

EQUAL WORKPLACES EQUAL RIGHTS

Increasing LGBTQ+ Access
to Employment in the Commonwealth

BEST PRACTICE GUIDE

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INTRODUCTION

Challenges exist for lesbians, gay, bi, trans and queer (LGBTQ+) employees around the world, both in workplaces and in their everyday lives. Across the Commonwealth, many LGBTQ+ people struggle to access stable employment due to the legal and social contexts they find themselves living in. Even for LGBTQ+ people who are within employment, many aren't able to be open about their identities in the workplace for fear of discrimination and dismissal.

Increasing access to employment for LGBTQ+ communities and advancing LGBTQ+ inclusion in the workplace are crucial to addressing the socioeconomic barriers LGBTQ+ people face. This is critical in Commonwealth countries where only 15 states protect against discrimination in employment on the basis of sexual orientation, and less than 10 states offer these protections on the basis of gender identity.

Employers have a responsibility to create supportive workplaces for LGBTQ+ people. There are a number of ways organisations can do this, including developing inclusive policies, engaging with LGBTQ+ staff members, and providing workplace LGBTQ+ education and training. Whatever the activity, it's crucial that businesses and regional LGBTQ+ civil society organisations (CSOs) work together, and are aware of the local social, legal or political context before undertaking any action to support LGBTQ+ employees in the workplace or wider community.

This ***Equal Workplaces, Equal Rights: Increasing LGBTQ+ Access to Employment in the Commonwealth Best Practice Guide*** is intended to give an overview to organisations on how they can best support LGBTQ+ employees and create an inclusive environment for all staff. Throughout this guide we have included practical steps which you can take and examples of best practice from businesses and CSOs who have successfully implemented activities to improve the lives of LGBTQ+ employees in their workplaces and the communities in which they live.

This guide relied on the input of the seven Equal Workplaces Equal Rights CSO partners as well as the input of several businesses who are doing fantastic work across the commonwealth to eliminate the barriers LGBTQ+ people face to employment. A huge thank you to: Accenture, Bisi Alimi Foundation, Collectif Arc-en-Ciel, EQUAL GROUND, Pride Circle, Solace Initiative, Transwave Jamaica, Vodafone and our unnamed CSO partner in Bangladesh.

This Best Practice Guide compliments Stonewall's ***Equal Workplaces, Equal Rights*** e-learning course, aimed at CSOs and businesses across the Commonwealth who are seeking to better support LGBTQ+ employees and communities.

You can sign up for the **Equal Workplaces, Equal Rights eLearning Course** for free at: global-learning.stonewall.org.uk

WORKING TOGETHER

How Businesses can work with Civil Society

When businesses and LGBTQ+ civil society organisations (CSOs) work in partnership to advance LGBTQ+ employment rights, they can often achieve more together than either actor could alone. CSOs are able to provide business with expert knowledge that can inform their work towards LGBTQ+ equality and ensure its effectiveness. Businesses can provide CSOs with various modes of support from financial backing of their work to lending influence to advocacy and campaign efforts.

How working with civil society organisations can **BENEFIT BUSINESSES**

Understanding the local context

Local contexts can be complex and are affected by legal, social, political and cultural factors. Businesses should consult LGBTQ+ CSOs and legal experts in order to gain an accurate understanding of the realities of life for LGBTQ+ people in a particular country before engaging in any advocacy or work on LGBTQ+ workplace inclusion.

Advance LGBTQ+ workplace inclusion

LGBTQ+ CSOs hold specialist knowledge of the needs of local LGBTQ+ people and therefore a business's LGBTQ+ employees. They're well placed to assist in furthering LGBTQ+ diversity and inclusion in many ways, for example conducting policy reviews, designing and implementing LGBTQ+ inclusive training, or establishing a local LGBTQ+ staff network.

Authentic community engagement

Working with a local LGBTQ+ CSO helps businesses ensure the work they're doing to advance LGBTQ+ equality is the work which the community would like them to do. Centring the needs of LGBTQ+ communities is critical to successful, authentic engagement.

