




# **INCLUSION AT WORK**

Perspectives on  
LGBT+ working lives



**Research report**  
February 2021

The CIPD is the professional body for HR and people development. The registered charity champions better work and working lives and has been setting the benchmark for excellence in people and organisation development for more than 100 years. It has more than 150,000 members across the world, provides thought leadership through independent research on the world of work, and offers professional training and accreditation for those working in HR and learning and development.

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## Research report

# Inclusion at work: perspectives on LGBT+ working lives

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## Acknowledgements

This report was written by Dr Luke Fletcher, Associate Professor at University of Bath's School of Management, Dr Jill Miller, Senior Public Policy Adviser for Diversity and Inclusion, CIPD, Mel Green, Research Adviser, CIPD, Jake Young, Research Associate, CIPD, and Abdul Wahab, Policy Adviser, CIPD. The project was initially commissioned when Dr Fletcher was affiliated with Aston Business School, Aston University.

We are grateful to Dr Luke Fletcher for:

- analysing the data from the CIPD's *UK Working Lives* surveys 2018, 2019 and 2020 to examine LGB+ employees' experiences of working life
- developing two bespoke surveys for trans employees and to complement the *UK Working Lives* survey, examining their work experiences, and an additional trans allyship survey
- conducting the descriptive analysis and multivariate testing of the above survey data
- co-writing this report.

## Glossary

It should be noted that we provide this glossary of terms used throughout this report. However, this is far from an exhaustive list of terminology. For more information, including wider glossaries of terms, see the Further Resources section at the end of this report.

**Ally/allies/allyship:** often a cisgender, heterosexual person who supports the LGBT+ community.

**Asexual:** the term asexual (often shortened to 'ace') is a term used to describe lack of sexual attraction.

**Cisgender:** a person whose gender identity corresponds to their sex assigned at birth—in other words, a non-trans person.

**Gender identity:** Stonewall defines this as a person's innate sense of their own gender, whether male, female or something else, which may or may not correspond to the sex assigned at birth.

**Gender reassignment discrimination:** when someone is treated less favourably because of their gender identity. It is important to note here that while gender reassignment can include undergoing medical intervention, it can also mean changing names, pronouns, dressing differently and living in one's self-identified gender.

**LGB+:** the term LGBT+ is often used to describe the lesbian, gay, bi and trans community. We also use the term LGBT+ in this report, but in the research findings sections we use the term LGB+. This is because the findings from our *UK Working Lives* survey do not include data on gender identity, so the findings reflect the experiences of LGB+ workers. The + refers to those who identify as another sexual orientation, such as pansexual or asexual.

**LGBT+:** see above.

**Non-binary:** a person whose gender identity does not sit within the 'male/female' binary.

**Pansexual:** sexual orientation that is not defined by sex or gender.

**Trans/transgender:** this is a broad term that is often used to describe people whose gender doesn't correspond to their sex assigned at birth.

# 1 Foreword

Everyone, regardless of their background, identity, or circumstances, should have a positive experience at work, so they can thrive and be at their best. Good, fair and inclusive work is imperative for positive societal and workplace outcomes, which is why the CIPD's core purpose is to champion better work and working lives.

Good work and inclusion go hand in hand – the person who has a positive experience at work can tell us a great deal about how inclusive their workplaces are. While inclusion is high on organisational agendas, and our *People Profession in 2030: A collective view of future trends* report identified diversity, inclusion and changing demographics as a key trend influencing our future workplaces and wider society, we know work and society aren't always inclusive.

This report focuses on the experience of LGBT employees at work using our annual Good Work Index data, bespoke trans surveys, and insights from senior people professionals, to better understand LGBT+ workplace experiences and what can be done to create change.

Our data highlights that harassment, discrimination and abuse is still an issue for LGBT+ people at work. Four in ten LGB+ employees, and over five in ten trans employees, say they've experienced a form of workplace conflict in the past year – significantly higher than heterosexual workers. And, LGBT+ employees often experience lower levels of psychological safety, wellbeing and job satisfaction, as well as poorer workplace relationships, than their heterosexual counterparts. As we navigate through the COVID-19 pandemic, with its impacts on social connections and wellbeing, this is particularly concerning.

When it comes to trans inclusion, much needs to be done to improve the current state of play, with close to half of trans workers telling us that inclusion and diversity training and guidance for line managers was inadequate in their workplaces. And, while many cisgender employees report allyship behaviours, this wasn't mirrored by trans employees. We all need to go further to demonstrate real allyship and ensure our workplaces are inclusive for LGB+ and trans employees.

For many organisations, awareness of trans inclusion (and LGB+ inclusion too) may be limited, but, as our *People Profession in 2030* report identified, making real change in inclusion and diversity requires continual reviews of policies and practices, and a sense of curiosity and courage to learn, challenge poor behaviour and continually review policies and practices. In this case, this needs to include better awareness and understanding of the nuances of LGBT+ people's lived experiences, ensuring policies and practices are trans-inclusive, and providing guidance to line managers and employees.

More broadly, people professionals have a leading role to play in promoting good work and developing inclusion at work. For LGBT+ employees, this means taking a granular, consultative approach to understand barriers to inclusion within organisations, and creating safe spaces for LGBT+ employees to share their lived experience, as well as building confidence that harassment and bullying will be dealt with.

We hope that the research insights and practice recommendations in this report will highlight potential barriers to LGBT+ inclusion at work, and a basis from which to tackle these.

**Wilson Wong, Head of Insight and Futures, CIPD**

## 2 Introduction

### Work is not always inclusive for LGBT+ employees

The CIPD believes the primary driver for more inclusive workplaces should be a belief in social justice, with workplaces built on the principles of fairness, transparency and equality of opportunity. An individual's sexual orientation and gender identity should not affect whether they get a job, benefit from training or receive a promotion. Everyone deserves the opportunity to develop their skills, be fairly rewarded and use their voice in a safe and inclusive working environment. However, we know this is not always the case.

It's important that we understand what job quality looks like for LGBT+ employees. At the CIPD, we have identified seven aspects of job quality and our Good Work Index provides an annual picture of UK job quality, including wellbeing and relationships at work. Previous TUC research<sup>1</sup> showed LGBT+ people's working relationships are a cause for concern. In fact, nearly seven in ten LGBT+ workers have been sexually harassed or assaulted at work. Many have not told their employer, in some cases due to fear of being outed at work. Our research in 2020<sup>2</sup> found that, of those who had experienced harassment at work, 13% reported it related to sexual orientation and 4% to gender reassignment.<sup>3</sup>

In addition, other research<sup>4</sup> found that more than one in five respondents (21.5%) had experienced a negative or mixed reaction from others because of being LGBT+, and over three-quarters who had experienced a 'serious' workplace incident related to their sexuality said they didn't report it because they thought nothing would happen or change.

### Creating LGBT+ inclusive workplaces

On the flip side, research shows that when LGBT+ employees perceive their co-workers and line manager as supportive and concerned with their wellbeing, they are more likely to be satisfied, both with their work and their life in general (Huffman et al 2008<sup>5</sup>). This immediate support leads to more positive feelings towards the workplace climate more widely, which functions as a powerful signal to LGBT+ workers to be open about their identity (Webster et al 2018<sup>6</sup>).

Embedding a range of supportive policies and practices, such as diversity training, anti-discrimination policies and same-sex partner benefits, is positively linked to increased productivity and performance of employees, according to Pichler et al (2018<sup>7</sup>). This also increases the ease with which LGBT+ workers can disclose their identity, allowing them to be authentic at work (Fletcher and Everly, in press).<sup>8</sup> Moreover, following their research<sup>9</sup> involving more than 100,000 LGBT+ people in the UK, the Government Equalities Office (GEO) committed to taking several key steps<sup>10</sup> to ensure the fair treatment of LGBT+ employees, notably through training, taking action on sexual harassment and gaining a greater understanding of LGBT+ staff in different sectors.

Creating staff networks, or employee resource groups, is one way to provide LGBT+ people with opportunities for voice and participation, while allowing employees to meet others across the organisation, share experiences, support each other and build a platform for positive change (PwC 2018<sup>11</sup>). While widely used within the private sector, they are less prevalent across all types of organisations and industries. Indeed, some LGBT+ employees fail to engage with them because they worry this could lead to mistreatment or simply question the impact of such groups (McFadden and Crowley-Henry 2018<sup>12</sup>). However, evidence suggests they can help facilitate social support and strengthen job and career satisfaction (Trau 2015<sup>13</sup>).

People professionals have a key role to play in creating workplaces that are fair and inclusive towards LGBT+ employees to prevent such discrimination from occurring. This includes determining behavioural expectations of the workforce and the organisation's stakeholders

through policies that are brought alive by the actions of everyone in the organisation, ensuring workplace cultures facilitate a zero-tolerance approach to discrimination and create a safe space for all staff.

### **Challenges for LGBT+ employees**

It's important to consider the nuances of the LGBT+ spectrum. Viewing LGBT+ as a homogenous group of marginalised workers may prevent important challenges from being addressed. So, conflating challenges and solutions for LGB+ workers with those for trans and non-binary workers could be damaging, given that sexuality and gender identity are different.

### **Heterosexism and implicit assumptions**

Heterosexist workplaces hold implicit assumptions and cultural signals that reinforce a heterosexual, gendered view of employees (Ng and Rumens 2017<sup>14</sup>). For example, when seeing pictures of children on someone's desk, or a ring on their finger, we assume heterosexuality. These assumptions extend to managers, with Liberman and Golom (2015<sup>15</sup>) finding that heterosexual individuals aligned the traits of heterosexual managers more closely with successful manager prototypes than those of LGBT+ managers. These norms and assumptions may be felt more closely by LGBT+ employees, who subsequently try and adapt by presenting a false version of themselves, or decide to leave and enter a more inclusive organisation or industry.

### **Prejudice and discrimination**

While workplace anti-discrimination policies and practices have come a long way in recent decades, research from Stonewall (2018)<sup>16</sup> suggests LGBT+ people, particularly bisexual and trans/non-binary employees, still face discrimination at work. Over 20% of LGBT+ workers experience discrimination during recruitment and promotion, and over a third worry about possible bias. In addition, around 40% of LGBT+ staff feel their organisation's policies are inadequate, and a significant minority would not feel confident reporting homophobic or biphobic bullying in the workplace. Another study (Hoel 2016<sup>17</sup>) found that lesbian, gay and bisexual employees are more than twice as likely to experience bullying at work than heterosexual employees, and many do not report this.

Moreover, more subtle discrimination, such as derogatory jokes, misgendering and stereotyping (McKinsey 2020<sup>18</sup>), also occur. The Government Equalities Office's (GEO) (2018<sup>19</sup>) report of over 100,000 LGBT+ people in the UK found that 21.5% had experienced a negative or mixed reaction from others in the workplace, just over 10% had experienced their LGBT+ identity being disclosed without their permission, and a similar number had experienced some form of verbal abuse or hurtful comments. Over half reported these types of incidents as being perpetrated by a colleague. Therefore, LGBT+ employees may start to feel increasingly alienated and distant from their colleagues, and in consequence they may actively hide and disguise who they are at work (McFadden and Crowley-Henry 2018,<sup>20</sup> Stonewall 2018a<sup>21</sup>).

These challenges make it increasingly difficult for LGBT+ employees to bring their whole selves to work, leading to several negative outcomes, such as increased risk of mental health problems, lower satisfaction and commitment to their organisations, and failing to achieve their career and life aspirations (Business in the Community 2019,<sup>22</sup> GEO 2018,<sup>23</sup> Stonewall 2018a,<sup>24</sup> 2018b<sup>25</sup>).

We also see greater difficulties for LGBT+ people outside of work. Experiences of their sexual/gender identities and coming-out journeys may result in mental health challenges and social isolation (Gendered Intelligence/Goldsmiths, University of London 2018<sup>26</sup>, LGBT+

Foundation 2020<sup>27</sup>). Therefore, it is vital that the people profession takes proactive steps to overcome both work-related and non-work-related challenges and to engage with the LGBT+ community to understand how best to achieve full inclusion and to mobilise the diversity of talent within their organisations.

### **Disclosing LGBT+ identity**

As the work of McKinsey (2020<sup>28</sup>) and Stonewall (2018<sup>29,30</sup>) highlights, being open about one's gender identity is challenging for LGBT+ workers, particularly junior employees, individuals from ethnic minority groups, bisexual and trans/non-binary people. While openness helps create mutual trust (Bowring 2017<sup>31</sup>), strengthens workplace relationships (Wax et al 2018<sup>32</sup>) and is the foundation for authenticity in the workplace (Cha et al 2019<sup>33</sup>), it's not a simple 'one and done' event; rather, being open is a process of using different strategies over everyday interactions (Mohr et al 2019<sup>34</sup>). For example, in uncertain environments, an LGBT+ person may withdraw from others or tell half-truths to avoid disclosing specifics about their identity.

It's also important to distinguish between disclosing and claiming one's identity. An 'out' LGBT+ employee, for example, has the choice of focusing on other aspects of their personal or professional identity to downplay their LGBT+ identity, or signalling the importance of their LGBT+ identity by raising the profile of LGBT+ events or becoming a mentor for colleagues.

There are some specific aspects of work unique to trans and non-binary people that should be considered, although current knowledge of trans employees' working experiences is limited. We address this here, with the addition of a bespoke survey of trans employees.

