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**PRIDE
NETWORK
LEAD**

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ACTION PLAN

for implementing the Pride Network Lead



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1. Introduction

Pride Network Lead is an Erasmus + project implemented by several European countries - Italy, Greece, Spain and Poland- that aims to promote LGBTQIA+ inclusion within the workplace through the figure of the Pride Network Leader. Whether small organizations, public institutions, or small to medium-sized enterprises (SMEs), the Pride Network Lead will be instrumental in fostering inclusive work environments where all individuals, regardless of their sexual orientation or gender identity, feel respected, valued, and supported.

Research consistently demonstrates that greater diversity in the workforce, including LGBTQ diversity, leads to greater profitability and value creation for organizations. Studies have shown that companies with more diverse teams are more innovative, make better decisions, and are better equipped to meet the needs of diverse customer bases. According to a study conducted by Boston Consulting Group, companies with more diverse management teams have 19% higher revenue due to innovation compared to companies with less diverse teams. This study, which analyzed 1,700 companies across eight countries, highlights the significant impact of diversity on business performance and innovation (Boston Consulting Group, 2018).

Therefore, aside from its moral imperative which emphasizes the importance of valuing the diversity of every individual, it's worth noting that fostering a homogeneous working environment can also negatively impact a company's profitability. This underscores the significance of embracing diversity and inclusion not only from an ethical standpoint but also as a strategic business decision that contributes to organizational success and financial performance.

1.1 How to use this tool

This Action Plan for Pride Network Leaders is an invaluable resource designed to empower and guide Pride Network Leaders in their mission to promote LGBTQIA+ inclusion within their organizations. This tool is tailored to provide PNLs with practical strategies, resources, and tools to effectively champion LGBTQIA+ inclusion, drive organizational change, and create a more inclusive and equitable workplace for all.

Within this resource, Pride Network Leaders will discover the procedures necessary to guide them towards their established objectives, the requisite resources encompassing personnel, materials, and equipment, among others, an estimated timeframe or a structured matrix illustrating the sequential advancement of activities culminating in goal attainment, and finally, the techniques for evaluating and documenting the successful implementation of these actions.

1.2 The role of the Pride Network Leader

The Pride Network Leader serves as a key advocate and facilitator of LGBTQIA+ inclusion efforts within the organization. They are responsible for developing and implementing strategies, programs, and initiatives that promote awareness, education, and acceptance of LGBTQIA+ individuals in the workplace. This includes organizing events, workshops, and training sessions, advocating for policy changes, and providing support and resources to LGBTQIA+ employees.

The consortium has created numerous resources outlining the guidelines for Pride Network Leaders, which can be conveniently accessed on the project website: <https://pridenetworklead.infoproject.eu/>.

Overall, the following provides an overview of the role of PNLs:

<p>Policy advocacy</p>	<p>To advocate for the development and implementation of inclusive policies and practices within the organization. This includes policies related to non-discrimination, equal opportunity employment, transgender healthcare benefits, and inclusive language usage.</p>
<p>Intersectional approach</p>	<p>Recognizing the intersectionality of identities, the Pride Network Leader can work to ensure that LGBTQIA+ inclusion efforts are intersectional and inclusive of individuals with diverse backgrounds and experiences. This involves collaborating with other diversity and inclusion initiatives to address overlapping forms of discrimination and marginalization.</p>
<p>Mentorship, support, and training</p>	<p>To provide mentorship and support to LGBTQIA+ employees, including mentoring programs, peer support networks, and resource referrals. Developing and delivering training programs for employees at all levels of the organization to raise awareness about LGBTQIA+ issues, promote cultural</p>

	competence, and equip staff with the skills and knowledge needed to be effective allies and advocates.
Community engagement	the Pride Network Leader fosters partnerships with local LGBTQIA+ organizations, participates in Pride events and community outreach initiatives, and advocates for LGBTQIA+ rights and visibility.
Data collection and analysis	By collecting data, the Pride Network Leader can assess the effectiveness of current initiatives, identify areas for improvement and track progress over time. This data-driven approach can inform decision-making and resource allocation within the organization.

2. Goals and Objectives

The implementation of the Pride Network Leader role is driven by several overarching goals and objectives aimed at enhancing LGBTQIA+ inclusion and fostering a culture of diversity and inclusion (D&I) within organizations. While the overarching objective may appear abstract and challenging to accomplish, it's important to recognize that it can be deconstructed into smaller, more manageable specific goals. Revolutions don't occur instantaneously; rather, they are the culmination of incremental steps that, when realized, pave the way for significant achievements.

