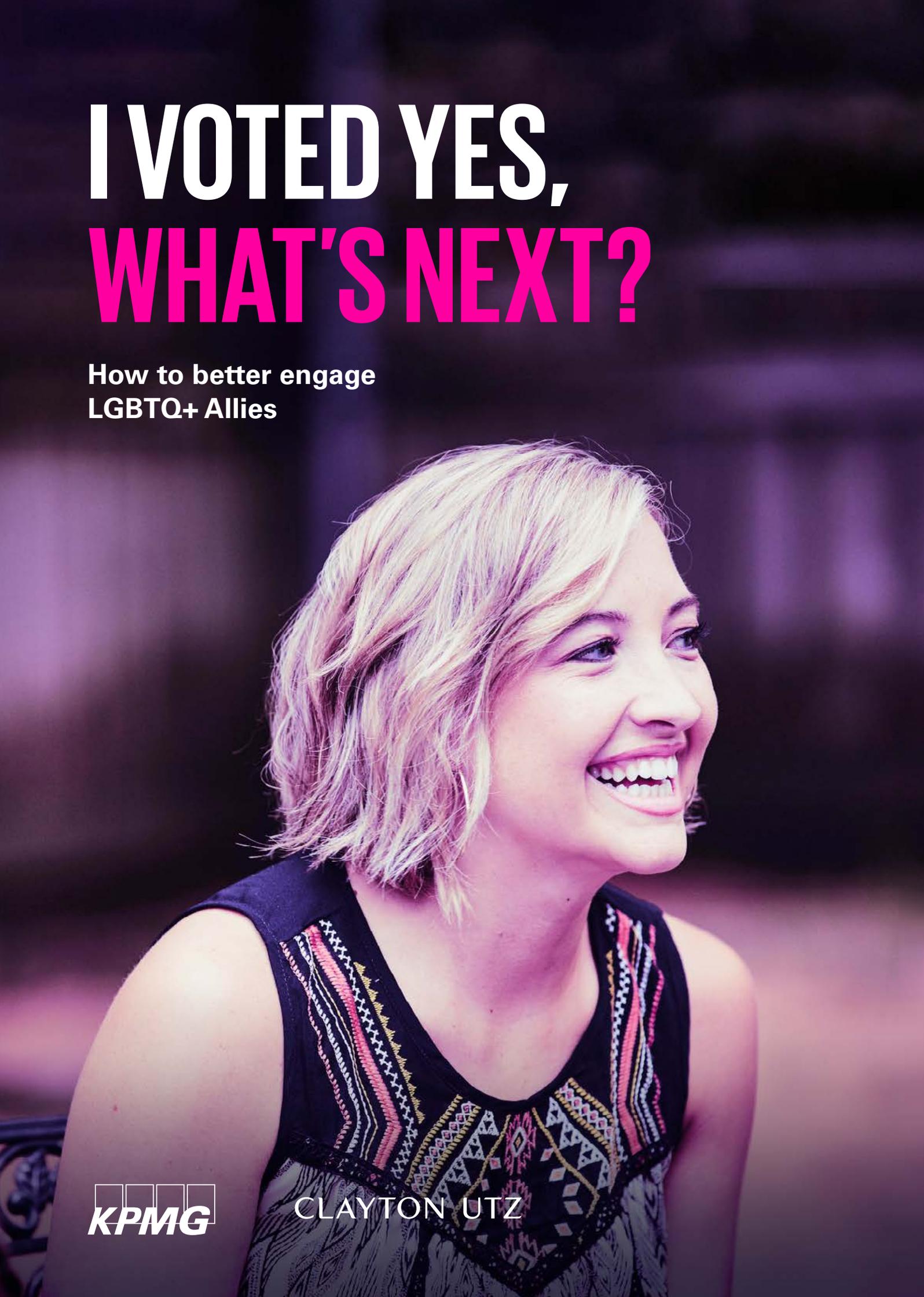


# I VOTED YES, WHAT'S NEXT?

How to better engage  
LGBTQ+ Allies



**KPMG**

CLAYTON UTZ

# Preface from KPMG

**THERE ARE MANY REASONS WHY PEOPLE ADVOCATE FOR LGBTQ+ INCLUSION AND WORK TO CREATE MORE INCLUSIVE WORKPLACES. FOR SOME IT IS DUE TO INNATE SENSE OF JUSTICE OR EVIDENCE THAT SHOWS SAFE AND INCLUSIVE WORKPLACES ARE MORE PRODUCTIVE AND CREATIVE.**

For others it is because someone they are close to has come out or experienced exclusion, discrimination or rejection for being LGBTQ+.

