



ALLYAUP™

Australia



Todd Sears
with Jane Barry-Moran

Our initial global findings from over 5,000 respondents in 11 countries both before and during the COVID-19 pandemic, lead us to understand that individual and corporate

Allyship must be a verb.

Allyship with action → Accomplices for inclusion.

This is clear as we bring the focus to Asia and the reality of Allyship to the LGBTQ+ community.

ally VERB
~~noun~~
al-ly
plural *allies* along Side
~~: one that is associated with another as a helper~~: a person or group that provides assistance and support in an ongoing effort, activity, or struggle visible and consistent to



To Our Leaders

I'm proud to share the Australian version of our LGBTQ+ Ally research, which is groundbreaking in both scope and objective.

AllyUP™ reveals the landscape of Allyship in the world today. Most importantly, it maps how organizations can build alliance and inclusion at every level of engagement: among coworkers; across the enterprise; and throughout the larger community. In this first-of-its kind piece, we've endeavored to share best practices for companies: how to value the talent of their LGBTQI+ employees, and how this creates a bottom line impact that we call Return on Equality™. Through the 18 months of fielding this research and analyzing findings, we came to understand what we call The Allyship Paradox™. Individuals want LGBTQI+ individuals to have rights, and inclusion, but their intent does not drive action or Allyship. We know that Allyship is what drives inclusion, so this paradox must be addressed.

To address this paradox — Allyship must engender advocacy and create Accomplices for inclusion.

Historically, Allyship is a word that is used to understand the ways that non-marginalized communities stand up for and support the needs and voices of those that are at the margins. It has described a power dynamic rather than a relationship. This could not be more important and relevant today, particularly in Australia. We know that, especially at multinational organizations, the workplace can be the safest and most affirming community for an LGBTQI+ person, particularly when one's family or community are not affirming. This makes Allyship that much more imperative. Allyship is authentic when it is centered on education, action and amplifying the needs and voices of the community it is aimed to support.

We could not have done this important work without our global AllyUP™ sponsor FCB, a company that has consistently demonstrated its commitment to upholding and safeguarding LGBTQI+ rights worldwide, including letting these findings dictate their policies and the ways they approach inclusion — the very essence of Allyship. Over the last two years, FCB has provided untold hours, resources and expertise, beyond any sponsorship we could imagine. Nor could we do any of our work without Out Leadership's member companies (82 and counting!). To each of our member firms: Thank you for your dedication to equity every day and for supporting our vision for LGBTQI+ inclusion and business success.

AllyUP™ Australia is best accompanied by the call to action found in the first AllyUP™ report that was published in June this year. **AllyUP™ is designed to guide leaders in creating more space for education, advocacy and inclusion.** We would love to hear from you if you have any questions or feedback or are interested in learning more about how your company can use this guide to strengthen Allyship within your company.

Todd Sears



Executive Summary

This is the fourth volume in a series representing the first ever global Allyship study.

- AllyUP™: US – Sponsored by EY - June 2020
- AllyUP™: Europe - September 2020
- AllyUP™: Asia – October 2020
- Coming in 2021: AllyUP™: Latin America & AllyUP™: Intersectional

Intentional action is central to Allyship. This is consistently illustrated in our global research: Allyship is key to the experience of inclusion and must be more active at the individual and corporate level.

Globally there is an **Allyship Paradox**: Individuals want laws and corporate protections for LGBTQI+ individuals, but their inaction drives discrimination. AllyUP™: Australia, our fourth AllyUP™ report, found this Allyship paradox impacting the reality of inclusion for LGBTQI+ people in Australia. From these findings we identify 4 themes similar to those from our prior reports:

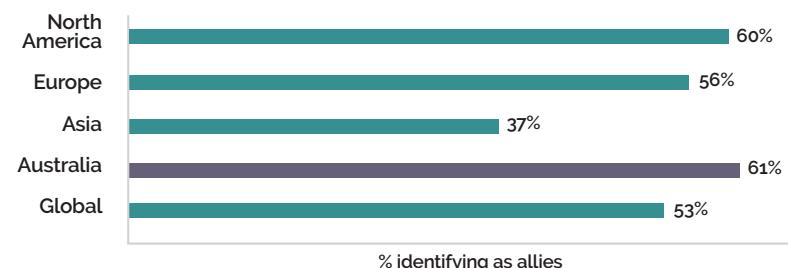
1. The Allyship Paradox
2. Ally Must be a Verb
3. The Out Leadership Risk Reward Matrix
4. Companies Must Drive impact



ALLYUP™ Australia Key Findings

61%

of Australians self-ID as allies.
The highest of any country surveyed.



