



Assessing the World Bank Group's Workplace on Lesbian, Gay, Bisexual and Transgender (LGBT) Equality

RESULTS OF THE 2015 WORKPLACE CLIMATE SURVEY

Survey conducted by the Gay, Lesbian, Bisexual, and Transgender Employee Resource Group of the World Bank Group (GLOBE)

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February 2016

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Acknowledgments

First and foremost, GLOBE would like to express its most sincere thanks to the 1,753 World Bank Group staff members who took the time to complete the survey. Without their participation and feedback, this study would simply not have been possible.

This report was prepared by a core team of staff members led by Caroline Vagneron (GLOBE President) and comprising GLOBE members and other staff members who designed the survey instrument (Aphichoke Kotikula, John Bryant Collier, Nicholas Menzies, Juan Carlos Izaguirre, Herbert Francisco Curry Arceo, Wayne M. Thomas, Paul El-Meouchy, Francisco Ruscalleda, Anil Bruce Sookdeo, Guillaume Daumas, Santiago Jose Afanador Machuca, A. Michael Tarazi, Alan David Lee, Fernando Xavier Montenegro Torres, Jeroen Haver, Jason Allen Weaver, Ingrid Marie Pierre Mollard, Cateryn Vucina Banjanin, Johanan Rivera Fuentes, Julissa Gadea Villanueva) and analyzed the results of the survey (Ian White, David Green, Aphichoke Kotikula, Santiago Jose Afanador Machuca, Peter Lafere, Kristin Strohecker, Joseph Mansilla, Johanan Rivera Fuentes, Jeff Chelsky, Herbert Francisco Curry Arceo, Guillermo Siercke, Fernando Xavier Montenegro Torres). GLOBE thanks them for their commitment and efforts.

Perseverance and motivation have played a great role in the final stages of drafting this report and the efforts of David Green and Ian White should also be acknowledged, along with the valuable insights and advice of Saumya Mitra, who reviewed the report at different stages of completion.

GLOBE's heartfelt appreciation goes to our colleague Fabrice Houdart for his vision and unfaltering support through the course of this effort.

GLOBE would also like to thank HRVP Sean McGrath for distributing the survey to World Bank Group staff at large.

Finally, GLOBE would like to thank its external adviser, the Human Rights Campaign (HRC), and in particular Liz Cooper for the valuable insights, lessons learned, in developing the survey instrument.

Foreword

While some progress has been made to build and retain a diverse workforce and promote an inclusive workplace at the World Bank Group, we are still steps away from an equal playing field. To fully harness the power of its diverse staff, the highest hurdle for the WBG will not be in pushing numbers up, but in fostering greater understanding of what an inclusive workplace is. While we are encouraged by the support voiced by President Jim Kim over the past few years, little has happened since the previous workplace climate survey in 2011 to take action on the messages the WBG received from the LGBT community. While access to benefits has certainly improved, a lot remains to be done.

The business case for greater diversity and inclusion of Lesbian, Gay, Bisexual and Transgender (LGBT) staff is now well documented, and the corporate world is making solid progress towards LGBT equality at the workplace. Today, seventy five percent of such companies include explicit gender identity and 93 percent of them offer explicit sexual orientation in their non-discrimination policies in the US. The percentage of Fortune 500 companies offering domestic partner benefits increased from 14 percent in 1999 to sixty four percent in 2015. Finally, forty percent of the Fortune 500 businesses offer transgender-inclusive health care coverage, up from 0 in 2002¹. A large amount of research over the last decades has assessed the validity of the business case for diversity, highlighting among others, the positive impact it has not only on productivity, collaboration, innovation and creativity, but also on reputation, recruitment and retention. Businesses now engage in sustained efforts to acknowledge today's increasingly diverse workforce and to implement policies aimed at creating safe and productive workplaces for all staff. LGBT-supportive policies² are linked to less discrimination against LGBT employees and more open corporate cultures. Less discrimination and more openness (or less concealment), in turn, are also linked to greater job commitment, improved workplace relationships, improved health outcomes (concealment of sexual orientation is associated with increased psychological distress) and increased productivity among LGBT employees. Such policies can also enhance corporate reputation and boost staff morale. As Lord Brown discusses in "The Glass Closet", promoting an inclusive environment for LGBT employees isn't a moral imperative for companies, it's a smart business decision³. At the end of the day, treating all staff equally, regardless of their sexual orientation and/or gender identity, and promoting inclusive workplace policies impact more than the LGBT population: it serves as an indicator of an environment that supports all employees and their contributions.

Four years ago, GLOBE embarked on its first Workplace Climate Survey. At the time, data on the challenges faced by LGBT staff members working for the World Bank Group was non-existent. The survey helped shed light on issues that had, to date, been in large part overlooked by the institution. The 2015 edition of the GLOBE Workplace Climate Survey attempts to provide, once again, insights into critical areas of success and remaining challenges for the inclusion of LGBT staff at the WBG. Some of these issues require Senior Management's immediate attention, in particular since so many of our Country Offices are located in countries with anti-LGBT laws.

My hope is that this report, which relays the voices of staff from all parts of the world, all levels of the institution, all educational background and cultures, triggers a conversation on this topic and pushes us all to reflect objectively on ways to ensure our workplace environment is one of equality, respect, integrity and excellence. The time is now!



Caroline Vagneron
President
GLOBE

¹ Source: Human Rights Campaign Corporate Equality Index (1999, 2016)

² LGBT-supportive policies include sexual orientation and gender-identity nondiscrimination policies and domestic partner benefits policies, sexual orientation and gender identity nondiscrimination policies, domestic partner benefits, transition-related health care benefits, and other related policies

³ www.GlassCloset.org

Executive Summary

“We have worked on emphasizing diversity as a core value; now we need to focus on making inclusion a core value.”

Policies toward full equality have improved tremendously in the past 20 years. Today, the World Bank Group prohibits discrimination based on sexual orientation and/or gender identity and offers almost full equality in terms of benefits for same-sex partners.

However, as policies have progressed, World Bank Group (WBG) culture is lagging behind in terms of fully accepting LGBT staff. To understand and help bridge the gap between policy and real-life experience, GLOBE decided to undertake a survey of perceptions of WBG staff regarding LGBT workplace issues. While there have been some distinct improvements in the work place climate and management practices over the past five years, many issues persist. A generic lack of awareness of issues faced by LGBT staff and increase in experiences of discrimination, derogatory comments and homophobic jokes (on the rise since 2011), are just some of the signals of a failure in accountability. A large number of recommendations from the 2011 GLOBE Survey were not acted upon. Institutional support for this survey was extremely limited, and so is, more generally speaking, the WBG’s support to Employee Resource Groups.

The survey’s overall outcome is mixed. Most respondents tend to agree that the WBG as an institution in general treats LGBT employees with respect and that it is a supportive place for LGBT staff to work. They also continue to see improvement in the workplace climate for LGBT staff. However, overall, a large part of the population is still hiding its identity at the workplace and LGBT respondents view the World Bank Group workplace climate more negatively than their heterosexual peers. Perception and experience of discrimination and harassment continue to keep a majority of LGBT staff in the closet. The survey results continue to indicate significant gaps in the way the World Bank Group addresses LGBT issues in the workplace. In essence, still too much of the responsibility is left at the discretion of managers, who despite best efforts and intentions, fail to respond to issues adequately. Problems are exacerbated for more vulnerable staff, including women, staff in Country Offices, younger employees, and staff on more precarious contracts.

The report, which builds on the baseline established by GLOBE’s first Workplace Climate Survey in 2011, surveyed 1,753 staff. It ends with a number of recommendations pertaining to organizational practices and policies, which can help foster a more LGBT-inclusive workplace, of which:

- Identifying organizational issues related to LGBT staff;
- Training and raising awareness;
- Enforcing equal policies and benefits;
- Enforcing a zero tolerance policy to discrimination and harassment;
- Providing institutional support for LGBT staff, among others through the Employee Resource Group that represents them;
- Using inclusive communications; and,
- Developing strategies for including LGBT identity in diversity metrics.

List of Acronyms

ACS	Administrative and Client Support
CO	Country Office
D&I	Diversity and Inclusion
EAP	World Bank Group's East Asia and the Pacific Region
ECA	World Bank Group's Europe and Central Asia Region
EES	Employee Engagement Survey
ERG	Employee Resource Group
EBC	Office of Ethics and Business Conduct
ETC	Extended-Term Consultant
ETT	Extended-Term Temporary Staff
FTM	Female-to-Male
GLOBE	Employee Resource Group that represents the interests of Lesbian, Gay, Bisexual, and Transgender staff members working at the World Bank Group
HR	Human Resources
HRC	Human Rights Campaign
HQ	Headquarters
IBRD	International Bank for Reconstruction and Development
IFC	International Financial Corporation
LAC	World Bank Group's Latin American and the Caribbean Region
LGBT	Lesbian, Gay, Bisexual and Transgender
MENA	World Bank Group's Middle East and North Africa Region
MTF	Male-to-Female
NA	Not Applicable
RWA	Respectful Workplace Advisor
SAR	World Bank Group's South Asia Region
STC	Short-Term Consultant
STT	Short-Term Temporary
LGBT	Lesbian, Gay, Bisexual and Transgender
MTF	Male-to-Female
NA	Not Applicable
STC	Short Term Consultant
STT	Short Term Temporary staff
WBG	World Bank Group

Introduction

1. GLOBE

GLOBE is the Employee Resource Group that represents the interests of Lesbian, Gay, Bisexual, and Transgender (LGBT) staff members working at the World Bank Group (WBG). GLOBE has two primary focus areas: (i) to promote an inclusive work environment for LGBT staff through concrete efforts to improve both human resource policies and workplace culture; and, (ii) to embed LGBT concerns in the WBG's development work by supporting efforts to analyze and quantify the impact of economic and social marginalization of LGBT populations on levels of exclusion and poverty (e.g., access to labor market, housing, health and education services, safety). Finally, GLOBE is also a social network, providing LGBT staff and their supporters with a forum to organize and interact on matters of common interest.

With 248 members, GLOBE draws together self-identified LGBT WBG staff and consultants as well as heterosexual allies⁴. A majority of members are men (80 percent) based at Headquarters; however, the number of female members and Country Office members has increased steadily since 2010. Female membership increased by 56 percent during this period. The Facebook page of GLOBE, started in 2013 now counts a little over 700 members and serves as a communications platform for the group and its partners at large.

A number of members have communicated their discomfort with being out at work⁵. As such, more than one fifth of GLOBE members prefer to be “bcc’d” on GLOBE communications. This feeling also explains why a number of LGBT staff have also chosen not to join GLOBE.

2. The 2015 GLOBE Workplace Climate Survey

The 2015 GLOBE Workplace Climate Survey (henceforth, 2015 GLOBE Survey) builds on the baseline established by GLOBE's first Workplace Climate Survey, which was conducted in 2011 (henceforth, 2011 GLOBE Survey)⁶. Both surveys respond to the desire to expose the challenges faced by LGBT staff as well as analyze perceptions of the workplace climate for LGBT staff. The main objective of the surveys is to collect data with a view to assess the workplace climate and identify related issues, develop proposals that would help the WBG foster an inclusive workplace for all, and provide insights into the experiences of LGBT staff at the WBG. As with the 2011 GLOBE Survey, the 2015 GLOBE survey was developed by GLOBE and was sent to all WBG staff at Headquarters (HQ) and in Country Offices. An invitation to respond to the 2015 GLOBE Survey was sent on behalf of GLOBE by HRVP Sean McGrath (see Annex I). The 2015 GLOBE survey was made available through surveymonkey.com between May 29, 2015 and June 12, 2015. Participation was voluntary and anonymous.

3. This Report

This report provides an account of the quantitative and qualitative survey results, as well as respondents' recommendations addressed to GLOBE and to the WBG management. It also presents GLOBE's key conclusions and recommendations for fostering an inclusive workplace.