Here are some suggestions on how to track achievements within the workplace:

2.1 Tracking objectives of Pride Network Leader implementation

Objective	How to track it
Enhancing LGBTQIA+ Inclusion	<ul style="list-style-type: none"> ● Establish regular LGBTQIA+ inclusion assessments to assess the current state of inclusion within the organization. ● Implement feedback mechanisms, such as surveys or focus groups, to gather input from LGBTQIA+ employees about their experiences and needs. ● Develop and implement targeted initiatives to address identified areas for improvement, such as training programs, support groups, or policy changes. ● Track participation rates and feedback from LGBTQIA+ employees to assess the effectiveness of inclusion initiatives. ● Regularly review and update LGBTQIA+ inclusion strategies based on feedback and evolving organizational needs

<p>Promoting non-discrimination values</p>	<ul style="list-style-type: none"> ● Review existing non-discrimination policies and practices to ensure they explicitly include protections for LGBTQIA+ individuals. ● Provide training for managers and employees on non-discrimination policies and best practices for creating inclusive work environments. ● Monitor and address instances of discrimination or harassment based on sexual orientation or gender identity promptly and effectively. ● Conduct regular audits or assessments to evaluate compliance with non-discrimination policies and identify areas for improvement. ● Communicate the organization's commitment to non-discrimination values through internal communications channels and public statements.
<p>Establishing a culture of D&I</p>	<ul style="list-style-type: none"> ● Develop a D&I action plan that includes specific goals, initiatives, and metrics for promoting diversity and inclusion within the organization. ● Incorporate D&I training and education into onboarding programs and ongoing professional development opportunities. ● Encourage open dialogue and discussion about diversity and inclusion topics through town hall meetings, workshops, or diversity forums.
<p>Allyship-Building</p>	<ul style="list-style-type: none"> ● Offer allyship training and education for all employees to raise awareness and build skills for supporting

	<p>LGBTQIA+ colleagues.</p> <ul style="list-style-type: none"> ● Encourage visible displays of allyship, such as wearing LGBTQIA+ ally badges or participating in Pride events and activities. ● Provide opportunities for allies to engage in advocacy efforts and allyship-building activities, such as volunteering with LGBTQIA+ organizations or participating in advocacy campaigns. ● Recognize and celebrate allyship behaviors and contributions within the organization.
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2.2 KPI's

Utilizing Key Performance Indicators (KPIs) can value the effectiveness and influence of endeavors aimed at fostering LGBTQ+ inclusion. Consistent monitoring and assessment of these KPIs yield invaluable insights into the effectiveness of the ERG leader's function and steer ongoing enhancement initiatives. Depending on objectives and priorities, here are several typical KPIs for the role:

Objective	How	KPI
Employee Engagement	Measure the level of engagement and participation of LGBTQ+ employees in ERG activities, events, and initiatives.	Attendance, feedback, surveys, or other forms of employee input.
Pride Network Membership Growth	Track the growth of ERG membership over time. This indicates the appeal and relevance of the Pride Network and its ability to	<p>Pride Network Membership Growth Rate</p> <p>It is calculated by dividing the difference in membership</p>

	<p>attract and retain members from the LGBTQ+ community and allies.</p>	<p>count between the current period and the previous period by the membership count in the previous period, then multiplying by 100 to express the change as a percentage.</p> <p>Formula: $\frac{[(\text{Current Membership Count} - \text{Previous Membership Count}) / \text{Previous Membership Count}] * 100$</p>
<p>Awareness and Understanding</p>	<p>Assess the increase in awareness and understanding of LGBTQ+ issues among employees. This can be measured through pre- and post-training assessments, surveys, or other forms of evaluation.</p>	<p>LGBTQIA+ Awareness and Understanding Index</p> <p>It can be assessed through surveys or questionnaires designed to evaluate employees' knowledge, attitudes, and behaviors related to LGBTQIA+ inclusion. The LGBTQIA+ Awareness and Understanding Index may include questions related to:</p> <ul style="list-style-type: none"> - terminology, identities, and experiences - rights and legal protections in the workplace - awareness of organizational policies and resources - participation in allyship initiatives or

		advocacy efforts
Collaboration and Partnerships	Assess the level of collaboration and partnerships established with other ERGs, diversity and inclusion teams, and external LGBTQ+ organizations. This indicates the ability of the ERG leader to build relationships and engage in meaningful collaboration.	<p>Collaboration and Partnerships Effectiveness Index</p> <p>It evaluates the quality, impact, and outcomes of collaborative efforts with internal stakeholders, external organizations, and community groups to advance LGBTQIA+ inclusion. By aggregating data, organizations can calculate an overall Collaboration and Partnerships Effectiveness Index score that provides insights into the effectiveness of collaborative efforts in advancing LGBTQIA+ inclusion, identifies strengths and areas for improvement, and informs future partnership strategies and initiatives. Some indicators to include:</p> <ul style="list-style-type: none"> - Number of collaborative initiatives - Diversity of partnerships - Impact and outcomes of partnerships - Feedback and satisfaction

