

Stonewall Top 100 Employers 2014

**The Workplace
Equality Index**



Stonewall



The Workplace Equality Index, a vital and ever evolving benchmarking tool that isn't just good for promoting equality for lesbian, gay and bisexual people in the workplace, but also supporting workplace equality in its wider sense.

Tim Jarman

Assistant Director for Diversity and Inclusiveness, EY

Foreword

Welcome to Stonewall's Top 100 Employers 2014, our tenth annual guide to Britain's top employers for lesbian, gay and bisexual staff. Each year Stonewall receives hundreds of submissions to the Workplace Equality Index, our annual audit of workplace culture for gay staff. We are delighted to showcase the best entries to the Index and the incredible strides made by Britain's top gay-friendly employers.

For ten years running, Stonewall's Index has helped transform over 800 workplaces across Britain and is hailed as the definitive benchmark for gay-friendly employers. Today, participation in Stonewall's Index sends a powerful signal of an organisation's commitment to its most vital resource, its people.

Through our extensive research, Stonewall has established the truth behind the adage, 'people perform better when they can be themselves'. Staff who can be open about their sexuality are more likely to enjoy going to work, feel able to be themselves, form honest relationships with colleagues, are more confident and, ultimately, more productive. Put simply, improving the working environment for gay staff makes good business sense.

A total of 38 different industries from across the private, public and third sectors entered the Index this year. Organisations featured in this guide come from a range of backgrounds but they have one thing in common – they started their journey at the very beginning, like everyone else. With creativity, courage and Stonewall's help, employers featured in this guide have transformed what it means to be a gay employee in Britain.

Congratulations to everyone included in Stonewall's 2014 Top 100. We are delighted to feature the incredible work you've done to tackle discrimination and create gay-friendly workplaces.

Ben Summerskill

Ben Summerskill
Chief Executive



Stonewall Top 100 Employers 2014

For the last decade, Stonewall’s Index has set the standard for employers who want to provide the best possible working environment for their gay staff. Groundbreaking research analysing the last five years of the Index has revealed the tremendous impact it has had in transforming workplaces for Britain’s 1.7 million strong lesbian, gay and bisexual workforce. The Stonewall Top 100 Employers 2014 represents the best places to work for gay staff in a competitive labour market.

This report showcases the businesses, charities and public bodies doing the most to tackle discrimination and promote healthy and supportive workplaces for their gay staff. Stonewall’s Top 100 Employers is the definitive list of Britain’s gay-friendly employers, compiled from submissions to the annual Workplace Equality Index. Now in its tenth year, the Index is a free tool for employers to measure their efforts in creating inclusive workplaces for LGB employees. It assesses employers’ activities in a comprehensive survey of policy and practice – from promoting the visibility of senior LGB role models to guaranteeing access to benefits for same-sex partners and training employees on discrimination issues.

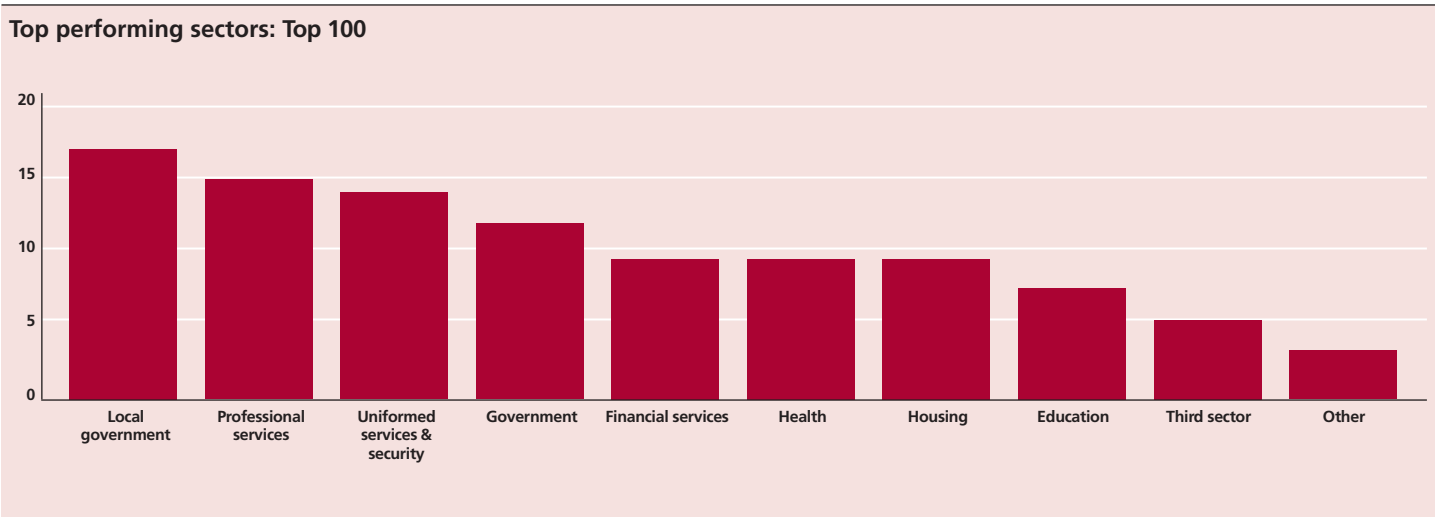
A snapshot of the results

This year 369 employers entered the Index from across the public, private and third sectors. The 100 submissions with the highest scores – those doing most to create a safe and inclusive environment for their employees, customers, service users and stakeholders – are listed in this guide.

The Workplace Equality Index is marked out of a total of 200 points. Each section of the Index is weighted for its impact on organisational culture. This year, scores ranged between 14 and 194 and a score of 148 was needed to reach the Top 100. The average score for employers in the Top 100 was 167 and the average score of all entries was 115.

Organisations from 38 different industries entered the Index and the highest number of entries came from the public sector, with more than 200 submissions. Local government, professional services and uniformed services and security were the three top performing sectors in this year’s Index. The table below shows the industry breakdown of successful entries to this year’s Index.

Stonewall has been working with Britain’s leading employers for gay staff as part of our Diversity Champions programme since 2001, and the Index is actively marketed to the programme’s 600 members. Every one of the Top 100 Employers listed in this booklet is a member of the Diversity Champions programme and we are delighted to recognise the continuing progress of organisations striving to achieve the full potential of all their staff.



How we arrived at the Top 100

The Stonewall Top 100 Employers is compiled from submissions to the Workplace Equality Index. The Index is a free and comprehensive benchmarking tool for employers to measure their efforts to create inclusive workplaces for lesbian, gay and bisexual employees.

Entrance

The Index is free to enter for any British employer. The majority of entrants are members of Stonewall's best practice employers' programme, Diversity Champions. As well as demonstrating a commitment to LGB equality, membership of the programme gives employers access to tailored advice, support and benchmarking data to help them progress towards full equality for gay staff.

Criteria

Submissions to the Index are assessed against 25 questions across eight areas of good practice:

1. Employee policy
2. Employee engagement
3. Staff training and development
4. Monitoring
5. Supplier policy
6. LGB community engagement
7. The 'pink plateau'
8. Additional evidence and staff feedback.

The full criteria used in each section, along with case studies from Britain's top gay-friendly employers, are explored in depth on pages 12 to 23.

Global criteria

For the third year running, Stonewall set additional criteria for global employers to recognise worldwide support for LGB equality.

The criteria cover topics that range from global non-discrimination policy to worldwide partner benefits and relocation support. Submissions were assessed and ranked alongside the entrants' scores in the main Workplace Equality Index.

Assessment

Employers submit written responses to the criteria set by Stonewall, accompanied by supporting evidence. Stonewall then assesses and awards them marks out of a maximum of 200 points. Where supporting evidence is not provided, credit cannot be awarded. To guarantee rigour in compiling the Top 100 Employers, every employer is assessed twice – first by Stonewall's Workplace team, and second by our policy experts.

Finally, to ensure full scrutiny of the submission, a sample of employers are selected at random for a face-to-face consultation with a consultant selected for their workplace expertise.

Staff feedback questionnaire

To supplement evidence submitted by employers, Stonewall seeks feedback directly from the entrants' LGB employees. The results of this survey are worth five per cent of the total available marks.

The survey asks nine short questions covering key indicators of LGB-inclusive workplace culture including:

- Whether staff are open about their sexual orientation
- Whether the workplace culture is inclusive of gay people
- Support from line managers
- Support from senior managers
- Confidence reporting anti-gay bullying
- Having well-informed straight/heterosexual colleagues
- Having visible role models in the workplace.

In 2014, more than 9,700 individual lesbian, gay and bisexual employees of Index entrants completed the survey. Their responses were collated and analysed by Stonewall and fed directly into the marking and overall assessment of the Index.

Key findings of the staff feedback questionnaire can be seen on page 24.

Stonewall Top 100 Employers 2014

The following are Stonewall's Top 100 Employers in Britain for lesbian, gay and bisexual people in 2014. These organisations have achieved the highest scores in our 25-question Workplace Equality Index.

