



# Extending LGBTQ Policies & Benefits Globally

DBP RESEARCH REQUEST

Today's corporations have repeatedly benefited by their actions to support and advance LGBTQ rights in the workplace. But for global companies that conduct business in jurisdictions that are not supportive of the rights of LGBTQ individuals - and in some cases penalize and persecute LGBT individuals — it can be challenging to extend nondiscrimination protections and offer equitable benefits to LGBTQ employees, while also adhering to local laws and customs.

Business leaders can help shift culture and advance LGBT equality around the world. **This report provides important strategies and cases studies regarding what some best practice companies are doing to address the challenges presented by laws that prevent LGBTQ equality across country borders.**

# Gay Rights: The Global Picture

## The world is a dangerous place for LGBT individuals

Arrested, criminally prosecuted,  
harassed by government

(own experience or know  
someone with this experience)

25%

**LGBT-hostile:**  
Homosexuality is criminalized

**INDIA, RUSSIA,  
SINGAPORE**

Physically assaulted

(own experience or know  
someone with this experience)

26%

**LGBT-unfriendly:**  
Discrimination is not prohibited

**CHINA, HONG KONG,  
TURKEY**

20%

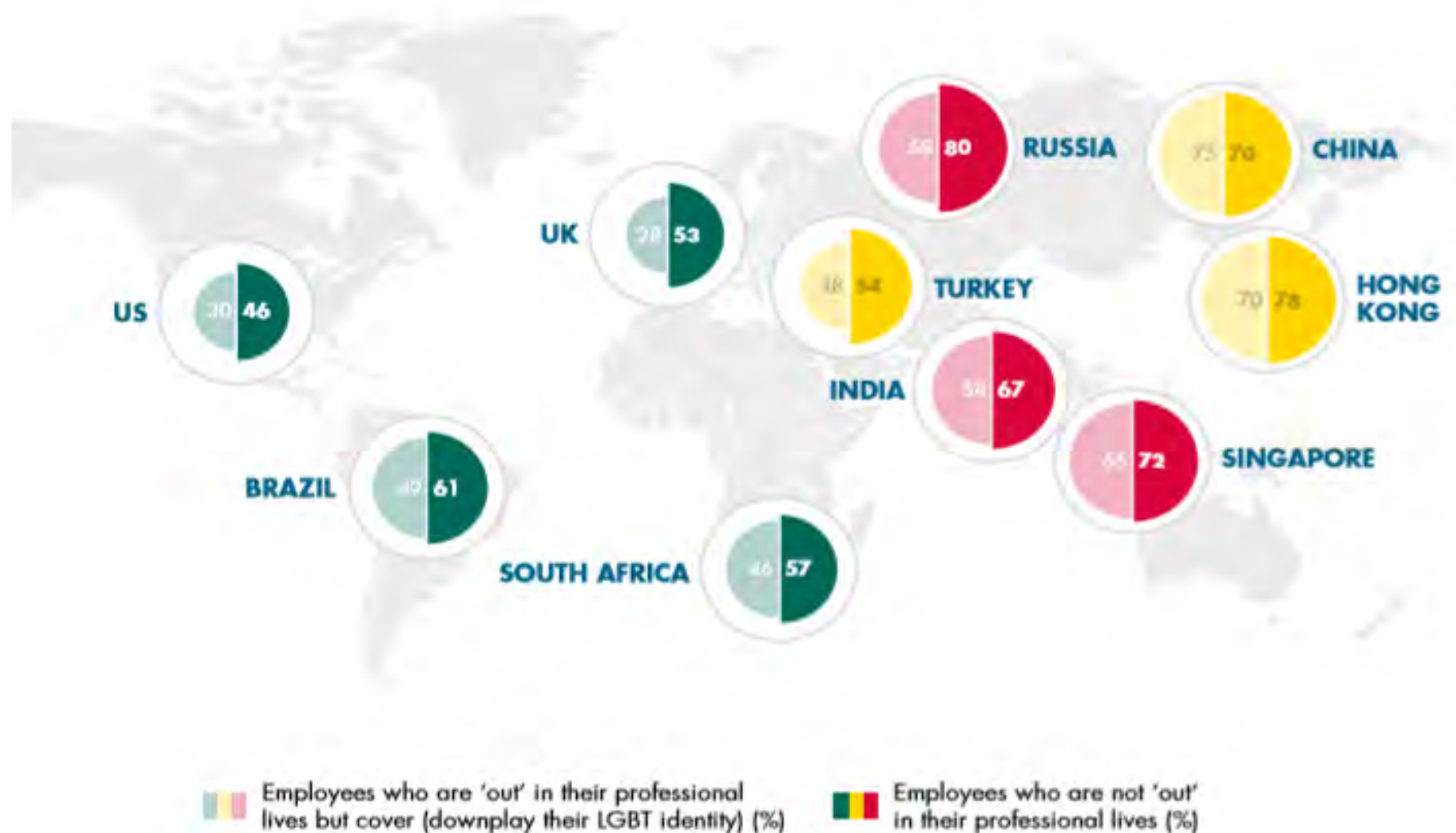
22%

**LGBT-friendly:**  
Laws are protective  
**BRAZIL, S.AFRICA,  
UK, US**

14%

27%

# In Every Market, LGBTQ Employees Cover



# Key Actions For Inclusive Policies



Do the company's global policies prohibit discrimination and harassment based on sexual orientation and gender identity?

Do the company's mobility policies or guidelines set out:

- That LGBTQ employees will not suffer a career detriment if they decline a post?
- That LGBTQ employees and families receive active support with immigration considerations?
- That international assignments should not have a negative impact on the healthcare available to the LGBTQ employee?
- That family benefits will apply equally regardless of gender?

Are the company's mobility staff trained to support mobile LGBTQ staff?

Do you understand what factors can influence the experiences of LGBT staff working internationally?

Do you collect and keep up to date with legal and non-legal country information relevant to LGBT people?

Do you carry out risk assessments and develop risk management plans that include LGBT issues?

# Moving From Policy to Practice

Many companies aspire to being “global,” with a consistent corporate culture reflected across all geographies. In reality, most are multinational companies, e.g., a single brand operating in various local markets. **Consequently, corporate culture often varies greatly across geographies, and the same is true for LGBT advancement.**

Headquarters can talk forcefully about equality and inclusion, but the pace at which regional business units implement global LGBT policy and initiatives depends on a number of variables.

One factor is the level of autonomy business units enjoy. Some business forums and practices, such as partnership networks, franchises and organizations that rely heavily on outsourcing, can militate against top-down efforts to implement global LGBT policies.

Another driver is the priorities of local leaders and the perceived risks they are willing to take on behalf of LGBT personnel. A local manager who has positive feelings toward LGBT people, or who aspires to a global leadership role, may be personally motivated to align themselves with and promote global LGBT policy and practice.

