



Workplace  
Pride

THE INTERNATIONAL  
PLATFORM FOR LGBTI  
INCLUSION AT WORK

23.6.2017

# New Horizons

FOR LGBTI WORKPLACE INCLUSION

International  
Conference  
Edition  
Building  
Bridges

#wpcon2017

# Hello and Welcome

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Dear International Conference participants and New Horizons readers,

If there is one thing that we can all agree on, it is that we are living in 'interesting' times. Many parts of our societies are struggling to make sense of the shifts taking place in the political and social landscape. It is only natural that we, the LGBTI community, show concern for the certainty of our hard-fought-for rights and our position in society.

On one hand, amazing progress continues to be made as more and more countries around the world embrace LGBTI inclusion. Taiwan's top court ruled in favour of same sex marriage making it the first Asian country to do so, and Ireland is set to have its first LGBT Prime Minister. Major businesses are becoming more visible in their support with Apple and IBM showing public support to LGBTI anti-discrimination measures. But there are just as many stories in countries (including Western Europe) where LGBTI people are feeling less safe, and where societies do not encourage people to be themselves.

The change around us also creates challenges for workplaces. Many global organizations face the dilemma of having global LGBTI policies, which are required to be implemented where this is potential conflict with local legislation. Given we spend so much of our time at work, it is important that companies support all their LGBTI employees and partners appropriately. Indeed, global events continue to test everyone's resolve to do the right thing!

At Workplace Pride we believe in the power of partnerships. That is why this year's International Conference intentionally brings together a diverse group of participants representing the worlds of corporate, government, academia and NGOs to have open, honest, productive and engaging conversations. At times this may feel uncomfortable and will require us to learn from each other, share with each other and co-create what a better world could be.

It is our sincere hope that the stories of courage, leadership and challenges you will experience at the conference and read about in this edition of New Horizons, will inspire all of us to make a positive difference to the lives of others.

On behalf of all of us at Workplace Pride, I wish you a fruitful and, above all else, inclusive conference!

*Mark Emdin*

Chair of Workplace Pride Foundation





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## Colofon

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# Program

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Workplace Pride Foundation's 2017 International Conference in Brussels brings together organizations representing employers, employees, governments and civil society. This year, the Foundation has worked closely with ILGA-Europe to highlight both the challenges and the opportunities for employers, governments, civil society and the LGBTI community when speaking about the human rights dimension of LGBTI inclusion in the workplace.

With the theme "Building Bridges: LGBTI Workplace Inclusion and Human Rights", the conference focuses on the important relationship between modern workplaces and their increasingly scrutinized role in society. Together, we will examine how employers can make real change in their operations by focusing on this angle and how other, sometime unexpected stakeholders can help employers understand what is truly at stake.



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**08:00 - 09:00 REGISTRATION**

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**09:00 - 10:15 OPENING PLENARY SESSION**

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Mark Emdin, Conference Moderator and Chair of Workplace Pride

David Pollard, Executive Director, Workplace Pride & Evelyne Paradis, Executive Director, ILGA-Europe

**Keynote Speaker:** Yvonne Agyei, Chief People Officer Booking.Com

**Executive Panel:** The Changing Landscape of LGBTI Workplace Inclusion

Moderator: Mark Emdin, Chair, Workplace Pride

**Panelists:**

- Ernesto Marinelli, Head of HR EMEA, SAP
- Monika Ladmanova, Advisor and Member of the Cabinet of the EU Commissioner for Justice, Consumers and Gender Equality
- Sari Brody, Global Head of D&I, IKEA
- Robert Smith, Europe COO, Clifford Chance Europe

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**10:15 - 10:35 COFFEE BREAK**

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**10:35 - 11:15 OPENING PLENARY SESSION**

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**Keynote Speaker:** Günther Hermann Oettinger,

European Commissioner for Budget and Human Resources

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**11:15 - 12:30 WORKSHOP MORNING SESSION**

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Nr. 1: Organizational D&I Policies & Practices: LGBTI at the crossroads

Nr. 2: UN Guidelines for LGBTI Business

Nr. 3: The 'Right' thing to do: Business and Civil Society taking a stand

Nr. 4: Understanding: the "T" and "I" in LGBTI workplace inclusion

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**12:30 - 13:45 LUNCH BREAK**

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**13:45 - 15:00 WORKSHOPS AFTERNOON SESSION**

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Nr. 5: Leaving No One Behind in LGBTI Inclusion

Nr. 6: LGBTI and the Media; how can workplaces influence the conversation?

Nr. 7: International Inclusion in the Spotlight

Nr. 8: Starting anew with LGBTI Workplace Inclusion

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**15:00 - 15:20 COFFEE BREAK**

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**15:30 - 17:00 CLOSING PLENARY SESSION**

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**Keynote Speaker:** Jojanneke van der Toorn, Special Professor,

Workplace Pride Chair, Leiden University

**Keynote Speaker:** Minister Helena Dalli: Maltese Minister for EU Affairs and Equality

**Signing Declaration of Amsterdam**

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**17:00 - 19:00 CLOSING RECEPTION**

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# Key Speakers

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## Yvonne Agyei

Chief People Officer at Booking.com

As Chief People Officer, Yvonne Agyei is responsible for the overall employee experience at Booking.com. This includes overseeing the company's global human resource efforts to ensure best-in-class recruitment, training and onboarding, employee engagement and relations, learning and development, performance management, and staff recognition programs for over 14,000 Booking.com employees in 187 offices worldwide.

Prior to joining Booking.com in October 2016, Yvonne worked at Google, where she started her career in 2003, when the employee base was only 1,200, helping it grow to over 60,000. While at Google, Yvonne gained an understanding of the crucial role HR plays in the growth of a highly dynamic company. She was responsible for designing, developing and managing a variety of programs to attract top talent, including new graduate recruiting, internship programs, scholarships, alumni relations, participation in academic conferences and a variety of diversity and talent inclusion initiatives.

Yvonne holds a BA in Psychology from Stanford University and Master's degrees in both Clinical Psychology from Northwestern University and International Relations and Affairs from Tufts University – The Fletcher School of Law and Diplomacy.



## Commissioner Günther Oettinger

European Commissioner for Budget and Human Resources

Günther Hermann Oettinger is a German politician and, as of 1 January 2017, the European Commissioner for Budget and Human Resources. From 2014 to 2016 he was in charge of Digital Economy and Society within the EU Commission.

Commissioner Oettinger previously served as Vice President of the Barroso II commission and is affiliated with the European People's Party (EPP). He served as Minister President of the Federal State of Baden-Württemberg between 2005 and 2010 and as chairman of the CDU Baden-Württemberg from 2005 until 2010.



## Minister Helena Dalli

### Maltese Minister for EU Affairs and Equality

In 1996 Dalli was elected to the Parliament of Malta. She was reelected three times, making her the third-most elected woman in Maltese political history. She previously served as the Minister for Social Dialogue, Consumer Affairs, and Civil Liberties within the Maltese Government 2013–17.

In April 2015, she presented a law establishing basic rights for transgender and intersex people. The Gender Identity Gender Expression and Sex Characteristics Act provides for gender recognition, and recognizes a right to bodily integrity and physical autonomy. This was the world-first such law to be implemented to protect the rights of intersex people.

She is also a lecturer in sociology at the University of Malta.



## Harry van Dorenmalen

### Vice Chair IBM Europe

Harry van Dorenmalen represents IBM to European institutions and authorities on issues of international public policy and business regulation. In this role he also oversees the company's corporate citizenship, environmental affairs and university relations activities across the region.

Harry started his career at IBM in 1982 as a programmer. Since then he has held a series of leadership positions including General Manager for IBM Benelux, Vice President of IBM's Industrial Sector business in EMEA and Managing Director for IBM's business with Royal Philips Electronics. He has also been Director of IBM's Service Delivery Organisation in Europe and has enjoyed spells in the company's professional services, manufacturing, application development and consulting divisions.

