



# Beyond Pride: The LGBTQ+ Inclusion Dividend



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*Pronouns: he / him*



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*Pronouns: he / him*

People don't leave jobs,  
they leave toxic work cultures



Dr Amina Aitsi-Selmi MD PhD

# today's session

- Checking in & ground rules
- Protected characteristics - visibility, assumptions, intersections, terminology
- LGBTQ+ data & 'inclusion dividend'
- Labels or lenses: the LGBTQ+ workplace experience
- Understanding inclusion: safety, belonging, influence
- Realising the dividend: ideas & best practice



**How's your level of energy today?**

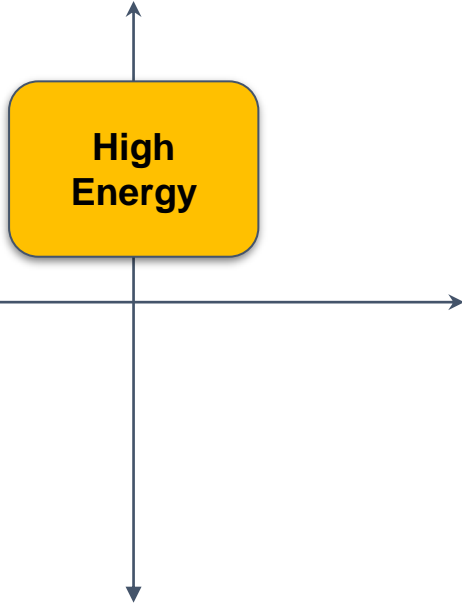
**How experienced are you with LGBTQ+ issues?**



<https://www.menti.com/>

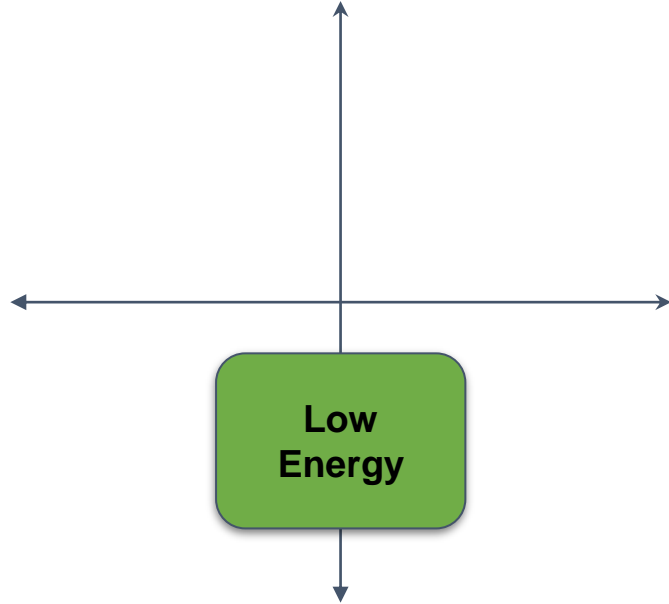
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# checking in & ground rules



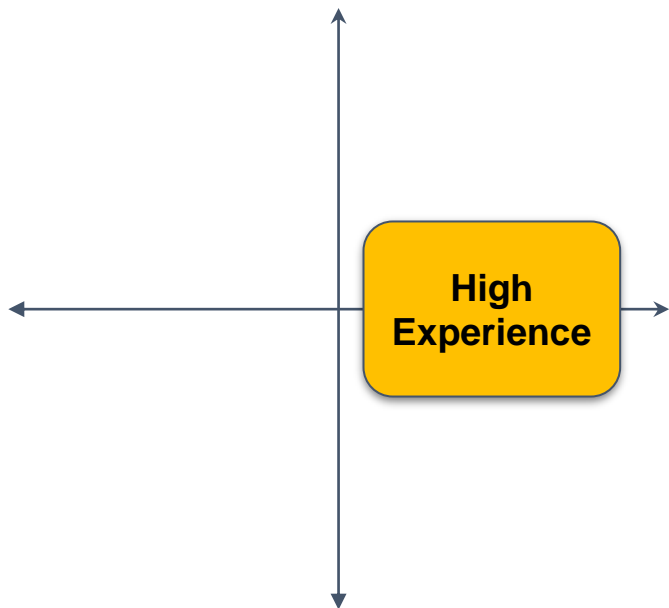
- Super!
- Using Mentimeter - opportunity to contribute
- Share the airtime
- Start thinking about 'best inclusion practice' examples
- We'll write up the output & circulate via IHEEM