A successful, authentic partnership should not be limited to CSOs supporting businesses with their internal inclusion and diversity initiatives. It's vital that these partnerships are a two way street and centre the needs of LGBTQ+ people beyond a company's employees.

“Celebrating the LGBTQ+ community should not only be limited to Pride marches or Pride month, instead there should be consistent efforts throughout the year to engage and include. It is also important that organisations contribute to the movement by empowering individuals and organisations working in this space through other means such as providing resources, funding, volunteering et cetera.”

Pride Circle, India

How working with businesses can **BENEFIT CIVIL SOCIETY ORGANISATIONS**

Steering businesses advocacy efforts

LGBTQ+ Advocacy carried out by businesses can take many forms, from public statements to quiet diplomacy and supporting other organisations to advance LGBTQ+ equality. Working in partnership allows CSOs to guide businesses to focus their advocacy efforts where they can be most effective.

Support your programmes

Beyond workplace inclusion or advocating for legal change, businesses may be able to offer their support for programmes and services you run for LGBTQ+ communities. This support could be financial, providing resources like equipment or space, staff volunteers, or through public backing of your work.

Inform internal workplace initiatives

Stronger workplace initiatives, which are sensitive to the needs of LGBTQ+ people and local context, can help to remove some of the barriers to employment faced by LGBTQ+ people across the Commonwealth.

“Working with CSOs helps rally people together. It gives the opportunity to work as a collective front, a cohesive and vibrant community, making the advocacy we engage in much more effective.”

Amanda Leacy, former Chief Executive Officer, Accenture

Five key principles for successful partnerships

1. Plan your partnership

Who should you work with? Why and where should you work together? Think about how a partnership with a particular business or CSO ties in with your organisation's objectives and values.

2. Identify how you can support one another's work

What help does each partner need and what resources, skills or experience does the other have that might be of use?

3. Centre LGBTQ+ communities

In partnerships between civil society and business, the voices and needs of LGBTQ+ people should come first.

4. Develop success criteria

Set clear deliverables and target deadlines for the partnership. This builds in accountability and helps both partners to assess the impact of their activities.

5. Implement a clear evaluation mechanism

Regular evaluation of the partnership allows space for analysis, improvement and recognition of success and impact.

ADVOCACY

for LGBTQ+ Employment Rights & Access to Employment

How can organisations engage with LGBTQ+ advocacy?

Many organisations already recognise the importance of advocacy and implement internal practices to support and celebrate their LGBTQ+ staff. However, businesses can also leverage their resources, expertise, and influence to promote LGBTQ+ equality in society more widely.

PUBLIC ADVOCACY

Businesses can take a variety of approaches to publicly advocate for LGBTQ+ rights, such as signing open letters and amicus briefs, participating in public campaigns, and releasing statements to the media.

An example of public advocacy by Accenture

Accenture joined with 200 other companies to stand for trans rights and urge State leaders to repeal the HB2 bill in North Carolina in 2017 – A law that would have forced trans people to use the bathroom that corresponded to the sex they were assigned at birth. The initiative was led by local LGBTQ+ organisations, which were able to provide expert input, bring businesses together, and create a collective front, while participating companies were able to leverage their collective power against the bill.

PRIVATE ADVOCACY

Sometimes taking a public approach to advocacy may not always be appropriate and may risk negatively impacting the local LGBTQ+ community, or the outcome of the intended advocacy. In such cases, engaging in LGBTQ+ advocacy in private through approaches like closed-door meetings can be more effective.

Advocacy within existing networks

One of the main ways businesses and organisations can advocate for LGBTQ+ equality is by inspiring their existing networks. Relationships between businesses, such as clients or suppliers, place organisations in a position where they may have influence over the way another organisation implements policies and practices that support LGBTQ+ equality.

“As a company you have a significant amount of influence. Your voice is listened to by your clients and your customers, so by using this reach to provide a platform for LGBT+ groups and communities you can help effect change.”

