



LGBTQ+ individuals in the workplace

Benchmarking and survey results for Deutsche Bahn, July 2023



School of Business and Economics

TIME Research Area | Innovation & Entrepreneurship Group (WIN)



Context and objectives of this research study

Context

The **increasing prevalence of LGBTQ identification**, and its associated **rapid social, legal, and organizational changes** mandate an exploration of the wellbeing of LGBTQ+ individuals in the workplace.

Notwithstanding conventional diversity management policies and practices, **LGBTQ+ employees continue to face unique challenges** in their work environments, e.g.:

- **75%** experienced negative interactions related to their LGBTQ+ identity in the past year
- **48%** are not out to most colleagues at work
- **34%** believe being 'out' would make their lives worse

Therefore, our study seeks to explore the **role of social support** at an interpersonal level (from supervisors and colleagues) as well as of **LGBTQ+ employee networks** to aid the wellbeing and organizational behavior of LGBTQ+ individuals.

Note: Due to the low number of participating LGBTQ+ allies, we have opted to refrain from analyzing their responses.

Research questions

How do **LGBTQ+ employees fare in the workplace?**

How can **social support** from supervisors and colleagues help LGBTQ+ employees?

What role can **LGBTQ+ employee networks** play?

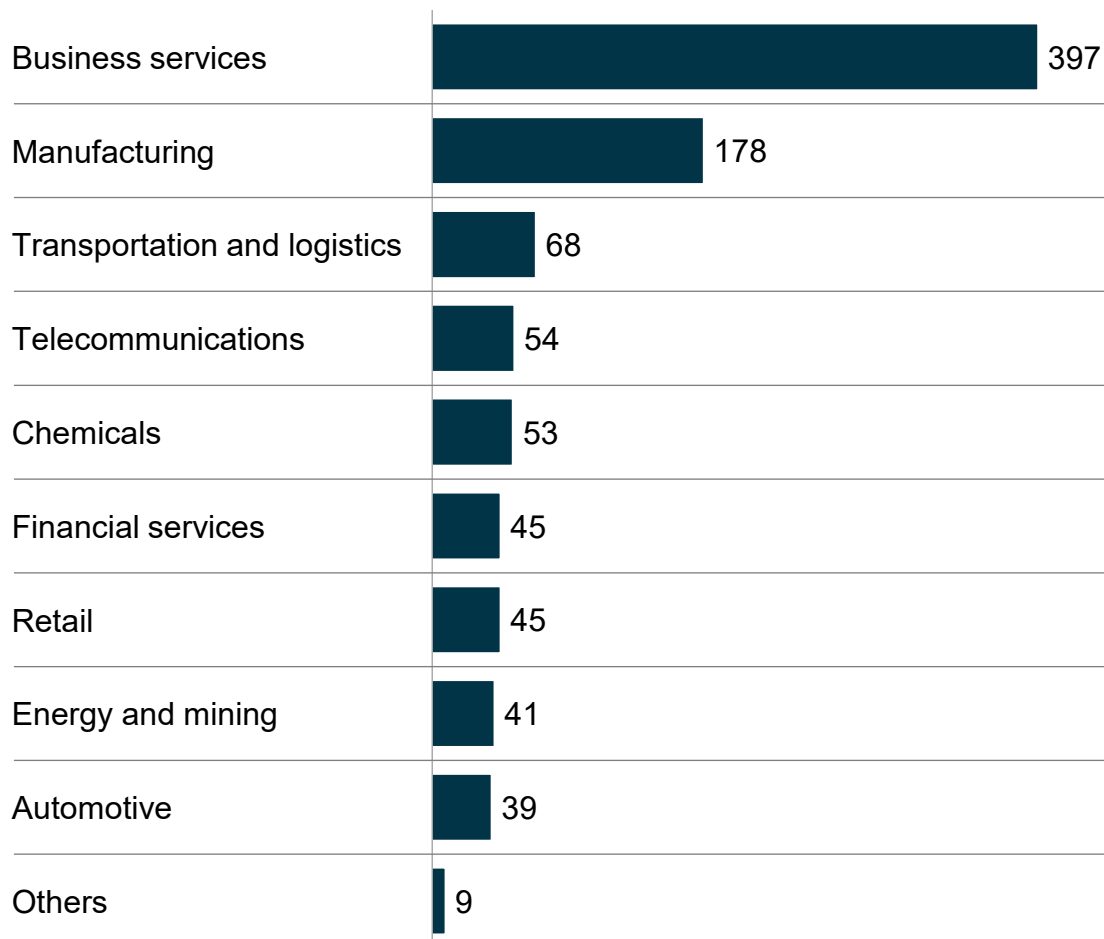
This presentation focuses on practitioner-oriented, mainly descriptive insights rather than complex models that are in preparation for academic conferences and journal publications.