Harry sits on the Advisory Board of Electronic Communication Platform Netherlands and serves as board member on the Dutch Employers Organisation and the Economic Development Board Amsterdam as well as Almere. He is also a Foundation Board member at top Lausanne-based business school IMD and serves as Vice Chair at AmCham Europe. Harry serves as board member of the Dutch IT industry association, Nederland ICT. He also chairs the TopTeam Netherlands Program as instituted by Minister Schippers. Also, he serves the EW Board for the Dutch Science NWO organisation.

# Executive Panel

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## Sari Brodi

Global Diversity and Inclusion Manager, IKEA Group

Sari is the Global Diversity and Inclusion Manager at IKEA Group. She has been working in the Diversity & Inclusion space for over 20 years, sharing her passion for fairness and equality and her conviction that inclusion is everyone's responsibility.

Prior to joining the global IKEA organisation in 2012, she was the talent manager in IKEA US, leading the areas of Recruitment, Competence development, Leadership development, Succession and Diversity & Inclusion.

In her current role, Sari provides strategic direction to create an inclusive work environment at IKEA, integrating diversity and inclusion into the overall business growth strategy.

Together with her team and with a network of 70 ambassadors from across the IKEA world, she leads the diversity & inclusion efforts, with the aim of creating a positive impact on people's life at work and in society.

Israeli born, Sari currently resides in San Diego CA, while managing an international virtual team and telecommuting to Malmo Sweden, where IKEA Group headquarters is located.



## Ernesto Marinelli

SVP and Head of HR for EMA, SAP

Ernesto Marinelli has over 15 years of HR experience. He is currently the Senior Vice President for HR in the EMEA and MEE region at SAP, responsible for more than 35.000 employees.

Passionate about Transformation and the Impact of leadership on people, Ernesto is a seasoned, goal oriented global HR Senior Executive with broad experience in supporting the Sales and Services organization as well as Development Groups. Accustomed to work in an international environment, Ernesto is strong in transformational work and possesses in-depth expertise in all relevant HR processes with a strong ability in creating long-term partnerships.

He joined SAP in 2005 as a recruiter and had several roles within the HRBP Organization.

Ernesto earned a Master Degree in General Linguistics and a PHD in German Linguistics at the University of Würzburg in Germany.



### **Monika Ladmanová**

Advisor and Member of the Cabinet of the EU

Monika Ladmanová is an Advisor and Member of the Cabinet of the EU Commissioner for Justice, Consumers and Gender Equality on the issues of gender equality, antidiscrimination and minorities and corporate responsibility.

Monika studied Law at the Charles University in Prague and at the Columbia University in New York. She has extensive experience in non-profit sector and private sector, having worked for the Soros Foundation in Prague for 11 years and for IBM for more than 6 years.

In addition, Monika founded several non-governmental, non-partisan initiatives on human rights and gender equality.



### **Robert Smith**

General Manager Amsterdam & Regional COO,  
Continental Europe at Clifford Chance LLP

As Regional Chief Operations Officer (COO) Continental Europe, Robert Smit focuses on the operational, business and finance matters of Clifford Chance's 16 continental Europe offices next to his General Manager responsibilities at the Amsterdam office of this eminent global law firm. As Regional COO he is also member of the firm's Executive Operations Group.

Robert has been in the role of General Manager since 2010, with a dual role as the office's head of finance between 2010 and 2013. Since November 2014 he acted as Clifford Chance's Executive Operations Group European Representative and in June 2016 he was appointed to Regional Chief Operating Officer (COO) for Continental Europe.

Robert started his career at KPMG in 1988 and fulfilled various functions and qualified as a Chartered Accountant (Royal NIVRA). Robert was lead partner at KPMG from 2001 to 2010, where he was responsible for maintaining the relationship with both listed and large private companies. He also led HR, risk management and resource management departments.

## **Featured Speaker**

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### **Dr. Jojanneke van der Toorn**

Special Professor for LGBT Workplace Inclusion  
at Leiden University, The Netherlands

After obtaining her Master's degrees in work & organizational psychology and cultural anthropology from the Free University Amsterdam, Dr. van der Toorn completed a PhD in social psychology from New York University. She then worked as a post-doc at Yale University and as an assistant professor at Leiden University. As the Chair by Special Appointment on International LGBT Workplace Inclusion, she will combine her current position at Utrecht University with her activities at Leiden University.

# who are we?



**Workplace  
Pride**

International platform for LGBT inclusion at work

# **Workplace Pride is a non-profit umbrella foundation based in Amsterdam that strives for greater acceptance of Lesbian, Gay, Bisexual, and Transgender people in the workplace and in society.**

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Workplace Pride's Members include major multinationals, large domestic companies, public sector, non governmental organizations and academia.

The Foundation interacts with many members of society to help provide a more cohesive voice for the international LGBT community. Major activities include providing a point of reference for employers, employees, and other stakeholders to exchange experiences and gain support, to increase knowledge about LGBT workplace issues, and to define and progress the LGBT corporate agenda.

**Our Vision: Change workplaces around the world to be truly inclusive, ensuring that Lesbians, Gay, Bisexuals and Transgenders are fully visible, valued, empowered, and leading the way for others.**

Workplace Pride had its beginnings in 2006 when the LGBT employee networks of 4 multinationals cooperated on having the joint theme of "Personal Pride=Company Pride" during the Amsterdam Pride Canal Parade. This led to the creation of the Company Pride Platform (CPP) in 2008, from which the Workplace Pride Foundation evolved in 2012.

Currently, our 54 members employ more than 3 million people worldwide.

## **FOR MORE INFORMATION:**

Visit our website at [www.workplacepride.org](http://www.workplacepride.org)  
or email to [info@workplacepride.org](mailto:info@workplacepride.org).



THE INTERNATIONAL  
PLATFORM FOR LGBTI  
INCLUSION AT WORK



# ILGA- Europe

ILGA-Europe are the leading voice for LGBTI people at the European level, representing a membership of almost 500 LGBTI organisations across 49 countries.



**Our aim is to amplify the voices of our members and activists across the region and to be their main advocate with, among others, the European Union, and the Council of Europe.**

We are very focused on supporting the front-line defenders and LGBTI activists in a number of ways: from helping them bring change through new laws and policies, supporting them in building movements, to training them to become change agents, and strengthening their resilience by supporting them to respond to negative trends.

In addition to that, ILGA-Europe provide a space for activists to share concerns and issues, but also best practices from their governments or influential companies, so that they can connect to drive progress and positive change across Europe.

We are beginning to see momentum with progressive legislation (e.g. improved laws on trans rights, equal marriage, anti-discrimination policies). Now the real challenge is to translate this progress into the reality of daily life. And this is where the workplace can play a key role. For many of us, the majority of our week is spent at work. This provides a powerful opportunity to interact, educate and influence. ILGA-Europe are really excited at the potential of the workplace to bring long-term, sustainable change for LGBTI people. Strategically there is a wealth of experience to learn from the private sector. There are many examples of how open, empathetic and diverse workplaces are more effective and efficient places to be – we need to more hear about that, first-hand.

And it's not just other companies who seek to benefit from these conversations –the value for the intergovernmental institutions that ILGA-Europe regularly works with could also be significant. Not only because they themselves are some of the biggest employers in Europe, but because an increased understanding of the advantages of greater equality for everyone in society can only be a good thing. The time is ripe to have this conversation in the heart of the European Union.

Outside the walls of their respective offices, companies and the private sector are major market and economic drivers. As a result, they have influence that can be brought to bear in shaping

laws, policies and cultural practices. We are very happy to be partnering with Workplace Pride as we look to engage more with private sector leaders to see how we can support them to take on an advocacy role.

In the past two or three years, workplace equality and LGBTI inclusion emerged as an area of focus across Europe. ILGA-Europe have been working with our members to build their capacity to work on workplace diversity issues, by connecting different actors, sharing examples of best practices and learning from standard-setters. Based on our experience at European level, we see that the EU is more likely to listen when we can present the case for change, including private sector leaders advising on the need and the benefits of progress for LGBTI in the workplace. Here again we are looking to our collaboration with Workplace Pride to engage with the private sector to move this forward.

