

International platform for LGBT inclusion at work

Workplace Pride Global Benchmark 2014 Results

A tool to measure
LGBT workplace inclusion



**Workplace
Pride**

Introduction

The Workplace Pride Global Benchmark survey is a tool to measure and address the mis-match between (international) LGBT workplace policies, and their actual implementation. The purpose of this report is to provide organizations with insight on LGBT issues and to increase workplace inclusion worldwide.

LGBT¹ inclusion in the workplace and around the world has made amazing steps in the past 5 years. Employers in many countries have implemented supportive, often global, policies for greater LGBT workplace inclusion. They have begun to understand its relevance for their employees, their clients and their role in society; not to mention the benefit that a more diverse workforce brings to their bottom line. Likewise, governments have begun to realize that support for this issue benefits not only their citizens, but also their own economic interest by creating more attractive places to work and invest.

But despite this positive background, it is still difficult to measure how effective employers are, both private and public sector, with the actual implementation of their LGBT workplace inclusion policies. This becomes particularly daunting when viewed on an international scale. Differing legal frameworks and cultural norms present challenges to greater LGBT workplace inclusion that many employers are simply not equipped to solve.

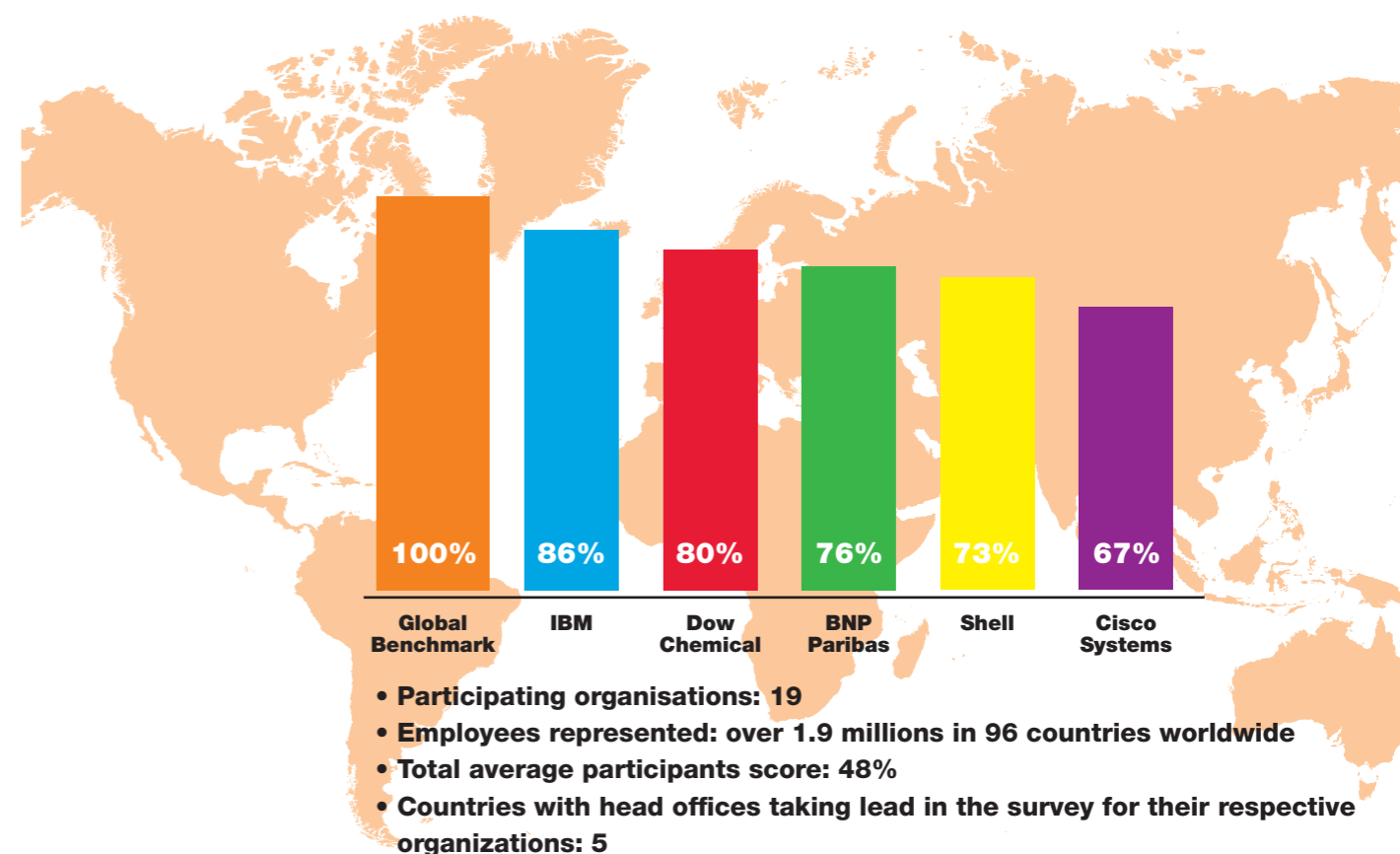
The Workplace Pride Global Benchmark addresses this very challenge. For the first time, a well-researched tool has been created, together with all stakeholders, that allows participating organizations to scientifically measure how well they perform with their LGBT policies and practices across national borders as well as within them. The Global Benchmark is unique as its measurement criteria are based upon the legal ability to implement a policy in a given jurisdiction as well as measuring the effectiveness of employers' efforts to implement change where cultural norms CAN be challenged.

