



STONEWALL TOP 100 EMPLOYERS 2010

THE WORKPLACE EQUALITY INDEX



A FEW WORDS FROM OUR EMPLOYER OF THE YEAR



IBM is extremely proud to accept this important accolade. This is the second time that IBM has been named as the UK's top employer for lesbian, gay and bisexual (LGB) people, in the *Stonewall Top 100 Employers 2010*.

Stonewall, through its *Workplace Equality Index* and other major programmes, has increased the sense of urgency for organisations across Britain and Ireland to implement effective diversity strategies. IBM is no exception. In 2009 we celebrated the 25th anniversary of IBM's global LGB non-discrimination policy – but we are constantly looking for new ways to enrich and broaden the scope of what we can achieve.

Since last year's award, we have done much to re-evaluate and strengthen our LGB strategy as part of our overall commitment to diversity. We've looked more closely at the LGB network group – its value proposition and its life-cycle – to ensure that it continues to deliver value, both to the corporation and to its members.

We've also begun enhanced career monitoring for our LGB employees, to ensure that they are being treated equitably in career development and promotion opportunities, and to build a pipeline of future LGB executives.

The development of an LGB Executive Forum, hosted and sponsored by IBM, enables us to share best practice between organisations and support others in their efforts to establish effective and pervasive equality agendas.

At IBM, we pride ourselves on delivering a working environment which reflects equality of opportunity and experience for all. Diversity constitutes our character, our identity and ultimately our success – it is in our DNA.

We are proud and delighted to receive such prestigious recognition for our efforts to move the LGB agenda forwards.

Brendon Riley
Chief Executive Officer, IBM UK & Ireland

STONEWALL TOP 100 EMPLOYERS 2010



Stonewall's sixth *Workplace Equality Index*, the basis for the *Stonewall Top 100 Employers 2010*, is the definitive national benchmarking exercise showcasing Britain's top employers for lesbian, gay and bisexual (LGB) staff.

2010 is the second year of our revised and updated index criteria, challenging employers to demonstrate how their efforts to support LGB staff have a lasting impact on their workplace. Employers have responded to this challenge in greater numbers and to higher standards than ever before. Participation in the Index has more than doubled since 2006 and this year the minimum score needed to win a place in the Top 100 is 10 per cent higher than in 2009.

As the results of the *Stonewall Top 100 Employers 2010* demonstrate, even at a time of economic turmoil the best employers are choosing to recruit and retain the very best talent regardless of their sexual orientation. Every employer in this booklet has an employee network group to provide support, advice, networking and development for LGB staff. Every employer in this booklet understands that lesbian, gay and bisexual equality benefits both individuals and organisations.

Stonewall is committed to working with employers to develop and share the very best diversity practice. In the past 12 months we have published groundbreaking guidance on managing faith and sexual orientation in the workplace and creating inclusive workplaces for bisexual people.

Participating in Stonewall's *Workplace Equality Index* is a tangible commitment to LGB employees, customers and service users. Stonewall is delighted to recognise the contribution that each of the organisations featured in our Top 100 Employers has made to improving Britain's workplaces. We look forward to continuing to work with them.

A handwritten signature in blue ink that reads "Ben Summerskill". The signature is written in a cursive, flowing style.

Ben Summerskill
Chief Executive

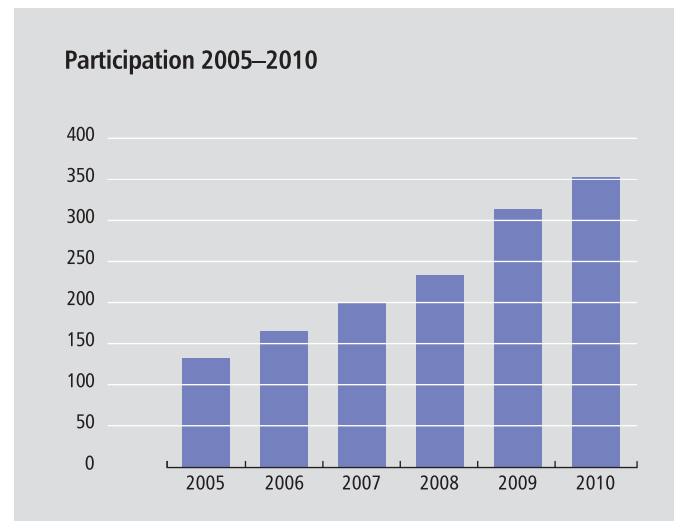
EXECUTIVE SUMMARY

Since December 1 2003, the Employment Equality (Sexual Orientation) Regulations have protected lesbian, gay and bisexual (LGB) employees from discrimination and harassment in the workplace. However, our survey of LGB staff accompanying this year's *Workplace Equality Index* shows that almost two in five LGB people still hide their sexual orientation from their colleagues, their manager or both.

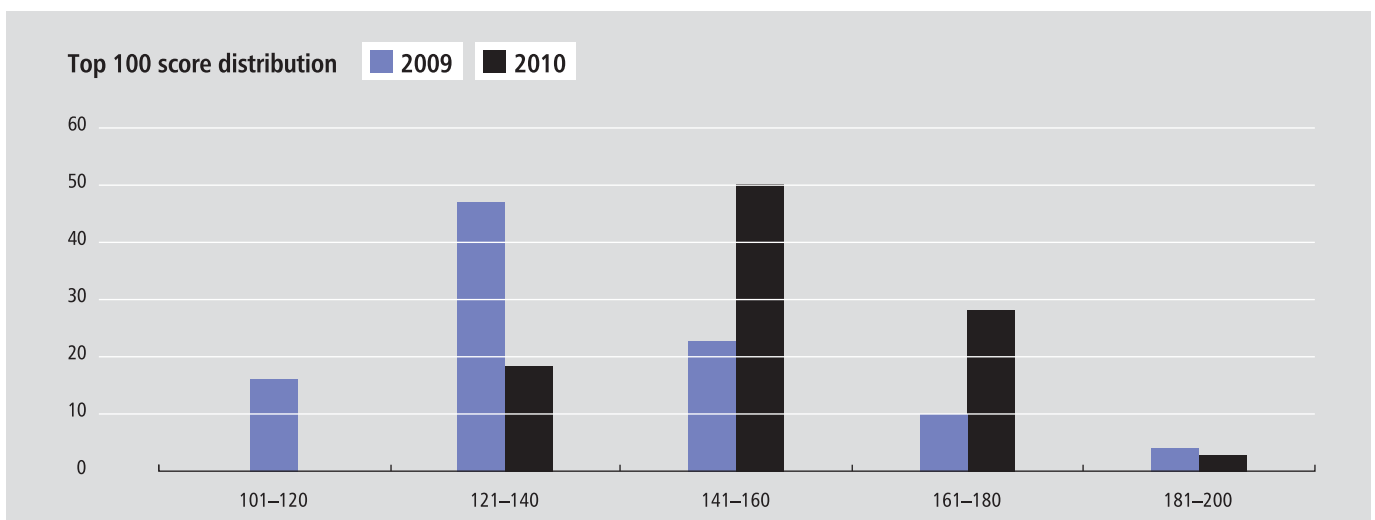
The results underline the importance of creating a working environment where gay people can be open about their sexual orientation. Openly gay, lesbian and bisexual employees are significantly happier with their jobs and more productive than those who stay in the closet. They feel more supported by managers, build better relationships with heterosexual colleagues and feel more loyal to their employer.

