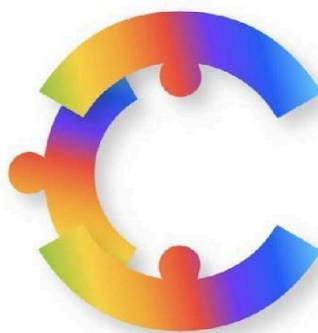




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**PRIDE
NETWORK
LEAD**

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PRIDE NETWORK LEAD TOOLBOX



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Table of Contents

	4
1. Building openness to LGBTQ+ people at the business.	5
1. The importance of History.	5
2. Testimony.	6
3. Put yourself in my shoes.	7
2. The business case for a Pride Network	9
1. PNL - Business case canvas	9
2. Problem Tree	10
3. Periodic assessment Focus Groups - Suggested framework	11
3. Starting a Network	15
1. Venn Diagram - Know!	15
2. Online Community Platform - Keep in touch!	16
3. Eventbrite - Let's organise an event!	17
4. Event communication	19
1. MS Teams as an example of the Tool for internal communication in the Pride ERG (functionalities useful for the Employee Resource Group)	19
2. Storytelling Knowledge Pill: The Power of Stories in ERG Leadership	21
3. Tailored communication of the Pride Network activities	22
5. Daily workplace setup	26
1. The importance of following and maintaining order	26
2. The priorities mailbox	27
3. Create an inclusive environment	28
6. External support	29
1. Stakeholders Mapping Tool	29
2. Community Engagement Calendar	30
3. Partnership proposal template	32
7. How to be an Ally	33
1. Study!	33
2. Show your support	34
3. Do's and Don'ts	35
8. Resolving difficult situations	36
1. Code of Conduct.	36
2. SOGIESC-responsive peer-mediation process	37
3. Team-building Activities.	40
9. Promoting openness	42

1. The Box of Perspectives	42
2. LGBTQ+ Ally Self-Reflection Tool	43
3. Inclusive Language Quiz/workshop- LGBTQ+ Edition	46
10. Preventing discrimination	49
1. SATISF' ACTION TOOL	49
STEPS TO ACCESS THE ASSESSMENT TOOL	49
2. DEVELOPING A TASKFORCE OF EXPERTS	51
3. CHECKLIST FOR ORGANISING SOGIESC-RESPONSIVE TRAININGS	52
CHECKLIST FOR SOGIESC-RESPONSIVE WORKSHOPS	54

1. Building openness to LGBTQ+ people at the business.

1. The importance of History.

The history of LGBTQ+ people is marked by an ongoing struggle for equal civil rights, such as the right to marry, non-discrimination in the workplace and access to health care. This struggle has been instrumental in moving towards more inclusive and equitable societies. It has also been instrumental in increasing the visibility and representation of LGBTQ+ people in society. This helps to challenge stereotypes and prejudices, as well as to promote acceptance and respect towards these communities by helping to generate empathy and solidarity, as well as to avoid repeating past mistakes.

In order to contribute to the goal of LGBT awareness, and thus to get to know LGBT people more openly, this tool can be used, consisting of dedicating each month to a milestone in LGBT history and achievements or to personalities who were decisive in the fight for equality, inclusion and diversity, both at national, European and global level.

To do this, on a monthly basis, you can generate an online newsletter, promote a talk, or create a mural with real images and texts that inform about the importance of the event or personality in the fight for LGBT rights.

Some of the people to whom you can dedicate a mural:

Selecting just twelve important figures in the LGBTQ+ struggle in Europe is a challenge, as there have been numerous courageous individuals who have contributed significantly to the cause. However, here is a list of twelve figures who have left an indelible mark on the history of the LGBTQ+ movement in Europe:

- Alan Turing
- Magnus Hirschfeld
- Oscar Wilde
- Harvey Milk
- Christine Jorgensen
- Magnus Hirschfeld
- Jean-Paul Sartre y Simone de Beauvoir
- Marsha P. Johnson y Sylvia Rivera
- Peter Tatchell

- Ian McKellen
- George Michael
- Piotr Ilich Chaikovski

Likewise, events in which fundamental and egalitarian rights were achieved or which were the trigger for obtaining them, such as the following:

- Disturbios de Stonewall (1969)
- Despenalización de la homosexualidad (siglo XX)
- Fundación de la National Gay and Lesbian Task Force (1973)
- Creación del Triángulo Rosa (1978)
- Fundación de ACT UP (1987)
- Ley de Matrimonio entre Personas del Mismo Sexo en los Países Bajos (2001)
- Legalización del matrimonio igualitario en Estados Unidos (2015)
- Eliminación de la homosexualidad como trastorno mental (1973)
- Creación de GLAAD (1985)
- Marcha Nacional de Lesbianas en Washington (1979)
- Despenalización de la homosexualidad en India (2018)
- Apertura de la Casa de los Derechos LGBTQ+ en Cuba (2019)

2. Testimony.

Testimonials are a very effective way to open the company's mind to the LGBTQ+ collective, their demands and their day-to-day needs, as it is an empirical sample of them that provides truthfulness and in turn gives a different approach to many issues that are raised and suffered daily by members of the collective, of which the rest of the population is not usually aware.

To this end, it would be very useful to hold regular talks in the company with members of the collective and associations that show the many difficulties they encounter in their daily lives, because many of them are more visible, such as discrimination against gays or lesbians, but others are not so present and are those who suffer the most discrimination, even from within the collective itself, such as bisexuals, trans, intersexuals, queers and others.

It is advisable that the format is not a monologue, but rather an interactive one, in the form of an interview that can be conducted by the Pride Network Leader himself, in which both

the problems they have faced in their work and personal lives are discussed, as well as leaving time for questions and issues that the employees themselves can ask the guest.

In this way, we will ensure that the participants themselves will also resolve their doubts about the group, understand their needs, empathise with them and help to solve them, creating a safer, more visible and inclusive work environment.

3. Put yourself in my shoes.

Objective:

The main objective of this activity is to raise awareness of small types of discrimination that can affect LGBTQ+ workers and, through empathy, to see the importance of inclusive space within a company for the well-being of the team.

Materials needed:

- A room with chairs in a circle (no more than 10 people per activity).
- 20 pieces of cardboard on which everyday discriminatory actions are expressed that are inside a box to choose them without seeing them.

Development of the activity:

In a circle, a participant will randomly take a card from the box where everyday discriminatory actions that may affect LGBTQ+ people are listed. They will read it aloud and try to put themselves in the place indicated on the card and express their feelings (3 min.).

Once they have expressed their emotions about the card, a small debate will be opened (no more than 5 minutes) in which they will voluntarily give their opinion about the discrimination that appears on the card, if they have been part of this reality throughout their working or personal life, and if they were aware that it could negatively affect a third person.

The activity will be repeated until all participants have chosen a card and completed the development.

Examples of phrases to include on the cards:

- You don't look gay/lesbian.

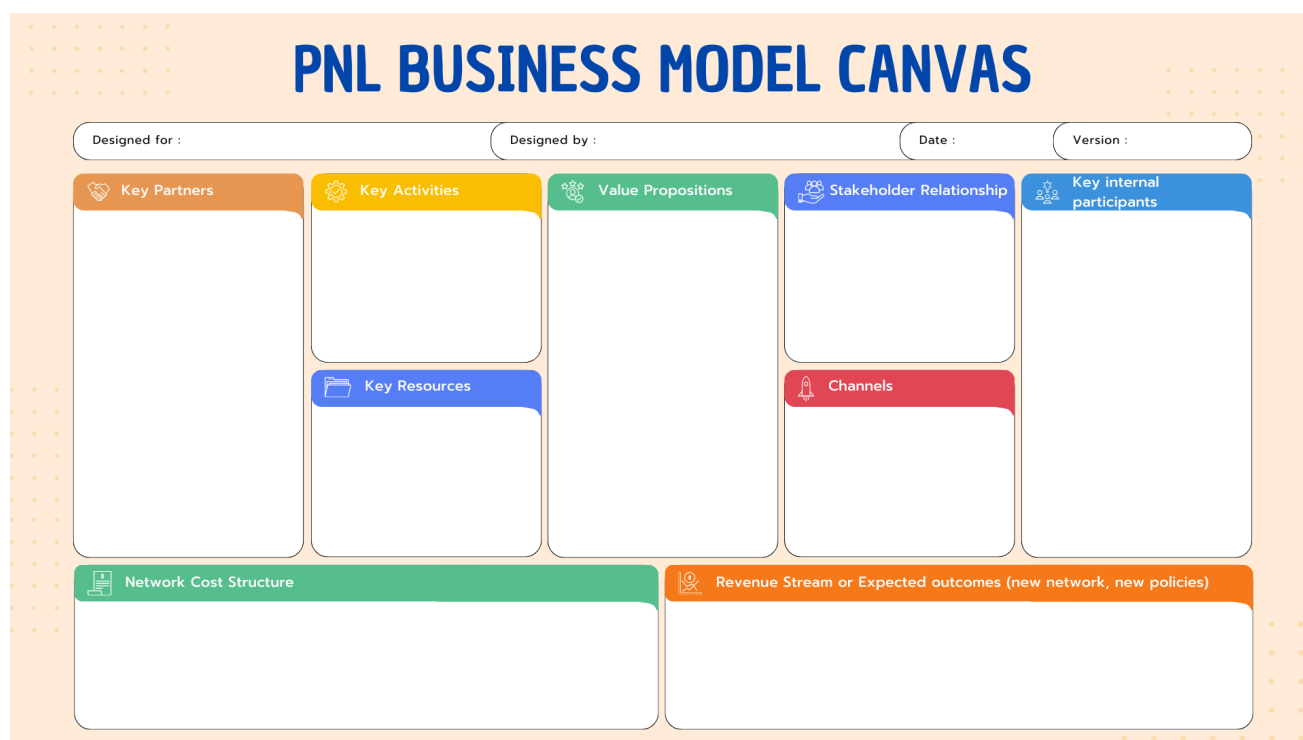
- You are too pretty to be a lesbian.
- Are you gay? I have a friend you're going to love.
- Feeling different makes children suffer, especially if they have two fathers or two mothers.
- I don't go around proclaiming my sexual condition.
- When is it going to be straight pride day?
- She's trans, but she looks like a real girl.
- Faggot! (Used as an insult in an argument)
- If I have a gay son, I'd love him anyway.
- Not in front of the kids.

2. The business case for a Pride Network

1. PNL - Business case canvas

A business case is a strategic document with primarily analytical functions used to assess the feasibility of a project/idea within an organisation. In this specific case, the objective is to measure, monitor, and evaluate the performance of the pride network leader; therefore understand the value that the pride network adds to the organisation.

More effective results could be achieved if this model were used to assess the network's performance in the initial phase and then in the medium and long term. In fact, it is preferable to compile the table below (tailoring it to each specific case) at the outset of the network introduction and then compare it with subsequent ones that will be drawn up.



PNL BUSINESS MODEL CANVAS

Designed for : _____ Designed by : _____ Date : _____ Version : _____

Key Partners	Key Activities	Value Propositions	Stakeholder Relationship	Key internal participants
	Key Resources		Channels	
Network Cost Structure			Revenue Stream or Expected outcomes (new network, new policies)	

In addition to the data provided in the table, it is necessary to add two other indicators useful for evaluating the progress and success of the introduction of the pride network leader within the organisation:

ROI index - Return On Investment - is a financial metric used to evaluate the profitability of an investment relative to its cost. It measures the return or profit generated from an investment in comparison to its initial cost. The formula is net profit divided by investment cost that is the total cost of the investment.