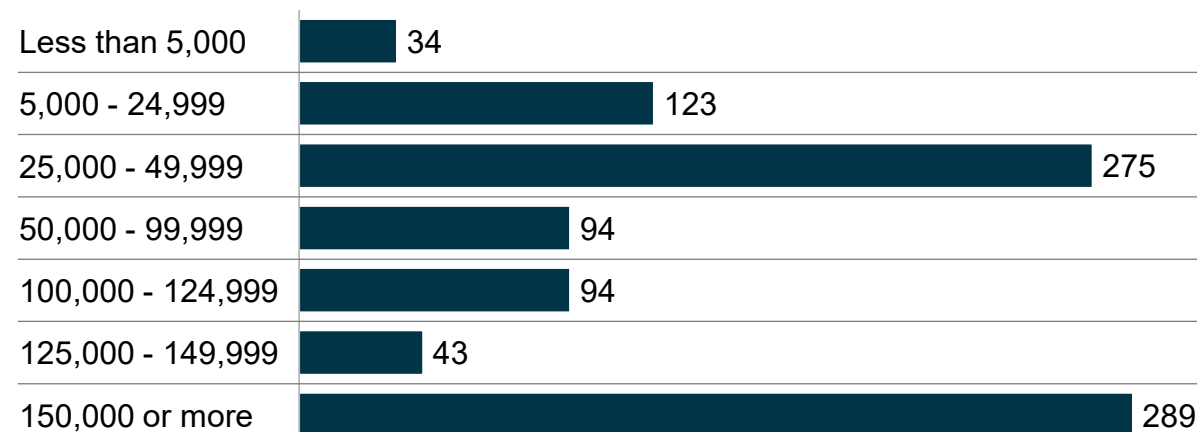
Overview of participating companies



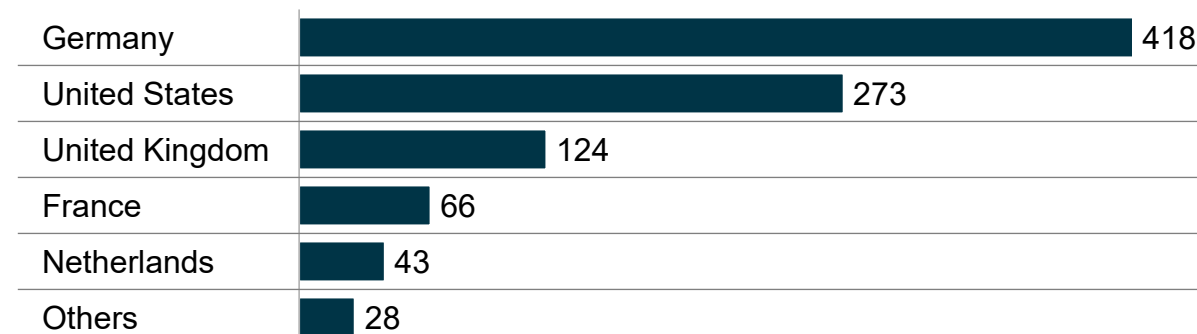
Industries, number of respondents



Firm sizes (number of employees), number of respondents

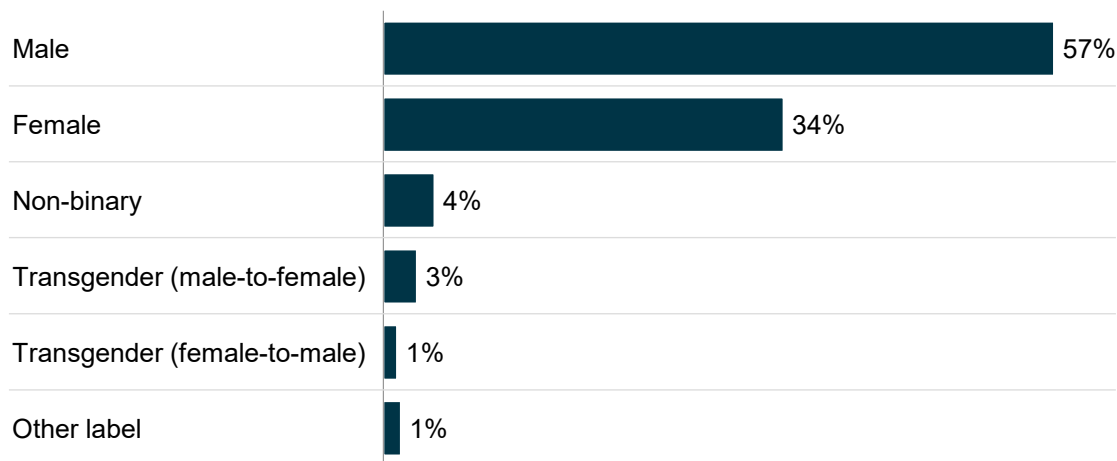


HQ locations, number of respondents

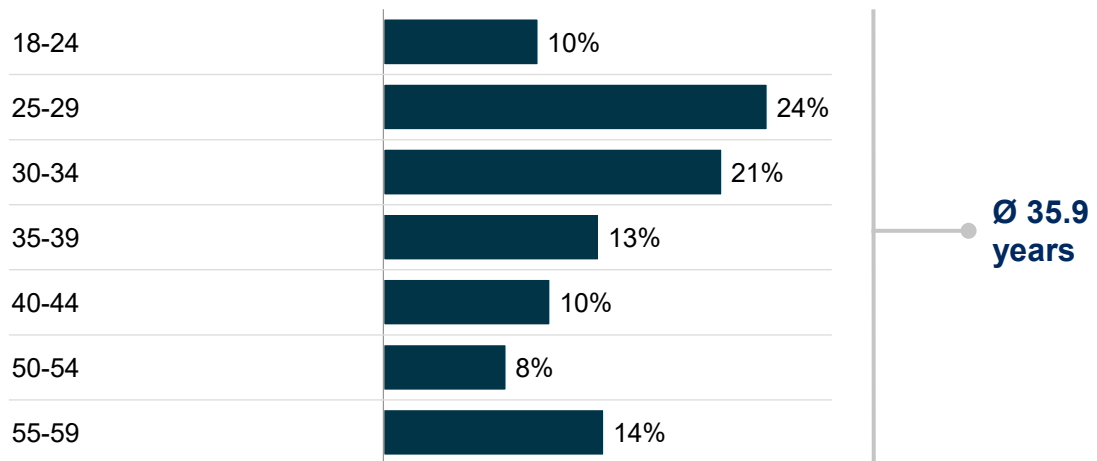


Overview of participating individuals (n=952)

