



A FEW WORDS FROM OUR EMPLOYER OF THE YEAR



I am delighted that Lloyds TSB has been rated the top employer in the UK for lesbian, gay and bisexual (LGB) people in the 2009 Index. Sexual orientation has been a key diversity priority for Lloyds TSB for a number of years and this accolade is testament to our progress and commitment to this agenda.

Our recent research with LGB staff confirmed that our internal culture has improved since the introduction of our sexual orientation strategy and that more, in fact most, LGB staff also feel comfortable about being out in our workplace. These are great results and show that we have been moving in the right direction to help our LGB staff be themselves at work.

But we also know we have further work to do. Our LGB staff population is not a homogenous group and to continue making progress we need to ensure we address the needs of all groups within this population. So, our sexual orientation strategy will continue to be an important priority for us going forward.

I also believe that with first place in *Stonewall Top 100 Employers* comes a responsibility. Lloyds TSB is in a position to help influence the LGB equality agenda nationally and so we look forward keenly to continuing our relationship with Stonewall.



Eric Daniels
Group Chief Executive, Lloyds TSB

STONEWALL TOP 100 EMPLOYERS 2009



Stonewall Top 100 Employers is the definitive national benchmarking exercise showcasing Britain's top employers for gay staff.

While retaining the integrity of the original Workplace Equality Index, all the organisations which took part this year were judged by a revised set of criteria. They were required not only to

explain what they do to improve their workplace for lesbian, gay and bisexual (LGB) staff, but also to demonstrate how that has had a real and lasting impact on their organisation.

This year we had more submissions than ever before, making the 2009 Index the most competitive to date. The Index is a powerful tool used by many of the 1.7 million gay people in the UK workplace to decide where to take their talent, skills and experience. It is also used by lesbian, gay and bisexual consumers in deciding where to spend their disposable income. And 150,000 gay students studying at UK universities refer to it when deciding where to pursue their careers.

Taking part in Stonewall's Workplace Equality Index shows a public commitment to your LGB employees, customers and service users. It demonstrates that you are willing to change your organisation to ensure LGB people feel safe and valued when working for you and look to you as a service provider of choice.

To make the Top 100 this year, employers had to demonstrate that equality and diversity was not an optional extra but a core value. Ninety seven per cent of the Top 100 had an organisation-wide equality and diversity strategy which links LGB equality into wider organisational aims.

We're currently in a time of economic challenge. Now more than ever the very best organisations are ensuring that every sort of employee is welcomed and valued. No organisation can afford to have employees unable to give 100 per cent to the job due to fear of discrimination or discomfort at work. Equality is now a business must. Stonewall is delighted to recognise the great contribution each of the organisations featured in this publication has made to improving Britain's workplaces. We look forward to continuing to work with them.



Ben Summerskill
Chief Executive

EXECUTIVE SUMMARY

Stonewall Top 100 Employers 2009 features the best employers in Britain for lesbian, gay and bisexual people. The organisations listed here are those that scored highest on a 25 question survey designed to sample workplace culture, covering both policy and practice. The Top 20 organisations have also been through an independent evaluation process in which their workplaces were visited and assessed. In 2009 the overall winner is Lloyds TSB, with Hampshire Constabulary in second place and Brighton & Hove City Council in third.

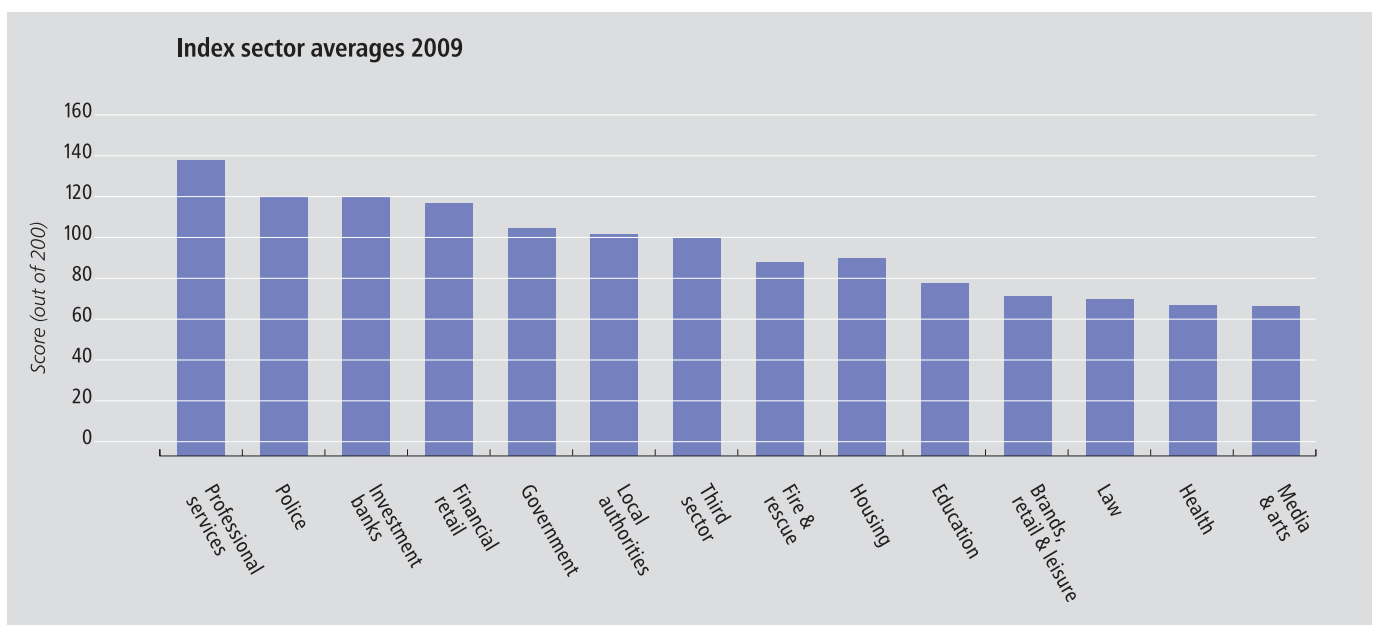
The Workplace Equality Index was developed by Stonewall to challenge Britain's leading organisations to improve their workplaces for lesbian, gay and bisexual (LGB) staff. Now in its fifth year, the Index is seen as a key measure of an organisation's commitment to diversity generally. We had 317 submissions this year, up from 136 in 2005, the first year Stonewall offered organisations the opportunity to take part in our assessment.

This year professional services, police and investment banking are the three top performing sectors. Twenty three sectors are represented in the Index. The table below shows the average score for sectors with more than five submissions.

