

Employer's Toolkit for **LGBTQ+** Inclusion

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Foreword

At the **Open Doors Initiative**, our vision is of an inclusive Ireland, one where diversity in business thrives and equitable measures eliminate inequality so that everyone has fair access to meaningful employability. Creating workplaces that truly reflect this vision is not only the right thing to do but it is a powerful opportunity to unlock potential, drive innovation and strengthen our society.

The *Employer's Toolkit for LGBTQ+ Inclusion* is part of our ongoing commitment to building a business community and society where inclusion is more than a policy, it is a lived reality. Grounded in evidence-based research and informed by the lived experiences of LGBTQ+ individuals in employment, leadership as well as allies, it highlights both the progress made and the work still to be done to ensure that every person gets the most out of the employment experience, which can be an important factor in our lives.

Research continues to remind us of the urgency of this mission. In 2023, Indeed¹ reported that more than half of LGBTQ+ workers in Ireland had experienced discrimination, while 60% faced microaggressions in the workplace. The following year, LGBT Ireland's Shadow Report on the National LGBTI+ Inclusion Strategy² identified continued gaps in workplace inclusion and called for the development of an Employer's Toolkit to provide clear, practical guidance for businesses.

The *Employer's Toolkit for LGBTQ+ Inclusion* directly responds to that call. It offers actionable insights and tools to support organisations in creating inclusive, respectful and equitable environments. From using inclusive language and addressing microaggressions to tackling homophobia and transphobia and fostering effective allyship. This resource also complements our *Inclusive Recruitment of Trans & Non-Binary Candidates Toolkit* (2024), extending our support across the entire employment journey.

Whether your organisation is just beginning its inclusion journey or deepening existing commitments, the *Employer's Toolkit for LGBTQ+ Inclusion* is designed to guide and empower. Together, we can build workplaces where diversity is celebrated, inclusion is embedded in every practice and everyone, regardless of identity, can contribute, grow and succeed.

Jeanne McDonagh
CEO, The Open Doors Initiative

¹ Conneely (2024): Survey suggests over half of LGBTQIA+ workers feel discriminated against at work: <https://www.rte.ie/news/ireland/2023/0614/1389100-lgbtqia-survey/>

² LGBT Ireland (2024): Progress Made. Renewed Efforts Required. A Shadow Report of Ireland's First National LGBTI+ Inclusion Strategy. <https://lgbt.ie/wp-content/uploads/2024/01/Brief-Summary-Shadow-Report-Final.pdf>

Contents

Foreword	3
Introduction	5
Welcome to the LGBTQ+ Employers Toolkit	5
The Open Doors Initiative	6
Glossary of Terms	7
Key Legislation	11
Methodology	12
Listening to you	12
Batten Down the Hatches: Feeling Safe at Work	18
Section A: The Culture Equation – Barriers, Breakthroughs, and Belonging	27
Barriers	28
The positive aspects of having a visible inclusive and diverse culture	31
Suggestions for developing an inclusive culture in your business	34
The Power of Inclusive Policies	38
Intersectionality	49
Section B: Recruitment – Hire the Smile and Train the Skill	57
Advertising	58
Interview Process	59
Mentorship	60
Onboarding	61
Leadership	66
Section C: Driving the Change	66
Getting the Ball Rolling on Training	72
Opportunities to Flourish	85
Conclusion	89
Tips	90
References	91
List of LGBTQ+ Organisations	92

Introduction

Welcome to the LGBTQ+ Employers Toolkit

This Toolkit is designed to support organisations in creating inclusive, respectful, and equitable workplaces for LGBTQ+ employees. In today's diverse world, fostering a culture where everyone feels valued, regardless of sexual orientation or gender identity, is not just a moral imperative but a business advantage.

Research continues to underscore the urgency of this work. A [2023 Indeed report](#) revealed that over half of LGBTQ+ workers in Ireland faced workplace discrimination, with 60% reporting microaggressions. In 2024, [LGBT Ireland's Shadow Report](#) on the National LGBTI+ Inclusion Strategy highlighted persistent gaps in workplace inclusion, particularly under Actions 2.6 and 2.7. These actions call for an Employer's Toolkit to promote LGBTQ+ inclusion and provide guidance on best practices for fostering supportive work environments and legal obligations.

This Toolkit directly responds to those needs with practical tools and guidance, making it a user-friendly resource. It offers insights on using inclusive language, reducing microaggressions, tackling homophobia and transphobia, and tips on becoming an effective ally. It is designed to help LGBTQ+ employees feel safe, respected, and empowered to bring their whole selves to work.

Whether you are beginning your inclusion journey or building on existing efforts, this guide supports you with clear, actionable insights. It also complements the [Inclusive Recruitment of Trans & Non-Binary Candidates Toolkit](#), which was published in 2024, by offering a broader lens on LGBTQ+ inclusion across the employment lifecycle.

By utilising this Toolkit, your organisation is not just taking a step, but a significant leap towards a workplace where everyone belongs and thrives.

The Open Doors Initiative

The Open Doors Initiative's vision is of an inclusive Ireland, where diversity in business thrives and equitable measures are adopted to eliminate inequality so that everyone has fair access meaningful employability.



Creating truly inclusive workplaces is not just the right thing to do, it is a powerful opportunity to unlock potential, drive innovation, and build a stronger, more equitable Ireland. This research celebrates the voices and experiences of LGBTQ+ individuals in employment and leadership in business, highlighting both progress made and opportunities ahead for even greater inclusion.

ODI is committed to developing evidence-based research, delivered by experts in the field. By learning from lived experiences and applying that knowledge to workplace practices, employers can ensure that inclusion is not just a policy, but a lived reality.

Together, we can build workplaces where diversity thrives and where all people, regardless of identity, can contribute, grow, and succeed.

ODI PURPOSE: Our PURPOSE is to enable equitable access to employability for all marginalised people

VISION: Our VISION is of an inclusive Ireland, where diversity in business thrives and equitable measures are adopted to eliminate inequality so that everyone has fair access meaningful employability

MISSION: Our MISSION is to guide those who are facing barriers to employability and to support companies through collaboration and innovation

Glossary of Terms

We may use certain terms you are unfamiliar with throughout the toolkit. These terms may describe particular demographics of LGBTQI+ people, social phenomena, or specific forms of inclusive policy. You may already be familiar with some or all of the language. Still, if not, the glossary can be a supportive educational tool by helping to explain some of the terms used in the toolkit.

*This glossary of terms was adapted from the Transgender Network Netherlands (TNN) *Inclusion4All* Training Toolkit for transgender, intersex and non-binary employees. We are also conscious that language and definition may change over time and context.

DEI/EDI/DEIB: (Diversity, Equality/Equity, Inclusion, and Belonging): refer to efforts aimed at creating fair, welcoming, and supportive workplaces and communities. These initiatives ensure that everyone has equal opportunities, feels valued, can fully participate and have a sense of belonging in the workplace.

Sexual orientation: whether a person is sexually or romantically attracted to persons of the same gender, to persons of a different gender, or persons of any gender.

Gender identity: refers to each person's deeply felt internal and individual experience of gender, which may or may not correspond with the sex that person was assigned at birth.

Gender expression: refers to a person's outward presentation of their gender identity (e.g. behaviour, mannerisms, dress). Gender expression may or may not be in line with a person's gender identity. Gender expression also includes a person's choice of pronouns.

Sex characteristics: a person's physical traits, indicative of their biological sex; they include primary sex characteristics (chromosomes, gonads, sex hormones, genitalia) and secondary sex characteristics (breasts, body hair, body form etc.).

The gender binary: refers to the 'traditional' classification of gender as consisting only of masculine and feminine, whether by a social system or cultural belief. Most cultures use a gender binary, recognising two genders (men/women). However, this is often a glaring oversimplification of both gender and biological diversity as it often ignores the existence of intersex and non-binary people.

Lesbian: A woman who is attracted to other women. Some non-binary people may also identify with this term.

Gay: Someone who is attracted to people of the same gender. Trans men/women may also be attracted to people of the same gender, as well as the opposite gender.

Bisexual or Bi: Someone who is attracted to more than one gender, for example both men and women.

Pansexual: Someone whose romantic and/or sexual attraction towards others is not limited by sex assignment, gender identity or gender expression.

Straight or Heterosexual: Someone who is attracted to people of the opposite gender.

Queer: An umbrella term used to describe people who are not heterosexual and/or cisgender. Queer was used as a slur against the LGBTQ+ community for many years and still can be. However, the word has been reclaimed by LGBTQ+ communities and many now embrace the term. Check if someone is comfortable with this term before referring to them as queer.

Intersex: a variation on the (reductive) norms that determine whether someone is from the male or female sex. People with an intersex status do not fit these norms, since their sex characteristics (chromosomes, genitalia, sex hormones, etc) differ from the binary norm. However, being intersex does not necessarily mean that you do not identify as 'man' or 'woman'.

Transgender/trans: is an umbrella term referring to people whose gender identity and/or gender expression differs from the sex they were assigned at birth.

Cisgender: a term referring to people whose gender identity corresponds with the sex they were assigned at birth.

Non-binary: an umbrella term for all who don't identify as (just) female or male. Though there are many kinds of non-binary identities, some people identify as "non-binary" only.

Transition: the process of changing one's gender expression or sex characteristics to be in accordance with one's gender identity. This may or may not include medical interventions such as hormone replacement therapy or surgery. Each transition is different; just as people are.

Outed: to reveal the sexual orientation, gender identity, or intersex status of another person, usually without their consent.

Microaggression: refers to subtle, often unintentional, comments, actions, or behaviours that express bias, prejudice, or discrimination toward members of marginalised groups. These acts are typically brief and commonplace, but they can have a cumulative negative impact on the targeted individuals. Example: you don't really look gay! and to a trans person, what's your real name?

LGBTI+: lesbian, gay, bisexual, transgender, and intersex, an acronym to refer to sexual and gender minorities in general.

Transition leave: a transition leave is granted to people who are absent during (parts of) their transition. Due to medical appointments, psychological support, or personal reasons, people can be temporarily absent. To make sure that they have access to time off without the unnecessary use of sick leave (since they are in fact not sick), special leave can cover their absence.

Pinkwashing: is the practice of using LGBTQ+ rights or imagery to promote a person, brand, government, or organisation while ignoring or covering up harmful behaviour, discrimination, or lack of meaningful support for LGBTQ+ communities.

Old name [or deadname]: a name used by someone prior to their gender transition, for example by being given to them at birth, which is now no longer in use. The use of an old name can evoke powerful negative emotions in the person who has gone to lengths to leave it behind them. It is sometimes referred to as a 'deadname'.

Self-ID (Self-Identification): refers to the right and ability of individuals to define and express their own gender identity without needing external validation such as medical diagnoses, legal documents, or approval from others.

Gender dysphoria: a term used to describe the feeling of unease or discomfort one might feel stemming from a mismatch between aspects of one's body (such as sex characteristics) and their gender identity. Gender dysphoria comes in many forms and levels of severity. Though often equated to being transgender, not all transgender people necessarily experience severe gender dysphoria.

Reasonable Accommodations: Under the Employment Equality Act, employers are obliged to ensure reasonable accommodations are available for people with disabilities. These accommodations shift responsibility to employers, who must take 'appropriate measures' to provide a workplace that assists employees regardless of disability, language, marital status, etc. Some of these include providing assistive technologies, appropriate furniture, and suitable workplaces regarding lighting or noise levels or bad smells. It may include differing work tasks or flexibility around start and finish times (see Government of Ireland 2015). For further advice, see the Equality Authority/Department of Justice, Equality and Law Reform Disability Resource Pack for Employers. Companies may also choose to liaise with organisations that specialise in supporting people with disabilities to enter employment. Whilst employers may claim that providing reasonable accommodation may put them under a disproportionate burden, the employer can explore the option of attaining public grants, which could facilitate them in providing flexible work arrangements (IHREC, 2016).

Employee Resource Group (ERG):

a voluntary, employee-led and employer-supported group—also called an affinity or business network—where people with shared identities, experiences, or interests gather to build community, support each other’s development, and contribute to inclusion and business goals. In practice, many LGBT+ Networks welcome allies as members—the key difference is that the focus and leadership remain with LGBT+ people.

Affinity Groups and ERGs: closely related and often used interchangeably.

However, Affinity Groups are less structured and function more as social groups than as advocacy groups.

Ally Network (in a LGBTQ+ context): is a group of individuals, typically within a workplace—who actively support and advocate for the rights, inclusion, and well-being of LGBTQ+ employees. These allies may or may not identify as LGBTQ+ themselves but commit to creating a safe, respectful, and inclusive environment. It is also important to note that whilst ERG’s and Ally Networks are very similar they are not the same and the terms cannot be used interchangeably.

Employee Assistance Programme (EAP): is a confidential, employer-funded service offering short-term counselling, assessments, referrals, and follow-up—available to employees (and often their families)—to address personal or work-related issues like stress, grief, financial or legal concerns, addiction, and more.

Key Legislation

Employment Equality Acts

The Gender Recognition Act 2015 provides a process for people to change their legal gender identity and attain full legal recognition, with the legal gender change reflected in their new birth certificate.

The Employment Equality Act of 1998-2015 prohibits discrimination in the recruitment process and in the workplace on the grounds of: gender; marital status; family status; age; disability; sexual orientation; religion; race; traveller ethnicity. Whilst the EEA does not explicitly include transgender, non-binary and intersex people, they were used in a landmark case taken in 2011 by an Irish transgender woman (TENI, 2017).

Equal Status Act 2000-2016 provide protections against discrimination of people in the provision of: employment; collective agreements; vocational training; advertising; and, goods and services.

Public Sector Equality and Human Rights Duty allows public bodies to have a statutory duty to protect all employees and users from all forms of discrimination and to promote equality (IHREC, 2023).

The comment below, from a participant in this project, highlights the salience of legal protections in the workplace. Once they were aware that these protections were in place, they could get on with doing their job, and sometimes it is as simple as that.

“

I wrote out all my different employments since I've come out, and what struck me about the UK ones were, I landed at a beautiful time, the 2010 Equality Act had just come into force, having been enacted just as I arrived on this shore, and I remember feeling immense support and care, as well as a sense of confidence because of it. It really mattered that it existed, and it gave me a sense of protection. And then to just be able to get on with living without having to worry about that. I didn't really have to worry too much because I felt there were a lot of protections there.

”

Methodology

This toolkit was developed with the vital contributions and expertise of: LGBTQ+ representatives; human resource professionals; Equality, Diversity and Inclusion experts; management; and business owners. Many of these participants identified as LGBTQ+. In total, 5 focus groups and 12 individual interviews were conducted and facilitated by the author. A total of 37 contributors participated in the development of the toolkit. The initial question in the focus groups and individual interviews focused on the current climate impacting EDI. Whilst the remainder of the recorded conversations were co-constructed, the facilitator provided some steering questions at times. The different sections in this toolkit were developed by the emerging themes from the analysis of the focus groups and individual interviews. However, the final question asked all participants what they would find useful contained in the toolkit. We have endeavoured to ensure that those wishes were met and the next section entitled ‘Listening to you’ sets out some of the comments and wishes from the contributors. We sincerely thank all stakeholders for their time and expertise in the development of the toolkit.

Listening to you

This section of the toolkit highlights the stakeholders suggestions in terms of what they felt would be useful to include in this toolkit. The comments often spoke to the benefit of highlighting the voices of the people who are most affected by having to persistently overcome the challenges of living in a heteronormative and cisgender society. Their insights underscore the vital importance of amplifying the voices of those who face ongoing challenges in navigating a society that is not entirely accepting of LGBTQ+ identities in the workplace.

The first section of the toolkit is a testament to our collaborative approach. We have actively sought the input of employers, management, human resource professionals, EDI professionals and LGBTQ+ representatives. Their feedback, gathered from focus groups and individual interviews, has been instrumental in shaping this toolkit. Participants have put forth compelling suggestions for key elements that they suggested would be useful to be included in this toolkit, such as:

“

The most important thing is always bringing it back to the individual, and I suppose, like remembering to see each person as an individual, because I think that if you’re working in HR and particularly if you’re in a very large company, it’s remembering that each individual person has their own story and their own history.

”

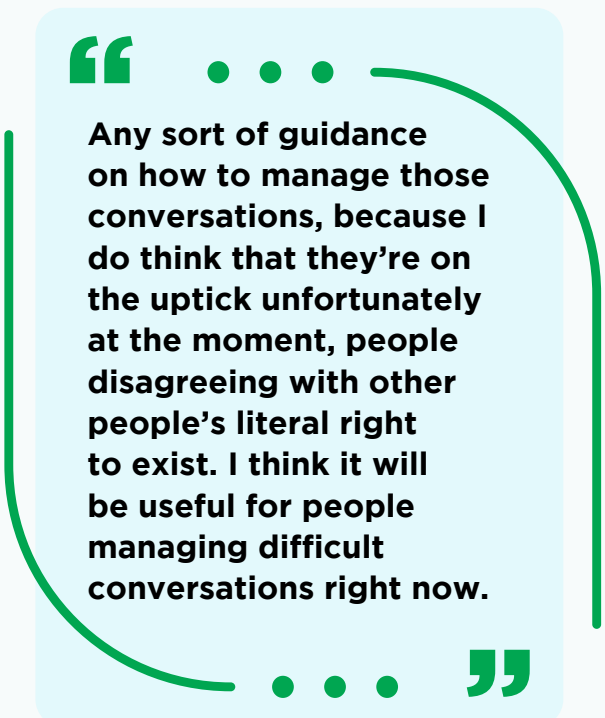


It'd be almost a toolkit for us from a D&I perspective to check that what we're putting out there is landing, and then maybe a toolkit to help newer managers as well to execute the pieces of work that we're giving them in order to be truly inclusive and driving that agenda.