# checking in & ground rules



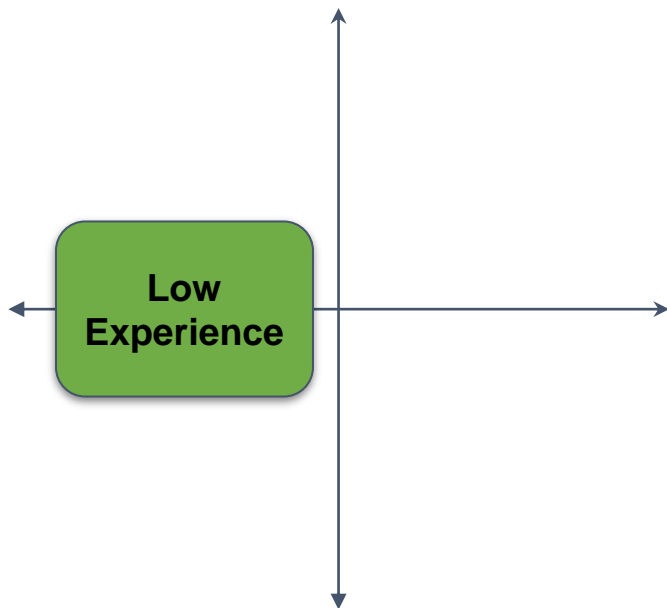
- Thank you for joining us
- Thursday, operational pressures, Covid-19 - be kind to yourself
- Using Mentimeter - light touch participation

# checking in & ground rules



- Lived experience as member of LGBTQ+ community, Ally, inclusion 'day job' role
- Share as much or as little as you feel comfortable with
- 'The political is the personal'. If anything upsets you, take a break, ground yourself, and practise self-care
- Ask of all: maintain confidentiality for experiences shared 'Chatham House Rule'

# checking in & ground rules



- Thanks for your interest - really pleased you joined us!
- We all have things to learn - ask questions, with respect for identities & experiences
- 'Ouch' (someone says something that hurts), 'Oops' (genuine apology, move on, follow up with own research)
- We can all be an Ally to someone



# context..

The NHS employs over 1.4 M people nationwide

The 'NHS People Plan' and 'People Promise' set a vision for the workforce, and call on us to:



*'... continue our efforts to make the culture of the NHS universally understanding, kind and **inclusive**, through the testing times that lie ahead.'*

# what is visible?



**Gender?**

**Ethnicity?**

**Age?**

**Cultural background?**

**Sexuality?**

**Disability?**

What inferences are we making?

Does our previous experience matter?

What assumptions are we 'OK' with?



The Equality Act 2010 sets out nine 'characteristics' (ie. specific aspects of a person's identity) for which there is specific 'protection' from discrimination (hence 'protected characteristics'). These include: Sex, Sexual Orientation, Gender Reassignment, etc.

## How many Protected Characteristics do we all have as a minimum?



<https://www.menti.com/>

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# protected characteristics



- Nine protected characteristics - we all hold at least five
- Overlaps (intersections)
- Protection relates to characteristic - it's not just about protecting minority groups
- Equality, Diversity & inclusion is everyone's business

# LGBTQ+ terminology (some)

- **Lesbian** - a woman who has emotional and/or sexual orientation towards women
- **Gay** - a man who has emotional and/or sexual orientation towards men. (Some women describe themselves as gay women rather than lesbian)
- **Bi** (or bisexual) - emotional and/or sexual orientation towards more than one gender
- **Queer\*** - an umbrella term for sexual & gender minorities who are not heterosexual and/or cisgender

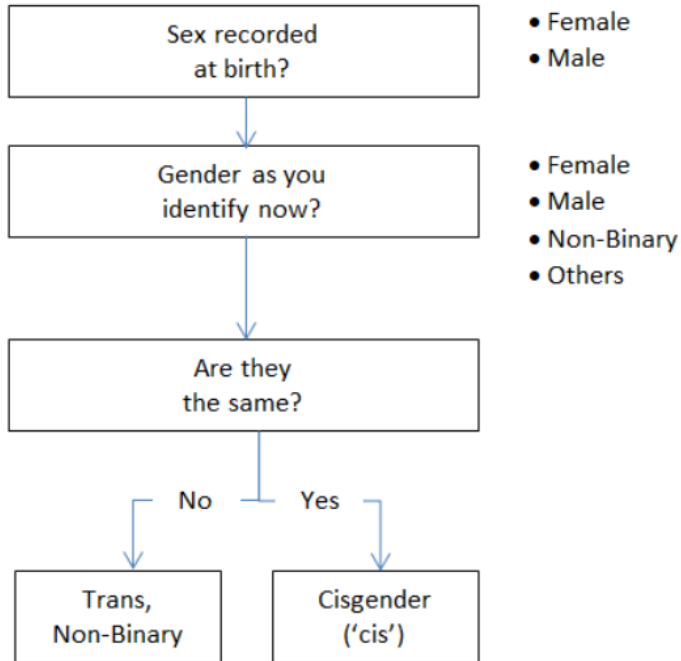
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Footnote

<https://mindout.org.uk/wp-content/uploads/2020/03/terminology-guide-final.pdf>

- \* The term has been reclaimed by members of the community from previous derogatory use, and some members of the community may not wish to use it due to this history. Queer is also linked to 1990s Academic Queer Theory and for this reason as well as is reclamation, is seen by many and inherently political. When Q is seen at the end of LGBTQ+, it typically refers to queer and, less often, questioning.