The Workplace Pride 2017 conference is timely, strategic and vital from ILGA-Europe's perspective. Timely, because the workplace equality conversation can be the antidote for complacency - that, in the face of the work still to be done, could easily set in. Strategic, because the combined strengths of all the actors involved can not only drive policy change, but also improve the daily lives of many people. And vital, because progress will only come if more allies and actors - including civil society, private sector firms and public institutions - come together in a spirit of collaboration.



Evelyn Paradis, Executive Director – ILGA-Europe



**THE UNITED NATIONS**  
ENCOURAGES THE PRIVATE  
SECTOR TO TACKLE  
DISCRIMINATION AGAINST  
LESBIAN, GAY, BI, TRANS  
AND INTERSEX PEOPLE



UNITED NATIONS  
**HUMAN RIGHTS**  
OFFICE OF THE HIGH COMMISSIONER

## The corporate responsibility to respect:

Employers have a longstanding responsibility, in line with international human rights standards, to ensure that their organization, their employees, and their suppliers respect human rights, including the rights of LGBTI people. This responsibility was articulated in the UN Guiding Principles on Business and Human Rights, endorsed unanimously by the UN Human Rights Council in 2011.

The United Nations is developing Standards of Conduct, to be officially launched in the Fall 2017, specifically designed to help businesses fulfill their responsibility regarding the human rights of LGBTI people. The Standards are a potential game changer for companies: from a climate where activists and human rights organisations single out companies that don't perform through "naming and shaming", to companies demonstrating their performance through "knowing and showing".

## The United Nations Corporate Standards of Conduct on Tackling Discrimination Against LGBTI People.

The Standards were developed by the UN with the support of the Institute for Human Rights and Business after wide consultation with businesses, civil society groups, and academia. They build on good practices adopted by responsible businesses, and offer practical guidance to organizations on how to align policies and practices with existing human rights standards of LGBTI people in the workplace, marketplace, and community.

Acknowledging that progress in this area requires the participation of all institutions and affected parties at all levels, the UN Standards of Conduct support interactions with a wide range of stakeholders: employees, customers, suppliers, shareholders, communities, government, lawmakers, and trade unions.

Five Standards of Conduct provide a solid set of guidelines for assessing business respect for human rights of LGBTI people, and for initiating good practices by companies.

### Standards of Conduct

**1. Respect Human Rights:** Develop policies, carry-out due diligence, monitor compliance with standards, and remediate adverse impacts on human rights of LGBTI people in your place of business.

- 2. Eliminate Discrimination:** Ensure products and services are accessible to LGBTI customers, and that there is no discrimination in recruitment, working conditions, benefits, respect for privacy, or treatment of harassment.
- 3. Provide Support:** Provide a positive, affirmative environment within your organization to assure that LGBTI employees can work with dignity. Address the specific workplace needs of LGBTI people.
- 4. Prevent Additional Human Rights Violations:** Look beyond discrimination to other issues that cause or contribute to violence, bullying, intimidation, ill treatment, incitement to violence or other abuses against LGBTI people. Address these issues beyond your own operations to the practices of your contractors, suppliers and partners
- 5. Act in the Public Sphere:** Use your leverage to attempt to stop human rights violations in the countries in which the company operates; consult with local communities and organisations to identify what constructive approaches businesses can take in contexts where legal frameworks and existing practices violate the human rights of LGBTI people. Engage in public advocacy, collective action, and social dialogue to challenge the validity or implementation of abusive orders.

Many companies and organizations have found that actively tackling discrimination brings economic benefits - helping to tap new talent, improving decision-making and building loyalty with customers and investors alike. Organizations, regardless of their size or structure, sector or location, have numerous opportunities to foster diversity and to promote a culture of respect and equality both in the workplace and in the communities where they and their partners conduct business.

The UN Human Rights Office encourages organizations to use the Standards of Conduct as a tool in assessing and reporting commitments, policies and practices with respect to the rights of LGBTI people, and to promote their use by others.

**“COMPANIES MUST EITHER DECIDE TO ACTIVELY COMBAT DISCRIMINATION AGAINST LGBTI PEOPLE OR ACCEPT THAT THEY ARE, IN EFFECT, FACILITATING IT. THERE IS NO NEUTRAL POSITION AVAILABLE.”**

Zeid Ra'ad Al Hussein

United Nations Commissioner for Human Rights



# out**think** ordinary

IBM recognizes the unique value and skills every individual brings to the workplace. We believe that innovation comes from seeking out and inspiring diversity in all its dimensions. Consciously building diverse teams and encouraging diversity of ideas helps us make the greatest impact for our clients, our colleagues and the world.

**Diversity of people. Diversity of thought.  
A smarter way to innovate every day.**

**For over 30 years, we've been proud  
supporters of the LGBT community.**

**[ibm.com/diversity](http://ibm.com/diversity)  
[ibm.com/jobs](http://ibm.com/jobs)**



# Tech@WorkplacePride

## Bringing together a special platform to exchange views, experiences and best practices, and to increase visibility of LGBTI people within the tech industry, with students, and society in general

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Decades ago, it seemed that LGBT people simply did not choose for a career in technology. Now we know better: today we see many LGBT professionals working and contributing to the success in technology-based organizations.

Comparing this sector to others, we can see differences in cultural aspects like networking and interpersonal skills, and in success factors, which are changing rapidly as well. Traditional, hierarchical organizations are now replaced with ones that are network-based, and interpersonal skills and personal branding are becoming more and more important. This also means that remaining “safely” in the closet is more difficult.

TECH has been a focus in various workshops during Workplace Pride conferences, and in the 2016 Canal Pride in Amsterdam the boat “Building Diversity” made LGBT-professionals in the building industry very visible.

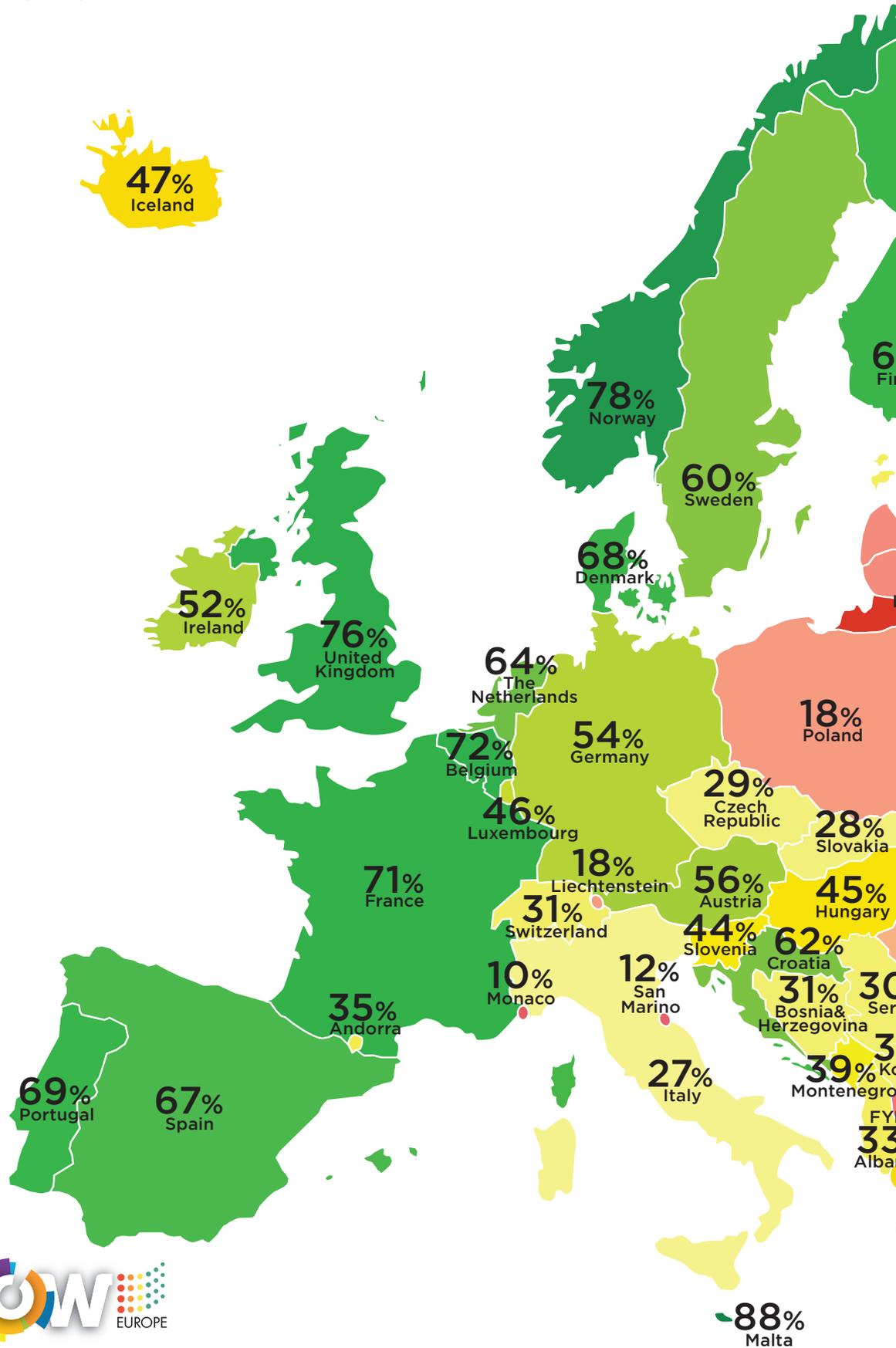
About one out of three Workplace Pride employers have a strong connection to technology, and we are sure that increased visibility for LGBT employees in technical roles will be rewarded and will strengthen our employers

