LGBT IN DANISH WORKPLACES

Perceptions of LGBT employees and inclusion acts
of the working environments

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Abstract

The research presented in this paper is set out to study the relationship between the LGBT community and Danish workplaces. The purpose of this paper is to consider the historical revolution, legislative acts, and change in societal opinions on LGBT rights in Denmark and study whether LGBT people perceive the Danish workplaces as open and inclusive as they profess to be and how Danish companies include LGBT people into the work environments.

The empirical data for this paper depends on qualitative research that was conducted in Copenhagen, Denmark. Interviews were conducted with a total of nine people with a sample group that reflects diversity of sexual identity, gender, social class, and location. Furthermore, our data builds on an online survey conducted on 196 LGBT and non-LGBT people in Denmark.

Through our research we have gathered knowledge allowing us to answer the following research questions:

RQ1: "What are the LGBT perceptions of Danish workplaces?"

RQ2: "How are these workplaces including the LGBT community?"

The insights gained in this thesis displays the obstacles LGBT people face in the Danish work environments and how LGBT people navigate their identities depending on the perceptions they have of others.

Our study provides vital insights in the area of how companies can succeed in their diversity management in terms of LGBT minorities. Furthermore, the thesis demonstrates how Danish companies lack knowledge in the area of how LGBT people perceive and are perceived.

This thesis adds the body of literature in diversity management, organisational change, and LGBT inclusion. Our study sheds light on an overlooked topic in diversity and HR management and demonstrates how companies can benefit from making adjustments to the way they construct the company culture.

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List of Acronyms

CAT	Communication Accommodation Theory
CoE	Council of Europe
EIGE	European Institute for Gender Equality
EJEU	Court of Justice of the European Union
EU	European Union
HR	Human Resources
IDHOTB	International Day against Homophobia, Transphobia, and Biphobia
LGB	Lesbian, Gay, Bisexual
LGBT	Lesbian, Gay, Bisexual, and Transgender
LGBTI	Lesbian, Gay, Bisexual, Transgender, Intersex
LGBTQ	Lesbian, Gay, Bisexual, Transgender, Queer
WHO	World Health Organisation

Terminology

Sex	A person's biological sex which they are assigned at birth
Gender	A person's gender identity based on internal awareness
Cis-gender	People who identify with the gender identity which matches the sex they were assigned at birth
Transgender	People who identify with a gender identity which differs from the sex they were assigned at birth
Homosexual	People who are attracted to people of the same sex or gender
Heterosexual	People who are attracted to people of the opposite sex or gender
Bisexual	People who are attracted to people of both the opposite and the same sex or gender
Pansexual	People who are attracted to people regardless of their sex or gender
Asexual	People who lack or have a low sexual attraction or interest
Non-binary	People whose gender identity does not fit into the male and female binary
Being out	Being open about your gender and sexual identity
Outet	When another person discloses your identity without your permission
In the closet	Not being open about your gender or sexual identity.
Homophobia	A fear or resentment towards homosexuality
Heteronormativity	Belief that people fall into

All the above terms have been defined by us.

Chapter 1. Introduction

1.1 Problem Area

At present organizations work more and more with diverse workforces. The advantages of various workforces have been studied and it has been demonstrated that organizations who accept diversity indicate more prominent profitability on their bottom line, can hire talents better and can drive business development all more successfully (Okoro & Melvin, 2012). Diversity and inclusion influence numerous parts of the corporate culture in an organization and can greatly affect the success rate of establishing productive teams in various social settings. For a universal business to succeed and make proceeded value to every one of its partners, it must perceive how to speak with and oversee representatives and clients with diverse backgrounds (Danowitz, Hanappi-Egger and Mensi-Klarbach, 2012).

Denmark is often portrayed to be a liberal and progressive country in terms of attitudes towards sexual and gender identity. At first glance, various representations of Danish society show that people can live without being judged on their sexuality and gender identity and that homosexuals have almost the same rights as their heterosexual counterparts. None the less, this misconception is problematic. Although Denmark promotes diversity and acceptance, only 37 years have passed since homosexuality was removed from the list of mental illness in Denmark and also 88 years since it was stopped being considered criminalised by the public.

According to the Danish LGBT association (Landsforeningen for bøsser, lesbiske, biseksuelle og transpersoner) approximately six to ten percent of the world's population identifies as LGBT. An examination from the Danish research institute (CASA 2009) shows that most homosexuals in Denmark first consider their sexuality at the age of fourteen and most people speak about it at the age range fifteen to nineteen years old. However, the examination showed that seven percent never reveal their sexual preference. Another survey from 2016, conducted by the Danish research institute (Epinion) showed that four out of ten homo- or bisexual partially or entirely hide their sexuality in their workplace. Such values indicate that approximately a hundred thousand Danes do not feel secure enough to reveal their sexuality in the workplace.

Moreover, the survey by CASA shows that LGBT people try to commit suicide four times more, compared to heterosexual people due to the discrimination against LGBT individuals. These numbers are also reflected by higher rates of depression among LGBT people. In addition, the rates

of depression are even higher among the youth with ethnic minority backgrounds as it frequently occurs that they are raised in a strongly religious environment. The relationship between homosexuality and religion has a long history of clashing together. During extended periods of time in history and in various places religion has condemned homosexual acts. Different religions have shaped the ideas and perceptions of sexuality and the rights and wrongs in terms of sexual and gender expressions. Along with religious values, cultural and societal norms have shaped the perceptions of sexuality and has been a cause for the discrimination against the LGBT community.

This data shows that although social change has provided the LGBT community with more acceptance and inclusion in the Danish society compared to prior decades, there is still a long way to go in terms of workplace acceptance and inclusion.

Given these numbers this thesis aims to explore how LGBT people perceive Danish workplaces and how people may feel the need to hide their sexual or gender expression for a plethora of reasons. These reasons can include the fear of not being accepted by friends and family, being uncomfortable, bullying, threats, verbal or physical abuse, religious reasons, unconscious bias, hate crimes, and so on. With our research we aim to discover how the LGBT conditions can be changed in Danish workplaces and whether Danish workplaces in fact do include LGBT minorities equally as well as their heterosexual cis-gendered counterparts.

Overall, the Danish society has dramatically improved its stance on the LGBT community, and the Danish workplaces show more willingness to embrace diversity. However, LGBT people still experience bias or discrimination.

1.2 Objective

As mentioned earlier in the paper Denmark has long been a host for both Danish and international LGBT communities. Reviewing this fact has been a subject of constant contemporary discussion. Furthermore, it was essential to look deeper into different approaches on the ratio between tolerance and homosexuality in Denmark. Nowadays, more and more articles and publications have been issued regarding this issue and particularly on how it is practised throughout the world, accepting or refuting different ideas. Due to the modernity of it and personal interest, research has been conducted to study the driving forces behind it. More specifically, this paper examines the attitudes of Danish LGBT people and their experiences with regards to their identities in the Danish society and workplaces. The authors seek to research how well the Danish liberal views translate into accepting the LGBT community in workplaces. Moreover, the authors aim to acquire an understanding of

whether diversity and LGBT policies can help in the creation of a more open and inclusive environment for LGBT employees.

This thesis aims to explore how LGBT people manage their identities at Danish workplaces and the ways in which workplaces work to include the LGBT community in Denmark. We seek to examine the extent to which workplaces can affect the ways LGBT people manage their identities at work and gain an understanding of how companies fail to integrate LGBT minorities into the everyday work-life.

1.3 Problem area and Research Question

This paper will take departure in the following research questions:

RQ1: *What are the LGBT perceptions of Danish workplaces?*

RQ2: *How are these workplaces including the LGBT community?*

It is the authors' belief that research in this area is essential as it can create an understanding of the implications of the current situation towards the LGBT community in Denmark and how creating better conditions for people who identify as LGBT can improve the working environments and productivity in workplaces. With this paper, the authors hope to answer the question of whether diversity and LGBT policies can improve the working environment.

1.4 Structure of the paper

This paper is divided into five chapters, with this introduction constituting of chapter one. The second chapter provides a review of the existing literature relating to the topic, namely the history and general literature of the LGBT community, the literature on diversity management, and the theories we will apply in our analysis. In chapter three the research methods and methodology are presented. Chapter four consists of the results and data presentation, with the discussion of the results to be provided in the final chapter of the current research work together with the conclusion.

1.5 Limitations

Due to the fact that the research is focused on a specific region, the results of it will be placed in the context of Denmark. The application of the results and analysis has to be used precisely only for the Danish/ foreign Danish expat population. If this phenomenon is to be investigated in other European

cities, further studies of those communities are needed to inspect for a possible general value of the results and if similarities are present in different cultural and sociological contexts.

Chapter 2. Literature Review and Theoretical framework

2.1 Introduction

The literature on LGBT studies covers a range of aspects including the historical view, psychology, sociology, philosophy, anthropology, law, medicine, religion, fine arts, and so on. However, the research on LGBT minorities in diversity literature has not been as extensive. Bowen and Blackmon (2003) write about how there has been a 'spiral of silence' in terms of tackling sexual orientation and sexuality in organisational and diversity literature. They describe sexuality as a sensitive and taboo area that has been invisible in divert management. Bowen and Blackmon describe how research in the field of sexual orientation has come in waves. The first wave being researched in the area of how LGBT people have difficulties in organisations due to discrimination, homophobia, and workplace inequality. The second wave focused on how LGBT people increasingly have gained rights and how the focus then increased on how companies could ensure equal rights for sexual minorities.

We believe that there in Denmark is a lack of research in the area of how LGBT people are perceived and perceive workplace environments and how they navigate with their identities. Furthermore, the lack of knowledge in the area leaves companies with weak resources on how to better include LGBT people and create a stable and equal work environment. In this section, we will provide an overview of the literature on LGBT and LGBT in Denmark.

2.2 Sexual orientation and gender identity and discrimination

The problematics of constructing sexual identities and their implications in different aspects of society in this paper is reviewed based on sexual orientation in the workplace. Sexual orientation is less visible compared to other diversity dimensions, such as gender and race, and has therefore not been considered as essential to include into companies' diversity management practices. However, society and companies now have a greater focus on more initiatives concerning diversity dimensions, talent recruitment, and inclusion in the workplace in order to attract and retain a significant pool of talent that they might exclude if diversity is not embraced into the company culture. Apart from that, studies show that the organisational member may not feel welcome if it is not acceptable and the individual will spend a lot of energy on how to talk about their private life, so this can have an impact on its productivity.

Liberation for gay rights came in the form of human rights recognition and by forming strong LGBT communities throughout Denmark, though fitted for all dimensions. Discrimination against the LGBT community in the workplace is still evident among Danish employees and expats. Although the acceptance of the LGBT community has come a long way, not every country has enforced anti-discrimination laws regarding sexual orientation or gender identity. As stated by Croteau (1996), one can distinguish between two forms of discrimination at the workplace: formal and informal. Formal discrimination includes, among other actions, choosing not to hire or promote individuals, discharging employees, inequality in the wages of personnel in the same position, or excluding staff from equal benefits based on their sexual or gender orientation. Informal discrimination covers actions such as verbally or non-verbally harassing individuals, making jokes based on their diversity characteristics or exhibiting different consideration towards the individual based on their diversity measures towards one individual based on their diversity measures. Levine and Leonard (1984) also distinguished between two types of discrimination: overt and subtle. Where overt discrimination is defined as formal discrimination where LGBT employees experience inequalities in pay, hiring, promotions and so forth. Subtle discrimination is defined as informal discrimination which occurs through stereotyping and jokes and being excluded from the social work-life.

Both these types of discrimination have consequences for organisations, such as productivity losses due to LGBT discrimination, which have proven to hit companies bottom lines in productivity (Poe, 1996). In addition, obtain relevant and valid data results evaluate that employees who work in LGBT inclusive environments tend to be more productive, show greater commitment and satisfaction, and report higher levels of motivation. Moreover, LGBT employees who work in a supportive workplace have fewer health issues than LGBT employees who work in an unsupportive workplace (Brenner, Lyons, & Fassinger, 2010; Tejeda, 2006; Badgett et al. 2013; Ozeren, 2014).

When discussing the literature on discrimination of LGBT people in workplaces, important terms to define are homophobia and heteronormativity. According to Herek (2004), it was the psychologist George Weinberg who coined the term 'homophobia' in the 1960s. He defined the term homophobia as the fear of being in contact with gay people. With the introduction of the term, Weinberg challenged the idea that there was something wrong with homosexuality and helped shift the focus onto the obstacle's LGBT people face in terms of discrimination and stigma. By coining the term, Weinberg gave a name to the hostility existing towards the LGBT community, and the term 'homophobia' enforced the ideas that the discrimination was a social problem that should be mitigated. The term heteronormativity is the belief that people fall into distinct and complementary

genders being female and male. Furthermore, is believed that, that each gender has natural roles prescribed to them. Heteronormativity assumes that heterosexuality is the norm and a heteronormative view as a result of this believes that based on a person's biological sex you can assume sexuality, gender identity, and gender roles (Harris & White, 2018).

Further studies on the field of discrimination of LGBT in the workplace show that the societal change has led to more acceptance towards the LGBT community in workplaces compared to earlier decades however there remains a divide in the treatment of heterosexual and homosexual employees. A study by Giuffre et al. (2008) researching discrimination of out LGB people working in organisations categorised as gay-friendly found that there were differences in the treatment of employees due to their sexual identity. The respondents in this study explained that, though they felt their sexuality was accepted they encountered cases of stereotyping, sexual harassment, and gender discrimination. In some instances, the discrimination would surface in subtle instances in the form of very personal questions concerning their sexuality. The respondents explained that, though these questions at times became too invasive and would single them out due to their sexuality it also gave them the possibility to challenge the stereotypes and preconceptions enabling them to be a positive role model for the LGB people. However, the study suggested that LGB employees would downplay their sexual identity due to the interest posed by other employees questioning LGB sexualities. One respondent said she would rather suppress her sexuality than being defined solely in terms of her sexuality. Another form of discrimination that surfaced during the study was that of sexual harassment. Respondents said they had encountered remarks regarding heterosexual "conversion" from straight associates, unwelcome sexual comments from LGB clients, and unprofessional behaviour from gay colleagues. Moreover, the respondents had encountered gender discrimination, where the understanding of homosexuality involved expectations that lesbians and gays were supposed to embody the characteristics of the opposite gender. Examples of this were given by one female respondent who explained she felt pressured to partake in the sexual objectification of women and expected to share sexist attitudes that contribute to discrimination against women in the workplace solely because she identified as lesbian.

Another case was of a male respondent who explained he felt excluded from what he referred to as heterosexual business rituals and sports activities due to him being open about his sexuality. One respondent in the study also explained that she experienced very different levels of gay-friendly workplaces as she in her previous workplaces experienced an atmosphere of "we know you're gay and we're not going to talk about it" compared to her current job where people would ask about her

girlfriend and were it was expected she bring her partner to work for parties and so forth. These examples show some hesitations remaining in the efforts to promote workplace equality and the barriers LGB workers struggle to be incorporated into the workplace on an equal basis.

2.3 Glass Ceiling Effect, Unconscious bias, othering and heteronormativity

Similarly, to other minority groups, members of the LGBT community face barriers hindering the advancement of their professional carriers. This issue is better known as the Glass Ceiling Effect. The Glass Ceiling Effect presents an invisible barrier that keeps minorities from breaking through the different layers of the hierarchy. This means that they are hindered from obtaining prestigious and high-grossing jobs despite their qualifications and achievements (Federal Glass Ceiling Commission, 1995). Glass ceilings exist in organisations even though they have set explicit policies regarding equality of advancement. One survey conducted in Snape et al's research (1995) of 116 homosexual people discovered that 75 % of those respondents who were 'out' in the workplace had experienced discrimination based on their sexual identity as opposed to those who were least open about their sexuality where only one third had experienced discrimination based on their sexual orientation.

The Glass Ceiling Effect can in some instances occur from unconscious bias, and in many cases, it is referred to as in-group-out-group bias, where people favour individuals who resemble themselves. Besides posing a challenge for minority cultures, unconscious bias presents the challenge for companies of avoiding homogenous workforces where one central culture overshadows and marginalises minority cultures (Boundless, 2016).

In relation to unconscious bias, the notion of othering is also of paramount significance in the social implications of the phenomenon. Othering occurs when people identify and exclude others from a social group by labelling them as the other. The 'other' is excluded as they are seen as non-conforming to the norms and rules of society (Canales, 2000). LGBT individuals become subject to othering when a community in which heterosexuality is perceived as the general rule refers to them as "the other" in an adversely implied way (Gallaher et al., 2009).

An excellent example of othering is the Greek movie "Straight Story" that came out in 2006. The film unfolds in an imaginary world where being homosexual is the norm while being heterosexual is the 'othering'. The viewers watch as the straight son of a gay couple struggles with coming out to his family and friends about his sexuality because he does not belong to the majority like them. Through humour, exaggeration and reverse of places, the movie brings the society face to face with its

unconscious bias regarding LGBT people and at the same time tries to change the society's views on the topic.

Connected to the concept of othering, is the notion of heteronormativity. Heteronormativity is the belief that people fall into distinct and complementary genders, being either male or female, and that each gender possesses certain traits and characteristics. In this social structure, heterosexuality is assumed to be the norm. Since heteronormative individuals make up a much more significant portion of the population than non-heteronormative individuals, the heteronormative culture becomes the in-group. In addition to the notion of heterosexual privilege is a derivative of heteronormativity, which denotes that heterosexual individuals enjoy more freedom and rights compared to others. It is argued that heterosexual privilege is reproduced in work settings and that heterosexuality has been institutionalised in work organisations. Heterosexual privilege surfaces through company policies that privilege nuclear family arrangements, through cultural norms that discourage discussions about LGBT relationships, and through associations of co-workers and clients that stigmatise members of the LGBT community (Bendl et al., 2008).

2.4 Tolerance and Fear of Discrimination

Studies and surveys measuring the tolerance towards sexual minorities have through the years shown improved conditions for the LGBT community. The growing tolerance has been many western countries been supported through progressive Acts seeking to diminish discrimination due to gender and sexual identities. An example of the ever-increasing acceptance of homosexuality is seen through the British Social Attitudes Report (2013). In this report, we can see that Britain's view on homosexuality changed from 1983 until 2013. In 1983 only 17 % thought that homosexuality was 'not wrong at all', in 1987 this number had fallen to 11 %, most likely due to this being a time where there was a large focus on the discovery liking HIV and AIDS to male homosexual activity. In 2012 the percentage of people finding homosexuality 'not wrong at all' had grown to 47 %. 22 % found it to be 'always wrong' in 2012, this number was in 1983 at 50 %.

Another study from the Equality and Human Rights Commission (2009) conducted a survey of 5,190 respondents, out of these 1,759 were heterosexual, and the remaining were gay, lesbian, bisexual, or other. Results from this survey showed that 71 % of heterosexual women and 65 % of heterosexual men stated that they would be happy to have close openly LGB friends. When surveyed on whether they would be delighted to vote for an openly LGB candidate for prime minister 52 % of women and 46 % of men said they would be happy. In terms of whether the respondents would be glad to have an

openly LGB manager at work 54 % of men said they would be pleased while women once again had a higher percentage of 61 %. Another finding from this survey was that younger people, people with higher levels of education, and non-religious people were more likely to accept LGB people in society happily. This study did on the other hand also show that the LGB respondents did fear prejudice and discrimination. The survey explored different situation both public and private where the LGB people expressed their levels of fear. In all situation the least likely to feel safe about being open where bisexual men. In the workplace 70 % of gay men and 69 % of lesbians said they strongly agreed they could be open about their sexual orientation with fear of discrimination and prejudice, these numbers were much lower for bisexuals being 23 % for bisexual men and 30 % for bisexual women. When asked in relation to their fear of discrimination from family, the numbers were almost equal as in the situation of the workplaces. However, when asked if they felt safe when walking through the neighbourhood streets the percentages for all four groups dropped below 30 % Ellison & Gunstone, 2009).

2.5 Focus in media

The marginalisation of LGBT communities as a result of constant mainstream media and advertisements present a plethora of cases, where stereotyping and prejudgment of people is based upon their sexual preferences and identities. Companies have also set out to challenge ways of people's perceptions. A clear example of this is that of 'Always' a brand of sanitation products which came out with an advertisement called 'Like a Girl'. 'Always' created video advertisements that challenged the norm. In these videos young people were asked to act out different actions such as how does a girl run, how does a girl fight and so on. In the video, group one composed of teenagers and the older children would see these actions in a negative light, and they would be more conscious of what it means to be a girl.

On the other hand, a second group composed of younger children did not perceive it as a negative trait to be a girl but would rather just show the actions how they would actually do them. The first group would not indicate how girls actually move but show a weaker way of moving because of the misperceptions imposed by the society that being a girl is negative or weak. Scientific research has also shown that girls at nine years of age actually throw harder than those of eleven years old (Always 2014). The change in how advertisers try and alter their branding is indicative of social change. Once, there were also negative ideas about people who were left-handed rather than right-handed. Today, however, it is just an observation about a person and not an inclination of one's superiority to the other.

In recent years the visibility of LGBT people in the Danish media has been more prominent. For instance, in 2017 the famous Danish badminton duo Christinna Pedersen and Kamilla Rytter Juhl opened up about having been a couple since 2009. Their reason for not disclosing their relationship earlier was that they wished to wait until they felt they would be recognised for their success in their sports rather than known for being in a lesbian relationship (Nielsen, 2017). In 2018 Abdel Aziz Mahmoud received the award as 'This Years LGBT-person' at the Danish Rainbow Awards. Abdel who was known as a television host identifies as a homosexual and Muslim man. Abdel came out on national TV and with his TV series 'Helvedes homo – en muslim springer ud' translated to 'The homo from hell – a Muslim man coming out' he has been an influential advocate in evoking change for LGBT-youth with minority backgrounds.

Furthermore, he shaped the debate on how one manages an identity of being both Muslim and homosexual (Dohrmann 2018). A third public figure who gained the hearts of the Danish public is Rufus Gifford who was the U.S Ambassador in Denmark from 2013 until 2017 during the Obama presidency. In 2015 Gifford married his husband, Stephen DeVincent at the Copenhagen City Hall as a tribute the City Hall being the site where the first legal gay unions in the world were possible (Eskesen, 2015).

By having these public figures advocate for and educate on LGBT rights the public has become more aware and enlightened on the subject of LGBT. We, therefore, find it interesting to investigate whether the increased coverage translates into LGBT people feeling more secure in expressing their identities.

2.6 Diversity Management

The Danish labour market has a strong focus on diversity and equality (Randstad 2017) with companies making it a priority to understand and manage diversity because there is more value in having diverse workplaces compared to homogeneous (Roberson, 2006). The benefits of creating diversity in workplaces include a broader variety of employee perspectives which offers greater chances for innovation and problem resolution. Furthermore, diversity enhances the learning environment by adding more layers of complexity to the workforce. However, diversity can also create conflicts by adding potential costs for the organisations. Critics of diversity argue that diversity reduces group cohesiveness which may lead to lowering the productivity of the employees (Herring, 2009). Therefore, diversity management is an essential feature in companies as the inability to

successfully manage organisational structures, and the organisational changes of a company may lead to adverse outcomes.

The term diversity focusses on dimensions of differences in terms such as gender, sexual orientation, race, ethnicity, age, socio-economic status, physical abilities, religion, political beliefs, and so on.

Various definitions of diversity are in existence (Hays-Thomas, 2004) defining it as "the differences among people that are likely to affect their acceptance, work performance, satisfaction or progress in an organisation". Diversity management focusses on different concepts of diversity and the ways in which management can deal with integrating people's differences into the company and focusses on the challenges of which sort of differences needs to be concentrated on.

Diversity management may consist of measures targeting specific groups of individuals classified as underrepresented or disadvantaged according to the diversity dimensions used. This approach comes with drawbacks not only in academia but also in management practice, as it is expected that people having a place with a particular gathering share particular qualities and that some interior homogeneity exists inside of each gathering. This can prompt diversity management efforts that, even though good-natured, are replicating generalisations and defaming workers (Hanappi-Egger, 2012).

In contrast, an intersectional approach to diversity is based on the idea that an individual should not be reduced to one single category and recognises that heterogeneity exists within a specific group. With this approach, a person will for instance not only viewed as a homosexual but as for example a 36-year old, lesbian, black, Muslim trans-woman. This way the individual's identity consists of multiple layers and fluidity, with intersectional approaches add more complexity to the management practices, and the system is, therefore, harder to adopt into management strategies (Styhre & Eriksson-Zetterquist, 2008).

Dass and Parker (1999) argue that diversity implementation can be characterised according to how deeply the diversity initiatives are embedded into the organisation's core processes. When a company only sporadically introduces diversity initiatives and fail to integrate them in their core processes, they take what is characterised as an episodic approach. When the company proposes diversity initiatives on a regular basis but fail to embed them into their core processes, it is categorised as a freestanding approach. If a company manages to connect their diversity programs with their core business processes, it is classified as a systemic approach (Danowitz & Hanappi-Egger, 2012).

Companies are often motivated by enhancing diversity due to either the moral or the business case for diversity. When motivated by a moral case for diversity the primary goal is to achieve equality of opportunity by eliminating discriminatory structures and practices (Mensi-Klarbach 2012, p. 75). When motivated by the business case for diversity the aim is to create a diverse workforce that can help achieve goals such as higher productivity, improved innovation, or attracting and retaining talent. Though the motivation behind either the moral or business case for diversity differs from each other, it must be noted that the goals are not necessarily conflicting (Mensi-Klarbach, 2012).

2.7 Organisational Behaviour

2.7.1. Definition

Organisational behaviour is the field of study that attempts to comprehend, clarify, anticipate and change human conduct as it happens in the corporate setting. It is divided into three levels depending on the object of examination (Wagner & Hollenbeck, 2010):

- Micro-level→ mostly the behaviours of the individuals working by themselves in organisations are examined (Cummings, 1978). Micro organisational behaviour arose from three subfields of psychology: experimental, clinical and industrial.
- Meso-level→ it is concentrated mainly on comprehending workgroups. Apart from sharing the origins of the other two levels of corporate behaviour, meso corporate conduct also arose from the fields of communication, social and interactionist psychology.
- Macro-level→ focused on comprehending the practices of the organisations as a whole (Miles,1980). Macro organisational behaviour originates from four areas of studies: sociology, political science, anthropology, and economics.

2.7.2. History

As a multidisciplinary field, organisational behaviour has been affected by advancements in various related areas including sociology, industrial/organiSational psychology, and economics.

The Industrial Revolution is a period from the 1760s where new advancements brought about the adoption of new assembling procedures and expanded automation. In his well-known cage metaphor, Max Weber (1993) raised worries over the decrease in religious and professional work encounters. Weber (1993) asserted that the Industrial Revolution's emphasis on efficiency restricted the worker to

a sort of "jail" and "stripped a labourer of their individuality". The important social and cultural changes brought about by the Industrial Revolution, offered additionally ascend to new types of organisation. Weber studied closely one of these organisations and deduced that bureaucracy was "an organisation that rested on rational-legal principles and maximised technical efficiency" (Weber, 1947).

Various Organisational Behaviour specialists recorded their thoughts regarding management and organisation. The best-known theories today come from Henri Fayol, Chester Barnard, and Mary Parker Follet. Every one of the three drew from their experience to build up a model of successful organisational management, and every one of their hypotheses autonomously shared an emphasis on human conduct and motivation (Barnard, 1938; Fayol, 1917; Metcalf & Urwick, 2004). One of the first management consultants, Frederick Taylor, was a 19th-century engineer who implemented an approach called scientific management. Taylor promoted the maximisation of task efficiency through science (Taylor, 1911).

The scientific method was improved more extended by Lillian and Frank Gilbreth, who used time and movement study to enhance worker efficiency even more (Price, 1989). In the early 20th century the possibility of Fordism rose. Named after the car tycoon Henry Ford, the method depended on the standardisation of production using sequential construction systems. The standardisation of production enabled unskilled workers to manufacture complicated products effectively. Sorenson later elucidated that Fordism developed separately from Taylor (Sorensen, 1956). Fordism can be explained as the implementation of bureaucratic and scientific management standards to the entire assembling process. The accomplishment of the scientific method and Fordism culminated in the widespread adoption of these methods.

In the 1920s, the Hawthorne Works Western Electric industrial facility authorised the first of what was to end up known as the Hawthorne Studies. These studies at first clung to the conventional scientific method, yet also, explored whether workers would be more productive with higher or reduced lighting levels. The outcomes demonstrated that paying little respect to lighting levels when workers were being studied; productivity expanded, however when the studies finished, labourer efficiency would come back to usual. In the following experiments, Elton Mayo inferred that job performance and the supposed Hawthorne Effect was fervently related to social relationships and employment content (Cullen, 1992).

Following the Hawthorne Studies, motivation turned into a central point in the Organisational Behaviour community. A scope of theories arose in the 1950s and 1960s and incorporated approaches from prominent Organisational Behaviour analysts, like Frederick Herzberg, Abraham Maslow, David McClelland, Victor Vroom, and Douglas McGregor. These theories emphasise employee motivation, work performance, and job satisfaction (Miner, 2006).

Herbert Simon's Administrative Behaviour presented several unique Organisational Behaviour ideas, especially decision-making. Simon, alongside Chester Barnard, contended that individuals decide differently inside an organisation in comparison to their decisions outside of an organisation. While classical economic theories suppose that individuals are sensible managers, Simon contended an opposite point. He claimed that knowledge is constrained due to bounded rationality. For instance, managers regularly use satisficing, the procedure of using the first slightly adequate solution instead of the ideal solution (Simon, 1997). Simon was granted the Nobel Prize in Economics for his work on organisational decision-making (The Sveriges Riksbank Prize in Economic Sciences in Memory of Alfred Nobel 1978, 1978).

In the 1960s and 1970s, the field began to grow to be more quantitative and resource dependent. Starting in the 1980s, cultural clarifications of organisations and organisational change evolved to areas of study together with fields like anthropology, psychology, and sociology (Greiner, 1979). There have been further improvements in Organisational Behaviour research and practice. Anthropology has turned out to be progressively influential and prompted the opinion that one can comprehend firms as networks, by presenting ideas, for example, organisational culture, organisational procedures, and symbolic acts (Moorhead & Griffin, 1995).

2.7.3. Modern problems

Taking into account both separately and together all three subfields of organisational behaviour offer significant data, experiences, and counsel to managers confronting the test of comprehension and response to an expansive scope of contemporary administration issues (Heath & Sitkin, 2003). According to an assortment of sources, the present managers discover five of these issues particularly vital: workforce diversity, group profitability, organisational versatility, global development and improvement, also, moral concerns (Wagner & Hollenbeck, 2010).

2.7.3.1 Workforce diversity

Inside the societal cultures of the United States and Canada, subcultural contrasts once disregarded by numerous directors presently summon colossal consideration and affectability. Historically, the North American workforce has comprised principally of white guys. Today, however, white guys make up even less than 50% of business new recruitments in the United States, while in contrast women and African American, Hispanic, and Asian men represent progressively vast portions of the U.S. workforce. Additionally, over the most recent ten years the quantity of women and minorities accepting administrative positions in the U.S. workforce has developed by more than 25 percent (Hymowitz, 1989; Dreyfus, 1990; Lerman & Schmidt, 2002; George & Jones, 2005). It is getting to be—and will keep on becoming—significantly more essential for managers to be aware of and be prepared to react to the difficulties arising from singular contrasts in capabilities, identities, and thought processes. Information about the work environment results of these contrasts, drawn from the subfield of micro-organisational behaviour, can supply managers with help in such manner (Wagner & Hollenbeck, 2010).

2.7.3.2. Group Profitability

Management is winding up to be less of a procedure depending on top-down leadership and authority, where managers have all the power and nonmanagerial workers have little say in what they do (Ledford & Lawler, 1994). For different reasons organisations presently utilise more prominent measures of conferring of rights—the designation to nonmanagers of the power to settle on essential choices in their jobs. Frequently, the designation is achieved by gathering employees into groups and afterwards giving those groups accountability or self-management activities like recruiting, relieving off their jobs and teaching members, setting manufacturing targets, and evaluating the quality of the manufactured amount. Direction from meso organisational behaviour principles can enable managers to set up sensible anticipations regarding the application challenges likely impacts of group-based designation (Wagner & Hollenbeck, 2010).

2.7.3.3. Organisational Versatility

In the present business world, accentuation is moving from the large-scale manufacturing of low-priced, compatible raw materials to the manufacture excellent products and services, made separately or in little sets and equipped to meet the particular requests of small groups of buyers. This movement requires more considerable adaptability than any time in recent memory and requires that quality get more prominent accentuation than it has previously. Businesses are responding by

applying programs that need modern methods for partitioning an organisation's work into jobs and organising the exertions of numerous employees (Hammer & Champy, 1993; Greising, 1994; Dean & Bowen, 1994). Implementations of this sort advantage from perceptions obtained from macro organisational behaviour (Wagner & Hollenbeck, 2010).

2.7.3.4. Global Development and Improvement

Fewer firms today restrict their activities to only one national or cultural district that was once the case. Alternatively, multinationalism or even statelessness has turned into the standard. The subsequent globalisation is changing the manner in which business is managed, and it guarantees to keep on doing so at a growing pace (Cascio, 1995; Lodge, 1995). Managers confronting this massive change must establish expanded sensitivity to universal cultural contrasts. Every one of the three subfields of organisational behaviour have valuable guidance to offer managers having to face this difficult task (Wagner & Hollenbeck, 2010).

2.7.3.5. Moral Concerns

Controlling organisational behaviour unavoidably includes the procurement and utilisation of authority. In this way, managers constantly confront the issue of deciding if the use of power in a specified situation is producing results and suitable. One approach in managing this issue is to embrace the utilitarianist point of view and judge the suitability of the utilisation of authority in relation to the results of this utilisation. Does utilising power give the best good for the largest number of people? In the event that the response to this inquiry is "yes," at that point the utilitarian viewpoint would propose that power is being utilised properly (Wagner & Hollenbeck, 2010).

A second viewpoint, developed from the theory of moral rights, proposes that power is appropriately utilised just when nobody's personal rights or freedoms are yielded. It is undoubtedly probable for many individuals to develop incredible fulfilment from the utilisation of power to achieve some goal, in this way fulfilling functional criteria, while at the same time causing the rights of a few people to be shortened. As per the theory of moral rights, the last impact is a sign of wrongness. Power holders trying to utilise their authority suitably should along these lines regard the rights and interests of the minority and in addition take care of the prosperity of the larger part (Wagner & Hollenbeck, 2010).

A third point of view, drawn from different theories of social justice, recommends that even having regard for the rights of everybody in an organisation may not be sufficient to legitimise the utilisation

of authority completely. Also, those utilising power must treat individuals fairly, guaranteeing that individuals who are compatible in related aspects are dealt with in a similar manner while individuals who are distinctive are treated in a different way in ratio to those distinctions. Power holders should likewise be responsible for harms caused by their utilisation of authority and must be set up to supply compensation for these harms (Wagner & Hollenbeck, 2010).

The three points of view offer clashing criteria, recommending that no straightforward answers exist for questions regarding the degree of suitability of utilising power. Rather, as power holders, managers must look to adjust efficiency, right and concerns about justice as they endeavour to impact the behaviours of others (Cavanagh, Moberg, & Velasquez, 1981; Vrendenburgh & Brender, 1998).

2.7.4. Use of Organisational Behaviour Knowledge

Utilising the theoretical knowledge usefully from the field of organisational behaviour necessitates that managers improve aptitudes in employing such information to recognise and resolve issues in a compelling way. One to build up his or her own administrative abilities and figure out how to put them to work, it is imperative that he or she comprehends the procedure of problem-solving progress toward becoming capable of trying different things with methods for improving as a problem solver. The procedure of problem-solving can be disentangled and made more successful by breaking it into the four phases: diagnosis, solution, action, and evaluation (French, 1969; Wagner & Hollenbeck, 2010).

2.7.4.1. Diagnosis

Problem-solving starts with diagnosis, a process in which managers accumulate data about a troublesome circumstance and endeavour to abridge it in an issue proclamation. Data collection may need the straight perception of occasions in or around an organisation. Specialists frequently adulate the act of "overseeing by meandering around," partially since it gives a rich wellspring of first-hand data that can be utilised amid problem-solving processes. Managers may also conduct interviews to assemble truths and beliefs or regulate surveys to gather others' perspectives. The two approaches do not have the promptness of individual perception, however, empower the accumulation of different data and beliefs. Summing up data in a problem declaration necessitates that managers utilise the blend of theories, experience, and insight they have gathered to build an announcement of what is not right. Often the data set before a manager seem more like the sort of information that a medicinal

specialist uses to distinguish the origin of a disease. Similarly, as the specialist may have to think about proof of fever, body torment, and queasiness to diagnose an instance of flu, the manager may need to decipher the implications of various side effects to define a problem statement (Wagner & Hollenbeck, 2010).

For instance, when the Buick Motor Division of General Motors dropped Plumley Companies as a provider of hoses and other plastic parts, referring to poor item quality, company owner Michael A. Plumley found that labourers needed to deliver great parts yet did not have the information and abilities essential to play out their jobs accurately. After increasing worker training, the company enhanced its situation significantly and now holds quality awards from GM, Nissan, Ford, and Chrysler (Treece, 1992). As shown in this case, the manager, going about as a diagnostician, regularly should assume liability for breaking down the individual manifestations and figuring out how they fit together to point toward the bigger issue.