1	Gentoo	11	Leicestershire County Council
2	Nottinghamshire Healthcare NHS Trust	11	National Assembly for Wales
		11	St Mungo's
3	The Co-operative	14	Morgan Stanley
4	Accenture	15	Bristol City Council
5	EY	15	Derbyshire County Council
5	Home Office	15	Lloyds Banking Group
7	IBM	18	Environment Agency
8	Simmons & Simmons	19	Baker & McKenzie LLP
8	Tyne & Wear Fire and Rescue Service	19	London Ambulance Service NHS Trust
10	Barclays	19	North Wales Police
		19	South Wales Police

23	Central and North West London NHS Foundation Trust	61	South East Coast Ambulance Service
24	Metropolitan	61	Suffolk County Council
25	Cheshire Fire & Rescue Service	64	West Sussex County Council
25	Liverpool John Moores University	65	Clydesdale Bank
25	Newcastle City Council	66	Freshfields Bruckhaus Deringer
25	The Security Service (MI5)	66	Hertfordshire County Council
29	Leicestershire Police	66	Liverpool Community Health NHS Trust
30	CMS Cameron McKenna	66	London Borough of Hackney
30	Crown Office & Procurator Fiscal Service	66	London Borough of Islington
30	Herbert Smith Freehills	66	Norton Rose Fulbright
30	Your Homes Newcastle	72	Land Registry
34	Department of Health	72	Northumbria Probation Trust
35	Crown Prosecution Service	72	South Tyneside Homes
35	Hogan Lovells	72	Victim Support
35	Ministry of Defence	76	Core Assets Group
35	Office for National Statistics	76	Leeds City Council
35	University of the West of England	76	Transport for London
40	Royal Bank of Scotland Group	79	The Army
41	Cheshire Constabulary	79	Royal Navy
41	Creative Skillset	79	Tate
41	London Borough of Waltham Forest	82	Newham College of Further Education
44	Tower Hamlets Homes	82	Sheffield City Council
45	Department for Work and Pensions	82	Southend-on-Sea Borough Council
45	Derby City Council	82	University of Sheffield
45	Eversheds LLP	86	Berkshire Healthcare NHS Foundation Trust
45	Genesis Housing Association	86	Citi
45	Pinsent Masons	86	Nationwide Building Society
45	West Yorkshire Probation Trust	86	Nottingham City Homes
51	Action for Children	90	American Express
52	Cardiff University	91	Aviva
52	Oxleas NHS Foundation Trust	91	Birmingham City Council
54	Bury Council	91	Somerset College
54	Devon and Somerset Fire and Rescue Service	91	Sussex Police
54	PwC	91	Touchstone
57	University of Liverpool	96	Citizens Advice
58	Irwin Mitchell Solicitors	96	County Durham and Darlington Foundation Trust
58	London Borough of Tower Hamlets	96	Dyfed Powys Police
58	Suffolk Constabulary	96	Plus Dane Group
61	Riverside	100	Northumbria Healthcare NHS Foundation Trust

Award Winners 2014

Employer of the Year Gentoo

Gentoo is Stonewall's Employer of the Year 2014. Gentoo is a profit-for-purpose social entrepreneurial enterprise focused on investing in people, the planet and property. As a pioneering Art of Living business they provide housing solutions and services that improve the lives of the people, communities and the environment in which they operate. Gentoo received the highest score of any submission to the 2014 Workplace Equality Index.

Gentoo's vision – 'to improve the art of living beyond imagination' – underpins the organisation's commitment to its LGB staff and customers. With one of the most comprehensive and clear anti-discrimination policies around, coupled with robust engagement with all staff from the most senior levels of the organisation, Gentoo leaves no room for ambiguity on the organisation's unwavering support for all employees regardless of their sexual orientation. This year, Gentoo scored consistently high marks in every section of Stonewall's index – from monitoring to diversity training, and from supplier policy to community engagement – setting the standard for every employer to follow.

Gentoo's network for lesbian, gay and bisexual employees, B-GLAD, is central to the organisation's vision to be an employer which invests in and values its most vital resource, its workforce. Established in 2007, the network is growing in strength and includes a formal straight allies programme. Innovatively, the group has helped improve service delivery by conducting a mystery shopping exercise to test the organisation's ability to respond to LGB&T questions from customers.

Julie Kelly, Assistant Chief Executive, acts as overall executive sponsor for the organisation's initiatives to support LGB employees, actively engaging the board on LGB issues. She is supported by Lucy Malarkey, Deputy Director. Lucy sits on the Leadership Futures Team – a small group of eight people chosen by the Chief Executive and tasked with reinventing leadership across the organisation. While on the team, Lucy embedded the organisation's commitment to LGB equality by including it in a corporate group brief that was cascaded from Executive level to every member of staff and then delivered by senior managers to their teams.

Quick Facts

Number of UK employees: 1,900

Sector: Housing

Headquarters: Sunderland

Diversity Champion since: 2006



Winning this award is an amazing achievement and demonstrates how crucial inclusivity is to Gentoo in achieving its vision of helping others to realise their own Art of Living. It truly is the people at Gentoo that make this business great and it is vital that everyone feels able to be themselves at work and to give us all they've got. Without the talent and energy of everyone at Gentoo we would not be able to tackle some of society's most pressing concerns. This award will motivate us to continue to find new ways of working towards our vision.

Peter Walls
Chief Executive Officer, Gentoo



Senior Champion of the Year

Andy Woodfield, PwC

Support from senior leaders is crucial in transforming organisational culture and furthering equality for lesbian, gay and bisexual staff. The Head of the International Development Consulting business at PwC, Andy Woodfield, is a vocal advocate for celebrating difference in the workplace and is the Partner Sponsor for the business network for Gays, Lesbians and Everyone Else, GLEE@PwC.

This year Andy played an active role in representing GLEE@PwC externally through his attendance at panel events, professional LGB&T networking events and by representing the firm at the Professional Services Lesbian & Gay Senior Leaders Group. His work has raised the profile of GLEE@PwC to the extent that the network was nominated for the European Diversity and Out in the City awards this year.

Andy is hands-on with his support to the employee network group and gives a huge amount of business and personal time to engage with the committee, to set the strategic direction and to push initiatives through. His vision has been clear from the start: GLEE@PwC is more than just a 'network'. It's a fundamental part of the firm and will lead the firm in improving its inclusivity credentials.

Andy actively engages with other senior gay staff to encourage them to act as role models within their business units and teams. Externally Andy has led the way in engaging with senior leaders in LGB&T networks and clients across different industries. He is also active in the community serving as a Trustee of Diversity Role Models charity, appearing on panels for Gay Women's Network and Women1st, speaking at TEDx as well as representing PwC at the quarterly Professional Services LGBT Senior Leaders dinners.

Andy is a strong believer that GLEE@PwC must use its influence and impact in society to bring about wider acceptance of gay people. He is a very visible role model for gay and lesbian colleagues and is committed to making PwC the most inclusive workplace in the professional services industry.



I am delighted to have been chosen as Stonewall Senior Champion of the year 2014. What fabulous news. I am passionate about driving change and making sure everyone in our firm values difference. I feel very lucky to work with a great team at PwC building our GLEE@PwC inclusive business network for Gays, Lesbians and Everyone Else. We now have over 700 external and 450 internal members. We've had a fantastic response from our firm, our clients and other firms.

Andy Woodfield
**PwC Partner, Head of International
Development Consulting**



Quick Facts

Name: Andy Woodfield

Job title: PwC Partner, Head of International Development Consulting

Other roles: Partner Sponsor of GLEE@PwC since 2012

Award Winners 2014

Employee Network Group of the Year

Leicestershire County Council, LGBT Workers' Group

Leicestershire County Council LGBT Workers' Group is Stonewall's Employee Network Group of the Year 2014. This small but extremely effective network has proven itself to be an integral part of the Council's commitment to diversity and has helped create a positive workplace culture for all lesbian, gay and bisexual employees.

The LGBT Workers' Group has helped transform the Council's approach to service delivery. By advising the Fostering and Adoption Service on the language and images used in communications, they have helped increase the number of LGB foster and adoptive parents. The group worked with the council to consult and involve LGB residents on planning services and spending over the next five years. They also strategically engage with other service providers in the region, including Leicester University Hospitals NHS Trust, Leicester City Council, Leicestershire Constabulary and Nottingham City Council.

Despite their modest budget, the network led an initiative to develop a local LGBT Role Models guide modelled after Stonewall's Role Models guide. This groundbreaking resource has served as a source of inspiration and support both for the council's employees and for the wider LGB population in the region. The network has also held a conference aimed at straight staff to raise awareness on sexual orientation issues in the workplace. This event drew on the strength of their Straight Allies programme that actively contributed to and promoted the event.



