would allow easy editing of profile information for members.
  - Year on year increase in recruitment training.
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Key action area 5:

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**CONTRIBUTION TO  
INTERNATIONAL  
BEST PRACTICE,  
THOUGHT  
LEADERSHIP  
AND INNOVATION**



Pride in Diversity is committed to staying at the forefront of international LGBTI workplace inclusion, thought leadership, research and best practice. Pride in Diversity has established a long-term relationship with one of Australia's leading universities to undertake and promote at an international level research in the area of LGBTI workplace inclusion.

## Leading initiatives/research contribution

Pride in Diversity is leading the way internationally with an initiative called Sapphire, developed for the greater inclusion of Lesbian, Bisexual and Transgender women in the workplace. The invisibility of Lesbian, Bisexual and Transgender women in the workplace is an emerging area of international research and investigation and one that Pride in Diversity is currently contributing to.

Via the Sapphire initiative, Pride in Diversity will:

- Understand and address the dual impacts of being a woman and lesbian, bisexual or transgender in the workplace (what international papers have referred to as the 'double-glass ceiling')
- Engage more lesbian, bisexual and transgender women in workplace inclusion initiatives
- Increase the visibility of out female role models
- Contribute to the growing body of international research on this topic.

## Ground-breaking publications

In 2014, Pride in Diversity co-authored with OII Australia a world-first publication on Intersex Inclusion for Employers. The release of this publication was widely anticipated by Pride in Diversity's international partners and will be utilised both nationally and internationally as a ground-breaking resource for this little-discussed area of LGBTI inclusion.

Pride in Diversity will continue to stay at the forefront of leading research in this LGBTI workplace inclusion while contributing findings back to employers via the employer support program, the AWEI and published findings.

Pride in Diversity stays at the forefront of international research, thought leadership and innovation via:

- The ongoing analysis of current trends and areas of research specific to LGBTI workplace inclusion
- Maintaining strong relationships with universities and academics who specifically look at LGBTI workplace inclusion
- Participating in research opportunities
- Maintaining strong relationships with international partner organisations and community organisations to maintain a high level awareness of growing trends and areas of interest
- Contributing to and participating in international forums relevant to LGBTI workplace inclusion.

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## 2015-2017 Key Performance Indicators:

- Publication of a report detailing the first five years of the AWEI (2011-2015)
  - Publication of a Sapphire research paper looking at the double bind of the glass/pink ceiling.
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Key Action Area 6:

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**ONGOING  
DEVELOPMENT  
OF STRATEGIC  
GLOBAL  
PARTNERSHIPS  
AND ALLIANCES**





Pride in Diversity has since its launch built strong, collaborative partnerships with leading international not-for-profit LGBTI workplace inclusion bodies to ensure that we remain at the forefront of international best practice and that we continue to profile the work that Australia is doing in this space.

Through regular engagement, the exchange of ideas, promotion of best practice and study tours, Pride in Diversity is able to:

- Ensure that the current AWEI remains aligned to current international best practice
- Provide thought leadership in areas of LGBTI workplace inclusion
- Showcase Australian best practice internationally
- Contribute to the international body of work on LGBTI workplace inclusion
- Develop leading edge offerings on par with those offered by Pride in Diversity International peers.
- Build strong alliances with other leading not-for-profit employer support programs to ensure international alignment and consistency.

Pride in Diversity will continue to build and develop strategic global partnerships and alliances via:

- Regular sharing of information across existing partner / alliance network
- Regular meetings with our international partners / alliances to discuss common roadblocks, emerging areas and current trends
- Presenting at international conferences held by our partner/ alliance network
- Extending invitations to our partner/alliance network to speak at Pride in Diversity events
- Sharing of benchmarking data and index methodologies
- The provision of member referrals to international partners / alliances
- Sourcing of new international partnerships/alliances

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## 2015-2017 Key Performance Indicators:

- Minimum of two speaking engagements at international LGBTI inclusion events
  - Formulation of an international partner agreement to promote Pride in Practice Conference to international delegates
  - New alliances with a minimum of three international alliances
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## FUTURE DIRECTION

It is the intention of Pride in Diversity to continually:

- Develop and deliver initiatives that contribute to the greater inclusivity of LGBTI employees
- Lead Australian employers in the delivery of best practice, internationally recognised LGBTI diversity & inclusion initiatives
- Shift Australian practice to meet if not exceed international best practice in LGBTI workplace inclusion
- Contribute to research, thought leadership and the development of ground-breaking social inclusion initiatives that directly impact the inclusivity of LGBTI people both within Australian workplaces and abroad.

