

GLOBAL VALUES

GETTING STARTED WITH LGB EQUALITY WORLDWIDE

GLOBAL
WORKPLACE
GUIDES



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CONTENTS

1	The Global Value of LGB Equality	2
2.	The Business Case	4
3.	Constructing Global Policies	6
4.	A Strategic Approach	10
5.	Policies in Practice	14
6.	Top 10 Tips	21

FOREWORD

At Stonewall we recognise how powerful employers, whether from the private, public or third sectors, have been and continue to be in driving forward equality for lesbian, gay and bisexual (LGB) people in Britain. Many global organisations view LGB equality and equal opportunity for all staff as an organisational value that transcends national borders. Taking the steps to turn this value into a reality not only in Britain, but also in their operations worldwide, conveys a truly authentic commitment to sexual orientation equality. Stonewall's Global Diversity Champions programme provides those employers with a forum to share good practice in this area.

The first step to achieving LGB equality is for global organisations to express this value in the policies and practices that they apply both globally and locally. The varying legal conditions, combined with the differing social, cultural, ethnic and religious make up of societies, means organisations face a complex and ever changing context when embedding this value. How to better understand these local contexts and apply policies that afford equal treatment for LGB staff in a sensitive and smart way is a new and evolving area for many global employers.

This guide, the first in our series of Global Workplace Guides, captures some emerging good practice. It provides a framework to help organisations understand local contexts so that global and local policies provide real equality for their LGB employees in a responsive and intelligent manner. Thank you to all of our Global Diversity Champions and those featured in this guide.

A handwritten signature in black ink that reads "Ruth Hunt." The signature is written in a cursive, flowing style.

Ruth Hunt
Acting Chief Executive

1

THE GLOBAL VALUE OF LGB EQUALITY

The very best organisations know that a true commitment to LGB equality has to be a global one. They recognise that for their employees in Britain and worldwide to believe that their commitment to LGB equality is authentic, their efforts to create inclusive workplaces have to extend beyond Britain.

Many global organisations have clear statements of their values to help ensure their workplaces, wherever they are in the world, will be free from discrimination and a place where staff, explicitly including LGB staff, can be treated equally and with dignity and respect. Many organisations also explicitly include gender identity or expression within this commitment and endeavour to turn both these values into a reality in their workplaces. Both are new and exciting areas of developing good practice.

In a world where the cultural and social attitudes towards lesbian, gay and bisexual people and the legal protections or punishments they can expect varies vastly from country to country, turning this value into reality is not always straightforward. Many organisations are left wondering not only how to put the value of LGB equality into practice globally, but how to do so whilst respecting varying cultural and social differences.

The key challenges for employers are how to communicate and promote the organisation's commitment to LGB equality throughout their operations worldwide, how to protect staff in countries where their sexual orientation makes them particularly vulnerable to the effects of discrimination and how to ensure the safety of staff as a paramount consideration.

The first step in attempting to overcome these challenges is through the implementation of policies both globally and locally which are clear about the organisation's stance on discrimination on the grounds of sexual orientation. However,

before they can apply these policies effectively, organisations need to understand the specific contexts in which they work.

Understanding LGB equality globally

Many organisations look to the laws in any given region or country to understand the situation lesbian, gay and bisexual people face. With that in mind, the world can be loosely grouped into three broad ‘zones’:

- Those countries, such as Brazil, Poland and South Africa, **where same-sex relationships are legal and clear employment protections exist** for LGB people.
- Those countries, such as Ukraine, Peru and South Korea, **where same-sex relationships are legal, but no clear employment protections exist** to prohibit direct or indirect forms of workplace discrimination on the grounds of sexual orientation.
- Those countries, such as Saudi Arabia, Ghana and Singapore, **where same-sex relationships are illegal**.

While laws can be a good indication, the situation faced by lesbian, gay and bisexual people is more complex. It is also significantly affected by political, social, cultural, ethnic and religious factors, among others.

In some countries, for example, where it is illegal to be lesbian, gay or bisexual the laws may not be enforced and social attitudes may mean LGB people can live and work openly. In contrast, in some countries where it is lawful to be lesbian, gay or bisexual and where protections against discrimination exist, LGB people may face discrimination, harassment and persecution without any realistic hope of justice.

2

THE BUSINESS CASE

Leading global employers recognise that making a global commitment to lesbian, gay and bisexual equality not only benefits their LGB staff but is also good for their bottom line.