Wayne Spillett, Head of Legal, Commercial Operations at Vodafone

How you can put LGBTQ+ advocacy into action.

1. Set objectives

Start by discussing with your local LGBTQ+ civil society organisation where you think advocacy would be beneficial and agree a set of objectives with them. Ensure they are SMART (Specific, Measurable, Attainable, Relevant and Time-bound)

2. Identify who you want to influence

Identify the stakeholders who can influence change and the best channels through which you can communicate with them.

3. Decide on your advocacy approach

Evaluate your resources, budget, time and risks to decide which form of advocacy is best for you, your business and the LGBTQ+ people you're supporting.

4. Evaluate risk

Assessing any reputational, legal, or financial risks, as well as risk to local LGBTQ+ people before you start, will help mitigate these problems and give you confidence when engaging in advocacy.

5. Measure effectiveness

Measuring the effectiveness of your advocacy is critical to ensuring your activities were a success and can also inform any future advocacy work you take.

CAMPAIGNING

for LGBTQ+ Employment Rights & Access to Employment

A quick guide to LGBTQ+ campaigning

Campaigning is the act of bringing people together and using their collective voice to push for a particular social, legal, or political change. It is a key tool in driving for LGBTQ+ rights and equality and should always be led by LGBTQ+ people or civil society organisations.

The key to successful campaigning is in the preparation and research. Identifying the problem, understanding the issues, and noting who has already engaged with the topic will help in developing a strategy on how best to create the change you want to see realised.

“The #21DaysAllyChallenge was a global campaign that focused on spreading awareness about the LGBT community by using educational resources, personal narratives, movies, etc. The end goal was to implement one action each day, for 21 days, that taught an individual how to be a better ally to LGBT colleagues. The organizations that participated in this initiative encouraged their employees to go through this exercise as a team. There were also various avenues (such as internal intranet groups or social media handles on various platforms) where one could share their learnings/takeaways with others, thereby impacting a larger population.”

Ram Sinha, Co-Founder at Pride Circle in India



CREATING A SUCCESSFUL CAMPAIGN

1. Identifying the problem

Ask yourself: What is the problem, and what are the reasons this problem exists and persists? Who is most impacted or affected by the problem? Who is already working on the problem? It's a good idea to talk through these questions with a variety of stakeholders.

2. Do your research

Who is your target audience, and how do you want them to respond? Where might your campaign need to be seen, and what do you need to say to get your audience to respond?

- 3. Map collaborators**

It's likely that others have already engaged in the campaigning issue, so it's worth finding out who they are and what they have done. Also, clarify what you can offer that is different or complementary to others' efforts.
- 4. Set a Goal**

A campaign goal describes what you ultimately want to achieve as a result of the campaign effort. What are you practically going to do? Whatever your aim, make sure it is SMART: Specific, Measurable, Achievable, Relevant, Time-bound.
- 5. Create an Influencing Strategy**

An influencing strategy is as simple as it sounds: it's a plan which outlines who you need to influence to help you achieve your campaign goal.
- 6. What's your message?**

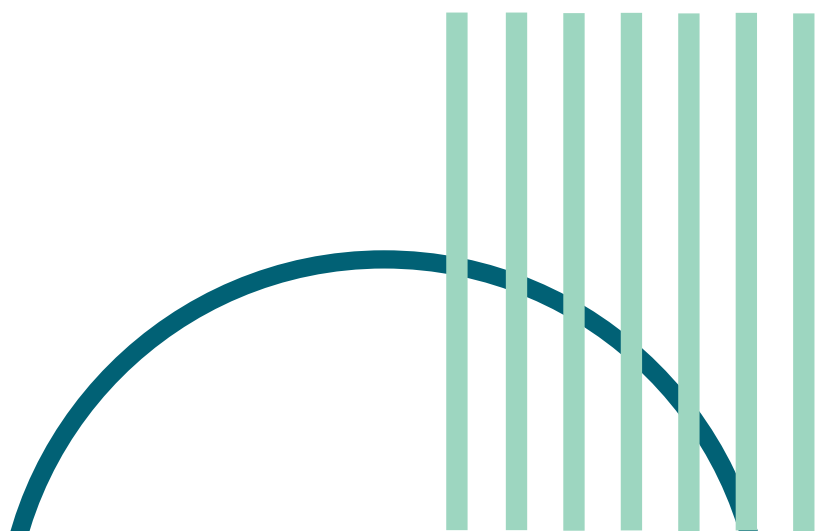
Keep it clear, succinct, consistent and action based. Summarise the problem you are addressing, articulate the change you want to see, and detail how you are going to realise that change.
- 7. Create a Mobilisation Strategy**