Now in its sixth year, the *Workplace Equality Index* was developed by Stonewall to challenge Britain's leading employers to create an inclusive working environment for LGB employees. The 25-question index survey covers nine areas of policy and practice. The organisations featured in this booklet are those that have scored highest in the index assessment. In 2010, the overall winner is IBM, with Hampshire Constabulary in second place and Ernst & Young in third.

Stonewall received 352 submissions to the *Workplace Equality Index 2010*, the sixth annual increase in participants and more than double the number received in 2006. Competition to be featured as a Top 100 Employer has also intensified. There are 23 new entries in the *Stonewall Top 100 Employers 2010* and the entry point has increased by 10 per cent – from 56 per cent in 2009 to 66 per cent in 2010.



Entries have come from 24 different employment sectors, including some taking part for the first time. This year, professional services, police and central government are the top performing industries. Once again, the public sector represents the largest number of submissions but the private sector enjoys more successful submissions – one in three submissions from the private sector have made the Top 100, compared to a quarter of public sector submissions.



METHOD

The *Workplace Equality Index* is an annual, 25-question survey designed to measure equality in the workplace for lesbian, gay and bisexual (LGB) people. It covers nine areas of policy and practice. Participating organisations demonstrate their work with supplementary evidence.

The index is actively marketed to more than 500 members of Stonewall's Diversity Champions Programme. They in turn recommend the index to partner and supplier organisations. Any employer can complete the survey for free on the Stonewall website, to benchmark their performance and compete for a place in the Top 100 Employers.

PRELIMINARY RESULTS

Electronic submissions are fed through analysis software to generate scores.

Stonewall then assesses each entry using supplementary evidence submitted by employers. All entries are marked twice by different members of Stonewall's Workplace Team.

SECONDARY ASSESSMENT

The 20 highest-scoring organisations received additional external assessment from a Stonewall consultant. Site visits and interviews take place with diversity leads, senior equality champions and LGB staff.

THE BUSINESS CASE FOR DIVERSITY

Members of Stonewall's Diversity Champions good practice programme for employers are leading the way in good employment practice. Every employer in the Top 100 is a member of our Diversity Champions scheme.

These trailblazers recognise that treating lesbian, gay and bisexual (LGB) staff fairly and fostering inclusiveness in the workplace benefits whole organisations in several ways.

★ REPUTATION

Some 74 per cent of gay and 42 per cent of straight consumers are less likely to be associated with organisations that hold negative views of LGB people. Build your brand, enhance your reputation and communicate commitment to diversity – both internally to staff and externally to customers, clients and service users

★ RECRUITMENT AND RETENTION

More than one in three gay employees will change careers in the face of discrimination. Make your workplace inclusive, and become an employer of choice in competitive markets by attracting and retaining the very best talent

★ PRODUCTIVITY

At least 55 per cent of LGB employees facing workplace discrimination report a direct and negative impact on their work. Concealing sexual orientation at work reduces productivity by up to 30 per cent. Research demonstrates that people who are out in supportive workplaces are more creative, loyal, and productive

★ RISK MITIGATION

Prejudice has human costs for staff, but also bottom line costs for employers in legal fees, recruiting, inducting and training new staff. There is no limit to the amount that can be awarded by an employment tribunal for discrimination at work

BRITAIN'S TOP 100 EMPLOYERS FOR LESBIAN, GAY AND BISEXUAL STAFF 2010

The following are the Stonewall Top 100 Employers in Britain for lesbian, gay and bisexual (LGB) people in 2010. These organisations have scored the highest on Stonewall's 25-question *Workplace Equality Index* designed to measure equality in the workplace, and have been able to demonstrate their best practice with supplementary evidence.

1 IBM

2 Hampshire Constabulary

3 Ernst & Young

4 Brighton & Hove City Council

5 Goldman Sachs

6 Home Office

7 London Borough of Tower Hamlets

8 Manchester City Council

9 Kent Police

9 Nacro

11 Environment Agency for England & Wales

11 London Borough of Islington

13 Merseyside Police

13 Transport for London

15 Simmons & Simmons

16 Gentoo Group

17 East Sussex County Council

17 Foreign & Commonwealth Office

19 Nottinghamshire Healthcare NHS Trust

19 West Midlands Police

21 Metropolitan Police Service

22 Barclays

23 Cheshire Constabulary

23 Greater Manchester Police

25 London Fire & Emergency Planning Authority

25 West Yorkshire Fire & Rescue Service

27	Metropolitan Housing Partnership	63	Crown Prosecution Service
27	National Offender Management Service	63	Derbyshire County Council
29	Ford	63	PricewaterhouseCoopers
30	Accenture	63	Southend-on-Sea Borough Council
30	Newcastle City Council	67	East Sussex Fire & Rescue Service
32	Leicestershire County Council	67	J.P. Morgan
32	Newham College	67	Morgan Stanley
34	Staffordshire Police	70	Gloucestershire Fire & Rescue Service
34	Sussex Police	70	Ministry of Defence Police & Guarding Agency
36	Credit Suisse	70	North East Ambulance Service
36	Gloucestershire County Council	73	Ministry of Defence
36	Pinsent Masons	73	West Mercia Constabulary
39	British Transport Police	75	Cardiff Council
39	Deloitte LLP	75	Hertfordshire Partnership NHS Foundation Trust
41	Shaw Trust	75	National Audit Office
42	Scottish Government	75	National Grid
43	Kirklees Council	79	Imperial College London
43	London Borough of Hackney	79	The Co-operative
45	HM Revenue & Customs	79	West Yorkshire Police
45	NHS Tower Hamlets	82	Berneslai Homes
47	Lancashire Constabulary	82	Bury Council
47	National Assembly for Wales	82	London Borough of Waltham Forest
47	Sheffield City Council	85	Department of Health
50	London Borough of Barking & Dagenham	85	Eversheds LLP
50	North Wales Police	85	Liverpool John Moores University
50	Suffolk Constabulary	88	Citizens Advice
50	Thames Valley Police	88	Warwickshire County Council
54	Aviva plc	90	Cambridgeshire County Council
54	Suffolk County Council & Customer Service Direct	90	Your Homes Newcastle
56	Herbert Smith LLP	92	Cambridge City Council
56	Ministry of Justice	92	Skillset Sector Skills Council
58	American Express	92	Victim Support
58	Sussex Partnership NHS Foundation Trust	95	Land Registry
60	Birmingham City Council	95	Royal Bank of Scotland Group
60	Hertfordshire Constabulary	97	Blackpool Council
60	Procter & Gamble UK	97	Department for International Development
		97	Knowsley Housing Trust
		100	Nottinghamshire County Council