⁴ See definition in Annex I.

⁵ See definition in Annex I.

⁶ The first ever LGBT Workplace Climate Survey to be carried out at the World Bank Group.

I - Methodology

Participation in the survey was voluntary and anonymous, as it was in the 2011 GLOBE Survey. Respondents were asked to self-identify their sexual orientation and gender identity. Two teams of staff and GLOBE members worked on the survey, one in designing the questionnaire, the other in conducting the analysis of the survey results.

There is the possibility of selection bias present in the data collected given completion of the survey was entirely voluntary. It is likely that heterosexual staff who completed the survey are limited to those who identify strongly either in favor or against LGBT equality at the WBG, and that there remains a largely silent population who chose not to participate. It is unclear how this may bias any results, but must be considered when interpreting outcomes and results. Unfortunately, the sample of transgender and gender nonconforming individuals responding to the survey was too small to analyze independently. GLOBE recognizes the diversity of the gender spectrum, but for the purposes of the subsequent data representation, has included transgender and other gender identities with respective overlapping categories (e.g., a transgender woman would be included with the female population).

1. The Survey Questionnaire

The 2015 GLOBE Survey questionnaire was designed to produce comparative data vis-à-vis the 2011 GLOBE Survey and the 2015 WBG Employee Engagement Survey (EES)⁷ as well as new data on emerging issues and trends pertaining to the WBG workplace climate. Demographic questions also evolved with this survey, mainly to reflect the current efforts of the WBG's HR Department to identify and assess diversity and inclusion challenges in the context of the 2015 EES; and, to ensure possible cross-referencing of the results obtained in both exercises. Previous demographic data covered sexual orientation and gender identity, relationship status, age, posting (HQ/CO), locally recruited/international assignment, contract type (term or open ended) and WB unit affiliation. This survey collected all these variables, but also added more detailed response options for contract type, specific country location and country of origin.

In designing the survey, GLOBE started by updating the 2011 GLOBE Survey questionnaire to ensure continued relevance and to identify developments over time. While most questions remained the same for ease of comparison, some questions were dropped and new questions were added in reflection of developments at the WBG since 2011 (e.g., benefits, visas). GLOBE also consulted with the Human Rights Campaign (HRC)⁸ team responsible for the Corporate Equality Index⁹. Greater alignment to HRC's benchmark allows GLOBE to put survey results in perspective and to find best practices that could be replicated in the context of an international institution like the WBG. GLOBE also ensured issues specific to the WBG workplace and its operations are covered, from its global presence to the international and multicultural make-up of its staff. The survey questionnaire can be found in Annex II.

2. Data Analysis

Cross-tabulation analysis between demographic groups (e.g., gender, sexual orientation, age, and grade) helped identify patterns among respondents. These were further analyzed with respect to location to determine differences between Headquarters and Country Offices. The quantitative data was augmented with qualitative data generated from responses to open-ended questions. Staff commented on topics ranging from their experiences in Country Offices to career development issues or communication from Senior Management. While the analysis presented in this report is not intended to cover every view presented in survey responses, it does present the key issues and trends that were identified, along with recommendations on improving the WBG with respect to these.

⁷ Link to EES

⁸ HRC is the largest American LGBT civil rights organization. It is a global reference in the assessment of workplace LGBT equality, gauging trends and best practices but also performance of businesses in the United States regarding LGBT equality.

⁹ <http://www.hrc.org/campaigns/corporate-equality-index>

II - Summary of Key Findings

A total of 1,753 staff members from HQ and Country Offices responded to the 2015 GLOBE Survey. This level of participation is slightly lower than that of 2011, when 1,896 staff members responded.

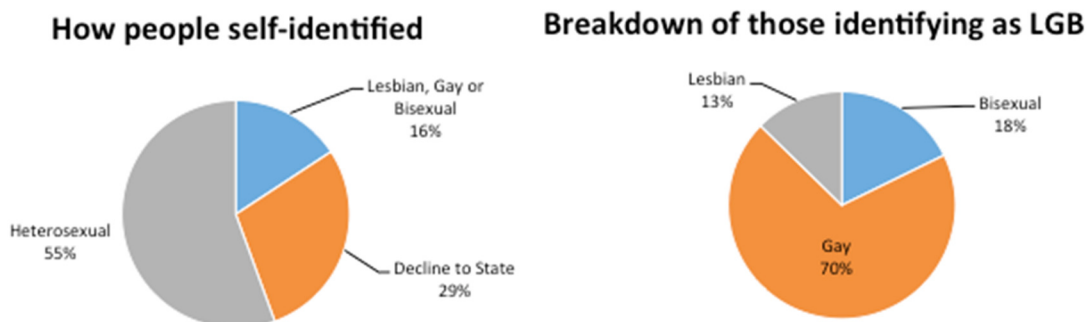
1. The LGBT Population at the WBG

Seventy-one percent of survey participants self-identified their sexual orientation. The majority of all survey participants (56 percent) identified as heterosexual. Eleven percent identified as gay men, 2 percent as lesbian women and 3 percent as bisexual (men and women) adding up to a total of 276 LGBT respondents. Interestingly, 281 of the 10,152 respondents to the WBG Employee Engagement Survey (EES) self-identified as LGBT¹⁰. This number is almost the same as the one obtained in this survey, which would also tend to confirm the size of the LGBT population that is open in the workplace at the WBG.

Eleven percent of respondents selected “prefer not to answer”, an option which was no available in 2011, while 18 percent skipped the question. These numbers raise more questions than they provide answers regarding whether there is a lingering fear of identifying as LGBT at the WBG. Answers from respondents who “preferred not to answer” across the rest of the survey reveal a high level of fear and distrust, which leads to believe that the number of LGBT staff working at the WBG may actually be higher.

Of the LGBT respondents, 209 (76.6 percent) identified as male and 64 (22.7 percent) as female. Two persons (0.7 percent) identified as transgender women¹¹. One respondent preferred not to answer.

A young LGBT cohort. Most LGBT respondents (37 percent) were between the ages of 18 and 35, closely followed by those between 36 and 45 (33 percent). The percentage declined to 24 percent for those between 46 and 55 years old. Only 6 percent were 56 or older.



Relationship Status: Among LGBT respondents, 39 percent were legally married, in a civil union or in a registered domestic partnership. Twenty-four percent reported being in a “non-formal” committed relationship. Of those legally married or in a civil union or registered domestic partnership, 82 percent were based in HQ, which is exactly proportionate to the HQ/CO split of LGBT respondents. This could highlight both difficulties in: (i) formalizing LGBT relationships abroad; and (ii) moving abroad (e.g., visa challenges) for LGBT couples working at the WBG.

Location: Of the 276 respondents¹² who identified as LGBT, 82 percent were based in HQ, which is about the same distribution as in 2011. Other respondents were mostly based in LAC (five percent), followed by SAR (four percent), ECA and EAP (both three percent), and AFR (one percent). Only one respondent was based in MENA. These numbers provide food for thought regarding both: (i) LGBT staff presence and visibility in the field; and,

¹⁰ The 2015 EES allowed staff to self-identify. This was the first edition of the EES to do so.

¹¹ Ideally, GLOBE would have preferred to have analyzed the data for transgender and gender non-conforming individuals separately, but the number who self-identified was too small to generate conclusive results. As such, transgender individuals who identified as women were included in the statistics with women, rather than being analyzed on their own.

¹² For this section, the total number of responses for each question differs since staff members were allowed to skip questions. Total response numbers are provided throughout the report to ensure proper reporting.

(ii) their comfort in responding to a survey on LGBT workplace diversity and inclusion altogether. It also provides some insight into the degree of isolation of LGBT staff posted in the field.

Grade levels and contract types: 35 percent of LGBT respondents were Grades GG+, 29 percent were GE-GF, and 9 percent were GA-GD. Around 8 percent were long-term consultants/temporaries (ETC/ETT), and 19 percent were short-term consultants/temporaries (STC/STT). Just over half of respondents who identified as LGBT were international hires.

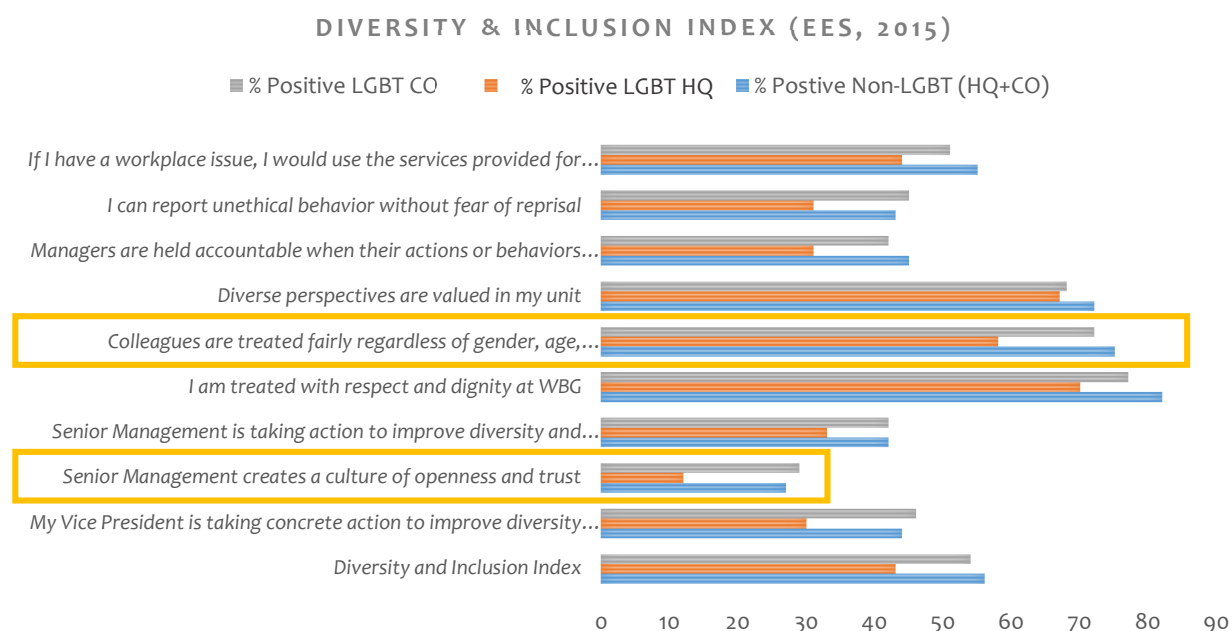
These results are all consistent with those of the 2011 GLOBE Survey, for which 287 respondents identified as LGBT, of which 83 percent were based at HQ, 80 percent were male and the largest share (37 percent) belonged to the 36-45-age cohort.

2. Workplace Climate and Visibility

Workplace Climate

Overall, LGBT staff view the World Bank workplace climate more negatively than their heterosexual peers. This was evidenced through both the GLOBE survey and the 2015 World Bank Employee Engagement Survey (EES). In the EES, LGBT staff were less positive about their experiences of working at the World Bank than their heterosexual colleagues on 60 of the 62 metrics used. These questions spanned from collaborative working to the behavior of managers. Some of these discrepancies were small, though a negative gap of around eight points exists in many areas. That said, almost three quarters of LGBT respondents expressed pride in working at the WBG (up to 80 percent for LGBT respondents based in COs), 58 percent felt a strong sense of belonging to the WBG (62 percent in CO, 56 percent in HQ) and 47 percent considered the WBG the best place to work in development (55 percent in CO, 44 percent in HQ).

Responses clustered in the 2015 EES Diversity and Inclusion Index, which measures staff's perceptions of whether the organization creates a diverse and inclusive environment are also telling. Before looking at the specific responses of LGBT staff, it is important to note how dissatisfied the entire staff population is with these outcomes: only 56 percent responded favorably to the Index. The Index showed a clear negative gap for LGBT staff, although not as high in CO as in HQ. LGBT respondents were also more negative than their heterosexual peers in the WBG 2013 EES D&I Index.