Senior leadership is even more willing to identify as an ally:

68%

of senior managers in Australia self-ID as allies

but it hasn't translated to a more open workplace

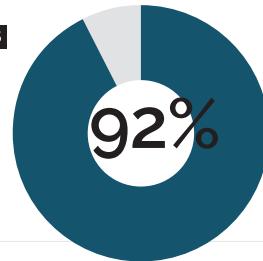
Working in the closet globally



The Ally Paradox

Both our data and the data from Pride and Diversity's Australian Workplace Equality Index (AWEI) show what we call the Ally Paradox.

THE GOOD NEWS



of Australians believe that LGBTQI+ individuals should have government protections

But Out Leadership found that only **27%** are out at work, including to their managers, and the AWEI found that only **48%** of those with "diverse sexual orientation" were out to everyone at work.

The range in data here can be attributed to our inclusion of gender diverse folks and the explicit inclusion of "Out to your manager" in the Out Leadership survey.

Not a Joking Matter



of Australians observed or experienced negative conversations about LGBTQI+ Australians.



of Australians observed or experienced jokes about LGBTQI+ Australians.



of Australians observed or experienced LGBTQI+ workers facing harsher criticism than non-LGBTQI+ coworkers.

Career Advancement



of Australians observed or experienced LGBTQI+ workers being given less responsibility.



of Australians observed or experienced LGBTQI+ workers being talked over or interrupted.



of Australians observed or experienced LGBTQI+ workers being passed over for a promotion.

73% of LGBTQI+ Australians are not out at work, and



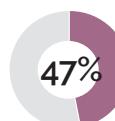
of those out at work, say they cover an aspect of their identity at least some of the time

How many are out to their coworkers or managers?

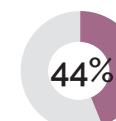


of LGBTQI+ individuals are still in the closet at work in Australia.

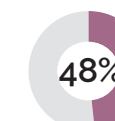
How many Australians observed or experienced anti-LGBTQI+ discrimination?



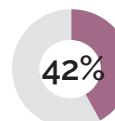
observed or experienced homophobic actions.



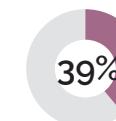
observed or experienced biphobic actions.



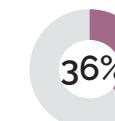
observed or experienced transphobic actions.



observed or experienced verbal harassment.



observed or experienced physical harassment.



observed or experienced sexual harassment.

How many LGBTQI+ Australians believe managing perceptions of identity is incredibly or very important?



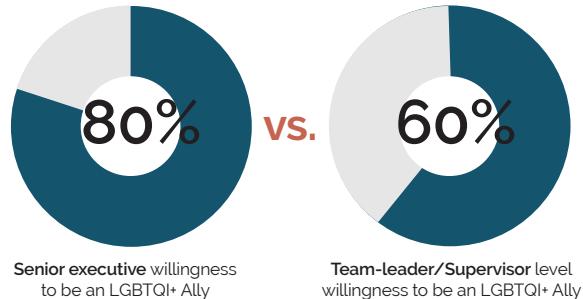
of LGBTQI+ Aussies believe managing perceptions of identity is incredibly or very important.

Stories help us to remember yesterday and build an even better community. They help us to walk, if just for a moment, in someone else's shoes.

- Stephen Barrow, Executive General Manager of Culture and Capability at **National Australia Bank**

Paradox affirmed

According to the AWEI there is a significant difference between senior executive willingness to be an LGBTQI+ Ally **vs.** those at a team-leader/supervisor level:



92%

of senior management support workplace and government protections.
But it is not yet a reality.



“ There is a difference between active and passive allies.
A passive Ally may support LGBTQI inclusion initiatives, agree that it is important work and acknowledge the positive impact that LGBTQI inclusion initiatives are having on the organisational culture – but do they make a difference to the experience of LGBTQ people in the workplace? The answer is typically ‘no’.