3. Recruitment and Selection

Recruiting and selecting a Pride Network Leader is a pivotal step in fostering LGBTQIA+ inclusion within an organization. This chapter provides a comprehensive guide on optimizing the recruitment and selection process for the Pride Network Leader position. Drawing on best practices and insights from HR professionals, as well as the description of the selection process already identified throughout the project “Pride Network Lead”, it outlines key steps, strategies, and considerations to ensure the successful identification and hiring of a qualified Pride Network Leader who can drive LGBTQIA+ inclusion initiatives and create an inclusive workplace culture. The chapter emphasizes the importance of aligning the recruitment and selection process with the organization's diversity and inclusion goals, promoting transparency and fairness, and leveraging various assessment methods to evaluate candidates effectively.

3.1 Defining the role of the Pride Network Leader

Establishing clear job responsibilities, objectives, and expectations for the Pride Network Leader role is crucial for ensuring alignment with organizational goals and values. This involves outlining the specific duties and tasks that the Pride Network Leader will be responsible for, such as developing and implementing LGBTQIA+ inclusion initiatives, advocating for diversity and equality, and fostering a supportive work environment for LGBTQIA+ employees.

A thorough description of the Pride Network Leader’s role has been established within the project’s *Description of Selection Process* for the Pride Network Leader and the *job description*. When defining the role and specific tasks of the Pride Network Leader, the following aspects are considered fundamental:

<p>Advocacy & Representation</p>	<p>The Pride Network Leader advocates for systemic change within and outside the organization to address issues of discrimination, bias, and inequality faced by LGBTQIA+ employees. They work to identify barriers to inclusion and collaborate with leadership and HR to implement policies and practices that promote diversity and equality.</p>
<p>Advising Leadership & HR</p>	<p>The Pride Network Leader serves as an advisor to senior leadership and the Human Resources (HR) department on LGBTQIA+ inclusion matters. They provide guidance and recommendations on policies, procedures, and practices related to LGBTQIA+ employees, ensuring that they are aligned with best practices and legal requirements.</p>
<p>Planning &</p>	<p>The Pride Network Leader is responsible for developing and implementing</p>

Coordination of Inclusion Initiatives	initiatives and programs aimed at fostering an inclusive workplace environment for LGBTQIA+ employees.
Education & Awareness	The Pride Network Leader plays a key role in educating and training employees at all levels of the organization on LGBTQIA+ inclusion topics. This involves organizing educational workshops, training sessions, and awareness campaigns to raise awareness about LGBTQIA+ issues, promote understanding, and foster a culture of acceptance and respect.
Community Building & Networking	The Pride Network Leader engages with external LGBTQIA+ organizations, advocacy groups, and community partners to stay informed about best practices, resources, and opportunities for collaboration. They also represent the organization at LGBTQIA+ events, conferences, and networking forums to build relationships and enhance the organization's reputation as an LGBTQIA+ inclusive employer.
Support & Resources	The Pride Network Leader provides support (e.g., mentorship and guidance) and resources to LGBTQIA+ employees who may be facing challenges related to their identity or experiences of discrimination.
Measurement & Reporting	The Pride Network Leader monitors and evaluates the effectiveness of LGBTQIA+ inclusion initiatives and programs, collecting feedback from employees, tracking key metrics, and assessing the impact of interventions. They use this data to make informed decisions, adjust strategies as needed, and demonstrate progress towards organizational DEI goals.

3.2 Developing a Recruitment Strategy

Identifying target talent pools and channels for recruiting Pride Network Leader candidates involves assessing where potential candidates with the necessary skills and qualifications are likely to be found. This includes tapping into internal talent pools by promoting opportunities for internal mobility and career advancement, reaching out to external networks such as professional associations and LGBTQIA+ advocacy groups, and leveraging LGBTQIA+ organizations and networks for candidate referrals and recommendations.

According to the project's description of selection process, the organization/company can develop their recruitment strategy based on the following two main pillars:

Identification from local LGBTQIA+ Community	Identification from the workforce (internal mobility)
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(External recruitment)	
<ul style="list-style-type: none"> ● Reaching out to external networks such as professional associations and LGBTQIA+ advocacy groups. ● Connecting with local LGBTQIA+ community and organizations (sponsorships, practical support to initiatives of the local community, etc.) ● “Scouting” from local LGBTQIA+ organizations 	<ul style="list-style-type: none"> ● Career development within the company ● Recruitment from relevant departments, e.g., HR department ● Internal mobility for individuals who fully comply with the role’s specification and requirements

3.3 Interviewing and Onboarding

Interviewing

Conducting structured interviews with shortlisted candidates allows for a thorough assessment of their qualifications, experiences, and alignment with the organization's values and culture.