WBG Executive Leadership

The comments, actions and behaviors of the team at the top of an institution sets the tone of a workplace and are a crucial complement to formal HR policies around diversity and inclusion. When looking at different levels within the Bank however, executive leadership has the lowest rating in terms of perceived support for LGBT employees: overall, 51 percent of staff feel that the WBG Leadership (Executive VP, MD and above) are openly and publically supportive of the issues faced by LGBT employees. This is broadly the same when comparing LGBT and non-LGBT staff views. This issue was also touched upon in many of the comments collected through the survey, where respondents highlighted both the importance and timeliness of the leadership shown by the President and at the same time the need for Senior Leadership more broadly speaking to make public, positive statements to encourage inclusion of LGBT issues in workplace.

The WBG as an institution

A large portion of staff feel that the WBG as an institution in general treats LGBT employees with respect, with seventy percent of all staff in agreement. When accounting just for LGBT staff, this was even higher at 76 percent. There was little variation between LGBT men and women or HQ vs. Country Offices. There is however a sharp decline of positive responses when asked about the perceived level of support (rather than respect) for LGBT staff at the Bank, with 65 percent of respondents agreeing to the statement.

Immediate supervisor and work group

A majority of WBG employees feel that their immediate supervisor is supportive of LGBT staff, with 57 percent in agreement. Gay men and lesbians are similar in their views in this area (60 and 63 percent positive respectively), but the rate for bisexual staff is considerably lower at just 45 percent. Meanwhile, 61 percent feel that their immediate work group is supportive. LGBT Country Office respondents have the least favorable view at 49 percent, compared to 61 percent for their LGBT colleagues at HQ. In terms of grade, Administrative and Client Support (ACS) LGBT respondents have less favorable views on support from their immediate supervisor and from their immediate work group, as well as how the climate has improved since 2010. This might also explain the low GA-GD participation rate for the 2015 GLOBE Survey. While perceptions regarding their immediate supervisor has remained almost unchanged since 2011 (57 percent vs. 56 percent), the percentage of respondents feeling that their immediate work group is supportive of LGBT staff has gone up from 57 percent to 61 percent over the same period.

Progress since 2010

In the 2015 GLOBE Survey, respondents were directly asked whether they felt the workplace climate for LGBT employees at the WBG has improved since 2010. Overall, 37 percent feel that the environment has improved. Encouragingly, this is even higher among LGBT staff with 45 percent in agreement, though a sizable gap exists between gay men and lesbians - 51 percent of gay men agree things have gotten better vs. 31 percent of lesbians. Those who declined to identify their sexual orientation saw the lowest at 30 percent. While further information is needed to draw a conclusion here, this may mean that little has changed for many of those who feel unable to come out at work (or even self-identify in a confidential, work-related exercise). Among all staff, HQ-based staff were the most positive at 40 percent, compared to 35 percent in Country Offices.

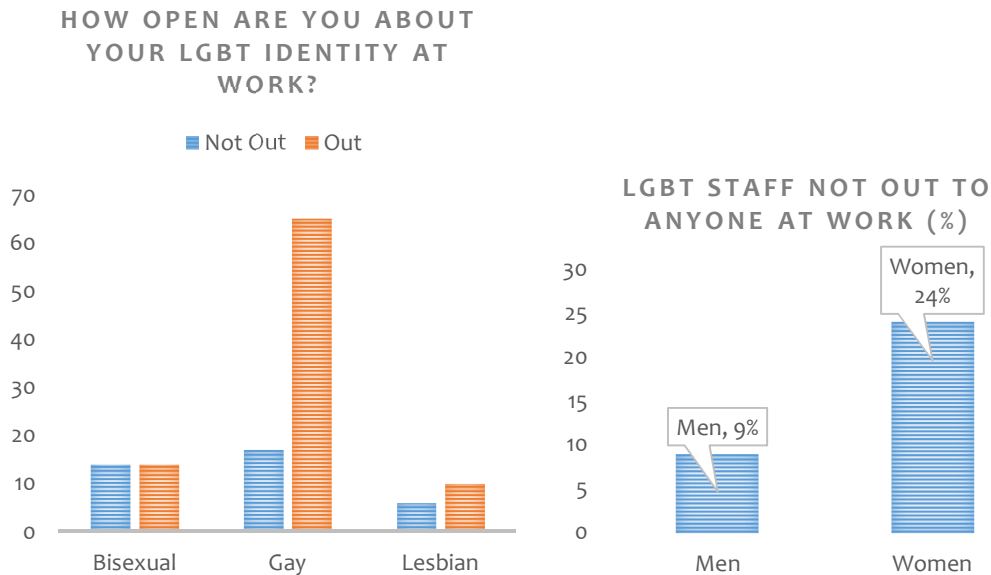
Perceived support for LGBT staff

The survey also looked at staff perceptions of the workplace climate at various levels – from the institution in general, down to immediate work groups. For both LGBT and non-LGBT staff, the Bank is viewed most positively at the institutional level. When asked to give an assessment based on the behaviors of a particular staff group or individual however, this rate drops. Despite numerous positive comments regarding WBG President Jim Kim's personal commitment to diversity and inclusion, about half of respondents agreed about WBG Executive

Leadership (EVP, MD and above) open and public support of the issues faced by LGBT staff (51 percent for all respondents and 53 percent among LGBT respondents).

Being Out At Work

The number of LGBT workers hiding their identity at work provides a clear indication that more work needs to be done to translate inclusive policies into an inclusive climate. Indeed, being out at work remains an important hurdle for LGBT staff. Only 32 percent of LGBT respondents are fully open (i.e., to everyone) about their identity at work. It is important to note that 13 percent of LGBT staff are still completely closeted at the workplace (“I am not open to anyone I work with”).



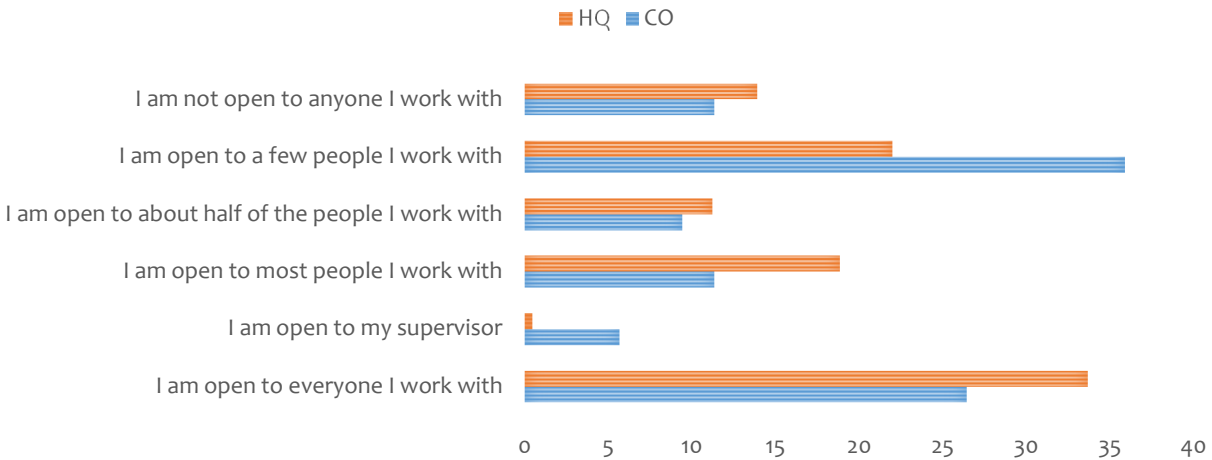
Among LGBT respondents, women face much greater challenges in being open about their sexual orientation and gender identity at work. 24 percent of lesbian and bisexual women are not open to anyone, compared with only 9 percent of their male counterparts. The pattern persists among those who are open to a few people at work (37 percent for women compared with 22 percent for men). Finally, more men LGBT staff are open to everyone at work than women.

LGBT staff working in CO are less likely to be fully out than those working in HQ: 26 percent in CO are fully out, compared to 34 percent at HQ. In CO, being open to just a few people remains the most common option at 36 percent of staff.

In terms of age groups, older staff tend to be more open, which could be because they have been working at the WBG longer and thus feel more comfortable and have had more time to come out. Forty four percent of the respondents from the age group 18 to 25 are not open to anyone they work with (against 11 percent for respondents of the age group 56+ and 12 percent for the age group 46 to 55). Older staff tend to have more favorable view of the workplace climate. The data show this pattern across all areas.

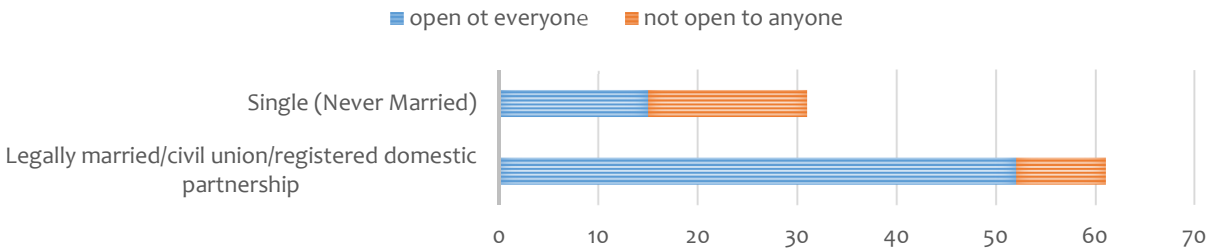
LGBT staff across grade levels show varying degree of openness at work. Overall, staff in grade levels GE-GF are the most open at work. Another positive sign is the fact that none of the GG+ managers are completely in the closet (not open to anyone). On the other hand, some staff groups are not likely to be open. Notably, ACS staff face the most challenge in coming out: about half are open to a few or none. This figure is even higher than staff on temporary contracts (ETT and STT).

LGBT STAFF: ARE YOU OPEN ABOUT YOUR SEXUAL ORIENTATION AND/OR GENDER IDENTITY TO COLLEAGUES?



LGBT staff in a relationship are more likely to be out at work than their single peers. Survey participants who were in a relationship were more open about their identities than others: 37 percent of staff in a relationship were open to everyone at work, compared to 22 percent of single LGBT respondents. In the 2011 GLOBE Survey, it also appeared to be much easier to be out at work for LGBT staff who were in a relationship than for single staff.

LGBT STAFF IN A RELATIONSHIP ARE MORE LIKELY TO BE OUT AT WORK THAN THEIR SINGLE PEERS



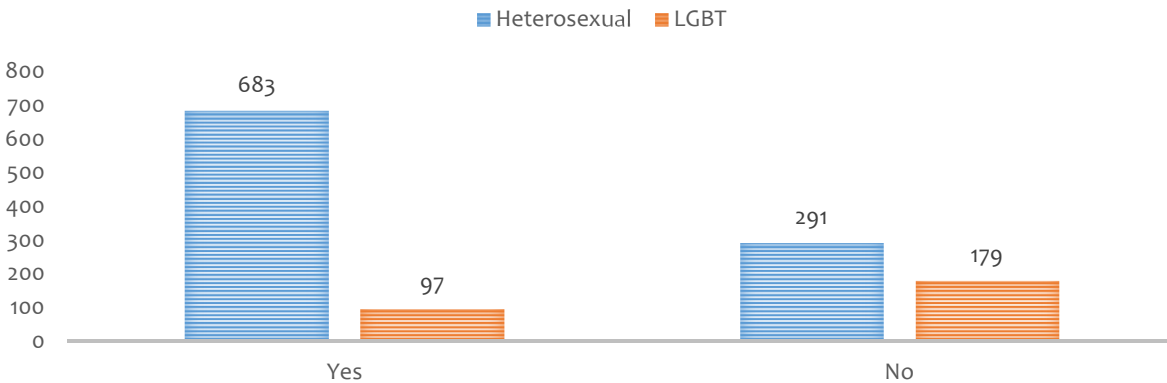
As in 2011, bisexual staff members find it even more challenging. A lack of understanding and knowledge of bisexuality often result in bisexual people remaining largely invisible; 29 percent are not open to anyone, while 35 percent are open to just a few people. Comments in the survey indicate that most colleagues assumed that someone is either heterosexual or homosexual, and therefore did not consider an alternative sexual orientation.