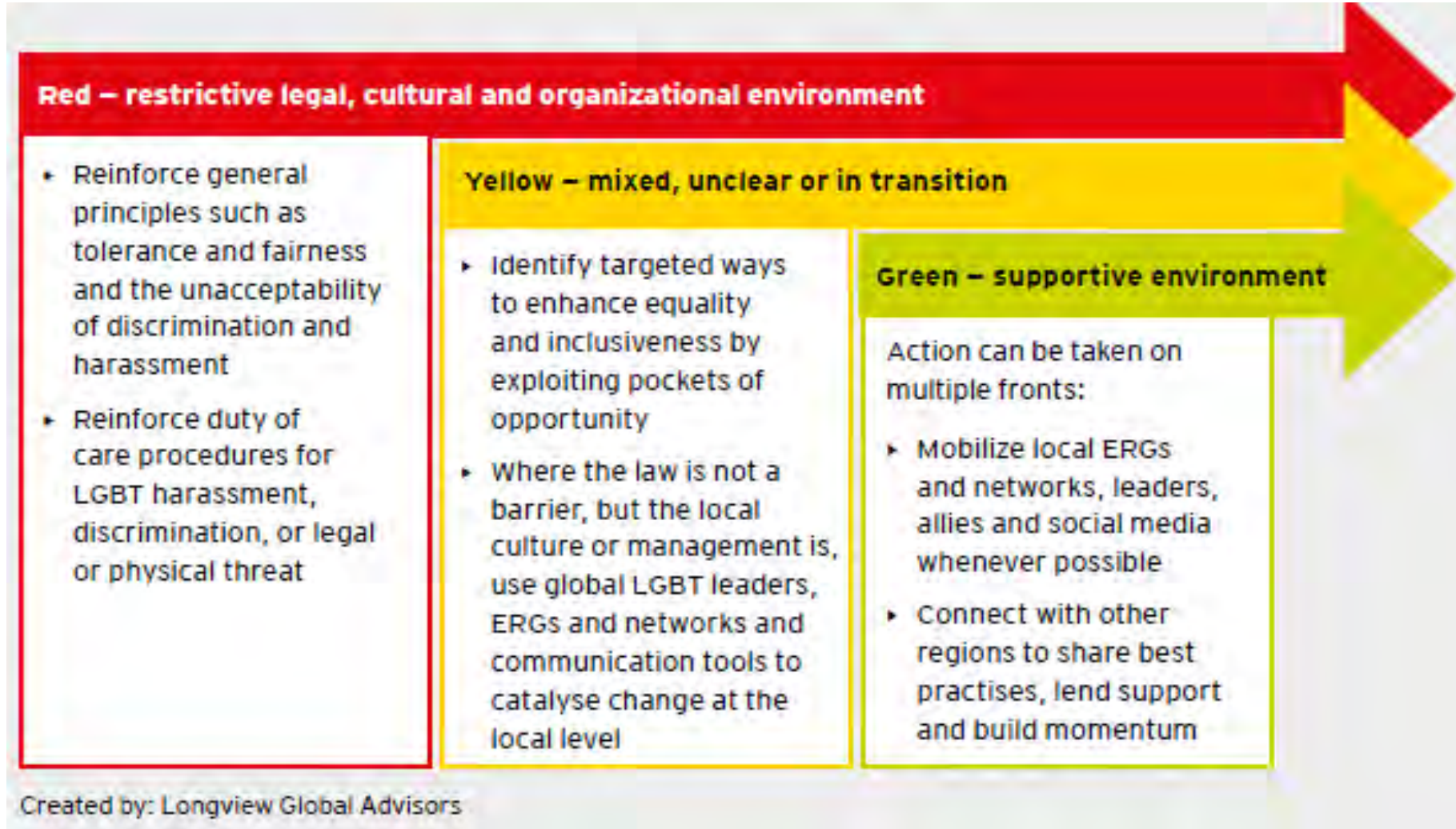
In emerging markets, where managing growth can be all-consuming, LGBT inclusion may drop down on the list of management priorities. Change often emerges spontaneously from the grassroots. Out and enterprising LGBT staff or HR personnel may take the initiative and form a local employee resource group (ERG) and network, call out perceived bias or engage in reverse mentoring.

**The first step is to look beyond the corporate hub and gain an understanding of the reality on the ground.**

1. Conduct an opportunity and risk assessment and identify priorities for action
2. Set policy globally, calibrate implementation locally
3. Keep making the business case for diversity, promoting 360 education and storytelling
4. Engage LGBT advocates and allies at all levels of the organization
5. Build out strategies supporting successful career growth
6. Create opportunities for reverse mentoring and education of management
7. Utilize social media and other technology, locally and globally
8. Develop LGBT networks and unify globally
9. Measure, solicit input and celebrate success



# Classification of the LGBTQ Environment



# Country-by-Country Risk Assessment

According to the HRC, companies often [dissuade workers](#) from going to locations where they won't be safe. For instance, a gay couple with children could face difficulty in Russia, which has outlawed LGBT advocacy.