Ultimately, the Global Benchmark should be seen as a useful tool that will help organizations realize greater LGBT workplace inclusion on both a national and international scale. For this reason, I would like to sincerely congratulate all 19 participants for taking part in the first Workplace Pride Global Benchmark. Together they represent close to 2 million employees in 96 countries. Their leadership and commitment is an inspiration to other organizations and, overtime, will become a standard that the entire LGBT global community will come to expect from their employers.

David Pollard

Executive Director
Workplace Pride Foundation

2014 Workplace Pride Global Benchmark: Highlights



Top scoring multinational employer IBM

What makes IBM stand out? (Highest scoring in Benchmark sections 'Workplace Awareness', 'Inclusion & Engagement', 'Expertise & Monitoring', 'Business & Supplier Engagement' and actively applies policy to all countries of operation)

"Scoring the highest on the Workplace Pride Global Benchmark this year we see as firm recognition of our efforts to make the workplace safe and inclusive for our LGBT employees. Achieving and maintaining this position requires continuous attention. We believe that with this benchmark and the dedication of companies and organisations, together we can continue to drive progress for LGBT people around the globe."

Harry van Dorenmalen, Executive Sponsor for the LGBT constituency IBM Europe

Top single country employer Gemeente Den Haag, The Netherlands

What makes Gemeente Den Haag stand out? (Highest scoring single country employer in Benchmark sections 'Policy & Communication', 'Employee Networks', 'Inclusion & Engagement')

"The municipality of The Hague is proud of being the best scoring Dutch organization in the global benchmark. Our policy for Diversity and Inclusion is strongly developing. For us it was important to have a substantiated idea of our position in the field. By working together with our LGBT network in filling out the global benchmark, we construed a good picture of the measures implemented so far and how they are experienced. This good result has prompted us to work with other participants to further improve our policy."

Deputy Mayor, the Hague: Rabin Baldewsingh

¹ LGBT = Lesbian, Gay, Bisexual and Transgender

About the Global Benchmark

Background

The Workplace Pride Global Benchmark has been under development since 2011. Based upon an initial study “LGBT-Equality in the Global Workplace²” conducted with the University of Twente, a program was created that included stakeholders from the LGBT community and from major private and public sector employers across different countries. This program sought to create a measurement tool for greater LGBT workplace inclusion that challenged the status quo, while establishing goals that were both realistic and achievable.

Purpose

The Global Benchmark primarily addresses the mis-match between LGBT workplace policies, (which are often global for internationally-active employers), and their actual implementation. However, it is also designed for employers on a national level who still may face obstacles to implementing more inclusive workplace policies. In both instances, the results of filling out the Global Benchmark survey provide a baseline score against which organizations can change policies and practices to improve their performance. Their score represents their standing against the 100% ideal.