- Dawn Hough, Director, ACON, **Pride & Diversity**

AWEI from Pride and Diversity can be found here: <https://www.pid-awei.com.au/>

Non-Profit Spotlight

Pride in Diversity

Out Leadership has partnered with Pride and Diversity for the last 5 years and we are their only international sponsor. We thank them for their collaboration on this report and their consistent partnership to promote workplace equality in Australia.

Pride in Diversity and the Role of Allies.

Pride in Diversity is Australia's national centre of expertise exclusively focused on LGBTQI workplace inclusion. Established in 2010, as a not-for-profit member-based organisation funded by employer organisations, in support of employers and employees. With over 350 members, and a reach of over three million employees, Pride in Diversity plays a key role in taking forth the conversation about LGBTQI equality, diversity and inclusion right across Australia.

Pride in Diversity assists its members through professional expert advice and guidance on policy, on leading practice, on training and enablement, employee networks and executive engagement and support. It also undertakes research and analysis to guide members on their next steps for LGBTQI inclusion. Pride in Diversity also developed and runs the Australian Workplace Equality Index (AWEI) which is part inclusion roadmap, part benchmark and part national engagement survey, which is now seen as a critical tool to be leveraged by Australian employees in all sectors/locations.

Over recent years, the AWEI survey confirms that the LGBTQI workplace in Australia sees the development of the pro-active and visible Ally community as one of the most important initiatives required of an organisation's inclusion strategy. 53% of all LGBTQI respondents pointed out that their Allies contributed directly to their sense of inclusion in their workplace. Women are more likely to be allies than men (66% versus 47%); white collar workers are more prepared to be allies than their blue collar colleagues and those in regional or remote workplaces are less likely to be allies (although this has significantly improved in recent years). There is a significant difference between senior executive willingness to be an LGBTQI Ally (80%) than those at a team-leader/supervisor level (60%).

When asked why they were not Allies, the AWEI survey respondents often claimed they did not know why they should be an Ally, or how to be an Ally.

The 2020 AWEI survey confirmed that a key priority of employer organisations should be to develop a well-governed, well-supported Ally community across all work sites, and at all levels. It is the Ally that will support the LGBTQI employee (irrespective of whether they are out or not) and they will also step up and address inappropriate behaviours and language. Enablement, visibility and proactivity are central to a successful Allied community.

Exclusion is very present in the Australian workplace.

And it's a problem companies simply cannot afford.

The "Ally Marketplace" represents 37 Trillion US dollars globally. This call to action is one that rings true because of the need to value and meet the needs of our LGBTQI+ talent AND because it has an undeniable impact on business.

The research makes clear that "Ally" isn't yet the verb it needs to become in our companies and in the larger communities in Australia.

To create the changes needed, we see action at three levels:

1. Individuals must educate and engage coworkers and be willing to take the risks that active Allyship implies.
2. Companies must "activate" both Allies and LGBTQI+ individuals to create inclusivity within their walls, and to serve as an example of inclusivity beyond their walls.
3. Business leaders must commit to being seen and heard as LGBTQI+ advocates on a consistent, collaborative, and compounding basis in order to promote equitable practices in the larger community.

How to go about this important work? Drawing on this robust research as well as the growing body of work that Out Leadership has published, we've created the Out Leadership Ally Risk Reward Matrices.

68%

of Australians say it is incredibly or very important that brands people do business with communicate that they have LGBTQI+ affirming values and stand up for LGBTQI+ people

- + care about their LGBTQI+ employees
- + are trusted by LGBTQI+ people
- + support LGBTQI+ people

What Individuals Can Do



The OUT Leadership Risk-Reward Matrix

In response to discrimination against a coworker...



Individuals MUST

AllyUP™ for each other.

History shows us that subsets of the LGBTQ+ community suffer oppression within the community (i.e. bi-phobia, transphobia). Indeed, while Allyship seeks to advance inclusion of all people from marginalized communities, we know racism and exclusion to be as virulent within the LGBTQ+ community as outside it. So, while *AllyUP™* focuses on mobilizing the allied power of straight and cisgender individuals within corporate entities, it is vital to acknowledge and inspire the work that still needs to be done within the LGBTQ+ community.

Look within before insisting that others change.

The straight and cis-gender community must likewise examine their own implicit biases. If you have looked twice when you've seen two men walking down the street holding hands... or have laughed at a joke at the expense of the LGBTQ+ population... or have used heterosexual pronouns before learning the gender identity of someone's partner...then you—like all of us—have some internal programming to overcome. Reflection on and acknowledgement of implicit bias is the first step on the journey to impactful Allyship.