Turn Over Rate - The turnover rate, also known as employee turnover or staff turnover rate, is a human resources metric that measures the rate at which employees leave an organisation and are replaced by new hires over a certain period of time. In this specific case, it can be useful to understand how the introduction of PNL and the creation of the

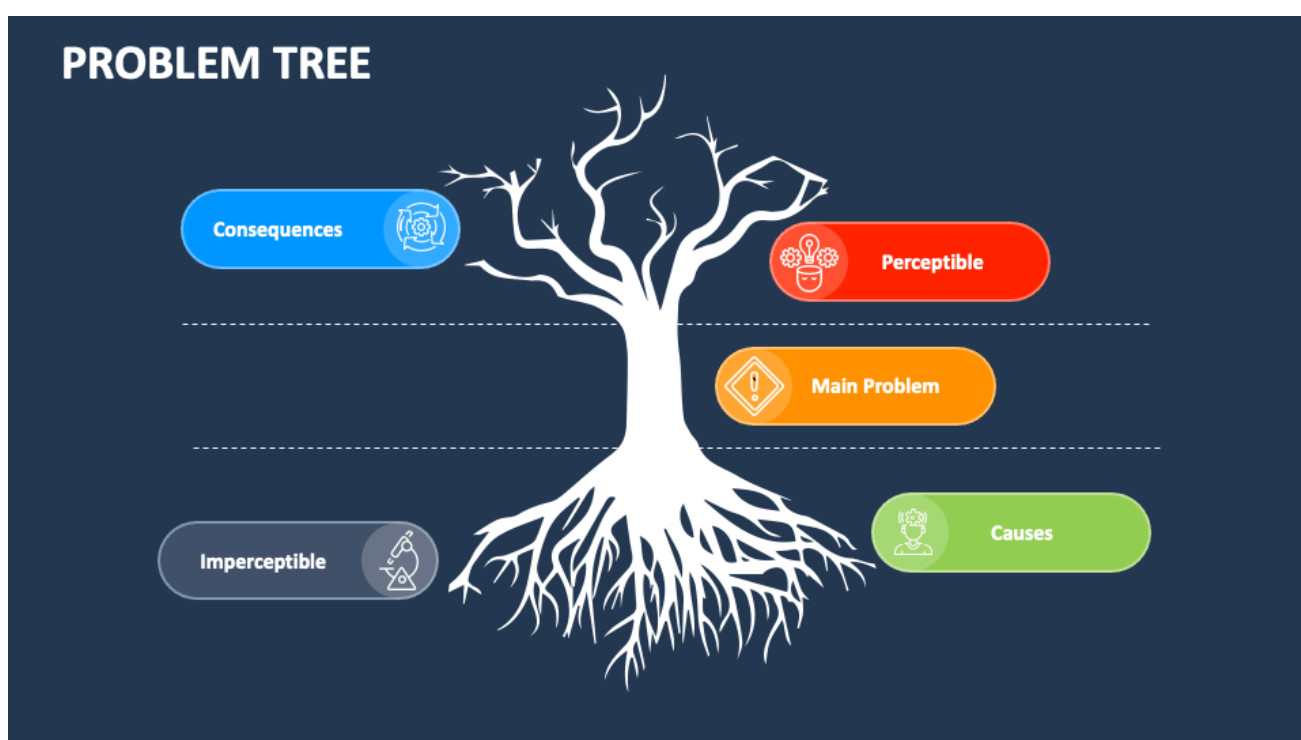
network have increased employee satisfaction, bringing about positive changes within the work environment. For this reason, it is also beneficial to consider this index at three different times: initially, in the medium term, and in the long term. By comparing these three sets of data, it will be possible to gain an overview of the network's performance.

2. Problem Tree

A problem tree is a visual analysis tool that helps to analyse the causes of a specific problem. It could be the result of a broader problem analysis that breaks down each of the previously analysed problems individually (for example, through a prior SWOT Analysis).

Within the Pride Network, its function is to understand the network's challenges, break down the underlying causes of the problem, and then conduct an analysis of cause-effect relationships to arrive at the identification of potential solutions.

Examples of problems include communication issues, lack of member engagement, resource shortages, internal conflicts, etc. Each of these problems could then be broken down using the problem tree to identify actions aimed at finding a solution to the problem.



source: <https://www.collidu.com/presentation-problem-tree>

Compiling a problem tree to evaluate a network allows for a clear and detailed visualisation of the challenges the network is facing and to identify the corrective actions needed to address them effectively. It also helps to pinpoint the interconnections between

different problems and their causes, enabling a more comprehensive and targeted approach to problem resolution.

3. Periodic assessment Focus Groups - Suggested framework

Below is a general structure for conducting various focus groups on 3 different themes used as evaluation indicators for the performance of the pride network and to understand its consequences in order to define the future path to be taken. The three topics to be analysed are:

- Inclusion and diversity organisation's policies.
- Creativity of work teams.
- Employee and organisation's social participation.

The evaluation of these three topics will provide an overview of the performance of the pride network over time and therefore how the introduction of this figure has been received, whether it has increased the levels of organisation inclusion, whether the work environment has changed and therefore stimulated employee creativity and their participation in both internal organisation activities but in general their political and social participation even outside of work environments.

Suggestion: Conduct the focus groups periodically, preferably at the beginning of the introduction of the PNL figure and subsequently in the medium and long term.

Note: During the conduct of the focus group, it is important to ensure that all participants have the opportunity to express their opinions and that the discussion remains focused on the specific topics planned, while ensuring a respectful and inclusive environment.

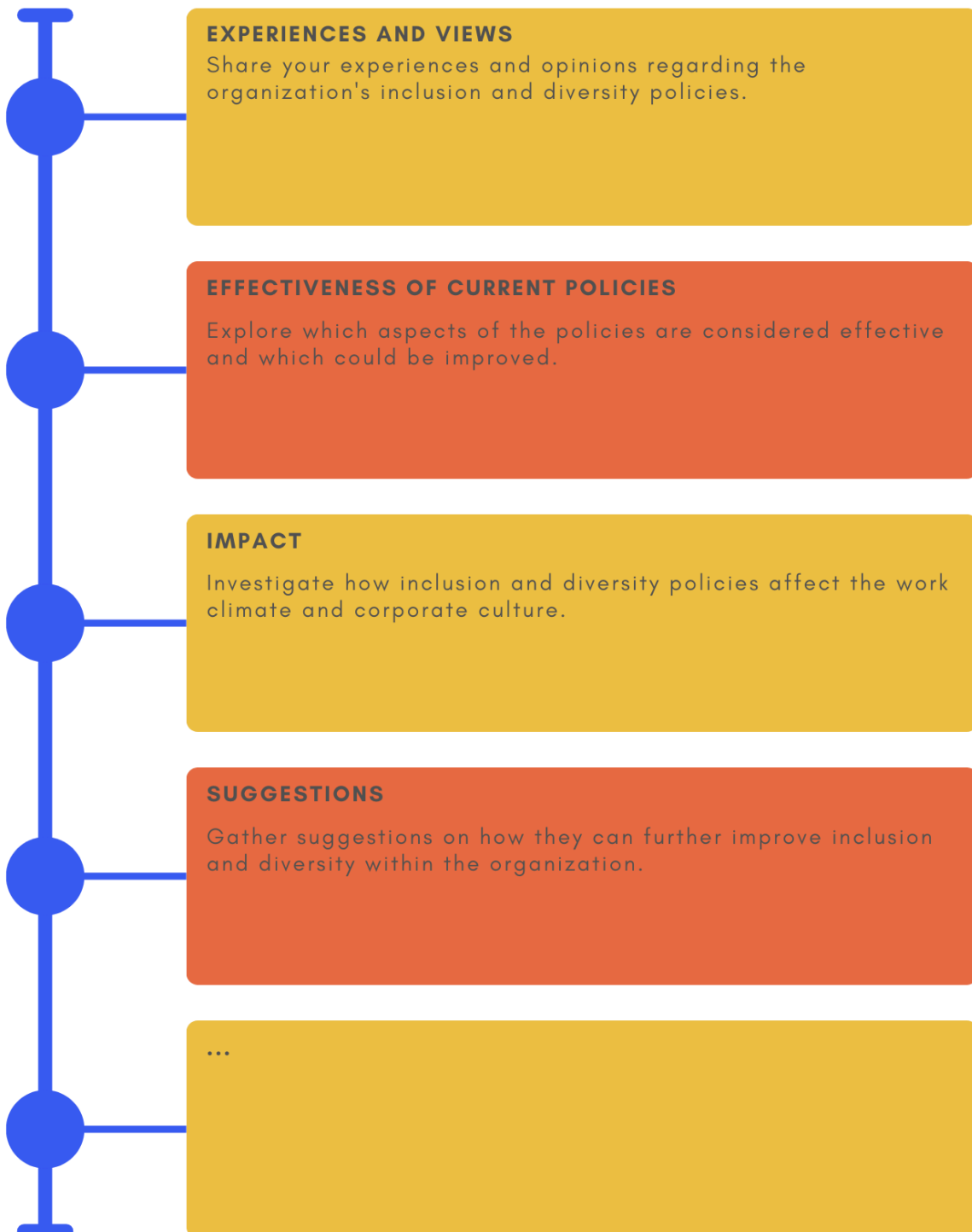
Below is a structure for conducting the focus groups to be used as an example or a base to start from. This can be adapted based on the specific context.

FOCUS GROUP

I&D POLICIES

DATE :

PNL :

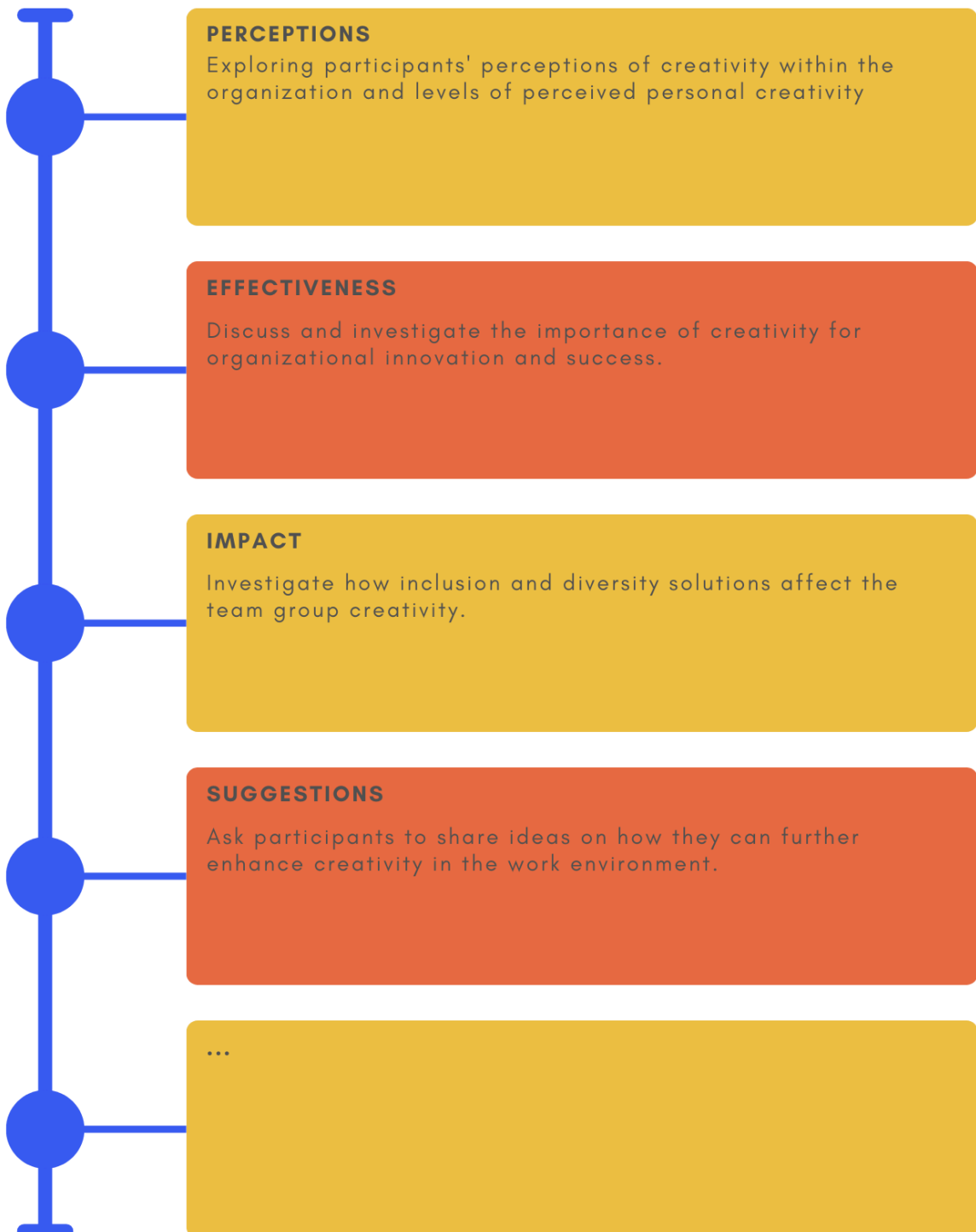


FOCUS GROUP

CREATIVITY INDEX

DATE :

PNL :



FOCUS GROUP

PARTICIPATION INDEX

DATE :

PNL :