I am delighted that Leicestershire County Council's LGBT Workers' Group has been awarded Employee Network of the Year. It is recognition of all the hard work the group members have put into supporting LCC as a great employer and provider of services to LGBT people. It is also credit to the support we have received from our senior management and our Straight Allies.

Andrew Murphy
**Chair, Leicestershire County Council LGBT
Workers' Group**



Quick Facts

Number of UK employees: 6,392

Number of network group members: 30

Date network group formed: 2008

Diversity Champion since: 2007

Most Improved Employer of the Year

Ministry of Defence

The Ministry of Defence is Stonewall's Most Improved Employer 2014. This award is given to the employer who makes the greatest improvement against the Workplace Equality Index criteria in the previous 12 months. With close to 50,000 employees in the UK alone, the Ministry of Defence is one of the largest public sector employers. Their vision is to create "a workforce, uniformed and civilian, that is drawn from the breadth of the society we defend, that gains strength from that society's range of knowledge, experience and talent and that welcomes, respects and values the unique contribution of every individual."

In line with this vision, the Ministry of Defence has redoubled its efforts over the last year to create a positive working environment for LGB employees. Using the tailored feedback delivered by Stonewall, the Ministry of Defence aligned their action plan to the Index's assessment framework. This year the employer had strengthened their Workplace Equality Index assessment in every area of good practice, with particular gains around:

- Community engagement
- Supplier and procurement policies
- Career development for LGB staff
- Actions resulting from monitoring.

Core to their success has been the work done by their LGBT Network, a social and career support forum for LGBT staff. Established in 2001, the network has grown exponentially and supports the organisation in policy review, staff engagement, service delivery and has extensively engaged with other internal staff networks. Impressively, the network offers a range of support for the career development of staff members.

The most significant improvement made by the Ministry of Defence over the last year has been around community engagement. From sponsoring the Gay & Lesbian Youth in Northern Ireland to advertising in 'pink media', they have made a visible commitment to the lesbian, gay and bisexual community and have actively raised their profile as an employer of choice for gay staff.



One of my key aims as a leader is to ensure that everyone is given the opportunity to perform at their very best. People are more productive, creative, loyal and successful when they can truly be themselves at work. Winning this award shows that we have taken meaningful action to address our working cultures in order to unlock the full potential of our people by recognising the strength of their diversity.

Jon Thompson
Permanent Secretary, Ministry of Defence



Ministry
of Defence

Quick Facts

Number of UK employees: 49,243

Sector: Government

UK headquarters: London

Diversity Champion since: 2003

Award Winners 2014

Global Employer of the Year IBM

IBM is Stonewall's Global Employer of the Year 2014. The technology and consulting firm scored the highest combined mark on the main Index and additional criteria set for global employers.

IBM's commitment to its gay staff is underpinned by a global diversity policy that explicitly references and bars discrimination based on sexual orientation. This policy is upheld regardless of the legislative context of the regions in which the firm operates. The rigour with which the policy is applied is evident from the firm's rejection of one Country General Manager's request to re-word the policy to exclude references to sexual orientation.

IBM has one of the most comprehensive employee relocation policies around. The firm provides candidates chosen for relocation detailed information on the socio-political context in relation to sexual orientation. Where a posting is deemed to be unsuitable, alternative postings are provided to ensure that the member of staff would not suffer a detriment to their career progression.

A principal strength of the firm is their Global LGBT Council co-chaired by Fred Balboni (Global Leader, Business Analytics and Optimisation) and Claudia Brind-Woody (Vice President & Managing Director – IP Licensing). Fred and Claudia have been visible role models on issues of LGBT equality and diversity globally. From speaking at internal and external events worldwide to regularly reinforcing the firm's commitment to its gay staff in communications, they send an unequivocal message on the importance of LGB equality from a very senior position in the firm.

The Employee Alliance for Gay, Lesbian, Bisexual and Transgender Empowerment (EAGLE) is a global diversity network group set up by the firm and operates in over 30 countries, including Russia, Singapore and India. These networks have the express objective of enhancing the success of IBM by helping their members be more comfortable and effective in the workplace.



IBM is proud to be recognised as the Global Employer of the Year 2014. Our Global LGBT strategy is based not only on equality in the workplace, but also on fairness and social justice. We believe that our focus on diversity enables us to attract, retain and advance the best talent, to better serve our clients, and to drive more business for our company. We invite other companies to join with us to leverage the power of our collective brands, and the courage of our convictions to change the world for the better.

Claudia Brind-Woody
**Vice President and Managing Director,
Intellectual Property & Advanced Technology
Licensing**



Quick Facts

Number of employees worldwide: 450,000

Sector: Professional services

Number of countries in which they operate: 170

IBM is a Stonewall Diversity Champion since 2001

Top Employers by Sector

Stonewall's Top 100 Employers 2014 showcases organisations from a wide range of backgrounds, demonstrating that a commitment to equality can be achieved in any organisation. The strongest performing sector in the Workplace Equality Index this year was Local Government with 17 places in the Stonewall Top 100 Employers.

Sector Leaders

Top Public Sector Employers

- | | |
|----|--------------------------------------|
| 1 | Gentoo |
| 2 | Nottinghamshire Healthcare NHS Trust |
| 3 | Home Office |
| 4 | Tyne & Wear Fire and Rescue Service |
| 5 | Leicestershire County Council |
| 5 | National Assembly for Wales |
| 7 | Bristol City Council |
| 7 | Derbyshire County Council |
| 9 | Environment Agency |
| 10 | London Ambulance Service NHS Trust |
| 10 | North Wales Police |
| 10 | South Wales Police |

Top Private Sector Employers

- | | |
|----|----------------------|
| 1 | The Co-operative |
| 2 | Accenture |
| 3 | EY |
| 4 | IBM |
| 5 | Simmons & Simmons |
| 6 | Barclays |
| 7 | Morgan Stanley |
| 8 | Lloyds Banking Group |
| 9 | Baker & McKenzie LLP |
| 10 | CMS Cameron McKenna |

National Leaders

Top Welsh Employers

- | | |
|---|-----------------------------|
| 1 | Barclays |
| 2 | National Assembly for Wales |
| 3 | Lloyds Banking Group |
| 4 | North Wales Police |
| 4 | South Wales Police |

Top Scottish Employers

- | | |
|---|--|
| 1 | Barclays |
| 2 | Lloyds Banking Group |
| 3 | Crown Office and Procurator Fiscal Service |
| 4 | Royal Bank of Scotland Group |
| 5 | Clydesdale Bank |

Top Global Employers

These employers scored the highest in our additional criteria for global employers

- | | |
|---|----------------|
| 1 | IBM |
| 2 | Barclays |
| 3 | EY |
| 4 | Accenture |
| 5 | Morgan Stanley |

Evaluation Criteria and Case Studies

The Criteria:

- 1 Employee Policy
- 2 Employee Engagement
- 3 Staff Training and Development
- 4 Monitoring
- 5 Supplier Policy
- 6 Community Engagement
- 7 The 'Pink Plateau'
- 8 Staff Feedback Questionnaire



The Workplace Equality Index has been a really important tool for us to use to benchmark ourselves. It's directly measurable so we can compare how we relate to our peers in different industries, and we learn where we could do better. The bar is always rising; it's hard to hang on to it!

Peter Havelock
Partner, IBM (UKI)

1 Employee Policy

Strong and robust policies are necessary to underpin an effective approach to tackling workplace discrimination. From ensuring equal access to benefits for same-sex partners to communicating zero tolerance of bullying, employee policy is the foundation of a working environment that respects all individuals.

Employers will ultimately be more successful if they can create a culture where diversity is acknowledged and where people are truly valued. Organisations that succeed in this will:

- Send powerful signals about being forward-looking
- Prevent discrimination from undermining performance
- Retain the best people and use their talents to the full
- Become an employer of choice for talented people who want to work in a progressive and ethical workplace.

Part 1 of the Workplace Equality Index explores employee policy in detail across six questions, from policy review to diversity strategy and employment tribunals. Employee policy is worth 14 per cent of the total marks available in the Index.

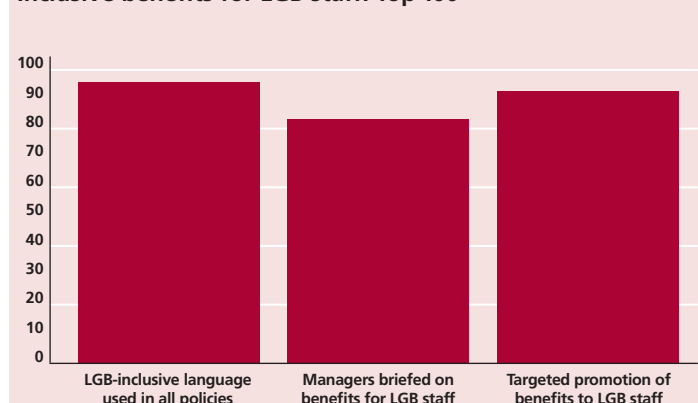
Written policy

Sexual orientation should be fully and explicitly integrated into employers' equality and diversity policies and strategies. Every employer in the Stonewall Top 100 has sexual orientation explicitly included in a non-discrimination policy. Furthermore, every employer has a strategy linking equality and diversity for LGB employees to the organisation's aims and values.