Methodology

Global Benchmark participants, both members and non-members of Workplace Pride, completed a free, multiple-choice online survey based upon their own organizations’ policies and practices. Evidence was required for a number of questions in order to validate the claims of the participant. Classifications used in the calculation for the Global Benchmark scoring included:

- The size of the organization: e.g., ‘< or > than 100,000 employees’
- The countries in which at least 5% of the organizations’ FTE’s³ were located
- The sectors of the organization: eg Financial, Industrial, IT, Public Sector, etc.
- Applicability of policies based upon national legal frameworks⁴

Questions focused on topics such as:

- LGBT inclusive policies and communication
- Existence of LGBT employee networks
- Support and inclusive benefits for LGBT employees
- Inclusion and engagement of LGBT employees
- LGBT workplace expertise and monitoring

Evaluation of results

The results evaluation process involved assigning various weights to the questions based upon the importance of topics. Final scores were determined primarily through these statistical results and evaluation of the evidence provided. Both the benchmark survey statistical design process and the calculation of the final results were validated by Leiden University while Workplace Pride made the final determination of scores based upon a pre-designed scoring format and the additional evidence provided.

² LGBT Equality in the Global Workplace: Organizational Responses to Administrative Challenges around LGBT-

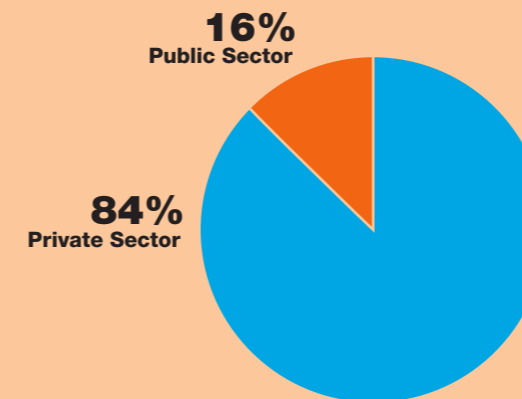
Workplace Equality: J.J. Boerties, University of Twente 2012

³ FTEs = Full Time Employees or their equivalent

⁴ Legal status per country based upon criminalization vs. legal protection of LGBTs, plus the (non) existence of LGBT workplace equality laws as found in 2014 ILGA report. www.ilga.org

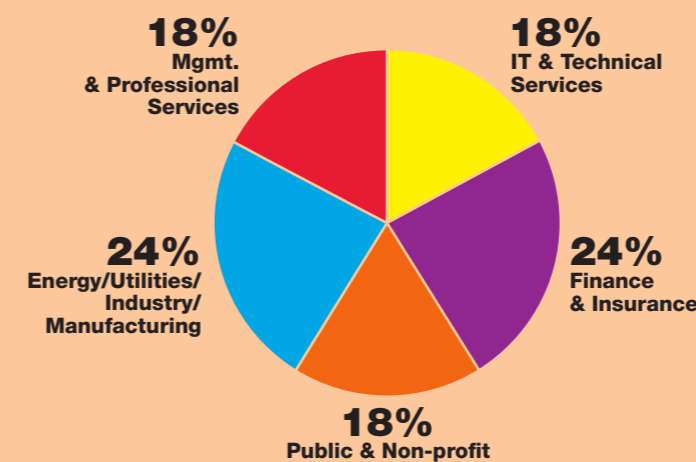
2014 Global Benchmark Results

2014 Participation



- 84% of Global Benchmark participants were from the private sector and 16% from the public sector.
- Head office locations: Netherlands (10), France (3), USA (3), Germany (2), Austria (1).
- Multinational participants: 16, representing 96 countries collectively.
- Some participants indicated that they will use the Global Benchmark as a starting point to build their policies in the next few years, while others use it as a helpful external audit of their already matured policies.