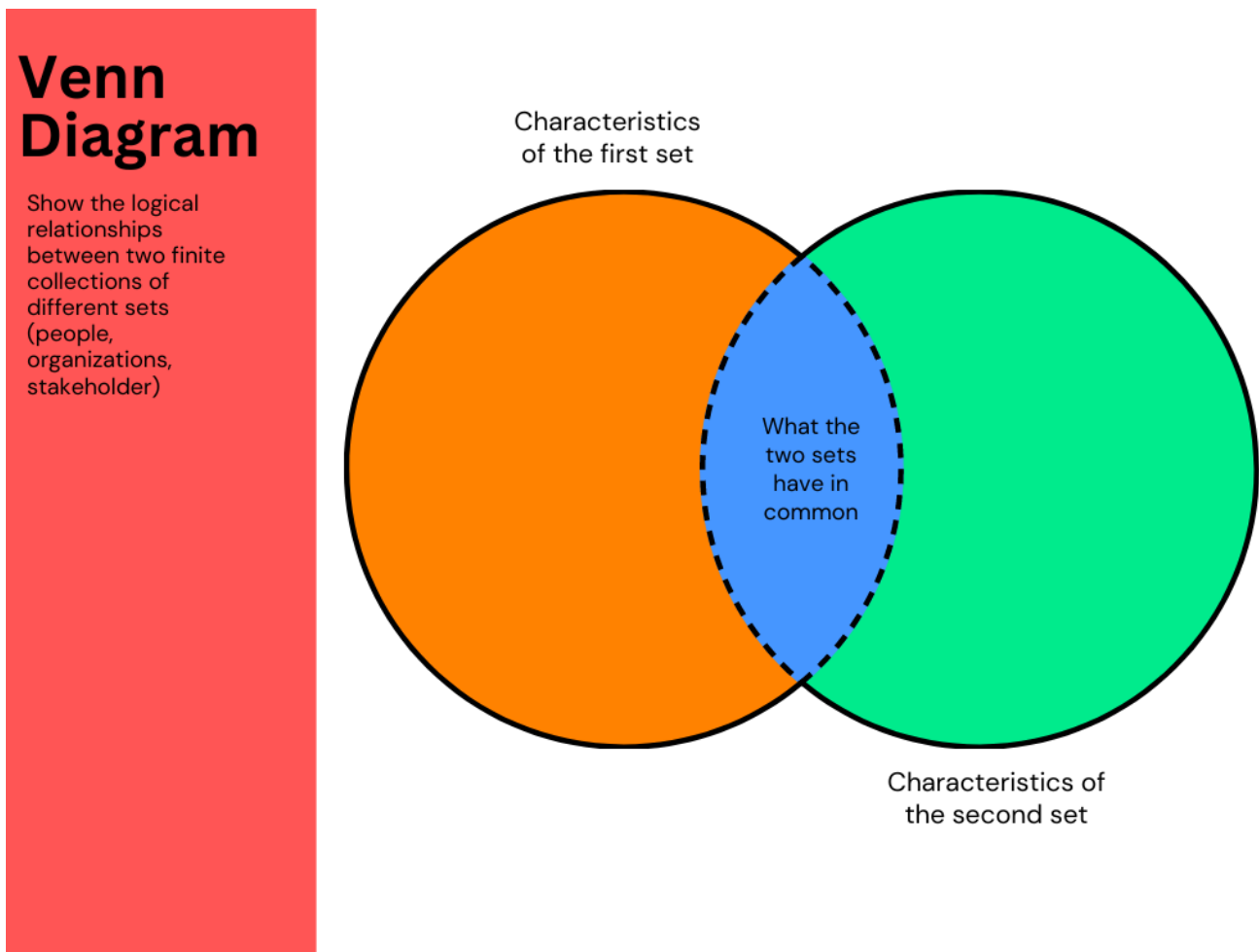
3. Starting a Network

In order to create an efficient and lasting network, it is first necessary to get to know the potential people interested in our network, and then it is necessary to keep track of them, keep them updated, and organise initiatives to take our network forward. To this end, here is a list of tools that can be useful in implementing a new network:

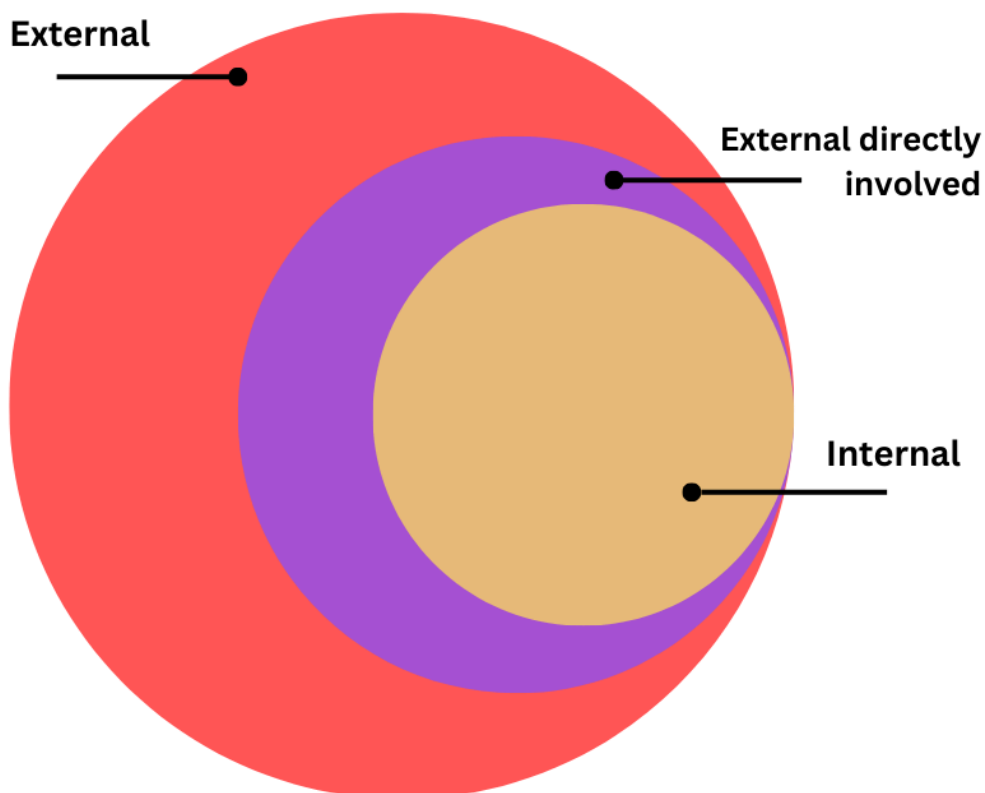
1. Venn Diagram - Know!

The Venn diagram is extremely useful as a tool that provides a visual representation of potential stakeholders/people to be part of a network. This type of diagram allows a clear and logical visualization of the various intersections between different groups of people (both internal and external to the organization) and entities that could be involved in the network and/or support the initiatives. Thus, this is a strategic planning tool when a network is to be established.

Below is the representation of a Venn diagram to use as an example:



VENN DIAGRAM

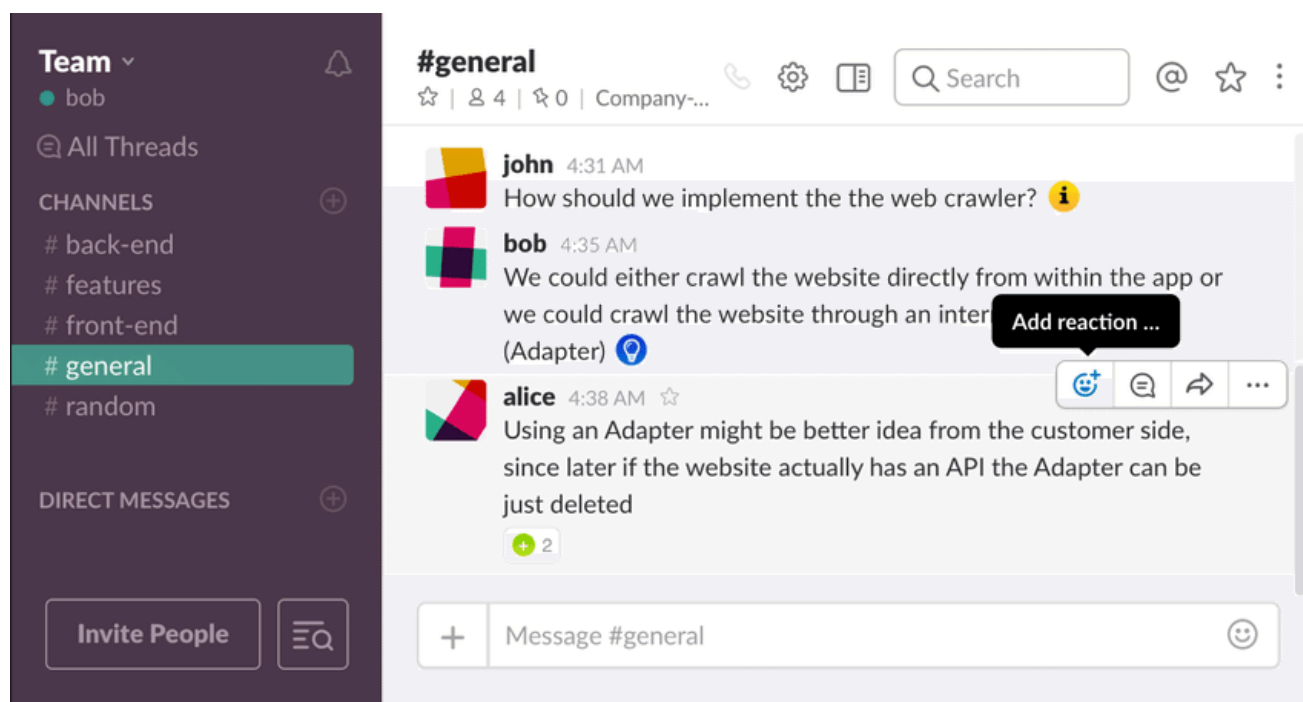


2. Online Community Platform - Keep in touch!

One of the ways to create a network and to maintain it of time is to use a platform with all the necessary tools for these purposes, to always stay in touch with network participants, to listen to their needs, receive their feedback and keep them updated on all network developments.

Ideally, a platform should allow several channels of communication based on topics, interests, or projects and serve as a space for members to communicate, share information and engage discussions relevant to the pride network.

Platforms that enable this type of interaction are many, below we recommend SLACK which is one of the most comprehensive:



Here a video explanation of slack and how to use it:

<https://www.youtube.com/watch?v=FTuOS8E1LZk&t=1s>

As mentioned above, there are many platforms that provide this kind of interaction and support; it will be up to the pride network leader to decide which one is right for them and which one might integrate best with the one, for example, already used internally by the organisation.

3. Eventbrite - Let's organise an event!

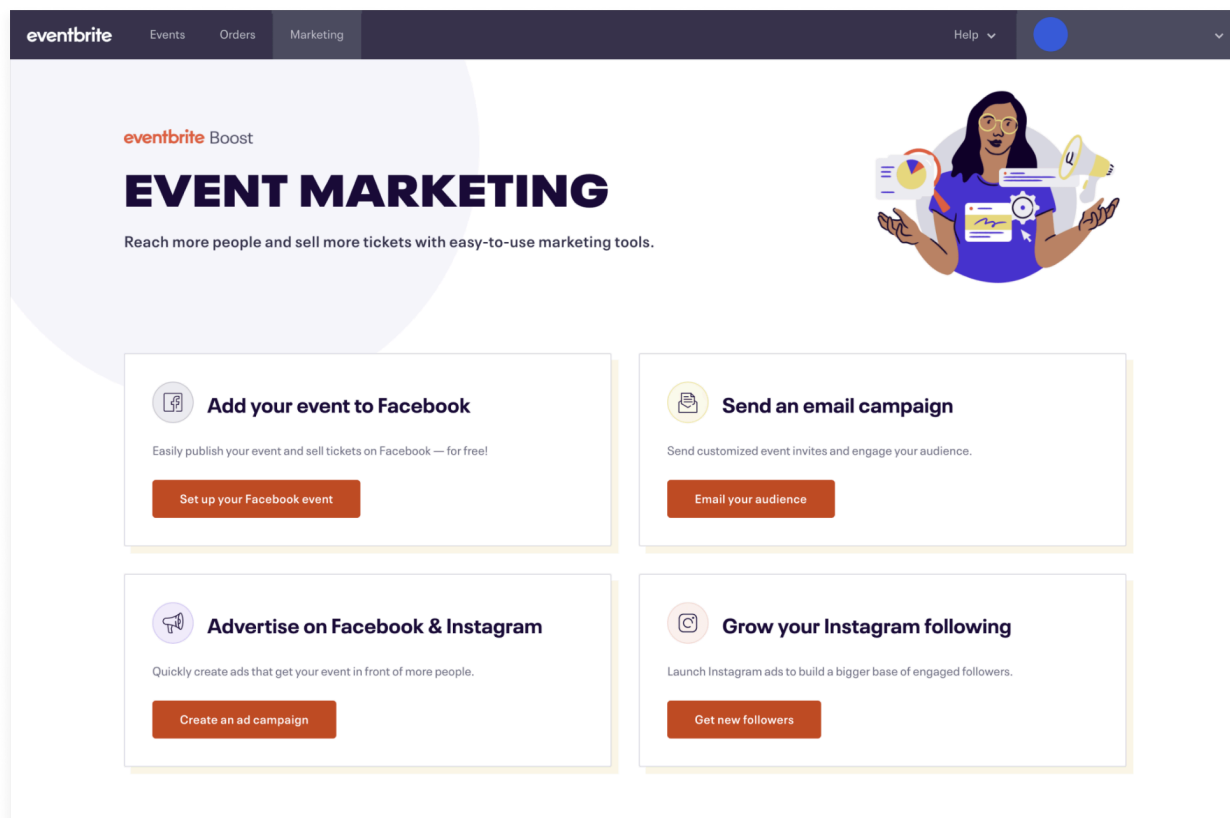
One of the necessary and fundamental activities for the creation of a lasting and efficient network is the organisation of events. Whether they are internal or external to the organisation, whether they are celebratory, educational, recreational, etc.