Resourcing and accountability

Every Top 100 Employer has a team or individual who is responsible for delivering an inclusive working environment for LGB employees. The best employers ensure that the work of their diversity staff is well structured and fully integrated into their business practices, and that their diversity teams have access to – and buy-in from – senior decision makers.

Inclusive benefits for LGB staff: Top 100



Case Study Herbert Smith Freehills

Diversity and inclusion sits at the heart of Herbert Smith Freehill's success and is built into their clear and comprehensive strategy for attracting talent, connecting with clients and innovating practice. There are specific milestones associated with this strategy, including performance on Stonewall's Workplace Equality Index.

The firm has developed a diversity and inclusion 'hymn-sheet' that clearly articulates the value of having a diverse workforce and its importance to the firm. The firm has built into their charter the belief that "diverse teams demonstrate higher levels of performance and profitability" establishing a clear business case for work around sexual orientation. The firm's commitment to its gay staff is given further visibility by their 'Connect' campaign – a series of profiles of employees, including LGB employees, highlighting the value of diversity to the firm.

The firm has a comprehensive benefits policy that is inclusive of LGB staff. Wherever references are made to a 'partner' of an employee, it is further clarified by specifying that it includes same-sex partners. A system is in place to ensure that all policies are reviewed every two years and the Chief Executive meets on a quarterly basis with the Inclusivity Group leads to ensure that the diversity and inclusion programmes are integrated with the firm's vision. This practice has been strengthened further through the merger of Herbert Smith and Freehills in October 2012 and the launch of the LGBT network in Australia to create a global network for the firm across its international offices.



HERBERT
SMITH
FREEHILLS

For more case studies, please refer to our workplace guides available to download at:
www.stonewall.org.uk/at_work/resources

Policy review

Ninety eight of the Stonewall Top 100 Employers ensure that their recruitment, benefits and HR policies and procedures are fully inclusive by conducting regular policy audits. This helps organisations to ensure they are complying fully with the Equality Act 2010.

Employee benefits

Benefits and conditions are important motivators for employees. Following the Civil Partnership Act 2004 and the Equality Act 2010, it is important that employers explicitly include same-sex partners in their employee benefits. To ensure LGB employees do not miss out on the benefits they are entitled to, 96 of our Top 100 Employers have updated their benefits to ensure policies make explicit reference to same-sex couples – including pensions, paternity and adoption leave, discounts on company services and private healthcare. Ninety three of the Top 100 Employers are taking steps to promote inclusive benefits to their LGB staff – this includes targeting HR communications to the LGB staff network and providing information specific to same-sex couples, such as emphasising that a civil partner can be nominated for survivor pension rights.

Tribunals

The Index monitors whether employers have had an employment tribunal hearing against their organisation that included a complaint on the grounds of sexual orientation. Where this complaint has been upheld, marks are deducted from the organisation's overall score. None of Stonewall's Top 100 Employers had an employment tribunal on the grounds of sexual orientation upheld this year.

Bullying and harassment

Anti-gay harassment in the workplace has been unlawful in the UK since 2003. Harassment can take the form of someone being ignored or excluded, physically or verbally abused or being 'outed' as gay without their permission. Extreme cases can involve violence, forced resignation or unfair dismissal. Gay in Britain (2013), a study conducted for Stonewall by YouGov, revealed that one in five – equivalent to approximately 323,000 – lesbian, gay and bisexual employees have, over the last five years, experienced verbal bullying from colleagues, customers or service users because of their sexual orientation.

Every employer in the Top 100 explicitly prohibits anti-gay bullying in its harassment policy and 89 also provide clear definitions of anti-gay harassment and examples of unacceptable behaviour. Despite strong legal protection, many LGB people are reluctant to complain about harassment at work – sometimes because they believe complaints will not be taken seriously or that making a complaint would force them to 'come out', leading to further harassment. Ninety four of the Stonewall Top 100 Employers have taken steps to remove the barriers that LGB staff can face when reporting bullying and harassment. Examples include anonymous reporting, confidential whistleblowing programmes, LGB staff network groups and having LGB trade union representatives to support and represent LGB employees.

Case Study Bury Council

A robust commitment to fostering a workplace culture where all employees are treated with dignity and respect is clearly evident from the council's policy on bullying and harassment, Dignity at Work. The policy thoroughly details the rights and responsibilities of every staff member and provides a clear and comprehensive definition of what constitutes bullying and harassment in relation to each protected characteristic.

By providing examples that specifically deal with harassment based on sexual orientation, the council leaves no room for ambiguity. This is reinforced using a range of communication channels – posters, leaflets and emails – that ensure every staff member is aware of the council's zero-tolerance policy on sexual orientation related bullying and harassment.

Complementing their exceptional policy, the council actively monitors complaints and has several alternative reporting channels. These include the LGB staff network group and First Contact Officers who are appointed in every department and trained to provide confidential advice and support to their peers. Often drawn from the LGB staff network group, First Contact Officers are approachable and provide a valuable avenue for staff looking for advice or a more informal reporting route. Data gathered through monitoring reporting exercises is analysed every quarter and fed back to shape training. This feedback mechanism has allowed the Council to provide tailored and targeted training that includes specific case studies on LGB related bullying and harassment.



For more case studies, please refer to our workplace guides available to download at:
www.stonewall.org.uk/at_work/resources

2 Employee Engagement

Informing, educating and supporting all employees to be aware of the issues affecting their lesbian, gay and bisexual colleagues is a vital step towards creating an inclusive workplace culture. Employee engagement can include providing LGB colleagues with the support to feel comfortable being 'out' at work, or using internal communication channels to raise all employees' awareness of issues affecting LGB people. The business benefits include greater employee engagement, better service delivery to LGB consumers and service users and opportunities for brand enhancement in a competitive market.

Part 2 of the Workplace Equality Index covers staff engagement with LGB issues in depth across four areas, including employee networks for LGB staff, demonstrating senior leadership support and buy-in among all staff. Employee engagement is worth 24 per cent of the total marks available in the Index.

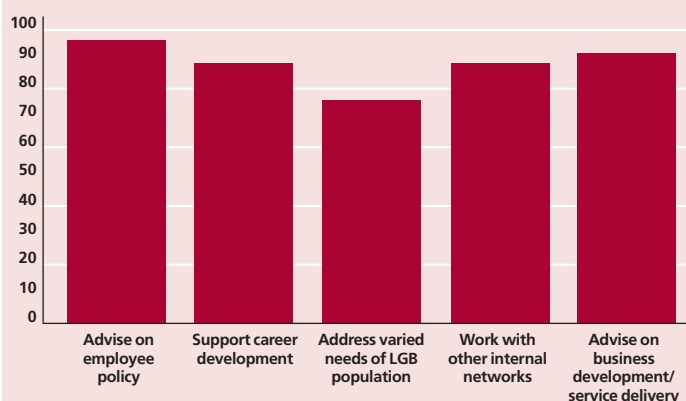
Senior leadership on LGB issues

Organisational culture starts at the top, and the leaders of gay-friendly employers recognise their responsibility for speaking out on discrimination. Many employers have appointed a senior champion for LGB equality in their organisation. A champion doesn't have to be lesbian, gay or bisexual themselves, but should provide visible support for LGB colleagues. To be successful and credible, it is critical that initiatives to promote an inclusive working culture are endorsed and validated by senior leaders.

Eighty of the Top 100 Employers have a nominated champion at their most senior level of management – board level or equivalent – who have acted to promote LGB equality in their organisations in a variety of ways:

- Communicating a strong leadership message to all staff on LGB equality through articles, speeches and deeds
- Raising LGB-related issues with senior-level colleagues
- Acting as executive sponsor to an employee network group and attending network events.

Employee Networks: Top 100 Activities 2014



Case Study

Crown Prosecution Service

The Crown Prosecution Service's LGBT Network has been running for eleven years and has around 125 members. Over the last year they have particularly focused on career development and engaging senior staff in the work of the network. Part of this initiative involved commissioning a tailored in-house leadership programme developed by Stonewall. This was launched alongside a comprehensive communications strategy which included posting a daily fact about LGBT culture or history for each day of LGBT History Month and holding an awards ceremony celebrating difference.

The leadership programme, open to all gay staff, enabled delegates to explore how sexual orientation impacts on the work they do. Senior leaders – including the Chief Executive – acted as sponsors for the programme. The opportunity to have open and honest conversations with LGBT staff has strengthened the relationship between the network and senior management, developing the framework to take forward initiatives aimed at signalling senior management support for LGBT staff.