Regions with advanced legal protections and positive social attitudes towards LGB people aren't the only places that benefit from the creation of LGB inclusive workplaces. Organisations recognise that by committing to organisational values and equalities policies across their global operations, they can begin to capitalise on the benefits in other countries that they already feel in Britain.

Productivity

Removing discrimination and embracing diversity in the workplace creates environments that are more conducive to producing efficient, collaborative and creative workforces.

Talent

The creation of open and respectful environments attracts and retains both the top LGB talent and people who seek to work in forward-thinking and dynamic workplaces.

Reputation

Providing equal treatment of lesbian, gay and bisexual staff demonstrates social responsibility, especially in countries where it exceeds their legal responsibilities.

This protects against serious cases of discrimination, can secure positive media attention and encourages brand loyalty.



After all, the bottom line is clear: eliminating discrimination is not only the right thing to do; it's also critical to ensure that we have sustained, balanced and inclusive economic growth in all societies – whether in developed or developing nations, the North or the South, America or Africa.

Jim Yong Kim
World Bank President
March 2014

3

CONSTRUCTING GLOBAL POLICIES

The best organisations incorporate sexual orientation equality into overarching global diversity policies. This is fundamental to establishing a position as a lesbian, gay and bisexual friendly employer globally.

The first step for employers wanting to start work on lesbian, gay and bisexual equality globally is to have clear global policies that reinforce the organisation's commitment to equal treatment for all staff in the workplace. The best global employers explicitly commit to non-discrimination on the grounds of sexual orientation through publicly available global codes of conduct, diversity and inclusion policies, equality charters and human rights policies.

Applying global policies locally

Often these global policies may go beyond, and in some cases are contrary to, local laws and customs. Many organisations are therefore unsure about how to guarantee fair treatment of LGB people in different countries or regions in a culturally sensitive way. There are two broad ways global organisations have approached this issue.

Delivering a consistent policy across all regions and countries

Some organisations make sure that global diversity policies or global directives (e.g. global code of conduct), which explicitly include sexual orientation equality, apply to all locally operational policies. There is therefore an explicit commitment

to non-discrimination on the grounds of sexual orientation in local policies of all those countries they operate in. This approach sends a clear signal to all staff that the organisation is committed to safeguarding LGB staff by preventing discrimination and promoting equality.



BAKER AND MACKENZIE is an international law firm that operates from 75 offices in 47 countries. Their global policy and commitment to LGBT equality explicitly includes a zero-tolerance approach to any form of discrimination, victimisation or harassment by or against any of their people, based on actual or perceived sexual orientation or gender identity. This was approved democratically by a clear majority of partners across the firm. Compliance with these standards of conduct is regarded as a contractual obligation that would apply regardless of location or jurisdiction. The policy also makes it clear that ‘LGBT people and significant others are treated with the same dignity and respect that we show all others’. The policy was emailed to all staff globally by the firm’s Global LGBT Chair.

Delivering context specific policies

Although included in their overarching global policies, some organisations don’t automatically incorporate this explicitly worded commitment to protecting LGB employees into all locally operational non-discrimination policies. In many instances the decision to specifically refer to sexual orientation in local policies is made in each country or region and reflects the laws and societal attitudes towards lesbian, gay and bisexual

people. The best organisations ensure that local policies provide general provisions for non-discrimination, which alongside the organisation's global policies, can be read by staff as covering sexual orientation.



BARCLAYS have operations in some of the most challenging countries in the world for LGBT people to live and work. Barclays are informed by local HR teams and diversity and inclusion networks in order to be sensitive to local cultures and adhere to legal restrictions while trying to create the most inclusive environments for their LGBT employees. As such, in particularly challenging contexts for LGBT people sexual orientation may not be explicitly included in local policies. Barclay's position as an inclusive employer for all strands of diversity, including LGBT, remains explicitly clear from their global code of conduct which is available to all employees globally on the internet and the firm's intranet. The organisation's commitment is also exemplified by their internal and external LGBT inclusive messaging and global support for the formalised LGBT staff network, Spectrum.

KEY POLICIES TO CONSIDER

Anti-discrimination

Anti-discrimination policies set out an organisation's commitment to equality, protecting employees – both future and present – throughout the employment cycle including hiring, firing, training, and promotion. The most comprehensive anti-discrimination policies provide clarity and guidance to the protected characteristics that are covered, such as sexual orientation or disability.

Bullying and harassment

A complete bullying and harassment policy should contain specific guidance on and definition of what constitutes bullying and harassment of LGB employees, similar to, for example, gender specific guidance developed for acts of sexual harassment. The policy should also communicate that bullying and harassment will be met with a zero-tolerance response by the organisation and make provision for a grievance procedure by which people can report mistreatment.