2.7.4.2. Solution

Solution is the procedure of distinguishing methods to determine the issue recognised amid the diagnosis stage (Wagner & Hollenbeck, 2010). Organisational problems are frequently multifaceted, and generally, more than one approach to fix a given issue exists. Successful managers think about a few sensible options prior to picking one. On account of Plumley Companies, Michael Plumley considered but precluded poor supervision, gear insufficiencies, crude material imperfections, and employee motivation and thought about an assortment of preparing approaches before settling on a final decision too. More generally managers recommending arrangements must fight the temptation to satisfice—to pick the first elective that appears to be functional—and should rather drive themselves to think about a few potential solutions and select the best accessible alternative (Simon, 1976).

2.7.4.3. Action

Action is setting a proposed arrangement into movement (Wagner & Hollenbeck, 2010). In this stage, managers should first specify the particular actions they think is required to tackle a specific issue and after that supervise the application of these actions. Now and then it is conceivable to execute a well-ordered program that was produced before to tackle a comparable issue experienced before or in another organisation. General Motors utilised this approach when it adopted product quality and client service programs initially created in its Saturn Division all through its other car divisions. In

different cases it is important to begin without any preparation, making an original grouping of exercises to be executed for the first time. IBM constrained the developers of its first personal computer to utilise this approach by segregating them from the company's remaining operations. On account of their quarantine, staff members couldn't take care of issues by just alluding to processes utilised somewhere else in the organisation. The advancement and imagination invigorated by this approach, and the resulting accomplishment of IBM's personal computers, drove numerous different organisations to copy IBM's system—designed after prior projects at Lockheed Aircraft (now Lockheed Martin Corporation)—of causing a "skunkworks" for new product improvement (Wagner & Hollenbeck, 2010).

2.7.4.2. Evaluation

Problem-solving finishes up with evaluation, the procedure of deciding if activities made to take care of the issue had the expected impact. To assess their answers legitimately, managers must distinguish ahead of time the indicators they will use to gauge achievement and gather proportions of these pointers as the activity arrange continues. For example, to assess a program proposed to enhance profitability, managers must choose what sorts of measures to use—for instance, checks of things created, survey lists of consumer satisfaction, dollar volume of sales, or related measures. They should then choose how to gather this data and what or cutoff amount to use as a sign of progress (for instance, a 5% rise in sales estimated as booked exchanges) (Wagner & Hollenbeck, 2010).

The assessment procedure features any contrasts between the planned consequences of a specific solution and the existing results. Sometimes the picked strategy settles the issue entirely. Often, nonetheless, additional issues are revealed and further problem solving ends up important. At this point, managers utilise assessment data as diagnostic information and the procedure of problem-solving starts again (French & Bell, 1999).

2.8 Organisational Culture

When assessing diversity management, an important aspect is to study the corporate culture. A definition of organisational culture, given by Schein (2004, p.3), claims that "Culture as defined by organisational researchers and managers, indicates the climate and practices that organisations develop around their handling of people or to refer to the espoused values and credo of an organisation."

Schein in his endeavour to quantify culture is breaking it down into analytical constituent parts. His formal definition of culture presents multiple elements when being reviewed. This is due to the fact that culture is an example of shared suppositions. It is created, found or devised by a given group, as it figures out how to overcome issues of external adjustment and inward incorporation that has functioned admirably enough to be viewed as legitimate. Hence, it is to be taught a to new member of the group as the right method to perceive, believe and feel in connection with those issues (Schein, 2004; p. 12).

Schein also underlines in his text some conceptual themes that could contribute to a better understanding of organisational culture and its effect on the workplace. He claims that culture implies stability over time. And it also emphasises that it has a relatively common conceptual shared meaning for the members involved. Culture also implies patterning, that members of the culture understand to have a good and stable working environment. Culture also suggests dynamics. Even though it is stable over time, we are talking about human beings, and therefore there is a dynamic moving target. Lastly, another theme of culture is that it implies all aspects of group life. Culture is through part of the working experience.

Figure 1 Schein's model of Organisational Culture[1]
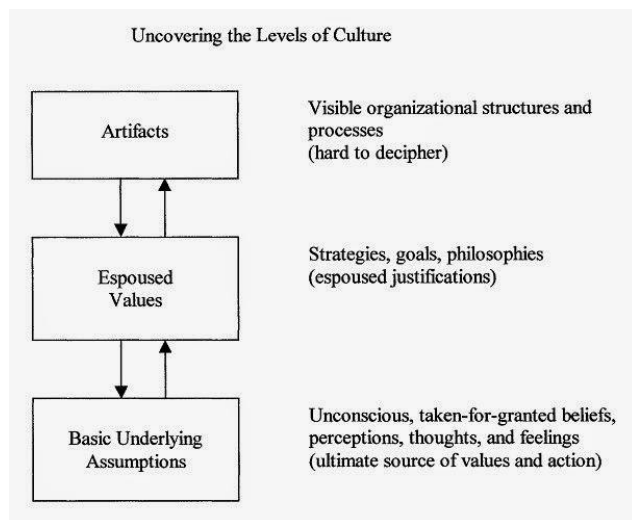
Rather than the experience, Schein emphasises some empirical factors of organisational culture within workplaces. Those being the levels of corporate culture, which provide with beneficial information, as they are easier to attain, considering they are visual, and concrete compared to other aspects. Schein talks about how artifacts rest upon values, which rest upon underlying assumptions and that it takes a lot of time to understand the different levels of one's own organisational culture. So, the artifacts according to Schein are the visible corporate structures and processes, which are hard to decipher. So, if an organisation is organising in a chain command hierarchy style vs a team organisational pattern, it does not easily decipher what that means at a deeper level. The meaning is not apparent, and people should spend some time drilling down past these levels of artifacts and understand these values that go underneath them.

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[1] *Figure 1. From "Three Levels of Culture – Schein," by Value Based Management.net, (http://www.valuebasedmanagement.net/methods_schein_three_levels_culture.html). In the public domain.*

Those artifacts rest upon values. Any values of the strategies, goals and philosophies, the espoused justifications. Rather, they are the reasons people are acting the way they are, and they are driven in a certain direction to choose certain artifacts that rest upon them. It might take a little time to reflect, however, so beneath the level of for example as an artifact an assembly line or a chain of command hierarchy. Beneath that people are going to be driven by a set of values that made them decide to organise things that way in the first place and what are those values? It depends on every organisation and every culture it has. For some efficiency can be a primary value, and the only one right way to do things and that's a philosophy or justification for those decisions. Those values have shaped a lot of organisations, and they've driven a lot of people to make decisions in a certain way.

So, beneath the values, we have the foundation of the underlying assumption underneath it all. Usually, the underlying assumptions are very hard to get a handle on because they are the unconscious, taken for granted beliefs, habits of perception, thoughts, and feelings. These are the ultimate source of the parts of the triangle above; the values and those actions that we take on top of values. Underlying assumptions are the things that we don't generally talk about, and Schein said it's worth reflecting on these.

Similarly, Kunda (1995, p. 354) views "culture" in an organisation as "the gloss for an extensive definition of membership in the corporate community that includes rules for behaviour, thought and feeling, all adding up to what appears to be a well-defined and widely shared "member role". Those two ideas of culture presented by Kunda and Schein have a similar meaning and hence will be taken into our consideration when we review our research question.

Yet, how could we reflect this concept of culture to work-life balance? In Schein, organisations are known to adopt the "right kind of culture" or "culture of quality" that refers to how effective organisations are. In other words, organisations should tend to create an environment in which employees can do good work and be satisfied with their work.

However good this might be, it is often hard among organisations/companies/entrepreneurs to identify themselves organisational culture and some managers even have trouble identifying and implementing culture as an essential aspect of working conditions.

Organisational Culture is perceived differently by enterprises. There are businesses that realise its significance and spend proportionately to either improve or sustain a positive culture while there are others who have ignored it all together. Culture can work as a monitor for control in corporations (beyond the traditional definition), where the company controls culture by rewarding the employees

in the service of good, high-quality collective performance and at the same time provides them with the "good life": a friendly and work-life balanced environment offers the opportunity for individual self-actualisation. Therefore, we will also look into different aspects that we consider that they could contribute to work-life balance within the theory of organisational culture.

Our basic assumptions about the truth and how organisations can work effectively could differ from the shared assumptions of the group members. Hence, we might review the data we have in a specific way that could vary from the actual. Cultural analysis then is the encountering and deciphering of such shared basic assumptions. (Schein, 2004)

As we earlier mentioned organisational culture defines how employees should behave in a given set of circumstances, hence we hope that the results will get from our research will be sufficient enough to provide us with a more concrete idea of organisational culture in the Italian context. Other possible components of the existing organisational culture can be defined as flexibility, openness, cooperation, motivation etc.

Additionally, from Kunda's perspective (1995) we can see that within organisations the people responsible for this kind of understanding of organisational culture are primarily managers. Their role is strong enough to create and sustain this "right kind of culture", which involves availability, supportiveness, understanding, trusting, and giving feedback. Nevertheless, many challenges can occur in sustaining the culture that could ensure the growth of the organisation, affecting the informal culture considerably. Rather than managers, the entire company should act on this issue.

2.9 Organisational Change

2.9.1. Introduction

Change is a regular event, yet it is not merely any change that gets consideration and obliges organisational leaders and other stakeholders to make a move. It is typically not the regular event that has an effect on the reasoning of those in positions of power in organisations. When we consider organisational change, we are alluding to that level of difference that makes a critical or fundamental effect on how people view their organisation. It is a change that influences some part of people professions and the manner in which they do those occupations. Therefore, organisational change can be characterised as a modification of a primary element of an organisation's activity (Helms-Mills, Dye & Mills, 2009). Primary components incorporate the structure, technology, culture, leadership, aim or workforce of an occupation.

A modification or change to any of these components can fluctuate from the rebuilding of a single division through to a reconstruction of the whole organisation. For example, the acquaintance of new hardware with a total change in the manner in which manufacture is organised or a change in the reasoning of a group or division of an organisation to an essential overhauling of the corporate imagery. Another example can be the substitution of a CEO or the presentation of an entirely new management team or the establishment of an original product or service through to a reconsider of the vital manner it does business. Organisational change can fluctuate from the closure of chosen divisions through to the expansion of all divisions. It isn't so much the size of the change that is vital yet the degree to which its effect is felt inside the organisation (Helms-Mills et al., 2009).

2.9.2. Change Management

2.9.2.1. History

It has for some time been observed that change is an essential factor in the achievement and the survival of organisations. This has prompted the advancement of approaches to managing organisational change (Senior, 2002). Change management has been characterised as 'the procedure of consistently renewing an organisation's direction, structure and capacities to serve the consistently evolving necessities of outer and interior clients' (Moran and Brightman, 2001, p. 111).

The first endeavours to build up a systematic approach to change management started in the time following the Second World War, with the work of Kurt Lewin and his work on action research, field theory, group dynamics and Three-Step Change Process (Raja & Schoenenborn, 2016). Lewin's emphasis on change management arose from his interest in giving his attention to things like forceful conduct, and racial and religious bigotry. Researchers in the management field, therefore, added to Lewin's work to talk about issues of work environment motivation, productivity and resistance to change (Helms-Mills et al., 2009). Within the writing on change administration, Lewin's concentration on authority style, sensitivity training, action research and force field efforts continues. In any case, the fundamental inspiration for the exploration has transformed from a more great enthusiasm in society's prosperity to a particular concern with the successful manner of working of the business organisation (Cooke, 1999; 2001; 2006).

At first, change management research concentrated on individual areas of conduct change, fixating on leadership (e.g. leadership style), training (e.g. sensitivity training), as well as behaviour change (e.g. participatory management). In the end, different dimensions of the coming out analysis of activity

study, laboratory training, involving participation management and survey response merged into a systematic approach aimed over a long time change of organisational structure, beliefs and values. This original systematic approach grew to be publicly recognised as Organisational Development, or OD and was a precursor of the programmatic change programmes that began to show up in the 1980s (Helms-Mills et al., 2009).

By the turn of the 1980s, a curiosity in organisational change was an existing section of the thinking of business specialists and educators, yet it was going to take a few vital turns. Though beforehand change was seen as a continuous, increasing little by little issue, needing changed dispositions and practices; it was starting to be seen as a necessity. That could be something that managers required to do; something they overlooked at their danger. With the beginning of 'globalisation', business teachers and professionals started to bring into clear view the competence of outer change components to impact the life and death of the organisation (Helms-Mills et al., 2009).

The management of change turned into a fundamental piece of the business education of the manager and with it came various programmatic change strategies and models. Beginning with an emphasis on corporate designing and the management of corporate culture, moving towards a series of change methods that incorporate Quality of Working Life (QWL), Total Quality Management (TQM), Business Process Re-designing (BPR), the Parity Scorecard (BSC), and Six Sigma. As organisational change came more and more to signify programmatic change, change management turned out to be a huge business in itself, earning billions of dollars for consultancy firms and the writers of 'how-to' books (Helms-Mills et al., 2009).

2.9.2.2. Lewin's Three-Step Model (1947)

Below is the figure and a description of Lewin's Three-Step Model (Lewin's Change Management Model, n.d.).

Figure 2 Lewin's Three-Step Model[2]

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[2] Figure 2. From "Kurt Lewin's Change Management Model – A Three Step Change Model", by A. Gulzar, 2014 (http://www.studylecturenotes.com/project-management/kurt-lewins-change-management-model-%E2%80%93-a-three-step-change-model). In the public domain.

Lewin's Framework for Change

Unfreeze	To reduce forces and change existing attitudes which maintain behaviour in present form/recognising the need for change	1. Initial problem identification 2. Preparing the ground and Communication 3. Obtaining data
Change	Development of new attitudes or behaviour and implementing change	3. Obtaining data 4. Problem diagnosis 5. Action planning 6. Implementation 7. Follow up and stabilisation 8. Assessment of consequences
Re-freeze	Consolidating the change at a new level and reinforcement through supporting mechanisms/policies/structure/organisational norms	8. Assessment of consequences 9. Ongoing monitoring 10. Learning from process

Stage 1. Unfreeze

This first stage of change includes setting up the organisation to acknowledge that change is essential, which comprises separating the current existing conditions you can develop another method for working. Key to this is building up a convincing message demonstrating why the current method for doing things can't proceed. This is not difficult to outline when you can point to decreasing sales figures, poor financial results, concerning client satisfaction surveys, or similar things. These demonstrate that things need to change in a way that everybody can comprehend.

To set up the organisation successfully, you have to begin at its core you have to question the beliefs, values, conducts, and practices that presently characterise it. Utilising the comparison to a building, you should analyse and be set up to change the current establishments as they probably will not bolster add-on stories. For instance, except this is done, the entire building may be in danger of falling. This initial segment of the change procedure is normally the most troublesome and anxiety-inducing. When you begin reducing the "manner in which things are done", you put everybody, and everything unsteady. You may elicit powerful responses in individuals, and that is precisely what should have been carried out.

By obliging the organisation to rethink its core, you successfully make a (regulated) emergency situation, which consequently can manufacture a solid inspiration to search out another balance. Without this inspiration, you will not get the participation required to accomplish any significant change.

Stage 2. Change

After the uncertainty formed in the unfreezing stage, the change stage is where the individuals start to resolve their dilemma and search for better approaches to get things done. Individuals begin to trust and act in manners that endorse the new direction. The transition from unfreeze to change does not

occur from one day to another. It takes a while for the individuals to accept the new direction and take part gung-ho in the change.

So as to come to terms with change and help make it more fruitful, individuals need to comprehend how to derive advantage from it. Not every person will agree simply due to the fact that the change is essential and will profit the organisation. This is a prevalent belief and an unforeseen obstacle that should be refrained.

Time and communication are the two solutions in order for the changes to happen successfully. Individuals require time to comprehend the changes, and they also need to feel very related to the changes during the whole transition period.

Stage 3. Refreeze

At the point when the changes are developing, and individuals have accepted the new approaches for working, the organisation is prepared to refreeze. The departing indications of the refreeze are a steady organisation chart, consistent job descriptions, etc. The refreeze stage also needs to assist the individuals and the organisation to incorporate or regulate the changes. This implies ensuring that the changes are constantly utilised and that they are integrated into regular business. With a new feeling of economic consistency, employees feel confident and comfortable with the new working approaches.

The reason for establishing a new feeling of economic consistency in our regularly changing world is frequently queried. Despite the fact that, change is a constant in numerous organisations, this refreezing stage is still significant. Without it, employees get caught in a transition trap where they are uncertain how things ought to be done, so nothing ever completes to the maximum volume. Without a solidified state, it is exceptionally hard to handle the following change activity adequately. How would you persuade people that something needs changing when you haven't let the latest changes to be understood? Change will be seen as change for the purpose of changing, and the motivation required to execute new changes essentially will not be there.

2.9.3 Resistance to change

When implementing change, it is critical to envision obstruction. This can happen as hierarchical and thusly institutionalized resistance, and individual obstruction. Resistance to change can acquire

financial and emotional costs and also costs with respect to deduced profitability. As a consequence, it is vital to try and avert resistance to change and sufficiently react to opposition that will no matter what happen (Risberg et al., 2012).

As per Agocs (1997), institutionalized resistance is implanted in and communicated through corporate behavior patterns which managers utilise so as to effectively to work against change activities. Agocs (on the same article) names different reasons why associations may oppose change, for example, lack of activity, the shortage of assets, and the powerlessness to see options. On account of our change plan, we trust conceivable hierarchical obstruction could be ascribed to the way that enhancing the circumstance for LGBT workers may undermine the power base of the present prevailing gathering at Danish workplaces. Moreover, our proposed activity plan may conflict with specific values and convictions, which can likewise be a reason for protection from change. As it is already happening in Denmark with religious people who believe this openness and inclusiveness does not allow them to express themselves freely and they are becoming the minority.

Notwithstanding, as it has been appeared in this paper, Danish workplaces have progressed in the direction of Diversity and Inclusion in the previous years and despite the fact that the situation still needs to enhance, our examination has uncovered that the association esteems decent variety and endeavours to improve inclusion. As the change we propose still fits into this general advancement and along these lines isn't upsetting, we don't see organizational and institutionalized resistance as the primary issue, but instead singular opposition.

Singular opposition isn't really straightforwardly shown, however can be unpretentious, which makes it hard to distinguish and locate a sufficient reaction (Risberg et al., 2012). Hill (2009) indicates, that most opposition to work environment diversity initiatives help sexual minorities, emerge because of perplexity over why LGBT consideration is significant at work and because of individual thoughts and values. Administrative opposition frequently happens because of the recognition that discrimination belongs in the past and that is not significant any more (Risberg et al., 2012). Thus, it is critical to help Danish workplaces' managers comprehend that the momentum circumstance in the working environment is as yet not seen and experienced as unproblematic and that the need to make a level playing field for the LGBT people group exists, as has been appeared by our research.

2.10 Theories

2.10.1. Queer Theory

A school of thought that challenges the idea of heteronormativity is queer theory. Queer theory challenges the norms that have been set by society by deconstructing the traditional beliefs that a person can either be homosexual or heterosexual and male or female (Valocchi, 2005). Judith Butler is one of the main influencers of queer theory and in the book Gender Trouble (1990) she criticised aspects of feminist theory that depict gender with heterosexual assumptions as this restricts the importance of gender and the notions of femininity versus masculinity. Butler sheds light on the point that there are presumptions within feminism that idealise certain expressions of gender which restricts the way of a person's thinking and reinforces the view that people can be categorised into certain categories which share the same characteristics. She argues that based on a person's sex, the individual is believed to belong to either the masculine or feminine gender which then assumes their sexuality of desiring the opposite gender, hence constructing a certain identity.

Furthermore, the author challenges the stereotypes attributed to the LGBT-community by adding layers of complexity to identity politics. She wrote about performative acts and gender constitution (1988) where she shows ways in which gender might be understood differently and how gender can be constituted as an act or an object of belief. Butler criticises feminist theory for its naturalistic explanations of sex and sexuality in which it the meaning of what constitutes a woman is decided by their physiology which dictates certain social implications. Butler argues that that gender is performed by the individual rather than based on the individual's physical attributes.

For instance, being female and femininity or male and masculinity can be performed through an individual's actions and choices hereby according to Butler, gender is constructed through a person's being and doing. Butler argues that applying the term woman to one person fails to be exhaustive as you cannot find a common denominator for what a woman is, and all women do not share the same qualities as gender intersects with identifiers such as race, ethnicity, class, sexual, and romantic preferences. By failing to include all that a person can be and assuming that you cross-culturally can tie a large group of people together you alienate certain groups of the population by not keeping other elements of their identity and culture in mind.

Simone de Beauvoir also discussed the notion of how you can define a woman in her book The Second Sex (1949, p.267) where she writes "One is not born, but rather becomes, a woman.". With this quote, Beauvoir distinguishes sex from gender and supports the claim the sex refers to biological

differences such as internal and external sex organs, chromosomes, and hormonal profiles while gender describes the characteristics, behaviours, and cultural meaning.

Eve Kosofsky Sedwick is another important scholar in the field of queer theory who with her famous work called Epistemology of the Closet (1990) concludes that all humans are "in the closet" in some form as everyone keeps certain aspects of themselves hidden. Sedwick opens up the discussion of queerness and homosexuality by universalising it to apply to all human beings. She criticises how sexual and romantic preferences are generally defined in the limiting terms of homo- and heterosexuality. Moreover, she examines how language and labelling effects and simplifies the ideas of sexuality and how individuals are being judged and positioned based on the labels associated with their identities.

Sedwick proposes that though we have identifiers used to categorise ourselves and others, we limit the understanding of a person as a whole by doing so. By categorising someone based on their gender, sex, sexual orientation, culture or son on you only get a very broad way of seeing a person without seeing the nuances of the individual. Sedwick also discussed the concept of the closet and coming out. Sedwick explains that the closet is used to hide a facet of one's identity and that the act of coming out is not a one-time thing. As a people's sexual and romantic preferences are invisible, the process of coming out is an ongoing process every time you meet a new person. And though a person considers themselves as being out they may find themselves in situations where staying in the closet is the better option.

Both Butler and Sedwick draw on the French philosopher Michel Foucault who is an important forerunner in queer theory and gender studies. Foucault writes of the notion of how power and knowledge form a social structure and how bodies are given meaning through discourse and these structures. Foucault looked to understand, and contest normativity, and he has with his work evoked conversations about how the nature of sexuality is constructed through society, culture, power, and knowledge. Foucault developed the concept of how language and discourse can dictate and produce a construction in society, and it was this idea that inspired Butler and the notion of performativity.

Foucault rejected the state of being in one permanent position in order to avoid being categorised. Foucault did not believe in a person being completely stable and said, "Don't ask me who I am, and don't ask me to remain the same". (1972, p.17) Another interesting aspect of Foucault's work focussed on how the term homosexuality came to be. Foucault (1984) explains that same-sex

relationships are known to have existed prior to the existence of the word homosexual and how this term was constructed through political, religious, and scientific discourse.

Ancient Greece is a known example of homosexuality where writers such as Plato wrote of it. The Greeks did not have the concepts of homo- and heterosexuality. Rather than being into either male or female the concept that was of considered was the status and the age. Through Greek writings, it was found that an older male would take on a younger male and be a mentor of sorts and they would have a sexual relationship as the young boy was educated. When the boy was able to grow a beard, the relationship was supposed to end, and the boy who was now a man would find a wife and start a family. Foucault set out to show that humans through discourse produce knowledge and meaning and that the term homosexuality was constructed to create an understanding and structure knowledge.

2.10.2. Sensemaking, strategic exchange, and strategic enactment

The notion of discourse in a company also plays an important role in creating the organisational atmosphere. Companies are faced with the challenges of conveying convincing visions and of sharing knowledge through the company. A way of managing such challenges can be explained by processing relational concepts such as sensemaking, strategic exchange, and strategic enactment. Sensemaking is the way in which an individual comprehends a situation and how a person organises its behaviour when being thrown into an ongoing and unpredictable stream of experiences and the way the individual interprets the story.

The concept of strategic exchange builds on the fact that humans and organisations make exchanges. These exchanges can consist of material goods or services and meaning-giving or emotional resources. Every exchange involves people of different cultural identities which means the different people will behave differently in certain situations according to their identities, backgrounds, and state of mind. As everyone is affected by social, cultural, and other identifying, conditions they are incapable of being completely objective. This means that with every strategic exchange individuals will interpret the situation differently which may result in clashes of personality or opinions. Strategic exchange shows the interplay between how decisions are enacted and how they affect the internal and external processes of the organisations (Watson, 2006; p. 34-74 & 111-121).

Applying these concepts to the case of LGBT individuals in Danish companies show how challenges arise through political and social exchange and the importance of how people enact their role and power in an organisation. The way people make sense of situations is their springboard into action.

Sensemaking portrays the significance of small interactions in organisations and everyday life, and they have great importance in the long run. Sensemaking gives agency to different groups such as LGBT and non-LGBT people and the interplay between these groups play an important role in companies (Watson, 2006; p. 34-74 & 111-121).

Categorising, stereotypes and prejudice is a part of how humans interact and make sense of others. Categorising have the function to see how one person relates to another. When a person sees something new, they seek out ways to categorise it in order to understand it better as it helps sort out complex information. By classifying something, you can relate it to things that have something in common. These stereotypes are often oversimplified and a fixed view of something or someone. Stereotypes create prejudice, and this prejudice is often irrational and based on them being different. Projecting these stereotypes onto people positions them in a vulnerable place as guilt can grow when you react negatively towards aspects of their identity.

These reactions contribute to how people are made to be in the world. For instance, people of colour become aware of their skin tone because people react in certain ways when seeing it, these reactions create sentiments of how you should feel about this identity measure. In terms of sexuality, the term the heterosexual matrix explains a problematic way of thinking, where one assumes a person's identity based on the following: Sex = Gender = Sexuality = Identity. Through this thinking, you presume people are copies of each other and that people's identities and sexualities can be assumed based on their sex.

However, there are cases of relationships where disagreement cannot be avoided. Unexpected or abrupt changes in one person's status or duty, or better yet the appearance of a new person in the group, may generate discord among people's beliefs and the anticipations of the others. In the workplace, promotions can arouse expectancy breaches if some employees of the firm deny renewing their opinions of the newly promoted employee. Once the disagreement takes place, a commotion of the regular flow of social interaction takes place too. Instead of conducting their daily chores, the involved partners will be forced to switch their concentration to the task of adapting to the identity change that is the cause of the disturbance. Regular or complicated disturbances could be harmful to the quality of social interactions and eventually intervene with relationship quality, fulfilment, and efficiency.

2.10.3. Identity Negotiation Theory

Fixed identities can also assist groups. When people preserve fixed images of themselves, other people in their group can rely on them to be the same person continuously so that the identity negotiation process can develop unconsciously. Consequently, people are free to dedicate themselves to the work that needs to be done, all of which justifies why scholars have discovered that groups with defined high levels of congruence achieve greater results (Swann et al., 2000). Similarly, demographic diversity can often weaken group performance, when an agreement is weak, whereas diversity can increase performance, when an agreement is strong (Polzer, Milton, & Swann, 2003; Swann, Polzer, Seyle, & Ko, 2004).

One theory that connects to the notion of shaping identities through specific characteristics is Identity Negotiation Theory. Identity negotiation refers to the procedures people follow in order to agree "who is who" in their relationships. After the mutual decision, it is anticipated that all the parties will follow their mutually agreed identities. Therefore, identity negotiation is the foundation of expectations between people (Swann Jr., Johnson, & Bosson, 2009)

The notion of identity negotiation arose from sociology in the middle of the 20th century. One of the first people who addressed it was the Canadian sociologist Erving Goffman. He insisted that the most important thing in business interactions was a clear description and consent of the task each person would take up in them (1959; 1961). Later McCall and Simmons (1966) developed further his work by analysing the procedures that take place between individuals after intercommunication partners achieve a primary functional agreement.

In the field of psychology, these ideas were expatiated by Secord and Backman (1965) and Schlenker (1985). The term "identity negotiation" was presented by Swann (1987), who highlighted the tightness between two competing procedures in social interaction "behavioural confirmation" and "self-verification". Behavioural confirmation happens when one person the "perceiver" urges another person the "target" to operate in a manner that validates the aspiration of the perceiver (Rosenthal & Jacobson, 1968; Snyder & Klein, 2005; Snyder, Tanke, & Berscheid, 1977). Self- verification takes place when the "target" convinces the "perceiver" to act in a way that confirms the target's own beliefs or identities (Swann, 1983; 1996).

When the expectancy of the perceiver opposes the beliefs of the target, a clash may occur (Swann & Ely, 1984). This clash can be brief, mild that can be dealt with fast and without difficulty or immense

creating enormous conflicts which can be very aggressive. In the last case, the identity negotiation procedure symbolises the way employed in order to appease the battling parties. Usually, the identity negotiation method appears to favour self-verification. This signifies that people inclined to cultivate expectancies that are agreeable with the beliefs of target people (Major, Cozzarelli, Testa, & McFarlin, 1988; McNulty & Swann, 1994; Swann, Milton, & Polzer, 2000; Swann & Ely, 1984). Such an agreement is adjusted to the target beliefs due to the fact that it permits them to preserve fixed identities, which is something that people can, in general, adapt. In other words, fixed identities not only inform people in what matter they should act, but they also provide people with a guide that functions as a reassurance of their behaviour and the results of their behaviour are visible.

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2.10.4. Communication Accommodation Theory

For the purpose of resolving the disagreement, the creation of bicultural identity and intergroup-intercultural communication is necessary, which that cannot be done only with identity negotiation theory, communication accommodation theory is also needed. Communication Accommodation Theory (CAT) is a theory devised by Howard Giles. It refers to a) changes in attitudes that people make to confirm their interaction with their partner and b) the scope people regard their partner as suitably adjusting to them (Bates & Taylor, 2016). It is involved with the connections between language, context, and identity. Its focal point is both the intergroup and interpersonal factors that prompt reconciliation, including the means that authority, macro, and micro-context worries influence interaction attitudes (Gallois, Ogay & Giles, 2005).

Communication accommodation theorists focus on the models of convergence and divergence of communication behaviours, specifically as they connect to people's ambitions for social acceptance, successful interaction, and identity (Gallois & Giles, 2015). Convergence alludes to the methods through which individuals acclimate to one another's attitudes of communication to decrease these social variations. At the same time, divergence relates to the cases in which individuals focus their attention on the oral communication and the unspoken disagreement between themselves and their conversationalists (Giles, Coupland & Coupland, 1991). At times when individuals attempt to come together they can eventually become too fulfilling, and in spite of their good wills, their concurrence can be considered as patronising.

2.10.4.1. Background

Speech accommodation Theory

The speech accommodation theory was established to display all of the worth of the social psychological notions to comprehending mechanics of oral communication. It searched to describe the reasons that govern specific changes in people's ways of speaking during social meetings and some of the social outcomes occurring from them (Gallois, Ogay & Giles, 2005). Especially, it concentrated on perceptual and emotional methods controlling individual's coming together and differencing point

through oral communication. The communication accommodation theory (CAT) has expanded the speech accommodation theory to contain not only speech but also non-linguistic aspects of social interaction (Giles, Coupland & Coupland, 1991). CAT has also founded a separate view from other studying in language and social interaction whose main point is on the interaction between individuals or within a group (Gallois, Cindy, Giles & Howard, 2015).

Social psychology and social identity theory

Apart from speech accommodation theory, CAT collects additionally from social psychology and notably from four main socio-psychology theories: similarity-attraction, social exchange, causal attribution and intergroup distinctiveness. These theories assist in clarifying the reason that speakers look to come together or deviate from language, a local variation of language, accent, and attitudes of their interlocutors.

Similarity-attraction

Similarity attraction theory postulates that the more identical our behaviours and opinions are with others, the bigger the possibility is that they would be interested in us. Convergence through spoken and unspoken interaction is one of the methods we adopt to resemble others, rising their appeals to us (Giles & Smith, 1979). For this reason, it can be implied that one of the elements that guide individuals to employ convergence is an aspiration to acquire social acceptance from their discussant (Giles & St. Clair, 1979). Consequently, it could be deduced that the greatest one's desire for social acceptance, the greater one's inclination to converge (Giles & Smith, 1979).

Social exchange process

Social exchange process theory declares that before we take action, we try to evaluate the prizes and the penalties of substitute plans (Giles & Smith, 1979) and that we usually select whatever plan will carry higher prizes and lower penalties. Even though normally convergence can produce benefits, there are a few circumstances when it can also produce penalties, for instance, an intense attempt to converge, a deprivation of honesty and individual identity (Giles & Smith, 1979).

2.10.4.2. Causal attribution process

The causal attribution theory proposes that we understand other people's behaviour and assess the individuals themselves in relation to the galvanisation and the willingness that we ascribe as the causation of the way they act (Giles & St. Clair, 1979). It is implemented to convergence therein might be considered in a positive or negative way based on the causation we ascribe to it. Although mainly interpersonal convergence is positively accepted, and non-convergence is negatively accepted, the scope this continues to apply will undoubtedly be affected by the audience's ascription of the speaker's intention (Giles & Smith, 1979). Giles and Smith offer the example of a test that they performed amongst French and English-speaking Canadians to demonstrate this. In this test, when the individuals assumed that the person from an opposite group used language convergence to decrease cultural obstacles, they assessed it in a more positive way than when they ascribed it to the pressure of the context.

2.10.4.3. Intergroup distinctiveness

The procedure of intergroup distinctiveness, as speculated by Tajfel claims that when members of separate groups are associating, contrast themselves on aspects that are important to them, like personal characteristics, talents, material things they own and other (Giles & St. Clair, 1979). In these "intergroup social comparisons" individuals look for ideas to extremely stand out from the out-group to add to their social identity (Giles & Smith, 1979). Due to the fact that speech manner and language is a crucial element in determining social groups, diversity in speech manner or language is used to preserve intergroup uniqueness and make a distinction from the out-group, notably when group belonging is an important topic or the individual's identity, or group belonging is endangered (Giles & St. Clair, 1979).

In addition to social psychology, CAT depends massively on social identity theory. According to social identity theory, a person's self-view consists of an identity created by him or her and an identity created by the society and this identity created by society is founded on evaluations of differences and similarities people make among in-groups (groups they are members of) and out-groups (groups they are not members of) (Turner & West, 2010). People struggle to keep a positive social identity up by either participating in groups they feel more at ease or improving a previous perception of fitting in they are already members of. On the condition that oral communication is the mean to signify group membership, people embrace convergence or divergence in interaction to indicate a prominent group uniqueness, so as to strengthen social identity (Gallois, Ogay & Giles, 2005). Therefore,

communication accommodation converts to an "instrument" to stress group uniqueness positively and reinforce the individual's social identity.

2.10.4.4. Assumptions

Affected by social psychology, communication accommodation theory is led by four assumptions (Turner & West, 2010):

1. There are linguistic and behavioural likeness and unlikeness in all conversations
2. The manner we comprehend the oral communication and attitudes of someone else defines our assessment of the conversation
3. Language and attitudes have the capability to disclose social standing and fitting among people in a dialogue
4. Customs lead the accommodation procedure, which ranges in its extent of suitability

The first assumption demonstrates that people carry their previous perceptions to discourses. As a result, interaction is not only affected by circumstantial context and primary responses but by the social-historical background in which the interplay is built in (Giles & Ogay, 2007). People's behaviours and opinions, originated from those factors, dictate the scope they are prepared to adapt to a conversation. The more things they have in common, the bigger the probability for them to adapt.

The second assumption refers to how people comprehend and assess the conversation. Comprehension is the process of paying attention to and deciphering a message whereas assessment is the process of forming an opinion about a conversation (Turner & West, 2010). When someone comes into a conversation, most of the times he or she studies what is happening and afterwards whether he or she should change to belong. Nevertheless, the choice of compromise is not always essential. A good example of that can be an unexpected accidental meeting of two strangers who exchange a few words and then leave. In this case, there is not a big possibility that either one is going to appraise the talk since the likelihood of them meeting again is very small.

The magnitude of language and attitudes is demonstrated in the third assumption seeing as they are signs of social standing and fitting. The concept of "salient social membership" negotiation (Giles & Ogay, 2007) is represented in the circumstance of a job interview as the job candidate normally tries to relate with the interviewer by modifying the way he or she speaks in order that he or she will have a more significant opportunity obtaining employment.

The last assumption emphasises social suitability and customs. Here customs are described as anticipations of actions that individuals feel should or should not happen during a conversation (Turner & West, 2010). Those expectations offer directions to people's attitudes, facilitating them in understanding the correct way to accommodate. Generally, the accommodation created by those norms is considered socially applicable.

2.10.4.5. Convergence and Divergence

 Above it is mentioned that CAT's focus is on the models of convergence and divergence. These models are explained. Convergence alludes to the procedure through which an individual switches speech patterns in interaction in order to mirror the speech patterns of his or her speech partner (Giles & Smith, 1979). People can come together through various characteristics of communication such as their use of language, their pronunciation, their temporary stops and continuations, vocal power, unspoken attitudes, and the familiarity of self-reveals (Giles and Smith, 1979, p. 46) but they do not inevitably have to converge at the same time at all these stages. Actually, people can both converge at some stages and diverge from others simultaneously (Giles, Coupland & Coupland, 1991).

People use convergence based on their understandings of others including their ability to deduce from them and their backgrounds. Appeal (likability, charm, reliability) also prompt convergence. As Turner and West (2010) observe when discoursers are drawn to others, they will meet in their discourses. On the other hand, as the similarity-attraction theory points up when people have shared beliefs, characters and attitudes they are inclined to be drawn to each other. To accomplish a "desired social distance" (Pardo, 2016), people use language to come further together in the direction of a conversational partner they are pulled to (Pardo, Gibbons, Suppes & Krauss, 2012). The want to compel social interaction flux then arrives at convergence.