A second key focus for the network this year has been to increase support for LGBT staff. The network has highlighted the careers of a number of gay role models and established a network of straight allies across the organisation to act as a support structure for LGBT staff. This has helped engender a change in organisational culture by challenging inappropriate behaviour and addressing unconscious bias.



For more case studies, please refer to our workplace guides available to download at:
www.stonewall.org.uk/at_work/resources

Each year Stonewall is delighted to recognise the outstanding contribution of one senior champion with an individual award. Andy Woodfield, Head of International Development at PwC, is profiled on page 7.

Employee networks

A network for lesbian, gay and bisexual employees enables LGB staff to support each other, share information and work together to improve their workplace. These groups also offer employees a chance to network, both within their own organisation and with other businesses and LGB community groups.

Establishing employee networks demonstrates an organisation's commitment to diversity in the workplace. Networks can both provide LGB staff with a voice in the organisation and offer an alternative means of support in the workplace.

Consulting their own LGB staff can help organisations avoid common pitfalls when implementing diversity initiatives. Employee networks can give employers a valuable mechanism for consulting LGB employees about employment practices and customer service and also to engage with LGB clients, customers and potential employees.

Every employer in the Stonewall Top 100 has established an employee network for lesbian, gay and bisexual staff. More than nine in ten networks are actively:

- Being consulted on LGB issues in employee policy
- Raising awareness of LGB issues for all staff
- Collaborating with other LGB networks within their sector
- Acting as a point of contact for LGB staff with issues at work
- Maintaining an intranet page.

Each year Stonewall recognises one employee network for the positive contribution it has made to the culture of its organisation. Stonewall's Employee Network of the Year 2014 is Leicestershire County Council's LGBT Workers' Group, profiled on page 8.

All-staff engagement

The attitudes and behaviours of straight colleagues are critical to ensuring that LGB employees feel comfortable being open about their sexual orientation. Only 44 per cent of LGB people responding to the Workplace Equality Index staff survey feel that their straight colleagues have a good understanding of gay workplace issues.

Many Top 100 Employers are making progress in this area through ongoing engagement with all staff on LGB issues. By communicating confidently and comfortably about LGB workplace issues, employers can make clear this is a business matter, not a taboo or private issue. By publicising initiatives to support LGB colleagues, organisations can foster a culture where LGB visibility becomes part of the mainstream:

- Ninety nine of the Stonewall Top 100 Employers regularly engage their staff to highlight LGB issues
- Ninety eight of the Stonewall Top 100 Employers ensure new joiners are aware of the employer's policies and support around discrimination
- Sixty five of the Stonewall Top 100 Employers include LGB-specific questions in staff attitude surveys.

Case Study Creative Skillset

Despite their relatively modest size, Creative Skillset – the lead skills and training organisation for the creative industries employing just over 100 staff – has transformed the landscape of the creative and media sectors by spearheading the establishment of InterMedia: the LGBT staff network for people working across media.

Recognising the importance of peer support for LGBT employees, Creative Skillset began in 2005 by setting up its own small staff network POWWA, Part Of Who We Are. Considering they began with fewer than ten members and an annual budget of around £200, POWWA's accomplishments are formidable. They have advised the organisation on strategy, held events and run activities looking at topics from bisexuality to civil partnership, and helped secure Creative Skillset's continuing Top 100 employer status in Stonewall's Index.

With time, POWWA and Creative Skillset recognised the opportunity to do more for their peers working across the industry. With support from Stonewall and guidance from staff networks in other sectors, InterMedia was born. Since the initiative was launched last year, membership has exponentially increased. Today, InterMedia boasts a community of over 450 individuals.

In the last year alone, InterMedia has held events attracting over 150 people, including discussions on topics such as women in media and LGBT audience habits, while providing a safe space for lesbian, gay, bisexual and transgender colleagues from across the sector to come together and network. They have also set up a working group that focuses on improving representation of LGBT people on screen, on air and online which is taking action to raise debate and seek change alongside Creative Skillset itself.



For more case studies, please refer to our workplace guides available to download at:
www.stonewall.org.uk/at_work/resources

3 Staff Training and Development

Training is a valuable tool in raising awareness of lesbian, gay and bisexual issues in the workplace, and should be aimed at all staff. Successful training will equip staff to foster an inclusive working environment and reinforce the message that they do not need to tolerate discrimination of any kind.

Topics covered in effective diversity training can include:

- Current legislation and how it informs an employer's policies and expected behaviours
- Awareness of LGB issues like 'coming out', recognising discrimination and the effects of stereotyping
- Fairness in recruitment, selection and promotion for LGB candidates
- Skills to challenge inappropriate behaviour effectively
- Training for board members, managers or frontline staff on the leadership behaviours needed to promote diversity.

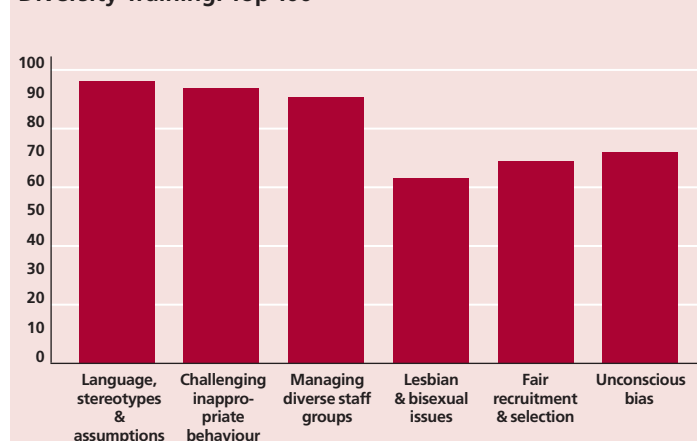
Part 3 of the Workplace Equality Index covers staff training and development across five questions. It is worth 19 per cent of the total marks available.

Training

Managers and senior leaders should understand their key responsibilities in setting workplace culture, and training should inspire leaders to act as positive role models for inclusiveness. Interviewers and recruiters need to understand how discrimination can occur in the recruitment process, and apply recruitment methods consistently. New starters should understand the diversity policies and standards of behaviour expected of them.

Every employer in the Top 100 provides diversity training for staff that includes the issues affecting LGB staff. The Index asks employers how they target different groups for diversity training to ensure that employees have the skills and knowledge they need to undertake their role effectively. Eighty eight of the Stonewall Top 100 employers provide tailored training for senior managers on LGB issues. Ninety-nine of the Top 100 provide tailored training for line managers.

Diversity Training: Top 100



Case Study Tate

In a highly competitive labour market, employers must understand the needs of their staff and deliver appropriate training to enable them to create a workplace culture that celebrates difference. Tate's comprehensive Learning and Development programme helps ensure that employees receive training relevant to their role within the organisation, inspiring them to act as positive role models for all colleagues.

Tate Manager, Tate's flagship module for people managers, has a specific stream that tackles issues relating to sexual orientation in the workplace as part of a wider diversity and inclusion agenda for managers. The Diversity Master Class, aimed at Directors and senior leaders, deals with strategic goals relating to diversity and inclusion and outlines the importance of embracing difference. New starters are encouraged to attend drop-in sessions with the Employee Networks, including the LGBT network, to understand the support they can offer and to explore opportunities to contribute. To ensure that every employee has a good understanding of Tate's values, the Dignity and Respect module is mandatory for all employees, regardless of pay or grade, and includes specific examples that deal with inappropriate language, stereotypes, assumptions and policy.

In addition to targeted training, Tate hosts Skills for the Future, a workforce development programme aimed at reaching candidates from backgrounds under-represented in Tate's workforce. The team has been working with an occupational psychologist to develop a recruitment and selection training programme for managers. With explicit references to sexual orientation, this training has helped increase diversity in Tate's workforce by recruiting people with potential who will benefit from the opportunity and who would not usually consider a career in the arts sector.

TATE

For more case studies, please refer to our workplace guides available to download at:
www.stonewall.org.uk/at_work/resources

Every employer in the Stonewall Top 100 Employers covers relevant legislation and policies in their diversity training. Ninety six of them cover language, stereotypes and assumptions as well. However, just 63 employers explore specific issues facing lesbian and bisexual women or multiple identities and discrimination. Seventy of the Stonewall Top 100 Employers cover discrimination issues affecting LGB people in the recruitment process.

Eighty three of the Stonewall Top 100 Employers have successfully delivered training to more than three-quarters of their staff and 96 are evaluating its impact in challenging views and changing attitudes.

Line managers

Line managers are responsible for setting a culture of respect in their teams. Employers often overlook this role, but it can make a crucial difference in the day-to-day experience of LGB employees and their confidence in being 'out' at work. The Index challenges employers to demonstrate how they provide managers with the skills and knowledge to lead diverse groups of staff.

Seventy nine of the Stonewall Top 100 Employers include diversity knowledge and experience in their appointment criteria for line managers. Four in five employers provide managers with advanced training on diversity issues that are directly relevant to their role as people managers. Three quarters of our Top 100 Employers provide managers with additional resources to ensure they can support LGB staff effectively. This could include drop in sessions with the Equality & Diversity team or LGB employee network group or written information for managers.

