GLOBAL BENCHMARK
An indispensable tool for LGBTIQ+ Inclusion
Global Benchmark 2022

CONTENTS

Intro 1

2022 - Recognition 2
  ADVOCATE - level achievement 2
  AMBASSADOR - level achievement 2

Special Recognition 3
  Most progress over 2021 3
  Strongest 1st year participant 3
  Recognition by industry sector 4
  Recognition by organizational size 4
  Public sector - government, municipalities, NGO’s and academic institutions 5

2022 - Overall analysis 6

2022 - Participants 7

Best Practice - What does good look like? 8

Appendix: Example Individual Report 12

Would you like to find out more?
For further information please visit workplacepride.org
INTRO

The Global Benchmark is a guide for participating organizations on their LGBTIQ+ workplace inclusion journeys. Participants receive a list of concrete actions which will drive progress for LGBTIQ+ workplace inclusion.

The Global Benchmark is a tool that examines participants’ LGBTIQ+ workplace inclusion policies, practices and activities across 8 sections or scoring domains which, together form a comprehensive LGBTIQ+ Workplace Inclusion approach. The Global Benchmark has been helping participating companies and organizations every year since 2014.

Scoring domains:

<table>
<thead>
<tr>
<th>Scoring domains</th>
<th>Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>Policy &amp; Communication</td>
<td>Policy content and wording, policy implementation and compliance, inclusive communication</td>
</tr>
<tr>
<td>Employee Networks</td>
<td>LGBTIQ+ employee network role, structure and achievements</td>
</tr>
<tr>
<td>Workplace Awareness</td>
<td>Workforce engagement activity, LGBTIQ+ training, visibility in recruiting and onboarding</td>
</tr>
<tr>
<td>Support &amp; Benefits</td>
<td>LGBTIQ+ support resources and services, specific employee benefits for LGBTIQ+ people</td>
</tr>
<tr>
<td>Inclusion &amp; Engagement</td>
<td>Leadership, ally and LGBTIQ+ employee engagement</td>
</tr>
<tr>
<td>Expertise &amp; Monitoring</td>
<td>Data collection and analysis for monitoring progress and identifying focus areas</td>
</tr>
<tr>
<td>Business &amp; Supplier Engagement</td>
<td>LGBTIQ+ supplier diversity and external support for LGBTIQ+ workplace inclusion</td>
</tr>
<tr>
<td>Societal Impact</td>
<td>Advocacy for LGBTIQ+ rights, public support for and engagement with the LGBTIQ+ community</td>
</tr>
</tbody>
</table>

The scoring criteria are reviewed and re-calibrated every year based on the most recent data from the LGBTIQ+ community, from civil society organizations focusing on LGBTIQ+ rights, and from our members, some of whom have been leading the way in this space for decades.

The Global Benchmark is evidence-based and requires participants to submit information in support of their submission. Though the effort required to complete a submission is significant, the process of information gathering itself can provide valuable insights even before the submission is finalized.

What you receive

Participants receive a report with a detailed analysis of their submission, a view of their progress over time (if they have participated in prior years), comparison to other participants by sector, industry and organizational size as well as an extensive list of actions recommended to improve LGBTIQ+ workplace inclusion in their organization.
Special Recognition 2022

Advocates
Top-level achievement
90%+

These organizations stand out as clear leaders in LGBTIQ+ Workplace Inclusion. They are leading the way for others and have all shown that they have taken actions and had policies and practices in place in 2021 that met or exceeded 90% of the scoring criteria.

Ambassadors
Distinguished achievement
70%–90%

These organizations are well advanced in their LGBTIQ+ Workplace Inclusion journeys and have met between 70% and 90% of the scoring criteria. The organizations are displayed in reverse alphabetical order.
Most progress over 2021

These organizations have shown remarkable progress (> +20%) as compared to their 2021 Global Benchmark submissions. Given that we significantly raised the bar in several scoring domains of the 2022 survey, we see that focus and dedication can yield amazing progress.