# trans & non-binary identities



## WHAT ARE PRIDE FLAGS?

Pride Flags represent the unique identities within the LGBTQIA+ community.

Trans Flag

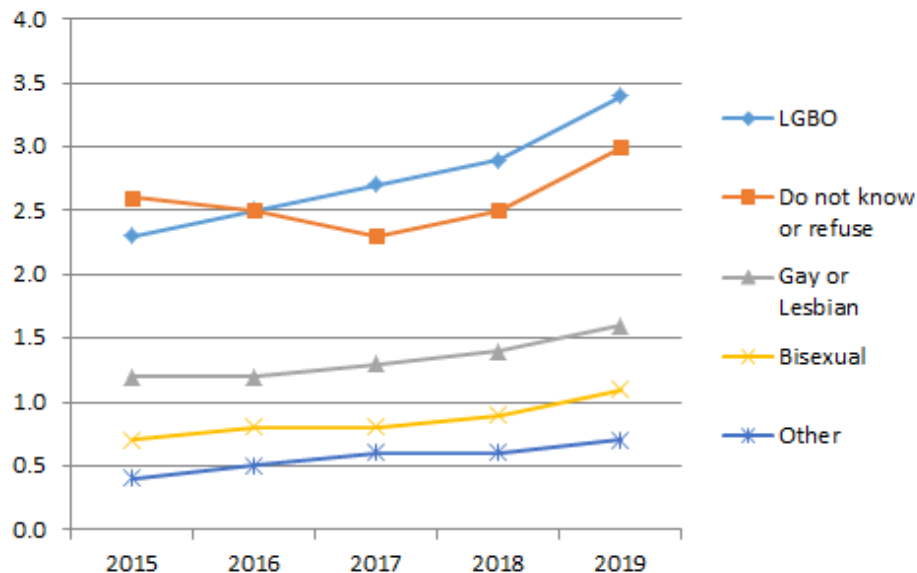


Non-Binary Flag



# population data

Sexual Orientation, UK (2019)  
(Heterosexual not shown)

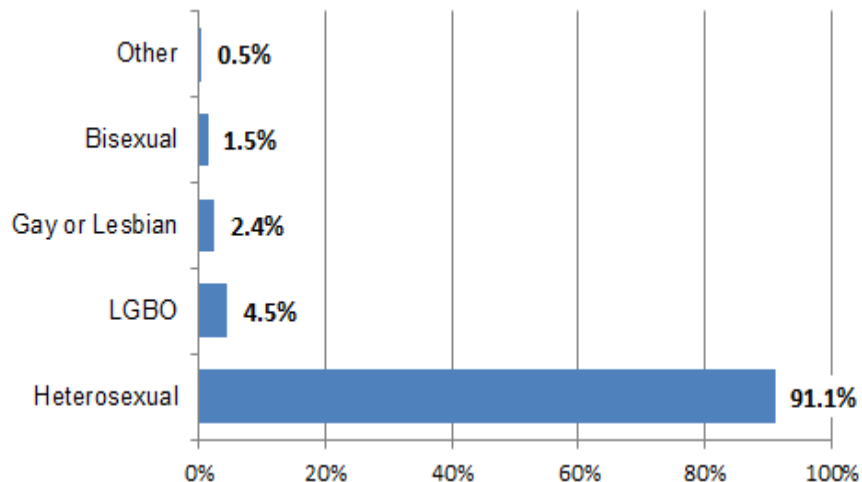


- Est. 2.7% of UK population aged 16+ years identified LGB in 2019, an increase from 2.2% in 2018 (+ 3% Don't know / Refuse)
- Younger people (aged 16 - 24) most likely to identify as LGB (6.6% of all 16 to 24 year olds)
- Increase in older people (aged 65+ years) identifying as LGB (from 0.7% to 1.0% of this age category)
- 'Is the gender you identify with the same as your sex registered at birth?' - added in 2021 Census