Career development for LGB staff

Despite the confidence of some prominent LGB business leaders and public servants in being open about their sexual orientation, LGB people remain under-represented at senior levels in many organisations. Numerous employers are now focusing on the career development and ambitions of their LGB staff to ensure that boardroom diversity goes beyond gender and race.

The Index criteria ask employers how they are taking steps to proactively address the barriers that lesbian, gay and bisexual employees face in their career progression and how they ensure that all staff have equal access to career development opportunities, regardless of their sexual orientation.

Seventy three of the Stonewall Top 100 Employers critically review their talent programmes and career development processes to ensure that LGB people are participating, and take action to address any issues identified. Seventy employers operate a formal mentoring scheme for LGB staff, which is either coordinated by an LGB employee network or enables participants to choose a mentor with the same sexual orientation as themselves.

Eighty nine of our Top 100 Employers offer their employees access to a development or leadership programme specifically for lesbian, gay and bisexual people. This includes both internal development schemes and those provided externally, such as Stonewall's annual Leadership Programme.

Case Study

North Wales Police

North Wales Police takes active efforts to ensure that LGB staff are represented in career development opportunities by closely monitoring the uptake and completion of learning by sexual orientation. Information collected through this exercise is analysed and used to identify existing barriers and develop an action plan to address them.

Recognising that monitoring exercises may not capture data from all LGB employees, North Wales Police promotes career development opportunities to the force's LGB&T Network Enfyf. The Force Diversity Unit also works in partnership with Enfyf to provide a number of career development sessions for its members, including peer support and mentoring.

Specific LGB&T programmes are also available to staff. Key members of Enfyf are trained to mentor and coach LGB&T staff through a force-wide scheme. Mentors are profiled and publicised both within the network and across the force. In addition, the force runs a separate reverse mentoring scheme called 'A Day in Your Shoes' which has provided a number of Enfyf members with improved knowledge on areas of work that may be of professional interest to them.

Measures are in place to ensure that staff contributions to staff network activities are recognised and rewarded. The chair of Enfyf provides appraisals for members of the network that perform formal duties during the reporting period, thereby encouraging participation.



HEDDLU GOGLEDD CYMRU
Gogledd Cymru diogelach
NORTH WALES POLICE
A safer North Wales

For more case studies, please refer to our workplace guides available to download at:
www.stonewall.org.uk/at_work/resources

4 Monitoring

Monitoring and evaluation are critical to ensuring that workplace diversity initiatives are successful. Through monitoring, an employer can manage its workforce more effectively and measure progress over time. Monitoring is covered by four questions of the Workplace Equality Index, and is worth a total of 14 per cent of the available marks.

Data collection

To provide a complete picture of lesbian, gay and bisexual demographics in an organisation, data collection should be aligned to key stages in the employment cycle – in recruitment and selection, induction or via regular, anonymous staff surveys.

Data analysis

The Workplace Equality Index requires employers to demonstrate the aspects of the employee experience that are scrutinised by their monitoring exercises. Monitoring data can be used to answer key questions about workplace culture, such as:

- Are LGB candidates directly or indirectly disadvantaged at any stage of the recruitment process?
- Are LGB employees represented in senior management positions?
- Do LGB staff feel differently to their straight colleagues about working in the organisation?

Eighty nine of the Stonewall Top 100 Employers critically examine their recruitment processes for their impact on LGB applicants. Eighty five employers make sure they compare the experiences of gay staff to those of straight colleagues in a staff attitude survey.

Response rates

Monitoring sexual orientation will only generate meaningful and reliable results when employees feel safe and confident disclosing their sexual orientation. The proportion of staff who declare their sexuality is a barometer of the effectiveness of an organisation's diversity measures. Twenty three of the Stonewall Top 100 Employers have collected data on more than 90 per cent of employees, demonstrating a high level of confidence among their LGB staff.

Reporting and actions

Organisations should use the outcomes of monitoring exercises to inform their approach to diversity, and not treat monitoring as an end in itself. By regularly reviewing monitoring data at senior management level and communicating findings to managers, organisations can set targets and measure progress against key indicators. By communicating to all staff the results of surveys and any proposed action, organisations can maintain employee engagement and encourage participation in future monitoring activities. Sixty seven of the Stonewall Top 100 Employers report their diversity statistics – including sexual orientation – on their website or a publicly available document.

Case Study St Mungo's

St Mungo's monitors sexual orientation at all stages of the employment cycle and as part of the biennial Employee Opinion Survey. Analysis of data takes place quarterly and is regularly reported to the Board and Senior Management Team.

In response to initial low declaration rates, the charity launched an LGBT Allies campaign and developed LGBT Inclusion Guidelines that were sent to every project team to encourage staff to feel comfortable with disclosing their sexual orientation and being out at work. In the run up to the biennial Employee Opinion Survey, staff received messages from the Chief Executive highlighting the importance of confidentiality and reassured respondents of their anonymity. As a result, St Mungo's has had eight per cent of staff identify as lesbian, gay or bisexual, higher than the national average, and the number of staff who prefer not to disclose their sexual orientation has significantly decreased.

The charity also analyses its staff monitoring data annually to determine the distribution of lesbian, gay and bisexual staff by grade and by pay. In response to findings that the Senior Management Team was not representative of the organisation, the charity introduced a mentoring programme to increase the diversity of senior managers. The programme works with staff from minority groups, including lesbian, gay and bisexual staff, supporting them to develop the skills and confidence they need to move into senior management positions. Innovatively, St Mungo's gives mentees the opportunity to stipulate whether they would prefer a lesbian, gay or bisexual mentor.



For more case studies, please refer to our workplace guides available to download at:
www.stonewall.org.uk/at_work/resources

5 Supplier Policy

The Workplace Equality Index requires employers to work with suppliers, contractors and partner organisations to ensure they comply with their policies and procedures on lesbian, gay and bisexual (LGB) equality and inclusion. Supplier policy is covered by two questions of the Index and is worth five per cent of the total available marks.

By embedding equality and diversity in tendering, contract awards and contract management processes, employers protect themselves from the risk of engaging partner organisations that do not comply with equality legislation. They also avoid exposing their own staff to discriminatory working environments. This can involve testing suppliers through the tendering or procurement process and working with existing suppliers to improve their policies. Stonewall's recently published guidance, *Procurement*, contains practical steps to working with your suppliers on sexual orientation equality.

Procurement policy

The Index asks employers to show how they:

- Assess potential suppliers on the quality of their equality and diversity policy
- Require potential suppliers to share monitoring information on their employees, including sexual orientation
- Ensure partner organisations train their staff on equality and diversity issues.

Ninety seven of the Stonewall Top 100 Employers require their suppliers to have LGB-inclusive equality and diversity policies and 64 require suppliers to provide training for staff on diversity issues, including lesbian, gay and bisexual equality. Eighty seven employers use this information to assess the quality of a tender.

Supplier engagement

As important as ensuring prospective suppliers meet your standards on equality practice is to forge partnerships with existing suppliers to encourage them to improve their own diversity initiatives. By making equality and diversity part of the supplier relationship, organisations can monitor customer feedback for LGB-related complaints. Seventy one of the Stonewall Top 100 Employers have launched specific initiatives with their supply chain to improve their practices on LGB equality.

This could include inviting small suppliers to take part in diversity training, holding information sessions to explain why equality and diversity is an important part of your tender process, or encouraging them to work with external partners such as Stonewall.

Case Study

Simmons & Simmons

The best organisations know that by encouraging their suppliers to make their workplaces and services more gay-friendly, they will end up with better services themselves.

Simmons & Simmons, an international law firm with over 1,500 employees, has proactively worked to embed LGB equality throughout its supply chain. Recognising that their own efforts to become more gay-friendly could be undermined by suppliers that don't share the same value, the firm uses its leverage with supplier and partner organisations to advance equality.

More than just ensuring the diversity of suppliers, Simmons & Simmons has built safeguards into the procurement process that ensure suppliers meet the same exacting operational standards the firm expects of itself. Suppliers are required to complete a Corporate Responsibility Audit that asks every organisation to demonstrate their sexual orientation credentials by providing the following:

- A copy of their equality and diversity plan that is inclusive of sexual orientation
- Data on the proportion of staff who have undergone diversity training covering sexual orientation
- Monitoring data on the proportion of staff willing and comfortable to declare their sexual orientation on a monitoring form.

Simmons & Simmons regularly provides opportunities for existing suppliers to attend some in-house training events. This includes round table discussions with existing suppliers to raise awareness on equality for lesbian, gay and bisexual employees. These meetings are often hosted by senior partners, including the Co-Chair of the LGBT staff network group, who outlines the firm's aims and objectives and underpins the importance of embracing and celebrating difference in the workplace.