Some countries with LGBT restrictions choose not to enforce them. In [Singapore](#), which has such laws dating back to British colonial times, gay activists are allowed to gather and organize. An annual gay pride celebration called Pink Dot was sponsored in 2016 by international firms, including Goldman Sachs Group, Google, and JPMorgan Chase.

Source: [Stonewall Report](#)

Non-legal factor	Examples
APPLICATION OF LGBT-RELATED LAW BY STATE AUTHORITIES	<ul style="list-style-type: none"><li>State officials have announced that the law criminalising same-sex sexual activity will not be applied in practice</li></ul>
SOCIETAL ATTITUDE TOWARDS LGBT PEOPLE AND TOPICS	<ul style="list-style-type: none"><li>Opinion polls show that the public generally supports same-sex marriage</li><li>There have been recent protests against advancements in legal equality</li></ul>
LEVELS OF HATE CRIMES AGAINST LGBT PEOPLE	<ul style="list-style-type: none"><li>Hate crime rates are high, particularly towards trans people</li></ul>
VISIBILITY OF LGBT PEOPLE IN PUBLIC LIFE	<ul style="list-style-type: none"><li>Diverse LGBT people are not represented on TV and across public life</li></ul>
AVAILABLE COMMUNITY SUPPORT	<ul style="list-style-type: none"><li>Various LGBT support groups and LGBT-friendly neighbourhoods exist</li></ul>
ACCESS TO LGBT-SPECIFIC SERVICES	<ul style="list-style-type: none"><li>Long waiting lists exist for LGBT-inclusive healthcare providers</li></ul>
OVERLAPPING FORMS OF DISCRIMINATION IN THE COUNTRY	<ul style="list-style-type: none"><li>While white LGBT people are regularly represented on TV, LGBT people of colour are not</li></ul>



# Key Actions For Inclusive Policies



Do you train in-country line managers on LGBT topics?