Set out how to approach your target audiences. It is important to be realistic about how the public can really help you achieve goals, and how you can best support communities and groups in different environments.
- 8. Set a budget**

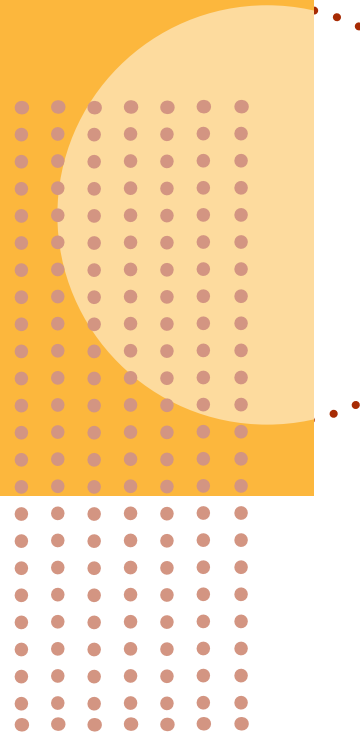
Any material or people-related costs? Consider travel, accommodation and sustenance for volunteers, and any ad-hoc expenses, pre, during, and post the campaign activity.
- 9. Evaluate and mitigate risks**

Consider physical, technical, financial and reputational risks and plan contingencies for these.
- 10. Monitor and Evaluation**

How will you know if your campaign has been a success? The easiest way is to measure each activity and objective as you roll-out your campaign. Make sure to note challenges and achievements for reference in future campaigns.



EMPLOYEE POLICIES



By embedding LGBTQ+ inclusion

across all employee policies, organisations can demonstrate a commitment to respecting LGBTQ+ employees and advancing LGBTQ+ equality. Where the local context is challenging for LGBTQ+ people, having employee policies which firmly embed LGBTQ+ inclusion into every aspect of your organisation can make the workplace a haven for LGBTQ+ employees where they are treated as equals and protected from discrimination and harassment.

A company's global employee policies provide a standard to be followed across all its operations. However, global policies cannot be expected to reflect the subtle variations that inevitably exist in all the countries or sectors that a business works in. This may result in local policies that are more general or lack specificity in certain areas, and do not offer LGBTQ+ staff the level of protections and standards that the global policy sets out to provide.

We recommend that businesses invite local LGBTQ+ civil society groups to help review employee policies, where appropriate to do so. This will allow employers to gain a deeper understanding of the lived experience of LGBTQ+ people within their specific country context, and enable local communities with relevant knowledge to contribute to the creation of LGBTQ+ inclusive workplaces.



How you can make policies LGBTQ+ inclusive

1. Conduct a policy review

Periodically perform a thorough audit of all employee and company policies to ensure they conform with current best practice. Engage a local LGBTQ+ CSO and consider asking your company's local LGBTQ+ staff network to make sure policies reflect the lived experiences of LGBTQ+ employees within your specific country context.

2. Communicate your policies

Employees may not read a policy until they think it applies to them. Even with the most inclusive policies in place, proactive internal communication is crucial. Include a simple statement that confirms that policies apply equally to every employee, regardless of sexual orientation and gender identity. Signpost LGBTQ+ inclusive policies and reassure LGBTQ+ employees that their enquiries about inclusive policies will not risk outing them at work.