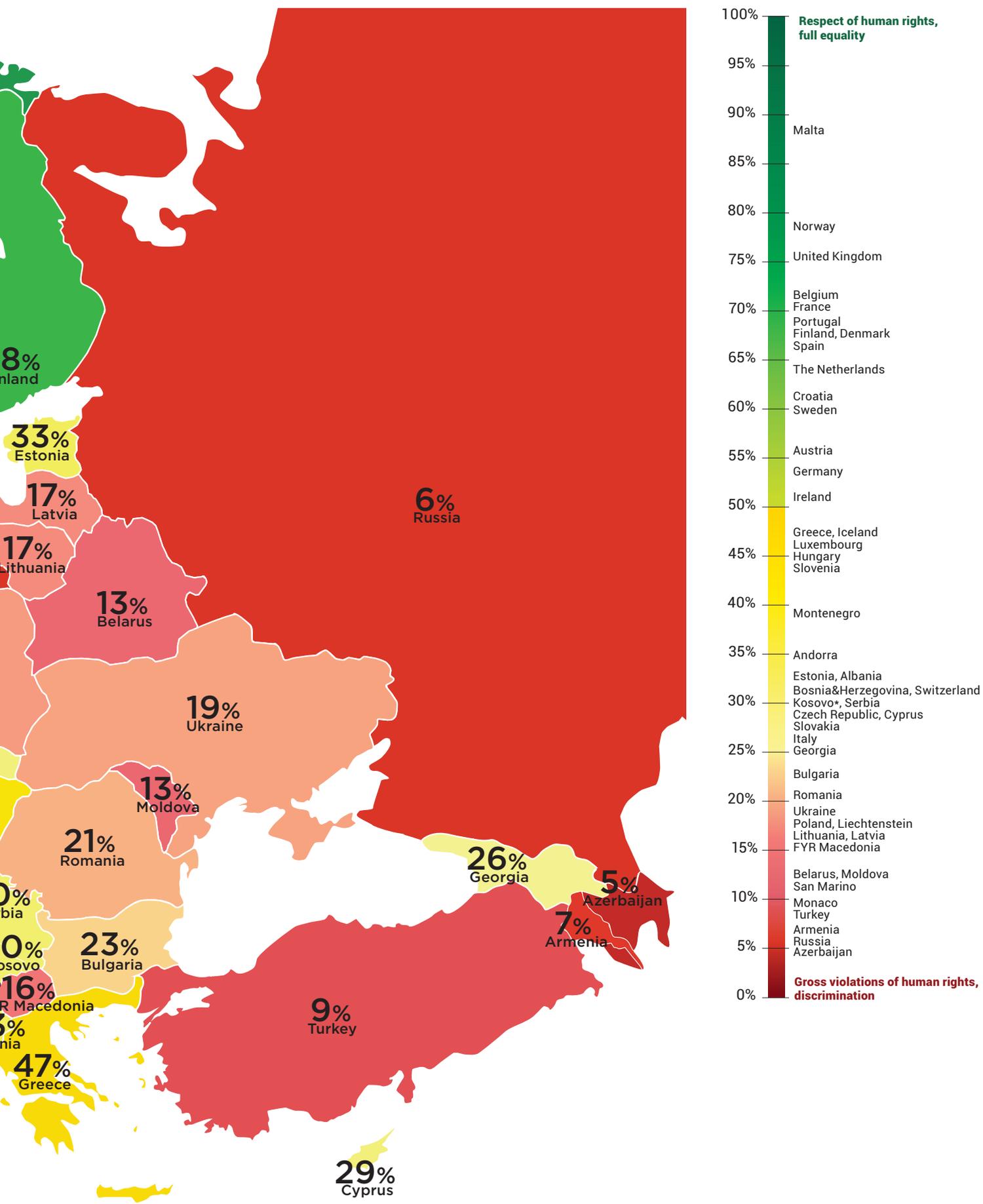
### **Contact us for more information!**

We would love to hear from you at [tech@workplacepride.org](mailto:tech@workplacepride.org)

# ILGA-Europe Rainbow Map May 2017

Reflecting the national legal and policy human rights situation of lesbian, gay, bisexual, trans and intersex (LGBTI) people in Europe.





# NEW MEMBERS FROM 3 SECTORS

## **TU Delft** Joined Workplace Pride on October 12, 2016

“TU Delft is an organization with an increasingly diverse character. That is why it is so vital that inclusion is given a high priority.”

### **ANKA MULDER, VICE PRESIDENT EDUCATION AND OPERATIONS TU DELFT**

TU Delft has been providing technical education for over 175 years and is one of the world's leading universities.

#### **For more information about the LGBTI Network at TU Delft, contact:**

Leon Hombergen L.P.I.M.Hombergen@tudelft.nl or Dirk van den Heuvel D.vandenHeuvel@tudelft.nl.



## **Ahold/Delhaize** Joined Workplace Pride on April 14, 2017

“We know by experience that the more we understand our Associates and diverse customer base, and truly embrace what they are, including LGBTI people, the better is it for our organization, our associates and all stakeholders - everyone wins!”

### **SUBARNA MALAKAR, VICE PRESIDENT, GLOBAL DIVERSITY & INCLUSION AHOLD DELHAIZE**

With more than 375,000 people employed in 11 countries, Ahold Delhaize is a world-leading food retailer with 50 million customers per week. The company includes well-known names such as Albert Heijn and bol.com in the Netherlands, Delhaize Leon in Belgium, Stop & Shop and Food Lion in the United States.



## Cargill

Joined Workplace Pride on January 19th, 2017

“At Cargill we take our Corporate Responsibility very seriously. We take pride in how we treat our people. We want to make sure that they feel safe and respected regardless of gender, ethnicity or sexual orientation. As such, we wholeheartedly welcomed the opportunity to become part of this great community and I hope we may inspire many more companies to follow suit.”

### HAROLD POELMA, CEO CARGILL NEDERLAND

With 150.000 employees in 70 countries, Cargill is one of the largest privately-owned businesses worldwide providing food, agriculture, financial and industrial products and services to the world. Founded in 1865, adhering to high standards of business conduct has always been important to Cargill.

#### For more information on LGBTI inclusion at Cargill, contact:

Dominic\_De-kerf@cargill.com or visit <https://www.cargill.com/careers/ethics-values-careers>



# How can you become a transgender-friendly employer?



## How to successfully support transgender diversity in your workplace

### We have a long way to go.

Worldwide, the labor situation for transgender people is troublesome. Even in the Netherlands, a country famous for its support of LGBTI rights, recent research indicates that unemployment among trans people is twice that of the general population, a figure that has hardly changed since 2012.