### **The transitional experience**

It is important to understand that each trans and non-binary person will have their own unique journey (Marvell et al 2017<sup>35</sup>). For example, there is often an assumption that all trans people want to undergo medical intervention as part of their transition, yet Stonewall data (2018<sup>36</sup>) finds that nearly a quarter of trans and non-binary people either do not want to undergo such a transition or are unsure about this. Lacking this understanding can lead to anxiety for the individual (Ozturk and Tatli 2016<sup>37</sup>), so it is important to acknowledge each trans or non-binary person and their experiences.

### **Gender as a visible (binary) stigma**

Given that society categorises gender in a binary way as either male or female, and conflates biological sex with gender identity, those who do not conform to our social constructions are less likely to be perceived as positively as those who do (Dray et al 2020<sup>38</sup>). Key to increasing satisfaction and reducing discrimination for trans and non-binary workers, therefore, is making them feel as though they are perceived by others as they perceive themselves (Martinez et al 2017<sup>39</sup>).

### **Lack of representation**

Trans and non-binary workers are particularly unrepresented in the workforce (Beauregard et al 2018<sup>40</sup>). This means that their gender identity issues remain unspoken and invisible in many workplaces.<sup>41</sup> As highlighted earlier, trans and non-binary voices may get lost among the wider LGBT+ inclusion efforts. Therefore, it's important to ensure voice and participation of trans and non-binary colleagues is encouraged.

### **This report**

In this report, we present the findings from three separate surveys as well as a series of roundtables with senior people professionals, that help us to better understand the working experiences of LGBT+ employees, as well as organisational practices to support



LGBT+ inclusion (see Table 1 for more information about the sources of data in this report). We also make specific recommendations for LGB+ and trans inclusion, recognising the need to understand the variety of experiences and challenges that are specific to different groups. The roundtable series was developed in collaboration with the Government Equalities office and was attended by over 40 senior people professionals from a variety of industries, including the UK civil service, financial services, healthcare, professional services and retail. Throughout the report, we include insights from these roundtables in the ‘reflections for practice’ sections. These insights were developed by the CIPD and do not necessarily reflect the views of GEO. More details regarding methodology and analysis for each of the surveys can be found in the Appendix.

We then explore the findings to better understand the working experiences of LGBT+ employees, including conflict, wellbeing and job attitudes. We then provide practical recommendations for people professionals to help create LGBT+-inclusive workplaces, as well as recommendations for policy-makers to make progress on LGBT+ workplace inclusion.

**Table 1: Sources of data in this report**

Data source	Who	When
<i>UK Working Lives</i> survey data ( <i>Good Work Index</i> )	1,357 UK LGB+ workers (gay, lesbian, bisexual or other, for example pansexual or asexual)	Pooled data from January 2018, January 2019 and January 2020
Trans workers survey	193 trans and non-binary UK workers	May–June 2020
Trans allyship survey	209 heterosexual, cisgender UK workers	September–October 2020
People profession LGBT+ inclusion roundtables	Senior people professionals	Winter 2019

### 3 Research findings: *UK Working Lives* analysis

In this part of the report we provide two subsets of analysis for each of the topic areas. The first focuses on LGB+<sup>42</sup> workers, using the CIPD’s annual *UK Working Lives* survey (UKWLS). This is a broadly representative survey of UK workers, and we pooled the data over three years, meaning the results are based on a sample of over 1,000 LGB+ workers and 10,000+ heterosexual workers.

The second focuses on trans workers, using the data collected as part of a bespoke survey of trans workplace experiences and representing nearly 200 trans workers. Please note that the data of the LGB+ analysis and that of the trans workers analysis is not directly comparable as both datasets were collected at different times using different sampling and collection techniques.

In the bespoke trans worker survey, we asked respondents a series of questions about their working life; these statements correspond with UKWLS, and cover four main topic areas:

- 1 conflict at work
- 2 quality of work experiences
- 3 job attitudes
- 4 wellbeing outcomes.

## Experiences of conflict

In the 2019 UKWLS we asked respondents about their experiences of different types of workplace conflict over the past 12 months. A list of 11 types of conflict were presented (see Table 2 for the full list) and respondents were asked whether they had personally experienced any of them at work over the last 12 months. They ticked all those that applied to them.

Overall, we find that LGBT+ and trans employees are more likely, in general, to experience conflicts in the workplace than heterosexual employees, and for many, these conflicts are not resolved. We make recommendations for people professionals to address this in section 5.

### LGB+ workers

First, we looked at the extent to which LGBT+ workers experienced 11 different types of conflict at work over the past 12 months (Table 2).

Overall, 40% of LGBT+ workers reported experiencing a conflict at work over a 12-month period.

We find that the conflicts that are the most likely to be experienced by LGBT+ workers are:

- being undermined/humiliated (20%)
- shouting/very heated arguments (14%)
- verbal abuse/insults (14%)
- discrimination because of a protected characteristic (11%).

**Table 2: Experiences of conflict and conflict resolution for LGBT+ employees**

Type of conflict	Total % of LGB+ who experienced it	Of those LGB+ who experienced a conflict, to what extent has it been resolved?		
		% fully resolved	% partly resolved	% not resolved
Being undermined/humiliated	20	18	38	44
Shouting/heated arguments	14	43	26	31
Verbal abuse/insult	14	36	15	49
Discrimination because of a protected characteristic	11	16	33	51
Intimidation/harassment	7	29	39	32
False allegations made against me	7	35	26	39
Other offensive/threatening behaviour	6	27	32	41
Unwanted sexual attention	5	50	20	30
Physical threat	4	39	23	38
Physical assault	2	47	6	47
Sexual assault	1	0	71	29

Base: 459 LGB+ workers.

We also wanted to know the extent to which people felt the conflict had been resolved (fully, partly, or not at all). There is quite a variation in the extent of resolution across the 11 types of conflict, with a third to half of cases not resolved at all. These findings indicate a widespread issue with the resolution of conflict experienced by LGBT+ workers.

It is particularly concerning that in around half of cases involving discrimination because of a protected characteristic (51%), verbal abuse/insults (49%), and physical assault (47%) had not been resolved. Additionally, no cases of sexual assault experienced were viewed as fully resolved.

There is likely to be variety in the lived experience of being LGBT+ across different LGBT+ groups. Therefore, we examined whether there were any significant differences between gay/lesbian, bisexual, and alternative LGBT+ groups (such as pansexual and asexual) in relation to experiences of workplace conflict. We did not find any significant differences between gay/lesbian, bisexual, and alternative sexualities.

We wanted to understand whether LGBT+ workers report different experiences of conflict than heterosexual workers. We compared the rates of conflict across the 11 categories of conflict as well as for the experience of conflict overall, and found that there are some consistent patterns of differences (Table 3).

Both male and female LGBT+ employees are more likely, in general, to experience conflicts in the workplace than heterosexuals. More specifically, these conflicts typically involved being undermined/humiliated, or discriminatory behaviour aimed at a protected characteristic. Both male and female LGBT+ report higher levels of these conflicts than their heterosexual counterparts. For female LGBT+ the conflicts are also heightened for unwanted sexual attention and sexual assault.

Generally speaking, when comparing LGBT+ and heterosexual employees, we find that, of the most prevalent conflicts noted above, being undermined/humiliated and discrimination because of a protected characteristic are more likely to be experienced by LGBT+ workers in the private sector than in the public or third sector (see Figure A1 in the Appendix). Although there is some variation in the overall experience of conflict and prevalence of specific conflicts between SMEs<sup>43</sup> and larger organisations, these are not particularly significant.

**Table 3: Comparing levels of conflict between LGBT+ and heterosexual workers**

Type of conflict	Overall (% of heterosexual/ % of LGBT+)	Males (% of heterosexual/ % of LGBT+)	Females (% of heterosexual/ % of LGBT+)
Overall	29/40*	28/38*	31/42*
Being undermined/humiliated	13/20*	12/16*	17/27*
Shouting/heated arguments	13/14	14/14	12/14
Verbal abuse/insults	11/14	11/13	11/15
Discriminatory behaviour – protected characteristic	5/11*	4/9*	6/14*
Intimidation/harassment	6/7	5/7	6/6
False allegations	6/7	6/7	5/7
Other offensive behaviour	5/6	6/6	5/5
Unwanted sexual attention	2/5*	1/1	3/10*
Physical threat	3/4	4/5	2/4
Physical assault	2/2	2/1	2/3
Sexual assault	0.2/1*	0.3/0.3	0.2/2*

Base: 4,545 heterosexual workers (2,342 male, 2,203 female), 459 LGBT+ workers (290 male, 170 female).

\*statistically significant difference.

Additional analysis shown in Table 4 reveals that LGBT+ are more likely than heterosexuals to experience *one* conflict as well as *multiple* conflicts. In particular, male LGBT+ workers report a higher proportion of one experience of conflict than their heterosexual counterparts, whereas female LGBT+ workers are more likely to experience multiple conflicts.

**Table 4: Number of conflicts experienced by heterosexual and LGBT+ workers**

Number of conflicts	Overall (% of heterosexual/ % of LGBT+)	Males (% of heterosexual/ % of LGBT+)	Females (% of heterosexual/ % of LGBT+)
One	13/18*	12/19*	14/15
More than one	16/22*	16/19	17/27*

Base: 4,545 heterosexual workers (2,342 male, 2,203 female), 459 LGBT+ workers (290 male, 170 female).

\*statistically significant difference.

### Trans workers

Next, we explore trans workers’ experience of conflict, with data from our bespoke survey of trans workers. Overall, 55% of the 193 trans survey respondents experienced conflict in the workplace over the past 12 months. Of the 11 categories of conflict we asked them about (listed in Table 5), the most likely to be experienced by trans workers are:

- being undermined/humiliated (39%)
- discrimination because of a protected characteristic (23%)
- shouting/very heated arguments (21%)
- verbal abuse/insults (21%).

**Table 5: Trans workers’ experience of conflict and extent of conflict resolution**

Type of conflict	Total % experienced	Of those who experienced a conflict, to what extent has it been resolved?		
		% fully resolved	% partly resolved	% not resolved
Being undermined/humiliated	39	5	31	64
Discrimination because of a protected characteristic	23	8	30	62
Shouting/heated arguments	21	4	56	40
Verbal abuse/insult	21	24	24	52
Other offensive/threatening behaviour	19	16	32	53
Intimidation/harassment	15	9	30	61
Unwanted sexual attention	12	10	28	62
False allegations	11	15	31	54
Physical threat	6	18	29	53
Physical assault	3	18	27	55
Sexual assault	2	10	10	80

Base: 193 trans workers.

Importantly, we asked respondents who had experienced conflict to gauge the extent to which each specific conflict had been resolved (fully, partly, or not at all). Those experiencing conflict reported that many conflicts were left unresolved, with most showing at least 50% of cases unresolved (Table 5).

Additionally, we asked whether their gender identity was viewed as a contributing factor on its own or in conjunction with their sexual orientation. A quarter of those who had experienced conflict viewed their gender identity as a contributing factor on its own and a further 10% viewed it as a contributing factor in conjunction with their sexual orientation.

These results are worrying and show that much more effort is needed to adequately deal with conflict within the workplace. This echoes the CIPD’s [conflict management report](#), which emphasises how early, informal positive routes to resolution, where possible and appropriate, are the most effective, as conflict is best dealt with at the earliest opportunity.

It is particularly concerning that 12% of our trans respondents say they have experienced unwanted sexual attention and 2% have experienced sexual assault. These types of conflict are some of the most likely to be left unresolved (Table 5). The findings show that sexual harassment is still a serious problem in some UK workplaces, particularly for trans workers, and so employers need to take a zero-tolerance approach to sexual harassment and make sure that all employees feel able to report incidents.

We further examined the breakdown of rates of *one* versus *multiple* experiences of conflict (Table 6). Overall, 55% of trans workers experienced conflict, yet when broken down this reveals that 15% experienced *one* type of conflict, whereas 40% experienced *more than one* type of conflict. Rates of conflict seem to be highest for those in the process of transitioning (Table 6). However, it should also be noted that the psychological impact of the pandemic is significantly and positively correlated with the experience of conflict, and so the specific changes in the working environment during the pandemic could be influencing some of these broader findings. We look further at the psychological impact of the pandemic later on in this report.

**Table 6: Number of conflicts experienced by trans workers, by stages of transition**

Number of conflicts	Overall (%)	Not begun/ not intending a transition (%)	Planning a transition (%)	In process of a transition (%)	Completed a transition (%)
One	15	20	8	16	13
More than one	40	25	42	52	40

Base: 193 trans workers: 59 not begun/not intending a transition; 26 planning a transition; 68 in process of a transition; 40 completed a full transition.

### Insights from people professional roundtables

Across the roundtables many practitioners highlighted that LGBT+ bullying and harassment is still a real problem for LGBT+ colleagues, and that clear and decisive steps by HR and line managers are critical. A particularly challenging aspect of bullying was highlighted by one participant as the view that *‘banter is an acceptable form of bullying, when it isn’t’*. This view was echoed by others who attended and who shared experiences from their own professional careers.

To tackle this, organisations took a variety of approaches:

- One organisation developed a campaign for psychological safety for all employees, in which they explored the issue of exclusion, bullying and harassment and helped colleagues to recognise how they could belong to any number of inclusion groups. In this project they highlighted the specific challenges faced by LGBT+ staff.

The HR team conducted surveys around safety and inclusion, and the CEO led conversations around creating a joint safe space for colleagues. This represented a broad approach to bullying and harassment.