The highest number of entries came from the public sector, with more than 200 submissions. The third sector enjoyed the highest rate of successful submissions, with 40 per cent of submissions making it into the Top 100. Thirty four per cent of private sector submissions were successful.



Although changed, this year's Index shows significant consistency with previous years. The winners in the last three years all feature within this year's Top 25. Lloyds TSB's top score was 93 per cent. The minimum score needed to make the Top 100 was 56 per cent.



THE BUSINESS CASE FOR EQUALITY

Members of Stonewall's Diversity Champions good practice programme for employers lead the way. Ninety nine out of the Top 100 organisations in this year's Index are Diversity Champions. On average these organisations scored 13 per cent higher than organisations which are not part of this scheme. All of the past and present winners are Diversity Champions.

Organisations that subscribe to the Stonewall business case can expect to benefit in the following ways:

★ REPUTATION

Three quarters (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 and service users.

★ RECRUITMENT AND RETENTION

Does your organisation reflect the wider population? 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. 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, and in 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.

INTRODUCTION

Stonewall research conducted by YouGov in 2008 showed that 93 per cent of the British public support the Employment Equality (Sexual Orientation) Regulations, introduced in 2003. These protect gay employees from discrimination and harassment in the workplace. Two thirds of respondents believe that gay people should be able to be open at work about their sexual orientation.

However, we also know that at least one third of the 1.7 million gay people in the UK workplace still feel unable to be open about their sexual orientation. The importance of this was demonstrated in Stonewall's recent research into productivity, which showed that staff who can be open about their sexuality at work are more likely to enjoy going to work, feel able to be themselves, form honest relationships with their colleagues, are more confident and ultimately more productive.

Further research carried out by Stonewall in 2008 into the experiences of lesbian and bisexual women in the workplace, *The Double-Glazed Glass Ceiling*, made clear that employers still have more to do to support lesbian and bisexual women in particular.

The Workplace Equality Index gives employers the perfect opportunity to test themselves against the very best diversity leaders in sexual orientation equality. Through the Stonewall Workplace Team, members of our Diversity Champions programme benefit from benchmarking meetings and our expert analysis and assistance to enable ongoing improvement.

TOP PUBLIC SECTOR EMPLOYER 2009



I have been hugely encouraged by the many individuals and teams who have worked hard to make Hampshire

Constabulary an employer of choice for lesbian, gay and bisexual people. It's because of their dedication that Stonewall has rated us as the best police force for a second year and also the top performing public sector organisation.

We are equally proud that this work has been recognised by the Royal Military Police, which has called upon Hampshire Constabulary to help establish its network of Lesbian and Gay Liaison Officers. This continued success demonstrates our commitment to providing an excellent service to the diverse communities of Hampshire and the Isle of Wight.

We want to build on these successes as a team, to ensure we remain an employer of choice and continue to inspire the confidence of every community we serve.

Alex Marshall
Chief Constable, Hampshire Constabulary

METHOD

This year the Index was revised using feedback from key stakeholders and building on the best practice that Stonewall has helped to develop over the last five years. The reason for the change was simple – some employers were coming close to a perfect score. The Index is intended to be a challenging tool that allows for benchmarking year on year, but does not remain static while good practice in the external labour market storms ahead.

Any employer can fill out the survey at no cost on the Stonewall website and the Index is actively marketed to the 450+ members of Stonewall's Diversity Champions programme. They in turn have recommended that supplier and partner organisations take up the opportunity to enter.

PRELIMINARY RESULTS

Electronic submissions were fed through analysis software to generate scores that could be ranked. Supplementary evidence received by Stonewall was then used to confirm the computer-generated scores. All submissions were scored by the Stonewall Workplace Team member responsible for each client organisation and marked again by another member of the team.

SECONDARY ASSESSMENT

The 20 highest scoring organisations were then audited by independent consultants. Site visits and meetings took place with diversity leads, senior champions and lesbian, gay and bisexual (LGB) staff.

MOST IMPROVED EMPLOYER



It is recognition of our hard work and the importance that Simmons & Simmons has attached to LGBT

issues that not only have we been listed in the *Stonewall Top 100 Employers* for the first time, but also named the most improved employer. The Index has been invaluable in highlighting areas in which we can improve, and has provided us with guidance in all areas of diversity. We are proud to be recognised as a supportive and inclusive workplace and commit to further building upon our success.

David Dickinson
Senior Partner, Simmons & Simmons

KEY RESULTS FROM THE TOP 100

OVERALL WINNER: LLOYDS TSB

- | | |
|---|------------------------------|
| 2 | Hampshire Constabulary |
| 3 | Brighton & Hove City Council |
| 4 | Kent Police |
| 5 | Nacro |
| 5 | Transport for London |

MOST IMPROVED: SIMMONS & SIMMONS

- | | |
|---|--|
| 2 | National Assembly for Wales Commission |
| 3 | National Grid |
| 4 | Newham College |
| 5 | Suffolk Constabulary |

EMPLOYEE NETWORK GROUP OF THE YEAR: HOME OFFICE

- | | |
|---|-------------------|
| 2 | Ford |
| 3 | HM Prison Service |
| 4 | BT |
| 5 | Goldman Sachs |

NETWORK OF THE YEAR



I am proud that SPECTRUM has been ranked the best staff support network in the *Stonewall Top 100 Employers 2009*. This is a tremendous achievement and reflects SPECTRUM's hard work and dedication. Everyone has worked tirelessly with friends, members and diversity champions to surpass objectives covering training and development, stakeholder engagement, policy and staff welfare.

Sir David Normington
Permanent Secretary to the Home Office

Debbie Browett
Chair, SPECTRUM

BRITAIN'S TOP 100 EMPLOYERS FOR LESBIAN AND GAY STAFF

The following are the *Stonewall Top 100 Employers* in Britain for lesbian, gay and bisexual people in 2009. 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 Lloyds TSB