PROFILES OF THIS YEAR'S TOP EMPLOYERS

EMPLOYER OF THE YEAR

IBM

Stonewall's Employer of the Year 2010 is IBM UK & Ireland. They are the first employer to win this title twice, having previously topped the Stonewall Top 100 Employers in 2007. IBM recognised the economic downturn as an opportunity to invest in diversity – both to attract the best lesbian, gay and bisexual (LGB) talent in the marketplace and to ensure they are the number one supplier for the LGB community. As its Global Corporate Policy on Workforce Diversity states:

“The employees of IBM represent a talented and diverse workforce. Achieving the full potential of this diversity is a business priority that is fundamental to our competitive success.”

Following feedback from the 2009 *Workplace Equality Index*, IBM has developed a robust action plan to improve their performance and practices. For example, this year IBM's Gay, Lesbian, Bisexual and Transgender (GLBT) sales team has been expanded and delivers measurable business results, demonstrating the real value of an open and inclusive workplace.

IBM's network group, Employee Alliance for GLBT Empowerment (EAGLE), works in partnership with their Diversity & Inclusion Team to set and deliver the LGB equality strategy. For example, EAGLE leaders share best practice throughout Europe and beyond via regular GLBT Council community calls. A recent example of their work is the collaboration on the EAGLE Value Proposition, to evaluate the network group in relation to the support offered to staff and the business.

Line managers play a vital role in gay employees' positive or negative experiences of their organisation's culture. IBM ensures that line managers are equipped to manage diverse teams by providing intensive and interactive managerial training, featuring case studies on LGB employees from IBM and information on how staff policies apply to LGB staff.

Finally, IBM recognises its key role as a contractor of goods and services and the influence it can exert on suppliers' good diversity practice. IBM reviews the compliance of suppliers with its robust diversity policies annually, and refuses to work with clients that do not share IBM's corporate values.



MOST IMPROVED EMPLOYER

NOTTINGHAMSHIRE HEALTHCARE NHS TRUST

As the highest performing employer from the health sector and the most improved employer for 2010, in the past year Nottinghamshire Healthcare NHS Trust has implemented best practice initiatives to ensure their work on LGB equality is extended across the trust and effectively communicated to all staff. Strong senior support is key to their success. This year, the trust's Chief Executive launched a *How to be LGBT Friendly* booklet for staff and raised the rainbow flag for LGBT (lesbian, gay, bisexual and transgender) History Month.

This strong message is reinforced using theatre-based diversity training, including 'Over the Rainbow but not over the Hill', a training session on working with older LGB people. The network group has a strong presence within the organisation, advising on staff policies and service delivery and offering a programme of rolling network events to support staff across 120 different locations in three counties.

Nottinghamshire Healthcare NHS Trust recognises the importance of suppliers' commitment to LGB equality and takes a proactive approach to their work with suppliers, insisting they have an LGB-inclusive equal opportunity policy and monitor sexual orientation. The trust has facilitated a cross-city network of LGBT forums in Nottingham, including the local police, the city and county councils, Nottingham University NHS Hospitals and the Outburst Youth Steering Group to improve employment practices and tackle hate crimes in the city.



Nottinghamshire Healthcare is delighted to receive this special award, reflecting the commitment and hard work of our staff,

service users and carers in championing a culture of fairness; where equality and diversity are central to everything we do. We are proud to serve our diverse communities and believe that our participation in the *Workplace Equality Index* will be of real benefit to our staff and the people who use our services.

Mike Cooke
Chief Executive, Nottinghamshire
Healthcare NHS Trust



My team of police officers, staff and volunteers does a brilliant job to ensure we treat everyone fairly and equally, regardless of sexual orientation. In a year in which we were awarded gold in the Disability Standard, it is hugely pleasing to also maintain our position as the top public sector organisation in the Stonewall Top 100 Employers. I set my force the challenge of holding our Stonewall standing while improving in other areas of diversity. They have delivered.