For this reason, an excellent tool for organising events within the network is EVENTBRITE, an online platform that allows you to create, manage, and also promote events of any type or size. It adapts to the specific event and allows for registration management, ticket sales, as well as reporting and analysis to monitor events. It also provides integration with other existing platforms or social networks.

Using Eventbrite for organising events within your network, you can streamline the process of planning, promoting, and managing events, enhancing the overall experience for both organisers and participants.

It's a very user-friendly tool that easily adapts even to small-scale events. The tool is only paid for to the extent that the event itself is paid. There are also various tools available for event management and organization, and this is one of the simplest and most comprehensive platforms.

Here a quick start guide: <https://www.eventbrite.com/blog/quick-start-guide/>



The screenshot shows the Eventbrite Boost Event Marketing page. The navigation bar includes 'eventbrite', 'Events', 'Orders', 'Marketing', and 'Help'. The main heading is 'EVENT MARKETING' with the subtext 'Reach more people and sell more tickets with easy-to-use marketing tools.' An illustration of a woman holding a megaphone and a tablet is on the right. Below are four marketing tool cards:

- Add your event to Facebook**: Easily publish your event and sell tickets on Facebook — for free! [Set up your Facebook event](#)
- Send an email campaign**: Send customized event invites and engage your audience. [Email your audience](#)
- Advertise on Facebook & Instagram**: Quickly create ads that get your event in front of more people. [Create an ad campaign](#)
- Grow your Instagram following**: Launch Instagram ads to build a bigger base of engaged followers. [Get new followers](#)

4. Event communication

1. MS Teams as an example of the Tool for internal communication in the Pride ERG (functionalities useful for the Employee Resource Group)

The daily activity of the ERG requires a suitable workplace to cover various aspects of the work for the ERG Lead and the group. Planning, managing and supporting the activities of the network may be challenged by unclear and not fully effective communication so tools to support this are valuable, especially in a hybrid model of work it's crucial to have all on the same page all the time. Depending on the organization, ERGs may use different tools already available in-house. One of the most common ones is MsTeams (part of Office 365) but there are other team collaboration and communication tools available on the market e.g. Slack, Basecamp. No matter which one is used, it will limit unnecessary emails, enable the leader and the group to create a centralized knowledge center, and facilitate a two-way flow of communication. It will help you to manage projects better and increase your efficiency and productivity in the group, saving time on searching for information or contact details.

This tool can be used to:

- internal communication (e.g. group chat)
- setup of recurring virtual/hybrid meetings
- calendar and event tracking
- shared workspace to create and share files or/and project management tools

Internal communication - Chats

This functionality is commonly used in daily work and allows you to be in constant touch with your members. It helps quickly gather required information and it builds the framework for open communication within the group. ERG is definitely less structured than a regular business team and all the activity is voluntary. It helps to set up spontaneous and easy-to-follow communication channels.

Calendar

This is a great option to schedule various aspects of the ERG activity including meetings, events planned, or important dates for the group. The calendar supports start-year planning, shows at a glance the peak periods for the group, and helps to manage the dates of ad hoc initiatives.

Events tracking

MS Teams provides the option to include the Events Tracker as a regular Excel document uploaded to the team's files tab. Being able to edit it, accountable members allow it to.

Shared workspace

Use this function to create, upload, and share your files with every member of the network. You can also share specific content like a web page or a document/tool and make it visible as a customized tab. It will be useful and effective for members to have some resources easily accessible at hand e.g. nonprofit organizations you cooperate with.

Project management tools - Planner/tasks to be scheduled

You can organize tasks for your ERG by adding one or more Planner tabs to the team feed. It will help you manage your projects. How to do that?

The tab will be added alongside your other team channel tabs, and you'll be able to start adding tasks to your board. Then you can work on your plan, schedule the tasks, and due dates, and assign them to the person responsible.

TIP 1:

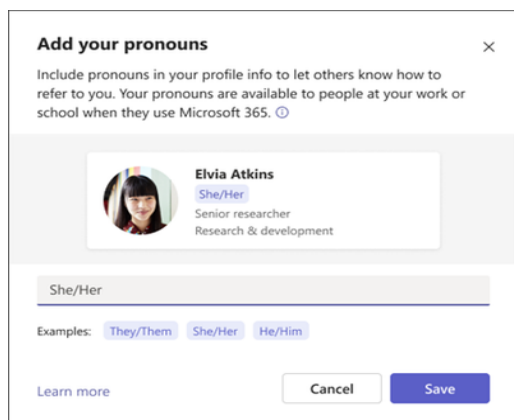
If you want to restrict all documents and communication sent on the network - you need to create the team as a private group.

TIP 2:

Members of the community may also initiate the best practice in the organization by setting up the Teams profile (part of the Microsoft 365 account) incl. pronouns. It helps create a culture of openness!


How to do that?

1. Go to Teams and open your profile card. To open your profile card in Teams, you can select your profile picture in the upper right corner in Teams.
2. On your profile, select + Pronouns or the pronouns listed below your name. and voilà



Add your pronouns ×

Include pronouns in your profile info to let others know how to refer to you. Your pronouns are available to people at your work or school when they use Microsoft 365. ⓘ

 **Elvia Atkins**
She/Her
Senior researcher
Research & development

She/Her

Examples: They/Them She/Her He/Him

[Learn more](#)

2. Storytelling Knowledge Pill: The Power of Stories in ERG Leadership

Storytelling is a powerful tool that ERG leaders can leverage to inspire, engage, and connect with their teams and with the wider audience. Through the art of storytelling, leaders can communicate their vision, values, and experiences compellingly and memorably, fostering a sense of shared purpose and belonging within the organization. Storytelling fosters a sense of connection and community within the organization. When ERG leaders share personal stories or those brought to their attention, they create a sense of intimacy and trust with their teams, strengthening the bonds between colleagues and enhancing collaboration.

The characteristics of the impactful storytelling:

Authenticity: Authenticity is key to effective storytelling. Leaders should share stories that are genuine and reflect their personal experiences, values, and beliefs. Authentic storytelling builds trust and credibility with employees.

Emotion: Emotion is what makes stories memorable and impactful. Leaders should tap into the emotions of their audience by sharing stories that evoke feelings of empathy, inspiration, and motivation. Emotional stories resonate with people on a deeper level and can drive positive change within the organization.

Relevance: Stories should be relevant to the audience and the context in which they are shared. Leaders should tailor their stories to address specific challenges, goals, or initiatives within the organization, making them more relatable and meaningful to employees.

5 Key Tips for Effective Pride Network Storytelling

Know your audience: Tailor your stories to resonate with your audience and their interests, experiences, and values.

Focus on the core message: Identify the main message or takeaway you want your audience to remember from the story. Keep the narrative focused on conveying this message clearly and effectively. Stories can be powerful tools for reinforcing organizational values, vision, and goals.

Keep it simple: Focus on the core message of your story and avoid unnecessary details or distractions. Keep your stories concise and easy to understand.

Start strong: Capture your audience's attention from the beginning with a compelling opening that hooks them into the story. This could be a surprising fact, an intriguing question, or a vivid description that sets the scene.

Include personal insights: Share personal insights, reflections, or lessons learned from your own experiences to add authenticity and credibility to the story. This helps establish a connection with your audience and makes the story more relatable.

TIP 1:

Use visual storytelling techniques such as infographics, animations, and short videos to convey your message in a compelling and easily digestible format. Visual content tends to be more engaging and shareable on social media platforms. The diverse selection of visual content needs to be in place here e.g. people of color or representation.

Example:

In the case of the text: "By fostering understanding, empathy, and respect, we can create safe and inclusive spaces for everyone", the animation/photo may show individuals engaging in conversations, attending LGBTQ+ events, and standing up against discrimination.

TIP 2:

Acknowledging the intersectionality of identities within the LGBTQ+ community, including race, ethnicity, class, and disability shows how multidimensional diversity can be. Characters from diverse backgrounds and experiences are represented authentically, reflecting the lived realities of LGBTQ+ individuals across intersecting identities.

3. Tailored communication of the Pride Network activities

Communication plays a pivotal role in Employee Resource Groups (ERGs) by facilitating connection, fostering inclusivity, promoting awareness, and driving organizational change. It enables ERGs to fulfil their mission of creating inclusive, supportive, and equitable environments where all employees can thrive.

In today's flood of information bombarding us from all sides, it is so important to design it effectively so that it reaches the right recipient on time and contains a message tailored to the recipient's needs. Tailored communication involves crafting messages or content that are specifically tailored to the preferences, interests, and needs of the intended audience. It's about understanding your recipients' expectations to be able to create more relevant and engaging communication. Here's how you can tailor your communication effectively:

- **Know your audience:** Take the time to research and understand your audience demographics. It may also require dividing your audience into smaller segments based on shared characteristics or interests. This allows you to create more targeted and personalized messages for each group. Common segmentation criteria include e.g. role played in the organization or the engagement level.
- **Craft relevant messages and provide value:** Create content that resonates with your audience's interests, challenges, and aspirations. Tailor your messaging to address their pain points, desires, or goals. Use language and tone that align with their preferences and communication style. Offer useful information, insights, or solutions that address their needs and interests. Avoid purely promotional or generic content that may not resonate with them.
- **Choose the right channels:** Select communication channels that are preferred by your audience and align with their habits and behaviours or are agreed for the organization-wide. Whether it's email, social media, or in-person meetings, choose channels that enable you to reach your audience effectively and efficiently.

There are 3 main groups of the recipients of the communication about the network's activity:

1. Individuals in the company
2. Line managers
3. Executive sponsors / senior leadership

Individuals in the company

Due to the number of emails received daily, this recipient is mostly interested in the answer to the four main questions:

- **WHAT** will be organized and what they may gain from participating in that activity?
- **WHEN** and **HOW** to join, and what is the goal of the event/activity?

It's valuable also to provide information about who to contact in case of any questions.

Line managers

This group of recipients does have an impact on the employees' workload which determines if employees can allocate time to join an event/project. This communication should encourage managers to cascade the communication down to their teams and suggest they include a short personal message that highlights the benefits of participating (e.g., the importance of this event and how it may impact their careers and personal development).

This communication should include information on the development opportunities available for the employees e.g. *"By participating in this event, you and/or your team's members will learn or gain:*

- *Practical strategies for fostering inclusivity and belonging within your teams.*
- *Tools and resources to support the professional development and advancement of all team members, including LGBTQ+ individuals.*
- *Opportunities to network and collaborate with colleagues from diverse backgrounds, enhancing team dynamics and performance.*

We want to emphasize that your presence and engagement in this event will not only demonstrate your commitment to diversity and inclusion but also empower your teams to thrive in an inclusive environment where everyone can contribute their best work.”

Executive Sponsor/Senior Leadership

This should be a unique invitation!

You want to encourage your executive sponsor and other leaders to participate in the event and share their experiences. The presence of senior leaders is a great endorsement as it increases the prestige and visibility of your ERG and, consequently, it will help you build support for your group.

This communication needs to be short,- stick to the point and include info regarding what makes this event unique This communication may also include a statement highlighting that employees really appreciate the opportunity to meet their leaders at such events as it allows for authentic, open discussions on D&I topics.

Example

“Dear Executive Leaders,

I hope this message finds you well. As we continue our journey towards fostering a culture of diversity and inclusion within our organization, I am delighted to extend an invitation to our upcoming Pride Network activity.

Building upon the inspiring event we recently experienced, the Pride Network has organized a special activity aimed at celebrating the LGBTQ+ community within our workplace. Scheduled shortly, this event will serve as a platform to amplify the voices of our LGBTQ+ community colleagues, honour their contributions, and promote a greater sense of belonging and acceptance for all.