For me it's a combination of those reasons, but the personal connection with someone I love became the pivotal moment that turned me from passive allyship to active, intentional and explicit allyship. When I reflected on that moment in my life, it really solidified the impact that active allies can have on making someone feel safe, included and valued.

I've learnt a lot over the past few years about being an ally, the most important thing being that it is a journey and not a destination. It is ever evolving, and the one constant is that you will never and should never stop learning. Some of us after marriage equality thought that the job was done but allyship is more than just those big monumental moments, true allyship is in the micro moments.

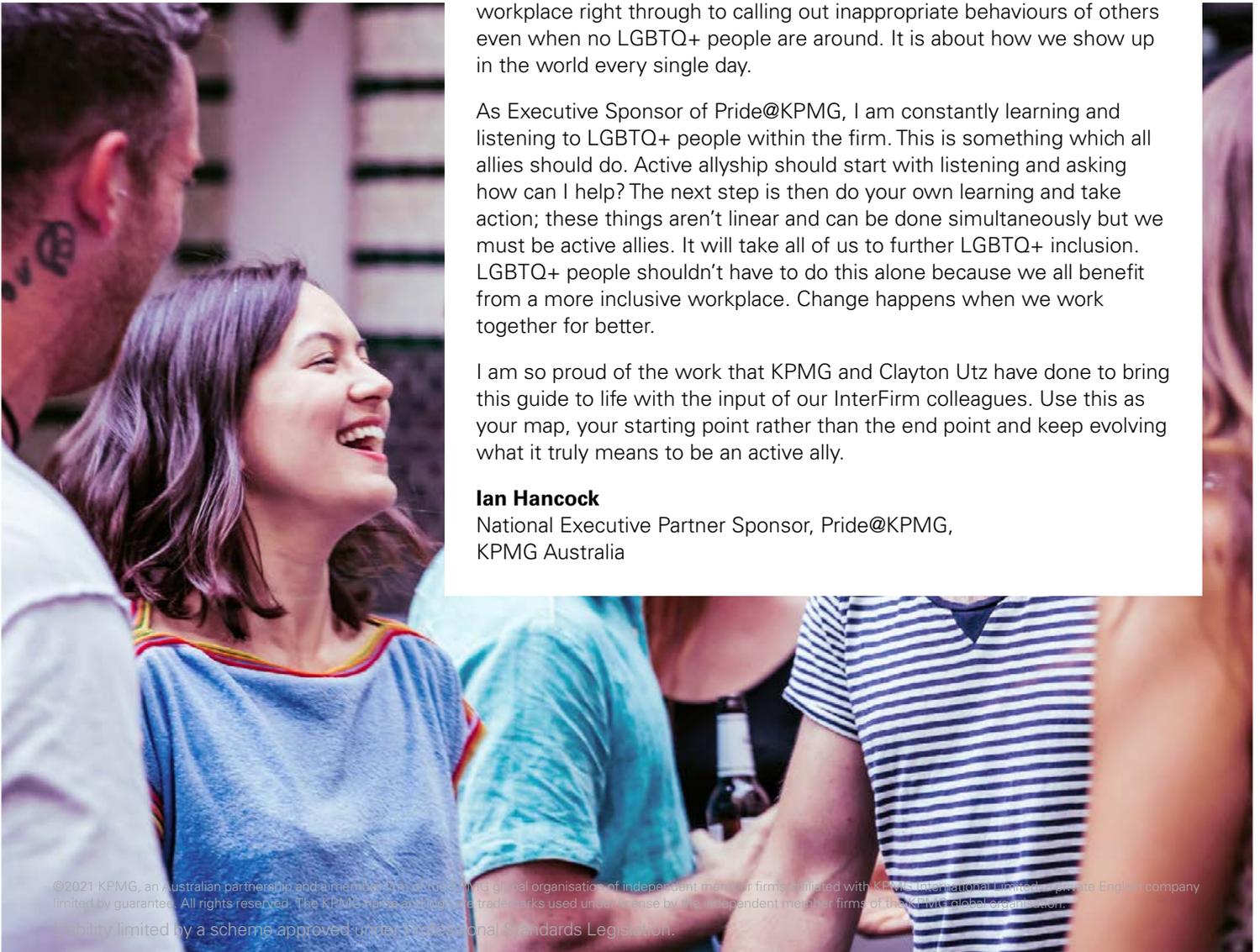
It is your actions and behaviours every single day. From the language you use to the way you share the importance of LGBTQ+ inclusion in the workplace right through to calling out inappropriate behaviours of others even when no LGBTQ+ people are around. It is about how we show up in the world every single day.