Alex Marshall
Chief Constable, Hampshire Constabulary

PUBLIC SECTOR EMPLOYER OF THE YEAR

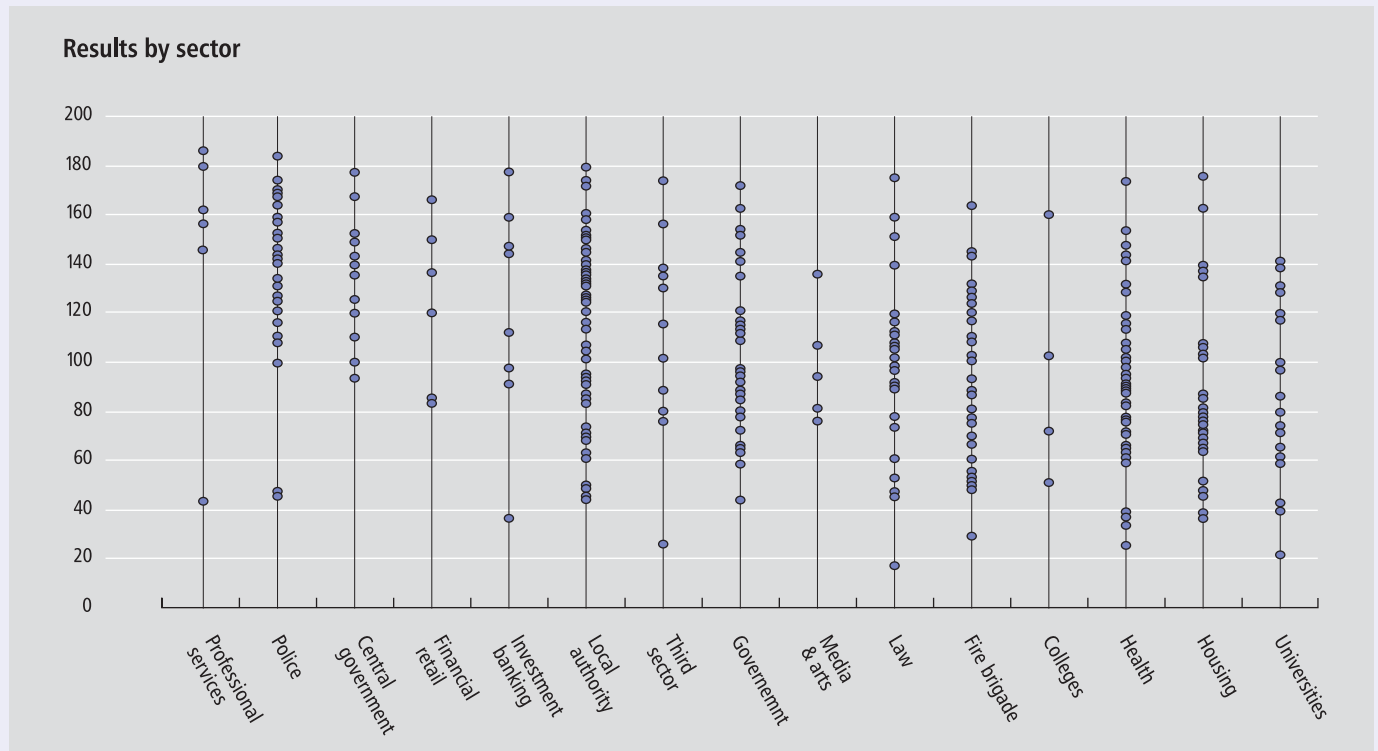
HAMPSHIRE CONSTABULARY

Hampshire Constabulary has consistently performed well across all areas of the *Workplace Equality Index*, maintaining its position as the top public sector employer for the second year running. The constabulary has worked to ensure LGB equality is embedded throughout their organisation. Among other initiatives, it has trained Lesbian and Gay Liaison Officers in every department and supports an active, well-resourced network group. A clear message on LGB inclusion is delivered from the top down, with the Chief Constable regularly mentioning equality issues in his weekly message to all staff. Hampshire Constabulary recognises the importance of working across all diversity issues and ran a combined lesbian, gay, bisexual and transgender (LGBT) and Christian Police Association event for employees.

This year, a senior LGB officer from the constabulary was involved in rewriting the national 'Diversity for Strategic Leaders' course for senior leaders across the police service. The constabulary has also provided advice to a range of other organisations including the Royal Military Police, Sussex Police, Hampshire Fire & Rescue, and Portsmouth City Council.

TOP 100 EMPLOYERS BY SECTOR

For the second year running, the top performing sector in Stonewall's Top 100 Employers is professional services, with an average point score of 145 out of 200. The sectors with the lowest average score in 2010 are universities and housing organisations.



TOP 20 PRIVATE SECTOR

1	IBM
2	Ernst & Young
3	Goldman Sachs
4	Simmons & Simmons
5	Barclays
6	Ford
7	Accenture
8	Credit Suisse
8	Pinsent Masons
10	Deloitte LLP
11	Aviva plc
12	Herbert Smith LLP
13	American Express
14	Procter & Gamble UK
15	PricewaterhouseCoopers
16	J.P. Morgan
16	Morgan Stanley
18	National Grid
19	The Cooperative
20	Eversheds LLP

PRIVATE SECTOR

- ★ Seven different private sector industries are represented in the Top 100
- ★ Professional services and investment banking are the two largest private sector industries in the Top 100 for the second year running
- ★ The top performing private sectors are professional services and financial retail
- ★ 24 law firms entered the Index. Four made the Top 100

PUBLIC SECTOR

- ★ *The Stonewall Top 100 Employers 2010* has a greater range of public sector employers than ever before
- ★ 11 different sectors are represented, including universities
- ★ 54 NHS organisations entered the index. Five made the Top 100 Employers
- ★ Local authorities are the single biggest sector in the Top 100 Employers
- ★ 15 central government departments entered the index. Seven made the Top 100 Employers
- ★ As in 2009, police authorities continue to be the top performing type of public sector organisation, followed by central government

TOP 20 PUBLIC SECTOR

1	Hampshire Constabulary
2	Brighton & Hove City Council
3	Home Office
4	London Borough of Tower Hamlets
5	Manchester City Council
6	Kent Police
7	Environment Agency for England & Wales
7	London Borough of Islington
9	Merseyside Police
9	Transport for London
11	Gentoo Group
12	East Sussex County Council
12	Foreign & Commonwealth Office
14	Nottinghamshire Healthcare NHS Trust
14	West Midlands Police
16	Metropolitan Police Service
17	Cheshire Constabulary
17	Greater Manchester Police
19	London Fire & Emergency Planning Authority
19	West Yorkshire Fire & Rescue Service

TOP THIRD SECTOR

1	Nacro
2	Shaw Trust
3	Citizens Advice
4	Victim Support

THIRD SECTOR

- ★ 11 third sector employers entered the index. Four made the Top 100
- ★ Nacro, the crime reduction charity, is the top employer in the third sector for the fourth year in a row

TOP EMPLOYERS' GOOD PRACTICE

POLICY

As the overall winner in the *Stonewall Top 100 Employers 2010*, **IBM's** approach to lesbian, gay and bisexual (LGB) equality is driven by a sophisticated global, regional and local governance mechanism. These include:

- ★ **Global Diversity Framework led by the firm's Chairman**
- ★ **UK Diversity Council led by the Country General Manager**
- ★ **European and Global GLBT Executive Task Forces**
- ★ **Dedicated Sales & Marketing Team for the GLBT marketplace**

This structure ensures that IBM's work on LGB equality is driven from the top down. This is reflected in GLBT (gay, lesbian, bisexual and transgender) action plans at global, regional and local level. Each of the diversity constituency plans are reviewed at each Diversity Council meeting, hosted by Brendon Riley, CEO of IBM UK & Ireland and the Senior Champion for LGB issues at IBM.

Manchester City Council's Equal Opportunities in Employment policy contains a paragraph on why bisexual men and women may face unique issues in the workplace:

"The council recognises that bisexual people may be the target of specific discrimination and that their experiences often differ from those of lesbians and gay men. The council recognises that fear of discrimination is the major factor which forces bisexual people to conceal their sexuality and to present themselves as heterosexual, lesbian or gay depending on the situation."

As well as consulting with their LGBT network group on employment policies, Manchester City Council hold an annual LGBT Discussion Day, inviting volunteers and individuals who advocate on behalf of LGBT citizens. One outcome of the day was the suggestion that bisexuality should be referenced explicitly in organisational literature.

All public bodies conduct mandatory Equality Impact Assessments. This audit toolkit allows them to determine the impact of their policies and procedures on different communities, especially groups who experience inequality, and to take action to counter any negative impact. Every public sector employer in the Top 100 measures their impact on the LGB community as part of this process.

To encourage LGBT employees to take advantage of the full range of benefits available, **Goldman Sachs** promotes the firm's LGBT-inclusive employee benefits to its LGBT employee network through an annual reminder email. Parental leave, the employee assistance programme, and healthcare plans are all promoted to the group to ensure appropriate levels of take-up.