Stakeholders highlighted the need to centre the individual, particularly within large organisations where often personal stories go unnoticed by colleagues and management. They emphasised that every person has a unique identity and history that must be acknowledged to foster truly inclusive workplaces that affirm LGBTQ+ employees and allow them to thrive and progress professionally, regardless of their identities. A key theme was the importance of having practical tools to ensure that diversity and inclusion efforts are effective and support newer managers in applying inclusive practices confidently. Participants noted the growing challenge of managing difficult conversations related to identity and the need for guidance in navigating these conversations sensitively. Finally, there was a strong call for accessible resources, such as cheat sheets or quick guides, to make the toolkit user-friendly and impactful across all levels of an organisation.

Other requests from users included the following:

- A template for developing an LGBTQ+ inclusive job description, which can be found in the Section B: Recruitment;
- Overall, the feedback from participants suggested that the toolkit should include scenarios addressing the challenges faced by LGBTQ+ individuals in the workplace, along with solutions that were implemented to resolve these issues. These scenarios are included at the end of each relevant section of the toolkit. The scenarios are not factual but made-up scenarios with suggested resolutions to each particular issue experienced.



Any sort of guidance on how to manage those conversations, because I do think that they're on the uptick unfortunately at the moment, people disagreeing with other people's literal right to exist. I think it will be useful for people managing difficult conversations right now.

“ ”

But you know, a quick glance, cheat sheet, like certain words or certain scenarios for them to look at? I found my managers love that kind of thing. They respond really well to it. So I think if you're going to put so much work into a whole toolkit, at the end, when they fully read it and use it, maybe just a quick cheat sheet.

- Information on inclusive passports can be found here: [Reasonable Accommodation Passport](#)
- Details about LGBTQ+ non-profit organisations, including their contact information and locations, are contained in the [resource section](#);
- A detailed template for an LGBTQ+ inclusive recruitment process contained in [Section B: Recruitment](#);

- An example of how to manage sensitive and difficult conversations regarding LGBTQ+ individuals is included with the case scenarios.
- A section highlighting the importance of LGBTQ+ allies in the workplace can be found on [pages 78-84](#).

As suggested, employers come in all shapes and sizes, and the toolkit has endeavoured to be adaptable and flexible. Rather than being an overly worded toolkit, this one has attempted to be straight to the point and aimed at all generations of employers. One person suggested that the toolkit needs to land with the ‘right’ people; therefore, we aimed to target this toolkit to employers, management, human resource and EDI departments and most especially the people in the position of leadership to ensure that active and positive change ensues. Finally, various respondents suggested that a ‘cheat sheet’ be included in the toolkit, and we have endeavoured to include as much detailed and adaptable information as possible to make this toolkit cheatable.

“ ”

So, understanding that someone's journey, that is a member of the community and their journey through the career within an organisation. Seeing that their orientation or their identity has nothing to do with how they can progress within their career within that organisation. I think those type of stories are really important. So I would say, having that kind of representation front and centre, I think, is a real plus.

Background

Fostering a productive workplace environment and avoiding legal liabilities are top priorities for employers, as they directly impact a business's stability, reputation, and success. In today's competitive marketplace, having access to the best talent is vital for companies. Not targeting LGBTQ+ potential employees can be a missed opportunity and a strategic disadvantage for companies, hindering their ability to tap into a diverse pool of talent. A diverse team encourages creativity, innovation and generates a more dynamic and successful business environment (Wang et al, 2019). However, developing an inclusive workplace requires companies to address underlying challenges and changes to ensure consistency in all areas of the workplace.

A green circular graphic with a white center containing the number 54. The text 'cases taken to WRC' is written below the number.

54

cases taken
to WRC

In 2023, the **Workplace Relations Commission** reported that 54 cases were taken against employers under the Employment Equality Act based on sexual orientation alone (Irish Times, June 28th, 2024). These cases resulted in significant financial penalties and reputational damage for the companies involved, underscoring the legal and financial risks of discrimination.

A 2023 report commissioned by **The Irish Theatre Institute**, focused on the experiences of LGBTQ+ and disabled artists, provided a stark awakening regarding discrimination. 53% of LGBTQ+ respondents perceived their colleagues to lack awareness and sensitivity about their identities, and 43% had experienced microaggressions due to their LGBTQ+ identities, with 45% of respondents reporting that they feared reputational damage due to their identities (Amplify, 2024).

A red circular graphic with a white center containing the text 45% feared reputation damage due to their identity.

45%

feared reputation
damage due to
their identity

A purple circular graphic with a white center containing the text 1 in 4 trans people unemployed.

1 in 4

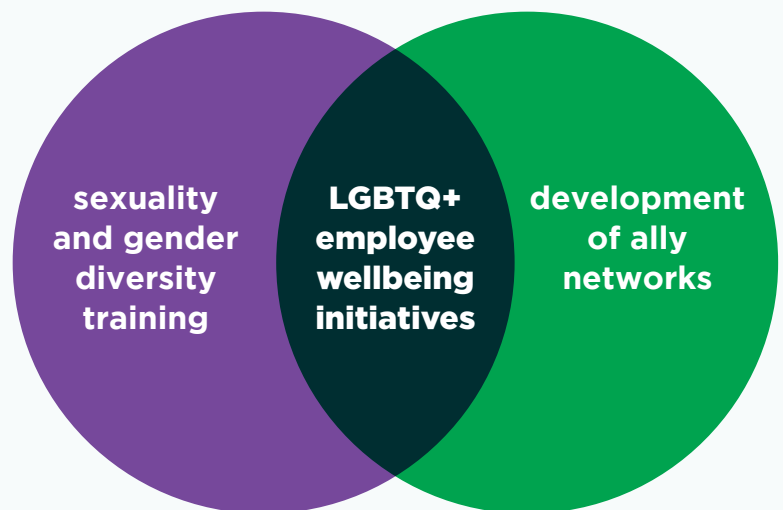
trans people
unemployed

Transgender Equality Network Ireland (TENI) highlighted striking findings in 2017 regarding trans people in the workplace, with a shocking statistic that one in four trans people were unemployed and that 51% of those who were working had an annual income of less than €15,000.

Recent data highlights evidence of associations between LGBTQ+ employee wellbeing and two specific initiatives that help address workplace inequalities and employer uptake: sexuality and gender diversity training and the development of ally networks (Perales, 2022). Ally networks are groups of non-LGBTQ+ individuals who actively support and advocate for LGBTQ+ rights and inclusion in the workplace. The findings suggest that when employers invest and support these initiatives, they can enhance workplace culture, employee productivity, and foster intergroup relationships (Perales, 2022).

Moreover, these findings prove that employee wellbeing can progress to employee retention and career progression (Walsh et al., 2018).

These reports also support the business case for the importance of EDI departments, specifically training and ally networks, at very low costs to employers (Badgett et al., 2013). According to Namer and Razum (2018), the workplace environments benefit for having visibly inclusive LGBTQ+ symbols and an assurance that toilet facilities are de-gendered. Salter and Sasso (2021) highlighted the benefits of coming out in the workplace, such as greater job satisfaction, commitment to one's role, better relationships with co-workers, higher productivity, and networking opportunities with LGBTQ+ colleagues.



Intersectionality and LGBTQ+ identities are often not thought about in workplace environments. Whether it is disability, race, mental health or ethnicity, it can contribute to the employee's anxieties in navigating the recruitment process, coming out in the workplace, or having a sense of belonging in the workplace. Nematy and colleagues (2022), also recommend that LGBTQ+ materials state equality and anti-discrimination policies in the workplace and ensure they are translated into various languages to facilitate the needs of migrant LGBTQ+ employees.

COVID-19 also has had a long-term negative outcome on LGBTQ+ employees, according to Pipkin (2024). He alludes to three themes that arose in his research, including: workplace stressors impacting LGBTQ+ individuals specifically; opportunities in employment for LGBTQ+ people, and ideas to improve the workplace for LGBTQ+ employees. In this research, participants alluded to the escalation of LGBTQ+ microaggressions in the workplace since the pandemic, which the respondents suggested were due to a lack of LGBTQ+ visibility, a decrease in affirmative policies, and a sense that the pandemic had decimated specific workplaces previously inhabited by LGBTQ+ employees.

In recent times, there has been a backlash against the LGBTQ+ community from various countries, which in more recent times has been promoted by and originating in the USA. Furthermore, there was a significant decrease in engagement from US-based companies at Dublin Pride 2025 compared to 2024. This was due to a reported attitudinal shift from the US regarding DEI (Irish Times, June 15th 2025). Multinational LGBTQ+ Insurance Network 'LINK' suggests that LGBTQ+ portrayals are authentic in a manner that is true to their experience and lifestyle. They recommend that working closely with LGBTQ+ consultants or team members who can provide truthful portrayals of LGBTQ+ communities, which is crucial for combating the potential effects of pushback on the rights of LGBTQ+ individuals in the workplace. They highlight the importance of including LGBTQ+ representation through all systems and that strong leadership is crucial for ensuring there is positive vocal support, considering that leadership plays a vital role internally and externally, ensuring the company supports its DEI principles, even in the face of adversity. Having LGBTQ+ individuals in leadership roles provides diverse perspectives and innovative solutions and sends a strong message of inclusivity and support to the entire workforce.

In an Irish context, whilst businesses may have strong EDI departments, LGBTQ+ employees are thriving in their workplaces, and companies are experiencing further profits, it is important to point out that these initiatives may not fully address disparities in negative experiences by LGBTQ+ individuals in the workplace (McFadden & Crowley-Henry, 2018), especially in this current climate. Therefore, employers are encouraged to ensure that there is a sustained effort to support LGBTQ+ employees at all times, underscoring the need for continuous commitment and not just short-term initiatives.

Batten Down the Hatches: Feeling Safe at Work

One of the most basic rights in employment is the requirement to ensure a safe workplace for employees. LGBTQ+ individuals have experienced high levels of bullying and harassment in their history in the workplace, and whilst legal protections, policies and reporting mechanisms are in place in many organisations in Ireland, the LGBTQ+ community still face silent harassment and microaggressions daily. Furthermore, the recent negative 'pushback' which is emerging from the USA regarding Equality, Diversity and Inclusion is concerning for LGBTQ+ individuals.

Whilst this pushback has mainly impacted LGBTQ+ employees in the US, there are some US companies in Ireland which have already experienced similar effects. Additionally, as the US has had such a positive standing regarding LGBTQ+ rights throughout the world, the current negative narrative regarding EDI, and most especially about trans people, has caused enormous concerns from the trans community and their families in all areas of Irish life and, therefore, in the workplace.

The comments below speak to some of those experiences.

It (negative narrative) has infected the way people are seeing and perceiving queer issues. It's moved away from being a marginalised community who deserve to be able to live equally alongside everyone else.

Bad behaviour is bad behaviour and is not going to be acceptable. So that's something, at least. But that's how I feel. There's a level of anxiety. Has it currently led to any change? No. Is there a worry that it may lead to change? Not so much, I think, in Ireland, but more broadly, yes, but even here, there's a level of tension and anxiety in the system that wasn't there before.

Particularly when you see reports around attitudes among younger men, in particular, towards the queer community, towards women, towards the notion that there are marginalised communities even that exist that need to have any protection, it makes you feel a bit like we're in for a longer, slightly deeper battle. So I think it's, you know, batten down the hatches is probably a good way of seeing it.

“ This (negative narrative) is only going to get worse because that’s history repeating itself really, as we’ve seen time and time and time again. It’s only a matter of time before the next domino falls if that makes sense. Just because they’re going after trans people now doesn’t mean they’re not going to go after the next cohort of people and the next cohort of people. And it just continues on. It doesn’t have to be within the LGBT scope for it to eventually come to that. ”

The comments on this page reflect the impact on the lives of LGBTQ+ employees due to this negative narrative. Whilst observers notice that this narrative is being directed at vulnerable people, the people who are actually being targeted by this hate speech are living in constant fear, as suggested by the quote below.

“ When it’s not concrete or tangible for them, they don’t necessarily make the connection. They’re going like, Oh, God! Isn’t this stuff that’s happening in America or the UK? And then they look and go like that’s you. ”

“ There are times when the wrong headline will slap in your face, or someone will say the wrong thing, and what really gets me or amazes me is, people will bring it up in conversation, and they’ll say something, and you’ll be sitting there looking at it with a gasp. And they’re kind of like, yeah, yeah. And all of a sudden, you can see the light bulb going on. They’re going, oh, this will actually impact you. ”

The comments below continue to suggest the uncertainty that exists in EDI and HR teams due to the change of attitudes in the US, and the fear that is spreading globally due to this change in attitude.

I should say that when he (previous CEO) was CEO, it was the LGBTQ+ community, and (organisation removed) felt very safe. When he left, there was just a bit of uncertainty around who's gonna come in next. How are they going to feel? Are we going to be safe still and allowed to be here essentially?

And I guess what's coming down the line with various American companies and changes, is a little bit of fear. I can only speak on my behalf, but you know, what's the budget going to be like for pride this year, and how much of a fuss are we going to make of it or not?

I would say it's getting more hostile. So there needs to be more leadership from people who actually have the power to give that bit of change, or at least have a public voice, to say, "Hey, this is not where we want to be."

The final quote in this section highlights the potential negative effect for companies, where the LGBTQ+ rights that have been hard won over decades are being eroded.

I think where (a considered workplace) people feel less free to be open about their identity and be open about who they are within the place where they're working. They become more detached, and they're more likely to be burnt out, and they're less likely to feel engaged or excited or enthusiastic about the job that they're doing. So it becomes a kind of a self-fulfilling prophecy. If you're going into a place every day where you feel like you're having to second guess things you're saying, you don't give something away (hide your LGBTQ+ identity).

Participants expressed growing concern about an increasingly hostile social and workplace climate toward the LGBTQ+ community. They noted that public discourse has shifted, with rising negativity—particularly among younger men—toward queer people and other marginalised groups. This narrative has created fear, uncertainty, and a sense of regression in rights and acceptance.

There was also anxiety about leadership changes within organisations and the influence of external political or cultural forces, which could affect visible support for LGBTQ+ inclusion, such as Pride events. These anxieties may be further compounded by the disengagement of a dozen US-based companies from Dublin Pride 2025 compared to 2024. Participants highlighted the emotional toll on LGBTQ+ employees when they don't feel safe or supported at work, leading to disengagement and burnout. They emphasised the urgent need for strong leadership to publicly affirm inclusion, foster a culture of safety, and push back against the creeping normalisation of hostility.

However, in the focus groups and individual interviews throughout the data collection process, there was overwhelming positivity regarding the reaction to the negative messages emanating from the US and other jurisdictions relating to the existence of EDI departments remaining in place in organisations. Here is just a small sample of the encouraging comments.

I'm actually going to another thing tomorrow with an employment law firm. So I'm excited to see what they have to say about it. I think if you were to go after anything, and DEI being one of them, you'd be coming up against an absolute army of individuals who have seen it all. We've heard every argument, and I think what has happened in the US has emboldened people here in particular, to push back and to disagree.

I think that's really important (having EDI culture in organisations) because some employees without that might be less inclined to open up about their sexuality at work, and they might risk hiding a huge part of their identity for fear of being discriminated against without it. If you don't have that inclusive culture. So, I think it's really important to have that.

“

We have our new CEO in place, and it's his 1st strategy (EDI) being rolled out, and it was almost 3 months after Trump was elected, and he would have almost been forgiven had he not included it, but he changed the values on it. The values of (company removed) used to be people, public service, professionalism and passion for performance. The 4 P's. Now he's changed it, called it 'inclusiveness' as its standalone value for (company), and he could have been forgiven for not, as our biggest source of customer base is out of the United States. So you know, we might be enemy number one, but he didn't shy away from it, and I'm quite proud.

”

“

So, I think, if anything, it's going to ramp up in Europe. I don't think it will, especially in Ireland, because we have come a long way from, like, even the marriage referendum. We fought so hard for that. We are not about to go ten steps back, and we don't want to go back ten years. We want to go forward twenty. I personally believe, we're going to keep fighting and being loud about it.

”

“

There's 1 member, and I'm sure they won't mind me mentioning who it is because they speak quite publicly about it, and ESB have a really impactful program, 'This is me at ESB,' I think they call it. And they have asked one of their directors, who's a heterosexual male, to head up and champion the LGBT pride initiatives within their organisation, and I think he was coming from a standpoint where he probably had little knowledge about LGBT issues, and that the things that they might face within work. And he's learned so much. And it's created a culture now, and a probably predominantly male culture within that organisation, with regards to its demographic that a lot of men are more open to coming out or even speaking to him to find out more information, you know, approaching him to get information. If they have a son or a family member who's coming out or they don't, they don't know how to deal with it. So it's really had a huge impact, a positive impact within their organisation.

”

These encouraging reflections capture a blend of resilience and optimism in the face of rising anti-EDI sentiment, particularly influenced by developments in the U.S. While there is concern that this negativity could impact attitudes locally, many contributors expressed pride in proactive leadership that has chosen to prioritise inclusivity, despite potential external pressures. For example, one CEO notably embedded “inclusiveness” as a core company value, even when it might have been easier to sidestep the issue.

Participants emphasised that inclusive workplace cultures are essential to allowing LGBTQ+ employees to feel safe and authentic. Initiatives like ESB’s “I Can Be Me @ESB” campaign were praised for encouraging openness and allyship, showing how a single advocate can create a ripple effect of awareness and acceptance, even in male-dominated environments.

While the challenges ahead are clearly recognised, the tone remains determined. There is a strong collective commitment to continue advancing LGBTQ+ inclusion in the workplace and a refusal to lose ground on hard-fought rights and visibility.



Scenario: Alex’s First Team Meeting at Tech Nua

Alex, a Queer software engineer’s scenario provides some insights in terms of a company supporting their LGBTQ+ employees.

Alex, a Queer software engineer, recently joined Tech Nua, a mid-sized tech company known for its inclusive culture. On their first day, HR welcomed them with a personalised onboarding packet that included a section about the company’s LGBTQ+ employee resource group (ERG), gender-neutral restrooms, and the option to add pronouns to their internal profiles and communication platforms.

When Alex introduced themselves in the team Slack channel, they wrote:

“ ”

“Hi everyone! I’m Alex (they/them), and I’m excited to join the team as a backend developer. Looking forward to working with you all!”