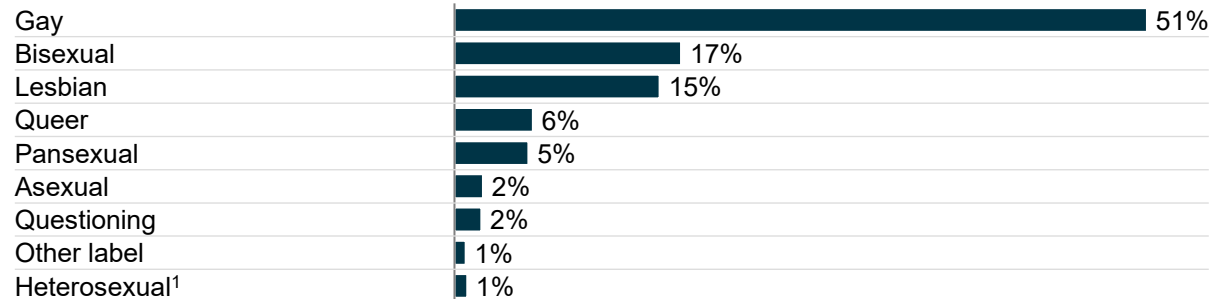
Gender identity, % of respondents



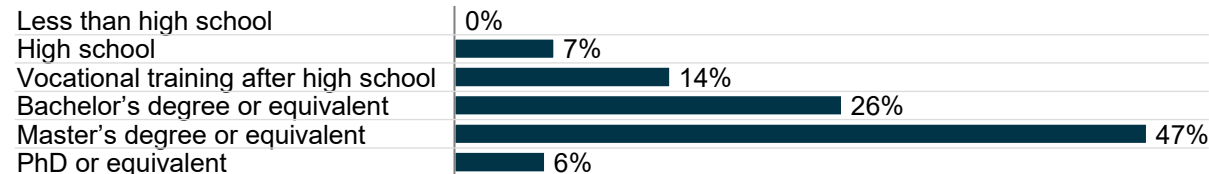
Age, % of respondents



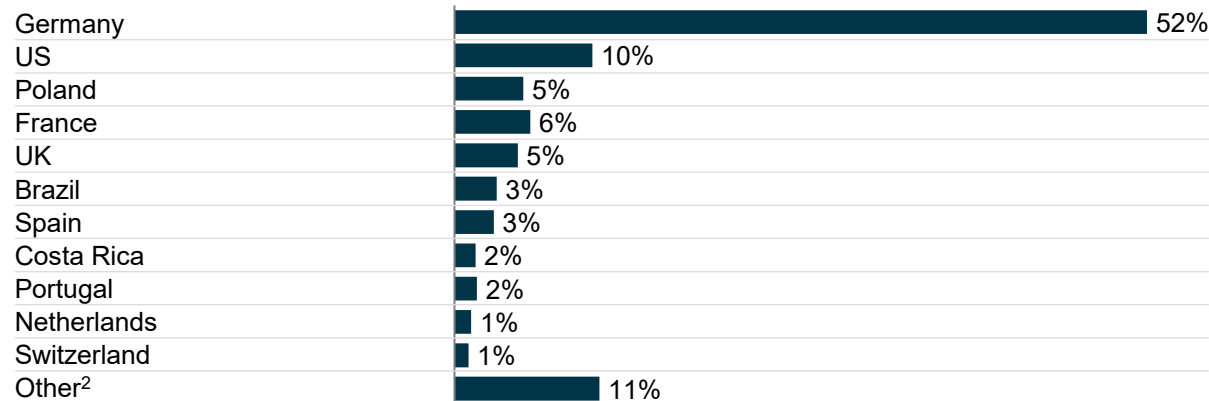
Sexual orientation, % of respondents



Education, % of respondents



Country, % of respondents



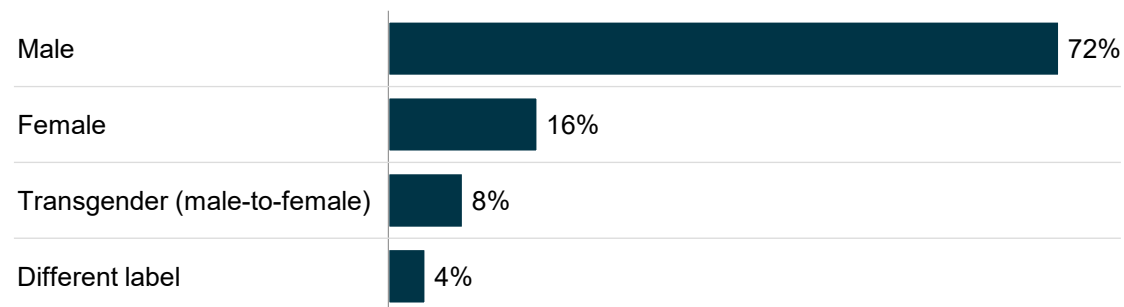
1. Respondents who do not identify as cisgender; 2. Countries with less than 10 responses

Note: LGBTQ+ ally respondents are not shown here.