+33.4%
+30.1%
+26.0%
+25.5%
+25.0%
+23.0%
+20.8%

Strongest 1st year participant

We know that ongoing participation in the Global Benchmark leads to improved LGBTIQ+ Workplace Inclusion, and that scores in the first years of participation tend to be lower. This year our strongest 1st year scorer achieved more than 10 points over the historical average of first-year scores.
Recognition by industry sector

Industry sectors each have unique challenges in terms of culture, talent pool, organizational model and objectives among other aspects. We recognize those organizations that are leading the way within their industry grouping:

**Agriculture, Food** - Kraft Heinz

**Construction, Engineering, Utilities** - Arcadis

**Finance & Insurance** - ING

**Industrial / Manufacturing** - Dow

**IT Communications & Tech Services** - RELX Group

**Management & Professional Services** - Accenture

**Public Sector - Government**

**Public Sector - Non-Government**

**Travel & Retail** - KLM

Recognition by organizational size

In 2022 we see organizations of various sizes represented in the elite Advocate-level achievers. At the same time we acknowledge the challenge for organizations with a smaller number of employees and fewer resources needed to drive change. We recognize those that are leading within all size groupings:

- **0 - 1000 Employees** - Nautadutilh
- **1000 - 10,000 Employees** - RELX Group
- **10,000 - 100,000 Employees** - Dow
- **100,000+ Employees** - Accenture
Public sector Government, municipalities, NGO’s and academic institutions

Public sector organizations often differ in structure, complexity, stakeholders, geographical scope and resources when compared to for-profit, private sector companies or businesses. This brings a unique set of challenges and focus areas. We recognize the hard work and dedication of the top 5 scorers in this category.

The organizations are displayed in alphabetical order.
Overall analysis

Looking at what the overall results of the 2022 Global Benchmark, there was a slight decrease in the median score from 46.3% in 2021 to 44.0% in 2022. This is due in part to the large increase of first-year participants. More importantly however, we very clearly raised the bar on the 2022 survey in a few specific areas. This resulted in an increased emphasis on:

2. How policies, employee benefits and LGBTIQ+ awareness training are implemented, monitored and enforced (Policy & Communication, Support & Benefits, and Workplace Awareness).
3. What the LGBTIQ+ employee network has achieved (Employee Network).

Results

2022 results show that participants that there is good progress in certain scoring domains and that others remain areas for more focus and attention.

STRONGER RESULTS

+ Empowered LGBTIQ+ employee networks
+ Engagement of leaders, allies and LGBTIQ+ employees
+ Internal policies and communications

AREAS OF FOCUS

- LGBTIQ+ inclusive employee benefits
- Content and implementation of LGBTIQ+ training and awareness
- Data collection and monitoring

Growth by years of participation

When we analyze scoring trends over time, we continue to see that ongoing participation in the Global Benchmark truly helps drive positive change.
2022 - Participants

There were 59 participating organizations in the 2022 Global Benchmark, an increase of 31% over 2021. This number continues to grow and helps build an even more complete picture of focus areas and leading practices.

Participation by organizational size

Organizations of all sizes participated again this year. Resources available and overall organizational size and scope both have an impact on how much progress can be made in any given time period.

2022 Participation by Industry Sector

Industry sectors each have unique challenges in terms of culture, talents pool, organizational model and objectives.
What does good look like?

What does a company or organization need to do to be the ultimate LGBTIQ+ inclusive workplace, and to thus score a perfect 100% in the Workplace Pride Global Benchmark? The 50 practices listed here, when supported by evidence, would have resulted in a 100% score on the 2022 Global Benchmark.

**BEST PRACTICE**

**POLICY AND COMMUNICATION**

| • Policy content and wording | 1. Inclusion/anti-harassment policy, and code of conduct specify sexual orientation, gender identity/expression and intersex status. |
| • Policy implementation and compliance | 2. Employees must review and agree to inclusion, anti-harassment policy, code of conduct regularly (e.g. annually). |
| • Inclusive communication | 3. Employees are informed about inclusion, anti-harassment policy, code of conduct and managers are incentivized to share and enforce them. |
|  | 4. Recurring processes are in place to ensure that official documents and internal communications use LGBTIQ+ inclusive language. |