# NHS staff data

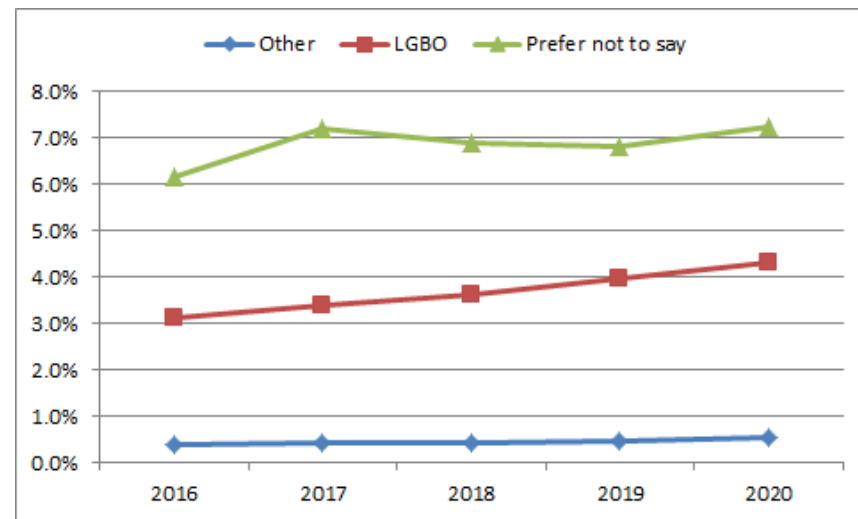


**NHS Staff Survey 2020**  
(excl. Missing and Prefer not to Say)



Trans history included from 2021

**NHS Staff Survey 2016-20**



LGBO - excl. Missing, Prefer not to Say  
Other - excl. Missing, Prefer not to Say  
Prefer not to say - excl. Missing



# population data



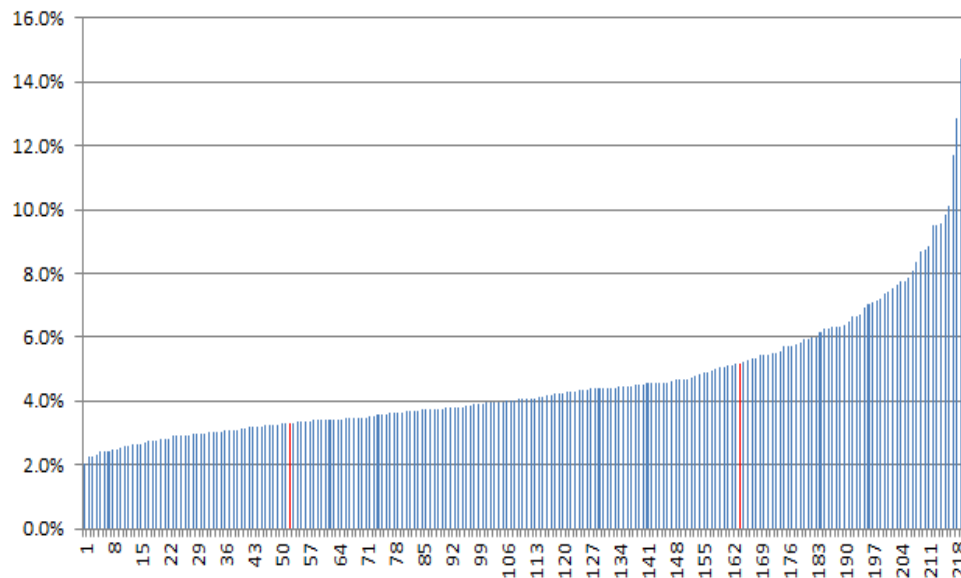
- In 2019, the proportion of people within each English region identifying as LGB ranged from **3.8% in London to 2.1% in the east of England**
- Of the nine regions, **only London showed a statistically significant difference in the proportion of people identifying as LGB** to the other regions. This may be partly explained by the younger age structure of the London population

# the inclusion dividend



## % LGBO Staff by NHS organisation (n=220)

Headcount, excl. Missing and Prefer not to Say - NHS Staff Survey 2021



### The inclusion rationale:

- Legal & regulatory
- 'Business case' - recruitment
- Moral, Social Value, 'Anchor' institutions
- Retention
- Engagement / contribution
- Productivity & profitability (McKinsey etc.)

### The inclusion dividend:

- % LGBO ranges from 0.9% to 14.7%
- Lower /  $Q_1$  = 3.31%
- Upper /  $Q_3$  = 5.17%

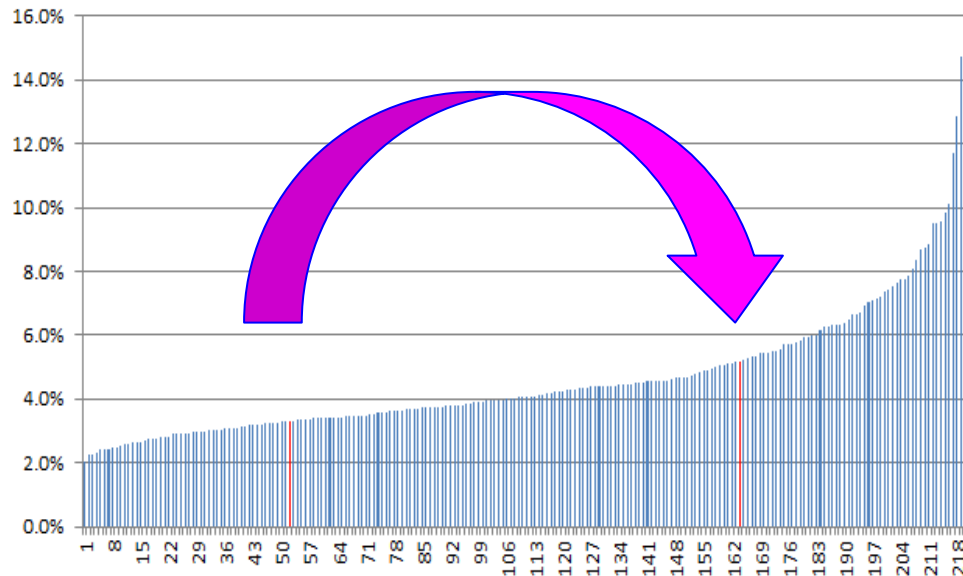
[https://www.mckinsey.com/~media/mckinsey/business%20functions/organization/our%20insights/delivering%20through%20diversity/delivering-through-diversity\\_full-report.ashx](https://www.mckinsey.com/~media/mckinsey/business%20functions/organization/our%20insights/delivering%20through%20diversity/delivering-through-diversity_full-report.ashx)