2014 Participation by Sector*



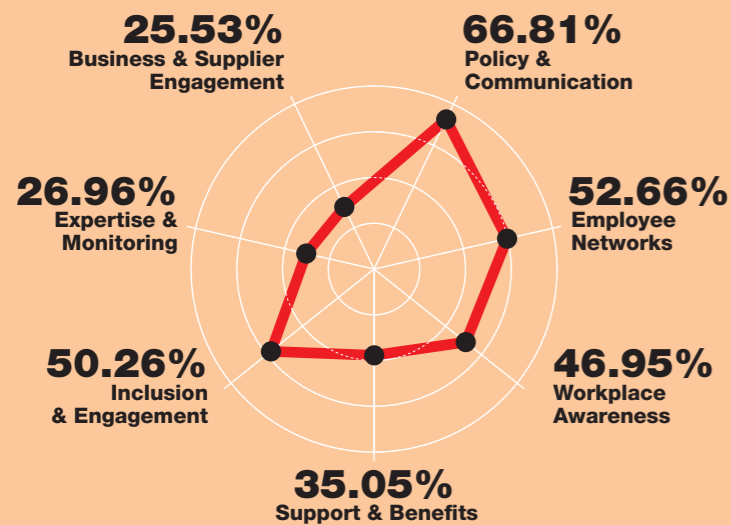
Participants in the Global Benchmark were categorized by sector to allow fairer comparison of their ability to carry out LGBT workplace inclusion. In general, respondents were well-spread across a variety of sectors. The great majority (13) employed more than 20,000 people while 5 of those had more than 100,000 employees each. Together, the 19 participants in the 2014 Global Benchmark employed more than 1.9 million people worldwide.

* Sector Breakdown: Only those sectors are included that allow a statistical average to be calculated

Breakdown of 2014 Global Benchmark Results

The result in detail The Global Benchmark survey consisted of 40 questions: 11 questions of basic data to allow for categorization and comparison, 21 multiple choice questions based on LGBT policies and practices and 7 open-ended non-scoring questions used to help evaluate the evidence participants provided in support of their responses.

Average Scores per Section:



The 21 questions on LGBT policies and practices were broken down into sections for ease of interpretation. Above each section name is the average for all participants.

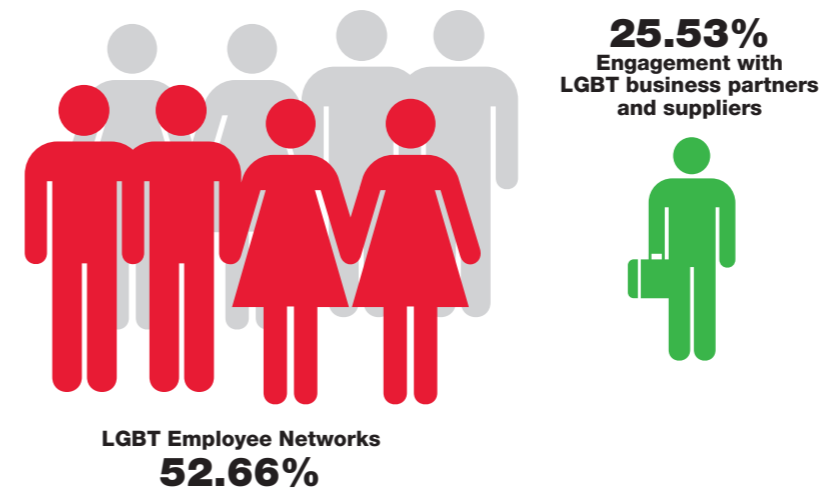
2014 average overall score:
47.98%

While the average score for all participants' responses to the Benchmark survey was 47.98% out of 100% there was a great difference among the various sections listed above. From the results it is fair to conclude⁵ that:

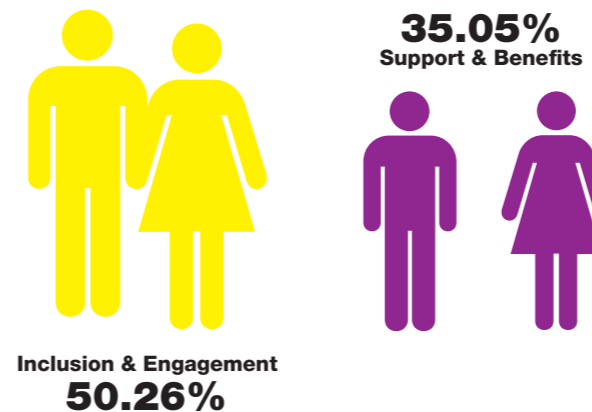
⁵ While the number of 19 participants does not allow for scientifically significant conclusions to be drawn beyond the scope of the 2014 Global Benchmark, our interpretation of results is based on a thorough analysis of participants' answers to the multiple choice questions, open questions, additional evidence provided and the breakdown of results.