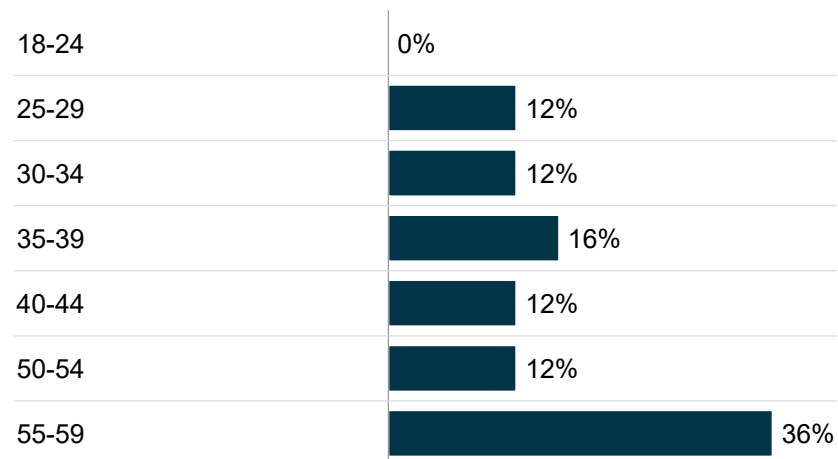
Overview of participating individuals from Deutsche Bahn (n=25)



Gender identity, % of respondents



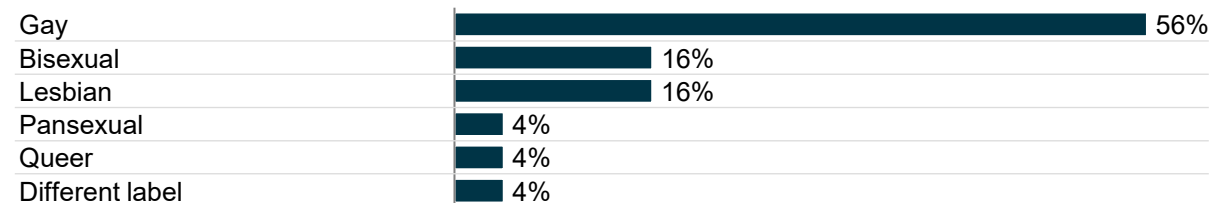
Age, % of respondents



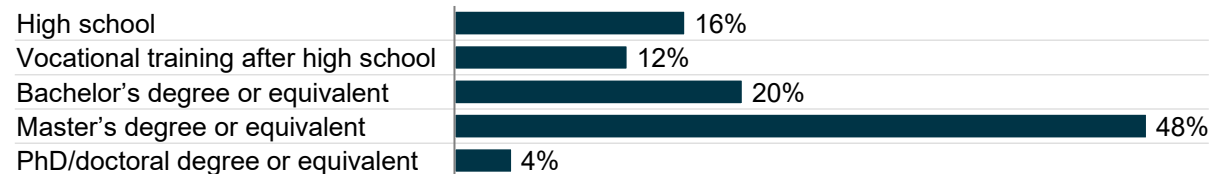
Ø 44.2
years



Sexual orientation, % of respondents



Education, % of respondents



Country, % of respondents



Note: LGBTQ+ ally respondents are not shown here.

Section 1:

Status quo of LGBTQ+ individuals in the workplace



Key findings from all companies

- **38%** of LGBTQ+ employees rate their job satisfaction as (very) high
- **31%** indicate (very) high affective organizational commitment
- **45%** rate their authenticity at work as (very) high
- Only **17%** feel (very) emotionally exhausted
- **62%** feel open to (almost) all people at work about their LGBTQ+ identity
- **31%** have disclosed their LGBTQ+ identity to 100% of their leadership
- **30%** have disclosed their LGBTQ+ identity to 100% of their colleagues

Note: "(Very) high" refers to responses of 6 or 7 on a 7-point Likert scale.

How your LGBTQ+ employees fare vs. LGBTQ+ employees in other companies



Key takeaways

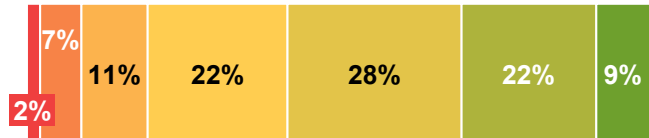
- **64%** of LGBTQ+ employees at your company rate their job satisfaction as (very) high vs. **38%** across all companies
- **64%** of LGBTQ+ employees at your company rate their affective organizational commitment as (very) high vs. **31%** across all companies

Results from your company

Results from all participating companies

Very low ← Very high

Very low ← Very high



How your LGBTQ+ employees fare vs. LGBTQ+ employees in other companies



Key takeaways

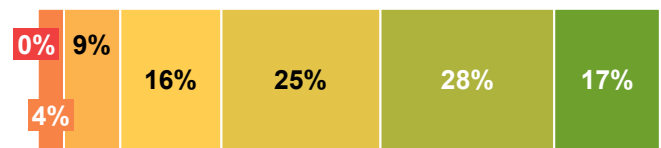
- **68%** of LGBTQ+ employees at your company rate their authenticity at work as (very) high vs. **45%** across all companies
- **8%** of LGBTQ+ employees at your company rate their emotional exhaustion as (very) high vs. **17%** across all companies

Results from your company

Results from all participating companies

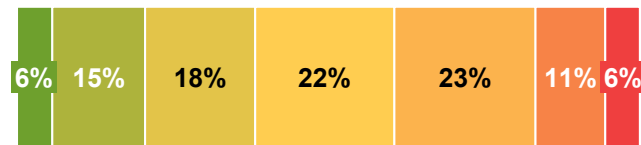
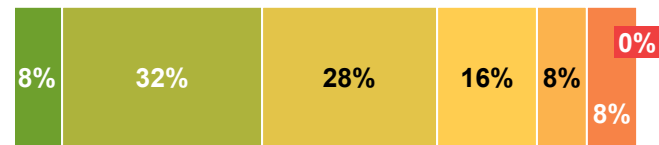
Very low Very high