# the inclusion dividend



## % LGBO Staff by NHS organisation (n=220)

Headcount, excl. Missing and Prefer not to Say - NHS Staff Survey 2021



Workforce	Q <sub>1</sub> 3.31%	Q <sub>3</sub> 5.17%	'Dividend'
6,000	199	310	<b>111</b>
8,000	265	414	<b>149</b>
10,000	331	517	<b>186</b>

To monetise... @ 7-10k agency fee per  
International Recruit = £780k to £1.9m

# LGBTQ+ workplace experience

February 2021 Report:

- 40%+ of LGB+ workers (and 55%+ of trans workers) experienced a conflict at work in twelve-month period, compared with 29% of Heterosexual workers (eg. being undermined/ humiliated, discriminatory behaviour)
- 12% of trans workers said they experienced unwanted sexual attention at work, and 2% experienced sexual assault
- 18% of trans workers felt psychologically unsafe (not accepted, valued, able to voice concerns at work) compared with 16% LGB+ and 10% Heterosexual workers
- LGB+ and Heterosexual workers reported similar job satisfaction (c. 66% felt somewhat to very satisfied at work). However 19% LGB+ workers felt somewhat to very dissatisfied with their job (vs 15% Heterosexual)
- 50% of trans workers reported feeling somewhat to very satisfied with their job, but a third (33%) said they felt somewhat to very dissatisfied

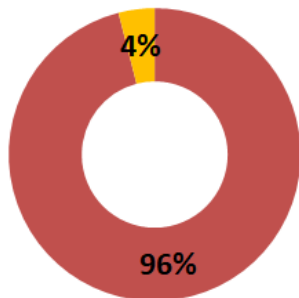
# LGBTQ+ workplace experience



- **NHS Staff Survey - annual survey, started 2003**
- Can split results by Sexuality (Trans History added 2021/22)
- Last 5 years' data x 10 Theme Scores x 3 Sexualities (L/G, B, Other) = 144 data points (comparisons). Of which...

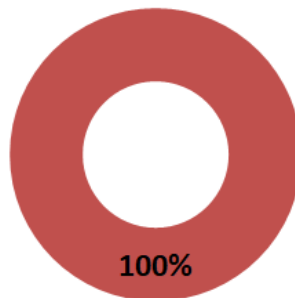
**Gay / Lesbian vs Heterosexual**

■ Higher ■ Lower ■ Same



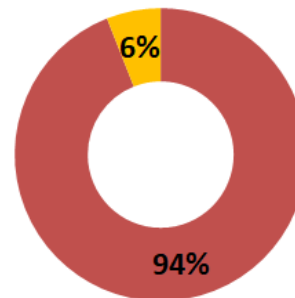
**Bi vs Heterosexual**

■ Higher ■ Lower ■ Same



**Other vs Heterosexual**

■ Higher ■ Lower ■ Same



Footnote

'Morale' Theme Score - 3 years of data

[https://public.tableau.com/app/profile/piescc/viz/ST20nationaldashboards\\_16215084823020/Aboutthesurvey](https://public.tableau.com/app/profile/piescc/viz/ST20nationaldashboards_16215084823020/Aboutthesurvey)

# LGBTQ+ workplace experience



## 2015 YouGov Report:

- 5% patient-facing staff have witnessed colleagues discriminate against LGBT people
- 10% health and social care practitioners have witnessed staff express the belief that someone can be 'cured' of being LGBT
- 24% patient-facing staff have heard colleagues make negative remarks about LGBT people
- 26% LGB staff have personally experienced bullying or poor treatment

# inclusion

“[...]understanding of culture, behaviours, resources, processes and structures, which either promote or inhibit the full and equal engagement of all individuals.”