### Attracting and retaining talented transgender employees.

A supportive working environment helps transgender employees successfully manage the social transition in the workplace. Research also shows that this support can positively influence their lives, whereas they are often faced with rejection outside of the workplace.



### Key metrics

- More than half of transgender people are not satisfied with their job.
- More than 40% of trans women, trans men, and non binary trans people experience formal and informal discrimination in the Dutch labour market.

### Basic guidelines to help support your transgender employees:

- Take an active role in identifying, signalling and combating bullying, harassment and discrimination on all grounds.
- Give your transgender employee the support and space they need to manage their transition. Research shows that 85% of transgender people are more satisfied, and thus more productive, after their transition.
- Understand that no one is the same. Each transgender employee will transition at their own pace and will have different needs regarding medical intervention.
- Support transgender employees in their coming out. Arrange practicalities such as appropriate uniforms and the change of gender status in your administration records.
- Educate and sensitise your HR and senior leadership in transgender issues.
- Be inclusive in your communication. Not knowing of any transgender employees does not mean they are not working for you or want to work for you. Being transgender friendly in your communications demonstrates to your future transgender employees that you are supportive.
- When possible, use transgender role models in your recruitment and selection materials with editorials and photos.

### Need advice?

Contact these organizations today for help:  
Transgender Network Netherlands | GenderTalent



# WORK WITH PRIDE

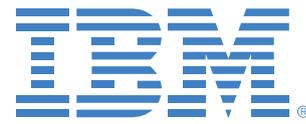
[workingatbooking.com](https://workingatbooking.com)

Join

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## LEADERS

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## PARTNERS

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## MEMBERS

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## FRIENDS

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Booking.com



National Postcode Lotterij

Gemeente Nijmegen

Schiphol Group



# DR. JOJANNEKE VAN DER TOORN

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Workplace Pride Chair  
at Leiden University

**“I see huge value in working with companies and other organizations in my research. Applying theoretical knowledge to practice provides valuable insights for theory building (for example by showing its limits) but can also directly benefit the work floor. I have come to realize, however, that scientific results are not very accessible to organizations that could profit from them. Research is most often published in pay-walled scientific journals, which are not commonly read outside of the scientific or academic world. The key is finding a way to share our work with those that need it, in a way that is accessible and useful such as a fact sheet.”**

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As Workplace Pride Chair at Leiden University, I am going to study a few areas regarding the workplace inclusion of LGBTIs. I want to research the key elements of diversity and inclusion policy, and explore how people experience inclusion in the workplace and what employers can do to facilitate progress. I, thereto, want to look at what instruments are being used by organizations today and see if they are effective in improving LGBTI workplace inclusion.

We know from what little research there is, that there is a lot of work to be done with respect to the workplace inclusion of LGBTIs. According to statistics from the Netherlands Institute for Social Research (SCP), 12% of heterosexual employees in the Netherlands suffer from burnout symptoms but that number goes up to more than 20% when we look at lesbian, gay and bisexual employees. There are also significant differences when we look at workplace harassment. Interestingly, new research has shown that LGB employees who are not out at work experience more harassment than those who are out. This seems counter-intuitive, but could be an indication that hiding one's sexual orientation, gender identity, or expression at work could create barriers and obstacles that negatively impact how one is perceived by others in the workplace.

There are also other impacts related to being out at work. Many people relate being 'out' with sexual behavior and are therefore dismissive of the importance of LGBTI workplace inclusion – “I don't talk about my sexual experiences at work, so why should they?” But being 'out' goes much further than simple disclosure about one's sexual interests. Without always being aware of it, we share a lot about ourselves at work. This builds trust, strengthens working relationships, and increases satisfaction. Not being out at work means one cannot share the many interests or activities where they include one's partner. This directly impacts how one feels and functions at work.

I am, furthermore, interested in the effects of creating an inclusive workplace for the entire organization, not only for LGBTI employees or other under-represented groups. In witnessing LGBTI employees being included at work, other employees who do not face stigma may also be encouraged to be open about aspects of themselves where they may not fit the 'norm'. This increase in openness and diversity would be a gain for the entire organization.

Conducting LGBTI-inclusion research in direct collaboration with companies and organizations can help drive progress for employers, and LGBTI employees in the workplace – a win-win situation.

# SODEXO 1-STOP-SHOP



## **Sodexo's LGBT employee network, Sodexo Pride, is building an internal resource to support executives, employees and the HR teams globally with information about the LGBT workplace across the world.**

Sodexo, like many multi-national organizations has employees based all over the world. Business travel and global mobility (international assignments) are a very real phenomenon within the corporate culture. For instance, there was the case of a company director being promoted to a senior role based from Singapore. The fact that this individual was LGBT led to many question about how the career move would affect her family's ability to accompany her. These issues and many others have been worked through by our Total Rewards team and leaders at Sodexo as part of our commitment to equal opportunities for our team members.

Within this context, Normand St Gelais, head of Diversity & Inclusion at Sodexo Canada, and co-chair of Sodexo's global LGBT Network Sodexo Pride, with the support of D&I Lead Lourdes Diaz and the Global Pride Board, identified a need to provide global visibility to what is going on in other countries from an LGBT perspective. The one-stop-shop project was born.

The plan is to host a global website that presents key information about the situation for LGBT people on a country-by-country basis. The global website will then be linked within the local country websites (where not prohibited by law).

### **The one-stop-shop will contain the following types of information for each country:**

Laws and legislation	Local laws impacting LGBT people
Benefits & Support	Sodexo employee benefits regarding LGBT employees
Employee network	Local Sodexo Pride chapter, members, and LGBT partnerships

In addition to helping executives and employees who travel or are considering relocation, and the HR teams that support them in these processes, it will support local HR teams to find processes and best practices from other countries so that they can implement them locally.

## **STEPS TO BUILD**

Work to gather the information is underway. ILGA World, who publishes a map of sexual orientation laws in the world which is updated annually, will be referenced for the legal information; A survey is being done across local HR teams to get the inventory of processes and employee benefits by country, and Sodexo Pride has the information about local Pride chapters, member, initiatives and partnerships.

The information gathering process is not only creating the content for the one-stop-shop, it is also taking the first steps at creating awareness within Sodexo around the world (change management).

## **WHAT TIPS CAN YOU GIVE OTHERS WHO WANT TO DO SOMETHING SIMILAR?**

- **Having active support from the top is key** - there is both LGBT and ally support at the highest levels within Sodexo for the initiative
- **Don't underestimate discomfort and resistance from local contact this is a difficult subject in many cultures** - leverage D&I leads in region to support progress
- **Don't re-invent the wheel** - reference existing resources where you can

# Life is better when #youareyou



We believe that everyone has the right to be their real self. To acknowledge each other's differences and embrace each other's uniqueness is one way that we can all make life better.



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**Achieve  
MoreTogether**



## EXPANDING THE LGBTI DIALOGUE IN INDIA

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There are challenges for LGBTI people across the world, and India is certainly no exception. Though it is not illegal to be lesbian, gay, bisexual or transgender, same-sex couples cannot legally marry nor obtain a civil partnership. Additionally, Section 377 of the Indian Penal Code makes homosexual intercourse a criminal offense. Section 377 was deemed unconstitutional in 2009 by the Delhi High Court, but in 2013, the India's Supreme Court set aside the 2009 High Court order in effect re-criminalizing same-sex intercourse.

# For Transgender people, India is, in many ways, ahead of the curve.

Since 1994, there is legal recognition of Hijras, an official third gender, and there are transgender welfare policies in multiple Indian states. The Rights of Transgender Person Bill, passed in 2015, not only prohibits discrimination in employment, prevents abuse, violence and exploitation of transgender people, it also guarantees education and job entitlements, legal aid, pensions, unemployment allowances and skill development. In April 2017 Indian states were instructed by the responsible Minister to allow transgender people to use the public toilet of their choice. Regardless of these positive developments, the transgender community in India often remains isolated socially and professionally.

Solidarity Foundation – a Workplace Pride partner based in Bangalore India – is on the front lines of social change for LGBTI people in India, passionately working to create a world that celebrates and supports diversity where values of inclusiveness, empathy, integrity, accountability and courage are essential. Since their establishment in 2013, Solidarity Foundation serves as a bridge between resources, ideas and knowledge across India. They issue grants and fellowships, and link to local-level grassroots groups that are out of reach for most organizations.