The Pride Network activity will feature a series of engaging initiatives, including:

- *Panel discussions with LGBTQ+ leaders and allies, sharing personal stories and insights on navigating the workplace.*

- *Interactive workshops focused on raising awareness, fostering empathy, and building allyship.*
- *Networking opportunities for attendees to connect, exchange ideas, and strengthen relationships within our community.*

We believe that your participation and support in this event will not only reaffirm our commitment to diversity and inclusion but also inspire meaningful change within our organization. Your presence will send a powerful message of solidarity and inclusion to our LGBTQ+ colleagues, demonstrating that we stand together in creating a workplace where everyone feels valued, respected, and empowered to be their authentic selves.

More details regarding the event logistics and agenda will be provided to you shortly. We sincerely hope that you will join us in celebrating diversity, promoting inclusion, and championing equality within our organization.”

5. Daily workplace setup

1. The importance of following and maintaining order

Throughout the working day, it is important to establish an order for the development of activities, so that time and breaks are optimised to the maximum, so that the end of the working day can be reached in a calm manner and with all the functions covered.

By following these guidelines you will achieve a tidy workspace as well as an organised and orderly working day that will help you to achieve your objectives in an easy way:

1. Have a clean and tidy space.

Take a few minutes to clean and tidy your workspace. This includes organising documents and discarding anything you don't need. Throughout the day, try to keep your workspace organised and clean. Keep important documents in their place. Organise your desk so that you have everything you need within easy reach. Place items that you use frequently close to you.

2. Set up your technology tools.

Turn on your computer and make sure it is working properly. Open the applications and programmes you will need during the day. Check your email to prioritise urgent emails and organise them.

3. Check your supplies.

Check that you have enough office supplies, such as paper, pens, pencils and staplers. Replenish any items that are low and make sure you have enough for the day.

4. Have a diary to organise tasks.

Whether physical, email or mobile, check your diary and to-do list for the day. Prioritise tasks according to their importance and urgency, and allocate time to complete them.

5. Consider lighting and temperature.

Make sure the lighting in your workspace is adequate and adjust the temperature to be comfortable. Adequate lighting and a comfortable temperature can improve your productivity and concentration.

6. Plan your breaks.

Schedule times to take breaks during the day. Set reminders to get up, stretch and rest your eyes to avoid fatigue and maintain concentration.

By following these simple steps each morning, you can start your day with a tidy workspace ready to be productive.

2. The priorities mailbox

The main objective will be to obtain, anonymously if desired, suggestions from employees as to what priorities should be given on a day-to-day basis to any issues or conflicts that may have arisen, so that there is effective and rapid management of matters considered urgent without the need to point the finger at anyone among colleagues and not to aggravate any conflicts that may have arisen.

A mailbox will be set up in a passageway for workers in order to guarantee the anonymity of the information. An application can also be generated that can be used, if anonymity is not necessary, in which there is direct communication.

All workers shall be informed of the established protocol and the channels of communication of priority incidents on which to act, so that all workers are clear on the steps to be followed for the correct functioning of the incident. In the event that the communication is anonymous, it will be explained to the workers that the situation will have to be detailed as much as possible, as there will be no means of communication for any possible doubts that may arise regarding the conflict that has arisen.

Every day, on arriving at the workplace, priority will be given to checking the mailbox for any priority conflict notification, as well as the application, first studying its veracity, in the case of an anonymous message, and the necessary action protocols will be activated to try to resolve the incident as soon as possible. In the event that there are several warnings, the possible connection between them will be sought in order to see guidelines for action.

3. Create an inclusive environment

Visibility is one of the keys to inclusion and creating an environment where LGBTQIA+ employees feel included, visible and, most importantly, respected and safe. A work environment is inclusive when both what differentiates and equalises each employee contributes to the advancement of the company's culture and business and results in happier workers.

To achieve a safe space, a number of actions can be considered:

Revise the Employee Journey Map to incorporate this approach from the outset. For example, assessing candidates solely on professional merit, without asking for their photograph, gender or date of birth.

All employees should also be made aware of this and, if necessary, initiatives should be taken to make employees aware of the importance of being tolerant and welcoming of others, each with their own particularity, thus avoiding discrimination. Sometimes the benefits of inclusiveness need to be made clear (e.g. people feel accepted and motivation increases, contributions are enriched, etc.).

Publish the inclusion policy on the website and an annual report of actions taken or profiling of employees in relation to the most known diversity, for example.

Information boards with information about LGBTQIA+ people, their differences, needs, achievements, milestones, etc. These should be visible both in common areas and in areas where workers pass through.

Enable anonymous internal channels for employees to report to HR any bad practices of non-inclusive behaviour that are detected (harassment, discrimination, etc.) and take appropriate corrective action.

Strive to use a comprehensive internal publications programme, which is free of bias and promotes diversity, inclusion and visibility of LGBTQIA+ people in all its aspects.

6. External support

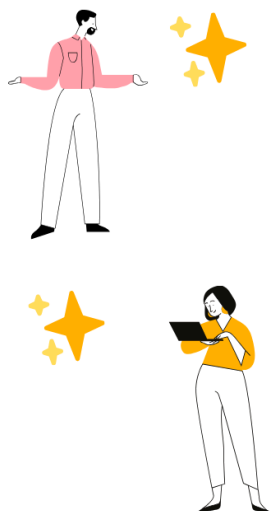
Gaining external support is paramount to the success and impact of a Pride Network within the workplace. While internal efforts are vital for fostering LGBTQIA+ inclusivity within an organization, external collaboration enhances the network's reach, resources, and influence. External support from community organizations, advocacy groups, businesses, and government agencies can provide valuable expertise, resources, and networking opportunities to bolster the efforts of the Pride Network. By engaging external stakeholders, the network not only amplifies its voice but also cultivates a broader ecosystem of support for LGBTQIA+ inclusivity, both within the workplace and in the wider community.

1. Stakeholders Mapping Tool

The Stakeholder Mapping Tool is designed to help Pride Network Leaders identify and categorize external stakeholders who can provide support, resources, or collaboration opportunities for the network's initiatives. Here is a template you can use to map your stakeholders, according to the matrix "power" and "influence":

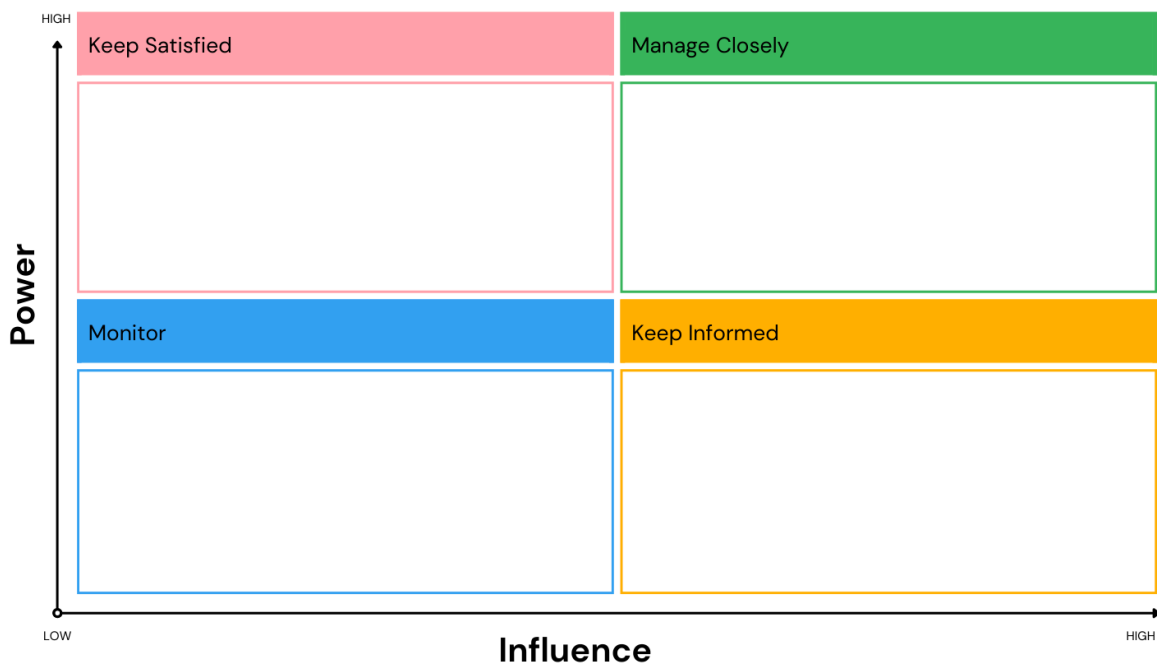
1 Write the stakeholder in post-it

2 Drag the stakeholders to the area in the quadrant that fits them best.



Stakeholder Mapping

Identifying key players



2. Community Engagement Calendar

The Community Engagement Calendar is a dynamic tool designed to centralize and organize key events, initiatives, and opportunities for engagement related to LGBTQIA+ inclusivity within the community. Hosting networking events and allocating specific days each month for their planning and execution is ideal to prevent reaching the end of the working year without having had the opportunity to engage external support.

Here is a year calendar template that can be used to plan activities: support is sought.

COMMUNITY ENGAGEMENT *calendar*



YEAR		
<u>January</u>	<u>February</u>	<u>March</u>
<u>April</u>	<u>May</u>	<u>June</u>
<u>July</u>	<u>August</u>	<u>September</u>
<u>October</u>	<u>November</u>	<u>December</u>

3. Partnership proposal template

This is a customizable document that outlines the value proposition and potential collaboration opportunities for external partners interested in supporting the Pride Network. It provides a structured framework for Pride Network leaders to articulate the goals, objectives, and initiatives of the network, as well as the specific areas where external.

LOGO OF YOUR
ORGANIZATION HERE

EXECUTIVE SUMMARY

- Provide a brief overview of your organization/network, including its mission, objectives, and initiatives related to LGBTQIA+ inclusivity.

PARTNERSHIP OBJECTIVES

- Identify common goals: outline the specific goals and objectives of the proposed partnership, emphasizing areas of mutual interest and alignment between our organizations.
- Collaboration opportunities: highlight potential collaboration opportunities, such as joint events, initiatives, or resource sharing, to achieve shared objectives.

PROPOSED COLLABORATION

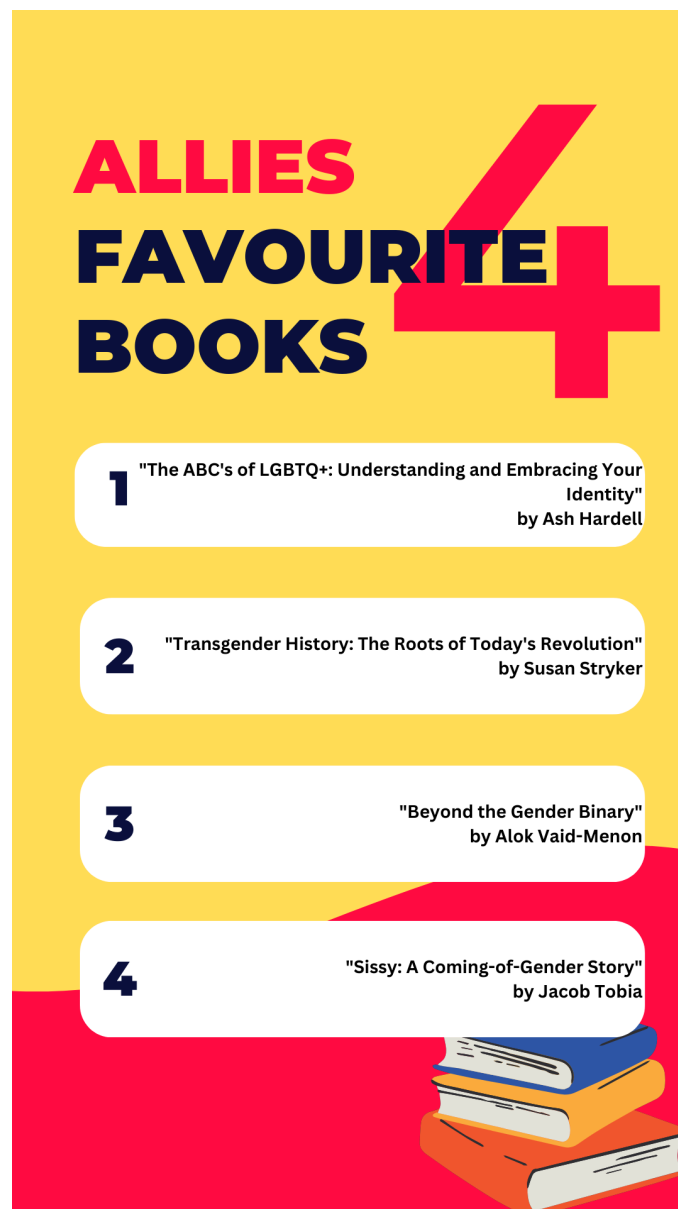
- Collaboration details: provide specific details on how the partnership could be operationalized, including timelines, deliverables, and responsibilities for both parties.
- Proposed activities: outline proposed activities or initiatives for collaboration, such as joint events, educational programs, or advocacy campaigns.