# privilege

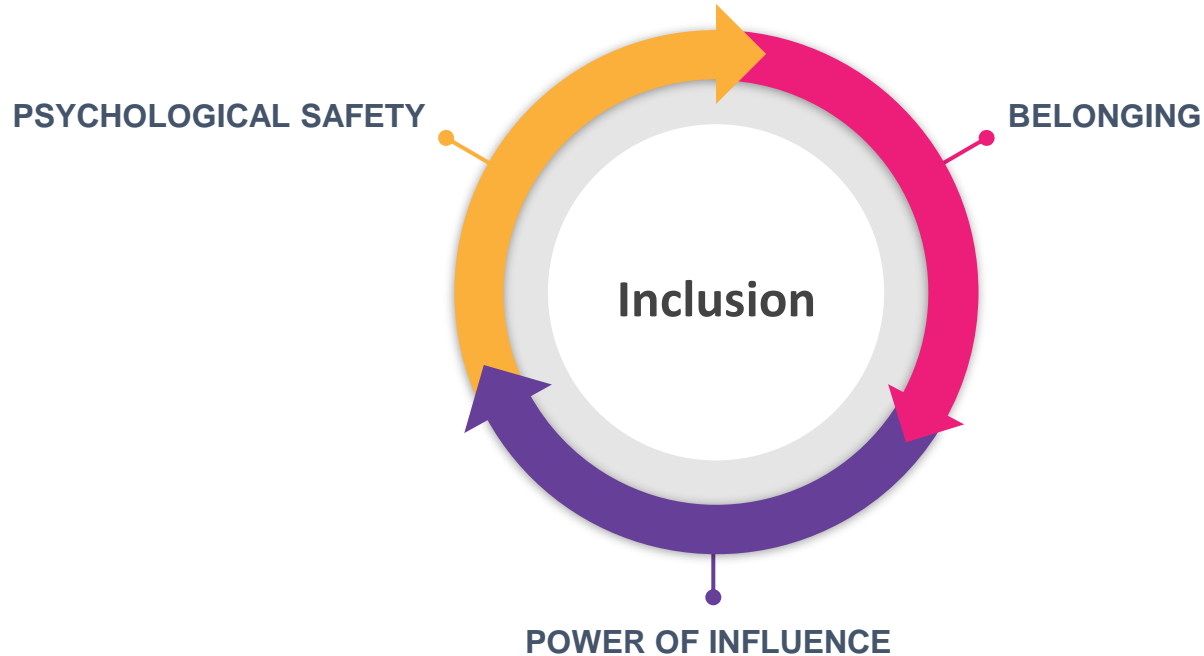
*“[...]normally when we talk of privilege we imagine immediate unearned riches and tangible benefits for anyone who has it.[...]”*

*all privilege – is actually about the absence of  
**inconvenience, the absence of an impediment or challenge**  
and as such when you have it, you really don't notice it.*

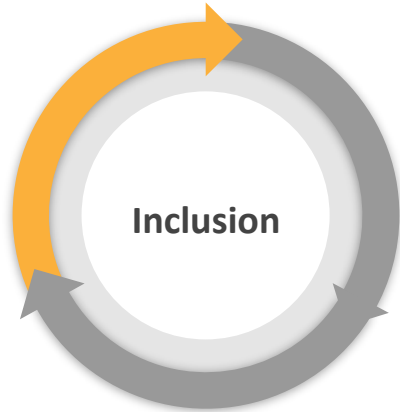
***But when it's absent, it affects everything you do.”***



# dimensions of inclusion



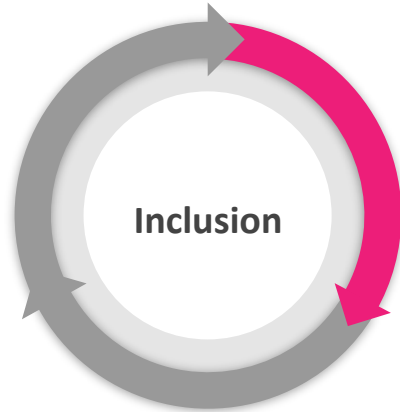
# psychological safety



**ability to Speak up, Collaborate,  
and Experiment**

(Kahn, 1990; Nembhard and Edmondson, 2012)

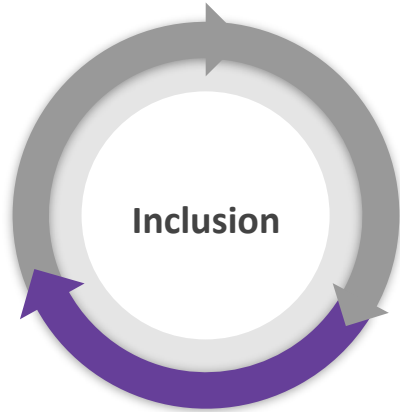
# belonging



need to **Belong** vs. need to feel  
**Distinct** and **Unique** on a  
personal, interpersonal and  
organisational level

(Brewer, 1991; Leonardelli et al., 2010; Shore et al., 2011; McCluney and Rabelo, 2018)