Finally, 30 percent of respondents who keep their sexual orientation or gender identity partially or fully private (“I am not open to anyone I work” or “I am open to a few people I work with”) preferred not to or did not self-identify as heterosexual or LGBT.

Creating an open environment

Potentially one of the most polarizing questions of the survey was whether the WBG does enough to create an environment where LGBT employees are comfortable about being open about their sexual orientation and/or gender identity. LGBT staff are half as likely to feel that that enough is being done as their heterosexual peers (35 vs. 70 percent).

DO YOU FEEL THE WBG DOES ENOUGH TO CREATE AN ENVIRONMENT WHERE LGBT STAFF ARE COMFORTABLE BEING OPEN ABOUT THEIR SEXUAL ORIENTATION AND/OR GENDER IDENTITY?



Why aren't more LGBT staff open about their sexual orientation and/or gender identity?

We can gain more insight about openness by looking at respondents' selected reasons for being partially or fully private about their sexual orientation or gender identity (i.e., LGBT respondents not out to everyone). The most popular reasons provided had to do with the impact this information could have on one's professional career: "My sexual orientation or gender identity would make my coworkers uncomfortable" (18 percent) and "My sexual orientation or gender identity may adversely affect my career" (17 percent). Going beyond one's professional life, research has shown that less discrimination and more openness (or less concealment) are linked to greater job commitment, improved workplace relationships but also improved health outcomes (concealment of sexual orientation is associated with increased psychological distress¹³) and increased productivity among LGBT employees. As such, efforts to promote inclusive workplaces go way beyond staff's experience of their work environment.

Visibility and Role Models

Only about half of respondents know at least one Senior Manager who is openly gay, a surprisingly low response rate. Even among LGBT staff, only about two-third reported knowing of LGBT staff in senior management. Slightly fewer women know of LGBT management (47 percent of women vs 52 percent of men staff). This knowledge gap is wide between HQ and CO (56 vs. 32 percent). As expected, older staff know more, likely due to the longer time spent at the WBG. This brings to light the relevance of **role models** in the workplace. Several studies have shown how people perform better at work when they can be themselves, in particular at the start of one's career. Open, visible, high-performing role models are essential to the younger cohorts of employees, demonstrating that being LGBT won't be a barrier to their progress and that they can be open about themselves at work if they want to be (an element all the more important considering how pervasive homophobic bullying is in the education system globally¹⁴ and in the U.S.¹⁵).

¹³ Badgett, Lee; Durso, Laura; Mallory, Christy; Kastanis, Angeliki. (2013) The Business Impact of LGBT-Supportive Workplace Policies, UCLA: The Williams Institute

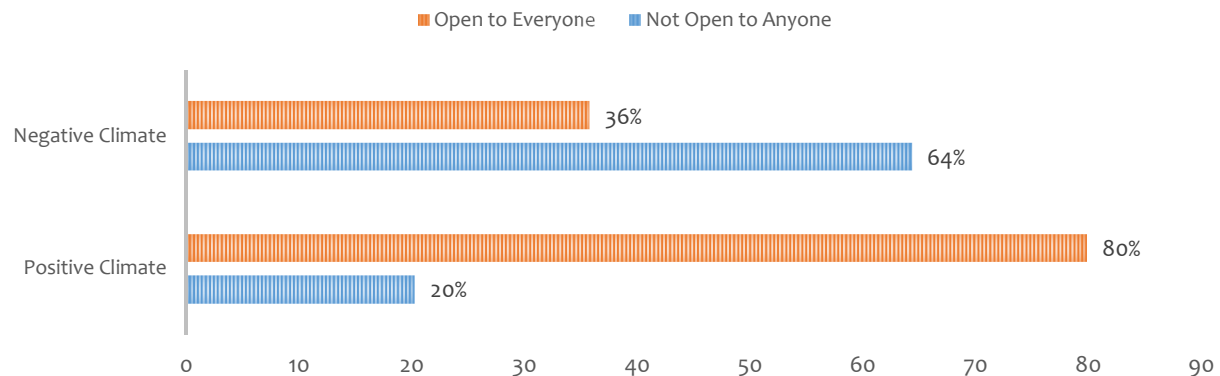
¹⁴ <http://unesdoc.unesco.org/images/0021/002164/216493e.pdf>

¹⁵ See the most recent Gay, Lesbian & Straight Education Network (GLSEN)'s National School Climate Survey

Attitude toward LGBT staff

When asked whether the WBG should value the presence of LGBT staff as part of a diverse workplace, about 65 percent of heterosexual staff agreed. There is a sharp contrast between HQ and CO, with only 50 percent of CO staff agreeing with this statement. The pattern by age is consistent with the general trend of acceptance of LGBT people: younger staff hold more favorable view of LGBT inclusion. Across grade level, ACS staff show the most unfavorable view of LGBT inclusion, with only 58 percent agree with the statement, compared to about 70 percent among GE, GF, managers, ETT/ETC and STT/STC. Notably, 15 respondents felt that LGBT staff “do not belong in the workplace in the WBG”. Those holding this view tended to be less senior and were exclusively based in COs, primarily in countries with strong anti-LGBT laws.

RELATIONSHIP BETWEEN PERCEIVED CLIMATE AND BEING OPEN



3. Discrimination and Harassment

Fear of harassment

Twenty-nine percent of WBG respondents who keep their sexual orientation or gender identity partially or fully private (“I am not open to anyone I work” or “I am open to a few people I work with”) do so for fear of harassment or because they feel it may affect their career adversely.

About 9 percent of respondents who keep their sexual orientation or gender identity partially or fully private do so because they fear being harassed.

Twenty percent keep their sexual orientation and/or gender identity private because they fear it may adversely affect their career. This in itself is a significant improvement over the 2011 GLOBE Survey when nearly 40 percent of respondents felt their sexual orientation and/or gender identity might be an obstacle to career advancement.

One in 12 respondents have personally witnessed or been subjected to discrimination or harassment.

135 respondents (8 percent) have either personally witnessed or been subjected to discrimination or harassment at the WBG based on sexual orientation and/or gender identity. This is a two percent increase since the 2011 GLOBE Survey when 6.3 percent of respondents indicated that they had witnessed or experienced harassment or discrimination. These results may significantly understate the level of discrimination and harassment against LGBT employees at the WBG, if only because of the number of individuals who choose not to reveal their sexual orientation and/or gender identity to their peers.

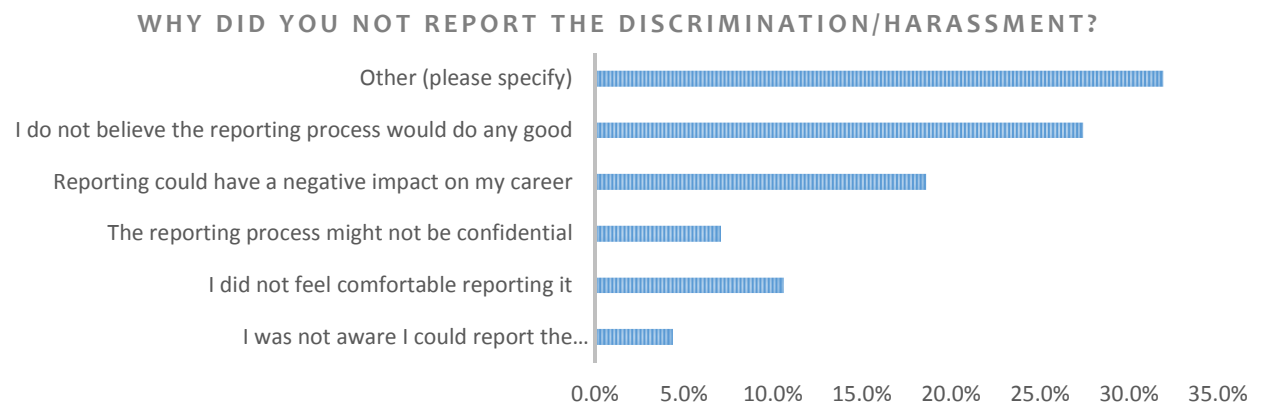
Eighty-four percent of those who witnessed or had been subjected to discrimination or harassment did not report this – again an increase of two percent versus 2011. In the 2011 GLOBE Survey, 82 percent did not report it, which means that a vast majority of staff continues to not report these instances to HR or management. Only

16 percent of the respondents that witnessed or were subjected to discrimination/harassment reported it. Most of these were based in HQ (65 percent¹⁶).

While the institution has made a point of claiming that bullying, disrespectful treatment, discrimination, and harassment have no place in the WBG workplace, the reality is far bleaker. Indeed, in spite of a so-called “zero tolerance policy” to such behaviors, written comments suggest that derogatory comments and jokes are still made at work, something that was markedly less mentioned in the 2011 GLOBE Survey.

Why zero tolerance for discrimination and harassment matter? Penalizing inappropriate behaviors through swift, decisive action is critical: it should be just as unacceptable as other kinds of overt discrimination such as racist or sexist comments. Strictly prohibiting treating an individual unfairly based on sexual orientation or gender identity as well as prohibiting slurs fostering a hostile work environment should be the number one priority going forward. Only then will it be possible to hold staff accountable for inappropriate behaviors and homophobic comments. Giving individuals personal responsibility to demonstrate that discrimination and harassment behaviors are no longer tolerated will go a long way in terms of inclusiveness. As a matter of fact, staff feel that managers are generally not held accountable when their actions or behaviors are contrary to the institution’s values of diversity and inclusion: according to the 2015 EES, just 34 percent of LGBT staff feel that managers are held accountable in such cases, compared with 45 percent of non-LGBT employees.

Most LGBT respondents handle issues that come up at work on their own. Derogatory comments or jokes are not systematically discouraged and LGBT respondents feel that they simply have to passively accept or ignore these remarks, without any other kind of support from the institution. The primary reasons given for not reporting harassment or discrimination were that it could have a negative impact on the reporter’s career or because they didn’t think it would do any good (46 percent of LGBT respondents). Eleven percent of staff feel uncomfortable reporting instances, and a further seven percent worry about confidentiality.



Asked why they did not report the discrimination/harassment, respondents highlighted a number of factors indicative of very serious failure in current reporting mechanisms:

- **Lack of understanding that staff members as corporate citizens have an obligation to report wrong doings and that discrimination is not a personal matter and the onus of responsibility for reporting situations of discrimination falls upon the victims¹⁷:** “Not my role. Not my business”; “The affected staff asked me not to so I only provided advise/personal support.”, “The member took direct action against it”,

¹⁶ 15 who responded that they reported were based in HQ.