BULLYING AND HARASSMENT

Four in five Top 100 Employers include specific examples of anti-gay bullying in their bullying and harassment policy

Gentoo Group has adopted a model approach to issues relating to LGB bullying and harassment within their organisation. Their comprehensive Harassment At Work policy sets out Gentoo's zero tolerance approach to bullying and harassment on the grounds of sexual orientation. The policy defines in clear and simple terms what constitutes anti-gay bullying and harassment. The policy also highlights the impact of homophobic behaviour, discussing personal unhappiness and decreased productivity.

To ensure that the policy translates into sensitive handling of any LGB-related incident, all Gentoo managers and HR advisors are provided with guidance on dealing with instances of homophobic bullying. The HR Advisory Team, which deals with complaints, receives LGB-specific training on cases of bullying and harassment.

Systematic monitoring and investigation of homophobic bullying and harassment is central to the organisation's ongoing commitment to making sure that LGB staff feel able to be themselves at work. All employees receive a copy of Gentoo's staff handbook. This promotes the organisation's positive stance on LGB inclusion, outlines confidential methods of reporting bullying and harassment and sets out the responsibility of all employees to challenge homophobic behaviour.

By visiting the intranet page for the LGB Network Group, B-GLAD, Gentoo staff have open access to information about reporting homophobic bullying and harassment.

STAFF ENGAGEMENT

Merseyside Police ensures that in every trainee's induction programme, they all hear from the heads of each staff network group. This allows the network group to promote the importance of lesbian, gay and bisexual (LGB) equality and inform both LGB and non-LGB recruits about the group's activities.

The **Foreign & Commonwealth Office's** LGB Staff Network Group FLAGG recently launched Friends of FLAGG, a 'straight ally' campaign that aims to get support from colleagues who do not identify as LGB but want to show their support for the work of the network. As part of this campaign, FLAGG asked ministers and members of the Board to say why they were Friends of FLAGG, and photographed them holding a whiteboard displaying their personal reasons for giving their support. These posters were displayed around the office for International Day Against Homophobia and were included in the staff newsletter.



EMPLOYEE NETWORK GROUP OF THE YEAR

EYGLES (ERNST & YOUNG)

Ernst & Young's Gay, Lesbian, Bisexual and Transgender Network (EYGLES) was established over 10 years ago and has male and female joint chairs. EYGLES is keen to provide networking and business development opportunities for their members, specifically workshops and cross-networking events, such as the 'Power and Politics in Organisations' event run in conjunction with the Gay Women's Network.

The group supports its members using mentoring and buddying programmes, and undertakes an annual survey of members' experience at work. EYGLES recently held a 100th Member Event which was hosted by the UK & Ireland Managing Partner.

EYGLES is involved in advising Ernst & Young on internal policies and business development. In 2009 they developed training for senior managers on sexual orientation in the workplace and have developed an LGBT recruitment plan with the company's recruitment team. EYGLES founded quarterly meetings of the 'big four' professional service firms, and recently launched the LGBT Professional Services Network, in collaboration with KPMG, IBM, PricewaterhouseCoopers, Accenture and Deloitte.

Ernst & Young provides other resources and support for EYGLES, such as recognising work done for the network in employees' annual performance reviews and ensuring that EYGLES has a clear two-way communication route with the Diversity and Inclusiveness Team.

For the first year every employer in the Stonewall Top 100 Employers has an employee network group



I am thrilled that EYGLES has been awarded Employee Network Group of the Year. It is wonderful to work for a firm where I can be myself and EYGLES has been a key part in achieving this for me. I have been particularly impressed with the way EYGLES has influenced the broader diversity and inclusiveness agenda at Ernst & Young. This award recognises the achievements and efforts of the firm, but in particular the outstanding contribution, energy and enthusiasm of the EYGLES leadership team and the support of our members.

Cameron Cartnell
Co-Chair EYGLES

STAR PERFORMER EMPLOYEE NETWORK GROUPS



This year Stonewall is introducing the Star Performer logo to recognise employee network groups who make an invaluable contribution to the experience of LGB staff in their organisation and beyond. Employee network groups play a vital role in helping employers to 'get it right' for their staff.

The Star Performer logo will be awarded based on the achievements and activities of the network group, and how this links into the wider organisation. Organisations will be informed if they have been awarded Star Performer status during 2010 benchmarking meetings. Star Performers will be able to use the logo during 2010 to publicise their employee network groups, who do so much for LGB equality.

SENIOR ROLE MODELS

Almost half (46 per cent) of the Top 100 Employers have openly lesbian, gay or bisexual staff at the top of their organisation, while 94 per cent of the Top 100 have an out employee who acts as an LGB role model within their organisation.

Rachel Munton sits on Nottinghamshire Healthcare NHS Trust's board as an Executive Director. She has been instrumental in helping the organisation become a Top 100 Employer for LGB people. In addition to her work championing equality she is also a strong role model, both as a woman and as a lesbian. In the past year she has been profiled in the staff magazine, acted as a mentor for emerging LGB colleagues and played an active role in the staff network group. Her visibility as a senior, openly gay role model has helped staff across the organisation have confidence to come out.

DELIVERY AND LEADERSHIP

DIVERSITY TEAM

Kent Police has a Diversity Support Team of six full-time members and one part-time member of staff. The team operates at all levels to ensure that equality and diversity are embedded throughout the organisation. The Diversity Manager works at a strategic level and reports directly to the Deputy Chief Constable. There is also a dedicated Diversity Training Team of two Police Officers, two Police staff and a team manager, which delivers diversity training that includes LGB issues to both internal and external customers.

SENIOR CHAMPIONS

Almost all (90 per cent) of the Top 100 Employers have a senior LGB champion at board level. Senior champions are a key driving force for creating a supportive workplace culture for LGB staff, ensuring that employees understand the value of inclusion in all aspects of working life.



The senior champion for LGB equality at the Foreign & Commonwealth Office is Sir Mark Lyall Grant, Director-General (Political). Sir Mark has not only championed LGB issues internally but advocated equality through the organisation's work around the world.

- ★ Internally, he meets quarterly with the Foreign & Commonwealth Office's network for LGB staff, FLAGG, and was featured in an awareness raising campaign to promote the role of straight allies – Friends of FLAGG.
- ★ Externally, he has lobbied several governments to ensure that same-sex partners of UK diplomats enjoy the same rights abroad as they do in Britain.

STAFF DEVELOPMENT AND TRAINING

At **Goldman Sachs** all employees are required to attend a minimum of two hours of diversity and inclusion training each year. 'Out in the Open: Sexual Orientation in the Workplace' is part of the training curriculum. Participants engage in an interactive dialogue to articulate why and how sexual orientation is relevant in the workplace. The course was developed based on focus groups run with the firm's lesbian, gay, bisexual and transgender (LGBT) network. It provides insights into the subtle inequities LGBT professionals may experience and provides guidance on proactively demonstrating inclusive behaviour.