**EMPLOYEE NETWORK**

| • Role of your network | 5. The LGBTIQ+ employee network is positioned as a value-add to the organization and are officially seen as advisors to leadership. |
| • Structure of the network | 6. The LGBTIQ+ employee network develops plans that are explicitly linked to key organizational goals. |
| • Achievements | 7. Time spent on network planning and activities is seen as business-related and is thus carried out during paid work hours. |
|  | 8. The LGBTIQ+ employee network is formally organized and granted a budget. Leadership, HR and DE&I visibly and actively participate and support network activities. |
|  | 9. The LGBTIQ+ employee network engages the entire organization and works with other employee networks to formally drive LGBTIQ+ Inclusion (e.g. inclusive language, gender-neutral washrooms, transition benefits). |
### WORKPLACE AWARENESS

- Engaging
- Training content and availability
- Recruiting and onboarding

10. Goals and activities of your LGBTIQ+ employee network are shared regularly with your employees - via website, newsletter, mail etc.

11. Planned events celebrating and supporting LGBTIQ+ milestones (e.g. International Coming Out Day) are open to all employees. Organizational leader participate visibly and actively in these events.

12. DE&I training is formal, mandatory and includes LGBTIQ+ specifically. Participation in training is tracked so that action can be taken where there is less uptake.

13. Training is available to temporary and contractors working within your organization and also to partners, suppliers, and customers externally.

14. There is LGBTIQ+ specific content about value of LGBTIQ+ inclusion to the organization, anti-bullying and harassment, examples of social, professional and legal challenges that LGBTIQ+ people face, what inclusion looks like, and how to challenge non-inclusive behavior.

15. Recruiting materials introduce your LGBTIQ+ inclusion policy & practices, employee network and role models.

16. Recruiting materials provide a link to where potential employees can find more information about your LGBTIQ+ Inclusion policy and practices.

17. Recruiting materials provide potential candidates with a confidential point of contact if they have further questions.

18. Onboarding materials introduce your LGBTIQ+ inclusion policy & practices, employee network and role models in.

19. New LGBTIQ+ employees are offered a buddy/mentor to help them getting started.

### SUPPORT & BENEFITS

- Employee support
- Support services
- Inclusive benefits

20. A summary plan is in place that outlines unique support needs of Lesbian, Gay, Queer employees, of Bisexual employees, of transgender and non-binary employees, and of Intersex employees.

21. Internal and external employee support services are specifically trained on LGBTIQ+ issues and concerns.

22. Information about LGBTIQ+ safety is readily available and included in your travel planning processes.

23. Specific LGBTIQ+ benefits are offered in all operating locations (where not prohibited by law).

24. Language in your employee benefits specifically defines partner to include same-sex and domestic partners and ensures that LGBTIQ+ parents and rainbow families are explicitly included.

25. Employee benefits compensate for situations where legislation discriminates against LGBTIQ+ people (e.g. tax equalize where same-sex marriage is not legal and where tax rates are lower for married people).

26. A plan is in place to regularly check employee benefits to ensure they remain LGBTIQ+ inclusive.
### Inclusion & Engagement

- **Leadership involvement**
  27. Senior leaders actively participate in LGBTIQ+ inclusion activities and authentically communicate to the organization about LGBTIQ+ Inclusion.

- **Engagement of allies**
  28. Senior leaders speak about LGBTIQ+ Inclusion externally (at conferences, with partners, customers etc.).

- **LGBTIQ+ employee engagement**
  29. LGBTIQ+ employee network initiatives are open to all employees and there is visible participation by allies.
  30. Training and cross-mentoring programs are in place to build understanding, empathy and support for LGBTIQ+ workplace inclusion.
  31. Steps to engage in LGBTIQ+ inclusion are clear and shared proactively (e.g. during onboarding)
  32. Anonymous communication channels are available for those that are not yet ready to engage otherwise.
  33. The value of working on LGBTIQ+ inclusion is clear and supported (i.e. work falls within paid working hours and formal objectives).
  34. There are specific development opportunities allocated to LGBTIQ+ employees.
  35. Recognition for DE&I work is a standard part of performance management.