**LET'S GROW UP
TOGETHER**

7. How to be an Ally

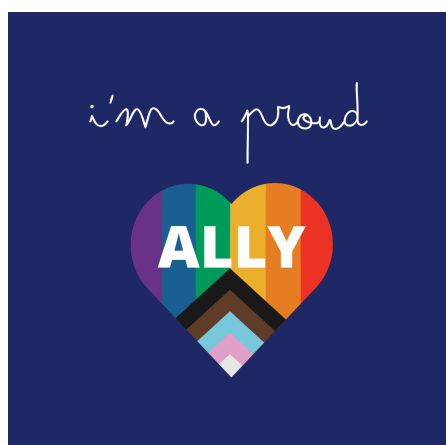
In today's diverse workplaces, fostering an inclusive environment where all individuals feel respected, valued, and supported is paramount. As organizations strive to cultivate cultures of belonging, allyship plays a crucial role in championing the rights and dignity of marginalized communities, including the LGBTQIA+ community. Being an ally means actively advocating for and supporting individuals who face discrimination or oppression based on their sexual orientation, gender identity, or expression.

1. Study!

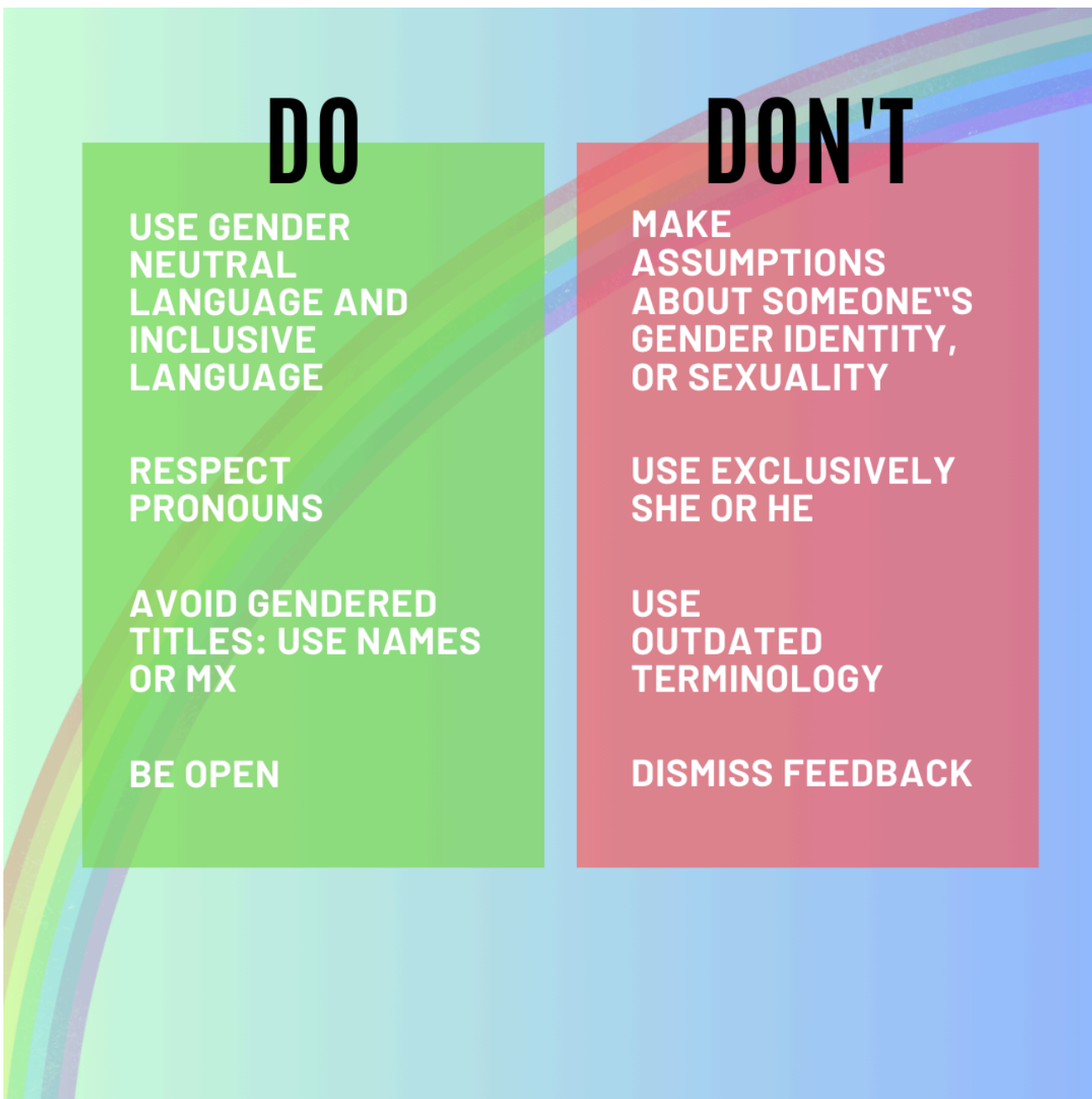


2. Show your support

Incorporating a support banner in your email signature serves as a visible and proactive way to communicate your commitment to being an ally to the LGBTQIA+ community. This small yet impactful gesture not only demonstrates your values and beliefs but also encourages others to engage in conversations around LGBTQIA+ inclusivity and diversity. You can personalize the banner as you want, here are some examples:



3. Do's and Don'ts



DO

- USE GENDER NEUTRAL LANGUAGE AND INCLUSIVE LANGUAGE
- RESPECT PRONOUNS
- AVOID GENDERED TITLES: USE NAMES OR MX
- BE OPEN

DON'T

- MAKE ASSUMPTIONS ABOUT SOMEONE'S GENDER IDENTITY, OR SEXUALITY
- USE EXCLUSIVELY SHE OR HE
- USE OUTDATED TERMINOLOGY
- DISMISS FEEDBACK

8. Resolving difficult situations

As a Pride Network Leader, it is paramount to be equipped with effective tools to navigate and resolve challenging situations that may arise within the organisations. Such situations may mostly refer to conflict resolution, or management of both conscious and unconscious bias within the workplace, that may affect the workforce's relationships. There are several comprehensive strategies, techniques, and insights tailored for a Pride Network Leader to address conflicts, promote understanding and champion inclusivity. Below we list a few, namely the contribution of a *Code of conduct*, to articulate specific expectations for employees and help an organisation mitigate any workforce relationships' risks, the importance and establishment of *SOGIESC-responsive peer-mediation* (based on OSCE's *Enhancing Gender-Responsive Mediation Guidance Note*¹), and the trust built through *team-building activities*.

1. Code of Conduct.

Today's diverse workplaces require fostering a culture of inclusion and respect for all employees, with SOGIESC attentive and supportive frameworks as well, in order to ensure organisational success. To promote a more equitable work environment, implementing a comprehensive *code of conduct* is crucial. This code serves as a foundational pool for setting clear expectations, guiding behaviour, and ensuring accountability among employees and leadership alike. Besides, the Code of Conduct can serve as an interconnection between behavioural expectations and management of deviance, through the peer-mediation process for efficient conflict resolution.

Implementing a code of conduct offers numerous benefits that contribute to fostering a positive work environment and promoting ethical behaviour among employees. One of the primary advantages is that the code of conduct establishes clear expectations and guidelines for acceptable behaviour and ethical standards.

Additionally, the code's provisions ensure compliance with relevant laws, regulations and industry standards. Lastly, the code plays a crucial role in shaping the organisational culture by reinforcing the organisation's values and principles.

Regarding its development, creating a code of conduct involves a strategic process as it delineates appropriate actions for employees across all facets of their work. Its scope extends beyond employees to encompass managers, senior executives, and the board of directors.

The following eight steps provide a framework for drafting a comprehensive code of conduct:

¹Organisation for Security and Co-operation in Europe (2013). *Enhancing Gender-Responsive Mediation: A Guidance Note*. Accessed from: <https://www.osce.org/files/f/documents/c/b/107533.pdf>

DEFINE COMPANY VALUES

Start by clearly defining the company's values, goals, and standards that form the corporate culture. The code of conduct should align with these foundational elements.

FORMULATE RULES AND GUIDELINES

Incorporate all relevant legal regulations that apply to the business and its employees into the code of conduct. Legal experts should be consulted to ensure the inclusiveness and accuracy of these regulations.

3 SET OUT SANCTIONS

Clearly articulate the consequences of breaching the code of conduct to ensure accountability among employees and management.

4 USE EASILY UNDERSTANDABLE LANGUAGE

Write the code of conduct in simple, understandable language that encourages honest and ethical behaviour among all employees. Avoiding jargon and complex terms ensures clarity and comprehension.

ENSURE EASY ACCESS

Make the document easily accessible to all employees and integrate it into daily operations. Referencing the code of conduct in meetings and incorporating it into the onboarding process for new employees facilitates familiarity.

TRAIN YOUR EMPLOYEES

Conduct training sessions and create FAQs to ensure employees understand the code of conduct thoroughly. Training on legal topics such as data protection or anti-money laundering may be necessary to ensure compliance.

7 BE A ROLE MODEL

Lead by example and demonstrate adherence to the code of conduct in everyday work. Senior managers should possess comprehensive knowledge of the document to address any inquiries effectively.

8 UPDATE THE CODE REGULARLY

Recognize that a code of conduct is not static and requires regular updates to reflect changes in laws, regulations, and company culture. Ensure all employees are aware of and adapt to these updates through refresher courses and ongoing communication.

2. SOGIESC-responsive peer-mediation process

SOGIESC-responsive peer-mediation, conducted by the Pride Network Leader and the relevant peers that will comprise the peer-mediation team, can serve as an innovative HR

process of resolving conflicts within the workplace, related to respect towards SOGIESC and fostering inclusivity for LGBTQIA+ peers.

As in accordance to OSCE (2013) embracing a gender perspective in mediation is very important for multiple reasons, the same concerns the process of designing, organising, implementing and monitoring peer-mediation with a SOGIESC perspective, that will include all gender identities and sexual orientations. Such reasons may be:

- (1) Compliance with policies and regulations
- (2) Fostering organisation inclusivity
- (3) Developing common understanding
- (4) Mitigating organisational and HR internal crises
- (5) Contributing to mutual trust and team-building
- (6) Ensuring stability and social sustainability

Accordingly, the process of comprehensively organising a SOGIESC-responsive peer-mediation process can be divided into three (3) intertwined areas:

- (1) Process design: concerning research and analysis of potential conflict scenarios and mitigation processes, operational matters and support, proper budgeting and establishment of monitoring and evaluation process;
- (2) Implementation framework and process management: concerning proactive measures, special supportive frameworks, orientation workshops and mentoring schemes, development of key points within the agenda of peer-mediation process and deploying competent supporters;
- (3) Development of the agreements: concerning matters of compliance and consent, implementation plan, monitoring and assessment of compliance, SOGIESC respectful provisions.

More analytically, a Pride Network Leader may consult the following *flow chart* (see next page) with the main key phases and points for designing, implementing and concluding the SOGIESC-responsive peer-mediation process:

SOGIESC-RESPONSIVE PEER- MEDIATION PROCESS

FLOW CHART

from mediation process design to reaching agreements

1	MAINSTREAMING SOGIESC IN DESIGNING PROCESS	<ul style="list-style-type: none"> • Research and analysis on potential conflict scenarios • Seek pilot pre-deployment implementation • Seek for operational guidance • Ensure SOGIESC-responsive budgeting • Develop monitoring and evaluation process and material
2	SOGIESC AWARENESS AT THE NEGOTIATION TABLE	<ul style="list-style-type: none"> • Act as a role model within the organisation • Include information sessions during orientation workshops for the workforce • Offer additional, tailored trainings for deploying other colleagues to the peer-mediation team too • Reach out to the public
3	ENHANCING LGBTQIA+ REPRESENTATION	<ul style="list-style-type: none"> • Act pro-actively: ensure enhanced representation within strategies (gender-neutral measures, universal non-discrimination policies) • Ensure temporary special measures • Organize mentoring schemes for prevention of conflicts
4	BULDING RELATIONS WITH LGBTQIA+ ORGANIZATIONS	<p>Organizations advocating for LGBTQIA+ rights can contribute to the peer-mediators by serving as:</p> <ul style="list-style-type: none"> • Sources of information • Supporters of the implementation phases (external expertise)
5	DEVELOPING A SOGIESC- RESPONSIVE AGENDA	<ul style="list-style-type: none"> • Sharing information about the process' necessity • Ensuring mutual consent • Separate sessions for information cross-checking • Identification of negotiation topics • Common consultation process • Common peace agreement
6	REACHING AGREEMENTS	<ul style="list-style-type: none"> • Ensure both parties' compliance with all terms • All provisions to be implemented with full regard of their SOGIESC specific implication • Ensure at least 1 expert to review final peace agreement • Timely mannered implementation plan • Establishment of monitorim mechanism to keep track of implementation prosess

3. Team-building Activities.

Team-building activities can be instrumental in fostering a more inclusive and supportive environment for LGBTQIA+ employees. Here's how they can help resolve difficult situations related to SOGIESC and LGBTQIA+ inclusion in the workplace:

- (1) Fostering mutual understanding, through the co-workers' interaction in a non-work setting, which enables exchange of experiences, including those related to SOGIESC, hence promoting empathy and understanding. This helps reduce misunderstandings and misconceptions based on stereotypes or unconscious biases;
- (2) Creating safe spaces, where employees feel comfortable expressing themselves, hence building trust and strengthening relationships among team members, not exclusively related to the work;
- (3) Building communication, which is generally essential for resolving conflicts and addressing other issues among co-workers which relate to SOGIESC and LGBTQIA+ inclusion. These activities often include communication exercises that may also improve listening skills, encourage open dialogue and facilitate feedback exchange;
- (4) Fostering support, through the organisation of exercises that engage the team members into situations towards common goals, which may teach to the employees how to effectively support one another, fostering a sense of belonging within the team.