Benefits

The provision of employee benefits is an expected element of compensation packages and should be equally accessible to LGB employees. Organisations should make sure all their benefits policies use open language that is inclusive of LGB employees and their families. Communication and application of these benefits may not be straightforward in some countries due to restrictive laws and negative social attitudes. To combat this, organisations should develop a detailed understanding of the conditions for LGB people in countries that they operate so they know what is appropriate in each context.

4

A STRATEGIC APPROACH

Organisations may choose to implement their global policies and commitment to LGB equality at the local level in different ways, however before they do so, they should take the following steps to ensure their efforts are most effective. They are:

- *Having global diversity teams and networks*
- *Understanding local contexts*
- *Responding to local contexts*

Having global diversity teams and networks

The best global organisations have global diversity and inclusion teams and LGB employee network groups which both play a central role in driving forward inclusive practices that can support LGB staff globally. Working in coordination with local diversity and inclusion teams, global teams and networks can:

- **Help secure the senior buy-in necessary to implement both global and local policies and manage any resistance from local leaders.**
- **Provide consistent oversight for the global implementation of LGB strategies and help facilitate knowledge-sharing across the organisation.**
- **Maintain strong communication channels between global and local diversity and inclusion teams, employee network groups and HR teams in order to negotiate specific barriers to LGB equality on a case-by-case basis.**
- **Offer both formal and informal channels, through the network group or other external services, which provide access to confidential information and advice.**



THOMSON REUTERS operates in Manila, Philippines where same-sex relations between consenting adults in private is not a crime, although sexual conduct or affection that occurs in public may be subject to the grave scandal prohibition in Article 200 of the Revised Penal Code. Thomson Reuters introduced its Domestic Partners Eligibility policy, which supports employees' domestic (live-in) partnerships. Thomson Reuters LGBT network Pride at Work was central to the development of the in-country policy. Pride at Work is also part of the wider financial services industry Philippine Pride Group. Employees with domestic partners, either opposite-sex or same-sex, may now enrol them as qualified dependents under the organisation's healthcare plan and as qualified beneficiaries under its group life insurance plan and retirement plan.



IBM has LGBT Network chapters in Brazil, China, South Africa, Slovakia, Greece, India, Italy, Mexico, Russia, Singapore and Thailand among others. All chapters have access to a virtual community on the intranet service. This contains files, resources and information to help form new networks and includes discussion forums to share problems and find answers to specific questions. A link to this virtual network is also regularly sent out to countries without an established chapter.



EY's LGBT network, Unity, actively utilises the social media platform Yammer as a method for connecting its members across different locations. Also, in the EMEIA (Europe, Middle East, India and Africa) area, EY has a virtual community which is used to facilitate connection between their LGBT staff across the 98 countries in this area. It aims to be a place to share best practice across countries, providing a forum for those without an LGBT group to find out what is happening across EMEIA and connect with others.



BAKER & MCKENZIE hold regular Affinity Calls that give the opportunity for all their employees globally to dial-in to a discussion, exploring LGBT experiences across the organisation. It is anonymous and provides a safe space for people to raise personal concerns and share best practice across the organisation's diverse operations. The discussions also provide an important forum for Baker & McKenzie to react, where they can, to specific issues of concern. Calls are held at different times in the day to account for time differences and, with good levels of participation, it is clear evidence of the organisation's commitment to working towards establishing a voice for LGBT colleagues across their global network.

Understanding local contexts

It is crucial that organisations have a systematic procedure in place to assess the situation for LGB people on a country-by-country basis. Organisations should:

- **Consult local employment and human rights lawyers to determine what practical limitations the law places on them and their staff. This local expertise provides an up-to-date understanding of the background and nuances of law enforcement in any given country.**
- **Have processes in place to gather feedback from staff to understand the lived experiences of lesbian, gay and bisexual people in that country.**
- **Engage staff through an anonymous survey on their attitudes towards equality and diversity, including on sexual orientation where appropriate. Although it can play a significant role in determining the culture in particular workplaces, a survey should not be carried out if it poses a risk to employee safety.**
- **Utilise reports from external organisations such as the annual reports published by the International Lesbian and Gay Association (ILGA). Global employers can contact Stonewall for advice on how other organisations are establishing good practice.**
- **Undertake consultations or roundtables with:**
 - **National and international businesses on what they may be doing in any given country and region.**
 - **Local lesbian, gay and bisexual community groups on the actual barriers facing LGB people, how to communicate sensitively and how to tailor initiatives appropriately.**
 - **British embassies and high commissions to understand their assessment of the situation in any given country and to access the support they provide to British businesses.**



BARCLAYS Listening Groups have been established in different regions to gather views, perspectives and insight from employees. To further embed the LGBT strategy, sessions include participation from different departments of the business (e.g. marketing) and are highly valued in terms of business development.