Policies are on the right track; but measuring their success, is sadly lacking The average for inclusive policies and communication towards LGBT-employees was relatively positive at 66.81%. Despite this, the score for expertise and monitoring of LGBT workplace inclusion was only an average of 26.96%! This indicates that many participants do relatively well when it comes to formulating inclusive policies and communications, yet when it comes to actually demonstrating knowledge about the topic and measuring how effective their policies are, there is clearly still work to be done.



LGBT Employee Networks are present, but their potential is under-utilized At 52.66% most participating organizations have one or more LGBT-employee networks and supported them to some degree. The more advanced participants cooperated with their networks to learn more, not just about the needs of the employees, but also how their knowledge could be utilized in business-related activities. However, the average engagement with LGBT business partners and suppliers is a dismal 25.53%. This begs the question, are LGBT employee networks being under-utilized for their business potential?

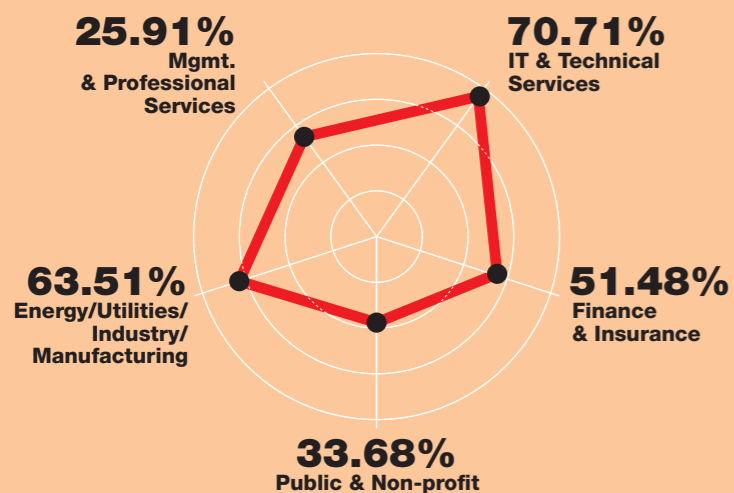


Efforts at LGBT engagement are on the right track, but support and legal benefits have not yet caught up A slight majority of participating organizations reported that LGBT and non-LGBT (straight allies) were included in the development/awareness of LGBT workplace policies and practices. At 50.26% this does show that a good effort is being made to reach out and understand this challenging topic, often across national borders. This is contrasted however, with an unsatisfactory level (35.05%) of tailored support and benefits for LGBT people in the workplace. Organizations often opt for generic measures without anticipating LGBT-specific needs. These can vary from deeply personal issues such as coming out and transgender transition to more practical issues such as global mobility and equal benefits.

“We have a global LGBT program manager. In addition to this each region has a diversity leader with specific responsibilities for LGBT in their region.”

IBM

Average Scores per Sector:

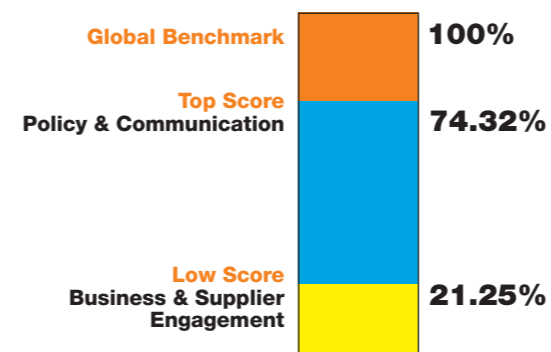


As mentioned above, the Global Benchmark has also incorporated a sector breakdown of participants results*. This breakdown supports the notion that the maturing of LGBT workplace policies and practices is related to the sector participants belong to. However, it also offers some surprising challenges to many widely-held assumptions.