The manager replies, “Welcome, Alex! We’re so glad you’re here. Let me know if there’s anything you need to settle in, and thanks for sharing your pronouns!”

“ ”

During their first team meeting, all team members introduced themselves with their names, and many included their pronouns, a standard practice for the group. Alex noticed that one of the senior developers had a rainbow flag sticker on their laptop and later found out that several team members are active in the LGBTQ+ ERG, which hosts monthly lunches and educational events.

In May, the company invited a guest speaker to talk about LGBTQ+ history and allyship in the workplace for the anniversary of the Marriage Referendum. Alex felt comfortable attending, knowing their presence wouldn't be questioned. They also appreciated that allyship wasn't performative — their team had ongoing DEI training and regularly checked in on how they could create a more inclusive environment. Many non-LGBTQ+ colleagues also attended the event and found it enjoyable and helpful.

Alex felt accepted and genuinely valued. Their ideas were heard, their identity respected, and their presence celebrated.

Customer-facing employees safety

Customer-facing staff who identify as LGBTQ+, particularly those who are visibly recognised as part of the community, face a heightened risk of experiencing hate speech and physical abuse. The comments that follow vividly illustrate the initiatives and responses to the rise in hate speech and physical attacks by their customer facing employees.

“ So you know, on more services than ever, security guards and customers will be seeing a member of the Guards, who will accompany security Guards and Customer Service Operatives. So it's a bit of a brute force solution not necessarily tailored, but it does help our Customer Service Operatives feel a lot more comfortable. ”

“ One of the key things that we've had to do, and it wasn't necessarily in response to the rise in anti-LGBTQ+ sentiment, but rather in response to things like the riots a couple of years ago. We have dramatically increased security presence on all our networks and services, and indeed, we've fostered a new relationship with the Gardai. ”

The initial comments speak to the increase in hate speech and physical attacks in Ireland in recent times. While the response to these attacks is stark, employers must take responsibility and ensure the protection of their staff and customers. The following comments offer suggestions for employers on the types of support that can be implemented for employees.

We've got the same kind of like EAP; there's a really robust well-being program, and there's a lot being done internally. We have an e-learning on LGBTQ+ identities. I suppose with a high degree of frontline-facing staff and very much interfacing with the public.

The comments highlight how some organisations have introduced a range of initiatives to support employee wellbeing and inclusion. These include mental health first aiders, a strong Employee Assistance Programme (EAP), and e-learning modules on LGBTQ+ identities. Some managers are being trained to handle sensitive situations, which further reinforces their unwavering commitment to maintain an inclusive, equal and safe workplace culture.

In response to broader public safety concerns, some organisations have increased security across its services. This proactive approach, which includes greater visibility of both private security and Gardaí, has had a tangible impact on frontline staff, making them feel safer. While some of these measures are general in nature, they contribute to an overall environment where staff feel more supported and protected.

There's especially just the sense that there's people that are being encouraged to engage with this where they're having difficulties, and managers are being trained to be able to respond to certain, situations. And we have mental health first aiders and things like that. So there are initiatives, I suppose, that is what I'm saying.

From our point of view, we do a lot of work through the rainbow network through the D&I program, and internally, we do a bit of educational stuff. And for other stuff, there's a wider suite of well-being initiatives, like mental health. And there's the EAP (Employee Assistance Programme) in there. It is not necessarily tailored to frontline LGBTQ+ staff members, but there is definitely a range of things.



Scenario: Sol Working at Watchhouse Café

Sol's scenario concerns them working in a customer facing position whilst identifying as Bisexual and using gender-neutral pronouns, it provides good insights that may help you navigate similar situations in the workplace.

Sol, a barista who identifies as Bi and uses they/them pronouns, works at Watchhouse Cafe, a popular local café chain. Although food service jobs can sometimes feel unstable, Sol feels a sense of safety and belonging at their workplace.

From the start, Watchhouse Cafe prioritised inclusivity. Their employee handbook includes a clear anti-discrimination policy that explicitly protects LGBTQ+ employees. There's also a zero-tolerance stance on harassment from both coworkers and customers, and management takes it seriously.

“ ”

On Sol's first day, their shift lead asked, “Hey Sol, what pronouns should we use for you?” and then updated the staff schedule to reflect everyone's names and pronouns.

The café's dress code is gender-neutral, which allows Sol to wear clothes that feel affirming without having to ask for exceptions. There's even a small pride sticker on the tip jar, which, while subtle, makes Sol feel seen — and lets supportive customers know it's a safe space too.

One afternoon, a customer made an offhand, uncomfortable remark when Sol politely corrected their pronouns. Before Sol even responded, their coworker stepped in with a calm but firm, “We respect everyone here — let's keep it kind.”

Afterwards, their manager pulled Sol aside to check in: “You handled that really well. I want you to know that if anything like that ever escalates, I've got your back.”

“ ”

Despite the part-time and sometimes unpredictable job, Sol feels that their safety and identity aren't up for debate. They've stayed at Watchhouse Cafe longer than any other service job they've had—not because it's perfect, but because here, they feel human.

Section A:

The Culture Equation – Barriers, Breakthroughs, and Belonging

Building an equal, diverse, and inclusive (EDI) culture is innovative, sustainable, and key to your business's long-term success. Having a diverse team promotes a better range of options concerning problem-solving approaches and ideas. Employees prefer to work in businesses where they feel valued, respected, supported and have a better sense of belonging. Therefore, it significantly increases your options for employing talented individuals and heightens the chances of positive retention. Research shows a positive correlation between diverse leadership and financial performance. An inclusive culture reduces the risk of discrimination and harassment. It promotes psychological well-being and increases the willingness of employees to speak about and take leadership roles within and outside of the workplace.

The comments below showcase some of the contributors' experiences which promote EDI in their teams. Since Ireland has become increasingly diverse over the past two decades, an organisation will benefit hugely from developing and sustaining a diverse landscape and be well-prepared to meet the needs of a range of employees and customers alike.

The participants comments below speak to the different aspects of creating an inclusive, diverse and equal culture in the workplace. It speaks to the barriers that exist to create this inclusive and visible culture, especially in an environment where there is currently some pushback against EDI in companies. The following comments speak to the benefits of having an inclusive culture in businesses and how an organisation can navigate the barriers to achieve a workplace where people want to work and have a deep sense of pride and belonging.

At the bottom of this section we provide a checklist to assist you in developing a more diverse and inclusive workplace.

Barriers

The first two comments underscore the inadvertent marginalisation experienced by queer employees. While most colleagues do not intend to diminish the significance of LGBTQ+ announcements about parenthood or marriage compared to those of cisgender and heteronormative colleagues, these comments reveal how LGBTQ+ individuals perceive these reactions.

“

I think it's just because a lot of people have lived what we'd call a sheltered life, where they wouldn't be, maybe as open to, or they wouldn't have been around any type of difference. You know what I mean. Even if it comes down to race, it comes down to ethnicity, and they wouldn't have been even in their circles.

And there are people in Ireland who don't agree with LGBT+. But that's neither here nor there from my perspective. I suppose you have to treat everybody with dignity and respect, period.

”

“

If you're not able to have those conversations, if you are 'out' to a degree, you know your life, your livelihood, is seen as different, you're a gay man who comes in to announce that you're having a child, and where Marjorie, when she got pregnant, had a huge big party in the canteen, and there's balloons and everything. You just kind of get a pat on the back and like, oh, that's very nice.

”

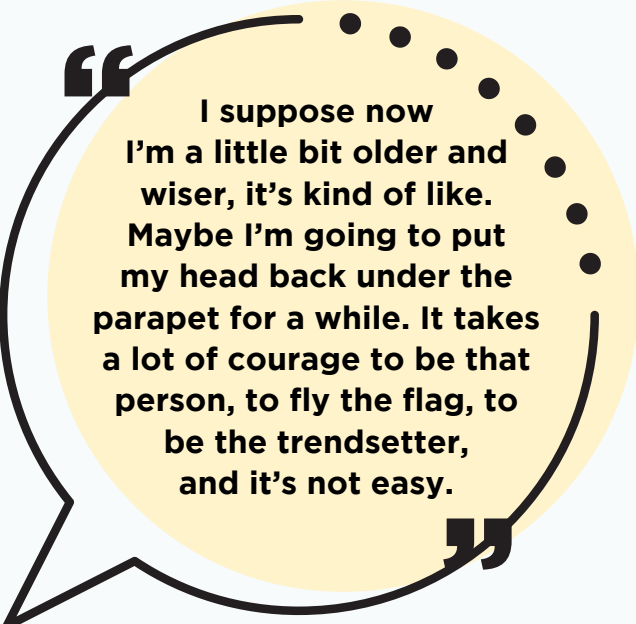
“

If you come in as a queer person to announce that you're going to be getting married. Perhaps it's not true in the same way. There isn't the sort of staff collection to get you the present to send you off, because society doesn't see these landmarks in our lives of being of the same value. And so this is where it becomes important that there's someone keeping an eye on that to make sure that you know people are experiencing things in the same way and feeling included.

”

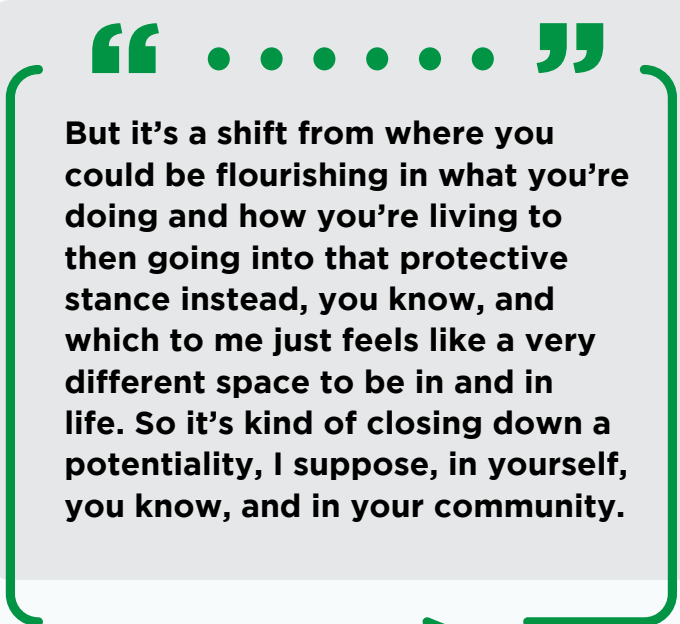
The above comments suggest that colleagues may bring a negative stereotypical belief about what LGBTQ+ people are. At times, these attitudes can influence others and persist in an organisation's culture, acting as a barrier to developing a positive workplace culture.

The following quotes reflect the vulnerability experienced by participants, who speak from their experiences of working in organisations in the past, where the culture of their workplaces felt isolating to them.

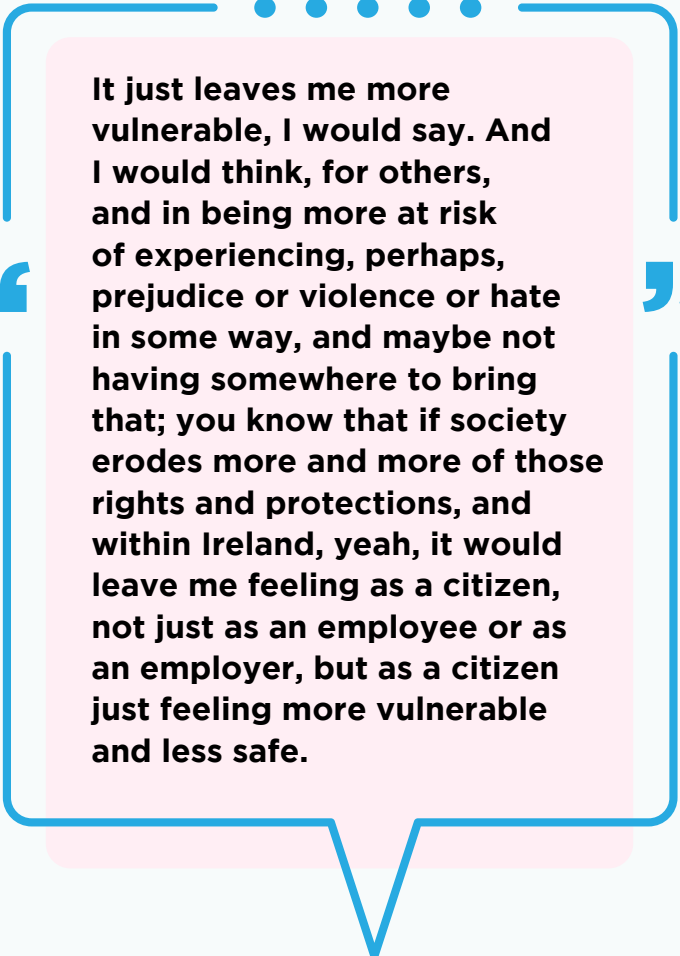


I suppose now I'm a little bit older and wiser, it's kind of like. Maybe I'm going to put my head back under the parapet for a while. It takes a lot of courage to be that person, to fly the flag, to be the trendsetter, and it's not easy.

The final comment in this section offers a different perspective from the previous ones and reflects a more positive stance from employees who do not accept the need to endure working in a company without a meaningful, positive LGBTQ+ culture.



But it's a shift from where you could be flourishing in what you're doing and how you're living to then going into that protective stance instead, you know, and which to me just feels like a very different space to be in and in life. So it's kind of closing down a potentiality, I suppose, in yourself, you know, and in your community.

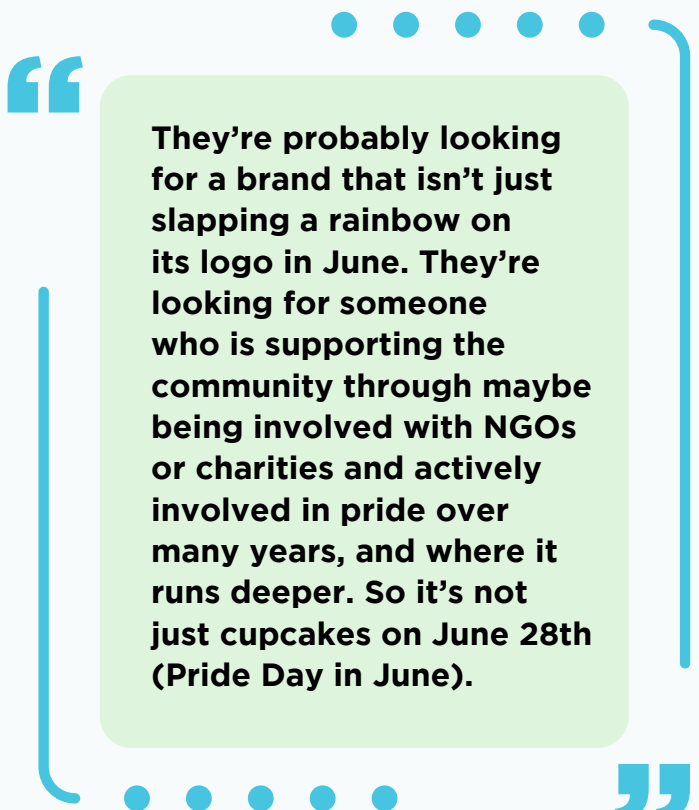


It just leaves me more vulnerable, I would say. And I would think, for others, and in being more at risk of experiencing, perhaps, prejudice or violence or hate in some way, and maybe not having somewhere to bring that; you know that if society erodes more and more of those rights and protections, and within Ireland, yeah, it would leave me feeling as a citizen, not just as an employee or as an employer, but as a citizen just feeling more vulnerable and less safe.

These reflections reveal the everyday inequalities LGBTQ+ employees often face in the workplace, where personal milestones such as parenthood or marriage are not always celebrated equally compared to their heterosexual peers. Such disparities reinforce the feeling that queer identities are still viewed as different or less valid, contributing to a broader sense of exclusion.

Crucially, negative or performative workplace cultures can act as a barrier long before employment begins. Many LGBTQ+ individuals may choose not to apply for roles in organisations where they sense a lack of genuine inclusion or fear potential discrimination. A visible lack of support or authentic engagement, beyond symbolic gestures like rainbow logos during Pride Month, can deter applicants seeking safe, affirming environments where they can find that sense of belonging.

There is also recognition that many people have had limited exposure to diversity, which can lead to a lack of awareness. Despite differing personal beliefs, all employees must commit to upholding dignity and respect for others. The importance of role models and representation, particularly for women and LGBTQ+ individuals, is strongly emphasised, with visible leadership playing a key role in fostering inclusion. However, the burden of being visible or leading change can be emotionally exhausting, prompting some to withdraw for self-preservation.



They're probably looking for a brand that isn't just slapping a rainbow on its logo in June. They're looking for someone who is supporting the community through maybe being involved with NGOs or charities and actively involved in pride over many years, and where it runs deeper. So it's not just cupcakes on June 28th (Pride Day in June).

The positive aspects of having a visible inclusive and diverse culture

These insights underscore the need for organisations to move beyond surface-level inclusion and actively work to build genuinely welcoming cultures. This is essential for retaining diverse talent and attracting LGBTQ+ candidates who are increasingly discerning about where they choose to work. A truly inclusive culture must be evident from the outside in—through visible leadership, meaningful action, and a consistent commitment to equality. Practical suggestions could include: information about ally networks on the recruitment page; public campaigns; LinkedIn posts; pronoun normalisation; existing LGBTQ+ Employee Resource Groups; photos of LGBTQ+ celebration days; LGBTQ+ training events; and evident gender-neutral spaces.

The comments below speak to the benefits of EDI in their companies.

“ ”

There is a benefit to the organisation or to the company having a workforce who are excited and enthusiastic and happy to work where they are. There's also a benefit to the company or organisation when their consumers see them doing things that align generally with their values.

“ ”

We know that, obviously, being 'out' at work means you're more productive because you're freer to be yourself and more able to be yourself.

.....