2 Hampshire Constabulary

3 Brighton & Hove City Council

4 Kent Police

5 Nacro

5 Transport for London

7 London Borough of Tower Hamlets

8 Manchester City Council

8 Merseyside Police

10 Home Office

11 Ford

11 IBM

13 Goldman Sachs

14 London Fire Brigade

15 Barclays

16 HM Prison Service

17 Gentoo Group

18 Avon and Somerset Probation Area

19 Cambridge City Council

19 Ernst & Young

21 PricewaterhouseCoopers

22 KPMG

22 West Yorkshire Police

24 Staffordshire Police

25 BT

26 East Sussex County Council

26 Scottish Government

28 Cheshire Constabulary

28 Commission for Social Care Inspection

28 West Midlands Police

31 Simmons & Simmons

32 Lothian & Borders Police

33 Credit Suisse

33 Greater Manchester Police

35 Metropolitan Police Service

36 Gloucestershire County Council

37 Citizens Advice

37 Nottinghamshire County Council

39 Environment Agency

39 Environment Agency Wales

39 Newham College

39 West Yorkshire Fire & Rescue Service

43 London Development Agency

43 Metropolitan Housing Partnership

45 Royal Bank of Scotland Group

45 Sheffield City Council

47 Shaw Trust

48 Essex Police

48 Thames Valley Police

50 HM Revenue & Customs

50 North Wales Police

50 Pinsent Masons LLP

53 Foreign & Commonwealth Office

54 Hertfordshire Constabulary

| | |
|-----|--|
| 55 | Department for Work and Pensions |
| 55 | Ministry of Justice |
| 55 | Procter & Gamble UK |
| 58 | Crown Prosecution Service |
| 58 | HBOS plc |
| 58 | Tower Hamlets Primary Care Trust |
| 61 | Learning and Skills Improvement Service |
| 61 | Newcastle City Council |
| 63 | American Express |
| 63 | Audit Commission |
| 63 | Derbyshire County Council |
| 63 | Morgan Stanley |
| 63 | Welsh Assembly Government |
| 68 | Blackpool Council |
| 68 | British Transport Police |
| 68 | Land Registry |
| 71 | J.P. Morgan |
| 72 | Accenture |
| 73 | Cambridgeshire County Council |
| 73 | Ministry of Defence Police and Guarding Agency |
| 73 | National Assembly for Wales Commission |
| 73 | West Mercia Constabulary |
| 77 | Deloitte |
| 77 | Herbert Smith LLP |
| 77 | Lancashire Constabulary |
| 77 | Leicestershire Constabulary |
| 77 | London Borough of Islington |
| 82 | Bury Council |
| 82 | National Grid |
| 84 | Aviva plc |
| 84 | Northamptonshire Police |
| 84 | Skillset Sector Skills Council |
| 84 | Suffolk Constabulary |
| 88 | NHS Plymouth |
| 89 | Gwent Police |
| 90 | Cleveland Fire Brigade |
| 90 | Time Warner |
| 92 | Berneslai Homes |
| 92 | Department for Business, Enterprise & Regulatory Reform |
| 92 | Department for Environment, Food & Rural Affairs |
| 92 | Department for International Development |
| 92 | Suffolk County Council & Customer Service Direct |
| 92 | Sussex Police |
| 98 | Barnardo's |
| 98 | Knowsley Housing Trust |
| 100 | Eversheds LLP |

RESULTS BY SECTOR

- ★ Professional services and police are the top performing sectors
- ★ Of the 27 law firms that took part four are featured in the Top 100 – up from one in last year's Index
- ★ With 49 entering, local authorities remain the largest sector represented in the Index. 14 made the Top 100
- ★ Three of the 20 fire services that entered the Index made the Top 100
- ★ This year's Index features five Welsh and two Scottish employers
Environment Agency Wales is the top Welsh employer
The Scottish Government is the top Scottish employer
- ★ Four third sector organisations feature in the Top 100, out of the 10 that entered
Nacro is this year's top third sector employer
- ★ Four of the 13 housing providers that entered made it into the Top 100
Gentoo Group is the top employer in this sector



If you'd like more information about how your organisation can enter the 2010 Index, contact us to find out how to become a more gay-friendly employer.

HIGH FIVE

There are six sectors that scored well enough in the Top 100 to allow sector benchmarking:

| PROFESSIONAL SERVICES | |
|-----------------------|------------------------|
| 1 | IBM |
| 2 | Ernst & Young |
| 3 | PricewaterhouseCoopers |
| 4 | KPMG |
| 5 | Accenture |

| FINANCIAL RETAIL | |
|------------------|------------------------------|
| 1 | Lloyds TSB |
| 2 | Barclays |
| 3 | Royal Bank of Scotland Group |
| 4 | HBOS plc |
| 5 | Aviva plc |

| LOCAL AUTHORITIES | |
|-------------------|---------------------------------|
| 1 | Brighton & Hove City Council |
| 2 | London Borough of Tower Hamlets |
| 3 | Manchester City Council |
| 4 | Cambridge City Council |
| 5 | East Sussex County Council |

| INVESTMENT BANKS | |
|------------------|------------------|
| 1 | Goldman Sachs |
| 2 | Credit Suisse |
| 3 | Morgan Stanley |
| 4 | American Express |
| 5 | J.P. Morgan |

| POLICE | |
|--------|------------------------|
| 1 | Hampshire Constabulary |
| 2 | Kent Police |
| 3 | Merseyside Police |
| 4 | West Yorkshire Police |
| 5 | Staffordshire Police |

| GOVERNMENT | |
|------------|---------------------------------------|
| 1 | Home Office |
| 2 | HM Prison Service |
| 3 | Avon and Somerset Probation Area |
| 4 | Scottish Government |
| 5 | Commission for Social Care Inspection |

TOP 5 SECTOR EMPLOYERS

| PRIVATE SECTOR | |
|----------------|---------------|
| 1 | Lloyds TSB |
| 2 | IBM |
| 3 | Ford |
| 4 | Goldman Sachs |
| 5 | Barclays |

| THIRD SECTOR* | |
|---------------|-----------------|
| 1 | Nacro |
| 2 | Citizens Advice |
| 3 | Shaw Trust |
| 4 | Barnardo's |

| PUBLIC SECTOR | |
|---------------|---------------------------------|
| 1 | Hampshire Constabulary |
| 2 | Brighton & Hove City Council |
| 3 | Kent Police |
| 4 | Transport for London |
| 5 | London Borough of Tower Hamlets |

* only 4 organisations in the third sector made the Top 100

KEY RESULTS FROM THE TOP 100

POLICY AND PRACTICE

- ★ 100 per cent of the Top 100 have a written policy barring discrimination on the grounds of sexual orientation
- ★ 93 per cent have a strategy that links LGB equality to wider organisational aims
- ★ 86 per cent have a senior champion at board level

STAFF ENGAGEMENT

- ★ 97 per cent of the Top 100 have an employee network group (ENG)
- ★ 93 per cent of these groups advise on human resources, policy and practice
- ★ 91 per cent of these groups organise and run social activities
- ★ 74 per cent advise on service delivery or business solutions
- ★ 90 per cent of the Top 100 have intranet pages on LGB issues

STAFF DEVELOPMENT AND SUPPORT

- ★ 100 per cent of the Top 100 offer diversity training including LGB issues
- ★ 69 per cent offer LGB-sensitive counselling to their employees

MONITORING

- ★ 98 per cent of the Top 100 monitor sexual orientation at job application, in staff attitude surveys or both

SUPPLIER POLICIES

- ★ 74 per cent ensure that their supplier organisations have equality and diversity policies that are inclusive of sexual orientation

