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75

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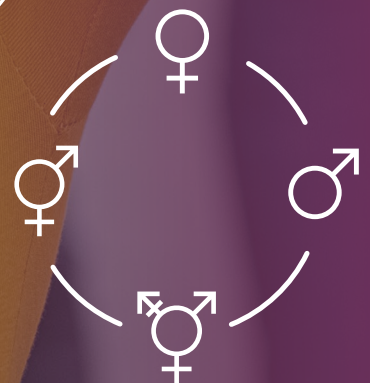
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ANNIVERSARY

75TH ANNIVERSARY

SEXUAL ORIENTATION & GENDER IDENTITY

DISCUSSION PAPER



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Looking to the future

As CMI looks back at our impact over the past 75 years, and how the role and values of professional leaders and managers have changed, we want to understand what is next for workplace leadership.

We find ourselves at a crossroads. Over the past two years, issues of fairness, inclusion and equity have been brought to the fore by national events. Looking forwards, economic recovery and the government's desire to level up will shape UK workplaces.

Using the following five themes, we want to understand the barriers that remain to create fair, inclusive workplaces, and the practical steps leaders are taking for positive action:



Ethnicity



**Socio-Economic
Background**



Gender



Disability



Age

Through polls around each of these core themes, and our members' experiences and insight from high profile leaders, we will share the practical actions which managers are using today to drive change. At the end of 2022, these findings will feed into a major piece of thought leadership and practical resources to help you create a level playing field for all your employees.

As we complete each of the polls we will share the outcomes with our community for your further consideration and comment.

Please find the first of our findings on sexual orientation and gender identity. As our research process developed we decided to create a separate paper covering these topics. If you wish to comment on the content of this discussion paper please use

75@managers.org.uk



What does the data tell us?

Data suggests that the LGB¹ population is growing. But there is a lack of robust data on the UK trans population. Current ONS estimates suggest that 2.7% of the UK population aged 16 years and over identified as LGB in 2019, an increase from 2.2% in 2018.² GEO has tentatively estimated that there are approximately 200,000-500,000 trans people in the UK.³

Research suggests there are barriers to pay and progression for LGBTQ+ employees, but more data is needed. There is a lack of comprehensive data on LGBTQ+ pay gaps in the UK. Analysis of studies published between 2012 and 2020 covering Europe, North America and Australia, including the UK, indicated that:⁴

- Gay men's earnings were **6.8%** lower than heterosexual men.
- Lesbian women's earnings were **7.1%** higher than heterosexual women.
- Bisexual men's earnings were **10.3%** lower than heterosexual men.
- Bisexual women's earnings were **5.1%** lower than heterosexual women.

Other research has shown that LGBTQ⁵ employees in the UK take home on average £6,703 less per year than their straight counterparts which is equivalent to a pay gap of 16%.⁶

Our survey found that just under two fifths (38%) of respondents said their organisation does not collect or they do not know if it collects data on sexual orientation and/or gender identity. Where data is collected, 2 in 5 respondents (43%) do not know how their organisation uses this data.⁷

We need more research on LGBTQ+ equality in the workplace, to better understand the barriers to employment and progression, and how we can boost inclusion.

For explanation on our use of terminology please see page 6.

¹ LGB is the term used in the ONS research

² ONS (2021), Sexual Orientation, UK: 2019. We expect to see further updates on LGB population in the UK in the 2021 census.