I was at a marketing event last week, where a number of agencies working on pride campaigns across different marketing and campaign companies last year, that really committed properly to creating advertising campaigns which weren't just superficial but really gave back (to the LGBTQ+ community) and saw enormous profitability.

“

But I think that repeatedly letting people know that in these big companies, at the end of the day, it's all about the bottom line: It is more profitable, and it is better for you if you have a company where people are going to work and where people feel more accepted to be themselves.

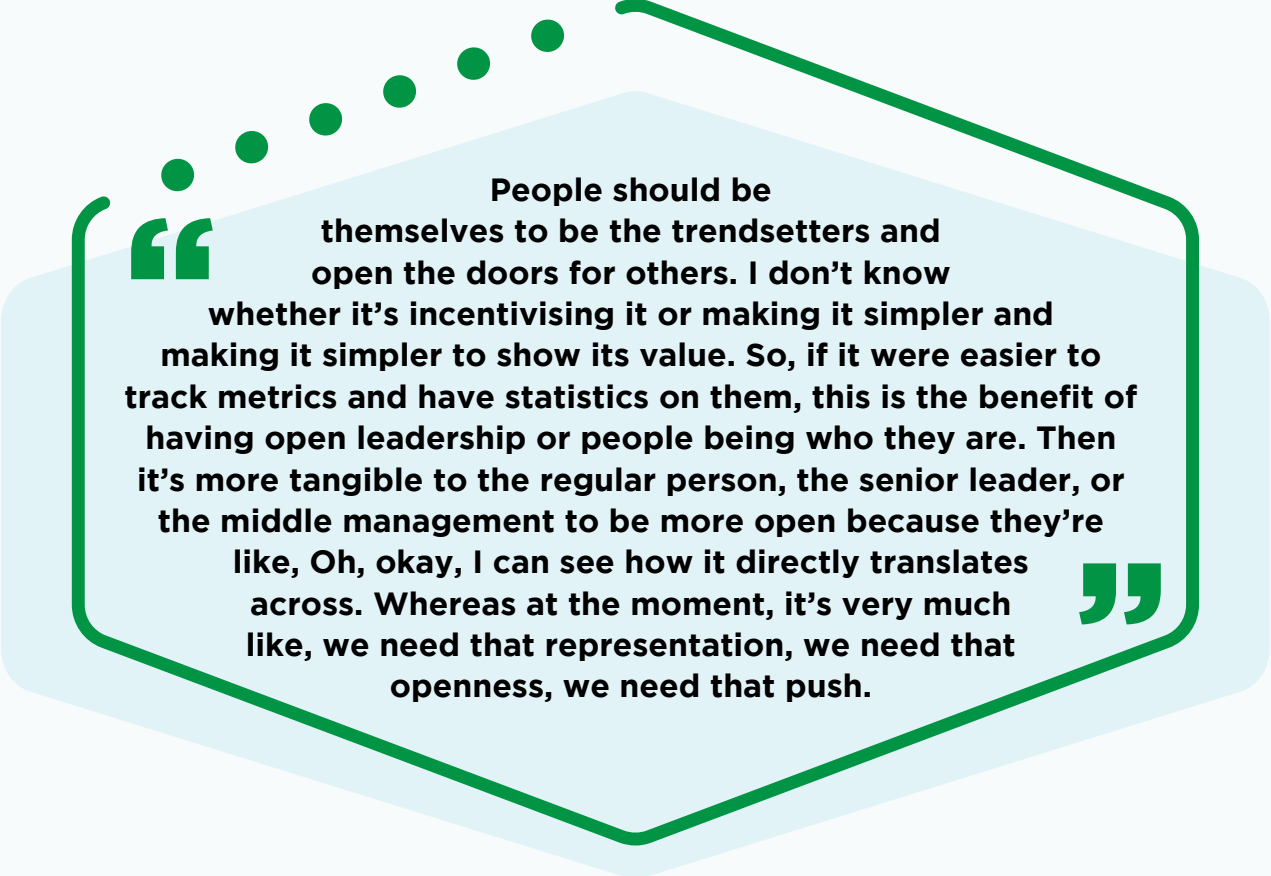
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The above comments speak to the productivity that naturally emerges from organisations once the culture of that company is open, inclusive and cherishing of their LGBTQ+ employees. The penultimate comments reflects an event organised by food delivery service, Just Eat, in which they partnered with Dublin Pride. The Just Eat/Pride campaign was recognised for its authentic approach to inclusion at the 2025 European Sponsorship Awards. They encouraged their customers to come out and celebrate Pride rather than stay at home. The events had a hugely positive marketing impact and resulted in the company's best performing weekend of 2024. They also donated €20,000 to LGBTQ+ organisation Outhouse.



So I think it was just they had their first ever pride campaign last year and found that by doing a campaign in partnership with the community, they had one of the most profitable weekends they'd ever had.

Whilst the quote below has a crossover between inclusive leadership and culture, it highlights the importance of a leader driving a change in attitudes and inclusive EDI culture in companies.



People should be themselves to be the trendsetters and open the doors for others. I don't know whether it's incentivising it or making it simpler and making it simpler to show its value. So, if it were easier to track metrics and have statistics on them, this is the benefit of having open leadership or people being who they are. Then it's more tangible to the regular person, the senior leader, or the middle management to be more open because they're like, Oh, okay, I can see how it directly translates across. Whereas at the moment, it's very much like, we need that representation, we need that openness, we need that push.

These reflections emphasise the positive impact of LGBTQ+ inclusion and visibility in the workplace for individuals and organisations. When employees feel safe and free to be “out” at work, they are more engaged, productive, and enthusiastic, contributing to a healthier and more effective workplace culture. This authenticity benefits employees and strengthens brand perception among consumers, especially when companies align their actions with inclusive values.

These comments clearly show that companies can profit significantly by authentically partnering with the LGBTQ+ community for Pride or other campaigns. They suggest that meaningful inclusion can translate into tangible business outcomes. However, there is a call to make these benefits more measurable by tracking inclusion metrics and success stories to help middle and senior managers understand the business case for inclusive leadership. Visibility and openness at leadership levels can pave the way for broader cultural change and inspire others to bring their whole selves to work.

A practical way to develop and understand measurement in the inclusion space is to survey employees. A survey can provide insights on the demographics of your team as well as information on personal experience and attitudes towards practices within your organisation. If you are interested in learning more about Inclusion Surveying, please contact the Open Doors Initiative team for a copy of the Equity, Diversity, Inclusion and Belong (EDIB) Survey Guide & Template.



Suggestions for developing an inclusive culture in your business

Whilst the previous comments summarise the barriers and benefits of developing an inclusive culture in your organisation, the comments below provide an insight into how organisations in Ireland are actively facing the challenges head on to ensure the workplace is a safe and inclusive place for all.

“

So it's not just the managers that are dealing with senior management; it's the employees who have a voice in the company. That's an important part of our branding and our culture in that employees have a voice, that they can go through that group (Employee Resource Group), and can look for different types of leave or different types of benefits.

”

These comments underscore the collective effort in fostering an inclusive, diverse, and equitable culture. This culture is not just a product of management's actions, but also thrives within all employees. Instead of shying away from diversity, it's about reaping the numerous benefits of a diverse workplace culture.

“

You can't just dictate a culture to an organisation. You have to figure out what the culture is in the organisation. You know, sometimes the culture can be, it can come from senior leadership, or it can come from managers. If you're working together as an organisation, you want culture to come from every side of the organisation from the bottom up.

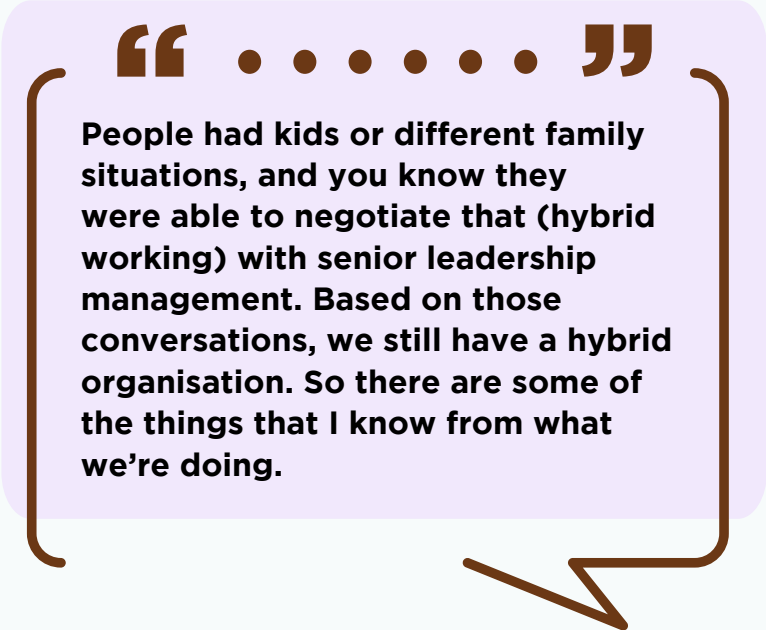
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“

From an employer's perspective, we ensure that we're creating and communicating a space that's psychologically safe for people to be themselves. We do that through marketing our diversity goals and strategy, and I suppose we promote diversity within our organisation by having people within that community showcase what we do and the open culture that we've got.

”

The following comments address the intersectional needs of LGBTQ+ employees in terms of the diverse familial situations they experience, which may need to be recognised, supported, and integrated into the culture through the development of organisational policies to enable employees to thrive.



“ People had kids or different family situations, and you know they were able to negotiate that (hybrid working) with senior leadership management. Based on those conversations, we still have a hybrid organisation. So there are some of the things that I know from what we’re doing. ”



“ We’ve worked a lot on our different types of benefits for staff coming in, whether that be hybrid working or different types of leave for people, maternity leave, or surrogacy leave. ”

The final comments in this section emphasise the importance of understanding and nurturing organisational culture, which should emerge from all levels within the company, not just senior leadership. They highlight the value of employee voices and how initiatives like Employee Resource Groups (ERGs) contribute to a more inclusive environment. The organisation aims to foster a psychologically safe space by promoting diversity through communication and showcasing community members. Additionally, they have developed various employee benefits, including hybrid working arrangements and family-related leaves, to accommodate diverse needs and situations. Overall, the focus is on collaboration, inclusivity, and adapting to employee feedback to strengthen the organisational culture.

The checklist provides a more deeper understanding of what is needed to develop an LGBTQ+ inclusive environment in your organisation.

EDI Workplace Checklist

1. Leadership & Commitment

- ☐ Leadership publicly supports diversity, equity, and inclusion (EDI) efforts
- ☐ EDI goals are part of the business strategy
- ☐ Leaders model inclusive behaviour
- ☐ EDI responsibilities are assigned to individuals or a dedicated team



2. Policies & Practices

- ☐ Anti-discrimination and anti-harassment policies are clear and up to date
- ☐ Equal opportunity language is used in job descriptions
- ☐ Flexible work policies support work-life balance for all employees
- ☐ Gender-neutral and inclusive language is used in internal communications
- ☐ Complaints and reporting mechanisms are safe, confidential, and trusted

3. Hiring & Recruitment

- ☐ Job advertisements are reviewed for inclusive language
- ☐ Diverse interview panels are used where possible
- ☐ Anonymous screening practices are considered to support conscious inclusion
- ☐ Partnerships exist with organisations that support underrepresented groups
- ☐ Data is tracked to monitor applicant and hiring diversity

4. Onboarding & Training

- ☐ All new employees receive EDI awareness training
- ☐ Managers receive ongoing training in inclusive leadership
- ☐ Pronoun-sharing and name preferences are normalised in introductions
- ☐ Cultural competency is part of the learning journey

5. Inclusive Workplace Culture

- ☐ Employee Resource Groups (ERGs) or affinity groups are supported
- ☐ All-gender restrooms and facilities are available where possible
- ☐ Celebrations of diverse holidays and observances are inclusive and voluntary
- ☐ Mental health and wellbeing support is accessible to all
- ☐ Feedback from marginalised employees is regularly sought and acted on

6. Career Development & Advancement

- ☐ Mentoring and sponsorship programs are inclusive
- ☐ Internal mobility and promotion data is analysed for equity
- ☐ Leadership development opportunities and transparency are equitably accessible
- ☐ Pay equity audits are conducted and addressed

7. Measurement & Accountability

- ☐ Demographic data is collected voluntarily and confidentially
- ☐ Inclusion surveys are conducted regularly
- ☐ Progress on EDI goals is tracked and shared transparently
- ☐ There's a plan for continual improvement based on feedback and data

The Power of Inclusive Policies

It is central to the organisation culture to have a policy that stands with and supports LGBTQ+ employees in every aspect of their work and, often, in their personal lives. This section will highlight some of the contributor's comments suggesting some of the challenges that may be experienced and navigated when developing LGBTQ+ policies in the workplace.

Meaningful policies signal that LGBTQ+ staff are valued and protected. They reduce the risk of harassment, bullying, or/and exclusion and promote psychological safety, allowing people to be themselves at work and can just focus on doing their job with pride and passion. Employees who feel respected are more engaged, productive, and loyal and are less likely to leave, reducing turnover and hiring costs (Perales, 2022). Many younger generations in Ireland expect their employers to reflect progressive social values.

Clear LGBTQ+ inclusion efforts to enhance the company's brand and broaden the talent pool, especially in competitive sectors like tech, healthcare, and education, can be a crucial business strategy. Ireland has made significant strides in LGBTQ+ rights (e.g. Marriage Equality in 2015, Gender Recognition Act 2015), and workplaces play a key role in sustaining that progress. Employers who lead with inclusion, set industry standards and contribute to a more equal society. Modern Ireland is diverse and inclusive in culture. Effective policies reflect the values of fairness and equality embedded in Irish public life. They can align companies with national initiatives like [LGBT Ireland](#), [TENI](#), or the [Irish Human Rights and Equality Commission](#).

The comments below provides powerful insights concerning the need to have inclusive policies.

“

I suppose transparency around policies would be great. If there are any self-ID options, it would be a great way to promote various things and advise employers on what they can do from the outset to make sure that they are attractive to the LGBTQ+ community.

”

“

We were very clear on protecting the rights of LGBTQ+ employees. We have a gender identity policy; it would look like every policy, but not everybody knows it exists, to be honest. Two of the managers there weren't aware it existed, and it was very clearly stated. We got it initially from Dublin Bus. Dublin Bus, you know, is very strong in this area.

”



And we went through a process internally, because colleagues would refer candidates. Our policies only had gender. So we went through a big activity where we changed the language on good advice from the Irish Centre for Diversity on that. They reviewed our policies and helped us navigate where it could change. We also introduced the option for pronouns in your email and added it. We have a formal signature. So we added that in, and I understand from feedback from the most recent candidate, who was hired in October last year, that they like to see that in my exchange with the contract, etc, and during the onboarding feedback, they just mentioned that that was something that felt comfortable and that they like to see that there's an inclusive option.

The initial comments in this section focus mainly on gender identity and the importance of facilitating employees' self-identification in terms of their gender. They also emphasise the importance of ensuring that specific policies are visible and transparent. It is also important to note that some services and organisations can support your organisation in becoming more inclusive. You can find these details in the [Resources section on page 92](#).



Policies and procedures that make sure paternity leave is available to queer families. Leave entitlements are available to queer families, gender transition policies are in place of work, and there are pathways for reporting homophobia. Also, there is a perspective in the company that, from the top down, there is a sense of inclusion that is important to us.



The hybrid policy that we have in (org) is one that we would have had from a Broadbrook Leadership (title of initiative has been changed to ensure anonymity) point of view. We wanted to bring people back into the office a lot more, and employees definitely wanted to stay working in a hybrid way, whether that be for their work-life balance or different types of things.

“

I think we also forget that leadership is also part of the team. They have their own individual lives as well. So we need to be able to consistently and effectively tap into both streams of feedback to make decisions that benefit individuals and the organisation as a unit.

”

“

That understanding that the work you need to do isn't enormous, like the time and effort taken to become more inclusive, doesn't take a huge number of man hours, you know. It's going to be some awareness sessions and some conversations looking at your policies, but it's not going to be something that's a really onerous task. You're not going to start an entirely new venture. It actually is just going to be taking a look at some of the things you're already doing, and see, well, how can we slightly modify these to make sure that everyone who works here feels included and heard and respected.

”

The overall comments in this section emphasise the importance of transparency and proactive measures in fostering an inclusive workplace for the LGBTQ+ community. They suggest the

need for gender identity self-identification options and robust policies, including paternity leave for queer families and gender transition support, while ensuring clear pathways for reporting homophobia. The comments suggest that a hybrid work policy is best developed through dialogue between employees and senior leadership, recognising the diverse needs of staff members.

Additionally, there is a call for leadership to be visible and engaged in inclusivity efforts, and are also clear that management also have personal lives that may affect work dynamics and need to be considered. The implementation of a gender identity policy and the introduction of pronoun options in email signatures demonstrate a commitment to inclusivity, though the awareness of these policies among staff needs improvement. Overall, the comments highlight that fostering inclusivity requires relatively modest efforts, primarily involving policy review and open conversations, rather than extensive overhauls. The goal is to create an environment where all employees feel respected and valued.

Example of an LGBTQ+ Inclusion Policy

[Company Name], Ireland

Effective Date: [Insert Date]

Review Date: [Insert Date]

Scope: All employees, contractors, and job applicants

1. Policy Statement

[Company Name] is deeply committed to fostering an inclusive workplace that respects and celebrates diversity, including sexual orientation, gender identity, and gender expression. We strictly adhere to the Employment Equality Acts 1998–2015, which prohibits discrimination in employment on nine grounds, including sexual orientation and gender.

2. Objectives

- Ensure equal opportunities and treatment for LGBTQ+ individuals
- Eliminate discrimination, harassment, or victimisation
- Provide support systems for LGBTQ+ employees

3. Key Principles and Practices

3.1. Non-Discrimination and Equal Opportunity

No one will be treated less favourably due to sexual orientation, gender identity, or gender expression in recruitment, pay, training, promotion, or termination.