COMMUNITY ENGAGEMENT

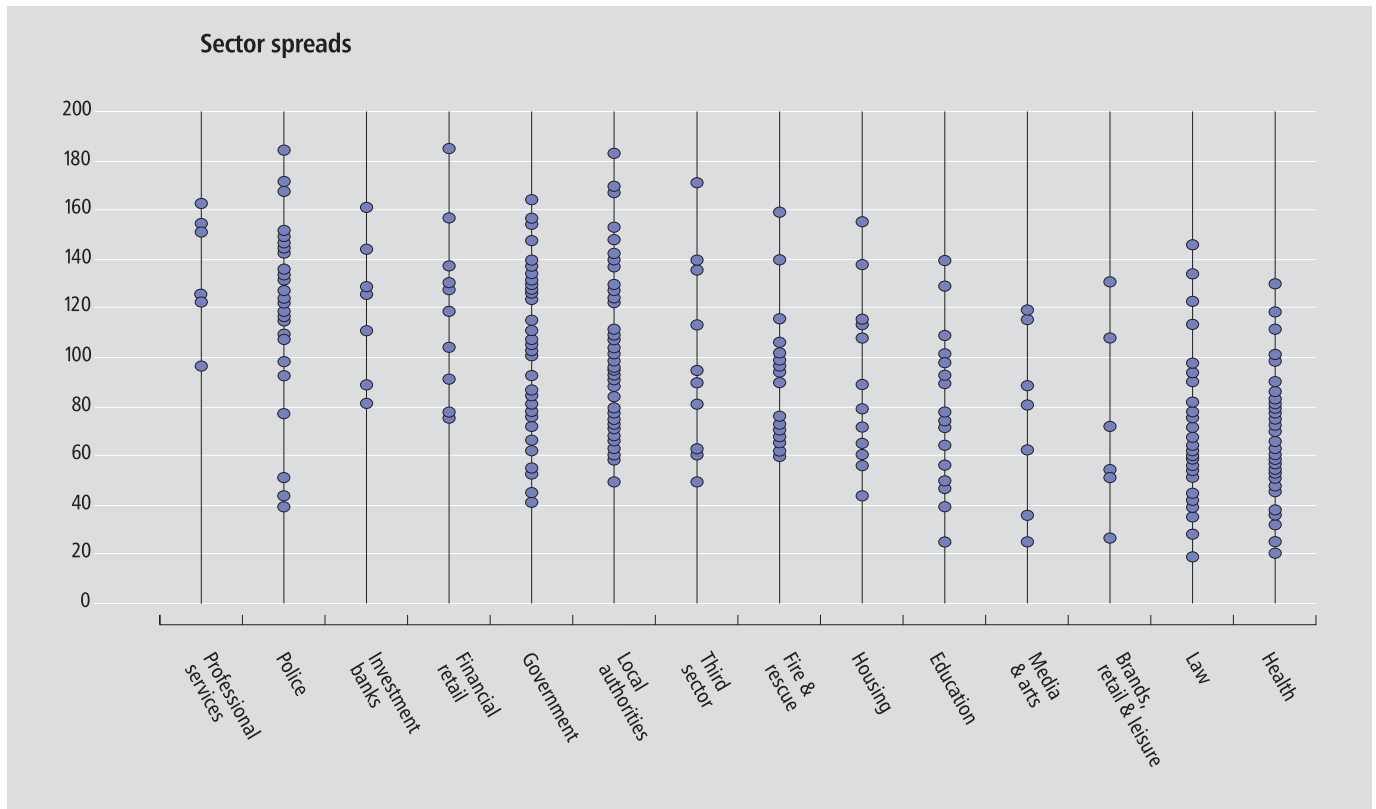
- ★ 93 per cent support staff involvement in gay community organisations or events
- ★ 78 per cent of the Top 100 advertise in LGB media

PINK PLATEAU

- ★ 95 per cent of the Top 100 have openly gay people in at least one of the top three tiers of their organisation

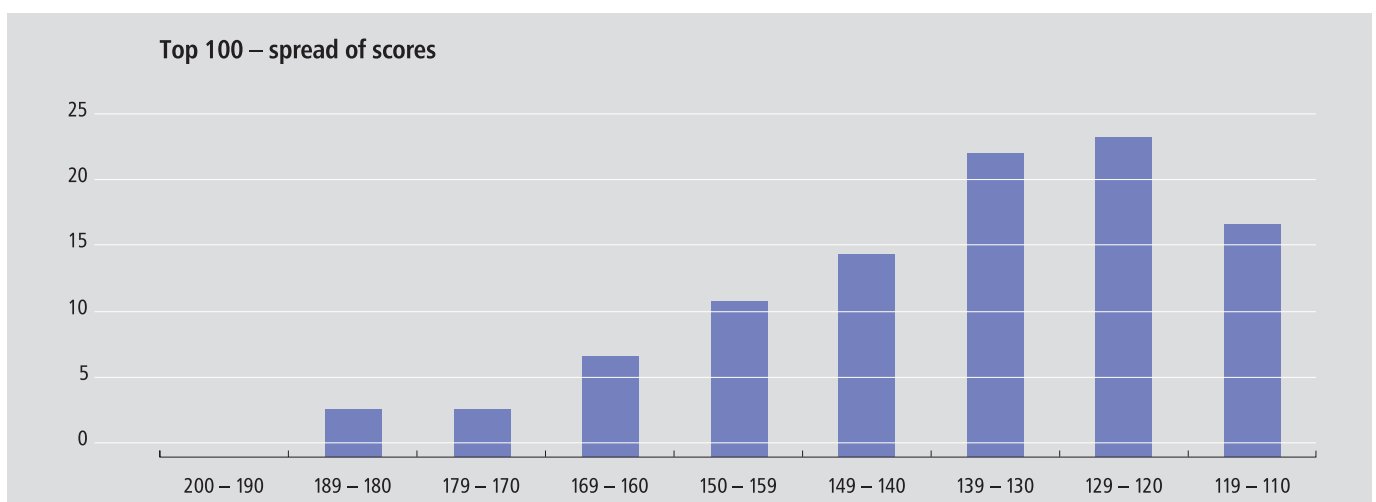
BREAKDOWN OF RESULTS BY SECTOR

This graph shows the spread of scores from participants in each sector out of 200. On average, professional services was the best performing sector this year. There was a large increase in the number of organisations participating in the health and legal sectors.



DISTRIBUTION OF TOP 100 SCORES

The majority of the Top 100 achieved a score between 110 and 139 out of 200. Diversity leaders at the top of the Index have developed greater 'headroom' – distance from the majority – than in previous years.