Very low Very high



Authenticity

Emotional exhaustion



How your LGBTQ+ employees fare vs. LGBTQ+ employees in other companies



Key takeaways

- **20%** of LGBTQ+ employees at your company rate their innovative behavior as (very) high vs. **35%** across all companies
- **56%** of LGBTQ+ employees at your company rate their proactive behavior as (very) high vs. **46%** across all companies
- **16%** of LGBTQ+ employees at your company rate their risk-taking behavior as (very) high vs. **20%** across all companies

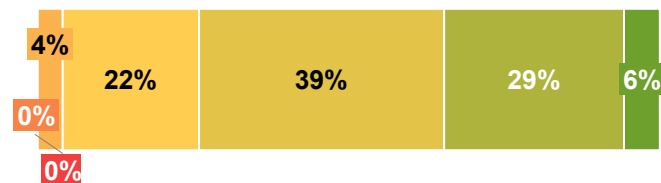
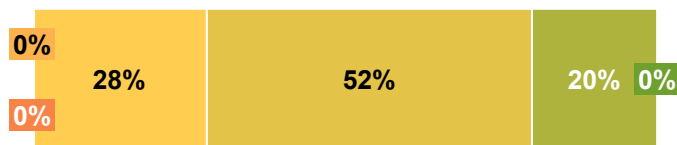
Results from your company

Results from all participating companies

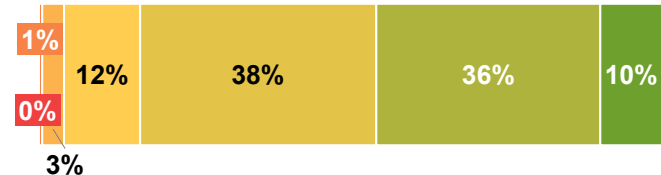
Very low ← Very high

Very low ← Very high

Innovative behavior



Proactive behavior



Risk-taking behavior



How 'out' your LGBTQ+ employees are vs. LGBTQ+ employees in other companies



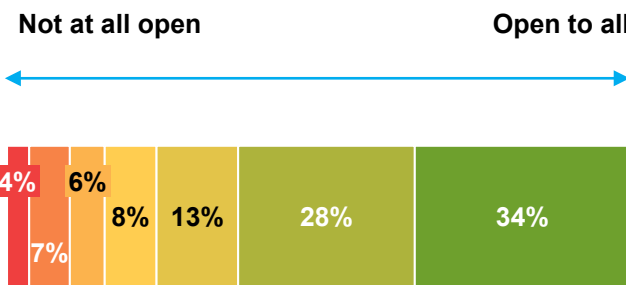
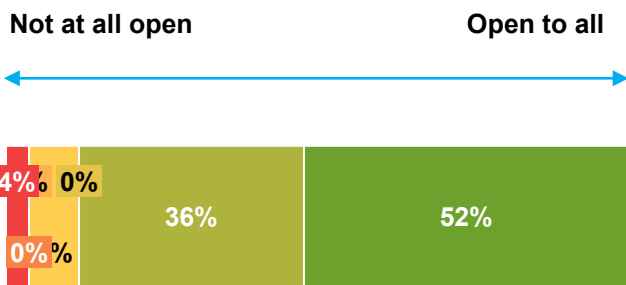
Key takeaways

- **88%** of LGBTQ+ employees at your company consider themselves to be open to (almost) all vs. **62%** across all companies
- **28%** of LGBTQ+ employees at your company have disclosed their sexual orientation or trans*/non-binary gender identity to 100% of their leadership vs. **31%** across all companies
- **36%** of LGBTQ+ employees at your company have disclosed their sexual orientation or trans*/non-binary gender identity to 100% of their leadership vs. **30%** across all companies

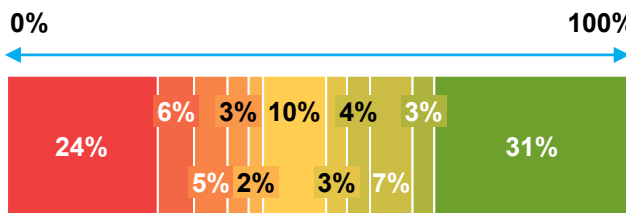
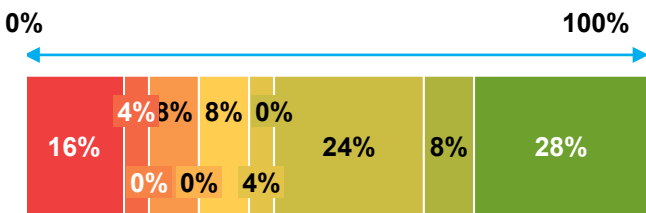
Results from your company

Results from all participating companies

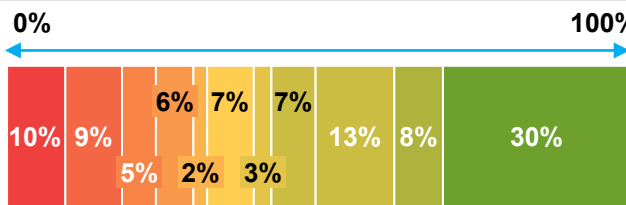
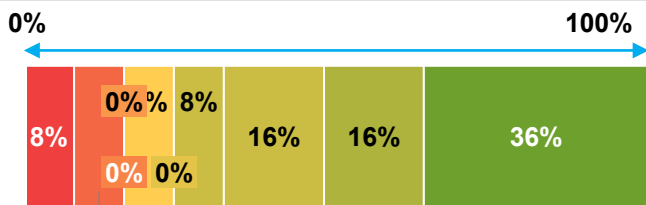
Outness¹