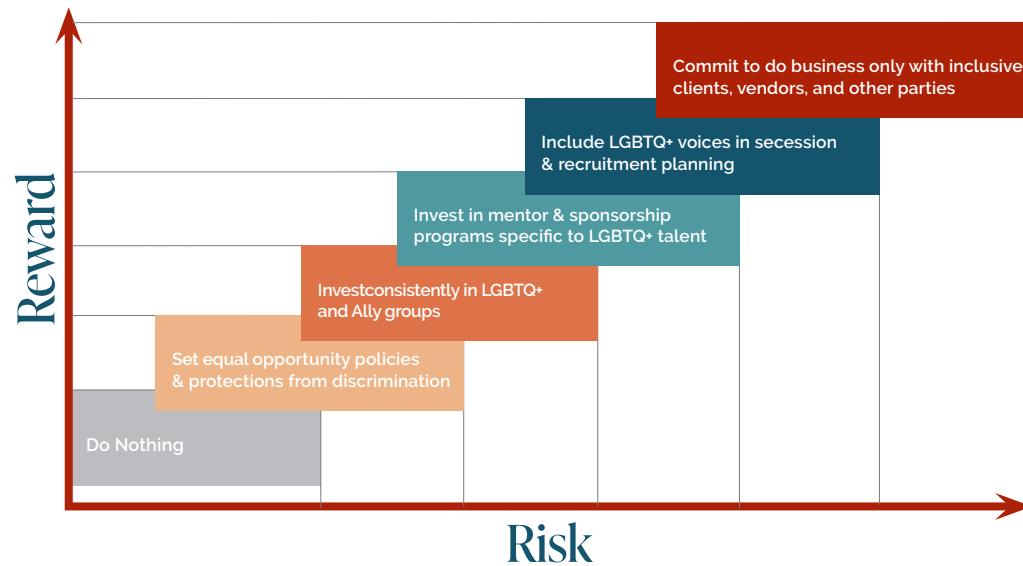
What Companies Can Do



OUTLEADERSHIP

The OUT Leadership Risk-Reward Matrix

To activate Allyship across the enterprise...



Companies MUST

Equip employees with the education and resources they need to embrace risk.

Allies aren't born; they are built.

We should not expect anyone to know how to intervene when a coworker is being harassed or demeaned, nor how to speak out on that person's behalf. There is a distinct difference, after all, between an Ally and an Accomplice, whose actions, as defined in the context of white privilege, are meant "to directly challenge institutionalized racism, colonization, and

white supremacy by blocking or impeding racist people, policies, and structures." Ally programs must not merely inform, but also train individuals to be action-centered and risk-embracing.

Encourage and incentivize management to model active Allyship.

Being proactive, rather than reactive, entails risk. Leaders mitigate that risk when they show their followers they will not stand by silently when a colleague is the target of discrimination.