3. Develop strong, explicitly LGBTQ+ inclusive discrimination, bullying and harassment policies

Robust and explicitly LGBTQ+ inclusive discrimination, bullying and harassment policies help all employees to feel confident in identifying and reporting such incidents. Policies should outline examples; clearly state a zero-tolerance approach to discrimination, bullying and harassment on the basis of sexual orientation and gender identity, and signpost where support can be found.

4. Provide LGBTQ+ inclusive family and leave policies

Most policies are drafted with a heteronormative family structure in mind and don't acknowledge LGBTQ+ people or their family structures. Make sure to use inclusive and gender-neutral terms when drafting parental, spousal or partner clauses to ensure LGBTQ+ employees don't encounter indirect discrimination.

5. Trans inclusive policies and transitioning at work

When drafting or reviewing all employee policies make sure that they are trans inclusive. Where appropriate, safe and legal to do so, include explicit statements of your organisation's commitment to furthering trans equality.

Create a *transitioning at work* policy that meets the needs of trans staff in the specific country context.

“If a person is perceived to be LGBT, they'll be unable to find a job or will be fired. This has happened even in global organisations with a global commitment to diversity, inclusion and LGBT equality. As a result, LGBT people hide their sexual orientation and gender identity at work, which can have a very negative impact on their well-being and work performance. Not only do they need to hide a part of themselves, but they'll also hear colleagues making general homophobic, biphobic and transphobic comments. However, employers can and should do a lot to support LGBT employees and groups in Nigeria. Introducing policies that prohibit discrimination against LGBT people goes a long way.”

Bisi Alimi Foundation

STAFF TRAINING

Why is LGBTQ+ training needed in the workplace?

LGBTQ+ people frequently report experiences of harassment and discrimination in the workplace, even in countries where the law provides protection to LGBTQ+ people and where social attitudes are largely positive. LGBTQ+ training is important as a lack of awareness and understanding of the needs of LGBTQ+ people in the workplace means that their specific needs may not be recognised and addressed, which will, in turn, impact on productivity and performance at work. Additionally, for some employees, work-based LGBTQ+ training might be the only opportunity they have to explore diversity and inclusion.

Staff training and awareness-raising – or ‘sensitisation’ – is integral to building an LGBTQ+ inclusive workplace environment. Addressing misconceptions and unconscious bias, LGBTQ+ training is a key tool when responding to the challenge of harassment and discrimination faced by LGBTQ+ people at work.

Before you get started on designing any training it's important to identify whether your organisation needs LGBTQ+ specific training, integrated training, or both? It's also important to note any learning needs, define objectives and outcomes, agree on the key contents and delivery format, and outline measurements for success.

Developing an LGBTQ+ training programme

1. Consider what skills, knowledge, attitudes or behaviours might be missing?

Start by identify what specific attitudes, gaps in knowledge or challenging behaviours the organisation wishes to address through its training. Research can be conducted through confidential staff surveys, engaging with LGBTQ+ staff network groups and one-to-one staff meetings. Feedback from external LGBTQ+ CSO groups can also be useful in identifying training needs.

2. Identify who needs the training?

Does everyone in the organisation need LGBTQ+ diversity and inclusion training to fill common gaps in understanding and behaviour, or is more targeted training required to support certain teams or job roles?

3. Conduct a risk assessment

Consult with LGBTQ+ CSOs, local lawyers and any internal stakeholders before you develop your LGBTQ+ training to make sure it's legally and culturally appropriate to run for the intended audience. You should also ensure LGBTQ+ employees won't be unduly scrutinised or encounter any harassment as a result of the proposed training.

4. Monitor and evaluate success

The most important element of any LGBTQ+ training is the impact it has. Ensuring information has been retained through follow-up sessions, annual reviews and performance targets can help embed best-practice behaviour beyond training. You can also assess whether staff attitudes have changed positively through pre and post training feedback forms.