Pride in Diversity will constantly review its program offerings and initiatives in accordance with International best practice while maintaining Australian relevance and appropriate benchmarking.

With the expansion of the Pride in Diversity team, leading direction envisages a movement towards:

- The AWEI becoming an online tool
- Smarter technology to support a greater level of social media interaction
- An increase in focus group facilitation and workplace analysis
- Incorporation of LGBTI health and wellbeing events/awareness within corporate health & wellbeing offerings
- Expansion of L&D offerings to Pride in Diversity members
- Greater alignment and engagement with international partners to ensure currency and leading edge practice
- Greater support offerings for regional offices across Asia Pacific in alignment and in conjunction with our international partners on the ground
- Increased promotion of LGBTI Australian practice internationally.

## CHALLENGES

Pride in Diversity recognises that we operate in an environment whereby we need to work in partnership with a number of organisations. Due to our standing within both the Australian D&I space and within the LGBTI community; we occasionally need to make decisions in regard to what we can and cannot do; and who we can publicly support and align with. The following relationships and challenges have been identified and articulated here to clearly acknowledge the context and backdrop within which we operate, all of which has been taken into consideration in the development of this strategic plan.

### Representing both the Community and Professional Diversity & Inclusion Practice

Our first responsibility will always be to our members and the growth and continuance of LGBTI workplace inclusion in Australia. At times, difficult decisions have to be made in regard to our community connections. While we would like to work alongside and promote community groups to our member base, we appreciate that this would see members inundated with requests for support and sponsorship. To promote individual community groups also creates an equity issue as to which to align with and/or promote. To support all would see Pride in Diversity become a community advertising portal as opposed to an

employer support program. As a result, Pride in Diversity has had to make a decision that while we are happy to verbally identify particular groups as the need arises, we are unable to align with or promote individual groups and/or events unless there is a direct connection to LGBTI workplace inclusion and it does not conflict with any privacy policies that we have in place to protect our members. As an employer support program, we need to focus our communication on our primary activity and protect the privacy and relationship that we have with those organisations that we partner with.

That being said, the work of Pride in Diversity has since the very beginning stressed the importance of community engagement to our members. Our index gives points to those organisations that support LGBTI community NFP organisations or charities whether that be through sponsorship, assistance with fundraising or in volunteer hours. As a direct result, the majority of our members are now extremely active within the community and we know that many LGBTI organisations now receive unprecedented levels support from corporate Australia. We have been delighted to be a very real contributor to that shift.

Pride in Diversity also supports community organisations via discounted tickets to our most significant events and participation in community events such as fundraising dinners, Mardi Gras and state based Pride parades.

## Supporting members across Asia Pacific

Many of Australian Diversity and Inclusion practitioners report into Asia Pacific regional offices. As a result, Pride in Diversity has on many occasions, been requested to conduct training or consulting services to member offices within the region. We understand the need for consistency and uniformity across diversity and inclusion initiatives regionally and for this reason, Pride in Diversity supports the regional offices of members via an extended but somewhat limited Asia Pacific membership. Due to the cost and extensive resource utilisation for Asia Pacific training, we do need to limit Asia Pacific training/ consulting to members who have a regional membership. Non-regional members can request Asia Pacific training on a fee-for-service basis.

This offering is limited to member organisations specifically requiring our services within the region over a given period of time. Pride in Diversity also works with local regional partners that we can refer members to. Our International partner organisations are crucial to Pride in Diversity and where possible, we work alongside these partners when in Asia Pac for regional

member organisations. We are more than happy to provide members with details of our regional partners.

## Other LGBTI Related Initiatives

Working in the area of LGBTI Inclusion, we often get asked to step into other areas that directly impact LGBTI inclusion such as LGBTI Rights, Marriage Equality, Inclusion in Schools, Policy and Advocacy. Pride in Diversity, by nature of being a not-for-profit has limited resources and as a result, we need to be very clear about what we can and cannot do. In many instances, there are other bodies that are well equipped, and with much more experience to work on these initiatives. Our primary role is to support Australian employers in LGBTI workplace inclusion and to that end; we need to focus our area of activity on meeting the objectives identified within this document.

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