³ GEO (2018), Trans People in the UK

⁴ N. Drydakis (2021) Sexual Orientation and Earnings cited in Independent (2021) Sexuality Pay Gap

⁵ LGBTQ is the terminology used in the original source

⁶ LinkedIn and YouGov (2019), The UK has an LGBTQ Pay Gap

⁷ CMI, 75th Anniversary Project, January 2022

Workplace cultures

Poor workplace cultures are a barrier to LGBTQ+ employees and managers' perceptions of their workplace can be different to the reality. There is evidence of poor workplace culture having a serious negative impact on LGBTQ+ employees. Research from CIPD, for example, shows that LGB+ and trans employees are more likely to experience workplace conflicts than heterosexual employees. This includes "being undermined/humiliated", "shouting/very heated arguments", "verbal abuse/insults" and "discrimination because of a protected characteristic". LGB+ employees also report less positive job attitudes such as a higher intention to quit and lower job satisfaction.⁸

Research from Stonewall shows similarly concerning findings. Nearly one in five (18%) LGBT people who were looking for work said they were discriminated against because of their sexual orientation and/or gender identity whilst trying to get a job. Disadvantage is compounded for those from a diverse ethnic background: one in eight (12%) Black, Asian and minority ethnic LGBT employees lost a job in the preceding year because of being LGBT, compared to 4% of White LGBT staff, showing the need to consider the effects of intersectionality.⁹

CMI's survey found:¹⁰

93%



The majority of respondents agreed that their organisation was inclusive for all staff regardless of sexual orientation.

85%



reported a workplace policy covering equality, diversity and inclusion that includes sex, sexual orientation and gender reassignment. This might also be called an 'equal opportunities policy'.

89%



reported a zero tolerance of harassment and bullying policy with clear sanctions for staff and customers.

⁸ CIPD (2021), Inclusion at Work: perspectives on LGBTQ+ working lives

⁹ Stonewall (2018), LGBT in Britain: work report

BAME is the term used in the cited research but CMI recommends [moving on from its use](#)

¹⁰ CMI, 75th Anniversary Project, January 2022

However¹¹

- LGBTQ+ specific policies were not common:
 - Only **56%** of all respondents reported that they had a workplace policy or guide specifically relating to sexual orientation equality and/or inclusion.
 - Less than half of respondents (**44%**) reported that they have workplace policies or guides in place that may include transitioning at work and/or gender identity.
 - **40%** reported a workplace policy or guide specifically relating to trans equality and/or inclusion.
- Some LGBTQ+ initiatives were not widely reported, with a third (**34%**) stating they either did not know or had none:
 - **49%** reported senior leaders championing LGBTQ+ inclusivity.
 - **49%** reported a LGBTQ+ staff network.
 - **39%** said they had visible LGBTQ+ role models.
 - **31%** reported senior leaders who identify publicly as LGBTQ+.
- Training for managers on LGBTQ+ inclusion is rare: only **26%** of respondents report this is provided by their organisation.
- Nearly a quarter (**23%**) of those who did not identify as heterosexual said they were not comfortable with being open about their sexual orientation in the workplace.

In July 2018 the government published results from the National LGBT Survey, canvassing opinions on a range of areas related to LGBTQ+ from 108,000 people. This highlighted a number of workplace challenges including nearly a quarter (23%) of respondents that said they had experienced a negative or mixed reaction from others in the workplace due to being LGBT or thought to be LGBT.¹²

Following the LGBT survey, the government published the LGBT Action Plan, which included commitments to improve LGBTQ+ equality in the workplace.¹³ However, the Women and Equalities Committee has stated that in May 2021 the Minister for Women and Equalities indicated that the government does not feel bound by the action plan as it was developed under the previous administration. The Committee also stated that the government has not provided them with regular updates on implementation, despite the action plan committing them to do so.¹⁴

To improve data, should the government conduct a follow-up survey to the National LGBT Survey, with a specific focus on pay and progression in the workplace? Following this, should a new time-bound LGBT action plan be published and passed into law to commit future governments to implementing change?