Based on the identified best practices for conducting a thorough and multidimensional selection process, the following pillars may be considered:

“Two-phased” interviews	Critical competence validation	Interdisciplinary approach
<ul style="list-style-type: none"> ● First phase: online or face-to-face, as a first screening of candidates ● Second phase: assessing the competences of the best candidates thoroughly, through critical competence validation, based on case scenarios 	<p>The employers can engage the candidates in case scenarios of incidents that might require problem-solving procedures regarding LGBTQIA+ and inclusion matters within the company, and validate the ways in which the Pride Network Leaders might react.</p> <p>Examples of case scenarios may be found within the project’s description of the selection process.</p>	<p>Such an approach is ensured through the conduction of interviews in conjunction with a committee consisting of other experts as well, such as social workers/psychologists, etc. Their points of view, especially in terms of the critical competence validation and the candidates’ performance with the case scenarios can be beneficial for a detailed selection strategy.</p>

Onboarding

Developing a comprehensive onboarding program for the selected Pride Leader candidate is essential for setting them up for success in their new role. In fact, the onboarding processes have to do with the general implementation of diversity within an organization. This is even more complex when referring to the onboarding strategy of an SME. To that end, the following tips are essential for an SME when implementing diversity within their workplace environment, including when considering the onboarding of the Pride Network Leader. Moreover, these can be used by the Pride Network Leader themselves, for the overall diverse onboarding process when implementing their role.

Do's	Don'ts
Use support offered by government, business networks, business organizations – they possess knowledge and can give advice when dealing with diversity issues	Don't make the identity of the company a top priority – create space within the identity to make people feel at home and increase interaction between employees
Keep up to date with national legislation – this can save lots of time when questions and issues emerge	Don't make diversity seem like a cost but part of running the business in an effective and customer-friendly way – identify how diversity leads to business benefits
Make in-job training possible - some preliminary training activities for the workforce before introducing them to the Pride Network Leader would be beneficial for the smooth integration of the role	Don't stick to old policies if they are not working – talk to employees and external organizations to create new strategies
Do set behavior standards by using role models – exemplary behavior of managers and older employees will be adopted by others	Don't discard cultural differences: it is important there is good understanding between employees – this will help to develop and maintain mutual respect, especially when double-discrimination is faced by certain employees (e.g., due to their SOGIESC and race)

4. Training and Development

This part of the Action Plan outlines the steps required to develop and implement a comprehensive training and development program for Pride Network Leaders, tailored for members and potential leaders of the Pride Network within our organization. The program is designed to equip participants with the necessary skills and knowledge to effectively lead and sustain Pride Networks. By implementing this action plan, we aim to foster an inclusive and supportive environment for LGBTQ+ employees, enhance leadership within Pride Networks, and ensure the sustainability and effectiveness of these networks within our organization.

4.1 Training Program Objectives

Consider your program goals in the context of your entire Pride Network Lead development journey.

It is definitely worth it at the beginning to ensure senior management understands the need to implement the program, terminology, and cultural nuances. This understanding will foster their support and enable the recruitment of potential leaders from within the existing workforce. At every stage, remember that the program aims to equip participants with the competencies required to lead Pride Networks effectively. Emphasis is placed on promoting authentic LGBTQ+ leadership, encouraging individuals to embrace their identity and develop genuine leadership styles. Additionally, the program offers practical guidance on starting and maintaining a Pride Network, engaging members and allies, and collaborating with sponsors and top managers.

4.2 Training Program Overview

You can use the ready-made [Pride Network Lead Development Program](#) consisting of five modules:

1. **Competences in Leading Pride Networks**
2. **Authentic LGBTQ+ Leadership: Being 'Out' Isn't Enough?**
3. **Network Starter Kit: How to Start a Pride Network?**
4. **Engaging Members and Allies**
5. **Working with Sponsors and Top Managers**

We also recommend using other training resources, such as our Handbook or Toolbox, available on the project [website](#).

4.3 Action Plan Steps

Step 1: Examine training needs	
Needs assessment	<ul style="list-style-type: none"> ● Conduct surveys and interviews to identify training needs. ● Analyze gaps in current knowledge and skills.
Step 2: Program development	
Curriculum design	<ul style="list-style-type: none"> ● Finalize the detailed curriculum for each module, incorporating feedback from subject matter experts.
Resource allocation	<ul style="list-style-type: none"> ● Secure funding and resources necessary for program development, including trainers, materials, and venues.
Pilot testing	<ul style="list-style-type: none"> ● Conduct a pilot session for each module with a small group to gather feedback and make necessary adjustments.
Step 3: Senior management engagement	
Information sessions	<ul style="list-style-type: none"> ● Organize information sessions for senior management to explain the importance and content of the program.
Cultural sensitivity training	<ul style="list-style-type: none"> ● Include cultural nuances and terminology relevant to the LGBTQ+ community to foster understanding and support.
Leadership integration	<ul style="list-style-type: none"> ● Explore the possibility of integrating Pride Network