Responding to local contexts

Global organisations should not only understand the local contexts in which they work but respond to them and tailor their approach accordingly. Tailoring an approach does not mean weakening your commitment to equal opportunity, or to the protections in place for lesbian, gay and bisexual staff. Instead it is about how to ensure these protections in a sensitive, tactful and flexible way. The best organisations:

- **Make their global equalities policies, which explicitly state sexual orientation, publicly available on their global website and, if possible, for all staff globally on the organisation’s intranet.**
- **Develop an emergency response strategy to help respond to changes in any given country that are likely to impact upon their lesbian, gay and bisexual employees. Such a strategy should cover when and how to send internal communications reiterating the organisation’s values, how risks to the organisation and to individual staff will be identified and reported and how the safety of staff at risk is guaranteed.**
- **Reflect language differences and cultural differences when referring to sexual orientation and gender. For example, a number of countries such as Nepal, Pakistan, Bangladesh and India legally recognise a third gender.**
- **Identify, on the basis of evidence, any country offices that require heightened care or a more detailed response. This includes sending additional communications to senior and middle management that reinforces the organisation’s position on LGB equality, safely monitoring the working environment or complaints procedures to identify country-specific problems and connecting experienced diversity staff in one division with those in another.**

VIACOM responded quickly to the introduction of regressive legislation passed in Russia, which prevents any form of LGB ‘propaganda’ to minors under the age of 16 and severely limits important freedoms for LGBT groups. Following senior level discussions about the legal change and the social conditions in Russia for LGB people, the head of Viacom’s global HR team (and executive sponsor for the LGBT employee network group) reinforced the organisation’s respect for their LGBT staff by vocally assuring, in person, the commitment to equal treatment for all employees in Moscow.

5

POLICIES IN PRACTICE

As an expression of an organisation's values, LGB inclusive global and local policies send an incredibly powerful signal to staff, customers and clients. However, much like in Britain, a policy of non-discrimination against lesbian, gay and bisexual staff will not be effective on its own and will only be seen as authentic by staff when implemented in parallel with a range of other activities to communicate those values. The best global organisations clearly communicate their values internally and externally, train their staff on what policies mean and evaluate the impact they are having.

Organisations will need to be flexible. The different activities the best organisations may undertake to support the implementation of policies may work better in some regions than others and may be lawful or unlawful in some countries and not others. For example, in countries where there are no legal limitations on what organisations can do, the goal should be to implement similar practices – but not necessarily the same – to those which have been successful in countries such as Britain. The goals in more difficult social and legal conditions will necessarily be different.

Similarly, organisations may not always be able to be explicit about their values and the application of their policies to lesbian, gay and bisexual people in every country or region. However, by publicly demonstrating a commitment to LGB equality globally, they can convey to LGB staff, clients and customers in Britain and beyond, that achieving equality of treatment for LGB employees is an organisational value.

By taking a sensitive, case-by-case approach, global organisations can implement their policies in a variety of effective ways.

Senior messaging from global and local leaders

Some organisations ensure that clear messages supporting the value of non-discrimination generally, and against LGB staff specifically, are communicated by senior leaders globally, including through:

- **Global internal emails or newsletters from senior management that outline what is expected from employee conduct with regards to respect and equal treatment.**
- **Sensitively profiling senior LGB role models to demonstrate career progression opportunities and development.**
- **Public messages from senior leaders that advocate LGB equality, sending a strong message of the organisation's commitment to sexual orientation equality.**



Every **IBM** policy is designed to be inclusive of their global LGBT community in all 170 plus countries in which they operate. This position is communicated externally on IBM's global diversity web page where sexual orientation and gender identity or expression strands are visibly included. Internally, IBM's CEO reinforces the importance of diversity to the business through their global diversity policy, which is shared among all staff via email. This policy is further backed up by a separate more detailed LGBT specific policy.