¹¹ CMI, 75th Anniversary Project, January 2022

¹² GEO (2018), National LGBT Survey: summary report

¹³ GEO (2018), LGBT Action Plan

¹⁴ Women and Equalities Committee (2021), Levelling Up and Equality: a new framework for change

Employer actions

What can organisations do to improve LGBTQ+ diversity and inclusion in the workplace? There is a need to improve data so that employers can understand where barriers to pay and progression exist for LGBTQ+ employees. Like with other areas we are exploring through this 75th project, although employers may decide to use a headline category such as LGBTQ+, it's important to be aware that this can hide challenges experienced by specific groups. Stonewall has recommended that employers should be as specific as possible,¹⁵ for example, collecting data across pay and grade based on sexual orientation and gender identity.¹⁶



Other actions employers can take to improve LGBTQ+ equality in the workplace mirror recognised best practice around ED&I in the workplace more broadly and include, for example:¹⁷

- Training for all staff and line managers on what anti-LGBTQ+ discrimination or abuse looks like and how to challenge it.
- Collecting and reviewing exit data to identify discriminatory issues
- Supporting the formation of a LGBTQ+ employee network.¹⁸
- Assigning a senior level sponsor for LGBTQ+ inclusion with dedicated resources.¹⁹

Concluding thoughts

Although respondents to CMI's survey perceived their organisation to be inclusive for LGBTQ+ staff, as with our other surveys, specific policies and initiatives designed to support inclusion in the workplace were not widely reported.

The first step in addressing disparities in the workplace is to improve data. This can enhance transparency and uncover where inequalities in an organisation exist. But when it comes to LGBTQ+ inclusion, it is clear there is still a long way to go. For example, we lack comprehensive data on pay and progression and CMI's research shows that even where data is collected, many respondents do not know how their organisation uses this data.

Managers are instrumental in the success or failure of efforts to create balance, but without support at the highest level within organisations there is little hope for progress. It is concerning that our survey shows that LGBTQ+ inclusion training for managers is so rare.

We would like to see the government take the lead and provide comprehensive guidance for employers on how they can improve LGBTQ+ inclusion in their workplace, because progress in this area has been too slow.

¹⁵ Stonewall (n.d.), Do Ask, Do Tell. For example see pages 19-22.

¹⁶ Stonewall (2018), LGBT in Britain: work report

¹⁷ Ibid.

¹⁸ Stonewall (2013), Maintaining Network Group Momentum

¹⁹ CIPD (2021), Sexual Orientation, Gender Identity, Gender Reassignment and Employment

A note on terminology

LGBTQ+

In our survey we have used the terms **sexual orientation and gender identity**. Sexual orientation “describes who a person is emotionally, romantically or sexually attracted to”, whilst **gender identity** refers to “a person’s internal sense of their own gender”.²⁰

For the purposes of this discussion paper we have used the umbrella term LGBTQ+ for the following:²¹

LESBIAN / GAY

BI

TRANS

QUEER

QUESTIONING

ACE

We appreciate there is alternative terminology and umbrella terms such as this can mask specific challenges that we need to be aware of.

Where research has been cited the terminology in the original source has been used.



There is more room for progress - what have we missed?
Share your views by visiting www.managers.org.uk/campaigns/75th-anniversary/

²⁰ GEO (2021), Appendix 1: glossary

²¹ Stonewall (2017), List of LGBTQ+ Terms

Chartered Management Institute (CMI)


The Chartered Management Institute (CMI) works with business and education to inspire people to unleash their potential and become skilled, confident and successful managers and leaders. With a wealth of practical qualifications, events and networking opportunities on offer throughout the UK and Asia-Pacific, CMI helps people boost their career prospects and connect them with other ambitious professionals in any industry and sector. In fact, CMI has more than 130,000 people training to be better managers right now. Backed by a unique Royal Charter, CMI is the only organisation allowed to award Chartered Manager status – the ultimate management accolade, and Chartered Management Consultant status which sets and maintains the highest standards for the management consulting profession. CMI's thought leadership, research and online resources provide practical insight on critical issues for 170,000 membership community and anyone looking to improve their skills, nurture high-performing teams and help pave the way for the next generation of managers and leaders.

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