- Others took a more focused approach to LGBT+ bullying and harassment. One participant's HR function focused on offering training and support to allies to act as intervener, to step in to support LGBT+ colleagues, and to role-model behaviours to prevent LGBT+ harassment – helping to reduce the burden on LGBT+ colleagues. This training was line manager led, with the support of the LGBT+ network.
- Another example included a campaign internally to appreciate the damage that all forms of bullying and banter can have on individuals, including sexism. The campaign integrated LGBT+ harassment as one of the forms. This was seen to be successful because it highlighted inclusivity across all protected characteristics.

Finally, the importance of including LGBT+ voices in the design and implementation of interventions was highlighted by one leader who shared that their firm had developed a video to educate the workforce, but which was not developed with LGBT+ stakeholder input. Unfortunately, the video backfired and caused distress to many colleagues, and the good intentions behind it were lost.

### Quality of work experiences

In this section of the report we refer to three indicators of quality of work experiences:

- 1 **quality of work relationships** – a collective score based on ratings of the relationship between one's manager, one's workgroup and other colleagues, and one's clients/customers
- 2 **psychological safety** – a collective score based on the extent to which one felt able to be accepted, valued, and able to voice concerns within the workplace
- 3 **meaningful work** – a collective score based on the extent to which one feels they are doing useful and purposeful work for the organisation, clients, and society.

Each indicator has a range of scores from 1.00 (depicting a low score) to 5.00 (depicting a high score). As in the previous section, we report findings from LGB+ and trans employees separately.

We report findings in two ways – the raw percentages<sup>44</sup> and mean average scores.<sup>45</sup>

Our findings suggest that LGB+ workers report poorer quality of work relationships and lower levels of psychological safety than heterosexual workers, yet fairly similar levels of meaningful work (Figure 1). Trans employees report particularly low levels of psychological safety.

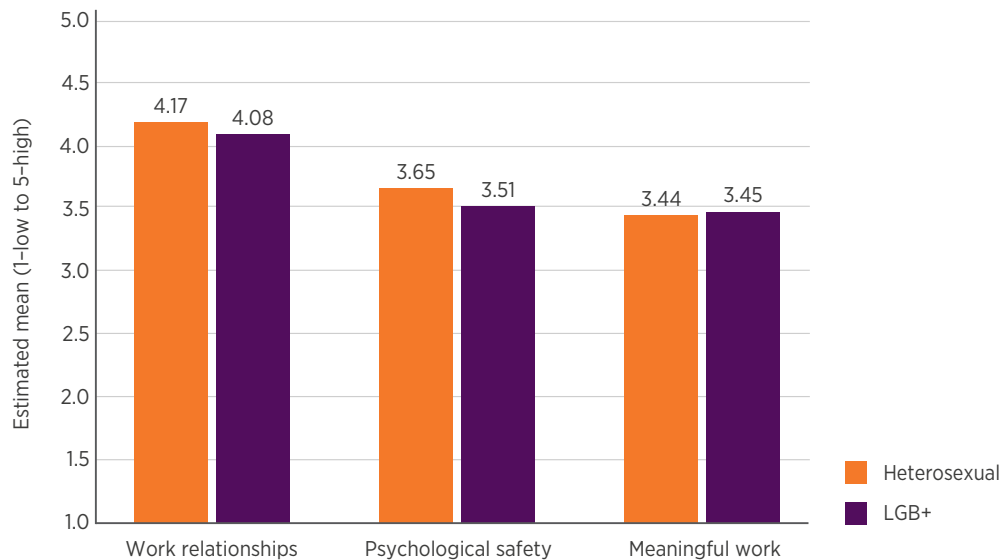
We make recommendations in section 5 on steps that people professionals can take to address issues arounds belonging and inclusion for LGB+ and trans employees.

#### **LGB+ workers**

In raw percentage terms, around 80% of LGB+ workers reported somewhat to very good working relationships compared with around 85% of heterosexual workers. Although both LGB+ and heterosexual workers reported similar proportions for somewhat to very strong psychological safety (just under 60% for both), a higher proportion of LGB+ workers than heterosexual workers (16% vs 10%) reported feeling psychologically unsafe.

Proportions reporting good and poor experiences of meaningful work were relatively similar between LGBT+ and heterosexual workers (just over 50% reporting good experiences versus around 15% reporting poor experiences for both groups).

**Figure 1: Differences in quality of work experiences between heterosexual and LGBT+ workers**



Base: 10,908 heterosexual workers; 1,068 LGBT+ workers.

The results of the more in-depth analysis examining quality of work experiences indicates that LGBT+ significantly differ from their heterosexual counterparts overall. In particular, LGBT+ workers report significantly poorer work relationships and psychological safety than heterosexual workers, yet similar levels of meaningful work (Figure 1).

These differences are relatively stable across sectors (private vs public/third sector) and organisational size (SME vs large), yet there seems to be a specific variation between sectors in meaningful work. LGBT+ workers tended to report higher levels of meaningful work than heterosexual workers in the public/third sector, whereas the opposite pattern was found for those in the private sector (see Figure A2 in the Appendix). Further testing reveals that female LGBT+ workers do not seem to show significant differences from their male counterparts across quality of work experience indicators.

However, those identifying as gay or lesbian show the highest scores on these areas (quality of work relationships, psychological safety, meaningful work), whereas those identifying as an alternative (to gay/lesbian or bisexual) LGBT+ have the lowest scores, with bisexual respondents being somewhere in the middle (see Figure A3 in the Appendix).

### **Trans workers**

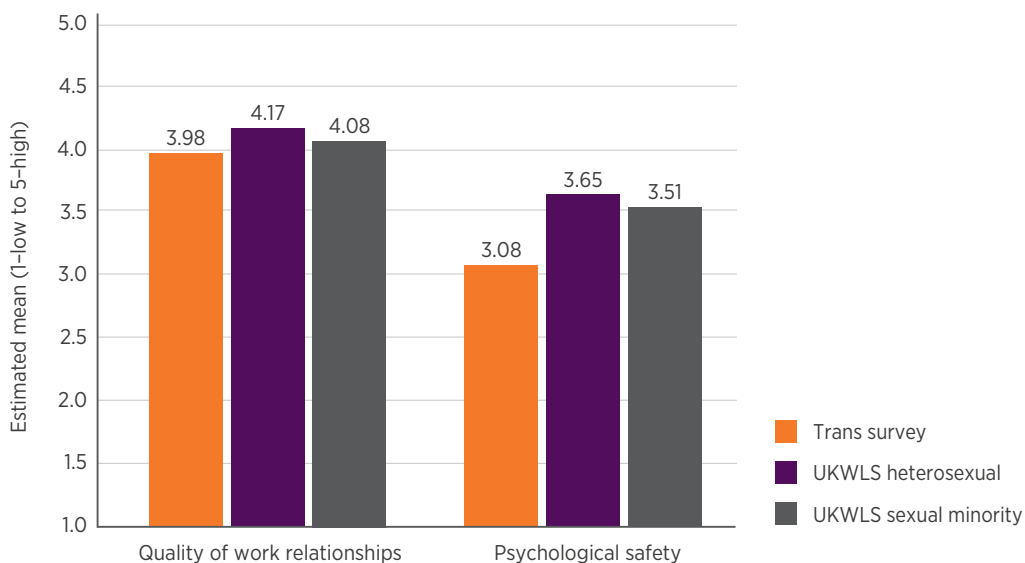
We examined two specific areas that correspond with the broader UKWLS analysis on LGBT+ workers: (1) *quality of work relationships* and (2) *psychological safety*.

In raw percentage terms, just over 75% of trans workers reported good working relationships, yet only 35% reported feeling a high level of psychological safety (with 18% reporting feeling psychologically unsafe).

Although trans workers tend to report having relatively good work relationships, they tend to feel relatively low levels of psychological safety.



**Figure 2: Differences in quality of work experiences and psychological safety between trans, heterosexual, and LGB+ workers**



Base: 193 trans workers; 10,908 heterosexual workers; 1,068 LGB+ workers.

On average, trans workers report good-quality work relationships (average = 3.98 out of 5.00), and although the average score is slightly lower than that found for heterosexuals and LGB+ (Figure 2), this is not particularly of concern as these scores are generally within a similar range (that is, around the 4.00 value – between 3.98 and 4.17).

Despite this, levels of psychological safety for trans workers are much lower and suggest that many trans workers do not feel particularly safe to fully express themselves and be accepted at work (average being 3.08 out of 5.00). This is a concern given the average score is much lower than those found for LGB+ and heterosexuals (Figure 2). However, it should be noted that the psychological impact of the pandemic is significantly affecting the level of psychological safety for trans workers, which may be confounding these differences.

### Job attitudes

In this section of the report, we focus on three job attitudes:

- 1 **job satisfaction** – a general rating of how (dis)satisfied the individual is with their job
- 2 **intention to quit** – the likelihood that the respondent thinks they will voluntarily quit their job within the next 12 months
- 3 **willingness to give discretionary effort** – the extent to which the individual is willing to provide extra support to the organisation when needed.

Each indicator has a range of scores from 1.00 (depicting a low score) to 5.00 (depicting a high score).

As in the previous section, we report findings in two ways. First, we present the raw percentages for LGB+ and heterosexual workers. As in the previous section, we report findings from LGB+ and trans employees separately.

Second, we present a more in-depth analysis based on the mean average score for each of these indicators.<sup>46</sup>

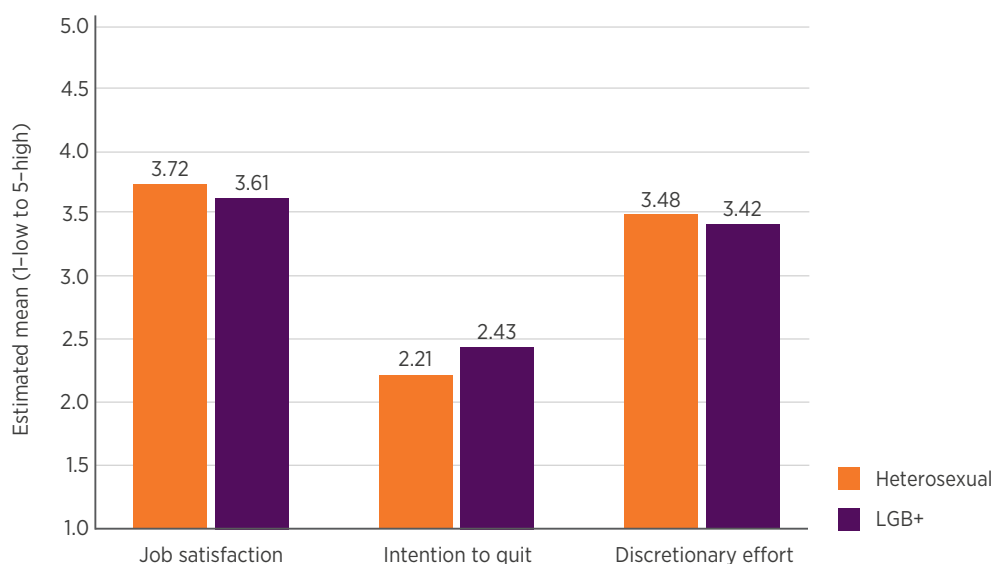


### LGB+ workers

In raw percentage terms, although both LGB+ and heterosexual workers reported similar proportions who felt somewhat to very satisfied with their jobs (around 66% for both), LGB+ workers showed a slightly higher proportion who felt somewhat to very dissatisfied with their job than heterosexual workers (15% vs 19%). For intention to quit, LGB+ workers, compared with heterosexual workers, had a higher proportion reporting strong intentions to quit (23% vs 18%) and a lower proportion reporting strong intention to remain (58% vs 63%). Although the proportion reporting high levels of discretionary effort were relatively similar between LGB+ and heterosexual workers (just above 55% for both), a higher proportion of LGB+ workers reported low levels of discretionary effort than heterosexual workers (21% vs 17%).

Overall, LGB+ workers tend to report less positive job attitudes (that is, lower job satisfaction, higher intention to quit, lower discretionary effort) than heterosexual workers.

**Figure 3: Differences in job attitudes between heterosexual and LGB+ workers**



Base: 12,342 heterosexual workers; 1,202 LGB+ workers.

The results of the more in-depth analysis for the range of job attitudes show that LGB+ workers differ overall in their job attitudes to heterosexual workers, and more specifically in their levels of job satisfaction and intention to quit (namely how likely the employee says they are to voluntarily quit their job in the next 12 months). Job satisfaction is slightly lower and intention to quit is stronger for LGB+ workers than for heterosexual workers; willingness to give discretionary effort is also slightly lower, albeit not statistically significant (Figure 3).

Further testing reveals that female LGB+ do not seem to show significant differences from male counterparts across job attitude indicators, and reported job attitudes are similar across LGB+ groups. Additionally, these differences are relatively stable across sectors (private vs public/third sector) and organisational size (SME vs large), yet there seems to be a specific variation between sectors in *intention to quit*. LGB+ workers tended to report higher levels of intention to quit than heterosexual workers in the private sector, whereas rates of intention to quit were similar for LGB+ and heterosexual workers in the public sector (see Figure A4 in the Appendix).