Thus, when one individual switches speech and non-verbal attitudes for the purpose of adapting to the other, it can end up in a more beneficial estimation of him or her. That estimation is when convergence is considered in a positive way, there is a possibility to increase both the discussion and the pull between listener and speaker. Hence it could be said that convergence indicates an individual's want for social acceptance (Giles, Coupland & Coupland, 1991) from his or her conversationalist and that the greater the individual's desire for social acceptance, the higher the chances are that he or she is going to converge.

Aside from attraction, other elements that affect the intensity of this desire for acceptance and therefore the degree of convergence contain the likelihood of communications to come, the social status of the receiver and the interpersonal changeable nature for the desire of social acceptance (Giles, Coupland & Coupland, 1991). Other factors that regulate if and the range of individuals come together in communication are their past relations, social customs, and power variables (Turner & West, 2010). Because individuals have a bigger possibility to converge to the individual with the higher status, it is possible that the oral communication in an interaction will mirror the oral communication of the individual with the higher status (Turner & West, 2010). Converging also builds up the efficacy of interaction, which subsequently decreases doubts, interpersonal angsts and rises reciprocal comprehension. This is another element that stimulates people to converge.

Divergence is a linguistic strategy through which a member of an oral communication society emphasises the lingual differences between himself or herself and his or her conversationalist (Giles, Coupland & Coupland, 1991). Considering that communication characteristics are often the fundamental aspects of what it means to be a member of a group, divergence can be observed as a very valuable approach of demonstrating a treasured uniqueness from the other (Giles & Ogay, 2007). This assists in maintaining a positive image of one's in-group and consequently reinforcing one's social identity. Instances, where there is a necessity for divergence, are when professionals are with clients.

In a 2001 study, doctors and patients discussed musculoskeletal disorders, and it was noticed that there were problematic communications that arose because the participants selected to converge during an interaction, instead of emphasising their position opposing view. Patients in the study felt more at ease to talk about their issues owing to the fact that they felt sure about the doctor's ability to comprehend them (Baker, Gallois, Driedger & Santesso, 2011). Interacting so to speak to force oral

communication to change can also be translated as an indication of antipathy towards a person or group (Gallois, Giles, 2015). For example, when you encounter by chance with a not liked classmate from high school, your vocal pattern changes far more than that classmate's (Eadie, 2009). This depicts the act of divergence because you are intentionally altering your speech not to appear to be like that person.

2.10.4.6. Criticisms of Communication Accommodation Theory

The Communication Accommodation Theory has obtained adverse judgment by three scholars: Judee Burgon, Leesa Dillman, and Lesa Stern. These scholars challenge the "convergence-divergence frame", and they assume that interactions are not that simple to be downsized merely to the methods of the Communication Accommodation Theory. They also question the belief that people's adaptation can be analysed just by the process of convergence divergence (McGraw, 2004). Questions asked by the academics were: "what happens if people both agree and deviate in interactions, are there repercussions to the speaker or the listener, does race or ethnicity if appeared to affect the procedure?" (McGraw, 2004). It originates disagreements among communicators because the theory depends to a very great extent on a sensible method of communication. At times we as people do not follow a sensible way of thinking and this evolve into an issue when interacting.

When approaching culture, there are several different theoretical approaches one can apply. One is the positivist view which sees culture as a set of norms, beliefs, and values shared by a group of individuals and how they behave. Second, is the interpretive view which sees culture as a web of meanings that shapes how individuals make sense while contributing to spinning it. The critical view sees culture as a rhetorical device used by those in power to reproduce differences and inequalities in organisations. When looking at language, these approaches also have different ways of defining it. In positivism, it is an instrument of communication. Interpretive an instrument of communication that constitutes and carries frames of meanings/cultures.

In critical an instrument of communication that is entangled with interests, power and identities. And in the post-modern an instrument of communication that constructs meanings. Critical and postcolonial views deem that societal interactions stem from power struggles, where there are losers and winners. Where the loser is regarded as the "other". This power struggle can be related to things such as sexuality, gender, economic, political, access to information, distribution of resources and so

on. Romani et al. (2014) state that in cultural studies differences are claimed, and hidden structures exist to support these claims to the advantage of those making them. Nakayama and Halualani (2010) develop on this in terms of intercultural communication and the implications that come from communication between different parties. They argue that political, historical, and institutional forces influence communication.

The postcolonial perspective (Said, 1978) describes how western scholars have simplified and classified non-western populations through elements such as culture to construct knowledge and to serve political or military agendas. The postcolonial perspective also includes the notion of the "other" when we debate cultural differences one creates on opposition from which you can build one's identity against and empowering oneself and putting the other at a disadvantage. These views let us look at the power struggle playing out and the power domination rather than looking at the expressions of culture.

The interpretive view pursues creating an understanding of a culture and that an individual's actions can be explained by one's meaning system (Romani et al., 2014). These meaning systems are a product of the socio-cultural context in which the actors exist. Therefore individuals who exist in the same cultural contexts tend to have similar meaning systems. Applying these different views helps to see all the fragmentations of what is going on and forces you to change your perspective of a case.

2.10.5. Additional Communicative Strategies

In addition to the strategies described above, there are some other interactional strategies which could improve CAT's broad communicative strategies. These strategies are:

Code-switching

According to Strauss and Cross (2005), code-switching alludes to the competence to interact in numerous and recognisable culturally suitable ways of relying on the framework of the situation.

Buffering

Buffering mentions an identity protection strategy that behaves as a "psychological shield" when individuals are confronted with aggressive situations. They can use rejective or disregarded

communication messages to keep away the injurious effect of racist or ethnic jokes (Toomey, Tenzin & Ting-Toomey, 2013).

Bridging

Bridging refers to the deliberate usage of association and unifying strategies to come in contact with various groups. This strategy can be employed by individuals to achieve identity equilibrium or protection within themselves (Toomey, Tenzin & Ting-Toomey, 2013).

Passing

Passing is an identity-focused communicative in which an individual of one or more groups attempts to "pass off" as a member of the prevailing group (Toomey, Tenzin & Ting-Toomey, 2013).

Cultural Frame Shifting

Cultural frame switching (CFT) implies employing "two or more cultural explanatory frameworks or schemas. These cultural schemas lead attitudes only when they reach the surface in one's mind and only when they can be applied to social events that need to be criticised (Hong et al., 2000, p. 742). Cultural frame shifting takes place when bicultural individuals make use of social signals to "shift" between two cultural explanatory frameworks (Toomey, Tenzin & Ting-Toomey, 2013).

Chapter 3. Methodology

3.1 Research Philosophy and Strategy

Both the ontological and the epistemological approach in our research is social constructionism because we believe that there are many distinct reasons that people conceal their LGBT identity in the Danish workplace. Social constructionism is a socio-scientific framework of ideas that was established by philosophers as a response to the restricted success that has been accomplished from the principles of positivism to the social sciences. Social constructionism originates from the notion that "reality" is subjective and interior and that it is socially constructed whose meaning rises from the contact people make with one another daily. According to Berger and Luckman (1966), Watzlawick (1984) and Shotter (1993), social constructionism concentrates on how people comprehend the world, particularly through sharing their experiences with others, using language as a tool. Social constructionism is one of the approaches that Habermas (1970) has pointed out as "interpretive method".

The importance of social constructionism is that as acknowledged above that various features of "societal reality" are dictated by people instead of unbiased and outer elements. Therefore, the job of the social constructionist is not only to collect facts and calculate the repetitiveness of patterns of social behaviour, but also to understand the various structures and meanings that people attach to their experience. The centre of attention should be on people both independently and dependently. Particularly it should be on people's emotions and thoughts and the ways they interact with each other either orally or non-orally. As a result, the aim should be comprehending and value the various experiences that people have, instead of seeking to find outer causations and basic laws to analyse behaviour. Human action appears from how people understand various circumstances, rather than an immediate reaction to outside stimuli (Easterby-Smith, Thorpe & Jackson, 2015).

The research strategy used in this paper follows the inductive reasoning. Inductive reasoning "involves the search for pattern from observation and the development of explanations – theories – for those patterns through series of hypotheses" (Bernard, 2011, p.7). This approach focuses on producing meaning by identifying pattern and relationships from the data obtained in order to construct a theory. That does not mean that the researcher cannot use pre-existing theory to help develop the research question (Saunders, Lewis & Thornhill, 2012).

3.2 Data Collection

In order to understand the various reasons that lead people into concealing their LGBT identity in the Danish workplace, we make use of primary and secondary data. More specifically, we will provide a review of the existing literature that relates to our topic and compares it to our findings.

3.2.1 Primary Data

Our primary data consists of qualitative data offering numbers and qualitative data collection.

3.2.1.1. Qualitative Data offering numbers

There are two types of sampling designs: probability and non- probability.

3.2.1.2 Probability sampling designs

Probability sampling is a sample in which each part of the population has a probability to be chosen in the sample, and this probability can be precisely calculated. Only through this type of sampling

design is possible to clearly define the relationship between the sample and the population whence the sample is taken. There are five types of probability sampling (Easterby-Smith, Thorpe, & Jackson, 2015).

1. *Simple random sampling* is an entirely random method of picking out subjects. These can happen, for example, by appointing numbers to all the subjects and then with the help a computer select random numbers. But it can be dull and take considerable time.

2. *Stratified random sampling* Separate the population to similar groups named "strata" and then use the simple random sampling to select members from each group. Proportional stratified random sampling means that all strata have the same sampling ratio, while non-proportional stratified random sampling means that some strata have a more significant number of sample units and other have smaller number of sample units.

3. *Systematic random sampling* depends on having some list of the units the researcher needs and him or her selecting every x unit from the list. For example, selecting every 15th customer in a client list.

4. *Cluster sampling* When the population of the sample is too large to use simple random sampling method, first separate the population into what is named "clusters" and afterwards testing all the units within the chosen clusters. For example, if a researcher wanted to select 1000 participants from the entire population of Europe, it is tough to gather a complete list of everyone. Alternatively, the researcher chooses countries and randomly chooses from them. However, this method might not function if the units in the clusters are not homogenous.

5. *Multi-stage sampling* mixes all the methods mentioned above in order to accomplish higher operational and technical efficiency.

3.2.1.3. Non-probability sampling designs

Non-probability sampling method is any method where the units of the population have to chance of being picked, or the probability of being picked cannot be found out. It has to do with how the researcher chooses the units based on specific criteria. This means that the selection of the units is not

random. This means that the results of a study using this sampling method cannot always be trustworthy because the researcher chooses the sample. There are four types of probability sampling (Easterby-Smith et al., 2015).

1. *Convenience sampling* When the sample units are chosen based on how easy it is to reach them, hence the name. It can also be called accidental sampling or opportunity sampling or grab sampling.

2. *Quota sampling* separates the population into groups of specific criteria (e.g. sex or age), and then the selection goes on until the sample reaches a specific size in each group. The goal of this method is each criterion to be depicted as stated in the quota ratios.

3. *Purposive sampling* the researcher knows from the beginning what kind of sample elements he/she needs based on the goal of the research, and then he/she goes up to the possible sample members and check them to see if they are fit for his/her study.

4. *Snowball sampling* begins when one person meets the criteria to be included in the study and then he/she enlists other participants. This method is usually used when it is not easy to find participants. Like, for example, a study about drug users.

Our qualitative data offering numbers come from an online convenience sampling survey. The sample is a group of people (both LGBT and non-LGBT) that were easy to reach; via various Facebook groups; and willing to participate. The reasons for choosing this type of survey are, first, conducting a pilot testing on people's reactions and opinions on the topic of LGBT awareness and discrimination in the workplace and second, after seeing the positive response to the survey, come in contact with participants that can be later considered suitable for interviews.

The analysis of the data is done using the descriptive statistics method. Descriptive Statistics is a summarising statistic that quantitatively examines and sums up the characteristics of a group of information (Mann, 2007). It helps with the initial description of LGBT awareness and discrimination in the workplace.

3.2.1.2. Qualitative Data

Our qualitative data originate from semi-structured interviews and snowball sampling. That means that the interviews rely on a list of questions that can be adapted to each interviewee and that the sample the participants to the interviews are recruited from the survey that we did beforehand as mentioned above. We choose this method to gather our primary qualitative data because on the one hand there was a difficulty in finding willing participants for the interviews since the subject of sexual orientation and gender identity is not a topic many people feel comfortable to talk about. On a second hand, exactly because the topic of sexual orientation and gender identity is so hard and uncomfortable for many people, a semi-structured interview is a better option, since, during this, people usually seem to open up and get more personal contrary to a structured interview, where both the questions and the answers are far more standard.

There were conducted in total nine semi-structured interviews. The interviewees are not from the same field or company with the exception of two of interviewees who are from the Human Resources (HR) department of organisations and offer the perspective of the company. The reason for choosing employees from different fields and organisations is that we thought it would be more interesting to gather different perspectives and at the same time examine if the situation is similar to more than one fields. Also, we believe that the various perspectives make the paper more objective and inclusive.

The interviews lasted from twenty-four to forty-five minutes each and were all transcribed in their original language. The transcriptions can be found in the appendices for full disclosure. For reason of anonymity, the real names of the interviewees are not always used.

Table 1: List of interviewees

Interviewee	Location	Duration
Christian Jacobsen	CBS Group Study Room	45 minutes
Inna Grønkjær	Phone Call	24 minutes
Thor Andersen	Hard Rock Cafe	28 minutes
Emilie Jensen	CBS Group Study Room	34 minutes
Konstantinos Petrou	CBS Group Study Room	35 minutes
May Lifschitz	Café Auto	40 minutes
Katrine Christiansen	CBS Group Room	26 minutes
Søren Larsen	Skype Call	22 minutes
Mathilde Davidsen	Phone Call	28 minutes

Below is a few information about each interviewee.

Christian Jacobsen

Christian is twenty-six years old. He is Danish, and he is an open cis-gender homosexual male. He works at Simple Revolution for a year and a half as a student assistant in the account management division of the company.

Inna Grønkjær

Amalie is thirty-nine years old. She is Danish, and she is an open cis-gender lesbian female. She is married with children. She is a substitute teacher.

Thor Andersen

Thor is fifty-four years old. He is Danish, and he is a cis gender bisexual male who is not open about his sexuality. He works at a medium-sized company in the laboratory division.

Emilie Jensen

Emilie is twenty-five years old. She is Danish, and she is a cis gender female who is not open about her non-binary sexual orientation. She works for two and a half years in the Communication division at the Danish Technical University (DTU).

Konstantinos Petrou

Konstantinos is twenty-eight years old. He is Greek, and he is an open cis gender homosexual male. He works for a year at a Danish engineering consultancy company in the business transformation division.

Søren Larsen

Søren is Danish. He works four and a half years at Novo Nordisk in the Recruitment Department.

May Lifschitz

May is twenty-three years old. She is half Argentinian half Danish and she is an open heterosexual transgender female. She is a model and an actor.

Mathilde Davidsen

Mathilde is Danish and she works eight years in Novo Nordisk in the Diversity division.

3.2.2 Secondary Data

In addition to primary data, we have also acquired academic journals and articles, websites, books and reports as secondary data that come from the CBS library, Google Scholar, and other trusted sources. These data contain both qualitative and quantitative data too. The mixture of empirical and theoretical data aims to complete each other and enrich the paper. Nevertheless, there are some difficulties when using secondary data. One, the data should not be outdated and two, many of the data are accumulated for a different reason that the paper's goal (Saunders, Lewis & Thornhill, 2012).

3.3 Analytical Methods

For the analysis of our data, we are going to use NVivo computer-aided method and a content analysis method. The computer-aided analysis method is simply a method that makes use of software packages like NVivo that assist with the analysis of qualitative data such as audios and texts. The content analysis method is a research method that examines documents and various communications products such as pictures, videos or audios. Nonetheless, it is mostly used for textual data. Social scientists adopt content analysis to study patterns in interaction in a repetitive and systematic manner (Bryman & Bell, 2011). In other words, researchers organise their data according to certain ideas or concepts that they later try to find out if they are related or if their meanings origin from prior theory, research or the data themselves (Hsieh & Shannon, 2005; Flick, 2013; Easterby-Smith, Thorpe & Jackson, 2015). Although content analysis is mainly an explanatory method, due to its framework some part of the process can be quantified (Easterby-Smith, Thorpe & Jackson, 2015).

The process of carrying out a content analysis is pretty clear. First, the researcher should define the criteria for the preferred material depending on the research question(s) of the study. Second, the preferred material is examined for the purpose of discovering components or ideas that can be helpful for answering the research question(s). As mentioned above, these components can be defined either by a prior theory, the research question(s) or they can be created and improved during the analysis of the preferred material. After the components are formed a table, matrix or a diagram can be used to recognise differences within and among these components (Easterby-Smith, Thorpe & Jackson, 2015).

Chapter 4. Data presentation and Analysis

4.1 Case – Diversity and LGBT workplace policies and laws

4.1.1 European Union

4.1.1.1. Diversity workplace policies

The European Union (EU) is one of the most prominent organisations in the world. It consists of 28 European countries. As such an international organisation, it recognises the existence of diversity and understands the importance of inclusion. It has created its own definition of the term "inclusion" since it believes that there is not any unambiguous definition of it. According to the Communication of the Commission (19-07-2017), as inclusive is described as an environment which permits our differences to flourish and be welcomed and appreciated.

In order to promote diversity in general inside the union, the EU has created the EU platform of diversity charters. This platform was originated in 2010. It was an idea of and with the finance of the European Commission. It provides a location for the existent European Diversity Charters, which presently are 21, to trade and share experience and useful methods more efficiently through platform conferences, workshops with professionals and yearly high-level conventions. The role of the diversity charters is to urge organisations (NGOs, public bodies, private companies, etc.) to advocate and carry out diversity and inclusion policies. By signing a charter, the organisation of its own free will, bounds to encourage diversity and equal opportunities in the workplace, without considering, for example, age, disability, gender race or ethnic origin, religion or sexual orientation. That can happen, for instance, by offering entrance to vast peer network, publications and defending methods for comparing, calculating and controlling (European Commission, n.d.).

4.1.1.2. LGBT workplace policies and laws

To recognise, defend and include LGBT people in the workplace, the EU has enacted specific laws and policies. Some of the first laws were established by the Treaty of Rome, which is one of the treaties composing the constitutional basis of the EU. In articles 10 and 19 there are ordinances about fighting discrimination on the basis of sexual orientation. The Treaty of Amsterdam established these ordinances in 1999.

Additionally, article 21 of the Charter of Fundamental Rights (2000) declares that "any discrimination based on any ground such as [...] sexual orientation shall be prohibited". The Charter was decided in 2000 and became compulsory in 2009. The ban of discrimination on the basis of sexual orientation was also cultivated in the Council of Europe (CoE). But its Committee of Ministers embraces in 2010 only a suggestion on rules to fight discrimination on the grounds of sexual orientation or gender identity in the area of employment[3] (The Employment Equality Directive - European Implementation Assessment, 2016).

After the addition of the Treaty of Amsterdam's regulations mentioned above, the Employment Equality Directive was enacted in 2000. The Directive cedes safeness without demanding the person involved to offer proof of defined sexual orientation. In addition, the safeness extends to people whose sexual orientation is only presumed, as was validated by the Court of Justice of the European Union (EJEU) in a case of a football player and homophobic speech that involved him[4]. This directive forced all EU States to accept and, within three years, enact anti-discrimination laws in the workplace (The Employment Equality Directive - European Implementation Assessment, 2016). These laws refer to EU citizens losing their job or being rejected from a job due to their sexual orientation. They also shield them from being hectored by their colleagues because of their sexual orientation. Howbeit, the laws do not include refusal of medical treatment and social security schemes and shelter from bullying in school (ILGA-Europe, 2015). A proposal for a new European anti-discrimination law that will also contain the areas that currently are not included exists, but it is delayed by the Council of European Union although there is significant support by the European Parliament (European Parliament renews call for anti-discrimination laws for LGBT people, 2011).

For transgender people, the EU law follows another strategy. Even though the European Parliament has embraced a solution on transgender rights quite early in 1989, transgender identity is not integrated into any EU financing and was not acknowledged in the law founding the European Institute for Gender Equality (EIGE) as sexual orientation was. Nevertheless, the case law of the European Court of Justice offers some security by construing discrimination on the grounds of "sex" to also alluding to people who have had "gender reassignment". Therefore all discrimination laws are relevant to transgender people (Perspective: what has the EU done for LGBT rights?, 2010). In 2002, the Equal Treatment Directive of 1976 was updated to encompass discrimination founded on gender

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[3] It followed the Parliamentary Assembly's Resolution on 'Discrimination on the basis of sexual orientation and gender identity'.

[4] Case C-81/12 Asociatia ACCEPT, Judgement of 25 April 2013

identity, to mirror the case law on the Directive (ILGA-Europe, 2015). Discrimination on the workplace founded on sexual orientation and gender identity is now forbidden in all EU Member States, though there are a few cases taken to the national courts (The Employment Equality Directive - European Implementation Assessment, 2016).

4.1.1.3 List of actions to advance LGBTI[5] equality

In 2015 the Eurobarometer on discrimination showed that 60% of the EU citizens view discrimination adapted from sexual orientation and gender identity extensive. LGBTI people endured widespread discrimination, hate speech and hate crimes in the European Union. Even though 71% of EU citizens share the opinion, that LGBTI people should have similar rights to heterosexual people, as reported by a study by the European Fundamental Rights Agency (2013), 47% of LGBTI people mention having been singled out or pestered in the year previous to the survey. Seeing these results as a wakeup call and wanting to do more to confront discrimination against LGBTI people, the European Commission announced publicly in December 2015 the *List of Actions to Advance LGBTI Equality* forward (European Commission, n.d.).

The actions recorded encompass thoroughly all policy areas that are relevant for LGBTI people: non-discrimination, education, employment, health, free movement, asylum, hate speech/hate crime, enlargement, and foreign policy. The Commission's goals are to promote advancement across the EU and beyond in various policy areas, enhance and compel EU legislation and improve the social approval of LGBTI people. The Commission gives high consideration in securing that EU legislation and policy meet the requirements of the Charter of Fundamental Rights completely, together with Article 21 which includes a general restriction of discrimination for sexual orientation and gender identity as well (Communication of the Commission, 19-07-2017).

As part of the List of Actions and its attempts to encourage diversity and inclusion at the workplace, the Commission posted on 17 October 2016 report "The Business Case for Diversity in the Workplace: sexual orientation and gender identity". The report discovers that it is good for the company to have LGBTI supportive actions in the workplace. The fact that it is good for the company to have LGBTI supportive actions is related to a decreased occurrence of discrimination. Lesser discrimination is connected to better psychological health and raised job satisfaction amongst LGBTI employees. In addition, the existence of LGBTI supportive actions and workplace

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[5] LGBTI: Lesbian Gay Bisexual Transgender Intersex

environments are related to better relationships between LGBTI employees and their co-workers and supervisor; LGBTI employees are more dedicated to the workplace, are more probable to transcend their job description to have an impact on the work environment and present greater dedication to their jobs (Communication of the Commission, 19-07-2017).

The Commission as an employer is dedicated to an inclusive culture in which everyone, counting the LGBTI staff, feels appreciated, can be themselves, and can grasp all their possibilities. A two-way method is necessary for this aspect: managers' inclusion of LGBTI staff establishes a favourable environment for staff to feel relaxed and self-assured and to be open about their LGBTI identity; and when LGBTI people who want very much to be open about their identity, they add to further LGBTI inclusiveness. This method is conforming with the needs conveyed by both representatives of the Commission's/ internal LGBTI staff association, and of external organisations' representatives and by external ones in their meeting with Commissioner Oettinger (Communication of the Commission, 19-07-2017).

The actions summarised below aim to promote such a culture where no one believes it is necessary to hide their sexual orientation and where everyone, including LGBTI staff, feels treasured, can be themselves and understand their capabilities. These actual acts arrive along with the rules already enclosed in the staff rules and the general understanding which, when necessary has been created by them. Those acts are mainly cognisance taking of acts, such as staff events on the International Day against Homophobia, Transphobia, and Biphobia (IDAHOTB) or pieces of training for managers. It is apparent that in developing such a culture, managers have a prominent part. Managers' inclusion of LGBTI staff establishes a positive environment for staff to feel relaxed and assured (Communication of the Commission, 19-07-2017).

To raise inclusiveness, the Directorate-General for Human Resources will involve specifically in actions such as (Communication of the Commission, 19-07-2017):

- Exchanging information and favourable methods with international companies and public administration
- Encourage training on unconscious bias at all levels
- Making sure that managers are prepared mainly to avert discrimination and bias towards LGBTI people
- Arranging most important staff cognisance taking of occurrences on the International Day against Homophobia, Transphobia, and Biphobia (IDHOTB)

- Beginning extra awareness raising steps

- Following a zero-tolerance policy towards discrimination and harassment

- Endorsing representative organisations of LGBTI staff by providing logistic backing when is needed

- Offering a platform for representative organisations of LGBTI staff on the intranet website of the Commission

- Supporting LGBTI staff networks supplying a space for trade

- Constructing a committed attached or Yammer setting to assist with the trades

As for the actions that the Commission has decided to take in an EU level, they are divided into six categories with few subcategories each (Jourová, 2017).

I. *Improving rights and securing lawful protection of LGBTI people and their families in critical areas of EU ability*
   a. Finishing the EU level gap in security towards discrimination with respect to education, social security and access to goods and services→ adoption by the Council the Equal Treatment Directive.
   b. Making easier the everyday life of LGBTI families resettling in Europe→ an example is the suggested rules to assist with the progress of free distribution of public documents.

II. *Sharp observation and imposition of current rights of LGBTI people and their families under the EU legislation*
   a. Observation and imposition of the relocation and application of the EU legislation→ The EU acquis contain a set of laws directly related to the rights of LGBTI people. Some examples and critical areas are the following:
      i. <u>Gender legislation</u>→ The Commission will observe the directive on gender equality in employment and profession and the Directive on Access to and the Provision of Good and Services to guarantee the application by the Member States is corresponding to the case law of the Court of Justice of the European Union or gender reassignment.
      ii. <u>Victims of crimes Directive and the laws on a common acceptance of security measures</u>→ The Commission at the time helps the Member States

in the correct application of the Victims of Crime Directive. After the transposition deadline of 16 November 2015, the Commission may if required to take legal steps towards those Member States that do not succeed to switch to the Directive on time. The Commission's observation of application of the Directive on the European Protection Order and the Civil Regulation (No 606/2013) enforceable from 11 January 2015 will take to account whether the national civil and criminal protection decisions distributed concerning same sex couples are successfully recognised (on the grounds of these instruments) in other Member States.

      iii. <u>Asylum</u>

      iv. <u>Free movement and cross-border problems</u>

      v. <u>Occupation</u>→ All Member States have already switched to the Employment Equality Directive.

III. *Reaching citizens, promoting diversity and non-discrimination*

    a. Communication campaign to enhance the social acceptance of LGBTI people→ A broad and inclusive communication campaign is considered, involving particular actions targeting at:

      i. Developing the social acceptance of LGBTI people and making societies more open and inclusive throughout Europe

      ii. Fighting the negative stereotypes that LGBTI people bear and which end up in discrimination

      iii. Augmenting cognisance about the rights of LGBTI people. Exceptional concentrating areas will include homophobia in sports, young LGBTI, bullying at schools and transgender and intersex people

IV. *Enhancing important agents accountable for fostering and furthering equal rights for LGBTI people in the EU*

    a. Enhancing important agents in relevant policy areas:

      i. <u>Non-discrimination</u>

      ii. <u>Hate crime and hate speech</u>→ action will also be increased at the EU level to assist the Member States in their attempts on fighting online hate speech, together with where protected by the national legislation, homophobic and transphobic hate speech, by starting a talk at EU level with IT companies and advocating the growth of counternarratives online

iii. <u>Education</u>

iv. <u>Health</u>→ The Commission will resume following the work of the World Health Organisation (WHO) in the direction of depathologising transgender identities in the inspection of International Classification of Diseases (ICD) strongly

b. Financial support to public and private organisations for LGBTI problems in important policy fields→The Commission has devoted specific capital under the Rights, Equality and Citizenship Program (2014-2020) to aid the Member States fighting discrimination, homophobic and transphobic hate speech and crime, including through the exchange of good practices, training and capacity building.

The European Social Fund devoted at present (2014-2020) at the minimum 20% to social inclusion and fighting discrimination so that deprived groups (including LGBTI) will get more backing to have equal opportunities compared to others on the labour market. Assistance to projects connected with justice, diversity and antidiscrimination (including of LGBTI) within education and training is financed by the Erasmus+ program including education, training, and youth

c. Supporting companies and inclusive workplaces→ EU platform of Diversity Charters, publication of the business case of LGBTI inclusion for both private and public authorities

V. *Numbers and information for policymakers on LGBTI difficulties in the EU: Data gathering and investigative actions*

a. Advancing accessible data on the case of LGBTI people→ Reports on:

i. <u>Non-discrimination & Basic Rights</u> by the Fundamental Rights Agency (FRA)

ii. <u>Health unbalances</u>→ The Commission will perform a pilot project that contains research on health unbalances encountered by LGBTI people, particularly those vulnerable circumstances and the obstructions dealt with by health professionals when offering care

iii. <u>Education</u>→ 1. Bullying in schools   2. Tolerance and Diversity

iv. <u>Hate crime/Hate speech</u> by the Fundamental Rights Agency

v. <u>Free movement of LGBTI families</u>

vi. <u>Intersex</u> by both the Fundamental Rights Agency and the Council of Europe

vii. <u>Transgender/ gender legal acknowledgment</u>→ The Commission will research on factors of gender acknowledgment legislation (or absence) that influence transgender people's position in the working world and elsewhere

VI. *Foreign movement: Enlargement, Neighbourhood, and Third Parties*

a. Enlargement and Neighbourhood Countries→ In regard to European Neighbourhood Policy countries, the entitlements of LGBTI people are mentioned as part of Human Rights Dialogues

b. Third countries→ The implementation of the 2013 "General Rules to advocate and secure the pleasure of all human entitlements by lesbian, gay, bisexual, transgender and intersex (LGBTI) people" lead the outside actions of the European Union External Actions (EEAs) on this

4.1.2. Denmark

Denmark continues to rank at the top of numerous lists measuring the most inclusive and progressive places to live in. In 2017 Denmark was positioned in the number one spot in the Social Progress Index which examines countries by three main themes: basic human needs, foundations of wellbeing, and opportunity. These categories include measuring topics such as LGBT and religious tolerance, press freedom, access to education, and affordable housing measuring (2017 Social Progress Index).

Despite, Denmark on the paper having an open and inclusive culture towards the LGBT community a study made by Analyse Danmark 2017 found that more than every third Dane has experienced discrimination against LGBT-people in their workplace. This number shows there is much work to be done in the Danish labour market in order to be at a place where people are not evaluated based on their sexuality and gender identity. Spokesperson for LGBT Danmark, Peder Holk Svendsen said this tendency in the Danish workplaces could be classified as micro discrimination and that comments are made towards the LGBT-community in a tone that could be perceived as discriminatory although they are not meant that way. Furthermore, according to Epinion, a hundred thousand LGBT people hide their identity and sexuality in the workplace.

4.1.2.1. Danish diversity Charter

Since Denmark is a member of the European Union, it follows most of the laws and policies "forced" by the Commission on the topic of sexual orientation and gender identity mentioned above. However, there are a few actions Denmark has taken voluntarily to promote diversity and inclusion in the workplace. One of these things is creating a Danish Diversity Charter. The Danish Diversity Charter was introduced in 2011 by the Association New Dane along with the approval of the Danish Ministry for Children, Gender, Equality, Integration and Social Affairs (European Commission, n.d.). It constitutes a consolidating body of many regional and local charters in Denmark. The Copenhagen Diversity Charter was the first that was created in 2011 and attained 500 organisations participating in it in less than two years. In 2014 two other big cities of Denmark, Aarhus and Odense formed their own Diversity Charters and raised the number of participants to 640 in total (European Commission, n.d.).

4.1.2.2. LGBT history

Denmark continues to rank at the top of numerous lists measuring the most inclusive and progressive places to live in. In 2017 Denmark was positioned in the number one spot in the Social Progress Index which examines countries by three main themes: basic human needs, foundations of wellbeing, and opportunity. These categories include measuring topics such as LGBT and religious tolerance, press freedom, access to education, and affordable housing measuring (2017 Social Progress Index).

Denmark's progressive stance was also visible in the fact that it was the first country in the world to recognise same-sex partnerships in 1989 and in 2012 Denmark legalised same-sex marriage allowing marriage in a church. In 2010 same-sex couple adoption legislation was passed. Furthermore, Denmark was the first European country to remove the Gender Identity Disorder diagnosis as a necessary requirement in the gender recognition process. And in 2017 Denmark became the first country in the world to officially remove transgender identities from its list of mental health disorders.

In comparison to what is commonly believed, Denmark's liberal ideology on LGBT communities, the first LGBT organisation in Denmark was founded fifteen years after the legalisation of LGBT, in 1948. During the first 20 years of its establishment the organisation struggled against the stigmatisation and societal opinions that made it impossible to live openly as a homosexual. The organisation was called 'Forbundet af 1948' and was founded because of the UN's Human Rights Day on December 10 in 1948. On this day the only marginalised group who were not mentioned were the homosexual's rights. Homosexuals were the only group, of which the Nazi's had targeted during the war, who were

not mentioned at the UN's Human Rights Day. For this reason, homosexuals around the world adopted the symbol that was used to mark homosexuals in the KZ-camps. The symbol was a pink triangle for gay men and a black triangle for lesbians.

In the years coming, until 1969 it was tough for the organisation to thrive as the societal pressure and embarrassment meant that many homosexuals feared being connected to the organisation. However, there was a turning point in 1969 as one of the most pivotal events in the history of fighting for equality of LGBT individuals occurred on June 27th, in New York. This event is known as the Stonewall riots and took place at a bar the Stonewall Inn which catered towards homosexuals. The bar had systematically been raided by police and the bar-goers had been victimised and harassed. On June 27th howbeit, people in the bar begun to oppose and started riots instead of enduring the humiliating treatment. In spite of the fact that the Stonewall riots do not mark the beginning of gay freedom, the event is currently known as a defining moment in the history of gay rights.

Today, the Stonewall Inn is a national point of interest in the US and it is frequent to classify gay history into before and after Stonewall (Armstrong & Crage, 2006). The riots prepared the way for activists and organisations activating happenings over the world and in Denmark the new offensive strategy lead to the first form of gay pride in Denmark in 1971 and a transformation of the political and social liberation in the LGBT community.

Despite, Denmark on the paper having an open and inclusive culture towards the LGBT community a study made by Analyse Danmark 2017 found that more than every third Dane has experienced discrimination against LGBT-people in their workplace. This number shows there is much work to be done in the Danish labour market in order to be at a place where people are not evaluated based on their sexuality and gender identity. Spokesperson for LGBT Danmark, Peder Holk Svendsen said this tendency in the Danish workplaces could be classified as micro discrimination and that comments are made towards the LGBT-community in a tone that could be perceived as discriminatory although they are not meant that way. Furthermore, according to Epinion, a hundred thousand LGBT people hide their identity and sexuality in the workplace

4.1.2.3. Gender Identity and expression

Another vital step Denmark took, was in June 2014 the Danish Parliament voted 59-52 to take out the necessity of identifying as a mental illness together with a permanent sterilisation surgery during the procedure of a legal sex change (The European Parliament's Intergroup on LGBT rights, 2014).

From September 1, 2014, Danish people 18 years old and more who desire to request for a legal sex change can do so by declaring that they wish to alter their documentation and waiting a six month "reflection period" to verify the petition (Amnesty International, 2014). While waiting for the World Health Organisation (WHO) to decide on the detraction of transgender gender identity from the list of mental disorders, Denmark delayed the one-sided change due to the insufficient advancement of the WHO. Finally, in 2016 the Danish Parliament decided to take out transgender gender identity from the National Board of Health's list of mental disorders. The change became effective on 1 January 2017 (Williams, 2016). This was making Denmark the second country after France in 2010 progressing in this department (Atwill, 2010). The WHO took out transgender gender identity from its list of mental disorders in June 2018 (Simon, 2018).

4.1.2.4. LGBT action plan to promote safety, well-being and equal opportunities for LGBT people

Furthermore, the Danish ministry of foreign affairs has put together an action plan to promote safety, well-being and equal opportunities for LGBT people. With this action plan, the Danish government wishes to create a society where every individual is treated equally regardless of their gender identity and sexual orientation. The action plan focusses on securing equal opportunities and security for the LGBT minorities in society. The aim is to erase the fear of judgement and exclusion, creating a society where LGBT people feel safe walking the streets and feel comfortable with speaking of their partner in the workplace.

The government wishes that Denmark can continue in being a country that takes the lead in these matters, such as when Denmark was the first country in the world to decide on removing transgender people from the list of mental illness. The goal of the action plan is to reduce discrimination against LGBT-people and erase the fears LGBT-people have of walking down the street hand-in-hand with their partner, fear of verbal or physical assault, reduce suicide rates, reduce the fear of being open about our identity in the workplaces, and reduce misconceptions and prejudices in schools, education, and sports.

There has been allocated 25 million Danish kr. to finance the initiatives in this action plan. The initiatives focus on various points concerning the LGBT-community and also concentrates on some of the most vulnerable groups being the transgender community and LGBT-people with ethnic minority backgrounds. The action plan consists of a range of initiatives that aims at reducing the

challenges LGBT people the Danish society encounters. Twelve initiatives have been selected with a focus on increasing counselling, networking possibilities and support groups explicitly aiming at support for minority ethnic LGBT people, to promote openness and inclusion in the labour market, to combat prejudice among young people in the education system and sports. In addition, there is a focus on strengthening knowledge, counselling, health care, and elderly care. Moreover, the plan aims at improving the conditions for LGBT people globally through international responsibility and cooperation.