Disclosure vis-à-vis leadership²



Disclosure vis-à-vis colleagues²



1. To what extent are you "open" about your sexual orientation/gender identity at work?
 2. To how many people at work that you regularly interact with (%) have you actively disclosed that you are LGBTQ+? Choose the number that best represents your answer. a) Leadership you interact with (e.g., your immediate supervisor/boss), b) Colleagues you interact with

Section 2: How social support can help LGBTQ+ employees

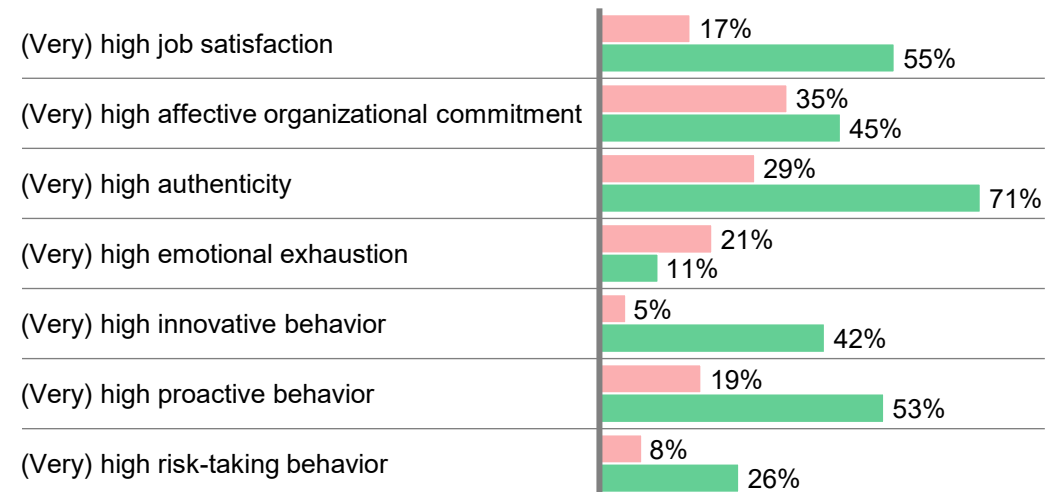


Key findings from all companies

- **63%/68%** indicate a (very) high level of work-related support from their supervisor and colleagues, respectively
- However, only **34%/37%** indicate a (very) high level of support related to their LGBTQ+ identity at work
- The level of **LGBTQ+-related support** at work is associated with **job attitudes and outcomes**:

If level of LGBTQ+-related support is:

↓ Low ↑ High



In our research, we investigated two types of social support

Social support



“ Psychological or material resources that are provided to a focal individual by partners in some form of social relationship (Jolly et al., 2021: 229)



General (=work-related) social support

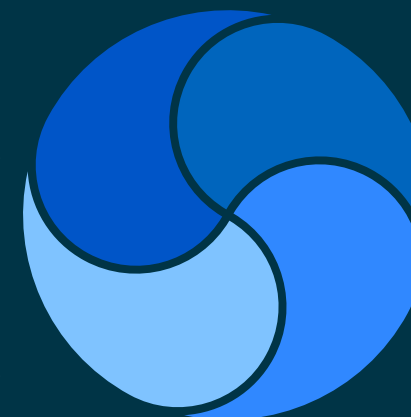
Excerpt from survey:

Please rate your immediate supervisor's/your colleagues'¹ support availability regarding work-related topics.

- My supervisor/colleagues pay(s) attention to my feelings and problems at work.
- My supervisor/colleagues show(s) that they appreciate the way I do my work.
- If needed, my supervisor/colleagues help(s) me with a certain work task.
- If needed, my supervisor/colleagues give(s) me advice on how to handle things at work.

Emotional support

Instrumental support



Informational support

Appraisal support

(House, 1981)

Social support related to the LGBTQ+ identity

Excerpt from survey:

Please rate your immediate supervisor's/colleagues'¹ support availability regarding topics that in some way involve your sexual orientation or gender identity (e.g., participation in LGBTQ+ network meetings, 'coming out' at work, discrimination and stereotypes at work, ...).

- My supervisor/colleagues pay(s) attention to my feelings and problems relating to these topics.
- My supervisor/colleagues show(s) that they appreciate the way I handle these topics.
- If needed, my supervisor/colleagues help(s) me with these topics.
- If needed, my supervisor/colleagues give(s) me advice on how to handle these topics.

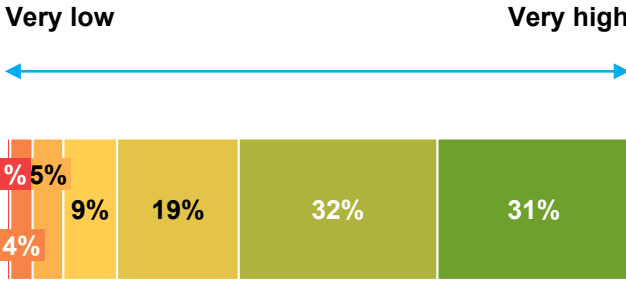
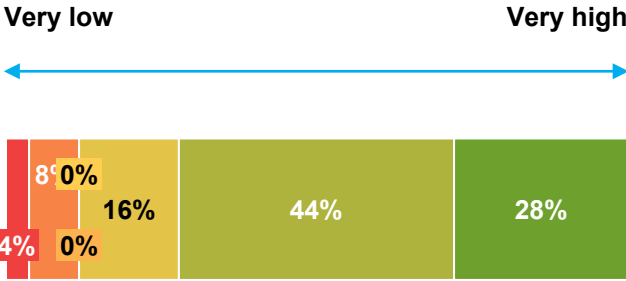
1. Questions regarding the two sources of support (supervisor, colleagues) were distinct in the survey and the responses are analyzed separately in the following.