### Expertise & Monitoring

- **Progress monitoring**
  36. The LGBTIQ+ employee network is formally engaged as a listening mechanism.

- **Data collection**
  37. There are LGBTIQ+ related questions in your employee engagement survey.

- **LGBTIQ+ monitoring**
  38. You participate in benchmarking to understand where you stand with respect to LGBTIQ+ workplace inclusion.
  39. Employees know how they can self-identify/disclose as LGBTIQ+, anonymous feedback channels are available - personal data is handled confidentially.
  40. You measure and watch for gaps and trends of employee that have self-identified as LGBTIQ+ - for example by division /department, by age/seniority, by organizational level (e.g. individual contributor, manager, director, csuite etc.).
### BUSINESS & SUPPLIER ENGAGEMENT

<table>
<thead>
<tr>
<th>Category</th>
<th>Details</th>
</tr>
</thead>
<tbody>
<tr>
<td>Supplier diversity</td>
<td>41. Your LGBTIQ+ workplace inclusion policies are a part of supplier/partner selection process, and are adhered to by suppliers and partners.</td>
</tr>
<tr>
<td></td>
<td>42. You engage partners/suppliers to help them implement more inclusive LGBTIQ+ policies and practices in their operations.</td>
</tr>
<tr>
<td>Public LGBTIQ+ support</td>
<td>43. LGBTIQ+ imagery is visible in marketing and recruiting materials and raises public awareness for LGBTIQ+ issues.</td>
</tr>
<tr>
<td></td>
<td>44. There are specific plans to engage LGBTIQ+ clients, customers, or constituents.</td>
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</table>

### SOCIETAL IMPACT

<table>
<thead>
<tr>
<th>Category</th>
<th>Details</th>
</tr>
</thead>
<tbody>
<tr>
<td>Public LGBTIQ+ support</td>
<td>45. Support for LGBTIQ+ people is public (declared in social and LGBTIQ+ media).</td>
</tr>
<tr>
<td>Community engagement</td>
<td>46. The organization supports or sponsors LGBTIQ+ civil society organization(s) and involves their employees to broaden support.</td>
</tr>
<tr>
<td>LGBTIQ+ advocacy</td>
<td>47. You engage with the LGBTIQ+ employee networks within your customer/partner/supplier/constituent organizations.</td>
</tr>
<tr>
<td></td>
<td>48. You engage directly with the LGBTIQ+ community and NGO’s to learn more about LGBTIQ+ issues.</td>
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<tr>
<td></td>
<td>49. Your organizational leaders volunteer with LGBTIQ+ NGO’s - e.g. as board members.</td>
</tr>
<tr>
<td></td>
<td>50. Your organization joins coalitions and takes public action as a visible advocate for LGBTIQ+ rights.</td>
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</tbody>
</table>
Individual Report

Thank you again for participating in the 2022 Workplace Pride Global Benchmark. Below are the results of your submission. Your Relationship Managers can help you to interpret your results and explain the suggestions so that improvements can be made in the current year, and still be considered for the 2023 Global Benchmark.

2022 score: 81.4%

Score comparison

Your 2022 Score

2022 Overall
- all 59 participants Top
- Private Sector Top
- Industry
- Construction, Engineering, Utilities Top
- Organization Size
- 10K - 100K Top
Global Benchmark 2022

Section Results
This section shows your scores in the individual areas of focus of the Global Benchmark. The meter provides an indication of how you compare to other participants per section, and how your score in this section has changed over previous Global Benchmark submissions.

- **PC** (Policy & Communication)
  - Score / Tier: 62.3%
  - Change from 2021: +18.58%
  - Change since start: +46.42%
  - Clarity and implementation of your LGBTIQ+ workplace equality policy and measures to ensure inclusive communications.

- **EN** (Employee Network)
  - Score / Tier: 100.0%
  - Change from 2021: +55.00%
  - Change since start: +10.00%
  - Existence and structure of LGBTIQ+ employee networks, and the role they play with regard to the organization’s objectives.