A key area of focus for Solidarity Foundation is corporate involvement. Here they collaborate with corporate bodies to help them in their diversity and inclusion initiatives, providing sensitization training, helping them understand legal and cultural challenges, and ensuring that the corporate voice is heard within the context of social change. Their ability to tailor their message, pace and approach specifically to the Indian context, where elements such as religion and family have a much stronger influence than in some other parts of

the world makes Solidarity Foundation a valuable partner for companies with offices in India. In return, they seek support from corporate social responsibility funding, employee giving and other forms of partnership.

One of Solidarity Foundation's key initiatives is Project Vayati, a pilot program that is bridging the gap between the Transgender community and the corporate world. With this project, the foundation mobilizes the transgender community, building confidence and aspiration. "As these individuals have often had no exposure at all to the corporate world, we provide them with targeted training for soft skills, work ethic, and team collaboration to prepare them for success in their job" says Shubha Chacko, Founder and Director of Solidarity Foundation.

Solidarity Foundation then works with companies to employ the candidates. As many of the placements are in jobs that are mainly staffed by service vendors, this presents the additional challenge of working with the corporates to influence their suppliers and vendors as well. The program is starting to gain momentum. Solidarity Foundation has successfully placed 10 transgender people and remains in contact with them for their first year of work to support the employee and the employer as needed.



Shubha Chacko is optimistic. "We are seeing interest from more corporates and hope to get the word out, so that others will set their own goals for hiring transgender people, and seek out Solidarity Foundation to help make the connection."



Workplace Pride partnered with Solidarity Foundation to present a very successful and energizing LGBT Workplace Symposium in Chennai in May 2017, hosted locally by Workplace Pride member RELX. Going forward, we will continue to help - making connections between the Indian offices and headquarters and other parts of multinational organizations, many of which are Workplace Pride members. "We will do everything we can to support Solidarity Foundation as they drive progress for LGBTI Inclusion in India" says David Pollard, Executive Director Workplace Pride.



# THE FUTURE OF ENERGY IS INCLUSIVE

At Shell we actively pursue greater diversity within our workforce and promote a culture of inclusion to harness that diversity. We believe that encouraging our employees to be themselves at work will enable them to be more productive and innovative, and so help us to achieve business growth. Shell employees share a set of core values of honesty, integrity and respect for people, and we expect these values to include our Lesbian, Gay, Bisexual and Transgender (LGBT) employees.

Shell operates in many countries with different cultural factors at play. Our role is to ensure that we offer an inclusive workplace wherever we operate, where all our talents can flourish. Our Code of Conduct helps us to ensure equal opportunity for all regardless of race, colour, religion, age, gender, sexual orientation, gender identity, marital status, disability, ethnic origin or nationality.

**As a founding member of Workplace Pride we are pleased to support the 2017 Workplace Pride International Conference.**





## Woman@WorkplacePride

**Lesbian, bisexual, transgender and intersex (LBTI) women have enormous potential and strength due to their experiences and ability to look at things from a number of different perspectives.**

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LBTI women are a source of innovation and an asset to organizations as they are often more independent and willing to challenge conventional thinking. At the same time, lesbian, bisexual and transgender women face a number of unique challenges in the workplace where they are frequently under-valued due to their gender, their sexual orientation or gender identity.

The Women@WorkplacePride program aims to promote leadership of LBTI women in their workplaces and communities. LBTI women as visible role models inspires colleagues to be out at work, improves the climate in the workplace, and boosts team performance. Women@WorkplacePride raises awareness in companies and in the male LGBTI community about issues that lesbian, bisexual, transgender and intersex women face, and the leadership and contributions of LBTI women.

Since its launch on Coming Out Day in October 2016, Women@Workplace Pride has held well-attended events at municipalities (Den Haag and Amsterdam) and companies (Booking.com and Elsevier) on a range of topics, including bisexuality in the workplace, the inclusive organization and the power of groups and LGBTI and women's communities.

Through events with unique speakers, focused workshops in Workplace Pride's conferences and participation in research projects, Women@WorkplacePride continues to be a driving force behind the Foundation.

**Stay in touch!**

E-mail us at [women@workplacepride.org](mailto:women@workplacepride.org), and join the Facebook group Women at Workplace Pride [www.facebook.com/groups/womenatworkplacepride](http://www.facebook.com/groups/womenatworkplacepride)



# **WORKPLACE PRIDE'S GLOBAL BENCHMARK**

A TOOL TO GUIDE YOUR  
LGBTI WORKPLACE  
INCLUSION JOURNEY

**The Workplace Pride Global Benchmark is an internationally recognized research tool that assists employers in measuring the effectiveness of their LGBTI policies and practices.**

The Global Benchmark also provides a head start, a concrete action plan, to initiate immediate improvement, and is unique in that it looks at an organization's efforts on a global scale.

Workplace Pride carefully maintains a common baseline for the Global Benchmark, but does refine the content of the survey each year as world perspectives change. This ensures that we accurately reflect the evolving voice of the LGBT workplace in the international community, and that we "raise the bar" to encourage continued progress.

#### **HIGHLIGHTS OF THE CHANGES IN 2017:**

1. Survey questions are clearer and more specific.
2. Qualitative input receives more focus and scoring weight.
3. Evaluation and scoring is executed by an independent panel of experts.
4. Submission timing is scheduled earlier in the year so the results can be implemented right away in 2017.
5. Individual reports are transparent using scores based on actual points earned. (Not on a converted percentage as in the past.)
6. Tiered results allow us to celebrate the "trailblazers" and "ambassadors" amongst our participants, and encourage their focus on internal growth rather than external competition.

#### **HOW IS THE GLOBAL BENCHMARK BEING USED? HERE ARE SOME QUOTES FROM PARTICIPANTS IN THE 2016 GLOBAL BENCHMARK.**

"The process of collecting the information itself was very valuable, not only for updating the information on the survey, we found some things that we didn't know – and we established a dialogue with key stakeholders that can help us gain momentum for change and improvement."

"The individual reports simplify our action planning by identifying comprehensive, detailed research of strengths and weaknesses. The suggestions for improvement we really helpful in giving us actions that we could take immediately."

"The consistent baseline of the survey questions helps us clearly see our strengths and where we are making progress. It also identifies where we are falling behind, as others move forward more quickly than us – all very useful information."

"The professional analysis supports our individual internal business case, providing metrics and comparisons that we plan to use to convince our leaders to further engage and support our LGBTI Workplace initiatives."

Submissions for the 2017 Workplace Pride Global Benchmark are currently being reviewed, and individual results are being compiled. The announcement and celebration of the top tier organizations will take place at the Workplace Pride Leadership Awards Gala on October 11th in Posthoornkerk in Amsterdam.



# What can employers do to create an inclusive workplace?



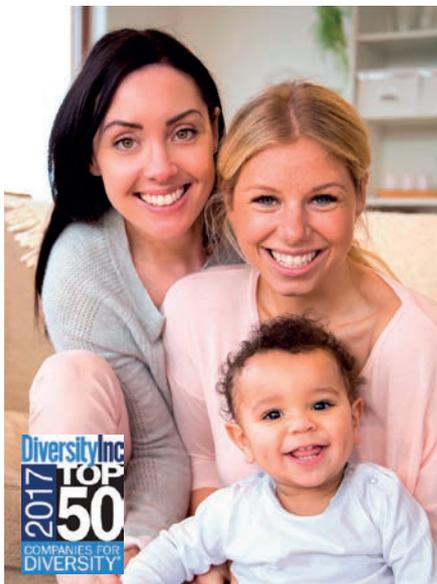
People who identify as lesbian, gay, bisexual, transgender and intersex still too often remain in the closet at work. Even though being 'out' means that you don't have to waste energy hiding who you really are, that you have more energy to focus on the job, and that you can be more confident in your role - many LGBTI people still spend valuable work time dodging questions about their personal lives. Ultimately, this makes it hard to build strong workplace relations, which can have a direct effect on teamwork and on an organization's bottom line.