Do mobile LGBT employees have safe access to LGBT staff networks?

Can mobile LGBT staff access advice from someone other than their line manager?

Do you have mechanisms in place that allow LGBT employees to return home quickly in cases of emergency?

Do you offer support to make sure LGBT employees can return home safely once the assignment ends?

Do you seek feedback to evaluate the experiences of your mobile LGBT staff?

# Set Policy Globally, Customize Implementation Locally



While starting with a global LGBT vision and policy is important, implementation on the ground must be calibrated to local conditions:

- Use alternative language and historical references that are relevant to the local culture. The concept of a “third gender” has currency in South Asia, for instance. In 2014, India’s Supreme Court legalized this gender and mandated affirmative action measures.
- In geographies where diversity is perceived as a less relevant, or foreign, topic, alternative approaches emphasizing respect of all people, inclusion or authenticity may work. Pose questions such as: “what is it like to not be able to discuss your partner or your weekend?” and “what would it be like to have to lie about yourself at work?”
- In many Asian countries (such as Japan and South Korea), discussing personal issues of any kind in the workplace is taboo and “don’t ask, don’t tell” cultures prevail. Often, an effective approach in Asia is to include LGBT in to the broader D&I agenda alongside gender, work-style/flexibility, culture/nationality, generations and other diversity aspects.
- In territories where direct references to sexual orientation and gender identity in policy, codes of conduct or communications are not advised, it is possible to emphasize universal principles such as tolerance, equality and fairness, and the fact that harassment and discrimination are not permitted.

**For all of these situations, it’s imperative to obtain the guidance of local LGBT personnel to build support for initiatives and identify the right language, tone and approach.**

# Key Policy Considerations



## Healthcare

The level of healthcare available differs greatly around the world. Specialists who provide LGBT-inclusive healthcare may not be available in all locations. Overseas assignments should not have a detrimental effect on the healthcare available to assignees. This needs to be reflected in mobility policies or guidelines. Organizations can work with assignees to prepare them for the level of care available. This involves creating an action plan in case their needs can't be met locally. For example, the organization could cover pre-travel assessment and planning, access to a global medical assistance service and regular visits to the sending country. LGBT staff may also need health insurance that enables them to be flown back home or to a third country for treatment in emergencies.

## Family benefits

Many organizations offer benefits associated with the assignment, such as language and cultural awareness training. Where this is offered to family members, it should be explicitly LGBT-inclusive. Offering these benefits to unmarried and unregistered couples further ensures they apply to couples even if marriage or civil partnerships are not available to them.

In some countries, different-sex couples are eligible for tax breaks unavailable to same-sex couples. Organizations can compensate for this by making up the difference in the employee's salary.

# Key Policy Considerations



## **Diverse families**

International assignments not only affect your employees but may also affect their families. This is especially true for longer-term assignments. It is important to remember that LGBT families, like all families, are diverse. For instance, it may be the case that your employee is not LGBT but their partner or child is. In other cases, the legal parental relationships to a child might not be as clear as in non-LGBT families. Mobility policies or guidelines should acknowledge that all families, including LGBT families, are diverse and can expect equal and tailored support. They should also state that the organization offers equal support, no matter whether the employee, their partner or their children identify as LGBT.

## **Immigration considerations**

International assignments pose immigration considerations, such as the need for visas, for every mobile employee. For LGBT employees and or family members there may be additional barriers. The best mobility policies or guidelines therefore state that tailored immigration support will be provided on an individual basis. They also explicitly state that such support is inclusive of sexual orientation and gender identity considerations.

Where relocation support is offered to family members, this should be clearly LGBT inclusive. Where dependent visas are not available to same-sex couples, the best organizations commit to finding alternative ways of relocation, if possible. The very best policies and guidelines state that additional travel expenses will be covered where family relocation isn't possible.

In committing to immigration support, policies or guidelines also need to be clear that there may be certain factors beyond the organization's control.

## **Rejecting overseas assignments**

Mobility policies or guidelines should state that employees' careers won't suffer if they decline a posting because of their sexual orientation and gender identity. Other career development opportunities should be sought where an employee rejects an assignment on these grounds. The best policies or guidelines have the same approach for all identity characteristics, for example, disability or ethnicity.