As Executive Sponsor of Pride@KPMG, I am constantly learning and listening to LGBTQ+ people within the firm. This is something which all allies should do. Active allyship should start with listening and asking how can I help? The next step is then do your own learning and take action; these things aren't linear and can be done simultaneously but we must be active allies. It will take all of us to further LGBTQ+ inclusion. LGBTQ+ people shouldn't have to do this alone because we all benefit from a more inclusive workplace. Change happens when we work together for better.

I am so proud of the work that KPMG and Clayton Utz have done to bring this guide to life with the input of our InterFirm colleagues. Use this as your map, your starting point rather than the end point and keep evolving what it truly means to be an active ally.

**Ian Hancock**

National Executive Partner Sponsor, Pride@KPMG,  
KPMG Australia



# Preface from Clayton Utz

**AS THE SPONSORING PARTNER OF CLAYTON UTZ'S LGBTQ+ NETWORK IN BRISBANE, I AM PROUD OF OUR FIRM'S COMMITMENT TO DIVERSITY AND INCLUSION AND THE BENCHMARKS WE HAVE ACHIEVED. IT IS IMPORTANT TO CELEBRATE MILESTONES. IT IS MORE IMPORTANT TO CONTINUE TO BUILD MOMENTUM.**

The importance of diversity within organisations is now well understood, as is the myriad of benefits that flow from individuals feeling accepted, included and safe within their workplace. While these concepts may be well entrenched, to take the next step all firms, regardless of their size, should:

- take time to reflect on their systems and tools to confirm they are enhancing diversity and inclusion; and
- actively seek out ways to improve and develop their approach to diversity and inclusion.

It has been our pleasure to work with KPMG and other InterFirm members to recognise the importance of allyship and the role allies can and do play in building a diverse and inclusive workplace. Leading up to and immediately following the marriage equality survey in 2017, Australia saw a record number of individuals identify as allies of the LGBTQ+ community. This increase in support was extremely welcome at a time of great personal difficulty for many Australians. However, it is no less important now than it was four years ago.

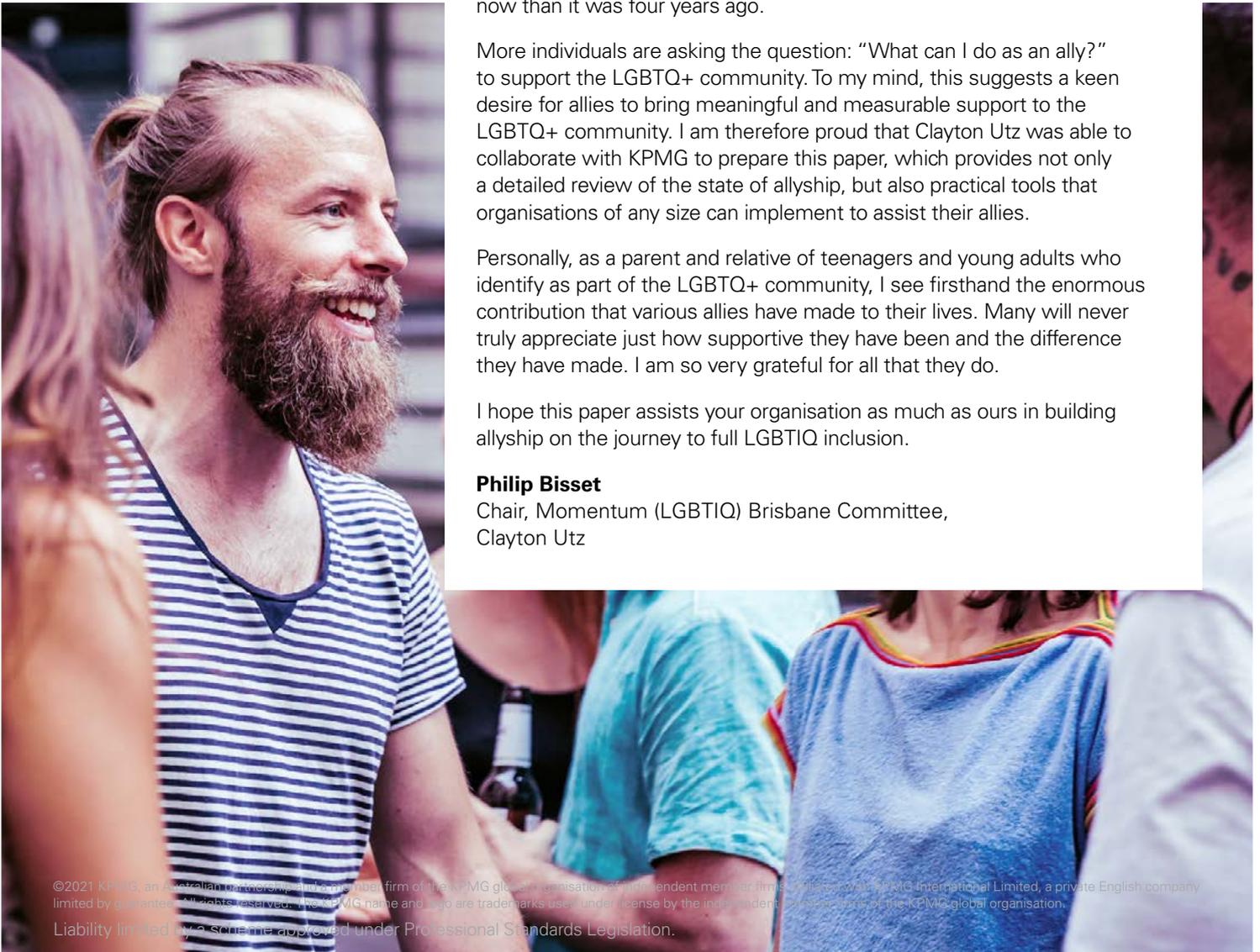
More individuals are asking the question: "What can I do as an ally?" to support the LGBTQ+ community. To my mind, this suggests a keen desire for allies to bring meaningful and measurable support to the LGBTQ+ community. I am therefore proud that Clayton Utz was able to collaborate with KPMG to prepare this paper, which provides not only a detailed review of the state of allyship, but also practical tools that organisations of any size can implement to assist their allies.