GOOD PRACTICE IN THE 2009 INDEX

1 How do you ensure a strategic approach to your work on lesbian, gay and bisexual (LGB) equality and diversity?

This year's winner **Lloyds TSB** has a very strong strategy which links LGB equality and diversity to wider organisational aims. Progress is measured and reported to the Board at least every six months; their work on sexual orientation is also discussed at a monthly meeting between the Head of Diversity and the Deputy Group CEO. All of their work is underpinned by a sound business case and is well communicated to all of their employees. Lloyds TSB's equality strategy is on their intranet, where over 31,000 colleagues have accessed it over the last 12 months.

This year the Index saw a large increase in the number of organisations who have single equality schemes covering all six strands of diversity (sexual orientation, age, race, disability, religion or belief, gender).

2 Do you have an accountable team/person in place whose remit includes LGB equality and diversity?

The **Ford** Europe Diversity Team has responsibility for all diversity strands within Ford's European operations. Within this team there is a dedicated UK Diversity Manager whose responsibilities include sexual orientation. Leading this team is the Vice President for HR, Ford Europe, who is also the Executive Sponsor for GLOBE, the employee resource group for LGB employees, and who sits on the European Board. This position reports directly to Ford Europe's CEO. The remit includes supporting GLOBE events, securing resources and Board level approval for initiatives and promoting LGB issues.

3A Who is your organisation's most senior champion for LGB issues?

★ 86 per cent of the Top 100 employers have a senior champion at Board level

Most of the organisations in the Top 100 have more than one champion, all of whom show great commitment to LGB equality and ensure all employees understand why the organisation is committed to having a supportive work environment for gay staff.

3B How has this champion advocated LGB equality during the past year?

At **Hampshire Constabulary** the Chief Constable chairs the Gold Group, which promotes equality including lesbian, gay, bisexual and transgender (LGBT) issues. The Chief Constable regularly communicates to all staff a strong leadership message on the importance of LGBT issues in the workplace. Examples include a specific section in the organisation's mission statement regarding diversity – including LGBT – and a media release as a result of the 2008 Index stating the importance of LGBT equality to the constabulary. In addition, the Chief Constable has published a diversity mission statement, meets with members of the employee network group twice a year and has consulted the group on national issues such as positive action. He has also written a letter to the Home Office drawing their attention to the constabulary's work in the LGBT arena.

4 What steps do you take to ensure that your current and new policies and procedures are inclusive of LGB staff, customers and service users?

When **Manchester City Council** reviews HR policies it consults with the LGBT Employee Group to ensure that all policies are inclusive of LGBT staff. The LGBT Employee Group also offers support to departments in developing and delivering their equality action plans.

5 How do you ensure that all benefits offered by your organisation (eg pensions, paternity leave, carer's leave etc) are available and accessible to all staff regardless of sexual orientation?

At **Ernst & Young** (EY) both the central Diversity and Inclusiveness Team and the EY Gay, Lesbian & Bisexual Network (EYGLES) leadership team regularly check policies to ensure LGB inclusivity. The regular EYGLES newsletter is used to promote benefits to members, and their intranet page also draws attention to the inclusive nature of benefits, together with information on where to find all the relevant policies.

6 Have you had an employment tribunal hearing against your organisation that included a complaint on the basis of sexual orientation in the past 12 months?

None of the Top 100 has had an employment tribunal rule against their organisation on the basis of sexual orientation in the past 12 months.

But cases do occur and so far, £120,000 is the largest sum awarded by an employment tribunal for sexual orientation discrimination. There is no limit to the amount that can be awarded.

7 What policies and procedures do you have in place for LGB-related bullying and harassment or workplace grievances?

Merseyside Police has policies on fairness at work and dignity at work. These ensure all staff are able to achieve their full potential at work by creating a working environment free from all forms of harassment, discrimination, intimidation and bullying. Both policies specifically include sexual orientation and give examples of unacceptable homophobic behaviour.

These policies are well communicated to all staff and are available on the force website. The Assistant Chief Constable has emailed all staff highlighting the policy and reiterating that bullying and harassment of any kind will not be tolerated.

Merseyside Police also has a First Contact Scheme to provide staff with a point of reference, guidance and support. The Scheme deals primarily with issues surrounding harassment, discrimination, bullying and the wider aspects of equality/diversity. The First Contact Officers have all received training in relation to bullying and harassment including LGB issues. A number of First Contact Officers are members of the Gay and Lesbian Support Network and staff, if they wish, can request to speak specifically to them.

8&9 Does your organisation have a lesbian, gay and bisexual employee network group (ENG) in the UK? If yes, please specify below the group's function(s).

SPECTRUM, the **Home Office** LGBT network group, was established in 2003. It has since been working to change the culture inside the Home Office and its agencies and also to improve the Home Office's service to the public, by ensuring that none of its policies adversely affect lesbian, gay and bisexual people. SPECTRUM is extensively consulted on service delivery issues, including areas such as passport interviews, offender management, asylum policy and forced marriages.

Internally, SPECTRUM works hard to promote its profile through regional representatives and awareness-raising events throughout the UK, resulting in its membership of around 1,100, including a large proportion of straight allies. The group makes a particular effort to represent all members fully by, for example, having a lead on bisexual issues. SPECTRUM has a strong presence among staff in the Home Office through its role in delivering training and education on LGB issues to all staff, including at first induction.

10 How have you communicated with and engaged all staff on issues of LGB equality in the past year?

As part of the induction to **Gentoo Group**, a housing organisation, staff are provided with copies of the *Diversity Matters* series of handbooks. One handbook covers sexual orientation equality. Designed to raise awareness, it outlines relevant definitions relating to sexual orientation legislation and offers practical information about the difficulties that people who are lesbian, gay and bisexual can face because of homophobia and heterosexism. The booklet also outlines sexual orientation issues in relation to housing as part of the organisation's commitment to excellence in service delivery.

At the **London Borough of Tower Hamlets** the council held a lunchtime discussion and question time event on the subject of faith and sexual orientation to mark International Day Against Homophobia.

The event was developed in conjunction with the LGBT and Muslim staff forums. It event was chaired by the Chair of Tower Hamlets LGBT Forum and the council invited a range of people to speak. The event was widely advertised across the council to draw in non-LGBT staff. It was a great success – more than 100 people attended and generated a positive discussion.

11 To which of the following staff groups do you provide diversity training that is inclusive of LGB issues?

- ★ 95 per cent of the Top 100 ensure new starters in their organisation have been through LGB inclusive diversity training
- ★ 89 per cent ensure their Board and senior managers take part
- ★ 91 per cent of the Top 100 ensure this training is available to line managers
- ★ 87 per cent offer diversity training to staff with recruitment responsibility

East Sussex County Council's equality training is available via podcasts, one of which specifically deals with LGB issues. This allows staff who are not office-based to access the training on their MP3 player or computer. This innovative approach has proved popular with staff.