“ One of the main challenges of this training program is ensuring its sustainability. Once the training is delivered, it is up to the company to maintain it and make sure that it trickles down to all the necessary channels. There are instances when trainings are just another check box to mark off and no real change takes place inside the company. In this light, continued engagement with the staff and the management would be ideal, but it is not always possible. ”

EQUAL GROUND, Sri Lanka

LGBTQ+ STAFF NETWORKS

The importance of LGBTQ+ staff network groups

LGBTQ+ staff network groups are an essential part of creating LGBTQ+ inclusive workplaces. They allow LGBTQ+ employees to have a safe space within which they can support their peers and find a community at work. They raise awareness of the importance of LGBTQ+ inclusion amongst other colleagues, and can be critical in supporting an organisation in creating a truly inclusive environment. In addition to being a visible sign that an employer values diversity and equality, LGBTQ+ staff network groups can provide other benefits to businesses and their employees.

Peer-to-peer support

LGBTQ+ staff network groups can be a visible point of contact for LGBTQ+ colleagues to approach if they need it. They can provide social meeting spaces, a point for support, or for discussing or reporting homophobic, biphobic or transphobic bullying, harassment or discrimination at work.

Raising awareness

A visible LGBTQ+ staff network group can encourage internal discussion around LGBTQ+ inclusion. They can share educational information within the workplace, organise events for colleagues on diversity and inclusion, raise funds for local LGBTQ+ community groups, develop mentoring schemes and run external facing events to promote LGBTQ+ inclusion within the local community.

Being a critical friend

LGBTQ+ staff network groups can help give feedback and advise senior management and human resources on organisational practice and how to make the workplace and service delivery more LGBTQ+ inclusive.

“Businesses also need to understand that it makes business sense to support their LGBT staff, as LGBT employees will perform better when they feel safe at work. They have a role to play in talking about the cost of homophobia, biphobia and transphobia and how this affects businesses. We also have to think beyond multinational businesses.”

Bisi Alimi Foundation, Nigeria

Important considerations before creating your new LGBTQ+ staff network group

1. Do your research

Does your organisation already have a global LGBTQ+ network group, or are there other local LGBTQ+ staff network groups that you can ask for guidance?

2. Consider safety

Is the environment safe to start a formal LGBTQ+ staff network group? If not, is there an existing network that you can utilise, or an online-only resource that can be accessed with less risk?

3. Privacy and confidentiality

Do you have clear policies to protect member's privacy and identity and to ensure that personal information disclosed within the network isn't shared outside the group without consent?