General support: How supported LGBTQ+ employees regarding work-related topics

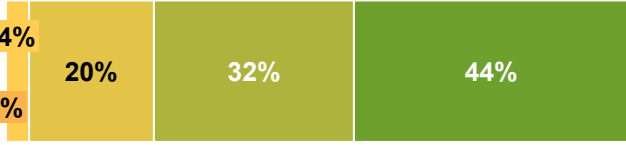
Results from your company

Results from all participating companies

General support from supervisor



General support from colleagues



Key takeaways

- 72% of LGBTQ+ employees at your company rate the general support from their supervisor as (very) high vs. 63% across all companies
- 76% of LGBTQ+ employees at your company rate the general support from their colleagues as (very) high vs. 68% across all companies

Association between LGBTQ+-specific support and job attitudes

Results from your company

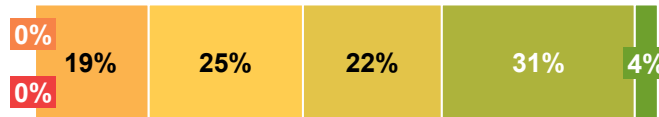
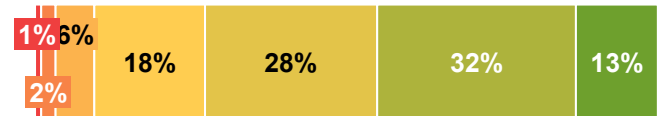
Results from all participating companies

Level of LGBTQ+-specific support



Analysis omitted given insufficient number of responses

Very low Very high



Key takeaways

- **55%** of LGBTQ+ employees with a high level of LGBTQ+-specific support rate their job satisfaction as (very) high vs. **17%** with a low level of support
- **45%** of LGBTQ+ employees with a high level of LGBTQ+-specific support rate their affective organizational commitment as (very) high vs. **35%** with a low level of support

Association between LGBTQ+-specific support and workplace experiences

Results from your company

Results from all participating companies



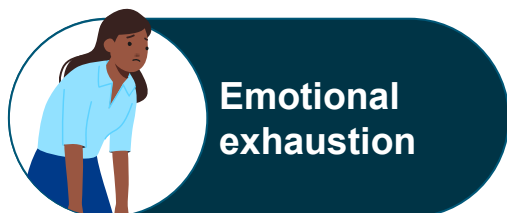
Level of LGBTQ+-specific support



Authenticity



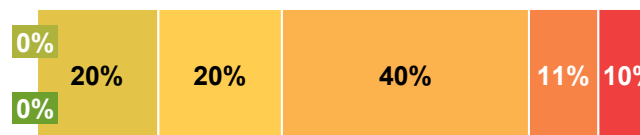
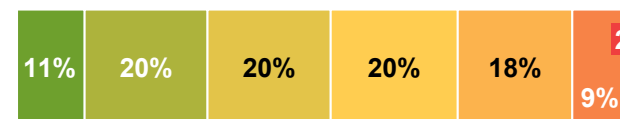
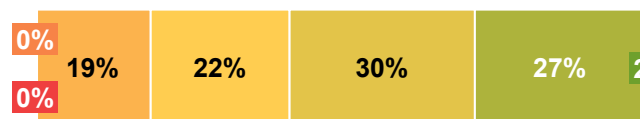
Analysis omitted given insufficient number of responses



Emotional exhaustion



Very low Very high



Key takeaways

- 71% of LGBTQ+ employees with a high level of LGBTQ+-specific support rate their authenticity as (very) high vs. 29% with a low level of support
- 11% of LGBTQ+ employees with a high level of LGBTQ+-specific support rate their emotional exhaustion as (very) high vs. 21% with a low level of support

Association between LGBTQ+-specific support and workplace behavior

Results from your company

Results from all participating companies

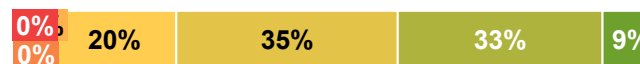


Level of LGBTQ+-specific support



Analysis omitted given insufficient number of responses

Very low Very high



Key takeaways

- **42%** of LGBTQ+ employees with a high level of LGBTQ+-specific support rate their innovative behavior as (very) high vs. **5%** with a low level of support
- **53%** of LGBTQ+ employees with a high level of LGBTQ+-specific support rate their proactive behavior as (very) high vs. **19%** with a low level of support
- **26%** of LGBTQ+ employees with a high level of LGBTQ+-specific support rate their risk-taking behavior as (very) high vs. **8%** with a low level of support