4.2 Online Survey

4.2.1. Presentation of the questionnaire

The questionnaire aims to gather a first understanding of people's attitudes and perceptions regarding LGBT people in the Danish workplace and society in general. Below there is going to be an in-depth analysis of the 19 questions and the corresponding answers. The first part offers some information regarding the participants while the other pieces focus on discrimination, hate speech, openness in the workplace, perceptions about LGBT acceptance in the Danish society and workplace and understanding regarding LGBT acceptance in Denmark in comparison to Europe. The survey is conducted using the convenient sampling method as mentioned in the methodology section. The results of the questionnaire are based on 196 online polls which were completed by both LGBT and non-LGBT people in two-month duration. The anonymous online survey was handed out via Facebook through personal accounts, study groups of our master's program and LGBT groups.

4.2.2. Analysis of the questionnaire

Demographic characteristics of the respondents

Under the category of demographic characteristics falls the Age, Gender Identity, Sexual Orientation and Nationality/Cultural Background. Each of these characteristics is analysed below.

Figure 3. Age
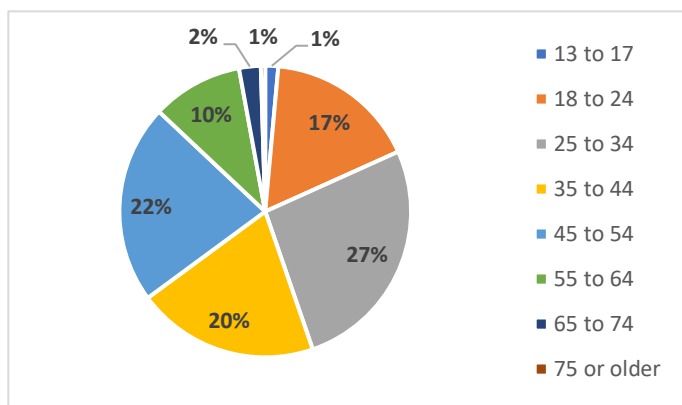
The majority of the respondent is between the age of 18 until the age of 54. More specifically 26% of the respondents are between 25-34 years old, followed by 22% of the respondents who are between 45-54 years old, 20% of the respondents who are between 35-44 years old and finishing with 17% who are the respondents between 18-24 years old. Only13% of the respondents seem to be either too young or over 55 years old.

Figure 4. Gender Identity
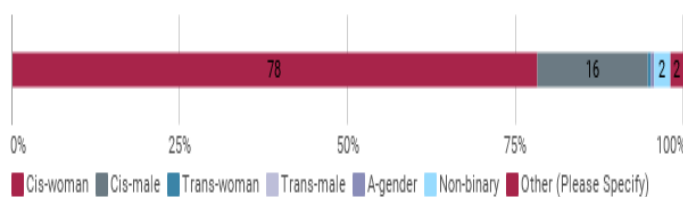
The majority or 78% of the respondents is cisgender[6] women, 16% is cisgender male while 2% is either non-binary[7] or other. In real value that means that 153 out of the 196 respondents are women and 31 out of 196 are men. So, in total 184 out of 196 are cisgender people and the rest are either non-binary, other, transgender or a-gender[8] people.

Figure 5. Sexual Orientation
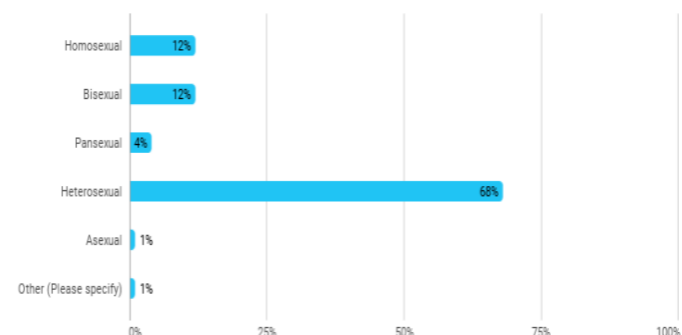
The majority or 133 out of 196 answering parties is heterosexual. Next with 12% each are the homosexuals and bisexuals[9]. The

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[6] Cisgender person is a person who identify himself/herself with the sex with he/she were born with
[7] Non-binary: neither male nor female
[8] A-gender: without gender, gender neutral
[9] Bisexual are the people who attracted to the two basic genders: male and female

lowest percent have the pansexual[10], asexual[11] and other. These percentages correlate with the studies showing that around 10 % of the population is LGBT.

Figure 6. Nationality/Cultural Background
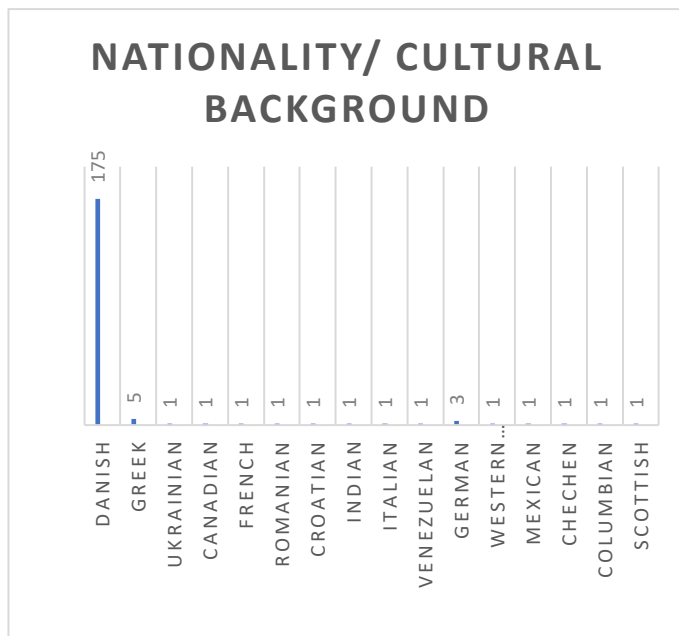
Here is a list of the Nationality/Cultural Background of all the 196 respondents. The majority of them (89%) is Danish, with the Greeks (3%) to be on the second place, the Germans (1.5%) on the third and everybody else following them.

Discrimination

In terms of discrimination, the assessment comes a yes or no question about whether or not the respondents have experienced or heard about discrimination in Denmark.

Figure 7. Discrimination
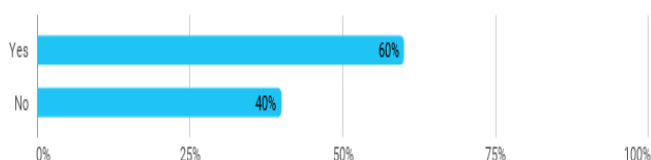
From the graph, we can see that 60% of the respondents answered that they have been discriminated or heard about someone being

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[10] Pansexual are the people who are attracted to all genders
[11] Asexual are the people who are attracted sexually little or not at all to others

discriminated in Denmark while just the 40% of the respondents say that they haven't.

Hate speech

As for the hate speech, the results of this category focus on hate speech in the Danish workplace and come two questions. One is about condescending speech towards transgender people and the other is about condescending speech as well but towards bi- and homosexuals.

Figure 8. Hate Speech towards Transgender people
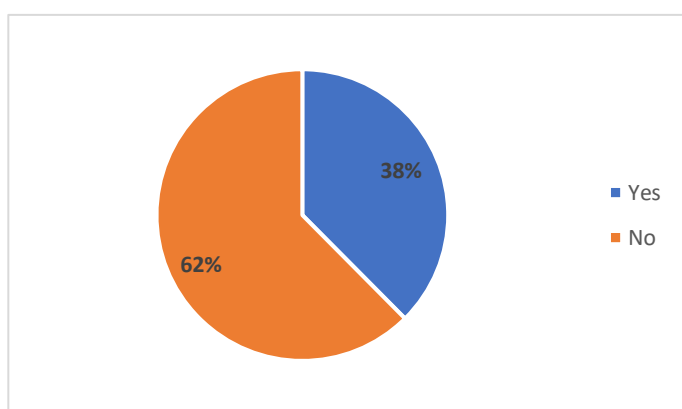
For the transgender people, it shows that the majority of the respondents with 62% have not heard or experienced any harmful speech in the Danish workplace. Slightly more than the half of overall number the harmful respondents (38%) have answered positively.

Figure 9. Hate speech towards Homo- or Bisexual people
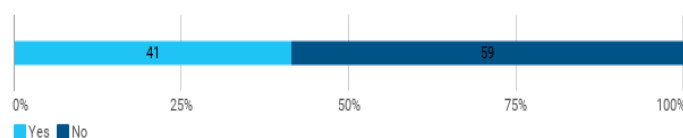
Here as the number of the homo- or bisexual people that have not heard or experienced any negative speech in the Danish workplace is higher than the number of people you have. However, the difference in the percentages here is much smaller than in the transgender people. The difference here arises just in 18%.

Openness in the workplace

In relation to openness in the workplace, the results come from two questions here as well. One whether they know an open LGBT colleague in their current or previous workplace, another is if their current working environment is open and accepting towards LGBT employees and the third one is about if they are open about their sexual orientation and gender identity in general.

Figure 10. An open colleague in the workplace
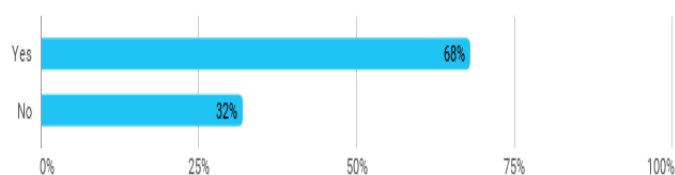
68% of the respondents know some colleague who is or was open about their sexuality and gender identity in the workplace. This means that 63 out of 196 respondents do not know someone who is open about their sexual orientation and gender identity.

Figure 11. Open and accepting workplace towards LGBT
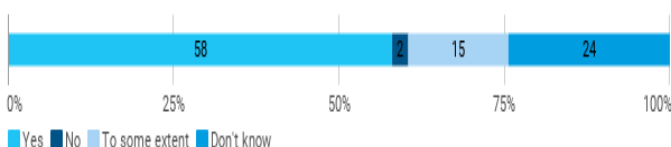
58% of the respondents believe that their workplace is open and accepting for LGBT people. But 24% is not sure whether their workplace is open and accepting or not. 15% of the respondents believe that their workplace is open and accepting to an extent. Only 2% thinks that their workplace is not open and accepting for LGBT.

Figure 12. Openness in general
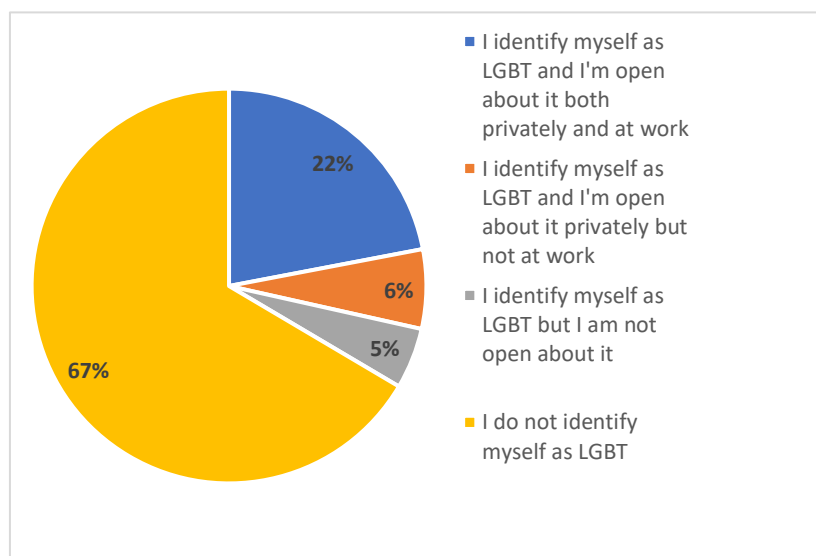
From the graph, it is clear that the majority of the respondents are not LGBT (66%). This can also be seen from the demographic characteristics. Nonetheless, of those who are LGBT, the majority (22%) is open about their identity both in private as well as in the workplace. It means that from the 67 respondents out of the 196 who are LGBT, 22 respondents are either not open at all or open only in their private life. Another thing, that is also interesting, is how small is the difference in the percentages between the people who are not open at all or are open only in their private life: only 1%.

Perceptions about LGBT acceptance in the Danish society and workplace

Here the results arise from a series of questions. One, if the workplace is harder to be joined for LGBT employees in comparison to their heterosexual colleagues. Two, if the Danish society does not

judge the LGBT community. Three, if the Danish workplaces should do more to accept and include the LGBT community. Four, how do they think Danish people are informed about the LGBT community. Five how easy is it to come out about your sexual orientation or gender identity in the Danish society and finally if the Danish society is well informed about LGBT.

Figure 13. Challenging in the workplace for LGBT employees
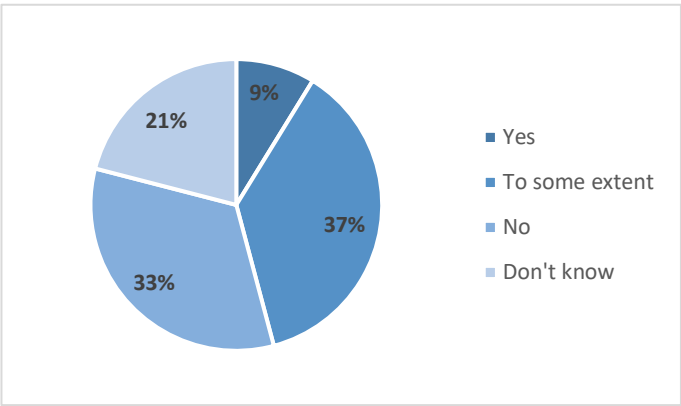
From the graph, it is shown that there is almost a tie between the respondents who believe that to some extent it is harder for the LGBT employees to participate in the workplace compared with those who believe it is not difficult at all. The difference in the percentages is just 4%. As for those who say that it is hard for LGBT employees to participate in the workplace, they are only 9%.

Table 2: Danish society's reaction to LGBT community

	Respondents	Percent
Yes	7	3,6%
To some extent	87	44,4%
No	98	50,0%
Don't know	4	2,0%
Total	196	100,0%

Half of the respondents do not think people that Danish society does not judge the LGBT community. 44.4% believe that to some extent the Danish society does not judge the LGBT community. A tiny percent of the respondents either does not know or believes that Danish society does not judge the LGBT community.

Figure 14. More action in the workplace to make it more open and inclusive
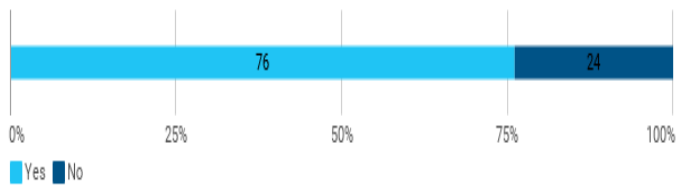
76% of the majority of the respondents believes that the workplaces can do more to be more open and inclusive towards the LGBT community. 24% of the respondents

do not agree with this and believes that the workplaces are already doing the best they can.

Figure 15. Information of the people on the topic of LGBT
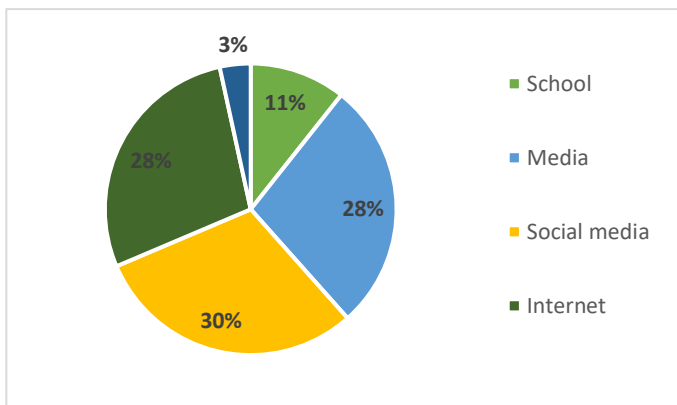
The most common medium people use to inform themselves is social media with 30%. The next the use are two: Internet and Media. Both media are used by the 28% of the sample to get information about the LGBT community. 11% of the respondents learn about LGBT from school while 3% learns from somewhere else.

Figure 16. Coming out in the Danish society
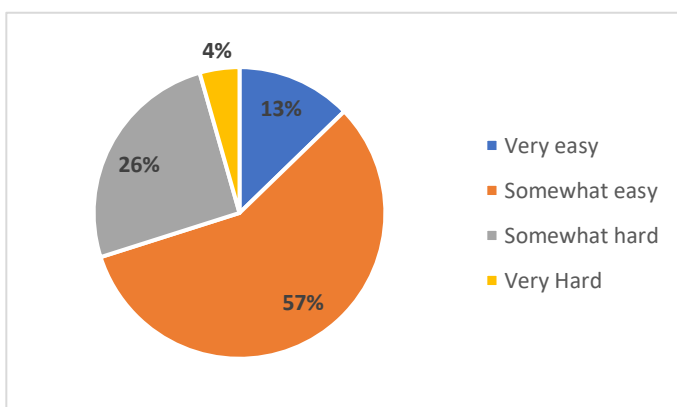
From the graph, it is shown that 57% of the respondents think it's somewhat easy to come out in the Danish society and 13% of the respondents believe it is very easy to come out to the Danish society. 25% of the respondents believe that it is somewhat hard to come out to the Danish society and 4% believe it is very hard to come out in the Danish society.

Figure 17. The level of information in Danish society on the topic of LGBT
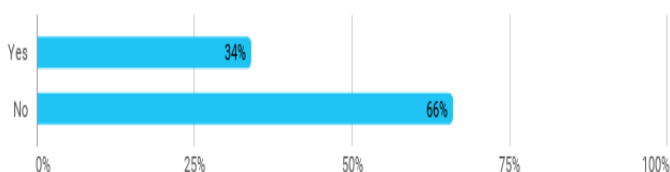
The majority of the respondents (66%) do not believe that the Danish society is well informed in the topic of LGBT while almost half of it (34%) does believe that Danish society is well informed in this topic.

Denmark in Comparison to other European counterparts in LGBT acceptance

The outcome of this category comes from a comparison question between Denmark and other European counterparts on the topic of LGBT acceptance.

Figure 18. Denmark in Comparison to other European counterparts in LGBT acceptance
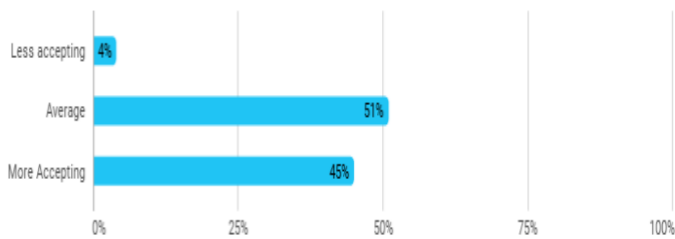
Although only 4% of the respondents believe that Denmark is less accepting than other European countries, the percentages of respondents who believe that Denmark is average compared to its European counterparts or more accepting are very close. Their difference is only 6% with those who believe that Denmark is average in comparison to other European countries to be the first.
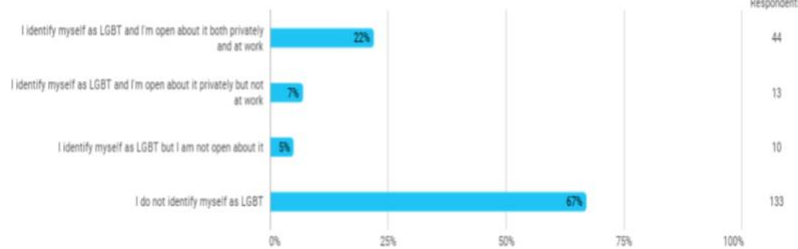
In our survey we found that the numbers of our respondents correlated of those numbers finding that 40 % of LGBT hide their identities at work. When not counting the people who do not define themselves as LGBT we can see that out of 67 LGBT respondents we see that 65.67 % are open about their identity both at work and in their private life. 19.40 % are only open private but not in the workplace while 14.93 % hiding their LGBT identity altogether. This means 34.33 % of our sample of people who identify as LGBT hide their LGBT depending on the situation they find themselves in.
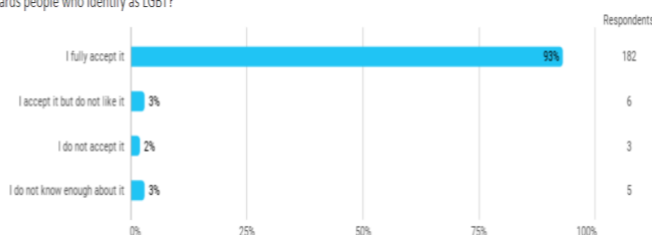
One finding from our survey shows that 93 % of our survey respondents where fully accepting of people who identify as LGBT. From this number we can be lead to believe that the discrimination that occurs might be unconscious discrimination stemming from people not realising

the effect subtle discrimination can have and the challenges LGBT people meet surrounding their identities.

4.3 Interviews

4.3.1. NVivo Analysis

We begin our analysis with a word cloud of all our interviews. The more frequently a word is used the larger the word appears in the word cloud. We will provide a detailed analysis in the following steps: mapping, categories, and word frequencies. Hereafter, we will relate our analysis to quotes from our interviews.

Figure 19. Word Cloud of word frequencies from our interviews
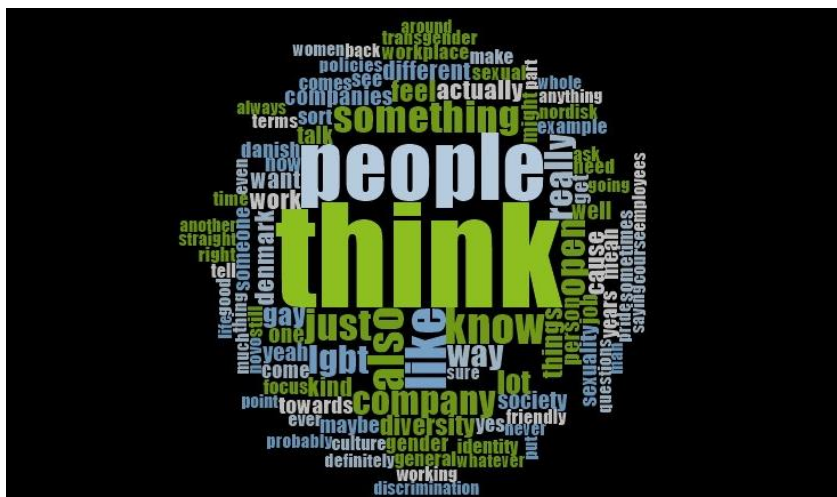
Step 1: mapping

The total number of interviews are 9. The interviews were conducted on 7 LGBT-people and 2 HR managers. The interviews were conducted on people working in a variety of different workplace fields: Children, Research Institutes, Consultancy, Medicinal, Oil & Gas, Engineer, and Arts. 7 of our respondents are Danish, 1 is Danish/Argentinian, and 1 is Greek. All respondents live and work in Denmark.

Step 2: categories

We sorted our interviews into three categories in order to analyse sexual identity, gender identity, and workplace opinions separately. By separating the interviews into these three topics enables us to compare the data with each other.

Step 3: word frequencies

When looking at the word frequency tables derived from Nvivo we find interesting information from the numbers. In the below table is listed the top 50 words by frequency of occurrence from all the interviews combined. We have chosen to discard thematically irrelevant words such as yes and yeah.

Table 3: Top 50-word frequencies by NVivo 12

Word	Count	Weighted Percentage (%)	Word	Count	Weighted Percentage (%)
Think	579	4.63	Person	55	0.44
People	350	2.80	One	53	0.42
Like	197	1.58	Job	52	0.42
Also	169	1.35	Society	52	0.42
Know	161	1.29	Talk	52	0.42
Something	142	1.14	Well	52	0.42
Just	141	1.13	Get	49	0.39
Company	122	0.98	Mean	49	0.39
Open	121	0.97	Towards	49	0.39
LGBT	118	0.94	Someone	48	0.38
Really	114	0.91	Maybe	46	0.37
Way	107	0.86	Now	46	0.37
Lot	90	0.72	Sexuality	46	0.37
Gay	81	0.65	Gender	45	0.36
Feel	77	0.62	Come	44	0.35
Things	71	0.57	Danish	44	0.35
Diversity	68	0.54	Might	43	0.34
Actually	66	0.53	See	42	0.34
Denmark	66	0.53	Sort	42	0.34
Work	65	0.52	Years	41	0.33
Cause	64	0.51	Need	39	0.31
Kind	62	0.50	Workplace	39	0.31
Want	61	0.49	Example	38	0,30
Different	59	0.47	Sexual	38	0.30
Companies	55	0.44	Sometimes	38	0.30

From the table we derive information from the numbers. When examining the most frequent words we can see themes originate. As seen in table 3 the most frequent word in all the interviews combined is the word Think. Furthermore, upon inspecting the top 50 words, we do see a greater frequency of

verbs: think (579), know (161), feel (77), want (61), talk (52), mean (49), see (42), and need (39). All these words are a form of expression and signals an action or state of being. These words are used to express the current situation, the views and feelings on the topic, and the change that is wanted. In table 4 is shown the top 10 most frequent words of the interviews categorised Sexual Identity. As seen the top 10 words here are the same as the top 10 for all the interviews. However, when looking at table 5 and 6 over the most frequent words used in the interviews categorised gender identity and HR management we see a change in the most frequent words.

What we derive from having a great frequency of verbs is that we from our interviews can apply the sensemaking theory used in our literature review. By having interviews where these verbs are frequent we can see how individuals make sense of LGBT inclusiveness and how LGBT people organise their behaviour when in a work setting. Furthermore, we can create a picture of how organisations work and exchange emotional or meaning-giving resources with their LGBT employees. In accordance with sensemaking theory people behave differently in certain situations based on their identities, by analysing our interviews in depth we can identify how LGBT people in Denmark are affected by the social and cultural conditions in Danish work settings.

Another category of frequent words are the words related to our topic. We identified these words according to our research question and our theories: LGBT (118), gay (81), diversity (68), companies (55), society (52), sexuality (46), gender (45), and sexual (38). Sexuality and gender occur almost equally as many times however the word sexual occurs 33 times most often in relation to sexual identity and sexual orientation. The word transgender occurs 32 times with a weighted percentage of 0.26 %. This shows that Sexual identity and Gender identity are mentioned almost an equal amount of times during our interviews. With these numbers we can assume that the interviews are relevant for our topic and that they can be applied in our attempt to answer our research question.

Table 4. Top 10-word frequencies of Sexual Identity Interviews

Word	Count	Weighted Percentage (%)
Think	460	5.47
People	250	2.97
Like	132	1.57
Also	121	1.44
Open	113	1.34
Something	113	1.34
Just	109	1.30
Know	104	1.24
Company	99	1.18
LGBT	97	1.15

'Think' is the most frequently occurring word and is said 579 times which is a weight of 4.63%. With the high use of the word think we can see that our interviews express the personal opinions of the respondents. It can have three different explanations. It can either mean believe, contemplate, or remember. In the interviews with the LGBT people, the word 'think' appears 524 times in phrases such as I think, or I don't think, I do think, they think, or they don't think, and people think. It also emerges in the questions we ask in the form of a question like do you think. Most of the times it is used to present the respondents assumptions of conditions, or attitudes. Other times it used to express feelings and considerations of non-LGBT people and few times is used when the respondents recall something. In the interviews with the HR people, the word 'think' appears 55 times and it shows up as well in phrases such as I think, I don't think, and do you think and is used to show the respondents reflections. But it also presents in the form of we think, where the respondents use it to refer to companies' ideas.

The word 'think' is closely related to the word 'know'. The weighted percentage of 'think' is 4.63 % in all interviews while 'know' has a weighted percentage of 1.29 %. The word know can have two meanings. Either it means to have a relationship with someone through meeting or spending time with them or it can mean to be aware of something through observation, inquiry, or information. In the case of our interviews it is mostly the latter that occurs. In the interviews the word know often occurs as: don't know, I know, you don't know, people know, I like to know, you want to know, they should know, need to know. The word know is used to express the persons observations and information on knowledge. In the interviews the word know is most frequently accompanied with I don't know which expresses an uncertainty or undecidedness.

Though the words 'think' and 'know' are similar we conclude that the word 'think' is used when someone is not determined on their knowledge or is uncertain which leaves ambiguity on the topic. On the other hand, the word 'know' alludes that the respondent has no doubt on the subject and gives informed knowledge on the subject. From these numbers we can derive that our research topic is one with indecisive opinions. This is also why we may see Danish companies not knowing how to

take a stand on the topic. Furthermore, we believe that with a high amount of uncertainty the solutions presented may many times seem to abstract or academic for the companies to integrate into their processes.

Table 5. Top 10-word frequencies of Gender Identity Interviews

Word	Count	Weighted Percentage (%)
Think	64	3.38
People	61	3.22
Like	48	2.54
Feel	39	2.06
Know	39	2.06
Transgender	22	1.16
Also	18	0.95
Gender	18	0.95
Just	18	0.95
Lot	17	0.90

The second most frequent word 'people' is used 350 times which is a weighted percentage of 2.80 %. The word 'people' is used to express opinions on different groups of people in general. The different groups the can be identified in our interviews are LGBT people and straight people, younger people and older people, gay people and bisexual people, transgender people and cisgender people. Moreover, the word is used in connection to determiners, pronouns, and adjectives: many people, other people, most people, some people, all people, those people, a lot of people, likeminded people, several people, diverse people.

Table 6. Top 10-word frequencies of HR Management Interviews

Word	Count	Weighted Percentage (%)
Think	55	2.51
People	39	1.78
Diversity	35	1.59
Also	30	1.37
Actually	27	1.23
Company	19	0.87
Know	18	0.82
LGBT	18	0.82
Like	17	0.77
Something	17	0.77
Bias	16	0.73
Focus	16	0.73
Work	15	0.68
Just	14	0.64
Management	14	0.64

'People' is used in connection with verbs. In many cases in connection with the most frequent verbs mentioned above think (579), know (161), feel (77), want (61), talk (52), mean (49), see (42), and need (39). Other verbs are people do/don't, people hide, surprise, effect, say, react, assume, people have, could, should, are, always, will, people look, experience, expect, and people discriminate. In addition, the verbs are used before the word 'people': encourage people, help people, teach people, include people, make people, to force people, to please people, meet people, tell people, train people, understand people, affect people. From these numbers arises a theme of our

respondents assuming other peoples or groups of peoples beliefs, reactions, and opinions. These numbers prove that we in society have a need to categorise and stereotype when we interact with one another. As our theory section mentioned these forms of stereotyping creates prejudice and leaves LGBT people in a vulnerable state. With the high usage of the word we conclude that the reactions of other people do in fact have a great impact on the wellbeing of LGBT in workplaces and that reactions shape how we navigate with our identities in the world. Furthermore, the usages in our interviews show a desire for changing these stereotypes and creating a change through education, discourse, and empowerment.

In the sexual orientation interviews, the word 'people' is referred to 250 times. In connection to this the acronym LGBT is said 97 times. From these numbers it is our opinion that the word 'people' is mostly used to address non-LGB people. There are few times where the word 'people' is used to allude to the society in general. In the gender identity interview, the word 'people' is mentioned 61 times. Here as well, it is most frequently used to refer to the society in general and cisgender people. However, it is used to allude to transgender people too. As for the HR interviews, the word 'people' shows up 39 times. Many of the times the term is used to refer to employees. There are few times when the term is also used in relating to society and LGBT people.

The word 'like' is the third most frequent word, appearing 197 times in all the interviews with a weighted percentage of 1.58%. It can have many different meanings and uses: preposition, conjunction, verb, and adjective. As a preposition, it is used to introduce a simile or to compare things. As a conjunction, it is used instead of as or as if. As a verb, it can mean either enjoy or prefer. As an adjective it can mean similar. In the LGB interviews, it appears 132 times. Most of the times it is used either as a conjunction or a preposition. It is not frequently used as an adjective and even less times it is used as a verb. In the transgender interview, it appears 48 times. Here as well the word is used most of the times as a conjunction or a preposition. It is used much less times as an adjective or a verb. In the HR interviews, the word "like" appears 17 times. Apart from one time that it is used together with look as a verb all the other times it is used either as a conjunction or a preposition.

The word 'something' is the sixth most frequent word in all the interviews appearing 142 times with a weighted percentage of 1.14%. The word can be either a pronoun or an adverb. As a pronoun, it can indicate an unspecified thing or amount or a description, while as an adverb, it can signify somewhat. In the LGB interviews, the word "something" shows up 113 times. It is used both as an adverb and as a pronoun. The majority of the times it signifies simply. As an adverb, it is used twice while all the

other times, it is used as a pronoun to describe something unspecific. In the transgender interview, the word "something" appears 12 times. Here the word is used only as a pronoun to describe something that it is not specific. In the HR interviews, the word "something" appears 17 times. It is used both as an adverb and as a pronoun. As an adverb, it is used once while the other 16 times it is used as a pronoun to describe something unspecific.

The word 'just' is the seventh most frequent word in all the interviews appearing 141 times with a weighted percentage of 1.13%. The word has various meanings depending on the part of the speech it is. It can be either an adjective or an adverb. As an adjective, it can signify fair, accurate or suitable, while as an adverb, it can signify as exactly, only, simply or very recently. In the LGB interviews, the word "just" shows up 109 times. Throughout the interviews the word "just" appears as an adverb. The majority of the times it signifies simply. 26 times it means only, 7 times it means very recently and mere 5 times it means exactly. In the transgender interview, the word "just" appears 18 times. Here as well the word is used only as an adverb. More than half of the times the word means simply. 4 times it signifies only and 3 times very recently. In the HR interviews, the word "just" appears 14 times. It is used both as an adverb and as an adjective. As an adjective, it is used once, and it had the meaning of suitable. As an adverb, 1 time it has the meaning of very recently, 5 times it signifies only and 7 times it means simply.

The word 'company' is the 8th most frequent word used 122 times, in relation to this the word companies is mention 55 times. The word company is mostly used in terms of a commercial business and rarely in terms of a social gathering. In the LGB interviews, the word "company" shows up 99 times. Out of these 99 times, only 4 times the word has the meaning of social gathering. The other 95 times it is used to express a commercial business. In the transgender interview, the word "company" appears just 4 times and all 4 times it has the meaning of a commercial business. In the HR interviews, the word "company" appears 19 times and all of these times it appears with the meaning of a commercial business. The word is used to describe the persons feeling about their own company they work at and companies in Denmark in general. In our interviews the word company is used to describe the current situation in Danish workplaces, the company culture at their current or previous company. The word is used in relation to how the interviewees feel companies can improve in creating diversity and the areas of where Danish companies lack in providing an inclusive workplace. The word is discussed in relation to the process of change the LGBT people feel companies in Denmark need to go through and how they can ensure a healthy and productive environment.

The word 'open' is the 9th most frequent word used 121 times. This word is a positive word. It can be both an adjective and a verb. As an adjective it can mean either accepting or public or visible or controversial. As a verb it can mean either disclose or start. In the LGB interviews, it shows up 113 times and is used both as an adjective and a verb mainly with the meaning of disclosing or making public knowledge of the respondents' identities. There are times when the term is used to allude to acceptance of the respondents' identities either in the workplace or the society. In the transgender interview, the word is used 4 times out of which 2 times refer to disclosing the respondent's identity, and 1 time to accepting workplace. In the HR interview, the number of times that the word "open" shows up is the same as in the transgender interview. Here the word is used 1 time characterising a conversation as honest and 3 times meaning accepting: 2 times alluding to workplace and 1 time alluding to a person.

When looking at the HR interviews exclusively we have added the top 15 words as we find them interesting for our analysis. The words Novo Nordisk Way have been omitted from the table of the HR interviews as one of our respondents works at Novo Nordisk and therefore the expression the Novo Nordisk Way was used many times. The top 15 most frequent words include Bias, focus, work, and management. All these words are related to the work environment. The word 'bias' in 9 out of 16 times occurred in relation to unconscious bias. In other cases, it occurred in relations to general bias, individuals bias and how to mitigate bias. The word 'focus' mostly appeared in relation to which measures of diversity the company focussed on. From our interviews we see that the word 'focus' was not connected to LGBT but mostly to gender (only cisgender) and nationality, meaning that the companies do not have a specific focus on LGBT diversity measures.

When looking overall at the analysed words we see clear trends of the word frequencies. The top frequent words show that the interviews have provided us with personal insights and beliefs of the interviewees. The interviews have provided us with individuals tacit knowledge which enables us to understand what the conditions for LGBT people are in Danish workplaces and how these individuals believe the perceptions and environments can be improved.

In the next section we will support our analysis with quotes from our interviews.

4.3.2. Quote Analysis

A common trend in our interviews showed that LGBT people struggle with whether to disclose their identity or not. The interviews reveal that the fear of being discriminated against due to sexual or gender identity occupies LGBT-people to an extent where it prohibits them from engaging with their

colleagues at the same level as their heterosexual counterparts. LGBT has to continuously make a decision of whether they want to be open about their identity or not:

"I switch to create a safe environment for myself wherever I am somehow."

This fear arises from previous experiences that have taken place in work settings where the LGBT individuals have perceived co-workers as having negative attitudes towards the LGBT-community. One challenge we found during the interviews is that LGBT-people witness other colleagues use rhetoric regarding LGBT-issues in ways that make LGBT people feel excluded and leave them with a doubt of whether their colleagues are alright with their sexual or gender identity. Especially in terms of jokes and gossip, we can see that LGBT individuals may lose confidence in coming out in the workplace. Subtle discrimination exists in Danish companies, and though we through our questionnaire could see that heterosexual cis-gendered people believe they are accepting of LGBT individuals, the interviews show that people might just not be conscious of the way in which they talk about gender and sexuality. One respondent answered that she mostly experienced discrimination in terms of gossip:

"I mean it's been more the gossip around the corners if people are thinking maybe someone is gay or not."