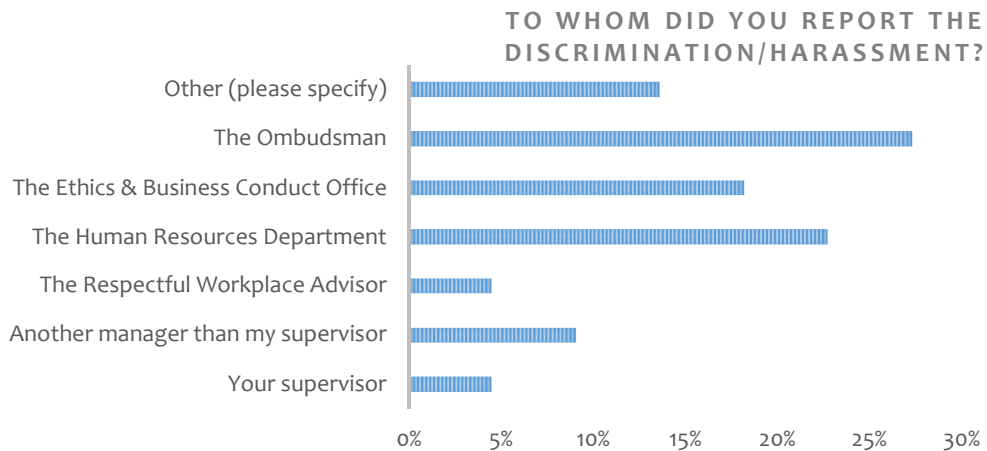
¹⁷ In Staff Rule 08.01, Misconduct Policy and Procedure, section 2.02, Reporting of Suspected Misconduct, paragraph b states: “Other Misconduct. A staff member is encouraged to report all other forms of misconduct to his or her line management or EBC, but is not required to do so. A manager who suspects or receives a report of suspected misconduct, however, has an obligation to report it to EBC. With respect to reports of suspected misconduct that may threaten the operations or governance of the Bank Group, the provisions of Staff Rule 8.02 shall apply”.

“To respect individuals' privacy and right of not having others meddle in their business”, “I think the affected person should be the one reporting it”;

- **Discrimination is seen as an issue so broad/pervasive across the WBG that an individual's action would make no difference:** “I did not believe it would do any good. I view LGBT discrimination similarly to gender discrimination at IFC. No matter what top leadership says, it is the direct line management that sets the tone and they chose their favorites for salary increases and promotion based on who is most like them”; “In many regions where the WB operates, it is common to hear negative stereotypes based on sexual or gender identity. One must learn to prioritize responses where there is either a potential to change someone's view or a need to respond to ensure a fair, comfortable, and safe work environment”;
- **Discrimination is difficult to document:** “It is difficult to obtain evidence to support the incident”; “It is nearly impossible to report subtle, daily micro aggressions, and often the aggressors do not realize their behavior is hostile”;
- **Fear of being ostracized/fired:** “I did not feel comfortable”; “I felt I might be belittled, not taken seriously, or would not be believed”; “I felt reporting would have a negative impact on my career. And I do not believe the reporting would make a difference”; “I encouraged the staff to report it, but she insisted no. I am a contractor”; “The issue is related to my supervisor”; and,
- **Lack of understanding of the seriousness of the issue:** “Relatively trivial incident”; “The incident was not severe enough to warrant it”; “Not a serious incident”.

Asked in the context of the 2015 EES, only 35 percent of LGBT respondents agreed that they can report unethical behavior without fear of reprisal.

How do staff report harassment and/or discrimination cases? First of all, the majority of respondents who reported a case of harassment and/or discrimination were based in HQ (65 percent). Second, staff seem to use any possible avenue made available by the institution to report harassment and/or discrimination, thus compromising even more both accountability for and quality of follow-up.



Low reporting, and even lower satisfactory follow-up

From the 135 instances of harassment or discrimination that respondents witnessed or had been subjected to, only three resulted in actions taken by the WBG in a manner that satisfied the respondent. Four resulted in actions that were not satisfactory to the respondent, and fifteen were not followed up on at all. This is essentially 2.2 percent satisfactory resolution of harassment or discrimination. Looking at reported instances, only about 14 percent of the reports result in satisfactory follow-up action(s) taken by the WBG. Eighty-six percent of reports are either not satisfactorily addressed, or no action was undertaken at all.

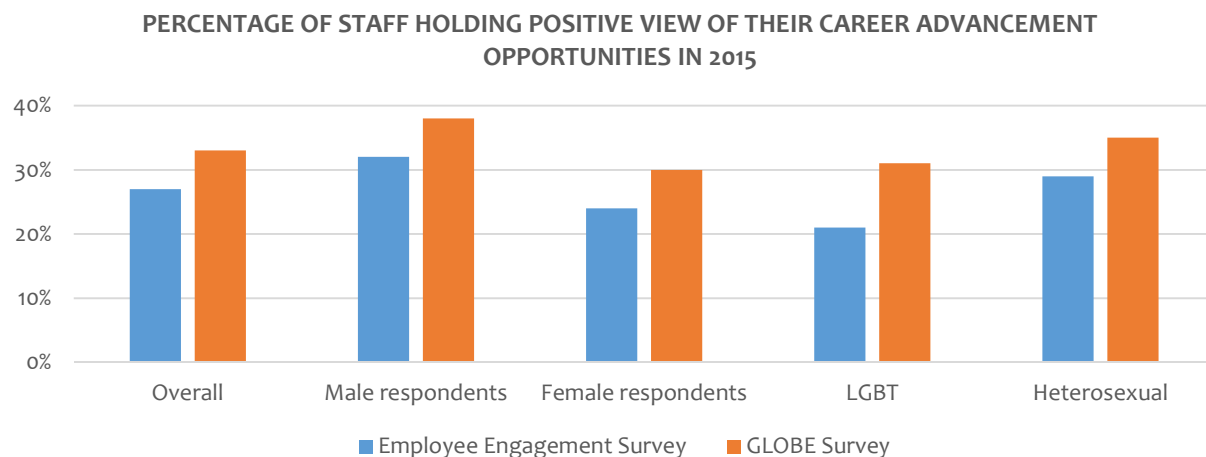
The limited resources seemingly available to CO staff, coupled with the multiplicity of ways that actually exist to report wrongdoings, coupled with the very low satisfactory follow-up, raise, once more, the question of the quality of the systemic response offered by the WBG in cases of harassment and/or discrimination.

4. Career Development and Mobility

Career Development

LGBT staff face multiple, real barriers to their career development at the WBG. They face the same issues which have led staff to flag career development as an area for urgent action in recent staff surveys, though additional issues also come into play when LGBT people navigate their career paths. These include grappling with staff mobility towards unfriendly environments in an increasingly decentralized organization and unconscious bias or even active discrimination from managers.

Career development generally was a common staff concern across the WBG in 2015. In the 2015 EES, only 27 percent of staff felt that the institution provides sufficient opportunities for career advancement, making it one of the lowest areas of staff satisfaction. This sentiment was broadly reflected in the 2015 GLOBE survey which was conducted less than two months later, where 33 percent of respondents held a positive view on their career advancement opportunities. In both surveys, gender was a large determinant, with an eight percent negative gap for women. Sexual orientation and gender identity also had a negative correlation, with LGBT staff up to eight percent less likely to be satisfied with their career advancement.



The two factors of sexual orientation and gender identity compound for lesbians, who face a lower level of job satisfaction compared to other groups. This is reflected in other career issues examined in the 2015 GLOBE Survey: fear of job loss, where nearly two in five lesbians aren’t confident they won’t lose their job because of their sexual orientation; performance evaluations, where nearly a quarter feel they are less likely to receive a high rating because of their sexual orientation; and promotions, where 29 percent believe their sexual orientation has a negative impact.

Managers’ preparedness to address LGBT issues

The perception of managers’ preparedness is significantly different between LGBT and heterosexual staff. Other statements with large perception gaps between LGBT and heterosexual respondents are “WBG does enough to create an environment where LGBT employees are comfortable”. Interestingly, managers themselves are also not satisfied with WBG’s efforts in preparing managers to address issues faced by LGBT staff. As many as 38 percent of GG+ managers disagree with the statement about managers’ preparedness. The 2015 GLOBE

Survey data does not show significant differences between genders of respondents or between CO and HQ respondents. There is a clear age pattern in most statements: younger staff sees the need to do more, while older staff appear more comfortable with the status quo.

In the 2015 GLOBE Survey, it is the issue of “managers’ preparedness” that came out as most serious to tackle. As many as half of LGBT respondents (compared with 14 percent of heterosexual respondents) disagreed with the statement that the WBG prepares managers to effectively address the issues that LGBT employees face at the workplace.

The relationship staff have with their supervisor is important, affecting their general work environment, performance and career development. Unfortunately, since 2011 there has been little change in the percentage of employees who feel that their immediate supervisor is supportive of LGBT staff (see Workplace Climate and Visibility section).

Training, which is a common tool to develop managers’ skills and understanding around diversity and inclusion, is also lacking. Only 1 in 5 GG+ managerial level respondents feel that the WBG prepares them to effectively address the issues that LGBT staff face in the workplace. When looking at all staff grades, just 16 percent feel that manager support in this area is sufficient and the rate falls to just 3 percent among LGBT staff. Many comments in the survey reflected this low level of satisfaction, citing the need for increased training among managers. Training is also an important vehicle to help ensure managers are clear on their responsibilities to their staff and their employer’s expectations in this area.

Job security

Twelve percent of LGBT respondents fear the loss of their job because of their sexual orientation or gender identity. This indicator rises to 19 percent when also taking into account those LGBT respondents who have a neutral position on the fear of losing their job. Among CO LGBT staff, this rate is much higher at 36 percent. While this is a minority of staff, it represents a significant number of individuals for such a severe issue as job security. This trend has seen no movement since the 2011 GLOBE Survey.

Mobility

The WBG has a truly global workforce, with 135 Country and Satellite Offices. Thirty-eight percent of IBRD’s 11,265 full-time staff are located outside the United States, while 55 percent of the IFC’s 3,693-strong workforce are based overseas. This is a strength of the institution, bringing its staff closer to clients and the communities the WBG serves. It is well known however that in many of the countries where the WBG works, same-sex relationships are illegal. Only 19 percent of LGBT staff feel that the WBG understands and recognizes the issues that affect LGBT staff mobility. This is not a new issue – the 2011 GLOBE Survey saw more than 600 comments relating to staff in the field, most of which were highly vocal on the implications of decentralization for LGBT staff.

Country Offices

The 2011 GLOBE Survey found that many workplace climate issues for LGBT staff were exacerbated in Country Offices. At the time, staff in the field were less likely to be out to their supervisor and more likely to hear derogatory comments from colleagues, to name just a few issues. Many of these trends persist in 2015 and troublingly, some have gotten even worse. One area of stark comparison relates to attitudes and actions of co-workers. LGBT staff in Country Offices are nearly three times more likely to hear their colleagues spread rumors about someone’s perceived sexual orientation or gender identity. This is also borne out in the 2015 EES: in the handful of areas where LGBT Country Office staff were less positive about working for the WBG than their LGBT colleagues in HQ, most were issues related to managers and colleagues. There are many other issues where a sizable negative gap exists for Country Office staff, which are highlighted throughout this report.

Country experience is important to many career paths at the WBG. LGBT people are often faced with difficult decisions about where to work which impacts on their ability to be open about their sexuality, family life or even

their personal safety. This is why only 15 percent of LGBT staff at the WBG feel that their sexual orientation or gender identity doesn't limit their country assignment options. While this challenge is not unique to the WBG, more needs to be done to improve institutional understanding of these challenges and to develop tools to help mitigate them where possible. As an example of an area for improvement, of those staff on international contracts, just six percent said their sexual orientation was taken into account when determining their country posting.

The physical safety of staff is an important concern. In the 2015 EES, staff both at HQ and in Country Offices held similar views on whether they were comfortable with the actions taken to ensure their personal safety (83 and 82 percent respectively).¹⁸ However, the 2015 GLOBE Survey found that only 26 percent of respondents felt that the WBG supports employees if their sexual orientation or gender identity jeopardized their safety in the country where they were posted.¹⁹ This is a sizable gap, showing that staff don't feel backed by the WBG when it comes to threats based on actual or perceived sexual orientation or gender identity in particular. When asked whether they thought the WBG supports relocation of LGBT staff's family, nearly 50 percent of respondents agreed, however when divided between heterosexual and LGBT staff, the distribution was quite different, with 79 percent of heterosexual staff agreeing against 46 percent of LGBT respondents.²⁰

Mission travel

Mission travels continue to be a challenge for LGBT staff despite recent efforts by GSD Security to ensure that the information provided to travelers in real time be as inclusive as possible of issues affecting the LGBT community²¹. Despite these developments, institutional support and resources remain limited and questions unanswered regarding what the WBG would be able to do if staff members were armed or detained while on mission because of their LGBT identity.