In some cases, it may be possible to offer an alternative means of accepting the assignment, such as working remotely. In other cases, the organisation can offer career development opportunities of equivalent merit. Some employees are not comfortable with other people knowing their reason for declining an assignment. It is important for managers to ask employees if that is the case and to respect their decision. Where the declined offer poses difficulties to a team, managers should firmly but sensitively handle any negative reactions from colleagues.



# Appoint LGBTQ Champions and Advocates

Individuals can be engaged to advance LGBT as inclusive leaders, allies, sponsors and role models. Inclusive and out leaders and role models can be particularly powerful in many Asian cultures, given the high esteem they invest in seniority. For example, by not tolerating insensitive remarks about the LGBT community and other actions that affect the productivity and working conditions of LGBT employees.

Also, it is important for global leaders to engage local leadership in making it safe for local LGBT and advocate employees to feel empowered as part of the global LGBT community as well as for the local teams to create a local chapter.

Even in places where open discussion and advocacy of equality is not possible, subtle messaging and demonstrations of tolerance and inclusivity can be compelling.

At times, it is important to create room for people to say “no” to becoming highly visible and vocal allies, as long as they are leading inclusively on their teams and creating an inclusive environment for all.

Many cultures around the world, especially those in emerging markets, put a high value on and invest in, trusted personal relationships and, as a result, tend to rely less on formal institutions, such as the law, to enable or drive change. As a result, leaders, allies, sponsors and role models can encourage change through dialogue and relationship building — over dinner, or while collaborating on a project.

**If your company doesn't have any out senior executives, it's a good time to ask why.**

Source: [EY Report](#)

1.	A leader is a manager who knows how to lead a diverse team or organization effectively and inclusively.
2.	An ally helps individual personnel manage issues specific to being LGBT in the organization – allies can serve as public advocates on LGBT issues, an especially important role in locations where being out is challenging.
3.	Sponsors are senior leaders who work with an individual to advocate for their professional advancement in the firm. The sponsor uses their own political capital on the individual's behalf.
4.	Role models demonstrate exemplary performance on LGBT D&I. Having senior out LGBT role models is valuable for demonstrating leadership and the possibility of advancement. Straight people who set a high standard of care and inclusiveness can also be effective role models.
Some organizations are trying to merge these roles, for example, by asking managers to serve as both sponsors and allies, in an effort to promote LGBT advancement through the ranks.	

# Pre-Departure Support & Training



LGBT-inclusive pre-departure support allows LGBT staff and employees with LGBT family members to make an informed decision about international assignments. It also ensures non-LGBT staff understand how their actions may affect their LGBT colleagues.

- Many organizations compile country information for staff going on international assignments. This should include information on the in-country situation and risk factors for LGBT people.
- It is also vital to provide the same risk information for non-LGBT staff, as they may have dependents who are LGBT. In addition, non-LGBT staff may need to adjust their behavior during the assignment. For example, they need to know the risk of inadvertently disclosing a colleague's LGBT identity when travelling together. For example, training can be provided on whether it is safe to talk openly about someone's sexual orientation or gender identity while travelling.
- The best organizations provide information about their own LGBT diversity and inclusion initiatives taking place globally and in the assignment country. This can include information on anti-discrimination and harassment policies, LGBT-specific training, events, leadership engagement, allies programs and LGBT employee networks.
- Many companies collate insights from LGBT staff in assignment countries. This gives candidates a more detailed account of what the experience has been for others abroad. However, it is important to acknowledge that individual experiences can differ greatly. When providing real-life insights, safety considerations should be of utmost importance. Where it is dangerous for an employee to be out, real-life insights can be anonymized.

Source: [Stonewall Report](#)

# Leverage Social Media as Support Mechanism



Strong communications channels across the enterprise are important for advancing LGBT diversity globally. For people in locations without local resources, having access to global resources — conference calls, webinars and social media — is critical.

Social media, such as Facebook, Twitter and Yammer are good for sharing news about events such as pride rallies. Barclays has a **One Million Stories campaign**, where staff from around the world can go online and talk about themselves and their situation. Whether in the Philippines, Brazil or China, social media is the most effective channel for engaging younger cohorts.

LGBT-themed webcasts and video conferences that feature top-level executives can set an example for regional managers to model. News from the headquarters or a webcast involving a global executive, can set an example for offices in China, for example.