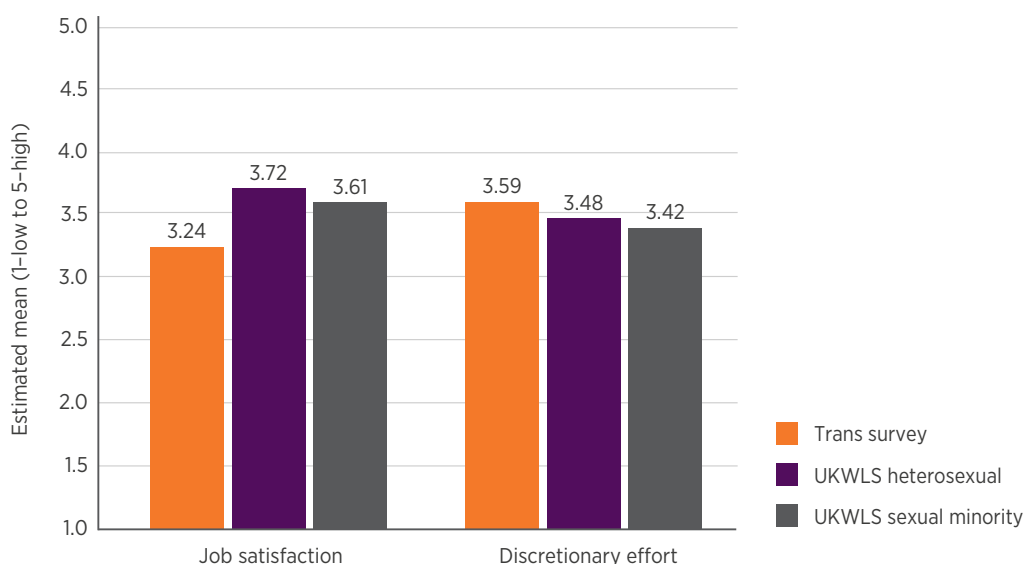
### Trans workers

We examined two specific job attitudes that correspond with the larger UKWLS analysis on LGB+ workers: (1) *job satisfaction* and (2) *willingness to give discretionary effort*.

In raw percentage terms, just over 50% of trans workers reported feeling somewhat to very satisfied with their job (with 33% reporting feeling somewhat to very dissatisfied), yet a slightly higher proportion (66%) reported willingness to give discretionary effort (with 17% reporting a reluctance to give discretionary effort).

Trans workers tend to report relatively low job satisfaction, yet relatively high discretionary effort. Caution is warranted given the pandemic may have negatively impacted job satisfaction and raised discretionary effort.

**Figure 4: Differences in job satisfaction and discretionary effort between trans, heterosexual, and LGB+ workers**



Base: 193 trans workers; 12,342 heterosexual workers; 1,202 LGB+ workers.

Trans workers in our survey are somewhat satisfied with their jobs (average of 3.24 out of 5.00) and this average level was a fair bit lower than those found for heterosexual and LGB+ workers (Figure 4). It is also important to point out that the psychological impact of the pandemic had a significant negative impact on levels of job satisfaction, therefore caution is warranted when interpreting this set of findings.

Interestingly, trans workers' willingness to give discretionary effort is relatively high (average = 3.59 out of 5.00) and is within a similar range of scores for heterosexual and LGB+ workers (that is, around the 3.50 value – between 3.42 and 3.59).

### Wellbeing outcomes

In this section of the report, we focus on three types of wellbeing outcome:

- 1 **life satisfaction** – a general rating of how (dis)satisfied the individual is with their life
- 2 **perceived impact of work on their health** – a combined score of the extent to which work has a negative/positive impact on their mental health and on their physical health
- 3 **work-life conflict** – a combined score of the extent to which the respondent finds it difficult to fulfil their commitments outside of work and finds it difficult to relax in their personal time because of the demands of their work.

Each indicator has a range of scores from 1.00 (depicting a low score) to 5.00 (depicting a high score). We report findings in two ways, as with previous sections – see notes 43 and 44.

Work can have a positive or a negative effective on our health; our Good Work Index indicates that there has been a decline in recent years in workers reporting that their job has a positive impact on their mental and physical health. LGBT+ workers report less positive impact of work on their health than heterosexual workers, and trans workers report less positive impacts of work on health than both these groups.

Organisations need to understand the specific issues that impact LGBT+ and trans employees, wellbeing, and we make recommendations for people professionals to take action in section 5.

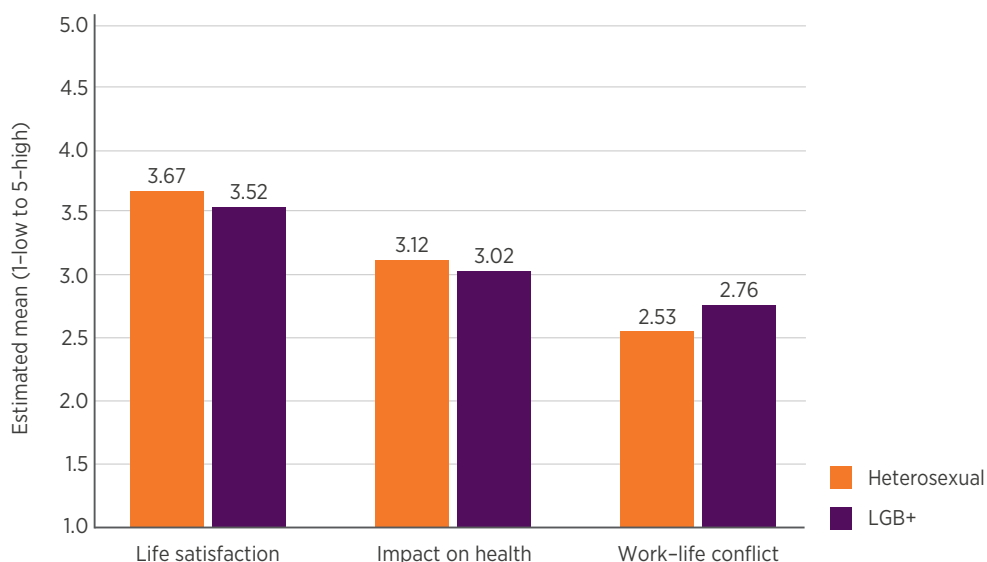
**LGB+ workers**

In raw percentage terms, LGBT+ workers, compared with heterosexual workers, had a slightly higher proportion reporting poor life satisfaction (18% vs 15%) and a slightly lower proportion reporting good life satisfaction (63% vs 66%).

A similar pattern is shown for reported work impact on health: negative impact (39% vs 32%); positive impact (35% vs 38%). This difference is more pronounced for work–life conflict, where a much higher proportion of LGBT+ workers, compared with heterosexual workers, report significant work–life conflict (33% vs 25%) and a lower proportion report very little work–life conflict (51% vs 59%).

LGB+ workers report less positive wellbeing outcomes (that is, lower life satisfaction, more negative impact of work on health, higher perceived work–life conflict) than heterosexual workers (Figure 5).

**Figure 5: Differences in wellbeing outcomes between heterosexual and LGBT+ workers**



Base: 12,964 heterosexual workers; 1,260 LGBT+ workers.

The analysis for the wellbeing indicators reveals that LGBT+ workers and heterosexual workers differ overall, as well as across the three indicators of life satisfaction; perceived impact of work on health; and perceived work–life conflict (Figure 5).

These differences are relatively stable across sectors (private vs public/third sector) and organisational size (SME vs large), yet there seems to be a specific variation between sectors in work–life conflict. LGBT+ workers tended to report higher levels of work–life conflict than heterosexual workers in the private sector, whereas LGBT+ and heterosexual workers in the public/third sector report relatively similar levels of work–life conflict (see Figure A5 in the Appendix).

Male and female LGBT+ workers tend to report similar levels of wellbeing, although there is some indication that female LGBT+ may experience slightly lower wellbeing. However, variation within LGBT+ orientations seems to be more important. Those identifying as gay or lesbian tend to have slightly higher levels of life satisfaction, perceive work as having a more positive impact on health, and experience less work-to-home conflict than those identifying as an alternative LGBT+ (to gay/lesbian or bisexual), with bisexuals being somewhere in between (see Figure A6 in the Appendix).

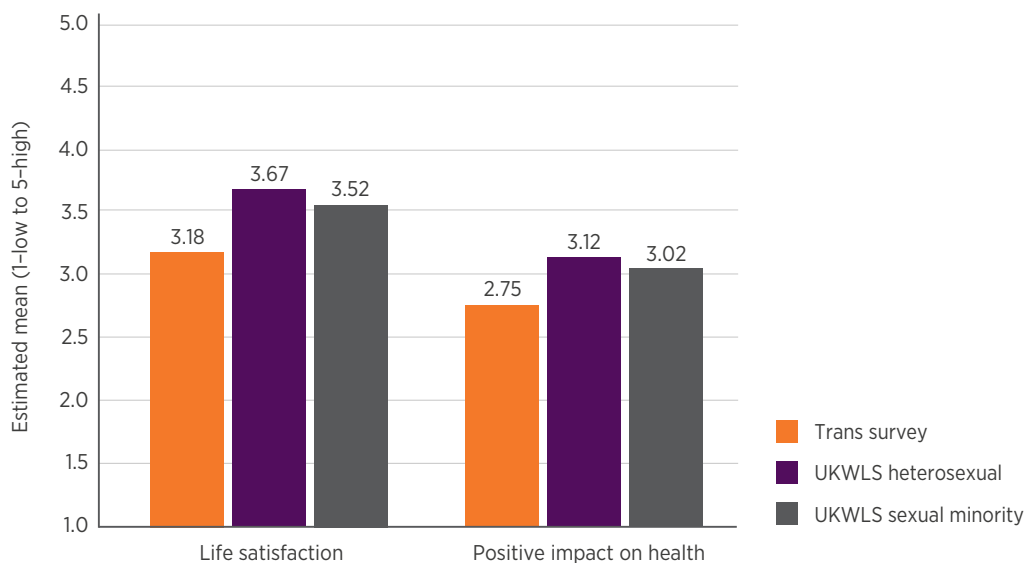
**Trans workers**

We focus on two aspects of wellbeing that were also examined in the UKWLS analysis on LGBT+ workers: (1) *life satisfaction* and (2) *perceived impact of work on their health*.

In raw percentage terms, around 50% of trans workers report feeling somewhat to very satisfied with their lives (with 29% reporting feeling somewhat to very dissatisfied). Around 30% of trans workers reported a negative impact of their work on their health compared with 26% who reported a positive impact.

Trans workers may be experiencing relatively poor wellbeing (Figure 6), yet as this data was collected during the pandemic, some caution is warranted when interpreting these findings.

**Figure 6: Differences in wellbeing outcomes between trans, heterosexual, and LGBT+ workers**



Base: 193 trans workers; 12,964 heterosexual workers; 1,260 LGBT+ workers.

As Figure 6 illustrates, trans workers, on average, report that they are moderately satisfied with their lives (average = 3.67 out of 5.00) and perceive that their work is having a fairly negative, rather than a fairly positive, impact on their overall health (average = 2.75 out

of 5.00). The finding that work is having a more negative than positive impact on worker health is particularly concerning.

Both of these average scores are lower than those found for heterosexual and LGBT+ workers (Figure 6); however, the psychological impact of the pandemic is having a significant impact on these aspects of wellbeing. In the next section we explore the effects of the pandemic in more detail, but it does appear that wellbeing and mental health are perhaps the most affected, and so caution is warranted when interpreting these results.

### **Summary of findings**

Our findings highlight that LGBT+ workers experience more workplace conflict; in particular, conflict involving being undermined/humiliated or discriminatory behaviour aimed at a protected characteristic.

Female LGBT+ often report multiple conflicts, and more conflicts associated with sexual harassment. Trans workers also reported high levels of workplace conflicts, many of which are left unresolved.

There are also significant differences between LGBT+ workers' job quality, compared with heterosexual employees: for example, experiencing lower levels of psychological safety and poor work relationships. Although the effect sizes are small, we need to ensure everyone has a positive experience at work. LGBT+ employees are more likely to report that work has a negative impact on their health, and are more likely to be dissatisfied with their jobs.

Trans employees in particular report especially low levels of psychological safety and higher levels of workplace conflict compared with LGBT+ workers. As the data for trans workers was collected during the COVID-19 pandemic, we cannot make direct comparisons; nevertheless, these findings are a cause for concern.

We also find that anti-discrimination policies, top management support for trans inclusion, and voice and participation opportunities for trans employees are key for quality of trans working experience. Our findings also suggest that these practices could be improved in organisations.

### **Insights from people professional roundtables**

#### **LGBT+ inclusion strategies**

There was agreement from roundtable participants that LGBT+ inclusion strategies should be bespoke to the needs of the LGBT+ community, inclusive of all aspects of LGBT+, and connected to broader inclusion and diversity (I&D) strategies. There was considerable difference across organisations we spoke to in the size and scope of strategies – industries such as financial services were more aware of the international dimensions of LGBT+ inclusion, while others focused on developing LGBT+-inclusive services for clients and customers. There was variation across roundtables as to the content of strategies, their design and the priorities they were working towards.

One particularly important reflection from the Belfast session was the recognition of the broader political context in which I&D strategies must operate. For one employer in the city, the context is still described as a 'neutral working environment', which, while it is designed to protect different groups, often means that diverse perspectives and opinions are not shared. They reflected that this is particularly challenging for LGBT+ inclusion.

Firms also differ considerably in their approach to embedding and operationalising their LGBT+ inclusion work. One financial services firm approached LGBT+ inclusion by establishing policies at the group level, but then supporting activities at the department level, enabling employees to organise into networks, to self-organise and self-manage, but connected centrally to HR and to the inclusion strategy.

Other leaders spoke about the importance of using practices that inform and develop inclusive cultures, and engaging leaders to live these through their behaviours and in demonstration of their values. This was difficult to do in smaller homogenous firms where there were perceived low levels of diversity:

*'An inclusive culture overall feels like an empowering culture that develops accountability in individuals. This should be the norm for all I&D.'*

The resourcing of operationalising I&D strategy was also discussed, as was the tension between supporting different I&D initiatives. Some firms stated that they opted for a distributed budget, while others committed to fully resourcing any activity that networks required, as long as it's within defined scope. Leaders at our roundtables were clear that without resourcing, action was unlikely to embed. LGBT+ networks need commitment from strategy through to operations and budgets if they're to deliver outcomes.

