

Navigating Challenges to LGBTIQ+ Inclusion: A Management Perspective on Diversity and Inclusion Policy and Practice

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ABSTRACT

Organizations commonly use diversity management policies and practices to improve justice and equality in the workplace. In Sri Lanka, few corporate sector organizations have made their LGBTIQ+ inclusive policies and practices publicly known. Even with these initiatives, it is doubtful if LGBTIQ+ discrimination can be completely eradicated, especially in non-Western contexts like Sri Lanka where traditional heterosexual masculinity still has a significant effect. Consequently, this paper explores obstacles to openness to LGBTIQ+ diversity in an organizational setting (Pride-H) in which non-discriminatory policies are well-designed and implemented. This study uses a qualitative approach to examine the nuances of LGBTIQ+ inclusion. Semi-structured in-depth interviews with sixteen participants illuminated the difficulties Pride-H has in promoting acceptance of LGBTIQ+ inclusiveness. The study identifies five main barriers that must be overcome before a truly inclusive workplace can be realized: exclusion of LGBTIQ+ individuals in the personal spaces, difficulties faced by LGBTIQ+ people who are closeted, stakeholder reluctance, microaggressions, and the dangers of stereotyping and unconscious biases. The analysis suggests that Pride-H should take aggressive steps to address these issues. Pride-H may become a harassment-free and zero-discriminatory workplace by tackling these problems head-on and becoming a notable role model for other organizations that support equality and diversity. This study adds to the larger conversation on diversity management by offering insights that can help firms comply with international business and human rights norms and promote improvements in the array of workplace inclusivity.

Keywords: Diversity management, LGBTIQ+ inclusion, Obstacles, Policy, Workplace equality