3.2. Inclusive Language and Respect

- Employees are encouraged to state their pronouns.
- Everyone is expected to use others' correct names and pronouns.
- Systems and documents will reflect affirmed names and genders where possible.

3.3. Gender Identity and Transition Support

We support employees undergoing gender transition by:

- Respecting privacy and confidentiality
- Creating a gender transition plan with HR
- Providing inclusive facilities (e.g. gender-neutral toilets)
- Updating HR records as requested

3.4. Inclusive Benefits

All employee benefits, including parental leave, pensions, and healthcare (where offered), are inclusive of same-sex partners and include support for gender-affirming care when covered.

3.5. Reporting and Accountability

- Harassment, bullying, or discrimination can be reported through HR or anonymously.
- All complaints will be treated seriously and investigated thoroughly.

3.6. Training and Awareness

Mandatory diversity and inclusion training includes LGBTQ+ awareness. Ongoing education campaigns will promote allyship and respectful behaviour.

3.7. LGBTQ+ Employee Networks and Events

- LGBTQ+ Employee Resource Groups (ERGs) are encouraged and supported.
- The company actively celebrates Pride and relevant awareness days (e.g. International Day Against Homophobia, Biphobia, Interphobia, and Transphobia, IDAHOBIT).

4. Legal Compliance

This policy is in full compliance with:

- Employment Equality Acts 1998–2015
- Equal Status Acts 2000–2018
- Any additional Irish or EU directives relating to workplace equality

5. Monitoring and Review

HR will review This policy annually in consultation with LGBTQ+ representatives, who play a crucial role in ensuring best practices and compliance with Irish law.

Not just Cupcakes in June

While there has been much progress in the field of Equality, Diversity and Inclusion, especially concerning LGBTQ+ inclusion, some of the approaches to raise awareness of the issues have been criticized as being erroneous or tokenistic. It is evident that June is Pride month, and the rainbow colours can be seen in the shops. The LGBTQ+ workshops or talks are scheduled in offices and businesses for any staff member who wishes to attend. However, it's important to remember that genuine, meaningful strategies are what truly make a difference in terms of creating a sustainable inclusive, diverse and equal workplace.

While many would assume that this is positive visibility, others are frustrated that this strategy is akin to 'Pinkwashing' and the LGBTQ+ community is being used to sell products, being visible to promote that businesses and companies are LGBTQ+ friendly. Some issues with this strategy are that the strategy is not meaningful, and the LGBTQ+ inclusion disappears for the other eleven months of the year. It is also vital to point out here that some organisations may have perceived 'pinkwashing' as a reason NOT to organise a LGBTQ+ event for Pride Month because they don't want to be seen in a negative light. However, it is essential to highlight that this is not indeed the case. Please, by all means, organise an event for Pride Month, but consider also organising another event at a different time during the year to celebrate LGBTQ+ identities. It is essential for LGBTQ+ employees to see that there is a broader, inclusive strategy beyond the one event in June.

The comments below highlight some of the concerns that contributors had towards a tokenistic LGBTQ+ strategy.

This is a place that values you until the point that you're beginning a transition, and there's no policy for it. And you're made to feel like as if you're the worst in the world because you're creating all this hassle and stress about needing a new email. Or because suddenly, you're looking for equal access to paternity or maternity leave because you're starting a family, and it's not available to you because it's not written into the policies. Those can actually do more harm than good if a deeper assessment of the organisation is not backing them up.

The initial comments in this section highlight the gratitude of the LGBTQ+ community for the annual events in June. However, they also point out that having just one LGBTQ+ event a year might be perceived as a non-meaningful, inclusive strategy. The LGBTQ+ community continues to face specific barriers in the same organisations throughout the year, which makes ongoing efforts necessary. The comment below also underscores the importance of LGBTQ+ employees witnessing these positive changes in their workplaces.

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What I would love to impart to employers is the importance of authenticity. We need to move away from this once-a-year pride approach and really see LGBTQ inclusion thought about from the outset.

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So I think that people often see LGBTQ awareness pieces like that Pride Webinar as being the kind of be-all and end-all. That really is just the starting point, and if that's all you ever do, it can do more damage than good in some ways because if you make a big deal of celebrating pride in your organisation, you do nothing else. You don't focus on trying to change the attitudes of people or have a focus on trying to encourage people to be more inclusive. You don't change your policies and procedures, but yet you stick up the pride flag in June. Then that's telling queer employees who aren't understanding that it is quite superficial that I suppose, Oh, you're safe here.

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And a few people said to me, they're token pieces (rainbow lanyards), but my sister is gay, you know, she works in the public sector, and she was telling me what they were doing, and like the lanyards. And I asked her, Those lanyards are just token things? And she said, No, because when we saw, like our heads of departments wearing them to me, that meant they were champions, or they were somebody who supported LGBTQ+ rights, and it made a difference to her.

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The final comments in this section emphasise the continuous nature of the strategy. It's not just about the cupcakes in June, but a comprehensive, ongoing approach that values LGBTQ+ employees and fosters a genuine sense of belonging and pride in their organisations.

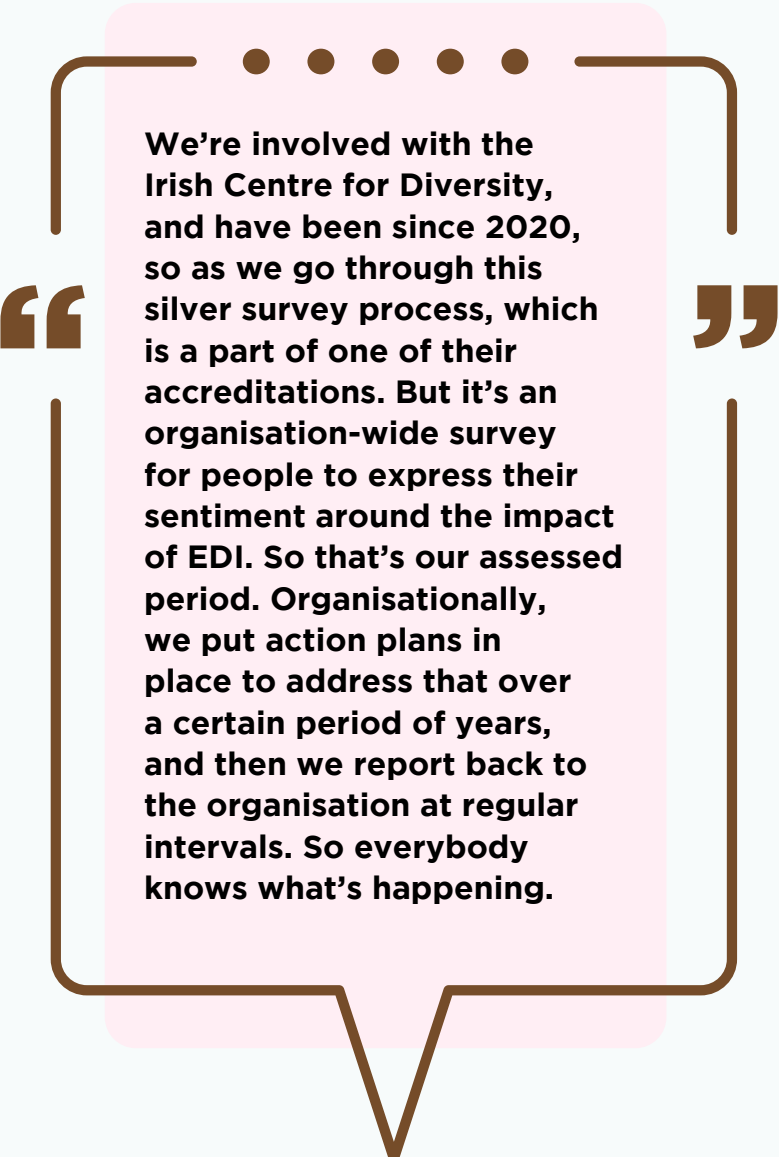
We hired an EDI and well-being coordinator for the membership side last year, and that was a big investment for them for the 1st time to have a dedicated resource. They previously had a falling between committees. The activities would happen, and different committees would pick them up. But in the past 12 months, they've resourced it and had a dedicated officer. That was a big step for them to say, actually, we need a dedicated resource to start pushing this agenda and working in that space. So, I see, hopefully, an upward progression rather than Trump, affecting us in reverse.

We observe pride, for lack of a better word. But then we also do information sessions around different LGBTQ+ topics throughout the year, just to make sure that we're not isolating the discussion to one month a year. Everybody's still gay when it comes to the other 11 months, you know. So there's a big focus on making sure people know where they can go. Our EDI initiative stands out for our dignity and protects dignity in the workplace policy.

So it's not just cupcakes on June 28th. It's also policies and procedures that make sure paternity leave is available to queer family leave, gender transition policies in place of work, that there are pathways for reporting homophobia. Also, there is a perspective in the company that, from the top down, there is a sense of inclusion, which is important to us and tells people that it's safe for me to be myself here.

The comments discuss the importance of comprehensive and genuine LGBTQ+ inclusion in the workplace, emphasising that policies and procedures, such as those for paternity leave and gender transition, must align with the values of diversity and inclusion. The comments highlights the insufficiency of superficial gestures, like celebrating Pride Month or using rainbow lanyards, if not backed by substantial policy changes and a culture of support. They argue that awareness initiatives should extend beyond a single month and that organisations need to commit to ongoing education and change. The establishment of a dedicated EDI and well-being coordinator is noted as a positive step forward for promoting these values. Overall, the comments call for authenticity in inclusion efforts and an ongoing commitment to creating a safe and supportive environment for LGBTQ+ employees.

This scenario focuses on how to develop a more meaningful policy that is inclusive and provide a sense of belonging in the company for LGBTQ+ individuals.



We're involved with the Irish Centre for Diversity, and have been since 2020, so as we go through this silver survey process, which is a part of one of their accreditations. But it's an organisation-wide survey for people to express their sentiment around the impact of EDI. So that's our assessed period. Organisationally, we put action plans in place to address that over a certain period of years, and then we report back to the organisation at regular intervals. So everybody knows what's happening.



Scenario: Meaningful LGBTQ+ Policy in Action at Baker Finance (Dublin)

Background: Baker Finance proudly upholds a publicly stated commitment to LGBTQ+ inclusion, with a comprehensive policy that outlines protections, support for transitioning employees, and inclusive benefits. The company's dedication to this cause has been recognised by LGBT Ireland, and the leadership is determined to ensure that these policies are more than just 'words on paper.'

Situation: Jamie's Transition at Work

About Jamie: Jamie (they/them) is a non-binary employee in the firm's compliance department. They decide to come out at work and begin socially transitioning. Jamie is nervous—though the company has a policy, they've heard of workplaces where "inclusion" means posters during Pride Month but little real support for the rest of the year.

How the Company Responds—Proving the Policy is Meaningful:

1. Proactive HR Support

When Jamie reaches out to HR, they are met with:

- A confidential meeting where they are not pressured to disclose more than they're comfortable with
- A clear, personalised transition support plan, including updates to their email, security badge, and employee records to reflect their correct name and pronouns

2. Managerial Training — Not Just Tick-Box

Jamie's manager and direct team receive mandatory training on:

- Gender identity and inclusive language
- Respectful communication and accountability
- Handling mistakes constructively (e.g., if someone misgenders Jamie, how to correct it and move on respectfully)

This isn't just a generic video—it's a live session with a local LGBTQ+ trainer facilitated by TENI (Transgender Equality Network Ireland), which includes Q&A and anonymised case studies.

3. Inclusive Facilities and Policy Enforcement

- Jamie is given access to gender-neutral toilets, and new signage is rolled out company-wide—not just for them but as a permanent, inclusive facility.
- HR clearly states that any form of harassment, misgendering, or gossip will be treated as a violation of the company’s anti-harassment policy and subject to formal consequences—not just informal chats.

4. Ongoing Inclusion Beyond the Moment

Baker Finance demonstrates a commitment to ongoing inclusion, inspiring and motivating others to follow suit: Jamie is invited (not pressured) to join the LGBTQ+ Employee Resource Group, which regularly consults with senior leadership on diversity strategy.

This group plays a crucial role in shaping the company’s policies and practices, ensuring they are truly inclusive and not just tokenistic gestures, and this engagement is not limited to Pride Month. The company’s benefits provider is changed after feedback from the LGBTQ+ ERG to ensure coverage of gender-affirming healthcare, counselling, and inclusive family planning.

Result: Jamie says in their quarterly feedback survey: “I was terrified coming out would change how I’m treated. But instead of empty gestures, Baker Finance actually did the work. This isn’t just about diversity posters—it’s how people speak to me, support me, and stand up for me. That’s real inclusion.”

Key Takeaways: Why This Isn’t Tokenistic

- **Policies backed by action** (training, facility changes, healthcare)
- **Employee-centred implementation** (customised support plans, confidential handling)
- **Accountability and enforcement** (clear consequences for policy breaches)
- **Year-round engagement** (active ERGs, leadership involvement beyond Pride)

Intersectionality

LGBTQ+ individuals, like their heteronormative and cisgender counterparts, navigate the complexities of intersectionality. Many may belong to diverse ethnic or racial groups or live with disabilities, which can compound their experiences in the workplace. Employers should be aware that LGBTQ+ individuals often face minority stress and barriers related to their identities, and these challenges can be heightened by cultural backgrounds that may not support LGBTQ+ rights.

Recognising the reality of intersectionality within the LGBTQ+ workforce is essential. Employees may encounter various forms of discrimination based on their sexual orientation, gender identity, race, or ability. Employers must understand these dynamics and provide support to foster a more inclusive environment. Below are the participants' comments about their experiences, followed by a scenario illustrating how employers can offer assistance and support.

The first comment in this section powerfully lays bare the harsh reality of living with a disability. It also highlights the significant progress we've made in disability inclusion, where historically, the same candidate or employee would not have had the opportunity to hold this position. This progress is a testament to our society's forward movement, despite any pushback that might try to drag us back to the past.



People see disability still as a thing to be fixed, not as an identity. And that's why there's been a lot of pushback, and you're seeing the growing pushback now. So, if they're saying that, we never had this much autism in our day. No, that's because we were all locked up; those people with disabilities, they weren't seen, you know. Now, people are seen.



You know that we're seeing increases. We've had disability service providers coming to us increasingly with people who are identifying as trans and not knowing what to do and where to support them. I think it's an issue that some of the groups are afraid to address.

Because they don't want to see trans identity confused around disability because of stigma, I think that's an issue that people have just been tiptoeing around.

And if we look, we already know that anxiety and depression are pretty high within the LGBT community.

The previous comments indicate an intersection between the stigma of identifying as LGBTQ+ and having a disability. Intersectionality may result in a person experiencing multiple layers of discrimination and, in some instances, being reluctant to express these identities. Mental health issues can be prevalent in the LGBTQ+ community due to the minority stress, systemic discrimination, isolation and lack of support they have experienced. Despite these challenges, the candidate's focus on excelling in their personal and professional life, and their ability to function well in society (and in the workplace), is truly impressive and commands respect.

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We would get inquiries from people who have recently sought refuge in Ireland, now have work permits, and are ready to work. But it's that layer of, like, just because I have all my papers and I'm totally allowed to be here, does not mean that I'm going to be given a job.

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I generally come at things now with the disability hat most of the time in terms of employment, you know. People have huge difficulties in disclosing having a disability because they don't want to be seen as having additional needs or knowing how to negotiate reasonable accommodations, which seems to be particularly in terms of mental health or neurodivergence.

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The comment above highlights the barriers that refugees may face in the recruitment process. Also, one must be aware of the intersectional aspects of being a refugee; who may also have a disability, and may also be LGBTQ+. They have navigated numerous barriers, yet continue to excel.

The discussion highlights the difficulties faced by disability service providers in adequately supporting individuals who identify as transgender. There is a notable stigma surrounding the combination of disability and trans identity, leading some organisations to hesitate in addressing these issues. Additionally, the high rates of anxiety and depression within the LGBTQ+ community are emphasised, along with the struggles encountered by recent refugees who may have intersectional needs, especially regarding LGBTQ+ identity. The conversation calls for a fundamental shift in how disability is perceived, advocating for it to be recognised as a legitimate identity rather than a problem to be solved.

There is often reluctance among individuals with disabilities—particularly those experiencing mental health challenges or who are neurodivergent—to disclose their conditions, due to concerns about being labelled as having additional needs or facing difficulties in requesting reasonable workplace accommodations or adjustments.

Recognising intersectionality is crucial. Employees with overlapping marginalised identities may encounter challenges distinct from those faced by individuals with less complex needs.



To foster a supportive work environment, meaningful initiatives such as inclusive training, accessibility improvements, and active allyship are essential. In terms of the latter, some practical issues to consider include checking whether the workplace is accessible, whether quiet spaces are available, exploring hybrid working spaces, speaking up in team meetings, and being proactive rather than reactive. It's also important to remember that you're not alone. Employee Resource Groups (ERGs) and mentorship programs are there to support you, providing a sense of reassurance and community for individuals navigating complex identities.

The final comments in this section focus on workplace accommodations and employment passports in the recruitment process and in the workplace. Employees who are both transgender and neurodiverse, for example, may require specific support that addresses both facets of their identity. HR, managers, and colleagues must communicate clearly about individual needs and accommodations, showing openness to learning and adapting to foster inclusivity. Providing intersectional training on neurodiversity, LGBTQ+ inclusion, and gender sensitivity is essential for cultivating a supportive workplace culture. Implementing reasonable adjustments, such as creating quieter workspaces, ensuring clear communication, and offering gender-inclusive facilities, can significantly enhance the work experience for those with unique intersectional identities. An inclusive passport will allow the candidate or employee to avoid continuously divulging previous information about themselves that is not relevant to the sought position. An example of this could be that the person has previously undergone a gender transition and does not need to be highlighted by the individual.

Below you will find two scenarios concerning intersectionality: firstly, Sara's experience as a Lesbian, Black and Disabled Employee, and secondly, Jordan's experience as a trans autistic employee. Both of these scenarios provide extensive information that can help you support employees with intersectional needs.