### **Leadership**

Several examples were shared that highlighted the importance of effective leadership in championing LGBT+ inclusion, not only broader I&D:

One major UK retail firm highlighted the value of a staff network that has advocacy and support from a member of the leadership team – not necessarily part of the community but as an 'ally' to support and champion the LGBT+ perspective, and LGBT+ inclusion more broadly.

Another firm highlighted the importance of continuously educating senior management teams to the importance of championing LGBT+ inclusion: *'Management team may have very low awareness and understanding of LGBT+ issues, so there is a need to constantly reinforce the need and encourage engagement. When they get it, they get it – but education, led by HR, is key.'* This was particularly important for this firm, where the LGBT+ awareness was low in the senior team.

## **4 Findings specific to the trans workers' survey**

This part of the report focuses on the unique experiences of trans workers captured in our bespoke survey of 193 transgender and non-binary individuals living and working in the UK. Given there is limited research and understanding of this employee group, we want to further explore their experiences in more depth. In the following sections we will cover key elements related to:

- 1 trans identity, including disclosure/openness and ability to be authentic in the workplace
- 2 organisational support for trans workers, focusing on LGBT+ staff networks and a range of HR-related areas of policy/practice
- 3 allyship for trans workers, focusing on the extent to which colleagues provide active support and advocacy to trans workers

- 4 impact of the COVID-19 pandemic, focusing on the potential psychological effects of the pandemic on trans workers.

We make specific recommendations for people professionals to build trans-inclusive workplaces based on these findings in section 5.

### **Trans identity**

In this section we provide an overview of three key aspects related to trans identity:

- 1 gender identity, transitional experiences, and sexual orientation
- 2 disclosing one's gender identity at work
- 3 feelings about one's trans identity and one's ability to be authentic at work.

### ***Gender identity, sexual orientation, and transitional experiences***

Trans identity is sometimes confused with sexual orientation. However, the two are distinct, and assumptions should not be made about the sexual orientation of trans individuals.

Stonewall defines both terms:

- **Sexual orientation** – [Stonewall](#) (2017)<sup>47</sup> defines sexual orientation as '*a person's emotional, romantic and/or sexual attraction to another person*'.
- **Gender identity** – Stonewall defines this as a person's innate sense of their own gender, whether male, female or something else, which may or may not correspond to the sex assigned at birth.

Our findings show that there is much variety in sexual orientations within our sample of 193 trans workers, with the most prevalent being bisexual (40%) and the least prevalent being heterosexual (10%). Over a quarter of survey respondents preferred to self-describe their sexual orientation rather than be categorised as lesbian, gay, bisexual, or heterosexual. These self-descriptions included pansexual, asexual, queer, and panromantic.

When describing trans individuals' gender identity, it is important to acknowledge that there is variation in gender identities across trans and non-binary people.

Some may cluster around a more masculine identity, which we refer to as 'trans masculine spectrum' – this includes those who refer to themselves as male, trans-man/trans-male, or trans masculine more generally.

Others may cluster around a more feminine identity, which we refer to as 'trans feminine spectrum' – this includes those who refer to themselves as female, trans-woman/trans-female, or trans feminine.

There are also those who would either not define themselves as a specific gender or would identify more as non-binary, genderfluid, or genderqueer – we refer to these as 'non-binary spectrum'.

In our sample of 193 trans and non-binary workers, 35% identified along the trans feminine spectrum, 23% identified along the trans masculine spectrum, and 42% identified along the non-binary spectrum.

It is important to acknowledge that there are some misunderstandings around the terminology used when a trans or non-binary person undergoes a transition, in the way they want to present their gender identity to others. Contemporary understandings of transition focus on the social and individualised transitional experience that a trans or non-binary person goes through in order to achieve a representation and lived experience of their gender identity that they desire. Some may be early in their transitional journey, where they may not have begun a transition; others may have



completed a transition they had wanted to achieve; and others may not even want to undergo a formal social or physical transition.

The transitioning experience differed significantly across the three gender identity spectrums. Around half of trans feminine respondents had completed a transition they had wanted to achieve, and an additional 39% were in the process of a transition. Just over two-thirds of trans masculine respondents were in the process of a transition, with just 16% saying they have completed a transition they had wanted to achieve. Those identifying along the non-binary spectrum were much less likely to be in the process of, or have completed, a transition. A third of these individuals had not begun a transition, with another 28% stating they do not intend to undertake a transition.

### ***Disclosing gender identity at work***

Disclosing one's gender identity at work is deeply personal and can be a difficult process. Our analysis indicates that of the 193 trans workers:

- 26% are not open about their gender identity at all at work
- 39% are mostly or completely open about their gender identity at work
- the remaining 35% are split between being open to a few closest people at work and a broad range of people at work.

It appears that the process of transitioning is connected with openness. Those in the process of a transition or who had completed a transition are most likely to be open to most or all people at work (49% and 60% respectively, compared with 27% of those who haven't begun or are not intending to transition and 8% of those planning a transition).

Additionally, the findings suggest that someone's gender identity has a bearing on whether they are open about that identity at work. The extent of openness is lowest for those along the non-binary spectrum, with 38% not open at all and only a quarter (26%) mostly or completely open at work. Trans masculine and trans feminine respondents have fairly similar patterns of openness, with around 15–20% not open at all and 40–50% being open to most or all people at work.

### ***How individuals feel about their trans identity and their ability to be authentic at work***

Although we find that most trans workers report a strong connection with, and a sense of pride in, their gender identity, many report feeling somewhat alienated and estranged from their true self at work.

We asked our 193 trans workers to tell us how important the trans aspect of their identity is to them and to what extent they felt they could be authentically themselves at work. We asked questions about:

- **Identity centrality:** the extent to which their trans identity is critical to the person's sense of who they are in the world. Nearly three-quarters (71%) of trans individuals perceive their trans identity as being a fairly to very important aspect of their life.
- **Identity affirmation:** the strength of pride the individual attaches to their trans identity. Two-thirds (66%) are fairly to very proud of being a trans person.
- **Authentic living:** this is a positive form of authenticity and signifies that one feels able to behave at work in ways that are congruent with one's true sense of self. Two-thirds (66%) feel they can be true to themselves in most work situations.



- **Alienation:** this reflects inauthenticity and refers to an individual feeling estranged and disconnected from one's true sense of self when at work. Nearly half (40%) felt a sense of being out of touch from their 'true self' when at work.

Although there are no significant differences between trans feminine, trans masculine, and non-binary identities, people's feelings about their trans/gender identity and authenticity at work appear to vary significantly depending on their experience of transitioning. Those in the process of transitioning, or who had completed their own transitional journey, were more likely to say their identity is central to who they are in the world, have a stronger sense of pride about their identity, report the highest scores for authentic living and lowest scores for alienation (see Figure A7 in the Appendix).

Additionally, upon further analysis, we find that the more a trans or non-binary individual is open about their gender identity, the more they will feel a sense of affiliation with their gender identity and the more authentic they will feel at work.

### Insights from senior people professionals

#### Monitoring and reporting

It is important for people professionals to think about how to collect data on gender identity and sexual orientation, including the definitions used. Additionally, collecting, monitoring, and reporting of sensitive employee data needs to be carefully thought about.

However, a lack of workforce LGBT+ data was highlighted as a challenge for leaders in our roundtables. This is driven by a low level of disclosure, which several participants noted was related to low levels of trust regarding if and how data will be used. This was seen to be particularly true for firms operating across international borders.

One firm recognised the potential in measuring the LGBT+ pay gap and reporting this more actively, but noted that this was hampered by low levels of data quality. They noted that there was strong LGBT+ group advocacy for understanding their firm's LGBT+ pay gap, but that voluntary reporting is not improving disclosure. Participants agreed that if LGBT+ pay gap reporting is to be achievable, much better disclosure rates are needed.

One employer noted that *'reporting needs to move beyond reporting different issues and focus on highlighting intersectional data'*. But others around the room noted the difficulty in doing this when disclosure rates and data quality are so low.

A clear recommendation from the roundtable was for HR functions to work hard to establish trust, build a clear strategy for promoting disclosure, and to offer advice and support to line managers to work to improve disclosure in their teams. Transparency was seen to be key in making the case for disclosure.

Recommendations were made to invest in up-front data collection during the recruitment process, and to at least *'monitor through broad and anonymous surveys'* as opposed to via self-service tools:

*'Getting some data, no matter if it isn't through a clear process, is at least a start to understanding diversity better'* (HR leader).

### Organisational support for trans workers

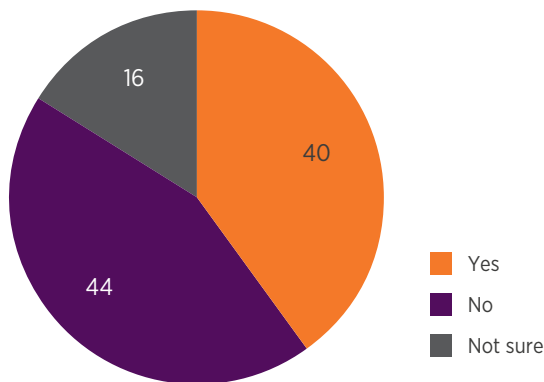
We focus on two main areas of organisational support for trans workers: (1) access to and participation in an LGBT+ staff network, and (2) perceptions of how supportive their employer’s policies are of trans staff.

#### Access to and participation in an LGBT+ staff network

Only 40% of our 193 trans respondents report that their organisations have an LGBT+ staff network (Figure 7). Of those who have access to an LGBT+ staff network, just 50% actively participate and attend meetings/socials.

A slightly higher proportion of those who have access to an LGBT+ staff network suggest ways to improve the LGBT+ network in a way that represents them and the wider trans community (55% and 59% respectively). Non-binary respondents tend to show lower scores overall; that is, they tend to participate less (39% actively participate), are less likely to suggest improvements (45% suggest improvements), and feel that the network does not represent them as much (43% felt represented). Given the small sample size, these findings should be interpreted with caution.

**Figure 7: Percentage of trans respondents who had access to an LGBT+ staff network (%)**



Base: 193 trans workers.

#### Perceptions of how supportive employers’ policies are of trans staff

We asked respondents to rate the extent to which they feel the organisation has put in place adequate policies and practices to support trans workers. This measure of supporting policies and practices was based on Fletcher and Everly (2021) – see reference 8. In particular, we asked them to tell us how trans-inclusive they feel the policies and practices in Table 7 are within their own organisation.

It’s clear that much more needs to be done at the organisational level to help protect, support, and include trans workers. Our analysis suggests that anti-discrimination policies/practices, inclusion and diversity training, and providing guidance to managers appear to be the fundamental foundations for building trans inclusion.

**Table 7: Trans workers, perceptions of inclusive policies and practices (%)**

HR area of trans-inclusive practice			
To what extent do you (dis)agree that your organisation has the following in place?	Disagree	Neutral	Agree
Overall average of all policies/practices	34	34	31
My organisation has adequate anti-discrimination policies and practices covering trans employees	24	26	50
Top management in my organisation are supportive of inclusion and diversity initiatives affecting trans employees	16	34	49
My organisation's benefits policies are inclusive towards trans employees and their partners	18	44	38
My organisation considers trans inclusion within its overall people management approach	38	29	33
My organisation provides suitable voice and participation for trans employees	42	25	33
My organisation provides adequate inclusion and diversity training that includes gender/trans identity	49	22	30
My organisation uses trans-inclusive language in marketing and corporate communications	48	24	28
My organisation provides appropriate support and guidance to managers so they can provide support to trans employees	43	31	25

Base: 193 trans workers.

Many of the 193 trans respondents feel their organisation has not put in place sufficient trans-supportive policies and practices, with only 31% expressing overall agreement that they have a range of trans-inclusive practices in place (see Table 7). Even the highest-rated practices still show relatively low levels of agreement, with only around half agreeing that there are anti-discrimination policies/practices and top management support in place to help protect and support trans workers.

Of the specific policies/practices rated in Table 7, those least likely to be considered adequate are:

- 1 **inclusion and diversity training** that includes gender identity (49% expressing what was in place was inadequate)
- 2 **trans-inclusive language** in corporate/marketing communications (48% expressing inadequacy)
- 3 **providing guidance to managers** on how to support trans workers (43% expressing inadequacy).

We also looked at which of these areas of trans-inclusive practice were the most highly correlated with trans workers' ratings of conflict, quality of work experiences, job attitudes, and wellbeing.

Areas most highly correlated with trans workers' experiences of work are:

- 1 **anti-discrimination policies/practices** covering trans employees
- 2 **top management support** for trans inclusion
- 3 **voice and participation** opportunities for trans employees
- 4 **guidance to managers** on how to support trans workers.

## Insights from people profession roundtables

### Trans inclusion

A major UK retail firm worked with their LGBT+ network to promote trans inclusion to customer-facing staff. This was done to support customer service for trans customers – for example, training staff on cosmetics counters to support trans customers, and pharmacy staff to understand gender reassignment therapy.

There was recognition among HR leaders who attended the roundtables of the need for specific trans-inclusion training and development for line managers and their teams. Leaders highlighted the need for effective training that could include unconscious bias training, speakers, webinars and seminars. These were the most appropriate types of training that HR leaders wanted. There was little awareness in the room of the type of training and support presently available to support trans inclusion.