Personally, as a parent and relative of teenagers and young adults who identify as part of the LGBTQ+ community, I see firsthand the enormous contribution that various allies have made to their lives. Many will never truly appreciate just how supportive they have been and the difference they have made. I am so very grateful for all that they do.

I hope this paper assists your organisation as much as ours in building allyship on the journey to full LGBTIQ inclusion.

**Philip Bisset**

Chair, Momentum (LGBTIQ) Brisbane Committee,  
Clayton Utz



# I voted **yes**, what's next?

## Introduction

**ALLIES HAVE ALWAYS PLAYED AN IMPORTANT ROLE IN THE ONGOING JOURNEY TO FULL INCLUSION FOR THE LGBTQ+ COMMUNITY. MANY VOICES STRIVING FOR INCLUSION AND CHALLENGING BIASES AGAINST LGBTQ+ PEOPLE ARE REQUIRED TO DRIVE US FORWARD, AND ALLIES LEND CRITICAL VOICES TO ENSURE MESSAGES OF INCLUSION REACH EVERYONE.**

The role of allies is evolving, as challenges to drive complete LGBTQ+ inclusion continue. In Australia, there was a great show of allyship in the lead up to the marriage equality postal survey. However, ally engagement has decreased each year since that point. This paper is designed to provide some guidance and direction to allies on “where to next” and how to be effective, engaged and active allies.

Members of InterFirm Brisbane, led by Clayton Utz and KPMG, held a workshop in March 2021 to explore the future of allyship, and identify actions that organisations of any size, scale, and maturity can take to increase ally engagement and further inclusion for LGBTQ+ employees.

The workshop had over 35 members of InterFirm in attendance and involved a structured afternoon of storytelling, small group work, reflections and networking. The format of the workshop was as follows:

1. A Panel Discussion facilitated by Andy Schollum, Partner at KPMG hosted several leaders from the LGBTQ+ community including Sarah Cox - LGBTQ+ Inclusion Manager, KPMG; Shaun Chng - Lawyer, Clayton Utz; Jessica Mayers - Relationship Manager, Pride in Diversity; and Wayne Porritt - Committee Chair, The Pinnacle Foundation. The enriching discussion focussed on the importance of good allyship and provided attendees varying perspectives on what good can look like as well as personal experiences to prepare the participants for the ‘idea rave’.

2. The Workshop: For the ‘idea rave’, attendees were asked to brainstorm responses to five questions that centred around what is currently being done well and/or new ideas to engage active allies in the Brisbane and business community in support of the LGBTQ+ community. As well, attendees were asked to consider the value proposition for the Brisbane and business ally community to engage with and actively support the LGBTQ+ community.
3. Report Out: Representatives from each of the five working groups were asked to report out their ideas and conclusions to the wider group.