Another respondent answered that she experiences discrimination through workplace jokes that might be perceived negatively towards the LGBT community:

"I think it happens mostly in terms of jokes, for example, there was one colleague in my office who had been single for a while, so one of the guys kept asking her if she was a lesbian."

These types of discrimination leave the LGBT individuals with a doubt of whether their identity is as valid as heterosexuals and create a divide between hetero- and homosexuals.

Another respondent referred to the fact that the mystery of someone's identity creates what might turn into unwanted attention from others, which might lead to feelings of what is the right and wrong way of sexual attraction.

"I think a lot of people they don't talk about it and because they don't talk it gives them a lot of mystery."

These quotes can be connected to identity negotiation and show how LGBT people alter their identity when they meet non-LGBT people to ensure that they are not judged or discriminated

against. LGBT people can end up sacrificing parts of their identity to make sure that non-LGBT people are comfortable with them and in order to create an understanding of what each party can expect from each other. In relation to this one respondent, May Lifschitz, said:

"My social skills have been a big focus for me and I feel like I need to please people a lot, which I do, and to navigate and win people over ...... When I meet a person, I read the person. What the person would like that I say. Or try to navigate what would be acceptable. In that way I feel like I give a lot more thought into pleasing generally in my everyday life, in a work situation, in everything I do."

Through this we see that individuals create a process of filtering parts of their identity out to avoid any negative implications that might come from it. These statements support the ideas of identity negotiation presented by Swann (1987) where the process of behavioural confirmation and self-verification arises in social interactions. In the Danish work settings and society in general non-LGBT people are considered the perceiver and the LGBT people are the target. The perceivers urge the targets into acting in a manner acceptable to the perceivers. We can see through our interviews how LGBT people cave into the pressure of conforming to heteronormative standards in Danish workplaces and society in general. On the other hand, we can through our survey see that self-verification has taken place in the Danish society as the targets (LGBT-community) has influenced the opinions of the perceivers (non-LGBT people) into conforming with a growing acceptance of LGBT identities.

As mentioned in the literature review queer theory focuses on dismantling the traditional beliefs about gender identity and sexual orientation and how trying to categorise a person by a specific characteristic such as sex, restricts our understanding of the person as a whole. These preconceptions that exist about LGBT people can hold them back from coming out and being themselves in the workplace. A good example of preconceiving ideas about a person based on a specific characteristic like gender identity can be shown through what May says:

"Ok, now you're this gender how am I going to relate to you sexually"

The notion of judging people based on their gender comes with a lot of preconceived ideas of what that person's identity then should entail. Another good example is what Christian Jacobsen says:

"'But you don't seem gay. You don't seem gay at all' and then they don't get why I would take offense if they would say to me you don't seem gay. [..] I am a gay man and I don't wanna hear them

say but you don't seem gay because it makes me feel like they look upon me as perfectly normal and then they just discovered that I had an illness they didn't know that I was walking around with."

The stereotyping that occurs based on gender and sexual identity shows that there in companies does exist heteronormative ideas and that when these beliefs are subjected onto an LGBT person this individual might feel that in order to fit in they should downplay their identity at work in order to ensure that others wont view them as different. Another respondent Konstantinos Petrou also makes a statement that shows how people assumed to be straight which in instances can make LGBT people feel as if they are lying about their identity:

"[..]And we had a discussion with my immediate manager at some point in lunch time and this is a woman and she was like "yeah like I'm not sure if they're I don't know any gays here in work office."

However, these preconceptions do not only come from the non-LBGT people. There are times that LGBT people try to hide their identity or fear to come out because of prejudices they can also have towards non-LGBT people because of a specific characteristic they might have. For example, Christian says:

"Should I be open? Should I not be open? We had a lot of Muslim workers who I, that was my own prejudice as well again, that I thought "Ah ok they are probably very conservative so perhaps I shouldn't come out then""

With this remark we see how LGBT deliberate on whether to disclose their identity to certain people or in certain situations. At times this may be due to feeling a loss of authority or a loss of control in how other people might see them.

In terms of sexual orientation, the main issues remain in the language that is used, and the subtle ways sexuality is discriminated through speech. However, when our respondents answered whether they had experienced discrimination towards transgender individuals the discrimination was less subtle. One respondent said:

"I was in the elevator with my colleague and a transgender woman ...... And as soon she stepped out of the elevator he said, "Did you know that used to be a man" and I just think these types of things can create an environment where you might not want to open up about your sexual orientation."

Another respondent spoke about how some transgender individuals are discriminated on the daily:

"She's been beaten up, spat at ...... People were sexually harassing her, calling her names, calling her "trany" and "tranwhore" every day. And she's had the full surgery. She's had everything. And I think especially with her cause she's like very "dolled up", like she doesn't want to conform, people really misunderstand her."

These quotes all represent the discriminatory acts that exist in the Danish workplaces and they represent some of the reasons to why people may choose to hide their identity. We see a clear existence of a heteronormative society where minorities such as the LGBT-community is perceived as something unnormal. These quotes support the theories stating that gender is a social construct and that based on a person attributes or behaviour certain roles are prescribed defining what a person's sexual and gender identity should be. Discrimination and stereotyping can be found in many situations of society for instance transgender individuals are subject to having to justify their dysphoria in their transitioning process:

"The psychologists in there have very strict ideas about what gender identity you should have, in terms of having access to medicine."

"I think there are a lot of misconceptions about transgender people being very flamboyant being aggressive or being to expressive."

May Lifschitz does not believe that the people who discriminate are simply illiterate on the topic based on the ways the sometimes discriminate:

"They are informed cause they know she's a tran and they call her names. So, they know how to classify or how to categorise. [...]. I think you need to sit down and know a person before.... Some people have an automatic understanding."

With the stories of discrimination, we hear from interviewing LGBT people combined with the results from our surveys stating that 60 % have witnessed discrimination against the LGBT community in Denmark we can conclude that LGBT experience discrimination on a frequent basis despite of Denmark being a seemingly open and inclusive country.

When we in our interviews asked the question of whether the LGBT people found their workplaces to be LGBT friendly we received mixed responses. Some said that they found their workplace LGBT friendly while others said they were unsure if their workplace could be classified as LGBT friendly.

However, when we asked whether they were aware of any LGBT initiatives or policies in their company all but one stated that they had not seen such initiatives. Furthermore, the one respondent who talked about such initiatives spoke of workplaces in other countries than Denmark.

"My boyfriend just came back from Australia and he's told like all the workplaces sort of have these kinds of like signs, like LGBTQ+ friendly and gender-neutral signs. They really care about being open about it. I don't know if that'll be happening in Denmark necessarily cause it's like to flashy for Denmark."

This is an expression of how simple acts of recognition from the companies can attract the LGBT people to companies and give the impression that the policies they have should be visible in the day to day processes.

In examining these responses, we can assume that it is not only the companies who are creating the LGBT friendly environment but the colleagues themselves. This was seen in the manner the respondents answered our questions of whether their employer was LGBT friendly. One respondent answered with:

"It so happens that actually ...... my closest boss is a gay man as well. ... And then there is the other partner who is open towards gay people as well."

Another respondent replied with:

"I know there are some guys that are married, and they are in the company so there is no bad feelings in that sense."

Referring to some colleagues living in a homosexual marriage. This shows the importance of having a workplace environment where LGBT people who might be coming to terms with their identity can see that there is nothing wrong with their identity and that they will be accepted by co-workers and managers.

When interviewing a HR manager, she also acknowledged the importance of have a diverse workplace where the acceptance translated into the everyday work life:

"...it is not enough just to have a lot of diverse people they need to actually also work on being inclusive and being openminded towards other people's perspectives and I think exposure to other people with other backgrounds or with other attributes is actually the best way to reduces the stereotyping"

One comment made by Søren Larsen shows that managers are not necessarily be aware of the extent to which LGBT people hide their identities.

"...we don't believe that it is allowed to or necessary ask questions about [sexuality]. I actually I don't see the reason or need to put [LGBT friendly] in the job ad. But what I think we should, is a matter of management on a daily basis. I haven't seen the all the data, but I can say for my own department that I know we have two [homosexuals]. And it's not something that we or they hide. We talk normally and openly about it. And I don't see that we have any issues about that. I don't know. I haven't heard anything. I think it's a matter that you create an environment, where it's ok and more than ok to talk about it. So, it should be something where feel confident doing so."

Through this response we can see that because there are two people identifying as homosexuals in the office it is perceived that there is no discrimination. Due to our literature review reflecting that LGBT people experience subtle discrimination throughout their work life we assume that these individuals with a large possibility have also experienced forms of discrimination or bias. Furthermore, as we have discovered the act of coming out is not only a one-time thing and therefore we imagine that though these two individuals are out in their office other departments in the company may not have as friendly a discourse on the subject. In relation to these assumptions we make here we also asked our respondents whether they think companies should do more in terms of including the LGBT community into workplaces. To this question two of our respondents answered that they do not feel like companies should do more to include LGBT people one saying:

"It works out by itself. It is not an issue, it is not a problem in workplaces."

Another stating:

"I think a private life has not so much to do with work and therefore I really don't think so."

On one hand these statement support Søren Larsen's statement that there are no issues when to comes to being open and included in the workplace. Howdysever, the latter statement was made by Thor Andersen, this respondent identifies as a bisexual male. He is however not out in neither his work or private life. In regard to his identity Thor made the following statements:

"I had some relationships but after that I got married and lived a life with a normal Danish marriage." "I have been thinking a lot about my life and I found out that my father was very against those kind of things [bisexuality] so I had really difficulty with opening up."

Through these statements we derive that the respondent has a fear of being 'outed' without it being on his own terms. When a person is not 'out' they must constantly be aware of their actions which means distancing certain aspects of yourself from your colleagues occur as you do not with them to figure out about your identity. These acts of isolating yourself may create an image to your surroundings of not wanting to be part of the social sphere and lead to anxiety of whether you will be seen as untrustworthy one they find out about your LGBT identity. Furthermore, we see a desire in Thor Andersen's statements of wanting to be at a point where he does not feel excluded or in fear of coming out by saying that event such as pride are positive as it helps normalize LGBT people and helps give a voice to those LGBT individuals who are not yet open about their identity:

"I think the Pride is a good thing because it opens people's eyes, so they can see ok they are more than one. So, I think it is a good thing to do."

Another respondent supported this notion of diminishing the ideas that only heterosexuality is the norm:

"And in general, also just to kinda cancel out this whole "everyone is straight until anything else is said"."

Konstantinos Petrou gave his insights on how companies could focus on diversity:

"I think each company needs to focus on, because we're talking about diversity in a lot of different silos etc., so, it has to find at least where and why they need to focus where they want to focus so it's really linked. And there are a lot of a lot of things that a company can do. From the recruitment part, from the marketing campaigns, from any other campaigns that they can create and be vocal. Pride can be also a marketing campaign"

Konstantinos expresses his ideas of how companies can include LGBT minorities without the need for actions that take away from the companies bottom line. As mention earlier the simple act of putting LGBT friendly on their job ads in the recruitment process the company has with simple steps managed to integrate part of their diversity standpoints into the everyday processes. Konstantinos elaborates on his frustrations of how companies fail to integrate their non-discrimination policies into the companies:

"All the companies have this sleeping pill "we don't discriminate against anything, we accept anyone". But that's not really the case at times. Companies need to show examples of how they are doing these kinds of things."

These explanations show that though our respondents mostly find their workplaces to be LGBT-friendly most are not satisfied in the workplace atmospheres and they have concrete examples of where the companies can improve. Moreover, when we in our HR interviews asked whether they had any specific policies or programs towards the LGBT community we got the following answers:

"I mean we have basic equal opportunities and anti-discrimination rules and regulations according to, you know, Danish Law. And then we also have what is called the Novo Nordisk way which is our sort of cultural way of managing where we have an element that talks about we treat everyone with respect."

"...to my knowledge across the organisation there is a very common understanding that we just don't allow discrimination for sexual orientation, religion, race, gender whatever. But that's on the sort of openly discriminating behaviours."

These answers we find to be vague as they have no concrete evidence of how the companies integrate their diversity stands through the layers of the company. However, when asked whether they have an understanding of why people may hide their identities the response was:

"I can completely understand why someone would not want to share their sexual orientation at work because I am sure there still is a lot of lack of understanding or stereotyping ...... but to be honest I don't think it is any different form the stereotyping that occurs for instance with women in leadership positions I mean if you could hide your gender would you do it?"

The respondent moved on to speak of an experience of an American colleague who is a black woman. This individual had never used a profile picture on her LinkedIn page. However, after several people telling her to do so, she uploaded a picture without altering any other aspects of her profile. The immediate effects of this was that the number of calls that she got from head-hunters and recruiters dropped significantly when she put the picture of herself up. This story was an example of how other minorities such as the LGBT community also experience bias and stereotypes. With this comparison the interviewee herself confirms that companies in fact should have a greater focus on LGBT issues as they at the moment do not have a focus beyond what is legally required. Through shifting focus onto stories like these companies can help eradicate discrimination and shed a light on the frequency of unconscious bias. Currently the reason for not focussing on issues such as these is that companies wish to work with metrics in order to benchmark the progress:

"We primarily focus on gender and nationality when you are looking at metrics, and that's mostly because those are the metrics we have available and where it is possible to benchmark, so we take that as a sort of overall measure for inclusion and diversity in general."

These metrics are what many Danish companies focus on, and the LGBT focus is not a measure that Danish companies have a focus on even though research shows that 40 % of LGBT individual hide their identities at work. The challenge for Danish companies in terms of LGBT issues seems to be that HR management has not found an efficient way to study LGBT people attitudes and levels of acceptance in the workplaces. And since it in Denmark is illegal to keep track of a person's sexuality, it becomes a challenge for companies how to measure and benchmark improvements in this area. In process of collecting respondents for our interviews we were also met with the responses stating that they had no issues in the area of LGBT and therefore in was not a focus in the companies. Below is a e-mail received from GN Store Nord. We have removed name, e-mail, and phone number due to anonymity. As the e-mail is written in Danish we will paraphrase what is written:

Jeg kan kort fortælle, at vi ikke har specifikke initiativer på området. Og at det ikke er noget, vi, som virksomhed, oplever som en udfordring – altså at folk ikke vil dele deres seksualitet. Forskning kan sagtens vise et andet og mere korrekt billedet. Men GN har ikke fokus på LGBT personer. Fokus er på at skabe diversitet i forhold til kultur, nationalitet og køn. Så kommer det andet nok i 2. bølge.

Jeg synes derfor ikke at GN er interessante nok i forhold til din venindes speciale.

Men hun må super gerne sende mig litteratur på området. I så fald kan det være vi kan få større opmærksom på det fremadrettet.

Vh. ▪

Best regards/ Med venlig hilsen

▪▪▪▪▪▪▪▪ | Global HR Development Manager | M: +45▪▪▪▪▪▪ |
▪▪▪▪▪▪▪▪
GN Store Nord A/S | Group HR | Lautrupbjerg 7 | 2750 Ballerup | gn.com

GN   f in y

'I can briefly say that we do not have specific initiatives in this area. And that it is not something we, as a company, experience as a challenge – being that people do not want to share their sexuality. Research may show a different and more accurate image. But GN does not focus on LGBT people. The focus is on creating diversity in terms of culture, nationality, and gender. Then the rest probably comes in the 2nd wave.

Therefore, I do not think that GN is interesting enough in relation to the research thesis.'

The final remark of the e-mail reads that they welcome literature in the area. In that case the topic might get more attention in the future.

Responses such as this one reinforces our beliefs that the topic of LGBT people in Danish workplaces need further research and that companies lack knowledge in the area which can contribute in creating hostile environments for the LGBT community.

From everything mentioned above one can reach the conclusion that in order to create a more inclusive working environment towards LGBT employees, communication is very important. When there is an open channel of communication between people, prejudices and biases can be eliminated and most of the times it can help the LGBT people come out in the personal and working environment.

As Christian says in his interview:

"You have to allow them to ask damn questions. You have to allow them"

For that to happen people take advantage of various communication strategies. Some use bridging to try to build a "bridge" between the two parties and create good working environment for everyone. For instance:

"The way I do it, is sometimes ask them questions and say " So why do you think this? Just explain to me why do you have the need to criticise this bearded woman, this drag lady? Why do you have the need to do that?""

Others talk about using the cultural frame shifting strategy in order to achieve better and long-lasting results.

"They [the respondents' children] also had some books that are telling their story go to the kindergarten and they read it with the other children the pedagogues just to tell, see, and educate a little bit about how come some families are different but I think it is a very good way of enlightening some things."

Nonetheless, not all LGBT people feel comfortable talking openly about their sexual orientation or gender identity. So, in order for them to feel more comfortable in the workplace they use different communication strategies. Some of these people use passing or convergence. This means that they either act or talk in a way that they seem to be non-LGBT like the majority of employees in the organisation or change how they speak to non-LGBT employees in order to reduce conflict between them or possibly create a glass ceiling effect.

"I am not open with it. So almost nobody knows."

"That I sometimes feel people are making jokes that I don't think are funny. And I think I just tell people... I express how it makes me feel and then if they don't give a fuck about that then I talk to

someone like a team leader who is responsible, which has happened before. I am not afraid of speaking up I guess. But I become pretty silent."

"I think it just comes down to the fear of how people react. And I think most LGBT people have experienced the feeling of being discriminated and once you experience people being negative towards you just because of your sexuality I think it is just something that roots itself into you, so you become quite aware of who you are out to and who you are not. And I think for many people they just have a fear that it might come in the way of your opportunities at work, so you choose to keep it to yourself."

A frequent theme that arose in our interviews was that of how children should be educated on the topic. Several of the respondents believed that Denmark through improved sexual education can work towards diminishing stereotypes and help LGBT people in resonating with their identities earlier on:

"I guess in terms from kids very small to talking about that there are these different ways that you can identify and that nothing is better than the other and just to let them know very early that there is a lot of possibilities and you don't have to know right now."

Other respondents stated that though Denmark has sexual education it fails to mention the LGBT community:

"I think for starters what would really help in Denmark is if we educate people in schools. I remember having sex ed but there wasn't anything about being homo or bisexual or any other sexuality than straight and there definitely wasn't anything about being transgender. I think having a focus on the different sexual orientations and being transgender or having gender dysphoria are very important topics and I think teaching our youth about it will help people coming to terms with their sexual or gender identities much quicker and if children are exposed to it early on it won't be such a mysterious topic for people to talk about."

"I remember being eleven years old having my first sexual education and it was like penis, vagina. That's all. It just so squared. And right there and then I was like "bitch you are wrong". There's no other options?"

In addition, the concept of gender natural toilets arose:

"…. every time I see a gender-neutral toilet I become happy as well. Like even though I don't care, it makes me happy."

By educating our youth we might be able to decrease the amount of people who grow up with bias's and alleviate the obstacles companies meet when merging diverse teams:

"…we try to educate them on how to mitigate bias or different types of bias, when do they occur and how can we mitigate them and have a conversation about how they can actually anchor this in their teams to work with it so rather than trying to expect people to try and erase their own individuals bias we try to work with teams and talking about how you can have an open and constructive conversation around bias and what it means and when do you see it and how can we mitigate it when we agree that it is there."

As a final remark we would include the following remark made by one of our HR respondents when stating her professional opinion on how the current that is in Danish workplaces:

"I don't think it is a journey that we are going to complete in two years or even in five especially in a Danish cultural setting where we are by all means very very very homogenous as a society I think there is a lot more unconscious bias that we as Danes sometimes realise."

Chapter 5. Discussion and Conclusion

In this chapter we aim to demonstrate our contributions to the knowledge of LGBT people and workplaces by discussing our findings from our previous chapters. We will discuss how our findings contribute to the existing literature on how LGBT identities manage, perceive, and are perceived in workplaces. Moreover, we will revisit our research objectives in relation to our findings.

5.1. Revisiting the research aims in light of the findings

The aim of this thesis was to explore how LGBT people are challenged, negotiate, and conform in the process of managing their identities in Danish workplaces. With our research we wished to explore the extent to which the Danish workplaces are inclusive towards the LGBT community and whether the Danish society is as inclusive as its progressive legislation and liberal attitudes. In this thesis we sought out to find the answers to the following research questions:

RQ1: *What are the LGBT perceptions of Danish workplaces?*

RQ2: *How are these workplaces including the LGBT community?*

Given the above research objectives, we will now revisit how our findings led us to answer these questions.

5.2. What are the LGBT perceptions of Danish workplaces?

One of our main research goals were to explore what the LGBT perceptions are of Danish workplaces. In chapter 4 we used our data to explore this research question. Our findings led us to gather information and create a picture of how LGBT people perceive Danish workplaces and how they believe their own identities are viewed by organisations and colleagues. Through this analysis we explored the challenges the LGBT community faces in not only Danish workplaces but also society.

In working with this research question, we discovered that many facets shape the perceptions of individuals. These facets included: The extent to which a person is open about their identity, the presence of other out LGBT colleagues, the presence of LGBT policies, the impacts of legislation, discrimination, diversity management, organisational culture, and the importance of supportive management.

When analysing our interviews, we found a trend in the challenge's LGBT people perceive to have in Danish workplaces is the aspects that created a fear that coming out in workplaces may have retribution. The reason for the fear coming out was due how LGBT people perceived non-LGBT colleagues to have biased or negative attitudes towards the LGBT community. This perception mainly arose in forms of unconscious bias or subtle discrimination such as jokes or derogatory remarks towards LGBT identities. However, we also found that our respondents often felt like they could challenge these opinions without disclosing information about their own identity. This empowerment might stem from the support LGBT people in Denmark have due to anti-discrimination laws in Denmark and Europe, diversity training, support from management, and awareness of other openly gay employees. With a greater support and higher feelings of being accepted LGBT people perceived themselves to have greater agency in managing their identity and less fear of opening up. When the LGBT people are in doubt of the attitudes in the company and among their managers the question whether or not it is safe for them to be out in the workplace and whether risking career opportunities are worth disclosing your identity for. When LGBT people worked at companies they perceived as heteronormative and which lacked a presence of other LGBT people and lacked in diversity

measures towards the LGBT community the LGBT individuals tended to fell as if they should compromise on disclosing parts of their identities in order to conform or comfort the heteronormative attitudes. These findings correlated with our use of identity negation theory in our literature review. Depending on how the LGBT person thought their surroundings perceived the LGBT community the individual would adapt their identity or the extent to which they disclosed their identity in order to be in control of whether it might have any negative consequences.

Furthermore, we found a difference in the attitudes and perceptions between the LGBT people who were completely open about their identities compared to those who were not open about their identities. When the individuals were open about their identities they felt less insecure regarding their ability to manage their identity in the workplace which lead to a greater sense of belonging and happiness. The individuals who were not out feared the reactions it might have if they disclosed their identity and feared that they might be seen as untrustworthy due to not having opened up beforehand. The act of having to continuously be aware of their actions in order to not disclose their identity takes up of portion of energy creating less happy and productive employees.

Another point in where LGBT perceived companies more positively was with their willingness to attend events such as pride. Although LGBT people acknowledged that marketing may play a part for why companies support pride they were also more inclined to have increased positive feelings towards the company as the support helps give visibility and a voice to the LGBT community. However, these fears of coming out were not unwarranted as we did see individuals who chose to avoid certain industries or organisations as they did not feel like they could be accepted as being fully out and visible with their identity. While the respondents who did work in fields considered to be heteronormative also tended to believe that this aspect of their identity might not be appropriate to be open about in the workplace and the therefore had a tendency to filter our aspects of their identity to fit into the accepted norm. These findings show that the way in which LGBT perceive a workplace also defines how they manage their identity. If they experience discriminatory behaviour and bias the individual manages their identity in a way that produces negative feelings whereas if they experience openness and recognition, they manage their identity in ways that create positive feelings about their self.

5.3 How are these workplaces including the LGBT community?

Our second research question set out to explore how workplaces are including the LGBT community. A key finding here is that companies struggle with how to go about finding out whether

they have satisfied LGBT employees. The main obstacle is that they have no way of benchmarking in this area and therefore the diversity focus often does not focus on the area of LGBT. None of our respondents could talk of specific policies or LGBT diversity programs in their companies nor had any of them heard of LGBT networks. The Danish companies are faced with the challenge of how to approach the topic of LGBT-inclusiveness. Through our findings, we can see that HR departments have a lack of focus in the area of LGBT and they lack in knowledge of how to approach diversity in terms of LGBT identities.

Through our findings, we support the claims that heteronormativity in workplaces affects the inclusion of LGBT individuals which has an effect on the LGBT persons comfort, productiveness, and overall happiness. In our research, we have found that Danish companies can have a significant impact on how included LGBT people feel as being an equal member of society and through our findings we have encountered areas in the Danish workplaces where there is a definite need for improvement. For instance, the concerns raised in our introduction of how LGBT people hide their identities at work out of fear of negative consequences has been supported by our findings.

What we found when comparing the LGBT people who were out with the ones who were not out where the feelings of being able to shape their own identity. When our respondents who were now out reflected back to before they were out it seemed that they now felt as if they had more control of their identity as being out enabled them in speaking freely and openly about all aspects of their lives. In addition, when they disclosed their identity early on in a confident and relaxed manner they perceived that colleagues had an easier time accepting their identity. On the other hand, those who were not out felt they would be seen as untrustworthy or uncertain on their own identities which led to them not feeling they had the ability to affect how others might perceive LGBT people and therefore their own identity.

Another point in answering this research question was that LGBT people at times could feel that their identity should only be part of their private life at not mixed with work life. A negative aspect of this was that respondents felt unsure of what their identity was as the separation restricted them in certain social and networking aspects as they constantly had in mind that it would be unprofessional to combine private and work life. There are many aspects where the LGBT people who hide their identity might feel left out. For instance, if they are going through a divorce or breakup they may try to cover up what they are going through, or they are left out of conversations such as how their weekend

or holiday was spent, or they might not have the ability to bring a partner with them to social gatherings.

One key point we found in our research is the effect stereotyping and jokes can have on LGBT people. Very little attention is put on this subject from an organizational and managerial point of view. However, the subtle jokes and remarks where one of the greatest reasons for LGBT people having a fear of revealing their identity. From our data we can see how micro behaviour disrupts over time and can have a great impact on whether a person is out or not. It appears that the use of humour is an integral structure of Danish workplaces.

However, the jokes may reinforce heteronormative norms in the workplace discouraging people who do not conform with these ideas into isolating themselves. Although the use of humour might by some be described as part of the Danish culture and that the act of having the ability to make jokes show that everyone is equal it can also have the opposite effect and rather than normalising the LGBT community it marks the differences and marginalises the minorities. This is an important aspect for workplaces to consider as LGBT people manage their identity depending on their surroundings and based on their perception of whether it is a safe environment to come on it or not. When companies manage to recognise the steps LGBT people go through in their process of disclosing their identity they can ensure that these LGBT individuals have explicit knowledge that the management does not tolerate discrimination and that the LGBT people have support from top management in case they run into discrimination.

All the above lead to our final finding. Although, as mentioned above Denmark has laws against discrimination in the workplace and all the big companies here have diversity policies as well, that does not translate in the employees. We arrived in this conclusion by observing two things. First, that all the LGBT interviewees mentioned how they hear jokes about LGBT people in the workplace, which makes us believe that employees are not really informed about the types of discrimination that exist. That is why they do not realise that they are discriminating against LGBT when they are making jokes about them. That shows that the companies are not doing enough to include and educate people about LGBT, so that LGBT employees feel more comfortable and able to open up about their identity.

Second, when most companies refer to diversity policies that they have, mainly mean policies regarding gender (not male/female), ethnicity and maybe race. A good example that confirms that is the communication we had with a person from the HR department of a company for our master

thesis, who told us that she could not help us because in her company they did not have any policies regarding LGBT because they had no problem with that, but they did have policies about gender. The same answer we received from the HR people we interviewed. They said because they are not allowed by law to ask about sexual orientation and gender identity, they do not how many LGBT people had in the company and that is why they did not have any specific policies for LGBT people, but they had diversity policies. Also, when we asked the LGBT employees if they knew about diversity or LGBT policies that their current or previous workplace had, no one could answer surely. They said that they imagine that they must have some diversities policies, but they were not sure.

5.4 Future recommendation

5.4.1 Introduction

With our recommendations we go for a cultural change at Danish work environment on an organisational level. Cultural change alludes to change in a corporate's culture (Daft, 2004). For this reason, we will embrace Lewin's three step model. On the chance that Danish workplaces goes for sustainable change, it should also seek after a change in communication. Since the change we recommend is concentrating on corporate culture the applicable change communication model must target on inner correspondence.

Accordingly, we apply the model by Ford and Ford (1995). As per this model, change is a correspondence founded and motivated occurrence. It proposes four sorts of discussions directors can draw on while putting change into effect. These are initiative conversation, conversations for understanding, conversations for performance, and conversations for closure. By utilising initiative conversations managers can find a place where change can begin.

Through conversations for understanding the substance of initiative conversations is reviewed in more detail. In that way, they empower cognisance of the need and advantages of the proposed change. Conversations for performance start activities, for instance by making solicitation or offering guarantees, keeping in mind in the end the goal is to set up employees' dedication. Conversations for closure are essential to finish and support the change procedure. Through recognizing achievements and disappointments, they empower reflections on the applied change.

5.4.2 Recommendation

Our recommendation is improvement of the content and the way the sexual education courses are offered at schools. Although, it does not really help the LGBT employees in the Danish workplaces in the short term, in the long term it will help them a lot. As it derives from the findings the issue is not that the government or the organisations does not have laws or policies, it is that that people do not know about them unless they need them and there, there are not many things that can be done. One thing can be obligatory awareness seminars for all the employees in the Danish context once a year every year. Where in these seminars professional they will talk about discrimination and its forms and the diversity dimensions that exist in the general and in the company specifically. During these seminar employees will be empowered to speak their opinions, address conflicts and make suggestions. Another thing could be something small like participating in pride or creating a LGBT networks in the workplaces. Both of these actions should come from the management in a top down approach and not wait for the employees to request it.

However, that does not help much because by the time people have started working they are already biased towards certain things. But in school, which is the fountain of knowledge and children have not formed their biases, yet, deep change can happen. And it's not only gonna be for the non-LGBT but also for the LGBT. As we have seen in our analysis it is not only non-LGBT that can have prejudices towards LGBT people. It is also the other way around. With this kind of change both parties will get familiar with the sexual acts but also with the variety it exists among different people. Furthermore, both parties will consider it normal and harmony, fewer prejudice and discrimination between them will exist. And this will continue later on in the working environment.

5.5. Limitations and future implications

There are a few limitations on this paper. One limitation of our study is that the corpus of our interviews is a small sample. The reason for that is the limited time and the restriction of topic. Sexual orientation and gender identity are not topics that people like to talk about it publicly. If there was more time we could have organised the interviews better by creating focus groups in different sectors. Nevertheless, the interviews managed to offer us enough research material for our topic.

A second limitation is that the research is focused on a specific region, so the results of it will be placed in the context of Denmark. The application of the results and analysis has to be used precisely only for the Danish/ foreign Danish expat population. If this phenomenon is to be investigated in other European cities, further studies of those communities are needed to inspect for a possible general value of the results and if similarities are present in different cultural and sociological contexts.

Another limitation is the method we used to analyse our data. For our analysis we used content analysis in order to find patterns in communication and offer as much objectivity as possible in our results and paper. If we had used another analysis the results would be different.

5.6 Final Reflections

The LGBT community in Denmark has, since 1933 where homosexuality was decriminalized, experienced an ongoing development and improvement of their rights in Denmark. In 1989 Denmark was the first country to allow registered partnerships, and in recent years the right to marry, right to adopt and improved conditions for transgender individuals became a reality. However, we have through our research found that social and cultural acceptance towards the LGBT-community is not at the desired level. Through our data, we can see the LGBT-people do encounter discrimination and fear of acceptance.

The data we gathered through our interviews show a pattern of how LGBT people think and behave in the Danish work environments, and throughout the analysis, we can see a trend in the concerns of how LGBT people feel they must manage their identities in the workplaces. Through our interviews, we have identified a trend of constraints that LGBT individuals are met within their professional life. We have through our research identified factors that play a role in how LGBT people feel they are seen in workplaces and how they choose to handle different situations.

Furthermore, we have gained insights into the reasons why LGBT people encounter discrimination and the extent to which companies can have in including these individuals into workplaces.

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Appendix

Interview Transcriptions

Christian's Interview
First, if you could tell us your age, your nationality, your gender identity and your sexual orientation.
Right...So I am Danish, and I am 26 years old and I live in Frederiksberg or on Frederiksberg and I consider myself a gay man or a homosexual and I suppose would that be a gender identity I suppose I am a man.

So, how long have you worked at your company?
At my company, I work one and a half years.

And what do you do?
Student Assistant and then I do account managing as well. So, on contract, I am just a student assistant but really, it's more account managing.

And which company?
Simple Revolution, which is a communication agency based in the Meatpacken District Copenhagen.

And now, do you think Denmark as a society is open towards LGBT people?
I think it is. I think everything is rational or everything is in comparison with other countries I think Denmark has a very open society. So, I would say yes.
Are you open both on your private life and network?
I am.

Would you describe your employer as an LGBT friendly employer?
Definitely. Yeah. And it so happens that actually one of my, one of the partners of the company, my boss, my closest boss is a gay man as well. So, he is married to another man and is open as well. And then there is the other partner who is open towards gay people as well. So, it is a very very open vibe around the office and it's very inclusive both towards me as a student assistant but in general, towards the whole LGBT society, I guess.

So, do they have any different measures or through the management and HR do they aim towards the LGBT environment or do they try to be more inclusive?
No. No, I wouldn't say so and I don't think I was hired because I am a gay person. I think they find out later. Perhaps they got a hint. I don't know but I don't think I was hired because of my sexuality but I do think they are more open and I didn't know that my boss was a gay man either before I had been employed for a month or so and he said "I am married to a man. I have a husband".

Do you think that that has to do something with why they are so accepting? I mean if one of the bosses is kind of a gay man they kind of "have to»? Of course,

I think they do "have to" sort of accept gay people as he is a gay man himself. So, I definitely think it made them aware of how they should come across and then I think it has a lot to do with how you want to be perceived as an employer. How you want to be perceived as a person as well I suppose, in modern society. How you want to come across as a boss. So, I definitely think they I don't know subconsciously have thought; perhaps they actually articulated it. I don't know. But they are at least to some degree very aware that this is how they should be as a company. Open towards gay people.

May not in this company then but have you ever in Denmark felt different or treated differently because you came out as a gay man?
Yes, I have, and I am not sure whether it has something to do with how I... how to put it? I think it probably had much more to do with how I felt I should come across and how I felt I should be as an employee and as a man in general before I sort of came to terms with my own sexuality and everything. So, I would say that I felt different in other companies than I do in this one and it probably has a lot to do with how I... when you come of age and everything when you mature when you grow older. But I do think that having worked in other companies that it's something they should articulate. That they...you see it today that in big companies like Colorplast and Novo Nordisk that when you apply for a job there, in the subhead they put a "We want to be an open company and we want to encourage LGBT people and people regardless of ethnicity" and so on to apply. So, I think it's something that companies have become more aware of but five years ago when I worked as a project leader In Danish Heart Foundation, I was very unsure if I should actually come out and whether I should be open about it. So, I would say yes, I have felt different. It's a very long answer.

No that's a very good answer. You answered one of our other questions as well.

So, you have had companies where you haven't been out as well?
I had companies where I wasn't out at the beginning and then I came out later on my employment.

And did you felt different or treated differently?
No, no I don't think I've. I didn't feel as they treated me differently. I felt as they perceived me differently or at least to some degree. And being a project manager, I actually had employees. So, it was mostly towards them that I felt that I should be considerate of how I should come across as a person. Should I be open? Should I not be open? We had a lot of muslim workers who I, that was my own prejudice as well again, that I thought "Ah ok they are probably very conservative so perhaps I shouldn't come out then". And then I spoke to my boss and I came out to her and she said " A ok. well I had a hunch because you never, you've mentioned that you have someone at home, but you never mentioned if it was a boy or a girl." So, I came out to her and I said " I am worried. Should I come out to my employees as well? Should I tell the team that I am a gay man?" and she said " Well you are the boss. So, they either had to put up with it or if they don't want to do that they should just get out". That sort of changed my perspective on it but it also made me more sure about myself I suppose.

But do you think that in the end, it was your persistent as a boss because she said "you're the boss" well if you had an employee and you have had maybe a muslim team leader, do you think her response would have been the same? "Go for it"?

I think that has to do more with whether they were policies that would protect you in a way if you came out and someone was I don't know for example muslim and said something bad cause you were gay. So, were there policies that protected you from something like that? Or made you feel more secure?

I don't know. I think had I applied for the job. I think I would probably...That's a good question. I am not sure whether I would look into it or just be open. I think I would probably sort of you know test the waters and see how my colleagues feel about it. Oh, ok they are ok with it. Then I am just gonna be open about my sexual identity then. And then the boss is gonna know but he is just gonna have to put up with it and if he can't, he'll have to fire me then. But it's a hard question because you don't want to lose your job because of your sexuality. That's the worst-case scenario and I 've never heard of anyone in Denmark losing their job because of the sexuality thing.

But no one is gonna directly that's the reason they are firing you because there are laws in the EU that protect you in the workplace. I mean they cannot fire you just because you say I am gay, but they can make your life harder and either kind of issues like not getting promotions. That is why we are asking if there were policies. If you could address to the HR and say ok I am gay and this colleague for example...