Business change can also come from serving customers or service users better. One firm, an international media broadcaster, highlighted that awareness of trans rights internationally is low for its public-facing staff, such as commentators, so the organisation’s LGBT+ network has had a role to shape and influence commentary by the broadcaster – and offer better balance on how international perspectives are represented.

Others in the roundtables highlighted how small steps can create big change for trans inclusion. One leader noted that the biggest win for their firm was to educate the workforce about the importance of using pronouns, and to support line managers to have conversations about pronouns with their teams. This was seen by participants to be a particularly effective way of encouraging all staff to consider trans inclusion.

## Allyship for trans workers

Just over half of our trans respondents feel they have heterosexual, cisgender allies within the organisation who are supportive and inclusive; a similar proportion also feel they have lesbian, gay and bisexual allies within the organisation (see Table 8).

**Table 8: Trans workers’ perceived allyship from LGB+ allies and heterosexual, cisgender colleagues<sup>4b</sup> (%)**

Type of ally	Disagree	Neutral	Agree
Lesbian, gay, and bisexual allies	13	29	58
Heterosexual, cisgender allies	20	21	59

Base: 193 trans workers.

These findings do not significantly differ between trans feminine, trans masculine, and non-binary spectrums. However, those planning a transition are slightly less likely to say they have straight and LGB allies at work (around 40–50% agreed they had allies) than those who were in the process of transitioning (around 65–75% agreed they had allies) or had completed their transitional journey (around 70–75% agreed they had allies).

We also looked at the correlations between each of the eight policy/practice areas outlined in the previous section and the perceptions of allyship.

The three practices most significantly related to perceptions of allyship are:

- 1 **top management support** for trans inclusion
- 2 **anti-discrimination policies/practices** covering trans employees
- 3 **voice and participation opportunities** for trans employees, such as via a staff network.

We also conducted a separate survey of 209 heterosexual, cisgender UK workers. Alongside questions relating to their experiences of work, they were presented with a realistic work scenario detailing a situation where a work colleague discloses their trans identity.

In this scenario, respondents are informed that their department manager has sent round an email informing staff that a work colleague would like people to know they are trans and will be undergoing a change in the way they present themselves in the workplace, including changing their gender pronouns, their work attire, and their use of toilet facilities. It also stated that there are mixed reactions to the news in the department.

After reading the vignette, the respondent was instructed to rate statements regarding how they felt about the situation. In particular, they were asked to rate their extent of (dis) agreement on three allyship statements that correspond with those in the trans working lives survey: (1) 'I would stand up for this trans person to others in my organisation,' (2) 'At work, I would give my full support to this trans person,' and (3) 'I would be a visible ally to this trans person in my organisation.'

We compare the distribution of scores between the 209 heterosexual, cisgender workers with the perceptions of allyship reported by the 193 trans workers (Table 9).

There appears to be a clear disparity between what heterosexual, cisgender respondents may report in terms of their intentions to show allyship behaviour and what the perceived reality of the situation is for trans workers.

**Table 9: Comparing perceived trans allyship by trans workers with intentions of trans allyship by heterosexual/cisgender workers (%)**

	<b>% of trans workers who agreed that allies would offer the following support:</b>	<b>% of heterosexual, cisgender workers who agreed they would offer the following support:</b>
Visible allies	65	80
Stand up for trans workers	54	89
Offer support	61	90

Base: 193 trans workers; 209 heterosexual, cisgender workers.

The differences between what heterosexual, cisgender respondents report and what trans respondents perceive are shown to be statistically significant; that is, heterosexual, cisgender workers rated their intentions to show allyship much higher than the perceptions of allyship reported by trans workers. Roughly 85% of heterosexual, cisgender workers reported positive intentions versus roughly 60% of trans workers perceived positive allyship within their workplace.

### Insights from people profession roundtables

#### LGBT+ networks

There were different views on how allyship works and the extent to which networks can support it. For some, allyship is about all networks supporting each other, between different characteristics; for others, it is specific to heterosexual, cisgender support for LGBT+ colleagues.

*‘There is always a group of people who refuse to change: the unchangeable – they have particular attitudes and issues that are difficult to shift. The role of allies is to self-regulate in the business and try to help those individuals to move forward’ (HR leader).*

Sponsors are regularly recruited to support the networks, and those sponsors do not identify with the characteristic. This is to educate, inform and develop their understanding. *‘Allies can help leaders to learn and become more inclusive, bold and progressive’ (HR leader).*

One organisation ran an LGBT+ Allies ‘Coming Out Day’, where they pledged to support colleagues across the business openly, with a pledge and an email sent to colleagues with guidance and support. The pledge email was followed up with colleague updates to raise awareness.

### Impact of the COVID-19 pandemic on trans workers

In the survey we asked trans respondents about working during the pandemic and their health and wellbeing during this unprecedented time. Table 10 lists the aspects of working life, health, and wellbeing we asked about. We wanted to understand how the pandemic may be specifically impacting trans workers.

Our findings show that daily mood and general mental health were the most impacted by the pandemic – with nearly half of respondents reporting a strong impact. The least impacted are ability to perform well at work and general physical health – with around a third of respondents reporting a strong impact (Table 10).

**Table 10: Impact of COVID-19 pandemic on trans workers (%)**

Impact of pandemic on:	Weak impact	Moderate impact	Strong impact
Daily mood	22	31	47
General mental health	27	24	49
Wellbeing at work	28	29	43
Work motivation/passion	32	26	42
Ability to perform well	40	27	33
General physical health	41	28	31

Base: 193 trans workers.

We looked for any differences in responses across gender identities and transitional experiences. Although we find no major differences, the findings suggest that the psychological impact of the pandemic on daily mood and general mental health is

slightly stronger for those planning a transition or who are in the process of a transition (see Figure A8 in the Appendix) – this seems apparent given the challenges to socially transition during a time of greater social isolation and homeworking.

Lastly, we asked respondents to provide qualitative comments to further explain how the pandemic has affected them and their work experiences. Around a third of the 193 trans workers provided comments. These comments were categorised into key themes, which we will now detail.

**Working from home** is the most discussed theme, with many feeling the experience is mostly positive as it provides them the freedom and autonomy to be their authentic (trans) selves when working – however, it is important that trans workers still are able to feel that others are recognising and showing acceptance of important aspects of their identity, such as their preferred name and pronouns.

Additionally, the opportunity to have more quality time with family and the time to engage in learning and personal development were positive aspects of working from home during the pandemic. However, for some, working from home is challenging as they feel more isolated and alone, particularly as they are not able to physically connect with colleagues and friends, and those with childcare responsibilities find it more difficult to maintain work-life balance.

**Those who have been furloughed or have had their hours reduced/contracts terminated** generally experience a sense of loss, financial difficulty, and worry about the future. This is particularly acute for individuals who are in the process of a transition and have had to halt it due to these circumstances. However, for some it presents opportunities to look for new types of employment or career avenues that they may not have thought about before, and for some this may have also aided their transitional journey.

**The discussion of work stress** is quite variable, with some finding that their workloads, work pressures, and experienced stress to be lower, and others finding that stress is much higher due to increased workloads or work hours. For those in key/essential worker occupations, it appears that the emotional and physical demands of dealing with the public during the pandemic is much higher.

A few respondents discuss their **general worry and anxiety about the future** post COVID-19, asking what the ‘new’ world will be like or in relation to future job loss/unemployment. For some their ability to be open about their trans identity and potential barriers for employment as a trans person were highlighted. A small number of respondents discuss how they and/or members of their household **experienced COVID-19 symptoms** and the effects it had on their ability to work. A couple of respondents mention the challenges they faced when they were shielding a vulnerable member of their household/family.

## 5 What do the findings mean for people professionals?

It is clear that organisations need to be more inclusive for LGBT+ employees and do more to eradicate discrimination and harassment, and create psychologically safe and inclusive workplaces. Below, we make recommendations for people professionals to shift organisational practices and make our workplaces inclusive for LGBT+ colleagues. People professionals have a key role to play in ensuring people management practices and policies are fit for purpose.



### **Managing conflict and stopping discrimination and harassment**

Organisations' handling of conflict and harassment needs to improve. We found rates of conflict experienced by LGBT+ workers are higher than those experienced by heterosexual workers. People professionals have a key role to play here and need to make sure anti-discrimination policies and practices are fit for purpose, well understood and carried out throughout the organisation:

- Policies should set clear expectations of what is acceptable and unacceptable behaviour, with practical examples, and provide robust guidance to managers on how to report and deal with incidences of conflict.
- Employers should ensure people feel able to report conflict and that it is investigated seriously. A significant number of conflicts, including very serious ones, remained unresolved according to our data.
- Employers should build a peer support and allyship network that LGBT+ employees can approach as the first point of contact when they have faced bullying and harassment. Members of this network should have appropriate training to be able to signpost to sources of internal and external support. It is important to remember that they shouldn't seek to resolve issues themselves or act as a counsellor.
- Employers have legal obligations to prevent and address discrimination, and should take a zero-tolerance approach to this.

### **Collect meaningful data**

Our roundtable insights highlight that collecting accurate data on LGBT+ representation in organisations is often challenging, but high-quality data can help pinpoint issues (such as harassment and discrimination) and measure progress. People professionals should:

- Improve organisational data on LGBT+ representation. This requires building trust and confidence in data collection, being clear what data is being collected and what will be done with it. Find out more about diversity data in our [\*Diversity Management that Works\*](#) report.
- Make sure data is collected in a sensitive and accurate way. If you collect data on sexual orientation and/or gender in staff surveys or for HR information systems, have 'prefer to self-describe' options.
- Be mindful that not all trans and non-binary people will identify with the term 'trans', nor will they want people to assume what their gender identity is. Ask them how they identify and what they would be comfortable with people knowing about their identity.

### **Build a culture for LGBT+ inclusion**

Previous [CIPD research](#) highlights the importance of an inclusive culture that allows all organisational members to feel like they are valued, have a voice, and can thrive at work and within their teams. Our findings show that LGBT+ people are less likely to perceive their work relationships and sense of belonging and value within the team to be positive. People professionals need to consider the current culture of their organisation and ask if it supports inclusion and valuing different perspectives and identities, or whether people need to change in order to 'fit in' and get ahead:

- Foster positive and inclusive work relationships. Enable opportunities to create a shared purpose. Encourage conversations about the value of inclusion and understanding people's differences, and why they are important.
- Buy-in and support from senior leadership is vital for building more inclusive workplaces. For example, the trans survey discussed here highlighted the importance of top management support in creating trans-inclusive workplaces, and our [\*Diversity Management that Works: An evidence-based view\*](#) report identifies buy-in as a key part of I&D strategies and provides recommendations to secure this.



- Ensure minority groups have access to voice mechanisms and feel comfortable using them – their insight and challenge is critical for progress. Help establish and sustain LGBT+ employee resource groups/staff networks that, as well as being a safe space and support mechanism, can provide valuable opportunities for LGBT+ employees to collectively raise important issues and suggestions to improve inclusion and diversity within the organisation.
- Our trans survey highlights that trans employees do not always engage in staff networks, so it is important to consider how networks feel representative and accessible.
- However, although an LGBT+ staff network can be a useful sounding board, network members should not be expected to solve the organisation's problems.

### **Make training targeted and effective**

Organisations should provide training to create understanding of LGBT+ employees. Where appropriate, employers should engage external expertise to develop and deliver training interventions. The training should provide an understanding of the different LGB+ and gender identities. It should be geared towards different audiences and be part of a wider suite of practices to be effective:

- general awareness-raising that provides information on the different LGB+ and gender identities
- line manager and recruiter training focused on being aware of biases around LGB+ and gender non-conforming people that can influence recruitment decisions – this should also cover techniques for identifying and mitigating individual and systemic biases
- senior manager training should be detailed with a strategic focus to help facilitate change at a systems and processes level
- government should create resources to support businesses and especially SMEs to train their employees on LGB+ and gender identities.

### **Take targeted action on LGBT+ job quality**

As well as higher levels of conflict, our data also suggests that wellbeing and other aspects of job quality, like job satisfaction and workplace relationships, are lower for LGBT+ workers, and that this differs between employees within the LGBT+ community. One size does not fit all, and different individuals will have different circumstances and experience:

- Recognise the importance of intersectionality. Our findings highlighted differences in work experiences between female and male LGB+, suggesting that just considering one aspect of someone's identity does not give a complete picture of their work experiences. For example, could female LGB+ or LGBT+ people of colour experience a 'double disadvantage' through their gender and/or ethnicity as well as their sexual orientation?
- Investigate low wellbeing scores and evaluate your wellbeing programme with an inclusion and diversity lens. Our findings suggest that LGBT+ workers may have poorer work-related wellbeing and more struggles with their wider mental and psychological health. Consider your wellbeing offering from the perspective of different employee groups, including through an LGBT+ lens, to ensure it's meeting the needs of specific groups.
- Training on LGBT+ inclusion should clarify the difference between gender identity and sexual orientation. Assumptions should not be made about the gender (or sex) of someone's partner. Training should also explain the nuances across the different gender identity spectrums, particularly with regard to non-binary identities, as these identities may be the least well understood.