Goldman Sachs' LGBT Network operates a Managing Director Ally Programme. This involves pairing a member of the LGBT Network Steering Committee with a Managing Director from each of the firm's divisions to ensure senior leaders are available to act as champions and sponsors of the LGBT agenda. They are available as contact people on LGBT issues for all employees – both those who are LGBT and those who are not. The Ally Programme also helps to increase senior-level understanding of LGBT-specific issues and concerns, as well as the visibility of the LGBT community within the firm.

★ **Every organisation in the Top 100 offers diversity training that includes LGB issues**

Nacro's Corporate Equality and Diversity workshop is designed to challenge assumptions, stereotypes, language and behaviour in the workplace. The core message for staff is that equality is the responsibility of everyone in the organisation. The morning session is facilitated by the CEO, Head of Equality Strategy and Director of HR to make clear that equality has top level commitment in the organisation. The rest of the day is divided into a series of workshops, including a 'diversity in practice' quiz and scenarios that address issues facing LGB people.

Brighton & Hove City Council ensures that diversity scoring is explicitly addressed in the scorecards for all manager's performance reviews. The council's diversity training features a module on 'living in a lesbian and gay world' to demonstrate to straight colleagues what it is like for LGB people to live in a straight world and workplace.

LGB CAREER DEVELOPMENT

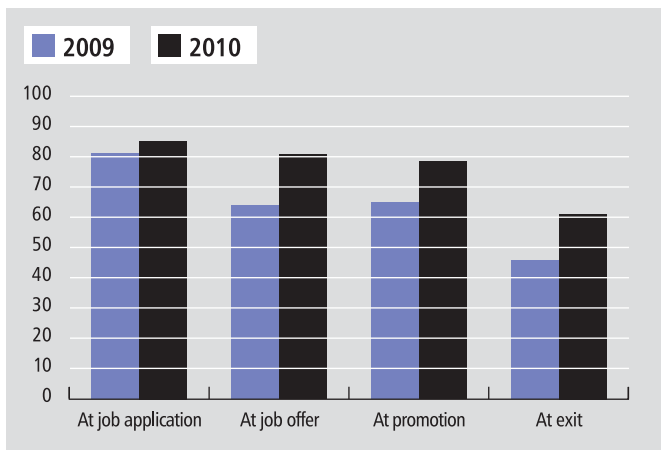
The **Home Office** runs 'Leaders of the Future', a positive action programme aimed at members of under-represented groups, including LGB staff. This is in line with targets the government department has set to improve LGB representation at senior levels across the organisation.

To create further career development opportunities for LGB staff, the Home Office's network group SPECTRUM ensures its Chair has regular meetings with learning and development teams to facilitate mock promotion interviews for members, ensure that training events are LGB inclusive, and to make sure that LGB staff have access to leadership programmes. SPECTRUM members can also have one-to-one sessions with a trained coach to assist with career development and motivation.

MONITORING

Every organisation in the *Stonewall Top 100 Employers 2010* collects monitoring data on the sexual orientation of their employees – either through HR records, an employee attitude survey or both. Monitoring sexual orientation allows employers to measure performance, manage their workforce and tackle problems effectively.

- ★ 55 per cent of the Top 100 monitor sexual orientation throughout the employment cycle – at application, at job offer, through internal promotion and at exit
- ★ 61 per cent of the Top 100 collect monitoring data which aims to establish the statistical representation of LGB staff at all grades
- ★ 86 per cent of the Top 100 monitor sexual orientation as part of a staff attitude survey



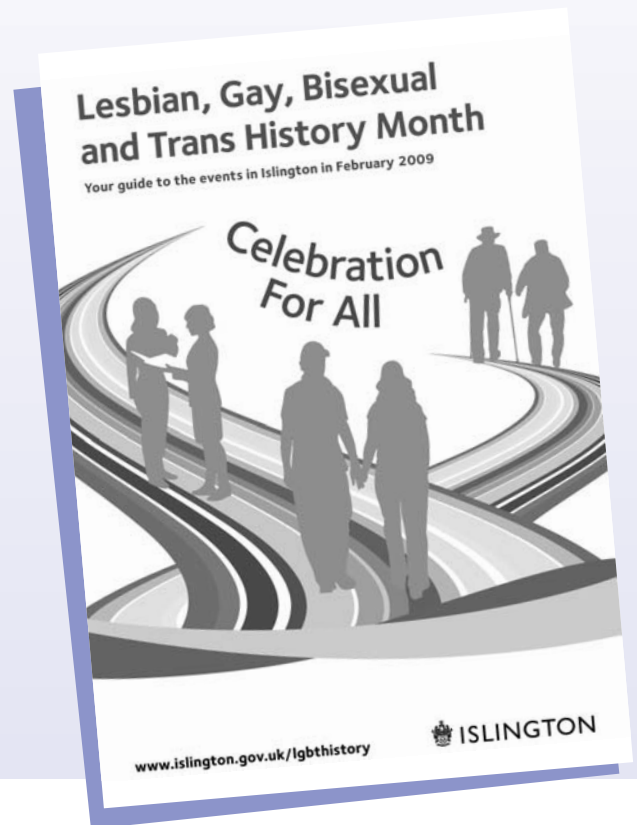
As part of the **London Borough of Tower Hamlets'** commitment to achieve a workforce that reflects their community, sexual orientation is monitored at all stages of the recruitment process. Each year the council produces an employment monitoring report which analyses employment information including sexual orientation.

In 2008/9 the council undertook a strategic assessment of career progression across all six equality strands. This included statistical analysis of the progression of LGB staff within the organisation and qualitative analysis of the experiences of LGB employees.

Over the past year the council has been implementing new measures to help staff understand the benefits of completing monitoring exercises, including responding to questions about sexual orientation. To address gaps in monitoring data, the council has produced promotional postcards and guidance to explain the reasons for collecting monitoring data.

COMMUNITY ENGAGEMENT

- ★ **London Borough of Islington** sponsored LGBT History Month in the borough, organising events held in Islington libraries to support the national theme, 'Youth and Education'. Posters and programmes designed by the council were available online and sent out to businesses, schools, colleges, the local university, libraries and voluntary organisations within the borough. All staff were encouraged to participate in the events and as part of the celebrations the Executive Member for Equalities was a keynote speaker at two events.
- ★ In conjunction with Islington LGBT Unison, the council supported an Islington Pride event by holding a photographic exhibition called 'A Day in Our Life'. Disposable cameras were given to attendees of LGBT History Month events and individuals were encouraged to take photographs of places, people and memories that meant something to them within the borough. The photographs were displayed in an exhibition during Pride Week 2009 in the foyer of Islington Town Hall.