* Similar sectors have been grouped to allow a statistical average to be calculated

“We are currently in the process of developing a global straight ally program”

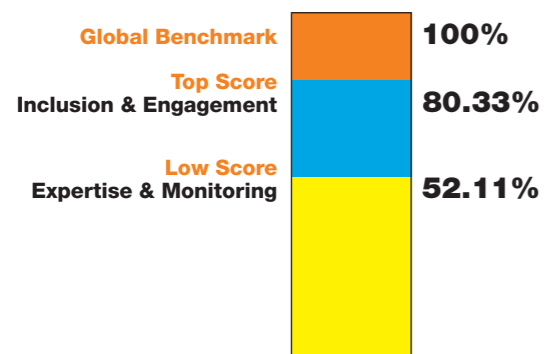
Cisco Systems



Finance & Insurance
51.48% average, 4 participants
Top Scorer: BNP Paribas

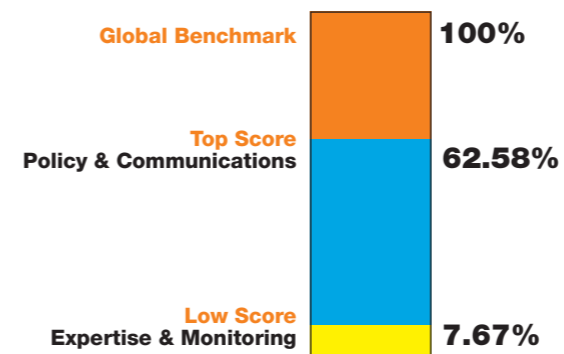
Finance and insurance as a sector is quite good at Policy and Communication scoring an average of 74.32%. Unfortunately this goes downhill rather quickly to 56.50% for LGBT Workplace Inclusion and Engagement and then to 21.25% for Business & Supplier Engagement.

Overview per Sector:



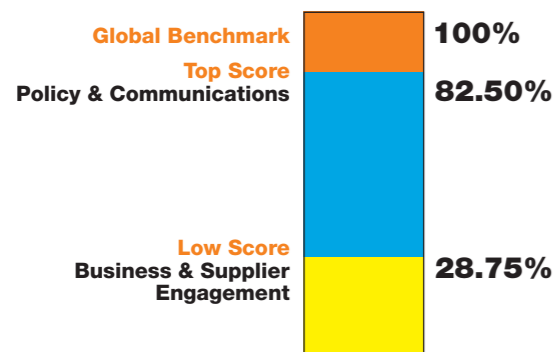
IT & Technical Services
70.71% average, 3 participants
Top Scorer: IBM

The IT and Technical Services sector scored highest with Inclusion and Engagement reaching an average of 80.33%, one of the highest single averages in the survey. This was closely followed by Workplace Awareness at 77.67%, and Policy & Communication at 73.79% for this sector. Low figures include Expertise & Monitoring at 52.11% and Business & Supplier Engagement at 60.00%.



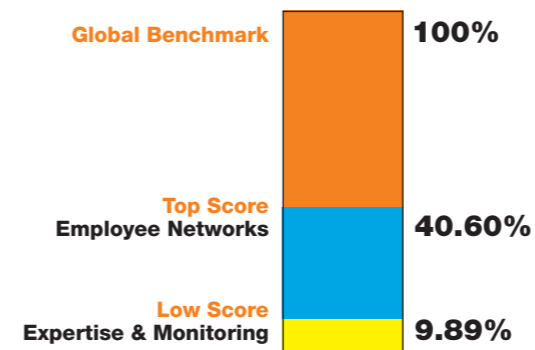
Public & Non Profit
33.68% average, 3 participants

With a range of over 50 points between the highest score for this sector: 62.58% for Policy and Communication, and the lowest score: 7.67% Expertise & Monitoring, the Public & Non-Profit sector has the greatest discrepancy in their LGBT workplace execution among all the sectors. This may point to the actual 'policy-making' role of this sector, but equally so points to the lack of follow-through on a number of levels.



Energy & Utilities
63.51% average, 4 participants
Top Scorer: Dow Chemical Company

Energy & Utilities had the top average score in the entire Global Benchmark survey coming in at 82.50% for Policy & Engagement. While the majority of the scores were above 50%, indicating a good grasp of LGBT workplace inclusion, one score, 28.75% for Business & Supplier Engagement on an international level showed that this is an area that still needs considerable exposure and development.