	leadership roles within the HR department.
Step 4: Program implementation	
Training sessions	<ul style="list-style-type: none"> ● Roll out training sessions for the identified participants.
Monitoring and evaluation	<ul style="list-style-type: none"> ● Develop metrics to evaluate the effectiveness of the training sessions and gather feedback from participants.
Step 5: Development of educational resources	
Training materials preparation	<p>Adapt Pride Network Materials or develop original comprehensive manual or that includes:</p> <ul style="list-style-type: none"> ○ Strategies for effective communication, ○ Authentic leadership and team management skills, ○ Understanding organizational policies.
Resource distribution	Ensure the manual and toolbox are accessible to current and future Pride Network leaders.
Step 6: ongoing support and development	
Continuous learning	Offer additional workshops and seminars to build on the skills acquired in the program.
Mentorship programs	Establish mentorship opportunities where experienced Pride Network leaders can guide new leaders.

Feedback loop	Implement a feedback mechanism to continually improve the training program based on participant experiences and outcomes.
Step 7: Program publication and promotion	
Internal communication	<ul style="list-style-type: none"> ● Promote the program through internal communication channels to raise awareness and encourage participation
External sharing	<ul style="list-style-type: none"> ● Share the program's success and resources with other organizations to promote best practices in Pride Network leadership.

4.4 Your Checklist

This checklist ensures consistent development, implementation, and monitoring of the Training and Development program for Pride Network Lead.

1. **Define objectives and alignment**
 - Analyze training needs
 - Define program objectives
 - Align with organizational values
 - Secure senior management support
2. **Recruitment**
 - Recruit qualified trainers
 - Develop criteria for diverse participants
3. **Curriculum and resources**
 - Ensure comprehensive content
 - Secure funding and allocate materials
 - Conduct pilot sessions and gather feedback
4. **Engagement and integration**
 - Conduct information sessions
 - Integrate roles within HR
5. **Training and feedback**
 - Schedule and deliver training sessions
 - Collect and analyze feedback

6. **Monitoring and reporting**
 - Develop evaluation metrics
 - Report progress to senior management
7. **Manual and continuous learning**
 - Develop and distribute materials
 - Offer additional workshops and mentorship programs based on analysis
8. **Internal and external sharing**
 - Promote program internally
 - Share successes with other organizations

5. Resource Allocation and Support

An essential part of enabling the emergence within companies of the figure of the Pride Network Leader is to determine how this figure can concretely change internal dynamics for the better and how much investment is needed to carry out the key actions determined according to the company's needs and economic resources. To make a role concrete, it is indeed necessary to establish its costs and benefits.

The Pride Network Leader will determine from the outset, together with the company's management team, the plan of action to ensure equal treatment for LGBTQAI+ employees, to promote an open-minded and inclusive environment through seminars, and targeted workshops, and to monitor the development of employee attitudes, to be aligned with the required code of conduct.

Below are some key points to analyze the human and financial resources needed for the Pride Network Leader to implement its inclusion actions within companies and ensure equal treatment for every employee.

5.1 Determine a dedicated budget for replicable activities of training (both throughout the year and one-off activities).

How: Providing a fixed budget for the organization, implementation and/or participation of some corporate staff members (together with the Pride Network Leader) in local and international networking events that require a registration fee. The budget must take into consideration possible travel costs. Examples of events can be conferences, networking events, and activities organized at the local level on diversity and inclusion issues. It will be crucial to

consider also the participation in free events at the local level such as city Pride events. The dedicated budget will be estimated according to:

1. Local and territorial presence of organizations and public bodies promoting activities related to the issues addressed by the Pride Network Leader.
2. Corporate strategy agreed with the Pride Network Leader to be applied in the company and taking into account the company's presence and possible territorial impact in the field of diversity and inclusion.