4. Establish safeguarding procedures

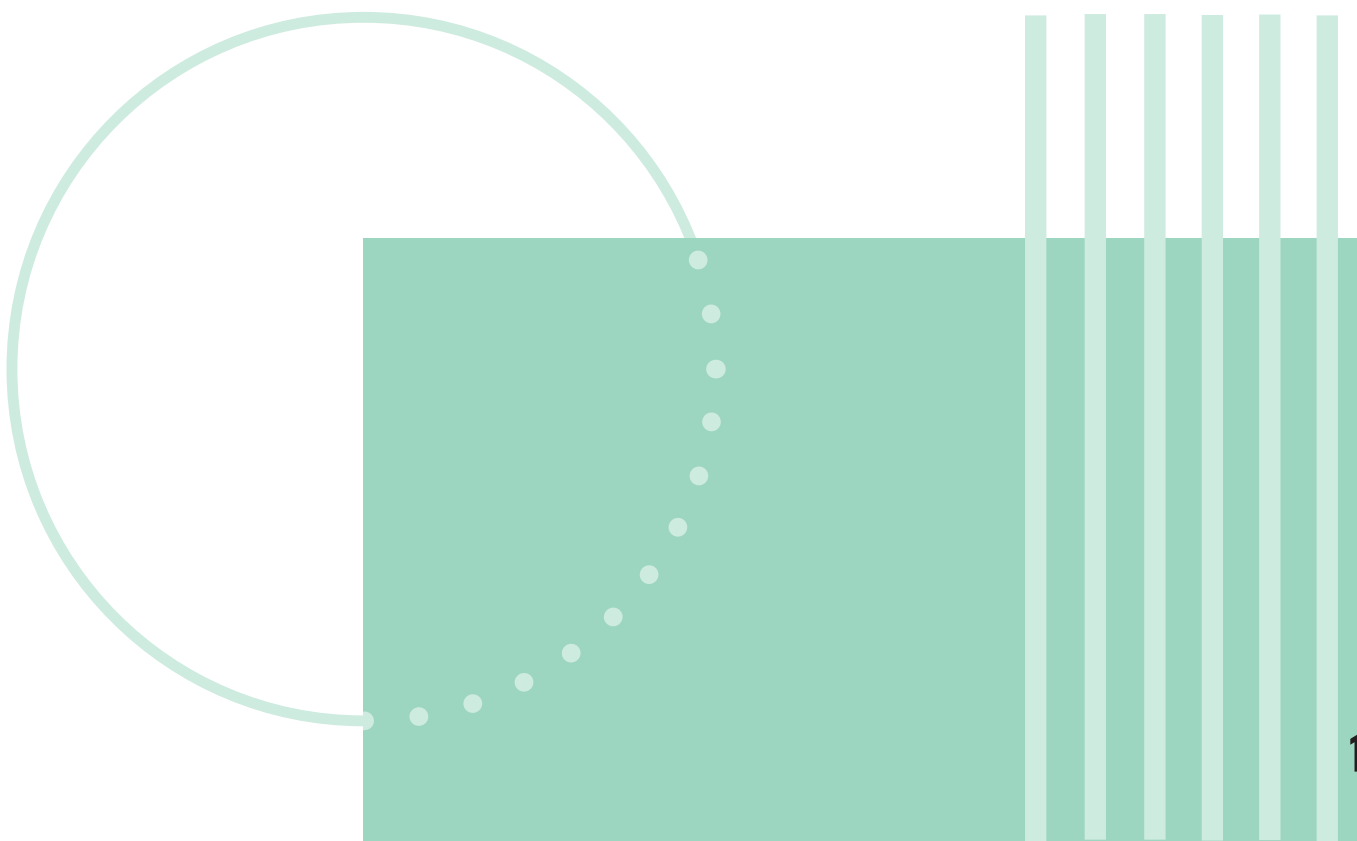
LGBTQ+ employees often turn to network groups for support when reporting bullying or harassment within an organisation, so make sure you establish a clear process for handling sensitive information in such situations.

5. Remember intersectionality

As different LGBTQ+ people have different needs, might your organisation benefit from more than one LGBTQ+ network group? For instance; an LBQ women's network, a trans and non-binary network, or a network for LGBTQ+ people of colour.

6. Operational considerations

Make sure you document a clearly defined terms of reference, objectives, leadership structure, and code of conduct before setting up your LGBTQ+ staff network group. It's also worth considering how LGBTQ+ allies might be involved.



THE ROLE OF SENIOR LEADERS

in promoting LGBTQ+ Diversity & Inclusion

The benefit of engaging with senior leaders in building LGBTQ+ workplaces

Senior leaders play a crucial role in building an environment where LGBTQ+ employees can be themselves and reach their full potential. In addition to setting the culture of an organisation and making key decisions about how it protects and supports its LGBTQ+ staff, senior leaders also have the ability to champion LGBTQ+ equality outside the workplace, commit organisational resources and exert influence.

However, it is often dependent upon civil society organisations to engage and educate senior leaders on LGBTQ+ matters before they recognise the benefits of championing an LGBTQ+ inclusive workplace and wider community.

PRESENTING A CLEAR BUSINESS CASE

for LGBTQ+ inclusion

Sharing research, resources and personal stories of LGBTQ+ people's lived experience can help senior leaders understand the wellbeing benefits of having an LGBTQ+ inclusive workplace. When LGBTQ+ employees feel able to be themselves at work, they have increased energy, better performance and better working relationships. Being a visible supporter of LGBTQ+ equality also has benefits for organisations as they are viewed more positively within the public domain.