# If LGBTI employees who are out are happier and more productive, and if this is also good for business, why would employers not enforce an inclusive workplace within their organization?

## HERE ARE SOME CONCRETE STEPS YOU CAN TAKE WITHIN YOUR ORGANIZATION:

- Publish an equality statement outlining non-discrimination based on 'gender', 'sexual orientation' and 'sexual identity' on the international corporate website.
- Engage straight allies - heterosexual employees who publicly support the cause of LGBTI inclusion.
- Start an LGBTI employee network, open to employees worldwide, with the support of management and top level decision-makers.
- Use your intranet to spread the word about your diversity and inclusion practices to reach staff in other countries and locations.
- Ensure that staff who may not have intranet access, also get the message.
- Include LGBTI inclusion in your supplier's code of conduct and make it a part of the supplier contract.
- Organize (global) networking events and seminars on the topic of inclusion and diversity.
- Train your managers and other staff to apply an inclusive management style.
- Integrate LGBTI inclusion into the on-boarding program for new staff.
- Make a public statement in the media – i.e. condemning an anti-gay political statement, legislation or violence against LGBTI people.
- Include LGBTI people, images and themes in your advertising.
- Join an initiative like Workplace Pride to communicate your inclusive image and get expert advice.
- Learn from best practices of other organizations in your sector.

Once you have covered these points, there is still plenty to do! Take it to the next level with initiatives such as gender-free toilets, transgender transition programs and intersex employee support – driving progress for your LGBTI employees, creating positive social and economic impact in the community, and enhancing your image as a socially responsible organization.



**sodexo**  
QUALITY OF LIFE SERVICES

# QUALITY OF LIFE MEANS RESPECT

Engaged employees drive business success. That's why we're committed to creating an environment where all employees can contribute to their full potential. By fostering a culture based on respect and inclusion, Sodexo is an expert at improving quality of life for individuals, organizations and communities.

[www.sodexoUSA.com](http://www.sodexoUSA.com)

©Sodexo | Committed to Diversity and Inclusion

# International Voices For LGBTI Workplace Inclusion

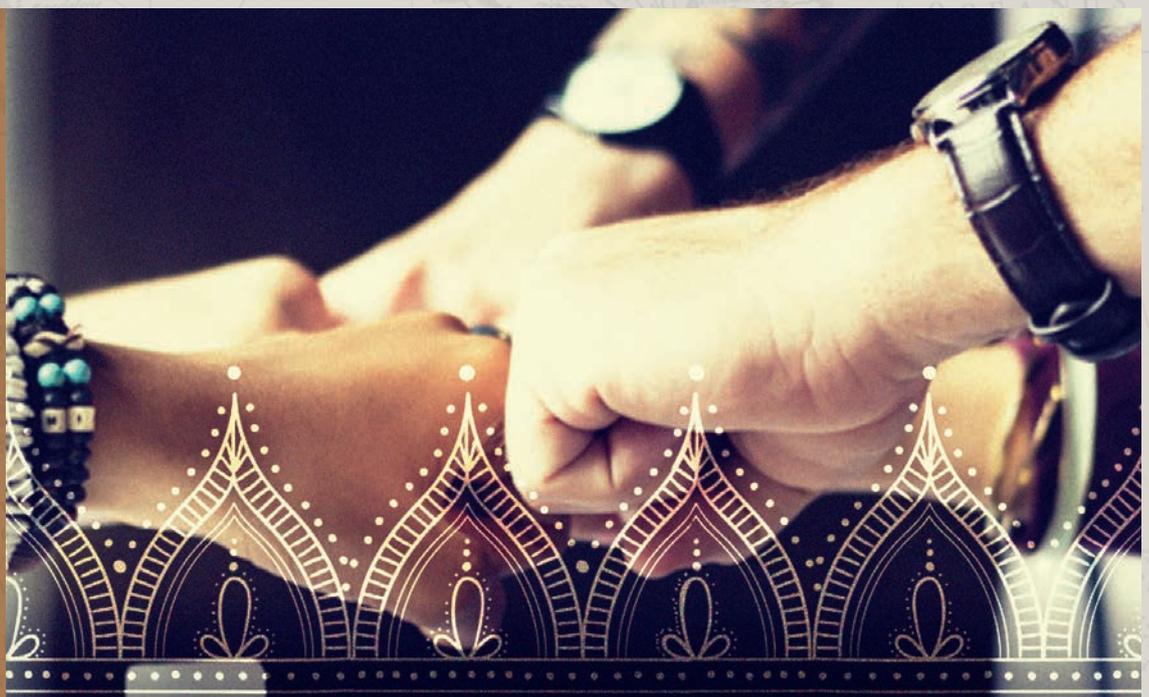
From Bangkok to Krakow, and from Paramaribo to Chennai, Workplace Pride's increasingly international footprint is a direct reflection of our members' global reach. With quickly changing attitudes about LGBT people in many countries, the effort towards greater inclusion in the workplace also seems to know no boundaries. Although LGBT people want to be themselves wherever they work, vastly different legal and cultural environments around the world make the creation of inclusive workplaces a challenge for many internationally-active employers.

To bridge this gap, Workplace Pride actively links our growing network of LGBT workplace-focused NGO's with our members in events and projects around the world. The knowledge and best practices that the Foundation has accumulated over the past 10 years perfectly complements the expertise and sensitivities of the local NGO's who best

understand cultural differences. This unique combination of resources truly benefits international and domestic employers, not to mention the local LGBT communities, by creating productive and sustainable knowledge sharing and enduring relationships.

In it's ongoing outreach and goal of greater inclusion of LGBT people in the workplace, Workplace Pride encourages our internationally active members to "make good" on their global Diversity & Inclusion policies by engaging with local communities and their own employees with LGBT workplace inclusion. Even in areas which may seem to be an insurmountable challenge, there is a world to gain by exploring the possibilities, asking the difficult questions and taking those initial steps; Workplace Pride is your willing partner with international LGBT workplace inclusion.

**CHENNAI,  
INDIA** LGBT  
WORKPLACE  
SYMPOSIUM,  
MAY, 2017.  
HOST -  
ELSEVIER



**MANILA,  
PHILIPPINES**  
LGBT WORKPLACE  
CONFERENCE,  
AUGUST, 2017.  
HOST - SHELL



**PARAMARIBO, SURINAME**  
SURINAME WORKPLACE PRIDE  
CONFERENCE, JUNE, 2016,  
HOST - DUTCH MINISTRY OF  
FOREIGN AFFAIRS



**BANGKOK,  
THAILAND**  
WORKPLACE PRIDE  
BUSINESS  
CONFERENCE,  
NOVEMBER, 2016,  
SPONSORS - IBM &  
DUTCH MINISTRY  
OF FOREIGN  
AFFAIRS



**NAIROBI, KENYA**  
KENYAN LGBT WORKPLACE  
SYMPOSIUM, NOVEMBER 2017



# Making the invisible visible- Voluntary Self Identification at IBM

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As an organization, you can only measure and support the communities in your organization that you can actually identify. We all know that many identities are not visible in our HR systems—or even in our hallways. In fact, both the LGBTI and people with disabilities populations are often “invisible” communities. What can you do if you want to provide equal opportunities to all your underrepresented groups, including these “invisible” ones? The answer is actually simple—you need a flexible, but uniform way to identify them. That is where Voluntary Self-Identification (self-ID) comes in.

## What is self-ID?

What makes IBM's approach different from other organizations that are starting to look at how they can identify and monitor LGBTI workplace inclusion? At IBM voluntary self-identification is not anonymous, it actually becomes an official part of your personnel record. While other companies and organizations use employee surveys to get an idea of how many of their employees identify as LGBTI, IBM asks the question in the same HR systems where employees provide their demographic information.

Silvy Vluggen, Business Development Executive IBM Workforce Engagement Services explains: “Of course the information is optional and, if provided, is visible only to a very limited number of people. This is clearly explained in a disclaimer that is visible with the question itself.”

Self-ID does not mean that you are coming out at work. Firm restrictions concerning the security and visibility of formal HR data are important for LGBTI employees to feel comfortable enough to identify. You are coming out to a HR person who is there to help ensure that all employees, including LGBTI, have equal opportunities. Your manager does not have access to the self-ID information.