### **Recognise the impact of COVID-19 on LGBT+ employees**

During unprecedented times, it's important to think about the support and training that all staff may require to cope with stress and anxiety, job insecurity and psychological

uncertainty, and pressures of homeworking. It's important to listen to LGBT+ staff or seek external input from experts or LGBT+ organisations to understand what particular support this employee group may benefit from:

- **Make efforts to understand the nuances of the effects of the pandemic within your own workforce.** Although many of these will be negative, some may be positive and may trigger useful change within the organisation. Furthermore, looking beyond the current pandemic, the world of work is likely to look very different for many workers, for example, with increased homeworking. It's important to examine the impact of new ways of working on different employee groups who will all face different challenges and benefits.
- **Strengthen the ways through which LGBT+ workers can feel socially connected and included,** and feel supported to express their gender identity/sexual orientation in an open way that might be different from how they express it in a physical work environment. For trans workers more specifically, look at ways to help each individual continue to feel supported in their transitional journey, if applicable.

### Trans inclusion

The survey also surfaced important points to think about to make your workplace trans-inclusive. Our findings suggest that anti-discrimination policies/practices, top management support and establishing an LGBT+ staff network are the foundations from which the broader remit of trans-inclusive practices build from. It's also important not to wait until someone tells you they are trans to take action – it needs to start now. Then, not only will you support existing employees, but you will also widen the talent pool you recruit from. We outline recommendations for building trans inclusion below:

- **The trans experience will be different for every trans person.** Managers should not make assumptions about what someone may be experiencing or what support they need. Instead, they should ask open questions about how they can support an individual who wants to present as their true gender identity and be guided by what they intend to do, what their preferred name and pronouns are, and to what extent they want to be open to others at work. Assumptions about what transitioning will entail for that individual should not be made; also, some people may not want to embark on a transitional journey.
- **Give people the opportunity to build relationships and connect across the LGBT+ community,** such as through creating the time and space to be involved in an organisation's LGBT+ staff network, or externally via professional or industry groups. Not only may the individual benefit from a sense of community and belonging, but the organisation may also benefit from external learning and engagement.
- **Recognise the benefits of trans workers and trans allies participating together in LGBT+ initiatives** and support these initiatives to be inclusive of all LGBT+ identities. Be mindful that initiatives may require extra resources and external expertise.
- **Strengthen trans-supportive organisational policies and practices.** Consider enlisting external expertise to make the organisation trans-inclusive if you don't have this knowledge and capability in-house. If you don't have the expertise in-house, you could consider external engagement, through getting expert advice, working with other employers who have made progress in this area, and/or seeking feedback from your LGBT+ employee network.
- **Review HR policies with a trans lens,** including ensuring the language used is gender neutral. Examples include making sure family policies are inclusive of different gender identities as well as different sexual orientations, that dress codes (if required) are gender neutral and that you have a policy in place which details the support you provide for an employee who would like to transition.

- **Ensure wellbeing strategies and initiatives are inclusive towards the specific needs and challenges of trans workers.** For example, our research suggests trans workers may experience higher levels of conflict and poorer wellbeing than other groups of workers, as well as a greater sense of threat to their psychological safety and sense of who they are. Critically reviewing your wellbeing offering to employees through a trans lens is a good idea to ensure it is supportive of people's needs. This may involve conversations with your wellbeing providers to see how their product or service is LGBT+-inclusive.

## 6 How should policy-makers respond?

The Government should:

### **Sponsor research on LGBT+ equality in the workplace to encourage detailed long-term research by academic institutions:**

- Funds should be ring-fenced for this research through the Research Excellence Framework to encourage academic research in this area.
- Appoint expertise in LGBT+ equality within UK Research and Innovation to commission research and oversee distribution of funding.
- Research streams should include combating workplace conflict, improving health and wellbeing, and increasing access to employment and progression.
- This study was mostly carried out prior to the current pandemic. Marginalised groups such as the LGBT+ community have been hardest hit by the impact of the virus. We call on the Government to conduct wide-ranging research on the health, economic, and social impact of the pandemic on the LGBT+ community, with a view to providing data that informs better policy formulation from government and improved employment practices.

### **Strengthen protection against intersectional discrimination and enact section 14 of the Equality Act 2010:**

- Further strengthen protection by removing the limit within section 14 for the number of protected characteristics that may be combined in discrimination claims.
- Develop guidance and toolkits for managers to help implement section 14.
- Provide training to employment tribunals on assessing cases of intersectional discrimination.

### **Include improved data collection from LGBT+ employees as one of the commitments of the Government Equalities Office *LGBT+ Action Plan*:**

- Provide funds to SMEs through the LGBT+ Implementation Fund to support data collection and enable the hiring of expertise and the purchase of technology such as HRIS.
- Provide guidance and resources to employers on best practice in collecting LGBT+ employee data.

### **Create guidance on inclusive language in relation to sexual minorities and gender identities:**

- This should be used across government in reports, official literature and in-service delivery.

## 7 Further resources

For other reviews and guidance on supporting LGBT+ (and more specifically trans workers), please visit the following resources:

- ACAS report produced by Rosa Marvell and colleagues from the Institute for Employment Studies: <https://www.acas.org.uk/supporting-trans-employees-in-the-workplace/html>
- Gendered Intelligence's resources for professionals: <http://genderedintelligence.co.uk/professionals/resources>
- HRC's trans toolkit for employers: <https://www.thehrcfoundation.org/professional-resources/trans-toolkit-for-employers>
- LGBT+ foundation's resources: <https://lgbt.foundation/who-we-help/trans-people/resources-for-trans-people>
- Stonewall's resources and toolkits (<https://www.stonewall.org.uk/power-inclusive-workplaces>) as well as blogs on trans and non-binary inclusion (<https://www.stonewall.org.uk/about-us/news/10-ways-step-ally-non-binary-people>) and glossary: <https://www.stonewall.org.uk/help-advice/faqs-and-glossary/glossary-terms>
- Transgender Europe's Trans inclusive workplaces guide: <https://tgeu.org/inclusiveworkplaces/>
- <https://www.translanguageprimer.org/primer>

## 8 Appendix

### Methodology

#### **UK Working Lives survey data – LGB+ workers data**

Since 2018, the CIPD has been measuring job quality through our *UK Working Lives* survey (UKWLS), the results of which are shared in our *Good Work Index* report. We pooled the data across three surveys (2018, 2019, 2020). The data in this report is based on 15,620 UK workers, of which 13,733 are heterosexuals and 1,357 are LGB+ (530 did not state a sexual orientation). The 1,357 LGB+ workers represented 562 gay men, 139 lesbian (or gay) women, 242 bisexual men, 277 bisexual women, and 137 who identified as another LGB+. We analysed differences between LGB+ and heterosexual workers by conducting MANCOVA analyses on the indicators within each main topic area. We controlled for the year of the survey, the social grade and occupational classification of the respondent, and used the YouGov weight (based on broader socio-economic and labour market indicators). We also examined gender, sector, and organisational size differences more specifically; and these findings are also included in the report.

#### **Trans workers survey**

A bespoke survey was designed by the CIPD and Dr Luke Fletcher. We measured similar topic areas as those covered in the *UK Working Lives* survey, such as workplace conflict, quality of work relationships, job attitudes, and wellbeing outcomes.

However, we also wanted to examine the unique experiences of trans workers, and so we included a variety of questions specific to trans identities, expression, and support. Therefore, you will see that there is a more in-depth and wider-ranging analysis for the trans workers sections. The survey was distributed online across a range of social media platforms, LGBT+ networks/organisations, and market research agencies between May and June 2020 during the COVID-19 pandemic.

A total of 193 trans and non-binary workers residing and working in the UK completed the survey. We used descriptive analyses such as looking at mean averages and distributions, as well as correlational analyses to examine how certain areas of the survey were related to each other, for example to see which areas of trans-inclusive HR practice were related to wellbeing. We also used ANOVAs to examine differences between gender identities and transitional experiences within the sample.

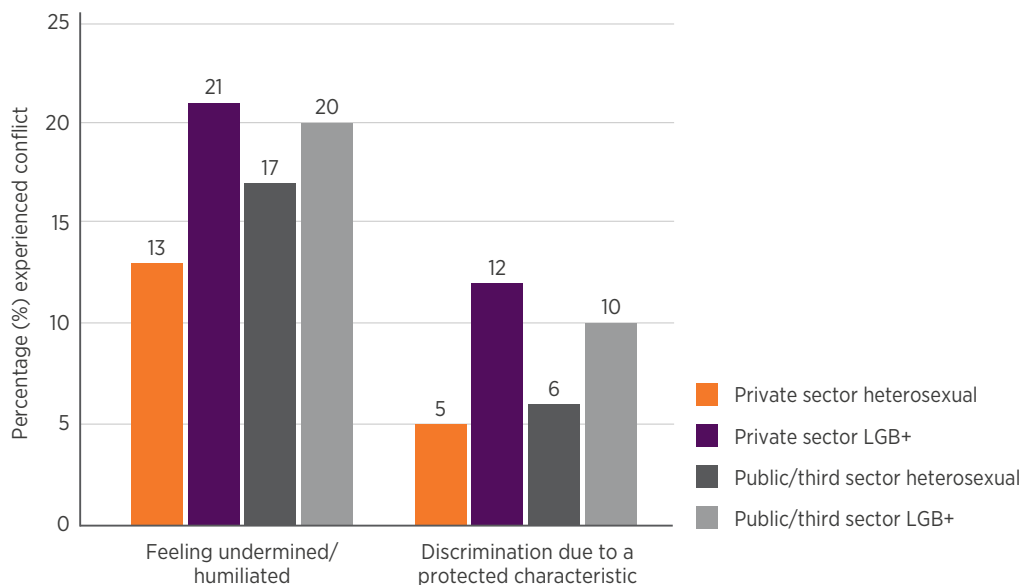
**Trans allyship survey**

We were interested in further exploring the concept of allyship, which is a practice generally attributed to non-minorities, in this case heterosexual, cisgender people, whereby they offer active support and advocacy to the stigmatised minority, in this case trans workers, in order to enact positive change and challenge problematic norms and behaviour in their organisations (Salter and Migliaccio 2019<sup>49</sup>). Therefore, we conducted a separate survey of 209 heterosexual, cisgender UK workers, via a market research agency, where along with various questions about themselves and their work experiences, they were presented with a realistic work scenario detailing a situation where a work colleague discloses their trans identity. After reading the vignette, the participant was instructed to rate statements regarding how they felt about the situation. The results of this survey are incorporated within the allyship section on page 26.

**People profession LGBT+ inclusion roundtables**

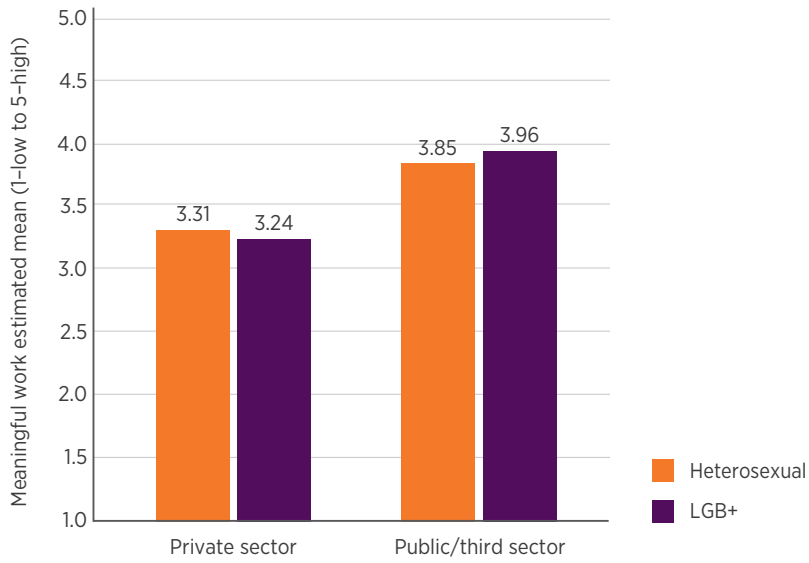
Finally, the CIPD conducted a series of LGBT+ inclusion roundtables between late 2019 and early 2020 with senior HR leaders in London, Edinburgh, Cardiff and Belfast to explore the knowledge, experience and perspectives of those leading HR, OD and L&D practices across the UK. The roundtable series was developed in collaboration with the Government Equalities office (see Table 1 for more information) and was attended by over 40 senior people professionals from a variety of industries, including the UK civil service, financial services, healthcare, professional services and retail. Throughout the report, we include our own insights from these roundtables in the ‘reflections for practice’ sections. These insights were developed by the CIPD and do not necessarily reflect the views of GEO.

**Figure A1: Comparison of specific conflict experiences, by sexual orientation and sector**



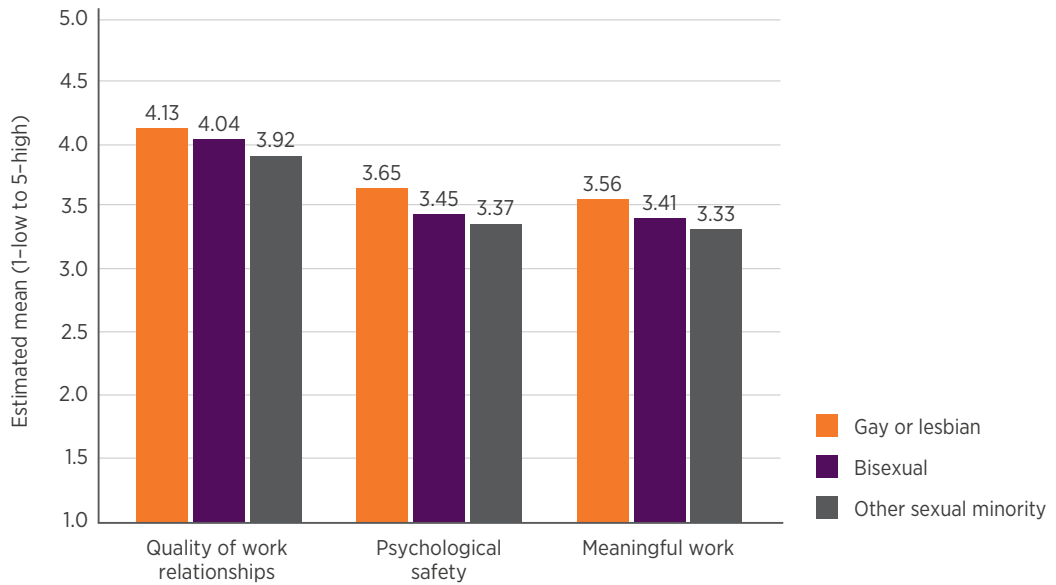
Base: 3,546 heterosexuals and 346 LGBT+ workers in the private sector; 966 heterosexuals and 110 LGBT+ workers in public/third sector.