Informal and confidential channels — such as hotlines and ally networks — are valuable. Baker & McKenzie's Listening Ear program makes a team of individuals visible and available for confidential consultations concerning the firm and its culture.

**Global D&I managers should give thought to their information distribution policy.** Some companies do not publish LGBT news on global platforms and restrict distribution to countries that are considered "safe." Other companies, such as Barclays, push their information out globally but calibrate the message and the language locally.

# Key Resource: Out Leadership



[Out Leadership](#), provides companies with primers on how to operate in countries that criminalize homosexuality, including talking points for top executives to raise with local officials and ratings on how the law is applied in specific nations.

In India, for instance, consensual homosexual acts are illegal and can bring jail terms. Still, Out Leadership advises corporate clients that the government there doesn't actively prosecute LGBT individuals. While such intelligence can provide a measure of comfort to companies worried about worker safety, there's a profit motive as well, because such knowledge also indicates "there is low risk of an international firm losing LGBT clients because they do business in India," the group said.

The group reports that what most companies do to protect their LGBT employees in the most difficult locations is to simply not send them. And when they do go, employees tend to just avoid mentioning their sexual identity.

***Policy does not equal culture. While more than 90% of firms have articulated inclusive policies, more than 40% of LGBT people are still not out at work. Out leaders can make all the difference.***

**Todd Sears, Principal, Out Leadership**

What Some Best Practice Companies Do



As a dynamic global organisation, Vodafone benefits greatly from a mobile workforce. They also have a global commitment to LGBT+ equality. This was the motivation for Vodafone to undertake a project to ensure mobility practices were expressly inclusive of LGBT+ employees. The project was initiated after mobile LGBT+ employees contacted Vodafone's LGBT & Friends employee network and voiced concerns about travelling and working internationally and asked about the specific support they would receive.

Vodafone collected these personal experiences of mobile LGBT+ employees. This helped the network to formalize a proposal to improve the experiences of those working and travelling internationally. They developed a thorough business case to enable them to engage the HR Leadership Team. Having received approval, the network worked closely with Stonewall to review policies and practices and develop robust support mechanisms for LGBT+ employees.

The project led to a wide range of initiatives being undertaken. Firstly, Vodafone updated the mobility policy to clearly and explicitly state the support LGBT+ employees and their families could expect during international assignments. For example, using gender-neutral language throughout the policy ensured that same-sex couples could access benefits in an equal way to their non-LGBT+ colleagues. It was important to Vodafone that these updated policies led to tangible outcomes and an improved experience for LGBT+ employees. To bring the policy to life, a toolkit was produced which gave HR and line managers what they needed to support LGBT+ employees working and travelling internationally.

In addition to the toolkit, a video has been produced aimed at LGBT+ employees which outlines the support available when working internationally. It makes sure they know they are fully supported, can access country-specific information and connect with local LGBT+ networks. It also outlines the support available to reduce risks. This includes guidelines on how to use social media safely, as well as key contacts if the employee wishes to raise concerns. All employees travelling to higher-risk locations also receive specialized support, guidance and training that includes LGBT+ information.

Having this complementary information available for both HR and mobile employees ensures all parties are well equipped to have open conversations about mobility. This helps employees make informed decisions on whether they can accept assignments. It also lets them know explicitly that they will suffer no career detriment if they choose to decline. In such cases, alternative options will be sought, which could include an assignment to a different country where the employee faces less risk. Video conference technology can also be used as an alternative to short business trips.

Since these changes have been implemented, Vodafone has continued to make improvements to support mobile LGBT+ employees. Every operational country now has a named LGBT+ executive sponsor. They serve as an additional point of contact for mobile LGBT+ employees to voice concerns when working internationally. Mobile LGBT+ employees are also able to contact the Global Diversity & Inclusion lead, as an additional layer of support and reassurance.

LGBT+ employees are encouraged to share their experiences with the network. This is to support other LGBT+ employees who work internationally and to provide a mechanism to continually review the effectiveness of current practices.

# What Some Companies Do



**Simmons & Simmons** offers support to LGBT colleagues both before and during an international assignment or relocation. The HR teams in the UK and the host country have access to the Stonewall Global Workplace Briefings. The UK team liaises with the host country to put in place support mechanisms for the assignment or relocation. This includes access to local area LGBT-friendly guides written by LGBT colleagues across the firm. Should an individual require emergency support while overseas, they are also given the personal contact details of the LGBT network partner co-chair.