- **WA** (Workplace Awareness)
  - Score / Tier: 82.0%
  - Change from 2021: -14.25%
  - Change since start: +17.00%
  - How you raise awareness around LGBTIQ+ inclusion internally, in recruiting and onboarding, and the depth of your LGBTIQ+ training content.

- **SB** (Support & Benefits)
  - Score / Tier: 73.8%
  - Change from 2021: +28.75%
  - Change since start: +51.75%
  - How prepared your support structure is for LGBTIQ+ employees and how inclusive your benefits are for LGBTIQ+ employees and their families.

- **IE** (Inclusion & Engagement)
  - Score / Tier: 88.6%
  - Change from 2021: -1.43%
  - Change since start: +38.57%
  - How effectively you engage leadership, allies and LGBTIQ+ employees in driving progress.

- **EM** (Expertise & Monitoring)
  - Score / Tier: 81.7%
  - Change from 2021: +18.33%
  - Change since start: +55.95%
  - How you collect information to monitor the state of your LGBTIQ+ workplace diversity.

- **BSE** (Business & Supplier Engagement)
  - Score / Tier: 100.0%
  - Change from 2021: +46.67%
  - Change since start: +66.67%
  - The extent to which you profile yourself as LGBTIQ+ inclusive internally and externally.

- **SIM** (Societal Impact)
  - Score / Tier: 82.9%
  - Change from 2021: +71.43%
  - Change since start: 0.00%
  - The extent to which you are active beyond your organizational boundaries in helping drive positive change for the LGBTIQ+ community.
Global Benchmark 2022

LGBTIQ+ network & policy landscape

This chart visualizes the world regions where you have employees, and where there is an LGBTIQ+ employee network present, and if there are LGBTIQ+ workforce inclusion policies enforced in that region.

Legend

- Employees in this region
- LGBTIQ+ Policy In Place
- LGBTIQ+ Employee Network

Issue - missing LGBTIQ+ workplace policy in:
Middle East

Suggestion - consider expanding your LGBTIQ+ employee network to:
Middle East, Central/Eastern Europe
Declaration of Amsterdam / Scoring Summary

A summary of additional information provided and information about the scoring process for your submission.

Declaration of Amsterdam

This chart reflects your status on the 10 points in Workplace Pride’s Declaration of Amsterdam. The information that you provided in Q13 of the survey is informational and does not impact your score.

Using these points as a reference for actions and plans can be very helpful in driving overall progress for LGBTIQ+ Workplace Inclusion.

Scoring summary

Scoring of the Global Benchmark takes place in a series of steps all of which have an impact on the final score awarded.

1. Submission – points are totalled for all options that you checked on the survey that you submitted.
2. Evidence – evidence submitted is evaluated in support of your survey. Where evidence is missing or insufficient to support the given item, the corresponding points are deducted. If evidence provided supports additional items not checked, points are increased accordingly.
3. Policy (new in 2022) – points are deducted for each region where you have employees, but do not have an implemented workplace policy or code of conduct that includes LGBTIQ+ Inclusion.

Here is a summary of the scoring for your 2022 Global Benchmark submission.

More information about evidence adjustments can be found in the attached action plan.

<table>
<thead>
<tr>
<th>ABC Org</th>
<th>85.7%</th>
</tr>
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<tbody>
<tr>
<td>Submission</td>
<td></td>
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<tr>
<td>- Points for all options selected in the submitted survey.</td>
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<table>
<thead>
<tr>
<th>ABC Org</th>
<th>-3.2%</th>
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<tbody>
<tr>
<td>Evidence</td>
<td></td>
</tr>
<tr>
<td>- Adjustments based on evidence submitted</td>
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<table>
<thead>
<tr>
<th>ABC Org</th>
<th>-1.1%</th>
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</thead>
<tbody>
<tr>
<td>Policy</td>
<td></td>
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<tr>
<td>- Adjustments based on regional policy implementation</td>
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<table>
<thead>
<tr>
<th>ABC Org</th>
<th>81.4%</th>
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</thead>
<tbody>
<tr>
<td>Final score</td>
<td></td>
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</table>
The items below are actions that correspond with questions-items that you either did not check on the Global Benchmark survey, or items that were not fully supported by evidence.