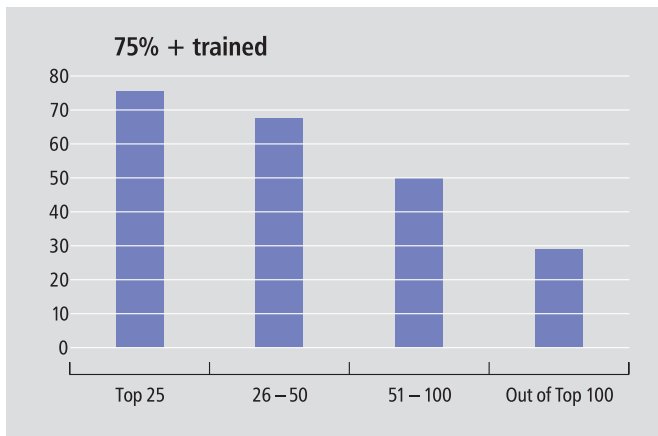
OTHER EXAMPLES OF GOOD PRACTICE

Pinsent Masons increased the profile of their employee network groups through a poster campaign. This raised awareness of diversity issues and led to new members joining the groups. **Credit Suisse** used a poster to raise awareness of their LGBT Open Network and to increase membership within the bank. The bank has run poster campaigns for other diversity networks and initiatives, which have met with similar success in raising awareness.



12 Approximately what proportion of your staff has been through diversity training that includes LGB issues?

The graph below shows that the top scoring organisations all ensure that the majority (at least 75 per cent) of their employees are trained on LGB issues.



13 Please describe the extent of your LGB diversity training.

Lloyds TSB's Leading & Managing Diversity programme for senior managers is split into two days. The first day is a workshop challenging participants' perceptions of difference and includes an action planning session to enable participants to effect real change in the workplace. Sexual orientation issues/scenarios are woven into the workshop, and information about support within the organisation is also provided. The second day is a Diversity Development Centre, which explores attitudes and behaviours, including role play with actors, followed by coaching and assisted action planning. The purpose of the second day is to help leaders become true diversity champions.

At **Kent Police**, officers undergo a range of diversity activities that include meeting and engaging with openly LGB people, both within the service and externally. Their award-winning Diversity Placements Scheme involves officers spending time with local organisations to understand their view of policing and life in general. Managers and trainers have to undertake an intensive diversity training package; they are encouraged to incorporate this knowledge into their own training or managerial roles. A drama company is also used to undertake role playing exercises that help to provide further realistic input.

14 How do you ensure line managers are skilled to manage diverse staff groups?

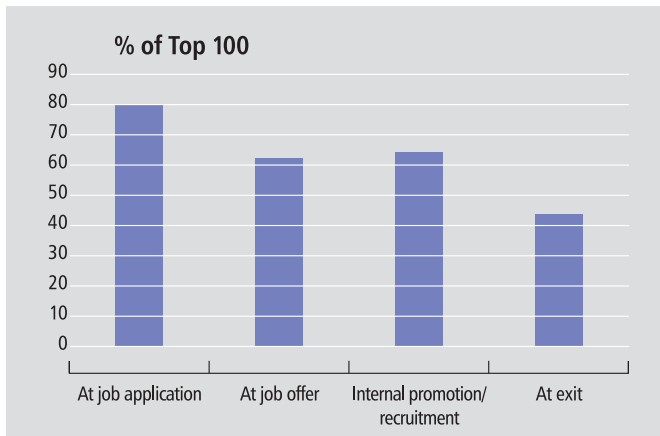
London Fire Brigade provides all line managers with a two day workshop which deals in detail with values, legislation, bullying and role play to enable staff to put issues into a working context. This course is compulsory, and attendance is recorded on a database. It also provides a sexual orientation awareness course for staff that want or require more in-depth discussion of LGB issues. Support Group members attend for guidance and facilitation of discussion. At each development level for operational staff a module on management responsibilities, including equality and diversity issues appropriate to the role, is included.

15 What personal/career development opportunities do you offer LGB staff?

Transport for London (TfL) ensures that LGB staff have equal access to personal and career development by specifically promoting opportunities to the LGB employee network group, and monitoring take-up. The organisation offers tailored career advice to LGB staff in this group, and employees can request a gay mentor if they feel this will assist their professional development. Recognising that tailored opportunities are sometimes necessary to create a level playing field for all staff, they also operate specific LGB development initiatives and sent two members of staff on Stonewall's 2008 Leadership Programme at Henley Management School. In terms of personal support, TfL ensures its counsellors know how to deal with issues relating to sexual orientation and have offered support by inviting the counsellors to speak at a meeting of its employee network group.

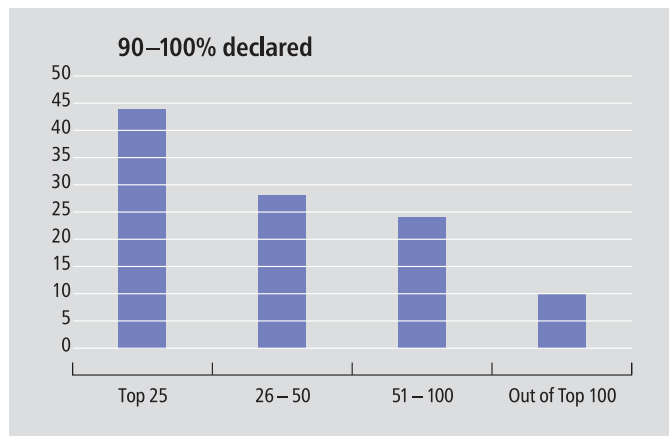
16 At what stages in the employment cycle do you monitor the sexual orientation of your UK staff?

The graph below shows that job application is the most common stage at which employers monitor sexual orientation; exit interview is the stage where sexual orientation is least likely to be monitored.



18 Where you collect monitoring data, what proportion of your staff declares their sexual orientation? Please exclude spoiled forms, non-responses and/or those who 'prefer not to say'.

Those in the Top 25 of the Index are the most likely to have gay employees willing to disclose their sexual orientation.