**P&G** provides relocation support to partners of employees in an established relationship regardless of gender and marital status. Where it is legally impossible for the partner to obtain a visa, P&G's relocation policy provides for monthly family reunion trips.

**Nike, Deutsche Bank, Dell, Disney and Google** provide health benefits to same-sex partners globally.

# What Some Companies Do



**Shell-Netherlands**, through its LGBT organization, Pink Pearl, and its policy of inclusion and diversity, has accommodated its LGBT employees willing to work in countries where it is considered dangerous for LGBT people by affording them one week of home leave in the Netherlands for every three weeks that they are away from their partners.

**Cisco** has changed its travel policy to ensure the safety of its employees who are able to refuse to travel to an assignment if they feel their personal safety would be at risk in a specific country.

**IBM** does not allow its nondiscrimination policies to be adjusted in any of the 170 countries in which it operates, including those in Africa and the Middle East. In Saudi Arabia, where segregation is a legal requirement, IBM removed the partition separating men and women in one of its conference rooms.

**Thomson Reuters** offers same-sex partner benefits in Saudi Arabia, despite consensual sex between a married man and another man being punishable by death and all sex outside marriage being illegal.

# EY Leaders Send Message



[EY](#) opts to have a high-level executive talk about LGBT issues in some Asian countries because it carries more weight with employees and clients. The company also makes the case that diversity helps performance not only from a talent perspective but in a company's branding in the marketplace. In Japan, one of the firm's key leaders is a gay man who brought his husband to the post.

EY offers the same benefits to same-sex domestic partners that are given heterosexual couples working abroad, including help obtaining a visa for a partner. EY tries to accommodate workers who decline a move to inhospitable places, or those who get there and then ask to leave.

Workers who do take jobs in countries with severe anti-homosexuality laws tend to hide their sexual identity, and not surprisingly, same-sex partners are usually unable to get a visa to those countries. Such locales can also be hard for unmarried heterosexual couples.

[EY](#) makes provisions in its global mobility policy for dependents – spouses, partners and children – to accompany employees on international assignments. The policy explicitly defines a dependent spouse or partner as a 'legally recognized spouse or partner (including same-sex and co-habitation relationships as defined under home country laws), significant other (including same-sex partners) or fiancé(e)'.



# EY Leaders Send Message



EY has, historically, had LGBT networks that have grown organically in different locations across the world, including the UK, Ireland, America, Australia, Japan, Germany, South Africa, Hong Kong, Taiwan and Singapore. All of these networks operated organically, and many had different names. It was agreed that they wanted to develop a more consistent brand globally, so the first challenge was to agree on the one name. This was done through a global campaign that invited network members and interested parties to submit suggestions. A total of 58 were received and then each network was asked to select their top 5 names. These were reviewed by an executive panel, and Unity was chosen. **It was also decided to purposefully add the “A” to the LGBT moniker to make it explicit that allies are a key and integral part of the networks.**

EY’s global Unity network, has 4,500 members spread across 77 countries. Many of these members are part of local Unity networks, but some are located in areas that do not yet have an active Unity network. EY encourages the use of technology to provide virtual communities to connect those networks together more effectively. This is to better facilitate the sharing of information between active networks. It also helps those individual members in locations that do not currently have local networks connect with the wider global LGBT community within the firm. These efforts bring together LGBT staff to share best practice, successes and ideas, highlight role models and build a stronger sense of community globally.

# JPMCs PRIDE India Allies Chapter



JPMC's [PRIDE India Allies chapter](#) helps foster local community awareness around the firm's inclusive agenda. Goals of the chapter are to nurture and expand the active community; build internal share and support groups; create awareness within the broader firm; and provide Pride participants with a strong platform to share and connect.

The company has local LGBT Employee Resource Group (or ERG) chapters in 15 countries. One of the international chapters reached out to company leadership asking them to call on the local legislature to pass anti-discrimination legislation. JPMC leadership considered many factors, including public support for the measure in the country, the impact on our employees there and the political landscape. Ultimately, the company did take action and spoke out to the local legislature.

# BP Local LGBT Employee Network Chapters



The [international mobility team](#) works with local LGBT employee network chapters to learn about the situation for LGBT people in different countries. The LGBT network chapters provide information on the legal and social landscape and any potential issues that could have an impact on employee well-being and safety. This enables the mobility team to help LGBT staff make an informed decision about relocating.

BP's mobility team also uses **Stonewall's Global Workplace Briefings** to inform themselves and to share with staff. If LGBT employees have any remaining questions about LGBT-specific laws in the concerned country, BP will offer specific legal advice.