If we are going back to my resume and looking back to the Danish Heart Foundation. I don't think there was any policy towards LGBT people or that they wanted to be inclusive. I do think they had an employee brochure saying, "We want to be open towards other ethnicities and other races" and I remember that they actually took one of my employees who was muslim, and they wanted to include her in one of this HR employer branding campaigns. And so, they showed a picture of her and I remember that we discussed that in the team and among also us leaders as well because we thought it was a bit hypocrite really. Yeah ok, but do you want the path? Do you practice what you preach? Do you actually encourage people or is it just window dressing? Is it just something you put out there, but you don't really practice it? And I remember that I felt "oh ok muslim and religions are one thing, LGBT people another thing. What about me?" And then we actually had another gay person in the team as well. So, I remember that I felt sort of very aware of him and I wondered how he feels about this? It's a good question about the policies because I think when you articulate stuff like that it becomes real and then you often walk towards it and you try to accommodate and you try to make it possible and try to work towards it.

Where do you think the companies should set in? What do you think they could do instead of doing this window dressing? Do you think it should come from the employers, the management, diversity trainings? How do you think it should be?

I think a combination would be good. I think it's always about striking the golden mean because I think if I had been a project manager at Danish Heart Foundation now and they had started sort of promoting me like with Apple, for example, the CEO of there, it's sort of striking the golden mean

there cause if you promote him or if you sort of shout out to the world that we have a gay CEO it sort of tips the balance because then it becomes about his sexuality and his sexual identity where it should about his profession and how he works and how he is good at his job. So, I think it's about striking the golden mean. Of course, you can say in your policies we are very inclusive. We have gay people in our staff, we have a gay project manager and we also do workshops where we talk about sexuality and how we as a company can become advocates of an inclusive company culture. I think a combination of it would be good. It's very risky to just rely on one way of promoting diversity.

Have you ever witnessed discrimination of LGBT employees or has it ever happened to you?
No, I wouldn't say discrimination.

Discrimination in a way like someone didn't get a promotion or something. Not like direct discrimination.
 No, I haven't. I wouldn't say I downplay my sexuality. I am very aware when I go to a job interview, I am not gonna state directly "Oh and I'm a gay man" but I might say "And then I have a partner his name is.....and we've been together for 5 years" when it comes to what I am doing in my spare time, I might mention it. So, I am very aware as a person of how I should articulate that aspect of my life and that aspect of my identity because I don't see my identity as just being a gay man but it's part of my identity. I am very aware of that. So, I haven't witnessed discrimination and I think you might have people witnessing discrimination if they are much more articulated or much more out there than I am. So, it's not as if I am downplaying my sexuality at all, I 've just decided that there are a lot of other aspects of my identity. But what I have witnessed is mocking or unkind remarks where I as a supervisor or a project manager back in the Danish Heart Foundation felt the need to step in. So, I remember that the bearded lady that won the Eurovision, there was a lot of talk in the team and I felt ok, so I am the boss should I step in? Should I comment and say, "Ok you are being very cruel right now". and I remember that they said "It's so weird that they put up a gay man. What are we gonna call her? Is it a he? Is it a she? It's bearded it". And then I actually thought "Ok now it's not me as a boss and not me as a professional. Now it's me as a gay man, as a homosexual person having the need to be an advocate, having the need to step up and say "Ok I think you should think about this. Does this person whoever he/she want to perceive herself, has the right to be just like the rest of us?" And so, in that way I haven't witnessed discrimination, but I have witnessed things where I felt the need to take action and become an advocate of LGBT culture and just sort of I don't know, provoke people a little bit and change their way of thinking.

And how do they react to that? I mean are they open to listening to a different point of view? Maybe it helped them understand something they don't know? because it's not something people actually like to talk about. It has been a big issue the last years, but it's only focused on specific things. It's not like people know a lot.
No, and that's exactly the golden nocket of it all. I think that when you approach people and when you want to educate them, you should view it as educating them. I think my partner now changed my whole view on that, a few years ago when he said to me "You have to allow them to ask damn questions. You have to allow them". So, I think like five years ago I probably, would have been brutal

and say, "Oh ok homophobe". But sometimes people ask damn questions and they are prejudiced because they don't know better because they haven't grown up in an LGBT friendly family or in a family where it was ok to be gay. So, I think how people react also depends a lot on how you approach them, and I suppose that relates back to the whole HR policy as well and whether you should just do media and adverts where you promote to the public that ok we have a gay person in our staff or whether you should do workshops as well. Cause if you do workshops as well, you educate your employees and the whole company really. So, you can walk the path. So, I think it depends a lot on how you approach people. The way I do it, is sometimes ask them questions and say " So why do you think this? Just explain to me why do you have the need to criticise this bearded woman, this drag lady? Why do you have the need to do that?" Whereas 5 years ago I would have chosen quite a different approach. It's very easy to come down to that path and just be brutal and criticise and say "homophobic bunch of people" but sometimes people just don't know better I think.

Are you conscious that some people in your workplace may not be out? Do you ever adapt your behaviour to thinking that maybe people are not open and are not comfortable with being out? Even with your boss being gay.
It's a small company right now so it's not that big so I think everyone is either married or with a partner and then we have an intern and she has just become a single woman, but she is straight, so she talks a lot about that. So, I think it's sort of difficult to take the point of culture in my current company, but I can now go back because we had this guy who I think he probably had been out for half a year when he applied for the job and I was his supervisor and his team leader. And I was very aware that he wasn't out, and I sort of took him under my wing and at least I felt it like that, I am not sure whether he sort of needed that at all. Or whether he felt that was right, but I just felt ok he's probably not that sure about himself, I am not gonna out him. I think gay people sometimes have a tendency to out other people. You see that when someone is very insecure about themselves they have the need to call someone out. That happened a lot to me; not in a work context; when I was working on coming out of the closet. So, I think I have sort of being very aware that someone might not be aware of their sexuality yet. So, just let them be for now but offer them a shoulder now and then. Offer them I place to come and talk and be open towards them and say that I am gay, so if you ever wanna talk, sometimes that is also very direct. So, just be yourself and show them that you can be happy as a gay person. And what happened with that specific guy was that a few months in he started opening up and said that "Ok, I actually have a boyfriend and it's very new". And he is from Romania so it's a bit difficult cause he had moved here and this whole conundrum, coming from a different country where LGBT culture was frowned upon and moving to Denmark where it is legal and where you are allowed to be yourself and having to adjust to that. I remember having a lot of good talks about that because he was really having a hard time with sort of being in a relationship as a guy who just came out of the closet and moved to another country. So, I remember we had a lot of talks about that and I think that now and then I just made it obvious to him with shuttle hints that hey I am open and if you ever want to talk come around. And that happened a few months in. I think a lot of people have experienced being outted by sometimes not even gay but also straight people that sort of sense that you are a gay person, I am gonna call you out. That's counterproductive and that's very mean.

I think that's the problem with Danish society. That we are so open. So, we are like it's not a problem because we don't care.

But do you really not care? I think because I am not from Denmark, I'm from Greece and in Greece, we are working towards being more LGBT friendly and doing stuff about that. Another reason we are not that open is because of the religion. But I think in Denmark exactly because you are so free, you can be whatever you want, that also kind of sometimes stops people cause from one point of view you say we are open, we are accepting about it but then you are also don't talk about it. Which I find controversial because if you are ok with it why don't you like people talking about it? If people are comfortable and ok with what they are, why wouldn't they like to talk about it?

I think it's difficult to explain why I would get offended if someone asked me directly "Hey are you gay?" or if sometimes people have said to me when I came out or when I have stated that I am with a man "Oh I didn't know that. But you don't seem gay. You don't seem gay at all" and then they don't get why I would take offense if they would say to me you don't seem gay. Because to me, and I am still working in processing why it offends me, but I think the reason for why it offends is I am a gay man and I don't wanna hear them say but you don't seem gay because it makes me feel like they look upon me as perfectly normal and then they just discovered that I had an illness they didn't know that I was walking around with. It's like the same with cancer. "Oh, I didn't know you had cancer". "Oh, you are gay. But I didn't know that". It's like it's not normal to be gay. You are gay, but you are perfectly functional. You go to work every day and you still do that but when you are a gay man ouaou. I still think that has to do with they don't know better and there are still people in Denmark who think that being gay is something you choose. That you get up one morning and sit on your bed and think "Today I am going to be a gay person". Which is not how it happens. I really believe, and research shows as well that we are born like this literally. So, I think that offends me that people you ask me " I didn't know you are. Ouaou you are gay" and it sort of relates back to your question why you wouldn't be open. Cause I don't want it to define me. And I know that some people out there are very inclusive and very open, and they don't care if you are gay or if you are not. But some people do and as soon as you come out to them and say, "I am a gay person", they might not let you know but they have changed their perception of you. They've changed the way they think about you. So, to me that sometimes at least is why I wouldn't come out to them directly or why I would take offense if they asked me directly. Because if they had the need to know, I would also think that since they need to know it's because they assign meaning to it. It's a good example with Greece and Italy as well where you have a strong part of your cultural identity which is religion, and which is this big moral sense of guiding you through life and telling you this is right, and this is wrong, how does that affect your sexuality.

There are a lot of aspects affected by your sexuality, whether you come out or not as well and there are a lot of things that you can get about so you might not be able to have children yourself but then there's another way of going about it. You can have a rainbow family, or you can adopt or whatever. I think in a work context, going forward if I am gonna move to another company, I think I would still, perhaps it's unconsciously really, have seconds thoughts whether I should come out or not directly or how I should state it going to a job interview if they ask me about my personal life. Should I state it

right ahead " I'm out. I'm a gay man." because I don't want that to define whether I get the job or not. And I think it's a brilliant question that you ask, the question that you asked me in the beginning. So, do they target gay people at your company because they are gay? And I would hope not because I don't want someone to hire me just because I am a gay person. I want them to hire me because I am a skilled project manager and because I am good at my job and because I have the right competencies. I want to work towards the society and I want to work towards industries and businesses where you can be out and be who you are, and it doesn't define whether you get the job or not and how you do in your job and I don't think we are there yet in Denmark. I think we are getting there and I think we are very much ahead from other countries, especially Eastern Europe and Russia for sure. But I think there is still a lot of work to be done.

If you were looking for a job would you choose an employer because they branding that they are accepting diversity, or you don't care? You don't look into that kind of stuff. Because you would feel more accepted.
If I were to apply for a new job, I would expect them to be open and encouraging diversity but if they didn't state that openly I wouldn't restrain from applying but I probably would be sort of a bit on my guard. So, I think during the job interview, I wouldn't state it directly that I am gay, and I probably wouldn't bring my laptop with an LGBT flag on it. But I don't think I would hand block companies and say these are the most trustworthy companies because they practice what they preach, they state that they encourage diversity. So, these are the companies that I am gonna apply for a job at. Because then again, I would also think that I would let my sexuality define me too much and if I end up in a very conservative company somewhere in North Jetlland, I would probably have a hard time at times to turn their heads around and say it's ok to be a gay man. Perfectly normal and functional at my job and I can do whatever you guys can do and I don't let my sexuality define me. It's just who I am. I would have a harder time in a conservative company than in a non-conservative company where they are open towards LGBT people. And hopefully going forward whether you are a conservative company or not it's just gonna become a hygiene factor that you are open, and you encourage diversity. And again, I don't think we are there yet, but I wouldn't say I am only going to apply for a job in a company where I heard on the news that they work as an LGBT advocate or if I've seen them in the Pride Parade more than once.

What do you think is the most important the businesses to hit their border line, do what's best for border line, or do what's morally correct? because you just mentioned Russia and yesterday I just read that Hummel they wanted to do a campaign with donating whatever they get from selling football jerseys to the LGBT in Russia. And then they said that we wanted to do it in Russia, but we were encouraged not to. So now the campaign is in Aarhus. What do you think about the things that are going to hit their border line, so they choose not to do what's morally correct?
It's the whole question about CSR really. Freidman said, "The business of business is business". So, if I was the CEO, I think I would probably also have to still take into account ok I might want to become a cultural advocate, I might want to become an LGBT advocate, but I still have to make sure we are not in the red in the next fiscal year. It depends on the kind of company you are, and they still do sports clothing and that's why I think it relates back to the whole CSR. And I'm a business student

as well, so of course, I know these stuff, so I can't help thinking in terms of that. But I would say that it's also a question of how far it gets away from the product. So, would you start branding sneakers as LGBT friendly? But what is the main thing that people go for when they are buying sneakers? Ok, it is that it is probably fashionable but also good outwear. But then again if you hit sales and say ok we are going down this path and we are going to choose to become cultural advocates, I would expect them to practice what they preach. And I would think it's a bit strange that they choose to do a campaign that promotes LGBT friendliness in Russia and then target people in Aarhus, cause people in Aarhus are very aware as the rest of Denmark is that Russia isn't LGBT friendly. So, it's really about prioritising. If I was a customer at Hummel, I would easily get offended if they were to do a campaign like that. And I would only be offended when they choose to do a campaign like that and then don't do it properly. And then I would think less of them and I wouldn't have thought that if they hadn't chosen to do that campaign. You see what I mean? You really have to go forward and do it full out or not. And then if you need to do something else do something internal, communication-wise, workshops where you promote account managers or sales people that go to Russia and sale your sneakers; make sure they are LGBT friendly and make sure they can practice.

Going back to the openness in the working place, do you think it's easier if you are already in a relationship, you kind of feel more secure, to be open about your sexual orientation or is it harder when are single because you kind of have to justify your identity?

I haven't thought about it. I do remember when I just came out and when I just sort of started being open at the Danish Heart Foundation about my sexuality towards my employees I was very aware that it's ok to go down and put a hand on the women in the team and say "Oh hey. How are you doing?" but I shouldn't do that with the guys because they might think that I am hitting on them and I don't want to hear complains about sexual harassment from my side. And then again, it's my own prejudice and it wasn't a problem and then it got to a point where I felt at ease and I didn't really think about it and I found out they didn't really think about it. Perhaps they did, and they didn't show it. I don't know but I think it's easier to say it if you are with someone because that sorts of closes the whole discussion on what's your type and etc. What I do remember from when I was out and single, is that I never met people being totally inappropriate and saying, " Oh I know someone you have to meet," or "You better not be alone in a meeting room with your boss cause then you might end up I don't know hitting on him or whatever".

Inna's Interview
Can you tell us your nationality, age, sexual and gender identification?

Yes, I am Danish. I am 39 years of age and I am a lesbian.

Can you tell us about your workplace?

I study to be a pedagogue. But I work with some people in that area in my spare time as a substitute.

Do you think the Danish society is open towards the LGBT-community?

Yes, I think so, when came out for about 20 years ago. I thought it was a little bit difficult towards today, people are more open-minded now. And I also think it is because of the social media and the famous people coming out and being cool about it. I have never met anyone who has anything towards me or my sexuality, had any problems with them.

Would you describe the place you work as open towards LGBT-people?

Very much, very much I think so.

So, you are open about your sexuality?

Yes, I have always been open about my sexuality from the day I came out. I made the decision that if I was going to be becoming out of the closet, I had to be relaxed about it and then I thought people would be relaxed about it too and it has also been that way all the time where ever I have worked I have never met any problems with it. People have asked me about it because of their curiosity and maybe there were some things they didn't understand about it then we talked about it and I could answer it once but is has never been a problem. And we would always be open about it.

The places you have worked have the management had any processes trying to include people? Have they tried to attract people who are LGBT through job descriptions or they had diversity program teaching people about LGBT, policies that protect you?

No, I have never met that. The places I have worked it has always just been a part of me and there has never been any problems about it. There has not been issues about it. But I have always if I have been in an interview to a job position I always already there I've been talking about my sexuality. Not because I wanted to say it but because I have children with a woman and it has been that way, so it has never been something I wanted to hide.

Do you ever feel that when people hear it that they have a different opinion of you?

No. No I don't think so. I don't think they have another opinion of me, but it is also because it is so spoken, and everybody knows someone or if they haven't met anyone then they met me, and we talked and there are many questions. But also, in terms of me having children with another women, how do you do that, or how is it the life between two women and having children, you know the role models and so on. That is the kind of questions they would ask.

Do you think workplaces should have a focus on training people to be more open or do you think it works out by itself?

It works out by itself. It is not an issue, it is not a problem in workplaces. And also, among my friends, I haven't met any stories where it has been a problem.

You said you have been out for 20 years. Do you feel it has become easier throughout the years or has it been the same situation since you came out?

I think it has become easier. It has become easier also because of social media. When I came out 20 years ago we also just had the internet and then it was difficult because I lived in a little city up north in Denmark and there was not the possibility of meeting anyone. Now it's one click away and you can

go into groups and have interactions with other people who have the same sexuality as you. Then you can find yourself a little better. That is my experience.

So, you have never experienced or witnessed discrimination because of your identity?

No, not really. Not in the workplace. In general, the only thing I have experienced is with the right to get married in church it has only been a few years ago that it became legal to get married in the church. Otherwise I think all the laws in Denmark are up to date towards LGBT standards.

So, you say in general at job interviews you are always open about your sexuality and that you have children with a woman. How about you colleagues, is it something you say right away or is it something that just comes up natural?

It comes up naturally if I talked about my family. There was once when I was at a job interview and I said I had a 2-months year-old child at home and then she said why are you applying for this job then? "Oh it's because of my wife is at home with him. So, it comes out naturally that way, it's not like I go to a job interview and say hello here is me and my sexuality, but I think for me it goes together these two things. I am proud of who I am, and I have always been and because I am so natural about I think it is natural for other people also.

You never felt that people sometimes cross the line with their questions, that they get too personal?

Yeah sometimes I have met it but it more like if I am in a pub or something and drunk men that's when I meet it but then I also that's the way it is. But I don't go in conversation or discussion with people that I can feel at first are just wanted to bring it down or just wanted say it's not normal or somethings then I just that's your problem not mine. I have met it but not that much and it is also from stupidity it comes those questions.

If someone at your work makes a joke about something they have seen or read about an LGBT person, what is your usual reaction to that?

It depends. It depends a lot because if I felt its unworthy then I say something, but I am also a very ironic and sarcastic person so often I just go along with it. But that is because there is nothing crossing my own feelings or morality and then it is ok but if it is something then I stand up for it. If it is something about me or my sexuality or another LGBT person then I sometimes put the example of what if it was you or your children. And if a person feels like they want to be another gender that would be terrible then we would have a discussion or dialogue about it and then people can see oh yeah that's right because often it's easier to talk about something if it is not me and you. But if your daughter or sister or brother or something it becomes personal. So, I always stand up for it also if I don't understand it but that's just uvidenhed (ignorance).

Big occasions such as pride where many companies jump on board with the pride. How do you think about that? Do you think it is positive for the LGBT community or do you think it is mostly for marketing?

I hope it is a little of both and I can also understand if it is a little of both. From the companies I see a useful way of getting their statement but I think for the LGB society it also puts a look on what is this

and the thing of pride is it started in Copenhagen then it came to Århus and now it is in Aalborg nearby where I live and I have been to them all and I think it is a celebration and I think it is important but it is also a party.

I don't know how much people are discriminated against today about their sexuality, I have never met anyone who has been discriminated about it actually.

There has been research in Denmark that shows that 40 % of LGBT people hide their identity at work and that is a big number for a progressive country and that is why we are looking into the reasons for why people may not be open about their sexuality.

I know I read in an English interview with some LGBT persons where the rating for depression and phycological problems are more high than another person normal person. It is because of the sexuality and they feel not comfortable and that I remember I felt was a very high number.

When you apply for a job are you interested in if your employer promotes diversity or not? If a company shows that they want to include people of different religion, nationality, gender, LGBT policies, is that something that makes you more positive towards that company?

I don't think when the companies are selecting the people they want but I can also see some qualities why they want for example men towards women if there are a lot of women in the workplace because this balance between men and women I think is a good balance. So yeah, I think it is up to the company and it is up to applier if you don't want then don't apply if someone says they want this and this. That's the way I think about it.

With your education and working with children do you think its important that children from a young age learn about these things?

I could say with my own children, I have a daughter of 4 and two boys of 5 and 6 years of age. I have told them from the beginning that they haven't got a father because they are donor children and we have an anonymous donor but that is because I don't want them to grow up having a fantasy about what is a father and the big one he is proud about not having a father, but it doesn't make him special that way he is just oh that's just the way it is. And also, his friends from school are like oh Arthur has two mothers and not a father and they are not judgemental children that's just the way it is. But I also got books for my children to show them that there are other families like ours and I also got friends who have the same family constellation that we have so they can see that there are other people that are like us where there are two mothers and not a father. They also had some books that are telling their story go to the kindergarten and they read it with the other children the pedagogues just to tell, see, and educate a little bit about how come some families are different but I think it is a very good way of enlightening some things.

Do you think we should focus more on these things in Denmark, so people who don't know any LGBT-people see these situations too?

No, I don't think it has to have more focus I think it has the right focus right now. But it also is about the people, the LGBT-people, that we are open about it and relaxed about it and that we don't assume that other people have a problem with it. So, I think it's something within ourselves to be

open and relaxed about it. But also sometimes to have a forholdsregler (precautions) towards it because in September I was in Egypt with my girlfriend and I know it is a Muslim country then I didn't behave the same way that I would behave in Denmark and that is all because I know about the culture and I have respect but its not going to make me different but just a little bit anyway. I take mine forholdsregler (precautions).

Do you think international companies based in Denmark should do more to bring focus the LGBT-community in other countries where they are less open towards the LGBT-community?

That would be a start to tell how it is in other countries and yeah maybe the big companies have more power towards that than what we have. So yes that would be a good idea I think. But I also think, some of mu friends that are heterosexual they have said to me why are celebrating diversity why are you having a party once a year to show how you are cause we are not doing that. And I talk about it and say yes but you are also the norm the normal thing. We are.. yeah we are different but sometimes we have too much issues about our sexuality that we make it other issues I think we should just live our lives the way we are and the people wants us wants us and the people we don't we keep away from and that's not different from being heterosexual.

Do you ever think about that some people around you or in your workplace are not open about their sexuality and are you conscious that some people may be afraid to come out?

It is very far from the way that I am. But of course, some people could have some difficulties towards it. I have sometimes had my thoughts about I think someone is probably gay but its just my feelings you know. He or she yeah, I don't know what to say about it but I hope and I think that people should be who they are and when they are ready because sometimes some people do it very early in life because they are aware of it and some go along with it for many years and suddenly they can see that's the way it is and then they come out. So, I hope that people are not hiding it.

Thor's Interview
Can you tell us your nationality and your age?
Yes, I am Danish, and I am 54 years old.

Your sexual orientation and your gender identity?
I am what I call bisexual interested

Can you describe your current job situation?
I am working in a laboratory in a company where there is around 200 people.

Do you think the Danish is open towards the LGBT community?
Yes, in a way I think they are but for my situation I am not open with it. So almost nobody knows.

Is that because you employer is not LGBT friendly?
No it's not that because I know there are some guys that are married and they are in the company so there is no bad feelings in that sense.

And the people in your personal life do not know either?

Only one of my sons

Would you say your company has a friendly environment towards the LGBT community?

Yes, I think so

Do they have any specific policies?

I am not sure. I cannot answer that exactly, I am not sure.

If you were to come out in your workplace, do you think people would change their perception of you?

No. I don't think so, but I have the feeling that it is not necessary for them to know that I am bisexual because I don't think other people would go and tell about their fantasies and something in that direction so for me I don't feel comfortable to say these kinds of things in my job.

What if you were to be in a relationship with a man would you then be comfortable with saying it?

Yes, I think so.

Do you feel there has been a progress during the past few years regarding LGBT acceptance and inclusion?

I think its different. There are some people you can talk with and who are really open and don't have bad feelings about sexuality and these kind of things but there are also, I think, altså jeg føler det ikke der er sket ændringer fordi hvad skal man sige det par jeg kender de har været gift I 25 år og har være ansat I firmaet I rigtig mange år.

Så du tror ikke det var sværere for 20 år siden at komme ud end det er nu?

Det tror jeg.

Do you think your company should try and do more to include people and teach people about diversity and the LGBT community?

Again, I think a private life has not so much to do with work and therefore I really don't think so.

Have you ever heard discrimination against LGBT people?

Yes I have. It was not yesterday but the day before I am in a group of singles that are looking for new relationships and in that group, I posted that I am bisexual to know what people are thinking and I'll say about maybe there were 40 that gave an answer and there was only one that would accept to be with a guy that was bisexual.

Do you think that is something wrong in the Danish society that people have the wrong image of what sexuality is?

Yes, I think a lot of people they don't talk about it and because they don't talk it gives them a lot of

mystery and that's for my point of view because my feeling is sexuality is something basic for all people and I don't think something is wrong something is right from my point of view everything is ok.

And where do you think in the Danish society we could change the perception that people have? Do you think it should from companies, social media, school, education?
Yes, I think the only way to it is that when kids are about 12-14 years old they should know about that kind of things. And maybe there should be some role models that come and speak open about I am so and so and why. That I think.

If someone at your workplace makes a negative comment towards someone homosexual or bisexual, would you say something?
I think I would say something but I have never seen something in that direction.

What is your reason for not being open about your sexuality?
It is because I have had en identitetkrise. In that process I have been thinking a lot about my life and I found out that my father was very han mente at det var helt forkert, det kunne man slet ikke. My father was against those kind of things so I had really difficulty with opening up.

Tror du det sådan er noget du altid har vidst og tænkt over og lagt låg på?
Jeg har lagt låg på det. Jeg har gjort mig erfaringer when I was about 12-14 years I had some expirience and again when I was about 18-20 years again I had some relationships but after that I got married and lived a life with a normal Danish marriage.

Do you that if your parents where more accepting you would be open about it, even in the working environment?
Of course I cannot say but I think so. And I can tell you one of my boys is homosexual and he has told that when he was 17 years old and I think that's maybe why I'm thinking in that direction.

It is nothing you ever talked to you wife about?
No, and I am not married with her anymore.

You mentioned to us before the interview that you are going to a bi-sexual meeting after this interview, does this mean you are in the process of finding out what you want and is it something you would like everyone to know or do you think it is something you prefer to keep to yourself?
I'm in the process of finding out who I am. I think it is difficult to find out who I am and its not easy but there are a lot of things where I am looking for sex of course but I have found out that a good relationship is more important for me than the sexuality so I'll say it in that way that in whole my marriage I had been satisfied with the sexuality I had had and I never felt that something was missing or something but I think the most important for me is the close relationship some other people.

Events like the Pride where companies jump on board and do marketing and all these things, what

effect do you think that has on you and the feelings you have about your sexuality?
I think the Pride is a good thing because it opens people's eyes, so they can see ok they are more than one. So, I think it is a good thing to do.

Do you think these companies should try to go to other countries who are more negative and closed minded towards the LGBT, do you think it is these companies' job to try and affect positive change in other countries?
Yes I think so. And I think it is in Russia where it is forbidden to be homosexual and I cannot understand that kind of law.

Do you think it is important for a company to address diversity, is it something for example you said that your son is openly homosexual, is it something you would suggest for him to look for a company that's open towards that because then he would feel more accepted an open about it or in the workplace it doesn't really matter that much?
I would say in the workplace it is from my point of view not so needed because would is happening in the bedroom in that house is theirs.

In terms of not working but socialising do you think that you having this identity crisis that it has ever stopped you from opening or going out with your colleagues that they don't know this element about you?
Could du også lige sige det på dansk bare lige så jeg forstår?

Ja selvfølgelig at hvis du tænker ikke arbejdsmæssigt men det sociale med dine kollegaer er du nogensinde blevet holdt tilbage fra at gå ud med dem og være med dem privat fordi de ikke kender det her element om dig?
Nej det har jeg altid gjort så det har ikke holdt mig tilbage.

Og tror du hvis du kom i et forhold med en mand tror du så at folk ville have en anden holdning til dig eller ville det være det samme? Om du siger det er mere om forholdet og ikke om det seksuelle.
I think it would be the same. I cannot see why it should not be the same but of course I don't know.

Are you part in any network, if there is any LGBT network in the company?
No there is nothing in the company at all.

Should there be? To show more support and acceptance.
I of course don't know how many people in the company that are.
But it doesn't have to be for only those who are.
Of course, it could be for everyone. I think it could be ok to have something but I don't know how it should work but I am trying to be open in some Facebooks groups to try to open up but I'm still not there where I will open up and tell everyone that I am bisexual.

If you can put words to why, do you think you could explain you don't feel like saying oh I am bisexual, what do you think holds you back? Because before you said it is a open society so what is it that you think is stopping you? .....Can it be the family?
It could be my family that they would not feel good about it so that I think is the main reason.

And do you think for those people who are straight and has someone in the family who might be bisexual do you think if we had more focus on it in Denmark that your family would be more open towards it?
It is difficult to say but I think if we are more and more open for everything then it will help of course.

What can you do to make people open up? What would make you feel comfortable to be more open about it?
I think that it if it was normal to talk when you are sitting with other guys and talking about sex, normal sex and fantasies and so on. I think it would be a good thing because I believe that everyone has some kind of fantasy.

You say you have been out in some Facebook groups and such. Is it mainly LGBT groups?
No. It is normal dating groups.

You don't want to aim at an LGBT community? Føler du hellere du vil være i almindelige grupper eller føler du det er bedre at være i LGBT grupper?
Jeg har ikke fundet nogen. I have not found any LGBT groups, I found one but in that everything was open so and I was in there and I wrote something and the day after someone came and asked me what are you doing? And that I think is not the way I want it.

So, are you looking to find closed LGBT groups or are you more comfortable with staying in normal Danish dating sites?
I think I will try to find that kind of group and I will talk about that in the evening here [at the bi-group meeting]

Are you conscious about other people around you who may also be going through the same thing you are, is it something you think about and something you try to cue people in on?
Hvis jeg fortsår dig rigtigt så spørger du om jeg prøver på at se på andre mennesker og se på om der er andre biseksuelle i mellem. Ikke om de er biseksuelle, men om de går igennem den samme form for tanke process som du er i nu. Ja det prøver jeg. Det jo blandt derfor jeg skrev på den Facebook gruppe at jeg var sådan det var for at få nogle reaktioner. To get some reactions but I think the reaction what what I thought it would be and that was not so nice. Not so positive.

Isn't it strange that all though you say that Denmark is open and not only you, many people say that Denmark is an open culture, but you are still afraid of the negative reaction of coming out.
Yes and maybe that is totally stupid I don't know but I have just not come to that stage where I can do

it.

In that post you made the negative comments was it mostly females or males who were negative?
I think there was almost no man who commented at all and the girls where against it. They could not see themselves in a relationship with somebody who is bi.

You said one of your sons is homosexual I imagine that is the son you have told about your sexuality as well. Do you try to help each other, I mean he is younger and he is more certain with his identity do you talk with him to see, to find out maybe the reactions of the people maybe that can help you also be surer of yourself?
I try not talk a little but not every day but in some special situations where I have something that I feel then I talk with him.

Do you think it would be easier for you to be in a relationship another bisexual person?
Yes, I think so from my point of view I believe that other bisexual people are more open about their sexuality and I'd say it that way I'm not sure that I will have a lot of sex with men that is not the point. I think I am monogam so the one I will find should be the one.

Do you think that is a problem now you say that you are monogam that biseksuals are sometimes viewed as..
Yes, I think that is one of the things that people are saying is that people are saying then I cannot believe that you will be mine. And from my point of view that is stupid because we have thousands of women here and so I cannot see

Do you think in society that we should try and detach romance and sex from each other?
Yes, it is two different things. I believe that sex is something physic and I believe that everyone needs it. But det psykiske (mental) det der sker inde I hovedet in the mind that is something else and I think that is the most important in long terms.

Emilie's Interview
Ok if you can start out by telling us your age and your cultural background.
Well I am 25 and I am Danish.

Great. And your gender identity and your sexual identity.
Well, I am a woman I guess, and I don't know what I prefer. I don't really know that.

And then a quick summary of where you work.
Well, I work at DTU which is the Technical University here in Denmark, in a research center and I work in Communications.

And how long have you worked there?
Almost two and a half years.

And do you think Danish society as a whole is open towards LGBT people?

I think in general yes and I think particularly the younger generations are very open. Of course, I think there are some remanences of the past or whatever for some older people. I don't think they are necessarily against it, but I think they have a harder time understanding it or whatever cause they were raised with something else. So, I think they might also sometimes say something that sounds very not good for younger people. But I don't think they necessarily mean it in a bad way.

And your employer, DTU, do you think they are LGBT friendly?

I don't really know actually. I would think that DTU as a whole probably have a whole policy around how to be open and when you apply for a job there they also say they encourage people of all ages, places, whatever, handicupped. So, I guess, I think they are very open in general, but I don't know in particular at the place I work it's not really something that has been approached in any way. How open they are in different things.

Do you have any open LGBT colleagues?

No, not as far as I know but at least not of the people I talk to. So, maybe someone is open, and I just don't know it. It's also possible.

Have you ever talked about your feelings or your identity or not really knowing what you're into in your workplace?

No, but in general I would say I'm very private. Unless someone asks me, I would probably answer straight forward but otherwise I wouldn't go and just blare it out, no matter if I had a guy boyfriend or a girlfriend or whatever. I think I would just keep it to myself until it would casually be brought into a conversation anyways.

And do you think your company should do more to promote an open environment? You say they probably have policies, but do you think they should do more, so you actually feel it through the company?

Well, I guess so. In terms, if people feel like they can't say what they prefer, if they are put in a box or anything, I guess it is something it should be promoted. And in general, also just to kinda cancel out this whole "everyone is straight until anything else is said". So, in that sense I think it would be a good idea, cause I was hoping it would influence the way people talk and act around the job, cause people who are straight, very straight, have always been straight and just live a very normal life or whatever, I think they sometimes make some chokes or say some things that might be inappropriate. Or they don't think how it may affect other people's feelings. If you had a more open policy around things and say dddd then maybe people would also think twice before they just blare something out that they might not mean anything by, but they might sound very wrong if you have other preferences than they do.

Do you have specific examples of situations of these? Of discrimination or jokes or so in the workplace?

Well...there was something with colour at one point where "it looks very devious or something" and I don't remember who said it, but it was very weird comment I thought and then otherwise it is more like a gossip thing. I think sometimes if people bring up someone who "Oh do you think he is gay?" Like "I don't know. I didn't consider it. I don't know him that well and maybe he is and what then?" I mean it's been more the gossip around the corners if then people are thinking maybe someone is gay or not. So, more like that. I haven't experienced anything very inappropriate I would say.

And you think when people start to gossip about someone being gay, do they change their perceptions of the person?
I think in this case kind of but the colleague that my other colleague was talking about, he is from Iran. So, I think the reason why it was like " Oh, do you think he is gay?" is also cause of his cultural background and probably now I am gonna sound very...but how difficult it is that then for him if he comes from that culture where it is probably not as accepted at it as it back here and is that maybe why he is in Denmark? and all the things then start. So, in some ways it might sounded like maybe his perception of the story have changed a bit.

And you said early, it's always assumed that people are straight. Do you think that makes it harder to figure out who you are and what you like?
I think you are not as quick to say if you think you maybe something else cause you don't wanna, at least for me, I don't wanna be put in any box. So, it's easier just to stay with the default and then you can figure it out on your own, instead of if you say, "I think I like girls". Then you are a lesbian or whatever. It feels more like a label than just being straight. It doesn't feel like a label in the same way. At least, I think so. So, I think in that way, if people wanna compote to more open conversation about it, it should definitely be changed cause it does then feel like you have to find another label if you wanna talk about it or otherwise stick to what you know.

And you think people would perceive you differently if you came and said, " I have a boyfriend" or if you said, "I have a girlfriend"?
Yeah, I think there will always be an element of surprise or people being like "oh" in terms of saying if you have a boyfriend "Ok, what is his name?". And I think people would be like " Oh" and ask different questions if it's a girlfriend and then probably gossip more about it afterwards I would imagine.

When you say I think they would gossip. Would that mean that you would be not that willing to be open if it was girlfriend compared to a boyfriend? Would you think twice about it?
I would probably consider it more carefully, at least also what I said. But I think I would still say it cause I wouldn't wanna feel also on that person's behalf, I don't wanna hide that person. Cause I think that would also be very hurtful, if they found out "Oh yeah, I don't really tell people about you. You are my secret". I think that would not be very nice, but I think I would definitely think more about how you present also the person. Cause I would be more scared about what they might say afterwards and whatever.

Isn't it a little strange though that you work in a university and you think that if you came out as a lesbian, for example, that people might actually talk kind of negatively in a way about it? I mean usually the perception is that in universities it's more of an open and accepting environment since you have usually in DTU, CBS as well many international students? Many international students mean different backgrounds. So, I guess they kind of have to be more open also in that department?

No, I don't think so cause I think a lot of the things when you also say universities are open or whatever, are also very political. They have to send a message. So, even though the policies say that we are very open, it doesn't mean that all people at the university are very open. And I also that academic culture if you wanna go there, in terms that I work in research centre and we have a lot of researchers, some of them are also old school. I don't think just because you are a researcher, you are necessarily very open. It can be like any other aspect of society. I think that it doesn't necessarily mean that you are a certain type just because you work at a university. So, I think it's same as what represents society and I think still the whole LGBT, people are still working on how to talk about it and how to "handle it" (sounds wrong) but people don't wanna say anything wrong, but they might also have grown up with a certain talking about things. So, again they don't think about what they are actually saying because they just threw out a joke that they made for the millionth time but they don't really think about what they are saying.

When you saying some people make jokes, do either you step in and say something maybe you think it crosses a line or you have experienced someone else saying?

I don't think that in a joke situation, I would probably think it's not funny and then not react to it. But in general, if people are saying things that I think is inappropriate or not ok to say, I think so. I do sometimes step in, when I think it's over the line to talk that way.