Management & Professional Services
25.91% average, 3 participants

With the unfortunate title of the lowest average scoring sector, Management & Professional Services still has quite a way to go in their LGBT workplace inclusions policies and practices. Scores ranged from a high of 40.60% for Employee Networks to a Benchmark low of 3.60% for Support & Benefits. While Policy and Communication ranked, at 37.50%, comparatively high in this sector's overall results, even this low figures demonstrates that LGBT Workplace Inclusion is not really a priority for these organizations. Or, if it is, there is still considerable work to do in communicating about it to those whose working lives it could improve.

“Dow employee health plans in the USA are now including the transgender process”

Dow Chemicals

Executive Summary

Nineteen major employers representing more than 1.9 million employees in 96 countries have participated in the first Workplace Pride Global Benchmark. This fact alone demonstrates that LGBT workplace inclusion is on the radar screen of leading international employers. With a top score of 86%, IBM is working hard to pave the way for change around the world while other organizations are also making great strides.

Nonetheless, with an overall participants' score of 47,98%, it is clear that there is still much work to be done for LGBT workplace inclusion on an international scale. An analysis of the results indicate that, in general, participants do have LGBT inclusive policies and communications but often fail to measure performance of these policies in practice. Also, the potential of LGBT-networks as a means of identifying best practices and supporting core business is not yet fully utilized.

Finally, progress is being made on greater inclusion and engagement of LGBT people in the workplace around the world, as well as with overall awareness of their specific issues. However, it is a point of action that this trend is matched with the support and benefits for LGBT people where it is legally possible to do so.

Participation in the Global Benchmark though is definitely a step in the right direction. Through completing the survey, participants are made aware of the areas where progress can still be made in their own organizations, and also what the trend is in their sector or geography. In this way the 2014 Global Benchmark and future versions to come is a tool that allows organizations to track their own progress with LGBT workplace inclusion around the world.

“A leaflet on fight against discrimination with a specific mention of sexual orientation and gender identity is sent to all the employees with their pay slip.”

BNP Paribas

“In our Sustainable Supplier Principles, we ask our suppliers to have an inclusive environment with equal opportunities.”

Shell

Acknowledgements

Workplace Pride would like to thank all of those individuals and organizations that have helped make the Global Benchmark possible. Creating an internationally-valid measurement system for LGBT workplace include was a challenge for everyone involved. The process required all parties to think out of the box and take some risks with their decisions and commitments.

However, one factor that kept everyone focused was the firm belief that better inclusion of LGBT in the workplace around the world was a concept that needed to be tackled and one whose time had come. Employers, researchers, top management and politicians, both LGBT and non-LGBT, have supported the Global Benchmark's development at every turn. For this, Workplace Pride and all of those LGBT people around the world for whom this report could ultimately make a real change in their lives, we are deeply grateful.

Special thanks for the Global Benchmark's development and realization go to:



Ministerie van Onderwijs, Cultuur en Wetenschap



Universiteit Leiden

- The Dutch Ministry of Education, Culture and Science (OCW): Provider of initial grant
- Leiden University: Validation of Benchmarking process and results
- PwC Netherland: In kind services for Focus Group facilitation
- Shell: In kind services for communications and content evaluation
- IBM: In kind services for focus group logistics

In addition we would like to thank the following people who played crucial roles within their own organizations to create the Global Benchmark:
Jos Boerties: Global Benchmark Project Manager (BECIS), Dr. Tina Nane (Leiden University) Robert Loesberg (PwC), Paula Ortic (Workplace Pride), Jeroen van Wijngaarden (Pwc), Mark Emdin (Shell), Marijn Pijnenburg (IBM), Dr. Isabel Hoving (Leiden University), Boris Dittrich (Human Rights Watch), Paul Overdijk (Workplace Pride).

Workplace Pride would also like to thank our NGO Partners who have helped with the distribution and promotion of the Global Benchmark in their respective countries:
Netherlands: COC, France: l'Autre Cercle, Germany: PrOut@Work, Australia: PridelnDiversity, Italy: EDGE.

Finally, Workplace Pride would like to thank all of our members and non-members who participated in the focus groups and other aspects of the Global Benchmark's creation over the past two years. Your help, assistance and creative ideas are helping to improve LGBT workplace inclusion around the world for thousands of LGBT people who you do not even know.

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