The engagement and excitement of working on a joint project was palpable. The diversity of people who came together and the inclusive environment meant that the discussion canvassed many ideas (and frustrations!) around LGBTQ+ inclusion ally activity.

The journey to full LGBTQ+ inclusion remains ahead of us all, and this journey can only continue with allies standing shoulder to shoulder with LGBTQ+ people.

**We hope that the findings of this workshop as documented in this paper support individuals and organisations of all sizes to continue to drive towards full LGBTQ+ inclusion.**

Throughout this paper, we have used the acronym LGBTQ+ as a representative term for our community. We acknowledge that there is a diversity of identities within our community, and that no one term or acronym is capable of encompassing them all. We do not in practice, education, service delivery, or intention, exclude any one person or identity from within our community.

### About InterFirm Brisbane

The InterFirm movement seeks to accelerate LGBTQ+ inclusion across corporate and community sectors through the efforts of like-minded professional services firms coming together. The shape of InterFirm changes to meet the needs of the geography and community each forum operates in.

**InterFirm Brisbane seeks to drive inclusion through sharing of better practices, providing education forums, and developing deep relationships for LGBTQ+ colleagues and their allies.**

The 2021 membership of InterFirm Brisbane comprises: Allens, Ashurst, KPMG, PwC, Herbert Smith Freehills, Deloitte, Clayton Utz, Accenture, EY, and MinterEllison.

### About KPMG Australia

At KPMG Australia, we help our clients not just grow, but grow meaningfully - consciously, collaboratively, transparently and empathetically. Nationally, over 9,000 people are dedicated to this belief across our network, while providing audit, assurance and risk consulting, deals, tax and legal, management consulting and innovation and digital solutions to entities and organisations that span the nation's industrial, governmental and not-for-profit landscapes. Our commitment to support our clients' growth not only enhances our nation's economic prosperity, but builds trust while benefiting society, people and the environment.

**Because HowYou Grow Matters.**

### About Clayton Utz

Clayton Utz is a leader in legal services, with teams of smart, engaged people across Australia who thrive on the challenge of complex problem-solving, and who understand that collaborative and collegiate relationships are the foundation of business success.

Our clients range from some of society's most marginalised people to multi-national corporations and government agencies, each of which we're committed to helping achieve the best possible outcomes. We're recognised globally for our Pro Bono practice, which this year reached the milestone of more than 750,000 hours since we formally launched the practice in 1997.

**We're also known for a unique culture among law firms, which attracts people from diverse experiences and backgrounds who want to be part of a team that cares about doing their best work, and about contributing to society through our community relationships and support for the arts.**





# The State of the Allies

## How did we get to here?

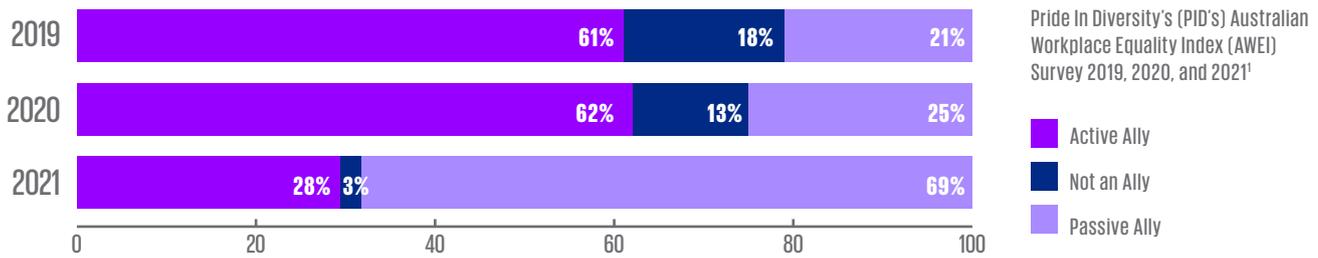
**ALLIES HAVE LONG BEEN A PART OF LGBTQ+ CULTURE AND COMMUNITY. THEY HAVE BEEN ON THE PICKET LINES AND AT THE FRONT OF MANY OF THE HISTORIC FIGHTS FOR EQUALITY.**

For decades they have stood alongside LGBTQ+ people and demanded a better and more equal world. Within workplaces, allies have also played an integral role in policy change, creating networks and building the case for change.

In 2017 when the National Postal Survey on marriage equality occurred, the call to action was clear – “stand up and be counted.”