We suggest that you read through the entire list, but that you choose a few groupings (e.g. 'policy content and wording', 'engagement of allies' etc.) to focus on in the coming year.

**note - items beginning with ** were checked in your survey but not fully supported by evidence

<table>
<thead>
<tr>
<th>PC</th>
<th>policy content and wording</th>
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<tbody>
<tr>
<td>Q14-5</td>
<td>add &quot;intersex status&quot; to anti-harassment policy and/or business code of conduct</td>
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<table>
<thead>
<tr>
<th>PC</th>
<th>policy implementation</th>
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<tbody>
<tr>
<td>Q11 &amp; 16</td>
<td>implement your LGBTIQ+ policy in all regions where you have employees</td>
</tr>
<tr>
<td>Q25-5</td>
<td>** implement process that requires employees to sign your workplace inclusion policy periodically (e.g. annually)</td>
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<thead>
<tr>
<th>WA</th>
<th>training availability</th>
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<tbody>
<tr>
<td>Q25-4</td>
<td>make your D&amp;I training mandatory for all employees</td>
</tr>
<tr>
<td>Q25-5</td>
<td>make your training available outside your organization to partners, suppliers, and customers</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>WA</th>
<th>onboarding</th>
</tr>
</thead>
<tbody>
<tr>
<td>Q25-6</td>
<td>make all new LGBTIQ+ employees a mentor to help them getting started in your organization</td>
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<thead>
<tr>
<th>SB</th>
<th>employee support</th>
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<tbody>
<tr>
<td>Q28-5</td>
<td>create and implement a plan for providing individual support for issues specifically related to trans employees</td>
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<thead>
<tr>
<th>SB</th>
<th>employee services</th>
</tr>
</thead>
<tbody>
<tr>
<td>Q29-5</td>
<td>ensure that information about LGBTIQ+ safety considerations is readily available and included in your travel-planning processes</td>
</tr>
<tr>
<td>Q29-4</td>
<td>** ensure that LGBTIQ+ specific safety considerations are included in your travel processes</td>
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</tbody>
</table>

<table>
<thead>
<tr>
<th>SB</th>
<th>employee benefits</th>
</tr>
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<tbody>
<tr>
<td>Q30-6</td>
<td>extend specific LGBTIQ+ benefits to all or your operating locations where not prohibited by law</td>
</tr>
<tr>
<td>Q30-7</td>
<td>create and execute plan to check benefits to ensure they are and remain LGBTIQ+ inclusive</td>
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<table>
<thead>
<tr>
<th>IE</th>
<th>leadership involvement</th>
</tr>
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<tbody>
<tr>
<td>Q31-5</td>
<td>leverage the points from the Declaration of Amsterdam to get senior leadership to act</td>
</tr>
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<table>
<thead>
<tr>
<th>IE</th>
<th>LGBTIQ+ employee engagement</th>
</tr>
</thead>
<tbody>
<tr>
<td>Q33-5</td>
<td>create opportunities for development that are specifically allocated to LGBTIQ+ employees</td>
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<table>
<thead>
<tr>
<th>EM</th>
<th>monitoring progress</th>
</tr>
</thead>
<tbody>
<tr>
<td>Q34-5</td>
<td>participate in benchmarking to understand where you stand with respect to LGBTIQ+ workplace inclusion</td>
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<table>
<thead>
<tr>
<th>EM</th>
<th>LGBTIQ+ monitoring</th>
</tr>
</thead>
<tbody>
<tr>
<td>Q36-6</td>
<td>analyze the distribution of employee that have self-identified as LGBTIQ+ by grade or organizational level (e.g. individual contributor, manager, director, c-suite etc.)</td>
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<table>
<thead>
<tr>
<th>SIM</th>
<th>community engagement</th>
</tr>
</thead>
<tbody>
<tr>
<td>Q37-2</td>
<td>add LGBTIQ+ to supplier/business engagement process</td>
</tr>
<tr>
<td>Q38-4</td>
<td>make connections with local LGBT+ NGOs or the local LGBTIQ+ community directly</td>
</tr>
</tbody>
</table>