This is held up by the latest survey findings, where nearly half of LGBT respondents don't feel comfortable travelling on business to countries that have anti-LGBT laws. While this is due to homophobia and in many cases well-publicized attacks on LGBT staff, it also relates to the support provided by the WBG. Only 32 percent of LGBT respondents feel confident that the WBG would assist them if they were harassed or arrested when on mission in a country that has anti-LGBT laws. Gender is again a compounding issue – for instance gay men at the WBG are 12 percent more likely to feel comfortable travelling on official business to countries with anti-LGBT laws than gay women.

LESBIAN & BISEXUAL WOMEN AT THE WORKPLACE

641 women took part to the 2015 GLOBE Survey, of which 487 heterosexual, 89 who preferred not to answer, three who did not answer, 29 who identified as bisexual and 33 as lesbian. Of the 62 LGBT women, 79 percent were based in HQ. Through their answers to this survey, LGBT women confirmed what research by Stonewall named a "double-glazed glass ceiling" (www.stonewall.org.uk): 24 percent of them are not open to anyone about their LGBT identity, 29 percent of them because their "sexual orientation or gender identity may adversely affect [their] career", 14 percent of them "for fear of being harassed".

Women are overall more negative than men in their perception of workplace climate. Written comments reveal a number of issues pertaining to corporate culture, pervasive homophobia, the difficulties of working in countries where homosexuality is criminalized (they feel twice less comfortable travelling on official business to such countries than men). Fewer women than men know of role models in management, and women hold significantly more negative views on career advancement, performance evaluations and promotions.

Asked if they feel the WBG does enough to create an environment where LGBT staff are comfortable being open about their sexual orientation and/or gender identity, 63 percent disagreed. Suggestions as to how the WBG could improve focused on recognizing the particular issues at hand for LGBT staff at the workplace (including unequal benefits to start a family); training managers and staff; implementing a zero tolerance policy for discrimination and harassment; and, increasing leadership in support of diversity in general and LGBT issues in particular so that the messages trickle down to everyone in the institution. Finally, diversity should be a key metric by which managers are evaluated.

¹⁸ Staff Survey Q46.

¹⁹ Q20d, tend to agree and strongly agree

²⁰ Excluding those who answered 'Don't know'

²¹ iJet updates

37 percent of LGBT women respondents are member, 26 percent didn't know of GLOBE, 35 percent have heard of it but are not members. Suggestions as to how GLOBE could improve the services and support it provides to its members focused mostly on: (i) visibility and outreach to members, mobility and benefits, accountability for diversity and inclusion; (ii) greater protection of LGBT staff from discrimination, harassment and retaliation; (iii) awareness campaign for managers; (iv) more activities tailored for women and families; and, (v) stronger voice and support to Country Office LGBT staff.

III – Survey recommendations

1. Recommendations for GLOBE from respondents

Among respondents who identified as LGBT, 48 percent were GLOBE members, 33 percent had heard of it but were not members and 18 percent did not know it existed. 196 respondents provided written comments on ways GLOBE could improve the services it provides to its members and the WBG at large. These comments mostly focused on three core areas: (i) GLOBE’s role in the diversity and inclusion agenda broadly speaking; (ii) training and awareness raising on LGBT issues; and, (iii) services provided by GLOBE (in particular support to staff in Country Offices and on mobility issues).

- **Diversity and Inclusion Agenda**

Respondents focused specifically on GLOBE’s role in pursuing its efforts to work in a more integrated manner with HR²² and other Employee Resource Groups (ERGs), possibly by having a LGBT advocate on the HR Diversity and Inclusion team. A few respondents suggested GLOBE should “*obtain that sexual orientation be added as part of the HR job hiring and job diversity criteria*” and have the WBG “*label restrooms "Gender Inclusive"*”. GLOBE was also invited to work with Senior Management to share a clear, coherent, and strong message for promoting the greatest level of inclusion and tolerance at the WBG.

- **Training & Awareness Raising on LGBT issues**

There was consensus among respondents that educating and advocating is still highly needed. More knowledge sharing and training events should be organized to increase awareness of managers and staff at large with a particular focus on Country Offices. GLOBE could visit VPU’s, providing guidance and awareness of issues faced by LGBT staff in country offices; giving “Dos and Don’ts” on how to manage conversations on LGBT issues at the workplace and to encourage a dialogue amongst LGBT and heterosexual staff.

- **GLOBE’s services for its members and the WBG at large**

Visibility: The issue of GLOBE’s visibility came up repeatedly, with respondents suggesting GLOBE should: (i) communicate more broadly to the WBG on Diversity and Inclusion issues (including managerial accountability), discrimination/harassment, staff mobility, benefits through the WBG’s intranet (e.g., Intranet Kiosk, up-to-date Spark page); and, on what the group actually is; and, (ii) promote itself and its events and activities better across the WBG (e.g., link to its Facebook page, reaching out to staff at orientation/induction, and through periodic communications). GLOBE should be more visible to staff and reach out to staff more broadly, sharing information on activities and events, briefing new staff during orientation, promoting virtual discussions, seminars, networking events as well as regular social events (in DC at least). GLOBE should do more to clarify how to become a member, where to find it, who key contact persons are. One concrete proposal was for GLOBE to have a representative in all WBG major hubs (e.g., Johannesburg, Nairobi, Delhi, and Beijing) who could link up members and organize events/discussions.

Focus: More focus on women, families, support to WBG staff who have children who are LGBT, transgender issues. Stronger recruitment of new members. Adjust membership fee for members located in CO. Mentorship program. A number of respondents have expressed interest to know how to “be an ally” and support LGBT rights. GLOBE should also foster greater involvement of lesbian colleagues and look into providing mentoring to its members.

Accountability: GLOBE should hold the WBG accountable and make it take disciplinary action against those committing homophobic actions. GLOBE should ensure the WBG protects staff from discrimination, harassment and retaliation. GLOBE should ensure LGBT families, in particular in Country Offices, are supported by the institution.

²² Through its D&I team

Support to staff in CO or on mobility issues: GLOBE needs to do more for field staff who are much more isolated than in HQ, and in particular in countries where anti-LGBT laws are particularly fierce and homophobia pervasive. More messages and events should be tailored to Country Offices (e.g., meetings by video broadcasts). Create a confidential hotline for our staff and consultants located in country offices. GLOBE should continue to work with Senior Management on addressing safety issues for staff in a country with anti-LGBT laws. Having local chapters (at country or regional level could be a solution) to reach out to those at the CO would make the organization more accessible and address issues locally.

LGBT & Development Agenda: Finally, on the broader LGBT and Development Agenda, GLOBE should continue the fight for LGBT rights by raising awareness of the issues as development issues and to develop data demonstrating the socio-economic cost of LGBT discrimination (among other forms of discrimination).

2. Recommendations for the WBG from respondents

To the question “How can the WBG improve?” 291 participants responded, focusing on five key areas: (i) the WBG’s diversity and inclusion agenda, (ii) training, awareness raising and capacity building on LGBT issues; (iii) Country Offices; (iv) Accountability; and, the broader (v) LGBT & Development Agenda.

- **Diversity and Inclusion Agenda**

Respondents suggested the following: Foster an open and inclusive environment that embraces all forms of diversity. Promote a culture of openness and inclusion. Adopt anti-discrimination policies and practices based on best-practice examples in other international organizations and companies. Gender-neutral restrooms; mainstream LGBT issues in WBG Diversity & Inclusion internal materials and activities. Participate in LGBT recruitment events, monitor LGBT staff contract termination, add LGBT to the diversity compact. More explicit mandate for diversity coordinators. Organize a diversity day with LGBT and other themes. Take a stronger unequivocal stance to equality in ALL policies and procedures for benefits. Make sure the policies are best-in-class, learning from good practices elsewhere. Implement a real diversity and inclusion program in the WBG. Move from rhetoric to actions. Inclusiveness and role modeling behavior! Pay more attention to the "T" in LGBT. Make a corporate statement of values, share it with staff and explain staff and management's responsibility for upholding it. Walk the talk. Encourage gatherings with spouses or partners; equal benefits for LGBT people (incl. in Establishment Agreements); inclusive corporate communications (e.g., Valentine’s Day Kiosk story, attention to gender stereotypes). More statements from senior management on WBG's support to diversity and inclusion and LGBT issues (public events on LGBT issues); stronger commitment at management level for no-tolerance to any form of discrimination. Celebrate Pride Month across the WBG Country Offices (not only in DC). Champions within the organization who are open about their sexual orientation.

- **Training & Awareness Raising on LGBT issues**

Respondents suggested the following: Hold mandatory training for managers, with a particular focus on field managers so that they be better prepared to address LGBT issues as they arise. Make managers more aware of the impact of this issue on staff. Provide Managers with tools to support LGBT staff and to respond when staff make derogatory remarks against LGBT people (e.g., resources available, policies). Support for GLOBE as an ERG. The Board of Executive Directors should also be invited to such training. Mandatory sensitization and training on all forms of discrimination and how our perceptions influences how we define competence and leadership. Train staff by raising awareness of language, assumptions, bias. Safe zone training. Raise awareness of staff in HQ and in Country Offices (in particular in countries with low LGBT acceptance or anti-LGBT laws). Inform staff on inclusion and provide examples of comments or disrespectful behavior towards LGBT co-workers, or any comments that may be improper in the workplace. Set standards against which all staff can be held accountable. Training at staff orientation upon joining the WBG. Prepare case studies of LGBT discrimination/harassment and of positive LGBT-friendly actions/environments for use in WBG internal training.

- **Country Offices / Mobility**

Respondents suggested the following: Recognizing LGBT staff face different challenges when traveling for work to countries which criminalize homosexuality and offering advice and support to LGBT staff (e.g., staff may be

“outed” by Visa application; social media, etc.). Offer advice and legal protection for LGBT-staff working in Country Offices where being LGBT could be punishable and/or dangerous. A constructive dialogue with policy makers is undertaken to ensure the WBG position on the subject. Regarding (1), the WBG should consider including into the establishment agreements some form of protection for staff. Regarding (2), the enactment of the anti-gay law in Uganda was a clear case where the WBG missed the opportunity to build a dialogue: WBG management was silent until the law was approved. WBG needs to thoughtfully, pragmatically, and formally address staff safety when on mission or country based. Equality for LGBT spouses in country offices. Advice on visa issues regarding missions (what have others done; what should/could you do). Travel safety for staff. Eliminating the discrimination which persists in access to healthcare for LGBT staff (providing infertility benefits and adoption, surrogacy benefits which are adapted to LGBT staff is very important). Offer same partner policies to LGBT-staff.

- **Accountability**

Respondents suggested the following: Put some teeth in the claims that discrimination by gender, race, and ethnicity won't be tolerated by actually following-up on documented cases of discrimination. Continue to work on corporate culture. Zero tolerance policy for ALL forms of discrimination and harassment. Clear measures for prevention of retaliation for whistleblowing against discrimination. Respond to discrimination or harassment publicly and strongly. Holding managers accountable. Disciplinary action against offenders whatever their level in a timely manner. Discrimination of staff, gossip derogatory comments, jokes and unequal treatment of LGBT colleagues will not be tolerated. Be open, hold accountable for misbehavior. Call out homophobic behavior. Continue to work on changing attitudes globally on this issue (incl. with client countries). Make example of Managers that discriminate and openly make homophobic comments. Do not silence the issue. More recourse for LGBT staff when issues arise and who fear reprisal, especially when travelling to client countries.