Merseyside Police produced an innovative series of interactive workshops called 'Hate Crime On Trial' for LGBT History Month. Using professional actors, they recreated an actual trial about an assault on a man because he was gay. Members of the LGB community were invited to attend and a debate was held afterwards on the outcome and sentence of the trial. Additionally, Merseyside Police sponsored 'Homotopia', an LGBT art festival held in venues across Liverpool.

To strengthen their reputation with potential LGB employees, **Simmons & Simmons** sponsored the Durham University Q Ball, an LGBT black tie event for universities in the north of England. To raise the profile of the firm's equality work in the specialist press, two network members contributed an article for *Managing Partner* magazine entitled 'Sexual Orientation and the City'. The firm was also featured in an article for *Legal Week*, entitled 'Strength in Numbers', profiling the work of the InterLaw Diversity Forum for LGBT Networks and the importance of gay lawyers finding a voice.

SUPPLIER DIVERSITY

Transport for London has developed a comprehensive supplier diversity policy that specifically includes sexual orientation. The policy requires potential suppliers to demonstrate how they will work with Transport for London to deliver key equality objectives relating to employment and service delivery. This ensures that suppliers, staff and sub-contracted staff are adequately equipped through diversity training to communicate and deliver services in accessible and inclusive ways.

In addition, the organisation's suppliers are required to report at least annually on their equality and diversity performance. During the life of any contract, equality and diversity are monitored like any other aspect of delivery. Transport for London has reserved the right to audit suppliers to ensure that data being presented is authentic. This sends a clear message that a contract may be terminated if equality and diversity standards are breached.

★ 83 per cent of the Top 100 ensure their supplier organisations have an equality and diversity policy that includes sexual orientation. 29 per cent require their supplier organisations to provide LGB-inclusive diversity training for their staff

OTHER GOOD PRACTICE...

The Foreign & Commonwealth Office has ensured that post reports – documents that contain information on living and working in a host country – are up-to-date and contain information such as local attitudes to LGB people, what support is on offer to lesbian, gay and bisexual people and whether same-sex partners will be offered visas.

Ford organised an LGB-friendly football tournament in conjunction with the London and Brighton Pride Parades. Through the Ford Pride Football Tournament, Ford has found a way to link its mainstream marketing activities with its support for LGB equality. As the title sponsor of the UEFA Champions League, Ford has long been associated with the sport of football and views sponsorship of this event to be an integral part of its European marketing strategy.

For Pride 2009, **East Sussex County Council** produced branded posters (shown below), T-shirts, stickers and banners. The council wanted to present a professional image, but with a Pride twist. The stickers and T-shirts were extremely popular and ran out two hours before the end of the day. This proved to be a brilliant way to get people talking about the council.



2010 STAFF FEEDBACK QUESTIONNAIRE

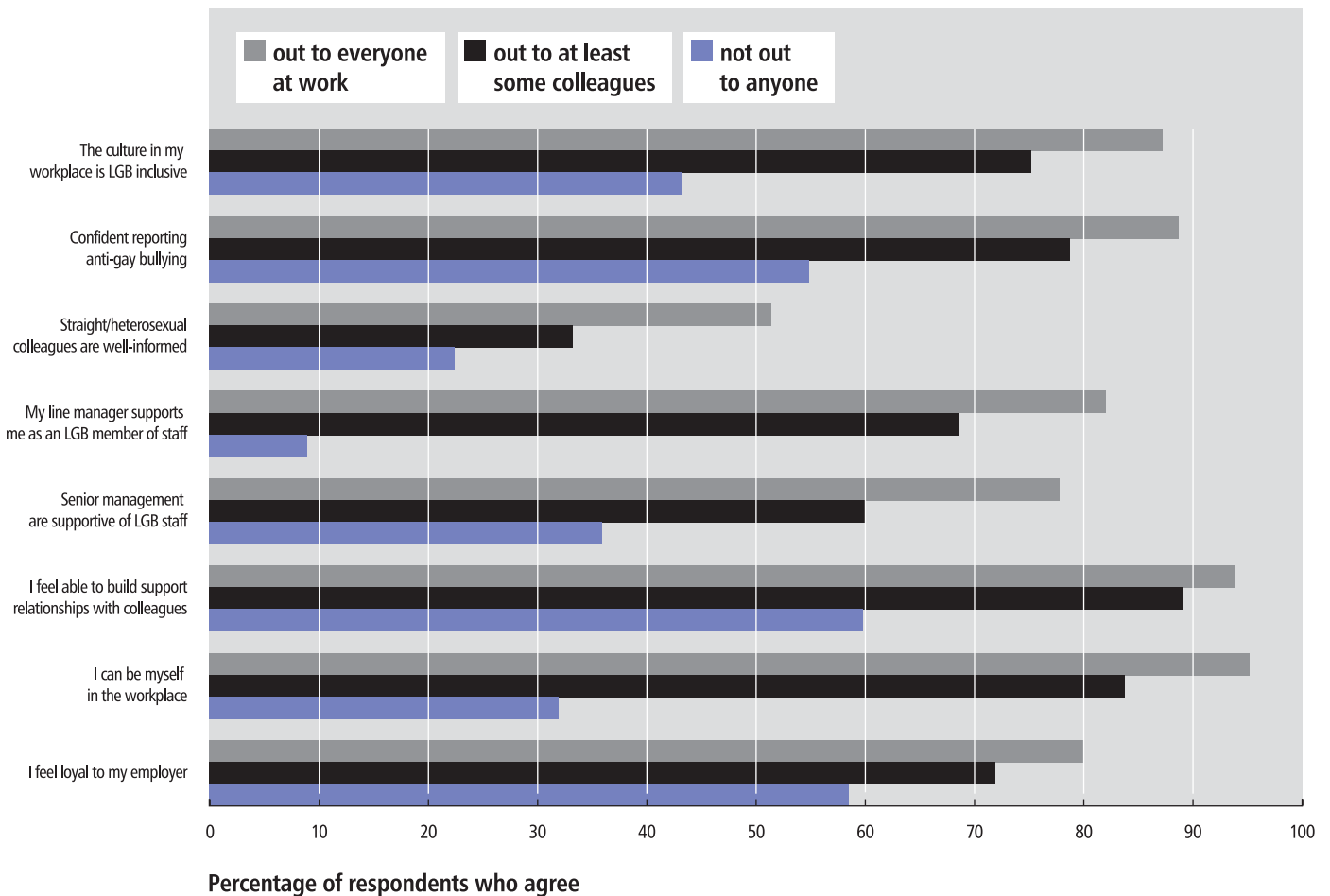
For the second year running, Stonewall asked employers taking part in the *Workplace Equality Index* to seek feedback directly from their lesbian, gay and bisexual (LGB) staff.