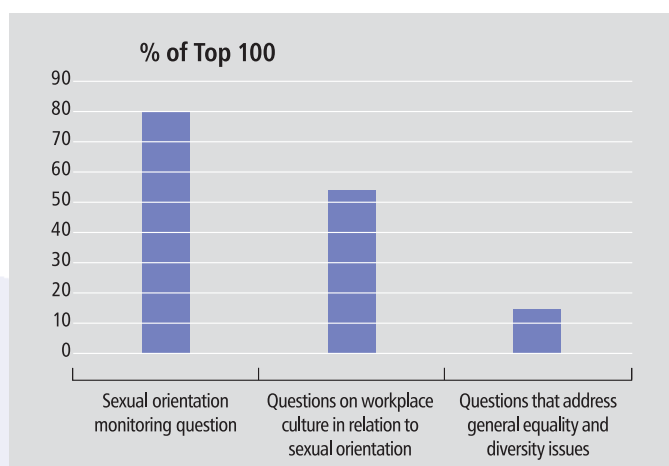


17 At which levels/grades do you collect monitoring data on existing staff to establish the statistical representation of LGB staff?

Fifty per cent of the Top 100 employers collect monitoring data which aims to establish the statistical representation of LGB staff at all grades.

19 Please indicate areas included in your most recent staff attitude survey.

Eighty per cent of the Top 100 ask employees their sexual orientation as part of their staff attitude survey. This is used to measure LGB staff satisfaction in comparison to the overall staff average, and allows the organisation to take action should the LGB satisfaction rate be lower in any area.



20 Please indicate which actions are taken to follow up your monitoring exercises.

At **Kent Police** the staff survey report was first presented to chief officers before being disseminated to all staff. This was also backed up by presentations and briefings on the survey findings. The report contained key actions that were passed on to the relevant parts of the organisation.

As a result of analysis by the LGB Action Group, the Business Intelligence Unit scrutinised the survey's findings that related directly to LGB employees. The LGB Action Group was also asked to address issues raised in the survey and submit proposals for improvement.

21 How does your organisation ensure that supplier and partner organisations fully comply with your policies and practices on sexual orientation?

Simmons & Simmons has an equal opportunities and diversity policy which specifically includes sexual orientation. In the UK the firm's procurement policy requires suppliers to have a similarly comprehensive diversity policy and to provide details of this policy to Simmons & Simmons, including evidence that policy compliance is actively and positively monitored.

The firm is aware, however, that more needs to be done to audit the policies and procedures of existing suppliers. A programme is therefore being implemented to ensure compliance by questioning existing top suppliers face to face, writing to the remainder with a diversity audit questionnaire and arranging training with appropriate suppliers. Those who do not comply will be given a reminder and opportunity to comply. Continuing non-compliance may result in the termination of the trading relationship.

22 In the past year, how has your organisation engaged with the wider LGB community either locally or nationally?

Newcastle City Council has an LGBT Issues Network made up of workers from across the city. Members of the network have responsibility for consulting with LGB people in the community. The network advised the council to ensure that LGB issues were highlighted on Holocaust Memorial Day in January 2008. As a result an event took place to commemorate persecution and loss of life due to sexual orientation.

Lloyds TSB's sponsorship of Pride London 2008 gave them an opportunity to participate in the nation's largest LGB street event. To make this extra special they hired and dressed a float specifically so that staff could take part in the parade celebrations.

A creative agency was employed to design and build Lloyds TSB's parade float, which was based on the characters used in their TV advertising and other marketing to ensure public recognition. The 3D Lloyds TSB characters and other spectacular elements which created their enchanted forest theme were built at Pinewood Studios.

23 Are there openly LGB people at senior levels in your organisation?

- ★ 50 per cent of the Top 100 have openly LGB people at the top tier of their organisation
- ★ 77 per cent of the Top 100 have out leaders at the second tier of their organisation
- ★ 76 per cent of the Top 100 have out people at the third tier of their organisation
- ★ 38 per cent of the Top 100 have openly LGB people in each of their top three staff levels

24 Do you have a senior out LGB member of staff who acts as visible role model? If so, what impact has this had and how has this been achieved?

At **PricewaterhouseCoopers** (PwC) one senior partner tries to ensure people know about his sexual orientation without making an issue of it, as he believes it is helpful for junior staff to know that there are gay staff at a senior level. He has always been willing to lobby the firm on behalf of GALE, the staff network group, and is a regular supporter at recruitment events. The partner also maintains a blog on PwC's recruiting website. Having an out and open role model at PwC is considered critical to its recruiting efforts.

25 Please identify any further work on LGB equality not already covered.

American Express has set up a Quarterly LGBT Brighton Stonewall Champions Network. Their aim is to share best practice and work with other Stonewall Diversity Champions on company initiatives such as mentoring, LGBT monitoring and recruitment advertising. The network includes organisations such as the NHS and Brighton & Hove City Council. As a result of the network, American Express held a joint event attended by employees that enabled participation in panel discussions, sharing good practice and getting support from other LGBT individuals.

Hampshire Constabulary has built up a strong network of 139 Lesbian and Gay Liaison Officers (LAGLOs) who work closely with LGBT communities across Hampshire and the Isle of Wight. They act as a point of contact for those communities within the police and aim to build the confidence of LGBT people to report homophobic incidents and hate crimes.

The constabulary has been instrumental in transferring this model into the Royal Military Police (RMP) by providing practical guidance and training. As a result of this partnership work, the RMP now has more than 30 LAGLOs stationed in the UK and Germany, ready to support their LGBT colleagues in the military.

2009 STAFF FEEDBACK QUESTIONNAIRE

Improving the impact of the Workplace Equality Index, and in response to requests from gay employees, Stonewall included a staff feedback element to this year's Index for the first time. This allowed individual LGB members of staff to rate their organisation across a range of areas and allowed Stonewall to ensure that the practices we measure through the Index have a positive effect on the working lives of LGB employees. It also provided invaluable feedback for organisations on the needs of their LGB staff.

METHODOLOGY

Employers were asked to distribute a short survey to their LGB staff. They did this through a variety of methods, including advertising the survey on their intranet and all-staff emails.

More than 11,500 employees from 244 workplaces took part in the survey.