- **LGBT & Development Agenda**

Respondents suggested the following: promote and fund more (a) analytical work and research on LGBT issues and development (to produce data!!); and, (b) operational work on LGBT as vulnerable groups as a development issue (all aspects, not only inclusiveness). The President should follow through in working with the Board to advance the issue. Fully incorporating and embracing sexual orientation and/or gender identity issues into [the WBG's] development work. Hire staff to deal with LGBT in WB operations similarly to gender.

IV – GLOBE Conclusions and Recommendations Going Forward

1. Conclusions from GLOBE

While there have been some distinct improvements in the work place climate and management practices over the past five years (including messages from President Kim, changes in some of the benefits, visas), critical challenges remain for the WBG’s LGBT staff. The number of closeted staff remains high (in particular women, younger employees, more precarious contract) for fear of adversely affecting their job. Visibility of LGBT staff is low because they do not yet consider their workplace environment as safe, women in particular, further confirming the existence of a “double-outsider status” based both on gender and sexual orientation. Staff in Country Offices continue to feel isolated; and, representation of transgender staff is still too low to generate any results that may shed light on their unique situation. Experiences of discrimination continue to be common and derogatory comments and homophobic jokes (on the rise since 2011) remain unanswered, thus signaling a failure in accountability. Lack of awareness of issues faced by LGBT staff continue to perpetuate a hostile work environment, as do the lack of role models or more broadly speaking the lack of systemic answers to experiences of discrimination and/or harassment. The WBG still doesn’t offer equal benefits to its staff and WBG managers are still ill-equipped to manage LGBT staff and be inclusive of all.

A large number of recommendations from the 2011 GLOBE Survey were not acted upon (i.e., rolling out a mandatory training for managers; establishing a zero tolerance policy on violations of ethics or sexual discrimination cases involving LGBT staff; strengthening active participation in Diversity Month LGBT events; supporting an HR budget line item and staffing for LGBT issues; developing and embedding modules on LGBT issues in existing management training; ensuring security of LGBT staff and their families in Country Offices; proactively tackle remaining inequalities in the HR benefits system; recognizing staff members who promote LGBT inclusion; continuing to support GLOBE’s initiatives).

Institutional support for this survey was extremely limited, and so is, more generally speaking, the WBG’s support to ERGs. ERGs play a major role in setting and implementing the diversity and inclusion strategy in many organizations. They serve as focus groups and can help by providing feedback on diversity strategies and action plans, implementing specific initiatives, supporting recruitment efforts through which to reach out to diverse candidates, leading reverse mentoring programs that pair leaders with employees from different backgrounds to help them understand the challenges they face, etc. Overall, ERGs and their members are seen as change agents, transmitters of the diversity and inclusion message. Not supporting them is a missed opportunity.

2. Recommendations from GLOBE

Below are the recommendations from GLOBE based on both the qualitative and quantitative results of the 2015 Survey as well as lessons learned since 2011 and reflections on the process of carrying out this exercise.

Organizational Practices

Identifying Organizational Issues Related to LGBT Staff

Starting from GLOBE’s surveys, responses from the EES and other information available regarding the countries in which it operates, the WBG could build knowledge about how to support LGBT staff more systematically. This work should also include considering regarding health benefits, job postings in the field or security.

Diversity Training / Raising Awareness

Diversity training play an important role in increasing awareness, dispelling myths and stereotypes, and encouraging dialogue about diversity and inclusion. Diversity training programs with specific reference to LGBT issues should be immediately rolled out to Managers, HR staff (e.g., ensuring HR is more sensitive to the needs of LGBT staff when discussing mobility options) and staff at large. The WBG should also continue to use

anonymous climate surveys to measure effectiveness of LGBT diversity policies and programs; and, communicate regularly about how the organization supports its LGBT workforce. Mandatory training sessions should also be deployed for all WBG managers on LGBT workplace issues.

Policies Fostering LGBT-Inclusive Workplaces

Enforcing Equal Policies & Benefits

The WBG should immediately recognize same-sex couples and their families with full, equal access to all benefits (adoption, fertility, etc.). Global health coverage should also include complete health benefits for transgender staff. Antidiscrimination policies, practices, and programs must be enforced. While the Ethics and Business Conducts Office (EBC) did raise awareness of LGBT concerns regarding fair treatment (e.g., EBC developed guidance material for staff to put into context the harassment and discrimination issues faced by LGBT staff, incl. specific case studies), it did not track and report cases of discrimination / harassment of LGBT staff. As such, this recommendation is still valid today.

Providing institutional support for LGBT staff, among others through Employee Resource Groups

Exclusion from networks is a major workplace barrier for minorities. ERGs offer members access to potential mentors, role models, and career-advancing information. The WBG should once and for all take a position on how it wants to work with such entities, and if it wants to support them, define how (e.g., financial support, in-kind, leadership training). Providing structures and forums through which ERGs can interact, developing toolkits to help ERGs take grow, partnering with them to leverage and harnessing the culture change potential of ERGs would tremendously help move the D&I agenda forward.

Inclusive Communication

Inclusive language should be used in all corporate communications, for example making it clear that partners of employees, regardless of sex, are invited to corporate events. Going beyond Pride Month, consistent communication should demonstrate the WBG's sustained commitment to diversity and convey messages that LGBT staff are welcome (e.g., invitations welcoming both spouses and partners at work-related events).

Develop Strategies for Including LGBT Identity in Diversity Metrics

The WBG has had, for a long time, scorecards and metrics to track the advancement of diverse employee groups. However, recruiting practices and promotion methods have often overlooked candidates from certain groups. Tracking LGBT employees as a "diverse" demographic group is not an option today, considering the WBG's legal and cultural environment (e.g., disclosing one's LGBT identity could prove to be a challenge in some locations). While HR has recently rolled-out an option to self-identify, the level of trust among staff is so low this resource may not be useful for a while. Ultimately, staff privacy must be respected.

Managers' performance should however include statements regarding diversity. Annual OPE/PEP/360 should identify how managers are performing on leadership aspects of the job, including diversity execution. Using questions such as those included in the EES D&I Index could help hold managers accountable for diversity. HR management in turn, should be accountable for promoting the right hiring practices and for the way it handles the D&I agenda at corporate level, including in its support to training and awareness raising globally or to ERGs. Finally, a zero tolerance policy for discrimination and harassment should be enforced, that would be as strict as what can be found in the private sector.

Annex I: Messages to Management and Staff about the Survey

From: On Behalf of Office of the Vice President Human Resources

Sent: Friday, May 29, 2015 3:35 PM

Subject: WBG GLOBE Survey on Workplace Climate, Inclusion and Diversity

THE WORLD BANK/IFC/MIGA

Sean McGrath WBG Vice President Human Resources

05/29/2015
03:32:35 PM

Afternoon Colleagues,

The World Bank Group Lesbian, Gay, Bisexual and Transgender (LGBT) Employee Resource Group (GLOBE) would like to obtain your input by completing the following survey with a view to help us understand the climate of our workplace for LGBT staff around the institution.

This survey aims to gauge staff views on sexual orientation inclusiveness in the workplace. This is important for the World Bank Group as part of continuous efforts to ensure all staff are treated equally and provided with the same opportunities for career development and growth. Sexual orientation is one of many ways in which the workplace is diverse. Staff experience and attitudes in relation to sexual orientation are also diverse. Your responses will help us contribute to efforts toward inclusiveness, including to identify opportunities for improvement.

The survey, which builds on a similar undertaking in 2010, is for all World Bank Group staff and is anonymous and confidential (all written comments will be aggregated and not attributed to any individual). It should take you no longer than 10 minutes to complete. I encourage you to take the time to give your perspective and be candid, your responses matter! The deadline for completing the survey is **cob Friday, June 12th**. Here is the link to the survey: <https://www.surveymonkey.com/s/GLOBESurvey2015>

If you have any questions or comments please feel free to contact GLOBE at globe@worldbank.org.

The results of the study will be shared with all staff.

Thank you,

Sean

From: On Behalf of Office of the Vice President Human Resources

Sent: Monday, June 15, 2015 11:35 AM

Subject: Reminder: WBG GLOBE Survey on Workplace Climate, Inclusion and Diversity

THE WORLD BANK/IFC/MIGA

Sean McGrath WBG Vice President Human Resources

06/15/2015
11:27:20 AM

Dear Colleagues,

Please remember to take a few minutes to participate in GLOBE's survey:

<https://www.surveymonkey.com/s/GLOBESurvey2015>

As mentioned to you before, GLOBE is the World Bank Group Lesbian, Gay, Bisexual and Transgender (LGBT) Employee Resource Group, which is currently gathering staff inputs on the climate of our workplace for LGBT staff around the institution. This is an important part of our continuous efforts to ensure all staff are treated equally and provided with the same opportunities for career development and growth. Sexual orientation is one of many ways in which the workplace is diverse. Staff experience and attitudes in relation to sexual orientation are also diverse. Your responses will help us contribute to efforts toward inclusiveness, including to identify opportunities for improvement.

The survey is anonymous and confidential. I encourage you to take the time to give your perspective and be candid, your responses matter!

The deadline for completing the survey has been extended to cob Friday, June 19th.

If you have any questions or comments please feel free to contact GLOBE at globe@worldbank.org.

Thank you,

Sean

Annex II: Survey questionnaire

Workplace Climate, Visibility

1. To what extent do you agree or disagree²³ with the following statement:

- The WBG as an institution in general treats LGBT employees with respect
- The WBG is a supportive place for LGBT staff to work.
- The WBG does enough to create an environment where LGBT employees are comfortable being open about their sexual orientation and/or gender identity?
- My immediate work group is supportive of LGBT staff.
- My immediate supervisor is supportive of LGBT staff.
- The workplace climate for LGBT employees at the WBG has improved since 2010
- WBG Leadership (Executive Vice President, Managing Director and above) is openly and publicly supportive of the issues faced by LGBT employees
- The WBG prepares Managers to effectively address the issues that LGBT employees face at the workplace

2. Are you open about your sexual orientation and/or gender identity to colleagues?

I am open to everyone I work with / I am open to my supervisor / I am open to most people I work with / I am open to about half of the people I work with / I am open to a few people I work with / I am not open to anyone I work

3. My sexual orientation or gender identity is partially or fully private because... (Please select all that apply)

- I do not feel the need to share this information with my colleagues
- My sexual orientation or gender identity would make my coworkers uncomfortable
- My sexual orientation or gender identity may adversely affect my career (e.g., being hired, promotions, OPE/PEP, contract renewal)
- I fear being harassed
- I fear it would affect my relationship with my client
- I do not want the information to reach my "home", family, friends, social circles
- Close minded culture of the country I live in
- Other (please specify)

4. How often do your colleagues inquire about your spouse, partner, or family? [Never / Very Rarely (once a year or less) / Sometimes (more than once a year) / Often (one a month or more) / Very Often (once a week or more)]

5. Among the WBG management (Directors and above), do you know of any who are openly LGBT? [Yes / No / Don't Know]

6. Apart from management, how many other WBG colleagues (i.e., below Director level) do you know of (personally or not) who identify as LGBT? [More than 10 /several (4-9) /A few (1-3) /None]

7. WBG Leadership (Executive Vice President, Managing Director and above) is openly and publicly supportive of the issues faced by LGBT staff [Strongly Disagree / Tend to Disagree /Neutral /Tend to Agree /Strongly Agree /Don't Know]

Experiences & Attitudes

8. Which statement best describes your view toward LGBT people in the workplace? (Please select all that apply)

- The WBG should value the presence of LGBT staff as part of a diverse workplace
- LGBT staff should feel free to identify their sexual identity in the workplace, if they so choose
- The WBG should be inclusive of its LGBT staff, as long as they keep this private
- LGBT staff should not identify their sexual orientation in the workplace
- LGBT staff do not belong in the workplace at the WBG