Scenario 1: Sara – A Lesbian, Black, and Disabled Employee

Background: Sara is a 32-year-old Black lesbian woman with a physical disability that requires her to use a wheelchair. She works as a project manager at Global Tech Solutions, a large multinational technology firm based in Dublin. Sara has been with the company for three years and is highly skilled, but she has started to feel that her work experiences are influenced by the intersecting aspects of her identity.

Sara's Experience at Work

1. The Challenge of Intersectionality:

- **LGBTQ+ and Race:** Sara feels that while the company has LGBTQ+ policies in place, she sometimes experiences microaggressions related to both her race and sexual orientation. For instance, some colleagues assume she should be more “masculine” because she’s a lesbian or makes comments about her being “too dark” to be attractive, even though they’re meant to be jokes. This causes Sara discomfort in team meetings, where she often feels isolated.
- **Disability and Gender:** Sara uses a wheelchair, which can sometimes make physical spaces in the office less accessible. Although Global Tech has disability-inclusive policies, she often has to request modifications to office setups (e.g., accessible desks or clearer routes). The delays in addressing these needs makes her feel that her team does not always prioritise her disability.

What Sara Does:

2. Taking Action:

- **Conversations with HR:** Sara has an open conversation with HR about how the intersection of her LGBTQ+ identity and Blackness creates a unique set of challenges in the workplace. She suggests that the company’s diversity training should go beyond just sexual orientation and gender and include more in-depth discussions around race, disability, and how those factors can intersect in a professional setting.
- **Requesting Reasonable Accommodations:** Sara requests that the company make more meaningful changes to the office space, such as providing accessible meeting rooms and adjusting the location of workstations to allow for better mobility. HR agrees to make these changes and sets a clear timeline for implementation.

3. Support from Employee Resource Groups (ERGs):

Sara is a member of the company's LGBTQ+ ERG, a valuable community and support source. She also becomes more active in the Disability ERG to raise awareness of the challenges employees with multiple identities might face. Through these groups, Sara meets others who share her experiences of navigating various layers of identity in the workplace.

4. Allyship and Mentorship:

One of her colleagues, Jane, a senior manager, is an ally who actively supports Sara in navigating workplace challenges. Jane helps advocate for Sara during meetings with senior leadership, ensuring that Sara's needs (including those related to her disability) are addressed more meaningfully. Sara and Jane begin a mentorship relationship, where Sara feels more empowered to speak up about her experiences.

Outcome: As a result of Sara's initiative and the company's responsiveness

- Global Tech Solutions revises its diversity training to focus on intersectionality and includes case studies on the unique experiences of LGBTQ+ people of colour and employees with disabilities.
- The office undergoes an accessibility audit, and changes are made to ensure that Sara's needs, as well as those of other employees with disabilities, are met.
- Sara feels more supported, both personally and professionally, and becomes an advocate for creating a more inclusive environment for all employees, especially those with intersecting identities.



Scenario 2: Jordan – A Transgender, Autistic Employee

Background: Jordan, a 28-year-old transgender man who is autistic, works as a software developer at Corrib Tech., a mid-sized tech company in Galway, Ireland. Jordan recently transitioned at work and is autistic, but some colleagues are unaware of these aspects of his identity. He has experienced some challenges navigating both his gender transition and his neurodivergent needs in the workplace, and he's unsure how to ask for the reasonable accommodations and work adjustments that he needs.

Jordan's Experience at Work

1. Navigating His Transition:

- **Gender Identity and Pronouns:** After transitioning, Jordan had several conversations with his team about using his correct name and pronouns. While most of his colleagues were supportive, some occasionally misgendered him, especially in informal situations like team lunches or quick chats. This caused him some anxiety, mainly because he didn't want to create a confrontational environment by constantly correcting people.
- **Social Interaction Challenges:** Jordan finds social situations at work, like team bonding events or office parties, overwhelming. As an autistic person, he struggles with sensory overload in noisy environments and finds it difficult to engage in small talk. He often feels isolated when he can't connect with colleagues like they do with each other.

Challenges Jordan Faces:

2. The Need for Reasonable Accommodations:

- **Sensory Sensitivities:** Jordan often needs a quiet space to focus on his work, and he can become easily overwhelmed in open-plan offices with lots of noise. He has communicated this to his manager, but whether the company has the resources to provide him with a consistent, quiet space is unclear.
- **Social Communication Struggles:** Due to his autism, Jordan sometimes struggles with understanding social cues and might not always respond in ways that are expected in specific team dynamics. This leads to misunderstandings, and he fears it affects his relationships with colleagues and his standing in the team.

3. The need for Work Adjustments:

- **Inconsistent Support for Transition:** Although the company has a general LGBTQ+ inclusion policy, there is a lack of specific support for employees who are transitioning, particularly when it comes to non-medical aspects of gender transition. Jordan finds it difficult to navigate what to do when he feels uncomfortable in specific work environments or situations that feel “gendered” in a way that doesn’t align with his identity (like dress codes or bathroom access).

What Jordan Does:

4. Seeking Support and Asking for Reasonable Accommodations and Adjustments:

Open Conversation with HR:

- Jordan takes a proactive approach and meets with the HR manager one-on-one. He shares his experiences as both a transgender and autistic employee and requests accommodations. These include:
 - The company provides a quiet workspace with noise-cancelling headphones.
 - A more flexible dress code to alleviate any gender dysphoria about office attire.
 - Clear communication with managers and team members about expectations since Jordan’s autism sometimes makes understanding social cues challenging.
 - A gender-neutral bathroom on the floor, as he does not feel comfortable using the men’s room yet, given his still-evolving identity.
- **Seeking Guidance from an Internal Mentor:** Jordan connects with Maya, an ally and senior software developer who is also passionate about neurodiversity inclusion. Maya’s support is invaluable, as she offers to mentor Jordan and help him navigate workplace challenges. She advises him on how to ask for specific accommodations and how to communicate his needs more clearly with the team without feeling like a burden. Allies like Maya play a crucial role in creating a more inclusive and understanding workplace culture.

The Company's Response and Outcome:

5. Positive Workplace Changes:

- **Managerial Training on Neurodiversity and Gender Identity:** In response to Jordan's feedback, Corrib Tech holds training for managers and staff on neurodiversity and gender inclusion. The training includes how to offer support to employees who are both transgender and autistic, focusing on clear communication, empathy, and reasonable adjustment strategies.
- **Workspace Adjustments:** The company provides Jordan with a more quiet, private workspace away from high-traffic areas in the office. They also install soundproofing panels and provide noise-cancelling headphones for him to use while working. Additionally, the company implements a gender-neutral bathroom on each office floor.
- **Regular Check-ins and Ongoing Support:** Jordan's manager schedules regular check-ins to discuss his comfort levels, work performance, and any additional accommodations he may need. This open communication ensures Jordan feels supported in his transition and neurodivergence.

The outcome for Jordan:

- **Increased Comfort and Confidence:** With the accommodations and adjustments made, Jordan feels more comfortable at work. He no longer experiences as much sensory overload and can focus more on his tasks. He also feels more confident engaging in team meetings and is less anxious about social situations.
- **Stronger Team Relationships:** The company's focus on training and awareness helps create a more understanding and inclusive atmosphere for all employees. Colleagues begin to understand Jordan's communication style better and support his needs. This also encourages other employees with similar experiences to come forward and ask for the support they need.

Section B:

Recruitment – Hire the Smile and Train the Skill

Crafting inclusive and effective inclusive recruitment strategy can be a complex task. The contributors to this toolkit have shared a range of experiences — both challenging and successful strategies and options for overcoming obstacles. Those comments are central in helping shape the guidance in this section. Their insights highlight the nuances of LGBTQ+ inclusive recruitment and provide valuable lessons.

This section provides further support by providing a practical scenario illustrating how a recruitment team navigates various stages of developing an LGBTQ+ inclusive hiring strategy. It is broken down into four sections: advertising; interview process; mentoring; and onboarding.

A sample job advertisement is also included, featuring key inclusive language and terminology to guide you in writing LGBTQ+-affirming job posts. The following comments reflect the real-world challenges and successes faced in this area.

If you have harsh wording, that will initially put someone off, and simple wording and qualifications, like, does someone really need 3 years of experience to be a barista? Can we train them if they have 6 months? Can we bring them up to? Yeah, absolutely, we can. So, in (named organisation removed) our motto was, Hire the smile and train the skill.

Advertising

The initial comments stress the need for more open and inclusive language in your job advertisements. This approach can significantly increase the number of applications for your roles, especially from underrepresented groups. When reaching out to the queer community, it's important to use language that is welcoming and inclusive. This can be achieved by targeting LGBTQ+ publications and linking in with groups around Pride festivals and other key dates.

It's not necessarily a hard community to find, but it is hard to advertise to because it's so scattered across many different disciplines. And how do we ensure that we are attractive not just from a benefits view but also from a social and cultural view and that we are explicitly pro-LGBTQ+ community from the outset? I think that the power of that really just can't be understated.

It's basic, it's wording, it's checking, and it's down to your job advert. Its masculine wording, again, comes from a very masculine industry. Generally speaking, for our senior roles, we do gender check our adverts to make sure that they're not masculine words that we're constantly using. Because people do pick up on that, it's a well-known fact. Women won't apply for a job unless they can do the whole job list, whereas men will take a chance. They'll take the chance if they can do one or two of it.

I suppose, definitely for large organisations like, we used a lot of internal language. We had to change our job adverts a bit, and that attracted a bigger audience because a lot of people were looking at it and saying that I'm not going to apply. We had to take a step back with our job descriptions and change the wording around it so that people from different communities would apply.

Interview Process

The comments below underscore the pivotal role of training. Language can pose a significant barrier for recruiters, particularly those who have not undergone cultural competency training. LGBTQ+ candidates may experience heightened anxiety during interviews, often linked to their identity. However, these anxieties can be effectively managed by a skilled recruiter. By creating a supportive environment, the recruiter can empower the candidate, ensuring their unique qualities can shine through.

“If given the right tools, there is nothing no one can’t do. So let’s give them the tools and get them where they need to or want to be again, starting with your basic job advert and even your hiring manager, making sure that they are fully trained, aware of the language, and comfortable with the language they need to use in an interview.”

“And with civil service roles as well, if you look at the job adverts, You’re looking at them going; I don’t understand half of this application, but in reality, is that even necessary for the role? So we changed our job descriptions to be more of what you are doing in the role daily. And that was definitely one of the things for organisations is to look at the wording in your job description because there are a lot of organisations that still have these long job descriptions that people just won’t feel comfortable in applying to.”

“The recruitment stage is interesting; we have a new system coming online called ‘our people platform’. A recruitment function will be built into it to allow people to supply statistics like personal and sensitive data information. Now, those will not be provided to any hiring manager, and we’re pretty strict on that ground of GDPR. However, it will allow us to track where our applicants are coming from and what their identities are, and allow us to know where we need to reach out, which is really beneficial.”

Mentorship

The following comments focus on an essential component of the recruitment stage. Some candidates may need that extra piece of support and encouragement to have the same opportunities as other applicants. Therefore, mentoring can be a crucial component in creating those opportunities. [The Open Doors Initiative](#), a key player in this field, has been instrumental in providing these vital platforms for skilled candidates, who may need that extra support to help them over the line.



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Like I always say to my managers, just call them they them; you're not going to insult anyone by calling them they them. You are going to insult them if you presume something. So, unless they have somehow insinuated their pronouns, don't just don't go down that avenue. It's easy. It'll keep you out of danger. It won't make you feel awkward. It won't make the candidate even more nervous, and they don't want to challenge you. They don't have to challenge you. They shouldn't have to challenge you, so just use they them. It's just so much easier and so simple.

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We don't want to force managers to do it, but where they have to give a particular candidate, like if they came to me through Open Doors (ODI), that they have to be interviewed, one to provide the candidate with experience and exposure, and for the manager to consider someone from a minority background. I think it's a fine line.

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I work with the ODI, and we do mentoring. So, we started mentoring people. These could be refugees starting their first job in Ireland, people who have been out of the workplace for a number of years, and people who need support with their CVS. We have taught them how to write a cover letter, how to apply for roles, and how to change our job descriptions, which has definitely meant that we have a broader range of people now applying.

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So a lot of times, we actually have mentors that are, they're working with open doors. So you'll find that many people come through open doors and get an interview. And we actually hire some staff through open doors as well. So since we started working with them, we've taken on staff, but they've gone through the same process, I suppose, as everyone else. I'll be going on to my 3rd mentor-to-mentor through the open doors. So we've expanded that to other people within a bubble as well. I think everyone goes through the same process, but people will know when someone from open doors comes through the application. They know their application is filled in very well, and they'll have the support of the mentor and the organisation. But I suppose the answer is that they will probably get to the interview stage, but then they'll be judged by how they get on there.

Onboarding

The final comments in this section underscore the significant impact of the onboarding process on the organisation's culture, particularly in relation to LGBTQ+ identification. This process can be instrumental in clarifying the organisation's culture, providing a sense of security to a queer employee, and indicating to other employees that the organisation is an inclusive environment.



I suppose, post-recruitment, when someone has been offered and accepted, we do have several policies which all of our new employees are provided with at induction, and those include things like our diversity and inclusion policy, our recent accommodation policy and our transgender guidelines as well. So, that's more for someone who has accepted. But at the recruitment stage, as overt, it's more because we're competency-based interviews, because we're a public body. So, it's more about what you can do versus what you've got? But all our HR and recruitment professionals were provided with inclusive decision-making training between 2023 and 2024. So, they've all been trained up as well.





There's the inclusive passport that we are looking into as well, and getting that up, and I suppose we've thought of that as more of a disability or an ability point of view. But is there some way we could merge this topic into that as well, so that if someone gets a promotion and moves on under a new operations manager? They don't have to go and have another conversation to say, look, I'm trans, I'm presently taking hormones or whatever that looks like for that individual. But I'd like to see if we can amalgamate both. So that they don't have to have that conversation again, and, you know, go through their life story again just because they've got a promotion.



The final comment in this section emphasises the empowerment that [Accommodation Passports](#) provide. These passports help to avoid embarrassing and avoidable situations, where an employee does not have to continually reveal their potential gender transition history. This process can be a significant source of stress for trans and non-binary individuals, but the use of an [Accommodation Passport](#) can empower them to navigate such situations with confidence.

Previous comments emphasise the importance of ensuring that the recruitment process is inclusive and equitable. Participants indicated that women often hesitate to apply for jobs unless they meet all qualifications, while men are more likely to apply with fewer requirements met. To address this, organisations should review job adverts for harsh or overly technical language that may deter potential candidates, especially those from diverse backgrounds.

The motto “Hire the smile and train the skill” reflects a belief in providing candidates with the necessary training rather than imposing strict experience requirements. Various comments throughout this toolkit suggest programmes such as the Open Doors Initiative mentoring programs for individuals entering the workforce or returning after a break, which help them navigate job applications and write effective cover letters. Furthermore, they discuss the need for transparency and ease in job descriptions, suggesting that organisations simplify language to attract a broader pool of applicants. The participant's comments also highlight the significance of including diverse candidates in interviews, particularly those entering through programs like the Open Doors Initiative, and acknowledge the organisation's commitment to equitable hiring practices while maintaining an ethical recruitment process.



Scenario 1: Inclusive Recruitment at Emerald Tech Solutions (Dublin-based IT Firm)

Here are two examples of an inclusive recruitment scenarios that you may find useful. They provide a stepwise approach to inclusive recruitment.

Background: Emerald Tech is expanding its software engineering team. The HR department is committed to improving diversity, particularly among LGBTQ+ candidates, after reviewing their hiring data and noticing low LGBTQ+ representation.

Recruitment Process

1. Job Posting

The job ad includes the following inclusive language:

“Emerald Tech Solutions is an equal opportunity employer. We celebrate diversity and are committed to creating an inclusive environment for all employees, including those of all sexual orientations, gender identities, and gender expressions.”

It also explicitly encourages applications from members of the LGBTQ+ community.

2. Job Boards and Outreach

- The role is posted on mainstream job boards and LGBTQ+-focused platforms like LGBT.ie, OutWork.ie, and shared with LGBTQ+ professional networks in Ireland.
- Emerald Tech sponsors a booth at Dublin Pride’s career fair to connect with LGBTQ+ talent.

3. Inclusive Interviewing

- Interviewers are trained in conscious inclusion and communication.
- Candidates are invited to share their pronouns and name preferences before the interview.
- One LGBTQ+ team member joins the interview panel to promote representation.
- At least one member of the interview panel wears their rainbow lanyard.
- Interviewers can also signal inclusivity through their questions, the way the organisation’s values are presented, and by highlighting policies or ERGs that support LGBT+ staff.

4. Offers and Onboarding

- The offer letter uses the candidate's preferred name and pronouns.
- New hires receive an onboarding guide that outlines:
 - LGBTQ+ workplace policies
 - Info on the company's LGBTQ+ Employee Resource Group (ERG)
 - Access to gender-inclusive restrooms and benefits (including support for same-sex partners)

Outcome: A non-binary candidate named Frances, who previously avoided applying to tech companies, accepts the role after a positive and respectful hiring experience. They later join the company's LGBTQ+ ERG and help shape future inclusive hiring practices.



Scenario 2: We're Hiring – Marketing Coordinator (Hybrid - Dublin Office)

Join a team where you can truly be yourself.

At Starshine Communications, diversity drives creativity, innovation, and success. We are committed to creating an inclusive workplace where all identities are celebrated — including the LGBTQ+ community.

About the Role:

We're seeking a Marketing Coordinator who thrives in a collaborative, supportive environment. We want to hear from you if you're passionate about storytelling, brand strategy, and creative campaigns.