SUMMARY

Staff feedback generally reflects employers' other rankings within the Index

- ★ **Lesbians and bisexual women consistently report lower satisfaction levels than gay men**
- ★ **Bisexual men and women are the groups least likely to be satisfied with their employer on almost every measure**
- ★ **Older LGB people (45+) find it hardest to be out at work and have less confidence in their employer's commitment to equality. Those aged 25–34 are the happiest with their employers and workplace culture**

STAFF FEEDBACK DETAILED RESULTS

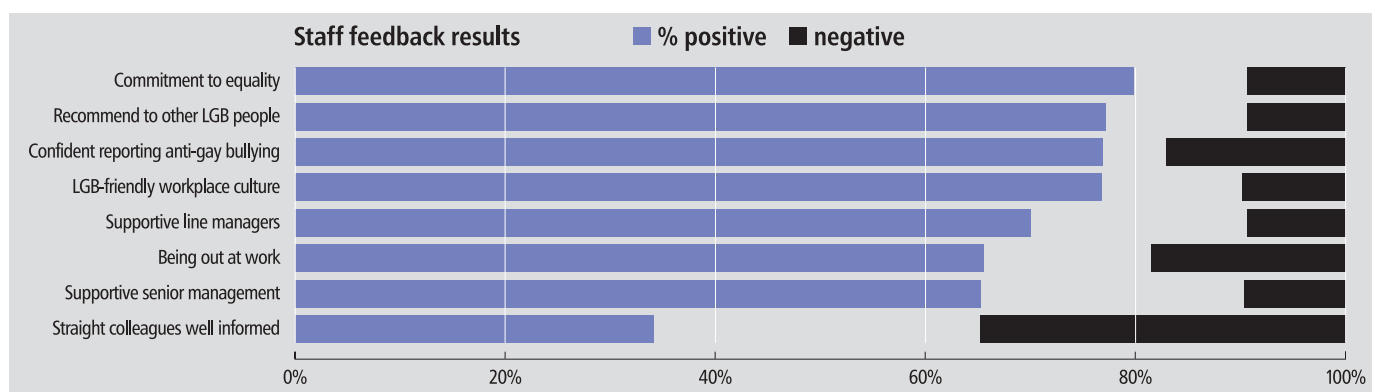
WORKPLACE CULTURE

Three quarters of lesbian, gay and bisexual (LGB) staff agreed that their workplace culture is inclusive of LGB people. This belief is highest among LGB people aged 25–34 (80 per cent agree) and lower among the over 45s (72 per cent).

Four in five respondents stated that their employer is committed to LGB equality and diversity. This was even higher among employees of the Top 25 gay-friendly organisations, where 87 per cent of employees shared this perception.

Three quarters of LGB staff stated they would feel confident reporting anti-gay bullying at work. There were no significant differences between genders on this measure, although younger LGB workers were more likely than older colleagues to feel comfortable reporting homophobia in their workplace.

Two thirds (65 per cent) of staff agree that it is easy to be out in their organisation. This is highest among gay men (69 per cent) and lowest among bisexual men and women (50 per cent).



STRAIGHT COLLEAGUES

Around a third of LGB staff agree that their straight colleagues are well-informed on gay issues (33 per cent). A similar proportion (36 per cent) disagreed.

Two in five staff from the Top 100 employers (41 per cent) believe their straight colleagues are well informed on LGB issues relating to sexuality.

It was clear from comments received by straight colleagues that more needs to be done to raise awareness of LGB issues.

'I'm not sure why someone's sexual orientation has anything to do with work.'

RECRUITMENT AND REPUTATION

Three quarters of LGB staff would recommend their employer to other LGB people. This rises to four in five of LGB staff under 35 years of age, and 84 per cent of those employed by the Top 25.

'I'm out to many of my colleagues and the response has been unanimously supportive and positive. We have several out employees in my department, including a senior manager, and all are well spoken of and respected. Based on my personal experience, I can wholeheartedly recommend this organisation as a very gay-friendly employer.'

MANAGEMENT

Two in three LGB employees (69 per cent) agree line managers are generally supportive of LGB staff in their organisation. This is highest among those under 35 (73 per cent of 16–24 year olds and 74 per cent of 25–34 year olds).

Sixty four per cent of LGB staff agree that their senior management supports LGB employees. This is particularly high for organisations in the Top 25 – just under three quarters of LGB staff in the best-performing employers (74 per cent) agreed that their senior management supports LGB staff.

'If I did have a problem I would deal with the issue there and then with the person concerned and my manager.'

LOOKING AHEAD

REMAINING CHALLENGES

- ★ Only 38 per cent of the Top 100 employers promote their benefits, such as parental leave, as inclusive to LGB staff to encourage take-up
- ★ Only 44 per cent use the data from monitoring to communicate at all levels – at Board level, among management and for all staff
- ★ Only 38 per cent of the Top 100 employers have openly LGB people at their top three staff levels
- ★ Only 66 per cent of the Top 100 offer diversity training to all staff groups in their organisation
- ★ Only 54 per cent of the Top 100 ask specific questions on workplace culture in relation to sexual orientation issues in their staff attitude survey
- ★ Supplier diversity remains an area for improvement. Only three per cent of the Top 100 achieved full marks in this area

STONEWALL TOP 100 EMPLOYERS 2010

The best organisations are already preparing for next year's Index. Here's what you can do:

- ★ The survey will remain largely unchanged next year and will again be available to complete online. Ensure you read Stonewall's monthly Workplace E-bulletin to find out ahead of everyone else when the survey will go live and the closing date

- ★ Take advantage of a benchmarking meeting with the Stonewall Workplace Team, who will ensure you understand the areas you performed well in and how you can continue to improve with specialist support from Stonewall

- ★ Attend Stonewall's annual Workplace Conference on Monday March 16 2009, where the diversity leaders showcased in the Index will share their expertise

- ★ Choose your priorities carefully – align these with organisational goals for service improvement, reputation, productivity, recruitment and employee satisfaction

- ★ Attend Diversity Champions Seminars to share good practice with other members of Stonewall's Diversity Champions programme and work together to improve

DIVERSITY CHAMPIONS PROGRAMME

WORK WITH STONEWALL AND IMPROVE

Stonewall's Diversity Champions programme is Britain's leading employer good practice forum on sexual orientation in the workplace. Since 2001 we've been working with major employers in developing and sharing good practice. Our membership has grown to more than 450 employers across all sectors, making us the largest employers' forum in the country and providing an exclusive network of expertise in equality and diversity.

All but one of the employers in *Stonewall Top 100 Employers 2009* are Diversity Champions. Members benefit from a dedicated client account manager for advice and support, an annual benchmarking meeting and tailored advice to enable progress. Our seminar programme provides the latest thinking and good practice on topical issues, while our workplace guides and research publications provide expert guidance.

Members recognise the business case for diversity and the programme is designed to enable organisations to maximise the bottom line. Benefits include free and exclusive entry to our *Starting Out* recruitment guide, circulated to every university in the UK, and cost-effective advertising through the www.proudemployers.com recruitment website. Use of the Stonewall logo and sponsorship opportunities help to build your reputation in the LGB community and competitive markets.

Our learning events can help to develop diversity knowledge across your organisation, through access to high-profile speakers, professional networking and best practice breakout sessions at Stonewall's annual Workplace Conference. The highly-regarded Stonewall Leadership Programme is the only LGB-specific programme aimed at unlocking leadership potential and inspiring leadership for change.

Increasingly, smart employers recognise that people perform better when they can be themselves, and understand 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 into the *Stonewall Top 100 Employers 2009*. We look forward to continuing to support you in creating inclusive workplaces for all.



David Shields
Director, Workplace Programmes