“If you are an ally, if you support LGBTQ+ people then vote ‘yes’ and encourage others to do the same.” We all knew that the postal survey was harmful and unnecessary, but it was happening so the call to action for allies rang out. Thankfully, 61.6% of respondents voted ‘yes’ and the Government legalised same-sex marriage.

**Active ally support**



<sup>1</sup> Hough, D. (2021). Australian Workplace Equality Index (AWEI) Employee Survey. ACON's Pride Inclusion Programs.

We created change, together. We made one aspect of life a little more equal. However, since then we have seen evidence that momentum may be waning. Which can also be seen in some of survey results such as those from Pride in Diversity's Australian Workplace Equality Index (AWEI).

In 2018 the AWEI asked whether people considered themselves an ally. 70% of respondents replied yes.

In both 2019 and 2020, the AWEI provided a definition of an active ally and asked people if they considered themselves an active ally which produced the above results. The drop in this year's results could be reflective of the fact that the survey asked people to really consider their actions and categorise themselves into the three options.

It is also interesting to note that often **the reason for not considering themselves an ally or active ally over the years of the survey relates to not knowing what to do or where to start.**

When viewed in the context of post marriage equality Australia and globally the year that was 2020, it is somewhat understandable that people are wondering "where to next"?

We have seen some major social developments play out on the global platform in particular for race and gender equality. The very role of allies is evolving and being reshaped in front of our eyes. So how do we empower allies to get started and take action when it can feel like the path isn't clear?

**Before we discuss how we can all take our allyship to the next level, we should revisit some fundamental concepts that underpin allyship.**

**Be visible:**

Whether it is wearing a lanyard, a pin or showing up to events, visibility is important, and we should always make sure it goes beyond tokenistic symbols. Visibility isn't just about wearing the badge, it's talking about why you wear it.

**Be informed:**

There are so many incredible LGBTQ+ people who share their experiences via social media, TV, film, books, podcasts etc. These resources are vital to effective allyship.

Allies keep themselves informed, they seek knowledge and are open to listening to LGBTQ+ people when they share ways for allies to improve. Active allies are aware of current challenges and barriers faced by LGBTQ+ people and can share what they are learning with others.

**Be part of the solution:**

Allyship is not just about the big visible fights, it's about daily and consistent actions that create cultural and behavioural change. It is an ongoing lifelong journey that we can all be part of.

# Deep-dive on key opportunities

## Where do we go next?

### THE WORKSHOP SOUGHT TO UNDERSTAND OPPORTUNITIES THROUGH A SET OF QUESTIONS, INCLUDING:

1. What is successfully being done already to engage **allies** in support of the LGBTQ+ community, and how can this be leveraged to broaden support?
2. What is currently working to engage the **business community** as allies in support of the LGBTQ+ community, and how could this be leveraged to broaden support?
3. What **new ideas** could increase engagement and support from allies, and the business community, in support of the LGBTQ+ community?

### Key Themes from the InterFirm Workshop

The InterFirm Brisbane workshop raised many interesting ideas and insights to support allies to further drive LGBTQ+ inclusion in 2021 and beyond. While varied across many dimensions, these opportunities fell into **four (4) key themes**:

### Visibility | Education | Engagement and Empowerment | Advocacy

We also heard ideas that spread across differing levels of maturity and readiness for organisations to implement. We see three (3) levels of 'maturity' relating to the sequence in which organisations may go about implementing ally initiatives, these being:

**Foundational:** Preliminary activities required to set a solid foundation and starting point for allies and ally initiatives.

**Established:** Activities and actions that can be undertaken once the 'baseline' activities in Foundational are undertaken, to advance ally initiatives within the organisation, and starting to take a broader external view of ally engagement.

**Market-Leading:** Organisations that have implemented Foundational and Established initiatives may then look to continuously evolve, improve, and grow their ally practice and approach. These activities relate to constantly challenging the status quo, both within and outside of the organisation.

### Ideas for each stage on the ally journey

Our workshop attendees were not short of ideas for how allies can support LGBTQ+ inclusion on many fronts. This is what has led to the proposed key themes set out at left.

Overleaf we have grouped the key insights and actions an organisation may take to advance LGBTQ+ inclusions through allyship by both theme and maturity level – this is our proposed Future Ally Framework.