To effectively plan and implement a SOGIESC-responsive team-building activity, a Pride Network Leader may consult the following step-by-step short guide/plan:

STEP 1 Planning

- Identify the objectives of the team-building activity.
- Choose a suitable venue and date for the activity, ensuring accessibility for all team members.
- Select facilitators who are knowledgeable about SOGIESC issues.

STEP 2 Preparing

- Develop a schedule for the activity, including icebreakers, team-building exercises, and reflection sessions.
- Customize the activities to be SOGIESC-responsive.
- Prepare any materials or resources needed for the activities.

STEP 3 Facilitating

- Begin with an icebreaker activity to help participants feel comfortable.
- Introduce the objectives of the team-building activity.
- Facilitate the team-building exercises.
- Encourage reflection and open dialogue throughout the activity

STEP 4 Follow-up

- Conclude the activity with a debriefing session.
- Provide resources and support for further learning and development on SOGIESC issues.
- Follow up with participants to gather feedback on the activity.

Lastly, as outlined above and in accordance with the plan for facilitating the team-building activity, it is essential for the latter to incorporate a few SOGIESC-responsive team-building exercises that will contribute to the accomplishment of the activity's goals, and mainly the development of trust and mutual understanding. To that end, below we provide a short list of indicative exercises that may contribute to the development of trust among the team members:

TRUST WALK

Blindfold participants and have them navigate a course guided only by verbal instructions from their teammates. This exercise promotes trust and communication.

TWO TRUTHS & A LIE

Each participant shares two truths and one lie about themselves, and the group tries to guess which statement is the lie. This activity encourages openness and vulnerability.

TEAM BONDING CIRCLE

Have participants stand in a circle and pass a ball or object around while sharing positive affirmations or expressing gratitude towards each other. This fosters a sense of connection and appreciation within the team.

SHARED EXPERIENCE STORYTELLING

Encourage participants to share personal stories or experiences related to diversity, inclusion, or overcoming challenges. This exercise builds empathy and strengthens bonds among team members, as well as eliminates misconceptions related to SOGIESC subjects.

9. Promoting openness

1. The Box of Perspectives

Objective and purpose: This exercise aims to cultivate openness by encouraging participants to explore and appreciate different perspectives. By engaging in "The Box of Perspectives" exercise, participants can practice openness by actively listening to and considering viewpoints different from their own, ultimately fostering a more inclusive and empathetic mindset.

Materials Needed:

- A small box or container
- Index cards or small pieces of paper and writing utensils

Introduction:

- Gather the participants and explain the purpose of the exercise: to foster openness by considering various viewpoints.
- Emphasize that everyone's perspective is valuable and worthy of exploration, even if it differs from our own.

Prepare the Box:

- Place the box/container in the center of the room or on a table.
- Provide index cards or small pieces of paper and writing utensils to all participants.

Writing Phase:

- Ask each participant to write down a statement, belief, or opinion that reflects their perspective on a particular topic. Examples could include:
 - "LGBTQ+ identities are not valid or natural, often rooted in religious or cultural beliefs that consider non-heterosexual or non-cisgender identities as morally wrong or abnormal."
 - "LGBTQ+ identities are a choice or a result of social influences, rather than inherent traits. "
 - "LGBTQ+ identities are a phase or a result of confusion, especially among young people. "
 - Encourage participants to express themselves authentically and respectfully.

Exchange and Reflection:

- Once everyone has written down their perspective, ask participants to fold their cards and place them into the box.
- Shuffle the cards to ensure anonymity.
- Invite each participant to randomly select a card from the box (excluding their own) and read the perspective written on it.

- Encourage individuals to reflect on the viewpoint they've chosen. Ask questions such as:
 - "How does this perspective differ from your own?"
 - "What aspects of this viewpoint do you find intriguing or challenging?"
 - "Can you see any merit in this perspective, even if you don't fully agree with it?"
- Encourage open dialogue and respectful discussion among participants.

Group Sharing (Optional):

- If time allows and the group dynamics are conducive, invite volunteers to share the perspective they've chosen and their reflections on it.
- Facilitate a group discussion where participants can share their insights, learn from one another, and explore the richness of diverse viewpoints.

Conclusion:

- Summarize the key learnings from the exercise, emphasizing the importance of openness, empathy, and understanding in fostering meaningful connections and collaboration.
- Encourage participants to carry this mindset of openness into their daily interactions and embrace the diversity of perspectives they encounter.

2. LGBTQ+ Ally Self-Reflection Tool

This tool is designed to help individuals reflect on their knowledge, attitudes, and behaviours as allies to the LGBTQ+ community. Whether you're a seasoned advocate or just beginning your journey of allyship, this assessment will provide valuable insights and guidance for further growth and development.

Introduction:

As an ally to the LGBTQ+ community, it's important to continually evaluate and improve our understanding, support, and advocacy efforts. This self-assessment tool is an opportunity to engage in honest reflection and identify areas for growth in the allyship journey.

The LGBTQ+ community encompasses a diverse range of identities, experiences, and perspectives. Allies play a crucial role in creating inclusive environments, challenging discrimination, and advocating for equal rights and opportunities for LGBTQ+ individuals.

This tool is divided into several sections, each focusing on different aspects of allyship:

- **Attitudes and Beliefs:** Reflect on your attitudes and beliefs towards LGBTQ+ individuals and evaluate any biases or stereotypes you may hold.
- **Behaviors and Actions:** Evaluate your actions and behaviours as an ally, including how you support and advocate for LGBTQ+ rights and inclusion.

- Knowledge and Awareness: Assess your understanding of LGBTQ+ terminology, history, and issues affecting the community.
- Advocacy and Support: Focus on actively promoting and defending the rights, well-being, and dignity of LGBTQ+ individuals.
- Growth and Commitment: Set goals for ongoing learning and development as an ally and identify ways to actively engage with the LGBTQ+ community.

How to Use this Tool:

- Take your time: Set aside dedicated time to complete the self-assessment honestly and thoughtfully.
- Reflect honestly: Be open and honest with yourself as you evaluate your knowledge, attitudes, and behaviours.
- Be self-compassionate: Recognize that allyship is a journey, and it's okay to acknowledge areas for improvement.
- Set goals: Use the insights gained from the assessment to set specific, actionable goals for enhancing your allyship efforts.
- Take action: Commit to taking concrete steps to further support and advocate for the LGBTQ+ community based on your assessment results.

By engaging in this self-assessment process, you are taking an important step towards becoming a more effective and supportive ally to the LGBTQ+ community. Thank you for your commitment to fostering inclusivity, respect, and equality for all.

By honestly reflecting on these questions, you can gain insight into your level of openness to the LGBTQ+ community and identify areas for growth and improvement in promoting acceptance and inclusion.

Question	Answer Y/N (comment/action)
Attitudes and Beliefs	
Do I hold any preconceived notions or stereotypes about LGBTQ+ individuals?	
Am I open-minded and accepting of diverse sexual orientations and gender identities?	
Do I believe that LGBTQ+ rights are human rights and deserve equal protection under the law?	
Behaviors and Actions:	
Have I actively sought out friendships or	

relationships with LGBTQ+ individuals?	
Am I comfortable engaging in conversations about LGBTQ+ topics, including coming out experiences, discrimination, and social issues?	
Do I treat LGBTQ+ people with the same respect and consideration as everyone else?	
Knowledge and Awareness:	
Have I made an effort to educate myself about LGBTQ+ history, terminology, and issues?	
Am I aware of the challenges and discrimination faced by LGBTQ+ individuals in various aspects of life, including healthcare, education, employment, and housing?	
Do I seek out diverse perspectives and voices within the LGBTQ+ community to broaden my understanding?	
Advocacy and Support:	
Do I actively support LGBTQ+ rights and equality through advocacy, volunteering, or donations to LGBTQ+ organizations?	
Am I willing to speak out against discrimination and injustice targeting LGBTQ+ individuals, even if it may be uncomfortable or unpopular?	
Do I make an effort to create inclusive environments in my personal and professional circles, challenging discrimination and fostering acceptance?	
Growth and Commitment:	
Am I open to feedback and willing to challenge my own biases and assumptions?	
Have I taken steps to address any	

internalized homophobia, biphobia, or transphobia within myself?	
What actions can I take to further support and uplift the LGBTQ+ community in my everyday life?	

CHECK YOUR RESULTS:

- 13 or more "yes" responses: Your strong alignment with allyship principles demonstrates a proactive commitment to fostering inclusivity and support within the workplace. Continue to actively engage in allyship behaviours, such as listening actively, challenging bias, and advocating for marginalized individuals.
- 12-8 "yes" responses: This indicates a solid foundation in allyship principles, with room for further growth and development.
- 7 or fewer "yes" responses: This indicates an opportunity for growth in allyship. Consider exploring ways to deepen your understanding of diverse perspectives, actively listen to marginalized voices, and take proactive steps to support inclusion and equity in your workplace. By committing to ongoing learning and allyship actions, you can contribute to creating a more inclusive and supportive environment for everyone.

3. Inclusive Language Quiz/workshop- LGBTQ+ Edition

Objective: The objective of this quiz/workshop is to promote awareness of the importance of inclusive language for the LGBTQ+ community and provide participants with practical exercises to practice using respectful and affirming language.

Materials needed:

- Whiteboard or flipchart
- Markers
- Handouts with LGBTQ+ terminology and definitions (optional)

Exercise steps:

Introduction (10 minutes):

- Start the workshop by introducing the importance of inclusive language for creating a welcoming and respectful environment for LGBTQ+ individuals.
- Provide a brief overview of common LGBTQ+ terminology and definitions, emphasizing the importance of using affirming language.

Icebreaker Activity: LGBTQ+ Terminology Quiz (15 minutes):

- Divide participants into small groups.
- Distribute handouts with a list of LGBTQ+ terms and their definitions.
- Challenge each group to match the terms with their correct definitions.
- After completing the quiz, review the answers together as a group, discussing any questions or uncertainties about terminology.

Language Reframing Exercise (20 minutes):

- Display a list of common phrases or expressions that may be exclusionary or insensitive to LGBTQ+ individuals (e.g., "That's so gay," "He/she," "Same-sex marriage").
- In small groups or as a whole group, brainstorm alternative, inclusive language for each phrase.
- Discuss the impact of using inclusive language and how it contributes to creating a more inclusive and affirming environment for LGBTQ+ individuals.

Reflection and Action Planning (15 minutes):

- Facilitate a group discussion to reflect on key insights and learnings from the workshop.
- Encourage participants to identify specific actions they can take to integrate inclusive language into their daily interactions and environments.
- Provide resources and support for ongoing learning and practice, such as LGBTQ+ sensitivity training, online guides, and inclusive language resources.

Here's a list of common phrases or expressions that may be exclusionary or insensitive to LGBTQ+ individuals, along with suggested alternatives that can be utilized in this quizz/workshop:

Exclusionary Phrase: "That's so gay."

Alternative: "That's so cool," "That's awesome," "That's amazing."

Alternative: "Assigned male/female at birth,"

"designated male/female at birth," or "assigned sex."

Exclusionary Phrase: "He/she."

Alternative: Use gender-neutral language such as "they/them," "the person," or refer to individuals by their name.

Exclusionary Phrase: "Sex change operation."

Alternative: "Gender confirmation surgery," "gender-affirming surgery," or "transition-related surgery."

Exclusionary Phrase: "Traditional marriage."