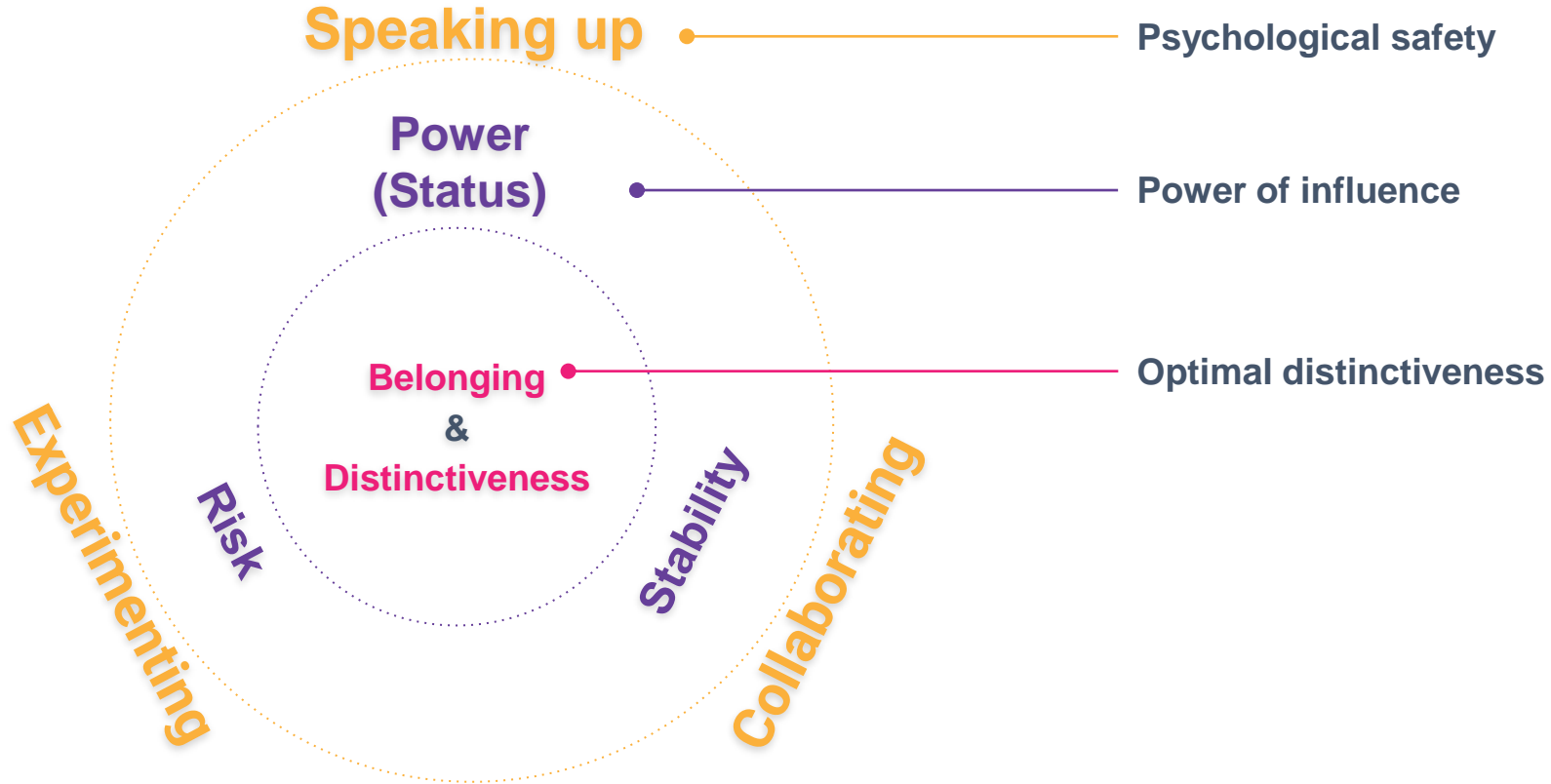
# power of influence



## Power (status), Stability and Risk taking.

(Hays and Goldstein, 2015; Jordan et al., 2011)

# inclusion



# connecting the dots

assumptions

privilege  
& discrimination

intersectionality

emotions



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## inclusion?



**What can be done to improve Recruitment, Retention & Inclusion of LGBTQ+ people in Healthcare Engineering & Estate Management?**



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## Beyond Pride: The LGBTQ+ Inclusion Dividend