STANDARD CHARTERED's international footprint is largely made up of countries from Asia, Africa and the Middle East. Despite this challenging geographical context for the rights of LGBT people, Standard Chartered promoted the International Day Against Homophobia and Transphobia (IDAHOT) using their network of diversity and inclusion champions to engage with country leadership teams in 54 countries. Corporate Affairs teams in each country were then asked to include a paragraph in their country specific communications advising staff that they recognise IDAHOT and inviting them to view a compilation video from global leaders in the organisation. This was supplemented by links to a full set of resources on the internal home page. The wording of these communications was tailored with the support of the global diversity and inclusion team in order to remain sensitive to differing local contexts.

Training

The best organisations ensure all staff responsible for implementing global or local policies are trained on what they cover and, where appropriate to do so, can support lesbian, gay and bisexual staff, including:

- **Training relevant for local HR staff to understand how global policies apply to lesbian, gay and bisexual people.**
- **In certain countries where training or communicating openly with LGB employees is difficult, the diversity or HR teams based in other countries are trained to handle enquiries from local HR staff and directly from employees.**
- **Making available a variety of training for all employees, and especially to those with a stronger degree of responsibility for staff.**

➤ At **IBM** LGBT equality is clearly incorporated into internal messaging and policies that call for managers to embed this understanding into their day-to-day activities. In order to reinforce this message all line managers are required to undertake mandatory diversity training, which includes LGBT specific examples. However, in certain countries such as those in the Middle East where there is resistance towards this initiative, the LGBT specific examples will be kept available online via the intranet but will not be made a mandatory element of the training. There is also a variety of other training and initiatives including Reverse Mentoring programmes, Leadership Development programmes and Straight Ally training. IBM also offers all country managers the opportunity to be mentored by the OUT-Executive Network, which has been running for 15 years and provides vital peer support and experience.

Internal communications

Global organisations should ensure that, as a minimum, their employees are aware of the organisation’s commitment to LGB equality both in terms of actions and policies and how they can access that information safely, including through:

- **Explicit communication of policies such as those covering same-sex partner benefits and bullying and harassment policies via newsletters, social media, posters, email signatures and intranet services.**
- **Providing safe virtual spaces where LGB staff can find out, securely, how to access benefits and how policies apply to them.**
- **Promoting LGB network group activity and global events so that staff can take part and access information.**

➤ **HERBERT SMITH FREEHILLS** publish a global diversity and inclusion newsletter three to four times a year which is distributed across its offices, including Moscow and the Middle East, which has extensive LGBT coverage and content. Herbert Smith Freehills also place stories regarding work with LGBT organisations and LGBT network gatherings on the intranet service accessible by all offices.

➤ **BARCLAYS** have been creative in terms of ensuring that employees have access to forums where they can join the conversation on, and raise concerns of, specific LGBT issues. A Global LGBT Enquiries Inbox, which is reviewed by senior diversity and inclusion staff, has been opened for all employees globally to input ideas into Barclay’s LGBT strategy and also importantly, raise the existence of policies or practices which are not inclusive of LGBT people.



EY and its LGBTQA network, Unity, uses International Day Against Homophobia and Transphobia (IDAHOT) to join with colleagues around the world to raise awareness of LGBT equality. Unity holds an annual global photo competition and exhibition titled 'Colours of the Rainbow'. The competition encourages employees to submit their photographs into one of six colour categories, each representing a colour of the Pride flag. It is advertised internally through 'Daily News Alerts', posters and plasma screens in offices. The competition has, over the past few years, had entries from 14 countries across 4 of EY's 5 geographic areas. It has also resulted in a number of new Unity network members from India and Germany and raised awareness of LGBT issues in countries like the United Arab Emirates, Russia and Japan.



At **SIMMONS AND SIMMONS** those employees who are part of the Straight Ally programme have their representation clearly defined within their internal email signatures. This includes a link to the firm's intranet, which explains what it means to be a straight ally. This spreads the message across their offices globally that respecting the rights of LGBT employees is a significant and valued part of their day-to-day activities within the organisation.



THOMSON REUTERS have an internal virtual forum called The Hub. This is a globally accessible forum which provides a single space for discussion of a variety of topics including the organisation's commitment to LGBT equality in the workplace. The service is anonymous for employees who want to simply join the forum and read the global conversation, but it requires self-identification should an employee want to contribute to the discussion board.