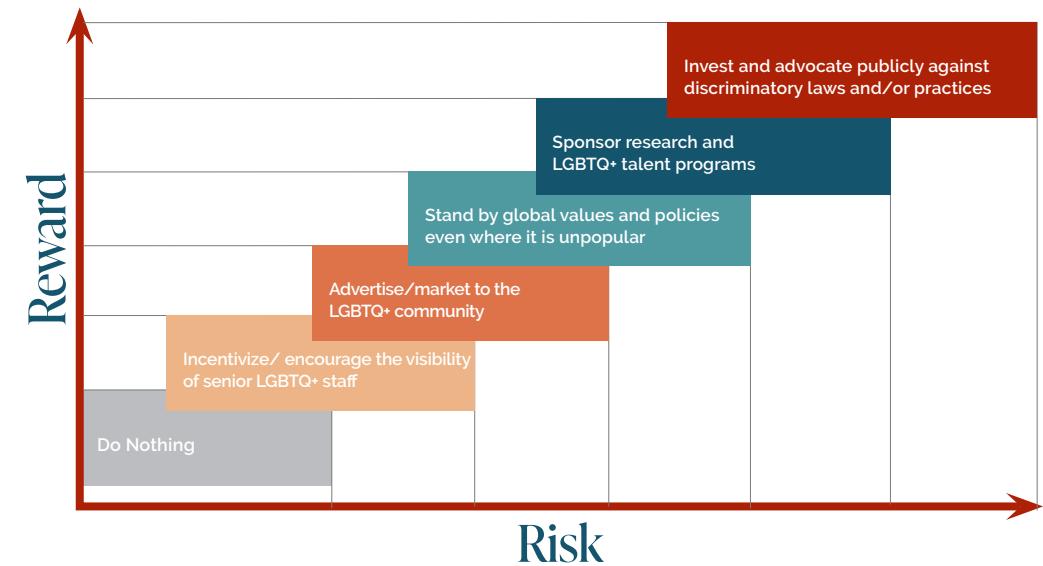
What Leaders Can Do



OUTLEADERSHIP

The OUT Leadership Risk-Reward Matrix

To promote LGBTQ+ equality in the larger community...



Business Leaders MUST

Take every opportunity to be heard, as well as seen, as a proactive Ally and advocate.

Leaders must speak up not just at an enterprise-wide event but in the community; must not only protest discriminatory practices at the state level, but also join together with other business leaders to leverage concerted economic clout. Leaders who take these actions telegraph to the workforce, the community, and the legislature that equality concerns us all.

So why don't more CEOs model such actions?

They perceive too much risk, and too little reward. In our collaborative research with the Center for Talent

Innovation, a research non-profit based in New York, we found that the number-one action that leaders believed would show their Allyship was to attend their Pride network's cocktail hour. In contrast, our own research affirms, what LGBTQ+ individuals identify as the most powerful intervention is for leaders to show up and speak out on behalf of LGBTQ+ equality—not just within the company but in settings outside it as well. That's the essence of Allying Up: consistent, collaborative action that compounds over time.

Doing the right thing for people does the best thing for the bottom line.

Case Study

National Australia Bank



Pride and Storytelling

NAB Pride is the organisation's employee network to promote a safe and inclusive workplace culture by supporting our LGBTQI+ employees and allies. Diversity and Inclusion is central to NAB's enduring purpose, culture and brand. NAB Pride has more than 1,500 members that either identify as LGBTQI+ or as allies, and are led by an energetic and passionate committee with strong national networks. NAB Pride actively engages with its allies through networking, educational, social and wellbeing events, publications and story-sharing.

Occurring annually for Australian based colleagues, NAB Pride Week (9 to 13 November 2020) is the organisation's dedicated awareness week. This year, the focus was its 'Activate the Allies' initiative, providing an opportunity for buy-in and support via posts, videos, interviews and publications from senior leadership, including CEO, Ross McEwan. Outside of NAB Pride Week, the group's hashtag #togetherwithpride appears frequently and events occur all year round.

This year, fun events like Drag Queen Bingo, podcasts and speed networking (between LGBTQI+ women and senior female leaders) were mixed with educational sessions. NAB Pride aims to educate its supporters on how to be better allies by hosting interviews with LGBTQI+ community experts, senior leadership, NAB Pride Co-Chairs, trans-identifying colleagues and speakers.

Allies and LGBTQI+ colleagues across NAB were also interviewed, asking what it means to be an Ally or to have allies, and why it is so important. A video capturing the highlight comments was then shared by NAB Leadership to further educate allies and support and celebrate the LGBTQI+ community.

A focus for NAB Pride in 2021 is to increase its engagement with its LGBTQI+ colleagues and Allies in its global offices, particularly in countries where LGBTQI+ colleagues encounter daily legal, cultural and personal challenges and stigma. We hope that by providing a safe forum and environment, we can encourage and inspire change in those communities, and help those colleagues feel comfortable to be their full and authentic selves. NAB is also starting an 'Ally points' system to reward allies when they attend Pride events, demonstrating their commitment to creating an inclusive and welcoming organisation.

More broadly, NAB's senior leadership are committed to, and demonstrate, a clear celebration of inclusion and diversity within the workforce. NAB Pride considers this support to be crucial to implementing its strategic vision. Equally, the organisation is proud of its inclusive and diverse workforce, and fully supports NAB Pride's initiatives - openly, loudly and proudly.

Case Study

Corrs Chambers Westgarth

CORRS
CHAMBERS
WESTGARTH
lawyers

Confident Allies Shape Meaningful Change

CORRS CHAMBERS WESTGARTH ACKNOWLEDGES THE VITAL ROLE THAT ALLIES PLAY IN ENSURING AN INCLUSIVE ENVIRONMENT WHERE EVERYONE FEELS WELCOME AND DIVERSITY IS EMBRACED AND CELEBRATED.