Are people open about it? I mean towards having a discussion and then hearing your opinion?

I would think in most cases cause again there are sometimes people just blare something out and then if there is someone who has an opposing opinion, they are mostly likely to discuss. I think normally people would have strong opinions that I definitely do not agree to. So, I guess yes.

In terms of you saying you don't really know your identity, or you don't want to put a label on yourself. If the subject of LGBT comes up, do you think you hold yourself back more, cause you don't really want to open up the conversation about yourself than if it was something else like racism?

No, I don't think so cause I wouldn't include myself as an example or whatever. I wouldn't try to draw it back on myself other than maybe say that I wouldn't want people to talk about me like that. But otherwise, I would just not come with personal examples or whatever, but still try to discuss in another manner.

Before working in the DTU have you worked somewhere else?

Yeah, I have worked at Bilka, for example, but I know nothing about their policy or whatever. It's a lot of young people working. I think it would be more open in some way actually cause it's another culture. A lot of young people and people party anyways and kissing whoever. I think it just something else. And then I've been in a couple of other places as well.

Do you care if companies have policies or not? Or is it not something you look into? Not only about LGBT. Diversity in general.

To be honest it's not that I have been looking for a job right now and it's not something I have researched at all. Of course, you try to figure out if they have good reputation, in terms of "Is it a nice place to work?" but I have not looked into at all what policy they have on diversity or anything. But I think in general, I don't think there is a bad situation in most Danish workplaces, at least what I have experienced so far. And any talk in the corner has been minor. At least what I've seen but maybe I haven't noticed it as much. If I knew that I was gay or something maybe I would notice it more.

And then there are the events, like Pride, in different countries and where a lot of companies jump on board and try to market their companies. Do you think it has value and it changes the perception in society or do you think companies only do it for marketing it doesn't actually transcend into society?

Wait, do you think it has value? I still think if a company chooses to participate in pride, they still make a conscious choice and it's definitely something I would think they sat down and discussed and reached the conclusion on being represented here and show that we support. I don't know how much it does on society as such, but I would think so that in the long run it does have like a people effect. Cause if people are part of companies that support pride, it does show something. Even though if they don't have the craziest policy. I still think it's a good start in some way cause it still there. You reach out to the world. So, they still must have made some kind of effort I would think cause otherwise they might get a backlash as well, if they were like "Yeah, we support Pride" and then I don't know two days after twenty people were saying that they are treated back in the workplace cause they were gay, or transgender or whatever. So, in that way I think it does have an effect.

Another example is Hummel, they were doing a campaign doing the World Cup because in Russia the LGBT acceptance is not very strong. So, they started a campaign where they wanted to donate the profits of a jersey they sold, and they wanted to do they campaign in Russia. But they were advised not to run this campaign there. So, they ended up running it in Denmark instead. Where some people think that that is backlash cause they chose not to go to Russia and stay in Denmark. What do you think about this? Would you be more implying to support a company that actually went out in countries where that's really against it? Or do you think it's not the company's responsibility?

I think it's hard in these situations for the company to figure out what will have the least backlash. Cause if they had done it and gone to Russia, it's also hard to say what it would have meant for the people wearing the jerseys or whatever since the law there is also so strict. So, it might have had worst consequences also to human beings than just a company getting some bad publicity. Of course, I don't know that, but I could imagine that's also something you have to think about. Cause the law and everything in Russia is so strict. So, I think they have a responsibility, but I think you also have to consider especially a country like Russia is very controversial. So, I think it can have consequences that we are not even aware of as consumers for a company if they do maybe oppose too much. So, I think it's smarter to maybe do the campaign in Denmark and then I don't know donate their profits to

an organisation in Russia, it's not like they withdrew their whole initiative. So, I think you still have to do everything sometimes in moderation to get at least some effect.

In the Danish society as a whole, where do you think we could change most, or do the most change in terms that you don't really know your identity? Where do you think we should set in? To sort of help people, know who they are, or many people know it's ok not to put a label on yourself?
I think it has much to do with education from people being very little also to parents. Parents need to be more aware of how they speak about people in their homes and also in schools, kindergartens it should be more on the agenda that it is ok to be different and that different isn't that different cause everybody is different. I think a lot of the work has to be done at home as well. So, educating parents in the terms that kids do listen and copy everything that you say. So, even though you want your kid to be raised as very accepting and if you at the same time when you think they are not listening, you say all kind of craps about people. They will pick it up and that's gonna be how they are gonna act even though you tell them something different, when you are speaking write to their faces. I don't know how we can do that, but I think that would be the point.

The education that you say should come from the media, or from specialists or it should be something that the municipality/government organises for their citizens?
I think it should be part of the curriculum at school to be more educated. I guess in terms from kids very small to talking about that there are these different ways that you can identify and that nothing is better than the other and just to let them know very early that there is a lot of possibilities and you don't have to know right now or you don't have to know at any point, if you don't wanna do that. So, I guess you can say its kind of governmental, but I am not really sure who decided about the curriculums at school specific and also do more for kid's books.

If there was an LGBT network at your workplace, do you think you would be part of it or have any interest about it?
Maybe. It would depend on what they did. What the concept of it was. But yeah, I would wanna support if it's also getting the company involved in things and being more diverse and if that would also be in general, I think it would be noninfant.

Would you be willing to create a network with some other colleagues? Because in some companies, it is the employees that start the network. It doesn't come from the management.
Maybe..I don't know. I think it's hard to say in terms of where I am workwise right now. I think it would depend again on the colleagues and the organisation. If in general I haven't been the type of person to start a student organisation or anything either. So, it wouldn't just be that. If it was LGBT or anything else, I think there are also other things to consider especially if you are gonna be heading up the whole network and things. But I wouldn't say that I wouldn't do it, but it probably won't be the first thing I go in a new job.

You haven't faced a lot of discrimination in your workplace. How about in the Danish society as a general?

I think it's limited what I have experienced and seen. I've heard from other people that it does occur of course, but I haven't heard or seen it other than a few times. But nothing serious like hate crimes or nothing like getting thrown out of a club or anything like that. Then it is more again comments or stuff like that.

For you, do you think it would be hard, if you were to find yourself in a gay relationship? Do you think it would be easy to tell people or it would be hard?
I don't know. I think it would be weird actually. I think in general, it would be weird to even bring a boyfriend in my family. So, I think in that sense it's not. But I don't know. I think it would be a little bit different cause at least in my family everyone else is very traditional and everybody has a house, a wife and kids and a dog and all that classic things. So, I think I would be the only one doing something different in general. So, of course it would be hard. But I think they would accept it, I just think they would probably ask some weird questions as well cause it would something new to them. It would be a new world.

Is it in general something that affects you, this whole have a family and kids? In general, is it something that limits you in some ways in life, put some pressure on you in a negative way?
I think it puts pressure on you. Also, cause I think it's annoying that I don't know what I like in general even if I am asexual. I have no clue and it's very annoying cause I like to know things. It's very frustrating. Also cause when people bring it up I don't really know what to say either. Also, in some ways I do want a family I just don't want it necessarily to be in the classic way or whatever. So, of course it's a pressure. They talk a lot about it in my family and it gets annoying. I told them to stop.

Do you think being asexual would be harder than being straight or homosexual?
Yes, and I really don't wanna be asexual. So, I really hope that's not the case. Then I would have to work really hard with myself. Not that I say anything about people who are asexual. I just don't wanna with that myself.

Why? You don't wanna deal with people perceptions or you don't wanna deal with your feelings or society's feelings?
Mostly my feelings. I think it's hard being asexual. I think it's hard to find some other kind or intimacy. And also, I don't know that, but I think it would be hard to find another asexual to have a relationship with. I think it's a lot harder and I think if you end up in a relationship who isn't asexual, I think it puts a constant pressure on your relationship I think, cause even though you both accept each other, it doesn't change the fact that you both want different things. So, I think it's really frustrating. That seems like a lot of work. I mean it would be easier if you just liked girls. It seems more straightforward.

Is it something you've done some kind of research into. Asexuality and all these to figure out?
Yeah, a little bit but not a lot. Right now, I am just living in the unknown.

You research was through google search or some books, movies?

Just google it. Cause also with the new letter added to the LGBT all the time. I try to also keep track in order to figure out. Again, also so I don't say anything wrong to someone. Also, cause I really wanna be accepting and I think it's fine. People can do whatever. So, I also wanna speak to them in the right way and say the right letters.

If you were asexual would you come out to your life or not?
I think I would not. Actually, I wouldn't categorise it in the same way if you like boys or girls. It doesn't really matter to people if I like to have sex or not or whatever it might be. I think that's a little more ok than saying "My girlfriend's name is KImmy or Kim". I mean that's something else, to me at least.

Do you think that it's a problem in Denmark that we have hard time distinguishing between romantic relationships and sexual relationships? Do you think we need to separate the terms more?
I think for most people it's a natural thing if you have a romantic relationship you also have a sexual relationship. In that sense, I don't think we need to distinguish it more but of course it needs to be clear that you can have a relationship without having sex. I think most people are aware of that but for most people it goes hand in hand.

How big thing who you think is it in workplaces: relationships, sexuality? Do you think in the day to day, is it something people talk a lot or are they private about it?
I think it's something people talk about cause when you go home, most people go home to a partner or a family. So, I you anything to talk about in the lunch breaks it is something. Maybe not specifically more family dynamic but who you do things after work. You also wanna know you colleagues to a certain degree.

Do you think you would be more relaxed if you could put yourself in a box?
Yes, cause also it would easier answer when people ask you and feel not confused.

Konstantinos' Interview
First is you can tell us your age and your cultural background
I'm 28 and what do you mean cultural background?

Your nationality
And I'm from Greece

And your gender identity and your sexual orientation
I identify myself as a male as men when it comes to gender and I'm gay

Can you summarise your workplace? Where do you work?
I work at a company called Rumball. It's an engineering consultancy company and I'm working in the business transformation department. So, it has to do with strategy and change management

And the Danish society as a whole, do you think it's LGBT friendly?

 Yeah, I would say it's LGBT aware. But I think it really depends on the company and even also in the teams. But I didn't have any bad experiences so far

Would you say Rumball is LGBT friendly company?

The thing is that it's a quite male/men dominated company because they have a lot of engineers, so they argue that women don't really are engineers. There are no truly a lot of engineers and you could argue that there is some kind of alpha male culture that has a tendency sometimes to be like straight dominated when it comes to sexual orientation. But I would not say, even though there is a kind of that's the background, I would not say that it's not LGBTQ friendly. But again, I can talk only from my perspective from the g part. All the others I'm not really aware of

Are you open about your sexuality?

Yeah, I'm not hiding this and some people that I have interacted with they know that. I've been open. And there was one incident it's worth mentioning. So, as I'm studying diversity management I studied diversity management and I'm interested in these matters. And we had a discussion with my immediate manager at some point in lunch time and this is a woman and she was like yeah like I'm not sure if they're I don't know any gays here in work office. So, she kind of assumes that everybody is straight. And I was like I'm gay. So, that was kind of like when I came out to her. So that was surprising because people just assume that everybody might be straight or something like that

Do you think people or she did have a different perspective of you from when they thought you were straight to when you said you were gay?

You mean a different approach?

Yeah. They saw you a different way or treat you differently.

No, I wouldn't say so

You everyone assumes people are straight. Is it something you think it affects you or holds you back or is that something normal in the workplace?

I'm sensing like when you're out you can just be more comfortable communicating about your personal life and your partner, if there is one. And like if you're dating someone. So, for example, one example again, again with that manager she was like at some point I started dating this guy. So, when it gets to kind of more like out of the workplace things, it was also easier for me to say "Yeah, I am also dating a guy etc.". So, when it comes, and I think that these kinds of moments create a better atmosphere also within teams. And I would say from my perspective I think that kind of helps also your performance and your motivation when there is also this part

So, in previous jobs you didn't feel like you could be open about it? And you thought that was influencing your performance?

No, I wouldn't say that even though like my previous workplaces where in Greece, in Athens, I was more or less open about that. It was not that I would talk about that by myself but if like a conversation would get there, I was feeling, yeah, I was open about that

Have there ever been instances where you choose not to be open about it?
I don't know. No, I would say that I didn't. But I think that at least maybe it's also that's why I'm mentioning it has to do with a company. This company I'm working now it's quite corporate. So, they're not really interactions other than the lunch time for example. Whereas like in my previous workplaces I also used to go out with my colleagues so it's easier like makes more sense to be open in that kind of environment compared to a more sterilised environment

Does your company have any policies or associations of LGBT that you know of?
No actually they don't. My company is a global company. And only when it comes to the UK chapter, I saw they published Pride Month something a few weeks ago, because of pride. But there is nothing really going on in Denmark

Is it something you would be interested in? If there was a network, would you be part of it or does it not matter to you?
Yeah, but again I'm kind of seeing that with another lens because I kind of have the same studies as you. So, to me it totally makes sense to have a network like that because I think it makes people more open. And at the same time more comfortable if it comes to that when it comes to that. And also, when it comes to the part of discrimination. I think there might, like these kinds of networks might help in the situations when someone would feel that they are discriminated against due to like their sexual orientation

Do you feel frustrated that, for example, as you say in the UK do something about it? But here where it is considered more open and liberal country, they not only do they not have policies, but they don't even do anything about it.
So, the interesting part about that is that in the consultancy companies the clients are kind of influencing what kind of networks or what kind of policies the company should have. So, for example the clients in the UK have the tendency to ask like about diversity quotas or diverse networks they have within the company. Cause they're kind of appreciate diversity in terms of the results that they're bringing. And I think as I see this now, in Denmark clients are not really pushing for this and it's relevant mainly it's started like with networks or initiatives for policies for women in the field. And I think now it's opening also like to LGBTQ etc. communities

Have you ever in your work experienced discrimination or people making jokes about LGBT?
In the workplace I am now?

Yeah or others as well.

In the workplace I am now, no, I have not experienced something like that. And I'm not really sure I have really to reflect on my previous workplaces. But yeah, I don't really have something really that would make me frustrated

And what about in the Danish society in general, have you experienced anything?
No, not at all. I think it's really an open society. And again, I'm coming from a different cultural background, so the comparison is totally different. But yeah I would say it's really it's quite an open society when it comes to gay people but I don't know for transgender people, for example, or for queer or gender fluid etc..

Like you mentioned earlier we have events such as pride as well. What do you think about the whole event. What it does for a society in general and how these companies jump on board and market their companies. Do you think it's positive for society and for the companies or you think it's mainly a marketing strategy?
I actually thought that it was positive before attending Pride last year here in Copenhagen. When I saw a lot of companies joining and I had a discussion with my Danish colleagues and they were like "Yeah, it's a marketing thing nowadays". But for me I think it's really just the company being vocal about this and marching and believing in the cause of pride parades and engaging with a society. So, I think it really makes sense actually. Not necessarily participating in the parade but actually being vocal about supporting Pride Month etc. and events.

So, do you care about working in a company that do support these things? Would you rather work in a company that was?
I think I would. Yeah, I would care. Yeah. It's not that I'm really like discouraged. Working in the company that is not vocal but when I saw for example this UK chapter of ours that they had pride month and they're creating a network and I'm trying to follow in other conversations online. I think it's really something interesting that would make also not to me but also other people that might not be out as well, just feel great and perform their best

What about companies going to other countries. Like you mentioned Greece is not as open. Would you be happier working for a Danish company that also try to market LGBT friendly strategies in other countries, who are less open?
I think it's really linking to the company's culture and the company's culture that global companies are trying to have. So, it's a question definitely that relates to the culture instead of something more specific as pride, for example

What do you think. Why do you think Denmark is so open? Where do you think it comes from? You think it's the media, the education. Why do you think people here are more...? About LGBT? Yeah.
I think was one of the first countries that they legalised gay marriage back in the 90s. Yeah. So definitely legislation is sort of driving behaviour. And yeah, I think it's just I think the legislation helps. And then it's also like how society is handling this. But I think in general is a really tolerant society

What do you do if you hear someone saying something bad or something inappropriate about LGBT people? How do you react? Do you answer back?
So, we're talking about some kind of imaginary situation
Yes
I think at first, I would be really frustrated about that and I think it would be really demotivated to do whatever I'm doing at that time or in that day. But then I feel I would have to call out this behavior and even report that because I think it's really serious. So, there is for example a system we're using. So, you can just anonymously report this kind of discriminative behaviors. But I would definitely call out such a behavior

Have you ever heard of an incidence, for example, someone wrote that a colleague says, for example, Michael says that and that and it went to the HR? I imagine it goes to the HR. And then this colleague was in a way punished?
No, it's really a confidential system. So, there are really strict rules about this kind of reporting of discriminating situations. So, I don't know of any incident like that. And I also know other gay people in the company. Closer to my age even though the company's like average age is quite high, and I have not really heard something bad

You mentioned I think you described the culture as straight culture. Do you think that affects you in any way or does it hold you back or exclude you in any way?
I think for me it's a bit boring. And I was... I kind of first heard something like that coming from a woman in a male dominated environment. And then I was thinking also like from my perspective and I think we don't really think about that. But like a lot of times I'm thinking also that is quiet, when it comes to just a bunch of straight males. Not saying something inappropriate but just you know I think just being gay adds a different perspective to things. Yeah. So, I would say it's not like really holding me back because at the end of the day it's my choice to keep working or not. But I would say that it's quite important to me

So, socially you don't wanna include yourself as much maybe or?
Um yes and no. I think it's kind of linked to the company's culture and to the department and to the level and other other things. But yeah

Do you think if the culture in your company changed or more there was more diversity in the culture. Do you think there would be more productivity?
Definitely I think even though like more women in department in male dominated departments can add productivity and create better results. That's at least my opinion. Diversity adds different perspectives. That is really helpful when it comes to producing something or working on something

How do you think your company would be able to attract more diversity, more women? What do you think they should do?

They should hire me for a diversity strategy. But I think each company needs to focus on, because we're talking about diversity in a lot of different silos etc., so, it has to find at least where and why they need to focus where they want to focus so it's really linked. And there are a lot of a lot of things that a company can do. From the recruitment part, from the marketing campaigns, from any other campaigns that they can create and be vocal. Pride can be also a marketing campaign

What would be your first step if you were hired?
Retention. So, actually making... because that's at least my company's focus, like women and retaining women. So, this kind of male dominated environment, women are not really being retained or promoted. So, that would be my first step

You said you have some open gay colleagues in the company. Did you ever talk about how the fact that you're in a male not straight people kind of company, is hard for you to be open about you being gay cause you are the something else, something different than the majority?
I think it really depends. So, the colleague I'm thinking about right now is really he's more open than I am, like about being gay. So, it really depends I think on the department again and other layers. But I wouldn't say like there's kind of complaints or something but like definitely you kind of sense when you once like to hang around with people that you might share something. That's like what you're doing. You're going to lunch with them or going for a coffee like in a coffee break or something. So, it's not something really. It's more like a behaviour

Yeah, but my point is like in a way usually youth thinks sometimes exactly because the other person is straight, and they may be negative, or they might change that perception of you the minute that you tell them I'm gay. Cause as you said also, like the average age of employees is like high. So, I am guessing that's a different generation, which usually means that if they are not that open as the younger generation.
Yeah that's interesting actually I'm thinking about now. My other immediate manager that he's like after or before a meeting might share with me. Yeah, I'm doing that with my girlfriend etc. and I'm always like because I don't have a boyfriend at this period, I'm not really saying something, so I don't even know if he knows I'm gay. You know what I mean so, this kind of drives a behaviour. But it's just... I'm not... I don't really have to say something, so I am not sharing that with him if that makes sense

My other question is, that you said most of the policies and what does the company does, comes from the client. So, you don't have diversity policies or LGBT policies because the clients here in Denmark don't actually ask or care about it in comparison to the UK, for example? Because I find it kind of strange that they create policies for the company in the UK but they don't apply also in Denmark.
But that's the thing with consultancies I think. There's a lot of pressure from clients to the consultancies to do things or to be compliant with things. This can be the system that they're using but also like the workforce they have and they're working on their projects. So that's why I'm seeing clients in the UK also in the U.S. asking more about policies or give me your numbers of your female

workforce etc... Definitely being LGBT is something that you're not really disclosing. So is it's not... I think it would be really difficult for a company to ask like how many gays do you have at your company or something like that. But I think on the things that they can control, that's gender or nationality or anything other, they definitely have an influence. And I've seen that in Denmark. And that's also what I have after talking with HR directors and managers for my thesis also, they are not really asking for it here in Denmark. Like clients, they're not having a list of requirements towards the consultancy they're dealing with here in Denmark

So, they don't do anything about it because actually they don't have to in a way since the client doesn't ask.
I think it definitely drives behaviour. So, it's not like by coincidence that in the UK the company decided I want to leave top of my workforce, that's why I'm having these policies now. No, that's a lie. If that was the case... I think definitely clients are asking for these things and they are driving a lot of company's behaviours. But again, it really has to do with the company and with the field and a lot of other things

You mentioned that a lot of people assume people are straight. How about yourself. Are you conscious about this or do you also tend to fall into the category of assuming people are heterosexual?
I think we're all biased and yeah, I'm also falling into the pit of assuming that people might be straight etc. So, I'm definitely doing that myself and I'm conscious about that. The thing is just like to be conscious and question yourself about your thoughts that's again bias is not really a bad thing but just like questioning really helps to have a different perspective. But I definitely have assumed that people might have been straight

Do you ever have tried to change your behavior? Think about it at the workplace you shouldn't assume something cause maybe someone is open and not out?
Yeah definitely. I think we all have to be conscious and sensitive towards the sexual orientation of a person because they might not want to disclose that and there may be a million reasons around that. And the consequences that a person might like deal with, in a different kind of culture or a department that is created by the persons. But yeah, I think it really depends

In comparison to Greece if we can think about it, I mean we are not that developed about this. It is something that the government needs to talk about, the media has started to talk about and the companies are also starting to address. So, it's kind of expected for people to assume that everyone is going straight. But here in Denmark where the society is more developed and where you see more people being open about their sexual orientation isn't that a little bit not strange but weird, if I can say it, that in your company, for example, everybody assumes everyone is straight?
So, you're saying why this is happening still in Denmark, in a society like that

Yes, when they have all of the laws and development.

I get what you're talking about, but it has to do with just human bias. It's just how we are. I think it doesn't really relate to society necessarily. Of course, there is kind of direction, but I don't think it really it really relates. And also, for people in my company and I've no idea like what they have assumed about me because we all assume like all the time and we all have biases but it's just like we're not really maybe talking about that especially when it comes to sexual orientation. So yeah.

Do you think the assumptions also have something to do with age? I mean the older people are usually not that comfortable talking about it or they don't know much about it because the topic of sexual orientation so openly has started the last ten fifteen years that people are actually talking about, at least in the workplace so much. So, the people working for the company longer time they are used to things being in a specific way.

I think it really depends on the person, the department. I would add also another layer: me being international. I am not really interacting with my Danish colleagues cause they mainly speak Danish among each other. So, when it comes to just interactions, you can see Danish people together and internationals together. You know what I mean. Even though we are in a Danish society, we are not really a part of it in the workplace. And that's how I feel. I feel a lot of times that I am being excluded not because I am gay but because I'm international and I don't speak Danish. So, I think it's really complex and each situation is unique I would say

Do you think there is something that can be done in general, not in your company specifically, to improve even more this openness and inclusiveness and people feeling more comfortable about it in Denmark?

All the companies have this sleeping pill "we don't discriminate against anything, we accept anyone". But that's not really the case at times. Companies need to show examples of how they are doing these kinds of things. One example is talking about the numbers of women employees or talking about the network they have. There are some kind of guidelines how you can do that. But definitely the first step is just being vocal, and it can also be a top down bottom up approach of course. It can either from the CEO that in our case has talked about inclusiveness towards women, but it can also be LGBT networks as the one in the UK of our company, being created from employees. Cause they have the need to have a network and talk about these things.

You say you see Denmark as very open society. You haven't experienced any discrimination but then surveys in Denmark show that 40% of the LGBT people are not open in the workplace. Can you think any reasons for it?

That's an interesting question. I don't really know. I just assume. I think in Denmark there are some cultural things or forces that, for example, are totally different from Sweden. I think and I am not politically correct there is this macho culture that is kind of acceptable and I think it gives a direction to people not being out in their workplace

May's Interview
First, if you could tell us your age and cultural background.
I'm 23. I'm Argentinian Danish. I came here when I was 8 so I am Danish.

And your gender identity and sexual orientation.

I'm heterosexual transgender female.

Can you give us a short summary of your work?

I work with different spheres. I started when I was sixteen modelling and started acting. I did my first movie when I was eighteen. Then I studied art history. So, I only done apprentices so far which is being in Chart, which is an art fair, as an assistant. I've also worked in Roskilde Festival as an assistant. I've also worked in MAC for three years actually.

In general, do the people in your workplaces and personal life know about your gender identity?

Yes. Sometimes it's not openly spoken about, but that's again the thing I've been sort of public. Cause back in 2014 I was the first transgender person on the cover of magazine Scandinavia. So, I kind of went with it. So, I never know if people know who I am through things. So, sometimes when I come to workplaces I don't know if they know. Sometimes I feel they maybe know but no one talks about it.

Denmark as a society, as a whole do you feel like it's accepting society towards LGBT?

I feel like there is a general consensus like people wanting to be accepting, people look down on people who don't accept but when it comes to actually helping or not judging or these notions that actually go into it, I feel that people might have some negative notions connected to it, when they are standing face to face. Even though you generally have an idea that you are supportive.

Have you ever, for example, talked about it with someone, although they said "Yeah, it's ok", they acted in a way that made you feel that they really ok with it?

Yeah. I feel like people can be "Yeah yeah I'm so cool. But let me hear about this". You know when people are insensitive in some way. So, they don't really care, and they maybe think it's cool to be accepting of LGBTQ but when it comes to actually being face to face, they cross boundaries and they see us a sensation and something. Which is the way, I don't feel it's real acceptance. It's like you're still the circus and the freak but you are ok.

In terms of workwise. Do you ever feel treated differently when people know about your gender identity?

I mean only positively. I think sometimes you know. But again, in the spheres that I've...the creative field and these fields, I feel it's been a positive thing when it comes to art. But with modelling and acting, for example, like with acting it can be hard to go to castings as a you know. And then maybe the cast not know it and then they find it out and then you know. Especially with acting I feel I've been rejected from cisgender parts. So, there it's more expressed than put into action because you are trying to portray a cisgender person. So, I guess there it becomes really contrasted.

Has anyone ever told you that that is the reason you were rejected or was it like "Yeah you are good, but we found someone who is more qualified. Sorry..."?

No one told me like openly, but they would also get sued for that.

In your day to day life are there ever times you feel unsafe? Someone comes to you about your gender identity.

Yes. I mean every time to step into a room you sort of scanning and feeling who might find out, who can "clock you" as we say, who can tell and who would have a negative reaction. I think I feel unsafe many times a day. I mean that's again some sort of paranoia which comes with being trans in a society today I guess.

Has anyone ever surprised you with their attitude? For example, you thought they were gonna react negatively but in the end, they were far more accepting and more ok with?

Of course. Usually I am pretty sceptical I think, and people surprise me for the better often. But I think people don't know how to put it into words a lot. I think we sort of need a way of expressing it somehow. So, for me I can also get insulted by the way someone puts it into words even though they don't have a bad intention with it. And which makes me feel unsafe not that feel afraid being attacked but that I feel unsafe in the way that I feel someone is crossing my boundaries.

Do you think there's a lot of misconceptions about transgender people in Denmark?

Yes. I think... I'm comparing a lot with some of my friends who started transitioning later or who have a harder time fitting in to the working environment. And yeah, I have friends who have been rejected a lot and I think there are a lot of misconceptions about transgender people being very flamboyant being aggressive or being to expressive. I have one friend who has never had a normal job in her life because she cannot. I mean I don't know if she'll ever get the chance.

For you personally in choosing your jobs, has your gender identity defined that in any way?

Sort of. I just finished my Bachelor degree. So, I don't know what I'm gonna do right now. I got an offer to work as a receptionist in a restaurant and in that I was like "ok. Is it gonna be safe for me to sit there and have to face people?". I've done that for MAC, for example, but MAC is very LGBTQ friendly place. Here I'm alone standing by a desk. There's being a lot of thought going to my mind. Like "would that be ok with me?"

Do you think companies can do more to help these feelings go away?

I mean I know they do a lot. My boyfriend just came back from Australia and he's told like all the workplaces sort of have these kind of like signs, like LGBTQ+ friendly and gender-neutral signs. They really care about being open about it. I don't know if that'll be happening in Denmark necessarily cause it's like to flashy for Denmark. But somehow expressing that they're LGBTQ friendly. He said also that in all job post that he saw they always right in the bottom LGBTQ+ friendly. And also, when searching for apartments.

Is it something you are interested in when you are looking, for example, a job in a company? Would you choose a company based on whether they say they are LGBTQ friendly or is it something that it's better if they have it but if they don't I'll still apply for a job cause I like the job?

It would be better. I don't know if I would choose it only for that. But I would feel comfortable and then if it would be a better option then I would go with that. But I wouldn't choose it only because of that. But it would make me feel safe from the beginning I guess.

Why do you think in Danish society people have such a hard time differentiating between gender identity and sexual orientation?
I think it's because of the fear it arises whenever something is different. Cause generally male and female is connected to sex. And I think then it's typical, especially in a male dominated world, that it's a typical thought to relate gender to what's your sexual...that the association people get "Ok, now you're this gender how am I going to relate to you sexually". I think that's the first thought.

And yet a few people assume if you tell them about your gender identity, they assume that you should be heterosexual?
I guess so. I don't know. I guess man are always sort of...or I don't know if that's another of my paranoia thoughts, but I always feel like men are so like "Don't think that I'm trying to be sexual" and I'm always being extra careful from the beginning, trying to pick out the tomb boys. The "I'm into you" that sort of vibe.

You that you are both from Argentina and Denmark. If you could like a comparison between Argentina and Denmark, if you know. Is Argentina similar to Denmark or would you say that Denmark is way more developed in that?
I would feel more safe in Denmark. When I had been in Argentina, I haven't been that open about things, but Buenos Aires is pretty progressive. But I would feel generally safer...there would be places in Buenos Aires I wouldn't feel safe being if people knew. I would be afraid. But I guess everybody would be afraid in Buenos Aires in specific areas. I never feel unsafe in any part of Copenhagen.

Have you ever witnessed discrimination? Any stories you can tell?
Oh my god yeah. I mean I have one friend especially who is discriminated daily. Is it personally me or in general?

Anything.
She's been beat up, spat up every time she walks in to a Kiosk to buy cigarettes. People sexually harassing her, calling her names, calling her "trany" and "tranwhore" every day. And she's had the full surgery, she's had everything. And I think especially with her cause she's like very "dolled up", like she doesn't want to conform, people really misunderstand her.

Because she expresses her gender?
Yeah, because she has big lips, she's more like Amanda Lepore. And that's not welcome in Denmark.

Do you know who are the people discriminating? Is it men, women, LGBT?
It's men and women. Women a lot. Not saying things but creating uncomfortable situations. Men sexually harassing and restaurant owner.

Is it the younger generation, the older generation or all across the line?

It's all across the line. I guess young kids. Sometimes I get really surprised. Also, older people. Not older older people. I would say 60+ are usually pretty calm people. But she also has a lot of friends. She is really fun and sweet.

So, you don't think there has been progression through the generations? You don't think the young generation is more accepting?

Specific segments of the younger generation I would say. And Copenhagen again is metropolis, a big city. I think people are more accepting than they were thirty years ago.

Do you think the reason there is this situation, like you say with your friend, that she has to face every day difficulties, do you think the reason is because people don't actually talk about it? They don't know enough? They are not educated? So, that creates some kind of a taboo, a kind of outsider situation? it's not traditional what you see?

They are informed cause they know she's a tran and they call her names. So, they know how to classify or how to categorise. But I guess that's not enough. They are informed about what it is, what transitioning mean, but I guess they haven't been confronted with it before and they still feel it's alien. So, maybe they get scared or repelled by something because it's something they've heard about it in the news. But I think we need to be more out. I think you need to sit down and know a person before.... Some people have an automatic understanding.

Where do you think in Denmark we can improve this the most? Is it in school? Is it in the media? Is it workplaces?

Schools would be an amazing place to start. I remember being eleven years old having my first sexual education and it was like penis, vagina. That's all. It just so squared. And right there and then I was like "bitch you are wrong". There's no other options?

How do you think we should address gender in society?

I don't know, cause I don't know if it's necessary about verbalisation or it's just... I don't know how to create these general feelings of acceptance.

So, you think in terms of Swedish school system, they erase it, or they not erase it. They are not talking about boys or girls. Do you think we still need to talk about that but with the education of gender expression?

Not deleting because of course, the majority...I mean it's still a natural biological fact. That there are males and females. But presenting the spectrum in between and then you go "90% are boys or girls then there are 10% who are floating" or something.

How easy was it for you to open up about being a transgender person, since you said you did movies or also as a model you talked about it?

It was hard in the beginning because I also knew which consequences it would have. And I came to Copenhagen after I moved around and then I came back. And then I was like "Ok, I am gonna have a little life" and I would be a little conscious about who knew what. But it was also liberating. It was ok and easy I think to let it go and see what's gonna happen. And I knew I was gonna feel more free not having to hide anything. So, being public about I think it has actually also helped me when it comes to work. Cause I don't feel like I need necessarily to come out to people. But it's happened in workplaces, that people didn't know «Oh, ok", where I just talked about it cause I assumed that people know it.

Do you think they started treating you differently from that point on?
They start being interested. I was just working for a cure ad who I assumed she knew, and then suddenly I just started talking about it. And then she started asking a lot of questions and she thought it was very interesting. So, it's positive but at the same time it's negative cause I don't want extra attention around me.

Do you think companies should work to create a transgender sensitivity in workplaces, so people don't ask these very personal questions?
But how would they do that? They would sit together and have a transgender course? People would hate that. But I guess that would be an option.

So, you think it would a bad idea?
No, I think campaigning it would be a good thing. But again, it's a special treatment somehow. I don't know how the idea of the implementation would be. But something that wouldn't make it much of "this is a special meeting to call you in and tell you how to treat transgender people".

But it could be about diversity in general and then bring the topic of transgender people.
That would be fine. And also, if you talk about sexuality.

There are also a lot of companies whose employees create LGBT networks. If you were in a company, would you want to attend such a network or create a network like that?
No. Probably not. Again, I love them, and I think it's amazing for the people. But for me I'm just whatever. I'm transgender. I wanna live my life and not have to be paid special attention or create a little community. And just be with the people I like and not necessarily have to judge them because I feel close to you cause you are like me.

How do you react when someone comes and says something negative to you about being a transgender person? Do you think "ok this person doesn't know. Let's leave it to that" or do you answer back?
In which situation?

For example, you are at work and a colleague finds out that you're a transgender person and he or she is not ok with it. So, they start, for example, calling you names like you said with your friend or showing you or making jokes that are not appropriate. How would you react?
It has happened with jokes. That I sometimes feel people are making jokes that I don't think are funny. And I think I just tell people... I express how it makes me feel and then if they don't give a fuck about that then I talk to someone like a team leader who is responsible, which has happened before. I am not afraid of speaking up I guess. But I become pretty silent. I don't go on and educate.

Earlier you were talking about acting and how you don't get casted for roles. How big effect do you think is the situation in Hollywood where cisgender people get casted for transgender role? How big effect do you think these things have like on your situation?
Pop culture and media are the way of creating the norms and I was actually today on the radio talking about the whole Scarlett Johansson situation. I think it's an opportunity that should be reserved for transgender people because the cisgender people that have created these norms which don't allow transgender people to access these roles or pop culture, Hollywood, they need to step back and give that place until for me ideally, we would have a society where cisgender people can play trans and trans could play cis. But we are not there yet. So, I think cisgender need to step back and allow transgender actors and actresses to do their thing.

And what about occasions such as pride. What affect do you think that has on the attitudes in society and also in terms of company jumping on board? Do you think it actually transits into the day to day life or is it just marketing strategies?
I think for some people it has negative effect that people are just like "ok now"...It becomes very expressive and flamboyant. For me ideally a pride day would not be necessary cause then it would just be you know. We don't need sweet talkers cause we can be proud of everyone. I think it's necessary and I think it's nice initiative for companies who participate in something like pride to show support. I don't know if it gets implemented but maybe if co-workers go out and they see this, and they go home, and they have some funny stories. Somehow it will get integrated because they had fun that day. I don't imagine they will not have fun. They'll get a drink in their hand.

From the LGB community, do you feel a lot of discrimination comes as well? Cause we have the case in England where lesbian women who went out in the pride parade saying they were for lesbians and not transgender women and trying sort of saying that trans women cannot be lesbians and all these things. Do you experience that in Denmark from the LGB community or are they more supportive?
I think generally we stick together maybe cause we are smaller country. I think sometimes there is a bit of segregation in terms of lesbians usually wanna go their own path but it's not mutual. I've never felt that myself. I've just heard stories.

Do you as a transgender woman need to fight harder for some things compare to your cis gender counterparts?
Yes. I mean in terms of modelling and acting to get these roles and maintain physic. There is a lot of thought that goes to everything that I do and everything that I am. Not necessarily consciously but

subconsciously I'm always maintaining a posture or having an insecurity fighting against me somehow, or an awareness of what I'm not ok with and the dysphoria that comes with it. My social skills have been a big focus for me and I feel like I need to please people a lot, which I do, and to navigate and win people over. I think comparing to the friend I was talking about, she doesn't give a fuck. I always cave in. When I meet a person, I read the person. What the person would like that I say. Or try to navigate what would be acceptable. In that way I feel like I give a lot more thought into pleasing generally in my everyday life, in a work situation, in everything I do.