Simmons & Simmons

For more case studies, please refer to our workplace guides available to download at:
www.stonewall.org.uk/at_work/resources

6 LGB Community Engagement

Progressive employers recognise that being forward-thinking on lesbian, gay and bisexual (LGB) equality is not only crucial in the labour market – LGB people are also consumers and service users, representing a market estimated to be worth £80 billion per year in Britain alone. For many LGB people – and the wider population – an organisation's attitude towards the LGB community is just as important as its behaviour as an employer. The benefits of LGB community engagement for businesses include:

- Increasing brand presence in lucrative markets
- Enhanced reputation and increased loyalty among customers and other stakeholders
- Greater attractiveness to potential talent
- Demonstrating that products and services reflect the needs of the LGB community.

Engagement with the LGB community also helps organisations to comply with the law – the Equality Act makes it illegal to discriminate against someone when providing them with goods or services because of their sexual orientation.

Part 6 of the Workplace Equality Index covers engagement with the LGB community – from organisations targeting LGB consumers and jobseekers, to supporting community groups and events. It is worth 11 per cent of the total available marks.

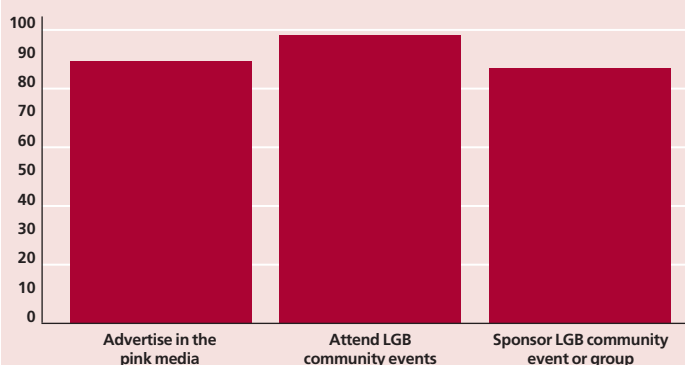
Community engagement

The Index requires employers to demonstrate how they:

- Target vacancies to LGB jobseekers
- Promote their commitment to LGB equality to the wider community
- Engage with LGB charities and community groups
- Attend Pride and other gay community events.

Every organisation in the Top 100 is proactively engaging with the wider LGB community. Eighty nine of the Stonewall Top 100 Employers have advertised products, services or vacancies in the 'pink media' and 88 have shown support for LGB equality in

Community Engagement: Top 100



Case Study

Tower Hamlets Homes

Alongside having regular drop-in sessions and running a focus group for LGB&T residents in the borough, Tower Hamlets Homes conducts a monthly survey on tenant satisfaction rates and cross-references the information they gather against sexual orientation. This information is then used to shape service delivery to LGB residents – whether it be around fairness in the delivery of services or being kept abreast of relevant issues. This has resulted in higher satisfaction rates amongst lesbian, gay and bisexual residents when compared to straight residents in the borough.

Direct engagement with residents has also led to a number of tailored initiatives. Identifying that LGB residents are two and a half times more likely than straight residents to have a mental health disability, THH have actively engaged with community mental health groups in the borough and kept them informed of the services LGB residents in Tower Hamlets are likely to require. THH also works closely with Rainbow Hamlets, an LGBT community organisation in the borough, to combat homophobic hate crime.

Tower Hamlets Homes has recently conducted a mystery shopping exercise to test the efficacy of their hate crime reporting routes. Test enquiries were directed to their Housing Service Centre, three Neighbourhood Housing Offices and five other housing organisations to report alleged homophobic verbal abuse from neighbours. This then allowed them to assess whether their service standards, customer care, staff knowledge and skills were up to scratch. Actions resulting from this exercise included rolling out training for relevant Anti-Social Behaviour partners and contractors specific to providing victim-centered support for residents who experience homophobic hate crime.



For more case studies, please refer to our workplace guides available to download at:
www.stonewall.org.uk/at_work/resources

mainstream advertising or press. Ninety nine of the Stonewall Top 100 Employers support employees to attend community events such as Pride or the Stonewall Brighton Equality Walk.

Service delivery

The Index contains specific questions for public and third sector organisations around delivering services to LGB people. These include:

- Consulting with the LGB community on the design and delivery of services
- Tailoring or targeting services for the LGB community
- Collaborating with local partners to understand service delivery.

Every public sector organisation in the Stonewall Top 100 Employers consults with the lesbian, gay and bisexual community to improve service delivery. Nine in ten provide tailored services for their local lesbian, gay and bisexual population. Eighty five per cent of public sector organisations in the Stonewall Top 100 Employers evaluate their service provision to ensure lesbian, gay and bisexual people do not experience any discrimination.

Marketing and corporate responsibility

Additional criteria assess how businesses ensure their products are reaching lesbian, gay and bisexual consumers or clients, and how LGB equality fits into their broader corporate responsibility agenda. Eighty eight per cent of private sector organisations in the Stonewall Top 100 Employers make their diversity work for lesbian, gay and bisexual employees a formal element of their corporate social responsibility agenda. Every private sector organisation in the Stonewall Top 100 Employers is involving lesbian, gay and bisexual customers or clients in their equality initiatives.

Case Study

Royal Bank of Scotland Group

Royal Bank of Scotland Group has a diverse group of customers and recognises that to serve them well they must understand them well. RBS puts great emphasis on its collaboration with employees, charities and community organisations, to help identify and respond to the specific needs of the LGBT community.

RBS supports one of the largest LGBT employee led networks in the UK, Rainbow. This is a 1600-strong global network of colleagues working to strengthen understanding of the experience of LGBT employees and customers alike and is sponsored by one of the most senior executives in the Group.

In their recent advertising campaigns RBS made a clear commitment to its gay customers and the wider community. This campaign was inspired by the feedback from LGBT colleagues from the Rainbow network – a really positive example of LGBT staff helping shape the approach of a business.

RBS is also a long-standing supporter of Pride, has partnered Stonewall on a number of initiatives and sponsors Diversity Role Models and Out on the Street.



For more case studies, please refer to our workplace guides available to download at:
www.stonewall.org.uk/at_work/resources

7 The 'Pink Plateau'

Significant barriers still exist for lesbian, gay and bisexual people getting to the top of organisations and – more importantly – feeling able to be 'out' in these roles. LGB visibility at the senior levels of an organisation is a powerful indicator of equality and provides inspiration to other staff. Part 7 of the Workplace Equality Index, the pink plateau recognises the level of seniority and visibility attained by LGB people in the organisation and is worth six per cent of the total available marks.

The Index criteria asks employers to demonstrate how they profile openly gay role models to promote an inclusive culture for other LGB staff. Only five in ten (54 per cent) gay people responding to the Workplace Equality Index staff feedback questionnaire agree that there are visible and open lesbian, gay or bisexual role models in their organisation. The Index criteria asks employers to demonstrate how senior openly gay staff:

- Are involved in staff networks
- Act as mentors to junior colleagues, in a formal or informal capacity
- Promote the visibility of gay people in internal communications
- Reflect the diversity of the LGB community.

Sixty four of the Stonewall Top 100 Employers have an 'out' LGB person at their most senior level, and 96 have an openly LGB member of staff at either senior or general management level. Eighty eight organisations in the Stonewall Top 100 Employers ensure that openly gay colleagues are visible in internal communications.

Case Study Clydesdale Bank

Clydesdale Bank recognises the importance of having openly lesbian, gay and bisexual people across all levels of their organisation and take action to improve visibility of role models. Clydesdale Bank's network group Vibrant provides support in both personal and professional development of its members with an aim of improving the visibility of LGB staff.

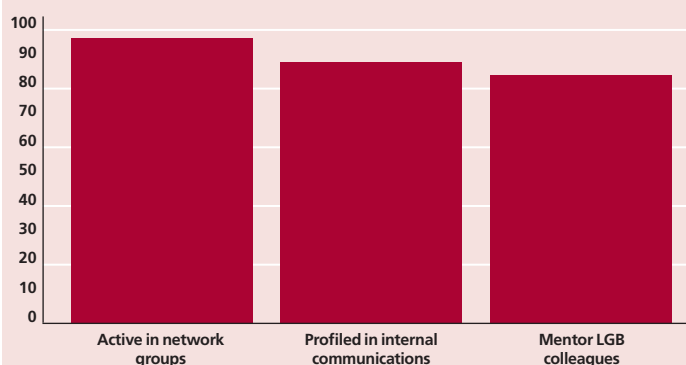
In a proactive approach, Clydesdale Bank developed its mentoring programme to include a specific LGB element in order to ensure they were meeting the professional development needs of their lesbian, gay and bisexual staff members. All visible role models are trained to support and mentor less experienced members of staff, furthering development opportunities for LGB employees. Recognising that flexibility in this service is vital to staff participation, mentors are available to mentor employees both within and outside the group, improving the number of LGB staff who feel comfortable accessing the service.