Location: Hybrid (2 days/week in our Dublin 2 office)

Salary: €36,000 - €42,000 DOE

Start Date: June 2025

What We Offer:

- A welcoming, LGBTQ+ inclusive culture
- Equal opportunity employer — we value who you are
- Gender-inclusive facilities and flexible leave policies
- Healthcare plans inclusive of same-sex partners and gender-affirming care
- Active LGBTQ+ Employee Network and participation in Dublin Pride
- We Welcome Applications From:
 - People of all sexual orientations, gender identities, and gender expressions
 - Individuals from all backgrounds and walks of life
 - Candidates who use pronouns other than he/him or she/her

If you're queer, trans, questioning, or simply looking for a workplace where you're respected and celebrated — Starshine could be the place for you.

Ready to apply?

Send your CV and a short cover letter to careers@starshine.ie. You can include your pronouns if you like—we'll use them respectfully.

Closing Date: 20 May 2025

Starshine Communications is proud to be an Equal Opportunities Employer. We are committed to equity and inclusion across gender, sexuality, ethnicity, disability, and all identities.

Section C:

Driving the Change

Leadership

There have been many examples in this toolkit about LGBTQ+ specific barriers and incentives to working in a particular organisation. There have been suggestions about navigating challenges to get your business to a wholly inclusive place and not just ticking boxes to look like you are an inclusive company. All of the focus groups and individual interviews were very clear in their resounding voices that having a visibly and meaningfully inclusive company that LGBTQ+ employees would like to work for needs a leader to push the EDI agenda, live it, wear it, and own it. Leadership provides the fuel for the vehicle to move forward, and it is one of the most crucial components in driving change to make the company truly a safe and enjoyable workplace. The following comments below speak to some of the expressed experiential views.

There's always a risk with organisations where you communicate, or you've got your brand that says something, but then, from a cultural perspective line, managers and leaders should be showing up to bring that to life.

The comments on this page reflect some of the feedback from contributors regarding the need for effective leadership. Whilst it is vital to have that inclusive and visible culture, robust policies, recruitment strategies, and meaningful approaches, it is equally important that leaders take the baton and run with it.



You can take those instances and overlay them onto any of the other EDI pillars. Once you have that, once you get through it, it can be a murky process that can be difficult or awkward. As you start to go through that, leadership is very, very key.



We also need people in very senior leadership positions. I don't know that we're there yet, depending on different industries, but I think once we get there, that's when we'll see a lot of magic starting to happen and people seeing themselves. You know I can do this because I've seen someone else forge a path for me.



There is a level of discomfort with leaders speaking about LGBTQ+ identities in particular, it aggravates me every single time, which is when we're talking about pride, and inevitably the CEO or the director of HR gets up to give a speech, and they go LTGB, and I'm just like it's like 6 syllables, you know what I mean, It's not hard. I think leaders have a level of discomfort, and they lack the language to speak to these things confidently, and as a result, instead of speaking to them, they shy away from them. Leaders should be running at these things. My advice to leaders is always to get comfortable with it, say it over and over to yourself again in the mirror, listen to a podcast, watch a TV show, or do anything. I'll take anything at this stage.



“ ”

If you look at leadership 20 years ago, it was very, very different from what we expect from it now, and we can't just presume that our leaders know how to do that. We have to train them, teach them, and provide them with a support system to allow a bit of trial and error, and that's that. It's like learning how to drive a car.

“ ”

I mean, when I say LGBTQ+, is it okay to use the term? Queer, is it okay? When is it not okay? And all of these different things that people are really afraid to talk about, especially leadership.

It's crucial to recognise that leaders play a pivotal role in creating an inclusive environment. Therefore, providing them with the necessary training will empower them to address LGBTQ+ issues with confidence.

The comments below underscore the profound impact of inclusive strategies. When leaders champion these strategies, LGBTQ+ employees feel the support and appreciation of their companies, which is reflected positively in their retention.

“ ”

We're going to start doing lunch and learn sessions with our managers as well, so they'll be 15-20-minute sessions. Are there little tidbits that I can give the managers at those lunch and learn sessions to help support them in their recruitment? If you know, like I said, they are always safe pronouns to use in an interview situation. But are there other situations that I haven't considered that the managers may be coming across?

“ ”

And we're so lucky that our CEO is an absolute advocate of this, is so on top of that, like your CEO sitting on top of that agenda. We're very fortunate to have somebody who pushes the agenda with us from a top-level perspective.

You know, you'll get a few of them there, and then there's some who go much further beyond and will boast about it, and will, you know, be sponsors of certain programs, that kind of thing. So, I suppose it depends on the type of leader. And honestly, if you are trying to put something out there, you have to know which one to go to more than anything, because I think that can make a huge difference in the buy in you get and the amount of, I suppose, effort that you'll get from the leader as well. But we do have good leaders here who really push it out there. I understand that it can be difficult sometimes. But you know, if it's a priority for the business, then employees will follow.

The comments emphasise the importance of representation and mentorship, especially from a leadership perspective, stating that seeing successful figures can inspire others to achieve similar levels of success. They advocate for increasing diversity in senior leadership positions as a catalyst for broader organisational change. Some comments highlight the need for training and support for leaders to navigate discussions around diversity and inclusion, particularly regarding LGBTQ+ identities. Some of the contributors expressed frustration at some leaders' discomfort in addressing these topics and encourage leaders to embrace these conversations confidently. The discussion also touches on the need for managers to effectively support recruitment efforts and create a culture of inclusivity, suggesting initiatives like lunch and learn sessions to equip them with practical strategies. Overall, the comments in this section stresses the importance of leadership commitment to inclusivity and the tangible actions organisations can take to enhance diversity.



Scenario: Progressive Leadership in an Irish Workplace for LGBTQ+ Inclusion

Company: Flynt Consulting – a Dublin-based management consultancy with 300 employees across Ireland and the UK.

Leader: Aoife Ní Dhálaigh, newly appointed Head of People & Culture

The Situation: When Aoife joins Flynt Consulting, she notices:

- While Ireland has progressive laws (e.g., same-sex marriage and the Gender Recognition Act 2015), company practices haven't kept pace.
- Despite the progressive laws in Ireland, many LGBTQ+ staff at Flynt Consulting feel invisible, often choosing not to disclose their sexual orientation or gender identity at work, a testament to their courage in the face of a non-inclusive environment. There's no LGBTQ+ representation in senior leadership.
- HR policies mention "diversity" broadly but lack clear actions around LGBTQ+ inclusion.

Leadership Actions Taken by Aoife:

1. Policy & Benefits Overhaul:

- Revises HR policies to explicitly prohibit discrimination based on sexual orientation and gender identity, aligning with Ireland's Employment Equality Acts.
- Updates parental leave, healthcare, and partner benefits to include same-sex couples and trans employees. This overhaul aligns company policies with progressive laws and significantly improves the satisfaction and retention of LGBTQ+ employees. It also adds the option for employees to self-identify their pronouns and gender in internal systems.

2. Education & Allyship Building:

- Rolls out LGBTQ+ cultural competency training across all levels of the organisation in partnership with LGBT Ireland.

3. Establish an ERG or Ally Network

- A voluntary LGBTQ+ Ally Programme is launched, fostering a culture of understanding and support. This initiative, with its badges, discussion circles, and manager coaching, has profoundly impacted the workplace, inspiring hope for a more inclusive future.

- **Creating Safe Spaces & Visibility:** Establishes “FlyntPride” – the company’s first LGBTQ+ employee network. This network provides a platform for LGBTQ+ employees to connect, share experiences, and advocate for their rights within the company, enhancing their visibility and engagement. Hosts Pride Month events and panel discussions and invites LGBTQ+ voices from Irish community organisations to speak.

4. Inclusive Recruitment & Advancement:

- Review job descriptions for inclusive language and remove unnecessary gender-coded language.
- Partners with OutLaw Network and LINC in Cork to promote vacancies and increase outreach to LGBTQ+ candidates.
- Ensures promotion panels undergo bias awareness training and monitor internal progression data.

5. External Engagement:

- Flynt Consulting, under Aoife’s leadership, publicly supports LGBTQ+ rights, demonstrating a strong alignment with the company’s values. This is exemplified by the company’s participation in the Dublin Pride Parade, a visible and proud display of support for the LGBTQ+ community. Flynt Consulting signs the Irish Diversity Charter and commits to measurable targets.

Outcome After 12–18 Months:

- Due to results of a staff survey conducted by Flynt Consulting, it emerged that there was a 40% increase in employees feeling safe being out at work.
- Flynt Consulting becomes a founding member of a new cross-industry LGBTQ+ business alliance in Ireland.
- The company is shortlisted for a Galas LGBT+ Workplace Inclusion Award.
- Aoife is invited to speak at an IBEC conference on inclusive leadership.

Getting the Ball Rolling on Training

A central theme that emerged from the focus groups and individual interviews with contributors was the importance of creating a meaningful learning environment. Delivering LGBTQ+ training was identified as a crucial factor in understanding why it is essential to hear about some of the experiences LGBTQ+ individuals have to overcome to enable them to feel safe and included in the workplace. Whilst it is important to hear those experiences, the essential part of the training is attaining the skills to prepare you for certain circumstances and aid you in creating a workspace that is inclusive for all employees. The following comments provide valuable insights into these topics, which are of utmost importance.

We also present a practical scenario and an example below this section. It focuses on how training can immediately benefit your organisation by enhancing LGBTQ+ awareness. Furthermore, the appendices section includes a comprehensive list of organisations across the country that offer such training, ensuring you have various options to choose from as you navigate your diversity training journey.

It'll be a pride talk that will generically cover things like the journey of pride in Ireland. How did we get here? And then a little bit of allyship and how to support LGBTQ employees, but that one hour or 45 minutes of a didactic presentation style thing is not going to really be sufficient to bring about real, meaningful change.

It can be a great way to start the conversation and start the ball rolling. But it's not where the ball stops rolling. So if you're going to have really meaningful change, you need to identify those people across the organisation who will be able to sort of take in what they're learning and apply it back to their roles. It'll be about looking across the spectrum of policies and procedures that you have to say, well, how do we need to modify these slightly so they become more inclusive? You do that through proper training workshops with NGOs and organisations who can deliver that training, and it's not a short, it's not a quick piece of work. It's something that you need to have time to give over and commit to doing over a period of time.

That training journey may also be nuanced, as suggested below. What might be appropriate for one team may only scratch the surface for another team, depending on what needs to be known. Indeed, for professionals tasked with developing policies and procedures and working with LGBTQ+ employees on a weekly basis, more extensive training may be required.

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So we try to just keep it very practical and very human. And see how we go, keep evolving, and keep pushing ourselves that just because we've done something before, do we need to do it differently? Do we need to maintain that and show consistency in the space? So I'm very happy that there is kind of a consistent dialogue with colleagues, but at the same time, I am very much looking to continue to champion that support for the internal colleagues because they're the ones that are dealing with the brunt of this in their day to day lives.

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I'm not really involved in the actual induction part, but we do an online induction when staff members start. Then, after about 2 or 3 months, when they're in the role, we bring staff together for an in-person meeting in Dublin. So all the new staff that are joined (company name), it could be 12 or 13 people, the head of learning and development will go through the different types of training that you do in terms of behaviour in the workplace, how to support employees, whether it be through any issues at home or they're going through their probationary period then as well.

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I think something that was missing from our training for quite a while, we've tried to implement it recently, was it just people getting used to using different pronouns for people and building confidence? It's a lot about confidence in the person to say the right thing or do the right thing; you know how to build confidence enough to say that I am an ally, and I can make mistakes in that, and that's okay. When people get caught up in their heads about making a mistake, they go silent and say nothing, and that's worse than making an effort. So, instilling confidence in people, you know, training them how to step out of their comfort zone a bit, and letting them know that it's okay to make a mistake and how to deal with it.

The comments highlight one of the most important aspects of training: creating a non-judgmental space where people can make mistakes. Moreover, people need a space where they feel comfortable asking sensitive questions. Whilst the glossary section in this toolkit defines some of the language used in the LGBTQ+ community, many other terms can be accessed by using the link. Some people may be confused about the specific meanings of certain terms, but when these terms are explained, it often puts them at ease. However, the trainer must have the facts, as it can create a challenging situation if a trainer is corrected on a point, as participants may reflect on other aspects of the training with the accuracy of the shared knowledge in the training.

There are people who don't agree with LGBTQ, but that's neither here nor there from my perspective. I suppose you have to treat everybody with dignity and respect, period! We're in our second organisation-wide training for unconscious bias. We call it conscious inclusion, but it gives people the chance to show up with an expert facilitator to ask the questions that they're a bit nervous to ask colleagues, or they don't want to call me up and seem uninformed, but they still have the questions. So, we try to create a psychologically safe environment for people to stick their hands up and go. I'm not sure about this, or I have a problem with that, or I don't know about that.

The comments in this section of the toolkit speak to the importance of creating meaningful change in support of LGBTQ employees within an organisation. While initial presentations on pride and allyship can spark conversations, actual progress requires ongoing commitment and training. This includes revising policies to be more inclusive and conducting workshops with expert facilitators. These facilitators play a crucial role in creating a psychologically safe environment, where employees can ask questions without fear of judgment, thereby fostering a culture of inclusivity.

The participants emphasise the need for confidence-building in using correct pronouns and understanding how to be an ally, recognising that mistakes can happen and should not deter individuals from engaging. They note the challenge of making training mandatory by integrating it into work hours and ensuring it feels supportive rather than punitive. Finally, some comments stress the importance of fostering a non-judgmental space for all participants, a role that we all play and that is crucial in encouraging open dialogue and learning without fearing ridicule.

In a way, the only way you could make it mandatory is to try to sell it so that this is part of your working hours, if you want to do this day's training. So, it's more of an incentive. I don't really want to take a day off to do this thing, that I'm still technically at work. If I weren't working in this job, I would need to attend training, so I won't go. So, it's trying to know your audience, depending on the sector, and trying to sell it in the best way possible. Unfortunately, I don't like using the word, selling it. You shouldn't have to!

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And you know the non-judgmental space that should be applicable for everyone, there are going to be people who aren't part of the community. They're not going to understand it. They're going to say something wrong. We all do so that needs to be done in such a way that's known, because there's going to be those people who are less likely going to, sign up for something where they feel like I'm going into a pit here where I'm going to get ridiculed, and I'm going to get roasted, and I don't want to do that. Why would I? Why would I sign up willingly to get ridiculed for the things that I'm doing wrong? I know I'm doing something wrong. I don't know exactly what it is, and I'd rather not be judged for it before I learn what I'm doing wrong.

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Scenario: Advancing LGBTQ+ Inclusion Through Training in Irish Public Transport

Organisation: Transport Éireann – a fictional public transport authority operating buses, trains, and trams across Ireland.

Leader: Patrick O'Shea, Director of HR and Organisational Development

The Context: Transport Éireann employs over 3,000 staff, including frontline drivers, station staff, mechanics, and administrative teams. While Ireland is known for strong LGBTQ+ rights, many staff—especially outside urban areas—have not received any formal diversity training.

Issues noted:

- Reports of homophobic language among depot staff.
- Some trans passengers report misgendering and lack of understanding from frontline staff.
- Employees express uncertainty about respectfully interacting with LGBTQ+ colleagues and service users.

Leadership Response: Inclusive Training Rollout

Patrick initiates a nationwide strategy to foster an inclusive and respectful public transport culture:

1. Training Design and Collaboration

- Partners with LGBT Ireland, TENI, and the National Transport Authority (NTA) to co-design a tailored LGBTQ+ awareness programme.
- Focuses on:
 - Understanding gender identity and sexual orientation.
 - Respectful communication (e.g., pronouns, inclusive language).
 - Bystander intervention and responding to discrimination.
 - Customer service best practices for LGBTQ+ passengers.

2. Delivery Strategy

- Implements mandatory staff training, delivered in person at depots and online.
- Develop scenario-based videos showing real-life situations, such as:
 - A trans passenger being intentionally misgendered..
 - A same-sex couple being harassed on a night bus and how the driver intervenes respectfully.
 - Trains LGBTQ+ Champions within each department to support learning and peer dialogue.

3. Cultural Integration

- Launches internal campaigns like “We All Belong on Board”, using posters, digital screens, and uniforms featuring LGBTQ+ inclusion messages. This campaign aims to create a visible and inclusive environment for all staff and passengers, reinforcing the message that everyone is welcome on board Transport Éireann. Includes LGBTQ+ inclusion as a KPI in managerial performance reviews.
- Introduces an anonymous reporting tool for employees and passengers to flag inappropriate behaviour.

4. Evaluation & Accountability

- Staff feedback is collected anonymously after training sessions using a structured survey. This feedback shows increased confidence in supporting LGBTQ+ colleagues and passengers and helps us identify areas for further improvement. The HR team monitors incident reports and positive recognitions to track impact.
- Monthly depot meetings now include a diversity spotlight, with LGBTQ+ voices featured regularly.

Envisioned Outcome After One Year:

- 90% of staff complete the LGBTQ+ training programme.
- Reports of LGBTQ+ discrimination decline while positive commendations from passengers increase.
- Transport Éireann is honoured and recognised by Dublin Pride as a ‘Community Ally’. Patrick is invited to share the approach at a National Inclusion in Transport Conference hosted by the Department of Transport.

Coming Together as an Ally

Allyship comes in many different forms, and one does not need to buy a gramophone and head to Dublin Pride, although they would be very welcome if they did. LGBTQ+ people are grateful for support and allyship, especially those who call out homophobia, biphobia and transphobia. It's always good to remember that you do not know who is really in your company, and it may be a trans person who has transitioned or a family member of a gay, lesbian or bisexual person who may take offence to an LGBTQ+ 'joke' or a conversation that targets their identity. So, calling that out is crucial for developing that inclusive culture.

The comments below demonstrate the effectiveness of allies in addressing issues such as colleagues using outdated language that can be offensive. Allyship manifests in various ways, from addressing sensitive issues with care and discretion to advocating on behalf of minorities.

And it comes back to the conversation about allyship, too. While there are certain aspects where negative voices feel more empowered or emboldened, there are also positive voices that are a little quieter because they might feel a little more afraid.