9. How often²⁴ do you notice people at work do the following?

- Express positive views about LGBT issues
- Express negative views about LGBT issues
- Spread rumors about someone's perceived sexual orientation or gender identity
- Appear visibly uncomfortable when someone mentions something about a partner, spouse or something else related to their sexual orientation

²³ Strongly/Disagree/Tend to Disagree/Neutral/Tend to Agree/Strongly Agree/Don't Know

²⁴ Never/Very rarely (once a year or less)/Sometimes (more than once a year)/Often (once a month or more)/Very often (once a week or more)

10. Since 2010, have you personally witnessed or been subjected to (or witnessed another staff member being subjected to) discrimination or harassment at the WBG based on sexual orientation and/or gender identity? [Yes / No]

11. Did you report the discrimination/harassment? [Yes / No]

12. Why did you not report the discrimination/harassment?

- I was not aware I could report the discrimination/harassment
- I did not feel comfortable reporting it
- The reporting process might not be confidential
- Reporting could have a negative impact on my career
- I do not believe the reporting process would do any good
- Other (please specify)

13. To whom did you report the discrimination/* harassment?

- Your supervisor
- Another manager than my supervisor
- The Respectful Workplace Advisor
- The Human Resources Department
- The Ethics & Business Conduct Office
- The Ombudsman
- Other (please specify)

14. Was any action taken by the WBG when you reported the discrimination/harassment? [Yes / No]

15. Are you satisfied with any action(s) taken by the WBG when you reported the discrimination/harassment? [Yes / No (please describe)]

16. Do you feel the WBG does enough to create an environment where LGBT staff are comfortable being open about their sexual orientation and/or gender identity? [Yes / No]

17. How can the WBG improve? [Don't know/please describe]

18. The WBG prepares Managers to effectively address the issues that LGBT staff face at the workplace [Strongly Disagree / Tend to Disagree / Neutral /Tend to Agree /Strongly Agree /Don't Know]

Career Development & Mobility

19. In terms of career development, to what extent do you agree or disagree²⁵ with the following statement:

- I am pleased with my career advancement opportunities
- The WBG workplace climate supports equitable career advancement regardless of sexual orientation or gender identity
- I fear job loss because of my sexual orientation or gender identity
- I am less likely to be promoted because of my sexual orientation or gender identity
- I am less likely to receive high ratings in my performance review because of my sexual orientation or gender identity

20. In terms of mobility, to what extent do you agree or disagree with the following statement

- My sexual orientation or gender identity limits my country assignment options
- The WBG understands and recognizes the issues that affect LGBT staff mobility
- The WBG supports relocation of LGBT family members
- The WBG supports employees if their sexual orientation or gender identity jeopardized their safety in the country where they are posted
- I am confident that the WBG will assist me if when on mission in a country that has anti-LGBT laws, I am harassed or arrested
- I feel comfortable travelling on bank business to countries that have anti-LGBT laws

21. I am posted in a country where I cannot disclose my sexual orientation or gender identity [Yes/ No/NA²⁶]

22. I work in one or more countries where I am more reluctant to disclose my sexual or gender identity than I am at my base location [Yes/ No/NA]

Demographics

23. Do you consider yourself to be: Male / Female/ Transgender – FTM/ Transgender – MTF/ Prefer not to answer

²⁵ Strongly/Disagree/Tend to Disagree/Neutral/Tend to Agree/Strongly Agree/Don't Know

²⁶ NA: Not Applicable

24. **What is your age?** 18 to 25 / 26 to 35/ 36 to 45/ 46 to 55/ 56+
25. **Do you identify yourself as:** Lesbian / Gay/ Bisexual/ Heterosexual/ Prefer not to answer
26. **What is your current relationship * status?** Single (Never Married) / Dating someone/ In a committed relationship/ Legally married/civil union/registered domestic partnership/ Divorced or separated/ Widowed
27. **What is your appointment type?** Regular/Open-Ended / Term/ ETC/ETT/ STC/STT/ Other (please specify)
28. **What is your grade?** ETC / ETT/ / GA-GD, ACS/ GA-GD, non-ACS/ GE-GF staff/ GG+ staff, Manager/ GG+ staff, Non-Manager/ STC/ STT/ Other (please specify)
29. **Where are you located?** At Headquarters in Washington, DC / Country Offices List / Other location
30. **Are you?** Locally recruited / International assignment
31. **Select your country of origin** [Countries List]
32. **Which Region/GP/CCSA/FAC do you belong to? Select "Other - Not listed" if unsure**
33. **Are you aware that the WBG has an Employee Resource Group (ERG) for LGBT employees (GLOBE)?**
I didn't know there was one / I have heard of it but am not a member/ I am a member
34. **Do you have any suggestions as to how GLOBE could improve the services and support it provides to its members?**
35. **Please provide any final comments you may have below**

Annex III: Definitions of Terms Used in this Survey²⁷

- **STAFF:** refers to all employees regardless of appointment type [including but not limited to Regular, Local Staff Regular, Open-ended, Term, Executive Director's Assistant, Special Assignment, Short Term Consultant (STC), Short Term Temporary (STT), Extended Term Consultant (ETC), Extended Term Temporary (ETT), and Junior Professional Associate (JPA)].
- **SEXUAL ORIENTATION:** Refers to an individual's physical and/or emotional attraction to the same and/or another gender; the fact of being heterosexual, homosexual, or bisexual. Sexual orientation is a distinct concept from gender identity and expression.
- **GENDER IDENTITY:** Distinct from the term "sexual orientation," refers to a person's innate, deeply felt psychological identification as a man, woman or some other gender, which may or may not correspond to the sex assigned to them at birth (i.e., the sex listed on their birth certificate).
- **LGBT:** Lesbian, Gay, Bisexual and/or Transgender
- **TRANSGENDER:** Umbrella term for people whose gender identity or expression is different from those typically associated with the sex assigned to them at birth (i.e., the sex listed on their birth certificate). Not all people who consider themselves (or who may be considered by others as) transgender will undergo a gender transition.
- **HARASSMENT:** Unwelcome conduct that is based on race, color, religion, sex, national origin, age, disability or genetic information and that interferes unreasonably with your ability to work or creates an offensive, hostile, intimidating working environment.
- **ALLY (STRAIGHT):** A straight or heterosexual ally is a heterosexual and/or cisgender person who supports equal civil rights, gender equality, LGBT social movements, and challenges homophobia, biphobia and transphobia.
- **BISEXUAL:** The potential to be attracted, romantically and physically, to people of more than one sex and/or gender, not necessarily at the same time, not necessarily in the same way, and not necessarily to the same degree.
- **COME OUT (OF THE CLOSET):** (1) to disclose one's own gender or sexual identity to another person, (2) (Come out to oneself) to discover that one's own gender or sexual identity is different than one previously assumed.
- **FTM (FEMALE-TO-MALE):** Literally "female-to-male", a person assigned female sex and feminine gender at birth who is either transitioning into a male identity and/or body, or who identifies as a FTM transperson, transman, or transsexual.
- **FEMALE:** One who has (only) female primary sex characteristics.
- **GAY:** One who has significant sexual or romantic attractions primarily to members of the same gender or sex, or who identifies as a member of the gay community. Typically associated with male-identified persons.
- **GENDER:** A system of meanings and symbols and the rules, privileges and punishments for their use. All the ways in which people express their bodies and communicate with the world can be gendered and encoded with meaning.
- **GENDER CONFORMING:** Umbrella term for those whose gender expression and gender identity is congruent with the sex assigned at birth and whose gender is validated by the dominant culture.
- **GENDER CONFORMING PRIVILEGE:** The benefits and access to resources one receives from society by virtue of being gender conforming and/or by virtue of having our gender validated by the dominant culture
- **GENDER EXPRESSION:** Signals we give to the world that communicate our gender.
- **GENDER IDENTITY:** Internal sense of who you are in terms of gender.
- **GENDER NEUTRAL LANGUAGE:** Language which does not use one gender to represent all people.
- **GENDER NON-CONFORMING:** See Transgender.
- **GENDER NORMATIVE:** See Gender Conforming.
- **GENDER ROLES:** Social expectations based on our assumed or assigned sex.
- **GENDER VARIANT:** A person who does not conform to gender-based expectations of society.
- **HETEROSEXISM:** The presumption that heterosexuality is superior to all other sexual orientations. The oppression, discrimination, and bias against people who are bisexual, gay, and lesbian. (see Biphobia, Homophobia)
- **HETEROSEXUALITY:** Umbrella term for those who have an affinity towards "opposite" gender / sex; that is, men who are attracted to women, or women who are attracted to men,
- **HETEROSEXUAL PRIVILEGE:** The benefits and access to resources one receives from society by virtue of being heterosexual and/or by virtue of being perceived to be heterosexual.
- **HOMOPHOBIA:** The fear and hatred or the discomfort with people who identity or may be perceived to be gay or lesbian. (see Heterosexism)
- **HOMOSEXUALITY:** Umbrella term for those who have an affinity towards their own gender / sex.
- **IMPLICIT BIAS:** An implicit bias is a positive or negative mental attitude towards a person, thing, or group that a person holds at an unconscious level. In contrast, an explicit bias is an attitude that somebody is consciously aware of having.

²⁷ GLBTQ Ally Training Resource Guide, Office for Equity and Diversity, University of Minnesota

- **INTERSEX:** A general term used for a variety of conditions in which a person is born with a reproductive or sexual anatomy that does not fit the typical definitions of female or male.
- **LESBIAN:** A female/woman who has significant sexual or romantic attractions primarily to members of the same gender or sex, or who identifies as a member of the lesbian community.
- **MALE:** One who has (only) male primary sex characteristics.
- **MAN:** One who identifies with a masculine gender expression, identity and/or role, regardless of present sex or sexual identity.
- **MTF (MALE-TO-FEMALE):** Literally “male-to-female”, a person assigned male sex and masculine gender at birth who is either transitioning into a female identity and/or body, or who identifies as an MTF transperson, transwoman, or transsexual.
- **QUEER:** Reclaimed derogatory slang for the gender and sexual minority communities. Not accepted by all who identify as a gender or sexual minority.
- **SEX:** Category assigned at birth based on a variety of physical and biological characteristics, usually determined by genitals.
- **SEXISM:** The presumption that men/males are superior to all other genders / sexes. The oppression, discrimination, and bias against people who are women or gender non-conforming / transgender.
- **SEXUAL BEHAVIOR:** The actions, behaviors, and relationships that express our sexuality.
- **SEXUAL DESIRE:** The attraction we feel towards other people.
- **SEXUAL IDENTITY:** The way in which we understand ourselves in regard to our sexuality.
- **SEXUAL ORIENTATION:** It can be understood as the relationship between your sex / gender and others' sexes / genders.
- **TRANSEXUAL / TRANSSEXUAL:** A person who intent is to live as a gender other than that assigned at birth. Most transsexuals engage in some process of altering either primary or secondary sexual characteristics through hormone treatment or surgery or both. Some transsexuals live full time in their chosen gender without any alteration to physiology.
- **TRANSGENDER:** Umbrella term for those whose gender expression or gender identity is not congruent with the sex assigned at birth and/or whose gender is not validated by the dominant culture.
- **TRANSITION:** Refers to the complex process of altering one's gender, which may include some, all or none of the following: changing name and/or sex on legal documents; hormone therapy; and chest, facial and/or genital alteration. Transgender people may or may not choose to (or may or may not be able to) alter their bodies.
- **TRANSPHOBIA:** The fear and hatred or the discomfort with people who identity or may be perceived to be gender non-conforming / transgender.
- **UNISEX:** Clothing, behaviors, thoughts, feelings, relationships, etc. which are considered appropriate for members of both genders / sexes.
- **WOMAN:** One who identifies with a feminine gender expression, identity and/or roles, regardless of present sex or sexual identity.