



BRÓDÚIL
as obair ar son
na hÉireann
Státseirbhís agus Seirbhís Phoiblí

PROUD
TO WORK FOR
IRELAND
Civil and Public Service

“Can’t See It, Can’t Be It”

The Importance of Visibility and Representation in Leadership

Dae Hanley

Proud to Work for Ireland Network
Co-Chairperson



Here's where I “come out” to a room full of leaders and peers...

Dae Hanley

- Pronouns: They/Them (Trans Non-Binary)
- Proud to Work for Ireland Network (PWIN) Co-Chairperson
- Former Department of Justice LGBT+ Network Chairperson
- Parent (or “Par”) to 10-Month-Old Daughter





“Why do you need a label?

Because there is comfort in knowing you are a normal zebra, not a strange horse.

You can’t find community with other zebras if you don’t know where you belong.

It is impossible for a zebra to be happy or healthy spending its life feeling like a failed horse.”

- Psychological effort of being “in the closet” impacts productivity and performance in the workplace
- 2011 Research published by Harvard Business Review found LGBT+ Staff were significantly more likely to progress to Senior Leadership Positions if they felt secure being “out” in their workplace





A handful numbers and stats... Just for some context.

- Limited official data due to LGBT+ Identities not being adequately measured in census
- Research¹ by Transgender Equality Network Ireland (TENI) found only about 27% of transgender employees in Ireland were earning median wage or higher in 2013
- At the same time 37% of transgender employees were earning less than the full-time minimum wage
- In a 2017 survey² TENI found that 1 in 4 transgender people in Ireland were unemployed while actively seeking work
- In the same year, more than half of transgender employees surveyed admitted to taking time off work because of negative treatment

¹ Speaking from the Margins Trans Mental Health and Wellbeing in Ireland
Jay McNeil, Louis Bailey, Sonja Ellis & Maeve Regan
Transgender Equality Network Ireland (TENI)

² Transgender Equality Network Ireland
SUPPORTING TRANSGENDER INCLUSION IN THE WORKPLACE
Guidelines for Employers and Employees



Where PWIN are P-Winning

- The Department of Justice LGBT+ Survey 2023;
 - 29% of respondents identify as LGBT+
 - Adjusting for self-selection bias, this still equates to an **absolute minimum** of 7% of Department staff
 - By comparison, UK Home Office found 5.6% of staff identified as LGBT+ in 2022
- Recent union branch survey in Department of Foreign Affairs found 32% of Junior Diplomats identify as LGBT+
- Anecdotally, both Departments see requests for transfers-in due to reputation as LGBT+ inclusive workplaces





*“Can’t See It, Can’t Be It”
but also...*

“Can’t Be Seen, Can’t Be It”

- Someone must be the “first” in a space
- PWIN made use of this to increase visibility
- Grassroots activity to champion the goals of the LGBT+ Inclusion Strategy 2019
- Engagement with LGBT+ NGOs to spread awareness, representation, get into people’s minds and onto people’s radars





“It’s important that the civil service represents Irish society as it actually is...”

- Actively seeking out inclusion in spaces and conversations – the importance of self-promotion
- PWIN won the Employee Resource Group Award at the 2024 Galas LGBTQ+ Awards
- The more we are seen, the more we are included. The more we are included, the more we are seen.
- Seek out and build a network; an outlier can be overlooked, but there is visibility in community





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Thank You!

You can contact Dae and the
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