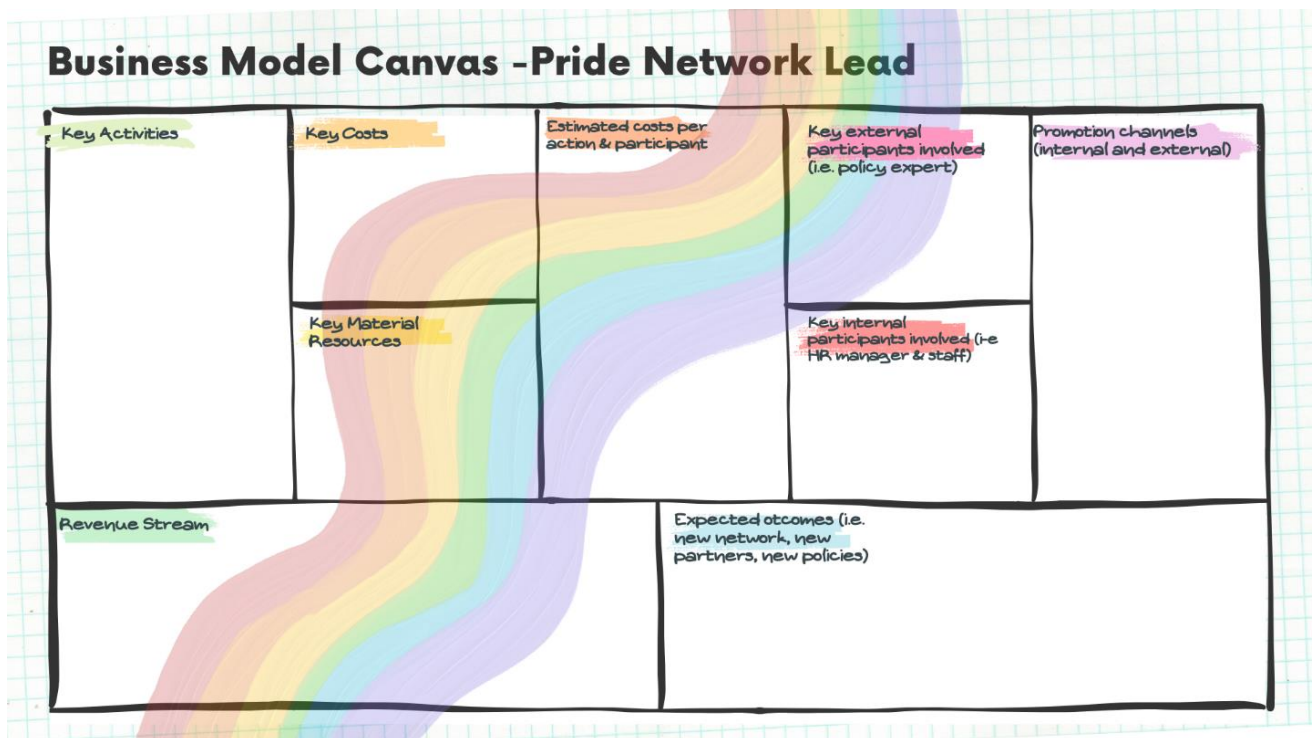
5.2 Determine a dedicated budget to support external and internal company activities that promote the values of inclusion.

How: Plan campaigns to promote inclusive issues and publish promotional posts on participation in national and international events and networks. It will be necessary to actively seek out resources that align with company values by training qualified external staff. Another key action that needs the consideration of a dedicated budget will be the promotion of an internal help desk for LGBTQAI+ employees that can be a point of contact with external psychologists if necessary. These activities will be in conjunction with the preparation of workshops and seminars for staff on D&I topics mentioned above.

5.3 Allocate an annual amount to be invested in networking events

How: determine the company's key figures who will participate in networking events and consider joining and supporting associations that can assess the company's expertise and growth in D&I. The key figure, together with the Pride Network Leader, will act as an interface and support outside the company for the values of openness and diversity.

The Pride Network Leader will have to relate to people, guide them towards an inclusive environment, and support them in the workplace when necessary. It will therefore be necessary to schedule bi-monthly or quarterly meetings with HR managers and executives to monitor the progress of the activities proposed by the Pride Network Leader in the company and to evaluate feedback from the staff. To enable real change also at the level of company policies, the Pride Network Leader will collect feedback from staff and managers at the end of each proposed activity (i.e. thematic workshops) to implement a real structural change. Resource allocations will thus be based on 'to train and to inform' actions. Below are examples of tools that can be used by the Pride Network Leader to calculate key elements for personal and capital support and resource enhancement.



The Business Model Canvas of Pride Network Lead aims to provide an overview to determine the key elements needed for each action to be implemented by the Pride Network Leader. The Business Model Canvas represents a tool that enables the control schematically and effectively, after the implementation of the actions themselves.

On the left-hand side, the financial capital needed for the specific action is described: initially, the activities, the expected costs (payment of experts, payment of materials), and materials i.e. agendas for inclusion workshops with company staff are described.

On the right-hand side, the human capital needed for the specific action is described: internal and external participants and the promotion channels used to spread the word about the activity.

The lower part describes the expected financial and human outcomes such as the expected revenue stream and the resulting human outcome i.e. network extension.

Some activities that could be organized but are subject to change in the expected outcomes: workshop in the presence of external experts, travel for participation in the network of companies, internal seminars without payment to external figures etc.