Do you feel you cross your boundaries a lot to please or make someone else more comfortable?
Yes, sometimes I do. I generally feel I want to make people comfortable. And it's now become a natural reflex and I'm just like starting to analyse "What the fuck happens?" sometimes with my... I switch to create a safe environment for myself wherever I am somehow.

In terms of Denmark and the whole approach medically, do you feel we are at a point that's ok or do you feel there is still a long way to go?
Well first of all, there is a long long waiting list for things. There is only one clinic who has the monopoly on the whole thing for the country. They were opening in Jutland. The psychologists in there have very strict ideas about what gender identity you should have, in terms of having access to medicine.

What do you mean exactly with "Specific idea of what gender identity you should have"?
It's also very connected to sexuality. They ask you very specific questions like if you masturbate in a specific way and stuff like that, and if you have done that then ok you can have the medicine. People, who I've known, who have been very determined, was not given access to medicine because something that they said was not considered right.

How do you think that should be changed? I mean do you think it's like that because too many cisgender people decide what the frame is or it's too heteronormative?
There was one transgender person in the whole sexological clinic or whatever it's called, and she was in the reception. In New York there is a centre called Callen-Lorde, which I used to go to, and this is an open clinic and it's only transgender people working there. You can get help if there is a crisis. You know here there is no crisis line for transgender people. And here we pay taxes. We should offer psychological help. The only way to get this is with a psychiatrist in terms of getting your medicine. They don't offer anything as a supplement to that. You know transgender people having the struggle they do, finding work...there's one to talk to. And the only to talk, they have a specific way that they go. A route that they want to see in terms of treatment. It's only treatment. It's not your well-being. So, I think that can be improved.

If you were to find a job in a big corporation, would you feel safe being in an environment that's not arts or that sort of thing? Do you feel in a more sort of sterile environment you could be happy and express who you are the same way as in the types of works you have now?

Yeah, I think so. I mean people are people. But this again has come because of my survival instinct to please people. So, I think wherever, you can put me in any environment I will force people to love me. So, I think that would be possible.

Now you say this cause you are more a people pleaser compared to your friends. How do you think society could help her fit more in or being less discriminated against?
I think also having a way of speaking up, because also I've experienced people don't help in situations where they are witnessing something that's going on, which is not ok. And generally campaigning. I don't remember seeing anything. In the USA they have done a lot of campaigns. I've never seen any trans campaigns in Copenhagen.

Do you ever feel like you have some constraints to your career possibilities?
I haven't felt that yet, but I have been afraid of it multiple times. Like I don't know. I'll see. I am not that far yet. But I am afraid that when I get further I'll get rejected or excluded from specific jobs. I don't know. I hope not.

And not the other way around? Being more included since the society is improving?
Yes. That would be the hopeful scenario. Yes, I hope so.

So, what do you think is the one thing we could do in society to erase that fear for you?
I mean like you said if there is one job that says LGBTQ+ friendly and another that didn't, which one I would choose. But if all jobs had this and there were only two jobs that didn't have this, then I would think "what the fuck is wrong with you". If it became the norm, it would be amazing. And I read some of that posts not for jobs, but I saw with housing, and all the house posts, it was like a page where they put apartments, it was all of them saying at the bottom "LGBTQ+ friendly". It's like ok. Of course, we put this. Why not? Just to make that little effort. Maybe just adding that little sign to all job posts.

Do you think that would transcend into the work atmosphere?
Yes, if there was a big reform and all workplaces had to have this, and that they all just had to have gathering of all employees and saying, "Now we are LGBTQ+ friendly and this gonna be shown in our job posts" and then give this lecture about diversity. I think that would be amazing.

You talked about the toilets earlier. Do you think it would help having gender neutral toilets as well or like you said with the schools it's too much?
No, I think for some people it would be cool. For me it doesn't matter but I think for some people would be really important. And every time I see a gender-neutral toilet I become happy as well. Like even though I don't care, it makes me happy.

Katrine's Interview
Can you tell us your age, cultural background and your gender and sexual identity?
I'm Danish and I am 24 years old. I'm a cis-woman and homosexual.
Can you tell us about your workplace?

I work at the Danish branch of a German multinational company where I am a student assistant and I've been there for 3 and a half years now.

Do the people at your workplace know about your sexuality?

No, they don't. But in my private life everyone knows.

Do you have any open LGBT colleagues?

I don't know anyone who is LGBT working there now. In my office there isn't any open LGBT people that I have ever talked to and I think there are around 30-40 people in my department. It's quite a big workplace with over 1.000 employees so I'm sure there are other LGBT people.

Do you think the attitudes in the Danish society are open towards LGBT people?

I think Denmark is a very good country to be LGBT in and especially lately I think there has been a growing attention towards LGBT inclusion in the media. But I still don't feel like people are always informed which can lead to uncomfortable situations and I think Denmark as a society is quite homogeneous and not always so open to change and new things, so I don't think people always have the best reactions towards minority groups. So, I definitely think depends on the types of people you are surrounded, and I also don't think we are at a point where it is as simple being LGBT as it is being heterosexual.

Would you describe your employer as an LGBT friendly employer?

I don't know if you could classify them as LGBT friendly. I just don't think it's something they focus on really. I think when it comes to feeling welcome in the company it really depends more on the attitudes from your colleagues and closest managers. There are definitely a majority of Danes working in the company, so I think the attitudes align well with the attitudes that exist in the Danish society. I've never seen or heard of any focus on the LGBT area in the company, but I do think it is a friendly environment mostly.

So, they don't have any measures or policies aiming towards the LGBT environment?

I've never seen any and I've also never seen any mention of it on the company website. I think they focus on diversity measures in terms of getting more women in leadership positions and I think they focus on diversity in terms of creating an international atmosphere in order to get people from different nationalities, but further than that I have not experienced any measures or policies in the company.

Have you ever felt treated differently because you came out as being homosexual?

Yeah, I think there exists a lot of stereotypes and I think a lot of people when finding out feel entitled to ask certain things or hold me to certain expectations which if it had been towards a straight person would be seen as very insulting. But I think a lot of the time its mostly right when people find out because often people can't tell so I think they are surprised which leads to them asking questions that are a bit offensive or jus misinformed. And once in a while I do bump into people who are very much against it so I think at times I chose not to say it because I want to avoid being in uncomfortable situations. But then again, a lot of the time I think people's reactions are positive and it comes down to my own insecurities of people might think when in reality as long as you are secure with yourself and your own sexuality people will just be happy for you.

Have you ever witnessed discrimination of LGBT employees or has it ever happened to you?

I've never experienced it in a way where a person didn't get a certain job or something because of being LGBT. But I've heard other colleagues talk about it in a way I don't think should happen in a workplace.

Can you give us any examples?

Yeah, I think it happens mostly in terms of jokes for example there was one colleague in my office who had been single for a while so one of the guys kept asking her if she was a lesbian, and it was said in way where it should be taken as an insult which lead into jokes about gay sex and how people found it kinda gross. And I remember at lunch once someone was discussing whether another colleague was bisexual or not also in a quite insulting way. And another time I was in the elevator with my colleague and a transgender woman who used to work there and as soon she stepped out of the elevator he said "Did you know that used to be a man" and I just think these types of comments create an environment where you definitely wouldn't want to come out as transgender if people say these thing behind your back and you also think twice about opening up about you sexual orientation.

How do you think people would react if you did tell them about your sexuality at your workplace?

Well usually I get very mixed reactions. Some people are surprised, some people have a lot of questions, some people don't care, I think it really depends on the individual. I think people in my workplace would probably be surprised but I don't think there would be a change in the way they treat me. I think people would be more conscious about not making jokes about it, but I actually don't think it would have any other effect than that. But maybe it would open up for a bit more conversation with people because I think when people get this information people also feel like you've opened up to them a bit to them they get encouraged to engage more with you.

Do you think companies can help encourage people to come out in the workplace?

Definitely, I think for me if there was an open and friendly conversation about it I would tell people. The only situations where LGBT things have come up while I was at work was in those situations where people joke about it so that's not a situation where I want to tell people. But other than that if the subjects come up I am fine with telling people so if companies address it I think it's easier for people to be open about their sexual orientation without it being uncomfortable. And I think it is very important to train people in diversity and inclusion and in things like how to avoid unconscious bias and all so to teach employees and managers how to handle situations where they see discrimination or something like that.

So, you would say it is important that companies have diversity and inclusion training focusing on minorities such as the LGBT community?

Yes, I think it is very important. I think companies have a responsibility for the employees and the communities they affect so I think companies do need to have policies regarding inclusion and I think I benefits the companies to have diverse workforces in terms of productivity and I think if you have a diverse workforce you will attract a pool of talent that you wont if you don't have a diverse workforce. And I think it is important to focus all aspects of diversity not just LGBT but also religion, ethnicity, and so on although I know its more of a challenge because companies can't ask and keep data on these things. So, I understand why it is a challenge so that's why I think diversity training and unconscious bias training and these things are good, so you can open peoples minds up to all the differences there might be.

If you were looking for a job would you choose an employer because they branded about accepting diversity, or do you not look into that?

I mean it's probably not my first priority and I would not say no to a job if the company didn't have these policies. On the other hand, I do think I could be inclined to apply for a job I maybe at first didn't find as interesting if I then saw they had this but that's more because I think working in a company that shares they same values as me helps me to enjoy the company culture more and find like minded people. But I don't know I think it depends a lot of what the company does as well because I'm not always sure that the company policies transcend into the company culture. For instance, if it says on their webpage that the company is LGBT friendly that wouldn't make me feel sure that I wouldn't run into a manager or person at the company that was homophobic. But of course, I am more drawn towards a company if I do think that it seems like an LGBT friendly workplace.

Is the reason why you are not out at work because you fear that it might have consequences for your chances of moving ahead in the company?

At this point no because now that I've been there for over 3 years I think they know me and my performance quite well, so I don't think it would have a negative affect on me. But if I started at a new company I do think it is something I think about just because you do meet people who judge it so it wouldn't be something I start off with, and in general I am a very private person so I just don't think I like to tell people this information until I get to know them better.

How about if you were in a relationship, would you then keep it to yourself too?

No not if someone asked me if I was in a relationship but in that case, I think it is more natural anyway and when you are in a relationship I think its sometimes easier for people to understand or accept in a way whereas when you are single and people find out that I am into girls they seem to have many questions.

Why do you think that is, that people are more accepting if you are in a relationship?

Because if you're in a relationship I think people think there is less mystery to it whereas if you're not it seems like people kind of want to challenge you in a way. And if you're in a relationship I think its easier for people to accept whereas if you're single people want to ask you a bunch of question about your sexuality.

How do you think the Danish society could help eliminate these insecurities there are around coming out as LGBT?

I think for starters what would really help in Denmark is if we educate people in schools. I remember having sex ed but there wasn't anything about being homo or bisexual or any other sexuality than straight and there definitely wasn't anything about being transgender. I think having a focus on the different sexual orientations and being transgender or having gender dysphoria are very important topics and I think teaching our youth about it will people coming to terms with their sexual or gender identities much quicker and if children are exposed to it early on it won't be such a mysterious topic for people to talk about. And other than that I think its really positive to see much more focus on the LGBT community in the media, this also creates less mystery and I like that we get to have more people who are going out and advocating for LGBTQ rights and I think it really helps on the people who don't know anyone who is gay or transgender because now maybe someone famous who they look up might be LGBT and that way they can maybe get a better understanding that it is a topic

where people experience a lot of fear of coming out and so on. And as I said earlier I think companies need to focus on Diversity training on a bit broader spectrum instead of only focusing on nationality and gender equality which I think is what most companies focus on. And also, just stating that they are LGBTQ friendly I think is really good for the community.

Do you think it has become easier over the years to be open about your identity?

I think its become easier to come out as being homosexual. I think Denmark has done a great job in creating equal laws for homosexuals, but I don't think its perfect yet. I think there is still quite some way to go before we reach a point where people will have no fear of coming out. And coming out is not just a onetime thing it's something you have to do over and over and I think in some areas it is much harder to come out like for instance in workplaces. And in terms of gender there are a lot of issues and I think there is a lot of discrimination and just a huge lack of knowledge and acceptance in the area.

Do you think events such as Pride are important for the LGBT community?

I think its very important. I think it helps show that there is still need for a lot of progress and I think there are still so many countries where it is illegal and where people don't have the possibility to be out and where they live in fear and shame of who they are so I think its great that we can show the world that the LGBT community is valid and they are not alone. And I think it helps quite a lot of people to come to terms with themselves and meet others from the community and maybe help them in their process of coming out.

There has been research in Denmark that shows that 40 % of LGBT people hide their identity at work what do you think are the main reasons for these people not to be out?

I wouldn't even be surprised if the numbers in reality where actually higher. I think it just comes down to the fear of how people react. And I think most LGBT people have experienced the feeling of being discriminated and once you experience people being negative towards you just because of your sexuality I think it is just something that roots itself into you, so you become quite aware of who you are out to and who you are not. And I think for many people they just have a fear that it might come in the way of your opportunities at work, so you choose to keep it to yourself.

Are those your own reasons for not being out at work?

I think I am quite careful at work just because in the workplace I can't just choose to not be around the person again in the same way I can in my private life. And also I think people just gossip so much so I wouldn't have control over who knows and who doesn't and I just like to know that. And its mostly just because I can never know how people react and in my workplace I don't want to get unwanted questions that I might feel like cross my boundaries and I think that's hard for people a lot of the time. And you just never know I do think its quite likely that you run into people who are not ok with it.. I don't know how to explain it really but it is just like this uncomfortable feeling when someone you don't know that well finds out because a lot of the time its just a bit awkward because they don't really know how to react either sometimes and often they make some sort of comment of

oh I'm totally ok with that, which is nice of course but also shows that people have a need to state that they don't have a problem with it.

Søren's Interview

First could you summarise a bit about yourself and your position in the company?

My name is Søren. I am head of the recruitment department and the recruitment department is a centralised unit. It consists of around 35 recruiters both situated here in Denmark and around eight people situated in India. We are trying to support all the recruitments we have in Novo Nordisk Denmark. We have a capacity of supporting around two thousand recruitments a year. Currently we expect to conduct around three thousand recruitments this year. So, there are of course some recruitment processes that we are unable to support.

How long have you worked in Novo Nordisk?

Four and a half year.

In your recruitment processes do you focus a lot on diversity?

Yeah, we do. That is actually a topic on a high level in Novo Nordisk, that diversity is very important for us. It's very important for Executive Management as well. We have a small unit, kind of next to my unit, that is responsible for diversity. And we of course need to incorporate that in the recruitment process as well.

Do you know what the main focus is? Which topics are the main focus on your diversity strategies?

The focus is that we need to focus on diversity. I think sometimes it can be difficult to make that into numbers and figures. Because is that fifty fifty? If you compare male and female? Is that a question of diversity? I don't think it's the only question. It's a question of culture, language, gender and all these things. But it's also a matter of different competences no matter what gender you are. So, it could be that if you look at your team and see that you have different persons, or it could be very a project-oriented persons that you need something else. And for that we use assessment tools in the recruitment process.

Do you in any way focus in LGBT?

Just so we are sure that we mean the same, what do you mean by that?

Lesbian, Gay, Bisexual, Transgender community. In your diversity and in your recruitment. Do you have special programmes that focus on this type of diversity?

No, because we are not allowed at all to ask questions about religion, sexual orientation and all that. So, that is not a direct issue actually. We have a lot of people around saying it doesn't matter whether you are lesbian or gay or whatever. In my department I know that I have two. But it was not part of the recruitment process to ask.

Not ask but maybe state in the job ads that you put that you are LGBT friendly or that LGBT applicants are accepted or something like that?
No, we have not put that in the jobs ads because I actually don't believe that, that is necessary. I don't hope that is necessary.

It's because research in Denmark shows that 40% of people who are homosexual or transgender, they hide their identity at work. Which we think it's an interesting point because in workplaces you generally tend to talk about your private life and who you go home to at the end of the day. So, how this group of people, their productivity at work is lower because they don't feel as welcome in the workplace.
Just to divide it, in the recruitment process we don't focus on that. That is also a matter of...we don't believe that it is allowed to necessary ask questions about that. I actually I don't see the reason or need to put that in the job ad. But what I think we should, it's a matter of management on a daily basis. I haven't seen the all the data, but I can say for my own department that I know we have two. And it's not something that we or they hide. We talk normally and openly about it. And I don't see that we have any issues about that. I don't know. I haven't heard anything. I think it's a matter that you create an environment, where it's ok and more than ok to talk about it. So, it should be something where feel confident doing so.

Do you think the reason, why you say it's not a problem for you, has anything to do with the diversity statements that your company has?
Yes, among other things. I think it starts from the HR. If you don't have a general agenda, then it becomes more difficult with the different managers. But even if you have a diversity agenda which is very clear, it's still up to the managers to leave that out. And I think it's a lot about also training the high managers that we have in Novo Nordisk. A training programme for every high manager, where we also touch upon diversity, business ethics, which is kind of a bible for us.

How do these different measures come to place? Is it something the HR department decides on or is it...?
We have what we call "Novo Nordisk Way" in a way. It has ten statements, like in the bible, and that is incorporated in all that we do, say or think. And it's very important that we live up to that. We measure that every year, when we ask, we have what we call "Our Voice", it's where we send out a survey send to all the employees, and some of the questions are actually about the "Novo Nordisk Way" and if they believe that we live up to the "Novo Nordisk Way". To ensure that we do. One of the questions is question number six: "we treat each other with respect". And that is one of the very important ones.

Do you think there has been a change in the company's policies regarding diversity the last few years? That you have started addressing it more, considering it when you make new policies or make decisions?
Yes, I do. We have always had the "Novo Nordisk Way" but in the past two years it has been high in the agenda. That is also why, actually we have formed this extra team, which is responsible for

insuring that we create diversity kind of rules and we live that up and we are trained in diversity. It comes from the top. Top management has also focused on diversity in the executive management. That is not only gender, but it is also gender. Because until now most executive managers have been males and Danes. So, how can you create more diversity also life long? That it's been cascaded down. Or I think if you take the different teams on first level management then diversity in most places is not a problem, so to speak. We are very diversed and we've been so for many years.

Do you think there still a need for more diversity in your company?

Yes, I do. But it depends again on how you define diversity because in a broader perspective I think we could have even more foreigners in the Danish part of the company.

When you say that you have diversity trainings, what kind of trainings are they? Are they the ones where you gather your employees and just have presentations of what diversity is, what new policies there are and what they should follow or is it something else?

It's a combination of many things. I said we have this team, diversity team. And just a note, maybe when you are writing about diversity, you should actually talk to the one responsible. You can at least get an input on what they are working on. But back to the question. Please repeat the question I lost it.

How exactly the trainings take place?

Oh yeah. It's incorporated in several places. Like I said before, all hiring managers are joining an onboarding programme and it's part of that. That is a combination of classroom trainings and group trainings, where we are sitting out and discussing dilemmas and a lot of other things. Then we have general guidelines, the "Novo Nordisk Way", we are being also trained by our e learning. So, there are a lot of media, platforms and systems. A lot of them are for managers and we have a few that are for all the employees.

In terms of your recruitment processes in different countries, how do you insure that countries that don't have the same values as Denmark still stand for the same values in their recruitment?

We do that because we have the "Novo Nordisk Way" and that's a goal thing no matter where you are. That you have to live up to our business ethics and our "Novo Nordisk Way".

But how do you make sure that companies do this in other countries?

Every manager in Novo Nordisk no matter where he or she is situated, is trained in the same way, in the same values. We are also measuring to make sure that they actually live up to that by asking all the employees all over the world the same "Our Voice" questions. Like I said, there we are asking all sort of questions about business ethics, our way, who we do it, if we live up to it and we get the results. If in any part we don't live up to that, then we take action. Furthermore, we do conduct regularly flake facilitations where externals come and go out to different units and facilitate that we live up to our rule standards and processes.

Do you think that by asking these questions, in countries where LGBT is not accepted, are enough to insure that actually it is a welcoming environment for homosexual and transgender people?

It depends if we specifically ask do we have a culture that's ok or if we have a culture where gays, homosexuals and so forth are feeling comfortable and welcome. That we do not. We do not ask such specific questions. So, if it's directly related to that then I think not. I don't think we can say that we are totally on top of that. The questions are more generalised: "That we treat each other with respect, that we have an environment where I feel I can come to my manager with everything, that I can speak freely". Questions like that. It's up to the employee to translate that to can I come out and discuss personal matters or can I come out and say that I'm gay.

So, you have never heard an incident in another country, not here Denmark, where an employee had an issue with the manager? Or the manager with the employee? For example, if you had a religious person and a gay person, there was an issue or something?

Most probably, but I don't have a case present. But I would be surprised if we had no cases because we are a company of forty-two thousand employees and of course there will be in some areas also in Denmark, where we have an employee and a manager, which are not aligned so to speak. But I can't recall in my time in Novo Nordisk that we have a case that was publicly mention about that topic.

Does Novo Nordisk participate in the pride parade?

No, I don't think so. I'm not sure. But that is not because of what the parade does. Because we don't participate as a company in such things. We have our own bicycle team. But every time we do so, it relates to what we do namely. We do insulin for diabetes and the team consists only of diabetics. So, these kind of arrangements we join but not any other.

Mathilde's Interview
First, can you tell me how long you have been in the company and describe a bit about what you do?

I've been in Novo Nordisk for 8 years and the first five years I worked as an HR business partner in line of business and the past 3 years I've been in corporate HR as a Head of Diversity and Inclusion, my formal title is Diversity Project Manager.

At Novo Nordisk what would you say are the primary diversity measure you focus on?

We primarily focus on gender and nationality when you are looking at metrics and that's mostly because those are the metrics we have available and where it is possible to benchmark so we take that as a sort of overall measure for inclusion and diversity in general.

Can you give an example of a current project you are doing?

Yes, currently we doing unconscious bias training for our top management teams as part of insuring we have an inclusive mindset and a focus on the value proposition for increase diversity in management teams.

Do you in the company have any policies towards the LGBT community?

I mean we have basic equal opportunities and anti discrimination rules and regulations according to, you know, Danish Law. And then we also have what is called the Novo Nordisk way which is our sort of cultural way of managing where we have an element that talks about we treat everyone with respect.

So would you describe Novo Nordisk as an LGBT friendly workplace?

I would say in the sense of basic equal opportunities and non-discrimination based on people's sexual orientation I think we have a very strong base, are very inclusive to my knowledge across the organisation there is a very common understanding that we just don't allow discrimination for sexual orientation, religion, race, gender whatever. But that's on the sort of openly discriminating behaviours.

What happens if have a case where people openly discriminate against someone?

Usually if someone contacts our legal part of Corporate HR then that would be taken up by some of our lawyers to actually access what had happened, it could also be if it is through our whistle-blower system then we have some people who deal with that specifically who are sort of business assurance people who would go out and assess whether there was actually something to the allegations an if there is then there could be disciplinary actions against the person who commitment the discrimination

The project you are doing now on unconscious bias how is that something you teach people to be aware of their unconscious bias?

Basically we try, what we do is we have a work shop that we do in the management teams, in the teams they are actually normally apart of where we talk about how unconscious bias is normal, natural, and it is part of the way deal with having to make a million choices everyday but at the same time it can also make us jump to conclusions or make judgements about people based on our stereotypes about them or even avoid risk by not hiring people that are too unlike the people already in the teams or things like that. And then we try to educate them on how to mitigate bias or different types of bias, when do they occur and how can we mitigate them and have a conversation about how they can actually anchor this in their teams to work with it so rather than trying to expect people to try and erase their own individuals bias we try to work with teams and talking about how you can have an open and constructive conversation around bias and what it means and when do you see it and how can we mitigate it when we agree that it is there.

And how do you measure if the unconscious bias training has a positive affect?

Basically the hardcore element of it is that we are expecting it to increase the diversity in our senior management teams so the longer term effect should be that we have more gender and nationality diversity in the management teams that have had the training because we talk about, sort of, the benefits of being more diverse and more inclusive and actually having more perspectives in the room for different discussions so it's also a call for action to actually hiring people that are less like the people already in the teams.

Do you also ensure to get feedback from other people in the company who aren't necessarily management or the leaders?

Yes I mean the unconscious bias training we 've also had that workshop with our talent development programs for female potential senior leaders. So we actually talk to the women about what is bias and how does it affect, you know, the way that they might be perceived and so that they have the same understanding and same common language to actually talk about bias as the managers are receiving and we also have it as part of our, we are starting to integrate it into different more broad talent development programs so the up and coming top managers also have a better understanding of it when they get into their new role.

You where saying you focus a lot on metrics such as gender and nationality which can be measured what about the metrics such as sexual orientation, race, and these things that can't be measured how do you go about focusing on this?

I mean from a metrics perspective we don't. Because we can't ask people about their race we are not allowed to store that information and sexual orientation I am not even sure if we are allowed to but I'm pretty sure our legal affairs wouldn't want us to do that either. So, we don't track on it as such because we don't ask those questions as part of our employee engagement services we don't ask people to tell us if they are black or LGBT or whatever, so we don't have a metric system for tracking on that.

But do you still have a way deciding on if you should focus on these areas or is it something you just don't focus on?

I would say that it has been fine from our top management to say that you know that when we benchmark against other companies, right now our biggest challenge is to ensure that we have more diversity in our top management in relation to gender and nationality so that is the scope that has been decided for us to focus on for the next upcoming years in diversity and inclusion so there is no specific LGBT focus in our DNI work right now.

Do you know if you have any LGBT networks?

We have in some regions, in some places we have them for instance in the US they have an LGBTQ employee resource group and we also have voluntary networks in Denmark but it is not something that is pushed or funded from a corporate side so basically what the point is to say is you know we have a wine club, we have a cycling club, we have all kinds of different volunteering groups for employees to join and we see LGBT as one of those so it is up to the members or the employees who are part of that community to decide how and when they want to meet within the frame of work so it is more from a voluntary perspective that something that the company is pushing or endorsing.

What if there was a network that wanted to attend the Pride event would that be something you would be willing to fund or is it up to the employees?

Well actually we used to fund a Novo Nordisk float at the Pride but stopped that some years ago and I wasn't actually in my current position but from what I understand it was this sort of you know from some peoples perspective there was this sense that but you know we've achieved so much in Denmark we don't really have any issues with discrimination within the company and you know there is equal rights in relation to having marriage and having children and adopting so you know what's the

big issues why do we need to fund this and then the funding was cut so it was more of a we think we are doing good we don't see the issue we are going to cut the funding.

Research shows now that 40 percent of LGBT people are afraid to come out in the workplace do you think that is something you as a company have in mind or something that would make you want to support the Pride event again?

I don't see a clear link between that and supporting the Pride event I think that is jumping a bit too far. I can completely understand why someone would not want to share their sexual orientation at work because I am sure there still is a lot of lack of understanding or stereotyping as I talked about before unconscious bias related to sexual orientation. So I can completely understand why some people would choose not to share that part of their personal life in the workplace basically because they don't want to have that stigma unfortunately but to be honest I don't think it is any different form the stereotyping that occurs for instance with women in leadership position I mean if you could hide your gender would you do it? Maybe some people would because it would make a lot of things easier and you know I just spoke to an American colleague some time ago who works in our sales in an executive position and for years she didn't have a profile picture on her LinkedIn and then you know several people told her you have to start doing that and so she put a profile picture on LinkedIn and she's black and the number of calls that she got from head-hunters and recruiters and so on dropped significantly when she put the picture of herself up. So the only thing that she changed on her profile nothing changed in her competencies or whatever but she put a picture up and then the interest dropped from recruiters and head-hunters so I don't its just an LGBT issue I think it is a general bias issue that people tend to have stereotypes around who you are based on what you look like or what your religion is or what your sexual orientation is.

What do you think is the best measures companies can do to help eliminate this unconscious bias?

I think its about working on increasing diversity but also increasing inclusion so it is not enough just to have a lot of diverse people they need to actually also work on being inclusive and being openminded towards other peoples perspectives and I think exposure to other people with other backgrounds or with other attributes is actually the best way to reduces the stereotyping so I think when your exposed to a more diverse work environment you also see that all the stereotypes don't make sense but I don't think it is a journey that we are going to complete in two years or even in five especially in a Danish cultural setting where we are by all means very very very homogenous as a society I think there is a lot more unconscious bias that we as Danes sometimes realise.

How do Novo Nordisk, because you work across many countries, how do you ensure that policies are the same in each country?

I mean that is a tricky one because there are countries where we operate where we have offices where being gay is illegal and we places where you it is illegal for women to work with men so we can't hire women to work in those offices so normally we say we always uphold a Novo Nordisk standard of how to do thing and if there if local legal requirements that are above the Novo Nordisk standard then we also live up to them but we never go below a Novo Nordisk standard of the way we operate

and of course that would apply to the whole non discrimination and equal opportunities side to is so its more of a legal perspective on it.

If you were operating in a country where it is illegal to be gay and you had an individual that was against gay people would you then tell him to work in another company or how would you go about that?

I don't think we would go to the extremes of firing people on those grounds I think it would more be a matter of helpfully, the people in the office who are more exposed to sort of a Danish culture, would try and engage in a dialogue to explain that this is not the normal way to see this in a Danish setting and at the same time I am pretty sure that we wouldn't expatriate an LGBT person to work in Saudi Arabia because we wouldn't want to traumatise that person and we wouldn't want to risk it for our business purposes either. So there is an element of having a stance but also keeping in mind that it is peoples lives so we are not going to send someone of to Saudi Arabia just to prove a point for something where there is no need for us to prove a point about.

Have you taken any measures when you for example hire people in your job descriptions for instance some companies write LGBTQ friendly in the bottom of every job description or where you could ask people not to post a picture of themselves, so the hiring people can't discriminate against them, have you got any examples of such things?

We don't. Not at the moment we do have that we post about having the Novo Nordisk way and treating everyone with respect but we don't have a LGBT friendly phrase that we use and when it comes to, we are in the works of actually updating our recruitment IT system and that could potentially help us to actually blind all pictures for the first reviews of applications and it could also make it easier to just specify the criteria that you are looking for, like the objective criteria's that you are looking for in the candidates and then only see the candidates who live up to those criteria's for instance.

In terms of the Novo Nordisk way, what if the most effective way in getting this information out to all the people in the company?

I think the Novo Nordisk way is a very integrated way of managing and living the culture in Novo Nordisk so its part of basically every single development program and its on all our onboarding programs and our top management talks so its across the board that it is communicated repeatedly but its not a specific effort talking about LGBT or anything like that.

Have you got any personal stories of where you had a program and you could see it helped or affected employees?

Not in the sense of programs. I have some specific examples of how our managers have dealt with LGBT questions where they've handled it really well but not in programs as such.

Could you tell me a story of how they handled it?

Sure, I remember when I was in HR Business partner I had a manager who called me because he had had a posting up of a job and he called an applicant for an interview and in the application it was

a man and when he went to meet him at the reception the applicant was wearing makeup and high heels and a skirt and of course as he told it to me it was like his first reaction was to compose himself but then they had a really good interview and this person really had the competences that they needed for the job and he had decided that he wanted to call him in for a second interview and afterwards one of the members of the teams that his person would be working in was very addiment about not wanting to work with this person and the manager reached out to me to sort you of get some coaching on how to handle that situation and went back to the employee and basically told him this is not the way we do things in Novo Nordisk and if we have the right candidate and we have the right fit both for the person and for the competences that he has then we will hire him or her regardless of sexual orientation and basically I think he had already decided that was what he was doing he just wanted to get my input on how to do it and I think he had the right instincts and he definitely handled the situation really well. In the end they ended up not hiring this person but that was not to do with his competences or his personality it was actually to do with the fact that the required going in to some of our GMP areas which means there are some really strict regulations from the authorities about you cant wear makeup you can't wear nails polish and things like that. And the candidate actually didn't want to abide to that and so they ended up agreeing that this wasn't the right working environment for him or her. But I think the way that it was handled, and this was just you know it could have been any manager, and I think the way he handled the situation proved that he understood the message of being open and honest and treating everyone with respect.

In this case Novo Nordisk and this manager handled it in a good way do you think, earlier you where saying Denmark is a very homogenous, do you think most Danish companies would handle it like this or do you think Novo Nordisk is ahead of other companies in this area?

I don't know, I don't have any data to support it one way or the other. But I do think that we have a long history of putting the how we do things as high on the agenda as the what. Meaning that it is not enough to make a lot of money you also have to do it by treating your people right. So, I think that part of our DNA as a company probably makes it easier for the average manager to know how to navigate a situation like that.

In your own opinion how big an affect do you think companies like Novo Nordisk having open environments, how big an effect to you think that has on the Danish society as a whole?

I think that we definitely can lead by example and I think it is incredibly important that we are not supporting stereotypes that might be in society but at the same time I think it is really important that what we promote or what we say is actually also something that resonates in the organisation. I mean I think it is incredibly easy to just say we are an LGBTQ friendly workplace but then you really need to be able to live up to that because if someone come in and within a 3 moths experience see that's not really the case then I think the negative effect of that will outweigh the potential benefits of putting a line like that in your advertisements. So, I think incredibly important when you do thing like that that you actually stay true to the company culture as well.

What would you say is the top ways a company can ensure those things?

As I said I think focussing on including and Diversity in a broader sense that's the way to go not making it about one particular agenda or one particular group or minority but talking about the benefits and effects of inclusion and diversity in general, I think that's a better way to go. Because otherwise it becomes very much a you and me or us and them type of dialogue.

My last question how big an effect to you think LGBT policies or non-discrimination policies affect people who have an LGBT identity? Do you think these policies have an effect on employee's productivity?

I think there is also different types of research that have shown that if people experience that they can succeed in a company regardless of their gender, race, sexual orientation and so on and that its based on what they deliver then engagement in general is higher so I think we can definitely get more engaged and hence also more productive employees from being perceived as an equal opportunities employer.

Survey

Hi!
We are two students from Copenhagen Business School who are writing our final Master thesis.
Thank you for taking the time to respond to our questionairy.
Your answers will remain anonymous and will be used for our Master thesis where we intend to explore the reasons behind why many LGBT-people living in Denmark hide their LGBT identities at work despite living in a liberal Danish context.

If you have any questions or commentary you are welcome to contact us at one of the following e-mails:

hema13ad@student.cbs.dk
stratoula.a.baxevani@gmail.com

Best regards,
Stratoula and Helene

What is your sexual identity?

(1) ❏ Homosexual

(2) ❏ Bisexual

(3) ❏ Pansexual

(4) ❏ Heterosexual

(5) ❏ Asexual

(6) ❑ Other (Please specify) _____

What is your gender identity? (Cis is a term for people whose gender identity matches the sex that they were assigned at birth i.e., someone who was born female and identifies as a woman)

(1) ❑ Cis-woman

(2) ❑ Cis-male

(3) ❑ Trans-woman

(4) ❑ Trans-male

(5) ❑ A-gender

(7) ❑ Non-binary

(6) ❑ Other (Please Specify) _____

What is your age?

(1) ❑ 13 to 17

(2) ❑ 18 to 24

(3) ❑ 25 to 34

(4) ❑ 35 to 44

(5) ❑ 45 to 54

(6) ❑ 55 to 64

(7) ❑ 65 to 74

(8) ❑ 75 or older

What is your nationality / cultural background?

_____

Have you experienced/heard discrimination against LGBT-people in Denmark?

(1) ❑ Yes

(3) ❑ No

Have you experienced/heard condescending speech toward transgender people in your previous or current workplaces in Denmark?

(1) ❑ Yes

(3) ❑ No

Have you experienced/heard condescending speech toward bi- and or homosexual people in your previous or current workplace in Denmark?

(1) ❑ Yes

(3) ❑ No

Do you know any colleague who is openly queer in your current or previous working environment?

(1) ❑ Yes

(3) ❑ No

Which of the following statements best fits you?

(1) ❑ I identify myself as LGBT and I'm open about it both privately and at work

(3) ❑ I identify myself as LGBT and I'm open about it privately but not at work

(4) ❑ I identify myself as LGBT but I am not open about it

(5) ❑ I do not identify myself as LGBT

What is your attitude towards people who identify as LGBT?

(1) ❑ I fully accept it

(2) ❑ I accept it but do not like it

(3) ❑ I do not accept it

(4) ❑ I do not know enough about it

Do you think it is harder for LGBT people to join the workplace community compared to their

heterosexual colleagues?

(1) ❑ Yes

(2) ❑ To some extent

(3) ❑ No

(4) ❑ Don't know

Do you think your current working environment is open and accepting to LGBT employees?

(1) ❑ Yes

(2) ❑ No

(4) ❑ To some extent

(3) ❑ Don't know

Do you believe the Danish society is free of judgement towards the LGBT-community?

(1) ❑ Yes

(2) ❑ To some extent

(3) ❑ No

(4) ❑ Don't know

Do you believe Danish workplaces should put more effort into accepting or including people who identify with the LGBT-community?

(1) ❑ Yes

(3) ❑ No

Do you believe that the Danish society is well informed about the LGBT community?

(1) ❑ Yes

(3) ❑ No

How do you think people get informed about the LGBT community in Denmark?

(1) ❑ School

(2) ❑ Media

(3) ❑ Social media

(4) ❑ Internet

(5) ❑ Other (Please specify) _____

Do you believe Denmark is more accepting towards the LGBT-community than its European counterparts?

(1) ❑ Less accepting

(2) ❑ Average

(3) ❑ More Accepting

Do you think it is easy to come-out or talk about your sexual orientation and gender identity in Denmark?

(1) ❑ Very easy

(2) ❑ Somewhat easy

(3)   ❑ Somewhat hard

(4)   ❑ Very Hard

If you would be interested in answering follow up questions or an interview, please leave you e-mail - the interview can be anonymous

_____