Both international mobility staff and line managers at BP go through inclusive leadership training that includes LGBT-specific topics. By using practical case studies, the training gives managers the language and confidence to discuss LGBT-related issues. It helps line managers better support LGBT staff and have open conversations, including about relocation.

**Citi** has a dedicated website to inform mobile staff and their families about assignment destinations. All country pages contain information on LGBT issues. This includes information on LGBT-specific laws, for instance whether same-sex partnerships are recognised and the visa options available to same-sex partners.

It also covers non-legal information, such as societal levels of acceptance, crime rates against the LGBT community and information on LGBT groups and events.

The LGBT-specific information is incorporated throughout the website to make sure it is available to all employees reading about a destination. Mobile staff are also informed about Citi's staff networks in assignment countries, including LGBT staff network chapters.

Barclays employs a tailored support approach for employees who go on international assignments. The bank has a global mobility team to support staff who transfer from one country to another. Once an employee has been selected to go on an international assignment, they are allocated a case manager, who will be the point of contact for the individual throughout their assignment. The employee and case manager have an open discussion on the support the employee and their family will need before and during the assignment. Unconscious bias training equips case managers to lead an open conversation where employees feel comfortable to discuss their sexual orientation and gender identity. Support may include advice on safe housing and the provision of financial allowances for flights where a same-sex partner visa cannot be obtained. Case managers can also contact Barclays' diversity and inclusion team for LGBT-specific considerations in the assignment country.

Barclays' LGBT employee network, Spectrum, has local chapters across many of the organization's operational countries. This allows LGBT employees to join network chapters during their overseas assignments. Where no local chapter exists, Spectrum makes sure employees can connect to the global network or other chapters. This is done through distributing information using social media and through video conferencing at network events and discussions. LGBT employees can also contact their HR business partners in the hosting and sending countries for support or to voice concern. All of Barclays' HR business partners globally are trained on issues affecting LGBT employees.



# How Global Companies Can Make a Difference

**AT&T** was the first major US corporation to publicly condemn anti-LGBT laws in Russia, stating the laws were harmful to individuals, families and society.

**Google** in Russia promoted tolerance towards LGBT people in connection with the 2014 Winter Olympics by re-designing its home page using the rainbow colors of the gay pride flag over its Winter Olympic-themed image. It also made a statement emphasizing the importance of non-discrimination in sport. The image and translated statement were available on Google's Russian home page.

**Deutsche Bank** has frequently engaged with government officials to report on the negative effects of anti-gay laws on economic activity. Leading executives from the top banks also gathered for the second Out on the Street: Europe summit which focused on global LGBT issues discussing what initiatives can be pursued to encourage better connections between workplace organizations and to promote diversity of leadership.

Vested in the growth of emerging and developing markets, multinational corporations can use their market muscle to spur LGBT inclusion globally

Actions are described by three models:



## WHEN IN ROME

Adhere to the norms of the jurisdiction



## EMBASSY

Implement and enforce protective policies and LGBT-supportive measures on corporate campuses



## ADVOCATE

Support local LGBT activism and lobby local legislators to enact protective laws

# Readiness Self-Assessment Checklist



1. UNDERSTAND CHALLENGES LGBT PEOPLE FACE when working internationally and keep up to date with current developments.
2. AFFORD EQUAL TREATMENT by creating a global policy that prohibits discrimination and harassment on the grounds of sexual orientation and gender identity.
3. INCLUDE LGBT-SPECIFIC CONSIDERATIONS IN YOUR MOBILITY POLICIES to ensure your employees receive the support they need.
4. TRAIN MANAGERS AND MOBILITY STAFF GLOBALLY on your inclusive policies and other LGBT-related topics.
5. INFORM LGBT AND NON-LGBT EMPLOYEES of the situation for LGBT people in the assignment country before they take on the assignment.
6. PLAN TAILORED, REALISTIC AND LGBT INCLUSIVE SUPPORT with employees before they need to make a decision about the assignment.
7. OFFER EQUIVALENT CAREER DEVELOPMENT OPPORTUNITIES if the employee cannot take on the assignment because they are LGBT.
8. PROVIDE AN LGBT-TRAINED POINT OF CONTACT for mobile staff to raise concerns with during the assignment. This should be in addition to the employee's line manager.
9. BE PREPARED TO EVACUATE STAFF in emergency situations that affect your LGBT employees.
10. SEEK FEEDBACK from LGBT staff and families to review and improve the support you offer.