Promoting and encouraging Allyship is a priority for our firm and is championed by our leadership team and Pride@Corrs, our network for LGBTQI+ employees and allies.

We recognise the importance of empowering our people to become confident allies in order to shape meaningful change – not just within our organisation, but also in our broader communities. We have introduced a number of initiatives to support this, from our graduate lawyer induction program which features a welcome session from our Pride@Corrs network focused on highlighting the importance of active allies, to our national unconscious bias training which empowers our people across Australia to recognise how their implicit biases may affect their actions. Rainbow 'Ally' cards are available for our people to display at their desks as an overt and valuable display of Allyship. Our people are encouraged to participate in pro bono work on behalf of LGBTQI+ organisations, with Corrs recognising the importance of this work.

Corrs also commemorates days of significance for the LGBTQI+ community as one way to promote Allyship. Throughout the year we host a number of celebrations to bring our people together, including for the International Day Against Homophobia, Biphobia, Intersexism and Transphobia (IDAHOBIT), where we hold family-friendly events with our people invited to attend with their children to hear stories of LGBTQI+ inclusivity and Allyship. Corrs also supports cultural celebrations within our communities, including by sponsoring Midsumma Festival, Australia's premier LGBTQI+ cultural festival. In 2019 we formed a Midsumma partnership with Google to promote Project Respect, a product that supports more inclusive online conversations for the LGBTQI+ community.

Case Study

Ernst & Young Group Empowering allies to take action

The EY Unity network welcomes allies, as well as members of the LGBTQI+ community. Unity Oceania has around 1,600 members - approximately 18% of the total workforce - and 66% of those members who disclosed their identity, are classified as allies. Without this high ally membership, the Unity network would not have such strong foundations to positively impact the workplace culture.

Our Unity events and resources, such as LGBTQI+ awareness training or our 'ally guide', aim to educate and activate our allies so they understand the powerful impact they have on our workplace culture and in creating a safe space for people to bring their whole selves to work. We encourage them to understand the challenges faced by LGBTQI+ people and to advocate when needed. This could include showing their preferred pronouns or a rainbow flag in their email signature, or positively acknowledging the introduction of gender-neutral toilets in the office.

Similarly, by taking a public stance in support of marriage equality, EY supported allies to demonstrate their support on this wider societal issue. While it is not common for EY to comment on political matters and it was not without risk, the organization's leadership felt a moral obligation to advocate on this issue, creating a strong sense of support and belonging for our LGBTQI+ people.

During COVID-19, the EY Unity network has been conscious of the mental health impact of isolation on members of our LGBTQI+ community. To help counteract this impact, the network created a variety of virtual connection points to maintain a sense of belonging and our allies have taken an active role in that. From online trivia, online drag bingo, virtual speaker events, female focus groups, social media blogs, a collaborative Unity Spotify playlist and outreach opportunities with community organisations, EY Unity activity and engagement has gone from strength to strength during the pandemic.

All the above builds on our already strong Unity network participation in the wider LGBTQI+ community, such as our Mardi Gras association with a mental health charity. EY people have marched in the Sydney Mardi Gras parade (as well as other Pride parades around Australia) for many years and senior partners have hosted a successful annual Mardi Gras party for some of our most important clients, providing a highly visible opportunity for allies to show their support, both to EY people and clients.

We have also just launched an LGBTQI+ mentoring program which provides Unity members with a tangible way to demonstrate their allyship. By matching allies with more junior LGBTQI+ employees, allies have an opportunity to learn directly about the challenges faced by members of the LGBTQI+ community in the workplace and if particular identity-related issues become apparent, the ally can proactively support the individual through those challenges.

In addition, we are about to launch a business mentoring program for female LGBTQ+ entrepreneurs, which will provide the opportunity for allies to volunteer their business expertise in support of this cause.

As a result, those allies will be able to tell a powerful story to their teams and clients of how they have actively supported the LGBTQ+ community and contributed to the success of LGBTQ+ female entrepreneurs.



Are You Ready to **ALLYUP™?**

- 1. Act**
- 2. Take Risk**
- 3. Tell your Ally story**
- 4. Become Out Leadership AllyUP™ certified**

Ally Must be a Verb!