Engaging with senior leaders

One of the easiest ways to engage senior leaders can be through training and education. Reverse mentoring, where an LGBTQ+ person shares their experiences and answer questions in a private setting with senior management is also an effective way of engaging senior leaders and encouraging them to champion LGBTQ+ rights.

SOLACE INITIATIVE IN GHANA EXPLAINS

one of the most important things leaders can do is:

“Invite organisations like us to engage them on the topics of inclusion and diversity at the workplace. Then we can introduce them to the scopes of diversity including sexual orientation and gender identity. Once we are able to have a conversation with the leaders of the organisation, they can then create opportunities for us to engage their staff. Workshops, town hall meetings and online training platforms can be organised for different levels of staff to enable us to educate, inform and change attitudes towards LGBT people in the workplace.”

“ Good leaders see beyond the economic argument for LGBT rights. ”

Collectif Arc-en-Ciel

Guidance for senior leaders

1. Learn about LGBTQ+ issues

Increase your understanding of LGBTQ+ issues by researching resources online and engaging with your local LGBTQ+ civic society organisations who understand the issues and solutions in your region.

2. Raise awareness among your peers

Speaking about the importance of LGBTQ+ inclusion to other senior leaders, both within and outside your organisation, is a simple yet effective way of championing LGBTQ+ equality, expanding your knowledge and finding shared solutions.

3. Communicate your commitment

Clearly communicating your organisations’ values of fairness, equality and inclusion can be a huge step in driving change. As can enforcing policies on bullying and harassment, and showing that discrimination towards LGBTQ+ people won’t be tolerated.

4. Provide resources

As a senior leader committed to championing LGBTQ+ equality, consider how your organisation can support LGBTQ+ communities by providing financial support, pro bono services, or professional assistance.

5. Develop your understanding of LGBTQ+ communities

LGBTQ+ people have many parts to their identity and their experiences can vary widely. Learn about the nuances of LGBTQ+ experiences and explicitly represent diverse groups when advocating for LGBTQ+ equality.



Advancing
LGBTQ+ employment rights through

UN BUSINESS MECHANISMS

The UN Standards of Conduct

for businesses stipulate that companies have to respect everyone's human rights, including the rights of LGBTQ+ people, regardless of the company size, structure, sector, or location.

Civil society organisations can also use these frameworks to assess and monitor the work of businesses, and hold them to account when they participate in human rights activities involving LGBTQ+ inclusion.

THE 5 STANDARDS OF CONDUCT

At all times

1. Respect human rights of LGBTQ+ workers, customers, and community members

In the workplace

2. Eliminate discrimination: against LGBTQ+ employees in the workplace


3. Provide support to LGBTQ+ staff at work so they can work with dignity and free of stigma

In the marketplace

4. Prevent other human rights violations: Businesses should use their leverage to prevent discrimination and related abuses by their business partners

In the Community

5. Act in the Public Sphere: Business should support efforts to stop human rights abuses of LGBTQ+ people in the countries they operate in, through public advocacy, and collective actions in partnership with local LGBTQ+ organisations



Businesses are encouraged to endorse the Standards of Conduct, use them and refer to them when working on LGBT+ inclusion and promote their use by other businesses

Stonewall's

RESOURCES

This guide draws down examples

of best practice and practical tips from the Equal Workplaces, Equal Rights eLearning Course.

The Equal Workplaces, Equal Rights eLearning Course is a free online training course designed to share knowledge and empower businesses and CSOs working across the Commonwealth to better work together for LGBTQ+ Equality. The course is free to access and provides more detailed information and advice on every topic covered in this guide.

You can sign up for the Equal Workplaces, Equal Rights eLearning Course for free at:
global-learning.stonewall.org.uk

You can also access:

The Equal Workplaces, Equal Rights: Advocacy Approaches for LGBTQ+ Employment from Across the Commonwealth

A collection of case studies from our seven civil society partners on their advocacy priorities, strategies, and thoughts on the role of business in advocacy around LGBTQ+ employment rights and workplace inclusion.

You can find this at:

stonewall.org.uk/resources/equalworkplaces-advocacyapproaches