# Visibility

**LGBTQ+ PEOPLE ARE OFTEN LOOKING FOR SIGNPOSTS AND SIGNALS THAT THEIR WORKPLACE, COLLEAGUES AND ALLIES ARE SUPPORTIVE.**

## Foundational

- Symbols are important; Consider lanyards, flags, stickers, email signatures
- Acknowledge and/or celebrate key LGBTQ+ dates such as Wear it Purple Day and IDAHOBIT
- Ensure new starters are made aware of the organisation's diversity initiatives including for LGBTQ+ people and allies

## Established

- Create safe spaces in business-as-usual meetings to share stories of inclusion
- Share stories of allyship activity on internal and external platforms (e.g. Intranet, LinkedIn and Facebook)
- Encourage use of personal pronouns in communications (e.g. email, LinkedIn)

## Market-Leading

- Showcase LGBTQ+ allyship in external communications and at dedicated events such as community forums, public lectures, and client events
- Showcase what clients / customers / stakeholders are doing to promote allyship
- Positively influence LGBTQ+ inclusion with key (external) stakeholder groups
- Promote D&I achievements, LGBTQ+ networks within recruitment and advertising

# Education

**ALLIES NEED ONGOING ACCESS TO CONTEMPORARY INSIGHTS TO DRIVE LGBTQ+ INCLUSION THEY SUPPORT.**

## Foundational

- Provide LGBTQ+ awareness and inclusion training to allies. Ideally connect it with key touchpoints in the employee lifecycle - e.g. onboarding
- Develop LGBTQ+ ally guides and tools for networks. This creates a safe opportunity for allies to learn and understand the issues. Often LGBTQ+ people benefit from these too

## Established

- Develop yearly training plans relating to LGBTQ+ education not just for existing network members but expanding across the organisation
- Broaden education programs to beyond general awareness, e.g. not just covering the main letters in the acronym but building awareness around asexuality, trans and gender diverse experiences as well as the intersectionality of LGBTQ+ identities
- Storytelling is a powerful tool to connect people, use it as a way to build the 'why' and call to action. Sharing stories of LGBTQ+ people as well as allies
- Engage allies in the education program - i.e. ask allies to share their experience. This helps aspiring allies to understand how they can get active

## Market-Leading

- Continue to refresh and evolve training content (e.g. around terminology) to reflect global and Australian developments
- Offer training and education to clients, customers, universities, other stakeholders and community organisations on a 'pro bono' basis
- Maintain education of allies – particularly about speaking up and calling out inappropriate language and behaviour
- Look to further embed and enable ally guides, to act as clear safe spaces for 'new' allies to learn and ask questions; Give active and experienced allies a lead role in this regard

# Empowerment and Engagement

**ALLIES SHOULD FEEL SUPPORTED AND ENABLED TO WORK ALONGSIDE LGBTQ+ PEOPLE TO CREATE CHANGE.**

## Foundational

- Make it clear that allies are a core, important, and valued part of the LGBTQ+ networks
- Adopt consistent messaging across the employee lifecycle (including pre- and post-employment) in respect to how allies can get involved with networks and why this inclusion work matters at both organisational and personal levels
- Adopt an organisational or behavioural expectation of allyship. This offers a good foundation for psychological safety for allies (as well as LGBTQ+ members)
- Create an ally pledge or statement that can be given to allies as a reminder of expectations and what they are doing

## Established

- Enable allies to share their experience and stories in additional settings outside of LGBTQ+ network events, including in business-as-usual team meetings. This has a 'network effect'
- Continue to build ally guides that also include those within LGBTQ+ communities to engage as allies to those with different lived experiences to their own; e.g. someone who is gay should also be an ally to the trans community, bisexuals, asexual or non-binary people
- Engage allies to plan and run LGBTQ+ allyship events and initiatives

## Market-Leading

- Use allyship to drive engagement outside of the organisation. This includes support of community organisations, students, alumni and others in the LGBTQ+ space
- Consider how allies can influence positive change in an organisation and influence allyship in other areas of inclusion
- Quantify and qualify the value of ally engagement. The act of measuring and reporting performance is important to driving ongoing improvement and engagement

# Advocacy

**ALLIES HAVE PLAYED AND CONTINUE TO PLAY AN IMPORTANT ROLE IN ADVOCATING FOR FULL LGBTQ+ INCLUSION, THEIR VOICE IS CRITICAL TO ONGOING POSITIVE CHANGE.**

## Foundational

- Ensure clear messaging about the LGBTQ+ inclusion network and how to get involved, e.g. the network is open to LGBTQ+ people and allies
- As noted under 'Education', create guides and tools for allies to learn and understand the issues
- Acknowledge and/or celebrate key LGBTQ+ dates such as Wear it Purple Day and IDAHOBIT
- Participate in LGBTQ+ inclusion benchmarking and indices, and develop an approach for internal 'self-audit' of performance and progress