External communications

By publicly demonstrating a commitment to LGB equality at a global level, organisations can convey to LGB staff what they can expect of the organisation even in countries where they cannot make explicit statements on the issue. This includes:

- **Official and global public communications that support lesbian, gay and bisexual rights during events such as IDAHOT Day – International Day Against Homophobia and Transphobia, or LGBT History Month.**
- **Public support for positive legal changes where they take place, such as equal marriage in England and Wales.**
- **Public sponsorship of organisations supporting LGB rights or LGB specific events such as film festivals and pride marches.**
- **Statements on recruitment sites which cover diversity and LGB inclusion.**

➤ **GOOGLE** was the first global organisation to support the Pink Dot Campaign in Singapore which was the first open air LGBT event and considered a significant milestone for the LGBT community. The event continues to be supported by Google and has since been sponsored by **BARCLAYS** and **J.P.MORGAN** in 2013. This demonstrates an open commitment to supporting LGBT rights in a country where public attitudes are still in a formative stage and, although legal enforcement has been rare, same-sex relationships remain illegal and punishable by imprisonment.

➤ **BARCLAYS** has sponsored LGBT film festivals in London, Japan and India. These sponsorships are seen as part of a strategy to potentially increase the exposure of the bank to LGBT clients and stakeholders. These actions clearly express that the organisation is willing to publicly show support for LGBT rights, which impacts significantly on the perception of the organisation as a LGB-friendly employer for prospective employees.

Measuring what is happening

The best organisations understand the importance of collecting data to identify whether policies are understood and being accessed. In countries such as Britain, monitoring sexual orientation is increasingly common but this poses specific challenges in other countries. However, where possible and safe for employees, the best organisations have been making efforts to measure progress, including:

- **By having sexual orientation as an option to self-identify in anonymous employee surveys and data gathering exercises.**
- **Recording recruitment and career progression information for LGB employees in order to judge substantive progression towards a workplace defined by respect and equality.**
- **Recording LGB related grievances through a formalised process, allowing the organisation to measure their efforts to create LGB friendly workplaces.**



IBM's About You diversity and inclusion profile provides employees with the opportunity to declare voluntarily that they are a member of one or more of the protected groups, including sexual orientation. This is available in many of the countries IBM operates, including in India where over 1000 employees have self-identified as being lesbian, gay, bisexual or transgender. By analysing the applicable law and speaking with HR and diversity staff on the ground, IBM ensures that deployment is only continued where it is legal. The process helps IBM ensure equality within learning and developmental opportunities, networking, mentorship, leadership seminars and similar initiatives designed to engage employees. Information from this profile allows IBM to understand diversity in hiring, advancement and retention practice. Access to this highly confidential information is restricted to the global diversity team but the option remains open to the employee to make the information available for use by local HR and diversity teams.

6 TOP 10 TIPS

- 1** ➤ Understand and articulate that creating more loyal, satisfied and productive staff is a business benefit which applies to all countries and not just to countries like Britain.
- 2** ➤ Develop an explicit set of global values that support LGB people. Publicise those values so your staff in Britain and worldwide know what the organisation stands for globally, even when you can't say it explicitly in their country.
- 3** ➤ Secure buy-in for LGB equality from your global senior team. Get your global Board and senior leaders to agree to your set of values or code of conduct that explicitly refers to sexual orientation.
- 4** ➤ Tailor your approach to your type of organisation. If local operations are responsible for policies, ensure that non-discrimination and dignity and respect towards all staff is a minimum standard.
- 5** ➤ Consult local lawyers to better understand the legal situation in countries of operation. This will help you know what you legally can and cannot do.
- 6** ➤ Consult your LGB staff on the ground and local organisations to better understand the reality of daily life in different countries or regions and how it might be different from what the law says.
- 7** ➤ Communicate your values and what your policies are in different ways globally including on intranets, newsletters, communications from senior leaders and publicly through local and social media.
- 8** ➤ Train your staff responsible for your global and local policies on how they apply to lesbian, gay and bisexual people. Even in countries where same-sex relationships are illegal your HR staff should understand your values and why they are important.
- 9** ➤ Work with your international LGB staff network groups to get feedback on your policies and on how they are implemented locally.
- 10** ➤ Work with other employers and organisations in the same country to share knowledge, best practice and expertise.

STONEWALL **GLOBAL DIVERSITY CHAMPIONS**

Stonewall's Global Diversity Champions programme is a best practice forum for global employers who are committed to providing inclusive workplaces for lesbian, gay and bisexual employees worldwide. Being gay is illegal in 78 countries and punishable by death in five. Employer members work with Stonewall and each other to share best practice and learn from each others' successes as they strive to provide safe and LGB inclusive environments that embrace and reap the benefits of a diverse workforce.

For more information about joining Stonewall's Global Diversity Champions programme visit www.stonewall.org.uk/globaldc



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