Alternative: "Marriage," "opposite-sex marriage," or "heterosexual marriage."

Exclusionary Phrase: "Sexual preference."

Alternative: "Sexual orientation," "sexual identity," or "sexual orientation."

Exclusionary Phrase: "Preferred pronouns."

Alternative: "Correct pronouns," "chosen pronouns," or simply "pronouns."

Exclusionary Phrase: "Real man/woman."

Alternative: "Authentic man/woman," "genuine man/woman," or "man/woman."

Exclusionary Phrase: "Transgendered."

Alternative: "Transgender," "trans person," or "trans individual."

Exclusionary Phrase: "He looks like a girl/She looks like a boy."

Alternative: "They have feminine/masculine features," "Their appearance is more feminine/masculine," or "They have a feminine/masculine presentation."

Exclusionary Phrase: "Gender confusion."

Alternative: "Gender questioning," "exploring gender identity," or "gender diverse."

Exclusionary Phrase: "Asexuals are just confused."

Exclusionary Phrase: "Born a man/woman."

Alternative: "Asexuality is a valid orientation,"
"Asexual individuals have a valid identity," or
"Asexuality is a legitimate orientation."

Exclusionary Phrase: "It's just a phase."

Alternative: "Their identity is valid," "Identity
exploration is normal," or "Respect their
identity journey."

Exclusionary Phrase: "You don't look
transgender."

Alternative: "Transgender people have
diverse appearances," "Transgender
identities vary," or "Transgender individuals
may not fit stereotypes."

It's important to note that using inclusive language involves more than just substituting words; it requires a genuine effort to respect and affirm individuals' identities and experiences. Additionally, it's essential to listen to and prioritize the preferences of LGBTQ+ individuals when it comes to language and terminology.

10. Preventing discrimination

The prevalence of workplace discrimination and harassment targeting LGBTQIA+ employees have been on the rise. The concept of workplace allyship, whereby colleagues actively support and advocate for their LGBTQIA+ peers, has shown potential benefits for psychological well-being. This can be attributed to the creation of inclusive organisational cultures and the reduction of discriminatory behaviours. However, there is a lack of comprehensive evidence and/or specific tools, solutions and procedures that may be helpful for the Pride Network Leader to effectively prevent discrimination within their Pride Network and a company/organisation generally.

The following tools-procedures may be utilised by the Pride Network Leader when implementing their role, to effectively foster prevention of discrimination.

1. SATISF' ACTION TOOL

The success of any company is affected by the satisfaction of its employees. Employees who are satisfied with their jobs are more committed, productive and more likely to stay with an organisation (high satisfaction implies lower turnover and absenteeism).

SATISF' ACTION was an Erasmus+ project addressed to SME owners and managers. Under the project a tool was created which aimed to measure and track the satisfaction, problems and conflicts between employees, or between employees and owners/managers/working environment. The tool is available online and everyone can create an account. Through the specific ASSESSMENT TOOL an HR manager/SME owner/Manager can create a short or long version of questionnaire including some fixed questions, while it can also be edited, meaning that each user can adjust the questions and the metrics according to the needs of the workplace and the aim of the questionnaire. Another advantage is that the questionnaire is anonymous, and no one can track who gave the answers.

The ASSESSMENT TOOL is a big opportunity to be used from the Pride Network Leader who will be responsible to create the questionnaire and gather all the appropriate findings about the situation of LGBTQIA+ employees, their satisfaction from the DEI practices of the company, and the general satisfaction of the workplace regarding DEI initiatives and inclusion policies. The tool represents the initial action that every company can undertake to revise its overall policies and practices, with the objective to prevent discriminatory attitudes, by fostering a safer, more welcoming and equitable environment.

STEPS TO ACCESS THE ASSESSMENT TOOL

STEP 1	
Access the Online Platform of the Tool	Visit the designated online platform where the

	<p>tool is hosted. This platform should be accessible through a web browser on any internet-enabled device > Sign in - Satisf_action (employee-satisfaction.biz)</p>
STEP 2	
Create an Account	<p>If you're a first-time user, you'll need to create an account on the platform. This typically involves providing basic information such as your name, e-mail address, and creating a password. Follow the prompts to complete your registration process.</p>
STEP 3	
Login to your Account	<p>Once registered, log in to your account using your credentials (username/e-mail address and password). This will grant you access to the platform's dashboard.</p>
STEP 4	
Navigate to the Tool Section	<p>Within the platform, locate the section or tab dedicated to the tool for measuring employee satisfaction and addressing workplace issues.</p>
STEP 5	
Select Questionnaire Options	<p>Within the tool section, you'll have the option to create a new questionnaire or edit existing ones. Choose the appropriate action based on your needs.</p>
STEP 6	
Customise Questionnaire Content	<p>If creating a new questionnaire, you'll be prompted to customise its content. This includes selecting the length of the questionnaire (short or long version) and choosing specific questions from the provided options.</p>
STEP 7	
Adjust Questionnaire Metrics	<p>As part of customisation, you can adjust the metrics used in the questionnaire to align with the specific objectives and needs of your workplace. This involves modifying response</p>

	scales or adding/removing metrics as necessary.
STEP 8	
Save and Finalise Questionnaire	Once you've customised the questionnaire to your satisfaction, save your changes and finalise it. This will prepare it for distribution and data collection.
STEP 9	
Distribute Questionnaire	Using the platform, distribute the questionnaire to employees within your organisation. This may involve sending it via email, posting it on internal communication channels, or providing access through the platform itself.
STEP 10	
Gather and Analyse Responses	Monitor responses as they are submitted and gather the data collected through the questionnaire. The platform offers tools or features for analysing and interpreting the data to identify trends or areas of concern. Once all the data will be gathered the tool will produce for you a comparative report analysing all the results.

2. DEVELOPING A TASKFORCE OF EXPERTS

Creating policies within an organisation is a proactive step in supporting LGBTQIA+ employees, but fostering a culture of inclusivity requires a well-informed action plan. One effective approach is to establish a taskforce composed of internal and external experts who can develop a tailored solution for driving change. These experts can assess the current state of LGBTQIA+ inclusion within the organisation, identify barriers such as overt discrimination or subtle forms of exclusion, and conduct organisational assessments targeting various demographic groups. The taskforce can comprise individuals from different areas, including human resources managers, diversity and inclusion practitioners, senior leadership, line managers, and LGBTQIA+ employees, each bringing valuable insights and perspectives to the table.

Establishing an LGBTQIA+ inclusion taskforce involves forming a team of internal and external experts, including human resources managers, diversity and inclusion practitioners, senior leadership, line managers, and LGBTQIA+ employees.

Here are some tips and considerations for building an LGBTQIA+ inclusion taskforce:

INTER-SECTORALITY	EXTERNAL EXPERTISE & ADVOCACY	TRANSGENDER INCLUSION EXPERTISE
<p>Inter-sectorality in the procedures of creating the taskforce means engaging different groups of experts, from LGBTQIA+ issues to also issues of accessibility and other D&I groups, to address gender-specific challenges and issues of minorities within minorities.</p>	<p>Collaborate with external LGBTQIA+ research and advocacy organisations to leverage their expertise in developing organisational initiatives. These organisations, found in various regions worldwide, can provide valuable insights into the specific forms of discrimination faced by LGBTQIA+ individuals in those areas.</p>	<p>Include an expert of transgender inclusion in the taskforce, as transgender employees face unique barriers. This expert can provide guidance on terminology, transitioning in the workplace, and addressing transgender-specific healthcare needs. Whenever possible, involve transgender employees throughout the initiative to ensure their perspectives are incorporated.</p>

3. CHECKLIST FOR ORGANISING SOGIESC-RESPONSIVE TRAININGS

When LGBTQIA+ inclusion is considered it is not only a matter of authentic leadership, concerning only the Pride Network Leader and/or the senior management. Thus, the aim of fostering LGBTQIA+ inclusion within a workplace and developing a steady Pride Network should not be considered as solved once the Pride Network Leader is recruited. Instead, it is a shared responsibility which, as has been identified, should be carried out by the workforce as a whole, with the support and guidance of the Pride Network Leader.

More specifically, the Pride Network Leader’s role concerns supporting the workforce in addressing LGBTQIA+ inclusion issues and fostering Diversity, Equality and Inclusion (DEI), based on the following 6 main principles that affect DEI policies and initiatives²:

² Beveridge, C. (n.d.) 6 Guiding Principles of Diversity, Equity, and Inclusion and Why You Need to Focus on Them. *15five Blog*. Accessed from: <https://www.15five.com/blog/6-guiding-principles-of-diversity-equity-and-inclusion/>

- (1) Eliminating bias (both conscious and unconscious), which should be the main principle among all DEI policies and initiatives, for the actual achievement of inclusion and accessibility;
- (2) Transparency, which means the organisation's efforts to be candid, for example in sharing accurate salary bindings;
- (3) Accountability, which concerns taking responsibility for one's action and realising that no action is unanswerable;
- (4) Empathy, being the ability to relate to experiences, thoughts and emotions of our colleagues, as well as recognize the meaning and importance behind verbal and non-verbal queues;
- (5) Accessibility, referring to having as main aim the development of an all-inclusive workplace for all employees, for example by creating safe and physically accessible spaces/offices and creating a universal attitude of non-discrimination within the organisation;
- (6) Intersectionality, which concerns the exploration of the linked nature of various identities, such as race, gender, age, sexual orientation, disability, and the phenomenon of "minorities into minorities", which requires special attention when developing DEI initiatives.

The support provided presupposes that the Pride Network Leader acknowledges that some members may not be accustomed to LGBTQIA+ terminology, the challenges faced by the community, as well as the relevant DEI policies that must be in place, or the fact that there is relevant leadership for LGBTQIA+ inclusion within the workplaces. Accordingly, they may be challenged to scrutinise their own attitudes, thus must become used to engaging with the Pride Network Leader, for their perception to change towards a more equal view.

SOGIESC-responsive activities are the ticket for that. As long as the Pride Network Leader is recruited, and based on the analysis preceding the LGBTQIA+ inclusion strategies' implementation (e.g., the analysis conducted via the SATISF' ACTION tool), the rest of the team must also obtain a sufficient degree of knowledge (LGBTQIA+ & gender competency); SOGIESC-responsive training should be provided.

This perception of the capacity-building activities' importance for the engagement and familiarisation with the Pride Network Leader and the LGBTQIA+ inclusion initiatives of the organisation is based on the *Guide on Gender Mainstreaming: Business, Investment and Technology Services for Private Sector Development* developed by UNIDO (2015)³, which developed a checklist on conducting gender responsive workshops and training (see Annex 5 of the Guide). According to UNIDO (2015), such a checklist is necessary for

³UNIDO (2015). *Guide on Gender Mainstreaming: Business, Investment and Technology Services for Private Sector Development*. Accessed from: https://www.unido.org/sites/default/files/2016-03/new_Guide_on_Gender_Mainstreaming_Business_Investment_and_Technology_Services_for_Private_Sector_Development_3_0.pdf

conducting orientation workshops with a gender-responsible manner, either based on previous analysis, or for systematic assessment of the workforce’s perception and the relevant gender competency of the staff members.

Based on the checklist developed by UNIDO (2015), as well as on the overall guide’s perception on the importance of conducting orientation workshops, as a tool for analysis and fostering workforce’s capacity on LGBTQIA+ understanding and awareness, thus preventing discrimination, here follows an adjusted version of a *checklist for organising SOGIESC-responsive workshops* within an organisation.

CHECKLIST FOR SOGIESC-RESPONSIVE WORKSHOPS

BEFORE THE WORKSHOP	COMPLETE
Workshop objectives consider gender and LGBTQIA+ interests.	
Indicators are set for compliance with Gender Equality Strategy 2020-2025 and LGBTIQ Equality Strategy 2020-2025.	
Facilitators/Trainers have received Strategies’ briefings and relevant material.	
The workshop venue is located in an accessible, central area with gender-neutral facilities.	
Calls and communications for participation have used gender-neutral communication.	
Workshop’s material (illustrations, language, activities, etc.) has been checked for gender and SOGIESC sensitive data and for prevention of bias.	
DURING THE WORKSHOP	
Workshop provides room for all individuals to engage equally regardless of SOGIESC.	
Facilitators/Trainers allow for non-dominant views to be expressed.	
Sex/SOGIESC-disaggregated data is collected, including all participating individuals’ feedback and experiences.	
AFTER THE WORKSHOP	
The achievement of the Gender Equality Strategy and the LGBTQ Equality Strategy 2020-2025 indicators is positively evaluated.	

The facilitators'/trainers' performance in terms of gender and SOGIESC sensitivity, as well as gender-neutral conduction of the workshop has been positively assessed.	
Feedback by all participating individuals, regardless of SOGIESC, is taken into consideration.	