6. Implementation Plan

Through an elaborate plan for the implementation of the Pride Network Leader in the company, the aim is to make this figure fully operational as quickly and effectively as possible. To this end, following a study of the needs of the company and the group, a series of actions and phases will be followed within the company to contribute to full integration with the rest of the workers and the establishment of networks that guarantee the main objectives pursued with this figure of the Pride Network Leader, creating a diverse, inclusive, empathetic and safe company for all workers, especially those belonging to the LGBTQIA+ group.

6.1 Actions for the development of the full implementation of the Pride Network Leader in the company.

Throughout the different phases of implementation of the new role of the Pride Network Leader in the company, it will be necessary to take into account the actions defined for its development that complement this action plan. Once a study of the company's situation and its needs in terms of LGBTQIA+ integration has been carried out, it will be necessary to develop the different actions that will help accelerate the results and move towards full inclusion and diversity of the LGBTQIA+ group in the company.

The main actions will be:

- **Generation of non-discrimination policies and codes of conduct.** This will be achieved through training aimed at workers through the different communication channels so that they are aware of the history of the collective, its demands and progress throughout history.
- **Raising awareness and creating support networks.** In such a way that mutual respect is fostered as a basis for teamwork in order to optimize the results obtained as much as possible. Thanks to the creation of different support networks, inclusion with the rest of the employees will be promoted.
- **Ensuring diversity in recruitment.** Being in direct contact with the human resources and labour departments of the company.
- **Create a complaints and follow-up channel.** With this channel, it will be possible to anonymously report the different problems that arise and thus provide an immediate solution to conflicts.
- **Ensure inclusive communication and marketing strategies.** Promoting respect, avoiding stereotypes and showing an inclusive image of diversity.

- **Participation in LGBTQIA+ events and celebrations.** This will be key to gain first-hand knowledge of the reality of the collective and thus be able to eliminate the false myths created around it.

6.2 Phases of implementation

Establishing implementation phases for a new role in a company is critical as it establishes a clear structure for the process, helping to avoid confusion and ensuring that all parties involved in the company allocate resources efficiently and manage time optimally to maximize productivity during the process. It will also allow problems to be identified early and have the opportunity to address them in a proactive manner and prevent them from becoming a major obstacle later on. This will allow the company to regularly assess progress towards set objectives and adjust the strategy as necessary to ensure success.

<p>Analysis of the need and definition of the role of the new manager</p>	<ul style="list-style-type: none"> ● Identify the specific areas of the business that require greater influence from this new leadership or where a renewed focus is needed. ● Clearly define the role of the new Pride Network Leader, including responsibilities, authority and key objectives.
<p>Internal planning and team preparation</p>	<ul style="list-style-type: none"> ● Communicate clearly and transparently to employees about the new Pride Network Leader joining the company, explaining their role and how it will impact the organization. ● Prepare the team for the transition by highlighting the benefits and opportunities that the new leadership will bring. ● Establish open channels of communication so that employees can express their questions, concerns or expectations about the change.

<p>Transition and integration planning</p>	<ul style="list-style-type: none"> ● Coordinate a smooth integration of leadership to the new Pride Network Leader, ensuring an effective transfer of responsibilities and knowledge. ● Design an integration programme for the new role, including introduction to teams, familiarization with company processes and policies, and understanding of the organizational culture. ● Assign a mentor or buddy to the new Pride Network Leader to provide support and guidance during the first few months in the role.
<p>Setting clear expectations and objectives</p>	<ul style="list-style-type: none"> ● Clearly define the expectations and objectives of the new Pride Network Leader's role from the outset, aligning them with the company's vision and strategy. ● Establish metrics and KPIs to measure the performance of the new role and its contribution to the success of the business.
<p>Development and ongoing support</p>	<ul style="list-style-type: none"> ● Provide professional development opportunities and training for the new role as needed to strengthen their leadership skills. ● Provide a supportive and collaborative work environment where the new Pride Network Leader feels motivated and empowered to lead effectively.

**Evaluation and
adjustment**

- Conduct regular performance appraisals of the new leader and gather feedback from employees on his or her leadership.
- Make adjustments as necessary to address any issues or challenges that arise during the implementation of the new manager.

7. Assessment, Evaluation, Reporting

Assessment, evaluation, and reporting are integral components of any diversity and inclusion (D&I) initiative, including those focused on LGBTQIA+ inclusion. This chapter provides a comprehensive action plan for effectively assessing, evaluating, and reporting on LGBTQIA+ inclusion efforts within an organization, including the evaluation of the Pride Network Leader’s integration, onboarding and initiatives to foster LGBTQIA+ inclusion. By implementing structured assessment processes, conducting thorough evaluations, and transparently reporting on progress, organizations can identify strengths, address areas for improvement, and demonstrate their commitment to LGBTQIA+ inclusion to internal and external stakeholders.

7.1 Gathering of employees’ feedback and Checklist

Since the actions, words and decisions of the Pride Network Leader impact the workforce as a whole, collecting employees’ opinions and feedback is an effective way of evaluating their performance.