There are high levels of trust and engagement between peers and within teams, so there's a culture of being all in this together. We're all pulling for Ireland and to bring investment in. That's when we show up; this is what we're about: getting to know one another and living our lives together as colleagues. But then, as friends, really high levels of that, so my big concern is that if something goes wrong in that 1st sort of onboarding period, do people know where to go if somebody makes an offhanded comment. We'll take it at face value that maybe they weren't thinking when they said, and they need a kind of tap on the shoulder to go, come here, that's kind of dated language, we wouldn't say that anymore, we have avenues for people to flag that, so the individual doesn't necessarily have to address the situation directly. We can address it on their behalf as an organisation and keep it fairly low-key.

“ . . . ”

Yeah, I think it's more vocal, and it's both when you're in the room. It's obviously most critical when you're not in the room, but I think it's got to be when you're in the room as well, and particularly, it's the poem, right? First, they came for them, and then they came for them, and then they came for you.

The comments below stress the importance of a higher level of allyship, particularly in the context of any pushback against EDI programmes. It is of the utmost importance that any negative narrative is confronted, especially when the LGBTQ+ individual is not present. This proactive approach is key to creating a safe and inclusive workplace environment.

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There are obviously two kinds of allies: the active ally and the passive ally. The active allies are still allies, and are still very active, and some of them are even more active. There has been a drop-off in the passive allies because it's, I think, some active allies have gotten stronger, perhaps some people have moved from passive allies to active allies because they want to be more involved. I think some passive allies may have dropped off a little bit.

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There was a sea change where people were invited as allies, and the more that can be done, the better because sometimes, as an ally, you don't even know where to put your voice or how to use it. You know, how to speak with the community if you're not given a platform to do that. And I think the marriage equality campaign did that really well in their articles, and there were lots of opportunities for people to come forward and share their stories of being a family friend of someone from the community, and so, being given opportunities to share support is hugely important.

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So it's like a big wraparound. It feels like that. Ally support is like a kind of shield or a hug, something that just feels like a holding of the community without stifling it. And yeah, it's hugely important for us to have all voices, and that it's not just the LGBTQ+ community trying to respond to this matter. There's strength in numbers, and we know laws get changed when people speak up. Power, you know, and each person can make a huge difference, but they need the opportunity to do that.

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Inclusive recruitment strategies are significantly influenced by allies, who play a crucial role in promoting an organisation's or corporation's presence and visibility during Pride events. This recognition and appreciation of allies' efforts is beneficial for both the organisation and the LGBTQ+ community, enhancing visibility and fostering a sense of inclusivity. The following insights underscore how companies can effectively showcase their inclusive cultures and encourage LGBTQ+ community participation in such events.

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We've diversity champions around the country and a very strong diversity champion in Cork. She's very instrumental around Cork Pride, and what we did last year as a recruitment piece. We had a family fun day down in Fitzgerald Park and took a stand there. We were in a big area, chatting with all the families coming through, and saying, look, we're recruiting. It's not just (company removed for participant anonymity). We have professional roles. We've lots of different roles.

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But you always get people into the room and give them some food or something to listen to, right? You invite them in and kind of spark that conversation, which has worked quite well for us before. We had our inaugural Pride Conference last year, and it was fantastic, and our CEO showed up to that. And then afterwards, it sparked a conversation with Jeanne from Open Doors about supporting that. So sometimes, extending the olive branch sounds very confrontational, doesn't it? But like, show up, learn something, there's a nice scone and a couple of cups of coffee in it for you, and we promise not to storm into your office to harass you every week. But having, yeah, like, absolutely right, having the conversations in a more informal kind of way, less judgmental.

Finally, in this section, the comments below provide a broader perspective on being an ally, highlighting the human aspect of lending a hand to all marginalised communities due to our shared humanity.

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We're all going to make mistakes. We're all human. It's the whole point. But there needs to be a bit of, I suppose, like a bit more gentleness or compassion around people's differing experiences, whether they're in the LGBT community or not, it does not matter. And even between different classes and cultures, it's not just an LGBT issue, it's just a human issue. And I think we've lost a little bit of compassion and capacity for empathy, and trying to find a way to kind of bring it down to a more basic level might work.

The comments provide a wide range of experiences regarding the need for allyship, and now more than ever. The contributors highlight the role of diversity champions, who not only facilitate outreach and recruitment at community events like Pride's family fun days but also serve as advocates for diversity and inclusion within the organisation. By creating informal, open dialogue and fostering a welcoming environment with food and casual conversations, they aim to build trust and engagement among colleagues.

In this context, allyship plays a crucial role as it helps to amplify the voices of marginalised individuals and creates a stronger, more unified front against inequity and discrimination. Allies can bridge gaps in understanding, advocate for change, and support initiatives that promote inclusivity. Their commitment to standing alongside underrepresented groups fosters a culture where everyone feels empowered to share their experiences and perspectives, enhancing mutual respect. The participants advocate for a collaborative culture where everyone feels included, emphasising that inclusion and diversity aim to ensure safety and respect for all, regardless of their backgrounds. This emphasis on collaboration, along with allyship, fosters a sense of unity and cohesion, ultimately calling for a shared understanding and teamwork to cultivate a supportive workplace environment.

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You have to create that, like not a tribe mentality, but something similar to it. There has to be some kind of teamwork, and everyone has to be, at least in some way, in the same chapter. Never mind the same book. It needs to be some general common understanding that there's a reason why we're doing this. And it's for the safety of everyone. It's not, it's not trying to exclude anyone in particular, we're not trying to exclude minorities. But we're also not trying to exclude the majority either, and it is exactly what it says on the tin. It's inclusion and diversity for all.

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I really try to look at things from a state of how we can come together. How can we be more unified, and how can we do it from a place of love rather than fear? Hatred? Fight? I'm not interested in a war. I'm not interested in a battle. I'm not interested in that. But what I am interested in is togetherness, a community, a sense of belonging, and it's not just the LGBTQ+ community, it's the wider community, as we saw in the Yes Equality campaign. You know that it's our brothers, our sisters throughout the country and that we would come together.

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Example: Here's what strong allyship looks like today.

1. Active Listening and Education

Allies educate themselves continuously about the lived experiences of LGBTQ+ people in Ireland—especially lesser-heard voices like trans, nonbinary, and rural LGBTQ+ individuals.

They listen without defensiveness when corrected or challenged and stay updated on terminology and issues, such as nonbinary legal recognition (the ongoing debate about legally recognising nonbinary gender identities in Ireland).

2. Visible, Consistent Support

Allyship is visible year-round, not just during Pride. This includes:

- Speaking up in everyday moments—challenging casual homophobia or transphobia.
- Wearing Pride badges or lanyards where appropriate (e.g., in healthcare, education, or customer service roles).
- Displaying pronouns in email signatures and respecting others' pronouns.

3. Advocating in Spaces Where LGBTQ+ People Aren't Present

Allies use their influence in rooms where LGBTQ+ people may not be represented:

- Pushing for inclusive HR policies.
- Challenging exclusionary jokes or assumptions in staff rooms or boardrooms.
- Questioning event panels, hiring shortlists, or decisions that lack LGBTQ+ representation.

4. Supporting Structural Change

In Ireland, allies in 2025 are backing efforts like:

- Legal recognition of nonbinary people, a gap in the current Gender Recognition Act.
- Inclusive sex education in schools (still controversial and uneven).
- Access to trans-affirming healthcare, which has long waitlists and limited providers.
- Attending public consultations, write to TDs, and support LGBTQ+ organisations like TENI, LGBT Ireland, and Belong To.

5. Centering and Amplifying LGBTQ+ Voices

- True allies don't speak over LGBTQ+ people; they create space and amplify others.
- In the workplace: ensuring LGBTQ+ staff are heard, credited, and promoted.
- In media or creative spaces: avoiding tokenism and sharing opportunities with LGBTQ+ creators or speakers.

In Summary: Allyship in 2025 Ireland is a powerful blend of personal and political action. It's about consistently showing up, acting with integrity, and using one's privilege to open doors. It's about supporting someone's right to be themselves at work, on the bus, in a classroom, or in legislation. This is not just a passive stance but a proactive, impactful role each of us can play.

Opportunities to Flourish

One of the strongest indicators of an employee's sense of belonging is having an understanding that you are protected and valued in the workplace. The previous 12 sections alluded to the bricks that can create a safe, equal, diverse and inclusive workplace where employees can thrive and feel proud in the team around them and the culture that has been created in this space.

Aligning yourself with your organisation's values is not merely a task but a mission. What is your organisation? What do they stand for? Stay true to these values, as many organisations thrive on their principles. The company's inclusive protective policies are among the best predictors of an employee's sense of belonging. Therefore, the final section featuring the contributions will continue to focus on the aspects of belonging, reinforcing the importance of this work. At the end of this section, there will be examples of factors that can lead to an employee's sense of belonging.

Aligning yourself with your organisation's values is not just a task; it's a mission. The first comment in this final section again platforms why this toolkit is essential. In this comment Deirdre, eloquently speaks about her reflection on a conversation she had with a colleague regarding feeling that they can not be themselves in the workplace.

“

And he said, like Deirdre (name changed), could you imagine if you came in on a Monday and couldn't tell anything about what you did at the weekend? That was true, and you were, you know, and when he said that to me, I never understood that, but to hear his perspective on it. So I said. God! I never thought of it like that at all. Deirdre, you wouldn't speak about it.

”

“

Value, making their staff feel as if they can be themselves at work, because, going back to what I said at the very beginning, it's about kind of like there is a benefit to the organisation or the company to having a workforce who are excited and enthusiastic and happy to work where they are.

“

There's also a benefit to the company or organisation when consumers see them doing things that generally align with their values.

”

It is the value that companies place on their employees, respecting them as human beings and facilitating and cherishing them by allowing them to be their authentic selves. Of course, this allows the employee to focus more on productivity and less on looking over their shoulder in fear.

Allies and ERG's can also be instrumental in creating a safe and welcoming work environment where people feel a sense of belonging and can flourish.

“ You know, if we have allies in our workforces, then we have a much better opportunity to flourish and be really healthy citizens in our country, you know. And so, yeah, and that's within all levels of the workplace as well. ”

The participant comments emphasise the importance of fostering an inclusive work environment where staff feel comfortable being themselves. They highlight that when employees are enthusiastic and aligned with the organisation's values, it benefits the company as a whole, especially in the eyes of consumers. The comments reference the influence of extreme beliefs in society but asserts that most people do not subscribe to these views. Instead, the focus should be on remaining true to the organisation's core values while adapting strategies to avoid negative scrutiny.

“ So if you can say, we're going to stick with our values, maybe we'll reframe some of the work we're doing over here so that we're avoiding being sort of targeted or picked on, but we're going to always stay true to the values that we hold as an organisation. I think that's probably the best way to get through it. ”

“ So, I think having and supporting an active employee resource group is critical for larger organisations in particular because it's impossible, you know, to give, even if you're not going to be able to put money to resources behind it that way, to at least give space and allow it to happen and allow people the time to have some catch ups. After all, work hopefully isn't and shouldn't be the most important thing in any of our lives. However, it is still a place where you spend a lot of time, and if you can have open support for groups and organisations within the company, I think, that to me is the most fundamental key thing, so that you can actually feel a sense of belonging. ”

The discussion also delves into workplace culture, reflecting on the impact of leadership diversity, particularly if a future CEO were to be from the LGBTQ+ community. Ultimately, the comments advocate for creating a supportive, authentic workplace that embraces individuality and inclusivity.

The final example provides a good insight into the experiences of Eoin, in terms of his tech company ensuring that the culture of the organisation provided him with a deep sense of belonging in the organisation.



Scenario: Eoin's experience of belonging at "Tánaiste Tech"

Employee: Eoin Murphy (he/him)

Role: Software Engineer

Company: Tánaiste Tech, a growing tech firm based in Galway

Identity: Gay man

Eoin's Story: Eoin's experience at Tánaiste Tech starkly contrasted with his previous job. At his former workplace, he often felt the need to conceal his identity, avoiding questions about his personal life. However, Tánaiste Tech stood out from the beginning with its unique approach to inclusivity.

What made the difference:

1. Inclusive Onboarding

- On his first day, he was invited to include his pronouns on his name badge—a standard part of onboarding for all staff.
- HR explained that the company supports LGBTQ+ rights, with clear anti-discrimination policies and an Employee Resource Group (ERG) called "Tánaiste Together."

2. Safe, Open Conversations

- During team introductions, Eoin felt comfortable mentioning his partner, Darragh, and no one flinched—it was treated as entirely normal.
- At a team lunch, a senior colleague casually mentioned her wife, reinforcing the feeling that being LGBTQ+ was not just tolerated but accepted.

3. Visible Allyship & Celebration

- Leadership at Tánaiste Tech actively promotes inclusivity. The company's participation in Galway Pride, with leaders marching alongside employees, is a testament to this. During Pride Month, LGBTQ+ staff were invited (not required) to share their stories internally, and Eoin volunteered to speak—receiving supportive feedback from colleagues across departments.

4. Inclusive Benefits

- Eoin and Darragh could access the same spousal healthcare coverage and parental leave planning as any other couple without extra paperwork or awkward questions.

5. Career Growth Without Bias

- Eoin applied for and earned a team lead promotion. His manager, Jose, proactively ensured the promotion process was transparent, fair, and bias-aware, setting a standard for equitable career growth. He now mentors younger LGBTQ+ hires through “Tánaiste Together,” helping others feel welcome and fostering a sense of personal fulfilment and growth.

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Eoin Says:

“For the first time, I don’t feel like I have to split my life into two versions—one for work, one for everywhere else. I feel respected, not just accepted. That’s what belonging means.”

This example highlights how belonging goes beyond policy—it’s about culture, leadership, visibility, and equity in daily experiences.

Conclusion

In the face of increasing backlash against equity, diversity, and inclusion (EDI), it is more crucial than ever for employers to take meaningful and sustained action to ensure LGBTQ+ individuals feel safe, seen, and supported in the workplace. This toolkit has highlighted the importance of cultivating a workplace culture rooted in diversity, equality, and inclusion. As employers, your role is crucial in this process. These actions could include implementing inclusive and intersectional recruitment practices, developing robust and meaningful policies, and providing ongoing diversity training. Employers play a vital role in shaping environments where all employees, regardless of identity, can thrive.

Leadership commitment is key—where leaders set the tone, inclusive cultures follow. Effective training, a strong focus on intersectionality, and the visible presence of allies are all essential in avoiding tokenism but leaning towards meaningful actions. Above all, the goal is to foster a workplace where individuals can bring their whole selves to work and genuinely feel a sense of pride and belonging. Inclusive cultures not only benefit LGBTQ+ employees but also contribute to a more positive and productive workplace environment. LGBTQ+ employees must know that their workplace is a safe space—one where their identities are respected, their contributions valued, and their well-being prioritised.

By embedding these principles into every stage of the recruitment and employment process, organisations can move beyond performative gestures and build a genuinely inclusive future—one that celebrates the richness of LGBTQ+ experiences and ensures everyone has the opportunity to succeed.

Finally, we would like to thank you for taking the time to use this toolkit, and we hope that you have found it helpful. We have endeavoured to listen to the feedback of participants in the development of this initiative. Whilst the included comments selected provide a rich tapestry of individuals' experiences of the importance of organisations creating safe, diverse, and real workplaces where they want to work, many other equally powerful comments were left out in the development of this toolkit.

Tips

- Provide targeted support and training to help managers understand and implement EDI principles.
- Create informal, safe support channels for LGBTQ+ employees beyond formal HR procedures.
- Include LGBTQ+ representation within HR teams to build trust and relatability.
- Use inclusive language in job descriptions, avoiding hetero-cisnormative assumptions.
- Make application forms gender-inclusive by offering options like they/them pronouns.
- Provide gender-neutral bathrooms across all worksites.
- Clearly communicate diversity policies during recruitment and onboarding processes.
- Audit dress codes and workplace norms to ensure they don't exclude or marginalise LGBTQ+ staff.
- Promote and support LGBTQ+ employee networks to foster belonging and visibility.
- Encourage LGBTQ+ staff to be open about their identities, if they feel safe to do so.
- Regularly assess and update diversity policies to go beyond tokenism.
- Invest in EDI training for all staff, emphasising intersectionality and allyship.
- Make allyship visible and actionable at every level of the organisation.
- Highlight inclusive practices and commitments in external employer branding.
- Follow the example of leading global employers by protecting LGBTQ+ rights and benefits.
- Recognise that inclusion is not just ethical—it's essential for performance and innovation and can lead to all employees feeling safe and having a sense that they belong and are proud to work in such an organisation.

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List of LGBTQ+ Organisations

BeLong To Youth Services: is the national organisation supporting lesbian, gay, bisexual, transgender, and intersex (LGBTI+) young people in Ireland.

A: Parliament House, 13 Parliament Street, Temple Bar, Dublin 2, D02 P658

T: 01 670 6223

E: info@belongto.org

Transgender Equality Network Ireland (TENI): seeks to improve conditions and advance the rights and equality of trans people and their families.

A: Outhouse Dublin.

T: 01 873 3575

E: office@teni.ie

Gay Switchboard Ireland: Gay Switchboard Volunteers provide confidential listening, support & signposting for lesbians, gay men, bisexual & trans people, as well as anyone who needs to discuss issues relating to sexuality.

A: Outhouse, 105 Capel Street, Dublin 1

T: 01 8721055

E: ask@gayswitchboard.ie

Outhouse LGBTQ+ Centre Dublin: Outhouse is a community and resource centre for LGBT+ people, their families, and friends. It is a vibrant and safe space for LGBT people, groups & organisations that is inclusive of the diversity within our communities.

T: 01 873 4999

E: info@outhouse.ie

Greenbow LGBT Society of Ireland: is a registered charity run for the benefit of all Deaf LGBT adults all over Ireland.

T: 01 8749148

E: deafgreenbowlgbt@yahoo.ie

LGBT Pavee: Resources for LGBT members of the Roma and Travelling community

LGBT Ireland:

A: 7 Red Cow Lane, Smithfield

T: 353 1 6859280

E: info@lgbt.ie

Dr Vanessa Lacey (Gendercare)

T: 0877387428

E: Vanessa@gendercare.ie



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