**Figure A2: Comparison of meaningful work scores, by sexual orientation and sector**



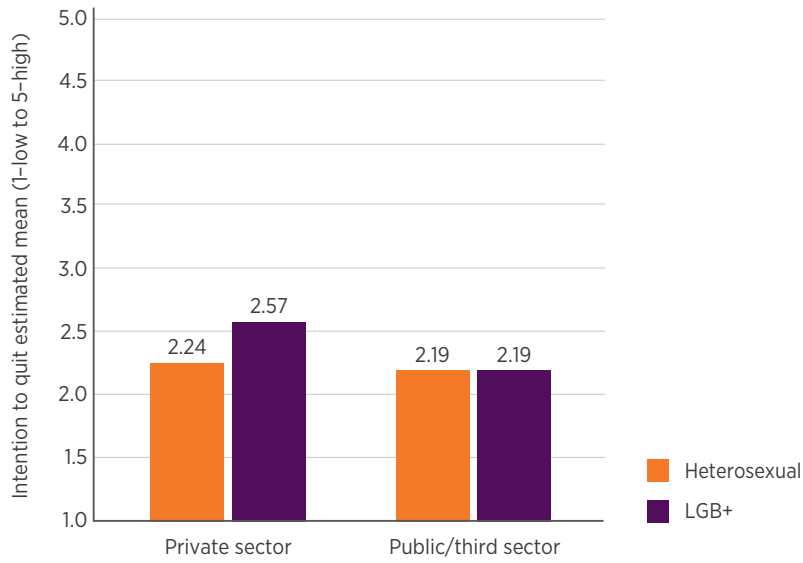
Base: 8,326 heterosexual and 775 LGB+ workers in the private sector; 2,113 heterosexual and 248 LGB+ workers in the public/third sector.

**Figure A3: Comparison of quality of work experience indicators across sexual minority groups**



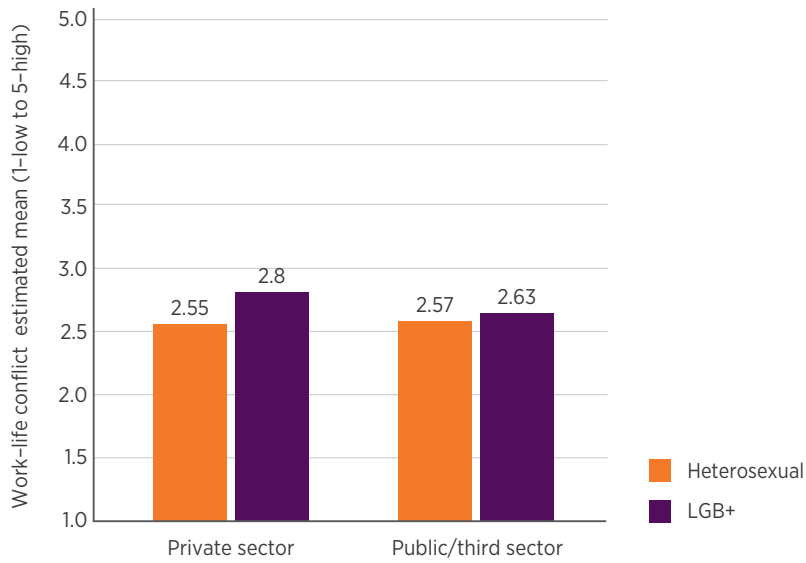
Base: 568 gay or lesbian; 397 bisexual; 103 other sexual minority.

**Figure A4: Comparison of intention to quit, by sexual orientation and sector**



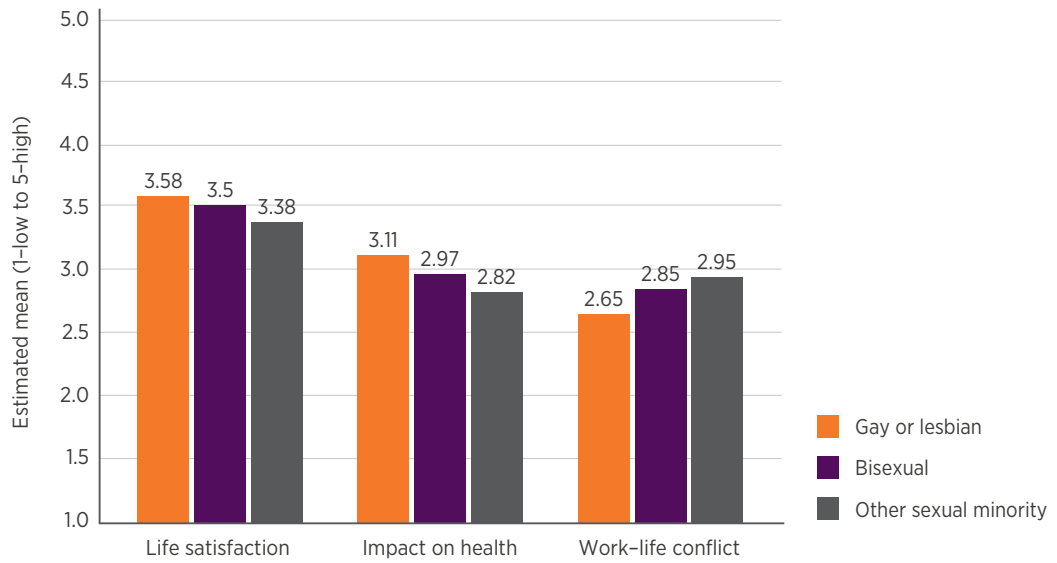
Base: 9,559 heterosexual and 890 LGBT+ workers in the private sector; 2,241 heterosexual and 257 LGBT+ workers in the public/third sector.

**Figure A5: Comparison of work-life conflict, by sexual orientation and sector**



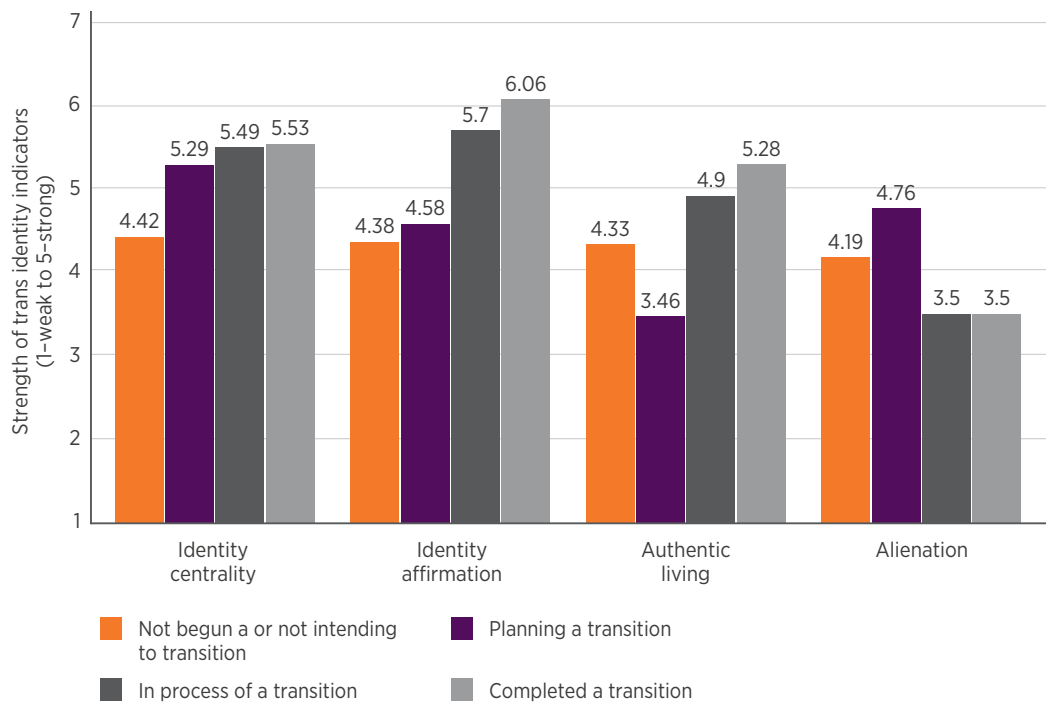
Base: 9,999 heterosexual and 929 LGBT+ workers in the private sector; 2,365 heterosexual and 268 LGBT+ workers in the public/third sector.

**Figure A6: Comparison of wellbeing indicators across sexual minority groups**



Base: 656 gay or lesbian; 477 bisexual; 127 other sexual minority.

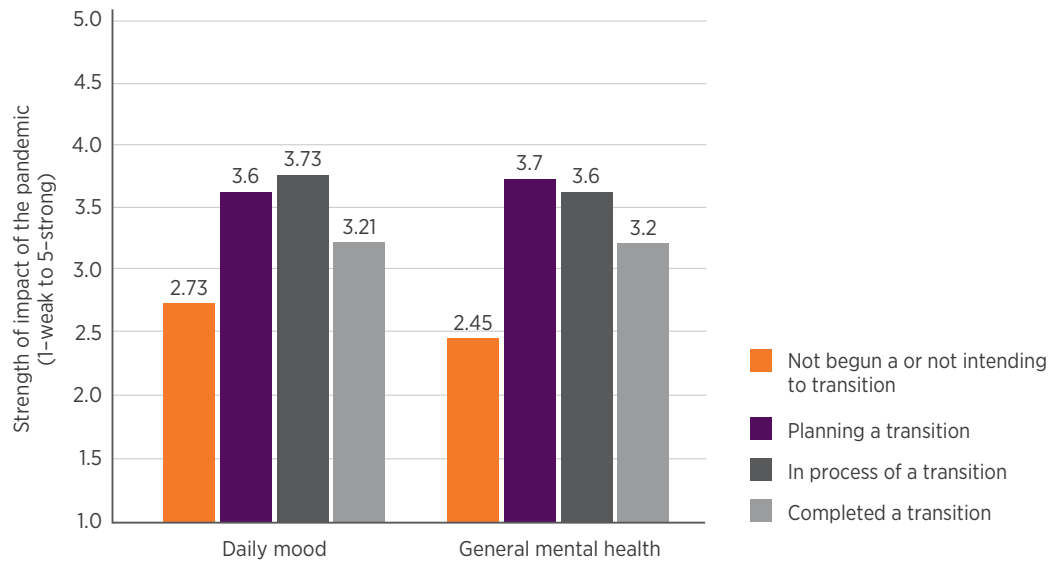
**Figure A7: Comparison of trans identity indicators, by transitional experience**



Base: 59 not begun/not intending to transition; 26 planning a transition; 68 in process of a transition; 40 completed a transition.



**Figure A8: Comparison of daily mood and general mental health impacts of the pandemic, by transitional experience**



Base: 59 not begun/not intending to transition; 26 planning a transition; 68 in process of a transition; 40 completed a transition.

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- 42 The term LGBT+ is often used to describe the lesbian, gay, bi and trans community. We also use the term LGBT+ in this report, but in the research findings sections we also use the term LGB+. This is because the findings from our *UK Working Lives* survey does not include data on gender identity, so the findings reflect the experiences of LGB+ workers. The + refers to those who identify as another sexual orientation such as pansexual or asexual.
- 43 SME is an acronym for small and medium-sized enterprises and generally refers to organisations with fewer than 250 employees.
- 44 The raw percentages for LGB+ and heterosexual workers are based on categorising scores as low (1.00–2.49), moderate (2.50–3.49) or high (3.50–5.00), with a focus on reporting low versus high categories. This gives a rough indication of the spread of scores as well as what potential differences there are between LGB+ and heterosexual workers in these distributions.
- 45 For the mean scores, we present a more in-depth analysis based on the mean average score for each of these indicators. This analysis controls for other potentially confounding elements, such as socio-economic background, which might be influencing scores. This gives a more precise understanding of the differences between LGB+ and heterosexual workers. If the mean average is within the 1.00–3.00 range, it could be deemed as being a moderate to low average score, with those nearer to 1.00 demonstrating a very low score and those nearer to 3.00 demonstrating a more moderate score. If the mean average score is within the 3.01–5.00 range, it could be deemed as being a moderate to high average score, with those nearer to 5.00 demonstrating a very high score and those nearer to 3.00 demonstrating a more moderate score.

- 46 See Methodology section in the Appendix for more details.
- 47 Find Stonewall's glossary at <https://www.stonewall.org.uk/help-advice/faqs-and-glossary/glossary-terms>
- 48 Score is aggregate of three allyship statements for each type of ally: 'At work, I feel I have allies from my LGB/heterosexual, cisgender colleagues,' 'At work, I feel that LGB/heterosexual, cisgender colleagues would stand up for me as a trans person,' and 'At work, I feel I have the support from LGB/heterosexual, cisgender people in the organisation.'
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