The company/organization may consider asking the employees for feedback on how they feel about the Pride Network Lead and areas for improvement. The company may request employees to complete a survey with guided and open-ended questions (there are several tools that may be used, such as the *SATISF’ ACTION* tool, presented within the Tool-Box of the *Pride Network Lead* project). A **checklist** to be considered within the survey could be the following:

<input checked="" type="checkbox"/>	Delegation of responsibilities
<input checked="" type="checkbox"/>	Crisis management
<input checked="" type="checkbox"/>	Soft skills validation
<input checked="" type="checkbox"/>	Team management and guidance
<input checked="" type="checkbox"/>	Organizational skills
<input checked="" type="checkbox"/>	Gender-neutral planning and communication
<input checked="" type="checkbox"/>	Internal awareness on LGBTQIA+ inclusion
<input checked="" type="checkbox"/>	Contribution to DEI policies

✓	Collaboration with other departments (e.g., HR, other DEI teams) and senior management
✓	Conflict resolution skills and strategies
✓	Contribution to general CSR
✓	Externalization of impact and Pride Network's validation
✓	Support to local LGBTQIA+ communities
✓	Feasibility of LGBTQIA+ inclusion strategies
✓	Education & Training impact

7.2 Development of Quality Assurance Plan for the role

Developing a *Quality Assurance Plan* for the measurement, evaluation and reporting of the Pride Network Leader's successful implementation, as well as the overall LGBTQIA+ and DEI policies and initiatives, is crucial because it provides a general framework of assessment for the company.

One of the main elements of the QAP may consider the above-described mechanism for assessing the employees' satisfaction regarding the Pride Network Leader, as well as some other important aspects which concern the general DEI initiatives of the organization and the multi-dimensional measurement of their achievement. The following diagram concerns the development of a detailed QAP for the role and the interconnection of all its contents to effectively measure the role's implementation multidimensionally.

QUALITY ASSURANCE PLAN DEVELOPMENT

INITIAL OBJECTIVES OF THE ROLE		
Main elements of role's implementation	Main elements of Pride Network's and LGBTQIA+ Strategies	GANTT CHART of role's and strategies' implementation
MAIN PILLARS OF EVALUATION		

Employee Satisfaction	Company & Workplace Innovation	Compliance of Outputs with initial Goals		
Main criterion: <u>PRIDE NETWORK LEADER'S CHECKLIST</u>				
<table border="1" style="width: 100%; border-collapse: collapse;"> <tr> <td style="background-color: #800000; color: white; text-align: center; padding: 5px;"><u>TOOLS & METHODS</u></td> <td style="padding: 5px;"> (1) Surveys and questionnaires (<i>SATISF' ACTION tool</i>) (2) Peer-review sessions¹ (3) Year-on-year metrics comparison² (4) Periodic (semiyearly) reports to HR and/or Senior Management </td> </tr> </table>			<u>TOOLS & METHODS</u>	(1) Surveys and questionnaires (<i>SATISF' ACTION tool</i>) (2) Peer-review sessions ¹ (3) Year-on-year metrics comparison ² (4) Periodic (semiyearly) reports to HR and/or Senior Management
<u>TOOLS & METHODS</u>	(1) Surveys and questionnaires (<i>SATISF' ACTION tool</i>) (2) Peer-review sessions ¹ (3) Year-on-year metrics comparison ² (4) Periodic (semiyearly) reports to HR and/or Senior Management			
<ul style="list-style-type: none"> ● Performance Improvement ● Higher Employee Engagement ● Lower absenteeism 	<ul style="list-style-type: none"> ● Revenue growth ● Market expansion ● Alignment of decisions with development 	<ul style="list-style-type: none"> ● Alignment with organizational strategies ● Collaboration with other DEI initiatives ● Improvement of in-company relationships ● Improvement of communication and collaboration 		

¹**Peer-review sessions:** Your peers and fellow executives are another source of feedback for you to assess your effectiveness as a leader. As experienced leaders and managers themselves, your colleagues can better analyze and rate your ability as a leader. For instance, they can score you based on different dimensions such as communication, negotiation and stakeholder management and other essential leadership skills. Other executives and leaders who work closely with you to run the business often experience and observe your leadership qualities up close. Their feedback can provide answers to the questions about whether you're inspirational and effective.

²**Year-on-year metrics comparison:** Comparing metrics like employee turnover and promotion rates across a time period can provide insight into your ability to motivate and engage employees, which are key qualities of effective leadership. Higher promotion rates may reflect your ability to develop and guide highly engaged employees for more important roles within the organization. Likewise, efficient leaders define goals and help keep employees engaged in their work, which may contribute to higher job satisfaction and lower employee turnover.