## Established

- Identify professional skills that allies offer (e.g. legal, consulting, accounting) and match this to community issues and pro bono matters; This can provide a direct and cohesive way for allies to make a large positive impact to LGBTQ+ inclusion within and outside of the organisation
- Consider industry engagement and alignment (e.g. InterFirm, InterBuild, and InterInsure) to allow allies to get more active in advocacy beyond a singular workplace but work to create change on a larger scale

## Market-Leading

- Influence client and customer policies to drive inclusion (for example through procurement policy requirements for use of LGBTQ+-owned small-to-medium enterprises)
- Leverage market developments (e.g. Environmental, Social, and Governance [ESG]) to increase traction on LGBTQ+ inclusion
- Enable staff to contribute and/or donate to LGBTQ+ charities and organisations through corporate planned giving, charity matching and/or volunteering programs
- Treat time spent on LGBTQ+/diversity initiatives the same as revenue-generating work for the purposes of revenue targets/bonuses
- Continuously evolve and mature self-audits in addition to LGBTQ+ benchmarking and indices, to drive internal accountability for the work delivered by the LGBTQ+ and ally network(s)



# Glossary

## Term

## What we mean

### Foundational

**New (<2 years) LGBTQ+ network.**  
Minimal prior community involvement.

### Established

**Growing (2 - 5 years) LGBTQ+ network.**  
LGBTQ+ inclusion index participation.  
Some executive sponsors.  
Some regular events.

### Market-Leading

**Mature (5+ years).**  
LGBTQ+ network.  
Strong LGBTQ+ inclusion index.  
Significant executive sponsorship.  
Regular events.  
Looking to set new standards.

### Visibility

**Making allies a visibly valued part of**  
LGBTQ+ inclusion networks.

### Education

**Providing allies the training and insights they need to be the best**  
allies they can be inside and outside of the organisation.

### Empowerment and Engagement

**Giving allies the space and power to be authentic and engaged,**  
ensuring allies are active rather than passive, and equipping allies with  
tools to drive allyship throughout and beyond their organisation.

### Advocacy

**Engaging allies as part of the ongoing, 'hands-on' work to drive**  
towards full LGBTQ+ inclusion.



## Summary of key actions

### Putting the Workshop's ideas into action

**THE FUTURE ALLY FRAMEWORK ON THE PREVIOUS PAGES PROVIDES MANY ACTIONS AND DIRECTIONS OUR WORKSHOP PARTICIPANTS INDICATED ORGANISATIONS COULD TAKE TO UPLIFT ALLY ENGAGEMENT IN LGBTQ+ INCLUSION.**

The following page includes some key actions from the Future Ally Framework to get you started. It is by no means a definitive list, and we encourage the reader to reflect on the Framework more broadly for where their organisation can best focus next.

## Foundational

- Ensure visible signs of LGBTQ+ inclusion (such as rainbow lanyards, posters, flags) are available to new starters and existing staff to demonstrate their allyship.
- Ensure training (either developed in-house or from a reputable partner) is made available to all staff on an ongoing basis, and where possible, include in new starter training.
- Clearly articulate that allies are an important and integral part of the LGBTQ+ network in the organisation, and regularly ask for their engagement in the network.
- Ensure tools are available for allies to improve their understanding of current LGBTQ+ challenges, and ensure safe spaces are created in real-world and virtual settings for allies to learn and grow their understanding on an ongoing basis.

## Established

- Normalise and integrate ally storytelling and sharing as part of business-as-usual meetings and LGBTQ+ events.
- Implement measures to track ally engagement and sentiment, such as through engagement surveys and focus group discussions.
- Seek opportunities to bring an intersectional lens to ally discussions within the LGBTQ+ network, and look to have allies collaborate with other D&I networks inside and outside the organisation.
- Introduce ally guides to act as 'mentors' to new allies, or those interested in becoming more active allies.

## Market-Leading

- Continually challenge the status quo – are you showcasing LGBTQ+ identities within not just your internal LGBTQ+ network, but externally to clients, customers (e.g. in marketing), partners and peers (e.g. cross-employer networks), and the community more broadly?
- Seek to share better practice tools, training, and materials produced with others (such as partners, peers, and community organisations).
- Engage allies early, including as part of pre-employment, and then continuously throughout their career. Give opportunities to lead and grow through actively contributing to and leading initiatives as part of the LGBTQ+ network.
- Where possible, seek to positively influence policies (e.g. employment, procurement) within and outside of the organisation to sustain LGBTQ+ inclusion.



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