Employers distributed a short survey to their LGB employees in a variety of methods including via intranet systems, all-staff emails and by circulating paper copies for staff without computer access.

Over 7,200 LGB employees from 273 organisations provided anonymous feedback on their employers. Stonewall collated and analysed the data to help assess the Top 100 Employers for 2010.

KEY FINDINGS

- ★ The staff feedback shows that employees who feel able to be open about their sexual orientation are significantly happier with their employer than those who are not out. They feel more supported by managers, build better relationships with heterosexual colleagues and are more loyal to their employer
- ★ Lesbians report being less satisfied than gay men with most aspects of workplace culture
- ★ Bisexual staff report significantly lower satisfaction with their employers than both lesbians and gay men. Bisexual people are eight times more likely than lesbian and gay colleagues to disguise their sexual orientation in the workplace



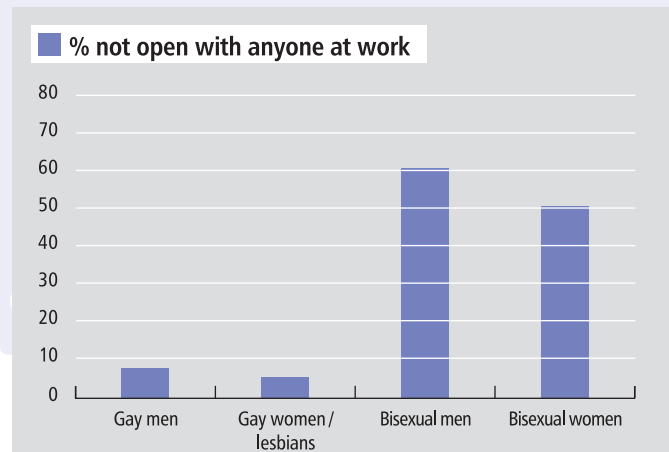
DETAILED RESULTS

OUT AND PROUD?

- ★ Four in five (83 per cent) LGB employees are open about their sexual orientation with colleagues, two in three (65 per cent) are out to their manager but only a quarter (26 per cent) are open with customers, service users or clients
- ★ 38 per cent of respondents are not open with either colleagues, their manager or both. 13 per cent are not out with anyone at work at all
- ★ Bisexual employees are eight times as likely to be in the closet compared to lesbian and gay counterparts. Only 7 per cent of lesbians and gay men, but 55 per cent of bisexual employees, are not out to anyone at work

WORKPLACE CULTURE

- ★ In keeping with staff survey results in 2009, three quarters of LGB staff agree that the workplace culture of their organisation is inclusive of LGB people. This feeling is highest among those who are completely out at work (87 per cent) and employees of the Top 25 Employers (82 per cent)
- ★ Around four in five LGB staff (78 per cent) would feel confident reporting anti-gay bullying in their workplace. This is highest among those who are fully out (89 per cent agree) and lowest among those who are not open about their sexual orientation (56 per cent)
- ★ Only two-thirds of black and minority ethnic LGB staff feel confident reporting anti-gay bullying



STRAIGHT COLLEAGUES

- ★ Less than two in five LGB staff (37 per cent) agree that their straight and heterosexual colleagues are well-informed on LGB issues. Staff who are fully out in their organisation are more than twice as likely to believe they have well-informed colleagues than those who are not open about their sexual orientation
- ★ Almost half of employees in the Top 25 (48 per cent) agree their straight colleagues are well-informed on LGB issues, compared with less than a third (31 per cent) outside the Top 100

MANAGEMENT

- ★ Two-thirds of LGB employees (64 per cent) feel supported by their line manager as an LGB member of staff. This is lower among bisexual staff (34 per cent) and black and minority ethnic staff (55 per cent)
- ★ Less than one in 10 (9 per cent) of staff who aren't out think they are supported by their line manager
- ★ Three in five LGB employees (61 per cent) agree that their senior management supports LGB staff in their organisation. This is highest among employees who are fully out (77 per cent) and those employed by organisations in the Top 25 (71 per cent)

LOOKING AHEAD

Many employers still have their work cut out to ensure their organisations are fully inclusive for lesbian, gay and bisexual (LGB) people.

Stonewall will continue to challenge employers to embrace good practice and measure the impact of their LGB equality initiatives. Our Diversity Champions Programme offers specialist resources and expert guidance to organisations seeking to become equality employers.

- ★ Only two in five organisations in the Top 100 have ensured that over 90 per cent of staff have received diversity training on LGB issues

- ★ Only 16 per cent of the Top 100 Employers have monitoring data that covers all of their staff

- ★ 21 per cent of the Top 100 do not use specific examples of anti-gay bullying in their harassment policy

- ★ Less than one third of the Top 100 have an active, out LGB role model at senior level

- ★ Only nine per cent of the Top 100 receive full marks for supplier diversity

- ★ One third do not target their line managers with specific training on managing diverse staff groups

- ★ The needs of bisexual employees continue to be excluded from many workplace equality initiatives

DIVERSITY CHAMPIONS PROGRAMME

WORK WITH STONEWALL AND IMPROVE

The Workplace Equality Index is the definitive benchmarking tool from which we compile the annual *Stonewall Top 100 Employers* for the 1.7 million lesbian, gay and bisexual (LGB) people in Britain. The index challenges employers to improve their performance for LGB staff, while providing a model of good practice for improvement. As well as challenging employers, we also help them to develop solutions through our Diversity Champions Programme.

Diversity Champions is Britain's leading employer good practice forum on sexual orientation in the workplace. Since 2001 we have worked with major employers in developing and sharing good practice. Our membership has grown to over 500 across all sectors, making us the largest employers' forum in the country and providing an exclusive network of expertise in equality and diversity.

Members benefit from: access to a dedicated client account manager in Stonewall's Workplace Team for advice and support; an annual benchmarking meeting; and tailored advice to enable progress as an LGB-inclusive employer. Stonewall's seminar programme provides the latest thinking and good practice on topical issues and our workplace guides and research publications provide expert guidance.

Other membership benefits include free and exclusive entry to our *Starting Out* recruitment guide which is circulated to every UK university, and cost-effective advertising through the recruitment website www.proudemployers.com. Use of the Stonewall logo and sponsorship support helps members to build their brand in the LGB community and competitive consumer markets. Employees of Diversity Champions also have access to career development opportunities including Stonewall's Leadership Programme, as well as bespoke training services.

Increasingly, smart employers recognise that people perform better when they can be themselves and acknowledge the role of equality and diversity in enabling this. To find out how Stonewall can help, please get in touch. We'd be delighted to talk with you.

Congratulations to all our Diversity Champions who made it in to the Top 100 this year. We look forward to continuing to work with you to create inclusive workplaces for all.



David Shields
Director, Workplace Programmes