Tying response back to a person is a big difference and advantage. Not everyone that identifies as LGBTI will join your LGBTI employee network. “At IBM in India, the number of members of our LGBTI employee network is less than 3% of the number who have officially identified themselves as LGBTI employees.” says Vluggen. “Enabling individuals to provide this information to your HR system is the most effective way to capture this important data and empower your HR team to make real opportunities available to those previously invisible communities”

## Challenges

IBM's commitment to diversity and inclusion is enacted in global policies and practices, and safety and security for IBM employees comes first. This means that in some country locations Self-ID cannot be implemented. “It would be out of the question to consider implementing Self-ID in a country where there is a death penalty for being LGBTI in place. We do, however look very closely at all other locations, including those 79 countries where there is some sort of legal restrictions on homosexuality.” shares Vluggen.

Assessing the safety for employees is a key step. Look at in the context of social and cultural climate. There are countries where homosexuality is officially illegal, but the laws are not enforced. There are other countries where there are no laws prohibiting homosexuality, but where arrests, torture and other harmful practices occur.

Data privacy is also an important consideration. We know that much of Western Europe has very strict regulations and make personal data collection difficult.

IBM has been driving this for over a decade and has amassed information regarding regulatory and data privacy restrictions around the world. This ground-breaking work has been crafted into a service that IBM offers to customers through its consulting services.

Additionally, as Self-ID is a part of the HR systems, those must also be assessed to ensure that the data can be safely captured. IBM has worked with a number of the HRMS software vendors to ensure that their systems can accommodate Self-ID.

## Conclusion

IBM started with self-ID in 2006, and has not looked back. The key goal is talent management - ensuring that there is equal opportunities for LGBTI employees, enabling targeted development programs, and promoting diverse slates of internal candidates for career progression. Self-ID opens a communication channel that allows targeted engagement with the LGBTI employee community, and can help highlight locations where local workplace climate may be having an impact on LGBTI workplace inclusion. Additionally, self-ID shows IBM's commitment to diversity policies – this is important for LGBTI employees and has a positive impact on overall employee engagement.

# EQUALITY IS NON- NEGOTIABLE

Accenture is proud to be a corporate leader in supporting the LGBT community. Our commitment to inclusion and diversity is unwavering. Embracing all people, regardless of their sexual orientation, gender identity and expression makes us greater than.



## *The value of new horizons*

GLEE@PwC is our inclusive business network for Gays, Lesbians and Everyone Else within PwC. Our goal is to break down the barriers of differences and connecting people at work. Celebrating that we're all unique regardless of our sexuality, race, gender, religion or ability. Just embrace the uniqueness of all people. Taking LGBTI inclusion to the next level and create new insights and find new horizons.

Being a member of **Workplace Pride** gives us the opportunity to be connected with other business networks and to build relationships.

To read more about why we believe in diversity or about PwC in general go to [www.pwc.nl](http://www.pwc.nl) or [www.werkenbijpwc.nl](http://www.werkenbijpwc.nl)





# Young@WorkplacePride

## Enhancing the connection of young LGBT employees to the strategy and vision of Workplace Pride

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Our mission is to lead the way for LGBT employees and students entering the workplace - helping to secure a safe, diverse, and inclusive work environment. We aim to connect with LGBT young employees and students as well as allies such as student associations and straight allies in the workplace.

Research has shown that young employees that are out at work can be more creative, innovative, and authentic in their work environment and thus perform better in their roles. We aim to:

- Remove the fear that keeps students and young professional in the closet.
- Give young professionals the confidence and capability to bring their full self to work.
- Provide role-models that give a voice to young employees contributing realistic improvements to a diverse and inclusive workplace.

... and to do all of this in a personal way.

We continue to organize events that have been very successful. In the past we have facilitated, with the help of AIESEC, a workshop with a global student network that provided an LGBT and Ally perspective to the future leaders of the workplace. In our mentorship sessions, running now for more than a year, LGBT executives share their personal story with 12-15 young employees in small-group setting where the participants learn about the challenges and opportunities of being yourself in the workplace.

### Want to get involved?

We would love to hear from you at [young@workplacepride.org](mailto:young@workplacepride.org)

# The declaration of Amsterdam

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## 21 MAJOR EMPLOYERS ARE STRIVING FOR:

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- Inclusive corporate cultures where LGBTI employees feel valued, can be their authentic selves and realize their full potential.
- Working environments for LGBTI people that go beyond minimum legal requirements of equality.
- Active leadership from straight [heterosexual] allies and LGBTI role models who visibly support LGBTI-inclusive workplaces.
- Dedicated, declared and active collaboration between employers and LGBTI employees to realize mutually beneficial improvements.

## INTERESTED IN YOUR ORGANIZATION JOINING THE ENLIGHTENED FEW?

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Write to: [info@workplacepride.org](mailto:info@workplacepride.org)

## CALL TO ACTION:

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1. Employers must provide a safe, comfortable, equal opportunity workplace and promote authenticity for LGBTI employees.
2. Employers should work closely with and benefit from the knowledge of other parties ( employee networks and NGOs) dealing with LGBTI workplace issues to achieve improvements.
3. Employers should identify and support leaders and decision-makers (LGBTI and straight) that actively strive to create LGBTI-inclusive working environments.
4. LGBTI employees should actively strive to be visible at work and collaborate with their employers on diversity and inclusion, leading the way for all employees.
5. LGBTI employees should guide their employers on measures to support this declarations goal's and implementing best practices.
6. Employers and LGBTI employees should create and support structures in the organization that ensure progress.
7. Employers should embed the Declaration's concepts in organizational principles, and include them explicitly in external communication such as Annual and Corporate Responsibility Reports.
8. Employers and employees should develop and establish measurements that identify the level and progress of LGBTI inclusiveness within the organization and benchmark this externally.
9. Employers should dedicate a minimum of 1 euro per employee in the organization to support LGBTI programs and Employee Resource Groups.
10. Organizations should visibly support the improvement of working environments for their LGBTI employees in all the countries where they are active.

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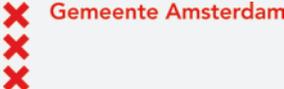
[www.workplacepride.org](http://www.workplacepride.org)



**Workplace  
Pride**

THE INTERNATIONAL  
PLATFORM FOR LGBTI  
INCLUSION AT WORK

## The organizations which have signed the Declaration of Amsterdam

 High performance. Delivered.	<b>ACCENTURE</b> 19 JANUARY 2012	 THE PEOPLE NETWORK	<b>TNT</b> 19 JANUARY 2012
	<b>IBM</b> 19 JANUARY 2012		<b>CITY OF AMSTERDAM</b> 15 JUNE 2012
 The Hague	<b>CITY OF THE HAGUE</b> 19 JANUARY 2012		<b>NATIONAL POSTCODE LOTERIJ</b> 15 JUNE 2012
	<b>CISCO</b> 19 JANUARY 2012		<b>ABN AMRO</b> 17 JANUARY 2013
	<b>ACHMEA</b> 19 JANUARY 2012		<b>PWC</b> 17 JANUARY 2013
 werken aan perspectief	<b>UWV</b> 19 JANUARY 2012		<b>DOW BENELUX</b> 4 SEPTEMBER 2013
	<b>SHELL</b> 19 JANUARY 2012		<b>ELSEVIER</b> 20 JUNE 2014
	<b>ING</b> 19 JANUARY 2012		<b>KPN</b> 09 OCTOBER 2014
	<b>POST NL</b> 19 JANUARY 2012	 Gemeente Utrecht	<b>THE CITY OF UTRECHT</b> 17 APRIL 2015
	<b>PHILIPS</b> 19 JANUARY 2012		<b>NAUTA DUTILH</b> 23 JUNE 2017
		 SERVICES DE QUALITÉ DE VIE	<b>SODEXO</b> 23 JUNE 2017



True colours,  
here I come



ING 

# Dedicated to improving the lives of LGBTI people in workplaces all over the world

## Programs



## Measurement



## Community