There's never been
a better time to

ALLYUP™

Out Leadership Members

OUT LEADERSHIP GLOBAL SPONSORS



GT GreenbergTraurig

OUT LEADERSHIP MEMBER FIRMS

ALLEN & OVERY



APOLLO



BakerHostetler

Baker McKenzie.



Bloomberg



Caldwell

BUCKLEY SANDLER



Citi



Clifford Chance

Coca-Cola



COVINGTON



EgonZehnder

EQUITABLE



FIRST REPUBLIC BANK



GIBSON DUNN

GLG



GT GreenbergTraurig



HSBC Insurance

iHeart RADIO



KKR



LinkedIn

Littler



MACQUARIE



MERRICK & CO



millennium



MORRISON FOERSTER

Moody's

Morgan Lewis

Morgan Stanley

MSCI



NOMURA

Ogilvy

Paul Weiss

PayPal

PIMCO



publicis sapient



Capital Markets

ReedSmith



Simmons & Simmons

Simpson Thacher



Sullivan & Cromwell

Weil

Special Thanks



Todd Sears	Founder & CEO
Marco Martinot	CFO
Jane Barry-Moran	Manager of Programs & Partnerships
Fabrice Houdart	Managing Director of Global Advocacy
KJB	Data Analytics
Chris Fredrick	Managing Director, Global Events
Luigi Lewin	Managing Director, Sales
Stephen Smith	Head of Marketing
Kenya Simon	Manager of Member Relations
Kelly Ver Haeghe	Events Coordinator
Michael Tighe	Associate, Executive Projects



Brandon Cooke	Global Chief Communications Officer
Melanie Mitchem	SVP, Director of Global Communications and PR
Margot Byrne	Global Corporate Communications Senior Associate
Vita Harris	EVP, Chief Strategy Officer
Danni Bayn	Strategic Analytics Director
Eline Goethals	Strategy Director
Andrea Allison	Strategic Analytics Supervisor
Lipsa Mishra	Strategy Analyst

FCB Creative

Avital Pinchevsky	SVP, Executive Creative Director
Bruno Mazzotti	VP, Creative Director
Derah Gordon	VP, Creative Director
Derrick Yousefi	Copywriter
Victoria Rosselli	Art Director
Renato Lima Oliveira	Associate Art Director
Thomas Jack Fleming	Designer
Melissa Moreland	Director, Project Management

2020 Global Advisory Board

Dr. Allan Zeman	Chairman Lan Kwai Fong Group
Ashley Steel*	Former Vice-Chair and Global Head of Transport - KPMG
Beth Brooke-Marciniak	Global Vice Chair, Public Policy (retired) EY
Brian L. Duffy	Chief Executive Officer Greenberg Traurig, LLP
Gigi Chao	Executive Vice Chairman Cheuk Nang (Holdings) Ltd.
Irene Dorner*	CEO HSBC US (retired)
Jim Fitterling	Chief Executive Officer The Dow Chemical Company
Lord John Browne*	CEO L1 Energy
Kathleen Sebelius	Former Governor of Kansas, former United States Secretary, Health & Human Services
Ken Mehlman	Global Head of Public Affairs KKR
Kenji Yoshino*	Chief Justice Earl Warren Professor of Constitutional Law at New York University School of Law
Lee Schreter	Chairwoman, Littler Mendelson
Lloyd Blankfein*	CEO & Chairman, Goldman Sachs (retired)
Lou Aversano	Chief Executive Officer Ogilvy & Mather USA
Noel Quinn	Group Chief Executive Office HSBC Holdings, Plc
Peter Grauer*	Chairman, Bloomberg LP
Richard Jeanneret	Americas Vice Chair East Region & Managing Partner, EY
'Emeritus	

AllyUP™: United States

Support from the sponsoring company EY
Design, writing and editing for AllyUP™ US - Carol Winer and Melinda Marshall.

Booklet Creative Direction + Design

by Caroline Glogovicki
CareCreative.ca



OUTLEADERSHIP



ALLYAUP™



Top 10% of B-corps for the last 8 years



Disclaimer Out Leadership has made all efforts to ensure that the information contained within this report is accurate and up to date as of November 2020. This work is provided for educational and informational purposes only, and should not be construed as legal advice.

The information is not guaranteed to be correct, complete or current. If you would like to suggest an edit to this ongoing project, please contact info@outleadership.com