The organisation recognises that exercises to profile LGB role models must be consistent to permanently raise awareness across the business in a sustainable way. Over the last year, Clydesdale Bank has profiled role models across a number of communications and publications, including external publications like GayStarNews.com. Vibrant has also taken steps to ensure that both the staff network group and communications reflect the diversity in the LGB population and profile individuals of different age and genders in their newsletter so that lesbian, gay and bisexual employees across the business can relate to role models in the organisation.

 Clydesdale Bank

For more case studies, please refer to our workplace guides available to download at:
www.stonewall.org.uk/at_work/resources

Role Models: Top 100



8 Staff Feedback Questionnaire

Each year employers participating in the Workplace Equality Index invite their lesbian, gay and bisexual staff to give feedback directly to Stonewall on their experiences working in that organisation. By entering a unique three digit code and completing a short survey, gay employees in their thousands helped Stonewall gain a full picture of the state of equality in their workplaces. The results of this feedback are analysed and assessed by Stonewall and contribute up to five per cent of the total available marks in the Workplace Equality Index.

The results of the Staff Feedback Questionnaire demonstrate a clear link between the lived experiences of gay staff and performance in Stonewall's Index. Respondents from organisations that take steps to ensure staff feel confident to be 'out' are more likely to feel able to be themselves, stand up to expressions of prejudice within the organisation and have faith that their straight colleagues are well-informed on gay issues.

Respondent profile

Over 9,700 individuals submitted responses to the Staff Feedback Survey, making this the largest annual survey of lesbian, gay and bisexual employees in the United Kingdom.

- 59% of respondents are gay men
- 27% of respondents are gay women/lesbians
- 13% of respondents are bisexual men and women
- 1% of respondents use another term to describe their sexual orientation.

Forty-one per cent of respondents are under 35, with six per cent over the age of 55. Six per cent of respondents identify as black or minority ethnic.

Attitudes and experiences

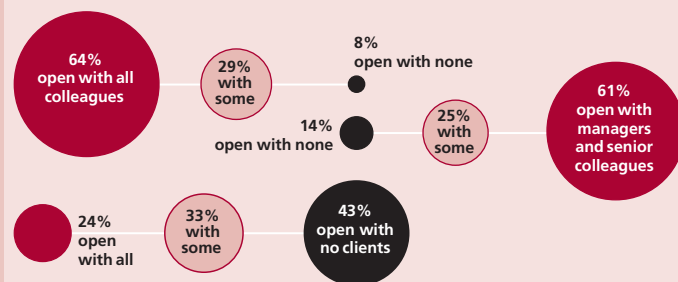
The feedback survey asks nine short questions covering key indicators of LGB-inclusive workplace culture. They include:

- Whether they are open about their sexual orientation
- Whether their workplace culture is inclusive of gay people
- Support from line managers
- Support from senior managers
- Confidence reporting anti-gay bullying
- Having well-informed straight/heterosexual colleagues
- Having visible role models in the workplace.

Results in Depth

The results of the staff survey demonstrate that where LGB employees feel able to be out at work, they feel better about their employer more generally.

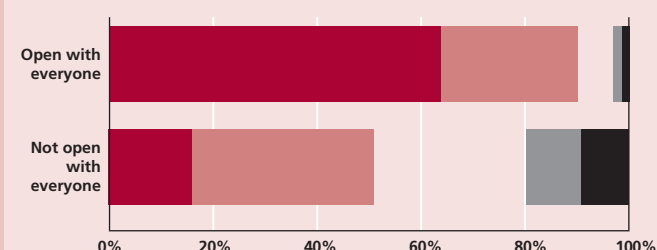
Are you open about your sexual orientation at work?



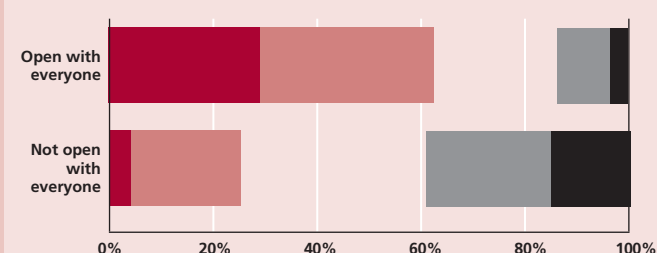
People who are open with everyone at work are more likely to agree that their workplace is a good place to be.

■ Strongly Agree ■ Agree ■ Disagree ■ Strongly Disagree

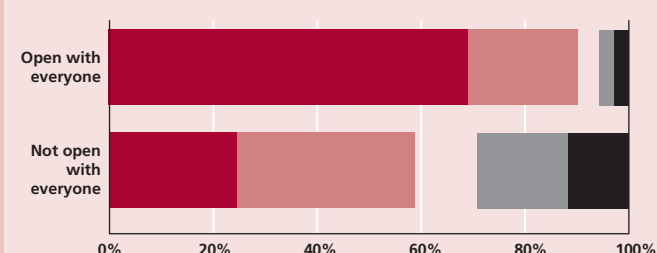
The culture of this organisation includes lesbian, gay and bisexual people



Heterosexual/straight colleagues are well informed on LGB issues



I would feel confident reporting anti-gay bullying in my workplace



Stonewall Diversity Champions Programme

Stonewall's Diversity Champions programme is Britain's leading employers' forum on sexual orientation. We help businesses, charities and public services to develop inclusive workplace cultures. With over 640 members who employ over six million staff, our programme is the largest non-governmental intervention of its kind in the world.

Members receive a range of benefits, including a dedicated Client Account Manager in Stonewall's Workplace Team, an annual Workplace Equality Index benchmarking meeting and tailored advice to help enable you to tap into the full potential of your workforce.

Membership also entitles you to free and priority access to Stonewall seminars held in locations across Britain and discounted rates for our national conferences and leadership programmes. Our seminars highlight the latest good practice on topical issues and our national conferences provide an inspiring line-up of keynote speakers and masterclasses to develop the edge over competitors. They are also incredible networking opportunities where you can share ideas with over 600 employers across different sectors and regions.

Employers operating internationally also now have the opportunity to join Stonewall's Global Diversity Champions programme. Our growing network of top international employers benefit from Stonewall's expertise in supporting gay staff no matter which country they are based in. Members receive a range of additional benefits, including dedicated seminars and research on issues specific to international employers as well as an in-depth global benchmarking meeting to track progress.

At a time when every employer is trying to do more with less, no employer can choose to ignore their most critical resource – their workforce. To find out more about what the Diversity Champions programme offers or how Stonewall can help your organisation, please get in touch. Stonewall and our top-performing partners are here to help.

Congratulations to all our Diversity Champions who made it into Stonewall's Top 100 Employers 2014 and thank you for all your efforts to progress equality for LGB people at work.

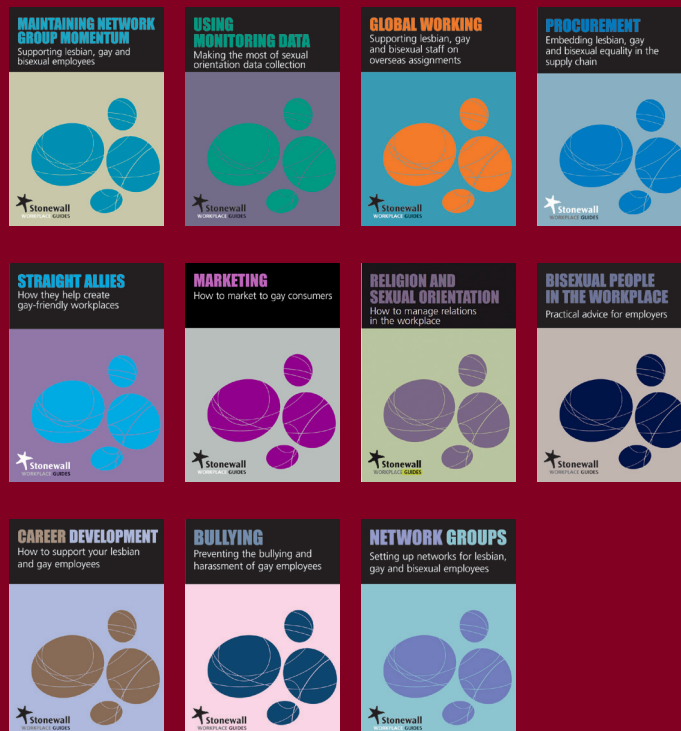
Simon Feeke

Simon Feeke
Head of Workplace Team

Written and produced by Vignesh Ashok
Designed by Reduction
Cover photograph: Nikada/Getty Images

Stonewall Resources

Workplace Guides



Policy Guides and Research



Employer Toolkits





We regard the Workplace Equality Index as a hugely important benchmarking tool because our clients and our competitors are also doing this. It lets us actively demonstrate and show evidence of what we're doing and why we're doing it.

Deborah Richards
Diversity and Inclusion Leader, IBM



As a benchmarking tool, it's the best in the class.

Mark McLane
Managing Director, Global Head of Diversity & Inclusion, Barclays