Section 3: The role of LGBTQ+ networks



Key findings from all companies

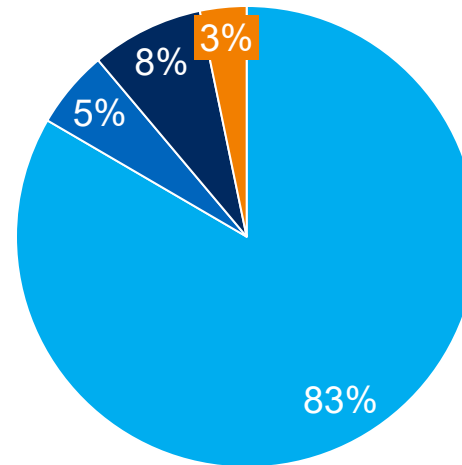
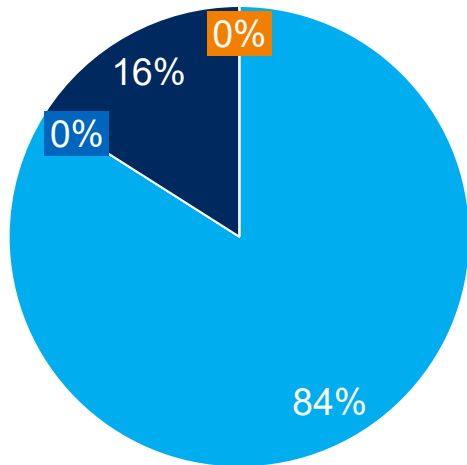
- **84%** of the respondents are part of their LGBTQ+ network – this is due to primary respondent recruiting approach via such networks
- **5%** of the respondents are ‘ally’ members of their network, even though they identify as either not heterosexual or not cisgender
- Only **24%** participate in activities of their LGBTQ+ network (very) frequently
- **41%/57%** indicate a (very) high level of work-related/LGBTQ+-related support from LGBTQ+ network members

Due to respondent recruiting primarily via LGBTQ+ employee groups, the vast majority of respondents is part of their company's LGBTQ+ network

Results from your company

Results from all participating companies

- Yes, as an LGBTQ+ individual
- Yes, as an ally¹ ■ No
- My company does not have an LGBTQ+ network.²



Are you part of your company's LGBTQ+ network?

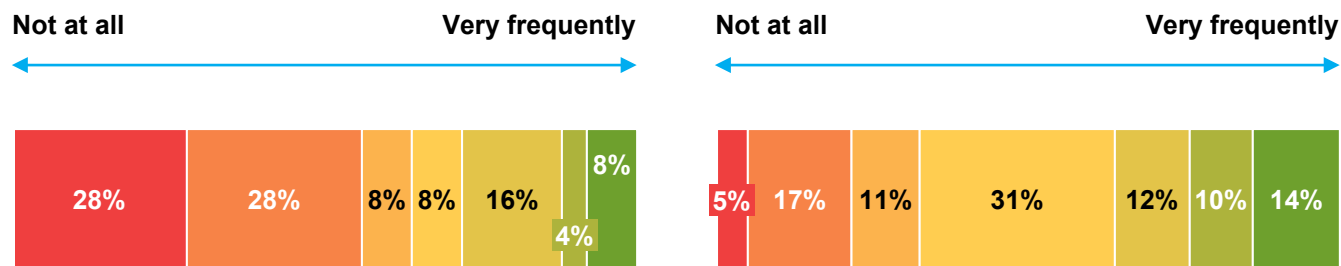


Key takeaways

- **84%** of LGBTQ+ respondents from your company are part of the LGBTQ+ employee network vs. **88%** across all companies
- **12%** of LGBTQ+ employees from your company take part in LGBTQ+ network activities (very) frequently vs. **24%** across all companies



How frequently do you participate in activities of your company's LGBTQ+ network?



1. Respondents identified as a sexual minority individual and/or as non-cisgender, yet they answered that they are only part of the LGBTQ+ employee network as an ally.
 2. Respondents may have indicated this option even though an LGBTQ+ network exists at their employer.

Social support from LGBTQ+ networks: General and LGBTQ+-specific social support from LGBTQ+ network members

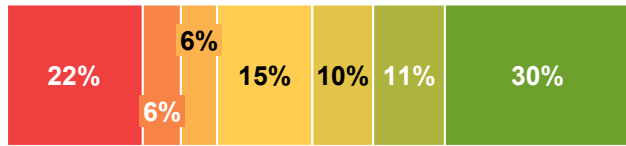
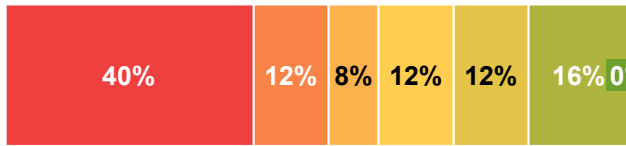
Results from your company

Results from all participating companies

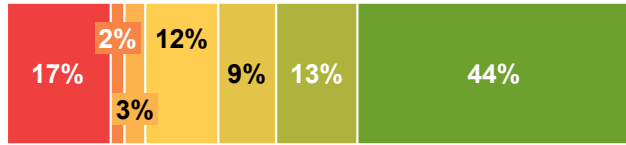
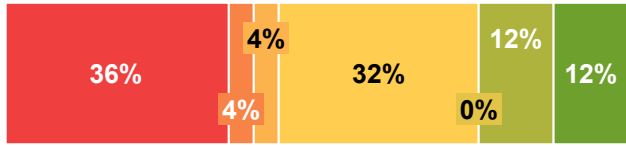
Very low ← Very high

Very low ← Very high

General support



LGBTQ+-specific social support



Key takeaways

- **16%** of LGBTQ+ employees at your company rate the general support from the LGBTQ+ network members as (very) high vs. **41%** across all companies
- **24%** of LGBTQ+ employees at your company rate the LGBTQ+-specific support from the LGBTQ+ network members as (very) high vs. **57%** across all companies



We thank you for having supported our LGBTQ+ workplace survey. We hope that some of the insights herein can aid your LGBTQ+ diversity management efforts.

In parallel, we are working on more complex academic models in an effort to spark debate in the academic community.