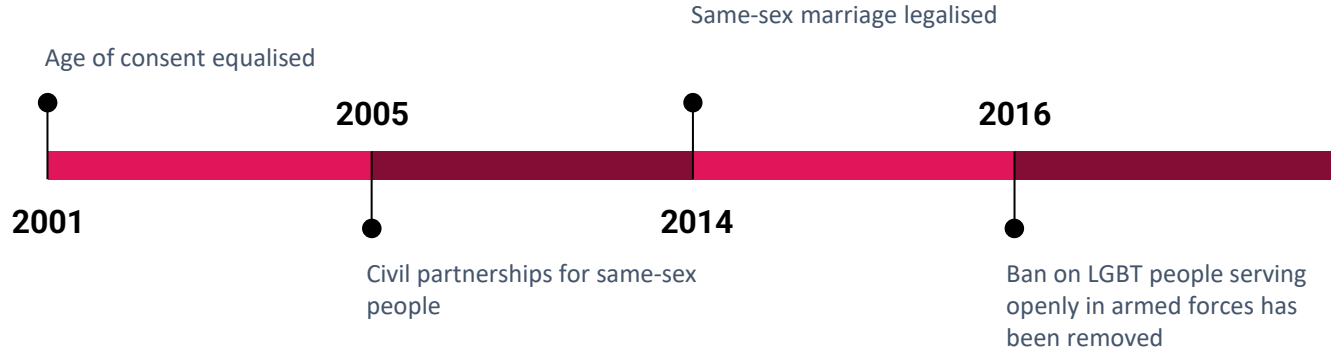




## **Beyond Pride: The LGBTQ+ Inclusion Dividend**

## **Further Reading & Resources**

# equality gains



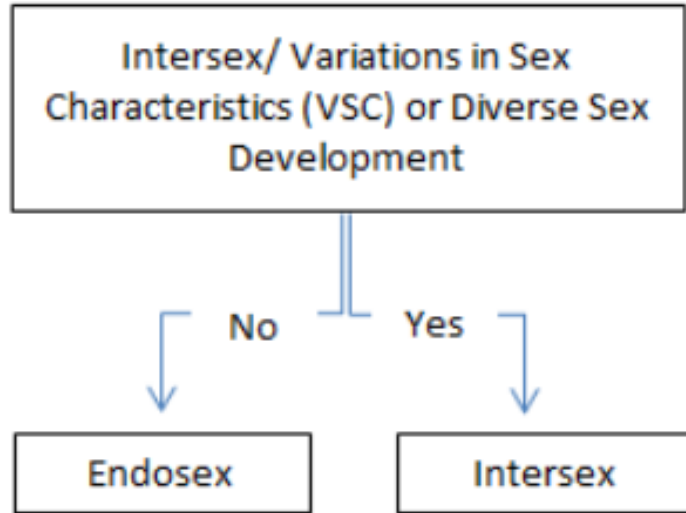
## Some of ongoing legal and socio-political conflict areas for sexual orientation, sex and gender identity

- Sexual orientation - Gay conversion therapy is still legal in the UK.
- Gender identity - Trans people still do not have the right to self identify.
- Sex - Being intersex is not protected from discrimination.

# discrimination

*“treating a person unfairly  
because of **who they are,**  
(or **who they are perceived to be**)  
or because they possess  
**certain characteristics**”*

# intersex



- Born with sex characteristics that don't fit neatly into typical binary categories of male or female, e.g.
  - chromosomes
  - genitalia
  - reproductive anatomy
  - hormones

# intersectionality



Intersectionality is a theoretical framework  
for understanding how aspects of a person's  
**social and political identities** combine to create  
different modes of **discrimination and privilege**<sup>1</sup>

## Is intersectionality more holistic?

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1. <https://en.wikipedia.org/wiki/Intersectionality>

Crenshaw, K. (1989). Demarginalizing the Intersection of Race and sex: a Black Feminist Critique of Antidiscrimination doctrine, Feminist Theory and Antiracist Politics. University of Chicago Legal Forum, [online] 1989(1), pp.139–167. Available at: <https://chicagounbound.uchicago.edu/cgi/viewcontent.cgi?article=1052&context=ucilf>.

# knapsack of privilege



## WHITE PRIVILEGE UNPACKING THE INVISIBLE KNAPSACK

PEGGY  
McINTOSH

Score 5 if the statement is often true for you...  
Score 3 if the statement is sometimes true for you...  
Score 0 if the statement is seldom or never true for you...

Because of my race or color...	My Score
1. I can be in the company of people of my race most of the time.	
2. If I should need to move, I can be pretty sure of hassle-free renting or purchasing in an area in which I would want to live.	
3. I can be pretty sure that my neighbors in such a location will be neutral or pleasant to me.	
4. I can go shopping alone most of the time, pretty well assured that I will not be followed or harassed.	
5. I can turn on the television or open to the front page of the newspaper and see people of my race widely and positively represented.	
6. When I am told about our national heritage or about "civilization," I am shown that people of my race made it what it is.	
7. I can be sure that my children (or children from my family) will be given curricular materials that testify to the contributions of their race.	
8. I can go into most supermarkets and find the staple foods which fit with my racial/ethnic traditions; I can go into any hairdresser's shop and find someone who can cut my hair.	
9. Whether I use checks, credit cards, or cash, I can count on my skin color not to work against the appearance of financial reliability.	
10. I can arrange to protect my children (or children from my family) most of the time from people who might mistreat them because of their race.	
11. I can swear, dress in secondhand clothes, or not answer letters, without having people attribute these choices to the bad morals, the poverty, or the illiteracy of my race.	
12. I can do well in a challenging situation without being called a credit to my race.	
13. I am never asked to speak for all the people of my racial group.	
<b>Subtotal</b>	

McIntosh, Peggy. White Privilege and Male Privilege: A Personal account of coming to see correspondences through work in women's studies. Working paper no. 189. 1986. Center for Research on Women, Wellesley College, Wellesley MA.

‘Privilege is when you think something is not a problem because it’s not a problem to you personally’